

# BECOMING A SPECIALTY HEALTHCARE AND EDUCATION SERVICE AGENCY



## EXECUTIVE SUMMARY: STRATEGIC PLAN



FISCAL YEARS 2017 – FY 2020

## Introduction

For over 123 years, Oak Hill has been providing quality care and services to children and adults with disabilities. Oak Hill defines “disability” as any physical, intellectual, social, emotional, behavioral, neurological, or other condition that limits or interferes with “typical” functioning. Our vision for people with disabilities is that they will be able to achieve their full potential, engage in their community and meaningful relationships, and fulfill their physical, intellectual, emotional, economic, social, and spiritual needs. Oak Hill’s organizational vision is that we will become and will be recognized as Connecticut’s go-to resource and partner for providing high quality, individualized, culturally responsive care for people with disabilities.

As we strive to continue to set the standard, there is much to be considered. Our potential to reshape and strengthen the organization is significant, and necessary to meeting the needs of those with disabilities that we serve. To ensure that we have a complete understanding of the changing healthcare landscape and market trends the Oak Hill Board of Directors and Senior Management Team embarked on a comprehensive planning process. Out of thoughtful discussion with many stakeholders came a vision and a strategic framework (see page 3) that includes two “Program Strategy” recommendations that directly advance Oak Hill’s mission and four “mission enabling” recommendations that provide the capacity and support required to deliver programs and services that will guide the program strategy and advance the mission:

**Overall Program Strategy:** to be a specialty health care and education service agency, providing a lifetime continuum of support and care to people with disabilities, rooted in the quality for which Oak Hill is historically known.

▪ **Expand Services Continuum:**

Introduce new models that can support a broader range of needs of people with disabilities and that will diversify payor sources. Actively seek partnership/ acquisition opportunities to expand continuum of care.

▪ **Right size Current Programs:** Explore opportunities to realign, optimize, expand and market all programs.

**Mission Enabling Recommendations:**

- **Achieve Financial Stability** – Reduce operating deficit. Strive for fully and fairly paid for services, significantly improved efficiency.
- **Tap Development Potential** – Identify opportunities to increase annual, major donor, corporate, and planned giving. Strive to have Development ethos and responsibility embedded throughout the organization, driving development to new heights.
- **Enhance Core Processes** – Develop highly efficient lean administrative and service delivery processes that eliminate most (or all) wasteful steps and expenses. Become a model for communications within a large, complex, multi-service organization.
- **Strengthen Human Capital** - Oak Hill becomes a learning organization whose culture is highly focused on teaching staff how to succeed in advancing mission AND their own careers.

The plan charts our course through fiscal year 2020; it is a roadmap that lays out specific priorities, which in turn will help guide the choices we make and ensure that we are maximizing both financial and human resources.

Questions? Please contact Barry M. Simon, President at [barry.simon@oakhillct.org](mailto:barry.simon@oakhillct.org).

### MISSION

Oak Hill sets the standard, partnering with people with disabilities, to provide services and solutions promoting independence, education, health and dignity.

### CORE VALUES

**Responsibility:** The people we serve are the center of all we do and we continually seek ways to help them develop their potential.

**Integrity:** We hold ourselves and our programs to the highest ethical standards.

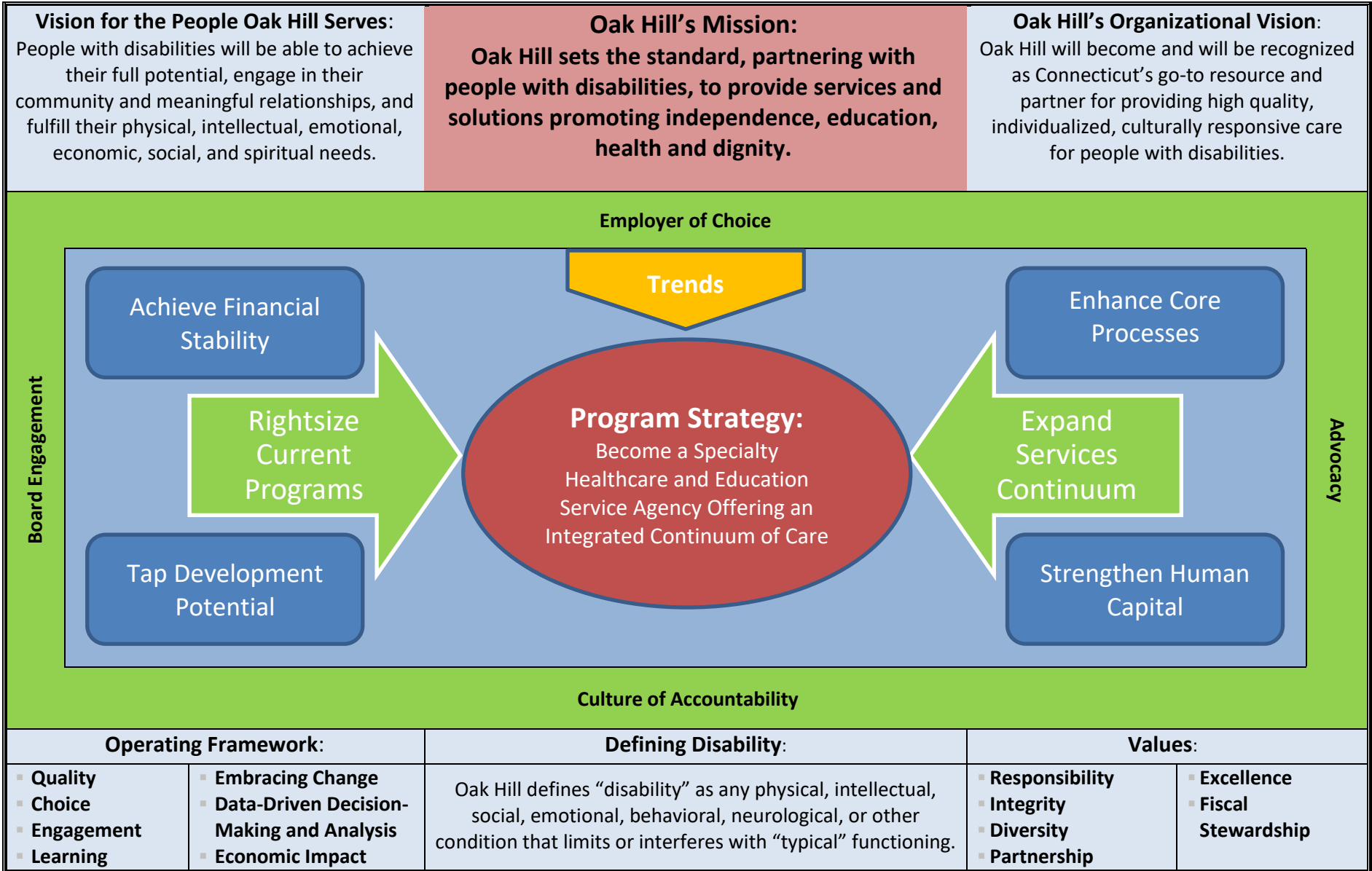
**Diversity:** We seek staff and board members with diverse skills, perspectives, and cultural backgrounds and who demonstrate respect and cultural sensitivity toward each other and the people we serve.

**Partnership:** We maximize quality when we work in collaboration with families, donors, payors, other providers, and the communities in which we operate.

**Excellence:** We expect quality and professionalism in all of our programs and activities.

**Fiscal Stewardship:** We manage our financial, human, and technological resources prudently to provide high quality, sustainable services that meet immediate and future needs and support long-term fulfillment of our mission.

# Oak Hill Strategic Framework





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