

<b>Shepherds Recovery Counseling Services Inc.</b>	<b>Policy and Procedures</b>
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<b>Subject:</b> Strategic Planning (2019-2022)	<b>Adopted:</b> 06/10/2017
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<b>Approved By:</b> - <i>Femi Rotimi</i>	<b>Revised:</b> 08/12/2020

## ► Executive Summary

(SRCS Agency) is a community based outpatient Agency dedicated to filling gaps in services to Oklahomans with mental health. (SRCS Agency) has been serving people in Oklahoma since (2017).

Our intent is to engage in a strategic planning process (every 4 years) in which a variety of input and information is analyzed. This information comes from consumers of our services, referral sources, community groups, funders, and also aggregate demographic data. The process also includes an analysis of the SRCS agency's strengths, and weaknesses and emerging opportunities and potential threats. Out of this process a strategic plan is formulated and the "critical issues" for the SRCS Agency are developed and measurable goals are developed to address them.

## ► Our Mission, Vision, and Guiding Principles

### → Mission of SRCS

The mission of SRCS is to promote mentally and emotionally healthy youths and their families by reducing delinquency and child abuse through individual, family and group counseling and by providing community-based counseling for children, youth and adult, SRCS will also provide public education programs and training seminars to schools, churches, organizations, professional, and community groups, **upon request**

### → Employee Vision Statement

We inspire integrity, pride, trust and respect within our agency. We encourage employee involvement and creativity as a source of new ideas to continuously improve services. As stewards of community resources, we embrace the opportunities and of being change agents in the lives of those we serve.

### → Guiding Principles

We commit ourselves to these Guiding Principles:

1. **Principle of Excellence:** - we shall always strive to excel in our compliance with rules, regulations, and expected outcomes
2. **Principle of Professionalism:** - we shall be professional in our interactions, in our appearance, and in our work ethic

3. **Principle of Beneficial Reciprocity:** - we shall keep in mind the direct relationship between individual productivity and organizational productivity
4. **Principle of Order:** - we shall always respect our policies, our leaders/supervisors, and each other
5. **Principle of Unrelenting Faith:** - we shall not allow trials and tribulations to undermine the power of our beliefs
6. **Principle of Focus:** we shall always remember why we are here, who we serve, and what we are expected to accomplish
7. **Principle of Effectiveness:** we shall strive to deliver meaningful and measurable benefits to our persons served
8. **Principle of Awareness:** we shall treat our persons served in the manner that our doctors treat us
9. **Principle of Clinical Protocol:** we shall keep in mind the Clinical nature of our work and perform at or above industry standards

## ► **Strategic Planning Defined**

Strategic planning is the process for (SRCS Agency) to address agency goals for all performance improvement activities. All goals and strategies are developed as a result of the **input** obtained from **persons served**, **personnel**, and other **stakeholders**. The strategic plan is reviewed on an **annual basis** by the **Management Team** to determine advancement and sustainability towards goals as well as formulating additional **goals** to address future **developments**.

### **(1. C.1):- The Ongoing (SRCS) Strategic Planning Includes:**

- a. Expectations of persons served
- b. Expectations of other stakeholders
- c. The competitive environment
- d. Financial opportunities
- e. Financial threats
- f. The agency's capabilities
- g. Service area needs
- h. Demographics of the service area
- i. The agency's relationships with external stakeholders
- j. The regulatory environment
- k. The legislative environment
- l. The use of technology to support:
  - (1) Efficient operations
  - (2) Effective service delivery
  - (3) Performance improvements
- m. Information from the analysis of performance

## ► Sources of Input and Information

In preparation for the creation of this strategic plan, **SRCS Agency** has been working with local stakeholders to identify:

- ✓ Unmet mental health needs
- ✓ Strengths and areas of improvement for **SRCS Agency**
- ✓ Opportunities for expansion
- ✓ Current and future threats that may impact **SRCS Agency** ability to support individuals and families with mental health needs.
- ✓ Innovative and evidenced based approaches and models to providing and supporting mental health services.

