

VANCE, GRANVILLE, FRANKLIN, WARREN
LOCAL MANAGEMENT ENTITY

STRATEGIC PLAN

JULY 1, 2002 - JUNE 30, 2006

March 6, 2003

Excellence by Choice

MISSION, VISION AND CORE VALUES

MISSION: To assist individuals and families to be healthy, experience personal satisfaction and to live with dignity in their own communities.

VISION: To be a leader and respected community partner in the evolution of the modern version of an integrated healthcare service delivery system.

CORE VALUES:

- Continuous quality improvement
- Creativity, adaptability and risk sharing
- Utilization of community partnerships and natural supports
- Personal, programmatic and fiscal responsibility
- Customer empowerment and involvement
- Healthy relationships, which promote honesty, openness, respectfulness, fairness and cultural diversity

I. PLANNING

GOALS:

1. **Shall regularly assess community and system needs.**

- Conduct an annual assessment of the strengths and weaknesses of the system with involvement of consumers, families and other stakeholders.

Responsible Party: Director of Quality Management

Target Date: 11/30/02, 6/30/04, 6/30/05 and 6/30/06

- Complete at least an annual update to the local business plan with input from consumers, families and other stakeholder's.

Responsible Party: Director of Administrative Support

Target Date: 6/30/04 and 6/30/05

- Complete a Community Needs Assessment annually.

Responsible Party: Director of Quality Management

Target Date: 11/30/02, 6/30/04, 6/30/05 and 6/30/06

2. **Shall ensure that local planning includes all stakeholders.**

- Include stakeholders in the design of the local business plan.

Responsible Party: Director of Quality Management

Target Date: 8/30/02

- Develop a Consumer and Family Advisory Committee.

Responsible Party: Director of Quality Management

Target Date: 10/30/02

- Establish methods of feedback for consumers, families and stakeholders.

Responsible Party: Director of Quality Management

Target Date: 12/30/03

- Initiate a "name the agency" project.

Responsible Party: Director of Quality Management

Target Date: 12/30/03

3. **Promote consumer and family involvement in the planning process.**

- Provide training to the CFAC regarding its role and responsibilities.

Responsible Party: Director of Quality Management

Target Date: 3/11/03

- Inform CFAC membership of relevant workshops, conferences and trainings and assist them in attending.

Responsible Party: Director of Quality Management

Target Date: Ongoing

- Include consumers and family members on the LME Quality Management Committee and in the LME and Provider review and monitoring processes.
Responsible Party: Director of Quality Management
Target Date: 12/30/03

II. GOVERNANCE, MANAGEMENT AND ADMINISTRATION

GOALS:

1. **Shall meet the minimum population threshold.**

- Will identify counties for possible consolidation into the VGFW LME.
Responsible Party: Area Director and Area Board
Target Date: 7/30/02
- Will determine the interest of identified counties.
Responsible Party: Area Director and Area Board
Target Date: 10/31/02
- Will determine the interest of other counties in purchasing VGFW LME functions.
Responsible Party: Area Director and Area Board
Target Date: 6/30/04
- Shall pursue alliances with non-contiguous counties.
Responsible Party: Area Director and Area Board
Target Date: 6/30/05

2. **Shall share resources with other counties/local management entities.**

- Will cost out both administrative and service functions of the LME.
Responsible Party: Director of Business Management
Target Date: 6/30/03
- Will determine the functions that could be centralized.
Responsible Party: Area Director and Director of Business Management
Target Date: 12/30/02
- Identify functions that could be shared with other counties/local management entities.
Responsible Party: Area Director and Director of Business Management
Target Date: 12/30/02
- Engage in a dialogue with other counties/LME's to develop a plan for the sharing of resources.
Responsible Party: Area Director and Area Board
Target Date: 6/30/03

- Implement shared plan.
Responsible Party: Area Director
Target Date: 12/30/04

3. Shall outsource appropriate core functions.

- Will cost out core functions of the LME.
Responsible Party: Director of Business Management
Target Date: 6/30/03
- Identify areas that would be cost effective to outsource.
Responsible Party: Director of Business Management
Target Date: 12/30/04
- Develop a request for proposal process for those functions to be outsourced.
Responsible Party: Director of Business Management
Target Date: 12/30/04
- Outsource proposed areas.
Responsible Party: Director of Business Management
Target Dates: 7/01/04

4. Transition organizational structure to an LME.

- Develop a Board approved organizational structure.
Responsible Party: Area Director
Target Date: 10/30/02
- Develop job descriptions for senior management positions.
Responsible Party: Area Director
Target Date: 10/30/02
- Develop reduction-in-force-plan.
- **Responsible Party:** Director of Administrative Support
Target Date: 12/31/02
- Recruit and hire all senior level positions.
Responsible Party: Area Director
Target Date: 1/01/03
- Develop and implement a process to assist staff in transitioning to other employment.
Responsible Party: Director of Administrative Support
Target Date: 1/01/03
- Develop job descriptions for the remaining LME positions.
Responsible Party: LME Executive Team
Target Date: 4/01/03
- Re-organize clinic sites to LME function sites.
Responsible Party: LME Executive Team
Target Date: 6/30/03

