



**2011-2013  
STRATEGIC PLAN  
Created January 2011**

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## **SECTION I. EXECUTIVE SUMMARY**

### **Overview**

*Integrated Family Services, PLLC* Strategic Plan FY 2011-2013, represents a compilation of key internal business drivers and several preliminary outcomes from the 2011 Quality Improvement Committee Plan. The alignment of *Integrated Family Services, PLLC* goals and objectives with the priorities of our service communities appropriately represents our focus on empowerment, service, and support.

Upon receipt of this Strategic Plan, all employees should begin to finalize performance objectives for the February 2011-January 2013 rating period.

### **Vision**

*Integrated Family Services, PLLC* is to be a unified and innovative organization that leads the state of North Carolina in offering the most comprehensive diagnosis, therapy and care management possible in support of a normal, safer and healthier life for all families.

### **Mission**

The mission of *Integrated Family Services, PLLC* is to assess, coordinate, monitor and provide a wide variety of comprehensive mental health services in a manner that promotes dignity, respect and empowerment to all consumers.

### **Values**

*Integrity* – We base our working relationships upon mutual trust, respect and unyielding integrity. We recognize that the reputation of *Integrated Family Services* is rooted in the sincere and ethical treatment of our clients and each other.

*Teamwork* – We value results that are achieved through joint efforts. We approach our work as a team focused on constructing an encouraging work environment that produces superior quality results for our clients.

*Diversity* – We value the individual differences and contributions of each member our organization. We embrace progressiveness, creativity, and the ability to adapt to change. We believe each associate is an essential and important resource.

*Commitment to Excellence* – We set high standards for quality in our work and hold ourselves accountable. We strive for continuous improvement and seek to use innovation and cutting-edge technology to work effectively among ourselves and with our clients.

*Service* – We value our role as a service provider to eastern North Carolina and seek to be approachable, compassionate and precise in the delivery of our services.

## SECTION II . SWOT ANALYSIS

### SWOT Analysis Quadrants

<p style="text-align: center;"><b><u>Strengths</u></b></p> <p style="text-align: center;"><i>What is going really well?</i></p> <ul style="list-style-type: none"> <li>• Certified as a CABHA</li> <li>• Service array</li> <li>• Strong partnership with community stakeholders, i.e. schools, DJJP</li> <li>• Community Outreach</li> <li>• Multiple sites in rural areas</li> <li>• Competent staff</li> <li>• Ongoing training</li> <li>• Owners are licensed professionals</li> <li>• Relationship with the LME</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <p style="text-align: center;"><i>What could we do better?</i></p> <ul style="list-style-type: none"> <li>• Limited resources in rural areas</li> <li>• Difficulty finding licensed professionals</li> <li>• Client volume</li> <li>• Being solution focused</li> <li>• Parking</li> <li>• Quality video conference connection</li> <li>• Privacy for clients</li> </ul>
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <p style="text-align: center;"><i>What opportunities exist or may become available to help IFS to achieve our goals?</i></p> <ul style="list-style-type: none"> <li>• Share note capabilities to electronically bill and monitor billing process</li> <li>• Routine meetings to discuss processes</li> <li>• Use of newsletter and IFS website to disseminate information</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <p style="text-align: center;"><i>What barriers are there? What / who may inhibit IFS progress?</i></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Constraint mental health changes</li> <li>• Health Care Reform</li> </ul>

### Internal Analysis

#### *Strengths*

##### Certified as a CABHA

Integrated Family Services, PLLC was certified by the North Carolina Department of Health and Human Services on August 20, 2010 as a Child Critical Access Behavior Health Agency

(CABHA). To become a CABHA, the agency had to undergo an intensive verification process of its clinical and quality improvement activities. The CABHA designation identifies a provider agency as one that has a continuum of services that is targeted towards treating people with mental health and substance abuse services. Integrated Family Services, PLLC is a clinically competent organization which offers a continuum of mental health and substance abuse services that include comprehensive clinical assessments, community support (case management) for child and adult populations, intensive in-home, child and adolescent day treatment, mobile crisis, outpatient therapy and psychiatric services. Other services consist of sex offender specific assessments and multi-family groups. All services are provided under the direction of a licensed psychiatrist in sixteen counties throughout eastern North Carolina.

### Service Array

Integrated Family Services, PLLC provides an array of quality, confidential, and culturally competent services including but not limited to:

- Mobile Crisis Management
- Psychiatric Services
- Intensive In-Home Services
- Day Treatment
- Diagnostic Assessment
- Community Support (Child and Adult)
- Outpatient therapy (individual, family, and group)
- ADHD evaluation and treatment
- Substance Abuse Services
- Sex Offender Evaluation and Treatment

### Strong partnership with community stakeholders

Integrated Family Services PLLC has diverse relationships with key community agencies such as Bertie County and Hertford County Schools, District 6-B Department of Juvenile Justice Delinquency and Prevention, and local Department of Social Services. Member(s) from the local school districts and department of social service serve on the Quality Improvement Committee.

