

**East Alabama Mental Health-Mental Retardation Board, Inc.
d.b.a. Integrea Community Mental Health System**

STRATEGIC PLAN

Comprehensive 310 Board

M12 Catchment Area

Lee, Russell, Chambers, and Tallapoosa Counties

October 1, 2024 – September 30, 2026

A. Introduction

The East Alabama Mental Health - Mental Retardation Board, Inc. (d.b.a. Integrea Community Mental Health System) is a public non-profit corporation established in 1967. Integrea is a Comprehensive 310 Board that provides a continuum of services for persons with a serious emotional disturbance, serious mental illness, intellectual disability, and/or substance abuse problem. Prevention, consultation, and education are important aspects of Integrea's service delivery system. Services are provided for persons living or working in Lee, Russell, Chambers, and Tallapoosa counties and are prioritized to serve the most severely disabled and those least able to afford services.

B. Department of Mental Health Statutory Authority: Act 881

The mission of the Alabama Department of Mental Health (DMH) under the Code of Ala. 1975, Sections 22-50-1 through 91, Act 881, is to act in any prudent way to provide mental health services and intellectual disabilities services for the people of Alabama. The Commissioner for the Alabama Department of Mental is authorized and directed to set up state plans for the purpose of controlling and treating any and all forms of mental and emotional illness and any and all forms of intellectual disability, and shall divide the state into areas for the purpose of establishing priorities and programs, and for organizational and administrative purposes in accordance with these state plans. The Commissioner under Act 881 is also authorized to supervise, coordinate, and establish standards for all operations and activities of the state related to mental health and intellectual disabilities and the providing of mental health services and intellectual disability services.

C. 310 Board Statutory Authority: Act 310

Code of Ala.1967, Sections 22-51-1 through 14, Act 310, provides for the formation of public corporations to contract with the Alabama Department of Mental Health in constructing facilities and operating programs for mental health services. Such entities are commonly referred to as 310 Boards.

A Comprehensive 310 Board must have authority through its Articles of Incorporation to directly provide: planning, studies, and services for mental illness, intellectual disability, and substance abuse populations, for all counties for which they are incorporated. Given that authority, a Comprehensive 310 Board must then directly provide these services to

all populations and counties for which they are incorporated to serve.

Integrea Community Mental Health System has submitted to the Alabama Department of Mental Health the following:

1. Articles of Incorporation, which state the services to be provided by the Board;
2. Bylaws, which are consistent with the Articles of Incorporation and the Code of Alabama;
3. Amendments to the Articles of Incorporation; and
4. Resolutions from Lee, Russell, Chambers, and Tallapoosa counties, indicating the geographical area for the operation of the Board.

D. Governing Ideas

1. Vision

To provide a continuum of quality, comprehensive, outcome-oriented, and cost-effective mental and behavioral health services to the residents of Lee, Russell, Chambers, and Tallapoosa Counties.

2. Mission

To assist individuals with a serious emotional disturbance or developmental delay, serious mental illness, intellectual disability, and/or a substance abuse problem in achieving their unique personal outcomes. Integrea's services are primarily designed to support people with the most serious needs and the least available resources to meet those needs.

These services, driven by individual and family needs, will be (i) accessible, available, welcoming, positive approaches that are dignified, respectful; (ii) committed to protecting people's rights; and (iii) demonstrate the achievement of outcomes unique to each person served. Services will be provided with input from current and prospective service users and their families, shall be provided in the least restrictive setting, shall be sensitive to cultural differences, and shall use feedback to improve services. Services will be provided within the limits of personal and Integrea resources. Prevention services will be provided for at-risk children and adults to enhance the development of healthy life management skills.

3. Values

Integrea values are the ideas that form the basis for the Integrea's Vision, Mission, and goals. These ideas govern the policies, procedures, and practices with regard to interactions with consumers, customers, and the community.

