



Westchester Institute
for Human Development

Strategic Plan: 2022-2025

A Roadmap to Recovery & Resilience

Prepared by WIHD Executive Team



OUR PROCESS

The COVID-19 pandemic disrupted WIHD's operations in an unprecedented way. This compelled us to rapidly shift our service delivery models to ensure that we could continue to provide our critical services. We had to quickly rethink and adjust many processes; rapidly develop and implement new business models; modify employment practices; and adopt new technologies.

It is now time to reflect on these changes, strengthen the systems that support this new work environment, and revisit temporary policies and procedures. Yet, much remains uncertain as we approach a new phase of the pandemic, making traditional strategic planning models less beneficial.

WIHD took on the challenge of strategic planning during these uncertain times so that we would be well-positioned to respond to whatever scenarios may arise over the coming years. This process began with a survey sent to all employees in the spring of 2021. The response rate was strong and individual departments used this information to inform discussions and make recommendations for moving forward. The Executive Team met several times to refine these recommendations and individual departmental presentations were made to the Board of Directors. In October 2021, a retreat was held with the Board of Directors and the Executive Team to begin to finalize the plan.

This effort culminated in the development of what we are calling our Post-COVID Roadmap. It outlines the areas on which we need to focus over the next 1 to 3 years to position WIHD to flexibly respond to an ever-evolving environment and to be proactive in seeking new opportunities. WIHD has proven to be a very resilient organization. We have become adept at flexing and changing and remain optimistic for the future. This plan lays out a roadmap for emerging from the pandemic and remaining a strong and vibrant organization.

Thank you to everyone who contributed to the development of this roadmap. While different than a traditional strategic plan, it will serve as a clear guidepost to direct our work over the coming years.

OUR PLAN

Goals	Priority Areas
Stabilize	<p>In order to support an evolving work environment that is flexible, inclusive, and sustainable, WIHD will focus on the following activities:</p> <ul style="list-style-type: none">• Finance and Operations• Hybrid Work• Hybrid Training and Research Environments
Facilitate	<p>With the continuation of hybrid work arrangements, WIHD will need to focus on the following areas to ensure that all staff feel valued by and engaged in the organization:</p> <ul style="list-style-type: none">• Employee Engagement and Recognition• Employee Communication and Support• Organizational Culture
Grow	<p>Post-COVID, we must pursue new opportunities that presented during COVID and address the challenges that emerged:</p> <ul style="list-style-type: none">• New Program Opportunities
Enhance	<p>We need to develop additional ways to reach out to and communicate with those we serve:</p> <ul style="list-style-type: none">• Client, Partner and Community Interaction

STABILIZE

The COVID-19 public health emergency was a seminal event for WIHD, requiring the organization to rethink many of its processes and practices. We continue to learn as we respond to the ever-evolving environment. Post-COVID, WIHD will need to examine the organization in light of the many changes required during this time to ensure our stability. WIHD has had to develop new business models, change policies and procedures, modify employment practices, and implement new technologies. These changes happened rapidly and required a quick and flexible response. Now it is time to reflect on these changes, strengthen the systems that support this new work environment, and adopt new policies and procedures that will remain in effect post-COVID.

In order to support an evolving work environment that is flexible, inclusive, and sustainable, WIHD's focus will include the following:

- Finance and Operations
 - Monitor telehealth rates to support the continued delivery of telehealth services
 - Monitor fee-for-service revenues across programs
 - Increase fundraising
 - Build towards a competitive compensation and benefit package
 - Identify, supply and support appropriate technology that facilitates a hybrid work environment (phone, equipment, remote access, virtual platforms, network security)
 - Design and create clinical and non-clinical space for optimal utilization
 - Consider building options (move, stay, lease, buy, renovate)
- Hybrid Work
 - Formalize remote work arrangements
 - Develop longer-term human resources and technology policies
 - Define, evaluate and adjust employment expectations for productive remote work arrangements
 - Assure health and safety of employees across all work arrangements
- Hybrid Training and Research Environments
 - Determine and implement optimal structure and support for delivering training and technical assistance and conducting research

FACILITATE

The COVID-19 pandemic required a majority of WIHD's employees to work remotely. While many employees returned to work in the building by the summer of 2020, others remained fully or partially remote. There are many benefits to hybrid work arrangements, including increased productivity, less commuting time, and better work/life balance. It is anticipated that hybrid work arrangements will continue post COVID. However, hybrid work has presented other new challenges. Maintaining employee engagement and communication became a greater challenge as well as retaining a connection between employees and the organization. The organization has found new and creative ways to connect with employees through virtual events and regular communications, but employees miss the in-person connections with their colleagues.

