



A FUTURE OF POSSIBILITIES

2024-2027 Strategic Plan and
the Path to Greater Impact



Be A Champion

Ways to Get Involved

- Volunteer
- Donate
- Partner
- Advocate

Inglis is enriched by those who contribute their time, energy, and talents to our community.

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Introduction

Founded in 1877 on the dream of Annie Inglis and the determination of her mother Caroline, Inglis is the oldest, largest, and most comprehensive organization of its kind in the nation. Over the course of nearly 150 years, Inglis has evolved from that early dream into the dynamic system of services designed to maximize the independence of adults with physical disabilities and aging adults. As a trailblazer and thought leader in disability support and care, as well as a resource to communities across Pennsylvania, Inglis' dedicated team has continued Annie's spirit of vision casting—looking to a future marked by expanded reach and sustainable financial health in all Inglis services. As Inglis continues to pioneer new technologies and ideas, we are excited to share more about our commitment to increase accessibility and innovation with initiatives from our 2024-2027 Strategic Plan.

Our Mission

Inglis' mission is to enable people with disabilities—and those who care for them—to achieve their goals and live life to the fullest.

Our Vision

We champion independence through innovative, life-enhancing services, and communities.





The 2024-2027 Strategic Plan

is the result of nearly 15 months of thoughtful work from a dedicated group of key stakeholders who employed a ground-up approach in gathering insights from both staff and Inglis service recipients—the heartbeat of our organization.

Although the plan outlines initiatives for the future, we also understand our environment changes rapidly, and the ability to adapt and evolve is crucial to remaining relevant and sustainable. This new plan is built on a framework that supports intentionality and agility.

The collaborative and data-informed process included focus groups, surveys, interviews, strategy sessions, an environmental scan, and a review of industry trends affecting our programs and services. By tapping into honest voices from our stakeholders, we developed a plan that reflects our shared commitment to demonstrate impact, unify culture, and advance our financial sustainability.

In this report, we invite you to explore key elements of the important strategic work, as you think about ways to participate in new opportunities resulting in creative and deep impacts on the people and communities we serve.

Who We Are

Independence. Choice. Access.

These guiding principles have and will continue to inform Inglis' holistic, human-centered approach as we support over 2,000 individuals with disabilities to live the lives of their choosing each year.

From long-term care, housing and housing assistance, assistive technology, employment and job coaching, home modifications and more, we champion people with disabilities and create solutions that help people realize their goals.



Our Why

Behind the strategy and initiatives that will define Inglis' next phase of operations are the adults with disabilities and seniors who inspire and inform the work we do and the work that is yet to be done.

Throughout this report, you'll get to know a few of those we serve who experience independence through the work of our dedicated team, alongside our new values and the big questions we plan to answer over the three years our plan covers.





“ [Before Inglis], I couldn’t even reach the sink to get water. I had to crawl all over the place,” Ed shared. “[Now], I don’t even think I’m disabled anymore. ”

Meet Ed

Edwin Dunfee is a distinguished Navy veteran and gold medal winner who has overcome serious challenges. In 2016, Ed had a massive heart attack, went into a coma which soon after led to a battle with sepsis which resulted in both legs being amputated.

Now a decorated competitive wheelchair athlete and resident of the Inglis Apartments at Elmwood, Ed credits much of his new lease on life to the affordable housing community designed for individuals with disabilities.

Answering The Big Questions

The Strategic Plan defined three **Big Questions** that encapsulate the challenges faced at Inglis as well as answers that included the prioritized initiatives that will help elevate the work we are doing to advance in our strategic goals through 2027.



How do we demonstrate impact at Inglis?

We provide high-quality services and access to communities that enhance lives. To do this, we will:

- › *Listen & Anchor Our Actions in Stakeholder Input*
- › *Strengthen Community Advocacy*
- › *Communicate Our Mission Clearly and Consistently*
- › *Showcase Our Leadership in Innovation*
- › *Expand Our Capacity to Make Data-Informed Decisions*



How do we unify culture at Inglis?

We intentionally build a cohesive culture grounded in a shared understanding of our values and purpose. To do this, we will:

- › *Strengthen Internal Communications and Transparency*
- › *Communicate Inglis' Values and Mission*
- › *Improve Cross-Functional Collaboration and Engagement*
- › *Prioritize Employee Recognition & Support*

How do we advance financial sustainability at Inglis?

