



## **Strategic Plan for 2016 – 2019**

### **Introduction**

Montcalm Care Network's role is to provide specialty mental health services and supports to individuals in Montcalm County with severe and persistent mental illness, serious emotional disturbances, and/or developmental disabilities. For those we are unable to serve, we work to link them to other resources available in our community.

The Strategic Plan for 2016 – 2019 establishes a framework that utilizes the agency's strengths (or "core competencies") to achieve our mission, while moving us forward in an uncertain and continuously changing environment. As the agency prepares for system transformation, it is critical that we regard our values as conduits to a strong future.

### **Strategic Planning Process**

In 2013 Leadership staff obtained key stakeholder input into our programming efforts related to customer and community expectations, service needs and demographics of our service area. This information was reviewed during the strategic planning retreat held in April 2013. During the retreat, Board members and Leadership staff conducted an environmental scan to evaluate the current state of the agency, review the regulatory and legislative environment, identify upcoming challenges, and prioritize focus areas. This information culminated into an updated agency Mission, Vision, and Values statement along with a bold new direction for our future. A similar planning process is conducted annually to review and refocus our priorities for the coming years. Through this process our core Mission, Vision and Values have remained constant.

### **Financial Position**

While the agency's financial position is strong relative to available funding for Medicaid and Healthy Michigan Plan services, there are continued struggles with adequacy of General Fund dollars. The environment in Michigan took a sudden, but not unexpected turn with the release of the Governor's FY17 proposed budget which targeted the public behavioral health funding for transfer to the private Medicaid Health Plans. While it is expected this threat will be negated or postponed in FY17, the evolution of Michigan's behavioral health system seems inevitable. Therefore it will be critical for the agency to continue to focus and refine its ability to demonstrate efforts toward the triple aim of improving persons experience in care (better integration), reducing per capita costs (greater efficiencies), and improving population health (solid data reporting).

## Mission, Vision and Values

### Mission Statement

To provide a comprehensive array of services and supports that promote the mental health and wellness of individuals in Montcalm County.

### Vision Statement

To be a valued partner in building a community that is committed to wellness and embraces the full participation of every citizen.

### Values

Innovative: Our staff is dedicated to learning, leading and utilizing technologies and resources to maximize improvement opportunities for the benefit of our consumers.

Compassionate: Our services are provided in a professional and caring manner with respect for diversity and individuality.

Accessible: Our services are integrated in the community and responsive to its needs.

Recovery Oriented: Our services are aimed at supporting the individual through a person-centered approach that honors choice, emphasizes strengths and desires, and contributes to overall health and wellness.

Exceptional Service: Our interactions in the community build relationships and result in positive experiences.



### Core Competencies

Core competencies are the agency's areas of greatest strength and expertise. These are strategically important capabilities that are central to fulfilling our mission and are what make us unique and valued.

## Commitment to our Mission

- Committed and caring workforce
- Focused on outcomes and recovery

## Accountability and Integrity

- Clinical integrity and promotion of best practices
- Fiscal transparency and stewards of public trust
- Compliance with regulatory requirements and accreditation standards
- Committed to the protection of consumer rights

## Strategic, Proactive and Innovative

- Ready to shape and promote change
- Strong involvement and partnerships at the local and regional level

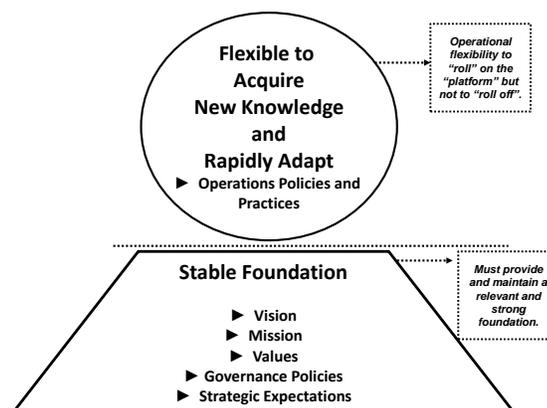
## Customer Driven

- Provide for a physically and emotionally safe and comfortable environment
- Strive for interactions that result in positive, validating and supportive experiences

## Strategic Organization

In establishing a conceptual basis from which the organization shall operate and in recognition of the continued uncertainty of the healthcare environment, the agency embraces a culture consistent with the model known as the “Strategic Organization.” This model identifies for its workforce a clear and stable foundation rooted in our long-standing board members, framed by agency policies and procedures and defined in the Mission, Vision and Values and Strategic priorities as outlined in this document and approved by the Board. It is upon this stable foundation that the organization is flexible and dynamic, rapidly adapting and “rolling” with changes in environment. It is crucial for the agency to recognize the importance of being a strategic organization in assuring that services and supports critical for the health and well-being of those we serve will continue to be locally responsive and based in our community. Our ability to adapt, evolve and improve ensures our long term viability.

