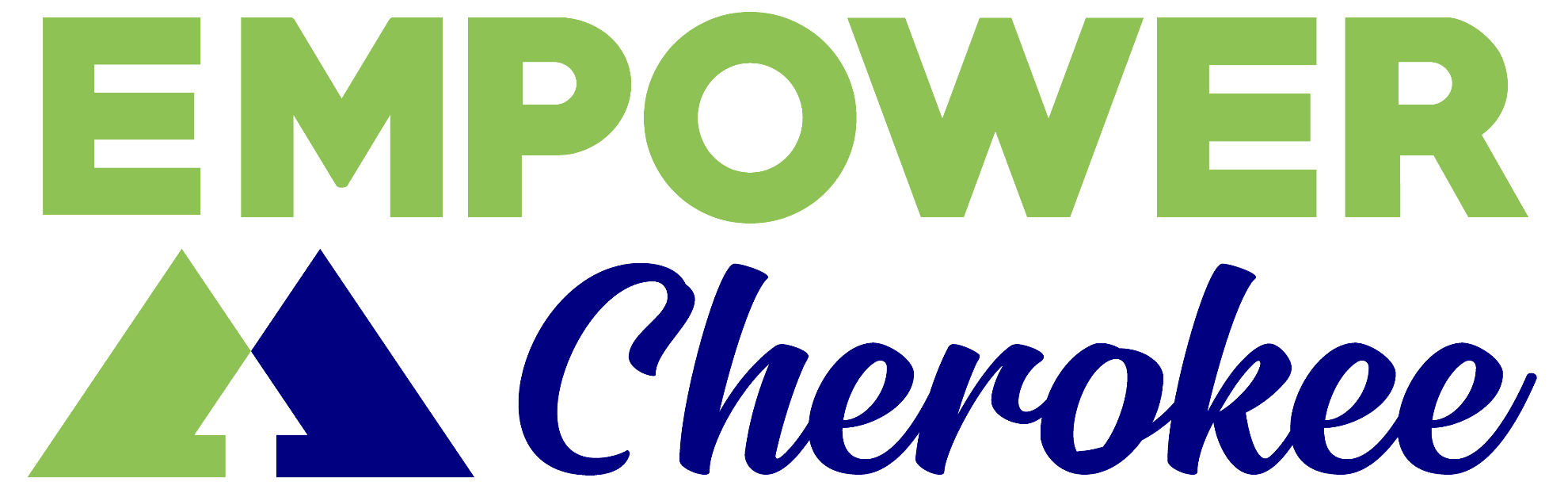
Strategic Planning

# FY 2021-2024 Planning Cycle



Empowering people to live life as they define it.

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Our mission is to empower people with intellectual and developmental disabilities to live life as they define it through employment and social connections, and the supports necessary for each person to achieve their hopes and dreams.

Empower Cherokee Mission

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*Empower Cherokee recognizes the importance of cultural competency and diversity along with person centered planning. These items will be found imbedded throughout our plans and strategies as an embedded part of our organizational culture and how we conduct business on a daily basis.*

# Ongoing Efforts

## Introduction:

With the assistance of the Empower Cherokee’s (EC) governing board and all EC staff, the Strategic Planning Committee shall meet annually to:

* Review the previous year’s accomplishments and assess contract compliance.
* Develop an ongoing strategic planning process for improving supports provided to individuals receiving services through EC
* Determine Empower Cherokee’s capacity for accepting new referrals
* Agree on a direction for the next year that ensures a positive strategic fit between EC’s current capabilities and the requirements of DBHDD and other contracted entities.
* Maintain the financial integrity of Empower Cherokee and its continued capability for providing services to persons with Developmental Disabilities who are residents of Cherokee County and surrounding areas.

**The mission of Empower Cherokee:**

Our mission is to empower people with intellectual and developmental disabilities to live life as they define it through employment and social connections, and the supports necessary for each person to achieve their hopes and dreams.

**Our Vision:**

**Empower Cherokee of GA, Inc. envisions all individuals receiving services:**

* Participate in meaningful relationships
* Have valued social roles in the community
* Live in a safe home of their choosing
* Obtain meaningful employment if they choose
* Are surrounded by a system of natural supports
* Have knowledge about their support options
* Have knowledge of their gifts, talents, skills, and limitations
* Are active participants in planning their supports

**Empower Cherokee of GA, Inc. envisions communities which:**

* Are knowledgeable and accepting of individuals with disabilities
* Act responsibly toward all citizens
* Are resourceful in providing support, inclusion, and comprehensive services
* Have a plan to assist individuals in crisis.
* Work together and creatively to support the collective needs within it.

*Empower Cherokee of GA, Inc. envisions our agency as the provider of choice for services and supports for persons experiencing Intellectual and Developmental Disabilities.*

**Our Core Values:**

**Empower Cherokee of GA, Inc. believes individuals served should:**

* Be treated with dignity and respect
* Understand their rights and corresponding responsibilities
* Have ready access to services of their choosing
* Be informed about their disability
* Be informed about their options and the opportunity to elect or refuse services
* Have the right and responsibility to participate in a person-centered planning process to access services/supports
* Receive confidential and ethical services
* Be contributing members of their community
* Have an understanding of their own health and safety concerns
* Have an understanding of self-preservation skills
* Understand their right to employment and access to their community

**Empower Cherokee of GA, Inc. believes employees should be:**

* Competent, committed, and compassionate
* Treated with dignity and respect
* Valued for their individual and collective contributions as we pursue our shared mission
* Provide services in a person-centered way
* Empower persons supported to live life by their own definition

**Empower Cherokee of GA, Inc. believes our community should:**

* Be knowledgeable, accepting to the needs of persons with disabilities
* Demonstrate responsibility for all citizens
* Be open to creative solutions to support the needs within the community
* Partners with our organization to continue to provide opportunity for EC participants to have valued roles in the community
* Be engaged and involved in volunteering, fund raising, and employment of people using services

## Background:

Empower Cherokee was incorporated as a private, non-profit organization in January of 1969 by a small group of concerned parents seeking the development of meaningful services and community-based opportunities for persons with developmental disabilities under the name Cherokee Day Training Center, Inc.

On January 1st 2019 as an effort to realign the organization’s vision with more modern best practices and community expectations, Cherokee Day Training Center changed its name to Empower Cherokee of GA, Inc. No matter the name of the organization, Empower Cherokee has continually provided an array of training and support services to increase the capacity of individuals receiving services for independence on our campus, in the workplace, and in all other aspects of community. Historically Empower Cherokee operated both Residential and Day Services, however in 2015 Empower Cherokee decided to entrust Highland Rivers CSB for the provision of services while Empower Cherokee remains as the landlord and HUD contract manager.

Currently Empower Cherokee meets the needs of individuals with developmental disabilities in Cherokee County and surrounding areas through 2 campuses providing a combination of Employment and Community Access Services as well as Specialized Medical Supplies. Empower Cherokee supports around 140 men and women with Intellectual and Developmental Disabilities through contracts with DBHDD, GVRA, donated funds, and occasional grants.

Cherokee County is currently the fastest growing county in Georgia and boasts an active work force with a focus on retail, industry, and film making. EC is proud to be the preferred referral source for young adults coming out of Cherokee County Schools. Empower Cherokee boasts an array of quality services, person-centered practices, and a long-standing tradition of excellence in the Cherokee County Community.

Empower Cherokee has set its focus on person-centered practices and the development of hopes and dreams of the men and women we support. Our service provision focuses on what the individuals we support can do for their community, how they can contribute, be engaged, be valued, and be employed. Empower Cherokee recognizes the importance of the HCBS settings rules around person-centered practices. Currently the Executive Director of Empower Cherokee also holds the title of Certified Person-Centered Thinking Trainer through Support Development Associates and the National Learning Community. Additionally, she serves as Chairperson of the Georgia Learning Community, a non-profit all volunteer organization that seeks to support and foster growth and learning among providers, caregivers, people supported, and communities around person centered practices. Person centered practices is the corner stone of discovering how to assist a person to “live life as they define it” as well as the balancing point to assure that a person has the things that are important to them (hobbies, favorites, friends, families, job, social opportunities) as well as the things that are important for them (health, safety, and valued community member)

## Who We Support

## The demographic of the people we support ranges from age 22 – end of life with a primary diagnosis of developmental disabilities. Each person we support shares with us their unique vision for their lives and we strive to provide the support to fulfil that vision. We support men and women from a variety of social, economic, and cultural backgrounds. We serve individuals with a variety of secondary diagnoses and challenges such as physical disabilities, mental health diagnoses, aging persons, and persons with significant mal-adaptive behaviors.

**Demographics of People who use our services:**



## Other Stakeholders:

Empower Cherokee recognizes a number of other stakeholders that look to EC for assistance and as a collaborative partner to support individuals with developmental disabilities and to be a part of a larger community of support, networking, and community development. Below are a number of examples of the types of partnerships in which EC is involved.

