

***WEST ALABAMA
MENTAL HEALTH CENTER***



STRATEGIC PLAN

FY 2023-2025

WEST ALABAMA MENTAL HEALTH CENTER STRATEGIC PLAN

Fiscal Years 2023-2025

Board Name:

West Alabama Mental Health Board, Inc., dba West Alabama Mental Health Center.

West Alabama Mental Health Center (WAMHC) is a comprehensive community mental health center incorporated in 1969 as a public non-profit corporation in accordance with ACT 310 of the Alabama Legislature to provide services in the M-10 catchment area designated to include Choctaw, Greene, Hale, Marengo and Sumter counties. West Alabama Mental Health Center is governed by a Board of Directors appointed by county commissions, three from each county.

These services are provided in an ethical and responsible manner protecting the dignity and rights of each individual. The primary focus of staff has been on this principle in the delivery of all services. WAMH is dedicated to providing a basic continuum of community mental health services based upon the needs of the programs as specified by the Program Service Description Manual. It is recognized that services and programs will be developed and expanded when the need for that service has been identified and/or resources are available to support the service or program.

Mission Statement

It is the mission of West Alabama Mental Health Center to provide effective and efficient support and services to individuals meeting eligibility requirements regardless of ability to pay. The organization is committed to continually improving the quality of care and services provided to individuals served. The organization will operate locally responsive programs to meet the needs of the community and promote the development of innovative programs in traditional and non-traditional settings when resources are available.

Vision Statement

West Alabama Mental Health Center's vision is to provide responsive and accessible services in Choctaw, Greene, Hale, Marengo, and Sumter counties. Vital to our vision is a commitment to recovery-oriented, consumer-centered care. To ensure this vision of care, WAMHC will find ways to flex services and utilize community resources to promote consumer access to necessary and beneficial service. The development of services will emphasize community-based settings to support care within the community and decrease the necessity for institutional care. Care of consumers will be provided in the most cost-effective and efficient manner possible, emphasizing a seamless system of care for the consumer. To ensure that consumers in need secure appropriate services, WAMHC will operate efficiently, using the creativity of staff, to retain and reinvest revenue to support organizational and system improvement.

Guiding Principles/Values

- Services will be provided in an ethical and responsible manner with a focus on the dignity and rights of the individual.
- Ensure a continuum of basic programs and services.
- Expand programs and services when the resources and need have been identified.
- Use resources efficiently and effectively in providing services.
- Provide services to individuals who are eligible for needed services.
- Serve as an advocate for the rights of those individuals served.
- Provide needed services to individuals in the least restrictive environment.
- Provide needed services at an affordable rate and regardless of ability to pay.
- Work, cooperate, and plan with other community agencies and providers.
- Promote and utilize input from stakeholders.

Population Served/Supports and Services Provided

West Alabama Mental Health provides or ensures the implementation of programs to provide services for individuals with mental illness (outpatient, residential and day programs); intellectual disabilities (day programs and support services); substance use, prevention services; child and adolescent; and case management services. To help maintain the mental health of our consumers, we provide 24 hour Crisis Team Intervention, funded programs for treatment (Stepping Up – Marengo County), group therapy, employment, and court referral services.

Mental Illness Services

- Outpatient Services (Adults and Children)
- Residential Programs (Specialized Behavioral Facility, supportive apartments)
- Residential Programs (Specialized Medical Facility)
- Rehabilitative Day Program (Marengo County)
- Adult Targeted Case Management
- Juvenile Court Liasion
- Children and Adolescent Intensive In-Home Intervention Teams (Choctaw, Greene, Hale, Marengo and Sumter Counties)
- Children and Adolescent Intensive Care Corrdination Services(High and Low) (Choctaw, Greene, Hale, Marengo and Sumter Counties)
- School Based Mental Health(Demopolis City, Marengo County, Greene County, Hale County, Sumter County, University Charter, Linden City Schools pending)
- Probate Court Liasion
- Medication Administration & Monitoring
- Information and Referral
- Psychiatric Services
- Stepping Up Program (Engagement Incentive Case Management(EIC))
- Mobile Rural Crisis Team-Marengo County

