



# **SPECTRACARE HEALTH SYSTEMS, INC.**

## **STRATEGIC PLAN**

**May 1, 2023- May 1, 2025**

# **SpectraCare Health Systems, Inc.**

## **Strategic Plan**

### **I Agency Overview**

SpectraCare Health Systems, Inc. hereafter 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 / intellectual disability, and substance use services to the citizens of Barbour, Dale, Geneva, Henry, and Houston Counties.

SpectraCare operates the Administrative Office of Courts Court Referral Program for Houston County. SpectraCare also provides prevention and collaboration / education services.

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 status population of the service area as of 2021 is as follows: Houston County 107,458, Henry County 17,459, Geneva County 26,701, Barbour County 24,964, Dale County 49,342. Total: 225,924.

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

Mental Illness Services and Substance Use 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 Use Services also include Prevention Services that promote physical and emotional health and wellness. These services 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 / Intellectual Disabilities services are provided in Houston, Henry, Geneva, Barbour, and Dale Counties. A Day Habilitation program is provided in Geneva County. Support Coordination services are provided in the other four counties.

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 the Executive Team of SpectraCare. The Executive Team provided information gained from a variety of stakeholders including City and County officials, patients, family members, staff, probate judges, and community leaders. SpectraCare is also a member of the National Council of Behavioral Health and the Alabama Council of Behavioral 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**

SpectraCare's vision is to be the premier provider of Behavioral HealthCare services.

#### **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 use, and developmentally disabled population. To this end, the Board's primary goal is to provide quality services in an effective and economical manner.

#### **VII Greatest Needs**

##### **1. Developmental Disability Services**

- A. DD state matching funds.
- B. Outplacements from the DD waiting list.

##### **2. Mental Illness Services**

- A. Work with ADMH, the National Council, MTM, to become a fully certified CCBHC.
- B. Work with ADMH and community partners to include, but not limited to law enforcement, hospitals, City and County leaders and probate courts to implement and deliver a full continuum of crisis intervention services.
- C. Additional funding for residential services.
- D. Additional funding to expand adult outpatient services in Barbour, Dale, Geneva, and Henry counties.

- E. Work with ADMH and community partners to design, implement and deliver a continuum of crisis residential services for children and adolescents.
- 3. Substance Use Services.
  - A. Work with ADMH, the National Council, MTM, to become a fully certified CCBHC.
  - B. Increase detox rates to cover the cost to add detox providers statewide.
  - C. Increase funding for current residential treatment services statewide so residential costs are covered adequately and fully.
- 4. Medical
  - A. 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.
  - B. Additional funding to provide primary care physician services in outpatient and residential settings.
  - C. Increase telemedicine outreach to improve accessibility to psychiatric services.
- 5. Building and Maintenance
  - A. Evaluate all facilities for energy efficiency and make improvements where funding will allow.
  - B. Evaluate fleet rotation and replace aging vehicles as funding will allow.
- 6. Prevention Services
  - A. Expand prevention funding to address mental health promotion and primary prevention principles, that seek to build resilience in communities, groups, and individuals and prevent or reduce the impact of mental illness.

- B. Fund school based mental health and substance abuse prevention services that will provide evidence-based prevention strategies in the school setting.

#### 7. 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 rate of collections and reduce aging of receivables.
- C. Increase federal, state, and local funding to meet additional needs.
- D. Increase Debt Retirement payments each year.

#### 8. Human Resources

- A. Upgrade timekeeping and scheduling programs.
- B. Increase employee engagement and staff retention.
- C. Increase partnerships with University Apprenticeship Programs to further develop the workforce.
- D. Launch a new, fully redesigned HR webpage for organization.
- E. Develop On-Going Training Plan – Trauma Informed Care.

#### 9. Quality Assurance

- A. Explore opportunities to collect population specific outcomes data through use of existing EMR tools and external tools with the capacity to be integrated into the existing EMR.
- B. Explore mechanisms to decrease error rates of key performance indicators.
- C. Increase training opportunities to foster improved compliance.
- D. Improve communication between the Quality Assurance Department and other organizational divisions.

## 10. Information Technology

- A. Implementing new mobile health technologies such as mobile applications, text messaging, and wearable devices to improve patient engagement, increase accessibility, and enhance the overall patient experience.
- B. Improving EMR clinical decision support systems to identify trends, measure outcomes, and make data-driven decisions to improve care quality and operational efficiency.
- C. Continuation of strong cybersecurity measures such as encryption, firewalls, and access controls can protect sensitive patient information from cyber threats.
- D. Enhance our community outreach with a newly designed website and social media platforms that will provide in-depth and current information on all services that we provide.
- E. Build upon our telecommunications infrastructure to support our therapists, physicians, and Access to Care team to expand our service offering and better serve patients in a timely manner.

