



MOUNTAIN LAKES

Behavioral Healthcare



ADMINISTRATIVE SERVICES

3200 Willow Beach Road, Guntersville, AL 35976

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October 22, 2019

Dr. Ileeia Cobb, Director
Alabama Department of Mental Health
Office of Planning & Resource Development
P.O. Box 301410
Montgomery, AL 36130-1410

Dr. Cobb,

Per Kim Hammack's request of October 9, 2019, please find enclosed the FY20/FY21 310 Strategic Plan for Mountain Lakes Behavioral Healthcare.

Enclosed you will find documents that provide an outline of our basic planning process, along with copies of the organizational tools that are developed as an outcome of this process. These include the Board approved Goals and Objectives; Mission/Vision Statements and Guiding Values; and the Strategic Action Plan.

Should you have questions following review of this information, please don't hesitate to give me a call.

Sincerely,

Myron Gargis, LICSW
Executive Director

Enclosures

cc: Kim Hammack, DMH



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Marshall-Jackson Mental Health Board, Inc.

d/b/a/

MOUNTAIN LAKES BEHAVIORAL HEALTHCARE

Mountain Lakes Behavioral Healthcare is a public, non-profit organization primarily serving the citizens of Marshall County (estimated population 96,109) and Jackson County (estimated population 51,736) with mental illness and substance abuse issues.

FY20/FY21 Planning Process

GOAL PLANNING TIMELINE

July, 2019

Begin planning process

- Announce planning process and solicit input and feedback into upcoming goal development
- Distribute SWOT Analysis Worksheet to all staff members
- Review and evaluate FY19 Goals and Objectives
- Review results of various consumer survey instruments
- Review data/documentation of Consumer Satisfaction Committee reports
- Review feedback from Human Rights Committee reports
- Review data/results received from most recent MHSIP Surveys

August, 2019

Schedule and plan for work session with Leadership Committee

- Work session with Leadership Committee members conducted on August 15, 2019

August – September, 2019

Develop and finalize items for Board approval

- FY20 Goals and Objectives
- Mission/Vision Statements and Guiding Values
- FY20 Strategic Action Plan

GOALS AND OBJECTIVES

The Leadership Committee met on August 15, 2019, and engaged in the planning process consisting of reevaluating the organization's current Mission Statement, Vision Statement and Guiding Values, as well as establishing Goals and Objectives for the coming fiscal year. The input provided to this process was representative of all divisions within the organization, as well as individual participants. Various programs of the organization met separately prior to the Leadership Committee Planning Meeting and conducted a similar evaluation and planning work session at each program level. Input was solicited and compiled from staff members regarding their evaluation of progress with efforts to accomplish FY19 Goals and Objectives. Staff were also asked to provide their suggestions and recommendations of organizational goals for the coming fiscal year by completing a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis Worksheet.

In addition to staff feedback, other methods of needs assessment included consumer input taken from results of various consumer satisfaction instruments; data and documentation provided by the Mountain Lakes Behavioral Healthcare Consumer Satisfaction Committee; data and results received from the most recent MHSIP Surveys; and reports from the on-going Human Rights Committee meetings. Staff members of Mountain Lakes Behavioral Healthcare continually interact with various community partners by serving as Committee/Board members of the Children's Policy Council, Child Advocacy Center, and the Department of Human Resources Quality Assurance Team. This type of group participation and discussion allows for the sharing of local service needs and is taken into consideration when establishing the organization's upcoming goals and objectives. Following review and discussion of input from all parties involved, the Leadership Committee developed the final draft of the FY20 Goals and Objectives, which was presented for approval by the Board of Directors at the September 17, 2019, monthly meeting. A copy of the FY20 Goals and Objectives is enclosed for review.

MISSION STATEMENT, VISION STATEMENT AND GUIDING VALUES

As in previous years, the Mountain Lakes Behavioral Healthcare's Mission Statement, Vision Statement and Guiding Values were evaluated for current applicability and possible recommendations for updates or revisions. Following discussion and input from Leadership Committee members, recommendations were made to continue operation under the same statements. Along with the FY20 Goals and Objectives, these items were approved by the Board of Directors prior to the beginning of the new fiscal year. Copies of the organization's Mission Statement, Vision Statement and Guiding Values were distributed to all staff members and were posted on the network server for easy access by all employees. Staff were encouraged to review these items on a routine basis as they strive to provide quality services to our consumers. The current MLBH Mission Statement, Vision Statement and Guiding Values are attached for review.