COVID highlighted racial, class, and disability related inequities. WIHD has heightened its efforts to be a more diverse, equitable, and inclusive organization and initiated steps to adopt trauma-informed practices. These efforts are intended to create an organizational culture that values, respects, and welcomes everyone.

With the continuation of hybrid work arrangements, WIHD will focus on the following areas to ensure that all employees feel valued by and engaged in the organization.

- Employee Engagement and Recognition
 - Resume in-person events
 - Continue the work of the Connections Committee to recognize and engage employees
 - Offer professional development opportunities to support professional growth and promotion
- Employee Communication and Support
 - Initiate quarterly ALL WIHD Zooms
 - Promote ENGAGE! as the primary internal communication tool
 - Improve work-life balance
- Organizational Culture
 - Embed diversity, equity and inclusion into our programs, policies and practices
 - Incorporate principles of trauma-informed care into all facets of the organization
 - Revisit mission, vision, and values to ensure they adequately reflect our commitments

GROW

COVID compelled us to develop new business models, many of which have proven very successful. COVID presented us with new opportunities to change service delivery models, expand our markets and reach more people. We found ways to streamline and improve services through better coordination of care. We experienced fewer missed appointments when clients could participate in a clinical program or medical visit from home. We also saw attendance in our virtual trainings skyrocket.

Post-COVID, we must pursue the new opportunities that presented during COVID and address the challenges that emerged.

- New Program Opportunities
 - Design and offer new and improved Health Services
 - Formalize the integration of Psychiatry and Psychology into Behavioral Health Services
 - Further the integration of Behavioral Health Services and Specialty Clinics with Primary Care
 - Expand Primary Care
 - Develop specialty medical clinics (e.g., metabolic)
 - Expand dental services to five operatories
 - Increase trainings and technical assistance
 - Build and promote Inclusive Communities offerings
 - Enhance WIHD website to support training and technical assistance offerings
 - Enhance opportunities for fee-for-service offerings
 - Increase professional development offerings
 - Enhance Center on Disability & Health offerings at New York Medical College
 - Establish lecture series focusing on disability and health topics
 - Explore ways to diversify funding for Child Welfare Services

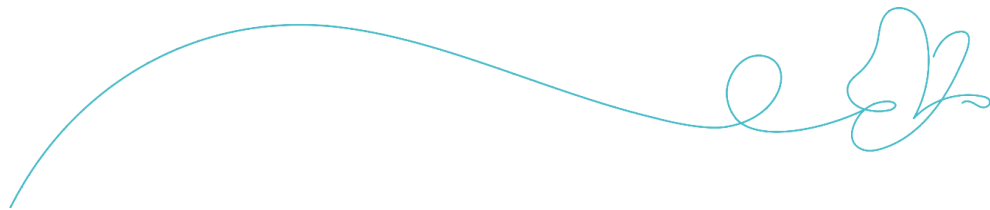
ENHANCE

The COVID-19 public health emergency presented opportunities to connect with new community partners as we responded to unique challenges. As we emerge from the pandemic we will develop communication strategies to enhance our relationships with both new and existing partners.

While WIHD provides exceptional care, we continue to assess the client experience to provide the highest level of customer service. Accordingly, we are working to develop better ways to reach out to and communicate with those we serve.

- Client, Partner and Community Interaction
 - Improve client experiences to ensure the highest level of quality care and client satisfaction
 - Strengthen relationships with local, state, and national partners
 - Expand marketing and communication strategies to reach:
 - Individuals and families
 - Community and medical providers
 - Residences
 - Community members
 - Program networks





The Westchester Institute for Human Development (WIHD) is dedicated to improving the lives of people with disabilities and vulnerable children through professional education, direct service provision, and innovative research.

First established in 1950, WIHD moved to Westchester County in 1972 and has been a key regional resource providing a wide range of medical, dental, clinical and social services to individuals with disabilities, vulnerable children, families and professionals.

At WIHD, everything we do is guided by our vision of a future in which all people, including people with disabilities and vulnerable children, live healthy and productive lives as full members of society.

For more information, please visit our website: www.wihd.org

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