



**Renaissance Community Homes
Renaissance House Inc.
Strategic Plan**

2019

Our Mission:

Quality Services for Quality of Life

Our Purpose:

Our purpose is to work with contractual agencies to provide residential services, and assistance with, and emphasis on people with mental illness and/or developmental and/or physical disabilities, who also may have co-occurring disorders, to facilitate successful transition into the community.

Our Vision:

Renaissance Community Homes Inc. is committed to being recognized for providing quality assisted living services. We will accomplish this by listening to and advocating for the people we serve.

Our Core Values:

Renaissance Community Homes Inc. believes in the following core values:

- All people have the right to be treated with dignity and respect.
- All people should have access to needed services that achieve optimum outcomes.
- All people should be empowered to exercise informed choice including where you live & roommate.
- All people we serve will have their protected health information kept private.
- To advocate for consumers who cannot advocate for themselves.
- To assure consistent quality care in all our programs by:
 - a. Communication with consumers, stakeholders and employees
 - b. Comprehensive staff training
 - c. Providing a therapeutic environment
 - d. Proposing realistic, relevant, and measurable objectives for the people we assist
 - e. Consistent site review and monitoring

Renaissance Community Homes Inc. engages in activities that are conducted in accordance with these core values and with the utmost integrity.

In addition, Renaissance Community Homes Inc. is committed to:

- The continuous improvement of organizational management, service delivery and fiscal accountability.
- Diversity and cultural competence in all Renaissance Community Homes. activities and associations.
- Adapting to budgetary process changes while maintaining the same high quality care.

Short Term Goals

1. Increase the implementation of the developed structured management training system.
2. Develop strategies to increase employee longevity.
3. Attempt to mitigate the vacancy / nonpayment issue.
4. Remain focused on CARF accreditation principles and assure continued compliance with its standards.
5. Continue improvement of our skills to assure accurate compliance to the pre-authorization and electronic billing systems of the agencies we contract with. Including staff compliance in data collection and knowledge of the CRCT or LEO electronic consumer records and billing system (also upcoming EVV compliance).
6. Assess viability of private pay services.
7. Update policies to include these identified problems.

Long Term Goals

1. To assure consistent quality care in all our programs by securing adequate resources to sufficiently fund programs.
2. To assure consistent quality care in all our programs by protecting the confidentiality of the people we assist
3. To protect and improve the health outcomes of the people we assist.
4. Be alert to the changes in the Michigan mental health system and changes in Medicaid funding, as well as, being an advocate for the people we serve as they adjust to these changes.
5. Promote excellence and accountability in the design and administration of the corporation.
6. Assure contract compliance through site accountability and quality communication with responsible mental health agencies.
7. Maintain or grow within our market area.

Code of Ethics

Business and Marketing: In serving the interests of consumers, customers and employers, Renaissance Community Homes Inc. is committed to conduct business that is professional, with truth, accuracy, fairness and a responsibility to the public. The Board of Directors and staff members shall adhere to the following professional standards when representing the business interests of Renaissance Community Homes Inc.:

- Representatives shall exemplify high standards of honesty and integrity while carrying out obligations to clients and families.
- Representatives shall deal fairly with the public, and with other agencies giving due respect to the ideal of free inquiry and to the opinion of others.
- Representatives shall not guarantee the achievement of specified results beyond the representative's direct control.
- Representatives shall not represent conflicting or competing interests without the express consent of those concerned, given after a full disclosure of the facts.
- Representatives shall not place themselves in a position where the representative's personal interest is or may be in conflict with an obligation to a client, family, or others, without full disclosure of such interests to all involved.
- Representatives shall not accept fees, commissions, gifts or other consideration from consumers, families, or other agencies.
- Representatives shall scrupulously safeguard the confidences and privacy rights of present, former and prospective clients and families.
- Representatives shall not intentionally damage the professional reputation or practice of other agencies.