Intellectual Disabilities Services:

- Day Program (Choctaw, Hale and Marengo Activity Centers)
- Support Services
- Information and Referral
- Psychiatric Services

Substance Use:

- Outpatient Services (Individual and Group)
- Prevention Services
- Drug Court, Mental Health Court – 17th Judicial Circuit (Greene, Marengo and Sumter Counties)

Administrative Office of Courts – Court Referral Education Program (CREP)

- Level I and II
- Level III (Substance Abuse – OP Treatment)
- Juvenile

Plan Development

The Strategic Plan is developed using Performance Improvement, Health & Safety, Management of Information and Human Resource components and is developed using suggestions from consumers, the consumer quality of life survey, referral source (stakeholder) survey, staff survey along with community partners input. Suggestions are used to revise current service delivery system and develop new programs when funding is identified. Data is used to support the need for additional services and to identify areas of weakness in current service delivery.

Population of Catchment Area: 66,705

Choctaw County 12,653, Greene County 8,111, Hale County 14,651, Marengo County 18,863, Sumter County 12,427

Surveys of stakeholders are routinely taken. WAMHC is responsive to the needs of the residents of the M-10 Catchment area; monitors are in place to insure the quality of services offered. WAMHC is readily available, affordable, and responsive to those in need. Referral procedures are in place for any specialized needs not covered by WAMHC.

The WAMHC Strategic Plan includes Performance Improvement, Health & Safety, Management of Information and Human Resource components developed using input from consumers, the consumer quality of life survey, referral source (stakeholder) survey, staff survey along with community partners input. Suggestions are used to revise current service delivery and develop new programs when funding is identified. Data is used to support the need for additional services and to identify areas of weakness in current service delivery.

Planning Cycle – Planning is an ongoing process with formal plans reviewed and revised at least annually.

Role of Stakeholders

Stakeholders include the Board of Directors, Executive Director, staff, consumers, certification teams, advocates, family members and related parties such as other social service agencies and funding source representatives. It is the role of all of these parties to provide input to determine community needs. This input can be in a formal or informal manner such as reports, reviews, surveys, complaints, grievances, and/or general observations. The data gathered is assembled by the stakeholders and reported to the Executive Director. Once the Executive Director approves the data it is reported to the

Performance Improvement Committee (PIC), and the Board of Directors to be utilized as a part of the planning process.

Plan Monitoring and Evaluation

The plan is reviewed by the Board of Directors to evaluate the process and determine if additions, deletions or modifications need to be made to the plan's indicators and monitors.

Community providers provide information on services currently being provided as well as information on consumer demographics, funding sources, resource development opportunities, barriers to services and consumer needs for services. Consumer and family input provides primary source information on services provided and is sought primarily through consumer satisfaction surveys and other providers.

The Alabama Department of Mental Health-Division of Development Disabilities Region II Community Services serves the local area for services to the individuals with intellectual disabilities/development disabilities, and is fully responsible for the monitoring and evaluation of services provided in the community.

Method of Needs Assessment

WAMHC meets with other agencies and stakeholders in the community, to review current service provision and to assist in the assessment of service needs for the area. Those participating in this assessment process include community providers that provide services funded by the Department of Mental Health, consumers, family members, and the DMH Region II Community Services Office for Intellectual Disabilities Services. On an annual basis Performance Improvement Committee reviews its Strategic Plan including the Mission, Vision, Values and Guiding Principles, budget, clinical and administrative programming and staffing in regard to service needs, trends, new treatment alternatives, and program funding for specific community needs. When a specific service need is noted and funding identified, the Clinical Director, program director and other clinical or administrative personnel design a program to meet the need, developing the program description for approval by management and the Alabama Department of Mental Health or other funding source.

Intellectual Disability Services

The Alabama Department of Mental Health waiting list for individuals seeking intellectual disability services is the primary basis for assessing the service needs for individuals with intellectual disability in the community. The support coordinator provider, through its intake process, performs a critical review that identifies day habilitation, residential and support services needed for each individual to be served. Needs are addressed with service providers to determine service capacity. In all instances, individual choice is the driving force in the identification of the service provider.

