



onward together

STRATEGIC PLAN

FY 2024 – FY 2027

PREPARED IN PARTNERSHIP WITH OPEN MINDS

Executive Summary

Providers in the disabilities services field face significant challenges in addressing factors impacting services to individuals with intellectual and developmental disabilities, autism, and other disabilities. There is a growing need for services that facilitate independence and new technologies that drive better outcomes and more efficient use of the workforce and other resources. There is also increased recognition of the value of “whole-person services” – combining physical, mental, support, and social services. Key reimbursement trends driving national and state markets include more managed care of services and value-based contracting. Further, these trends occur during significant workforce challenges that require organizations to focus on recruitment, engagement, and staff retention, along with objectives for maximizing staff effectiveness.

Easterseals Midwest is best positioned to expand its impact in this dynamic service environment by adopting a focused, data-driven strategy aligned with its strategic purpose of leading the way to 100% equity, inclusion, and access through life-changing disability and community services.

Easterseals has identified the following strategic commitments:

- » Easterseals will provide disability services focusing on whole-person care, independence, and demonstrated impact and value to individuals, family members, and the community.
- » Easterseals will invest in our workforce to retain, develop, and attract mission-driven talent.
- » Easterseals will advocate for the people we support and our workforce.
- » Easterseals will be financially strategic to fuel innovation, growth, and financial sustainability.
- » Easterseals will invest in technology infrastructure and operating processes to capture, analyze, and use data to drive program outcomes and operating success.

The development of this plan was a combined effort in partnership with the Board of Directors, the Strategic Plan Board Committee, The Strategic Plan Employee Committee, and the leadership team. It was based upon input and feedback from more than 125 stakeholders attending over a dozen focus groups with individuals supported, families, funders, and employees. The addendum to this plan contains multiple appendices outlining the analysis of Easterseals’ market position and the pending changes in the market landscape and competition. The items included in the addendum informed the Board of Directors and leadership throughout the plan’s development, and elements of these summaries were presented at the visioning retreat with the Board and in focus groups with stakeholders throughout the region. The addendum contains: Financial Strength Analysis, Service Line Portfolio, Managed Care Readiness Assessment Summary, National Trends, State Trends, and SWOT Analysis Summary.

Our Purpose

- » Easterseals Midwest will lead the way to 100% equity, inclusion, and access through life-changing disability and community services.

Our Values

- » We empower each other through trust, collaboration, and accountability.
- » We connect to our community and each other by embracing an inclusive and diverse culture.
- » We innovate our programs and services to meet the needs of our community.
- » We advocate with the people we support, our team, and our community.

Introduction: FY24-27 Strategic Plan

Easterseals is committed to delivering disability services, prioritizing whole-person care and independence while demonstrating impact and value for individuals, their families, and the community. To ensure delivery of exceptional services to the community, Easterseals will focus on three transformational categories: Missouri, Kansas, and Technology.

Missouri

Goal:

Easterseals will expand services, form partnerships, and diversify funding to meet the needs of people with disabilities by:

Objectives

- » Launching a health homes program strategy
- » Launching a crisis residential support services strategy
- » Launch a fully functioning technology enabled supports program

Initiatives

- » Implement a strategy to further employee engagement.
- » Implement a strategy to provide management training and leadership development.
- » Implement a strategy to recruit a diverse pool of candidates within various diverse communities.
- » Implement a strategy to increase state funding toward supporting program service fully.
- » Implement a strategy to increase federal funding toward advancing innovative projects.
- » Implement a strategy and tool that shares program outcomes related to the delivery of support services.
- » Implement a strategy to increase philanthropic support by raising revenue to 5% of the annual budget.
- » Implement a strategy to build strategic partnerships and affiliations among potential collaborators.
- » Implement a quarterly service portfolio analysis process.



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Kansas

Goal:

Easterseals will expand services, form partnerships, and diversify funding to meet the needs of people with disabilities by:

Objectives

- » Launching an autism services expansion strategy.

