



## **Strategic Plan**

**July 1, 2016 – June 30, 2019**

Adopted April 9, 2016 by the Board of Directors

### **Mission Statement**

The Arc in Hawaii provides services for people with intellectual and developmental disabilities (ID/DD) on Oahu. Together with its national and neighbor-island Arc affiliates, The Arc in Hawaii promotes and protects the rights of people with ID/DD and actively supports their right to be included and fully participate in the community throughout their lifetime.

**The Arc in Hawaii • 3989 Diamond Head Road • Honolulu, HI 96816 • 808-737-7995**

[www.thearcinhawaii.org](http://www.thearcinhawaii.org)

## **Table of Contents**

Background and Introduction

Plan Overview and Planning Period

Goals and Objectives

- Goal 1: Quality Service
- Goal 2: Program Enhancement
- Goal 3: Workforce Development and Corporate Culture
- Goal 4: Facilities and Resources
- Goal 5: Advocacy
- Goal 6: Financial Stability
- Goal 7: Community Outreach
- Goal 8: Corporate Governance

Appendices

- Appendix A: Program Overview - Direct Services
- Appendix B: Program Overview - Advocacy
- Appendix C: Client Demographics
- Appendix D: Core Values and Guiding Principles

## **Background and Introduction**

The Arc in Hawaii, a 501(c)(3) not-for-profit organization founded in 1954 by a group of parents of children with intellectual disabilities, is the largest provider of community-based residential and support services for individuals with intellectual and developmental (ID/DD) disabilities in Hawaii. The Arc in Hawaii was incorporated in 1960 as Hawaii Association for Retarded Children and the present name was adopted in 1992. Name changes in the intervening years reflected our changed focus on adults with intellectual disabilities and changes in generally accepted terminology; children are covered by the public education system to age 22.

The Arc in Hawaii is the largest private provider of community-based residential and support services for individuals with ID/DD in the State of Hawaii. The Arc also is an ardent advocate for both adults and children with this disability. The Arc's residential service provides 122 beds distributed across, in order of least to most structured, 4 apartment complexes, 10 domiciliary (DOM) homes, and 7 community ICF/ID homes, all on Oahu. The Arc also operates day programs in Honolulu, Pearl City and Wahiawa. Currently 121 attend a day program, which includes 57 of our residents. The Arc in Hawaii's residential and day services make it possible for the people we serve to live within their communities in the least restrictive environment possible. See appendices A and C for a description of programs, demographics and persons served.

The Arc in Hawaii is a membership organization consisting of parents, relatives, friends, and community supporters of individuals with ID/DD. It is a member of The Arc of the United States, subscribes to that organization's position statements and has core values and guiding principles (see Appendix C and D) that mirror those of our parent organization. The Arc in Hawaii acts as the local affiliate when advocating in support of national issues.

As an advocate The Arc in Hawaii used litigation and legislative lobbying to accomplish the following:

- Assured the inclusion of children with ID/DD in the Hawaii public school system.
- Deinstitutionalized residents and closed Waimano Training School and Hospital.
- Co-authored and promoted the passage of Hawaii Revised Statutes Chapters 333E and 333F, which provide the legal basis for services for individuals with ID/DD.
- Developed high quality community-based programs. The community-based alternatives also expanded the array of services available to individuals with developmental disabilities in their communities.

Coincident with The Arc in Hawaii's efforts to close Waimano Training School and Hospital, The Arc partnered with the U.S. Department of Housing and Urban Development (HUD) to finance the construction of the majority of its community-based facilities. These facilities made it possible for The Arc to provide residential and day programs in our clients' communities. Additional support from the State of Hawaii and the City and County of Honolulu allowed The Arc in Hawaii to construct its facilities on publicly owned or financed lands.

Contracts for services with providers such as The Arc in Hawaii help the State of Hawaii fulfill its legal obligations to provide community-based services to persons with developmental disabilities under state and federal law.