* Parents, family members, guardians, and primary care givers of the individuals who receive services from EC are a key group of stakeholders essential to the holistic success of the individuals supported at EC and the agency at large. Empower Cherokee looks to these stakeholders for input on how EC can continue to provide quality services, while serving a supportive role in their lives and the lives of their loved ones we support.
* Empower Cherokee maintains a “partnership agreement” with the Cherokee County School System and participates in ongoing efforts to educate graduating Special Education Students and assisting to make transition from student to adult as smooth as possible. EC participates in regular transition meetings, educational transition fairs, and other functions that both educate adult students, but also provides opportunity for growth for EC as these individuals age out of the school system. In years past this agreement has also provided funding for vehicle maintenance and gasoline for 8 EC vehicles used to provide community-based services for individuals who attend EC through The Cherokee County School System.
* Empower Cherokee contracts with Cherokee County Transit (CATS) for fixed route passenger trips to and from day services five days a week offered to all Cherokee County residents (and non-residents willing to meet CATS at the county line) who attend services at EC. Unfortunately, due to COVID-19 CATS is currently only transporting 15 of the 80 people they used to transport.
* Department of Behavioral Health and Developmental Disabilities (DBHDD) and the Region 1 Field Office is another essential stakeholder that provides most of the funding for EC through the NOW/COMP Medicaid Waiver Program for persons with developmental disabilities. At the regional level State Support Coordination, Intake and Evaluation, and the Regional Office provide support, technical assistance, intake screening, and a referral base, which are all valuable inputs for EC strategic planning.
* GVRA and DBHDD entered into a partnership agreement in 2018 as a part of the Employment First Initiative in Georgia. This precipitated the need for Empower Cherokee of GA, Inc. to enter into a contractual obligation with GVRA in order to continue to provide Supported Employment Services.
* Georgia Collaborative Administrative Services Organization and its subsidiary Qlarant manage the DBHDD contract and provide oversite of our organization. Qlarant provides a Quality Enhancement Provider Review once every two to three years to assure that EC is meeting quality standards as laid out in DBHDD and NOW/COMP policy manuals. The scores associated with the review are posted on the ASO website, and technical assistance is offered if there are areas of weakness.
* The Learning Community for Person Centered Practices and Support Development Associates for providing the training and structure around the Becoming a Person-Centered Organization Initiative. They provide essential feedback and learning opportunities, as well as provide EC with an on-site Person-Centered Thinking and Coaching Trainer from 2017 - 2019. This community keeps EC abreast of national trends in PCT and real time support on any developing trends and ideas through training, web resources, and list serve email idea sharing, all of which serve as a guide for strategic planning in the area of person-centered practices. Additionally, on a local level EC participates in the Georgia Learning Community for person centered practices. EC’s director currently serves as chairperson of the board and a Person-Centered Thinking Trainer.
* WIZE was introduced to Georgia in 2019 as an effort to expand Georgia’s supported employment. The goal is to go from being in the bottom 5 states for supported employment to one of the top 5 states in 5 years. Members of the EC team are involved in quality improvement efforts to enhance supported employment in Georgia.
* Empower Cherokee routinely interfaces with a number of civic organizations, churches, and volunteer groups to the benefit of individuals Empower Cherokee supports. In 9 months, Revolution Church provided over 350 service hours to Empower Cherokee through their Serve Saturday Project. Other groups that have donated their time are AMIC who participated in two days of on-site volunteering, Parents and Care givers who assist with parties and special events, American Legions who provide a day at the fair, the Shriners of GA who provide a Day with Clowns. In addition, EC partners with other organizations as an opportunity for participants to “give back” to their community. As a part of the Give Back program Empower Cherokee partners with MUST Ministries, Flowers with a Purpose, Relay for Life, Cherokee County Police and Fire, Northside Hospital, Cherokee Parks and Rec, In Harmony Therapies, and many more.
* EC has regular donors who provide us with funds. Most recently the Knights of Columbus both Woodstock and Canton Chapters, The Kiwanis, PO Boys Car Club, and Sun Trust Bank have provided a significant amount of funds. In addition, we have started efforts in Fundraising with our 2019 Empower Cherokee Gala, various community entities donated to that event in a variety of ways. Kathy Davis, a parent of one of our participants, also voluntarily seeks donations for Empower Cherokee. Donated funds are used for direct programmatic improvements such as new vehicles, AED machines, and I Pads for program use and communication devices, activities and parties, items participants may need for health and safety, funds for community interaction if a person cannot afford it, music therapy, Grant matching, and much more.
* EC has partnerships with a number of area employers. These employers employ the men and women we support. A few examples are the City of Canton, City of Holly Springs, Zaxby’s, Red Lobster, Chick-fil-A, Salvation Army, Belk, Cracker Barrel, McDonalds, Roytec Industries, Kroger, and others. We are ever growing our employer network.
* EC operates under the guidance of an active, all volunteer board of directors, of which at least 50% are also parents of individuals with disabilities. This board of directors is made up of a variety of members with a wealth of knowledge in different areas of expertise who serve as an ongoing resource and provide essential guidance in strategic planning.

## SWOT

During the FY2021-2024 Planning Process EC has identified the following strengths, weaknesses, threats, and opportunities. In July 0f 2020 Empower Cherokee revisited the SWOT to determine what had changed as a result of COVID-19 and the global pandemic.

|  |  |
| --- | --- |
| Strengths (Internal) | Opportunities (External) |
| * People like coming here * Number of Staff in Community Connections - People are constantly going out * Buildings aren't just full * Team work to get people out * Specialized individual support for individuals who need support * Organizational Culture is Inviting to Participants * Welcoming Environment * Families that are impressed with our open freedom of movement * Participants are more vocal and express their needs and rights * Education of Rights and Choice is working * Flexible team who go above and beyond * Strong and Experienced team and knowledgeable * Advocacy for the participants, willing to say if something doesn’t work for the people we support * Strong community and connections with resources and stakeholders * Long tradition of Excellence * The Big Day Out - Change from Fall Festival * Growing Volunteer Force * Better QI Procedures * Increased Community Partnerships * Better Technology in all departments * More vehicles in our fleet * Willingness to work hard * Working together across departments as needed * Electronic systems made working from home easy during COVID for admin staff. * Strong team of diverse employees allowed for creativity, flexibility, and problem solving during the Pandemic * The Development of the Crisis response committee * Because of reserve funds board committed to pay 100% of staff and maintain benefits during March 15-June 30th while we were closed for shelter in place during the pandemic | * Other Service Organizations/entities that we can reach out too * To increase solicitation of participants for things working/not working * Family Education around responsibilities and what we are able to offer * Name Change creating a chance to share our mission * Growth within our community (fastest growing in GA) * Restructure organization to "modernize" as long-term employees retire. * Make updates in line with new policies that should carry us into the future. * WISE * After Hours Program for participants * Getting staff involved in NASDAP or other membership organizations * Getting staff "Certified" as DSPs through NASDAP and Release * Staff recognition Program * Add Transportation provider number * Employer Appreciation luncheon * Career Day - Or Career Field Trips * Revisit private pay as an option (especially after COVID and the subsequent cuts to our state contract) * Revisit our grievance procedures * Revisit how we diversify our services and make them more “pandemic proof” |
| Weaknesses (Internal) | Threats (External) |
| * Turn Over * Lower Staff   + Slowing our growth and ability to move into more without walls   + No commitment after hours * Lack of Raises * How to use our locations more effectively * Attitudinal barrier about Eagle Point * Main Campus is too Crowded (need more bathrooms/toilets) * Parking is getting too full * Staff is stressed and overwhelmed * Changing of long-term staff as they retire * Empowering People Award - no nominations. what do we need to do? * Lack of diversified funding and services making us vulnerable when we cannot provide the services we are designed to provide in a pandemic due to sheltering orders and social distancing. | * Poor State Wide information management system effecting access and billing * Constant changes policies and procedures at the state level * Employment First Requires us to go through the GVRA process first * GVRA process is not smooth and doesn’t allow for quick employment for participants. * Participant Attendance (not coming as they are supposed to) * Location - Higher crime area, expanding jail, new construction, more traffic, etc. * State wide changes with DBHDD (IDD Connect) and related policy changes to retrofit the new system * Poor communication between federal and state departments around retainer billing during the COVID-19 * Budget Cuts to our state contract for DBHDD as a result of COVID-19 * Unstable GVRA department with constant changing leadership and budget cuts due to COVID-19 making the sustainability of Supported Employment Service Provision unclear. * Excessive demands from oversite entities around documentation and contract holders putting us at risk for Audit recoupment and compliance issues. * Families uninformed and afraid of community employment |

## Empower Cherokee considers all input provided by stakeholders as it develops and implements strategic plans. EC has solicited information from our stakeholders in analyzing the organizations internal strengths and weaknesses as well as external threats and opportunities which are likely to affect EC’s ability to uphold the mission. EC regularly surveys staff, caregivers, participants, and other stakeholders as one means to collect data.

## Ongoing Efforts:

**Board of Directors:**

Empower Cherokee maintains a board of directors that meets on a regular basis to oversee the ongoing activities of the organization to develop and maintain contractual agreements necessary to provide services, establish and enforce policy, and to ensure EC is financially stable on an ongoing basis. The following are specific functions of the board’s oversight:

* Maintenance of corporate documents and nonprofit (501 c 3) status.
* The Board develops committees based on need, currently they are operating; the Executive Committee and the Succession Committee other committees that form include but are not limited to Executive, Finance, Facilities, Review, and Nomination will be appointed by the Board President as required to manage the ongoing work of the board.
* Ensure the employment of an Executive Director to manage the day to day operations of Empower Cherokee through the allocation of varied financial and corporate resources.
* Ensure the completion of an annual agency-wide audit conducted by an independent Certified Public Accountant. This audit will be completed in a timely manner and include documents appropriate required by funders and regulatory entities.
* Remain informed and educated on areas related to planning and budgeting as well as updates on personnel and programmatic issues.

The board of directors serves as an advocate group and a community resource for individuals with developmental disabilities in Cherokee County and surrounding areas. This will be accomplished through:

* Communicating both current and future needs of the individuals receiving services to potential funders and community stakeholders.
* Working to enhance the existing facilities and ensure future service delivery capacities by developing expansion projects and additional facilities that enable more individuals seeking services to be supported.

**Committees:**

EC Employs the use of committees to ensure that there is a collaborative approach to quality assurance, strategic planning, and risk management. A collaborative approach ensures buy in from stakeholders, the board of directors, employees of Empower Cherokee, and individuals supported. Collaborative efforts for planning also give ownership of initiatives to the members of the committees providing for an increased likelihood that the initiatives will be seen to fruition. Meeting minutes are kept during committee meetings to ensure there is not a loss of knowledge after the discussion and planning activities.

