WEBSTER HOME CARE

KEEPING YOU HAPPY AT HOME

STRATEGIC PLAN

2023

Created Mar. 2022, Updated May 2023

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. Our GAFC (Group Adult Foster Care) Program directly provides an aide to assist with ADLs (Activities of Daily Living) for one to two hours daily.

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 met our 2022 goal of growing clientele by approximately 30%. This achievement was due mostly to the amazing teamwork demonstrated by the AFC staff. Webster Home Care continues to have a growth plan and envisions significant growth within the next year. AFC is hoping to grow its clientele by approximately 30%. GAFC has had many obstacles including but not limited to, new regulations restricting the client setting where services can be provided. Because of this, GAFC has a more modest growth plan of 20% within the next year. 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	
Strengths:	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
Weaknesses:	Online review participation Benefits Static website Electronic system (GPS) – not utilizing to its fullest potential GAFC CARF standards knowledge AFC Caregiver compliance
Opportunities:	Use experienced employees to cross-train other staff Grow client retention Growth Improve the overall client/caregiver/aide experience Broaden our geographic reach Build online engagement Build awareness of Webster Home Care

	Networking
Threats:	New Hire availability Death PCA Agencies Slow growth Extremely competitive job market Extremely competitive GAFC/AFC agencies Property Sale Note: COVID is no longer considered a threat (Was still a threat in 2022)

Strategic Goals – Implementation Plan:

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

Objectives:

- GAFC Accreditation deadline of Jan. 31st, 2024. Leadership will be submitting application and all supporting documents in time to have survey during the appropriate time frame to obtain accreditation by deadline.
- Avoid loss of CARF accreditation. Leadership ongoing review of CARF Standards Manual. Analysis of areas in need of improvement. Implementation of CARF requirements in areas of weakness. Routine Leadership CARF meetings. Routine 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.
- Mandatory education on safety annually and ongoing. Semi-Annual Fire Drills. Evacuation plans for office and client/caregiver homes. Yearly leadership.
- 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.
- Accountability – Minimize tardiness to work: Discuss importance of punctuality w/ staff. Refer staff to attendance policies and signed handbook. Progressive discipline if necessary.
- Monitor moderate 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.
- 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.

- To encourage increased staff participation in surveys.
- Ongoing Quarterly Company Outings to encourage team building.
- HR to continue efforts in seeking to add value to company benefits.
- To 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. Collect data about personnel at orientation and ongoing if they are willing to share.
- Office poor air quality. To purchase dehumidifier.
- Office undesirable noise from HVAC unit. Difficult to hear or even focus in some areas. To have maintenance work order for HVAC noise.
- Prioritizing. Openly discuss any issues at staff meetings. Open door approach.
- Increase communication and Teamwork of all staff. Webster Home Care provides satisfaction surveys, suggestion box, exit interview form, monthly AFC meetings. Company Outings and will aim for monthly GAFC meetings.
- WHC Application in not user friendly. Identify ways to simplify the application and upload full application to website.
- Staff retention. Maintain AFC and GAFC personnel. At time of writing Strategic Plan, 5 AFC staff members and 6 GAFC.
- Increase number of clients served in 2023. Goal of 30% AFC increase. Currently 84 clients, goal would equal to an increase of 25 clients in a year. Goal of 20% GAFC increase. Currently 60 clients, goal would equal to an increase of 12 clients in a year.

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 & GAFC regulations. GAFC to conduct annual reviews as well.
- To gather current CSS performance data. Brainstorm ways to further develop the role at end of 2023.
- To strengthen the GAFC Staff involvement in CARF training and conformance.
- Short term goal of having CSS assist in rolling out the education to AFC caregivers.
- 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.
- Proper staff training. Supervision. Discussion of expectations and any issues while in community at staff meetings.
- Education on ethics and cultural competency. Education on professional boundaries.
- 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
- 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.

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

Objectives:

- Improve on uploading of relevant documents into GPS. To continue monthly documentation audits in an effort to prevent missing documentation.
- RN note to be updated. Short term goal to review electronic Care Plan form options and decide on the form to be utilized. Long Term goal to transfer all Care Plan data into electronic form and utilize moving forward.
- To enforce daily deadline of 5pm for staff to respond to all emails.
- New short-term goal of having CSS assist in rolling out the education to AFC caregivers. New 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 not met.
- Hardware: New goal to have Laptops and Tablets on hand for new hires. Currently have no devices on hand to give out. Purchasing post hire is an inconvenience as receiving timeline is unpredictable.
- Software: Upgrade all Desktops, Laptops, and Tablets to Microsoft 11
- Security: New goal to increase Cyber Security Monthly training participation and responsiveness.
- Confidentiality: All documentation to be completed in GPS
- Backup policies: All documentation to be uploaded to GPS for current clients
- Assistive Technology: New goal of obtaining a cell booster for office to ensure great signal at all times
- Disaster Recovery Preparedness: New ongoing goal to communicate with GPS and ensure that they have Disaster Recovery Techniques in place.
- Virus Protection: Install Antivirus on all devices. Webster Home Care now has a contract with Positive Computers for Cyber Security. New goal to identify ways to better secure our process.
- 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.
- Transition all Caregiver log sheets into GPS to facilitate current process, which consists of collection of manual log sheets.
- Transition all caregiver and client PE due dates into GPS. HR/CM/CSS to remind Caregivers to schedule next PE well in advance.
- Ongoing improvements to include meeting tracking spreadsheet to ensure ongoing communication and exchange of information within GAFC Team. Transition all aspects of documentation into electronic system to enable and facilitate viewing of all client information by staff assigned to client.

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

Objectives:

- Short term and ongoing goal to start uploading all orders received moving forward.
- To continue AFC brainstorming meetings and implement quarterly team brainstorming meetings for GAFC.
- Ongoing goal of increased dedicated time to clients at each visit. Promote client centered approach. Allowing visit to not be overshadowed with mostly caregiver input. Ensuring ample time to both caregiver and client.
- New short term goal of providing GAFC staff with the list of community resources. Long term goal to allow for GAFC staff input on resource list with ongoing opportunity to contribute to list.
- To ensure Webster Home Care Staff will have greater awareness and knowledge of the diverse population we serve. Annual reviews of our Caregiver, and Client population to identify age groups, race and ethnicities, languages, religions, and genders etc.
- 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.
- 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
- To 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. Annual and ongoing cultural competency training for all Staff, and Caregivers. Utilize data collected from annual review meetings to further customize training.
- Educate community in the surrounding areas about persons with disabilities. Volunteer in community causes.
- Discuss the prevention of stereotyping at AFC and GAFC meetings.
- No handicap push button to open back door automatically. To discuss with building management.
- Lack of data on whether any clients served would benefit from pictorial images. AFC Team created a binder with a few images. New solution: to expand on the images and introduce to GAFC.
- Hiring personnel who are representative of the persons served that can offer unique perspectives into their cultures.
- AFC to continue to have consistent and strong communication to ensure the exchange of information regarding person centered services.
- Create/find more material in the languages of those served. Will continue to review on an annual basis. Reviewed May 2023, improvement needed. New solution: to include GAFC and continue to expand on material available.

- Create Sensory disabilities training material. Will research and create training material. To include GAFC, in hopes of completing solution.
- Client retention. Maintain number of clients served. At time of writing Strategic Plan, AFC has 84 clients, and GAFC has 60.