- Complete hiring of LME staff.
Responsible Party: LME Executive Team
Target Date: 6/30/03

III. QUALIFIED PROVIDER NETWORK DEVELOPMENT

GOALS:

1. **Develop appropriate qualified provider network based on community capacity and need.**

- Shall develop a request for proposal and request for application process.
Responsible Party: Director of Care Management
Target Date: 10/31/02
- Shall develop a divestiture plan and time schedule for contracting of current service areas.
Responsible Party: Local Management Executive Team
Target Date: 10/31/02
- Provide information, training, and technical assistance to encourage staff to become a part of the Qualified Provider Network.
Responsible Party: Local Management Executive Team
Target Date: 11/30/02
- Advertise and recruit for providers of current services.
Responsible Party: Director of Care Management
Target Date: 3/01/03
- Select and include qualified providers in the network.
Responsible Party: Director of Care Management
Target Date: 6/30/04
- Based on needs assessment develop network for needed services not currently available.
Responsible Party: Director of Care Management
Target Date: 6/30/05

2. **Determine current Community Service Capacity.**

- Develop a community service capacity survey and distribute.
Responsible Party: Director of Quality Management
Target Date: 10/31/02
- Analyze survey data to inventory community capacity to deliver the needed array of services.
Responsible Party: Director of Quality Management
Target Date: 12/31/02
- Compare treatment rates of MH/SA/DD disabilities with the most current prevalence and incidence rates.
Responsible Party: Director of Care Management
Target Date: 10/1/03

- Identify service areas for which there is insufficient capacity in the community.
Responsible Party: Director of Quality Management
Target Date: 12/31/02
3. **Shall ensure the availability and implementation of best practices.**
- Identify best clinical practices.
Responsible Party: Director of Quality Management
Target Date: 6/30/04
 - Implement Provider Council to share information and resources.
Responsible Party: Director of Quality Management
Target Date: 6/30/04
 - Develop and provide training on best clinical practices.
Responsible Party: Director of Quality Management
Target Date: Annually
4. **Assist the community in the development of resources for the non-target populations.**
- Identify who makes up the non-target population and their service needs.
Responsible Party: Director of Case Management, Core Services and Information Management
Target Date: 6/30/03
 - Determine community capacity to provide services/supports to the non-target population.
Responsible Party: Director of Care Management
Target Date: 11/30/03
 - Identify and develop a means of expanding community resources to meet the service needs.
Responsible Party: Director of Care Management
Target Date: 12/30/03
 - Assist community organizations/agencies in the identification and application of funds to provide needed services.
Responsible Party: Director of Administrative Support & Planning
Target Date: 12/30/03
 - Identify and implement strategies for CFAC's involvement in Provider identification and recruitment.
Responsible Party: Director of Care Management
Target Date: 6/30/03

IV. SERVICE MANAGEMENT

GOALS:

1. Improve the health of the community.

- Develop and implement a universal prevention and early intervention program.
Responsible Party: Director of Core Services
Target Date: 12/30/03
- Develop and implement an annual life satisfaction survey.
Responsible Party: Director of Core Services
Target Date: 12/30/03
- Develop a person centered planning process.
Responsible Party: Director of Quality Management
Target Date: 12/30/03
- Provide training for consumers, secondary consumers and providers, regarding person centered planning.
Responsible Party: Director of Quality Management
Target Date: 12/30/03
- Develop and implement an “anti-stigma” project.
Responsible Party: Director of Core Services
Target Date: 6/30/04

2. Maintain continuity of services.

- Develop a contingency fund policy.
Responsible Party: Director of Business Management
Target Date: 7/01/03
- Identify contingency funds.
Responsible Party: Director of Business Management
Target Date: 7/01/03
- Develop a plan to deal with situations whereby a Provider abandons a consumer or for other reasons is no longer able to provide the service.
Responsible Party: Director of Core Services
Target Date: 9/1/03

3. Ensure services are provided in the least restrictive environment.

- Determine, through a needs assessment, the need for crisis beds and mobile crisis teams.
Responsible Party: Director of Core Services
Target Date: 6/30/03

- Expand crisis services to meet the needs of the community.
Responsible Party: Director of Core Services
Target Date: 12/30/03
- Develop a disaster response plan.
Responsible Party: Director of Administrative Support
Target Date: 6/30/04

