

<b>2005 2006 STRATEGIC PLAN</b>		<b>DATE: 8/8/05</b>
<b>I. <u>PLANNING</u></b>	<b><u>Status 1/06</u></b>	<b><u>Status 7/06</u></b>
GOALS:		
<b>1. Shall regularly assess community and system needs.</b>		
<ul style="list-style-type: none"> <li>Conduct an annual assessment of the strengths and weaknesses of the system with involvement of consumers, families and other stakeholders.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 6/30/06		
<ul style="list-style-type: none"> <li>Complete at least an annual update to the local business plan with input from consumers, families and other stake holder's.</li> </ul>		
<b>Responsible Party:</b> Organizational Development Manager		
<b>Target Date:</b> 6/30/06		
<ul style="list-style-type: none"> <li>Complete a Community Needs Assessment annually.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 6/30/06		
<b>2. Shall ensure that local planning includes all stakeholders.</b>		
<ul style="list-style-type: none"> <li>Develop process and plan of business plan for 2006-2009.</li> </ul>		
<b>Responsible Party:</b> Organizational Development Manager		
<b>Target Date:</b> 10/01/05		
<b>3. Promote consumer and family involvement in the planning process.</b>		
<ul style="list-style-type: none"> <li>Include consumers and family members on the LME Quality Management Committee and in the LME and Provider review and monitoring processes.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
<b>4. Develop a service culture that meets and exceeds the expectations of internal and external customers and integrates service culture in all planning.</b>		
<ul style="list-style-type: none"> <li>Shall develop mechanisms to assess consumers/stakeholders</li> </ul>		

perceptions of customer services in LME.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
• Shall develop methods to increase the emphasis and ownership of customer services by all staff in the LME and Provider network.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
<b>5. Ensure consumers/providers/stakeholders' access to Division and LME planning and information sharing.</b>		
• Shall develop a long-range communication plan.		
<b>Responsible Party:</b> Organizational Development Manager		
<b>Target Date:</b> 4/1/05		
<b>Revised Target Date:</b> 1/06		
• Shall develop method(s) to assess knowledge base of internal/external customers regarding the mission, planning processes and services of the LME.		
<b>Responsible Party:</b> Director Of Quality Management		
<b>Target Date:</b> 1/1/05		
<b>Revised Target Date:</b> 1/06		
• Shall establish new mediums of information sharing.		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target date:</b> 6/30/05		
<b>Revised Target Date:</b> 1/06		
<b>6. Ensure cultural sensitivity, competency and participation opportunities in the planning process.</b>		
• Shall establish a cultural competence team that includes community representatives.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
• Shall establish method(s) to assess LME's and provider network's cultural competence.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 4/01/06		
• Shall assess and address weaknesses in LME's and		

provider network's cultural competence.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 6/30/06		
<b>II. GOVERNANCE</b>		
<b>1. Shall outsource appropriate core functions.</b>		
• Will cost out selected core functions.		
<b>Responsible Party:</b> Director of Business Management		
<b>Target Date:</b> 9/1/05		
• Outsource proposed functions.		
<b>Responsible Party:</b> Director of Business Management		
<b>Target Date:</b> 6/30/06		
<b>2. Transition organizational structure to an LME</b>		
<b>3. Shall seek out and implement administrative best practices.</b>		
<b>Responsible Party:</b> Executive Team/ Organizational Development Manager		
<b>Target Date:</b> January 1, 2006		
<b>III. QUALIFIED PROVIDER NETWORK DEVELOPMENT</b>		
<b>1. Develop appropriate qualified network based on community capacity and need.</b>		
• Based on needs assessment develop network for needed services not currently available.		
<b>Responsible Party:</b> Director of Provider Services		
<b>Target Date:</b> 6/30/06		
• Analyze quarterly data to determine targeted provider recruitment.		
<b>Responsible Party:</b> Director of Provider Services		
<b>Target Date:</b> (each quarter) 10/01/05, 1/06, 4/06, 7/06		
<b>2. Determine current service capacity</b>		
• Develop a community service capacity survey and distribute.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 10/01/05		