## **VIII Current Funding Resources**

Most of the organization's 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 continue to advocate for adequate funding to state and local stakeholders and representatives.
- B. SpectraCare will continue to seek opportunities with the Alabama Department of Mental Health to pilot new community services, including working towards becoming a Certified Community Behavioral Health Center (CCBHC).

C. SpectraCare closely monitors Alabama Medicaid changes including potential Managed Care Contracts as well as Medicaid Expansion.

D. When identified, grants for additional funding will be pursued.

**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**

#### **Houston County**

- Adult Outpatient MI
- Adult Case Management
- Psychiatric Outpatient Services
- Child & Adolescent Outpatient MI
- Child & Adolescent Intensive Case Coordination
- School Based Services
- Children's In-Home Intervention
- SA Outpatient Level 1
- SA Level 2.1 IOP
- Medication-Assisted Treatment
- ACT Team
- Peer Support Services
- Therapeutic Mentoring
- Dothan City School Bullying Program
- Dothan City Schools Social Work
- Dothan City Schools Crisis Counselor
- Juvenile Court Liaison
- Prevention
- DD / ID Case Management
- Court Referral Program
- SpectraCare Integrated Services
- Adult Intensive Day Treatment
- Adult Rehab Day Program
- UR Probate Services
- Access to Care
- Emergency Services
- Foster Care Homes
  1. Dusy Street
  2. Lena Street
  3. Kornegay Street

- Middleton Residential (Specialized Behavioral with Enhanced Medical Care)
- Webb Residential (Basic Specialized Care)
- Immediate Care Program (Residential)
- Cottonwood Residential (Specialized Care)
- Supportive Housing
- Employee Assistance Programs
- The Haven-III.5: Clinical High Intensity Residential Care

### **Henry County**

- Adult Outpatient MI
- Adult Case Management
- Child & Adolescent Intensive Case Coordination
- Child & Adolescent Outpatient MI
- Adult Intensive Day Treatment
- Adult Rehab Day Program
- SA Outpatient Level 1
- DD / ID Case Management
- Prevention
- Covington Apartment Complex
- Juvenile Court Liaison
- Access to Care Services
- Emergency Services
- UR Probate Services
- Psychiatric Outpatient Services
- Medication – Assisted Treatment

### **Barbour County**

- Adult Outpatient MI
- Adult Case Management
- Child & Adolescent Intensive Case Coordination
- Child & Adolescent Outpatient MI
- Children's In-Home Intervention
- School Based Services
- Adult Intensive Day Treatment

- Adult Rehab Day Program
- SA Outpatient Level 1
- DD / ID Case Management
- Prevention
- Juvenile Court Liaison
- Access to Care Services
- Emergency Services
- UR Probate Services
- Psychiatric Outpatient Services
- Medication – Assisted Treatment
- Carrington Way Apartment Complex

### **Geneva County**

- Adult Outpatient MI
- Adult Case Management
- Child & Adolescent Intensive Case Coordination
- Child & Adolescent Outpatient MI
- Children's In-Home Intervention
- Adult Intensive Day Treatment
- Adult Rehab Day Program
- SA Outpatient Level 1
- Prevention
- Juvenile Court Liaison
- Access to Care Services
- Emergency Services
- UR Probate Services
- Psychiatric Outpatient Services
- Medication – Assisted Treatment
- Samson Residential Home (Basic Specialized)
- School Based Services
- Merle Purvis Day Habilitation Program

## **Dale County**

- Adult Outpatient MI
- Adult Case Management
- Child & Adolescent Intensive Case Coordination
- Child & Adolescent Outpatient MI
- Children's In-Home Intervention
- School Based Services
- Adult Intensive Day Treatment
- Adult Rehab Day Program
- SA Outpatient Level 1
- DD / ID Case Management
- Prevention
- Juvenile Court Liaison
- Access to Care Services
- Emergency Services
- UR Probate Services
- Psychiatric Outpatient Services
- Psychiatric Inpatient Services
- Acute Care & Utilization Review
- Crisis Stabilization Services
- Co-Occurring – III.5: Clinically Managed High Intensity Residential
- Medication – Assisted Treatment
- Brookridge Apartment Complex
- SpectraCare Integrated Services

