



WEBSTER  
HOME CARE

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KEEPING YOU HAPPY AT HOME

# STRATEGIC PLAN

## 2022

## **Introduction:**

Webster Home Care has developed a tailored program of healthcare services throughout Massachusetts designed to provide an enriching lifestyle for our clients, from the comfort of their homes. Our broad spectrum of services caters to all types of clients, whether they are ill, or simply in need of assistance with their activities of daily living. Our professional services are rendered by our trusted staff. Our AFC (Adult Foster Care) Program allows you to provide direct care for your family member or loved one in their home and receive reimbursement for it via Webster Home Care. Direct care involves 24-hour supervision and daily assistance with ADLs and IADLs by an AFC Caregiver. An AFC Caregiver is an independent contractor who is selected, supervised, and paid by Webster Home Care for the provision of direct care to the client

## **Mission Statement:**

Webster Home Care is committed to providing outstanding home health care services, developed to advance our clients' physical, emotional, mental, social, and spiritual well-being.

## **Core Values:**

**Person Centered:** Our individualized services are driven by an experienced MDT (Multi-Disciplinary Team) with priority to keeping Clients and Caregivers happy at home.

**Diversity:** Our diverse staff is culturally aware and sensitive to better serve our Clients and Caregivers.

**Collaboration:** Our staff teams up to form a Multi-Disciplinary Team to create holistic improvements for Clients and Caregivers

**Compassion:** Webster Home Care provides a safe, caring environment that helps loved ones heal, one heart at a time.

**Dedication:** Our staff does not shy away from doing whatever it takes to help our Clients and Caregivers thrive.

**Family:** We embrace families as key to our services, believing that they are essential for Clients to flourish.

**Acceptance:** We are proud to say that our staff always embraces and accepts all individuals equally.

**Integrity:** We strongly believe in the importance of commitment, honesty, respect, and accountability.

**Responsiveness:** Webster Home Care Staff are available 24/7 and are committed to responding to our Client and Caregiver needs in a timely manner.

## Vision for the Future:

Webster Home Care AFC envisions significant growth within the next year and is hoping to grow clientele by approximately 30%. We hope to continue to help our team develop and grow professionally as well as personally by providing a flexible work life and training opportunities. Our vision is to increase the ability to keep loved ones (Clients) home for longer than would be possible without our involvement. Deferring the need for long term care facility placement.

## Expectations of Persons Served:

As a person-centered agency, we solicit feedback from individuals receiving services as well as those providing services on an ongoing, and annual basis. Staff, Clients, and Caregivers are surveyed to ensure satisfaction. It is the intent of Webster Home Care to provide holistic, high-quality services.

## SWOT:

SWOT Analysis	
<b>Strengths:</b>	Customer Service Dedicated Workforce Person Centered Bi-lingual staff Competent Leadership Diverse Team Skills Electronic system (GPS) Confidentiality Education on prevention of Critical Incidents Staff communication
<b>Weaknesses:</b>	Online review participation Benefits Static website CARF standards knowledge Caregiver compliance
<b>Opportunities:</b>	Use experienced employees to cross-train other staff Grow client retention Improve the overall client/caregiver experience Broaden our geographic reach Build online engagement Build awareness of Webster Home Care Networking
<b>Threats:</b>	COVID New Hire availability Death PCA Agencies Slower growth due to transitioning new hires Extremely competitive job market Property Sale

## **Strategic Goals – Implementation Plan:**

### **GOAL 1: (Administrative) Overall staff satisfaction and agency stability with the focus on providing outstanding home health services.**