<ul style="list-style-type: none"> <li>Analyze survey data to inventory community capacity to deliver the needed array of services.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target date:</b> 1/31/06		
<ul style="list-style-type: none"> <li>Compare treatment rates of MH/SA/DD disabilities with the most current prevalence and incidence rates.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 1/31/06		
<ul style="list-style-type: none"> <li>Identify service areas for which there is insufficient capacity in the community.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/31/06		
<b>3. Shall ensure the availability and implementation of best practices.</b>		
<ul style="list-style-type: none"> <li>Develop and provide training on best clinical practices.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> Annually - 4/1/06		
<ul style="list-style-type: none"> <li>Using quality data, develop best clinical practice training for targeted need.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management / Training Committee		
<b>Target Date:</b> 1/31/06		
<b>4. Assist the Community in the development of resources for the non-target populations.</b>		
<ul style="list-style-type: none"> <li>Determine community capacity to provide services/supports to the non-target population.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 11/30/05		
<ul style="list-style-type: none"> <li>Identify and develop a means of expanding community resources to meet the service needs.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 12/30/05		
<ul style="list-style-type: none"> <li>Assist community organizations/agencies in the identification and application of funds to provide needed services.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach and Support & Planning		
<b>Target Date;</b> 12/30/05		
<ul style="list-style-type: none"> <li>Identify and implement strategies for CFAC's involvement in Provider identification and recruitment.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 9/30/05		
<b>5. Develop Steering Committees to fully integrate SA Treatment and SA Prevention services into communities throughout the five counties.</b>		
<b>Responsible Party:</b> Organizational Development Manager		
<b>Target Date:</b> 11/1/05		

<b>6. Integrate Behavioral Health into primary care practice .</b>		
<b>Responsible Party</b> - Clinical Director		
<b>Target Date:</b> 6/30/06		
<b>IV. <u>SERVICE MANAGEMENT</u></b>		
GOALS:		
<b>1. Improve the health of the community.</b>		
• Develop and implement a universal prevention and early intervention program.		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 9/30/05		
• Develop a person centered planning process.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/30/05		
• Provide training for consumers, secondary consumers and providers, regarding person centered planning.		
<b>Responsible Party:</b> Director of Quality Management/Training Committee		
<b>Target Date:</b> 12/30/05		
• Develop and implement an “anti-stigma” project.		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target date:</b> 12/30/05		
<b>2. Ensure services are provided in the least restrictive environment.</b>		
• Develop a disaster response plan.		
<b>Responsible Party:</b> Organizational Development Manager		
<b>Target Date:</b> 1/31/06		
• Develop a crisis service plan to meet the needs of the community.		
<b>Responsible Party:</b> STR / Crisis Director		
<b>Target Date:</b> 3/31/06		
<b>3. Expand and promote the role of consumers and families in developing and monitoring the core service functions.</b>		
• Train CFAC and other consumer organizations on the core services/functions.		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 1/1/06		

<ul style="list-style-type: none"> <li>Develop a structured reporting format of Area Board reports.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 11/05		
<b>4. Development of an effective Utilization Review system.</b>		
<ul style="list-style-type: none"> <li>Meet Division readiness criteria for Utilization Review</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 7/1/2006		
<ul style="list-style-type: none"> <li>Meet 3-day time standard for authorization requests/provider referrals.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 1/1/2006		
<ul style="list-style-type: none"> <li>Implement system for utilization reviews of providers.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 1/1/2006		
<ul style="list-style-type: none"> <li>Development of an effective/efficient system for review of PCP's.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 10/1/2006		
<b>5. Implement a Care Coordination system that will ensure that consumers are receiving services as needed.</b>		
<ul style="list-style-type: none"> <li>Implement a Care Coordination system that monitors how promptly consumers begin receiving services after referral to providers.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 10/1/2005		
<ul style="list-style-type: none"> <li>Implement a system in which hospital liaison is provided by contract providers and coordinated through Care Coordination in order to better manage hospital admissions.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 10/1/2005		
<ul style="list-style-type: none"> <li>Establish a system for monitoring services to high cost/high utilizer consumers.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 1/1/2006		
<ul style="list-style-type: none"> <li>Establish a system for the review of termination of consumer services by providers to ensure the appropriateness of termination.</li> </ul>		
<b>Responsible Party:</b> Director of Care Management		
<b>Target Date:</b> 10/1/2005		

