



SHIAWASSEE COUNTY COMMUNITY  
**Mental Health Authority**

**Strategic Plan**  
**2017-2019**

## **Preface**

The method used to develop this plan did not adhere to a traditional strategic planning process. Based on the experience of this organization and the need to be responsive enough to anticipate and respond to opportunities in the environment a more practical process was most appropriate. Henry Mintzberg, Andrew Campbell and Lara Nash write about a more active information gathering and synthesizing approach, shifting from a notion of strategic planning to a notion of strategic doing. This approach according to the writing suggests that the, “most accurate and action-focused planning is the result of: the application of hard-data analysis; an organization knowing its strengths, abilities and its industry; the application of experience-informed intuition; the cultivation of an entrepreneurial spirit and learning culture within the organization, the synthesis of the views of many observer and actors in the organization’s environment; and the continual clear-eyes review and revision of approaches.” This type of planning afforded us an ability to introduce new ideas while maintaining a focus on our current initiatives. Our projects are in various stages of develop and implementation. The next steps are developing and improving department specific plans and getting to work using this framework to guide our actions.

## **Introduction**

The Shiawassee County Community Mental Health Authority (SCCMHA) is a public service agency established and operated under Public Act 258 of 1974, as amended. The intent of the Michigan legislation is that all Michigan residents have access to quality, professional, and comprehensive mental health services located in their community. SCCMHA has a responsibility to serve an expanding population through the continued implementation of the Affordable Care Act (ACA). We have a responsibility to adequately manage the standards in the 1115 waiver renewal and ensure any transition required to meet the intent of the Home and Community Based Services rule. There is increased pressure to achieve administrative efficiencies while demonstrating measureable outcomes that address the needs of the whole person. The organization’s mission, vision, values and operating principles provide the foundation to support our actions.

This plan defines the agency mission and goals. It sets the stage for individuals and departments to build on. It creates an expectation for defining specific goals and opportunities for improvement. SCCMHA recognizes the need to be outcome driven; to scrutinize its clinical and business practices to find efficiencies; to implement innovative services and practices; to have the courage to be creative; and to respond to evolving State, Regional and Federal requirements. In order to succeed and thrive in the health care market we must be prepared to manage change.

### The Organization's Mission Statement

To improve the overall health and quality of life for the community, the families and individuals we serve by inspiring hope, effectively healing trauma, supporting self-determined lives, encouraging recovery in all its forms, promoting prevention and effectively integrating care.

### Values

- ◆ Dignity, Respect, and Courtesy for all individuals
- ◆ Upholding the public trust with integrity and accountability
- ◆ Opportunities for individuals to reach their potential
- ◆ Fiscal Responsibility, regulatory compliance and efficiency of resources
- ◆ A well trained and culturally sensitive workforce
- ◆ The use of Evidence Based Practices

### Vision

- ◆ To provide compassionate, trauma informed, recovery oriented and effective treatment that is responsive to the needs and values of the community and individuals we serve, and
- ◆ To offer these quality services in a welcoming environment, supportive of the cultures, traditions, and values of our community, and
- ◆ To ensure these easily accessible services are offered in a timely manner and are comprehensive and individually tailored to each individual we serve, and
- ◆ Present as an organization that is valued as a collaborative resource, establishing relationships with individual and community stakeholders, and
- ◆ Who creates comprehensive, innovative, and effective services in partnership with these stakeholders, and
- ◆ Through these efforts encourage community inclusion by combating stigma and promoting prevention programs that support total health and quality of life.

## Operating Principles:

**Provide the foundation that supports the work we do and the way we collectively approach all of our operations**

### **Excellence**

- ❖ We continually review and measure processes for improvement.
- ❖ We approach our work with purpose and enthusiasm.
- ❖ We deliver diverse individualized service that produce quality outcomes.
- ❖ We have the courage to address difficult issues using all relevant information.

