



Committed to Change, PC Cumberland & Annapolis Maryland

Strategic Plan for 2017-2020 with specific
planning for calendar year 2017
November 2016

Purpose

This document provides an overview of the vision for the future of mental health services provided by Committed to Change (CTC) over the next three years and establishes key priority goals and objectives to be completed in 2017 to support that vision. This plan is not meant to be stationary; the goals and objectives in this document will continue to be updated and modified based on the changing landscape of mental health needs, input we receive from stakeholders as we implement our action steps, and specific data that we collect to evaluate the effectiveness of our implementation. This strategic plan and the progress of implementation will be available to the public through the CTC website at <http://committedtochange.com/>.

Sources of Input and Information

In preparation for the creation of this strategic plan, CTC has included input from the following: CEO/Medical Director, COO, OMHC Program Director(s), PRP Program Director(s), CARF committee, staff, patients and independent research sources, to identify the:

- Unmet needs of the Maryland population
- Strengths of our agency and services currently provided
- Weaknesses of our agency and services currently provided
- Opportunities to expand and improve our mental health services
- Current and future threats that may impair our ability to support individuals and families with mental health needs
- Innovative and evidence-based approaches and models to providing and supporting mental health services.

Guiding Principles

The development and implementation of this strategic plan will be guided by the following principles:

- CTC will include patients, patient's families, patient's peers, other providers, and community and state contributors in the planning, development and provision of the activities, services and supports referenced in this plan.
- CTC will collect and use reliable data to demonstrate the achievement of our strategic goals.

CTC will continue to support mental health care that is:

- ***Person and family-centered***
- Focused on ***recovery and resiliency***
- Supportive of ***individual choice and self-determination***
- Based on ***evidence*** of improved individual and family ***outcomes***

Maryland Mental Health Model

CTC's vision for the future of mental health services in Maryland will also incorporate the values defined in the State of Maryland, "*2017 ANNUAL STATE MENTAL HEALTH PLAN*".

The values underpinning this system are:

(1) SUPPORTIVE OF HUMAN RIGHTS

Persons with psychiatric and/or substance use disorders have the same rights and obligations as other citizens of the state. Consumers have the right to choice, to retain the fullest possible control over their own lives, and to have opportunities to be involved in their communities.

(2) RESPONSIVE SYSTEM

The behavioral health system of care must be responsive to the people it serves, coherently organized, and accessible to those individuals needing behavioral health care. Information must be readily available for individuals to enter and proceed through the system in a more appropriate and timely manner. The hospitals are one part of the community-based behavioral health system of care. The behavioral health system of care must collaborate with other public and private human health service systems in order to allow for continuity of care and facilitate support with all activities of life.

(3) EMPOWERMENT

Consumers, families, and advocates will be involved in decision-making processes, individually at the treatment level and collectively in the planning and operational aspects of the behavioral health system. An array of services and programs must be available to allow for consumer choice in obtaining and using necessary services. Relevant programs and services that recognize varying cultural, ethnic, and racial needs are imperative.

(4) COMMUNITY EDUCATION

Wellness is promoted and enhanced through early identification and prevention activities for risk groups of all ages. Public education and efforts that support families and communities must be incorporated into our service system. Increased acceptance and support for behavioral health services come from increased awareness and understanding of psychiatric and substance use disorders and treatment options.

(5) FAMILY AND COMMUNITY SUPPORT

We must provide families with the assistance they need in order to maintain or enhance the support they give to their family members. We will strive to provide services to persons within their communities with the availability of natural/family supports.

(6) LEAST RESTRICTIVE SETTING

An array of services will be available throughout the state to meet a variety of consumer needs. These services should be provided in the least restrictive, most normative, and most appropriate setting.

(7) WORKING COLLABORATIVELY

Collaborations with other agencies at the state and local level will be fostered so

support to consumers is inclusive in all activities of life. This will promote a consistently appropriate level of behavioral health services.