<b>V. ACCESS TO CARE</b>		
<b>1. Shall ensure a readily available access to care system.</b>		
<ul style="list-style-type: none"> <li>Using Geographic Information Systems will conduct an epidemiological analysis regarding access.  <b>Responsible Party:</b> Director of Quality Management  <b>Target Date:</b> 12/31/05</li> <li>Promote consumer involvement through the CFAC's documented review of any exceptions to the thirty (30) mile accessibility rule.  <b>Responsible Party:</b> Director of Community Outreach  <b>Target Date:</b> 9/1/05</li> </ul>		
<b>2. Shall develop a plan for on-going education of points of referral regarding how to access MH/DD/SA Services.</b>		
<b>Responsible Party:</b> Director of STR / Crisis <b>Target Date:</b> 10/01/05		
<b>3. Shall implement the education plan of points of referral.</b>		
<b>Responsible Party:</b> Director of STR / Crisis <b>Target Date:</b> 1/1/06		
<b>4. Develop the role of non-traditional Community service providers (i.e.) faith-based, not-for-profit, self help groups.etc)</b>		
<b>Responsible Party:</b> Organizational Development Manager <b>Target Date:</b> 3/1/06		
<b>VI . Service Monitoring</b>		
<b>1. Develop and implement a performance based outcome system.</b>		
<ul style="list-style-type: none"> <li>Enhance outcome/performance indicator measures for provider performance.  <b>Responsible Party:</b> Director of Quality Management  <b>Target Date:</b> 12/31/05</li> <li>Enhance a system to collect, analyze and summarize outcome/performance indicator measures.  <b>Responsible Party:</b> Director of Quality Management  <b>Target Date:</b> 12/31/05</li> </ul>		

<b>2. Shall comply with Division reporting requirements.</b>		
<ul style="list-style-type: none"> <li>Shall comply with the Integrated Payment and Reporting System.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date: (IPRS)</b> 10/01/05		
<b>Target Date: (CDW)</b> 12/05		
<b>3. Improve the capacity of the existing management information system.</b>		
<ul style="list-style-type: none"> <li>Investigate, and if feasible, implement a phone and web-based interface for collection of provider data.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 3/1/06		
<b>4. Promote active involvement and participation of consumers and families in quality improvement processes.</b>		
<ul style="list-style-type: none"> <li>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).</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
<b>5. Implement, access, and refine the Quality Improvement Plan and process that meets requirements.</b>		
<ul style="list-style-type: none"> <li>Shall establish method(s) to assess the LME processes against the comprehensive QM plan.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
<ul style="list-style-type: none"> <li>Shall develop and implement a monthly, quarterly, and annual organizational performance measurement and reporting system.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
<b>6. Broaden the scope and capability of the performance-based outcome system.</b>		
<ul style="list-style-type: none"> <li>Shall increase outcomes based system to include comprehensive utilization review.</li> </ul>		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
<ul style="list-style-type: none"> <li>Shall establish policies and procedures for oversight of</li> </ul>		

non-contracted providers in the catchment area.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 10/1/05		
• Shall assess and benchmark LME's performance data gathering system with Managed Care Organization accrediting organizations for future accreditation.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 4/1/06		
<b>7. Promote active involvement and participation of consumers and families in quality improvement processes.</b>		
• Shall provide CFAC with multiple means to participate in quality improvement activities, including customer satisfaction and provider monitoring methods.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
• Shall provide consumers and families methods to understand and monitor LME functions and provider network services.		
<b>Responsible Party:</b> Director Of Quality Management		
<b>Target Date:</b> 1/1/06		
<b>VII. <u>EVALUATION</u></b>		
<b>1. Develop and implement consumer outcome studies.</b>		
• Develop consumer outcome study protocol with input from CFAC.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
• Conduct training of staff and Providers in regards to the protocol.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/06		
• Implement consumer outcome studies with active participation from consumers/families.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 3/31/06		
• Develop a system to evaluate consumer outcome data.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 3/31/06		
• Promote CFAC participation in the evaluation of outcomes data/information.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 3/31/06		