The Arc in Hawaii continues to advocate for stable funding for community-based services and promotes the complete integration into society of individuals with ID/DD. Additionally, The Arc in Hawaii provides coaching and training services to enable participants to be self-advocates.

### **Plan Overview and Planning Period**

This Strategic Plan provides a framework for the Board of Directors in its governance of the organization as well as guidance to the Executive Director who administers and manages The Arc's programs. The values and guiding principles of The Arc in Hawaii, along with Hawaii Revised Statutes Chapters 333E and 333F, provide the foundation for the organization's goals. This Plan covers the period from July 1, 2016 to June 30, 2019

## **Goals and Objectives -- Summary**

### **Goal 1: Quality Service**

The Arc in Hawaii shall provide direct services at the highest level of quality.

### **Goal 2: Program Enhancement**

The Arc in Hawaii shall continuously review existing programs and innovate to provide services consistent with best practices to meet the life-long needs of persons with ID/DD.

### **Goal 3: Workforce Development and Corporate Culture**

The Arc in Hawaii shall have a skilled, competent and engaged workforce.

### **Goal 4: Facilities and Resources**

The Arc in Hawaii shall have facilities, vehicles, equipment, and supplies that are regularly maintained, improved, and updated to serve our current mission and our clients.

### **Goal 5: Advocacy**

The Arc in Hawaii shall advocate for persons with ID/DD to be included in and participate in their own community.

### **Goal 6: Financial Stability**

The Arc in Hawaii shall have sufficient funding to achieve its mission.

### **Goal 7: Community Outreach**

The Arc in Hawaii shall reach out to its local communities to strengthen its relationships and build support for programs that meet the needs of persons with ID/DD.

### **Goal 8: Corporate Governance**

The Arc in Hawaii shall have strong corporate governance.

**Goal 1: Quality Service. The Arc in Hawaii shall provide direct services at the highest level of quality.**

The Arc in Hawaii believes that all people with ID/DD are defined by their own strengths, abilities and inherent value, not by their disability. The Arc in Hawaii strives to adhere to this principle in every service experience we deliver to every client at all times, monitoring our performance and holding ourselves accountable to this.

The provision of quality services is a core value of The Arc in Hawaii. Quality service delivery includes, at minimum, maintenance of certification, licensing and other contractual obligations required by the City and County of Honolulu, State Department of Health, State Department of Human Services, the Center for Medicare and Medicaid Services, and the U.S. Department of Housing and Urban Development.

1.1 Compliance: Meet all applicable licensing and compliance requirements and establish an internal review process for applicable State and Federal regulations to assure compliance.

1.2 Client profile: Establish a client profile database to ensure that programs and services provided by The Arc in Hawaii meet clients' changing needs.

1.3 Clients in ICF/ID: Identify the needs of ICF/ID clients through the development of individual active treatment plans to attain and maintain the individual's highest level of functioning.

1.4 Quality Assurance: Administer surveys to participants and their families and guardians to measure their satisfaction with the services provided.

**Goal 2: Program Enhancement. The Arc in Hawaii shall continuously review existing programs and innovate to provide services consistent with best practices to meet the life-long needs of persons with ID/DD.**

The Arc in Hawaii evaluates and enhances the programs that it provides in order to best support, encourage, and give opportunities to individuals with ID/DD to define how they want to live their lives. In addition, The Arc in Hawaii will advocate for changes in public policy, regulations, and funding to support these program enhancements. The agency will specifically examine programs that meet the long-term care needs of our clients who have selected an Arc in Hawaii residence as their home of choice so that they can “age in place.”

2.1 Program Needs Analysis: Examine the availability of community resources for persons with ID/DD in order to identify potential gaps in services they need.

2.2 Aging in Place: Develop additional services, modify current programs, or enhance current services to meet client needs including, but not limited to, options for our participants who are aging in place

2.3 Home Care: Explore all options that would make it possible to provide services to individuals with ID/DD in their own home, independent or semi-independent living, etc. to enable them to stay in the community as long as possible.

