

Approved for recommendation

## Mission Statement

To advance the rights and life choices of individuals within the neurodiverse community and their families through a broad range of high quality, innovative and personalized services.

## Vision Statement

Together, we're building an inclusive world that celebrates strengths, respects abilities, and embraces diversity.

## Tagline

Bold Futures. Unlimited Possibilities.

## Members

New Horizons refers to our participants as “Members.” This is intentional as it signifies that the people we serve are active participants, and as Members, their voice and opinions are critical to how we run our agency.

## The Character of the NH Agency

The character of New Horizons is to be Bold, ~~Can~~ Entrepreneurial, Forward Thinking, Inclusive, Member Centered, Optimistic, and Trailblazing.

## CORE VALUES:

### Quality of Life

We believe that persons with special needs should be able to lead healthy, safe, meaningful, and productive lives; exercise self-determination; fully participate in, be accepted by, and give back to the community in which they live.

### A Culture of Caring

We are committed to providing a culture of caring in which the Members we serve, their families, our staff and volunteers feel valued and respected; their voices are heard; their opinions matter; and they are held in the highest regard.

Learning and Accomplis (i)-ih and t rn I Tc 0TJ 111.56 0 Td ( )Tj EMC /P <</10CID 7 >>BDC 0 g /TT2 1 Tf 0.004 Tc1-0.0020TJ 119.171



## Strategic Plan Overview

The New Horizons rolling five-year plan is a structured, long-term strategy for New Horizons, focusing on the overarching vision for the agency. While each year's Operations Plan outlines specific, yearly goals, this five-year+ plan focuses on







## =" H\Y'@cb[!HYf a`J]g]cb

We believe that to be a catalyst for lasting change, we must proactively promote guaranteed lifelong services, build community support and buy-in for normalizing full-life opportunities such as college, career, marriage, and independent living, and promote effective and efficient services throughout the system.

We aspire to lead the charge in promoting inclusion, advocacy and change at all levels, and to offer real choices and opportunities for individuals with special needs.

We envision New Horizons to be a central hub of resources for individuals with special needs, their families and refer833 (f)2.167 (f)2.1

- Dramatically increase employment opportunities for our Members, and build a wide network of partnerships with the business community;
- Become the employer of choice in our industry by rewarding, training and supporting employees (staff) at all levels;
- Increase the type and number of housing opportunities available to our Members;
- Build robust business systems, including data management, scheduling and operational supports to support growth and ever-increasing quality of programs and services;
- Become the agency of choice for Members and their families, volunteers and other key stakeholders;
- Leverage political contacts to advocate for inclusive policies, funding practices and overall goals to better serve our Members and their families.





- Executive Leadership – A senior Leadership Team that shares the long-term vision and is capable and committed to carrying it out. Transparent, strong communicators, entrepreneurial, Member-focused and team oriented.
- A well-informed, engaged, action-oriented and nimble Board of Directors.
- Quality Infrastructure – Finance, Accounting, Human Resources, Data Management and Information Technology are well resourced and highly effective in support of our programs and services.
- Ensuring that our Members have information about and access to program opportunities across the full NH spectrum of services as well as to services provided by other agencies if we do not provide it.
- Funding that supports the long-term viability of the agency.

Growth is crucial to the long-term survival of New Horizons and is central to our Strategic Plan. Members, their families, referral sources and community stakeholders are looking for well-run, results-oriented programs and services. Scaling the operation will allow the agency to better deliver a full range of excellent services to meet these goals. To do this, we need to be: flexible; open to change; focus on a one-



NH Group Homes: Licensed Group Homes have been an important part of our array of services, but the lack of referrals, coupled with waning interest in this model of housing, has left some homes vacant. Our desire to provide support to the Members interested in living in our homes is an important factor in wanting to maintain housing options, but we will need to be creative to meet community, Member and financial goals. Goals for our Group Home division include:

- e. Developing systems to minimize vacancies for each NH home with break-even or better financials for each home where possible.
- f. Explore opportunities to enhance the NH model to meet the long-term needs of our Members, including youth specific homes, behavioral homes, homes geared to individuals attending college, and other specialty residential services.
- g. Continue to improve and enhance all of NH group homes to create premier housing options for the individuals we serve.
- h. Explore building or acquiring homes or apartments to expand our overall housing model.

h.



