
Arc Mercer Department Strategic Plans

December 2021-
April 2022

Mission Statement of Strategic Plan

The Arc Mercer's strategic plan is to expand and grow our premier, innovative and quality services.

- I. We are the **premier** provider of services and the community deserve access to our **quality** programs.
- II. We want to compete with other agencies.
- III. Operation of a larger organization will support our ability to **retain competent staff** to maintain our **quality** and (budget) maintain staff for succession planning.

I. **Residential**

Expand and build innovative and comprehensive **behavioral** delivery systems and double the size of our residential department.

- Residential placements supporting individuals who require enhanced behavioral support.
- Behavioral Department / Team

II. **Transportation**

Increase our footprint throughout New Jersey with our innovative transportation business model.

III. **Vocational Business**

Commit to collaborating additional businesses that will increase our vocational business opportunities to support individuals on diverse career paths.

IV. **Healthcare & Behavioral**

Expand the footprint and scope of our Healthcare Center using Telemedicine
Open a Behavioral Intervention Crisis Center dedicated to IDD patients

V. **Quality Assurance**

Create change agent / efficiency sub-committee. Track time being saved, and FTE savings for projects and tasks.

Last 6 months



**Over 250,000 Medications Administered
With Less than 50 Controllable Errors**



Over 1700 Community Integration Activities



93% Retention Rate



53 Employees Added Since Jan. 1



Exceptional Licensing Inspection



**Research Accepted to a National ABA
Conference**



Growth



**Best
People**

**Right
Tools**

Quality

**Superior
Outcomes**

Investment

Commitment

Dept: Residential

Goal	Action Item	Person Responsible	Due Date
1. Expand residential capacity by 20-30 per year over the course of the next 5 year	1A. Create a recruitment and retention system targeting highly qualified behavioral staff 1B. Utilize increased revenue to enhance behavioral, quality assurance, and other support departments throughout the organization 1C. Leverage best practices to enhance processes that lead to positive consumer outcomes	Residential Leadership Finance Department HR Department	1A. December, 2022 1B. December, 2026 1C. July, 2024
2. Provide front line employees the tools needed to produce positive outcomes for our consumers	2A. Evaluate the efficacy of current residential treatment practices, including treatment planning, behavior interventions, and crisis curriculum 2B. Integrate an electronic consumer monitoring system with real time clinician access 2C. Elevate the training curriculum to increase consistent and effective strategies that best meets the needs of our current consumers and future admissions	Residential Leadership Finance Department QA Department Behavior Department	2A. December, 2022 2B. July, 2026 2C. January, 2024

Dept: Residential (cont.)

Goal	Action Item	Person Responsible	Due Date
3. Increase stakeholder engagement at various levels of the program	<p>3A. Create a system that engages stakeholders as part of the facility improvement decision making process (board members, families, staff)</p> <p>3B. Better engage families and internal committees to create standards for individualizing our residential homes</p> <p>3C. Allocate project funds as part of the financial planning/budgeting process</p>	Residential Leadership Finance Department Behavior Department	<p>3A. July 2022</p> <p>3B. July 2023</p> <p>3C. July 2024</p>

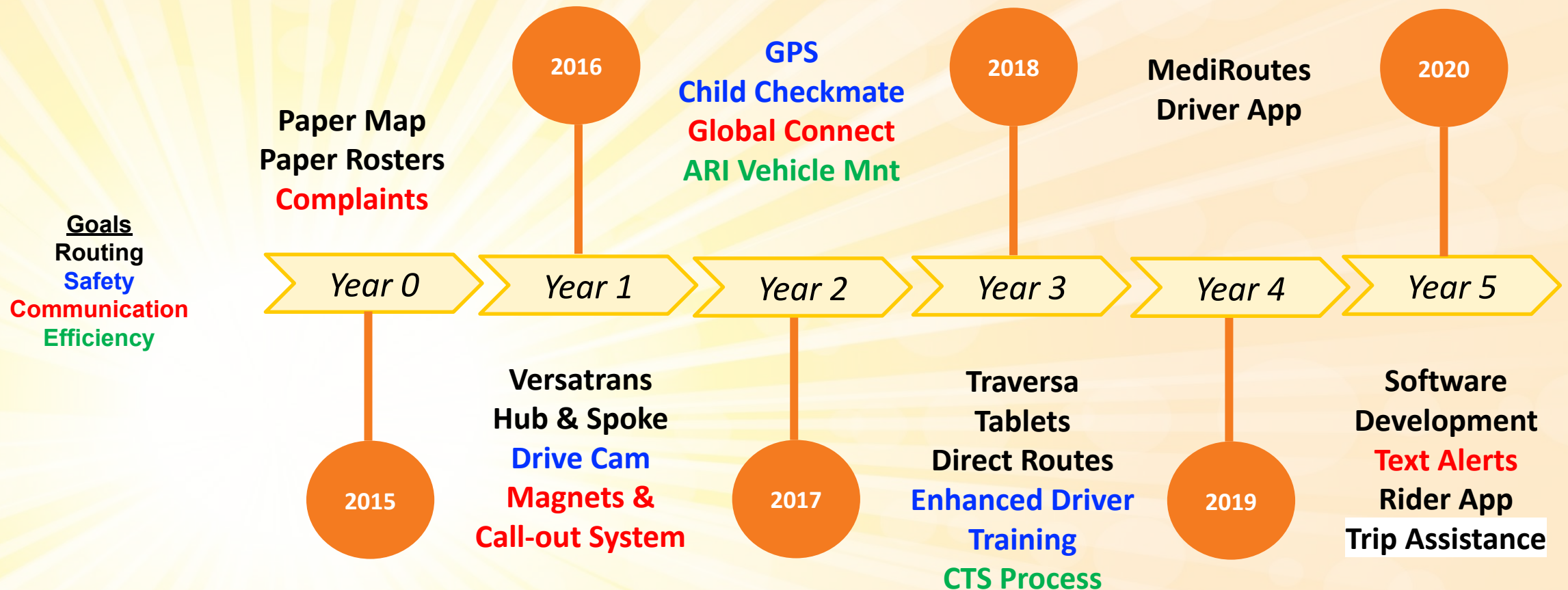
Arc Mercer Transportation Overview (pre-Covid)

- Operates within Mercer County (**229 Square Miles**).
- Arc Mercer transports over **1,000** customers
- Provides **154,000** passenger trips a year
- Maintains a fleet of **92** vans & buses
- Provides **700** daily trips spanning **1.3M** passenger miles per year
- Reduced reliance on **Access Link**
- Average cost per passenger trip of **\$11**
- **DVR round trip reimbursement increased to \$30**



Improvement Timeline

Here's where we've been over the past five (5) years...



Impact on Key Metrics

TRAINING
TECHNOLOGY
CULTURE

Metric	2015	2017	2020	% Change
Number of Vehicles	57	79	92	+37%
Avg Age of Vehicles	10.7	7.2	4.8	-44%
Ave Miles of Vehicles	101K	85K	31K	-69%
Avg Consumer Drive Time per Trip Vehicle	2 Hours	95 Min	30 Min	-75%
Vehicle Accidents per Year	20	3	2 (0 in 2018)	-90%
Total Vehicle Accident Losses	\$127K	\$20K	\$6.5K	-95%
Avg Loss per Vehicle Claim	\$6,500	\$6,300	\$3,250	-50%
Cost per Passenger Mile	\$2.75	\$1.92	\$1.35	-49%

Dept: Transportation

Goal	Action Item	Person Responsible	Due Date
1. Support Arc Mercer's strategic growth plan by consistently meeting the agencies fleet needs	1A. Quarterly review of the "Ideal Fleet" while calibrating with agency departments to identify their ever changing program needs	Transportation Director Routing Team	1A/1D: January, 2027
	1B. Quarterly, evaluate the quantity of vehicles needed support "consumers to vehicle ratio".		
	1C. Supply the appropriate vehicle to special homes		
	1D. Through the use of new technology, streamline the 'Fleet Maintenance Process' to reduce repair cost and service downtime		1D: January, 2024

Dept: Transportation (cont.)

