

# STRATEGIC PLAN

2024

**Dobie Road**

INGHAM COUNTY MEDICAL CARE

**Dedicated to Improving Lives.**

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# EXECUTIVE SUMMARY

## **Introduction**

Dobie Road (Ingham County Medical Care) is a non-profit, government owned organization that consists of a skilled nursing facility, an outpatient therapy clinic, community fitness center, and a “Program of All-inclusive Care for the Elderly” (PACE) located in Ingham County, Michigan.

The Dobie Road Strategic Planning Committee are building off a previous (2023) strategic plan to implement objectives. This strategic plan identifies the pillars of Quality, People, Growth, Service, and Finance and can be found on the following pages.

Dobie Road’s strategic plan identifies the mission, vision, values, and overarching goals to guide work planning and budget for the year 2024. The plan is integrated into Dobie Road’s LEM (Leader Evaluation Manager) tool where leaders will include quarterly strategies, actions, and tactics to reach and accomplish each goal. The action plan is measurable in order to evaluate Dobie Road’s success at the end of the fiscal year.

The strategic initiatives have been developed to accomplish the 5 main areas of importance identified in the strategic plan:

- Increase resident satisfaction
- Establish partnerships for ancillary services
- Implement additional quality assurance performance plans
- Meet the Facility’s business plan expectations
- Increase Dobie’s Outpatient census

The plan describes these measurable goals along with an “owner” of each. Success indicators will be analyzed quarterly to show progress toward implementation of the five main areas of importance identified above.

## **Strategic Planning Process**

The annual process for updating Dobie Road’s strategic plan includes a review of the current fiscal year plan; discussing wins (goals achieved) and misses. The strategic team then reviews their perspective on our current mission, vision, and values along with strengths, weaknesses, opportunities, and threats (SWOT) facing our community. A summary of these themes, along with exercises on our vision of what a 100% successful strategic plan in 2024 would look like, and a mission exercise describing why we exist how each member currently improves lives, and how they can do better at improving lives was provided as background information for the goal selection portion of the workshop.

The Chief Strategy Officer then met with each goal owner to discuss strategies, activities, and tactics for each that can be shared with the leadership team and the strategic lan in its entirety and finality was presented to the Department of Health and Human Services Board in January 2024 by Kristen Campbell, CSO, for approval.



## STRATEGIC PLANNING TEAM

CEO – Leslie Shanlian  
COO – Josie Hewitt  
CNO – Tina Brindley  
DON – Beckie Krismer  
CSO – Kristen Campbell  
VP of HR – Maria Rosas  
Senior Director of Business Services – Lisa Cybulla  
Board Chair – Matthew Wilczek

### **The 2024 Ingham County Department of Human Services (DHS) Board:**

Matthew Wilczek, Board Chair, State Appointee  
Teri Banas, Member, County Appointee  
Marla Ekola, Member, County Appointee



## MISSION, VISION, and VALUES

### **Mission:**

Dedicated to Improving Lives

### **Vision:**

Dobie Road positively impacts the changing needs of our community by being the most trusted partner in life enriching care.

### **Values:**

Diversity, equity, inclusion

Offering comforting care and compassion with every interaction

Building a culture of positivity

Innovation and integrity

Entrusting our team to improve the lives of others

Relationships

Optimizing our resources

Accountability

Devoted to keeping our environment welcoming, warm, and alive.

# STRATEGIC GOALS

Each overarching strategic goal has a strategic leader. Leaders are responsible for marshalling the people and resources necessary to achieve the strategies, actions, and tactics of the goal as well as a formative and summative evaluation of achievement of the goal at fiscal year-end.

## **#1 PEOPLE**

Goal: Increase resident satisfaction score from 2023 by 5%

Owner of this goal: Beckie Krismer – Director of Nursing

## **#2 SERVICE**

Goal: Establish at least one beneficial partnership for ancillary services that will better serve our residents by year end.

Owner of this goal: Kristen Campbell, CSO/ co-owner, Josie Hewitt, COO

## **#3 QUALITY**

Goal: Implement at least 2 quality assurance performance improvement plans by fiscal year end 2024.

Owner of this goal: Tina Brindley, CNO/co-owner, Josie Hewitt, COO

## **#4 FINANCE**

Goal: Meet or exceed the financial business plan expectations monthly, quarterly, and annually.

Owner of this goal: Lisa Cybulla, SDBS/co-owner, Leslie Shanlian, CEO

## **#5 GROWTH**

Goal: Increase Outpatient Clinic census to 50 patients per month

Owner of this goal: Josie Hewitt, COO/co-owner, Kristen Campbell, CSO