6. Expand and Showcase Programs to Serve Individuals on the Autism Spectrum.
  - a. With an increasing number of individuals diagnosed with Autism Spectrum Disorder (ASD), New Horizons will ensure that staff are well-trained in working with individuals on the spectrum, that we market to individuals and their families meeting this diagnosis, and that we promote a full continuum of services.
  - b. Highlight the type of Members that NH serves in our newsletters, press releases, social media posts, community presentations, etc. This is to include Members on the Spectrum, as well as other diagnostic categories such as Down Syndrome, Cerebral Palsy, Intellectual Disabilities, and the others that are served in our Direct Placement Program, including Traumatic Brain Injury, Mental Health disorders and the like.
  
7. Data Gathering, Management and Distribution and Overall Infrastructure :
  - a. Continue to monitor, enhance and improve our quality improvement standards and practices for the NH data collection system.
  - b. Continually train staff in all departments to gather and input data, and ensure that it's timely, accurate and relevant.
  - c. Import data for previous year(s) so that back data may help inform trends and best practices.
  - d. Utilize the data gathered to inform future programs, services and strategic planning efforts.
  - e. Continue to build systems of excellence so that we may make gathering, reporting and reviewing of data, outcomes, and services effective and efficient.
  
8. Become an Expert in Areas that Affect our Members : Build a strong expertise in related fields to further support Member opportunities, well-being and personal growth. To do this, NH must have a broad working knowledge in a variety of areas, including SSI/SSDI, Medical/Medicaid, ABLE (Achieving a Better Life Experience) accounts, housing related policies (e.g. Housing and Urban Development [HUD], low income housing options and tax credits) and work-related opportunities such as SourceAmerica, State Use and other employment related options.
  - a. Train staff on government entitlements and other applicable benefits to ensure that Members are fully informed about supports and services available.
  - b. Link NH with work opportunity listserves to monitor and be aware of future work opportunities.
  - c. Assist family members with long-term decisions about their loved ones in the NH program.

9. Develop Social Enterprises: Research and implement NH agency owned and operated social enterprises. This is a proven strategy for helping Members choose, get and keep jobs that fit with their employment goals.
  - a. Explore opportunities to start new social enterprises. Fields of interest may include food service, custodial, clerical, call center operations, thrift stores and other similar opportunities that meet both our Members' needs as well as the community at large.
  - b. Build training platforms for each new social enterprise so that the business models may be shared with other nonprofits.
  
10. NH Employees, Human Resources and Other Administrative Functions: Our plan to build and support a platform of exceptional services hinges on the competency and quality of our staff. New Horizons is committed to investing in our employees who are the basis for all services. We are committed to making a job at New Horizons one that attracts and retains the best candidates. To do that we must:
  - a. Provide wages that are near or at the top of the pay and benefit scale for our industry to attract and keep qualified staff.
  - b. Provide training that is meaningful, comprehensive, and applicable across the many mission streams at New Horizons.
  - c. Use technology to create greater efficiencies, track outcomes, accurately bill, provide clear communication, and facilitate and encourage connectivity and transparency throughout the agency.
  - d. As we continue our focus on inclusion and diversity on all levels, this requires intentional mentoring and career development for staff.
  - e. Hire and/or promote the necessary staff for each department to ensure that we have the bandwidth to reach our Strategic Planning goals.
  - f. Review the effectiveness and efficiency of utilizing a Professional Employer Organization (PEO) system, and build efficiencies internally to promote a sense of community for both new and existing staff.
  - g. Expand and evolve our on-boarding practices to ensure that new employees feel welcome, informed and engaged.
  - h. Meet or exceed accreditation and review standards, including Commission for Accreditation of Rehabilitation Facilities (CARF) Adult Residential Facilities (ARF), licensing, audits, etc.

11. Partnerships, Merger s and Acquisitions (PM&A)



c. Build significant relationships with our legislative leaders on the