- a. **Customer Satisfaction**
Satisfying the needs and desires of external and internal customers is a high priority. Consumer and family grievances are addressed promptly.
- b. **Consumer/Family Involvement**
Integrea recognizes the important role of the consumer, family members, and/or significant others in the treatment or habilitation process. Integrea staff work diligently to maximize consumer and family involvement.
- c. **Empowerment**
Integrea assists consumers in maximizing their independent functioning and achieving their most desired results of treatment or habilitation.
- d. **Outcome-Oriented**
Integrea's delivery of services is driven by defined outcomes that, when possible, are measurable.
- e. **Accessibility**
Integrea provides services that are easy to schedule, convenient, affordable, and accommodating.
- f. **Cost Effectiveness**
Integrea uses its resources as efficiently as possible to provide the maximum number of services for the target populations and those most severely disabled, while maintaining quality.
- g. **Quality**
Integrea provides the most appropriate and effective services possible in an environment conducive to facilitating consumer recovery and/or habilitation.
- h. **Professionalism**
Integrea staff deliver services within the scope of their credentials and training, while adhering to the highest ethical standards.

- i. **Respect and Dignity**
Internal and external customers are treated with courtesy, fairness, and high regard. The opinions and wishes of consumers and family members and/or their significant others are of paramount importance in reaching agreement on service delivery plans.
- j. **Cultural Diversity and Sensitivity**
Integrea's customers are treated equally regardless of age, race, creed, handicap, national origin, sex, social status, diagnostic category, length of residence in the service area, ethnicity, disability, religion, sexual orientation, political philosophy, financial circumstances, or any other personal characteristic. Cultural diversity among staff and consumers enhances the work of Integrea, promotes mutual respect and the reduction of stigma, and is a consideration in the evaluation and assessment of mental and behavioral symptoms that occur in a cultural context or that are culture bound syndromes.
- k. **Recovery and Habilitation**
A major focus of Integrea is to promote consumer recovery and/or habilitation.
- l. **Prevention**
Integrea offers services that enhance the development of healthy life management skills, and reduce risk factors that can contribute to the development of mental illness, intellectual disabilities, and/or substance abuse.
- m. **Consumer and Family Education**
Integrea assists consumers and their families in learning about their illness or condition, including as appropriate, symptoms, medication management, and coping strategies designed to assist them in maximizing their independent life functioning.
- n. **Least Restrictive Environment**
Integrea provides services in settings that are the least restrictive and appropriate for consumers, while assisting consumers to achieve, maintain, or return to an optimal level of functioning, ensuring consumer rights and fostering independence.
- o. **Comprehensive and Integrated Services**
Integrea provides a continuum of services designed to meet a wide range of consumer needs. Services are coordinated to address the individual and diverse needs of consumers.

- p. **Stakeholder Collaboration**
Integrea works jointly with consumers, families, advocacy groups, and other community agencies to further the goals of Integrea and to support the broader mental and behavioral health goals in the catchment area and the state.
- q. **Community-Based**
Integrea works in collaboration with other agencies to ensure that services provided in the community are not duplicated and are responsive to the needs of individuals in the catchment area.
- r. **Staff Development and Training**
Staff development and training are important in maintaining the competency of Center staff, while ensuring a service delivery system that is consistent with generally recognized best practices.
- s. **Interagency Collaboration**
Integrea works on a local and state level to ensure the most effective and efficient use of public resources.
- t. **Teamwork**
Integrea utilizes teams of staff, consumers, and family members as the major mechanism for achieving continuous performance improvement. Professional treatment team members are cross-disciplined to provide medical, clinical, and case management services.
- u. **Rights Protection and Advocacy**
Integrea works to ensure the human and legal rights of all its consumers and provides advocacy on their behalf. In addition, Integrea works on a local, state, and national level to increase public awareness and reduce stigma associated with mental illnesses, intellectual disabilities, and substance use problems.
- v. **Performance Improvement**
Integrea is dedicated to improving its performance in all areas of service provision, satisfying its consumers, family members, staff, and other stakeholders, and to exceeding Department of Mental Health standards.
- w. **Safety and Security**
Integrea is committed to providing consumers and staff with a safe and secure service and/or work environment.
- x. **Honesty, Integrity, and the Highest Standards of Ethical Conduct**
Integrea is committed to honesty and integrity in all aspects of Center

operations, service delivery, and business practices, while adhering to the highest standards of business and professional ethical conduct.

- y. **Evidenced-Based Treatment**
Integrea utilizes evidenced-based treatment to ensure that desired outcomes are achieved and are consistent with best practices.