<b>2. Develop a plan for obtaining future national accreditation to include an interim external evaluation.</b>		
• Conduct a comparative review of accrediting agencies, and select/contact agency to begin accreditation process.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 10/01/05		
• Obtain accreditation standards, conduct a self-study, and revise/develop administrative practices to comply with standards.		
<b>Responsible Person:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
• Train staff on new/revised administrative best practice standards.		
<b>Responsible Person:</b> Director of Quality Management		
<b>Target Date:</b> 3/31/06		
• Implement new/revised administrative best practice standards to meet national accreditation.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 6/30/06		
• Obtain national accreditation as a management entity.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 1/1/07		
<b>3. Develop and/or utilize outcome measures and measurement instruments to assess consumer clinical outcomes.</b>		
• Shall utilize Division outcome measures for specific LME studies.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
• Shall research and develop outcome measures specific to defined disability populations.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
• Shall involve consumers in the development of outcome measures specific to consumers' goals.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		
• Shall develop outcome measures for continuum of care and post-treatment longevity studies.		
<b>Responsible Party:</b> Director of Quality Management		
<b>Target Date:</b> 12/31/05		

<b><u>VIII. FINANCIAL MANAGEMENT AND ACCOUNTABILITY</u></b>		
<b>1. Determine financing structure for LME and core functions.</b>		
<ul style="list-style-type: none"> <li>Develop authorization and tracking system to ensure services are not committed beyond ability to pay.</li> </ul>		
<b>Responsible Party:</b> Director of Business Management		
<b>Target Date:</b> 9/1/05		
<b>2. Ensure compliance with state and federal financial regulations and requirements.</b>		
<ul style="list-style-type: none"> <li>Shall conduct an annual audit by an external firm.</li> </ul>		
<b>Responsible Party:</b> Director of Business Management		
<b>Target Date:</b> restate 11/ 30/05		
<ul style="list-style-type: none"> <li>Shall develop and implement policies that address internal controls and security measures.</li> </ul>		
<b>Responsible Party:</b> Director of Business Management		
<b>Target Date:</b> 11/30/05		
<b><u>IX. INFORMATION SYSTEMS AND DATA MANAGEMENT</u></b>		
GOALS:		
<b>1. Develop a management information system plan that supports each LME function .</b>		
<ul style="list-style-type: none"> <li>Perform a needs analysis of each LME functional area and prepare a report.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 12/30/05		
<ul style="list-style-type: none"> <li>Consult with managers to finalize plans for the information needs of each functional area.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 3/31/06		
<ul style="list-style-type: none"> <li>Conduct training with MIS staff to generate required information.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 3/31/06		
<ul style="list-style-type: none"> <li>Standardize reporting and processing of information.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 6/30/06		
<ul style="list-style-type: none"> <li>Analyze system and determine the need for hardware and software upgrades.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 1/31/06		

<b>2. Information systems are compliant with federal and state laws, industry best practices and DHHS standards.</b>		
<ul style="list-style-type: none"> <li>Ensure compliance with the Health Insurance Portability and Accountability Act of 1996.</li> </ul>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 3/31/06		
<b>3. Shall implement the Profiler version of UniCare.</b>		
<b>Responsible Party:</b> Director of Information Management		
<b>Target Date:</b> 12/31/05		
<b>X. <u>COLLABORATION</u></b>		
<b>1. Develop a community resource list.</b>		
<ul style="list-style-type: none"> <li>Identify the mechanism to ensure the manual is always current.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 9/30/05		
<b>2. Develop a mechanism that coordinates the LME's community collaborative efforts.</b>		
<ul style="list-style-type: none"> <li>Develop a collaborative advisory committee, to oversee collaboration activities, and to represent one collaborative body for committees that are facilitated by the LME.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 9/30/05		
<ul style="list-style-type: none"> <li>Identify by-laws and benchmarks for the advisory committee.</li> </ul>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 12/30/05		
<b>3. Develop strategies to promote consumer and family involvement in community collaborative efforts.</b>		
<ul style="list-style-type: none"> <li>Recruit members from the CFAC to serve on the collaborative advisory committee to oversee collaboration activities.</li> </ul>		
<b>Responsible Party:</b> Directors of Community Outreach		
<b>Target Date:</b> 12/30/05		

<b>4. Shall assist in the development of a comprehensive listing of community resources through active participation in the local 2-1-1 system effort and ensuring individuals have access to this information.</b>		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 1/1/06		
• Coordinate the implementation of the network of care website.		
<b>Responsible Party:</b> Director of Community Outreach		
<b>Target Date:</b> 10/1/05		
























