



## **Strategic Plan for 2019 – 2022**

### **Introduction**

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

The Strategic Plan for 2019 - 2022 establishes a framework that builds upon the work of the last five years in expanding services and becoming a comprehensive provider of care for our community. We look to the strengths of the organization, our "core competencies," in working to achieve our new mission as we move forward in an uncertain and continuously changing environment. During potentially difficult times, we will rely upon this strategic plan and our agency values as conduits for guiding us in the right direction.

### **Strategic Planning Process**

As a community organization, we continually seek stakeholder input relative to our ability to meet the needs of individuals and families; recognizing new service needs and changing demographics in our service area. On an annual basis, Board members and Administrative staff meet to conduct an environmental scan to evaluate the current state of the agency, review the regulatory and legislative environment, identify upcoming challenges, and prioritize agency goals. This information culminates in into a draft Mission, Vision, and Values and strategic plan that is then shared with staff and consumers for input.

### **Financial Position**

The agency's financial position within the Mid-State Health Network remains strong, however the threat of privatization at the State level continues to loom. Sadly, the political (and mostly financial) influence of the for-profit Health Plans in Michigan trumped the thousands of voices of individuals, family members and advocates that demanded Michigan's behavioral health system remain public. On 10/1/2019 there will be pilot projects for integrating the financing of behavioral health and physical health services. Therefore, it remains critical for the agency to continue its efforts to achieve the quadruple aim of providing better care, better outcomes, and better value through a collaborative and highly effective workforce. While we know we do good work in our community, our ability to concretely demonstrate value for our services will be key to the future of this organization. However, that work must also be tempered by the realities of today's workforce and current struggles with attracting and retaining compassionate and competent staff.

## Mission, Vision and Values

### Mission Statement

To be the integrated care provider of choice for the residents of Montcalm County by delivering services and supports that result in better care, better outcomes and better value for those we serve.

### 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 services are evidence based and maximize the use of technologies in providing individualized care that is efficient and effective.

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

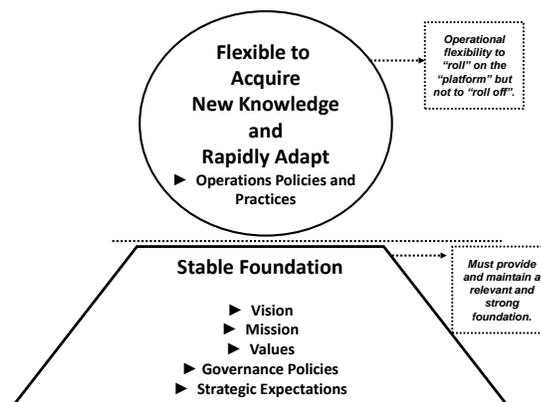
### Customer Driven

- 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, priorities are identified to guide the organization through uncertain times. Goals focus on a broad view of what we want to accomplish, moving us towards our mission and 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: BETTER CARE (INDIVIDUALS)

Goal: We want individuals and families to have a positive experience in care.

- Objective A: We will seek more meaningful opportunities for stakeholder input into the design and evaluation of our programs and services.
- Objective B: We will improve the quality of life for individuals by addressing their mental, physical and social wellbeing through our whole health approach to services.
- Objective C: We will have high levels of individual satisfaction with care.
- Objective D: We will continue to be innovative in our approach to the use of recovery coaches and peers throughout our service array.

### Priority Area: BETTER OUTCOMES (POPULATION)

Goal: We want to improve the health of our community.

- Objective A: We will increase access to care by establishing additional locations and implementing new technologies.
- Objective B: We will partner to expand mental health services for children and youth in our community.
- Objective C: We will partner to expand substance use services and recovery supports in our community.
- Objective D: We will partner to build a trauma informed and resilient community.

### Priority Area: BETTER VALUE (COMPETITIVE ENVIRONMENT)

Goal: We want to be the specialty behavioral health provider for Montcalm County.

- Objective A: We will work collaboratively to attract and retain compassionate and competent staff.
- Objective B: We will continually improve workflow efficiencies.
- Objective C: We will establish service protocols and packages that are found to provide the best outcomes for individuals served.
- Objective D: We will evaluate the benefit of our services and influence on social determinants of wellbeing.
- Objective E: We will seek to better understand the factors that impact the cost of our services.

Priority Area: COLLABORATIVE WORKFORCE (STAFF)

Goal 4: We want to be a highly effective workforce.

- Objective A: We will develop measureable performance expectations across the entire agency.
- Objective B: We will support each other in having a positive work environment.
- Objective C: We will identify ways to address our own needs so that we are able to meet the needs of those we serve.
- Objective D: We will have processes for recognizing efforts that contribute to better care, better outcomes and better value.

**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 2019.