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# 2022-2025

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# STRATEGIC PLAN

## MISSION

*To increase the employment of individuals with vocational barriers by building strong partnerships with community partners, governmental entities, and private employers.*

Wiregrass Rehabilitation Center, Inc. (WRC)  
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# Goal: 1

Identify means to strengthen financial stability through transparency and enhanced organizational communication.

Sustainability

## STRATEGIC ISSUE:

Wiregrass Rehabilitation Center, Inc. (WRC) continues to demonstrate a commitment to its mission through sound financial business practices. Because of WRC's contract and program diversity, five years of past performance ratios plus any known outside factors are used to project the company's growth. With program sustainability as the goal, management analyzes these ratios quarterly as a financial guide.

WRC has made a commitment to implement a new accounting software system (IMS). This implementation began fiscal year (2021) and will be completely functional fiscal year (2022). IMS will integrate all individual departmental software. When completely implemented, this software will ensure overall financial reporting efficiency and flexibility.

WRC is in the process of developing a financial snapshot for management's use. The snapshot will provide a vehicle to use to present the overall financial status of the organization to the individual departmental leaders. This tool will assist management and staff in understanding the overall financial impact of the combined departments in sustaining the ability to meet the mission.

### OBJECTIVES

- ◆ Develop departmental financial reports comparing projected growth and actual results to budget. Review with departmental leader monthly.

#### SECOND QUARTER FY 2022

- ◆ Improve timeliness of financial reporting through implementation of electronic approval system and additional job specific training for accounting staff.

#### FY 2022

- ◆ Begin development of a financial snapshot to include Asset Turnover ratio, Accounts Receivable turnover, Current Liabilities to Assets ratio, and Inventory turnover ratio to present to the management team at regular intervals.

#### SECOND QUARTER FY 2022

- ◆ Create a three-year growth plan for an holistic approach to the entire organization as well as a growth plan specifically for the program services area.

#### JANUARY 31, 2022

- ◆ Develop a plan to leverage accounting software to improve each department's efficiency by proving data to use in establishing metrics and benchmarks.

#### THIRD QUARTER FY 2022

## Goal: 2

Use metric data driven decisions to analyze and implement change in procedures overtime throughout programs to better serve stakeholders.

Performance Management

## STRATEGIC ISSUE:

Wiregrass Rehabilitation Center, Inc. (WRC) has invested in resources and technology to understand its stakeholders and consumers overall experience with services. As data and metrics become more informative and common place throughout the institution, WRC will analyze, synthesize, and implement change over time. Based on feedback, WRC will augment its procedures to better serve the stakeholders and consumers.

### OBJECTIVES

- ◆ Analyze current trend and change using uSPEQ software, an experience driven survey tool specifically looking at employment experience at WRC as well as consumer satisfaction in Job Placement, Job Sampling and Vocational Evaluation.

#### SECOND QUARTER FY 2022

- ◆ Implement and utilize new database software, IMS-WPS, designed to track and manage consumers for case management purposes.

#### SECOND QUARTER FY 2022

- ◆ Analyze and synthesize data found in both uSPEQ and IMS-WPS and make meaningful understanding of the data being produced.

#### THIRD QUARTER FY 2022

- ◆ Implement changes found using software telemetry, queries, and reports in real time to better utilize performance management. Real time changes will be made in the efforts to better manage procedures for the purpose of serving WRC's stakeholders in both care and informative efforts.

#### FIRST QUARTER FY 2023

## Goal: 3

### Social Determinants of Health— Understanding and Improving

Social  
Determinants

## STRATEGIC ISSUE:

The Centers for Disease Control and Prevention define Social Determinants of Health as “those conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes.” There are 5 key areas of SDOH: Healthcare Access and Quality, Education Access, and Quality, Social and Community Context, Economic Stability and Neighborhood and Built Environment. It is WRC’s goal to understand its own specific Social Determinants of Health and to improve upon them, allowing its community members to have improved health outcomes and lower risks to healthcare.

- A. Healthcare Access and Quality is a person’s ability to receive healthcare that is comprehensive in that a person understands their overall health (health literacy) and has access to healthcare insurance and primary care.
- B. Education Access and Quality centers itself with the link between education and overall wellbeing. Key topics identified in this area include the ability to graduate from high school, access to higher education and early childhood education/development.
- C. Social and Community Context primarily focuses on civic participation or the lack of civic participation and those conditions that limit a person from performing such acts. This area additionally focuses on conditions in the workplace and incarceration.

### OBJECTIVES

- ◆ Identify social determinants of health in the five (5) focused areas impacting WRC. Analyze the factors in the working and community conditions that influence the risk of disease or injury.

#### THIRD QUARTER FY 2022

- ◆ Begin a plan to address the most influential social determinants of health that can be changed with education. Prioritize and carry out expeditiously.

#### FOURTH QUARTER FY 2022

- ◆ Implement changes and develop education involving the WRC community and related social determinants of health.

