

Mental Health and Disability Services of the East Central Region



Strategic Plan 2019-2022

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Section 1: Mission, Vision, Core Values

Our Vision

People with disabilities successfully live, work and participate fully in the community.

Our Mission

To partner with stakeholders forming a welcoming network of support to meet the multiple needs of people with disabilities.

Our Core Values

- People will experience understanding and empathy, companionship and compassion as they recover.
- People will be included as part of the community.
- Crisis services are readily accessible.
- Services are person centered, individualized and focused on choice and the right fit, not just the least expensive or where a slot is available.
- Transportation is accessible when needed to access services and employment.
- Evidence based support services are available where the person lives.
- People who receive services in the system fully participate in policy development and are employed in the system.
- Communities are educated about mental illness and the services available within the Region.
- Education, prevention and early intervention are investments in the future.
- The workforce is supported because a strong system depends on competent and passionate workers.

Section 2: Purpose

- Clearly establish realistic goals, strategies, and objectives consistent with our mission in a defined time frame and within the organization's capacity for implementation.
- Effectively communicate goals, strategies, and objectives to our staff, community and county boards of supervisors, partners and community.
- Ensure the most effective use of organizational resources by focusing on key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Provide organizational focus leading to improved efficiency and effectiveness.

Section 3: Background

On July 1, 2014, as a result of Iowa Code 331.389, nine counties joined to form the Mental Health/Disability Services of the East Central Region (ECR). The ECR is made up of the counties of Benton, Bremer, Buchanan, Delaware, Dubuque, Iowa, Johnson, Jones and Linn. Local access to mental health and disability services shall be provided by this regional service system.

Section 4: Strategic Planning Process

- October 2018 Creation of strategic plan by regional management staff
- January 2019 Review of the plan with the regional management staff
- January 2019 Review of the plan with Adult Peer and Family Support Committee
- March 2019 Review of the plan with Advisory Committee
- May 2019 Review of the plan with the Regional Governing Board

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Section 5: Organization To Support Strategic Plan

GOVERNING BOARD	Chair: Wayne Manternach Vice Chair: Duane Hildebrandt Ann McDonough Gary Bierschenk Gary Gissel Shirley Helmrichs Lisa Green Douglass John Gehring Ben Rogers
MANAGEMENT TEAM	CEO: Mechelle Dhondt Coordinator: Kristie Clark Communications: Lucia Herman Contracts: Jody Jansen Evidence Based Practices/Social Workers: Jan Shaw Operations/ HIPAA Privacy Officer: Jan Heidemann Intake/Authorization/Claims: Julie Davison Services/Social Workers: Peggy Petlon Iowa County Liaison: Marilyn Austin
PROFESSIONAL	Budget/HIPAA Security Officer: Deb Seymour-Guard Fiscal Agent: Travis Weipert Attorney: Meghan Malloy Clinical: Mona Krugger
SUPPORT STAFF	Bremer: Doreen Elliott Buchanan: Juli Cameron, Patti Meyer Delaware: Katie McCusker Dubuque: Jessalyn Bader Iowa: Belinda Baack Johnson: Erin Flanagan, Deborah Hampton Jones: Jan Dole Linn: Rita Burrell, Sarah Montgomery, Tina Cottrell
SOCIAL WORKERS	Cecilia McCrea Laurie Esch Nancy Fahey Kim Gehling Jon Trouten Raylynn Lee Lisa Waul Sarah Wagner Kelly Westin

Section 6: Plan of Work Framework

The East Central Region strategic plan is organized using the following framework:

1. **Goal:** Broad statements of what the ECR hopes to achieve in the 3 year plan. In all, the ECR strategic plan identifies 3 strategic goals.
2. **Strategy:** Statements of major approach or method for attaining goals and resolving specific issues. In all, the ECR strategic plan identifies 17 strategies.
3. **Objective:** Statements of what will be done to achieve each of the goals over the next three years. Objectives were developed using the SMART format (Specific, Measurable, Actionable, Realistic, and Timely).
4. **Responsibility:** Identifies the lead person or lead team responsible for operationalizing the objective.
5. **Projected Due Date:** Identifies the projected completion date for each objective in order to assure the strategic plan maintains momentum.