## ► Input and information came from a variety of sources

- ✓ Mental Health Community Forum:
- ✓ Community Needs Assessment
- ✓ Stakeholder Satisfaction Survey
- ✓ Strengths, Weaknesses, Opportunities & Threats Analyses
- ✓ Employee Needs Assessment and Satisfaction Survey
- ✓ **SRCS Staff**

## ► Services

**SRCS Agency** provides an array of quality mental health services to **individuals** and their **families**. The service population includes people of all age ranges. Specifically, services include assessment, and counseling. A large **percentage** of the people we serve have a **diagnosis** of mental health illness.

## ► Strategic Integrated Planning

→ (1.c.1.a):- **Expectations of person's served**. To ensure that person's served are satisfied with the services **SRCS Agency** will administer **satisfaction surveys** that will be completed each **quarter** and a summary will be presented to the **Executive Director**. The information from satisfaction surveys will be used to **improve** and **address** concerns and expectations of the person's served in the services provided by **SRCS Agency**.

→ (1.c.1.b):- **Expectations of other stakeholders**. To ensure the expectations of referrals sources are addressed a log is maintained of each phone call from a referral source recording concerns or compliments. These concerns and compliments will be addressed in quarterly meetings and will be included in the strategic planning of **SRCS Agency** programs and services.

→ (1.c.1.c):- **The competitive environment.** **SRCS Agency** goal is to continually assess the needs of the community and to develop and provide services to meet these needs. **SRCS** currently provides home based services to meet the need of limited transportation of person's served. **SRCS** plans to consider programs that are limitedly available or unavailable in the area of substance abuse, domestic violence, parenting, and anger management.

→ (1.c.1.d):-**Financial opportunities.** **SRCS Agency Executive Director** reviews various funding sources including private insurance and grants for financial opportunities. These opportunities are presented in the quarterly report and integrated into the strategic planning of **SRCS Agency** programs and services.

→ (1.c.1.e):- **Financial threats.** **SRCS Agency** plans to develop a diverse funding source and referral pool to reduce financial threats.

→ (1.c.1.f):- **The organization's capabilities:-** **SRCS Agency** Executive Director feels that technology can improve function and efficiency within a company. **SRCS Agency** goal is to maintain current technology and to continuously make technical upgrades to best serve the needs of the agency. **SRCS Agency** assigned personnel complete a Technology Assessment each quarter and presents this assessment and recommendations to the **Executive Director** during quarterly meetings.

→ (1.c.1.g):- **Service area needs.** It is the intent of **SRCS Agency** to continuously improve services to meet the mental health need in the area served. The assigned personnel use the Internet, the referral source log, and input from stakeholders to assess mental health needs within the service area. This information is included in the financial threats/opportunities report. This report is presented to the Executive Director during quarterly meetings.

→ (1.c.1.h):- **Demographics of the service area.** Demographics of persons served are gained from Referral/Discharge Log. This information is included in the quarterly patient data report and presented to the agency personnel during quarterly meetings.

→ (1.c.1.I):- **The organization's relationship with external stakeholders.** **SRCS Agency** strives to maintain a positive relationship with stakeholders by encouraging stakeholders to contact the **Executive Director** with any comments or concerns. Stakeholders are also provided with an annual report that includes **SRCS Agency** annual report includes an introduction, program description, financial summary, human resources, assessment of community needs, technology assessment, and **SRCS Agency** improvement goals.

→ (1.c.1.j):- **The regulatory environment.** The compliance program includes internal audits relating to services, medical records and billings by the assigned office personnel. **SRCS Agency** has procedures to internally monitor billing and Clinical documentation

on a regular and consistent basis. The reviews focus on comparisons of submitted billings and the Clinical record, and are designed to detect and prevent mistakes and violations. The reviews also include a review of quality of care, outcomes and length of treatment. The results of the audit are regularly reported to the **Executive Director**.