E. Historical Data

East Alabama Mental Health–Center (dba Integrea Community Mental Health System since August 1, 2024) was established in 1967 as a result of Act 310. At that time, the state was divided into approximately twenty-two regions or catchment areas. Community mental health centers were established to provide services to persons residing in each of these areas. Integrea Community Mental Health System is referred to as the M-12 catchment area. An estimated 314,000 citizens live in the four county area that includes numerous rural communities (Lee, Russell, Chambers, and Tallapoosa counties).

Integrea has experienced substantial growth since 1967. A staff of less than 10 has increased to a staff in excess of 400. A budget of less than \$100,000 has increased to a budget of over \$32 million. Services have grown from one outpatient clinic to 59 different programs across the four county catchment area. Integrea's fixed assets total approximately \$ 4,680,000.

F. Organization Description

Between October 1, 2023 and September 30, 2024, Integrea served 9,839 consumers. 45% were from Lee County, 20% were from Russell County, 20% were from Chambers County, and 15% were from Tallapoosa County.

Approximately 66% were consumers between 18 – 64 years of age; 28% were consumers under 18 years of age, and 6% were consumers over 65 years of age. There were approximately 1783 new and re-admissions.

Approximately 46% of the consumers Integrea served last year had annual incomes of below \$10,000. 26% had incomes between \$10,001 and \$19,999. The remaining 28% had annual incomes above \$20,000.

With regard to race, 53% of the consumers served were Caucasian, 41% were African American, 3% were more than one race, .5% were American Indian, .5% were Asian, 3% were reported as “Other”. Fifty-five percent of Integrea’s consumers were female and 45% were male.

Integrea's staff is composed of approximately 50% degreed professional staff, 7% clerical/support staff, and 41% paraprofessional and other direct care staff.

Integrea is under contract with and certified by the Alabama Department of Mental Health for services provided.

A comprehensive array of services is offered to persons living within the catchment area. The following is a listing of these services, in order of most to least intensive.

1. Residential Services

- a. Local hospitalization at East Alabama Medical Center (MI adults, SED children);
- b. Crisis residential, acute and intermediate care, designated mental health facility (MI adults)
- c. Crisis stabilization and emergency respite (MI adults, ID adults);
- d. Residential habilitation homes (ID adults);
- e. Residential Specialized Behavioral Services (MI adults),
- f. Supported Housing/MOMS (MI adults); and

2. Day Services

- a. Partial hospitalization (MI adults);
- b. Outpatient and Intensive outpatient programs (SA adults, adolescents);
- c. Intensive day treatment (MI adults);
- d. Day habilitation (ID adults); and
- e. Rehabilitative day programs (MI adults).

3. Outpatient Services

- a. Intake evaluation/Psychosocial assessment
- b. Crisis intervention and resolution;
- c. Emergency services (including mobile crisis services);
- d. Behavioral health placement assessment/Pre-hospitalization screening;
- e. Mental health care coordination/consultation;
- f. Plan of care/Treatment plan review;
- g. Physician medical assessment and treatment;
- h. Behavioral programming and intervention;
- i. Nursing evaluation and assessment;
- j. Individual, group and family therapy/counseling (MI adults, SED children, SUD adults and adolescents);
- k. Medication monitoring and administration;
- l. Case management, including linkage, support, advocacy, and service

- coordination (MI adults);
- m. Intensive Care Coordination (SED children)
- n. Basic living skills training (MI adults, SED children);
- o. Psychoeducational services/Family support (MI adults, SED children);
- p. Peer support services (MI adults, SUD adults, SED children);
- q. Therapeutic Mentoring (SED children);
- r. In-home intervention (SED children);
- s. Assertive community treatment (MI adults);
- t. Pharmacy Services - Patient Assistance and Crisis Residential (MI adults, ID Crisis Stabilization); and
- u. Information and referral.

4. Prevention, Consultation, and Education Services

- a. Substance abuse prevention programs;
- b. Mental illness and serious emotional disturbance early intervention and prevention programs;
- c. Child abuse prevention programs; and
- d. Consultation and education.

Integrea Community Mental Health System serves as the local single point of intake for the purpose of coordinating and planning Alabama Department of Mental Health services for the M12 catchment area.

Integrea Community Mental Health System maintains authority for the confirmation, enrollment, and establishment of eligibility for individuals for services under contract with the Alabama Department of Mental Health.

