



STRATEGIC PLAN for 2018-2021

Introduction

This document provides an overview of the vision for the future of mental health services provided by InnerSourced Solutions over the next three years establishes key priority goals and objectives to be completed between 2018-2021 in support of our vision. Our strategic plan incorporates information from a variety of sources including stakeholders clients served and family members. The strategic planning process is considered an evolving process this this plan is not meant to be stationary; the goals and objectives in this document will continue to be updated and modified on an annual basis based on the changing landscape of mental health needs, input we receive from stakeholders as we implement our action steps, and specific data that we collect to evaluate the effectiveness of our implementation.

InnerSourced Solutions strategic plan will be assessible to stakeholders, the general public and persons served by being distributed as follows:

- Available for review by InnerSourced employees
- InnerSourced website

The document has been organized using the CARF-recommended format, along with the addition of a human resource section. Within each section, there is an analysis of (1) strengths/opportunities and (2) weaknesses/threats and (3) a goals statement and (4) responsibilities.

Executive Summary

The purpose of this Strategic Plan is to:

- a. guide the future development of this vital community resource to ensure access to an effective
- b. program that meets the needs and expectations of the clients, their families and the communities served;
- c. in a manner consistent with the Mission and Vision of InnerSourced Solutions, as well as the principles outlined in SAMHSA's "working definition" for recovery from substance use and related disorders;
- d. through the delivery of services that are person-centered, holistic, strength based, hopeful, and empowering;
- e. in an environment that is safe, well managed, financially sustainable, embedded in a recovery
- f. oriented continuum and integrated with appropriate mental health and medical services in the communities served.

As a community-based outpatient mental health clinic, InnerSourced Solutions recognizes its dual roles as both a provider of services to individuals and as an agent of public health and safety – protecting families and the community by eliminating and/or reducing the extent of collateral damage associated with untreated or ineffectively treated mental health disorders.

At the same time, in order to achieve these goals and objectives, InnerSourced must navigate the public policy, regulatory, financial, and other challenges that are faced within the state and industry, despite the burden of personal and social stigma that keeps patients from accessing care, community recovery services from being actualized, and entities like InnerSourced Solutions from

gaining broader community support needed to effectively carry out its Mission to “*provide comprehensive, mental health and rehabilitation services where individualized and quality care that enables individuals to regain hope in a supportive and nurturing environment*”.

What matters most for the organization are results achieved. In the case of the InnerSourced Solutions, those are realized through healthier, stable and productive patients who have overcome or reduced the risks associated with mental illness, families that are safe and functional, and communities that recognize and support treatment and recovery.

STRENGTHS & WEAKNESS ANALYSIS (SWOT)

WHAT ARE THE STRENGTHS OF THE ORGANIZATION?

Top four strengths:

- Availability of a comprehensive service array
- Commitment to a recovery environment
- Experienced, resourceful and dedicated workforce
- Fiscally responsible with a focus on maximization of resources

Other identified strengths:

- Accessible and welcoming tobacco free facilities
- Commitment to building positive community relations through education, collaboration and integration
- Commitment to ongoing performance improvement related to business and/or service providers
- Commitment to staff education and development
- Comprehensive Recipient Rights systems
- Consumer oriented
- Information and data resources are supported by current technology
- Strong commitment to compliance, quality services and outcomes

WHAT ARE THE ORGANIZATIONAL WEAKNESSES?

Top four weaknesses:

- Difficulty in recruitment of qualified staff, to practice in Charles County.
- Insufficient community resources available for individuals served; local employment, transportation, affordable housing, etc. – issues of poverty.
- Limited funding to support the enhancement and/or expansion of service delivery.
- Technology limitations of the current EHR and incompatibility with other systems

Other identified weaknesses:

- Limited financial resources

OPPORTUNITIES FOR THE ORGANIZATION

Top opportunities:

- Collaboration with primary care physicians. Hospitals, elementary and middle schools, SUD providers

Using our guiding principles and the public health model as our framework, InnerSourced Solutions has established the following priority goals and objectives to achieve our vision:

PRIORITY GOALS: 2018-2021

Through the implementation of the following goals, InnerSourced Solutions will strive to use and increase the availability and quality of person and family-centered, evidence-based interventions focused on achieving specific individual, family, and population-based outcomes.