Goal:

Easterseals will establish a robust infrastructure to navigate managed care and value-based contracting by:

Objectives

- » Launching a value-based contracting strategy.

Initiatives

- » Implement a strategy to recruit a diverse pool of candidates within various diverse communities.
- » Implement a strategy to build strategic partnerships and affiliations among potential collaborators.
- » Implement a strategy to increase federal funding toward advancing innovative projects.
- » Implement a strategy to increase philanthropic support by raising revenue to 5% of the annual budget.
- » Implement a strategy to build the infrastructure needed to meet the demands of managed care and value-based contracting.



Introduction: FY24-27 Strategic Plan

Technology

Goal:

Easterseals will leverage technology to enhance the operational efficiency of our current program services and drive innovation by:

Objectives

- » Launching a fully functioning electronic health record.
- » Building the infrastructure to provide technology-enabled supports.

Initiatives

- » Implement a strategy and tool that shares program outcomes related to the delivery of support services.
- » Implement a strategy to provide management training and leadership development.
- » Implement a strategy to increase philanthropic support by raising revenue to 5% of the annual budget.
- » Implement a quarterly service portfolio analysis process.



High-Level Implementation Timeline

OBJECTIVES	Year I	Year II	Year III
Launching a health homes program strategy	●	●	●
Launching a crisis residential support services strategy	●	●	●
Launch a fully functioning technology enabled supports program		●	●
Launching an autism services expansion strategy	●	●	●
Launching a value-based contracting strategy		●	●
Launching a fully functioning electronic health record	●	●	
Building the infrastructure to provide technology-enabled supports	●	●	

Initiative Summary Table

This table illustrates the crossover that occurs between the three transformational categories.

IMPLEMENT A STRATEGY TO	MISSOURI	KANSAS	TECHNOLOGY
Further employee engagement.	●		
Provide management training and leadership development.	●		●
Recruit a diverse pool of candidates.	●	●	
Increase state funding toward supporting programs.	●	●	
Increase federal funding toward advancing innovative projects	●	●	
Shares program outcomes related delivery of support services.	●		●
Increase philanthropic support by raising revenue to 5% of the annual budget.	●	●	●
Build strategic partnerships and affiliations among potential collaborators.	●	●	
Build the infrastructure needed to meet the demands of managed care and value-based contracting.		●	●
Share quarterly service portfolio analysis.	●		●

Implications to Strategy Implementation

While there will always be uncertainty in the market regarding intellectual and developmental disability (IDD) services, the following are likely scenarios for which Easterseals is preparing:

1. DMH will implement a Developmental Disabilities Health Home in Spring 2024.
2. Missouri will contract with Managed Care Organizations to implement Managed Long-term Services & Supports in the next two to three years.
3. Commercial payers will continue to develop metrics to create value-based contracting for autism services.
4. Smaller providers in Missouri, Kansas, and Illinois will struggle financially in the increasingly complex service market as pandemic-related funding ends, workforce challenges continue, and the services industry moves to new reimbursement approaches.
5. New remote technology and “smart homes” will create opportunities for greater independence in living arrangements for individuals with IDD served and facilitate operating and resource efficiencies related to staffing.
6. A tight workforce market for direct support staff, program staff, and managers will continue to challenge providers in the post-pandemic environment.

In response to the scenarios above, Easterseals will focus on:

1. Becoming a provider of integrated, holistic care to prepare for future service demands.
2. Secure the essential government funding contracts needed to ensure value and a positive impact in Missouri, Kansas, and Illinois.
3. Technology-enabled supports and service innovations aimed at driving greater individual independence to improve outcomes and operating efficiencies. However, investment in both the technology and the talent to leverage that technology will be critical competencies for success.
4. Effectively recruiting and retaining staff, which will be key to growth and responding to market competition.
5. Financial strength necessary for implementing innovations ensuring long-term value and sustainability.