

2018 - 2021 Strategic Plan Overview

## PLEDGING TO MAKE AN IMPACT EVERY DAY FOR THE INDIVIDUALS WE SERVE AND THEIR FAMILIES

"A LIFE IS NOT IMPORTANT EXCEPT IN THE IMPACT IT HAS ON OTHER LIVES." — JACKIE ROBINSON



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# From Summit's Leadership

#### Make An Impact

Leverage our recognized expertise

Build upon our strong record of providing excellent programs and services

Generate increased sustainable income

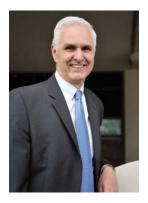
Plan and build for the future

We are pleased to present this overview of The Summit Center's strategic plan which will guide us from 2018 through 2021 and is intended to be a dynamic document for periodic review and modification as circumstances and needs change.

To begin the process, we conducted a thorough diagnosis of the challenges facing non-profit agencies and discussed the characteristics of successful organizations. From there we defined ourselves within those parameters and developed strategies to ensure our future success.

In general, we believe that good strategy will focus on our expertise and a strong record of offering excellent programs and services. At the same time, we recognize the need to generate predictable and sustainable income from many sources and to engage our workforce in sharing a common vision for the future. We accept these challenges and are optimistic as we look to the future.

We thank everyone who contributed his or her time to this plan and look forward to three very productive years ahead.



Stephen R. Anderson, Ph.D., BCBA-D, LBA *Chief Executive Officer* 



Mark Brand, Esq. Operating Board President



Roy Jordan Foundation Board President

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## **About Us**

ounded in 1973, The Summit Center has grown to become Western New York's leading provider of evidence-based programs and services for children and adults with autism and other developmental, social, and behavioral challenges.

The Summit Center was founded at the kitchen table of Nancy Harris, the mother of a child with a profound hearing loss. She developed a program for her son and four other young boys and from those humble roots, over several years, Summit (known then as the Language Development Program) grew to include a school, as well as community- and home-based programs. After 22 years at the helm, Mrs. Harris retired in 1995.

Following a nationwide search, Stephen R. Anderson, Ph.D., BCBA-D, LBA, joined The Summit Center as Chief Executive Officer bringing with him significant experience working with individuals with autism as well as an extensive background in Applied Behavior Analysis. Under Dr. Anderson's leadership, The Summit Center continued its steady growth with a new commitment to evidence-based practice and strong focus on student and consumer outcomes.

Since 1997, Summit has operated the Early Autism Program (EAP), an early intensive behavioral intervention program for children with autism, the first of its kind in Western New York. Family Support Services including respite, service coordination, and home-based training were added in 1998. In 2000, Summit was approved to serve students through age 21 and established its vocational training program.

In 2012, a Behavioral Pediatrics Clinic opened for children and adolescents struggling with anxiety, depression, and behavioral or emotional challenges. Summit expanded its services for adults with the opening of a day habilitation program, S.T.E.P.S. (Success Through Engagement and Positive Supports), in 2014. Summit's Pediatric Feeding Clinic opened in 2015 to address feeding disorders in young children.

In addition to program growth, The Summit Center has expanded its physical footprint. In 2005, following a successful capital campaign, The Summit Center opened a new \$7.5M, state-of-the-art school/administrative office in Getzville. Summit opened its Paddock Vocational Training Center for students ages 14-21 in 2009. And, in 2018, the agency opened new offices for its Behavioral Pediatrics Clinic, Pediatric Feeding Clinic, and offices for its Adult/Community Division staff.

Now a \$25M agency, with a staff of more than 500 serving 2,300 individuals each year, The Summit Center ranks 28th on Business First's list of "Million Dollar Non-Profits." Our school, Summit Academy, is recognized as a School of Excellence by the National Association of Special Education Teachers.



The Summit Center is probably best known for its specialized school, Summit Academy, where 358 students with autism and intellectual disabilities attend school 12 months each year. However, over the last 10 years we have expanded our scope to include individuals without intellectual disabilities who present with significant behavioral and social concerns.

More than 500 children and adolescents, with and without developmental disabilities, receive evidence-based, individual and family interventions for anxiety, depression, and other mental health concerns through our clinics and therapeutic summer programs. We also have developed innovative day program options for adults with autism and intellectual and developmental disabilities.

We have witnessed great results in our employment and vocational programs including the nationally-recognized Project SEARCH and our community prevocational program, PACE (Pre-Vocation and Community Experience) at the University at Buffalo.

And, we continue to support families through our specialized respite programs, care management services, and training.

We offer a comprehensive array of programs and services through our four divisions:

Early Intervention &	Behavioral	Community	Adult
Education	Health	Services	
•Eligibility Evaluations •Preschool Programs •Early Autism Program •Summit Academy (school)	Behavioral Pediatrics Clinic Consulting & Training Children's Health Homes Pediatric Feeding Clinic Summer Programs	Respite Behavioral Support Care Coordination Community Habilitation Family Training	Day Habilitation Vocational and Employment Services Project SEARCH





## Philosophy

#### MISSION

Lives made better!

#### VISION

Guided by evidence-based practice, we maximize life success for people with autism and others facing developmental, social, and behavioral challenges.

#### VALUES

We expect and achieve the best for the people we serve and each other.

#### CULTURE

At The Summit Center, we make an IMPACT every day because we are:

nspired	We inspire the people around us and are inspired by the people we serve.
Motivated	We are enthusiastic and determined to do our best each and every day.
Persistent	We never give up. If progress is less than desired, we find a different way to achieve success.
Accountable	We say what we'll do, and do what we say.
	We are committed to using treatment methods based in science combined with a deep understanding of every individual we serve.
Team-oriented	We work with each other, the people we serve, and their families to achieve the best outcomes possible.



At The Summit Center, our team of 500+ professionals is dedicated to producing great results with every child, student, individual we serve. We achieve these great results by setting very high standards for ourselves and expecting the best from each other and the people we serve. If progress is less than desired, it is our job to find a different way to succeed.

We apply educational and treatment approaches that are proven most effective. This requires a combination of expert knowledge, tenacity, and attitude. Our experts work to maintain an understanding of current research in education and behavioral sciences that are most effective with the population we serve.



For children and adults with autism, we use instructional methods founded in the science of Applied Behavior Analysis. In our behavioral health programs, we apply cognitive behavioral strategies shown to be most effective. While the science is important, we also understand the importance of developing a relationship built on mutual respect with each individual we serve and his or her family.

We believe that great results are best achieved by building and sustaining positive relationships with the people we serve and utilizing methods proven most effective.



W hile The Summit Center's focus on children with autism remains unchanged, we have also expanded into other areas of need over the last 10 years. We recognized the need for services for adults with intellectual and developmental disabilities who also demonstrate behavioral challenges. As a result we developed specialized day programs for individuals who graduate from school to adult life.

Several years ago, we saw that many individuals with mild disabilities and mental health concerns (e.g., anxiety and depression) were underserved or not treated at all. While we initially set our attention on individuals with dual diagnoses (developmental and mental health concerns), our behavioral health clinic services grew to include children and adolescents without developmental concerns. But we did not stop there.

Summit has continued to design and deliver highly-specialized programs for individuals with a variety of concerns, including health-threatening feeding disorders. We recently invested in care management services through Prime Care Coordination to assist parents and consumers with access to appropriate services.

This approach of developing highly-specialized services to meet unusual needs for small groups will continue in our new strategic plan.





By June 2021, The Summit Center will have grown strategically by:

- 1. continuously advancing toward a culture of high engagement, contribution, accountability, and strategic leadership.
- 2. delivering innovative and highly-valued services that create exceptional outcomes for the people we serve.
- 3. achieving organizational growth to serve the increasing number and changing complexity of individuals with developmental and behavioral concerns.
- 4. strengthening our financial resilience and sustainability.





## Goals and Broad Actions At-A-Glance

	GOAL	ACCOMPLISHED BY:
Culture of Engagement and Strategic Leadership	Continuously advance toward a culture of high engagement, contribution, accountability and strategic leadership	Implementing strategies that identify and advance the ability of leaders to work strategically and increase employee engagement
Innovative Programs	Produce innovative and highly valued services that create exceptional outcomes for the people we serve	Exploring innovative ways to deliver services to address unmet need
Organizational Growth	Achieve organizational growth to serve the increasing number and changing complexity of individuals with autism and behavioral concerns	Growing programs by understanding need and partnering with others seeking to accomplish growth and diversified revenue and services
Financial Sustainability	Strengthen our financial resilience and sustainability	Using data dashboards to track, analyze and respond to changes in key performance business indicators in real time, investing in smart growth, and increasing income from unrestricted sources

"We will develop a clear statement of purpose and engage our workforce to achieve goals."

#### **GOAL:** CONTINUOUSLY ADVANCE TOWARD A **CULTURE OF HIGH ENGAGEMENT**, CONTRIBUTION, ACCOUNTIBILITY, AND STRATEGIC LEADERSHIP

by engaging and developing our workforce to meet the growing needs of individuals with significant developmental and behavioral challenges and to compete in an increasingly competitive environment for the very best and brightest team members.

#### STRATEGIES:

- 1. Build a culture that encourages strategic thinking
- 2. Strengthen leadership and management skills for rising leaders
- 3. Engage our workforce in fulfilling our value proposition
- 4. Identify and establish a professional path for high performers
- 5. Maintain a focus on our value proposition
- 6. Clearly define our culture and invite others to join



- Employee engagement
- Time to hire
- Longevity of employment by position

"We will always strive to do something different and look for a way to do it better than anyone else."

#### GOAL: DELIVER INNOVATIVE AND HIGHLY VALUED SERVICES THAT CREATE EXCEPTIONAL RESULTS

by seeking and remaining abreast of current best practice, innovative opportunities, and technology and never settling for status quo. We will define valued outcomes for the people we serve and continuously strive to outpace our competition by producing great results.

#### STRATEGIES:

- 1. Determine unmet need and identify areas for growth
- 2. Identify outcomes that matter most to funders and other stakeholders
- 3. Define and demonstrate our value proposition
- 4. Strive to be the best in class
- 5. Build specialty services
- 6. Grow our capability to provide technology-enabled services
- 7. Develop new services and models that support our future vision

- Unmet need summary
- Analysis of innovative programs and services
- Value proposition defined



"We will continuously remain alert to opportunities to meet unmet need through organic growth, partnerships and mergers."

# **GOAL:** ACHIEVE **ORGANIZATIONAL GROWTH** TO SERVE THE INCREASING NUMBER AND CHANGING COMPLEXITY OF INDIVIDUALS WITH AUTISM AND BEHAVIORAL CONCERNS

by seizing opportunities, taking calculated risks, and building internal time and talent capabilities. Recognizing and reacting to opportunities to achieve necessary growth to meet increasing need through a variety of paths.

#### STRATEGIES:

- 1. Develop strategies to organically expand key programs to meet increasing needs
- 2. Create a technology plan to support program growth and technical expectations for the future
- 3. Grow by identifying and responding to opportunities for partnerships and merger
- 4. Increase expert bench strength to support growth opportunities
- 5. Develop enhanced infrastructure and ability to take advantage of new opportunities



- Revenue growth
- Geographic expansion
- Program expansion

"We will work to achieve financial resiliency and growth through smart planning and responsive actions."

#### GOAL: STRENGTHEN OUR FINANCIAL RESILIENCE AND SUSTAINABILITY

by building an engaged workforce, continuously monitoring and reacting quickly to financial data, carefully selecting strategic opportunities, building programs and services with strong market demand, and securing capital to seed growth.

#### STRATEGIES:

- 1. Optimize current operations to keep programs competitive and financially viable
- 2. Establish key financial metrics and develop dashboard views
- 3. Institute and actively manage a program watch-list for timely response to financial trends
- 4. Increase unrestricted fundraising income needed for growth and expansion
- 5. Develop an approach to respond to emerging value-based reimbursement models
- 6. Achieve smart growth that increases income, creates efficiencies and diversifies revenue

- Income from diversified revenue streams and non-government sources
- Unrestricted net assets
- General and administrative costs





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#### **Administrative Offices**

150 Stahl Road Getzville, New York 14068 716.629.3400 TheSummitCenter.org

#### Behavioral Pediatrics Clinic/ Pediatric Feeding Clinic

75 Pineview Drive Amherst, New York 14228



Summit Academy 150 Stahl Road Getzville, NY 14068

165 Creekside Drive Amherst, New York 14228

150 Maryland Street Buffalo, New York 14201

**Community and Adult Services Division** 75 Pineview Drive Amherst, New York 14228