



Transformation and Strategic Directions Plan

Woods Services is a nonprofit multi-service population health management and advocacy organization founded more than 105 years ago. Woods provides innovative, comprehensive and integrated health, education, workforce, behavioral health and care management services to children and adults in the intellectual and developmental disability, child welfare, behavioral and brain trauma public health sectors.

Mission

Woods supports children and adults with disabilities or challenges to achieve their highest potential and independence through innovative and individualized approaches that promote learning and personal fulfillment.

Vision

We envision a world where an individual has opportunities and supports that promote self-determination, the joy of achievement and a fulfilling life.

Approach

We achieve our mission, vision and values through our multi-service healthcare and human service offerings. We develop innovative approaches and utilize evidence-based best practices to improve the health and well-being of the people we serve through individualized person-centered services, partnership, innovation, research, advocacy, and training.

Our approach is carried out through Woods and its five affiliate organizations:



Allies, Inc. supports more than 350 adults in community homes located in 20+ counties throughout New Jersey. Allies and its affiliates are dedicated to providing meaningful employment, habilitation and recreational opportunities to people with disabilities in the communities of their choice. www.alliesnj.org

Archway Programs offers an array of programming for 1,600 children and adults in southern New Jersey that include a before and after school program, two special education schools, early intervention services, youth, adolescent and adult partial care, and four group homes for adults with developmental disabilities. www.archwayprograms.org

Brian's House supports 113 adults diagnosed with developmental disorders in 30 community homes located in Chester and Delaware counties. Brian's House provides life skills development, vocational training, job coaching and job placement and serves 210 individuals through its residential and day programs. www.brianshouse.org

Legacy Treatment Services is a vibrant agency utilizing cutting-edge technology and evidence-based practice in treatment and clinical care for more than 15,000 people. It's mission is to change the behavioral health and social service outcomes for people of all ages from surviving to thriving. www.legacytreatment.org

Tabor Services has been meeting the needs of 1,400 at-risk children, young adults and families through a Community Umbrella Agency (Tabor Community Partners) in Philadelphia, as well as providing therapeutic foster care, supportive independent living and mentoring services in Lehigh and Bucks Counties for more than a century. www.tabor.org


Woods and its affiliates operate
200+
 programs in its

Woods educational and vocational training programs prepare
1,000+ students

18,000 children adolescents and adults
 are served by Woods annually

6,000 people
 are employed by Woods

Woods and its affiliates operate



Woods operates
300+
 community

Our strategic planning and growth are centered around the premise that through our continuum of services, an individual can receive supports from Woods for his or her lifespan as his or her needs change.



Woods for Life Continuum

Strategic Priorities

The purpose of the Strategic Directions and Transformation Plans is to develop a roadmap that is completely aligned with Woods' mission, vision and core values and positions **Woods to be the leading multi-service healthcare and advocacy organization** in the U.S. for people with exceptional challenges and complex needs.

The strategic priorities are organized into four focus areas:

- I. **Mission-driven growth and improved services through Woods for Life Continuum**
- II. **Employee engagement**
- III. **Enterprise shared services**
- IV. **Strategic position, policy and thought leadership**



AUTISM



DEVELOPMENTAL
 DISABILITY



BRAIN INJURY



EMOTIONAL &
 BEHAVIORAL CHALLENGES



PRADER-WILLI &
 GENETIC DISORDERS



MEDICAL
 COMPLEXITIES



Mission-driven growth and improved services

Pursue enterprise-wide development and funding opportunities, identify new programs, services and population health opportunities, develop a culture of social innovation and social enterprise creation. Expand Woods' programs into New York and New Jersey to provide those aging-out with an opportunity to remain with “**Woods for Life**” including:

Investing in current programs (organic growth) especially in Pennsylvania, New Jersey and New York that focus on the needs of our current population. Expand service lines in order to provide those currently receiving services with the opportunity to choose a **Woods for Life Continuum of Services** as their needs change throughout their lifespans.

