# STRATEGIC PLAN

2017-2020





# From the desk of the President



We don't have a crystal ball at Recovery Center of Maryland, LLC, but our vision for the future is clear: we want to be the best substance abuse agency in Maryland.

Our new strategic plan provides a way to help us navigate each step of the way. Over the last year, we've gained a deeper understanding of what it will take to thrive going forward. Our strategic plan is the product of what we learned

and will direct our growth for the upcoming year.

Our founding promise has been to care for every person we serve displaying the unconditional positive regard and empathy critical for effectuating long term change.

I hope this plan will help us navigate a rapidly changing behavioral health environment where we are able to establish partnerships with vital community stakeholders that are willing and able to embrace the reality that men, women, and families with mental illness do recover.

The next few pages will describe in great detail where we want to go and how we expect to get there. Please join us on our journey.

All the best,

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#### **OUR PROMISES**

Recovery Center of Maryland, LLC values each of its consumers. Our goal is to provide services that will allow our consumers to become functional and independent in each part of their life that has been affected by mental illness. Recovery Center of Maryland makes six promises to guide the provision of services to make sure that we meet our goal.

- We promise to provide intensive and long-term support to help our consumers make progress towards their goals.
- We promise to develop trust and open communication with all of our consumers.
- We promise to provide comprehensive case management services that adhere to the standards of our accrediting agency and the state's where we do business.
- We promise to maintain our consumers' confidentiality.
- We promise to employ the person-centered process throughout the treatment process.
- We promise to support each consumer's freedom of choice in the delivery of care and service coordination.

#### **MISSION**

At Recovery Center of Maryland, LLC our mission is to help individuals and families dealing with mental illness to direct, become responsible for, and see progress towards their mental health goals. We collaborate with each individual in each part of their life in order to develop and provide effective prevention services and programs. We strive to ensure that all services are comprehensive and are responsive to the developmental, educational, and emotional needs of our consumers.

#### VISION

The vision of Recovery Center of Maryland, LLC is clear and distinctive: to become the premier Substance Use Provider in Maryland. We envision a future in which we are the leading entity in providing treatment and support to individuals living with chronic and persistent mental health and substance abuse issues. Recovery Center of Maryland will be the provider of choice for individuals seeking to become functional and independent as they live, relate, work and participate in their communities.

We acknowledge that service excellence and a genuine concern for those who entrust us with their care are key components of this vision. As such, we avidly accept the responsibility of educating, informing, and supporting our consumers, and elevating the standards of performance with which we conduct business. In realizing our vision we dedicate our



resources and energies to collaborating with our stakeholders for the purpose of creating a high quality, caring, and culturally competent system of care that promotes recovery and wellness.

In pursuit of this vision, Recovery Center of Maryland, LLC endorses the following Guiding Principles:

- We will develop a comprehensive continuum of care that is responsive to the changing needs of our consumers.
- We will provide services with empathy, compassion, and attentiveness keeping in mind that each person is a unique individual with their own desires, strengths, and goals.
- We will recruit, train, and maintain a highly qualified team of staff who demonstrate the highest degree of professionalism and are proactive in anticipating the needs of the organization as we grow.



The purpose of establishing the following strategic goals is to provide individuals measurable objectives in the areas of Clinical Development, Staff Development, and Board & Fiscal Development. These objectives will provide a means for determining the success of the company as well as guiding its leaders as they prepare for the upcoming 2017-2018 Fiscal Year.

#### STRATEGIC GOALS

**CLINICAL** (Programs) **COMMUNITY** (Outreach)

**STAFF** DEVELOPMENT (Human Resources)

Goal 1: Improve Efficiency and Productivity of

LABS, LLC

Goal 2: **Improve** Effectiveness of **Treatment Team** 

Goal 3: Increase Consumer Satisfaction

Goal 1: Educate the Community on Mental Health/Illness and Reduce MH Stigma

Goal 2: Advertising and Marketing of Services provided by the agency

Goal 3: Increase the Number of New Client Referrals

Goal 1: Improve quality of training and increase staff development opportunities

Goal 2: Increase retention of qualified staff within the agency

Goal 3: Develop a New Hire Recruitment Plan and Increase new hire recruitment efforts



#### SUMMARY OF PERFORMANCE IMPROVEMENT

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# **CLINICAL GOALS**

The clinical component of the services provided by Recovery Center of Maryland, LLC. exists as a catalyst to provide individuals with chronically persistent mental health/substance abuse illness and substance abuse. The Clinical team will provide consumers and their families with coordination of movement across the different levels of care and will coordinate discharge, planning and community reentry following hospitalization, or confinement to residential services.