Service Delivery: The Board of Directors, management and staff members of Renaissance Community Homes Inc. are committed to the following prescribed standards and principles which apply to the supports provided to individuals receiving services:

- Representatives shall strive to fulfill the mission of Renaissance Community Homes Inc.
- Representatives shall strive to do their jobs with integrity, compassion, and respect for individual differences and choices with other staff members, board members and clients.
- Representatives shall provide supports and services designed to meet the needs of the individual with emphasis on promoting choice, community inclusion, growth and development.
- Representatives shall respect the privacy of clients and protect the rights of confidentiality as dictated by the laws of the State of Michigan.
- Representatives shall advocate for the protection of rights for persons with disabilities.
- Representatives shall encourage and advocate for the protection of the client with disabilities against unethical and/or illegal practices or actions by other individuals or organizations engaged in providing supports or services.
- Representatives shall not discriminate because of race, color, religion, age, gender, sexual orientation, socioeconomic status, language, handicap, or natural ancestry and shall work to eliminate or prevent such discrimination in providing supports in the community.

Professional Responsibilities: Professional staff members of Renaissance Community Homes Inc. shall be guided by the ethical codes that are applicable to their license and the Public Health Code of the State of Michigan. This could include Counselors, Social Workers, Registered Nurses (RN), and Licensed Practical Nurses (LPN) that may be assigned duties for your provision of care and employed by Renaissance Community Homes Inc.

Human Resources: As an employer, Renaissance Community Homes Inc. is committed maintaining the highest standards of ethical conduct. Renaissance Community Homes Inc. is responsible for promoting and fostering fairness and justice for all employees. Renaissance Community Homes Inc. strives to create and maintain an environment that encourages all individuals and the organization to reach their fullest potential in a positive and productive manner. Therefore, the following standards shall guide the human resource functions of Renaissance Community Homes Inc.:

- Representatives shall advocate for the appropriate use and value of human beings as employees.
- Representatives shall respect the uniqueness and intrinsic worth of every individual.
- Representatives shall treat people with dignity, respect and compassion to promote a trusting work environment free of harassment, intimidation, and unlawful discrimination.
- Representatives shall ensure that everyone has the opportunity to develop their skills and abilities.

- Representatives shall assure an environment of inclusiveness and a commitment to diversity within the organization.
- Representatives shall develop, administer and advocate policies and procedures that promote fair, consistent and equitable treatment for all.
- Representatives shall adhere to and advocate the use of published policies on conflicts of interest within the organization.
- Representatives shall refrain from giving or seeking preferential treatment in the human resources processes.
- Representatives shall ensure that only appropriate information is used in decisions affecting the employment relationship.
- Representatives shall investigate the accuracy and source of information before allowing it to be used in employment related decisions.
- Representatives shall safeguard restricted or confidential information.
- The above statements represent a commitment on the part of each employee and board member of Renaissance Community Homes Inc. The statements help to fulfill the commitment of each employee and board member to ensure quality programming for clients.

Questions or Concerns: If there are any questions or concerns about compliance with the ethics described in this code, or if you are unsure of the “right thing” to do, you are strongly encouraged to speak with your supervisor.

Allegations of Violation of Codes of Ethics: All employees are expected to report any practices or actions believed to be inappropriate to their supervisor or follow the Renaissance Community Homes Inc. Chain of Command if it is inappropriate to discuss with your immediate supervisor. Stakeholders, contractors, or suppliers are expected to report any practices or actions believed to be inappropriate to the appropriate Renaissance Community Homes Inc. personnel. Reports of all ethics violations will be treated as confidential information when possible and can be communicated anonymously if it is absolutely necessary.

Renaissance Community Homes Inc. board, staff members, volunteers, student interns, or consultants who violate the Code of Ethics may be subject to termination from their affiliation with the organization. Investigations and actions taken in response to alleged violations of Code of Ethics will be conducted in accordance with Renaissance Community Homes Inc.’s policies and procedures. Where appropriate, Renaissance Community Homes Inc. will notify the appropriate law enforcement or regulatory agency.