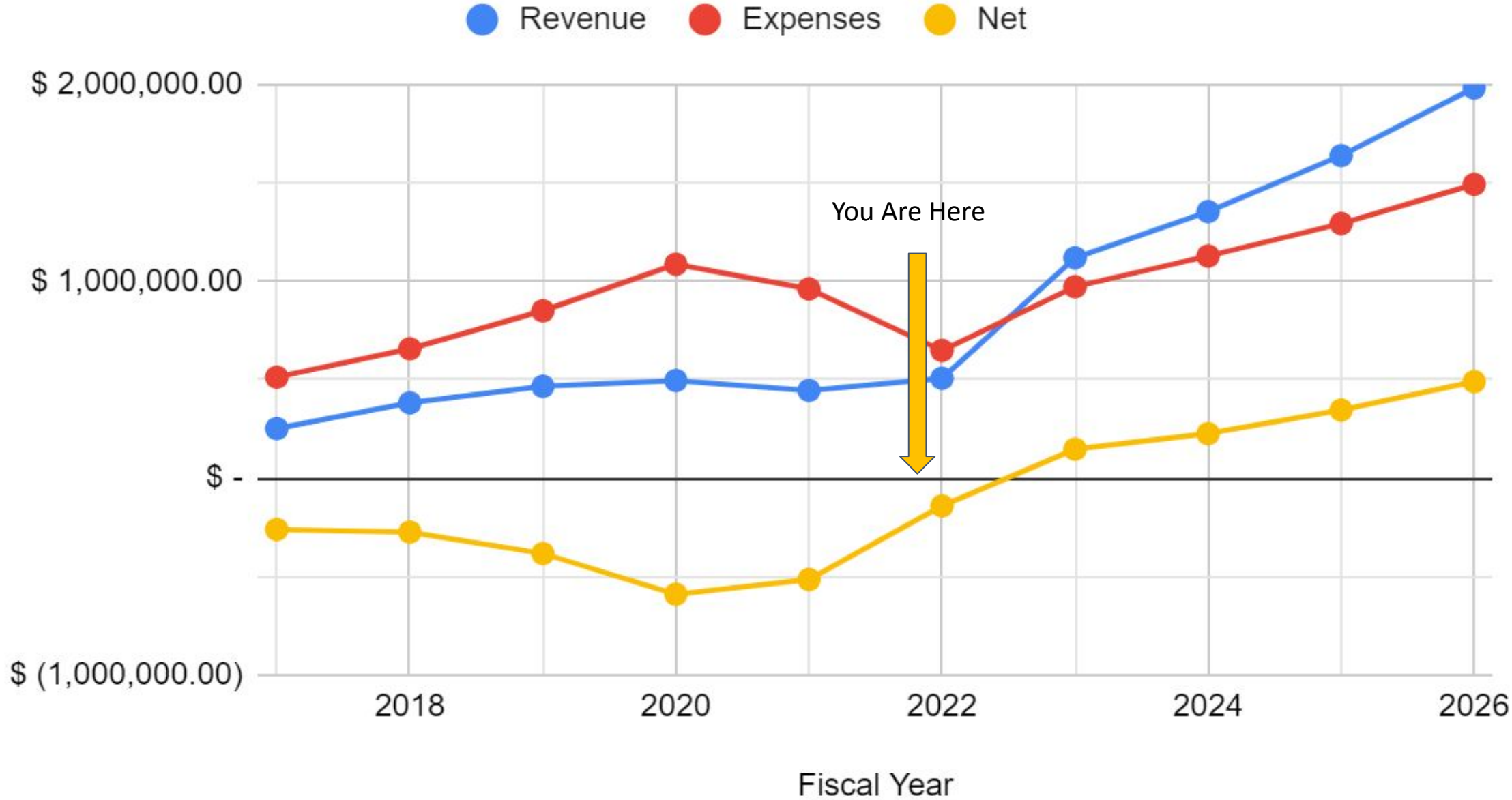
Goal	Action Item	Person Responsible	Due Date
2. Pursue strategic business relationships by offering Operational Support and Oversight Services to other DHS agencies	<p><u>2A. Operational Support</u></p> <ul style="list-style-type: none"> • Build an infrastructure to identify business opportunities • Create a system to perfect the tracking of bid opportunities • Identify resources to help execute new bid submission process • Practice the bid process to develop an expertise <p><u>2B. Oversight Services</u></p> <ul style="list-style-type: none"> • Perfect a system to replicate our “Transportation Best Practices and Technology” • Find a partner agency to “Test Replicate” the process • Evaluate and maintain Best Practices Manual • Finalize the development of Arc/Mercer Routing Software and Drivers App <p><u>2C. Health Care Center</u></p> <ul style="list-style-type: none"> • Create a process to track, communicate, execute and bill for transportation to health care facilities. 	Transportation Director Routing Team	<p>2A: June - 2023</p> <p>2B: December - 2024</p> <p>2C: August - 2023</p>
3. Use Transportation Expertise to open the door to New Strategic Business Relationships	3A. Use our Best Practices Program to form relationships with other agencies for affiliation or possible merger with those agencies	Transportation Director	3A: January - 2025

Dept: Health Care Center

Goal	Action Item	Person Responsible	Due Date
1. Ensure complete care of individuals across the agency	1A. Coordinate Psychiatry, Behavioral, Medical, and Residential services by bridging staff, process, and systems. <ul style="list-style-type: none"> Sept, 2022: Monica & Angela - regular meetings to discuss patient needs 	HCC, Residential, and Behavioral Department Leadership	1A: December, 2022
	1B. Design and implement a billable care coordination program to serve our consumers that can be exported to other agencies. <ul style="list-style-type: none"> Sept, 2022: Nurse Pauline - catching up on back billing. Established a system and cadence for future charting & billing. 		1B - July, 2022
	1C. Cultivate relationships with medical providers to facilitate access to excellent care for our residents. Recruit multi-specialty providers with experience with the IDD population. <ul style="list-style-type: none"> Sept, 2022: No Significant Update 		1C - December, 2022
2. Stepwise increase in the size and scope of the healthcare center by 20% year over year while maintaining high quality standards.	2A. Expand staff of psychiatric providers, counselors, and social workers to offer mental health care to more patients. <ul style="list-style-type: none"> Sept, 2022: Recruiting from schools and competing practices. Sept, 2022: Referrals from other new hires. Sept, 2022: So far: 1 LCSW and 1 NP brought on board 	HCC, and Agency Communications Department Leadership	2A - December, 2022
	2B. Form referral partnerships with community providers, private healthcare operations, and government agencies. <ul style="list-style-type: none"> Sept, 2022: No Significant Update 		2B - July, 2023
	2C. Design & implement a hybrid program combining telemedicine-based therapy with in-person sessions throughout NJ other Arc chapters or non-affiliated DDD agencies. Recruit & train providers who share our goals and are willing to travel to care for patients		2C - March, 2024
			2D - December, 2026



Revenue, Expenses and Net



Dept: Day Program

Goal	Action Item	Person Responsible	Due Date
1. Support organizational growth through expansion of specialized day services to ensure successful progression towards each individuals goals.	<p>1A. Assessment of what we are currently offering in our day programs.Use the information gathered to ensure quality expansion</p> <p>1B. Identify locations within the county as possible spaces for enclave additions or the enlargement of current enclaves.</p> <p>1C. Review the current and ongoing Managerial/DSP/BDSP staffing skill requirements to obtain highly trained and skilled staff for support of potential placements.</p>	Day Program Department	<p>1A. May 2022</p> <p>1B. June 2027</p> <p>1C. June 2027</p>
2. Develop a program that targets the elderly population and supports the transition of identified residential and community participants.	<p>2A. Complete all steps needed for opening the location set to house the Senior Program.</p> <p>Progression - Completed</p> <p>2B. Review the current Managerial/DSP staffing numbers and build out to meet the needs of the Senior Program.</p> <p>Progression - Completed</p> <p>2C. Complete program description to be reviewed by to outline the Senior Day Program</p> <p>Progression - Completed</p> <p>2D. Assess expansion through non DDD funding.</p>	Day Program Department	<p>2A. May 2022</p> <p>2B. June 2022</p> <p>2C. June 2022</p> <p>2D. January 2027</p>