STRATEGIC ACTION PLAN

Following establishment and approval of the FY20 Goals and Objectives, the Leadership Committee developed a Strategic Action Plan, by which duty assignments were made, measurable outcomes were identified, and sources of accountability defined for each objective. The Strategic Action Plan (SAP) is maintained by the Executive Office and monitored on a quarterly basis by the Leadership Committee and the Board of Directors to ensure compliance with the established timeframes. The SAP for FY20 is attached for review.

FUNDING RESOURCES

As per the most current Audit Report, Medicaid revenue and the contract with the Alabama Department of Mental Health make up approximately 85.2% of the organization's funding resources. Further breakdown of current operating revenues are as follows: Medicaid – 34.8%; ADMH contract – 50.4%; Self-pay – 1.5%; Rent income – 5%; Miscellaneous income – 2.1%; Medicare and Insurance – 3.1%; and other contractual 3.1%.

Services currently provided by MLBHC

- | | |
|-----------------------------|------------------------------------|
| ● Intake/Evaluation | ● Treatment Plan Review |
| ● SA Intake | ● Court Screening |
| ● Individual Therapy | ● Pre-hospital Screening |
| ● Crisis Intervention | ● Mental Health Consult |
| ● Family Therapy | ● Assertive Community Treatment |
| ● Group Therapy | ● Basic Living Skills (individual) |
| ● C/A Day Treatment | ● Basic Living Skills (group) |
| ● Rehab Day Program | ● Family Support (individual) |
| ● Physician Assessment | ● Family Support (group) |
| ● Medication Administration | ● Case Management |
| ● Medication Monitoring | ● In-Home Intervention (adult) |
| ● SA Individual Therapy | ● In-Home Intervention (child) |
| ● SA Family Therapy | ● SA Prevention Services |
| ● Diagnostic Testing | ● SA Crisis Residential |

Staff of Mountain Lakes Behavioral Healthcare continually review various options to better meet designated needs of the community. One such need, to increase the provision of services to children within the local school systems, is being met by the on-going expansion of school based therapy programs. To address another designated community need, Mountain Lakes Behavioral Healthcare continues to employ a Jail Outreach Therapist. Through this position, mental health services are provided to individuals within the correctional systems of both Marshall and Jackson Counties.

Another designated need, increased services toward the current opioid epidemic, is being addressed via the State Opioid Response (SOR) Grant. Mountain Lakes Behavioral Healthcare has partnered with a local physician's clinic that provides Naltrexone prescriptions to numerous consumers in the local area. Through the SOR Grant, Mountain Lakes Behavioral Healthcare provides staff at that clinic to conduct Intake Assessments, as well as Education and Counseling Services, to consumers misusing opioid type drugs.

Mountain Lakes Behavioral Healthcare also utilizes a portion of the SOR Grant by the employment of two additional Substance Abuse Prevention Specialists. These staff members coordinate with local school faculty, law enforcement and other community agencies to focus on the prevention of substance abuse issues.

Goals and Objectives for Performance Improvement
FY 2020

- I. To improve consumer engagement and retention in treatment services.**
- A. Provide multiple staff training sessions throughout the year focused on topics such as: improving the therapeutic alliance, shared decision making, and person centered care.
 - B. Provide staff training on integrated dual diagnosis treatment (IDDT) and then incorporate the consumer educational curriculum within our current MI and SA programs.
 - C. Implement recovery-oriented techniques for engagement such as: electronics/technology tools, additional peer support services, and the cultural formulation interview (CFI).
- II. To continue to be totally committed to excellence in all that we do and actively seek opportunities and initiate ideas to expand and secure the organization's growth and development.**
- A. Continue to utilize and expand the role of the Employee Engagement Group (EEG) to encourage employee feedback/communication, provide team building activities, improve organizational processes, and assist in the ongoing improvement of employee satisfaction.
 - B. Monitor and respond to error trends & corporate compliance issues to ensure continuous improvement in the quality and accurateness of service documentation and agency processes.
 - C. Further expand the usage of teleconferencing equipment in client service delivery.
 - D. Continue positive public relations efforts to educate our referral sources, potential clients, and the community regarding the effectiveness, availability, and outstanding quality of our staff, services, & programs.
- III. To continuously improve our work performance and the effectiveness of the services provided through our substance abuse treatment programs.**
- A. Increase referrals for programs within the organization such as the MAT program in the treatment process of our substance abuse program. Offer bi-weekly education groups for SA residential members to attend and gain information about resources which include medications that can be used for healthy recovery efforts.
 - B. Increase family involvement in the treatment process of our residential substance abuse program. Offer bi-weekly family education classes for family members to attend and gain information of the role they can play in the consumer's recovery process, and their own personal recovery process as the family member.
 - C. Improve professionalism in the workplace and enhance the overall environment to ensure consumers have the opportunity to find recovery in an enriched environment provided by staff.



