



## **3 Year Strategic Plan**

### **January 2020**

All organizations are established for a purpose. Not-for-profits tend to be even more identified with a foundational idea than their for-profit cousins. Salem's name is a biblical word that means "peace". The "e" in the Salem logo is an olive leaf, symbolizing the peace, provision and favor of God. When Noah received the dove back to the ark in Genesis 8:10, it had an olive branch in its beak.

At the core of what we believe is that everyone is created in God's image, and therefore has value beyond measure. Salem was established in 1961 as a school for children with intellectual and developmental disabilities. As the children grew, Salem adapted to meet their needs as adults, first at a centralized campus and now through the operation of 19 residential homes. Our place of work is in their home.

More than a dozen residents have lived with us since they were minors and nearly half of our 110 residents for more than 20 years. This longevity is a testimony to the work being done in the Lord's name and the Divine provision we've been blessed with.

But this longevity is also a call to action. As the people we serve age, they require more advanced care for health issues unrelated to their primary diagnosis. Salem must adjust the levels of care we provide to ensure that our residents experience their least restrictive environment...being able to stay in their home or another Salem home. This Strategic Plan addresses those needs.

We also recognize an opportunity to establish new services and expand our ministry deeper into the community. We want to provide people with intellectual and developmental disabilities and their families with services they need in ways that are true to our calling. This Strategic Plan identifies some of those potential new services.

To create this future, we will need to consider new models of funding that create more diversity than our current reality, which leans heavily on government sources and a core group of donors.

We invite you to pray with us, thanking God for the mighty works He has done and will do at Salem.

Rod Bollins,  
Salem CEO

# Our Mission

Salem provides a Christ-centered residential living environment for people with intellectual and developmental disabilities to thrive and enjoy life



# Our Vision

Salem will be a light for Christ for people with intellectual and developmental disabilities by providing residential care, resources and community which bring peace to families whose desire is to find an environment where their loved one can thrive

# Our Values

## **Advocate**

We will care for, encourage, empower and support the people we serve as they live and thrive in the community; we will be trained and equipped to be effective Advocates

## **Professional**

We will be the Gold Standard in all areas of the organization; our work will be collaborative and team-driven, providing technical expertise and the highest ethical standards

## **Inspire**

We expect to Inspire, through our actions, our residents to flourish, and we seek to influence those in the community to bring compassion and patience to people with intellectual and developmental disabilities

## **Passion**

We have a passion to provide expert and loving care to the people we serve and be a Trusted Advisor for families and conservators seeking guidance and assistance for those with special needs

# Strategic Goals

## **Enable our Residents to Age in a Salem home**

**This is our primary Strategic Goal and will take priority over all other Strategic Goals.**

### **Community Care Homes**

Within a few years, half of our 12 Community Care homes will have an average resident age of > 60. Currently, only one of our homes is licensed to care for this age group. As the people we serve age, health issues impact our ability to care for them under the licensing guidelines of their current home. We address this today through a combination of supplemental support approved by the Regional Center and extra staffing paid by Salem when Regional Center declines our request.

Therefore, Salem will work proactively with all constituents to modify the licensing status of certain of our homes such that we can meet the health needs of our current residents within Salem's portfolio of homes.

### **Intermediate Care Homes**

All of Salem's seven Intermediate Care Homes are licensed as Habilitative. When a resident needs nursing care, they must be served by another organization.

Salem will establish at least one Intermediate Care Nursing home to meet the needs of the people we serve who require this higher level of care. This will be accomplished by acquiring a new home.

# Strategic Goals

## Sustainable Revenue

Salem receives funding from Social Security for our Community Care homes and from Medi-Cal for our Intermediate Care homes. These government funds represent approximately 88% of Salem's total budget. The remaining 12% come from donors, many of whom are families who trust Salem to care for their loved ones.

Salem therefore depends on the majority of its funding through the annual California and Federal budget processes. **Despite lobbying campaigns, Medi-Cal funding for ICF homes has been frozen for 10 years.** These same funding rates have been in effect while the minimum wage has increased from \$8/hr to \$13/hr. Salem has over 110,000 care hours in our ICF homes alone, resulting in labor costs now out-pacing funding by over \$500,000 per year. State-wide, this situation has resulted in dozens of ICF homes closing as organizations struggle to operate. Social Security funding has also not kept pace with labor costs.

Salem's current model of relying on government funding will require a significant increase in fundraising to close the gap. New donors must be engaged to diversify our support.

To receive government funding, Salem must work through the Regional Centers to place residents. When Salem has availability, the process to source new residents can sometimes take many months, even when working through a wait-list of interested parties. This results in significant delay in revenue, while simultaneously having to maintain the fixed costs to operate the home at full capacity.

To address this imbalance, Salem will consider a variety of funding models and new services that **more directly link the value delivered to the one receiving the service.** Over time, Salem's operations must be in an position to generate a positive margin to ensure that excellent care will be provided long into the future.

# Strategic Goals

## Expand Services

**Without jeopardizing the completion of our primary Strategic Goal, Salem will consider new services including, but not limited to, the following. Each of these options could be modeled as private-pay enabling Salem to determine the pricing point for services.**

### Memory Care

- Adults with intellectual and developmental disabilities, in particular Down Syndrome, are much more likely to develop dementia than the general population; the disease presents in a person's 40s/50s, leaving no good options for care
- Only one other organization in California, with 20 beds, is specifically serving adults with intellectual and developmental disabilities and dementia
- Salem serves people who are suffering from dementia and could either convert an existing home, or acquire new facilities

### Respite Care

- 80% of adults with intellectual and developmental disabilities live at home with their biological families; the parents of these adults are generally the primary care givers
- Salem can provide short-term stay options to give primary care givers a respite from the daily care they provide; this also builds a pipeline of potential new residents; this could require the acquisition of new home(s) or providing staff to deliver Respite Care in the person's current home

### Independent Apartment Communities

- The highest demand for new services at Regional Center are to serve young adults
- Developing an IAC would bring a younger, more independent resident profile to Salem and expand our services into an area of significant need