Staff Training: All staff shall receive training on the Code of Ethics during orientation and at least annually thereafter.

Reviewed/Revised 7/28/2019 SB.

Strategic Plan

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Experienced Leadership / Stability of Leadership 2. Adaptability of staffing to meet consumer needs 3. Financial Soundness 4. Willingness to train employees properly / Strong training program 5. Successful in filling beds with NGRI referrals 6. Some success with reduction of employee turnover. 	<ol style="list-style-type: none"> 1. Staff appreciation 2. Recruiting process 3. Thin administrative staff after recent retirements 4. On-call system that does not “stick” employees on extra shifts. Deep on-call and supervisory structure 5. Obsolete Manager Training System
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Keep poised to opening new homes or taking over group homes 2. Private Pay 3. Consolidate programs where fiscally advantageous. 	<ol style="list-style-type: none"> 1. Staff Turnover / Recruitment 2. Labor market / Poor recruiting pool 3. CLS funding does not keep up with demands. 4. Chaotic state funding & potential privatization of Medicaid 5. Overall Caregiver Crisis

SWOT Analysis Summary

~~In November 2016 a group of Employee Representation, Leadership Committee & Executive Board reviewed the current strategic plan including short and long term goals. After discussion, the above SWOT analysis was conducted. The group cited the quality of our care/services as a strength, also good communication/Chain of Command. Common weakness was concerning staff turnover. The group looked at measured growth within existing counties as well as neighbouring counties as an opportunity for Renaissance. Subsequent leadership committee meetings reviewed the results of the SWOT exercise and produced the following action items:-~~

- ~~● Measured growth in neighbouring counties & within existing counties~~
- ~~● Hiring / Recruiting process~~
- ~~● Mitigating liability when taking a challenging consumer~~

Centralized manager training to deal with increased manager turnover. (including facility systems training (water and elec shut off))

Quality Improvement Plan

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Long standing comprehensive QI Plan 2. Updated Outcome Measures 3. Survey Monkey functionality with consumer satisfaction surveys 	<ol style="list-style-type: none"> 1. Awareness of plan to employees 2. Struggles with QI plan data collection. 3. New managers do not have working knowledge of plan.
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Continuous updating of plan 2. Integrate HCBS data into QI outcome measures. 3. Educate consumers of the HCBS Rule & how it relates to their Rights/Care. Educate that information is in Consumer Handbook 4. Keep outcome measures current/relevant and supply data sheets to managers. 5. Increase Survey Monkey response rates. 	<ol style="list-style-type: none"> 1. How we address Staff Turnover 2. Dealing with the new realities of HCBS Compliance (locked rooms, food in rooms etc..)

Risk Management Plan

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Workers Comp management 2. Working closely with CMH's with challenging consumer issues. 3. Strong placement process 4. Increased data on staff turnover and overtime trends 5. Petty cash through debit card system to reduce theft and increase efficiency. 	<ol style="list-style-type: none"> 1. CMH/Medicaid funding as a single revenue source.
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Keeping informed on HCBS compliance 2. Addressing Hiring / Recruiting 3. Advocacy for increased DSP wages 4. Private pay (assess risks) 	<ol style="list-style-type: none"> 1. Unknowledgeable Supports Coordinators attempting risky/inappropriate referrals 2. Poor funding 3. Caregiver Crisis 4. CHAMPS – Michigan caregiver enrolment system.

Accessibility Plan

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Assures Community Access for all consumers 2. Assists consumers in using community resources like food bank, clothing, and housing items. 3. Advocacy efforts: Walk a Mile rally in Lansing, Stomp out Suicide. 	<ol style="list-style-type: none"> 1. Advocacy for Employment Opportunities for consumers 2. Deferred vehicle replacement due to budget constraints
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Help consumers with job hunting 2. HCBS Compliance 3. Expand community involvement (Relay for life) 	<ol style="list-style-type: none"> 1. Poor funding not allowing CLS referrals and growth. 2. Potential privatization of Medicaid services may reduce ability to provide full array of services.