Quality Improvement Committee:

The QI Committee is composed of the entire staff of EC, with a higher level of accountability on the management team and the Quality Assurance Manager. The Executive Director or designee conducts regular meetings as a part of staff development. Through these meetings staff will have opportunity to brainstorm about ways to improve supports to individuals, be made aware of areas of concern where quality needs improvement, and opportunities for staff to share concerns.

* Regularly staff meetings will have a Parking Lot for concerns. It is the responsibility of the Executive Director or other management staff to ensure resolution of these concerns.
* Regularly staff will be asked to provide input around specific quality improvement from initiatives in a structured format that will yield outcomes to be pursued.

Safety Committee:

The Safety Committee, chaired by a member of the DDP/Case Management Team, is composed of members of the Management Team, Direct Support Staff, and Supported Individuals and reports to the Executive Director.

The Safety Committee is responsible for notifying the Executive Director in writing of any health and safety trends, recommendations, or requests to ensure facilities are operational.

DBHDD contract requires the reporting of Serious and Unusual Incidents per DBHDD policy. The Safety Committee Chair ensures these reports are completed and submitted appropriately.

The Safety Committee Chair ensures facilities are inspected at least annually by the appropriate entity (i.e. fire, health, safety, accessibility inspections) and that each community-based job site receives an annual safety assessment. Where concerns exist, steps are taken to diminish the risk of injury, if possible, and individuals receiving services and staff receive training or instruction regarding safety concerns. Daily inspections of bathrooms and program areas for cleanliness shall occur with documentation maintained.

The Safety Committee Chair shall ensure the completion of regular emergency drills (fire, weather, bomb threat, power failure, missing persons, medical emergency, active shooter etc.) as per DBHDD policy and as needed to promote competency of staff and individuals receiving services. Proper documentation of drills will be maintained by the committee and kept in agency files.

The Safety Committee Chair is responsible for the maintenance of records for all incident reports both reportable and not reportable and reviewed with the Committee when there are trends or required actions taken and to gather recommendations for the future as needed. The Safety Chairperson maintains all safety drills and inspection logs for fire, safety, and vehicle, and reports any concerns to the ED.

Individual Rights Review Committee:

The Individual Rights Review Committee is comprised of the Executive Director, at least one DDP/DDP Assistant, Member of the Board of Directors, and other persons the committee deems appropriate to resolving complaints of individuals supported and to protect the rights of supported individuals. Fortunately, at EC this is a board that is rarely asked to convene as it relates to complaints.

The Individual Rights Review Committee meets as required and acts to safeguard the rights and dignity of all individuals receiving services. The committee acts in unison with any external measures contractually required by DBHDD and is comprised of the Executive Director, Board of Directors Representation, A member of the DDP/ Case Management Team and other staff as deemed appropriate.

* The committee ensures training materials and posters are current, consistent, and include telephone numbers of committee members and an independent advocate and are available throughout program areas.
* At minimum the DDP/DDP Assistant will review rights and responsibilities of individuals with person’s receiving services upon intake and at the annual ISP. The DDP/DDP Assistant will ensure that each individual and family representative is made aware of the individual’s rights and related EC policies as well as HIPPA and any other agency regulations and documentation that supports individual’s rights. This team will also assure that individuals are trained on abuse, neglect, and exploitation, and on the importance required annual health screenings, medications taken and their side effects, and medical physicals.
* The Individual Rights Review Committee uses best practices in efforts to ensure Information regarding the rights of individuals supported by EC is communicated in a manner that is understandable to each person supported through written, visual, and audio materials and through individual and group activities, which is inclusive of ongoing rights classes held by employees on an ongoing basis.
* The Individual Rights Review Committee serves as a resource for staff development activities concerning the rights of individuals supported through EC.

Advisory Committee:

The Advisory Committee is conducted by a member of Administrative Leadership and is comprised of persons who receive services from Empower Cherokee. This group meets at minimum twice a year but more when feasible. The group uses a Working/Not Working Structure as well as identifies accomplishments and celebrations to highlight what is going well and what is not from a participant perspective at Empower Cherokee. Additionally, this feedback is used as a way to develop strategic goals for improvement. Of this group many Empower Cherokee Ambassadors have been able to expand their self-advocacy skills as well as teach and train other community members.

Crisis Response Committee:

Developed in March of 2020 in response to the Covid-19 pandemic, a committee of staff and board members chosen for specific areas of knowledge and expertise was formed. This committee is currently made up of the agency DDP/Case Managers, The Safety Coordinator, The Executive Director, A program manager who holds a nursing degree, a board member who has family who lives in Europe and who has a son that attends our program at Main Campus, A parent whose daughter is a physician and whose son attends at Eagle Point, and a board member who is a former employee and safety committee chair. Together this committee reviews critical information related to a crisis and makes programmatic decisions based on the information they obtain. In the past year the committee determined when to close, policy around reopening under new guidelines that meet DBHDD, CDC, OSHA compliance due to COVID-19, determine together within our guidelines when staff or participants should be tested for COVID and more.

Corporate Compliance Committee the Corporate Compliance committee is chaired by the Executive Director and includes the Office Assistant and Executive Board. This committee reviews and assures that Empower Cherokee is in compliance with Laws and Regulations. For programmatic purposes DDP and Program Manager Staff may be called in to speak with this committee as needed.

**Records:**

EC takes measures to ensure accurate, confidential, appropriate, and timely record keeping through a system of checks and balances and internal audits. In addition, records are reviewed by outside entities such as Qlarant, Support Coordination, CARF, and others to maintain compliance with DBHDD and other mandated entities. HIPAA compliance is also an important function of EC record management activities. Empower Cherokee maintains a minimum standard of 5% of records audited monthly for accuracy. In any calendar year 100% of all participant and staff records are audited for completion and accuracy.

Records of Individuals Supported:

Empower Cherokee has a dedicated Record Manager(s) on staff who shall conduct Record Reviews to ensure accuracy and completeness of the individual’s record at least annually. Currently these records are housed in a secure, web based, relay server through a Data Management System. This system provides a number of safeguards for the privacy and integrity of the records. Historical records prior to FY 2015 may still be housed in locked filing cabinets but much of the critical documents in those records are also uploaded to Therap Document Storage.

The Record Manager(s) will utilize an official Audit Checklist created by Empower Cherokee that serves as a tool to ensure that all appropriate documentation is maintained in the record, and each checklist is to be maintained for 7 years at minimum. All records are maintained online through a trusted, industry leading online Electronic Records Management System. The Audit Checklist is also provided to reviewers and staff to serve as a guide on where to find critical documents in our Electronic System.

Employee Records:

The Executive Director, or designated staff, shall review the contents of each personnel file at least annually.

The team will utilize a checklist that serves as a reminder to ensure that all appropriate documentation is maintained in the record can be used to maintain the file.

The purpose of this activity is to assess the content and quality of documentation contained in the employee’s personnel record and to ensure compliance to state and federal law and known best practice measures as related to human resource management.

Records shall be kept complete and contain all required documents as determined by DBHDD contracts and CARF Accreditation Standards. Records are maintained in electronic format through an online HRIS/Payroll entity as well as a training management entity.

**HIPAA:**

EC management team provides HIPAA Privacy oversight and manages the authorized release of individual supported information according to policy.

EC Privacy Officers (designated by the Executive Director and a member of the DDP/ Case Management Team) work closely with the Security Officer (Executive Director) and designated staff to oversee ongoing activities related to the development, implementation, maintenance of, training for, and adherence to EC policies and procedures covering HIPAA. Privacy Officers and Security officer ensure EC complies with federal and state laws and EC privacy practices.

**Risk Management Activities:**

Routine risk management activities are completed by the Executive Director and others designated staff. The Executive Director is responsible for assessing the status of overall risk management activities on an ongoing basis including but not limited to:

* Reviewing all insurance policies with insurance agent at least annually.
* Review and follow through on risk management concerns brought forth by individuals supported, family members, employees, or other stakeholders.
* Ensure the following are carried out either personally or through a designee:
  + Pest control and garbage services are maintained on an ongoing basis
  + Safety inspections occur annually with corresponding documentation (Delegated to Safety Manager)
  + Universal precautions and infection control training and materials are provided to staff annually at minimum
  + Vehicles used by EC are maintained regularly and inspected annually and contain necessary safety and insurance equipment and documentation (Delegated to Safety Manager)
  + Ensure only employees who are cleared to do so operate EC vehicles
  + Ensure new employees meet criteria for employment as documented in policy (Delegated to Office Assistant)
  + Ensure employees receive appropriate training per the required training outline as prescribed by DBHDD and CARF
  + Ensure insurance coverage is maintained to protect the organization, individuals supported and staff which includes at minimum.
    - General Liability
    - Directors & Officers Liability
    - Fire & Property Replacement
    - Fire & Theft on Contents
    - Motor Vehicle Insurance Coverage via State of GA
    - Individual Supported Accident
    - State Unemployment
    - Workers Compensation
    - Employee Benefit (medical, life, dental)

**Outcomes Management:**

Periodically through-out the year, Empower Cherokee collects data on outcomes as they relate to the strategic plan to show progress or lack of progress in the areas addressed below. This living document serves as an assurance that Empower Cherokee upholds its mission and moves toward meeting the objectives. Within the Empower Cherokee Strategic plan data is collected in the following areas:

* SWOT Analysis
* Overall Strategic Planning
* Risk Management
* Accessibility Plan
* Technology Plan
* Program Specific Outcomes
* Cultural Competency and Diversity
* Person Centered Planning

Reports of progress on the strategic plan can be seen in:

* Director’s Reports
* Annual Report (starting in FY 20) prior to that a three-year report was completed at the end of the strategic cycle
* Documentation collected in the Strategic Plan throughout each year
* Minutes from:
  + Staff meetings
  + Management Meetings
  + Advisory Meetings
* Website, Blog, Social Media, and List serve emails

The contents of this report are shared with board members, individuals, and other stakeholders as necessary relative to the needs of each interested party in an understandable manner. In order to see progress, the full strategic plan runs for a 3-year period in line with the CARF cycle, but is updated with outcomes as they occur or at minimum once a year. A brief summary of outcomes is shared with the public via electronic media such as Facebook, website, newsletter or list serve.

