



choices[®]
COORDINATED CARE SOLUTIONS

Strategic Plan Summary

July 1, 2023 through June 30, 2026

Choices Mission Statement

We partner with families, schools, providers, government agencies, and managed care organizations to customize care for individuals and their families and bring about equitable outcomes.

Our mission is to
Empower individuals,
Engage communities, and
Enhance systems.



Our Organization Culture

COLLABORATIVE

We achieve decisions through consensus. Employees who are affected by decisions are involved in the conversation.

EMPLOYEE-FOCUSED

We practice leadership with empathy and are flexible and responsive to the needs of employees. We encourage our team to take the time that they need to put their families and lives first.

INCLUSIVE

We are respectful of people and culture. We practice Collaboration Equity, in which everyone has the ability to contribute and communicate equally, regardless of location, role, experience level, language, or device preference.

STRENGTH-BASED

We believe that every individual has inherent strengths. These strengths can be developed and built upon to achieve success for a healthy productive workforce, and healthy productive families and communities.

THOUGHT LEADERS

Change agents change first. We value the opinions of our subject matter experts and are proactive in adapting to our changing environment. We are focused on the people we serve and seek innovative solutions and best practices.

ACCOUNTABLE

We are committed to a high standard of care, ethical practice, and continuous quality improvement for the people we serve, our staff, our communities, and every entity and stakeholder that helps us fulfill our mission.

Introduction

This strategic plan addresses how Choices will operate in the new environment of life and work after the COVID-19 pandemic. We experienced considerable change and transition during our previous strategic plan period of 2021-2023 fiscal years. Not only were there programming and service fluctuations due to the pandemic, we had changes in leadership as well, starting with Melissa Norman assuming the role of Chief Executive Officer on June 30, 2022.

Melissa and the executive leadership team began their strategic planning efforts for this plan with a comprehensive and thorough assessment of the current administrative structure and on identifying organizational strengths from which to build action plans for current and future programs and services. Any areas of the fiscal year 2022-23 strategic plan that were still relevant but not yet finalized were kept in the new plan.

Areas considered for the plan included corporate internal options, administrative functions, training, onboarding, quality improvement, and business development.

Essential Virtual Solutions, LLC (EVS, LLC) facilitated the strategic planning process beginning with an onsite leadership team meeting on August 16, 2022.

In addition to reviewing the organization vision, role definitions and restructuring, and developing the groundwork for the strategic planning process, the Choices leadership team completed three processes that were critical to the review and completion of the strategic plan:

- A corporate risk assessment,
- An analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT), and
- The development of the Performance Quality Improvement (PQI) plan.

Following is a brief overview of the resulting goals and objectives of the almost year-long process.

Goal 1

Identify Opportunities for Business Development and Growth that Strengthens the Organization

Identify opportunities to expand business in the states where Choices has an existing footprint.

Identify opportunities to expand business in the states where Choices does not Operate, especially states that are adjacent to Ohio, Louisiana, Indiana and Mississippi.

Goal 2

Improving Employee and Potential Employee Experience

Refine and strengthen the on-boarding experience for new employees.

Devote resources to recruitment efforts that will attract quality candidates that have a genuine interest in helping change the lives of those we serve and possess the qualities and capabilities to perform in their roles.

Increase the hiring, retention and promotion rate of Indigenous People and Individuals of Color throughout the Choices workforce.

Goal 3

Strengthen and Stabilize Financial Operations

Review and audit finance program policies, processes, and procedures.

Review and Determine Contract for ERP or GL Software.

Maximize the utilization of SmartCare in the Billing Process.

Goal 4

Create a Culture of Continuous Quality Improvement

Integrate PQI/compliance/risk management structure across all Departments and Programs.

Utilize process improvement methodologies (e.g., Lean/Six Sigma) to analyze and improve core program and operational practices.

Utilize data at all levels of the organization to inform decision making.

Goal 5

Develop and Implement Strategies to Achieve Outcomes which Focus on Institutional Racism and Improve Racial Equity

Increase the percentage of revenue that is allocated to racially and ethnically diverse for-profit suppliers by 5%.

Reduce racial disparities and improve outcomes in communities of color through coordinated and innovative approaches that are most important to consumers of color.