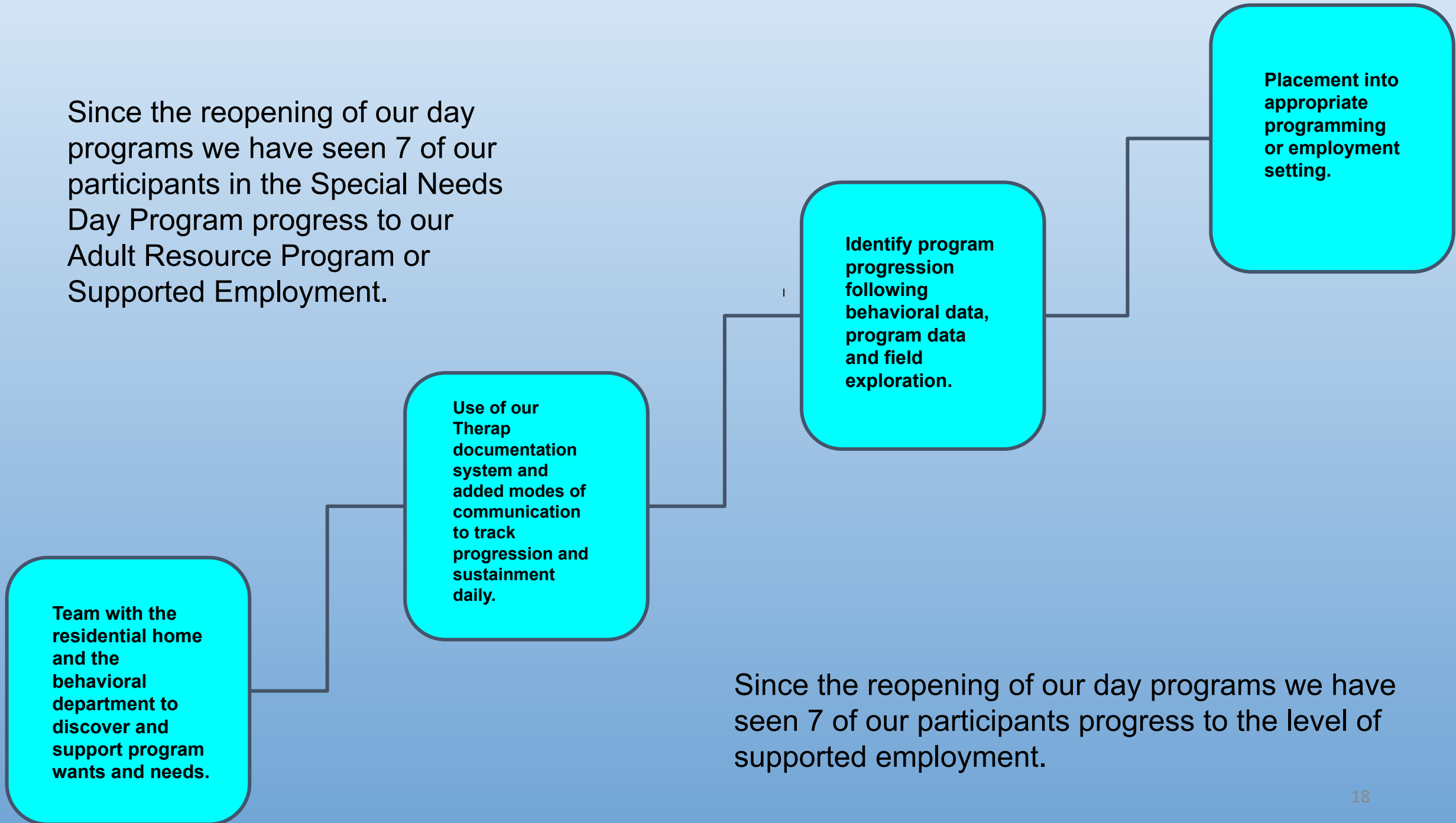
Dept: Day Program

Goal	Action Item	Person Responsible	Due Date
3. Develop a dashboard for consumer progress that tracks progression through data collection and utilizes the metrics to move consumers through the day program and into supported and competitive employment.	3A. Assessment of what we are currently offering noting best practices in quality of services. Use the information gathered to ensure proper placement. Progression - Utilizing feedback from the day program team steps have been taken to implement an updated format to ISP Programs in Therap that clearly define scoring on individual goals. Data collection can be viewed based on trials and percentage clearly and more concise. Google spreadsheet tracking this for each individual is in trial now at two smaller day programs to assess as a delivery system for all departments to see and track.	Day Program Department Behavioral Department	3A. June 2027 3B. June 2023 3C. June 2027
	3B. Partner with behavioral department to implement a curricula which meets the needs of the consumers. 3C. Consumer and family surveys used to identify areas of interest as well as IDT meetings. Use data to place consumers in proper enclave or create new enclaves. Progression - Gained feedback from Mercadien audit and QA department. Discussed feedback with the team. Implementation of an Annual Update form is being used moving forward for all team meetings to discuss future goals based on data collected and discussion with day program consumer on historic goal/strategy plan.		
4. Support Arc Mercer staff by providing specialized training	4A. Assessment of the current curriculum of training being provided and its effectiveness in response to persons with more challenging behaviors	Day Program Department Behavioral Department	4A. December 2022 4B. July 2024



- **Expand Enclave Offerings**
- **License New Day Program**
- **Hire Qualified Professional**
- **Professional Developments**
- **Develop Professional Learning Modules**
- **Plan For Non DDD Funding Sources**

Since the reopening of our day programs we have seen 7 of our participants in the Special Needs Day Program progress to our Adult Resource Program or Supported Employment.



Since the reopening of our day programs we have seen 7 of our participants progress to the level of supported employment.



The Arc Mercer's Behavioral Services: Growth Over the Last 5 Years

Year	2017	2022	% Increase
Behavior Dept. Staff	1	5	400%
Individuals in Residential with Behavioral Acuties	6	25	316%
Total # of Individuals in Residential Receiving Behavior Supports (FFS and Acuity)	15	58	286%
Total # of Individuals in Day Hab Receiving Behavior Supports	10	22	120%

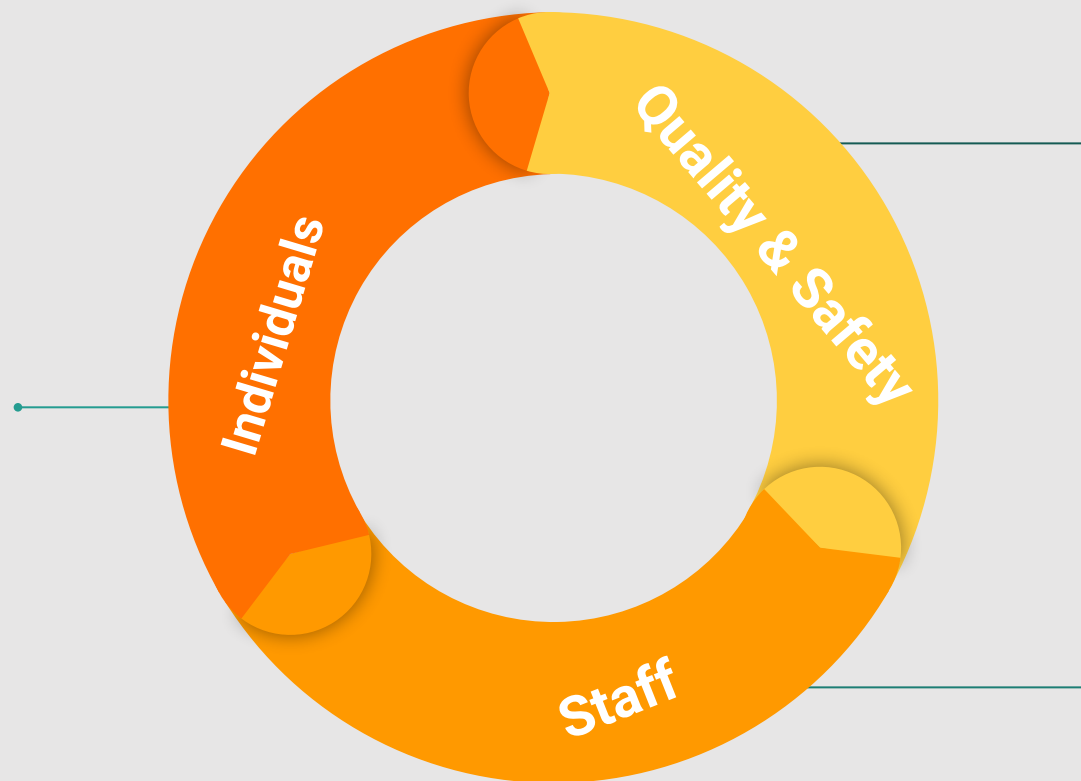
No Waitlist for Those Requiring Behavioral Supports!



Arc Mercer's Behavior Dept: Looking Ahead...The Next 5 Years

Supporting Individuals with Enhanced Behavioral Needs

- Onboarding qualified clinicians to develop and implement behavior plans
- Partnering with Residential and Day Programs to implement a clinically sound curriculum of care



Enhancing Quality and Safety

- Enhancing use of technology to promote real-time data collection and communication
- Developing a DDD approved BMC and HRC.
- Developing an Arc Mercer crisis stabilization site

Supporting Arc Mercer Staff in Providing Care to Those with Enhanced Needs

- Creating greater access to ongoing training and clinical collaboration
- Building out clinical team to provide required supervision for those seeking certification
- Building a training/resource library with CE level courses.