Empower Cherokee recognizes that planning for the next 3 years has a significant amount of meaning and impact. This marks the beginning of our second 50 years as an organization. With a new name and new mission Empower Cherokee is focused on looking at how to provide the services that community members, program recipients, and caregivers expect from our organization. Over the next strategic cycle, Empower Cherokee will be focusing on how to increase our community impact, how to further engage participants in community activities and employment, and how to address the ever-increasing Direct Support Professional wage/labor crisis while maintaining the highest quality standards our stakeholders have grown to expect. During this next strategic cycle Empower Cherokee recognizes significant changes in procedures due to moving systems to online platforms, changing of the way employees work as new generations enter the work force, the ever-increasing cost of doing business, and recognizing the need to creative solutions to maintain the outcomes we anticipate achieving.

In March of 2020 the first draft of the FY 2021 – FY 2024 strategic plan was completed and Empower Cherokee had a vision for the future. In March of 2020 COVID-19 created a global pandemic which rocked the foundation of our organization as it did countless other organizations and business across the country and the world. As a result, Empower Cherokee has had to revisit the analysis of what was important to this organization and place the overlay of COVID-19 over the original assessment of needs, to determine if there needs to be new short- and long-term goals in place as a result of this pandemic. The strategic plan was amended in July of 2020 before implementation began to reflect the changing needs of the organization response to COVID-19.

**Overview Closing Statements:**

Finally, Empower Cherokee recognizes the requirements of the new CMS final rules, and the value of true person-centered practices and community-based services. In the coming years, goals will continue to focus on helping people we support grow and connect. Our team continuously explores how to assure people supported have access to, are valued by, and may seek employment in, their local community. Empower Cherokee recognizes the significant role that people supported play in their own programmatic planning. Individuals supported participate through the development of their one-page profile, completion of the Personal Focus Worksheet, and the ISP process. Where it is difficult to get input from a supported individual EC leans on the support of people who know that person best and who demonstrate genuine care, concern, and affection for the person supported. Empower Cherokee values the health and safety of persons receiving services in balance with informed choice and dignity of risk and will maintain an appropriate balance in service delivery with safeguards in place such as rights and safety committees to assess our programs.

Empower Cherokee recognizes that COVID-19 has changed the desires, goals, and potential outcomes for people supported, their families, and the organization at large. In a time where one is focused on survival and the “new normal” it becomes increasingly difficult to think about goals more focused on self-actualization and nice to haves. In some cases, things Empower Cherokee has set out to do are not even possible during a pandemic such as large in person fundraiser events, or accomplishing a participant's goal to go to the movies or purchase an item due to health concerns or closures related to COVID-19. Empower Cherokee, like many organizations, is taking a step back and looking at the organization’s long-term survival in an ever-changing environment as well as balancing risk with reward as it relates to service provision and safety.

Empower Cherokee is dedicated to continuous quality improvement and program enhancement. This organization will continue to develop community relationships, seek donations, expand opportunities for funding through different contracts, grants, and fund-raising opportunities to combat the ever-raising cost of doing business coupled with new challenges brought on by COVID-19. Empower Cherokee is proud of its progress over the last 50(+) years and looks forward to engaging in more progress over the next 50.

# Strategic Plan

To uphold the mission of EC, the Strategic Planning Committee made up of the Administrative team members, Empower Cherokee Advisory Committee, and the Board of Directors establishes a Strategic Plan every 3 years. The plan is developed based on feedback in surveys and informal data collection as well as data collected to ISPs and statistical data within the community. Imbedded in the different pieces of the plan the reader will be able to see where the goal points to specific programs and when it points to Effectiveness, Efficiency and Satisfaction of our stakeholders. Specific goals are developed for each of these strategies are reviewed quarterly on average and updated as necessary. Each section of the Strategic Plan looks at the Expected Outcome, Responsible Party, Description of Need, Criteria for Completion, and Progress. In addition to the basic plan Empower Cherokee also has plans for Risk Management, Accessibility, Program Specific Outcomes, Technology, and Cultural Competency.

**Empower Cherokee will focus on the following Strategies:**

* Effective Leadership
* Community Awareness and Partnership
* Financial Solvency
* Provider of Choice

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| Effective Leadership | | | | | |
| Expected Outcome | **Responsible Party** | **Description** | **Criteria for Accomplishment** | | **Progress** |
| 1. Empower Cherokee will remain focused on Succession for Key Positions. | Responsible Party – Executive Director and Board of Directors | Empower Cherokee understands the importance of an effective, educated, and knowledgeable leadership team that functions appropriately for the current needs of the organization.  Empower Cherokee will make organized efforts to maintain such a team of leaders. | 1. Empower Cherokee maintains a workforce that can grow into new positions as necessary. Ongoing | |  |
| 1. Empower Cherokee Staff are trained in their primary work area as well as other work areas to cover in the absence of staff. Ongoing | |  |
| 1. Empower Cherokee networks with colleges and high schools as well as other resources to maintain an employee pool. Ongoing | |  |
| 1. Empower Cherokee revises organizational structure by January 2021 | |  |
| 1. Increase participation of individuals supported in day to day operational decisions | Responsible Party- Executive Director, Board of Directors, Program Staff, DDPs | Supported individuals should play a key role in determining how their services look and are delivered. In order to do this EC will increase the ways individuals can provide input | 1. Annually Satisfaction surveys will be conducted with a minimum response of 2/3 of persons in services Ongoing | |  |
| 1. 2 x annually at minimum advisory meeting comprised of individuals receiving services | |  |
| 1. Include Supported Individual in all staff interviews by March 2021 | |  |
| 1. Add at least one supported individual to the board of directors and all committees as applicable by January 2022 | |  |
| 1. EC openly invites oversight, accreditation, and auditing agencies to review services delivered per our contract | Responsible Party: DDP team and Executive Director | EC hosts various oversight, monitoring, and auditing agencies and utilizes the information they provide to improve quality and scope of services. | 1. Empower Cherokee will maintain a 3-year CARF accreditation. |  | |
| 1. Empower Cherokee will score a 90% on Qlarant Reviews |  | |
| 1. Empower Cherokee will pass all fire, health, and vehicle inspections. | 2021  2022  2023 | |
| 1. Empower Cherokee will resolve all Support Coordination Recommendations with-in 30 days. |  | |

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| Community Awareness and Partnership | | | | |
| Expected Outcome | **Responsible Party** | **Description** | **Criteria for Accomplishment** | **Progress** |
| 1. Empower Cherokee is present in the community to build relationships that could lead to partnerships | Executive Director, Job Developers, Board of Directors, Other Designated Staff | The purpose of community awareness is multifaceted. The intention of this goal is to continue to grow and maintain relationships that lead to mutually beneficial relationships between Empower Cherokee and its partners. | 1. Empower Cherokee participates in at least 1 community event per month. |  |
| 1. Persons supported participate as ambassadors for the organization at public events at least 6 x per year. |  |
| 1. Empower Cherokee will continue to increase its virtual presence during this post COVID time. | Executive Director and Designated Staff | Empower Cherokee needs a way to encourage people to come back into service in a way that doesn’t make them fear COVID-19 | 1. Empower Cherokee will offer virtual tours, virtual talks, and offer a collection of video stories that demonstrate what we do during these “remote” times. |  |
| 1. Empower Cherokee will provide a one pager at enrollment to help people supported and caregivers navigate our ever-evolving on-line presence and offerings. ASAP |  |
| 1. Empower Cherokee will assess its community presence and effectiveness. |  |  | 1. Empower Cherokee will survey community members annually to determine its impact on the community and where to make changes. |  |

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| Provider of Choice | | | | |
| Expected Outcome | **Responsible Party** | **Description** | **Criteria for Accomplishment** | **Progress** |
| 1. Provide Services and Supports that reflect the needs of the community | Executive Director,  DDP Team, Case Management,  Board of Directors | Due to COVID-19 the community is looking at/for different types of support and Empower needs to look at how they can fill those needs and Empower Cherokee is interested in expanding services that are a good fit for its existing skill sets.  Cherokee County is the fastest growing county in Georgia with increasing needs for human services. | 1. Empower Cherokee will apply for provider number with DBDD for CLS and Transportation. September 2020 |  |
| 1. Empower Cherokee will survey families and community members to determine where services are needed most by September 2020 |  |
| 1. Empower Cherokee will provide services to other populations as indicated by survey results that have similar service needs to people with IDD June 2023 |  |
| 1. Increase Supported Employment Capacity.   Program Specific | S.E.T. (Supported Employment Team) | EC continually evaluates the community for opportunities for employment for the individuals we support  EC participates in initiatives to increase employment opportunities by 10% for all individuals with DD. | Empower Cherokee will provide Customized Employment Services by July 2021  (Satisfaction) |  |
| Expand GVRA Contract by 1 slot per year for traditional services.  (effectiveness) |  |
| Place at least 4 people per year into employment.  (efficiency) |  |
| Provide Supported Employment to more populations than the IDD population by June 2023 |  |
| 1. Continue to develop meaningful programs for the people we support in our Community Programs   Program Specific | Executive Director, DSP Staff, DDP Team, Program Supervisors | * Continue to grow and develop meaningful programs through surveying individuals and their families and determining what they want to do * Use the ISP process to determine how to change programs to fit the needs of people supported | Complete Annual Surveys of staff, participants, caregivers, and stakeholders with a 75% response rate annually.  (satisfaction) |  |
| Rely on feedback from the advisory committee at least 4 times per year to drive initiatives for people supported. Ongoing  (satisfaction) |  |
| Use the Person Focus Worksheet and One Page Description to develop 100% of ISP Goals for People Supported.  (effectiveness) |  |
| Empower Cherokee will increase active participation by 10% each year until 2023  (efficiency) |  |
| Empower Cherokee will develop a curriculum (Information Station) strictly for our Employment Participants that changes monthly to educate staff and people supported  (Effectiveness)  By June of 2021 |  |
| Empower Cherokee will assure that all participants have the opportunity to access their community at least 2x per month through CAG, CAI, or CLS. Begin when COVID Restrictions Lift and accomplish by June 2023  (satisfaction) |  |

