

**Northeastern Center, Inc.
Strategic Planning Objectives
FY2021-FY2023**

Northeastern Center helps individuals achieve emotional and mental wholeness through accessible, affordable, and quality behavioral health services.

I) Background

Northeastern Center is a comprehensive community mental health center serving primarily the residents of DeKalb, LaGrange, Noble, and Steuben counties. It contracts with the Division of Mental Health and Addiction (DMHA), a division of the Family and Social Services Administration (FSSA) of the State of Indiana.

As a comprehensive community mental health center, and as required by Indiana regulations, the Center provides a continuum of care for its consumers. As such the Center must have available services in inpatient care, residential services, partial hospital programming, and outpatient. Additionally, the Center performs consultation and education work in the community.

Beyond the basic programming required by its contractual obligations, the Center has community needs within its primary service area and has worked to meet these needs. Additionally, the Center has historically been proactive in working to assure best practices and best outcomes. Examples include being a pioneer in bringing Clubhouse services to northeastern Indiana, establishing Wraparound services for children and adolescents in conjunction with other concerned northeastern Indiana social service agencies, and in its work with specialty programs such as Medication Assisted Treatment (MAT) and Integrated Treatment for Co-Occurring Disorders (ITCD).

In establishing a structure to its planning focus, the Center defines to others who we ARE with ARE being an acronym for Autonomy, Responsiveness, and Excellence. The plan for Northeastern Center is reflected through discussions with its Board, with an understanding of requirements posed by best practice guidelines, by input from all stakeholders (staff, consumers, and community), and by the awareness that the Center is a steward of public resources and public trust. The overarching expectations of the Center's plan is working toward achieving autonomy in its capacity, being responsive to its stakeholders by achieving community, staff and consumer satisfaction, and achieving excellence in its services, meaning it has outcomes that make a difference (effectiveness), and provides value for the resources given to it (efficiency).

II) Autonomy

Autonomy has two meanings within the Center's planning focus. First, as referenced in the mission statement, autonomy reflects the desire of the agency to assist consumers in achieving emotional and mental wholeness – of giving them autonomy within their lives. It is generally referred to within the field of behavioral health as recovery.

Second, autonomy is a concept that embodies action that creates sustainability. Northeastern Center has worked under the umbrella of DMHA guidance and contractual direction for its entire existence. It is an organization that is one of 24 in the state, providing access to mental health

services to the residents of the State of Indiana. While this relationship has been mutually beneficial, it has its limitations. Funding or resource commitments are largely determined by the priorities of the State. While such priorities are generally in alignment with that of the Center, they can be less than what is needed within a given service area. As an example, the State has generally been favorable to programs focusing on children and adolescents but has not placed much emphasis on geriatric services. The Center, while believing in the importance of the former, also believes demographics speak to the need for the latter.

In order to assure the agency can continue meeting a broad community based agenda, it is necessary to develop independent resources separate from those of the State. In so doing it creates an environment that allows a broader and deeper commitment to needs of those being served.

To this end the Center is committed to the following objectives

- 1) Establish, embrace, and promote a **Culture** that is customer-centric (Servitude Leadership), fiscally and clinically accountable and responsible, and recovery-oriented;
- 2) Improve and maintain a solid agency **Infrastructure**;
- 3) **Staff recruitment and retention**;
- 4) **Program Development** including evidence-based treatments, integrated care, and Telehealth;
- 5) **Market and Business Development** (clinically and financially) with community stakeholders including diversification of revenue sources, establishing and maintaining sound and fiscally responsible cash management protocols, and maintaining sound overall financial practices; and
- 6) **Regulatory Compliance** (CARF, CMS, DMHA, Fiscal Audits, etc.)

III) **Responsiveness (Awareness, Sensitivity, Satisfaction)**

Responsiveness is the attribute of the agency that reflects awareness of consumer, staff and community needs and sensitivity to them. These expectations are reflected by access measures as recorded in the Center's quarterly Quality Improvement report, by recognition of staff issues and needs, by working with community agencies to improve the quality of life for all residents, and by review of the Center's Community Needs Survey. Responsiveness is that part of our mission that relates to accessible and affordable behavioral health services. The Center is therefore committed to the following objectives:

- 1) Monitor access measures and take proactive steps to improve results to threshold levels
- 2) Establish ongoing consumer surveys within each program of the Center
- 3) Provide a staff survey within the planning horizon to gauge staff needs and concerns
- 4) Assure Center compliance with provisions of the Affordable Care Act
- 5) Maintain compliance with FLSA, ACA, and other human resource regulatory rules
- 6) Maintain communication channels with the Center's Board, to allow input, discussion and resolution on issues and needs within the community
- 7) Administration of a community survey bi-annually to request input and comment regarding service delivery and perceived needs
 - a. Focus on family/relational issues, specifically as they relate to drugs/alcohol and divorce
 - b. Review and strengthen program capability in relation to depression, anxiety disorders and family/relational issues relative to seniors.
 - c. Review ways to assure continued access for those without ability to pay
 - d. Develop ways to assist in education relating to recognition of mental illness and awareness of treatment options
- 8) Monitor transportation capability to maintain accessibility to services

- 9) Maintain fees at a level that allows access to care
- 10) Assess capability of the agency to implement centralized utilization review to allow better responsiveness to consumer needs
- 11) Explore potential of administrative services being located in new facility space to create better responsiveness to programming and staff needs
- 12) Meet requirements of state reporting through Data Assessment Registry for Mental Health and Addictions (DARMHA)
- 13) Continued development of campus concept incorporating Clubhouse, Residential services, maintenance and administrative services

IV) Excellence (Effectiveness, Efficiency, and Replicability)

Excellence is attaining a state of being whereby results are meaningful (effective), replicable and provide good value (efficiency). Excellence on occasion is easily achieved, while excellence produced on a consistent basis is much more difficult. Consistency of service delivery at a high level of outcome is the goal. In many ways this is the intent of best practice research. A best practice is deemed to have demonstrated desired outcomes based on standardized inputs. While Northeastern Center does not have the resources of academia to conduct research of its service programs, it is committed to achieving good outcomes that are replicable and consistent in application. In gaining excellence, the Center seeks to make a difference, to achieve a positive result by virtue of its actions. It is a combination, as Peter Drucker has noted, of both doing the right things and doing things right. Within the Center's mission, this expectation involves provision of quality behavioral health services. To this end the Center is committed to the following objectives:

- 1) Adopt and maintain a continuing quality improvement program, focused on measuring both inputs and outputs with ongoing feedback capacity
- 2) Monitor outcomes for each program within the Center's QI program and feed results back into inputs
- 3) Introduce recognized best practices into the agency where appropriate and where cost effective.
- 4) Explore additional criteria to team model to include quality control issues such as meeting established outcomes.
- 5) Establish metrics for staff, measure against, and maintain accountability.
- 6) Expand information technology through ongoing use of an electronic medical record (EMR) that digitizes chart information and allows sharing of information across geographic boundaries.
- 7) Meet ongoing meaningful use requirements.