Managing Mental Health Crises

What we are faced with now (Short-Term Stabilization)

Local emergency room: Capital Health

- Partially funded by Division of Mental Health and Addiction Services (DMHAS)
- “Revolving Door”--frequent visits always resulting in immediate discharge.
- Most clinicians have minimal experience with I/DD
- Individuals requiring medication adjustments sent back to GH, leading to safety issues

What we are faced with now (Longer-Term Stabilization)

Trinitas Regional Medical Center

- Stabilization unit for those with I/DD requiring longer-term stabilization/medication adjustments
- Also funded by DMHAS, DDD, and other grants
- Clinicians very experienced with I/DD
- Limited to 10 beds

Arc Mercer's Vision

Creating an Agency Stabilization Site:

- Staffed by agency clinicians who can quickly assess (attention-seeking vs. true mental health crisis) and behavioral direct care staff
- Immediate availability of a site where medication adjustments can be safely monitored
- Stops the revolving door with unaffiliated crisis centers.
- Long-term: possibility of making the site available to other regional providers/families

Dept: Behavioral

Goal	Action Item	Person Responsible	Due Date
1. Ensure the success of individuals served at Arc Mercer who have enhanced behavioral support needs.	<p>1A. Assess the clinical support structure currently allocated to support those with enhanced behavioral needs through review of weekly behavioral data.</p> <p>1B. Following assessment and budgeting, on-board qualified clinicians including bachelor's level RBT's and master's level BCBA's to effectively support the expansion of residential sites and day programs for those with behavioral acuities.</p> <p>1C. Partner with the Special Needs Day Program to implement a curriculum (ABA--skill acquisition, and other therapeutic areas) which meets the needs of those with behavioral acuities.</p>	Behavior Department, Residential, Special Needs Day Services	<p>1A: December 2022</p> <p>1B: December 2023</p> <p>1C: June 2023</p>
2. Support Arc Mercer staff in effectively providing services to individuals with enhanced behavioral support needs.	<p>2A. Build the clinical team in order to provide required clinical supervision for Registered Behavior Technicians and those seeking Board Certification as a Behavior Analyst (BCBA). A minimum of 5% of all time providing behavioral services shall be supervised by a qualified clinician.</p> <p>2B. Assess current behavioral training offered at Arc Mercer and develop a training/resource library which includes continuing education (CE) level trainings for staff and stakeholders. A minimum of 12 hours of CE per year will be available in the resource library for all behavioral support staff.</p>	Behavior Department, Training Department, Human Resources	<p>2A: January 2023</p> <p>2B: July 2024</p>

Dept: Behavioral (cont.)

Goal	Action Item	Person Responsible	Due Date
3. Enhance the quality and safety of service delivery for those with enhanced behavioral support needs.	3A. Assess current technology and enhance to promote ease of access to behavior treatment plans, real-time behavior data collection, and communication to more effectively modify clinical support strategies. All behavior support plans and data collection procedures to be available for staff and clinicians electronically.	Behavior Department, Quality Assurance, IT/Facilities, Residential, Healthcare Center	3A. December 2023
	3B. Form a DDD approved behavioral management committee (BMC) and human rights committee (HRC), identify metrics as measures of success, and expand scope of these committees to support other providers.		3B. December 2022
	3C. Develop an off-site “stabilization unit” for triaging consumers who are experiencing a behavioral crisis in order to reduce the frequency of visits to unaffiliated crisis centers.		3C. December 2026



The Family Supports Department

What we do:

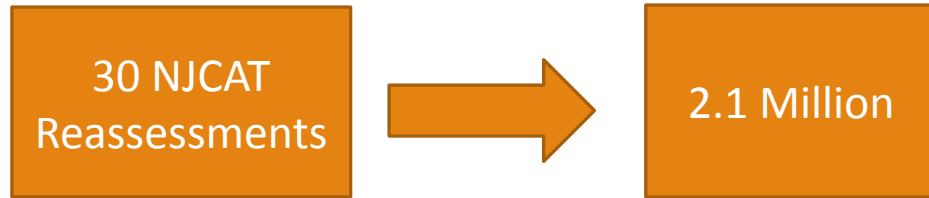
- Respond to the needs of the community; build connections.
- Share and communicate information about our programs.
- Driving force to ensure smooth transitions into our programs; assist family and agency with admissions.
- Enrich care and services through proactive communication with our families, our staff and the individuals we serve.

Supporting Agency Growth



Enrichment of Individual Supports & Supporting Agency Growth: NJCAT and Individual Budgets

NJCAT REASSESSMENTS 2019-2022



- Ensure support needs captured accurately
- Strengthen service delivery
- Plan for growth

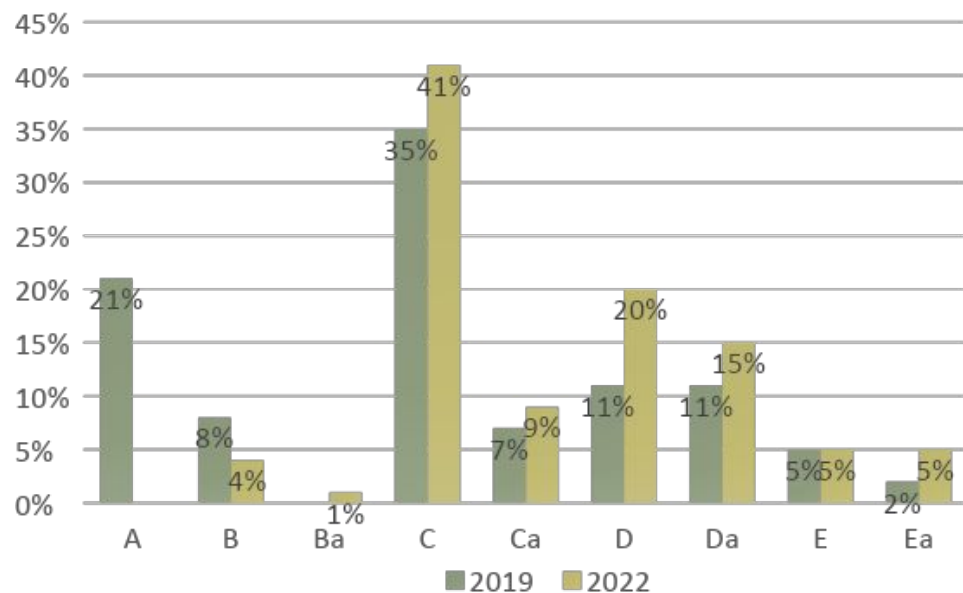
QUICK GUIDE: INDIVIDUAL SUPPORT/ANNUAL BUDGET

Tier	Budget	Tier / acuity	Budget
A	31,011	Aa	60,795
B	62,021	Ba	121,589
C	103,368	Ca	202,648
D	144,716	Da	283,708
E	186,063	Ea	364,767
F	233,454	Fa	471,726

Implement Planning for Growth

TREND SHIFTS TO HIGHER TIER / ACUITY

Individual Tier Comparison



AGENCY GROWTH BASED ON NEED

- Enhanced Behavioral Services
- Referrals for individuals with high tier and acuity
- Referrals from outside counties
- Behavior Department reflects same data: increase in acuities and individuals requiring enhanced behavioral support
- We do it well



Supporting Growth & Strategic Planning

COMMUNICATION

- Maintain a strong communication system to increase awareness of our programs.
- Develop and expand waitlist for services.
- Establish relationship with families from initial inquiry and beyond

SUSTAIN OUR QUALITY

- Proactive communication with our families
- Proactive team meetings
- Surveys and feedback: strengthen quality
 - 80% Response Rate
 - 80% Recommend to family & friends



We Do It Well – Meaningful Outcomes

“I am grateful for the leadership and coordination in making the homes a safe place, he has been adjusting well during this time”.

“I want to thank you and your staff for painting my daughter’s room in time for her move. You gave her exactly what she wanted. Thank you for putting a smile on her face. It has been missing for quite some time.”

“I just need to say that I trust you to keep her safe and appreciate all you do I can clearly see the care you put into what you do. I do trust that she is in the best hands”.

“Thank you for keeping us informed of the positive actions being taken to protect our family member”.

Dept: Family Supports

Goal	Action Item	Person Responsible	Due Date
1. The Family Supports Department will develop systems designed to strengthen, improve and measure the quality as well as the sustained impact of our services.	<p>Completed assessment of current strategies to track and measure quality and satisfaction with our services. Initiative implemented to increase quality of response and information collected through administering surveys at the annual ISP meeting.</p> <p>1A. Increase survey response rate (80%) to strengthen quality and accuracy of results.</p> <p>1B. Analyze data, prepare reporting, recommendations for improvement and provide key measure of fulfilling our mission : “80% of those surveyed would recommend us to a friend or family member”.</p> <p>1C. Expand survey to Support Coordinators, identified DDD personnel (transitional CM), community partners. Identify additional services in conjunction with growth areas : behavior and clinical supports.</p> <p>Years 2-3-4-5 Update survey questions, methods to administer, target groups and quality indicators in conjunction with agency growth.</p>	<p>Family Support Department</p>	<p>completed 9/2021</p> <p>1A. September, 2022</p> <p>1B. September, 2022</p> <p>1C. September, 2023</p>

Dept: Family Supports (cont.)

