



2021-2025 STRATEGIC PLAN OVERVIEW

Mission

Side by Side Brain Injury Clubhouse advances the long-term well-being of people who have brain injury-related disability and their families through skills development, support and advocacy.

Vision

People with brain injury-related disability have access to services that assist them in managing health and well-being so they can participate interdependently and safely at home, work and in the community.

Values

- Dignity
- Inclusion
- Independence
- Relationship

DESIRED OUTCOMES	SUMMARIZED STRATEGIES
<p><u>Programs</u> Member-centric services that produce reasonable outcomes while increasing members served and others impacted</p>	<ol style="list-style-type: none"> 1. Increase opportunities for support and education for persons with Brain Injury in Clubhouse and home communities 2. Increase opportunities for support and education of caregivers 3. Develop a Member Services Program Unit based on Policy Advocacy Plan 4. Expand services into home communities of adults living with brain injuries 5. Determine feasibility of developing an educational program for the professional community about long term needs of brain injury, including the Clubhouse model and behavioral support
<p><u>Policy and Advocacy</u> Expanded advocacy, adding a unit and activities to achieve prioritizing brain injury in all policy venues</p>	<ol style="list-style-type: none"> 1. Coordinate collaborative network to build advocacy movement 2. Push policies to hold government, private agencies, and businesses accountable to implement policies and laws. 3. Educate lawmakers about policy options to support people with Brain Injury. 4. Activate Member Services Program Unit to engage staff, members, families, and volunteers.
<p><u>Outcomes Management</u> Quantitatively and qualitatively supports program execution and provides empirical evidence to inform organization investments and external funding</p>	<ol style="list-style-type: none"> 1. Compare features and outcomes of Side by Side with other ABI and Mental Health Clubhouses Model programs to demonstrate impact of services on 2 overlapping populations 2. Develop Quality Assurance Program for International Brain Injury Clubhouse Alliance to ensure sustainability and expansion of the Clubhouse model to brain injury. 3. Measure Well-Being and other key outcomes for members of Clubhouses 4. Replace Electronic Health Records system with platform that both measures and evaluates individual and program effectiveness and efficiency.
<p><u>Operations</u> Expand and improve operations to address current and future business needs for a high performing not for profit organization</p>	<ol style="list-style-type: none"> 1. Marketing and Fundraising systems that build awareness and investment 2. Develop proactive and responsive business model that incorporates program changes, evolution of the corporation and environmental landscape 3. Develop financial operating system that supports growth and expansion and moves to proactive long range approach 4. Develop system for facilities management 5. Develop risk management plan 6. Operationalize Life Skills Program (LSP) to ensure viability
<p><u>Financial Health</u> Sustainable and nimble financial position while doubling revenue</p>	<ol style="list-style-type: none"> 1. Develop and execute comprehensive fundraising plan for recurring needs, to fund reserves, and to execute leadership succession plan 2. Develop plan for earned income (payer sources) 3. Develop and execute an approach for dynamic cash flow management and to maximize revenue from excess cash flow
<p><u>Board Development</u> Effective and diverse board of directors</p>	<ol style="list-style-type: none"> 1. Develop a succession plan for Board Membership that has a diverse slate of potential successors that represent skills and resources needed for Side by Side success 2. Develop Board engagement plan to 1) best match skills and interests of each director with organizational needs and 2) equip Board Directors with knowledge needed to best govern the organization 3. Increase support of and involvement in onboarding of new Board Directors
<p><u>Human Resources</u> Human resources needed to support increased level of services while demonstrating fair and appropriate value exchange</p>	<ol style="list-style-type: none"> 1. Develop multi-pronged orientation, mentoring, education and training system for staff 2. Implement and Monitor Retention Plan 3. Develop staffing plan for business leadership and develop a succession plan for key positions 4. Balance continuity of care with flexible staffing assignments, professional growth, and retention of staff 5. Identify staffing needs for program including establishing priorities of staffing additions/reconfiguration that align with strategic priorities