Section 7: Rationale

It is important for regional staff, the Regional Governing Board and the community to understand the rationale or significance for each of the strategies identified in the strategic plan. The following is brief overview of each strategy's significance:

Goal 1 The region will provide services as required by law or rules.

- **Strategy 1.1: Create a system of crisis services across the region.**
The region will create an access service network to serve the region.
- **Strategy 1.2: Serve all eligible people in the region.**
The region will make services available to serve all levels of complexity across the Region.
- **Strategy 1.3: Establish Peer Support Services across the region.**
The region will establish peer services across the Region that are Medicaid funded.
- **Strategy 1.4: Increase types of treatment services across the region.**
The region will make alternative treatment services accessible across the Region.
- **Strategy 1.5: Increase integrated, competitive community employment across the region.**
The region will increase the number of community employment placements in all nine counties within the region.
- **Strategy 1.6: Increase housing options across the region.**
The region will increase all housing options to meet the needs for community placement within all nine counties that comprise the region.

- **Strategy 1.7: Increase transportation access and options across the region.**
The region will review options for increasing the availability of transportation options within all nine counties.
- **Strategy 1.8: Meet DHS reporting requirements.**
The region will continue to do an Annual Service and Budget Plan due April 1st as well as an Annual Report due December 1st.

Goal 2 The region will continue to increase the availability of Education and Prevention services and trainings.

- **Strategy 2.1: Increase Regional Governing Board members' knowledge of aspects related to regional funding of services.**
The region will provide opportunities to engage the RGB members in various educational topics.
- **Strategy 2.2: Increase our accessibility electronically.**
The region will increase our electronic communication techniques.
- **Strategy 2.3: Continue to develop our Policy and Procedure Manual.**
The region will continue to update the Operations Manual.
- **Strategy 2.4: Increase regional financial knowledge of all staff and board members.**
The region will provide updates on the budget and other financial topics on a regular basis.
- **Strategy 2.5: Equalize county administration costs to maintain outcomes across the region.**
The region will standardize what is being charged for administration costs so that all counties are reimbursed fairly.

Goal 3 Ensure quality outcomes are achieved by all providers throughout the region.

- **Strategy 3.1: Ensure providers are offered strategies in on boarding to decrease staff turnover.**
The region will offer trainings to help alleviate the constant turnover of Direct Staff Providers.
- **Strategy 3.2: Complete service audits and state audit.**
The region will abide by state requirements for an audit as well as completing service audits.
- **Strategy 3.3: Implement standardized service outcome measurements across the region.**
The region will implement standardized service outcome measurements.
- **Strategy 3.4: Track data from Residential Care Facilities.**
The region will gather data for development of future community services capacity.

Section 8: Goals, Strategies and Objectives

Goal 1 The region will provide all services as required through state mandate or legislation.

Strategy	Objectives	Responsible Party	Projected Due Date			Status
			2019	2020	2021	
1.1 Create a system of crisis services	<p>1.1.1 Create an access service network to serve the Region to include the following: Screening and Referral 24 hour crisis observation Crisis Beds Sub-Acute services Detoxification Sobering Beds</p> <p>1.1.2 Provide community training on new services available</p> <p>1.1.3 Ensure access standards are met across the Region for Mobile Crisis Outreach</p>	Petlon Heidemann		X		
1.2 Assess eligibility for new core services	<p>1.2.1 Implement process for intake into the following new core services:</p> <ul style="list-style-type: none"> • Access Center • Assertive Community Treatment (ACT) • Crisis Stabilization Community-Based Services • Crisis Stabilization Residential Services • Intensive Residential Services Home (IRSH) • Mobile Response • Sub-Acute • 23 Hour Crisis Observation 	Davison Petlon		X		
1.3 Expand existing services to meet standards in all counties	<p>1.3.1 Advocate for Medicaid funding of Peer run services</p> <p>1.3.2 ACT needed in Dubuque, Iowa, Benton</p>	Petlon Heidemann	X			
1.4 Increase treatment services across the region	<p>1.4.1 Gather data for need within rural counties for alternative treatment services including:</p> <ul style="list-style-type: none"> • Integrative treatment alternative psychiatric Treatment • Intensive Psychiatric Rehabilitation (IPR) • Systems Training for Emotional Predictability & Problem-Solving (STEPPS) • Dialectical Behavior Therapy 	Petlon Herman Heidemann			X	