# Goal 1: Improving the Efficiency and Productivity of RCOM, LLC

Objective 1: Assist the direct care staff in attaining professional development that will ensure organizational goals and objectives are achieved.

#### Planned Action for 2017-2020:

- Provide staff with 24 hours professional development to assist them in developing personally and professionally so that they can more effectively perform the requirements of the job.
- Assuring that staff is utilizing skills attained during professional development trainings when interacting with consumers in order to maintain consumer base and generate more business through referrals of satisfied consumers. This information will be obtained through monthly supervisions and quarterly quality assurance checks when contacting consumers.

# Objective 2: Increase productivity of services by providing 100% of authorized hours.

# Planned action for 2016-2018

- Mental health/substance abuse staff will be accessible to consumers. Consumers are entitled to timely, effective access to services, regardless of where they live.
- Assure that all mental health/substance abuse processes encompass the full spectrum of needs and interventions required by all sectors of the population.

# **Goal 2: Improving the Effectiveness of Treatment Services**

Objective 1: Develop new, creative interventions and utilize existing interventions that incorporate the diverse needs of our consumers.



#### Planned Action for 201-2020

- We will improve existing approaches and devise 2 new approaches for the treatment of mental illness that will allow our consumers to live full and productive lives utilizing 4 hour training for goal setting skills purposes.
- Utilize consumer survey to determine proper utilization of interventions.
- Establish mental health/substance abuse promotion strategies to enhance protective factors and reduce risk factors at the population level within a range of appropriate settings including schools, families, work places, and communities.
- Develop and deliver specific mental health/substance abuse promotion strategies to address diverse populations including children, the elderly, and other populations impacted by mental illness.

# Objective 2: 90% of persons questioned will report improvement in overall function

#### Planned Action for 2017-2020

- Provide Mental health/substance abuse Rehabilitation Services and enhancement processes that will
  be responsive to the specific and continuing needs of individual consumers in order to improve
  overall functioning by enhancing the consumers' life and coping skills.
- Deliver high quality, safe mental health/substance abuse services, and enhancement processes.
- Consider consumer needs in all service planning and delivery and assure that all mental health/substance abuse service delivery supports consumer's individual processes of recovery.

# Goal 3: Staffing/Supervision for Direct Care Staff

#### Planned Action for 2017-2020

- To conduct weekly staffing that allows staff to present challenging cases for input and recommendations by the team assigned to a particular case.
- Designate Licensed Professionals (LPC, LMFT, LISW-CP, etc.) who will attend bi-weekly staffing meetings with Paraprofessionals and Substance Counselors in order to assist with professional guidance for challenging cases.

## **Objective 1: Increase Consumer Satisfaction**

#### Planned Action for 2017-2020

• Upon receipt of a referral, within 3 days, consumer's eligibility will be determined and contact will be made with the consumer to advise of eligibility and to schedule times for intakes and assessments.

# Objective 2: Increase Consumer Satisfaction by Providing Quality Services



•	To increase the consumer's self-worth and value RCOM will hold an Annual Commencement
	Ceremony for consumers upon completion of services.

•	To ensure that each consumer's basic needs are being met on a holistic level the direct care staff will
	make all necessary referrals for service outside of the scope of the agency's mission or capacity.



# **COMMUNITY GOALS**

Outreach is a vital part of Recovery Center of Maryland, LLC.. Outreach coordinators hold the important task of informing potential consumers of the various services that we offer and promoting the benefits of Recovery Center of Maryland, LLC.. In the 2017 fiscal year, outreach coordinators were required to make a minimum amount of contacts within the community, which consisted of distributing brochures, conducting informational sessions, and giving informative presentations about the programs and services offered at Recovery Center of Maryland, LLC.. The organization also identified several marketing and advertising goals which included expanding into various media circuits in order to promote its programs and services, as well as overhauling the website to make it more effective as marketing tool.

Goal 1: Educate the community on the effects of mental health/substance abuse/illness and to reduce mental health/substance abuse stigma.

