SPECTRACARE HEALTH SYSTEMS, INC.

STRATEGIC PLAN

Fiscal Years

December 31, 2020 - March 31, 2021

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I Agency Overview

SpectraCare Health Systems, Inc. here after called SpectraCare, is a public non-profit corporation formed in 1968 in the State of Alabama. SpectraCare is a comprehensive behavioral health system providing mental health, developmental disability, and substance abuse services to the citizens of Barbour, Dale, Geneva, Henry, and Houston Counties. SpectraCare also provides prevention and collaboration/education services in Butler, Crenshaw, Covington, and Coffee Counties.

SpectraCare is governed by a Board of Directors appointed by city and county municipalities as outlined in its Articles of Incorporation and Alabama Act 310.

II Current Status

The current status population of the service area as of 2017 is as follows: Houston County 104,346, Henry County 17,147, Geneva County 26,421, Barbour County 25,270, Dale County 49,226, Covington County 37,092, Coffee County 51,874, Crenshaw County 13,871, and Butler County 19,825. Total: 345,072

Access to Care is SpectraCare's call center that serves as the initial point of contact for patients entering our care or returning to services. Our Access to Care specialists can screen patients to determine their needs, schedule appointments, handle hospital or doctor office referrals and connect callers with appropriate services within the SpectraCare system and the community.

Mental Illness Services and Substance Abuse Services are provided through outpatient clinics in each county. Residential Services are provided

through crisis residential treatment facilities, an Intermediate Care Program, a Co-Occurring treatment facility, foster homes, and supportive apartments. Inpatient Hospitalization is also provided through contracts with local acute care hospitals.

Substance Abuse Services also include Prevention Services that promotes physical and emotional health and wellness. 'These activities are to provide education and increase awareness. SpectraCare also manages the Court Referral program in Houston County that assists both the Municipal and the Circuit courts with managing drug and/or alcohol related cases.

Developmental Disabilities services include Day Habilitation programs in Geneva and Henry counties. Individuals in Barbour County receive Developmental services at the Henry County facility. Developmental Disability services are provided by separate MR 310 Boards in Houston and Dale County.

A complete listing of the current programs offered by SpectraCare is documented in Attachment 1.

III Assessment of Stakeholders

This plan was developed by the Chief Executive Officer with input from Executive Team of SpectraCare. The Executive Team provided information gained from a variety of sources including consumers, family members, staff, probate judges, mayors, and community leaders. SpectraCare is also a member of the National Council of Mental Health and the Alabama Council of Mental Health where the perspective of state-wide needs is assessed as well as the opportunity to network with other community mental health leaders in the state. This relationship also enhances the opportunity to collaborate with the Alabama Disabilities Advocacy program (ADAP) to gain information about individuals needs in the communities of Alabama.

Information for input into future needs was obtained through community meetings, client surveys, and individual and group consumer meetings. Information obtained through the Alabama Department of Mental Health and other funding sources, and current contracts were also used to guide decisions about program availability for the future.

IV Mission

The heart of SpectraCare Health Systems, Inc. exists to serve individuals, families, and communities by encouraging wellness, promoting recovery, and inspiring hope.

V Vision

SpectraCares' vision is that the quality services that they provide will promote the health and general welfare of the people they serve and create healthier communities.

VI Value and Philosophy

SpectraCare is committed to providing services that will promote positive consumer, family, and provider relationships. SpectraCare works to establish priorities for services provided with primary emphasis on the seriously mentally ill, substance abuse, and developmentally disabled population. To this end, the Board's primary goal is to provide quality services in an effective and economical manner.

SpectraCare's Performance Improvement Plan monitors and evaluates the following outcome and quality measures:

1. Goal I: To continue to maintain financial stability of organization. (See attachment 2 for objectives)
2. Goal II: To continue to strengthen staff competence. (See attachment 3 for objectives)
3. Goal III: To provide a user friendly and effective treatment environment. (See attachment 4 for objectives)
4. Goal IV: To continue to provide treatment services that meet applicable standards, third party requirements, contract requirements and internal quality indicators. (See attachment 5 for objectives)

The Executive Team will collect and analyze data related to the above stated goals. This data analysis will be reviewed to effect change for effective and efficient operation. The Strategic Plan will be reviewed on an annual basis for needed revisions by the Executive Team. The Board of Directors will review, revise, and approve the Strategic Plan every two years.