#### **Objectives:**

- Ongoing tracking of ratios to identify further staffing needs.
- Improvements ongoing to include staff recognition, access to upgraded laptops, and further education on electronic system to get most staff benefit and facilitate work. As well as wage increases.
- Goal of providing increases in 2022. Ongoing Quarterly Company Outings to encourage team building. Webster Home Care staff compiling expanded list of resources available to our clients.
- Ongoing improvements to include meeting tracking spreadsheet to ensure ongoing communication and exchange of information within AFC Team. Transition all aspects of documentation into electronic system to enable and facilitate viewing of all client information by staff assigned to client and caregiver. Collection and entering of all client demographic information into electronic system to promote person centered care.
- Avoid loss of CARF accreditation. Leadership review of CARF Standards Manual. Analysis of areas in need of improvement. Implementation of CARF requirements in areas of weakness. Leadership CARF meetings. Staff CARF meetings and education.
- Avoid staff shortage. Assess client loads. Seek alternate methods of identifying potential hires. Offer competitive wages. Improve and simplify hiring process. Create leadership development opportunities.
- Avoid work overload due to moderate risk of limited staff. Education on self-care. Prioritizing. Openly discuss any issues at staff meetings. Open door approach.
- HR ongoing review of potential benefit enhancements.
- Asset Control: Lease vs. Own (Lease). Current multiple year lease agreement. Ongoing awareness of local office space for rent.
- Limit COVID - Liability to employees (exposure). COVID Screenings. Encourage staff to get COVID vaccination. Education on universal precautions such as proper PPE use and hand washing. Education on prevention of COVID.
- Accountability – Minimize tardiness to work. Discuss importance of punctuality w/ staff. Refer staff to attendance policies and signed handbook. Progressive discipline if necessary.
- Accountability – Ensure staff are doing what they are supposed to in the community. Proper staff training. Supervision. Discussion of expectations and any issues while in the community at staff meetings.
- Monitor minimal risk of change to state policies. Staying up to date on possibility of state policy changes. Attending all monthly AFC Council Meetings to anticipate any possible changes to state policy.

- Provide noise cancelling machine in conference room to ensure privacy if needed.
- Provide a positive and diverse work environment committed to supporting personnel while demonstrating awareness and sensitivity to their beliefs and culture. Webster Home Care Staff currently feel comfortable, the Agency would like for all Staff to be able to also feel like “themselves” in the work environment we provide. Hiring personnel who are representative of the persons served that can offer unique perspectives into their cultures. Collect data about personnel at orientation and ongoing if they are willing to share.
- Increase communication and Teamwork of all staff. Webster Home Care provides satisfaction surveys, suggestion box, exit interview form, monthly AFC meetings. Company Outings
- Increase number of clients served in 2022. Goal of 30% increase. Currently 68 clients, goal would equal to an increase of 20 clients in a year
- Staff retention. Maintain AFC personnel. At time of writing Strategic Plan, 5 staff members

## **GOAL 2: (Training) Effective and thorough training to meet the vision for the future of Webster Home Care**

### **Objectives:**

- Annual reviews of policies & procedures. Annual reviews of AFC regulations.
- Short-term goal of Community Health Worker completing CHW certification course.
- Staff involvement in CARF training and conformance. Increased AFC team inclusion in committees. Satisfaction question added to 2022 survey and forward about feeling essential. Surveys will be distributed in the Fall.
- Short term goal of having all staff and caregiver education accessible via GPS from paper.
- Avoid minimal risk of Employees unprofessional conduct. Education on ethics and cultural competency. Education on professional boundaries
- Avoid risk of Critical Incidents. Mandatory education on safety annually and ongoing. Semi-Annual Fire Drills. Evacuation plans for office and client/caregiver homes. Yearly leadership review of critical incidents to determine trends and methods. Critical Incident prevention. Semi-Annual office inspection. Client/Caregiver Home Assessments.
- Avoid accidental release of protected private information. Training on importance of Confidentiality and Privacy and how to adhere to HIPAA. Supervision and discussion of confidentiality and privacy issues/concerns at Staff Meetings.
- Avoid any potential risk to staff during home visit. Education on safety. Encouragement to notify Leadership of any safety concerns. If risk is anticipated, include more than one staff in visit. If risk is identified, remove staff from situation
- Ensure Webster Home Care Staff will have greater awareness and knowledge of the diverse population we serve. Beliefs and values can change. Staff should be allowed opportunities to discuss and share awareness to these changes. Annual reviews of our Caregiver, and Client population to identify age groups, race and ethnicities, languages, religions, and genders etc.
- Enhance knowledge, skills and behavior while enabling understanding, appreciation, and respect, for the differences and similarities in beliefs, values, and practices within and between cultures. Webster Home Care offers cultural competency training. However, lacks customized material. Annual and ongoing cultural competency training for all Staff, and Caregivers. Utilize data collected from annual review meetings to further customize training