2.4 Additional Services: Develop additional services or enhance current services to meet the needs of clients as identified in 2.1 and younger participants aging out of the school system.

**Goal 3: Workforce Development and Corporate Culture. The Arc in Hawaii shall have a skilled, competent and engaged workforce.**

The Arc in Hawaii's employees, volunteers and others build and sustain over time compassionate and stable human relationships with the clients and families they serve. To develop and sustain these relationships The Arc in Hawaii shall acquire, train, compensate competitively, and continuously develop, motivate and retain a skilled and competent workforce.

- 3.1 Employee Compensation: Provide fair and competitive compensation for all positions.
- 3.2 Transition Management: Develop a succession plan for all executive positions (Executive Director and all Direct Reports) to ensure smooth transitions.
- 3.3 Employee Recruitment and Retention: Develop and implement employee recruitment, screening, hiring, and retention strategies that foster a highly motivated and compassionate workforce capable of delivering exceptional service.
- 3.4 Employee Training: Provide/offer employee training and certification to ensure that employees are qualified and motivated to deliver exceptional service.
- 3.5 Internships: Explore opportunities to increase the pool of future potential job applicants and agency supporters (e.g., internships, residencies).
- 3.6 Merit Program: Implement an incentive/merit recognition program (other than increased wages) based on exceptional performance, merit, longevity of service or all of the foregoing.



**Goal 4: Facilities and Resources. The Arc in Hawaii shall have facilities, equipment, and supplies that are regularly maintained, improved, and updated to serve our current mission and our clients.**

The Arc in Hawaii's mission is dependent on having facilities and resources that effectively support our program. Therefore, these resources must be managed and maintained in a manner that best serves our clients. This typically means maintaining a current inventory of facilities and resources and having plans in place to perform preventative maintenance and for regular replacement.

4.1 Properties: Maintain the exterior of buildings and the appearance of grounds of all properties at a high standard, thereby assuring The Arc maintains a superior image in the neighborhoods in which it operates.

4.2 Vehicle Fleet: Replace vehicles to have a cost-efficient fleet with no vehicle older than 10 years.

4.3 Community Involvement: Engage with corporate, volunteer and community groups such as Boy Scouts, Lions, Odd Fellows, Rotary Club, etc. to obtain assistance with facility improvement projects.

4.4 Donation Drive: Establish a formalized program for soliciting and receiving donations of equipment and furniture.

4.5 Reserve Study: Prepare and maintain a list of those future projects the agency will need to fund for itself including general repairs, furniture & equipment replacement and building systems (AC, plumbing, lighting, etc.) as well as painting, roofing, flooring, windows, doors & gates, fencing, paving, etc. projects, with due dates and costs, and plans for how the projected costs will be funded.

**Goal 5: Advocacy. The Arc in Hawaii shall advocate for persons with ID/DD to be included in and participate in their own community.**

Advocacy is essential to assure that adequate supports exist to allow people with ID/DD in Hawaii to reach their potential. The Arc in Hawaii is a strong and effective advocate for persons with ID/DD because it has provided direct services to them for many years. The Arc in Hawaii is the only agency with a membership constituency that serves persons with ID/DD and thus is also able to represent the experiences and desires of that constituency.

More details are provided in Appendix B.

5.1 Agency Systems Advocacy: Monitor public policies and issues related to the rights of and services to persons with ID/DD. As appropriate, provide testimony and actively support those policies that promote our core values and philosophy and expand opportunities for people with ID/DD to participate in their community.

5.2 General Systems Advocacy: Obtain relevant data on the ID/DD population, service system and unmet needs for use in advocating for that population.

5.3 The Arc Self Advocates: Continue to support the development of self-advocates within The Arc in Hawaii.

5.4 Community Self-Advocacy: Participate in community efforts to promote self-advocacy networks.

**Goal 6: Financial Stability. The Arc in Hawaii shall have sufficient funding to achieve its mission.**

The financial stability of The Arc in Hawaii is essential to the provision of services to our constituency. Adequate funding is essential for the recruitment and retention of qualified staff and to support the continuity of direct care services to individuals who live in our residential facilities, attend our day programs, or receive other services from The Arc in Hawaii.