(8) **EFFECTIVE MANAGEMENT AND ACCOUNTABILITY**

Accountability is essential to consistently provide an adequate level of behavioral health services. Essential management functions include monitoring and self-evaluation, rapid response to identified weaknesses in the system, adaptation to changing needs, and improved technology. We must put the highest priority on measuring consumer satisfaction with the services they receive. Outcome measures will be a key component for evaluating program effectiveness.

(9) **LOCAL GOVERNANCE**

Local management of resources, resulting from the implementation of Core Service Agencies, will improve continuity of care, provide needed services in a timelier manner, improve the congruence of services and resources with needs, and increase economic efficiency due to the closer proximity of the service delivery level.

(10) **STAFF RESOURCES**

The presence of a competent and committed staff is essential for the provision of an acceptable level of behavioral health services. Staff must be provided with adequate support systems and incentives to enable them to focus their efforts on the individuals who receive care from them. Opportunities must be provided for skill enhancement training or retraining as changes in the service system take place.

Vision, Priority Goals and Objectives

Using our guiding principles and the public health model as our framework, CTC has established the following vision, priority goals and objectives to achieve our vision:

VISION

Committed to Change, PC: striving to be the leader in authentic mental health treatment by way of our caring staff and comprehensive services. For us, true success is measured by the success of the clients we serve.

PRIORITY GOALS: 2017-2020

Over the next three years, CTC will implement strategies that:

- Promote mental health and wellness for all Maryland residents
- Protect the public from the risks for mental health disorders
- Intervene early to treat mental health problems
- Provide support and treatment to achieve recovery and resiliency

Through the implementation of these goals, CTC will strive to use and increase the availability and quality of person and family-centered, evidence-based interventions focused on achieving specific individual, family, and population-based outcomes.

OBJECTIVES TO BE COMPLETED in 2017

To achieve the goals described above, CTC has established the following objectives to be completed during the calendar year 2017:

1. To obtain CARF accreditation for a three-year period beginning fall of 2017 through fall 2020. (Priority Goal)
2. To hire additional medical provider(s) (Priority Goal)
3. To improve the day-to-day operations of CTC by way of methodical trainings and education
4. The addition of a benefits package for employees
5. Begin process of adding certified addictions treatment

Goal 1: To obtain and maintain CARF accreditation for the three-year period beginning 2017 into 2020.

Rationale: CTC has as its obvious, over-arching purpose of continuing to function as a provider of supports to individuals dealing with mental illness. A number of factors impact on CTC's ability to do so (e.g. referrals continuing to be made, state agencies identifying CTC as a quality agency, stakeholders perceiving CTC in a positive light), all of which ultimately rest on the question "what separates CTC from other providers". Accreditation by CARF demonstrates that the services provided by CTC are of the highest quality.

STRATEGIC ACTIONS:

To meet all required CARF Standards by a thorough investigation of current practices and continuous implementation of improved and appropriate policies and procedures.

Steps to be taken are:

- Bi-weekly CARF committee meetings to steadily create and implement CARF Standards
Timeframe: *September 2016 through December 2017*
- Adding and altering CTC policies and procedures to create the most efficient delivery system for treating the mental health of our patients in Allegany and Anne Arundel Counties
Timeframe: *Continuous*
- Seeking the assistance of our CARF representative for guidance in this accreditation process
Timeframe: *Continuous*
- Continued educational training for the leaders of the CARF accreditation process
Timeframe: *Continuous*
- Multiple trainings to meet all CARF training standards
Timeframe: *January 2017 through May 2017*
- For all CTC leadership members to be learned on the Performance Measurement and Management, and Performance Improvement CARF Standards
Timeframe: *Training in February 2017*

- To implement a thorough system of performance measurement and improvement

Timeframe: *March 2017 - Continuous*

- To take full advantage of resources offered by CARF
 - Check the CARF website weekly for updates on resources
 - CTC Directors' group to determine which resources to take advantage of
 - Collaborate with other CARF accredited agencies in Maryland

Goal 2: To hire additional medical provider(s)

Rationale: CTC has the opportunity for exponential growth in both Allegany and Anne Arundel Counties. Our foundational leadership has experienced stability over the past 12 months and continues to grow stronger each day. With the addition of medical providers, our company has the potential for considerable growth.

