



easterseals
Louisiana
Strategic Plan
2022-2025





easterseals



Mission

Our mission is to change the way the world defines and views disabilities by making profound, positive differences in people's lives every day.

Theory of Impact

We make a life of purpose and independence possible for our participants through our commitment to quality support, innovative service offerings, and continuous organizational evolution.



**SQUAD
HERO**

Strategic Planning

To change the way the world defines and views disabilities, we must build a healthy culture and engaged team.

Our strategic planning efforts aim to refine our organization's identity, define our 3-year vision, and engineer the operational rhythms required to execute our strategy.

Discovery

Essential to our strategic planning process was the input of multiple groups including our participants and their families, team members, and community stakeholders. Through ongoing meetings, interviews, and surveys, we learned about the identity and collective vision of Easterseals Louisiana.

Development

Throughout our year long process, we continued to iterate as we developed our enhanced mission statement, theory of change, beliefs, and vitals utilizing ongoing feedback loops. On this solid foundation, we built our three year objectives and key results.

Execution

Most strategic plans wind up on shelves. Crucial to our process was packaging our identity and vision into an actionable tool: the Compass. In addition, we designed a set of core operating rhythms to ensure the plan would be implemented and monitored effectively.





Plan

Our strategic plan is defined by 3 core components: Identity, Vision, and Results.

Identity

This represents the foundation of Easterseals Louisiana. Serving as our compass, our organizational Identity clarifies what we believe and why we exist. It's home to the success indicators that measure our mission as well as a set of values to guide how our team works.

Focus

Our Strategic Objectives direct our focus for the next three years and help to ensure our team is working collaboratively to achieve common goals. Over those three years we will set both annual and quarterly priorities to drive strategic activities.

Results

Our Key Results define the concrete goals we seek to achieve and make our plan measurable. Serving as our primary indicator of organizational success, the measures we've used to define our Strategic Objectives hold us accountable to delivering on our Mission.



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Vitals

- Participant Satisfaction
- Participant Growth and Retention
- Participant Quality of Life
- Staff Engagement
- Staff Retention and Sustainability
- Revenue
- Budget Surplus
- Program Effectiveness Index



Beliefs

- Individuals with disabilities can and will thrive.
- Disability looks different for different people.
- We all deserve a life of independence, relationship, and meaning.
- Individuals with disabilities deserve opportunities to be an active and productive member of their community.
- People are happier and healthier when they feel a sense of purpose.
- All people deserve to be treated with dignity and respect.
- Delivering care with excellence is the only way to deliver care.
- Significant inequities exist for people with disabilities including critical areas such as healthcare, education, and employment.

Values

Mission-Driven. We are participant-centered and impact-oriented. We connect our strategy to our beliefs and create focus through the lens of mission.

Excellence. We are industry leaders, proactive planners, and exceptional problem solvers. We set the standard for excellence internally and externally and value quality over growth.

Innovative. We are dynamic, creative, and solutions-oriented. We think outside the box and are willing to be bold to better serve our clients and community.

Integrity. We are honest and trustworthy. We do the right thing when the spotlight is on and when no one is watching.

Sustainable. We are strategic, focused, and efficient. We find a balance between growth and capacity and prioritize long-term sustainability over short-term success.



Redefine our bar for excellence

The BEST, it's what we strive for, it's what our participants and community deserve. It is not enough for us to simply offer a support, we want to be able to confidently say it is making the lives of our participants better. To accomplish this, we will focus on continuous quality improvement, continue to maintain industry leading accreditations, and deepen our investment in evidence based supports.

Transform the team member experience

Our team is the heart of our work, they work tirelessly to make profound, positive differences in the lives of our participants every day. Investing in them is investing in our participants. We consistently strive to increase team member education, compensation, and satisfaction. We want to continue to be known as an employer of choice in each community we serve.

Expand our impact through focused growth

1 in 4 Louisianians live with a disability and their needs are ever changing. It is critical we continue to expand our supports to reach additional participants and innovate to answer this call. In the next three years we will expand the total number of participants served, total programmatic offerings, and service geography.

Invest in organizational sustainability

After receiving a transformative \$5 million gift from MacKenzie Scott, we know first hand how additional resources can transform our ability to meet out participant's needs. Through advocacy and outreach we will work to increase rates, secure new funding streams, and increase philanthropy to bring our plan to fruition.



Redefine our bar for excellence

- Increase the number of evidenced based models used in programs
- Formalize theories of change for our core programs
- Continue to receive highest level of nationally recognized accreditation for our programs
- Demonstrate double digit growth in our Participant Net Promoter Score

Transform the team member experience

- Demonstrate year over year growth in team member engagement and retention
- Increase compensation for team members across the organization
- Reduce caseloads and implement technology to allow our team to focus on participant supports
- Expand ESLead, our professional development program, to additional areas of the organization

Expand our impact through focused growth

- Create business plans for service lines with a focus on replication
- Replicate successful programs in additional service geographies
- Establish service partnerships with Managed Care Organizations
- Expand services available to individuals with both developmental and behavioral health disabilities

Invest in organizational sustainability

- Sustain rate increases through Legislative appropriation and payer partners
- Secure new partnerships to diversify revenue streams
- Tell the ESL story by increased engagement in marketing and publicity
- Demonstrate double digit growth in annual and planned giving



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Platinum
Transparency
2022

Candid.