Goal	Action Item	Person Responsible	Due Date
2. Maintain a strong communication system, externally and internally, to increase the awareness of our programs, demonstrate the impact of our services and build partnerships / connections within the community.	2A. Strengthen current external marketing strategy to incorporate key measures of success to promote our quality of services and growth (demonstrate value of our organization).	Family Supports Department and Communications	2A. December, 2022
	2B. Increase internal communication through family meetings, eblasts, surveys results to promote our quality of services and growth (sustain impact of our services).		2B. June, 2023
	2C. Revamp website to clearly present agency information and simple navigation for those interested in services ; expand site to include online resource library.		2C. June, 2022
	2D. Through growth, communication, community connection, establish the organization as a leader in the field, leverage community partnerships and source referrals.		2D. September, 2027
	2E. year 2-3-4-5 update marketing strategies and partnerships to reflect current growth of agency; adjust according to needs of the agency.		2E. September, 2027

CARF Three Year Accreditation

Areas of Strength

- Providing employment opportunities by operating real-world businesses with job coaches.
- Many opportunities to grow and try new different jobs or skills.
- Maintaining strong relationships with community employers.



Dept: OTC

Goal	Action Item	Person Responsible	Due Date
1. Expanding, and growing new vocational businesses with the overarching goal of independent employment.	<p>1A. Creating two new business partnerships for vocational opportunities per year.</p> <p>1B. Expanding and enabling our staff to be crossed trained in all new business expansions.</p> <p>1C. Create effective curriculums to ensure quality and a sustainable business.</p> <p>1D. Tracking the progress of the consumer growth to ensure independent employment.</p>	OTC Department, Human Resources, OTC Curriculum Developer	<p>1A. December 2023</p> <p>1B. July 2023</p> <p>1C. June 2023</p> <p>1D. March 2024</p>
2. Develop a documented analysis of service delivery performance dashboard.	<p>2A. Develop and monitor tracking system to ensure individual successful progress towards the individual's goals.</p> <p>2B. Use the data analysis to track the consumers progress from start through the program and into community integrated employment.</p> <p>2C. Develop action plans to address improvements needed.</p>	OTC Department, Day Program & OTC Curriculum Developer	<p>2A. February 2024</p> <p>2B. September 2024</p> <p>2C. December 2024</p>

Dept: OTC (cont.)

Goal	Action Item	Person Responsible	Due Date
3. Ensure all work offerings for employment are at and or above minimum wage.	<p>3A. Assessment of current structure of what we are currently offering is noting best practices in quality of services. This useful information gathered to ensure quality program expansion.</p> <p>3B. To support business growth onboard the appropriate experienced professionals.</p> <p>3C. Research viable businesses in our community that would align with our agency mission.</p> <p>3D. Growing the enclave program partnerships to expand into employment offerings.</p>	OTC Department Human Resources Business Enterprise Director	<p>3A. January 2025</p> <p>3B. March 2025</p> <p>3C. July 2025</p> <p>3D. December 2025</p>

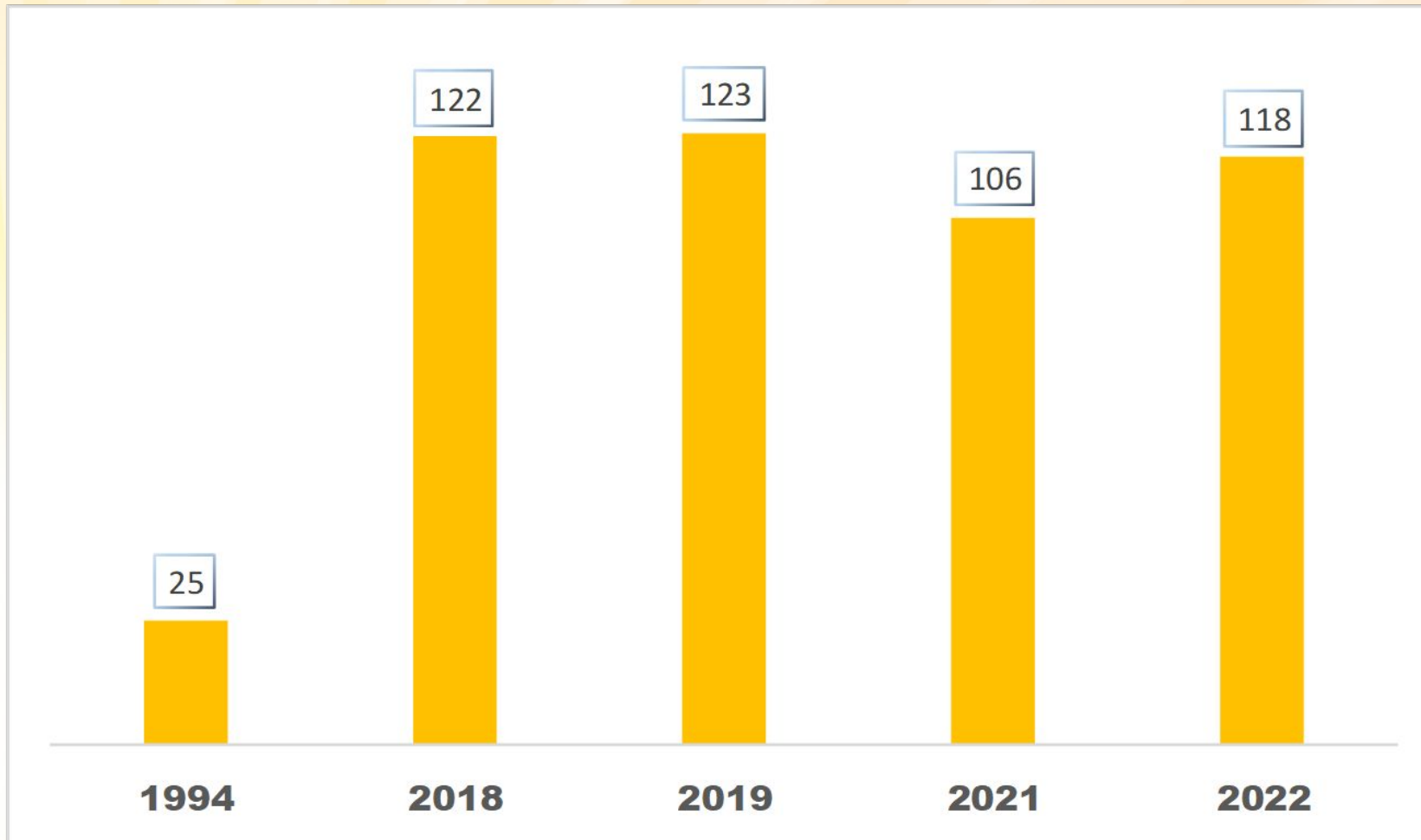
Dept: Janitorial

Goal	Action Item	Person Responsible	Due Date
1. Marketing large commercial non-set aside business to promote more jobs for adults with special needs Goal Measurable through Increased Revenue with 1 or more new annual contracts. 50,000+ sq. ft Non-set aside properties of 5 days/week service. Yielding at least 79K additional revenue. Also continued increases in Project work services.	1A. Develop a Department Business Plan 1B. Rebrand the Department	Janitorial Department Director & Operations Managers	1A. December, 2023 1B. December, 2025
2. Implement Processes to Continually Develop Best Practices with Improved Equipment and Training Goal Measurable through reduction in man hrs vs. sq. ft. cleaning. Addition of new services performed or an increase in specialty services with the placement of Consumers in enhanced positions. More Consumers completing trainings and certified in current industry best practices.	2A. Improve technology and services with enhanced equipment 2B. Develop training on new technology and services	Janitorial Department Director and Operations Managers	2A. December, 2024 2B. December, 2024