We maintain or improve the financial resources needed to continue Inglis' mission into the future. To do this, we will:

- › *Improve Operating Performance*
- › *Leverage Strengths to Diversify Funding Sources*
- › *Develop Innovative Collaborations*





Meet Duncan and Dave

Duncan Campling (pictured left) and **Dave Zawacki** are two Inglis House residents who have experienced healing through music therapy after medical emergencies that resulted in their disabilities. As musicians and lifelong music hobbyists, Duncan and Dave were able to reconnect to their love of music through the in-house rock band, Wheelz.

They both credit the music therapy program for giving them the joy of friendship and camaraderie with weekly band practices and stage performances.



The Inglis Difference

As we look towards growth and opportunities, these seven differentiators define who we are as an organization—the DNA of Inglis. When vetting new ideas, we lean into these attributes and use them as a guide, ensuring we lead with our unique strengths.



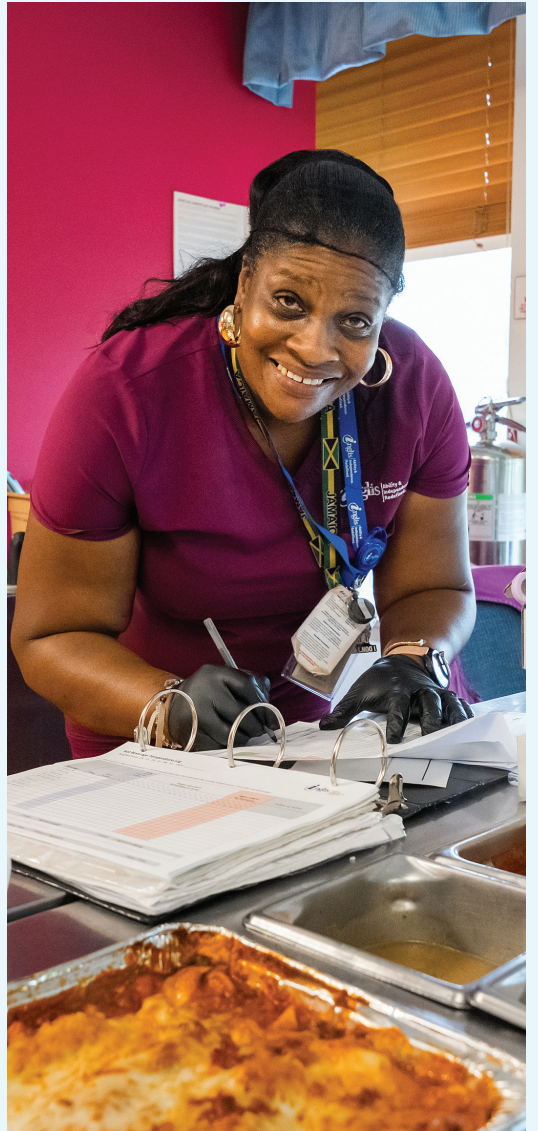
- Longevity and History
- Whole-Person Approach
- Accessibility-Focused
- Solutions-Oriented
- Multifaceted
- Person-Centered Philosophy
- Creative



Our Biggest Asset

At the heart of each of our differentiators are the people who show up every day to make an impact in the lives of the people we serve. Our dedicated team of nearly 600 are the key drivers in the innovative and creative culture that make us who we are.





The Values That Guide Us

Our Core Values were established by a diverse group of staff, Board members, and Inglis service recipients, further shaping the “how” behind our work. These deeply held beliefs will guide Inglis team members in our decision-making as we overcome challenges, coach each other with compassion and understanding, and implement key initiatives from the strategic plan in our daily, people-centered work.



1

INCLUSION

We believe in ensuring everyone's voices and choices are valued by respecting differences in perspective, listening with an open mind, and welcoming people to be their true, authentic selves without judgment.

2

INTEGRITY

We believe in doing the right thing—even when it's hard, even when no one is watching, and even if it's unpopular. We are honest and take accountability for our roles and responsibilities.



3

INNOVATION

We believe in evolving our practices to meet current and future needs. We are willing to take risks, experiment, and learn from our experiences.

4

COMMUNICATION

We believe in honest, two-way exchanges of information that include listening to understand, being direct, and being respectful.

5

COLLABORATION

We believe in partnering with internal and external stakeholders, as we harness individual and group energy and strengths to achieve impactful results.



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