#### **Objective:**

- Conduct mental health/substance abuse education workshops at places of worship, community centers and public schools
- Provide 4 free community in service training at RCOM Location.
- Conduct 6 online mental health/substance abuse stigma reduction forums.

#### Planned Action for 2017-2020

- Outreach will utilize its Management, Coordinators, Parent/Family Advocate, and local community stakeholders in order to obtain feedback that will serve as vital data in educating the Community regarding the effects of mental health/substance abuse and illness.
- Within the first six months of 2018, develop a presence for RCOM within the community by networking and attending local service provider meetings. Outreach will also want to accomplish solid partnerships and avenue that will allow RCOM to present the findings from the individuals and groups that assisted with the efforts for adequate and accurate information.
- Outreach will locate and identify local media sources that would be interested in covering stories
  concerning mental health/substance abuse issues and RCOM. Outreach will also look to locate
  local schools such as School District academies, Colleges, Hospitals, Churches, and Community
  Locations such as, YMCAs, Volunteers of America, Boys & Girls clubs, etc.
- Foster and establish partnerships with resources and organizations in the Metro Columbia area that will allow RCOM to be a pillar and cornerstone of knowledge regarding the education on mental health/substance abuse; as well as a focal point in the community that reduces the stigma and exclusion that relates to mental health/substance abuse.



- RCOM staff will volunteer with local social service providers as well as associate its outreach
  efforts that will allow RCOM to be a local and common name relating to Mental
  health/substance abuse Rehabilitation Services.
- In order for this goal and objective to be reached, Outreach will need to efforts of the stakeholders as well as the department to be cohesive as well as consistent. Outreach will need to efforts of the stakeholders as well as the department to be cohesive as well as consistent. Outreach may require meeting in the evenings in order to decrease barriers that can and do exist. Constraints that may keep this goal from being accomplished are: lack of support, follow through, and cohesiveness needed all parties to pinpoint the concerns as it relates to the Mental health/substance abuse stigma.
- This goal is imperative to the Florence area so that we may be able to reach those who are in detrimental need of services such as Mental health/substance abuse Rehab, however, due to the lack of positive feedback from individuals who has once experience negative aspects from agency lacking quality of care, it has allowed those in need to deflect such a valuable program.

# **Goal 2: Increase Advertising and Marketing Efforts**

# **Objective:**

- Increase number of outreach contacts to a minimum of three per week.
- Conduct a minimum of 5 outreach presentations a week.

### Planned Action for 2017-2020

• Outreach Coordinators will collaborate with community agencies to locate additional consumers who may be in need of mental health/substance abuse services.

#### Goal 3: Increase the Number of New Consumer Referrals

**Objective:** Increase organization visibility by 75% by utilizing TV, radio, Internet, magazine, newsprint, presentations, and WOM (word of mouth) by December 2017.

#### Planned Action for 2017-2020

- Outreach will collaborate with various organizations, schools, hospitals, and agencies to continue to success in advertisement.
- RCOM will develop and sustain strong relationships with school systems and organizations that
  will contribute towards the growth as well as the retention of consumers that come into our
  agency. The ultimate goal is to brand RCOM as a provider who prides itself on quality of care
  and passion to rehabilitate the community one consumer at a time.



- Outreach will look to strategically market the areas that RCOM will be able to provide quality services based on the staffing that RCOM has.
- After the first 6 months of RCOM functional operation, Outreach will begin to expand beyond the boundaries of Maryland and begin establishing itself in other neighboring counties approved by BHA.
- Outreach will need: postcards, marketable handouts such as, but not limited to: Candy, pens, pencils, book bags, notebooks, pocket-size calendars, magnets, key chains, mugs, RCOM gift cards, etc. Possible constraints include not planning adequately in order to satisfy the need for material and not marketing to a large enough audience. A lack of follow through will promote a negative name in the community that can and will damage the brand that RCOM looks to establish.
- Branding RCOM is imperative to the development of our agency so that we can ensure the vision
  of our CEO. The Maryland area has a serious need for mental health/substance abuse and
  substance services, which is the reason RCOM can and will be able to expand services to 1000+
  consumers. In order to make this long-term goal a success we must market. We must brand our
  name while there is a gaping hole in equations, which will yield us being the solution.