Dept: Janitorial

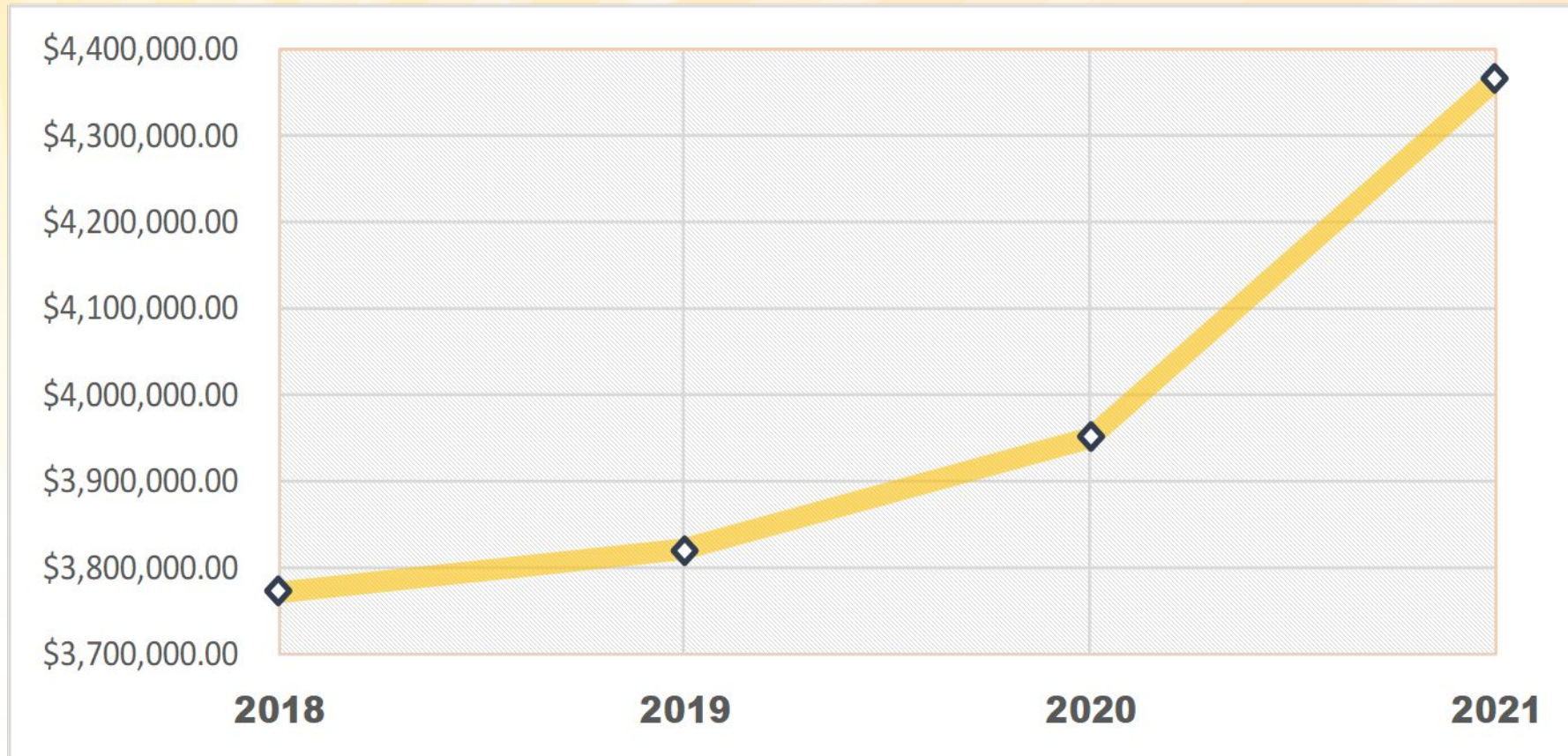
Goal	Action Item	Person Responsible	Due Date
<p>1. Marketing large commercial non-set aside business to promote more jobs for adults with special needs</p> <p>Goal Measurable through Increased Revenue with 1 or more new annual contracts. 50,000+ square foot Commercial Office Building Non-set aside properties 5 days/week service Yielding at least 79K additional revenue.</p> <p>Also continued increases in Project work services.</p>	<p>1A. Develop a Department Business Plan</p> <p>1B. Rebrand the Department</p>	<p>Janitorial Department Director & Operations Managers</p>	<p>1A. December, 2023</p> <p>1B. December, 2025</p>

Janitorial Department Workforce Statistics



75% of Work is Completed by Adults with Special Needs

Janitorial Department Revenue Tracker

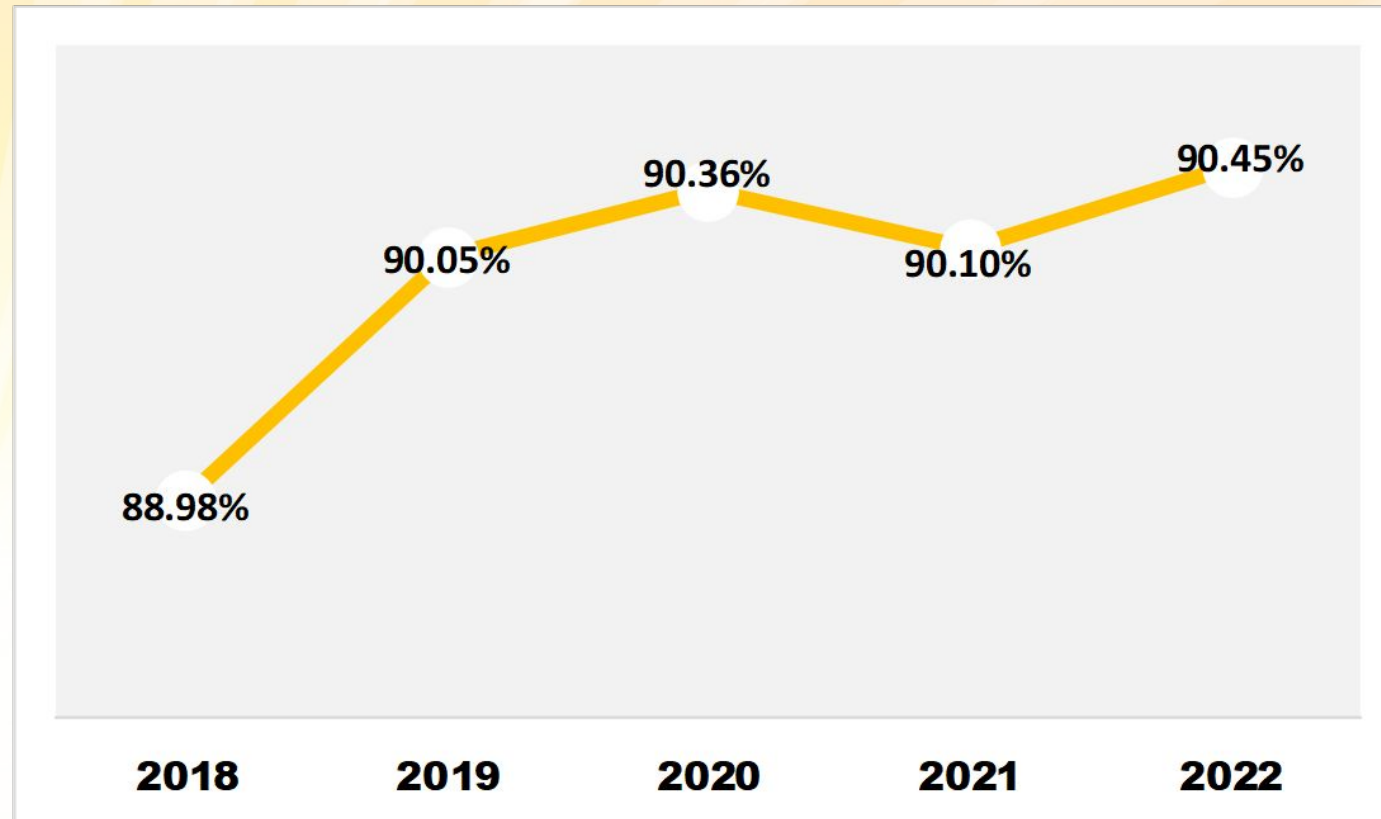


*** 2022 Trending to Reach 5 Million Dollars in Revenue**

*** Over 2.5 Million Square Feet Cleanable**

*** More than 650 Cleaning Hours Daily**

Janitorial Department Annual Combined Quality Scores



Average Monthly QA Inspection Scores taken from
Arc Manager Inspections with Customer Sign-Offs,
AccessNJ Inspections, and 3rd Party Independent Inspections

Dept: Janitorial

Goal	Action Item	Person Responsible	Due Date
<p>2. Implement Processes to Continually Develop Best Practices with Improved Equipment and Training</p> <p>Goal Measurable through reduction in man hours vs. square foot cleaning.</p> <p>And addition of new services performed or an increase in specialty services with the placement of Consumers in enhanced positions.</p> <p>More Consumers completing trainings and certified in current industry best practices.</p>	<p>2A. Improve technology and services with enhanced equipment</p> <p>2B. Develop training on new technology and services</p>	<p>Janitorial Department Director and Operations Managers</p>	<p>2A. December, 2024</p> <p>2B. December, 2024</p>