Ensuring financial stability in this era of economic uncertainty and government spending restraints will require advocacy to improve our existing funding streams to ensure full compensation for services provided, flexibility as the regulatory and reimbursement systems change, efficiency in using existing income, and seeking new sources of revenue.

6.1 Government Reimbursement: Seek appropriate and adequate reimbursements and full funding from the government for direct services.

6.2 Unrestricted Revenue: Increase unrestricted revenue to improve cash flow, expand opportunities for program innovation, specialized equipment replacement costs and emergency needs.

6.3 Private Fee-for-Service: Establish a mechanism that makes it possible for clients or families to pay for standard or extra services (fee-for-service) beyond those provided by the government.

6.4 Expense Management: Utilize internal auditing procedures to ensure proper management of expenses.

6.5 Debt Reduction: Reduce debt, including, but not limited to, refinancing existing debt and loans, converting loans to grants, and minimizing borrowing costs.

**Goal 7: Community Outreach. The Arc in Hawaii shall reach out to its local communities to strengthen its relationships and build support for programs that meet the needs of persons with ID/DD.**

The Arc in Hawaii believes the work it does is important. However, The Arc in Hawaii is not well-known in the community and that limits its ability to obtain unrestricted funding and to influence the development of legislation, policies and rules that assure that individuals with ID/DD can live, learn, work and play in their communities. To best meet the needs of the people The Arc in Hawaii serves it must increase the community's knowledge of the importance of the work it does.

7.1 Public Awareness: Develop a proactive campaign, including using emerging social media tools and communications, to market The Arc in Hawaii in the community and keep its constituents and the public informed of its programs, activities, and services.

7.2 Community Collaboration: Partner with community organizations, other providers, service clubs, schools and church organizations and offer joint use of facilities to expand awareness of our mission.

7.3 Community Giveback: The staff of The Arc in Hawaii will nominate several worthy community projects. We will select a few to participate in during each year. These efforts will be staff driven, and supported by management.

**Goal 8: Corporate Governance. The Arc in Hawaii shall have strong corporate governance.**

The Arc in Hawaii shall pursue the highest standards of governance through best practices and core values with a focus on our mission. This is a fundamental element to our mission and the long-term success of our organization.

8.1 Strategic Planning: Review, revise and adopt a three-year strategic plan that is reviewed and updated midway into the current plan.

8.2 Board Composition and Development: Assure that board members have a strong understanding of the mission and strategy of The Arc in Hawaii, are engaged in their work on the Board and establish performance targets for the executive director and review progress towards them.

8.3 Membership: All Arcs, including The Arc in Hawaii, are membership organizations. Unlike most professional membership organizations where direction and power flows upward from the membership to the Board, the Board of The Arc in Hawaii will provide leadership to The Arc's members and work to retain and expand members as a viable support to the agency.

8.4 Activating and Empowering Members: The Board will seek to increase membership engagement and participation by establishing a special category of membership and identify formal roles (community liaison, event coordination and organization, specific advocacy or services to clients, etc.) for these members.

## **Appendix A**

### **Program Overview – Direct Services**

The Arc in Hawaii is the largest private provider of community-based residential and support services for individuals with ID/DD in the State of Hawaii. Residential and support services are living arrangements that provide the people we serve with need-based assistance in daily living and personal care. The Arc in Hawaii operates, in order of least to most structured, 4 apartment complexes, 10 DOM homes, and 7 community ICF/ID homes on Oahu, offering a capacity of 122 residential beds.