STRATEGIC ACTIONS:

- To contact local psychiatric providers to seek collaboration and possible mergers
 - Timeframe: November 2016 – December 2017
- To advertise quarterly for job opportunities with CTC
 - Timeframe: Continuous
- To contact local educational institutions for new psychiatric medication providers
 - Timeframe: Continuous

Goal 3: To improve the day-to-day operations of CTC by way of continued improvement of the processes, methodical trainings, and education.

Rationale: As CTC continues to grow, so does the need for additional organizational processes. As a result of implementing CARF Standards, additional trainings will be created and conducted on an ongoing annual basis. All staff are encouraged and/or required to attend external educational opportunities.

STRATEGIC ACTIONS:

- a) For administration to monitor job functions and needs.
- b) For administration to mold each particular job position to fit the current needs of the day-to-day operations of CTC.
- c) CTC will maintain an atmosphere of continued improvement and adjustments to best accomplish its mission/vision/goals.
- d) To provide ongoing education to our staff by way of both internal trainings and encourage external educational information and opportunities, such as:
 - Required annual CARF trainings

- Timeframe: *January 2017 through May 2017 and on a continuous annual basis*
- Access to outside trainings held by community stakeholders
 - Timeframe: *Continuous*
- Continued Educational Credits for licensed professionals
 - Timeframe: *Continuous*

Goal 4: The addition of a benefits package for employees

Rationale: To date CTC has had a higher than average employee turnover rate. We believe that adding a quality benefit package will aid in the retention of quality employees for long-term employment.

STRATEGIC ACTIONS:

- To offer health insurance benefits for full-time CTC employees
 - Timeframe: *December 2016*
- To offer a 401k plan to full-time employees who have worked for CTC for 1+ years
 - Timeframe: *December 2016*
- To investigate the possibility of creating an incremental system of salary and benefits for CTC employment.
 - Timeframe: *December 2016 – December 2017*

Goal 5: Begin process of adding certified addictions treatment.

Rationale: According to the Drug-and Alcohol-Related Intoxication Deaths in Maryland for the first half of 2016 as compared to the first half of 2015, the number of unintentional deaths from intoxication have increased by 12% statewide. Additionally, the number of heroin-related deaths occurring in Maryland from January through June of these years has increased by 14%. Allegany County has seen a considerable increase in the total number of drug and alcohol-related intoxication deaths from January – June 2016 as compared to January – June 2015 (<http://dhmh.maryland.gov/data/Documents/Quarterly%20report%202nd%20qt%202015.pdf>). The State reports a 200% increase of deaths in this category (page 8 of the report). This reveals an astounding need for addictions treatment in Allegany County (DHMH quarterly report in Exhibit 1).

STRATEGIC ACTIONS:

- CTC will contact CSA of Allegany County to discuss the process for becoming a certified addictions counseling provider.
 - Timeframe: *June 2017*
- CTC will make application to DHMH upon becoming knowledgeable about the process for certification.
 - Timeframe: *July 2017*

References

Department of Health and Mental Hygiene
FY 2015 ANNUAL STATE MENTAL HEALTH
PLAN,<http://bha.dhmh.maryland.gov/RESOURCES/Documents/Reports/FY%202015%20State%20Mental%20Health%20Plan-Final.pdf>

Department of Health and Mental Hygiene
Drug- and Alcohol-Related Intoxication Deaths in Maryland
Data update through 2nd Quarter 2015
<http://dhmh.maryland.gov/data/Documents/Quarterly%20report%202nd%20qt%202015.pdf>