Ninety-three percent (93%) of Integrea's funding is state and federal money (including Medicaid). Other sources of income include grants and contracts, local city and county allocations, United Way contributions, and fees for services. These funds are allocated annually, with the majority concurrent with a fiscal year beginning October 1st. Integrea actively seeks additional funding sources and refers to other appropriate services without bias to any particular provider.

Integrea is an active member of the Alabama Council for Behavioral Healthcare, a private, non-profit corporation that includes Executive Directors of community mental health centers throughout the state. Other Center memberships include, but are not limited to the National Council for Community Behavioral Healthcare, the American Association on Intellectual and Developmental Disabilities (AAIDD), the National Association of Case Management, the American Association for Behavior Analysis, and the National Alliance on Mental Illness East Alabama.

G. Center Management and Organizational Structure

1. Board of Directors

Integrea's Board of Directors is the legally responsible entity and maintains overall fiduciary responsibility for Integrea. The thirty-three member volunteer Board governs Integrea. Members are appointed by the eleven city and county governments in Integrea's designated catchment area. The Board is responsible for, in collaboration with the Executive Director, the fiscal management of Integrea and the development and implementation of policies and procedures. Integrea's Strategic Plan, which includes the organization's Vision, Mission, and Values, is developed in close collaboration with the Board and Integrea's internal and external customers. This Plan is approved and authorized by the Board, but implementation is the responsibility of the Executive Director and other leaders of the organization.

Integrea's 310 Board includes consumers and/or family members of the population to be served by Integrea (mental illness, intellectual disabilities, and substance use). Integrea has an active Consumer and Family Council, which serves in an advisory capacity.

Integrea's 310 Board ensures that written policies and procedures are developed to assure neither they nor their employees, agents, volunteers, or providers/owners, have any conflicts of interests in any business relationship they may have with a 310 Board.

Integrea Community Mental Health System submits an annual prior year audit to the Department of Mental Health, which includes contracted funds allocated to subcontractors. At this time a list of Board members is also provided.

Integrea's 310 Board complies with the Alabama Bid Law, Alabama Code Section 41-16-50 et seq. (Supp. 1999). Within this context, members of the governing bodies and instrumentalities of local governmental authorities must comply with the conflict of interest statute, Alabama Code Section 41-16-60 (1991). There must be an arms length of transaction between the members of the Board of Directors of a 310 Board who also serves on the Board of Directors of a subcontractor.

Integrea's 310 Board complies with the Alabama Open Meetings Act (Act 2005-40), under which all meetings of a governing board are open to the public. A closed session is permitted in special circumstances including but not limited to discussion of the good name and character of an individual, legal actions, and security issues.

Integrea's 310 Board provides to the Alabama Department of Mental Health a two-year plan of services specifying the type, the quantity, and location of services provided for their designated population.

Integrea's 310 Board when subcontracting shall provide to the Department of Mental Health a copy of the subcontract for approval prior to initiation. The Board will at no time contract with a subcontractor for more than 10% of its total Department of Mental Health funding without approval of the Department of Mental Health.

Integrea's 310 Board will not use more than 20% of its Department of Mental Health contracted funds for administrative costs. Administrative costs include non-direct program costs and administrative costs to support, maintain, and administer the direct program services provided or contracted by the Board.

Integrea's 310 Board shall not charge an administrative fee to subcontracts providing services funded through the Department of Mental Health.

Integrea's 310 Board shall pay subcontractors within 15 working days of the receipt of contract funds from the Department of Mental Health.

Integrea's 310 Board shall maintain a Performance Improvement system, which complies with the standards set forth by the Department of Mental Health, and shall encompass its subcontractors of Department of Mental Health services.

Integrea's 310 Board will ensure compliance with Department of Mental Health certification standards for its programs and for those which it subcontracts.

Integrea's Executive Director is employed by the Board and reports directly to the Board's Executive Committee on a monthly basis. The full Board meets semi-annually. The Executive Committee of the Board of Directors is comprised of one-third of the full Board.

2. Executive Director/Chief Executive Officer

The Board of Directors delegates Integrea's overall operations and management to the Executive Director. The Executive Director is responsible for ensuring the implementation of Integrea's Vision, Mission, and Values and fostering community, interagency and funding source relationships.

Responsibility for the overall operation and management of Integrea includes ensuring financial stability, maximum use of resources, System wide compliance with Integrea policies and procedures, corporate compliance, and compliance with

state/federal/local laws, State Department of Mental Health standards, and funding source regulations.

