

A Brief History

Caswell Center has been serving people with mental retardation since it was established in 1911. It is the state's oldest residential facility of its kind. What is now an over 300-acre campus with more than 100 buildings was the brainchild of LaGrange native, Dr. Ira May Hardy, in a paper he presented to the Seaboard Medical Society.

Dr. Hardy had a child with mental retardation in his own family and realized the need for a school for the "feebleminded". His vigorous lobbying, with support of the medical community, moved the North Carolina Assembly to authorize the school on March 4, 1911.

A new superintendent, Dr. C. Banks McNairy of Lenoir County, was at the helm on July 1, 1914 when 15 young women became the first admissions. Those first residents lived in a farm house (now called the Stroud House) standing on the 807 acres Kinston and Lenoir County offered state officials to use for the school. In less than a year, the school had 120 residents, 65 of them boys. Most of those first residents were able to help with housework or worked on the farm.

In 1915, Dr. McNairy convinced the legislature to change the name of the facility to Caswell Training School. The name, Caswell, honors Revolutionary War leader Richard Caswell who lived in Lenoir County and served as the first governor of the independent state of North Carolina. The facility was re-named Caswell Center in 1963.

Caswell's census reached 2,000 before other state facilities were opened to serve people with mental retardation. With sister institutions in Goldsboro, Butner, Morganton and Black Mountain, Caswell today serves citizens in the eastern region of the state. It is an agency of the Department of Health and Human Services in the Division of Mental Health, Developmental Disabilities and Substance Abuse Services. Caswell Center is now home to approximately 445 individuals whose average age is 56 years.

Caswell Center works with the Eastern Region Local Management Entities to provide support for people with developmental disabilities as needed to ensure their continued success in the community.

Due to the changing service delivery system, Caswell Center remains committed to providing quality services to meet the needs of people with developmental disabilities.

A Message from our Director "Being Passionate About Our Future"

During the three years that this Strategic Plan covers, Caswell Center will be undergoing some significant but exciting changes. We are passionate about providing the very best for the people we serve and look forward to these opportunities for improvements.

Through the approval of \$14.8 million dollars of Capitol Renovation Bond money, the Center will have the opportunity to renovate homes to provide for functionality, accessibility, and beauty. The individuals will be able to enjoy cooking all their meals in their kitchens, learning how to care for their personal belongings in a large, accessible laundry room and improve their self-care skills in bathrooms that meet their needs.

The Center will continue to downsize and reduce resources during this planning time. Although downsizing is often seen negatively, I believe we can use this opportunity to streamline our business practices and provide even better services to the people we serve.

Finally, Caswell Center will have an opportunity to develop a plan for our future, which may include providing services to new disability groups. Defining the role and responsibilities of the Center is a high priority and we are excited about what the future may hold for us.

As we move along this path, I challenge you to remain passionate about your work. Remember why we are here, determine how you can be a part of leaving a legacy at the Center, pursue and demand quality in all that is done, and nurture the relationships that we have among the individuals, employees, families and others. Together we can excel!

Beverly Vinson, Center Director

Our Mission, Vision and Values

Mission

Caswell Center, serving as North Carolina's Eastern Region resource center, provides specialized residential, programmatic and support services for people with developmental disabilities.

Vision

In partnership with the people we serve, families, and public as well as private entities, Caswell Center will be the leader in serving people with developmental disabilities.

Caswell Center will provide a spectrum of specialized services that are person-centered, technologically advanced, and managed in an effective and fiscally responsible manner.

Values

We value people.

- The individuals we serve are our first priority.
- People are treated with respect, honesty and dignity, recognizing their uniqueness.
- People have a right to make choices and decisions about their lives.
- People have a right to an environment that fosters independence and self-determination.

We value collaborative efforts to achieve quality outcomes.

- Two-way communication at all levels is honest, open, timely and accurate.
- All affected parties have an opportunity for input in the decision-making process.
- An attitude of ownership by all stakeholders is promoted.
- Positive community relations are promoted.
- Standards are set to achieve excellence.