Janitorial Department Action Items To Achieve Strategic Plan Goals



Dept: Finance

Goal	Action Item	Person Responsible	Due Date
1. Support agency growth through an assessment of current processes and the development and implementation of best practices.	<p>1A: Based on assessment, onboard appropriate professionals to support the growth of Residential.</p> <p>1B: Establish private for profit business expertise to support the growth and expansion of the Health Care Center and Transportation program.</p> <p>1C: Utilize technology to eliminate outdated procedures, that will create efficiencies to benefit the agency.</p>	Finance Department, IT Department, Business Operations	<p>1A: February, 2023</p> <p>1B: February, 2024</p> <p>1C: February, 2025</p>
2. Reduce General and Administrative footprint to the industry standard for a Fee For Service organization of our size.	<p>2A: Implement best practices and industry leading softwares to ensure staff time and resources are utilized efficiently and appropriately.</p> <p>2B: Develop a General and Administrative allocation that is appropriately applied across each program based on their utilization of Administrative services.</p>	Finance Department, IT Department	<p>2A: July, 2025</p> <p>2B: July, 2025</p>

Dept: Finance (cont.)

Goal	Action Item	Person Responsible	Due Date
3. Leverage the use of appropriate technology and best practices that are efficient and effective to provide business services to other organizations.	<p>3A: Utilize department satisfaction survey and feedback to determine market focus.</p> <p>3B: Perform a quality assessment after researching the best practices and industry standard for similar agencies and ones that are larger in size.</p> <p>3C: Scale and market business services to other Organizations.</p>	Finance Department, IT Department, Business Operations	3A-3C: July, 2027

A Comparison of General & Administrative Expenses

	Expenses	2022	2021	2020	2019	2018	2017		Average	
Community Options	\$206 M		6.09%	5.98%	5.98%	5.53%			5.89%	
Devereux	\$480 M				9.35%	9.95%	12.91%		10.74%	
Oaks	\$112 M			10.98%	9.55%				10.26%	
ARC Ocean	\$26 M				7.79%	8.68%	8.17%		8.21%	10.56%
Enable	\$14 M				13.10%	13.74%	11.35%		12.73%	
CAV	\$57 M				10.83%	10.87%	10.47%		10.73%	
ARC Mercer	\$19 M	16.48%	19.32%	19.76%	16.75%	15.37%			17.80%	

A Goal for General & Administrative Expenses

	2023	2024	2025	2026	2027
2021 Base G&A	3,600,000	3,888,000	4,199,040	4,534,963	4,897,760
2021 Base Expenditures	18,200,000	23,207,648	28,215,296	33,222,944	38,230,592
Add Home 1 (6 Bed)	1,109,000	1,109,000	1,109,000	1,109,000	1,109,000
Add Home 2 (4 Bed)	974,662	974,662	974,662	974,662	974,662
Add Home 3 (4 Bed)	974,662	974,662	974,662	974,662	974,662
Add Home 4 (4 Bed)	974,662	974,662	974,662	974,662	974,662
Add Home 5 (4 Bed)	974,662	974,662	974,662	974,662	974,662
	23,207,648	28,215,296	33,222,944	38,230,592	43,238,240
Add 8% G&A	288,000	311,040	335,923	362,797	
Resulting G&A	16.75%	14.88%	13.65%	12.81%	12.23%

Dept: Human Resources

Goal	Action Item	Person Responsible	Due Date
1. Recruit, on-board and retain a workforce that leads to successful outcomes and moves the organization forward in expansion.	Recruitment/Onboarding 1A. Complete assessment of current recruitment strategy for the agency 1B. Develop the team to be flexible in recruitment strategies to respond to changes in the market, competitors, and rate of applications; measured by metrics, to identify the most effective sources. 1C. Complete an assessment of current onboarding processes. 1D. Research and implement a streamlined technology driven onboarding process to exceed industry standards 1E. Implementation of best practices and new technology to improve full cycle employment tracking (Benefits, Leaves, Files, Compliance, etc.)	Human Resources	1A/1B. September, 2022 1C/1D. December, 2022 1E. September, 2022
	Retention 1F. Complete an assessment of current operations to target retention (diversity, two way communication, follow through with staff). 1G. Identify industry standards for turnover, with a goal to exceed them. 1H. Expanded use of exit interviews to identify healthy versus unhealthy turnover. 1I. Leverage the Agency's diversity to engage those communities to aid in recruitment and retention. 1J. Implement diversified surveying of staff (Post training, 30/60/90, and annual). 1K. Enhance communications with employees at all levels through multiple venues including newsletter, technology based communications and enhanced manager trainings.	Human Resources	January 2023 July 2023 October 2023 December 2023

Dept: Human Resources (cont.)

Goal	Action Item	Person Responsible	Due Date
2. Develop training programs to support long term professional career growth and enhance retention.	<p>Training</p> <p>2A. Analyze effectiveness of current training curriculum to develop ongoing enhancements that will support professional career growth and continued engagement with the organization.</p> <p>2B. Develop internal systems to guide and mentor new employees and create a positive employee experience starting at hire.</p>	Human Resources / In collaboration with Quality Assurance	<p>2A. January 2024</p> <p>2B. July 2024</p>
3. Leverage the use of appropriate technology and best practices that are efficient and effective to provide business services to other organizations.	3A. Scale and market Human Resources services to other Organizations.	Human Resources	3A. July 2025

Recruitment

- ▶ HR will be supporting the Agency Strategic Plan through innovative strategies to attract talent that is highly qualified, specialized and committed to our mission
- ▶ Leveraging of current cultural groups such as Liberian, Hispanic and LGBTQ in the community **locally** and **internationally**
- ▶ Creation of strategic partnerships with community resources such as churches, community centers, professional societies, and specialized schools to source incredibly talented employees to work for Arc Mercer



On-boarding

- ▶ Leveraging of current resources to create a technology driven onboarding completion and tracking process
- ▶ Implementation of new technology that will allow for improved tracking of the full employee life cycle and compliance



Training - In Collaboration with QA

- ▶ Implementation of training for **Staff Development** to enhance or build managerial skills such as:
 - ❑ Positive Staff Interactions
 - ❑ Active Listening
 - ❑ Emotional Intelligence
- ▶ Creation of training targeted to **Career Development** such as:
 - ❑ Advanced Behavior Training (ABT)
 - ❑ Registered Behavior Technician (RBT) Certification
- ▶ Access to voluntary training for **Personal Development** such as:
 - ❑ Wellness
 - ❑ Financial Health
 - ❑ Stress Management

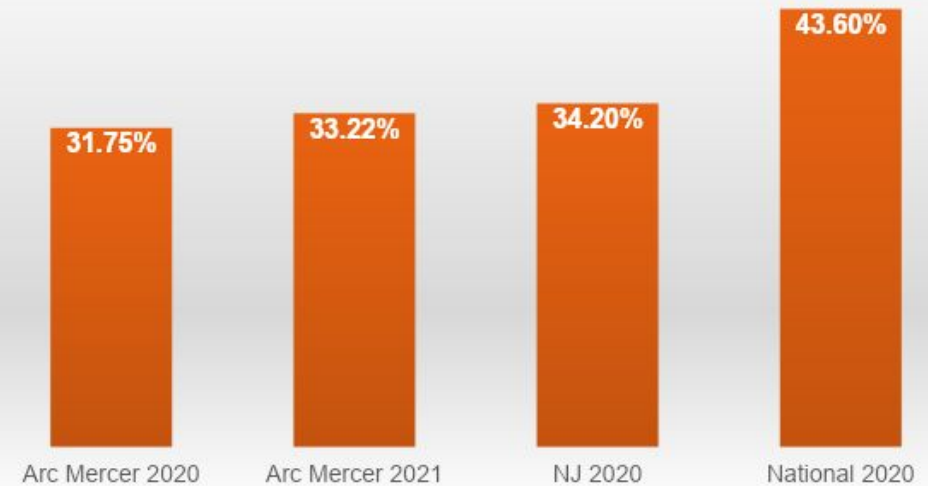
Retention

- ▶ Creation of a mentoring program along with enhanced training and improved communications through multiple platforms Arc Mercer will foster an environment of growth not only by bringing in new talent but retaining it and encouraging employee growth within the Agency through added career advancement opportunities

Arc Mercer 2022 Direct Care Turnover



Arc Mercer vs. NJ & National Direct Care Turnover Rates



Scale and Market

- ▶ Once processes are perfected we plan to scale and market our Human Resources services to other organizations, allowing us the ability to generate revenue that can be used toward continued investment within Arc Mercer