Mission Statement

To provide a consumer-sensitive, outcome-oriented, behavioral healthcare system, open to affiliate with other organizations to deliver quality services.

Vision Statement

To provide a comprehensive, cost effective, multi-disciplinary array of quality behavioral healthcare services for the effective treatment and prevention of mental illness and substance abuse, and to be recognized as the best provider of behavioral healthcare in our market area.

Guiding Values

- To treat our customers in a manner in which we would like to be treated.
- To be honest, forthright, and respectful with everyone.
- To be totally committed to excellence in all that we do.
- To continuously improve our work performance and the effectiveness of the services provided.
- To actively seek opportunities and initiate ideas to expand and secure the organization's growth and development.
- To work diligently and accurately so as to assure quality outcome and cost effectiveness.
- To create a work environment that encourages communication, participation, and creative thinking by all employees.
- To recognize the purpose of the organization as a whole as being more important than any given part or specific program.

Strategic Action Plan
Mountain Lakes Behavioral Healthcare
Goals and Objectives
FY 2020

Goal I. TO IMPROVE CONSUMER ENGAGEMENT AND RETENTION IN TREATMENT SERVICES.

Objective	Evaluation Method	Person(s) Responsible	Due Dates	Reviewed By	Monitored
A. Provide multiple staff training sessions throughout the year focused on topics such as: improving the therapeutic alliance, shared decision making and person centered care.	*Training sessions on improving the therapeutic alliance, shared decision making, and person centered care provided at Jackson & Marshall Co. MHCs and Cedar Lodge.	Clinical Director Program Directors SA Program Coordinator Training Coordinator	12/31/19 3/31/20 6/30/20 9/30/20	Leadership Committee	
B. Provide staff training on integrated dual diagnosis treatment (IDD) and then incorporate the consumer educational curriculum within our current MI and SA programs.	*IDD Trainings provided at the following locations: Jackson Co. MHC, Marshall Co. MHC, & Cedar Lodge. *IDD educational curriculum is implemented at each of the three training locations.	Clinical Director Program Directors SA Program Coordinator Training Coordinator	12/31/19 3/31/20 6/30/20 9/30/20	Leadership Committee	
C. Implement recovery-oriented techniques for engagement such as: electronic/technology tools, additional peer support services, and the cultural formulation interview (CFI).	*New electronic/technology tools, peer support services, and the cultural formulation interview will be implemented at the Jackson & Marshall Co. MHCs.	Clinical Director Program Directors Executive Director	12/31/19 3/31/20 6/30/20 9/30/20	Leadership Committee	

GOAL II. TO CONTINUE TO BE TOTALLY COMMITTED TO EXCELLENCE IN ALL THAT WE DO AND ACTIVELY SEEK OPPORTUNITIES AND INTIAATE IDEAS TO EXPAND AND SECURE THE ORGANIZATION'S GROWTH AND DEVELOPMENT.