3. Leadership

Specific duties related to the Executive Director's responsibilities are delegated to designated members of Leadership. Members include:

Behavioral Programming Director
Case Management Services Director
Clinical Director
Chief Financial Officer
Chief Operating Officer
Director of Revenue Cycle
Family and Children's Services Director
Human Resources Director
Intellectual Disabilities/Residential Services Director
Mental Illness/Residential Services Director
Nursing Director
Staff Training Director/Employee Advocate

4. The Executive Director relies upon Leadership for general oversight of the functions and operations of Integrea, to include:

- a. Review of Integrea's Vision, Mission, and Values;
- b. Strategic planning to include the development of annual goals and objectives;
- c. Establishment of guidelines for organizational planning, directing, implementing and coordinating services, and improving performance;
- d. Directing services, ensuring i) a continuum of quality services that are consumer centered; ii) consumer and family satisfaction with services; and iii) an integration of services system wide and within the community;
- e. Development and monitoring of budgets and allocation of resources, ensuring Integrea's fiscal solvency;
- f. Implementation and compliance with Integrea's policies and procedures, applicable standards, and laws;
- g. Recruiting and maintaining quality staff;
- h. Maintaining facilities and vehicles that are safe, user friendly and comfortable for the consumers served;
- i. Implementation of Integrea's Corporate Compliance and HIPAA Policies and Procedures;
- j. Preparation for certification site review visits and other audits or surveys; and
- k. Review of organizational effectiveness, program and staff performance,

standards compliance, and status of goals and objectives.

5. Performance Improvement

The Executive Director is responsible for the implementation and monitoring of Integrea's performance improvement efforts and activities, including implementation of Performance Improvement Policies and Procedures and oversight of Integrea's Corporate Compliance Policies and procedures.

6. Committees/Councils

Integrea also has standing and ad hoc Committees that have more specific management and oversight responsibilities. These Committees meet as needed and include but are not limited to the following:

a. Performance Improvement Committees

Responsible for the review, analysis, and prevention of Center significant incidents, and selected outcomes.

b. Electronic Medical Records Support Committee

Responsible for the management and oversight of Center information, utilization of services and clinical records functions and operations of Integrea. Provides technical support to EMR users.

c. Utilization Management Committee

Responsible for monitoring and evaluating the clinical necessity, appropriateness and efficiency of services, procedures, or level of care within the constraints of available financial resources.

d. Consumer and Family Council

Provides oversight regarding consumer and family satisfaction with Center services.

e. Human Rights Committee

Provides oversight and consultation regarding rights-related issues, rights-related policies and procedures, and rights-related education and training programs; shall review rights restrictions and rights violations; may assist the PI Director on rights-related grievances/complaint issues; and assists in the review of restrictive behavior plans.

f. Behavior Peer Review Committee

Provides oversight and consultation regarding behavior plans to ensure that all restrictive behavior plans are within the limits of acceptable guidelines and established behavioral principles.

H. Strategic Planning

Integrea's established planning cycle is an annual activity that involves both external and internal customers system wide. The Strategic Plan is developed for a two-year period and updated annually, as needed. The stakeholders and their roles are identified as follows:

1. Stakeholders

a. Internal customers

- i. Direct recipients of care. Consumers, family members, and care givers;
- ii. Integrea staff, consultants, students, volunteers; and
- iii. Advisory Councils and Committees.

b. External Customers

- i. Other behavioral and mental health providers;
- ii. Payers. Alabama Department of Mental Health, United Way agencies, local county and city governments, Medicaid, Medicare, Department of Human Resources, PEEHIP, SEIB, AllKids, other commercial insurance carriers, and individual consumers and families.

c. Community-Based Support Systems

Courts, schools, hospitals, legislators, jails, local service agencies, foster homes, healthcare and nursing homes, local consumer and family support groups, local parks and recreation departments, churches, county Health Departments and the community-at-large.

2. Strategic Planning Process

Integrea's Board of Directors authorizes the implementation of the following processes by the Executive Director approximately every other year, or as needed.