# STAFF DEVELOPMENT GOALS

In recognition that the provision of quality services is dependent upon a highly skilled and motivated team of staff, Recovery Center of Maryland, LLC. is committed to hiring, training, and facilitating the development of top quality professionals. As such, the agency will continue to provide staff development and training to current staff, as well as new hire training for future employees. All departments will consist of staff that is knowledgeable and confident in their ability to perform the functions of their jobs.

#### Goal 1: Improve Quality of Training and Increase Staff Development Opportunities

# **Objective 1:**

• Development of a standardized training process for new hires.

#### Planned Action for 2017-2020

- Create 40 hour standardized Orientation Process for all New Hires
- Develop Quarterly Professional Development Seminars for Direct Care Staff
- Conduct 12 All-Staff trainings to develop, review and increase employee KSAs (knowledge, skills and abilities)

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# **Objective 2:**

 Development of supervision process for all staff to promote professional development within the agency

#### Planned Action for 2016 -2018

- Expand staff development opportunities by 25%, with a focus on improving supervisory skills
- Develop Quarterly Professional Development Seminars for Management Level Staff
- Develop and implement a six month Management Mentorship Program, to promote management within the agency

## **Goal 2: Increase Retention of Qualified Staff**

# **Objective:**

Retention rate of employees will increase by 25% over the fiscal year

#### Planned Action for 2016 -2018

- Improve and increase recruitment and selection practices to attract and hire from a committed and stable pool of applicants.
- Provide new hires with training that will increase their capacity to work with our consumer population.
- Develop a career path program to prepare existing staff for promotion.
- Focus on compensation and nonmonetary rewards to retain staff who excel.
- Increase opportunities to solicit and incorporate staff feedback and input and conduct quarterly employee surveys.
- Clarify staff roles, structure, and reporting relationships in order to eliminate confusion amongst various positions.
- Offer employees a comprehensive benefits package by 2018

# **Goal 3: Increase New Hire Recruitment Efforts by 75%**

**Objective:** Increase RCOM new hire recruitment efforts to ensure the organization has a pool of potential new hires to support the Maryland program site expansion.

#### Planned Action 2017-2020:



- Develop and foster a relationship with local universities. Foster at least three partnerships
- Conduct, host and attend local mental health/substance abuse job fairs at least semi-annually.
- Place employment opportunities in newspaper, magazine, TV, and radio advertisements
- Register RCOM with the local NASW (National Association of Social Workers)
- Create a Linked In account (social media website for job seekers)



# FISCAL & BOARD DEVELOPMENT GOALS

Recovery Center of Maryland, LLC. will continue receiving guidance from the Board of Managers, which as charged with the responsibility of providing the Chief Executive Officer with direction, advice, and strategic oversight.

# **Goal 1: Increase Board of Managers Involvement with RCOM Growth**

Objective: Attract, support, and retain a diverse Board of Managers, who has a strong presence throughout the agency. In 2018, we will also add additional managers to join the current Board of Managers.

#### Planned Action for 2017-2020:

- Create a RCOM board member application and send out to 10 possible candidates by January 2018
- Submit 5-10 possible candidates to RCOM Executive Management Team/Board of Directors for approval and vote of two additional board members
- Provide the two new board members with a board member orientation/board retreat in January 2018.
- Assign the two new board members with projects that are specific to the greater Maryland area expansion efforts and the BHA.
- RCOM board members will attend a minimum of 6 All Staff training/meetings during 2018

# Goal 2: Increase RCOM Financial Viability by Increasing its Revenue by 100% in 2018

Objective: Develop and implement a financial plan that increases revenue and decreases spending

#### Planned Action for 2016 -2018

- Increase revenue by increasing the number of consumers that receive services.
- Require LOCs to become more efficient and effective in their turnaround time of clinical assessments by implementing a 5 day "CA Submit" deadline
- Develop a monthly budget that requires decreased spending and strictly adhere to what has been approved by the executive management team
- Conduct quarterly financial audits and inventory management
- Become a provider with the 3 major case management organizations.
- Increase community visibility and revenue by becoming a Medicaid Enrollment Center



# Goal 3: Conduct Feasibility Study for additional RCOM Annex Sites and Increase Recovery Center of Maryland, LLC. Financial Viability and Community Visibility

Objective: To Gain 30% of the Maryland market share by managing quality, efficiency, and responsiveness to RCOM's consumers