4. Expand and promote the role of consumers and families in developing and monitoring the core services functions.

- Train CFAC on the core services and their functions.
Responsible Party: Director of Core Services
Target Date: 1/1/04
- Empower and support consumers/families to become actively involved in the development and monitoring of core services functions through the CFAC's review of performance indicators and outcomes.
Responsible Party: Director of Core Services and Director of Quality Management
Target Date: 9/1/03

V. ACCESS TO CARE

GOALS:

1. **Shall ensure a readily available access to care system.**

- Using Geographic Information Systems will conduct an epidemiological analysis regarding access.
Responsible Party: Director of Core Services
Target Date: 12/30/03
- Develop a mechanism to educate points of referral.
Responsible Party: Director of Core Services
Target Date: 12/30/03
- Identify practitioners/programs that will act as points of screening or assessment entities.
Responsible Party: Director of Core Services
Target Date: 12/30/03
- Promote consumer involvement through the CFAC's documented review of any exceptions to the thirty (30) mile/thirty (30) minute accessibility rule.
Responsible Party: Director of Quality Management
Target Date: 12/30/03

VI. SERVICE MONITORING AND OVERSIGHT: QUALITY MANAGEMENT

GOALS:

1. **Develop and implement a Quality Improvement Plan and process that meets state requirements.**
 - Appoint membership to a Quality Management Committee to include consumers and family members.
Responsible Party: Director of Quality Management
Target Date: 7/01/03
 - Develop a draft quality improvement plan.
Responsible Party: Director of Quality Management
Target Date: 10/01/03
 - Gain approval of governing body for plan.
Responsible Party: Director of Quality Management
Target Date: 11/01/03
 - Implement plan.
Responsible Party: Director of Quality Management
Target Date: 1/01/04
2. **Develop and implement a performance based outcome system.**
 - Develop outcome/performance indicator measures for provider performance.
Responsible Party: Director of Quality Management
Target Date: 7/01/03
 - Develop a system to collect, analyze and summarize outcome/performance indicator measures.
Responsible Party: Director of Quality Management
Target Date: 12/01/03
3. **Shall comply with Division reporting requirements.**
 - Shall comply with the Integrated Payment and Reporting System.
Responsible Party: Director of Information Management
Target Date: 10/30/02
4. **Improve the capability of the existing management information system.**

- Implement the managed care and outcomes functions of the Uni/Care software system.
Responsible Party: Director of Information Management
Target Date: 7/01/03
 - Develop and implement a system to collect data from providers.
Responsible Party: Director of Information Management
Target Date: 12/31/03
 - Investigate, and if feasible, implement a phone and web-based interface for collection of provider data.
Responsible Party: Director of Information Management
Target Date: 1/01/04
5. **Develop and implement a consumer/family member grievance and appeals process.**
- Develop a consumer and quality-driven grievance and appeals process that incorporates several outlets in promoting collaborative problem-solving and objective resolution.
Responsible Party: Director of Quality Management
Target Date: 9/1/03
 - Train LME staff, CFAC and Providers on the Grievance and Appeals Process.
Responsible Party: Director of Quality Management
Target Date: 11/30/03
 - Implement the Grievance and Appeals Process.
Responsible Party: Director of Quality Management
Target Date: 11/30/03
6. **Promote active involvement and participation of consumers and families in quality improvement processes.**
- Provide training to consumers/families on quality improvement and monitoring processes and concepts.
Responsible Party: Director of Quality Management
Target Date: 11/30/03
 - Support consumers/families in participating in quality improvement activities (consumer satisfaction methods development, provider monitoring measures development)
Responsible Party: Director of Quality Management
Target Date: 1/104
 - Empower and support consumers and families to be actively involved in provider monitoring (conduct phone calls to consumers regarding provider satisfaction, conduct on-site provider monitoring reviews with LME staff and follow-up on quality of care issues with providers).
Responsible Party: Director of Quality Management
Target Date: 1/1/04

VII. EVALUATION

GOALS:

1. **Develop and implement performance indicators to evaluate system performance.**

- Develop performance indicators for system with input from CFAC.
Responsible Party: Director of Quality Management
Target Date: 11/01/03
- Completion of performance indicators training for LME staff/providers/CFAC.
Responsible Party: Director of Quality Management
Target Date: 12/30/03
- Implementation of performance indicators.
Responsible Party: Director of Quality Management
Target Date: 1/01/04
- Develop a system to evaluate performance indicator data.
Responsible Party: Director of Quality Management
Target Date: 1/01/04

2. **Develop and implement consumer outcome studies.**

- Develop consumer outcome study protocol with input from CFAC.
Responsible Party: Director of Quality Management
Target Date: 11/01/03
- Conduct training of staff and Providers in regards to the protocol.
Responsible Party: Director of Quality Management
Target Date: 12/31/03
- Implement consumer outcome studies with active participation from consumers/families.
Responsible Party: Director of Quality Management
Target Date: 1/01/04
- Develop a system to evaluate consumer outcome data.
Responsible Party: Director of Quality Management
Target Date: 1/01/04
- Promote CFAC participation in the evaluation of outcomes data/information.
Responsible Party: Director of Quality Management
Target Date: 1/1/04