- a. Assessment of Needs, and Input from Stakeholders.
 - i. Consumer and Family Needs

The process for assessing consumer and family needs may include: consumer and family surveys, Consumer and Family Council input, focus groups, suggestion boxes located at each Center location, a review of consumer and family complaints and grievances, a review of Plan of Care data, and a review of Integrea's incidents and trends.
 - ii. Community Needs

The process for assessing community needs includes: regular community collaboration through community meetings and joint staffing's, Integrea leadership participation and involvement in the community and on various agency committees/councils/boards, community needs assessments, and health task force participation.
 - iii. Payer/Purchaser Needs

The process for assessing payer/purchaser needs includes: certification site visit reports, reimbursement requirements, audits, contract requirements, utilization management information, and participation on the Alabama Council for Behavioral Healthcare.
 - iv. Available Resources

Assessing available resources is accomplished by Integrea staff who complete a comprehensive survey of available resources within Integrea's four county catchment area.
- b. A review of last year's accomplishments as related to goals and objectives. A written report is prepared and presented to the Board of Directors, by the Executive Director, each October.
- c. Review and revision, as needed, of Integrea's Vision, Mission, and Values. Leadership is responsible for this activity. Following draft revisions by Leadership, the Vision, Mission, and Values are presented to the Board of Directors for approval.
- d. Strategic planning by members of Leadership to develop a draft of the following new fiscal year's goals and objectives, with objectives defined in

measurable terms when possible and identification of any accompanying activities.

- e. Updates and revision of Integrea's Strategic Plan by the Executive Director and Leadership.
- f. Update and/or development of the following policies as needed: personnel, financial, management of information, performance improvement, clinical practices, behavioral programming, infection control, medical, safety, corporate compliance, consumer rights, emergency services, and program descriptions.

I. Goals and Objectives

Integrea develops annual goals and objectives. Consumers, staff, and Board members participate in the development of these goals and objectives which specify activities for Integrea to accomplish during the upcoming fiscal year. Goals and objectives are designed to improve and expand Center services, when funding is available.

In conjunction with the Alabama Department of Mental Health, steps will be taken which lead to comprehensive, state, and community action to combat mental illness, intellectual disabilities, and substance abuse.

J. Review of FY23/24 Goals, Objectives and Accomplishments

I. GOAL: Expand Community Stakeholder Engagement/Education

A. Objective: Engage and Educate Professional Stakeholders

Activities:

- 1. Increase communication and develop opportunities for engagement and education with Probate and Circuit Court Judges across Integrea's catchment area. **In Progress, Ongoing**
- 2. Increase communication and develop opportunities for engagement and education with local school officials on both a macro (school board administration) and a micro (individual schools) level. **In Progress, Ongoing**
- 3. Increase communication and develop opportunities for engagement and education with local Sheriff's offices and Police departments across the Center's catchment area. **In Progress, Ongoing**

- B. Objective: Educate Community Members Regarding Services Provided By EAMHC

Activities:

1. Identify opportunities for ease of access as well as accessibility and clarity of desired information through Integrea's website. **Completed**
2. Implement targeted educational campaigns through the use of social and print media in order to both improve Integrea's name recognition and educate the general public regarding services available and how they are accessed across the community. **In Progress, Ongoing**

Significant progress made in all areas above. A Communications Coordinator was on boarded to focus on informing all individuals in each of our four counties about who we are and what services we offer. Our rebranding was with the sole intention of ensuring that community partners recognize we are the only comprehensive community mental health system serving our community and to clearly delineate we are different than other providers in the area with similar names. Presentations were also made to the following: Lee County Commission, Auburn Rotary Club, Auburn Kiwanis Club, Lafayette Rotary Club, Valley Lions Club, Leadership Lee County, Russell County Commission, Chambers County Commission. A supervisor was also assigned to solely focus on our school based mental health services to ensure clear and concise communications with the school systems. Integrea is also became part of Opelika Police Department's CIT program. This allows us to participate in the training of other officers, therefore further increasing community partners about our services.

II. GOAL: Improve Staff Recruitment and Retention

- A. Objective: Expand Integrea's Staff Recruiting Efforts

Activities:

1. Increase presence at job fairs across the catchment area. **In Progress, Ongoing**
2. Ensure positions are marketed appropriately to desired target audiences. **In Progress**
3. Evaluate competitiveness of pay scales. **Completed**

B. Objective: Improve Integrea's Employee Retention

Activities:

1. Reinstated Integrea's annual employee appreciation and recognition event. **Completed**
2. Identify/develop supervisory and management development training curriculums and opportunities. **In Progress**
3. Develop regular "town hall" opportunities for staff to engage with and connect to management and leadership staff. **Deferred**

Some progress was made in improving staff recruitment and retention. A new HR Director was on boarded to assist in improving our recruiting and retention efforts. The HR Director is also planning training programs for supervisory staff. We were able to adjust pay scales in a positive direction. We were able to have an employee appreciation event and a rebranding event. A monthly newsletter has been developed that highlights and recognizes an employee each month who has gone above and beyond to provide services to our consumers.