VII Greatest Needs

1. Developmental Disability Services
   A. DD state matching funds
   B. Outplacements from the DD waiting list
   C. Greater ability for Day Habilitation placements and services to meet future needs
2. Mental Illness Services
   A. Additional funding for residential services for MI

B. Additional funding for psychiatric and /or CRNP services to include consultation and inpatient coverage. Ability to provide more psychiatric services in outpatient clinics and children's services

C. Additional funding to provide primary care physician services in outpatient and residential settings

D. Expansion of liaison programs specially to probate courts

E. Expansion as indicated by consumer need for therapists in Barbour, Dale, Geneva, and Henry counties to reduce case loads and provide more children/adolescent services

F. Continue managed care preparation by collaborating with other behavioral healthcare organizations and Medicaid

G. Continue to work with Alabama Department of Mental Health to minimize utilization of Bryce Hospital for inpatient care

H. Continue to work with NAMI and DMH to establish a CIT Program

3. Substance Abuse Services

   A. Detox Services

   B. Funding for long term residential beds – adult

   C. Additional funding for prevention services

4. Business/Financial

   A. Increase ability to provide financial, statistical and analysis reports to staff and provide training to enable staff to take actions based on reports and data presented

   B. Increase capital reserve funding

   C. Increase federal, state, and local funding to meet additional needs

   D. Increase Debt Retirement payments each year

5. Human Resources
   A. Staffing of residential facilities
   B. Retention of long-term staff
   C. Employee Recognition Program
   D. Implement electronic Performance Appraisals through Paycor
   E. Develop New Approaches to Talent Sourcing (Recruiting & Marketing) – Create Employment Branding
   F. Develop SpectraPerk Program for Employee Discounts as a part of the Employee Engagement Initiative
6. Quality Assurance
   A. Increase ability to monitor data through the EMR system
   B. Raising key performance improvement indicators to an error of 5% or less
7. Information Technology
   A. Utilize EMR to improve efficiency at all levels of care. Better leverage data already in EMR for insight and foresight in pursuit of the "Triple Aim in Healthcare"
      1. Improving the patient experience of care (including quality and satisfaction).
      2. Improving the health of the population we serve; and
      3. Reducing the cost of care
   B. Continue to move applications to the cloud to enable users to get their work done more efficiently
   C. Leverage Microsoft's cloud security products and other available resources to help ensure our consumer's PHI and our business information is not compromised

8. Building and Maintenance

   A. Facilities in all divisions are aging and will require continued maintenance and updates

   B. Evaluate, Rotation and Replacement for aging fleet of vehicles

VIII Current Funding Resources

The majority of funding is provided by the Alabama Department of Mental Health. A significant amount of the funds received are Medicaid federal funds passed through DMH. Other sources of revenue include patient fees, private pay insurance, local government appropriations and The Wiregrass United Way.

IX Future Funding Resources

A. SpectraCare will work diligently with stakeholders and representatives to see funding remain level from Counties and Cities that reduced prior funding support. Efforts will be made to re-visit Counties and Cities who have eliminated their funding to regain financial support.

B. When possible, grants for additional funding will be pursued.

C. It is hoped that the Department of Mental Health will be able at a minimum to sustain the current funding levels. However, SpectraCare will continue to make DMH, as well as state representatives and others in leadership roles aware of the need for increase funding for current community services.

X Communications

The Strategic Plan will be available for review by each staff member of SpectraCare Health Systems, Inc. through posting on the Spectranet. The Strategic Plan will also be posted on the Alabama Department of Mental Health's website.

Attachment 1

SpectraCare Health Systems, Inc. Programs

Adult Outpatient Houston County

ACT Team Center-Wide

Adult Outpatient Barbour County

Adult Outpatient Dale County

Adult Outpatient Geneva County

Adult Outpatient Henry County

Child & Adolescent In-Home Intervention FIND Team Houston County

Child & Adolescent In-Home Intervention FIND Team Barbour County

Child & Adolescent In-Home Intervention FIND Team Geneva County

Child & Adolescent Outpatient Houston County

Child and Adolescent Outpatient Barbour County

Child and Adolescent Outpatient Dale County

Child and Adolescent Outpatient Geneva County

Child and Adolescent Outpatient Henry County

Adult Intensive Day Program Dale County

Adult Intensive Day Program Geneva County

Adult Intensive Day Program Henry County

Adult Intensive Day Program Houston County

Midland City Co-Occurring Adult Intensive Day Treatment

Rehabilitative Day Program Dale County

Rehabilitative Day Program Geneva County

Rehabilitative Day Program Henry County

Rehabilitative Day Program Houston County

Cottonwood Specialized Care

Adult Case Management Barbour County

Adult Case Management Dale County

Adult Case Management Geneva County

Adult Case Management Henry County

Adult Case Management Houston County

Child & Adolescent Case Management Barbour County

Child and Adolescent Case Management Dale County

Child & Adolescent Case Management Geneva County

Child & Adolescent Case Management Henry County

Child & Adolescent Case Management Houston County

Child and Adolescent Outpatient Henry County

Intermediate Care Program CRF (DMHF)