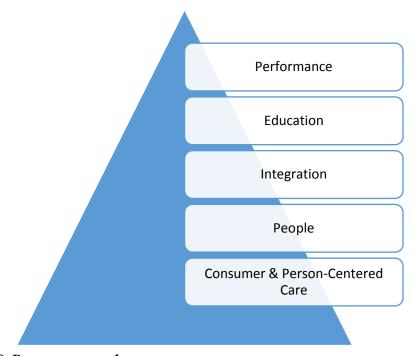
## Planned Action for 2017-2020

- Develop a 5 member (4 RCOM staff, 3 Stakeholders) RCOM-Annex (school based site) feasibility study committee by December 2016.
- Conduct 3 focus groups (employee, potential consumer and stakeholder) to ensure RCOM is providing the best quality, efficient and cost effective services.



# RCOM STRATEGIC PRIORITIES

RCOM Strategic Plan comprises five priorities—critical areas of focus for our success and sustainability.



# Consumer & Person-centered care

Be the Community Leader in the Service Delivery, Quality and Provision of Consumer- and Person-Centered Care

#### <u>People</u>

Attract, Engage, Develop, and Retain the World's Best People

## **Integration**

Become the Model for an Academically Based, Integrated Mental health/substance abuse Care Delivery and Financing System

# **Education**

Lead in the Education and Training of Mental health/substance abuse Professionals/Specialists



# **Performance**

Create Sustainable Financial Success and Implement Continuous Performance Improvement

# **RCOM STRATEGIC PRIORITIES**

Promote a culture that embraces, expects, and rewards the delivery of person-centered care.

# Consumer & Person-Centered Care

Partner with consumers, families and others to eliminate preventable harm and optimize consumer outcomes and experiences

Engage consumers and families in shared organizational and clinical decision-making.

Create a culture where diversity, inclusion, civility, collegiality, and professionalism are championed, valued and exhibited through actions, incentives and accountability

# People

Ensure that fair and easily understood rewards are implemented, particularly compensation that reflects the scope of work, quality and leadership responsibilities

Create pathways to recruit, advance and reward excellent clinicians throughout RCOM



Achieve community-wide recognition by designing and implementing an innovative model of care delivery aimed at improving and enhancing the overall behavioral health of populations

# Integration

Recruit, engage, retain and invest in innovative leaders and flexible workforce that promotes cross-education and development of interdiciplanary teams across all agencies.

Over a 3 year period, fully implement the required elements of the newly defined mental health care system

# RCOM STRATEGIC PRIORITIES

# **Education**

Build an effective culture for learning and education across all RCOM organizations, leverage the agency's infrastructure, and facilitate interprofessional educational programs for RCOMemployees and others

Ensure that training and education is transformative as reflected by consumer and stakeholder responses to services

Invest in and promote the practice of evidence-based knowledge and professional development



# **Performance**

Ensure that all financial operations, performance indicators and results support the strategic priorities, as well as the individual entity requirements.

Identify new and expand existing sources of revenue and implement operating efficiencies consistent with the mission and with a commitment to providing quality services

Establish a transparent financial reporting system available to and understood by all RCOM constituencies

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# FINANCIAL ANALYSIS

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# Plans for FY 2018

Beginning with fiscal year 2018 – 2016, RCOM will implement a "bottom up" standardized budgeting process. The 2018 budget will consist of monthly projections, and the budget will be on a consolidated quarterly basis.

Each department (HR, Operations, Program Management and Outreach) will have a standard projection template. The program manager will have significant input in establishing monthly revenue targets based on reasonable, branch specific consumer input assumptions. Additionally, each department will establish anticipated line item specific operating expenses. The net results are between anticipated revenues and expenses will provide the Maryland Main offfice with budgeted profitability/loss accountability. Within 15 days of the month's end, the RCOM office actual income and the 2 will be posted against budgeted amounts. Actual results will be analyzed and action will be taken to ensure the integrity of the budget process. Anticipated monthly corporate overhead expenses will be analyzed and allocated among the branches based on branch percentages of revenue generated during the previous month. The department budgets will be consolidated into a monthly company budget that will compare budget amounts to actual. Monthly results and trends will be presented mid-month to the Executive



Management meeting.	Quarterly re	sults will	CENT Of M.	aryland to Executive	Management	as well as	th
Board of Directors.	Quarterly les	suits will	be presented	to Executive	Management	as well as	un

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