Many residents of The Arc in Hawaii's facilities also attend an ADH program at one of the three centers operated by The Arc in Hawaii, while others choose to attend other providers' programs, volunteer in the community, or are employed. In addition to providing ADH and other day programs to residents of The Arc in Hawaii's facilities, our programs also include people who live in their community with their family, a friend, in an adult care home, adult foster home, or their own home. The ADH and day programs provided by The Arc in Hawaii are individualized and developed by an interdisciplinary team that includes the individual being supported, his/her family or guardian and a their case manager and various Arc employees directly involved with their care.

Support for the direct services provided by The Arc in Hawaii derives from a combination of sources. At the federal level, our primary source of operating funds is from Medicaid (ICF/ID services and Home and Community Based Services), while funding from the federal Department of Housing and Urban Development (HUD) assists with facility development and maintenance. The State of Hawaii provides financial support primarily through level of care and residential subsidies via the Departments of Health and Human Services. Tenant and client fees, private contributions, and grants augment the financial base of the agency.

The Arc in Hawaii, in collaboration with HUD, the State of Hawaii, and City and County of Honolulu, built facilities to expand services into the community. However, government funding sources have been inadequate to sustain community-based programs, especially those in residences for several people that are geographically diverse and operated 24/7. This is mainly due to that fact that government reimbursement rates have not kept up with inflation and, in some years, payments that have been earned by the organization have been withheld for fiscal reasons. As a result, in recent fiscal years The Arc in Hawaii has been severely challenged financially, averaging mid-six figure deficits during a five-year period. Survival and relative stability were achieved only by austere measures, leaving key staff positions vacant, and by imposing a virtual compensation freeze over the period.

The financial situation improved somewhat in the current and most recent fiscal years (FY 2015 and 2016) by virtue of one time increases in some reimbursement rates. However, financial stability may be short-lived. Regulatory standards and requirements for providing services to persons with intellectual disabilities are expected to become more stringent, while a slow-growth economy and conservative government fiscal policies will mean that The Arc in Hawaii will continue to struggle in obtaining sufficient financial support for its clients and programs.

## **Appendix B**

### **Program Overview – Advocacy**

Quoting from the website of The Arc of the United States (“Arc USA”) (<http://www.thearc.org/>), “Advocacy is essential for promoting and protecting the civil and human rights of people with intellectual and/or developmental disabilities (I/DD) and for establishing, maintaining or improving their quality of life.” The Arc in Hawaii’s advocacy efforts are directed to assuring that people with ID/DD are able to learn, live, work, and play in their community. To support this vision, The Arc in Hawaii collaborates with the entire spectrum of service providers and advocacy organizations in the state. Among these are The Arc of Hilo, The Arc of Maui, The Arc of Kona, the State Planning Council on Developmental Disabilities, the Hawaii Waiver Providers Association, the Hawaii Disability Rights Center, and the Disability and Communication Access Board.

In affiliation with The Arc of the United States, The Arc in Hawaii monitors changes at the national level that could affect the availability of services and supports for persons with ID/DD disabilities. At the state level, The Arc in Hawaii monitors legislation as well as rules, policies, and procedures of the Departments of Health and Human Services to protect the programs, civil and human rights of people with ID/DD.

## **Appendix C**

### **Client Demographics**

The Arc in Hawaii serves 185 unduplicated individuals in its residential and day programs. Of these, 121 individuals reside in a residential setting operated by The Arc in Hawaii, 121 attend a day program of The Arc in Hawaii and 57 clients participate in both the residential and day programs.

The Arc in Hawaii serves a relatively older segment of the ID/DD community, especially in its homes, and these homes provide a life-long living situation for our residents. Residents often view The Arc in Hawaii staff as their surrogate families as well as caregivers. The average age of residents by setting is 51 years in ICF/ID homes, 48 years in DOM homes, and 47 years in apartments, with the dominant age group being 40-59 year olds. The average length of residence in those dwellings is 15.2, 13.75, and 12.75 years, respectively, with 35 residents having lived in our homes for 20 or more years.