Cultural Competency and Diversity Plan

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Training Compliance 2. Getting consumers to their choice of church. 3. Supplying preferred ethnic foods for menus. 	<ol style="list-style-type: none"> 1. Lack of diversity of top leadership
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Increase training for consumers and employees about Diversity and Cultural Competency. 2. Consumer Handbook to address Cultural Diversity 	<ol style="list-style-type: none"> 1. Conflicts at sites that may be increased due to lack of cultural understanding 2. CMH keeping diagnosis specific consumers in separate homes (DD / MI)

Technology Plan

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Personal Technology Policy 2. EMR Access and IR Scanning 3. Online recruitment, applicant tracking and on boarding. 4. Change to pre-paid debit cards from petty cash checks 5. Online employee portals (Employee Navigator & Paychex Flex) 6. Wi-Fi enabled facilities 	<ol style="list-style-type: none"> 1. Not enough Wi-Fi enabled devices at homes. 2. Documentation still written by hand 3. Lack of IT position on staff
External	
Opportunities	Threats
<ol style="list-style-type: none"> 1. Increase Wi-Fi access and use Tablets at sites 2. Look at encrypted emails 3. Advocate for improved CMH technology policies 	<ol style="list-style-type: none"> 1. Personal Technology 2. Michigan's unclear EVV compliance plan. 3. Not enough funds for mass purchase of Tablets. 4. Potential data breeches

Action Items:

Renaissance shall develop and acknowledge all the materials needed to train a new manager. By implementing this training program Renaissance is looking to develop long term effective managers who are equipped with the most appropriate training needed for the position they hold. While inspiring and encouraging other employees to do greatness in their position as well.

Where:	System wide
Barrier:	Develop and acknowledge all the different areas and materials needed to start implementing this training program.
Solutions:	Create strategies on improving the training of new managers. With the appropriate materials and guidance/leadership from upper management.
Priority:	High
Cost:	\$20,000
Funding source:	N/A
Due Date:	On-going
Responsible person:	Leadership committee, Operations Manger

Notes – Updates – Revisions:

Renaissance shall continue to seek and implement strategies to improve the Recruiting and Hiring process. Renaissance currently requires 425 employees to maintain operations. As “baby boomers” age and the local and national economies improve, we find ourselves working harder to seek and hire quality Direct Support Professionals. Finding method and developing policies to improve staff retention shall also be pursued.

Where:	System wide
Barrier:	Recruiting and Hiring process needs to be more effective. Caregiver crisis makes staff retention a significant issue.
Solution:	Develop new strategies to improve these processes. These could include increased web presence, innovative recruiting methods, employee morale initiatives and improved employee benefits.
Priority:	High
Cost:	Undetermined
Funding source:	Using current funding for traditional recruiting/retention tactics.
Due Date:	June 2021
Responsible Person:	Leadership Committee, Operations Manager, Executive Director

Notes – Updates – Revisions:

Highlights from current action items from the Accessibility, Risk, Cultural Competency & Diversity, and Quality Improvement plans:

- Improve accessibility (structural) in CLS sites
- Increase knowledge of Home and Community Based Services and skills in Gentle Teaching.
- Improve CLS funding to assure future opportunities for consumers
- Increase public transportation usage by consumers and staff
- Many physical plant improvements at existing group homes
- Increased DSP training to support self-determination efforts
- Increase participation in public advocacy activities that support the people we serve
- Identify and promote optional RMHA Cultural Competency & Diversity Trainings.
- Develop enhanced training concerning advocacy for identified cultural issues to assist in Person Centered Plan (IPOS) development
- Transition legacy PC's that use Windows 7 to current operating system
- Develop central training sites in each county that could handle trainings of select subjects. These sites would also allow for e-learning through internet connected PC's (training kiosks):

Highlights from current action items from the Accessibility, Risk, Cultural Competency & Diversity, and Quality Improvement plans: