



## Strategic Business Plan for Community Home and Health Services 2026

Meeting Date 03/13/2026

The following has been taken into consideration for this strategic plan. They include strengths, weaknesses, opportunities, and threats (SWOT), for Community Home and Health Services (CHHS).

- Expectations of Persons Served
  - Clients have reported via the satisfaction surveys that they would like to do more activities in the community that they enjoy. They also noted overall satisfaction with their caregivers.
- Expectations of Stakeholders
  - Some responses from the satisfaction surveys include a desire for more communication and for paperwork to be more readily available. Other responses noted positive communication and an overall thankfulness and satisfaction with CHHS services.
- Competitive Environment
  - CHHS has seen an increase in applicants and new hires. CHHS provides a wage that is on the higher end compared to half or most of other employers in the area, but in line with agencies similar to CHHS. Applicants respond well when we respond quickly to their resumes. The HCS department saw an increase in staffing due to offering flexible scheduling and day time hours, which is something not always available in the current job market.
- Financial Opportunities
  - Continue to grow the HCS department. CHHS would also like to explore billing insurance for HCS services by EOY 2026.
- Financial Threats
  - While it does not impose as a current threat, the potential restructuring of the PIHPs and CMHs that are set to occur at the end of fiscal year 2025-2026 is something for CHHS to be mindful of. The state of Michigan's minimum wage is set to increase at the beginning of 2027. While this is not an immediate threat, it will be a point of discussion with CHHS's contract providers when negotiating its 2026-2027 contract, to ensure there is no unnecessary financial burden. Michigan's ESTA does impose a financial burden on CHHS, due to the higher level of paid time off that is now required by employers to offer to employees. Poor referrals and a lack of referrals from its funding sources do continue to pose a financial burden on CHHS. CHHS currently has two open beds.
- CHHS's capabilities
  - Our clients – we have a thorough process to ensure proper fit. Longevity as a business (33 years), thus we are established, we have grown, and clients have maintained a homestead for a long period of time. Staff members that work well as a team. How much fun staff and clients have. Our sense of community as an agency.
- Social Determinants of Health (conditions in which people are born, grow, live, work and age, area demographics) (transportation, housing, food access, healthcare access, social support, recreation, availability of community resources, job opportunities)
  - Some weaknesses include transportation as public transportation is limited due to living rurally, housing market is terrible (no affordable places to buy or rent), lack of child care and the affordability of it prevents new hires and causes call-ins. Living rurally also limits the diversity of community activity options. Some strengths are being able to access nature for the clients. CHHS does have multiple back up vehicles and vehicles with lifts that could be used to help alleviate public transportation inadequacies.
- Organization's relationships with external stakeholders
  - Relationships with PCPs are difficult. There is not as much bedside manner, lack of rapport, difficulty getting scheduled when needed, or being pushed to the walk-in clinic for support. It feels like they do not want to develop relationship or understand the issues that the clients experience. Communication from funding sources could improve, as it seems to be limited or delayed to urgent matters only.
- Regulatory Environment
  - Questions about the changing relationship between MDHHS, PIHPs, and CMHs still looms as they are currently going through regulatory review.
- Legislative Environment
  - Michigan's ESTA does impose a financial burden on CHHS, due to the higher level of paid time off that is now required by employers to offer to employees. CHHS continues to optimize related policies. The state of Michigan's minimum wage is set to increase at the beginning of 2027 (Senate Bill 8). While this is not an

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immediate threat, it will be a point of discussion with CHHS's contract providers when negotiating its 2026-2027 contract, to ensure there is no unnecessary financial burden.

- Technology
  - Utilization of of Open's ChatGPT's Business Solutions for minor research and support has helped compile resources in a timely manner. CHHS is interviewing electronic medical records providers to assist in streamlining services for the HCS and residential departments.
- Information from Performance Analysis
  - Please see QIP and Assessment 2025
- CHHS's Financial Position (current, projected)
  - Our financial position is healthy. The budgets have seen adjustments from funding sources, keeping CHHS in positive territory. The State of Michigan and the funding sources are taking steps to provide rate increases, although this will be a continuing issue as minimum wages increases (Senate Bill 8).
  - It should remain steady as we continue to see growth opportunities in the HCS department and CHHS's goal to expand billing opportunities to include insurance.
- Overall CHHS excels in:
  - Communication,
  - Longevity of staff
  - Client care
  - The homes getting things that they need
- Overall CHHS needs improvement in:
  - Increased staffing
  - Better staff attitudes and soft skills (how they approach/interact with others).
- Difficulties that CHHS experiences
  - Getting appropriate referrals for open beds
  - Staffing shortages
  - Poor communication with some guardians

### Goals

1. Increase staffing by 20%
2. CHHS will aim to spend \$12,000 on recruitment for 2026.

### Priorities

1. Building up the HCS department
2. Increase staffing
3. Get onboarded with private insurance.