→ (1.c.1.k):- **The legislative environment**. The **Executive Director** of **SRCS** has adopted a formal Company Responsibility Program. The responsibility of this program will lie with the **Executive Director**. He will oversee and implement this program. The **Executive Director** will provide for education and training programs for employees and respond to inquiries from any employee regarding appropriate billing, documentation, coding, and business practices and investigate any allegations of possible impropriety.

**(1.c.1.D):- SRCS Agency assesses its use of technology to**

→ (1):-**Enhance individual services**: Personnel are encouraged to use cell phone to call home based clients prior to driving to their home to ensure the client is comfortable with services being served in their homes, to maintain efficient operations of the agency and the services provided to the persons served.

→ (2):-**Improve efficiency** and productivity of personnel to ensure effective operations within the agency. Computers are provided for personnel who work within the office environment. All personnel are encouraged to have and to maintain a computer to complete paper work.

→ (3):-**Communicate with stakeholders**: Stakeholders are provided with the **Executive Director** cell phone number to ensure they are able to easily contact him. **SRCS Agency** encourage all persons served, personnel and other stakeholders to provide input as they feel necessary to enhance the quality of services offered by the agency.

**(1.c.M):-** Information from the analysis of performance of the agency is shared with **personnel**, **stakeholder** and persons served upon **request**.

**(1.C.2) (SRCS Agency) Implements written strategic plan that:**

→ (1.c.2.a):- Is developed. A Strategic Planning Meeting is conducted by the Executive Director each quarter. A Strategic Planning Report is developed by the assigned personnel with input from persons served, personnel and stakeholders.

→ (1.c.2.b):- Reflects current and projected financial position. The Strategic Planning Report includes a current and projected budget for **SRCS Agency**. This is done to assess allocating of resources necessary to support the accomplishment of the plan.

→ (1.c.2.c):- **Sets**

(1.) **Goals**: **SRCS Agency** Executive Director reviews past goals and progress made toward goals and develops or updates goals each quarter. These goals are included in the Strategic Planning Report.

(2.) **SRCS Agency Executive Director** reviews past priorities and progress made

toward priorities and develops or updates priorities each quarter. These priorities are included in the Strategic Planning Report.

→ (1.c.2.d):- Is implemented. **SRCS Agency Executive Director** is responsible for ensuring the implementation of the written strategic plan.

→ (1.c.2.e):- Is reviewed and updated for relevance. **SRCS Agency Executive Director** is responsible for reviewing **SRCS Agency** written strategic plan each quarter.

→ (1.c.2.f):-The strategic plan is updated as needed by **SRCS Agency**.

### **(1.c.3) The Strategic Plan is shared with**

a. **Person's served, as appropriate:** - Person's served are provided with a copy of the Annual Management Summary upon request.

b. **Other stakeholders, as appropriate:** - Other stakeholders are provided with a copy of the Annual Management Summary upon request.

c. Personnel are provided with a copy of the Annual Management Summary and Strategic plan upon request.

#### **► Service Area Needs and Demographics of the service area.**

**SRCS Agency** primary clients are **African American, Caucasian non-Hispanic Whites** and **Native Americans** with mental health illness.

Our success in realizing our enhanced vision will be measured by the extent to which we achieve the following **Four (4) Strategic Initiatives.**

→ **I. SERVICE:** - Enhancing, creating and delivering family-centered mental health programs and services across the family life cycle to meet the current and growing needs of our community

→ **II. AWARENESS:** Effectively telling our story to the community, conveying a message that increases the awareness of our mission and programs and demonstrates the impact of our services and the value of this organization to the community

→ **III. STABILITY:** Achieving long-term financial stability by restoring cash reserves, increasing the depth and scope of the Agency's donor base, growing the Agency's endowment funds and implementing a new methodology for the continuous evaluation of program impact and sustainability