Expectations of Persons Served

Strengths/Opportunities

Consumer satisfaction surveys are conducted on an annual basis. Survey results for FY 2019 indicate over 90% of respondents rated their service as good or excellent. InnerSourced Solutions monitors consumer access to services annually. There were minimal comments on the time it took to get into services.

Weaknesses/Threats

InnerSourced is striving to serve as many individuals as possible, however; the ever-increasing changes to the Maryland Department of Mental Health's Medicaid program changes have caused an issue with the overall future sustainability of Medicaid for some consumers.

Goals

A major goal will be to better communicate and work with clients and family members to manage the client's care. We will know communication efforts have improved by seeing an overall improvement in client outcomes. A critical goal of InnerSourced is to build a complete Care Coordination Plan for all consumers. There have been some challenges to this new program, but it seems to be growing daily.

InnerSourced considers the satisfaction of clients, stakeholders and personnel to be at the very core of importance. It shall be a goal in FY 2020 to develop and support a behavioral health workforce that aligns provider and client characteristics and needs by increasing the number of licensed and unlicensed mental behavioral health workforce providing direct services.

Responsibilities:

InnerSourced's employees continuously work on exceeding consumer expectations and the company mission. Leadership will continue to work toward a Care Coordination program for all consumers. The organization will continue to recruit and hire all open positions. Leadership will continue to gauge overall consumer satisfaction throughout the year and will report on these findings.

Expectations of Stakeholders

Strengths/Opportunities

Management and program staff are always eager to understand and develop collaborations with

stakeholders, to bridge the gap between expectations and reality related to the development and implementation of services. In other words, we always want to clearly articulate what we can do and what we cannot do and explain why. We plan to continue the practice of surveying stakeholders as a means of gauging awareness of InnerSourced services.

In addition, we have established more open communication and collegial relationships with a number of external stakeholders, including local Department of Social Services, local Colleges/Universities, courts, school systems, etc.

Weaknesses/Threats

In many stakeholders have high expectations of area service providers. Due to serious budget cutbacks, many area agencies are reducing services.

Goals

To alleviate this situation, InnerSourced is expanding in service areas and staffing in FY2020. We plan to meet the areas expectations in terms of scope, availability and accessibility of many programs and services. This includes the need to recruit additional providers, including licensed therapists, nurses practitioners, psychiatric rehabilitation staff.

InnerSourced Solutions will strive to obtain feedback from a variety of stakeholder sources, with an emphasis being placed on referral sources.

Responsibilities

The Performance Improvement Committee, which is comprised solely of the CEO, is responsible for surveying stakeholders yearly. The results of the stakeholder survey are discussed. To address staffing constraints, The organization will continue to seek highly qualified and effective individuals to fill positions.

Competitive Environment

Strengths/Opportunities

InnerSourced has many strengths which include a broad array of services, the goodwill of the communities we serve, positive name recognition and a small but core group of dedicated and experienced staff.

InnerSourced has maintained several evidence based or promising practices. Some are continuing to evolve, while others have been a mainstay of InnerSourced services.

Weaknesses/Threats

Managing clinical services while also providing services and overseeing and attempting to grow

the clinic complicates the dissemination of information and the provision of training opportunities.

Goals

Stabilize and expand programs in core service areas and address emerging community needs/

Continue the provision of quality services by maintaining fidelity to the evidence-based practices presently in use by InnerSourced clinical staff; ensure that new staff are trained in the techniques/methods of evidence-based practices in a timely manner after being hired.

Become recognized as a local leader in the effort to improve care coordination program and overall health outcomes.

Responsibilities

Leadership will be responsible to ensure that these goals are met in the timeframe that has been established. Responsible parties will ensure that funding and training are reviewed often to allow for the continuation of competitive practices.

Using inSync and Practice Insight we will continue to work toward health record upgrades and implementation.

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Financial Opportunities

Strengths/Opportunities

In FY2020, InnerSourced's leadership will continually scan the environment in search of new sources of revenue.