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| Financial Solvency | | | | | |
| Expected Outcome | **Responsible Party** | **Description** | **Criteria for Accomplishment** | | **Progress** |
| 1. Operate within the agency budget to ensure quality supports and services. | Business Manager, Executive Director, Board of Directors  Book Keeper  Billing Personnel | Empower Cherokee maintains a budget in which Empower Cherokee operates. Typically, projections are made on Prior Year results. | 1. Empower Cherokee will hold expenditures within 2% of the budget's estimates. |  | |
| 1. Empower Cherokee board of directors will review the budget at least quarterly and approve or disapprove the financial reports. |  | |
| 1. Empower Cherokee will maintain all financial records on a cloud-based accounting platform that generates direct reports from the program to be evaluated assuring that all data presented to the board is accurate, current, and easy to read. (efficiency) |  | |
| 1. Utilize at least 85% of all individual services units per month   (effectiveness) CAI SEI |  | |
| 1. Diversify Funding Sources   B., C., and D – Program Specific | Executive Director  Board of Directors  Program Managers  DDP Team | Empower Cherokee has for years relied almost completely on Medicaid and State dollars through DBHDD for its funding. This puts Empower Cherokee at risk. Empower Cherokee needs to diversify its funding to assure financial stability. | 1. Empower Cherokee will increase donated funds through organized fundraising efforts by 5% each year.   (efficiency) |  | |
| 1. Empower Cherokee will expand its services to include GVRA funding for Customized Employment by July 2021   (Satisfaction and Effectiveness) |  | |
| Due to expanding desires for community-based services as it relates to person centered practices and COVID-19 people receiving services and their caregivers are seeking out more community-based services. | 1. Empower Cherokee will expand services into other populations that require a similar skill set.   (satisfaction and effectiveness) |  | |
| 1. Empower Cherokee will enroll at least 2-3 private pay individuals into services per year. June 2023 |  | |
|  | 1. Empower Cherokee will provide transportation and CLS services   (effectiveness) |  | |

# Risk Management Plan

The Risk Management Plan was developed in recognition of the fact that risk is inherent in providing supports and services to people in a number of areas. This Risk Management Plan involves specific goals and objectives to deal with uncertainty and potentially harmful future events while recognizing that with informed choice participants are entitled to dignity of risk in situations where life and limb are not on the line. On a daily basis, EC works to minimize risk through training, policies and procedures, equipment and tools to do the job, and supervision. Additionally, the following techniques are used to manage risk. The plan will utilize a practical common-sense approach to Risk Management that focus first on the needs of the individuals receiving services.

**Empower Cherokee will focus on risk in the following areas:**

* Individuals Supported
* Employees
* Property
* Technology

Potential

Risk

* Financial
* Regulatory
* Organizational

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| People Receiving Services | | | | |
| Risk | **Responsible Party** | **Description of Risk** | **Risk Level** | **Strategies to Manage Risk** |
| 1. Emergency Situations | Safety Coordinator  Crisis Committee | Fire, Flood, Active Shooter, Snow and Ice, First Aid and CPR related Incidents, Hostage, Missing Persons, Abuse, Neglect, Exploitation etc. pose a threat to the people we support. | Low | * Policies and Procedures as well as Safety Plans available to all staff and updated at least annually for accuracy and new procedures * Use Relias for training regarding safety procedures including bringing in outside resources to train staff in First Aid, CPR, and other disaster procedures * Procedures for Emergency Drills and Checklists in Paycor and on the Office 365 one drive. * Independent Vehicle, Fire, and Health Inspections annually * Use of Online ECR to record and follow up on Critical incidents * Quarterly safety meetings * Weapon Free Campus * crisis meetings activated as needed. * AED Machines, First Aid Kits, Fire Extinguishers maintained and checked per best practices. |
| 1. Health of Individuals Supported | DDP/Case Management/ Program Manager/Direct Support Staff/ Safety Committee  Crisis Committee | It is possible for individuals supported by EC to become ill while receiving services. EC has a responsibility to maintain a clean environment and request that individuals supported are free of communicable diseases.  Due to COVID-19 the fear of risk due to health-related issues is higher than it has been in years past. | Extremely High | * Supported individuals are required to have an annual physical and annual TB skin test and 3 attempts to obtain that must be in the record. * Smoke Free Campus * Supported individuals required to have age specific annual health screenings with 3 attempts to obtain in their record * Individuals who are determined to have an infectious disease are required to have a medical release to return to EC. * EC utilizes universal precautions when engaging in assisting with healthcare activities. * Health Inspections * Health Risk Screening tool must be done at least annually and when there are changes to identify risks to the individual supported * Individuals must be trained on their medications, reason they take it, and side effects at min. annually and documentation kept in record * Staff receive individual specific training in IPOP each year and as needed as it relates to the individual supported. * Individuals are trained every month on a different health and safety topic and documentation is placed in the record. * COVID Guide in place until threat is lifted. |
| 1. Rights of Person Supported | DDP Team, DSP, Program Managers, Executive Director | Individuals with Developmental Disabilities are at risk of having their rights violated for a number of reasons, including lack of education. EC has a responsibility to educate supported individuals on their rights and refrain from rights violations without just cause. | Moderate | * EC provides rights and responsibility training to staff and individuals at least annually and records support it. * EC continues to update training material as required by DBHDD * EC has posted rights posters throughout the facilities and varying heights to be accessible for anyone to read. * Empower Cherokee documents and discusses any rights restrictions necessary such as per COVID-19 Guidelines. * Documentation on participants is maintained in a nationally recognized secure cloud ECR to assure the right to privacy and HIPAA is not violated. Locks and limits restrict what parties can see based on need to know and release of information. |
| Updates and Notes (as needed) | | | | |

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| Employees | | | | |
| Risk | **Responsible Party** | **Description of Risk** | **Risk Level** | **Strategies to Manage Risk** |
| 1. Accident or Injury on the Job | All Employees, Supervisors, Management Team | Staff could become injured on the job both due to improper procedures as well as unexpected incident. EC has a responsibility to provide a safe work environment. | Low | * Staff are trained in proper techniques related to their specific job tasks. * Proper work attire is part of the employee handbook * Staff have access to all safety plans and policies and procedures electronically related to safety and are trained on an ongoing basis. |
| 1. Job Satisfaction | All Employees, Managers, Executive Director  Board of Directors | EC has a responsibility to provide a positive work environment that allows for creativity and flexibility for staff. A happy, healthy staff is a more productive staff and yields less turn over | Moderate | * Staff are provided a generous benefits package inclusive of affordable insurance, short- and long-term disability, min of 10 hours accumulated leave per month, life insurance, dental, and vision insurance * Staff voice concerns via staff meetings, parking lot, SCOM, and face to face conversation * EC reviews with staff at least annually policy and the handbook related to job related issues such as anti-harassment, grievances, and other job place related items. * Staff are regularly made aware of their performance and given the opportunity to share how they feel they are doing at least annually. * Staff are recognized through the DSP appreciation Week * Can nominate peers for the Empowering People Award. * Staff are surveyed at least annually with surveys available year-round to determine satisfaction. New questions added annually to get at improving satisfaction in focus areas based on annual feed back * Staff are treated with small bonuses, catered meals, and other gifts throughout the year * Staff are given kudos through electronic means and it is shared on social media and around the organization. |
| 1. Staff Health | Executive Director, DDP team, Program Supervisors | Staff must be in good health to be productive at work, EC provides resources to staff to assist staff in maintaining good health | Low | * Annual TB Skin Tests performed annually * Employee wellness program available and encouraged through insurance * Annual training on Universal Precautions * Staff Encouraged to take vacations throughout the year and use their PTO for good mental health * Implement Smoke Free Campus and Continue to participate as a Drug Free Workplace |
| 1. Staff Turn Over | Executive Director, Supervisors and All Staff | Staff turnover negatively impacts the organization. At this time Empower Cherokee is averaging a 30% turnover rate. | High | * Revise Employee wage structures to reflect opportunity for increases in wages. * Appropriate Training to assure staff feel confident and equipped to do their job. * Staff are given a realistic job preview before the job begins so they are not surprised by the workload. |
| 1. Employee Rights | Executive Director and Supervisors | Employees have certain rights on the job. There is risk of these rights being breached. | Low | * Staff are trained in rules and responsibilities and job description at hire * Staff have access to a grievance process * All staff have 24/7 access to their own HR and Payroll data a nationally recognized cloud software. * All staff have access to organization policy, procedures, handbooks, and other required documents on Nationally recognized cloud software. * All staff information is kept confidential with appropriate locks and limits determining who can see what information based on need to know. |
| Updates and Notes (as needed) | | | | |