3. **Develop a continuous quality improvement process.**

- Develop a CQI philosophy and process with consumer and family input.
Responsible Party: Director of Quality Management
Target Date: 12/30/03
- Conduct training of staff, providers and consumer advisory representatives on the CQI process.
Responsible Party: Director of Quality Management
Target Date: 12/30/03
- Implement the CQI process with direct participation of consumers/families.
Responsible Party: Director of Quality Management
Target Date: 7/01/04
- Monitor and evaluate the CQI process with active involvement by consumers/families.
Responsible Party: Director of Quality Management
Target Date: 6/30/05

4. **Develop a plan for obtaining future national accreditation to include an interim external evaluation.**

- Evaluate the VGFW administrative best practices against relevant national standards.
Responsible Party: Director of Quality Management
Target Date: 1/1/05
- Revise/develop current administrative best practices to comply with national standards.
Responsible Person: Director of Quality Management
Target Date: 6/1/05
- Train staff on new/revised administrative best practice standards.
Responsible Person: Director of Quality Management
Target Date: 10/1/05
- Implement new/revised administrative best practice standards to meet national accreditation.
Responsible Party: Director of Quality Management
Target Date: 11/1/05

VIII. FINANCIAL MANAGEMENT AND ACCOUNTABILITY

GOALS:

1. **Determine financing structure for LME and core functions.**

- Develop budget for LME core functions based on Division allocation.
Responsible Party: Director of Business Management
Target Date: 5/01/03, 5/01/04 and 5/01/05
- Determine whether the core functions can be supported by the Division allocation.
Responsible Party: Director of Business Management
Target Date: 5/01/03
- Develop an interface between the utilization management system and funding streams.
Responsible Party: Director of Business Management
Target Date: 12/30/03
- Develop authorization and tracking system to ensure services are not committed beyond ability to pay.
Responsible Party: Director of Business Management
Target Date: 12/30/03

2. **Ensure compliance with state and federal financial regulations requirements.**

- Shall conduct an annual audit by an external firm.
Responsible Party: Director of Business Management
Target Date: Annually
- Shall develop and implement policies that address internal Controls and security measures.
Responsible Party: Director of Business Management
Target Date: 12/30/03

IX. INFORMATION SYSTEMS AND DATA MANAGEMENT

GOALS:

1. **Develop a management information system plan that supports each LME function.**
- Perform a needs analysis of each LME functional area and prepare a report.
Responsible Party: Director of Information Management
Target Date: 12/30/03
 - Consult with managers to finalize plans for the information needs of each functional area.
Responsible Party: Director of Information Management
Target Date: 12/30/03
 - Conduct training with MIS staff to generate required information.
Responsible Party: Director of Information Management
Target Date: 6/30/04

- Standardize reporting and processing of information.
Responsible Party: Director of Information Management
Target Date: 7/01/04
 - Analyze system and determine the need for hardware and software upgrades.
Responsible Party: Director of Information Management
Target Date: 6/30/05
2. **Information systems are compliant with federal and state laws, industry best practices and DHHS standards.**
- Perform an analysis and make recommendations for the security and safety of data and equipment.
Responsible Party: Director of Information Management
Target Date: 6/30/03
 - Ensure compliance with the Health Insurance Portability and Accountability Act of 1996.
Responsible Party: Director of Information Management
Target Date: 10/31/03

X. COLLABORATION

GOALS:

1. **Develop a community resource list.**
- Develop a manual of community resources that is available to target and non-target individuals.
Responsible Party: Director of Core Services
Target Date: 12/01/03
 - Identify the mechanism to ensure the manual is always current.
Responsible Party: Director of Core Services
Target Date: 12/01/03
2. **Develop a mechanism that coordinates the LME's community collaborative efforts.**
- Develop a collaborative advisory committee, to oversee collaboration activities, and to represent one collaborative body for committees that are facilitated by the LME.
Responsible Party: Director of Core Services
Target Date: 12/30/03
 - Identify by-laws and benchmarks for the advisory committee.
Responsible Party: Director of Core Services
Target Date: 12/30/03

3. **Develop strategies to promote consumer and family involvement in community collaborative efforts.**

- Provide training and in-service programs to the CFAC regarding community collaboration.

Responsible Party: Director of Quality Management

Target Date: 12/31/03

- Recruit members from the CFAC to serve on the collaborative advisory committee to oversee collaboration activities.

Responsible Party: Directors of Core Services and Quality Management

Target Date: 12/30/03