Weaknesses/Threats

The expectation from stakeholders and the community providers could provide levels of uncompensated care is a continuing source of tension.

Goals

InnerSourced will continue to seek ways to enhance revenue by fully implementing new billing software, streamline clerical and billing functions, streamlining authorizations.re-authorizations for services and reduce denial rates.

InnerSourced will continue to refine service delivery methods and seek ways to improve staff productivity while maintaining the highest standard of care possible.

Responsibilities

Leadership in collaboration with WPA Accounting will ensure that InnerSourced remains fiscally sound and that payments are posted efficiently and accurately. Leadership will diligently monitor any financial opportunity available (programs, etc.) that will aide in the overall mission of InnerSourced to provide effective care to consumers.

Financial Threats

Strengths/Opportunities

InnerSourced continues to benefit from a dedicated and professional staff, particularly from

individual clinicians and interns who strive to meet or exceed productivity standards. InnerSourced is developing a plan to become an approved site location for the National Health Service Corps (NHSC) in FY2020 to assist independently licensed clinicians the opportunities to have their loans forgiven in exchange for a commitment to work for the agency.

Weaknesses/Threats

Personnel costs, particularly for the Medical Director/Prescribers, continue to escalate. Personnel costs are also adversely affected by the limited number of licensed professional staff available in the region.

Goals

Continue to maintain reasonable administrative expenditures and seek ways to cut costs without sacrificing quality.

Responsibilities

Leadership will diligently work to maintain the current staff and recruit additional qualified staff members to fill current and future needs.

Service Area Needs

Strengths/Opportunities

InnerSourced has an opportunity to improve behavioral health access by developing community-based partnerships to prevent and address behavioral health issues outside of the four walls of a hospital or physician's office.

Weaknesses/Threats

Some stakeholders hold unrealistic expectations of the community mental health system. InnerSourced priority is to expand in service area's and meet those expectations and needs.

Goals

Continue to develop collaborations to address the multifaceted needs of persons with emotional and mental illnesses.

Responsibilities

All InnerSourced staff is tasked with continually identifying service needs and reporting those needs to their supervisor. Mid-Ohio's priority is to expand in service area's and meet those expectations and needs.

Regulatory Environment

Strengths/Opportunities

InnerSourced is fortunate to have experienced staff in key management positions. This experience has served InnerSourced well in meeting certification requirements of a number of regulatory bodies including the Behavioral Health Administration (BHA) and the Commission on the Accreditation of Rehabilitation Facilities (CARF).

Weaknesses/Threats

Our staff members have training needs in terms of (1) individualized position requirements (2) departmental standards, and (3) professional licensure requirements. These multiple demands tend to have a negative effect on staff productivity.

Goals

Earn a three-year CARF reaccreditation at the February 2020 survey.

Responsibilities

Leadership

Legislative Environment

Strengths/Opportunities

There were significant legislative changes affecting behavioral health providers that went into effect October 2019 that benefit behavioral health organizations.

Presumably, under the impending legislative redesign, mental health care will be more accessible to more people: including but not limited to provisions authorizing a psychiatric nurse practitioner to serve as a medical director of outpatient mental health centers, including through telehealth.

Weaknesses/Threats

Formal acknowledgment or promulgation of the regulation changes have not occurred in any official capacity by the Behavioral Health Administration (BHA) leaving licensed agencies in the dark about which regulatory standards will be enforced.

Goals

Continue to monitor the Behavioral Health Administrations website for changes to Subtitle 63

Community-Based Behavioral Health Programs and Services in order to remain in compliance with state expectations.

Responsibilities

Leadership Team

Human Resources

Strengths/Opportunities

Human Resource staff though voluntary at this time, are available on a continuous basis to provide basic personnel information, interpret personnel policy and procedure, answer employee questions and help with conflict resolution.

Leadership handles most recruitment responsibilities, including advertising, screening resumes and applicants. HR staff ensures well maintained employee personnel files and monitor access to these files to ensure accuracy and confidentiality.

Weaknesses/Threats

It has been increasingly difficult to recruit credentialed staff, particularly independently licensed therapists. InnerSourced often is constrained by geography.