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| Property | | | | |
| Risk | **Responsible Party** | **Description of Risk** | **Risk Level** | **Strategies to Manage Risk** |
| 1. Vehicles | Transportation Coordinator and Executive Director | EC vehicles are at risk of being involved in accident and wear and tear related to age and mileage, and theft of vehicle or items maintained inside vehicle. As we engage in more and more community activities the risk has increased | High | * Annual Vehicle Inspections to assure good working condition * Policy and Procedure for vehicle checks and maintenance followed * Aging vehicles replaced with newer vehicles * Vehicles are stored locked and with breaks on. * Vehicles receive preventative maintenance on a regular schedule * Staff take 6-hour defensive driving course every 2 years * Driving records for staff are checked annually |
| 1. Furnishings and other work-related equipment | Executive Director  Administrative Assistant  Program Managers  Facilities Manager | EC furnishings and other work-related equipment are at risk of damage or theft. | Low | * Broken and damaged furnishings are reported to the Facility Manager through work order request for repair or disposal. * Broken equipment is reported to the Administrative Assistant or Executive Director for repair or disposal * Buildings are secured under locks and security system equipped to call 911 in the event of emergency or break in. * Offices and other spaces containing confidential information are kept locked when not in use. * Campuses monitored by cameras |
| 1. Facilities   Responsible Party: Facilities Manager | Facilities Manager  Executive Director | EC Facilities are at risk of damage due to disaster, break ins, and wear and tear due to age. | Low | * External fire, health, and safety audits are completed. * Daily and Monthly safety checks are completed by staff per policy. * Any items in need of repair are reported to the Facilities Manager for follow up. * Buildings are secured under locks and security system equipped to call 911 in the event of emergency or break in. * Offices and other spaces containing confidential information are kept locked when not in use. * Secured by security systems |
| 1. Property and Grounds | Facilities Manager  Executive Director |  |  | * Grounds maintained by 3rd party landscape crew to assure grounds are tidy and safe. * Monitored by Security Cameras |
| Updates and Notes (as needed) | | | | |

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| Technology | | | | |
| Risk | **Responsible Party** | **Description of Risk** | **Risk Level** | **Strategies to Manage Risk** |
| 1. Hardware | Administrative Team | Damage to computers and I-pads due to misuse and damage, theft, and disaster | Moderate | * Upgrade computers every 5 years or as needed. Maintain hardware repairs when needed, * Identified Cherokee Computer Guys for repair |
| 1. Software and Document Recovery | Administrative team | Risk of losing software and electronic document due to disaster, theft, and wear and tear, as well as identity theft. | Low | * Maintaining 100% cloud-based storage solutions for program, HR, Payroll, Bookkeeping, banking, and all other documents. * Identify IT support for Empower Cherokee outside of current staff |
| 1. Theft of Personal Information of Staff and People Supported 2. (HIPAA) | All Staff  Administrative Team | Risk of cyber theft of data | Moderate | * Using cloud storage, practice safe passwords. See technology plan for more detail. * Maintaining Insurance Coverage for cyber security |
| Updates and Notes (as needed) | | | | |

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| Financial | | | | |
| Risk | **Responsible Party** | **Description of Risk** | **Risk Level** | **Strategies to Manage Risk** |
| 1. Fraud | All Staff, Executive Director, Administrative Staff, Board of Directors | EC is at risk of Fraud as is any work place. EC takes steps to reduce the chance of Fraud and misuse of funds | Low | * Follow policies and procedures that cover this matter Section 1 of EC policy manual. * Follow up with staff exhibiting fraudulent behavior with proper disciplinary actions. * Provide ongoing training about what fraud is and the consequences |
| 1. Loss of Billing | Executive Director, Office Assistant, DDP Case Management Team, Book Keeper  Board of Directors | EC is at a risk of loss of funds related to billing properly, and accounting for all billable hours. | High | * Loss of Billing policy related to attendance * Ensure a check and balance with billing and ensure that billing reflects all the hours that individuals attended in the programs they participated in accurately. * Ensure there are no billing errors such as AM PM errors, Absentee errors, and Service Description Attachment Errors * Offer transportation, and nontraditional services as a result of COIVD-19 and the impact it has had on billing * Unitize emergency funding streams that are provided in a pandemic |
| 1. Loss of Cash | Executive Director, Office Manager, Bookkeeper, Board of Directors | EC is at risk of internal theft, deception, and fraud as it relates to finances. | High | * All paper checks from operating account are cosigned by Executive Director and one other person * Electronic payment, debit, and credit card expenditures are reviewed by a member of the board once paid. * All accounts are visible on line by Executive Director and other Key Staff as they grow comfortable. * Spending is reviewed by A board member, book keeper and approved by Executive Director * Board of Directors approves all expenditures in excess of $5000. Executive Director reports all unusual expenditures over $1000 to a board member prior to spending. * Payroll completed through payroll service * Third party book keeper keeps the books on all EC accounts * Checks are kept in numerical order in locked fire proof safe * All invoices are approved for payment by Executive Director and reviewed electronically by an executive board member * All paid invoices are reconciled with the bank, paid through QB, and uploaded to the corresponding payment. * Bank statements are accessed electronically and reconciled through QuickBooks. * Expenditures purchased by employees must be submitted via an expense report with corresponding receipt or other appropriate documentation and must be reviewed by a supervisor, and approved by the executive director before reimbursement is made. * One person maintains the use of petty cash and reports to Executive Director Expenditures. Petty Cash never exceeds $500.00 * Funds of individuals is handled per policy 1.F. Management of Funds of Individuals Receiving Services in the EC policy and procedures manual. |
| Updates and Notes (as needed) | | | | |

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| Regulatory | | | | | | | |
| Risk | **Responsible Party** | | **Description of Risk** | | **Risk Level** | | **Strategies to Manage Risk** |
| 1. Legal Requirements to Record and Report | Executive Director, Administration Team, Program Supervisors, DD/Case Management | | EC is at risk of loss revenue if legal requirements for recording and reporting are not maintained in terms of payback or financial penalties as imposed in a court of law | | Low | | * Maintain appropriate records both administrative and programmatic * Report whenever there is a reportable occurrence to DBHDD and other regulatory entities. * Document all things in the legally appropriate format and follow regulations |
| 1. State and Federal regulations | Executive Director, DDP/Case Management | | EC is at risk of loss of funding if it does not meet the state and federal audit standards as EC may be made to pay back funds in a recoupment. | | High | | * Attend provider meetings, SC provider meetings, participate in initiatives at the Regional level to ensure knowledge of the most recent changes and expectations * Attend mandatory trainings, other important trainings, and conferences to maintain a current knowledge of changes and expectations * Administrative staff read and maintain current knowledge of NOW and COMP wavier standards, provider manuals and DBHDD policy. * Remain engaged with SPADD, GCDD, NASDAP, The Learning Community and GLC, and other organizations that keep Empower Informed of issues, concerns and best practices. Updates and Notes (as needed) |
| Organizational | | | | | | | |
| Risk | **Responsible Party** | **Description of Risk** | | **Risk Level** | | **Strategies to Manage Risk** | |
| 1. Record Management | DDP/Case Management/ Executive Director | EC is required to maintain records accordance with DBHDD, CARF, HFR, and other regulatory requirements, failure to do so could result in a loss of funding, and decreased satisfaction, and poor programming. | | Moderate | | * Utilize Quality Improvement committee to ensure records are kept accurate * Ensure DDP/DDP Assistants check records at a rate of 5% per month at minimum to assure accurate records * Stay current on DBHDD policy and other policies to ensure records are maintained per expectations. * Executive director reviews employee files annually for accuracy and completeness. | |
| 1. Satisfaction | All Staff, Executive Director | The health of EC relies on the satisfaction of our individuals receiving services and how satisfied they are with services. | | Low | | * Push annually for surveys from all stakeholders but have them available on-line FY to FY. * Gather informal data during conversations with stakeholders * Use Parking Lot as an opportunity for Staff/ Supported individuals to give feedback * Implement recommendations provided by Advisory Committee | |
| 1. Public Reputation | All Staff Executive Director board and designees | At any time Empower Cherokee runs the risk of someone defaming our organization. Though proud of the work we do, at times there could be someone who is dissatisfied. | | Moderate | | * Review social media, web browsers, and websites at least quarterly to assure there are no detrimental reviews. If there are the Executive Director with work with the Executive Board to mitigate the damage. * While Empower Cherokee cannot impose regulations on how staff spend their free time. Empower Cherokee does reserve the right to drug screen, background check, and otherwise review staff for illicit behavior that may negatively impact our reputation. * Matters of dissatisfaction or complaints are handled by policy and remediated in a swift but collaborative manner. * All official communication with news media is handled exclusively by Executive Director or Board President or designee as appropriate. | |
| Updates and Notes (as needed) | | | | | | | |

# Accessibility Plan

Empower Cherokee strives to ensure accessibility to both programming and the community at large. How we work to remove barriers will be described in our access plan. EC focuses on its mission which incorporates equal opportunity for access to activities that each supported individual wants to engage in to strengthen social roles. Accessibility plan is reviewed annually by the Strategic Planning Committee and the EC Board of Directors to ensure effectiveness of the plan. The plan will be modified as necessary. Information gathered from individuals supported and other stakeholders through satisfaction surveys, the ISP process, and by other means will be utilized in the ongoing efforts to make EC services accessible to individuals who receive them.

**Empower Cherokee will focus on the following accessibility barriers.**

* **Architectural –** Any physical factor that makes accessibility difficult for an individual. (ex. Buildings not safe or secure, location of services hard to find)
* **Environmental –** Any factor in the environment where the person receives services that may render services ineffectual for the person supported. (ex. Parking lot area unsafe for walking, too much noise work area)
* **Attitudinal –** Negative attitudes that people may have toward persons served.
* **Financial –** Anything that may, at an organizational level, mean that a service is restricted because of lack of sufficient financial resources
* **Employment -** Indication that a workplace does not provide sufficient flexibility or equipment to ensure a productive and satisfying workplace for employees.
* **Communication –** The possible absence of devices available to persons served or personnel to be able to be understood by others.
* **Transportation –** Situations in which service recipients are unable to reach or participate fully in services because of the lack of suitable and available transportation.
* **Community Integration –** People Supported have access to the community and participate in activities that make them valued by others.
* **Technology –** People supported have access to the technology needed to navigate their environment, access resources, and engage in preferred activities.