→ **VI. PARTNERSHIPS:** Continuing to develop long-term strategic partnerships with key local community partners for the purpose of optimizing the use of existing resources and improving access to care for local consumers of mental health services

The economic and social effects of the **budget cut** in Oklahoma to mental health dominated **SRCS Agency** for past two (2) years, and continue to reverberate through **SRCS Agency**, have unquestionably shaped the development of our new Strategic Plan for (2019-2022). As reflected in the **SWOT Analysis**. We have a deeper understanding of our **weaknesses**, **vulnerabilities** and the **challenges** that threaten our ability to fulfill our **mission**.

In confronting the challenges placed before us, however, we have become stronger as an agency. This has been particularly evident in:

- The continued growth in leadership, **skill** and commitment of **SRCS Agency’s**
- Increased service delivery despite **diminished staffing** capacity;
- The persevering support of **SRCS Agency** volunteer organization.
- New staff resources dedicated to expanding **SRCS Agency** marketing and;
- Achieving re-accreditation attesting to **SRCS’s Agency** success in continuous quality improvement.

It is these **Core Strengths** that not only enable **SRCS Agency** to plan confidently for the future, but to believe in our ability to **execute** our **plans**, achieve our **goals** and become the behavioral health Agency that we **envision**.

## ◀ Strategic Initiatives

### → I. SERVICE

(**SRCS Agency**) will enhance, create and deliver mental health programs and services across the family life cycle to meet the current and growing needs of our community.

<b>Goal - 1</b>	Through <b>10/30/21</b> , the number of individuals receiving Counseling Services will increase annually by at least <b>20%</b> .
<b>Goal - 2</b>	Best practice family-centered treatment models will be continuously evaluated for integration into <b>SRCS Agency</b> service array.

### ◀ II. AWARENESS

(**SRCS Agency**) will be recognized not only as a leader and advocate for family mental health and wellness, but also as the provider of choice for individuals, couples and families, at all income levels, seeking high quality, affordable, outpatient mental health services.

<b>Goal - 1</b>	Allocate the resources necessary to implement a defined public relations and advertising campaign promoting <b>SRCS Agency's</b> distinctive competency in delivering services across the family life cycle
<b>Goal - 2</b>	<b>SRCS Agency</b> will strengthen the measurement and reporting of its treatment outcomes to demonstrate our effectiveness to the community and communicate the impact of our work.

**◀ III. STABILITY**

**SRCS Agency** will achieve long-term sustainability in order to provide for the growing need for family-centered mental health treatment and wellness services within our community

<b>Goal - 1</b>	Complete Strong Future, Strong Families ( <b>SFSF</b> ) project and increase percentage of <b>private fundraising revenue</b> in addition to public funding with the goal of reaching <b>65%</b> of annual budget by <b>2022</b>
<b>Goal - 2</b>	Maximize <b>client fee revenue</b> through timely and accurate billing and client record-keeping practices and increased sales of employee assistance services

**◀ IV. PARTNERSHIPS**

(**SRCS Agency**) will build **long-term** strategic partnerships and **collaboration** with key local community **partners** for the purpose of increasing the overall awareness of **SRCS Agency** and its mission; leveraging and optimizing the use of existing resources; and, improving access to care for local consumers of mental health services.

<b>Goal - 1</b>	By <b>08/30/22</b> - <b>SRCS Agency</b> will actively pursue collaborations with the medical community to create an <b>integrated system</b> of primary and behavioral health care.
<b>Goal - 2</b>	With the dual purpose of expanding the scope and availability of needed services while maximizing the use of local resources, <b>SRCS Agency</b> will continue its collaborative efforts with other providers and community organizations in planning and offering programs and services to our mutual constituencies.