Prevention Services:

Needs for the proposed prevention services (identified in the Strategic Plan for Substance Use Prevention Services) are identified by compiling and analyzing available information regarding demographic data, youth survey data, and risk and protective factor data for the catchment area. This process solicits input and involvement from key leaders in the community, in addition to service providers. Other assessment tools and data sources are utilized to identify substance use prevention and treatment needs for adolescents in Choctaw, Greene, Hale, Marengo and Sumter counties.

Organizational Assessment

Strengths

- Access to Care – Single Point Entry
- Centralized Scheduling
- Consumer and Family Satisfaction
- Emergency Services
- Crisis Teams
- Enhanced Technology/Infrastructure
- Improved Facilities
- Targeted Case Management (MI)
- Drug Court – Greene, Marengo and Sumter Counties
- Telemedicine Psychiatric Services (all counties)
- Nursing for All Service Areas
- Essential Learning Training System (web based)
- National Health Service Corp Sites
- Provide Internships/Education Opportunities
- Staff – Involved in Community/Professional/Support Programs and Organizations
- Multi – Needs Committee – Choctaw, Greene, Hale, Marengo, Sumter Counties
- Children’s Policy Council – Choctaw, Greene, Hale, Marengo, Sumter Counties
- DHR Quality Assurance

Accomplishments

- Oversaw the expansion of the Child & Adolescent In-Home Program
- Continued implementation of School Based Mental Health (Greene, Hale, Marengo & Sumter counties)
- Conducted implementation of a Crisis Team for Greene, Hale, Marengo, Choctaw, & Sumter Counties
- Increased Training Opportunity for Staff
- Provided oversight for implementation of Stepping Up Program (Marengo County)
- Enhanced the capacity for services to establish collaborative efforts to maintain healthcare in the midst of the COVID-19 pandemic

WAMH Board Greatest Unmet Need:

1. Financial Resources (Decreasing State and Local Funding)
2. Repair and Upgrade of Existing Facilities
3. Fill vacancies in Intellectual Disabilities Day Programs
4. Explore options for integrated care with local physicians
5. Expand capability to provide transportation in catchment area
6. Lack of Public Transportation
7. Large Rural Catchment Area Resources
8. Large number of uninsured/underinsured residents
9. Prevention Services/Community Education
10. Limited Psychiatric Services

Current Funding Sources:

Funding provided through contracts which includes the Alabama Department of Mental Health, Medicaid, Medicare, PEEHIP, private insurance, self-pay, State, Federal and local sources.

Future Funding Sources:

Continue to pursue funding opportunities with the Alabama Department of Mental Health to implement additional supports and services in the community. This includes the efforts with the Certified Community Behavioral Health Center (CCBHC).

West Alabama's planning is a fundamental and on-going function of the agency's operations. The methodology for strategic plan development includes an internal assessment of the organization in terms of strengths and weaknesses, and an evaluation of external opportunities and threats that may affect the organization in the future, and an assessment of consumer, family and other community agency needs.

Goals/Objectives

WAMHB Board of Directors Goals includes, but not limited to the following:

- (1) Improve the Center's financial viability while maintaining effective quality of care,
- (2) Enhancing the capacity for services
- (3) Establish collaborative efforts to foster maintenance and expansion of services

Objectives

- (1) Pursue capital funding to repair and upgrade facilities
- (2) Maintain and enhance traditional CMHC services.
- (3) Monitor program productivity reports and cost analysis.
- (4) Improve local access for psychiatric inpatient services (acute and post-commitment).
- (5) Collaborate and partner with other local health providers, social service agencies to develop community resources to facilitate solutions for unmet consumer needs.
- (6) Recruit and maintain qualified staff in all programs/services. Further develop workforce compensation to maintain and recruit employees.

West Alabama Mental Health will continue to evaluate and identify additional goals, objectives and strategies throughout the next two years that will allow us to enhance and further meet the needs of those we serve and for the West Alabama community.