III. **GOAL: Expand Center's Technological Capabilities**

A. Objective: Transition to Cloud Based Platforms

Activities:

1. Migrate Integrea email to Office 365. **Completed**
2. Select and implement a new accounting platform. **Completed**
3. Select and implement a new payroll platform. **Completed**
4. Complete the upgrade from our thin client computers with mini PCs in all locations. **Completed**

Significant progress was made towards meeting the above goal as we were able to accomplish all of the activities listed above. We are now using the cloud base Microsoft Office 365 program. We are now utilizing UKG for human resources management and payroll. Accounting is now utilizing Acumatica.

IV. **GOAL: Improve Access to Care/Quality of Services**

A. Objective: Continue Development and Expansion of Our Crisis Care Continuum

Activities:

1. Transition daily crisis care from Integrea's outpatient clinics to a crisis team located at Outreach. **Completed**
2. Develop additional crisis teams to adequately respond to the expanding needs of the community. **In Progress**
3. Educate the community and community partners regarding utilization of emergency services and usage of 988 line. **In Progress**

Progress was made with improving access to care. We were able to transition daily crisis care to a centralized location. Two Mobile Crisis teams are being utilized to assist individuals in the community who may be in crisis.

V. **GOAL: Develop Practices for Center Compliance with Regulatory Standards**

A. Objective: Practice due diligence and maintain active participation regarding advocacy, development, and implementation of new/updated regulatory policies and procedures.

Activities:

1. Begin comprehensive evaluation of Integrea's Personnel and Clinical Practices policies and procedures to ensure current alignment with current standards. Consult Center's risk management program consultants as necessary. **In Progress, Ongoing**
2. Develop and implement policies, procedures, and practices for DD programs that comply with the Home and Community Based Settings (HCBS) rule. **In Progress, Ongoing**
3. Continue engagement with EPSDT workgroups in order to develop official operational guidelines that advocate for appropriate, high-quality, accessible services to children and their families. **In Progress, Ongoing**

Some progress has been made with the above goal. Our policies and procedures have been updated to reflect requirements of the Home and

Community Based Settings rule. Our policy and procedures were updated with DMH's administrative code changes that took place in November of 2023. DMH's EPSDT workgroups continue to be attended by staff.

VI. GOAL: Improve Integrea's Financial Position

A. Objective: Identify and implement routine monitoring and processes regarding Integrea's revenue and expenses.

Activities:

1. Conduct comprehensive evaluation on Integrea's revenue cycle to identify opportunities for improvement. **Completed**
4. Develop comprehensive strategy for addressing necessary facility improvements and capital expenditures. **In Progress, Ongoing**
2. Develop, implement, and monitor key operational performance indicators that drive effective stewardship of resources as well as high quality services to the community. **In Progress, Ongoing**

Some progress has been made in improving our financial position. We were able to purchase some of our property that was previously leased, ultimately decreasing our overall cost of the property. A strategy was also developed to increase office space at our current facilities ultimately leading to more service provision.

K. FY24 Goals and Objectives

I. GOAL: Expand Community Stakeholder Engagement/Education

A. Objective: Engage and Educate Professional Stakeholders
Activities:

1. Develop and implement communication/marketing strategy to provide as much education regarding our services as possible to our stakeholders.
2. Increase the frequency and methods of information provided to our Probate Judges regarding the need for a crisis center in our Catchment area.

3. Organize informational luncheons for all legislators representing our four county catchment area.

B. Objective: Educate Community Members Regarding Services Provided by Integrea Community Mental Health Center

Activities:

1. Increase participation in community events across Integrea's catchment area.
2. Utilize Outdoor advertising displays, Social Media, and Press on a consistent basis.