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| Architectural and Environmental and Transportation | | | | | |
| Barrier | **Responsible Party** | **Description of Barrier** | **Indication of Concern** | **Strategies to Resolve Identified Barriers** | |
| 1. Safe and Comfortable Buildings | Executive Director  Facilities Manager | Buildings need to be maintained ADA compliant, safe to enter, exit, and navigate once inside. Persons on property must feel safe when on site. | Moderate | * Implemented security services * Video surveillance * Maintain ADA compliant buildings * Use Work Oder Process for repairs and replacements. | |
| 1. Programs on Two Campuses | Program Managers  Executive Director | Having Community access programs on two campuses makes it challenging to maintain continuity between buildings for the same services. In addition, the staff at the Eagle Point location don’t have the same level of on-site support and assistance. | Moderate | * Use Teams, Zoom, and other online techniques to provide real-time support. * Proposed change in use plan to move programs that are different to the Eagle Point location and bring Community Access on Main Campus. This allows for consistency in Programming. | |
| 1. Bathrooms limited at Main Campus | Facility Manager  Executive Director | The Main Campus location has limited bathrooms and some are not as accessible or as usable as they should be due to age and materials used. | Low | * Remodel bathrooms at main campus to be more accessible, modern, and user friendly. Replace floors with grout to a LVT product that cleans more easily to reduce odor. | |
| 1. Limited Parking | Facility Manager  Executive Director | Main Campus has a finite number of parking spaces and a growing fleet of vehicles. | Low | * Park organizationally owned vehicles at other campus. * Move community-based services to Eagle Point. | |
| 1. Transportation to Jobs | Executive Director  S.E.T. | Supported Employment does not include transportation to and from a job. | High | * Inform participants and caregivers of options such as Uber or Lyft and programs they offer. * Apply for transportation provider number for NOW/COMP Supported Employment | |
| 1. Transportation to Empower Cherokee | Executive Director  Program Managers | Prior to COVID-19 CATS transportation to over 80 Empower Cherokee Participants per day. Now they can only transport 15 per day | High | * Empower Cherokee asks caregivers to provide transportation at least temporarily * Empower Cherokee asks paid residential providers to provide transportation * Empower Cherokee provides transportation when necessary to and from program | |
| Updates and Notes (as needed) | | | | |
| Attitudinal | | | | | | |
| Barrier | **Responsible Party** | **Description of Barrier** | **Indication of Concern** | **Strategies to Resolve Identified Barriers** | |
| 1. Perceptions around community employment   *Employment Program Specific*  *(effectiveness)* | S.E.T.  Executive Director | Caregivers often fear Community Employment for their loved one's whether it is safety or finances it can stand in the way of a person learning | High | * Develop one-page informational guidance to educate families on how it works by December 2020 and provide it to families annually * Offer meetings on Zoom about Supported Employment to alleviate concerns by December 2020 * Resources on website ongoing | |
| 1. Employers are shy about hiring someone with disabilities   *Employment Program Specific*  *(effectiveness)* | S.E.T.  Executive Director | Employers are afraid of what they don’t understand. There is a perceived risk in hiring someone with a developmental disability which closes doors unnecessarily | High | * Develop a one-page informational guidance for Employers and post on website as well as Job Developers send it out or bring it to area businesses. Create by December 2020 * Add resources to our website * Hold Virtual Employer Fairs to teach them about hiring people with IDD Start in 2021 | |
| 1. Some staff still have not bought into the person-centered practices model and are resistant to change.   *Community Program Specific*  *(effectiveness and satisfaction)* | Program Managers  DDPS  DSPS  Executive Director | Employees who resist the person-centered model of doing services put the organization at risk and serve to create discontent among willing staff.  Employees who do not embrace PC practices are not providing effective and appropriate supports to participants. | Moderate | * Empower Cherokee has a PC coaches and leaders' structure and has Person Centered practices at the core of every department. * Staff who do not comply with these ideals are coached and eventually terminated if they cannot embrace the ideals. * Empower Cherokee provides in house PCT to all staff by a trainer endorsed by the Learning Community for Person Centered Practices and Support Development Associates. * Empower Cherokee is an active member of the GA learning community for person centered practices. | |
| 1. Empower Cherokee strives to remain Person Centered in all practices and does not discriminate based on cultural indicators of any kind. | All Staff  Executive Director  Board of Directors | Cultural Diversity and Cultural competency play a role in both service delivery and in employee relations. It is the policy of Empower Cherokee to embrace all cultures and to learn as much as possible about not only cultures within our organization but also around the world. Empower Cherokee recognizes that person centered practices can be applied across all aspects of the organization to implement cultural sensitivity. | High | * Empower Cherokee actively seeks to employ a diverse staff and prides itself on its diverse work force for all of the varying ideas and richness it brings * Empower Cherokee seeks to serve the individuals we support through the Person-Centered planning process and makes necessary accommodations as it relates to personal and cultural preferences. * Empower Cherokee uses technology as well as in person skills when possible to work with language and communication barriers * Empower Cherokee offers monthly cultural training to all staff and participants to spread awareness of a variety of cultures and preferences across the world. | |
| Updates and Notes (as needed) | | | | | |

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| Financial | | | | | |
| Barrier | **Responsible Party** | **Description of Barrier** | **Indication of Concern** | **Strategies to Resolve Identified Barriers** |
| 1. COVID-19 related budget reductions | Executive Board  Admin Team | Due to COID19 Empower Cherokee has seen a decrease in funding. It was important to maintain our full staff in hopes that things would reopen. There were some funding sources however at this point all supplemental funding has ended. | Maintaining a program with less income | * Rely on attrition to reduce the workforce as a temporary solution * Use reserve funds to keep program going in the short term * Survey community and caregivers to get an idea of services that could be useful if coming to a day program doesn’t make since. |
| 1. Lack of rate Increase for services | Admin team  Board of Directors | Without rate increases in the NOW/COMP waiver services it grows increasingly more challenging to run quality programs | Program quality suffers if there isn’t money to put into it. | * Diversify funding streams * Diversify program options * Find opportunities to fundraise. * Consider private pay services. * Advocate for rate increases with local government officials. |
| 1. Maintaining quality employees at current wage rates | Board of Directors  Executive Director | DSPs are earning around $11.00 per hour at Empower Cherokee. This puts Empower Cherokee in competition with “big box” retail for a pool of under qualified applicants. | Program suffers due to lack of qualified staff | * Pursue applicants on the mission and how they fit with the job from a personality standpoint. * Raise more $ to give raises * Board to approve a wage bracket system with built in systematic raises. |
| Updates and Notes (as needed) | | | | |

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| Employment | | | | | |
| Barrier | **Responsible Party** | **Description of Barrier** | **Indication of Concern** | **Strategies to Resolve Identified Barriers** |
| 1. Employees need regular recognition and praise to perform at a high level | Executive Board  Admin Team  Program Managers | Staff indicate that it would be nice to be recognized for their hard work. | DSP can be hard and thankless. Employees need encouragement for a job well done. | * Bring back the Empowering People award with new criteria making it easier to give each quarter * Feature a staff of the month electronically * Provide lunch or breakfast at least quarterly * Program Managers to email whole organization to brag on a job well done. * Periodic gifts and bonuses as appropriate * Continue to celebrate DSP appreciation week. |
| 1. Employee pool is small | Executive Director | Finding qualified willing staff to do the work required is an ever-growing challenge, due largely to lack of funds and a national caregiver crisis | High quality employees are a must | * Celebrate employees with a small raise each year until they reach the top of their wage bracket. * Continue to provide competitive benefits for employees. * Continue to seek out employees from colleges. * Participate in career fairs. * Offer flexible full and part time work with non-traditional and traditional hours |
| 1. Satisfied workforce with opportunity to provide feedback   (Also Satisfaction) | Executive Director and board | A dissatisfied work force cannot perform at optimum level | Executive Director and Program Managers | * Continue to survey staff at least annually and situationally as necessary * Resolve issues that are discovered timely * Continue to survey employees at exit |
| Updates and Notes (as needed) | | | | |

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| Communication | | | | | |
| Barrier | **Responsible Party** | **Description of Barrier** | **Indication of Concern** | **Strategies to Resolve Identified Barriers** |
| 1. Use technology for language barriers as well as hire diverse staff. | Executive Director  Program Managers  DSPs | Participants who do not have the means to communicate effectively cannot fully actualize their hopes and dreams. Empower supports people with a variety of alternative communication means such as sign language, communication devices, and non-English speaking participants. | Participants who cannot communicate effectively cannot fully actualize their hopes and dreams. | * Employee staff who speak a variety of languages including sign language, French, and Spanish * Use IPADS assigned to programs as communication devices and translation services * Work with participants to develop a means of communication and learn their preferred communication styles. |
| 1. Use technology to keep participants and caregivers informed. | Admin team and other designees | Caregivers are busy and don’t always seek out information about what is going on within the programs. It is Empower Cherokee’s responsibility to make information accessible. | Information must get to caregivers and program recipients for safety and use of services. | * Maintain a Website and newsletter blog that can be shared to email and social media * Maintain a social medial presence that evolves as our demographic's preferences change * Maintain a current list of email addresses for caregivers. * Share information via “old school means” where caregivers don’t use technology frequently |
| 1. Provide a variety of methods for internal communication | All Staff | Staff are spread out among campuses and out in the community. Getting physically “together” with the demands of the job is often challenging. | Staff have to communicate for quality and consistency of services. | * Provide all staff with Office 365 (Free through Tech Soup) which includes the Teams platform, email, shared calendar, and shared documents features. * Provide ECR with communication features such as internal email and a message board and daily t-logs for quick information about participants. * Provide employees access to the same information families and caregivers receive * Provide all employees access to policies, procedures, and required training as well as handbooks and necessary memos, W2, paystubs and performance reviews, goals, and feedback through Paycor or a similar system. |
| Updates and Notes (as needed) | | | | |