Goals

Ensure a comprehensive service delivery system that is integrated and responsive to the needs of the residents of Southern Maryland to enhance health, wellness, and recovery.

Human Resources and leadership will stay abreast of the latest developments in recruitment strategies and monitor compensation and benefit trends within the industry to ensure InnerSourced remains as competitive as is financially feasible.

A major goal is to offer competitive salary options to staff and to recruit and retain highly motivated, skilled personnel who will make a commitment to InnerSourced and its reputation in the community.

Responsibilities

Human Resources Department

Technology

Strengths/Opportunities

Leadership in collaboration with an IT consultant is responsible for maintaining multiple systems for InnerSourced such as inSync EHR program, Practice Insight, Bamboo HR and Trax Payroll.

Weaknesses/Threats

There are always surprises that can happen daily from a basic computer to internet connectivity problems, etc. Additional threats are external and can be such things as internet-based problems, firewall functionality, All computers are up to date with their antivirus software, and E-mail is being scanned.

Goals

The biggest goals are to try and stay up-to-date with the latest technology practices and keep our IT Infrastructure a safe environment for all. We strive to utilize technology to improve operational efficiency and service delivery.

- Identify and secure an appropriate telephone system
- Implement electronic system for payroll and completing and approving timesheets/billing
- Identify low cost Electronic Medical Records software
- Purchase one (1) iPads or Laptop for community-based providers.
- Implement an electronic Human Resources Information System

Responsibilities

Leadership collaboratively with IT Consultant

Organizations Capabilities

Strengths/Opportunities

We are a comprehensive behavioral health agency that is currently working toward integrated care. The potential overall capabilities of InnerSourced are very strong. Staff are experienced, dedicated to the mission and compassionate with their care. InnerSourced infrastructure is strong and meets our needs. InnerSourced enjoys accreditation from CARF and Maryland Behavioral Health Administration (BHA). The Outpatient Mental Health Center has a high favorability rating in the communities we serve, and clients truly benefit from offered services.

Weaknesses/Threats

Funding continues to be a factor in many areas of service delivery. While InnerSourced goes

great distances to provide uncompensated care for consumers.

Goals

InnerSourced will continue to look for additional sources of funding to have the ability to provide more care in the communities in which we serve.

Responsibilities

Leadership

Information from the Analysis of Performance

Strengths/Opportunities

InnerSourced understands the importance of ensuring that the collection of data is brought into the strategic planning process to improve overall business function and service delivery.

InnerSourced has a very experienced staff that acknowledges the importance of performance analysis and takes an active role in reviewing data, conducting focus reviews on identified trends, and integrating this information into InnerSourced performance improvement.

In 2020, InnerSourced published the Strategic Plan on the website for the public to review as well as making copies available at each front desk location in all clinics to ensure that clients and stakeholders had access to the plan and its contents.

Weaknesses/Threats

One identified weakness is the newness of the Best Notes program and the difficulty of learning how to run reports from this software program. It has taken time to learn how to extrapolate the information that is gathered in the program. While Best Notes has already proven to be an invaluable purchase, there have been some instances where needed data for performance analysis has been difficult to obtain.

Goals

InnerSourced will continue to work with Best Notes to develop new ways of gathering information and to learn more about the system that is in place.

Responsibilities

Performance Improvement Committee

Demographics of Service Area

Strengths/Opportunities

InnerSourced census in FY 2019 was 60. While the demographic information shows modest growth since May 2019 when we accepted our first OMHC client, InnerSourced is continually working to establish key partnership with the local schools, physician offices, hospitals and other providers to ensure that our services are reaching a variety of clients with different needs.

Weaknesses/Threats

Most of our growth during the 2019 has been the over 18 but under 65 consumer age range. Due to limitations on which qualified mental health practitioners can serve Medicare clients, the agency did not actively market to or accepted clients with this insurance in 2019 as the agency has only one independently licensed mental health practitioner to meets CMS requirements at this time.

Goals

InnerSourced will continue to reach out to serve all clients with a variety of resources and services. Our marketing plan is to focus on the youth market for our child and adolescent programs and services.

Responsibilities

All Staff