We value an organizational culture that promotes excellence.

- New ideas, concepts, technological advances and creativity are promoted.
- Opportunities for continuous learning and professional growth are supported.

We value the responsible management of people, funds, facilities and knowledge.

- The allocation of resources is focused on enhancing the lives of the people we serve.
- Homes are personalized, ensure privacy and promote independence.
- Environments are well maintained, clean, safe and comfortable.
- Expertise and experiences are shared with the broader community.

Goals for the Future

Service Delivery

1. To develop and implement new services.
2. To continue to enhance the current service delivery model for persons with mental retardation.

Human Resources

1. To identify and develop the resources needed for the new service delivery models.
2. To manage the effects of downsizing and budget reductions.
3. To enhance recruitment and retention efforts.
4. To develop and implement a planned, ongoing approach to employee development throughout their employment.
5. To develop and implement a plan to create a Culture of Excellence within the total organization.
6. To further develop the use of volunteers and students.
7. To promote the health and wellness of employees.

Facility Maintenance and Improvements

1. To manage the capital bond renovations.
2. To develop a plan for further renovations and new construction.
3. To identify needs for beautification and facility improvements and develop a plan for completion.
4. To develop a plan to further expand the infrastructure to support technology and communication.
5. To continue to evaluate and develop plans for the appropriate use of space.
6. To develop and implement a plan to improve energy efficiency and conservation.
7. To develop a plan for back-up generation capabilities for the entire facility.
8. To develop a plan to expand the use of the work order system.
9. To continue to evaluate and develop plans for safe and sanitary environments.

Resource Development

1. To grow the Caswell Center Foundation to enhance support for facility needs.
2. To identify and develop a plan for accessing new funding.
3. To develop a comprehensive plan to market Caswell Center, its services and products that the individuals create.
4. To manage downsizing and budget reductions.
5. To identify opportunities for producing additional income for the facility.
6. To increase the number of vehicles as signed to the homes.

Partnership Development

1. To identify and develop partnerships for the new service delivery model.
2. To build a partnership with Eastern Region Local Management Entities to support their needs.
3. To identify and develop partnerships with appropriate others (e.g., LCC, Kinston Community Health Center, Hospitals, AHEC, colleges and universities, etc.)
4. To develop and implement an “Ambassador Program” that will be used throughout the Eastern Region.
5. To develop a regional “support plan”.
6. To increase family contact, participation and support.

Quality Improvement

1. To develop a comprehensive Risk Management plan.
2. To evaluate the 2005-2008 Strategic Plan accomplishments.
3. To identify and implement best practices for the new service populations.
4. To develop and implement strategies that create a culture of excellence, caring, and values in the entire organization.
5. To track and evaluate the effects of the loss of resources.

Technological Advancement

1. To improve and expand the use of computers by employees.
2. To computerize Caswell Center systems and data.
3. To improve and increase the use of technology in homes and work areas by the individuals (e.g., “smart” homes).
4. To increase the use of the Telemedicine Clinic and the Telehealth Room.
5. To expand communication through the use of digital television.
6. To increase the use of “Psych-Link”.
7. To explore the use of “Provider Link”.

Research

1. To utilize and conduct research.
2. To conduct pre and post research on the new service models.

Caswell Center Strategic Plan

July 1, 2005 - June 30, 2008



The Caswell Center logo represents Caswell Center’s past, present and future service delivery. This lighthouse and slogan signify the eastern part of the State, as Caswell Center’s service region and the Center’s leadership in service into the new millennium. The solid outline of the State, with the words “since 1911”, honors the Center’s legacy of service to North Carolina by being the first facility of its kind in the State. The arched design of the logo represents the horizon, which is firmly established in the present but invites the viewer to look to the future. The lighthouse represents Caswell Center’s commitment to being a beacon for the future to people with developmental disabilities in Eastern North Carolina.

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Caswell Center does not discriminate on the basis of race, color, national origin, religion, or disability.