

Cathedral Square Corporation's Strategic Plan (2015 – 2017)

These 3 strategic directions frame Cathedral Square's operational, development, programmatic and policy agendas. They are interrelated. They are aligned in principle. They are consistent with Cathedral Square's purposely transformational agenda. ***They reinforce our position as a social justice ministry of the Cathedral Church of St. Paul.*** They are consistent with our ideals of equity and affordability for the highest need, lowest income Vermonters

Our Mission: Healthy Homes, Caring Communities and Positive Aging		Our Vision: Creating healthy environments where all Vermonters have access to affordable homes and the supports they need.	
Statement of Direction	Community We are committed to excellence in support of our existing residents. We highly value our employees, our partners, and our Board leadership. Our mission is to serve the larger Vermont community both in congregate and community settings. We value close collaboration with our partners. Our success depends on talented staff and Board members. A healthy workforce culture supports teamwork, trust and excellent outcomes. We define "community" as all of Vermont and support population health goals including high quality housing, preventive health services, and access to services.	Capacity Implementing a transformational agenda requires inventive thinking. Faced with unprecedented federal funding cuts, Vermont's housing and services infrastructure demands new capital investment commensurate with the needs. CSC will maintain its strong reputation as a quality housing provider while expanding its services capacity. We will seek out state of the art technology, green and accessible design, and smart growth strategies. CSC will strengthen its capacity in environmental health skills. Increased capacity in the area of technology specifically includes telehealth capacity to conduct "e-Visits" between primary care providers and SASH participants in their homes. Our staff exemplify excellence in compassionate service and creative problem solving.	Betterment We advance the field of Healthy Homes. A statewide network of Healthy Homes embedded in the community will be the norm. We are a partner and a leader in Vermont to advance social change. Vermont's Healthy Homes network will support transitions, advance self-management of chronic conditions and provide relationship based care management. In order to protect Vermonters' ability to obtain services in the place they choose, the health care delivery and payment system must be radically revamped. Increased supply of affordable housing is imperative to protecting choice. We will advance Healthy Homes as a national model. Cost containment in Medicaid and Medicare is a key objective of SASH.
Strategic Focus	<ul style="list-style-type: none"> • Intentional engagement of residents in design, service delivery and culture of our communities. • Demonstrate the nonprofit difference bringing quality and value to all we do • Develop strategies for effective collaboration. • Bring the SASH Participant's perspectives to health care reform leaders and SASH partners. • Highlight "the person" as the focal point in health care reform discussions. • Evaluate employee health care options including the Insurance Exchange, balancing the best interests of staff and the financial stability of our 	<ul style="list-style-type: none"> • Explore "out of the box" funding sources and partnership opportunities for rent subsidies, capital, services and the organizational capacity to expand SASH. • Utilize emerging technologies, trusting partnerships, innovative design and efficient services to enable those we serve to age successfully at home. • Change our current culture of "doing more with less" to a culture of adequate staffing and office space to meet our full potential. • Continue to strengthen our organizational structure in our property management, care management and development divisions. • Address workforce shortage concerns by adding a new para-professional category to the Vermont health care delivery system (i.e. Community Health Workers) 	<ul style="list-style-type: none"> • Champion one system of care in Vermont which includes at its core SASH and its Healthy Homes. • Protect SASH funding for the 5,400 SASH participants. • Define "Healthy Homes", knitting the network into health care reform. • Allocate existing resources to make sure Vermonters receive services they need at home. • Advocate for a national policy that incorporates SASH principles while preserving cost effective Medicare and Medicaid programs. • Collect, analyze and disseminate data that documents SASH's reduction in costs, increased access to care, improved health and affordability for Vermont's lowest income. • Evolve the organizational structure of CSC as needed to meet our strategic directions including evaluating

	<p>organization.</p> <ul style="list-style-type: none"> Develop a plan for Board members to be ambassadors in the community. 	<p>*Reduce the carbon footprint and protect environmental health with Passive House design, recycling, and storm-water run-off mitigation techniques.</p>	<p>the creation of a separate or affiliated SASH entity.</p>
<p>Results (2 Years)</p>	<p>Community</p> <ul style="list-style-type: none"> Residents and their families are strong advocates for new developments. Reduce inter-property transfers by 10% for those without medical need or necessity Reduce energy consumption by 5% with active resident participation. Residents and their families are strong advocates for SASH. CSC is a Best Places to Work in Vermont We partner with change agents. State health care reform policies are influenced by our informed and knowledgeable Board. We have decided on the best health care package for our staff and the organization. 	<p>Capacity</p> <ul style="list-style-type: none"> Expand SASH beyond Medicare to private pay and Medicaid Staff to become trained in energy efficiency and sustainability practices that protect environmental health Pilot telemedicine at one or more of our communities, provide state of the art technology for staff, double the number of Wi-Fi communities, and achieve wireless e-call systems. Vermont recognizes Community Health Workers as a distinct profession. Housing development resources from State, Federal and private sources are sufficient to fund at least one major CSC project per year. Our next community includes renewable energy use, low energy consumption, direct digital controls including monitoring of energy use and conservation, sustainable design, rain gardens, state of the art technology, information systems, communications systems and exercise rooms. 	<p>Betterment</p> <ul style="list-style-type: none"> SASH is a nationally recognized model. SASH staff has access to Vermont Information Technology Leaders (VITL) Health Information Exchange to view SASH participants' Private Health Information (PHI) complying with individual patient consent. Data flows bi-directionally between DocSite (or its replacement) and VITL. SASH reaches an estimated 6,700 participants including individuals covered by the following payers: 5,400 Medicare, 1,000 Medicaid and 300 private pay. SASH is word marked. SASH is permanently funded through Medicare. Replication of SASH is funded in one other state through use of a "franchise agreement." Quality outcomes (vs. quantity) determine which health care services providers deliver.
<p>Impact (10 years)</p>	<ul style="list-style-type: none"> CSC represents over 20,000 unified voices: 200 employees and their families, our 1,500 residents and their families, 18,000 Vermonters participating in SASH, and 500 volunteers. We are a magnet organization offering a creative, stimulating and healthy culture. 	<ul style="list-style-type: none"> Our difference is recognized by consumers: innovation in services, green building, smart growth, affordability, accessibility and quality design. Funders recognize CSC as an environmental health champion. Advances in supportive technology and creative uses of funding will enable individuals with conditions including dementia to live safely and comfortably in independent setting for a longer period of time. Thru e-Visits, reduce in-person primary care visits by 10% for our SASH participants. CSC is synonymous with Healthy Homes! 	<ul style="list-style-type: none"> Collecting health information at the home and community level is the norm. Data is quickly, seamlessly and securely shared with all health providers through VITL. The home has become a widely accepted health care delivery setting. Data proves that SASH-like models are consistently reducing Medicaid and Medicare spending. A national health delivery system exists where delivery of care (acute, primary and long-term) is uniform regardless of payer. Participation in SASH reaches 18,000 nationally!