

# Hillsdale County Senior Services Center Staff

Strategic Plan Review and Reflection

February 24, 2026



# Purpose

To pause, to reflect and to refocus.



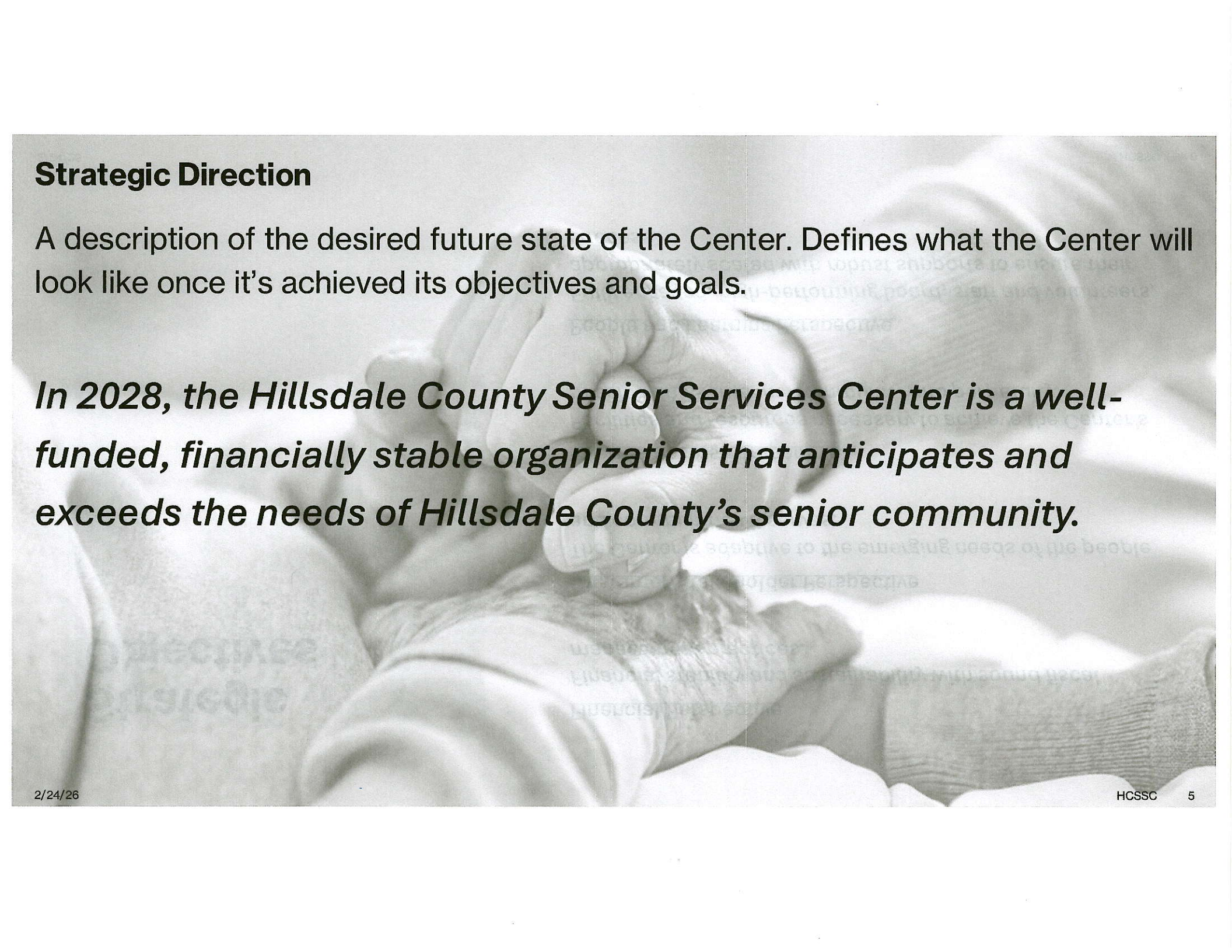
# Inclusion Activity

- Introduce the person to your left
- State their name and one thing you value about that person
- Example: "This is Sue. I appreciate her off-color sense of humor!"