### Strategic Organizations: Stable and Dynamic



## Goals & Objectives

As part of the strategic planning process, priority areas were identified to guide the organization through uncertain times to ensure we stay balanced atop the stable foundation created by the Board. Goals focus on a broad view of what we want to accomplish, moving us towards our vision. Objectives are elements that if in place, our goal would be met. As a strategic organization, we move and respond to changes and opportunities in the environment, thus the goals and objectives are fluid so long as the priorities remain the same.

### Priority Area: ACCESSIBLE

#### Goal 1: Increase the number of persons served

- Objective A: MCN will host or attend community events to promote mental and physical health awareness throughout the county, including providing 4-5 Mental Health First Aid Trainings each year. (EDUCATION)
- Objective B: MCN will increase access in underserved areas, including the use of shared services sites with community partners where possible. (ACCESS)
- Objective C: MCN will partner with schools, local hospitals and physicians to increase access and improve consumer outcomes. (PARTNERSHIPS)
- Objective D: MCN will promote enrollment in Medicaid and Healthy Michigan Plan for the uninsured. (ENROLLMENT)

### Priority Area: COMPREHENSIVE SERVICE ARRAY

#### Goal 2: Address the needs of people in our community

- Objective A: MCN will ensure all populations served (SPMI, I/DD, and SED) have access to models of care that attend to whole health. (HEALTH INTEGRATION)
- Objective B: MCN will continue to expand co-occurring capabilities across the service array by sponsoring clinicians to receive a CAADC. (SUBSTANCE USE INTEGRATION)
- Objective C: MCN will develop or expand programs to address the growing needs of veterans and older adults. (SPECIAL POPULATIONS)
- Objective D: MCN will participate in consultation with State and National experts to seek opportunities for innovative practices. (INNOVATION)
- Objective E: MCN will increase satisfaction with participation in the treatment planning process as evidence by the annual perception of care survey for adult services. (CONSUMER DIRECTED)

### Priority Area: FINANCIAL MANAGEMENT

#### Goal 3: Maximize the use of available funding

- Objective A: MCN will ensure the sustainability of innovative programs such as InSHAPE, Wellness Works and Health360 Clinic. (SUSTAINABILITY)
- Objective B: MCN will advocate with the State for waivers on program and service requirements that create an undue burden or are not cost effective in a rural setting.

(VIABILITY)
<ul style="list-style-type: none"> <li>Objective C: MCN will obtain national or international accreditation for programs to demonstrate high value services. (COMPLIANCE)</li> </ul>
<ul style="list-style-type: none"> <li>Objective D: MCN will ensure all services and living arrangements are in compliance with the Home and Community Based Services (HCBS) rule by March 2019. (COMPLIANCE)</li> </ul>

**Priority Area: INFORMATION/TECHNOLOGIES**

Goal 4: Develop the technological infrastructure to support clinical, fiscal and quality needs
<ul style="list-style-type: none"> <li>Objective A: MCN will increase capacities to conduct data reporting and analysis that supports data-driven decision making, performance monitoring, consumer outcomes and best value. (ORANIZATIONAL LEVEL)</li> </ul>
<ul style="list-style-type: none"> <li>Objective B: MCN will identify and implement technologies and updates aimed at improving efficiencies for staff. (STAFF LEVEL)</li> </ul>
<ul style="list-style-type: none"> <li>Objective C: MCN will continue to engage in Meaningful Use activities to improve care to individuals served. (CONSUMER LEVEL)</li> </ul>

**Priority Area: WORKFORCE DEVELOPMENT AND RETENTION**

Goal 5: Develop and retain a competent and compassionate workforce
<ul style="list-style-type: none"> <li>Objective A: MCN will promote a culture that values open communication and active staff involvement. (CULTURE)</li> </ul>
<ul style="list-style-type: none"> <li>Objective B: MCN will improve its orientation, training and evaluation processes in assuring staff have the resources, knowledge and skills to fulfill their job responsibilities. (COMPETENCE)</li> </ul>
<ul style="list-style-type: none"> <li>Objective C: MCN will seek opportunities to promote overall staff health and wellness. (SECONDARY TRAUMA/STRESS)</li> </ul>

**PLAN MONITORING**

The Administrative Team will provide monitoring of the strategic plan to assure accountability, drive progress and recommend modifications to the plan as the agency accommodates new ideas or changes in response to the external environment or internal needs. The Executive Director will lead the agency using the strategic plan as a working document used to inspire change, guide new initiatives and position Montcalm Care Network for a strong future. The Board will review quarterly written reports relative to progress in achieving the goals and objectives and to modify or refocus priority areas as needed. Reports will initiate in September 2016.