Bridgewater 2019-2021 Strategic Plan
March 21, 2019

Presented to: Bridgewater
The 2019-2021 Strategic Plan was developed based on five core themes that emerged during the offsite workshop with the Bridgewell Leadership Team and Board of Directors. These themes are the connective tissue between the strategic goals and down through measurements.

- **WORKFORCE AND ORGANIZATION DEVELOPMENT** will positively impact individuals served as well as the top and bottom line.
- **LEADERSHIP POSITIONS** across the ecosystem will increase brand awareness, facilitating high QOC recognition.
- **FINANCIAL SUSTAINABILITY** is essential and current model is insufficient.
- **DATA AND EVIDENCE** matters and leads to better decision making.
- Organization and employee **IMPACT** is more important than checking off daily activities.
<table>
<thead>
<tr>
<th>Goals</th>
<th>Be acknowledged as a high quality of care (QOC) organization by individuals, the community, partners, and MA, thereby increasing brand recognition</th>
<th>Develop a sustainable, profitable funding model that supports the forward-looking vision and mission</th>
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<tbody>
<tr>
<td>Strategies</td>
<td>Develop a new, relevant mission that drives BW’s strategic intent by prioritizing programs and investments</td>
<td>Drive employee engagement and accountability through a new mission and aligned Workforce</td>
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<td>Improve decision-making and investments with internal and external data and insights</td>
<td>Increase efficiency and impact by improving key business and operational processes</td>
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<tr>
<td>Actions</td>
<td>Name a CEO</td>
<td>Conduct a Workforce Needs Assessment resulting in specific ways to improve employee health and engagement and to prioritize needs (e.g., compensation, career development, administration burden)</td>
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<td>Conduct an industry assessment to identify non-profit &amp; for-profit competitors and potential collaborators resulting in clear spaces of opportunity</td>
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<td>Define BW’s “core” based on mission and need</td>
<td>Develop qualitative and quantitative evaluation criteria for measuring financial &amp; programmatic performance</td>
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<td>Implement an integrated performance management approach (metrics, dashboard, etc.)</td>
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<td>Rollout and train staff on evaluation tools and impact mindset</td>
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<td>Align current programs to newly defined Bridgewell “core”; prioritize core</td>
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<td>Select key business / operations process(es) to be reengineered with immediate efficiency gains</td>
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<td>Implement process improvement project; measure results</td>
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<tr>
<td>Metrics</td>
<td>Employee satisfaction levels (perception)</td>
<td>Program profitability</td>
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<td>Attrition rate (% monthly)</td>
<td>Cash reserves</td>
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<td>Absenteeism rate (% monthly)</td>
<td>Process efficiency (time, # manual steps)</td>
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**GOAL**
Be acknowledged as a high quality of care (QOC) organization by individuals, the community, partners, and MA, thereby increasing brand recognition.

**STRATEGY**
Develop a new, relevant mission to program prioritization and investments that drives BW’s strategic intent.

**ACTIONS**
- Name a CEO
- Conduct an industry assessment to identify non-profit & for-profit competitors and potential collaborators resulting in clear spaces of opportunity
- Design and conduct the BW mission project
- Define BW’s “core” based on mission and need

**MEASURES**
Employee satisfaction rating
Retention/attrition %

**DRIVERS**
- Committed and present Leadership Team and BOD
- BW reputation is strong with stakeholders who know you
- Autism & Recovery Services are in demand

**THEMES**
- IMPACT
- WORKFORCE
- LEADERSHIP
GOAL

Be acknowledged as a high quality of care (QOC) organization by individuals, the community, partners, and MA, thereby increasing brand recognition

STRATEGY

Drive employee engagement and accountability through new mission and aligned workforce

ACTIONS

- Conduct a Workforce Needs Assessment to inform meaningful ways to improve employee health and engagement and to prioritize needs (e.g., compensation, career path, etc.)
- Reorganize and realign the company according to Needs Assessment
- Develop a leadership succession plan

DRIVERS

- Commitment of BW leadership
- CARF accreditation
- Autism & Recovery Services are in demand

MEASURES

- Employee satisfaction
- Attrition rate
- Absenteeism rate

THEMES

IMPACT  WORKFORCE  LEADERSHIP  DATA
GOAL
Develop a sustainable, profitable funding model that supports the forward-looking vision and mission

STRATEGY
Improve decision-making and investments with internal and external data and insights

ACTIONS
- Develop qualitative and quantitative evaluation criteria for measuring financial & programmatic performance
- Implement an integrated performance management approach (metrics, dashboard, etc.)
- Rollout and train staff on evaluation tools and impact mindset

MEASURES
Program profitability
Cash reserves

DRIVERS
- LT believes in the value of data analytics and wants to move the organization toward capturing and using real-world data

THEMES
FIN. SUSTAINABILITY
WORKFORCE
DATA
GOAL
Develop a sustainable, profitable funding model that supports the forward-looking vision and mission

STRATEGY
Increase efficiency and impact by improving key business and operational processes

ACTIONS
- Conduct an objective, critical analysis of infrastructure and programs
- Align current programs to newly defined Bridgwell “core”; focus on and feed the core
- Select key business/operations process(es) to be reengineered with immediate efficiency gains
- Implement process improvement project; measure results

DRIVERS
- BW is committed to doing the “hard work,” driven by real need

MEASURES
Program profitability
Process efficiency (time, # manual steps)

THEMES
IMpact
WOrkforce
Leadership
DAta