When you know where you're going, you're more likely to get there.

# Key elements of your Strategic Plan

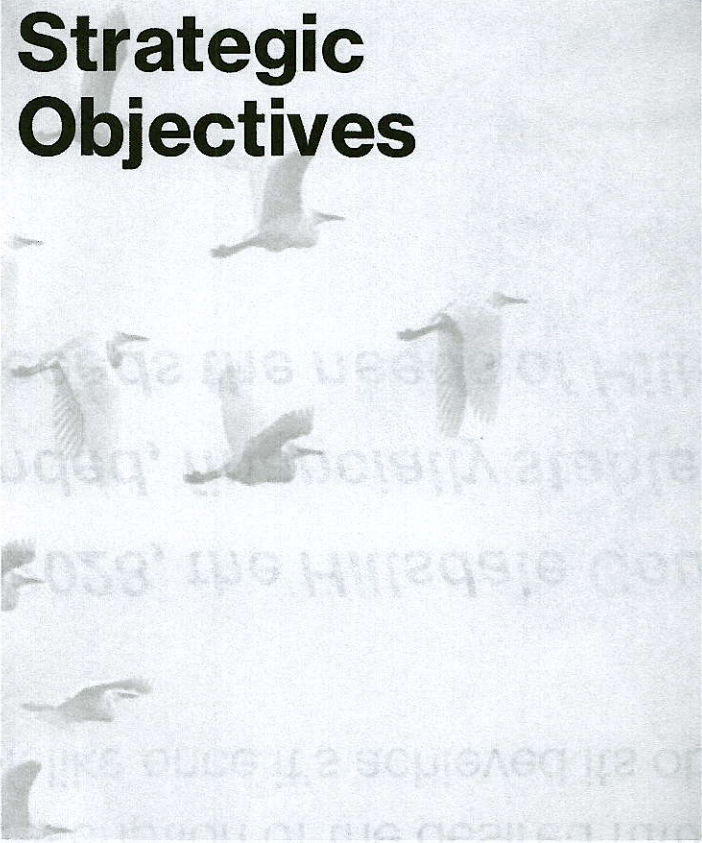


## **Strategic Direction**

A description of the desired future state of the Center. Defines what the Center will look like once it's achieved its objectives and goals.

***In 2028, the Hillsdale County Senior Services Center is a well-funded, financially stable organization that anticipates and exceeds the needs of Hillsdale County's senior community.***

# Strategic Objectives



## Financial Perspective

*Financial stability and sustainability with sound fiscal management practices.*

## Customer/Stakeholder Perspective

*The Center is adaptive to the emerging needs of the people and communities it serves.*

## Internal Assets Perspective

*Facilities and resources necessary to achieve the Center's mission and serve the community into perpetuity.*

## People and Learning Perspective

*Fully engaged, high-performing board, staff and volunteers, appropriately scaled with robust supports to ensure their success.*

# 2025 Highlights

- **Financial Perspective**

- Updated accounting software
- Updates to fiscal policies and procedures
- New funding sources, grants and fundraisers

- **Customer/Stakeholder Perspective**

- MASC Community Partner of the Year Award
- Increased participation by elected officials
- EDP Housing Committee
- Fresh Produce Initiative, quarterly podiatry clinic
- SAFE as Prevention
- My Senior Center touchscreen kiosk

- **Internal Assets Perspective**

- Highstreet Organizational Analysis and recommendations

- New vehicles

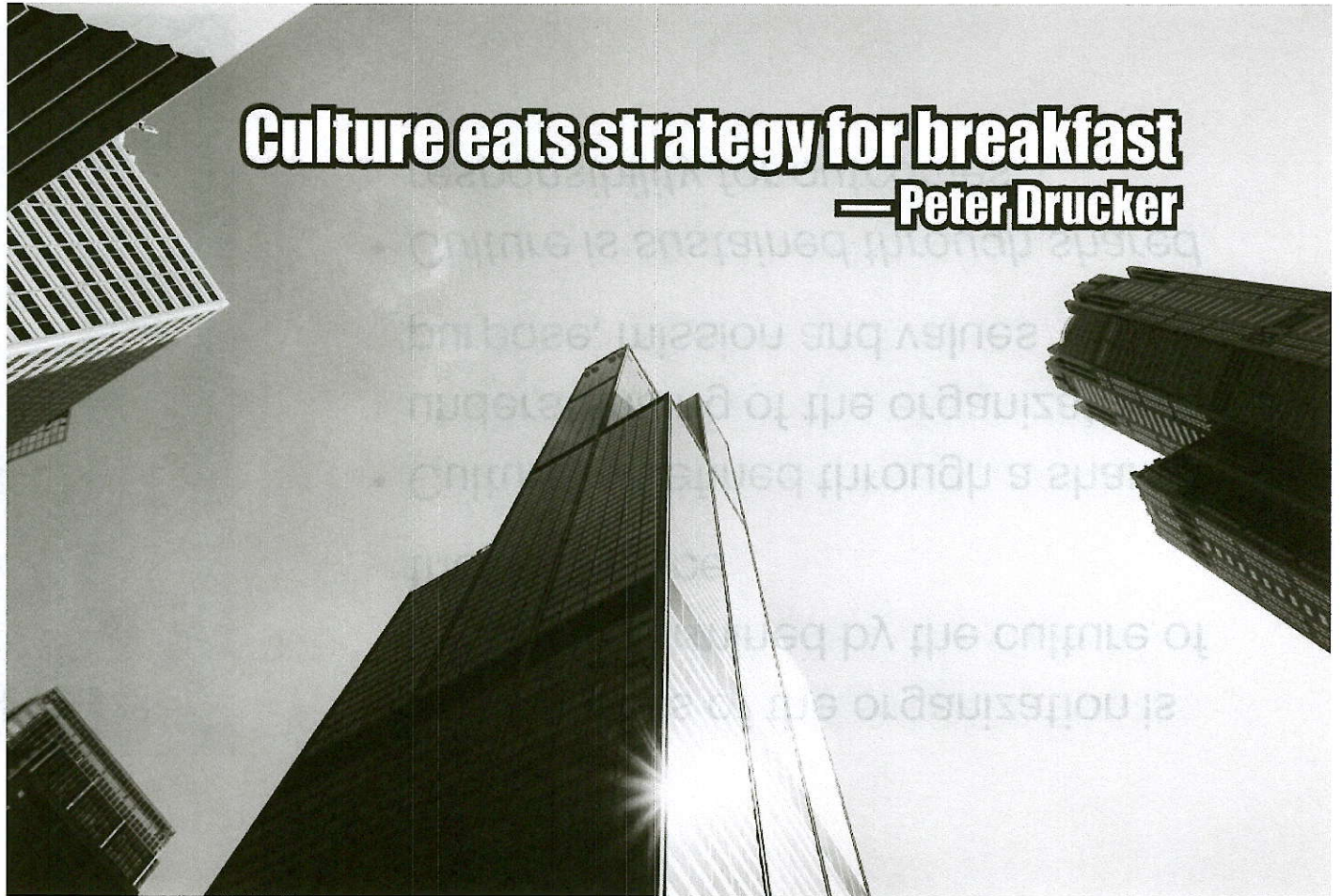
- **People and Learning Perspective**

- Employee Handbook update
- Annual reviews of HCSSC bylaws and job descriptions
- Ongoing professional development

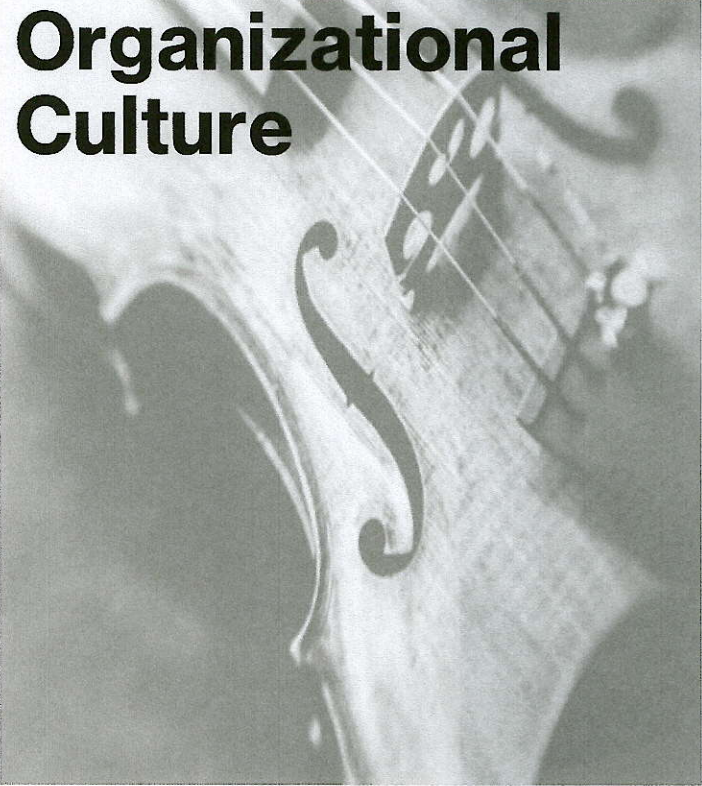
## **Pluses and Wishes – 10 minutes**

- At your tables, discuss and record your Pluses – things the staff have achieved in service of the strategic plan
- Then, discuss and record your Wishes – things you wish the staff had done more of, less of, or differently
- Be prepared to report out

**Culture eats strategy for breakfast**  
— Peter Drucker



# Organizational Culture

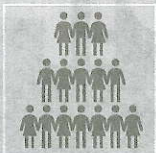


- The success of the organization is largely determined by the culture of the workplace
- Culture is defined through a shared understanding of the organization's purpose, mission and values
- *Culture is sustained through shared responsibility for outcomes*

## Staff survey summary - 2023



Culture is the foundation and embodiment of an organization. When Hillsdale County Senior Services Center employees were prompted, “Our mission and values are important to me.”, **100% of respondents answered either “strongly agree” (76%) or “agree” (24%).** Members of the Center team are not just completing tasks – they are working toward an important goal, outlined by the mission. And this solid foundation is evident across the board.



Staff in large part, appear to work together well as teams and across teams, trust each other and feel good about their work; they have a sense of purpose. They feel they are respected and provided opportunities for growth.



Indeed, a positive and collaborative work environment, where team members are comfortable and satisfied with their job and leadership, translates into **better service for consumers.** This is borne out in the stakeholder interviews where responses were overwhelmingly positive about the Center.

Bonus Content

# High- Performing Teams

# High-Performing Teams

- High-performing teams are intentional
- *They are interdependent and value team capabilities*
- They create and foster learning environments

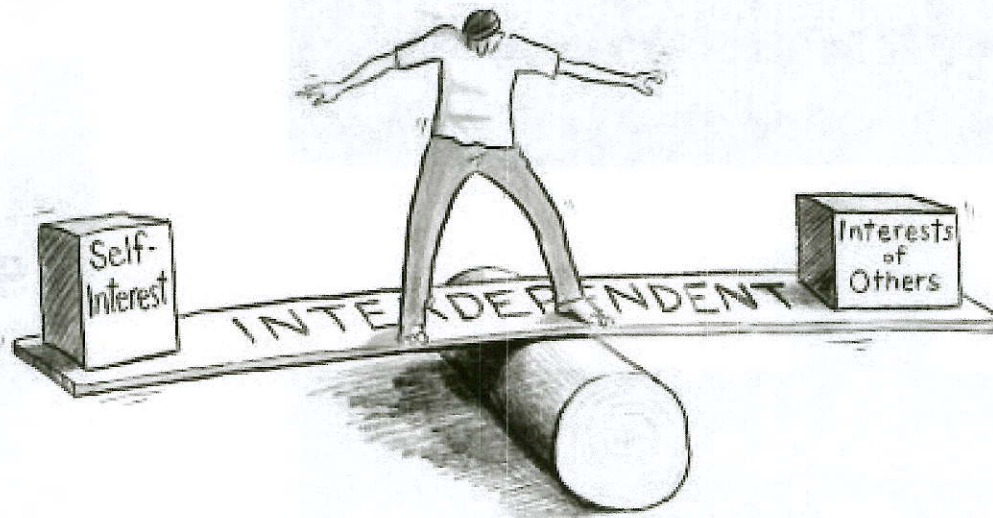


# Interdependence

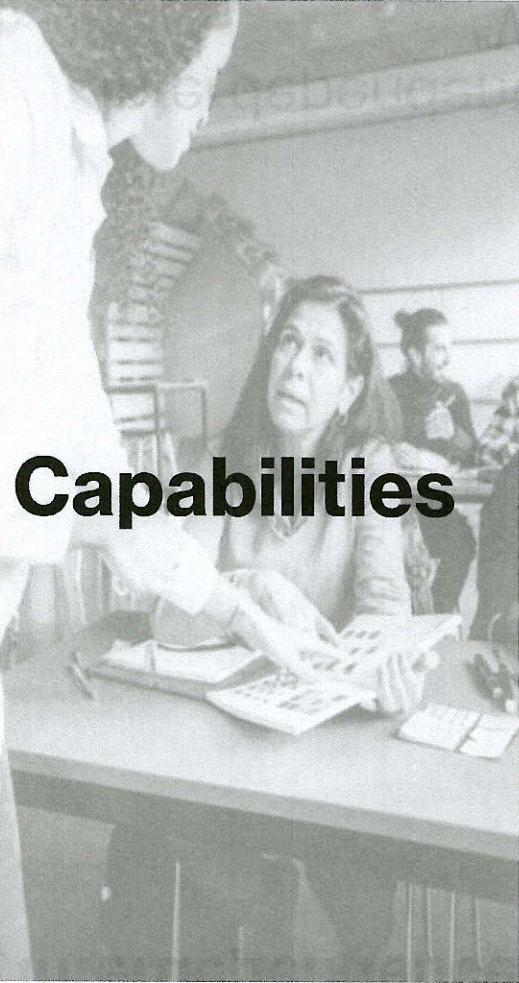


- Interdependent people value and draw on the resources of others
- They value consensus and focus on the achievement of group goals
- They seek collaboration, knowing that all of us are more efficient than any one of us

## Interdependence reinforces the value of the part to the whole

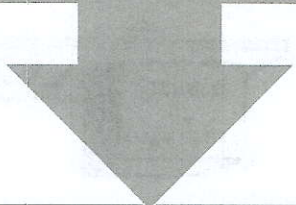


Interdependent individuals embrace a sense of community –  
“We-ness” as much as “Me-ness”



## Capabilities

Individual Capability = belief in one's own capacity to make a difference through one's work and willingness to take responsibility to do so



Team Capability = belief that team members together, can produce successful outcomes and overcome obstacles to their goals

# Expanding Team Capability

**Interdependence  
fuels the growth of  
team capabilities  
when individual  
members envision:**

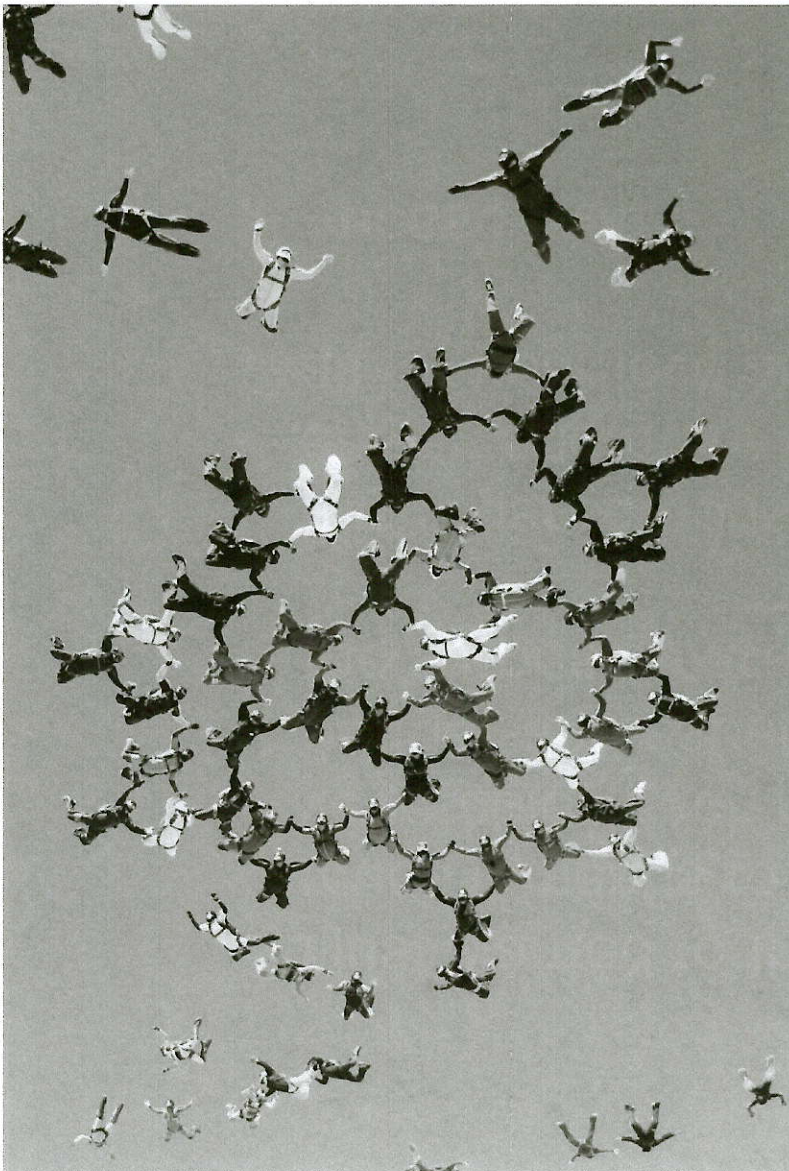
- The potential of the team as a collective force

**-AND-**

- The belief in the team to accomplish important work that individuals working in isolation are unable to achieve

## Discovery and Reflection – *10 minutes*

- At your tables, create a list of the knowledge, skills and abilities present in your teams
  - *include those of absent members*
- Share with the larger group



## High Performing Teams Routinely:

*Self-manage – “Who are we?”*

- Share clarity of the group’s shared purpose and expected outcomes

*Self-monitor – “Why are we doing this?”*

- Using assessment and feedback, inquire into processes and systems

*Self-modify – “Why are we doing this this way?”*

- Reflect on, evaluate and apply learning to future activities
- Evaluate which practices to continue, which to abandon and which to modify

“I just wanted to thank you, and let you know how much it means to me to have all the fresh fruit and vegetables each month-which are not included in my budget-and especially the extended two months and the surprise extras in the November package.

It is organizations like yours that make life a little easier, and more healthy for people like me. Bless you all for your love and concern.”

**– HCSSC client**



# Wrap Up

What is one thing you might do to make a big difference in achieving the strategic direction of the organization?

# Thank you!

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