Integrated Family Services, PLLC is a partner with District 6-B's Department of Juvenile Justice Delinquency and Prevention in providing comprehensive mental health services to juveniles.

### Community Outreach

Integrated Family Services PLLC engages in community collaborative to not only raise the community's awareness of mental health and substance abuse issues but to also provide support to citizens whom are less fortunate. Such projects include information booths at local fairs, MANE Project and the annual food drive for the local food pantry.

### Ongoing Training

In keeping with the expectation to have quality staff to meet the needs of the mental health and substance abuse population Integrated Family Services, PLLC provide a comprehensive array of ongoing training in house. The staff are also linked with outside training resources such as conferences and workshops to meet the continuing education requirements for the licensed clinical staff, the expectations of CARF International, and the Division of Mental Health for CAHBA. Some of the available trainings offered through the eastern AHEC that will improve the quality **delivery of service are spotlighted in the agency's monthly newsletter. All the qualified staff members are trained in the evidenced based practice of ACRA and Family Psycho-social.**

### Owners are Licensed Professionals

Both of the owners of Integrated Family Services are licensed clinical social workers and provisionally licensed substance abuse counselors. The owners serve as the Clinical Directors.

### Support from the LME

ECBH is the area mental health, developmental disabilities and substance abuse authority for Northeastern NC Counties. As an LME, ECBH is responsible for overseeing and managing a system of care for consumers and their families. ECBH contracts with many public and private, high quality, outcome based providers throughout the area to deliver care to those who need it.

Integrated Family Services, PLLC has a contractual relationship with ECBH to provide mobile crisis services in its catchment area. Also, the agency has been selected to provide IPRS services within the same catchment area. ECBH staff and employees have given full support to operational management of IFS. With this support IFS has the ability to operate efficiently and effectively in the ever-changing mental health environment of NC.

### *Weaknesses*

#### Limited resources in rural areas

At least 90 percent of the 19 counties in which Integrated Family Services, PLLC serve are rural geographic locales. Extending services to such a vast geographic is challenging but to address some of those needs IFS provide community based mental health care services such as Intensive In Home Mobile Crisis Services, and school based psychological services. The agency also provide transportation for such services as Child and Adolescent Day Treatment and link consumers with community transportation resources as well as encourage transportation through natural supports. The agency utilizes technological avenues such as video conferencing to extend psychiatric services in the outlying, however this venue of treatment is not recommended for all the population served.

#### Difficulty finding licensed professionals

Since IFS provide services in rural eastern North Carolina counties it is a constant challenge to attract quality licensed professional individuals to meet the need of the consumers. Often times licensed professionals have to travel from one county to another to meet the needs of the consumers being served.

#### Client Volume

It is the objective of the agency to quality services that meet the needs of the consumers being served. However, to maintain financial solvency the agency is faced with an ongoing need to increase its client volume. IFS engage in ongoing efforts to attract more consumers of services through such efforts as providing quality mental health care, being certified as a critical access behavioral health agency (CABHA), engaging in ongoing quality improvement activities stirred by the Quality Improvement Committee, and employing competent and qualified personnel.

#### Consistency in process

With every expanding agency often time there is a breakdown in the consistency of processes that are implemented on the structural level. These breakdowns do not go undetected because of the various systems of checks and balances such as management team, clinical oversight, and quality improvement initiatives.

#### Being Solution Focused

In an effort to be proactive as opposed to reactive to problems the management oversight challenges the employees to problem solve as opposed to making excuses. Making excuses contributes to a decrease in productivity, diminishes the quality of services, and impacts the structural integrity of the company.

#### Parking

All the clinical offices with the exception of the Jackson office have limited parking space for both the consumers and the agency staff. Unfortunately the amendment to this problem would mean relocation of the clinical offices which is not financially feasible.

#### Quality Video conference connection

Although Integrated Family services, PLLC has made great technology stride in providing video conference in every office, still efforts need to be made to improve the quality of the service. The management oversight recognizes the need to improve the quality of the video connection and in the process of seeking out the most cost effective avenue.

#### Privacy for Clients

Although Integrated Family Services strive to adhere to all federal and state client's rights to privacy and maintenance of the confidentiality of all client information, the close proximity of office spaces occasionally presents a challenge. To impact the release of confidential information due to voice volume in clinical offices the agency utilizes electronic noise makers outside of each office where client meetings take place. The consumers periodically are

disillusioned and feel their conversations can be overheard by individuals outside of the office. The clinical staff are challenged to continue reassuring those individuals that their information will be protected and the purpose of the noise makers is to mask the private conversations being conducted inside the offices.

#### Health Care Reform

With the introduction in November 2009 of the concept of CABHA's the state's objectives were to ensure that "critical services are delivered by a clinically competent organization with appropriate medical oversight and the ability to deliver a robust array of services," to begin the move to a "more coherent service delivery model" and to ensure that mental health care is "based upon a comprehensive clinical assessment and an appropriate array of services. This change in legislation will, without a doubt, strain the abilities of Integrated Family Services, PLLC as a small provider. The CABHA concept is currently a weakness but has the potential to grow into a strength for IFS.