Arc Mercer Leading The Way



Dept: Quality Assurance

Goal	Action Item	Person Responsible	Due Date
1. Support agency growth through development and implementation of best practices.	<p>1A. Evaluate programmatic growth to determine the need for increased Quality Assurance staffing.</p> <p>1B. Assess department(s) workflow to identify efficiencies, processes and best practices.</p> <p>1C. Increase the effectiveness and efficiency of the delivery of services through Quality Assurance Systems.</p> <p>1D. Research and implement best practices in technology for Quality Assurance operations.</p> <p>1E. Foster a culture that strives for excellence and consistently exceeds agency and government set standards.</p> <p>1F. Evaluate the effectiveness of the Compliance and Safety Committee as it relates to health and safety.</p>	Quality Assurance Department	<p>1A. January, 2023</p> <p>1B. March, 2023</p> <p>1C. June, 2023</p> <p>1D. July, 2024</p> <p>1E. January, 2026</p> <p>1F. February, 2026</p>

Key Indicators of Quality

Medication Administration / Error Rate

Medication Errors 2021	Medication Errors 2020
498,809 dosages of medications	432,636 dosages of medications
92 medication errors	106 medication errors
0.01% medication error rate	0.02% medication error rate

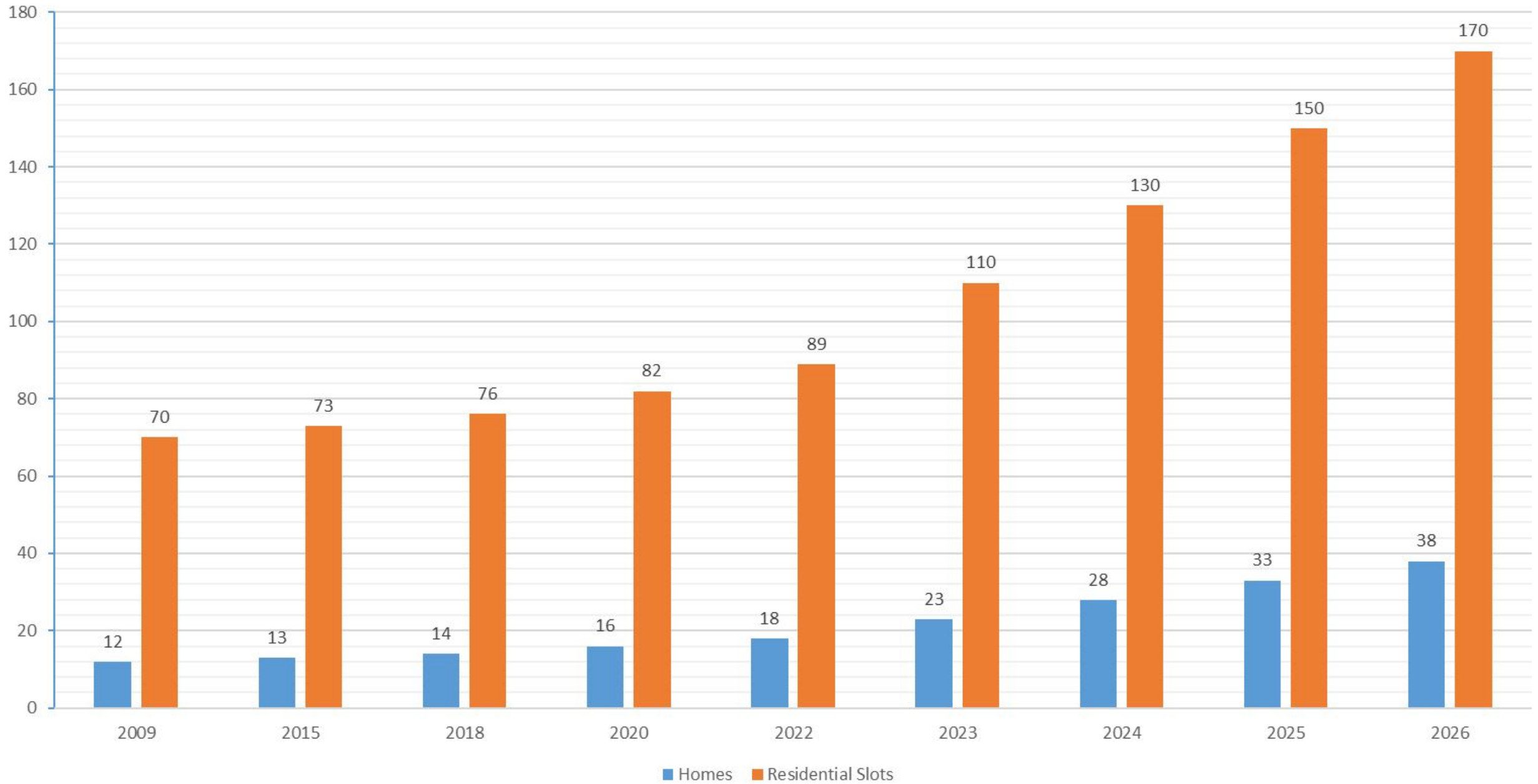
Quarterly ALA Inspections

Residential Quarterly ALA	89%
Day Program Quarterly ALA	86%
OTC Quarterly ALA	97%

Dept: Quality Assurance (cont.)

Goal	Action Item	Person Responsible	Due Date
2. Develop a training program to promote long term professional career growth and retention.	2A. Assess the effectiveness of the current training curriculum to develop ongoing enhancements that will support professional career growth and continued engagement within the organization.	Quality Assurance in conjunction with Human Resources Department	2A. May, 2022
	2B. Create a work group to review the feedback and make recommendations for improvement.		2B. June, 2022
	2C. Implement recommendations from the work group for improvement.		2C. August, 2022
	2D. Develop internal systems to guide and mentor new employees and create a positive employee experience starting at hire.		2D. October, 2022
3. Leverage the use of appropriate technology and best practices that are efficient and effective to provide business services to other organizations	3A. Scale and market Quality Assurance services to other organizations.	Quality Assurance Department	3A. July, 2026

Agency Residential Individuals Served and Group Homes



Dept: Building & Facilities

Goal	Action Item	Person Responsible	Due Date
1. Develop 20 - 30 residential placement slots per year. Develop Day Program facilities to accompany residential growth.	1A. Identify and target municipalities with Affordable housing trust funds.	Facilities Dept / Residential	12/31/2022
	1B. Purchase and renovate homes to meet specific needs for residential placements - Day program space will be reviewed as growth progresses.		12/31/2023
	1C. Identify apartment location settings as needed by individuals.		12/31/2024
	1D. Evaluate and add to maintenance team to support agency growth.		12/31/2025
			12/31/2026
2. Integrated Community Based Competitive Employment - Landscaping / maintenance / others	2A. Collaborate with Vocational department leadership to develop integrated landscaping program	Job Coach / OTC / Maintenance Dept.	2A. June, 2023
	2B. Job Coach(es) will assist transition to in the field maintenance work internally with Arc Mercer Maintenance as progress levels increase utilizing best practices		2B. September, 2023
	2C. Evaluate other avenues for consumer job training enclaves that can leverage maintenance support		2C. June, 2024

Dept: Building & Facilities (cont.)

Goal	Action Item	Person Responsible	Due Date
3. Develop Property Development/ Management Company	1A. Evaluate current financial reporting to review facility related allocations and distributions to assess breakdown of charges to accurately present program controllable costs vs fixed / facility costs. Items to include are rent, overhead, and other facility items.	Arc Mercer Leadership/ Legal, Board of Directors	1A. February 2023
	1B. Research best practices from other facility management organizations and modify / align financial statements.		1B. July 2023
	1C. Determine best practice to transfer assets to management company and ensure transfer is completed appropriately.		1C. December, 2023
	1D. Arc Mercer to sign management / use contract with new entity for use of assets.		1D. June, 2024

Team Atmosphere Committee

Goal	Action Item	Person Responsible	Due Date
1. Cultivating a working environment where employees' diversity is celebrated. 2. Reward & Recognize outstanding work.	1A. Facilitate employee-led groups that highlight aspects of employee's culture and create an environment of sharing & learning. 1B. Allow front-line staff to feel comfortable sharing their needs and thoughts on ways to create a better workplace.	All Agency Staff	July, 2022
	2A. Employee of the Month, Rising Star of the Month, and Team Impact Awards to encourage our team members to recognize their peers and rewards work that goes above and beyond. 2B. Public recognition and tangible rewards encourage excellence and challenge employees to succeed.		January, 2023