#### FIRST QUARTER FY 2022

- ◆ Develop metrics and monitoring changes.

#### FOURTH QUARTER FY 2022

- ◆ After the educational plan has concluded, repeat measurements

#### SECOND QUARTER FY 2023

Cont'd

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# STRATEGIC ISSUE:

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## Cont'd

- D. Economic Stability concerns itself with financial resources. This includes income, cost of living, and socioeconomic status. This area focuses on poverty, employment, and housing.
- E. Neighborhood and Built Environment deals with housing, neighborhoods, and their environments. This area additionally focuses on topics including air quality, access to healthy foods, and neighborhood crime.

The World Health Organization reports that addressing social determinants of health can improve health by increasing the quality of a person's life. For the most part addressing SDOH's require policy change for example, changing safe and affordable housing are goals for policy and legislature change. However, those SDOH's that have connections between overall quality of health and a person's education or understanding of health and healthcare do not require policy change or legislature and should be the focus of WRC.



## Goal: 4

WRC will strive to improve areas such as recruitment, retention, succession, and employee engagement to maximize individual potential and reach organizational goals.

Human Resources

## STRATEGIC ISSUE:

COVID 19 has brought many challenges to workforces around the United States and Wiregrass Area. Wiregrass Rehabilitation Center, Inc. (WRC) is no exception to these challenges. Employees have faced new adversity with quarantine restrictions, work and school closures, and illness. Lack of workforce in the Wiregrass area has caused employers to have many vacancies for which they are actively looking to fill. Due to the demand in labor, potential employees can be more selective on wages, benefits, culture, and rewards, when accepting a position.

Wiregrass Rehabilitation Center, Inc. (WRC) needs to develop plans to increase their attractiveness as an organization to effectively recruit and retain talent. It is the responsibility of leadership to create an environment where employees feel safe and valued. Employees who do not feel they belong or are valued are more likely to display high absenteeism, low morale, high turnover, lack of initiative and poor health and wellbeing. Recognition is an important part in making employees feel they belong to a company. Communication is a common issue brought up in exit interviews with employees. For employees to feel invested in the company they must be informed of what the company is striving toward and how they fit in the bigger picture.

### OBJECTIVES

- ◆ Recruitment—HR will look for organizations and churches not previously identified to maintain a candidate pool. To do this, a representative from the HR department will attend or host at minimum 4 recruiting events annually.

#### QUARTERLY

- ◆ Retention—Initiatives such as bonus programs, better benefit offerings, and recognition programs to aid retaining top talent will be explored. uSPEQ surveys will be analyzed at minimum annually to track trends in turnover.

#### FY 2022

- ◆ Succession—Identify key roles where a succession plan would be most beneficial and identify roles that could be used as feeders for these positions.

#### FY 2022

- ◆ Employee Engagement—Develop a recognition program for on-campus and off campus employees. Areas of import include but are not limited to staffing level compliance, fiscal achievement, growth, and operational effectiveness.

#### THIRD QUARTER 2022

- ◆ Upload learning modules to be completed annually into PayCom Learning for all employees.

#### THIRD QUARTER 2022

- ◆ Analyze uSPEQ surveys for employee feedback.

#### ANNUALLY

## Goal: 5

Reignite the passion during the process of transforming WRC's services for individuals with disabilities.

Reignite the Passion

## STRATEGIC ISSUE:

Wiregrass Rehabilitation Center Inc. (WRC) is a diverse non-profit organization offering various vocational rehabilitation programs including providing individuals with disabilities the opportunity to train in our business lines as well as assisting with placement in an integrated community setting. As a result of a paradigm shift focusing on community employment, the WRC Board of Directors recently adopted an updated mission statement. To effectively convey the revised mission statement and to blend the presentation of WRC's various divisions, we plan to initiate a rebranding process. Rebranding will be key to continued growth and optimal community awareness as WRC continues to serve individuals with disabilities.

### OBJECTIVES

- ◆ Reexamine WRC's core values, mission and vision to align with the current environment  
**FIRST QUARTER FY 2022**
- ◆ Create "Buy-In" for the change process – gather input from WRC's leadership, board of directors, employees, and other stakeholders  
**THIRD QUARTER FY 2022**
- ◆ Refresh the Brand – create a new version of the WRC logo, update its digital presence, and implement the new visual identity in all business systems and marketing materials. Communicate the new brand with WRC employees along with its benefits and what it means for both WRC and them individually.  
**FOURTH QUARTER FY 2022**
- ◆ Use diverse modes of communications for WRC's Program Services Staff to share with other WRC employees successful experiences integrating individuals with disabilities into the workforce and tracking milestones through staff orientation, staff training, email, bulletin/message boards, board reports, social media and publicity.  
**ONGOING**
- ◆ Excel at creating a meaningful workplace where every employee becomes part of creating success, cohesiveness and a positive culture at work.  
*Celebrate the Victories!*  
**ONGOING**