## **Appendix A: SWOT Analysis**

### **► Strengths**

- Central and accessible location
- Greater than (**5 years**) history serving the Community
- Family-centered approach to mental health treatment
- Expertise in the provision of family and couples therapy
- Long-term supporters
- Close working relationships with schools, law enforcement and local network of mental health service providers
- Affordable sliding scale
- Variety of prevention and early intervention programs.
- Medicare certified therapists.
- Experienced supervisors and managers.
- Frequently updated on website.

### **◄ Weaknesses**

- Lack of consistent awareness-building/marketing program.
- Perceived as an agency primarily for low-income clients.
- Limited awareness of **SRCS Agency** by area primary care physicians.

## **Appendix B: SWOT Analysis**

### **► Opportunities**

- Unfulfilled demand for services.
- Advances in technology creating new awareness-building, marketing and service delivery through web site.
- Arrival to the community via anticipated merger of area health care provider with in-patient and out-patient behavioral health services.
- New collaboration with park districts in advertising agency services.

### **► Threats**

- Continuing erosion of federal and state funding.
- Continuing high unemployment contributing to higher levels of individual and family stress and increased need for subsidized mental health services.
- Increasing poverty rates swelling the ranks of potential Medicaid-eligible patients.

- State of Oklahoma' budgetary crisis contributing to cuts in reimbursement for Medicaid services further aggravating **SRCS Agency's** cash flow shortages.
- Medicaid managed care requirements place increasing demands on Clinical and administrative staff time.

## ▶ **Appendix C: Critical Issues**

### **MISSION/SERVICE DELIVERY**

- Perennial question – How do we meet the community's growing need for sliding scale services?
- How do we increase the availability of psychiatric services for children and adolescents?
- Should **SRCS Agency** develop psychiatric services as a stand-alone service?
- What does **SRCS Agency** need to do to maintain its quality of client care while adhering to increasing managed care requirements, i.e., Medicaid managed care?
- Should **SRCS Agency** serve clients residing beyond its catchment area?

### ▶ **SOCIO-CULTURAL/DEMOGRAPHIC**

- How do we more effectively serve the needs of a growing aging population?
- How do we more effectively serve the needs of growing minority populations in our area, particularly Spanish-speaking?

### ▶ **HUMAN RESOURCES**

- Do we need to do anything different to continue to recruiting & maintain qualified staff, especially part-time hourly licensed Clinician and bi-lingual (Spanish-speaking) staff?
- What do we need to do to sustain our recruiting of volunteer board members who have a passion for the agency's mission and are able to commit to the work of the Board?
- How do we restore and maintain the strength and vitality of the Friends of **SRCS** (SFSF).

### ▶ **MARKET CHALLENGES**

- What more must we do to compete effectively within the local psychotherapy market place? What niche do we want to create especially for **SRCS**?
- What more must we do to Increase utilization of agency Prevention & Early Intervention Programs?
- Given limited resources, how can we more effectively market **SRCS**?

▶ **HEALTH CARE DELIVERY**

→<sup>1</sup> What role should the **SRCS Agency** take in promoting/practicing integrated healthcare delivery in this community?

→<sup>1</sup> To what extent should collaboration with other behavioral health providers continue to be a priority for this agency?

→<sup>1</sup> How will advances in brain science impact the way we deliver behavioral health services?

▶ **TECHNOLOGY**

→<sup>1</sup> Is **SRCS Agency's** Management Information Technology (**MIT**) able to meet demands of Medicaid managed care and the evolution electronic medical records?

→<sup>1</sup> How must service delivery adapt to the evolution of technology and its impact on the mental health of individuals and families?

▶ **COMMUNITY/COMMUNITY OUTREACH & PUBLIC RELATIONS**

→<sup>1</sup> What action do we need to take to increase the awareness and profile of **SRCS Agency** within the community?

→<sup>1</sup> How do we leverage existing relationships to increase awareness and promote our mission?

→<sup>1</sup> How do we engage community leaders in support of **SRCS**?