#### Mental Health strategy for Substance Abuse clients

Substance abuse is a complex and costly disease. The prevention, diagnosis, and treatment of substance abuse is difficult for several reasons. Many individuals with substance abuse problems either do not recognize they have a problem or do not seek treatment due to access barriers. Substance abuse services are new services added to Integrated Family Services, PLLC to seek to address the access barriers. Since this service is new, the strategy for implementation of treatment is also new and therefore weak. Services gain strength through practice and continual implementation.

#### Utilization of available psychiatric services

Although barriers to mental health service utilization such as psychiatric services are more attitudinal barriers (thoughts that the problem would get better on its own) than structural barriers (inability to get an appointment) it is important for IFS to address structural barriers. As of July 2009 the psychiatric services at Integrated Family Services, PLLC have been underutilized either due to physician availability or self-imposed rules by the physicians assigned to the program. This weakness attacks the core of all programs since most program require psychiatric evaluations.

### **External Opportunities**

#### *Opportunities*

#### Utilization of share note to electronically bill and monitor billing process

Share note is a 100%, web-based solution designed to simplify and organize many of the processes required to operate a behavioral healthcare organization. Mental health, developmental disabilities, and substance abuse services can be a daunting task full of documentation and state regulations. ShareNote.com is designed to combine all of those processes into one intuitive user



interface to afford its users on-demand, secure, and controlled access to critical company data, client data, and documentation from anywhere there is an internet connection. Share note features include the following valuable services.

- Direct Billing to Medicaid insurance,
- Electronic Remittance reports for easy Denial Reconciliation,
- Manage Service Authorization Request,
- Manage Services Rendered,
- Online Document File Cabinet,
- Manage multiple locations/sites with a single login,
- Centralized/Standardized method for reviewing/updating notes, and
- Multi-tiered access allowing only designated staff to view sensitive data.

Integrated Family Services, PLLC implemented the usage of share note.com for documentation purposes in March 2007; however in January 2011 the agency began utilization of the service for the purpose of billing directly to Medicaid. The system administrator utilizes sharenote.com to increase billing efficiency, monitor the status of Medicaid claims, and manage the effective usage of service authorizations.

#### Regularly scheduled management team and regional agency meetings

To ensure oversight of the systematic processes the governing body with participation from designated service coordinators convenes monthly to assess the structural integrity of the agency and the effectiveness of the internal and external processes. The consensus is then conveyed agency wide during quarterly regional meetings which are attended by all employees/contractors of Integrated Family Services, PLLC.

#### Use of newsletter and IFS website to disseminate information

IFS Cubicle Chronicle is an agency newsletter published monthly by the Quality Improvement Director. The purpose of the newsletter is to inform all the employees of state level changes in mental and substance services, systematic agency wide changes, announce upcoming training events, promote waste management, and raise mental health/substance abuse awareness.

[WWW.integratedfamilyservices.net](http://WWW.integratedfamilyservices.net) is a medium that connects Integrated Family Services, PLLC with unlimited viewers through the worldwide web. This website is an informative instrument of the agency's values, mission, service array, announcements, clinical staff, and employment opportunities. The website also serves as a portal for employees to access their email accounts and provide links raising awareness of mental health and substance abuse issues.

#### *Threats*

### Financial

Reduced funding (or not keeping up with inflation) is certainly a threat to Integrated Family Services, PLLC at this time, given governmental budget cuts and decrease in the rate of reimbursement of services. Potential scale backs in public insurance could aggravate things further and privatizing some portion of Medicare is not going to create a kinder gentler environment for IFS and other rural providers.

### Health Care Reform/Constant mental health changes

With the introduction in November 2009 of the concept of CABHA's the state's objectives were to ensure that "critical services are delivered by a clinically competent organization with appropriate medical oversight and the ability to deliver a robust array of services," to begin the move to a "more coherent service delivery model" and to ensure that mental health care is "based upon a comprehensive clinical assessment and an appropriate array of services.

Although Integrated Family Services, PLLC was certified as a CABHA in August 2010 the agency continues to be threatened by the ongoing changes on the state level for adherence to CABHA standards. The changes are often costly and time specific which puts a strain on smaller agencies such as Integrated Family Services, PLLC..

## **SECTION III. BUSINESS GOALS AND OBJECTIVES**

### **Integrated Family Services, PLLC Strategic Goals**

Integrated Family Services seeks to meet the following business objectives in the next three years:

1. Seek national accreditation for all new services and reaccreditation of all previously existing services through CARF International.
2. Strengthen the working relationship between the administrative support and the clinical staff.
3. Implement more efficient billing process.
4. Maintain compliance with all the CABHA initiatives.

5. Strengthen and maintain departmental organization.
6. Employ proactive measures as opposed to reactive procedures in problem solving measures.
7. Increase partnership with medical providers.
8. Improve the awareness of Mental Health/Substance Abuse through education.
9. Prepare for healthcare reform.



**Progress of Long-Term Business Goals and Objectives**

Long-Term Business Goals and Objectives	Status
<p><b>Goal 1:</b> