

## **DONNA ELBRECHT**

### **EMPLOYMENT HISTORY**

#### **Easterseals Northern Indiana, Inc.**

Chief Executive Officer-Network

July 2021-

present

Created network of providers through mergers and strategic alliances serving Northern Indiana. Provides strategic leadership and oversight responsible to parent company board of directors. Works with subsidiary boards to ensure meaningful services to support local community needs, serving 11,000 people throughout twenty counties, with a dedicated staff of 1100 employees and revenue of \$50 million.

#### **Easter Seals Arc of Northeast Indiana, Fort Wayne, Indiana 46825**

President/CEO

Feb 2011-present

Responsible for administration of human service organization in Northeast Indiana that annually serves 1,000 people with developmental disabilities and their families in a 16-county region. Agency operates with an \$18 million and a staff of 450. Services include Adult Day Center, transition services, teen programs, recreation, respite, caregiver support, employment training, sheltered workshop, residential services, supportive living services, nursing services, MedWaiver services, home-based services, case management, assistive technology and advocacy. ES Arc also owns and operates residential group homes, a respite house and Med-Waiver apartments and operates an on-site health clinic.

#### **Improved infrastructure**

- Established Balance Scorecard performance measurement system. Began using Net Promoter Score to measure customer satisfaction. Increased Net Promoter Score from year to year.
- Cultivated a culture of accountability by implementing Oz Principles.
- Revised agency strategic plan for 2013-2016.
- Dissolved Arc Foundation and restructured Board of Directors. Increased President's Council level donors of board members.
- Eliminated operating deficit and created operating surplus. Net income improved by \$650,996 or 1700% over a one-year period. Fundraising increased 18% over a one-year period. Reduced agency debt.
- Increased number of consumers by 134 over a one-year period.
- Decreased negative discharges by 7 over a one-year period.
- Increased operating efficiency by enhancing database, electronic record systems and other processes and restructuring organizational chart.
- Transitioned group homes into MedWaiver homes
- ES Arc was accepted as one of the expanded providers of Extensive Medical Need Supervised Living Homes. The State of Indiana designated ES Arc as a Wellness Coordination Provider

- Used MacMillan Matrix and other tools to evaluate programs and services. Closed the child care center to focus on mission-driven services. Launched a Transitions program for people with I/DD ages 13 to 30 and teen programs, both of which have filled to capacity.
- Created meaningful collaborations with community partners such as Ivy Tech Community College, East Allen County Schools and Parkview Hospital.

#### Improved leadership and learning opportunities.

- Launched an internal College of Direct Support Professionals (DSP) and Supervisor's College to provide staff with needed education and support.
- Increased employee engagement survey scores from 89.23% in 2012 to 93% in 2013 and quality observations from 76% in 2012 to 90% in 2013.
- Decreased staff turnover by 9.4% in one-year period.

#### Improved programs and services.

- During FY2013, 70.04% of clients made improvements in goals identified in their person-centered plans and 69.96% met goals identified in person-centered plans.
- Increased lifelong learning experiences for consumers to an average of 990 per month.
- Created customized programs, including programs for senior consumers and teens.
- Created and funded a range of Meaningful Day activities driven by consumer interests.
- Restructured employment services to better achieve outcomes and meet community needs.
- Improved consumer health outcomes by implementing health/wellness programs, expanding nursing staff and opening an on-site clinic staffed by a Nurse Practitioner.
- Received 3-year CARF accreditation for Behavior Consultation Services, Community Integration, Host Family Services, Supported Living, Respite and Organizational Employment Services.
- Began offering behavior management training classes to families.
- Started on-site literacy program resulting in 60% of participants improving reading skills.

### **Lutheran Social Services of Indiana, Fort Wayne, Indiana 46802**

President/CEO

June 2008-Feb 2011

Defined and executed the strategic business direction, strategies, goals and budgets of a \$3.3 million dollar social service organization serving Northeastern Indiana.

- Implemented the Balanced Scorecard
- In first 12 months, decreased operating deficit by \$350,000
- Developed and implemented first individual donor program
- Increased persons served by 58.6% over previous year
- Increased contributions by \$523,969 in 2009 (25%)
- Achieved \$905,000 + improvement in change of net assets from 2008
- Realized a \$364,000 + improvement in operations from prior year
- Increased operating revenue by 8% from prior year
- Decreased operating expenses by 3% over prior year
- LSSI made the top 40 out of 400 organizations in a nationwide Social Impact Business

- Plan competition sponsored by Duke University
- Successfully developed three new service lines

## **Easter Seals Iowa, Des Moines, Iowa 50311**

President/CEO

Jan 2002 -June 2008

Assured a high quality service delivery system for people with disabilities or other special needs and their families through a defined strategic direction that met the identified needs of people in the community.

- Realized 16% growth in services during last two consecutive years
- Changed services based on the needs of consumers and families
- Opened the first integrated child development center in Des Moines
- Created a state-wide, Governor-endorsed Mentoring Day for students and adults with disabilities.
- Worked with community leaders to complete a franchise feasibility study to diversity services and revenue options.

Defined the strategic business direction in annual plans, strategies, goals and budgets.

- Developed and executed Balanced Scorecard planning and management process
- Alignment of overall planning process to pay-for-performance
- Increased overall budget from \$4 million to \$8.5 million
- Increased program revenue by over 16% average per year
- Increased public support by over 12% average per year

Responsible for developing and implementing effective financial systems, processes and controls.

- Developed and implemented new financial software and consumer data base
- Deployed Six Sigma reducing first time billing denials to less than 5%
- Provided leadership to organization after former leadership embezzlement
- Maintained all government contracts and donors during the embezzlement crisis

Actively participated in the recruitment, orientation and development of board members

- Consistently filled all Board of Director slots
- Diversified Board of Director that included business and community leaders
- Developed new board member orientation process
- All board members made individual donations of \$1,000 or more
- Established a new foundation to support Easter Seals Iowa
- Recruited high-profile donors and community leaders to be on new foundation's Board.
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Influenced system and regulatory changes to better meet needs of people with special needs.

- Developed and implemented strategic government relations plan
- Secured state appropriations to support services during last two consecutive years
- Testified at Iowa Senate and House of Representatives as expert on disability related policies and funding issues
- Hosted successful legislative receptions increasing consumer and family advocacy efforts with key legislators, last three consecutive years

Demonstrated understanding of non-profit administration and assured best practices in keeping with regulations.

- Voluntarily implemented Sarbanes-Oxley policies and procedures to strengthen overall transparency and public trust
- Established first-ever Independent Audit Committee
- Interviewed numerous times by media as non-profit expert discussing topics of governance, fundraising ethics, non-profit accountability, best practices

Assured effective leadership of senior management team and continuously encouraged and supported their personal leadership growth.

- All senior management had individual development plans
- Ensured A succession plan was in place

Staffed organization with competent employees and created an environment for high performance, growth and learning.

- Implemented first ever organization-wide Employee Development Program
- Implemented competency based recruitment and development practice
- Implemented communication profiles for all employees to ensure better communication and teamwork
- Deployed diversity teams, recruiting and retention team, operations team, safety team, and quality teams to ensure employee involvement
- Developed and implemented pay-for-performance

Ensured the organization had all components of a comprehensive development program. Took lead role in fundraising, particularly related to major gifts.

- Overall contributed dollars increased by over 15% on an annual average
- Created signature special event. Increased new corporate support by over 20% from previous year
- President Council members (individual donors \$1,000 and above) increased by 12% on an annual average
- Raised capital funds to build accessible tree house, zip line, play ground and program building improvements
- Established new Foundation to support Easter Seals, Iowa. Recruited new high-profile donors and community leaders to serve on new Foundation's Board of Directors

### **Lutheran Social Services Iowa, De. Moines, Iowa 50311**

Vice President of Operations

Feb 2001 -Jan 2002

- Responsible for operation of statewide human service agency that included a \$20 million budget, over 100 program offerings, 680 employees and over 30 office locations.
- Developed, recommended and implemented objectives and policies and procedures.
- Provided strategic leadership regarding the development of talent, mergers/acquisitions, quality collaborations and organizational effectiveness.

- Provided leadership for the ongoing development of the LSS business portfolio.
- Developed annual community-based marketing strategies with Resource Development Department.
- Assisted the President and Operations staff with public engagements and resource development activities.

### **Easter Seals Iowa, Des Moines, Iowa 50333**

Vice President of Program Services

Jan 1998 –Feb 2001

- Responsible for operations of human service agency, including supervision of department managers
- Provided leadership as member of Senior Management Team. Set strategic goals and developed operational plans to meet those goals.
- Worked with funders and consumers to create innovative services that met key stakeholders' needs.
- Wrote and presented marketing, operations and business plans for new services and expansion of existing services to funders, agency Board of Directors and staff.
- Responsible for ensuring *all* departments met applicable certification requirements:
- Developed and implemented quality assurance program which included feedback from consumers, families, employees and funders and met accreditation standards.
- Increased budget from \$3.8 million in 1994 to \$5.7 million in 2001.

### Senior Director, Community Programs

Sept 1996 -Dec 1997

- Responsible for all aspects of operations for Employment and Vocational Services, FaRM and Transportation.
- Developed and implemented Case Management and Polk County Capitation programs.

### Director of Vocational and Employment Services

July 1993 -August 1996

- Managed vocational and employment programs.
- Converted sheltered workshop to community-based employment services.

### Director, Employment Services

Sept 1999) -July 1993

- Coordinated Supported Employment program.
- Improved program from deficit to profitable status and doubled number of employees.

### Employment Consultant

June 1990 -September 1991

- Developed community employment opportunities for persons with disabilities.

### **NATIONAL EASTER SEALS ACHIEVEMENTS**

- Presented at National Conferences:
  - Program Expansion (2006)
  - Six Sigma and Quality Improvement (2004)
  - Best Practice Corporate Partnerships (2004) ~ Best Practice Strategic Planning (2004)
  - Crisis Management (2003)
  - How to Make Your Vocational Programs Financially Viable (2000)

- National Easterseals board member
- Marketing Vocational Services (2000)
- Conversion of Sheltered Workshop: Managing Through Change (1996)
- CEO Internet Planning Team 2005 -present
- Quality Council Member 2004 -present
- Leadership Academy Guest Trainer (2005)
- Served on Vocational Business Plan Development Team
- Served on Ticket to Work Regulatory Advisory Team
- Provided consultation to other affiliates
- Provided technical assistance to Easter Seals affiliates on managing change, program growth strategies and strategic planning
- Excellence in Service Innovation Award, National Easter Seals 1998

## **OTHER PROFESSIONAL ACHIEVEMENTS**

- INARF Chair of the board 2022- present
- Cameron Hospital Secretary of the Board 2022- present
- The Arc of Indiana, Outstanding Professional Award Winner
- Vice President Indiana Conference of Executives of The Arc (ICEArc )
- Chair, The Arc of Indiana Managed Care Committee
- Served as contracted consultant to health care organizations, school systems and other non-profits in Northeast Indiana (2008–current)
- Team Leader for "Shared Services" initiative, Allen County, 2010
- Certified Six Sigma Champion
- Provided expert testimony to Governor's office and legislators for policy and funding change for people with disabilities, Des Moines, Iowa, 2006 -2007
- Member Northwest Rotary, 2005
- Downtown Partnership Diversity Committee, Des Moines, Iowa, 2004
- Presented at Iowa Council of Foundations: Non-Profit Accountability, 2004
- Governor's Developmental Disabilities Council, ID Action Advisory Board, 2003-2008
- Recipient of "40 Under 40" Award, Des Moines Business Record, 2003
- Governor' s Adult Decategorization Oversight Committee, 1999 -2003
- CARF Surveyor, 1995-2001
- Transition Advisory Committee for Heartland Area Education Association, 1993-2001
- Provided *Leading Through Change* training and technical assistance to Snohomish County, Pierce County, and King County, Washington, March-July 1999
- Northeast Indiana Regional Opportunity Council Member

## **EDUCATION**

**Valparaiso University, Valparaiso, Indiana** May 1989 Bachelor of Arts.

Major: Communication and Public Relations. Minor: Business Administration.