- A. Adopt Evidence-based and Innovative School Models
 - 1. Establish Woods as a leader in the field by adopting evidenced-based (e.g., School Wide Positive Behavior Support Program) and innovative education approaches and developing a school model that is replicable
- B. Reduce and Eliminate the Use of Restraints
 - 1. Adopt evidence-based approaches to reduce, with the goal of eliminating, the use of restraints and become a model for others in becoming restraint free.
- C. Enhance Clinical Services
 - 1. Adopt best practices and evidence-based approaches to ensure that the behavioral health needs of children and adults with intellectual disabilities and behavioral challenges are met.
- D. Open the Medical Center at Woods
 - 1. Improve medical management, care coordination and service integration for individuals served; reduce ER visits and unnecessary hospitalizations.
- E. Enhance Quality Improvement Processes
 - 1. Obtain nationally recognized accreditation supported by a data-driven approach to quality improvement and outcome evaluation; build capacity to participate in more research and evaluation initiatives.

Exploring new and expanded program areas including mergers and affiliations (inorganic growth) in Pennsylvania, New Jersey, New York and other states that focus on the needs of our current population.



Employee engagement

Establish Woods as an “Employer of Choice” for our sector. We will enhance employee benefits and services, recognize and reward excellence, and provide talent development and educational advancement opportunities to help with recruitment and retention of the most highly qualified and caring staff.

- A. Establish the Employee Development and Training Department as a Talent Management Center of Excellence
 - 1. Foster a learning culture that results in a talented, satisfied, and stable workforce by creating a supportive culture that develops, educates, and promotes employees from the time of hire and onward.
 - 2. Develop career paths and professional development opportunities.
 - 3. Partner with colleges and universities to provide on-site and discounted educational cohort programs.
 - 4. Implement new strategies to promote inclusion, diversity and equity plan.



Infrastructure/Enterprise shared services

Explore investment in full or limited shared services infrastructure model to support alignment, growth and scaling.

- A. Create a System for Integrated Care and Education
 - 1. Realign Woods' organizational structure with health system structures and become a Center/System for integrated care and education.
- B. Enhance Finance Functions
 - 1. Enhance Woods' finance infrastructure to efficiently and effectively support operations and growth.
 - a. General ledger being implemented across all affiliate organizations
- C. Optimize Automation of Systems and Become Paperless Over Time
 - 1. Improve the efficiency and cost of operations, enhance the use and sharing of information, and improve collaboration through automation.
 - a. An Electronic Medical Record (Care360) has been implemented in the Medical Center
 - b. An Electronic Health Record (Care Logic) is being implemented in stages beginning in June with Beechwood NeuroRehab
- D. Enhance Infrastructure and Capacity in the Human Resources Department to Drive Strategies that are Focused on Employee Recruitment, Retention, and Performance
- E. Enhance Facilities
 - 1. Enhance program environments.
- F. Enhance Communications
 - 1. Enhance relationships with stakeholders by effectively communicating organizational transformation and accomplishments.



Strategic Position, Policy and Thought Leadership

With more than 100 years of experience in the field of intellectual and developmental disabilities, Woods has a long-standing history in researching, developing and advocating for forward-thinking and innovative practices that improve the lives of the people it serves as well as to influence best practices for the industry.

Through this plan, Woods is seeking to identify possibilities for research and evaluation partnerships, and opportunities to position Woods as an advocate and convener on disability, child welfare and brain injury issues at the local, state and federal levels.

- A. Enhance Relationships with Stakeholders, Including Funders and Regulators by Effectively Communicating and Demonstrating Organizational Transformation
- B. Rebrand Woods Services as an Integrated Healthcare and Education System
- C. Develop Mollie Woods Museum
- D. Develop Industry State and Federal Policy Strategies in Partnership with Like-Minded Organizations to Address Challenges and Opportunities
- E. Develop a Reputation for Thought Leadership in the Areas of Policy, Research and Training