Objective	Evaluation Method	Person(s) Responsible	Due Dates	Reviewed By	Monitored
<p>A. Continue to utilize and expand the role of the EEG to encourage employee feedback/communication, provide team building activities, improve organizational processes, and assist in the ongoing improvement of employee satisfaction.</p>	<p>*Implement at least two inter-departmental activities during the year to promote agency-wide interaction.</p> <p>*Implement at least one employee activity per quarter (i.e. t-shirt day, breakfast, contests)</p> <p>*Develop and implement at least one new strategy that encourages employee feedback & communication</p> <p>*Develop and implement at least one additional strategy for recognizing employee performance</p> <p>*Sponsor two Lunch and Learn Programs in each county that provide information to staff on non-clinical agency related topics (i.e. budget, travel reimbursement, BCBS grandfathered status, etc.)</p>	<p>EEG Committee</p>	<p>12/31/19</p> <p>3/31/20</p> <p>6/30/20</p> <p>9/30/20</p>	<p>EEG Committee</p> <p>Leadership Committee</p>	
<p>B. Monitor and respond to error trends and corporate compliance issues to ensure continuous improvement in the quality and accurateness of service documentation and agency processes.</p>	<p>*Continue to monitor and strengthen staff corporate compliance through monitoring reports, audits, and consumer surveys.</p> <p>*Provide staff training quarterly on corporate compliance topics</p> <p>*Implement a new system to conduct the Peer Review process within the EHR</p> <p>*Improve safety by implementing a workplace violence prevention program at our Dutton, Marshall Place, Jackson Place & Cedar Lodge residential locations.</p>	<p>Clinical Director</p> <p>QA Coordinator</p> <p>PI Committee</p> <p>Corp. Compliance Committee</p> <p>Executive Director</p>	<p>12/31/19</p> <p>3/31/20</p> <p>6/30/20</p> <p>9/30/20</p>	<p>Leadership Committee</p>	

C. Further expand the usage of teleconferencing equipment in client service delivery.	*Provide services at a minimum of four new sites (i.e. schools, client residence, etc.). *Increase service providers utilizing telehealth by adding a minimum of two new provider types.	Clinical Director Program Directors Program Coordinators	12/31/19 3/31/20 6/30/20 9/30/20	Leadership Committee	
D. Continue positive public relations efforts to educate our referral sources, potential clients, and the community regarding the effectiveness, availability, and outstanding quality of our staff, services and programs.	*Minimum of 2500 hours of Prevention Activities/Education *May 2020- MH Month activities- Minimum of one each TV/radio interviews *Minimum of 40 C&E community presentations	Executive Director Clinical Director Program Directors Program Coordinators Prevention Staff	12/31/19 3/31/20 6/30/20 9/30/20		

Goal III. TO CONTINUOUSLY IMPROVE OUR WORK PERFORMANCE AND THE EFFECTIVENESS OF THE SERVICES PROVIDED THROUGH OUR SUBSTANCE ABUSE TREATMENT PROGRAMS.

Objective	Evaluation Method	Person(s) Responsible	Due Dates	Reviewed By	Monitored
A. Increase referrals for programs within the organization such as the MAT Program in the treatment process of our substance abuse program. Offer bi-weekly education groups for SA residential members to attend and gain information about resources, which include medications that can be used for healthy recovery efforts.	*Provision and facilitation of bi-weekly education groups regarding program services (i.e. MAT) for individuals in the residential SA program.	SA Program Coordinator SA Counselors SA Peer Support Staff	12/31/19 3/31/20 6/30/20 9/30/20	Leadership Committee	

<p>B. Increase family involvement in the treatment process of our residential substance abuse program. Offer bi-weekly family education classes for family members to attend and gain information of the role they can play in the consumer's recovery process and their own personal recovery process as a family member.</p>	<p>*Provision and facilitation of bi-weekly family education classes for family members to attend and gain information of the role they play in the consumer's recovery process.</p>	<p>SA Program Coordinator SA Counselors SA Peer Support Staff</p>	<p>12/31/19 3/31/20 6/30/20 9/30/20</p>	<p>Leadership Committee</p>	
<p>C. Improve professionalism in the workplace and enhance the overall environment to ensure consumers have the opportunity to find recovery in an enriched environment provided by staff.</p>	<p>*Staff will attend 1 training event per quarter to gain skills needed for professional development directly related to professional behaviors and conflict resolution in the workplace. Trainings will be available during the quarterly staff meetings (or lunch and learn) with SA staff. Other supervision responsibilities will be accounted for by SA Supervisors.</p>	<p>SA Program Coordinator SA Counselors SA Peer Support Staff Mental Health Workers Office Staff Kitchen Staff</p>	<p>12/31/19 3/31/20 6/30/20 9/30/20</p>	<p>Leadership Committee</p>	