### **Accountability**

- ❖ We accept that each of us is responsible for compliance with all laws, regulations, and agency policies that guide our business.
- ❖ We are individually accountable to our customers, each other, the organization, our network and the community.
- ❖ We learn from our experiences.
- ❖ We address weaknesses in our services and business processes.
- ❖ We remind co-workers when their attitudes and actions are in conflict with the organizational values and in violation of our operating principles.
- ❖ We recognize and compliment co-workers when their attitudes and actions are in compliance or exceed our core values.
- ❖ We are responsible for our own actions and the consequences of them.

### **Creativity**

- ❖ We accept challenges as opportunities.
- ❖ We improve on traditional ideas and relations by creating meaningful new ideas, methods and interpretations.
- ❖ We respect the rules while being original, progressive and imaginative in production.
- ❖ We make connections and generate solutions.
- ❖ We promote innovation and inspire growth in others.

### **Collaboration**

- ❖ We work as a team to successfully meet organizational goals.
- ❖ We believe that the best solutions are the result of collective wisdom.
- ❖ We build and nurture community partnerships and networks.

- ◆ We foster productive teams and relationships among staff members and departments.

### **Effective Communication**

- ◆ We commit to an individual responsibility to stay informed.
- ◆ We are active participants in communication that is productive and courteous.
- ◆ We are ready to listen to and learn from others.
- ◆ We are ready to teach others.
- ◆ We are willing to ask for assistance.
- ◆ We encourage critical thinking and engage in meaningful discussions in order to reach well informed decisions.

### **Respect**

- ◆ We respect and value the different functions within the organization which must all work together to accomplish the mission and uphold the values.
- ◆ We treat each other kindly.
- ◆ We take pride in our environment and take personal responsibility in its appearance and care.
- ◆ We use strengths based language in our communications.
- ◆ We build an agency that respects and embraces the potential of every person.
- ◆ We take time to understand another's point of view.

### **Integrity**

- ◆ We make business decisions based on the needs of the organization rather than individual staff or departments.
- ◆ We share our opinions during the process of decision making and demonstrate commitment to the final decisions.
- ◆ We are truthful and fair.
- ◆ We strive for complete and accurate data collection which informs our decisions.

### **Customer Service Philosophy**

- ◆ We treat each person we have contact with as a valued customer, including our colleagues.
- ◆ We respect each other's time, individual deadlines and priorities.
- ◆ We return all telephone and email messages in a timely manner.
- ◆ We seek the input of those affected by our decisions and respect their opinions.
- ◆ We treat consumers as if they could buy their mental health services from any organization but have chosen us.
- ◆ We seek feedback from the community, service recipients and our colleagues.

### **Public Stewardship**

- ◆ We are responsible with the resources available.
- ◆ We are committed to “best practice” in service delivery and business.
- ◆ We seek to use evidence based practices whenever possible.
- ◆ We are responsible for future planning to best ensure ongoing services and supports to the community.

## **Strategic Priorities**

### **Strategic Priority: Improve Outcomes for All**

**Rationale:** We make an impact in every interaction we have with each other, our consumers and their families, providers, partners and the citizens of Shiawassee County. Therefore, our focus is to contribute to the success of those in our community. The commitment to studying our practices, learning from our experiences and using data will strengthen our ability to improve outcomes today and in the future.

*Seek out and provide quality staff development and training opportunities that best prepares the workforce for success.*

- ◆ Staff Development and Training Plan implementation and monitoring
- ◆ Seek training opportunity to unify the management team and promote movement toward a performance improvement driven culture

*Strengthen the role and impact of our Consumer Advisory Council and stakeholder input.*

- ◆ Consumer Advisory Council Charter development and planning underway
- ◆ Identify and execute opportunities to enhance our customer service function

*Foster engagement and wellness for the workforce.*

- ◆ Complete the Substance Abuse and Mental Health Administration Wellness Assessment and develop a taskforce and implementation plan