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| Community Integration | | | | | |
| Barrier | **Responsible Party** | **Description of Barrier** | **Indication of Concern** | **Strategies to Resolve Identified Barriers** |
| 1. COVID-19 makes accessing the community much more challenging | All Staff | Participants and their families are reticent to ramp back up community | People supported cannot fully realize their hopes and dreams during these unusual times. | * Applied for CLS provider number to do more 1:1 service * Surveyed families to determine if current services aren’t working what would they like to see * Providing creative community integration in open spaces and outdoors as much as possible * Keeping socially distanced in vehicles and at all locations until restrictions are listed. |
| 1. Participants surveyed continue to desire an increase in community activities. | All Staff | Participants currently want more community-based services than Empower Cherokee is designed to handle. | People Supported will not continue to use our services if we don’t provide what they want. | * Set goal to provide more community-based services by July 2021 * Provide alternative Services such as evenings and weekends by July 2021 |
| Updates and Notes (as needed) | | | | |

# Technology and System Plan

Empower Cherokee takes pride in the advanced use of technology implemented across all departments. Empower Cherokee has been recognized by Qlarant, the state Quality Management review team, for our excellent use of technology within our programs, and has been used by them as a peer counselor to teach other programs about their use of technology and how it ties to person centered practices. The Executive Director has also been invited to speak at both The Georgia Gathering for Person Centered Practices and the Therap Georgia Conference multiple times on the use of technology to further person-centered practices for the organization, its employees, and the people supported. Parts of the Technology plan are housed in the accessibility and risk management plan. In this section some of those items will be summarized to complete a single technology plan.

The EC Technology and System Plan covers the following areas:

1. Hardware

Informs

1. Software
2. Security
3. Confidentiality

Technology Plan

1. Backup
2. Assistive Technology

Drives

1. Virus Protection
2. Disaster Recovery
3. Future Panning

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| Hardware | | | |
| Type | **Responsible Party** | **Description** | **Strategies to Maintain – Security, Backup, Virus Protection, Disaster Recover, and Future Planning** |
| 1. Laptop Computers | All Staff  Admin team | Each staff will be assigned a laptop computer with internet capability.  Program Managers, Admin Staff, and Case Management Staff will have more robust computers to perform more functions. DSPs will have basic netbook/Chromebook style computers. | * All computers over 5 years old will be eligible for replacement * Accidental damage to computer is at the cost of employee * Newer computers will be considered for replacement if the cost of repair exceeds the cost of replacement * All computers are inventory controlled through Therap Asset tracking based on their assigned inventory number and assigned staff. * Admin, case management, and program management staff are permitted to purchase accessories through the procurement process for monitors, keypads, risers etc. For extended typing. DSP staff will be limited to the use of a mouse if requested. * Computers are stored in locked cabinets or locked offices. * Cyber security Insurance with VPN monitoring * Each device has virus protection * All computers purchased will be compatible with cloud systems and password protected. Executive Director has administrative access to all computers. * Policies in place for use of computers and electronic media and onboarding and ongoing training is provided. |
| 1. Desktop Computers | Office Assistant | One person on staff still operates a desk top computer by choice. This computer is not appropriate for our COOP plan. | * When the desktop begins to fail it will be replaced with a laptop and desk top accessories such as monitor and keypad for ease of use for extended typing |
| 1. Tablets | DSP and Program Managers  Office Assistant | Each DSP is assigned an IPAD or similar device for use with the program participants for leisure, education, and as a communication and translation device. | * All tablets over 5 years old will be eligible for replacement * Accidental damage to the i-pad by a participant will be covered by the organization. Damage by an employee will be at their own expense. * Newer tablets will be considered for replacement if the cost of repair exceeds the cost of replacement * All Tablets are inventory controlled through Therap Asset tracking based on their assigned inventory number and assigned staff. * All tablets are assigned with a protective case that must remain on the tablet at all times. * Tablets are stored in locked cabinets or locked offices * Cyber security Insurance with VPN monitoring * Each device has virus protection * Policies in place for use of computers and electronic media and onboarding and ongoing training is provided. |
| 1. Mobile Phones | Admin Staff as Assigned | At the discretion of the Executive Director mobile phones may be distributed to administrative staff or any DSP transporting individuals that do not have access to a personal device. | * All devices will be on the same mobile plan * All devices will carry insurance * Administrative staff will be permitted to carry one mobile device for personal and professional use * Administrative staff will have access to a high-quality smart phone capable of carrying out agency wide business. * DSPs assigned a phone will only be permitted to use it for work related purposes while transporting. * Mobile phones not assigned by the organization should not be used for business matters and may never be used to photograph program participants. * Policies in place for use of computers and electronic media and onboarding and ongoing training is provided. |

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| Software | | | | |
| Type | **Responsible Party** | **Description** | **Strategies to Maintain – Security, Backup, Disaster Recover, and Future Planning** |
| 1. Therap | All Staff, Admin Staff  Oversite entities | Electronic Client Record that houses all data for persons supported. Nationally recognized cloud secure data system. | * Budget for the cost of software as our program evolves * Maintain HIPPA compliance and rights of participants when using this program * Train staff upon hire and as needed on use of the product. * Maintain appropriate locks and limits on an as needed basis * Provide online access to participants as requested as it is their right to see their records at any time. (by 2022) * Password Protected min 8 characters uppercase, lower case, and special character changes every 90 days * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. Paycor | All Staff  Admin Staff  Bookkeeper Services | Nationally recognized employee management cloud secured data system. Key Features:   * HR and HR Advice * Payroll * Document Storage * Performance Evaluation * Benefits Management * Tax Management * Time and attendance | * Budget for the cost of software as our program evolves * Maintain HIPPA compliance and rights of staff when using this program * Train staff upon hire and as needed on use of the product. * Maintain appropriate locks and limits on an as needed basis * Provide online access to s100% of staff * Maintain all critical agency documents on this site. * Password Protected min 8 characters uppercase, lower case, and special character * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. Relias | Administrative Team | Training Management System for all staff with external training upload capability and training upload capability | * Budget for the cost of software as our program evolves * Maintain HIPPA compliance and rights of staff when using this program * Train staff upon hire and as needed on use of the product. * Maintain appropriate locks and limits on an as needed basis * Provide online access to s100% of staff * Maintain required annual and new hire training records on this site * Password Protected min 8 characters uppercase, lower case, and special character * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. QuickBooks Online | Admin Team  MBS  Auditor | Book Keeping, fiscal reporting, budgeting, and bill pay | * Budget for the cost of software as our program evolves * Maintain HIPPA compliance and rights of staff when using this program (if applicable) * Train staff upon hire and as needed on use of the product. * Maintain appropriate locks and limits on an as needed basis * Provide individualized online access to necessary staff * Provide board of directors with monthly updates and quarterly financial reports directly from QB reports. * Password Protected min 8 characters uppercase, lower case, and special character * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. Microsoft One Drive | All staff  Executive Director | System for all other internal needs such as the following:   * Outlook * Teams * Word * Excel * PowerPoint * Shared Calendars * Shared Documents in One Drive * Secure cloud file storage * Hosts our domain name and email extension @empowercherokee.org | * 100% of documents created on agency computers will be stored in the staff’s one drive as and not on the desk top. This will secure data as well as make it safe from data loss in the event of device damage and accessible from anywhere * Free to use through Tec soup for non-profit organizations * Train staff upon hire and as needed on how to use the technology * Password Protected min 8 characters uppercase, lower case, and special character * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. Survey Monkey | Executive Director | * Annual surveys for staff, community, participants, and caregivers * Exit surveys * Performance review for ED * Interim surveys for a variety of purposes * Applications for new hires. | * Budget for the cost of software as our program evolves * Maintain HIPPA compliance and rights of staff when using this program (if applicable) * Provides feedback for use in planning processes. * Password Protected min 8 characters uppercase, lower case, and special character * Secure cloud storage information * Integrated with Office 365 OneDrive * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. WIX | Admin. Team and designees | Website, newsletter blog, and email service as well as connection to social medial | * Budget for the cost of software as our program evolves * Maintain HIPPA compliance and rights of staff when using this program (if applicable) * 100% of newsletter documents posted on blog are sent out via email and put on Facebook and twitter for information dissemination. * Only approved staff have access to and are trained to use the blog feature * Password Protected min 8 characters uppercase, lower case, and special character * Only Executive Director has access to the website editor. * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. IDD Connect and Image | DDP and Admin State of GA | Online systems for state use and incident reporting. Maintained by the state accessed by appropriate employees as needed. | * IDD Connect houses critical information that is downloaded and saved in Therap such as ISP, DMA7, PA etc. * Image is the reporting system for Critical Incidents that need to be submitted to the Office of Investigations. * Password Protected min 8 characters uppercase, lower case, and special character (Image changes every 90 days) * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| 1. Other Internet Based Products | Management Team | As needed Empower Cherokee may use or access other online programs such as Social media, online banking, online bill pay, zoom, online tutorials through YouTube or other sources, government portals etc. | * All data stored is cloud stored, HIPAA compliant and pass word secured. * All online communications are held in private rooms without public access and password protected using waiting room features when public is invited to participate. * Every contract renewal Empower Cherokee will look at the market to assure this is still the most cost effective and efficient option for the organization. | |
| Notes (as needed) | | | | |