Middleton Residential Care Home with Specialized Behavioral Services with Enhanced Medical Care CRF (DMHF)

Samson Basic Specialized CRF (DMHF)

Webb #1 Basic Specialized CRF (DMHF)

Level II.1 Adult Intensive Outpatient Treatment

Level I Adult Outpatient Treatment Henry County

Level I Adult Outpatient Treatment Barbour County

The Haven CRF #833 Level III.5: Clinically Managed High Intensity Residential Treatment Program for Adults

The Haven CRF #831 Level III.5: Clinically Managed High Intensity Residential Treatment

Level I Adult Outpatient Treatment – Ozark, Alabama

Level I Adult Outpatient Treatment – Dothan, Alabama

Midland City Co-Occurring II CRF Level III.5: Clinically Managed High Intensity Residential Treatment Program for Adults

Midland City Co-Occurring I CRF Level III.5: Clinically Managed High Intensity Residential Treatment Program for Adults

Level I Adult Outpatient Treatment – Geneva, County

Kornegay Street #1 Foster Care Facility

Kornegay Street #2 Foster Care Facility

Lena Street Foster Care Facility

Dusy Street Foster Care Facility

Mental Illness Office Geneva County

Mental Illness Office Barbour County

Mental Illness Office Henry County

Prevention Services

Henry County Day Training Center

Merle Wallace Purvis Center

Attachment 2

Goal #1: Maintain financial stability of Organization.

Objective	Evaluation Method	Person(s) Responsible	Dates	Reviewed By
Monitor Financial Status	Current Financial Reports; Budget Reports	Chief Financial Officer, Chief Operations Officer, Senior Management, Program Directors	Semi-annually or more frequent if justified	Executive Team; Board of Directors
Monitor Billings and Collections	Accounts Receivable Trends and Reports	Asst. Chief Financial Officer, Patient Account Representative, Insurance Specialists	Monthly	Chief Financial Officer
Monitor Program Services and Trends	Services and Trend Reports	Senior Management, Program Directors	Quarterly or more frequent if justified	Executive Team and CQI Committee

Attachment 3

Goal #2: Strengthen staff competency.

Objective	Evaluation Method	Person(s) Responsible	Dates	Reviewed By
Staff Evaluations	Staff Supervision; Performance Appraisals; and CQI Committee	Chief Human Resources Officer	Annually	Executive Team
Provide Appropriate Inservice Training	Content and Attendance Evaluations; Monthly Assessments of Admin. Records	Executive Team	Quarterly	Executive Team; CQI Committee
Provide Appropriate CEU's	Licensure Requirements	Chief Human Resources Officer & Director of Community Services (or COO)	Annually	Executive Team; Program Directors

Attachment 4

Goal #3: To provide a user friendly and effective treatment environment.

Objective	Evaluation Method	Person(s) Responsible	Dates	Reviewed By
Ensure Safety of and Access to Facility	Fire Safety Reports; DMH Life Safety Reports	Executive Team; Facilities Director; Nurses	Monthly Semi-Annually and Annually	Executive Team
Ensure Consumer Care is Provided in Compliance with Consumer Rights and Ethical Standards	DMH/MR Advocacy Abuse Neglect Reports; Grievance Procedure; Consumer Meetings	CQI; Executive Team	Monthly	CQI Program Directors; Executive Team; CQI Committee
Ensure Consumer Care is Provided by Friendly and Caring Staff	Consumer Satisfaction Surveys; Advocacy	Program Directors; Executive Team when applicable	As required	CQI Committee; Executive Team

Attachment 5

Goal #4: To maintain compliance with required standards and contractual obligations.

Objective	Evaluation Method	Person(s) Responsible	Dates	Reviewed By
Ensure Policies and Procedures Meet State Standards	Review Policies and Procedures and Compare to State Standards	Executive Team; CQI Director	Annually	Board of Directors
Ensure Contract Requirements are met	Review Contract Requirements; DMH Site Reports; and Audits	Executive Team; CQI Committee	Annually or Upon Effective Date of Contract	Chief Financial Officer, Chief Operations Officer, Chief Executive Officer, CPA
Monitor Performance Improvement Plan	Analyze Performance Improvement Reports; Review Performance Indicators	Executive Team	On Going	Executive Team; Board of Directors
Ensure Compliance with Site Visit and Contract Requirements	Review Site Visit Reports; Annual Audits	Executive Team	Annually	Executive Team; Board of Directors