*Provide adequate and useful orientation and opportunities for appraisal for the workforce and the provider network.*

- ◆ Implement work plan for Human Resources department and training plan
- ◆ Develop a Provider Network Management Plan that focuses on provider success and satisfaction

- Include wellness opportunities
- Highlights SCCMHA as a resource and role model
- Seek feedback and input for maximizing efficiencies and effectiveness

*Enhance the skill set of facilitators and authors for the overall Person Centered Planning process*

- ◆ Shift the focus from an annual plan to an ever evolving plan that documents measurable objectives and supports progress in objective terms
- ◆ Maximize usefulness of the EHR for supporting clinical practice
- ◆ Improve access to Independent Facilitation

*Board of Directors is knowledgeable about SCCMHAs operations and expresses overall satisfaction*

- ◆ Evaluate board member satisfaction with their individual role and the overall functioning of the board as a whole
- ◆ Improve visibility in the community
- ◆ Offer training opportunities and experiences to enhance knowledge and understanding of the public mental health system
- ◆ Support Engagement through planning and advocacy

**Strategic Priority: Contribute to a stronger, healthier and prosperous Shiawassee County**

**Rationale:** Our network has an opportunity to support wellness efforts from protecting mental health, to preventing risky behaviors such as tobacco and substance use, to promoting better nutrition and physical activity. Therefore, focus shall be on advancing the health, safety and well-being of all involved. Our commitment to relying on health information technology will improve the quality of care and drive innovative solutions to health.

*Study trends and outcomes seeking to achieve best practices.*

- ◆ Standardize practices and monitoring of prescribing patterns that appropriately supports the Prescriber’s medical practice and therapeutic interventions.
  - Policy and process in development
- ◆ Continue the TF-CBT Cohort and use the outcomes to improve our practices in addressing children’s needs related to trauma
- ◆ Standardize practices for documentation of medical necessity to assure individuals are receiving an appropriate scope, duration and intensity of care.
  - Utilization Management Plan implementation and monitoring
  - Evaluate level of care designations currently in place to determine service gaps
  - Implement an Intensive Care Management level of care
- ◆ Develop a Population Health focused approach that fosters appropriate partnerships while supporting individuals with intensive health care needs
- ◆ Continue moving toward a patient-centered, value-based system

- ❖ Improve penetration rates by being known and available to individuals in the community
- ❖ Strive for accurate data for demonstrating and shaping trends

**Strategic Priority: Ensure Efficiency, Transparency, Accountability and Effectiveness**

**Rational:** We must serve as responsible stewards of the public’s investment. Our focus is to study our practices and learn from our experiences and make well informed and timely decisions that create the best value.

*Analyze funding pilot projects and emerging models for opportunities and become prepared to make adjustments to operations.*

- ❖ Study and make adjustments that move us closer to the standards of a Certified Community Behavioral Health Clinic
- ❖ Implement and monitor the Quality Improvement/Performance Improvement Plan
- ❖ Integrate the 1115 waiver renewal and Home and Community Based Services Rule requirements into our practices

*Continually assess for efficiency in our practices.*

- ❖ Commit to holding meetings that are productive
- ❖ Realize the full potential of the tools already available
  - SHIMER Electronic Health Record
  - iPhone hotspot and iPad use in the field to promote concurrent clinical documentation
  - SharePoint Intranet to promote internal information sharing
  - Relias Training Library to be used before seeking offsite training opportunities
  - Promote participation in webinars

**References:**

1. Michigan Department of Community Health Strategic Priorities
2. Behavioral Health and Developmental Disabilities Administration Presentation to House Appropriations Subcommittee on Health and Human Services
3. SCCMHA Strategic Plan Environmental Scan and SWOT Analysis
4. The Rise and Fall of Strategic Planning, Mintzberg, Campbell, Nash
5. SCCMHA Strategic Priorities