The Arc in Hawaii ADH program serves 121 clients, of which 30 reside in our ICF/ID homes, 25 in our DOM homes, 2 in our apartments and 64 who reside elsewhere in the community. All residents of our ICF/ID homes attend our ADH program and 25 residents of our DOM homes do so. Only 2 residents of our apartments attend a day program and those who do not may attend other day programs, work part time, volunteer, or are retired. Some 25 individuals in day programs have a daily mobility challenge. This has an impact on staffing and the need for accessible facilities and vehicles.

As individuals in our residences and programs age, they develop many of the chronic health conditions associated with aging in addition to their primary ID/DD diagnosis. Mobility challenges impact 22 residents in our ICF/ID homes and 11 are non-ambulatory. This impacts staffing and emergency evacuation plans. As apartment residents age, lack of mobility could prevent them from living semi-independently. Many individuals living in The Arc in Hawaii's ICF/ID and DOM residences have multiple disabilities as well as chronic health conditions such as epilepsy, diabetes and hypertension. Medication management and nutrition requirements present an additional challenge to staff. Most ICF/ID and DOM residents require multiple daily medications primarily administered by the residential staff or nurses. Significant staff time also is devoted to preparing calorie-restricted meals, pureed or minced meals for ICF/ID residents; those in DOM residences or apartments have fewer dietary issues. The individualized nature of meal preparation and the inability of some clients to self-feed places heavy demands on staff.

In summary, The Arc in Hawaii residents and participants reflect an older and aging population with multiple chronic health conditions, mobility challenges, and medication or nutrition requirements consistent with the aging process. These needs overlay an underlying diagnosis of an ID/DD, increasing the demands on The Arc in Hawaii staff that provide care.



## **Appendix D**

### **Core Values and Guiding Principles**

A strong and passionate set of core values and guiding principles permeates all aspects of The Arc in Hawaii's activities. These core values and guiding principles mirror those of The Arc of the US at the national level while also providing the framework for our management and staff as they implement our goals and objectives.

#### **Core Values**

##### **People First**

The Arc in Hawaii believes that all people with ID/DD are defined by their own strengths, abilities and inherent value, not by their disability.

##### **Equity**

The Arc in Hawaii believes that people with ID/DD are entitled to the respect, dignity, equality, safety, and security accorded to other members of society, and are equal before the law.

##### **Community**

The Arc in Hawaii believes that people with ID/DD belong in the community and have fundamental moral, civil and constitutional rights to be fully included and actively participate in all aspects of society.

##### **Self-determination**

The Arc in Hawaii believes in self-determination and self-advocacy. People with ID/DD, with appropriate resources and supports, can make decisions about their own lives and must be heard on issues that affect their well-being.

##### **Diversity**

The Arc in Hawaii believes that society in general and The Arc in Hawaii in particular benefit from the contributions of people with diverse personal characteristics (including but not limited to race, ethnicity, religion, age, geographic location, sexual orientation, gender and type of disability)

#### **Guiding Principles**

##### **Participatory Democracy**

The Arc in Hawaii acts to ensure that people with ID/DD, their parents, siblings, family members and other concerned members of the public have meaningful opportunities to inform and guide the direction of the organization's advocacy, including determining policy and positions on important issues. The Arc in Hawaii strives for diversity in its leadership, as well as in all facets of the work of the organization.

**Visionary Leadership**

The Arc in Hawaii leads by articulating a positive vision for the future of people with ID/DD and catalyzes public and private support in realization of that vision through carefully planned and well-executed goals, strategies and actions.

**Public Interest**

The Arc in Hawaii represents the public interest, supporting and acting with and on behalf of all people with ID/DD and their families regardless of the type of disability or membership in The Arc in Hawaii.

**Collaboration**

The Arc in Hawaii works with individuals, organizations and coalitions in a collaborative fashion. The Arc in Hawaii values and promotes effective partnerships between volunteer and staff leadership at all levels of the organization.

**Transparency, Integrity and Excellence**

The Arc in Hawaii conducts its business with integrity, accountability, and open, honest and timely communication. The Arc in Hawaii is committed to quality and excellence in all its does.