### **GOAL 3: (Technology) Evolvement of relevant technologies to meet the standards of the Webster Home Care Mission**

#### **Objectives:**

- Split discharge note to have a separate 30 day follow up. Ongoing improvement of uploading any relevant documentation such as PCP orders, and Physicals etc. Interim notes for both RN and CM now utilized have improved AFC team collaboration and communication. Evident decrease in missing documentation. Clear data to be collected for year-to-year comparison.
- Short term goal of uploading all Care Plans into GPS. Long term goal of completing all Care Plans in GPS. RN note to be updated. All client demographics to be entered into GPS.
- 15 out of 19 salaried staff upgraded to new tablets. Short term (Hardware) goal of 11 out of 19 salaried staff to be upgraded to new laptops. Add technology satisfaction question to 2022 survey and forward.
- Short term goal of having all staff and caregiver education accessible via GPS from paper. Long term goal of having all caregivers complete log sheets in GPS in real time to facilitate current process which includes collection of manual log sheets
- Accountability – Ensuring staff can be reached at all times. Technology provided to facilitate availability. Progressive discipline if necessary.
- Caregiver log sheet submission by deadline. Transition all Caregiver log sheets into GPS
- Software: Upgrade all computers to Microsoft 11
- Security: Increase Cyber Security
- Confidentiality: All documentation to be completed in GPS
- Backup policies: All documentation to be uploaded to GPS for current clients
- Assistive Technology: Additional printer for back office. Color Printer
- Disaster Recovery Preparedness: Obtain Cyber Liability Insurance
- Virus Protection: Install Antivirus on all devices

## **GOAL 4: (Person Centered) Overall Enrichment and Satisfaction of Stakeholders**

### **Objectives:**

- Short term and ongoing goal to start uploading all client physician orders received moving forward.
- Quarterly team brainstorming meetings
- Increased dedicated time to clients at each visit. Promote client centered approach. Ensure visit to not be overshadowed with mostly caregiver input. Allow for ample time to both caregiver and client.
- Ongoing addition of resources to resource list based on needs identified
- COVID – client loss prevention. Education on importance of COVID Screenings. Education on universal precautions such as proper PPE use and hand washing. Education on prevention of COVID.
- Caregiver and client PE submissions by deadline. All caregiver and client PE due dates transitioned into GPS. HR/CM/CHW to remind Caregivers to schedule next PE well in advance.
- Educate community in the surrounding areas about persons with disabilities. Volunteer in community causes.
- Lack of data on whether clients see themselves as valuable/contributing members of society. Question added to Client survey. Surveys to be distributed in the Fall.
- Lack of data on whether Caregivers see their clients as contributing members of society. Question added to Caregiver survey. Surveys to be distributed in the Fall.
- No handicap push button to open doors automatically. To discuss with building management
- Lack of data on whether any clients served would benefit from pictorial images. Identified one client who could possibly benefit from pictorial images. Will inquire at next visit. Do not have pictorial images. If needed, create pictorial images binder to facilitate visits and demonstrate communication alternative
- Do not have a variety of material offered in the languages of those served. Create/find more material in the languages of those served.
- Lack of training on sensory disabilities. Create Sensory disabilities training material.
- Assist in the coordination of transportation services for clients served if needed. Identify local resources in the community to which clients can be referred and add to resource list.
- To achieve and maintain continuous satisfaction of Clients receiving services, and their Caregivers. Conduct a cultural assessment during the first home visit that includes cultural areas of consideration that raise awareness to the cultures and beliefs of our Caregivers, and Clients. Continue to obtain demographic information.
- Client retention. Maintain number of clients served. At time of writing Strategic Plan, 68 clients.