1.5 Increase integrated, competitive community employment across the region	1.5.1 Determine needed resources and training to increase employment providers capacity and abilities	Heidemann	X			
1.6 Increase housing options across the region and partner with Managed Care Organizations or existing shelter providers when possible	1.6.1 Determine needs of special populations including: Sex offenders Those needing protective services 1.6.2 Determine needs for the general populations served 1.6.3 Assess availability of shelters for those discharging from Access Centers 1.6.4 Post Request for Proposals if needed	Dhondt Shaw Heidemann	X			
1.7 Increase transportation access and options across the region	1.7.1 Determine current options 1.7.2 Assess need based on geographic area 1.7.3 Research new options	Petlon		X		
1.8 Meet DHS reporting requirements	1.8.1 Complete Annual Service and Budget Plan 1.8.2 Complete Annual Report	Heidemann	X			

Goal 2 The region will continue to increase the availability of education and prevention services and trainings.

Strategy	Objectives	Responsible Party	Projected Due Date			Status
			2019	2020	2021	
2.1 Increase Regional Governing Board members' knowledge of aspects related to regional funding of services	2.1.1 Provide training on Level of Care 2.1.2 Provide training on new developments at the state 2.1.3 Provide training on client eligibility requirements	Kruger Heidemann		X		
2.2 Increase our accessibility electronically	2.2.1 Increase our electronic communication 2.2.2 Create an online application process 2.2.3 Create identification of available therapies 2.2.4 Increase online training resources 2.2.5 Begin online meeting availability	Heidemann		X		
2.3 Continue to develop our Policy and Procedure Manual	2.3.1 Post Operations Manual on public website as well as SharePoint 2.3.2 Continue to revise and develop Operations Manual as needed	Guard Heidemann Herman	X			
2.4 Increase regional financial knowledge of all staff and board members	2.4.1 Prepare quarterly report on budget 2.4.2 Present quarterly report on budget to Regional Governing Board and Coordinators of Disability Services 2.4.3 Equalize administrative costs across all nine counties 2.4.4 Book known expenses	Guard RGB	X			

2.5 Equalize county administration costs to maintain outcomes across the region	2.5.1 Review the current list used by each county	Guard RGB	X			
	2.5.2 Establish criteria for consistent description of administrative costs					

Goal 3 Ensure quality outcomes are achieved by all providers throughout the region.

Strategy	Objectives	Responsible Party	Projected Due Date			Status
			2019	2020	2021	
3.1. Ensure providers are offered strategies in on-boarding (hiring) to decrease staff turnover	3.1.1 Increase trainings offered at the Opportunity Center	Heidemann Herman Clark	X			
	3.1.2 Duplicate the trainings offered at the Opportunity Center across all counties					
	3.1.3 Research opportunities to offer incentives to Direct Care Providers to attend the trainings offered					
3.2 Complete service audits and state audit	3.2.1 Prepare data reports as requested by state DHS or state auditor	Shaw Davison		X		
	3.2.2 Collect data to prove access					
3.3 Implement standardized service outcome measurements across the region	3.3.1 Determine strategy for measuring outcomes	Shaw Krugger		X		
	3.3.2 Track referrals from Residential Care Facilities					
	3.3.3 Determine what providers offer Evidence Based Practices currently					
	3.3.4 Offer training and technical assistance to providers attempting to provide EBPs					
3.4 Track data from Residential Care Facilities	3.4.1 Time from admit to first visit with psychiatrist or therapist	Krugger	X			
	3.4.2 Number of admissions to facilities					
	3.4.3 Discharge plan/Care plan					
	3.4.4 Program participation					
	3.4.5 Length of stay					
	3.4.6 Follow through with appointments					
	3.4.7 Medication compliance					
	3.4.8 Number of referrals out of placement					
	3.4.9 Placement after discharge					
	3.4.10 Therapist seen, community or on site					
	3.4.11 Committal status					