

# MCN STRATEGIC PLAN 2022 - 2025



**Mission:** 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.



## **Strategic Plan for 2022 - 2025**

### **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, autism disorders 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 2022 - 2025 establishes a framework that builds upon the work of the prior ten 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 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. In development of this iteration of the strategic plan, Board members and Administrative staff met 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 into a Mission, Vision, and Values and strategic plan that is then shared with staff and persons served 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. While our system is eager for state level improvement relative to access to inpatient beds, residential alternatives to hospitalization, expanded crisis continuums, workforce development and whole health approaches, our energy and resources continue to be diverted in preventing the privatization of our system by key legislators and health plans. We remain steadfast in our belief that a public system is in the best interest of our communities and persons served. As such, 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 cohesive 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 individuals and families 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 and stronger partnerships.



## 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

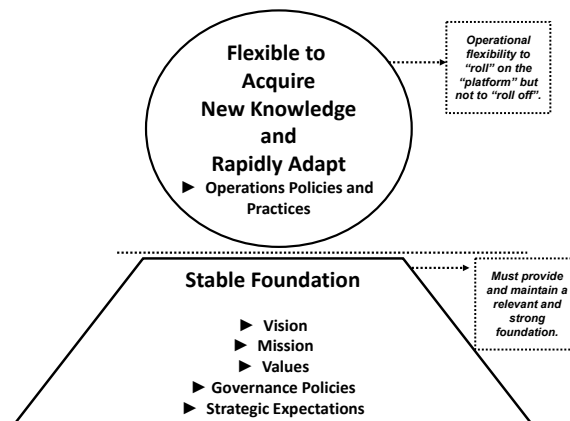
## Customer Driven

- 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



## Community Needs

MCN recognizes people and families in our community have significant needs outside of what a behavioral health agency can immediately and directly impact; however, we also recognize our ability to influence change. Thus, we will continually seek opportunities to increase awareness and promote efforts related to impacting social determinants of health such as transportation, substance use disorder treatment, and affordable housing.

## 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

Goal: We want individuals and families to have a positive experience in care.
<ul style="list-style-type: none"><li>Objective A: We will strive to serve 5% of our county population by September 2025.</li></ul>
<ul style="list-style-type: none"><li>Objective B: We will educate the community on MCN's ability to connect people with available services (within and outside the agency).</li></ul>
<ul style="list-style-type: none"><li>Objective C: We will have high levels of satisfaction with care.</li></ul>

### Priority Area: BETTER OUTCOMES

Goal: We want to identify and reduce health disparities for those we serve.
<ul style="list-style-type: none"><li>Objective A: We will strive to impact health disparities for those we serve.</li></ul>
<ul style="list-style-type: none"><li>Objective B: We will partner with others to expand youth mental health services.</li></ul>
<ul style="list-style-type: none"><li>Objective C: We will support better mental health for all people in our county.</li></ul>

### Priority Area: BETTER VALUE

Goal: We want to be the specialty behavioral health provider for Montcalm County.
<ul style="list-style-type: none"><li>Objective A: We will seek collaborative arrangements to expand availability of social workers and direct care workers in our county.</li></ul>
<ul style="list-style-type: none"><li>Objective B: We will seek opportunities to expand services and diversify our funding.</li></ul>
<ul style="list-style-type: none"><li>Objective C: We will seek opportunities to reduce psychiatric inpatient bed wait times.</li></ul>

**Priority Area: COHESIVE WORKFORCE**

<b>Goal 4: We want to be an inclusive and well-connected team.</b>
<ul style="list-style-type: none"><li>• Objective A: We will promote a culture rooted in diversity, inclusion and belonging by supporting ongoing training and team building opportunities.</li></ul>
<ul style="list-style-type: none"><li>• Objective B: We will identify ways to address our own needs so that we are able to meet the needs of those we serve.</li></ul>
<ul style="list-style-type: none"><li>• Objective C: We will have processes for recognizing efforts that contribute to better care, better outcomes and better value.</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 bi-annual 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 2022.