II. GOAL: Improve Staff Retention through Center Workforce Development and Engagement.

A. Objective: Improve Staff Development Opportunities

Activities:

1. Review and revise current job descriptions to ensure compliance and to provide clarity in expectations and responsibilities.
2. Develop and implement position-specific performance evaluation tools and establish appropriate measurement intervals for conducting and providing feedback.
3. Review all internal staff training documents and methods of distribution to ensure appropriate, effective, and engaging delivery.
4. Identify and implement curriculum for the development of management and leadership skills for identified staff.

B. Objective: Improve Integrea's Employee Retention

Activities:

1. Implement yearly retention bonus program.
2. Develop employee engagement committee with the primary focus being on developing and implementing strategies to improve employee morale.
3. Continue to evaluate the competitiveness of pay scales.

III. GOAL: Expand Center's Technological Capabilities

- A. Objective: Began implementation of telehealth services
Activities:
 - 1. Identify HIPPA compliant telehealth platform.
 - 2. Assess current technological capabilities and purchase additional equipment needed to ensure all clinicians have access to technology in which they can provide telehealth services.
 - 3. Train staff on properly utilizing telehealth equipment.
- B. Objectives: Increase knowledge of UKG capabilities
Activities:
 - 1. Research and implement geofencing, if cost effective, in order to streamline the clocking process for staff.
 - 2. Import all HR training data from old platform into UKG to improve efficacy of tracking staff training.

IV. GOAL: Maximize Clinical Quality and Effectiveness

- A. Objective: Improve Access to and Quality of Center Services.
Activities:
 - 1. Implement and evidence-based, standardized clinical screening tool to aid in objective determination of level of acuity upon requests for intake.
 - 2. Work with the Alabama Department of Mental Health, the Alabama Council for Behavioral Healthcare, and local Alabama Legislators to secure funding for a fully-developed crisis response continuum.
 - 3. Develop a clear training program to ensure clinicians remain trained in evidence based training models as well as cultural competency.
 - 4. Complete the implementation of Stepping Up programs across all of the system's catchment area.

5. Diversify Family and Consumer Council to solicit input and suggestions from a broader range of those seeking and/or utilizing services.
6. Further develop the peer services continuum.
7. Begin transition in July 2025 to Certified Community Behavioral Health Clinic (CCBHC) model with a target implementation date of July 2026.

V. GOAL: Maintain Center Compliance with Regulatory Standards

- A. Objective: Remain in Compliance with DMH standards.
Activities:

1. Continually update Policy and Procedures to reflect DMH administrative code changes.
2. Develop clear communication plan to inform employees of applicable changes to their position.
3. Develop an executive work group to review and our internal policies and procedures and suggest changes to the Board of Directors.

VI. GOAL: Improve Integrea's Financial Position

- A. Objective: Identify opportunities for operational process improvement and long term financial improvement.
Activities:

1. Implement identified key performance indicators measurement and review system.
2. Complete acquisition of additional properties currently leased.
3. Determine best usage for three currently unutilized Integrea-owned residential facilities.
4. Secure appropriate specialized staffing and/or behavior funding rates for specific developmental disabilities programs/individuals.

5. Develop a comprehensive strategy and timelines for addressing necessary facility improvements and capital expenditures.

L. Integrea Community Mental Health System's Two – Year Plan

1. Services will continue to be provided as outlined previously.
2. Goals and Objectives will be developed annually.
3. Integrea's Vision and Mission will be reviewed and approved by the Board of Directors on an annual basis.

M. Resource Development and Allocation

Integrea has a variety of funding sources. Leadership staff continually monitors each of Integrea's program services to recommend to the Board the ability of Integrea to sustain them without additional funding.

N. Review and Evaluation Process

Integrea's Board of Directors is responsible for reviewing and approving Integrea's Strategic Plan. Implementation of the Plan is the responsibility of Integrea's Leadership. Integrea's Consumer and Family Council also serves in an advisory role regarding the Plan and its implementation with regard to consumer and family input, participation, and satisfaction with services.

The Plan, including Integrea's annual goals and objectives, is reviewed and monitored by Leadership. Progress toward goals and objectives is reviewed and approved by the Board semi-annually.

O. Communication

Integrea's Strategic Plan is integral to the operation of Integrea. The Executive Director and Leadership have the responsibility of communicating this Plan to staff Centerwide. It is essential that staff have an understanding of the Plan and its effect on the services provided throughout Integrea.