

Allegan County Community Mental Health Services Strategic Plan 2018-2022

STRATEGIC PRIORITY: Engaged and Empowered Workforce

Goal 1. ACCMHS will provide a safe workplace culture built on trust and effective communication.

- Objective A:** ACCMHS will engage staff as participants in process/quality improvement teams.
- Objective B:** ACCMHS will implement a communication process between staff, Management, and Board.
- Objective C:** Employees will report high engagement and satisfaction.
- Objective D:** ACCMHS will enhance the recognition process for staff.

Goal 2. ACCMHS will retain adequate staffing levels to meet service needs.

- Objective A:** Staff to consumer ratio and caseload weight (mix) will mirror established national or state standards.
- Objective B:** ACCMHS will create and implement an organization staffing plan. Note: plan will outline creative design of teams, positions, and optimal use of resources.
- Objective C:** Staff will receive adequate education/training to complete job duties.
- Objective D:** 90% of open positions will be offered to the ideal candidate within 45 days of position posting.
- Objective E:** Annual turnover rate will be 10% or less.

Goal 3. Provide a comprehensive, competitive, and fiscally sustainable benefit package for ACCMHS staff.

- Objective A:** A multi-disciplinary team will identify strategies to improve current benefit package.
- Objective B:** Competitive market-driven salary structure will be identified.

STRATEGIC PRIORITY: Innovative, Efficient, and Effective Business Practices

Goal 1. ACCMHS will use data to inform operational and clinical decisions.

- Objective A:** ACCMHS will provide tools (i.e., technology) and enable staff to do their job effectively and efficiently.
- Objective B:** ACCMHS will improve maturity of business and clinical processes that need to be more fully defined and/or implemented consistently, such as discharge process, intake process, IT operations, budget and training policies, contracts, etc.
- Objective C:** ACCMHS will identify a portfolio of measures/reports to inform operational/fiscal and clinical decisions.
- Objective D:** ACCMHS will use technology solutions to monitor performance of measures within the portfolio, as well as to better understand the health and needs of individuals served.
- Objective E:** ACCMHS will regularly publish selected data to the Board, Management, and staff in a defined schedule.

Goal 2. ACCMHS will increase collaboration with other community partners.

- Objective A:** ACCMHS will be a meaningful and active participant in community meetings and initiatives.
- Objective B:** ACCMHS will improve relationships with community partners thru undertaking of collaborative initiatives to improve quality of care and health of the community.

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STRATEGIC PRIORITY: Accessible and Effective Care and Services

Goal 1. ACCMHS will assure timely access to quality care for all eligible people.

- Objective A:** ACCMHS Access systems will quickly differentiate eligibility of individuals requesting assistance and if unable to serve, provide a warm handoff with other providers when possible and appropriate.
- Objective B:** Care will be provided on a timely basis.
- Objective C:** ACCMHS will provide swift and streamlined access systems, including positioning staff in additional locations.
- Objective D:** ACCMHS staff will advocate for improved transportation in the community.
- Objective E:** ACCMHS Management will complete a feasibility study to determine any additional populations (mild/moderate, private insurance enrollees, migrant population, Native Americans, etc.), that could be served in a fiscally sustainable way.

Goal 2. ACCMHS will provide effective services and promote a healthy community.

- Objective A:** Individuals served will report high satisfaction with services.
- Objective B:** ACCMHS Management will identify clinical services and supports that need to be implemented or enhanced and engage in Plan, Do, Study, Act cycles and/or provide education to staff to improve array of services and quality of services.
- Objective C:** ACCMHS Management will complete a feasibility study to determine which services, EBP, or best/promising practices can be implemented in a fiscally sustainable manner.

STRATEGIC PRIORITY: Enhance Financial Resources Management

Goal 1. Public resources are used efficiently and effectively

- Objective A:** ACCMHS will build an adequate risk reserve.
- Objective B:** ACCMHS Management will complete a feasibility study to determine any feasible methods to diversify revenue (grants, private insurance, etc.).

Goal 2. ACCMHS will deliver services within accepted industry parameters.

- Objective A:** ACCMHS will implement clinical and business practices to ensure the right service is provided at the right time, in the right amount based on medical necessity.
- Objective B:** Select services will be within two standard deviations from state average cost per unit.
- Objective C:** ACCMHS average cost per case will not be higher than two standard deviations (95% threshold) based on state average cost per case.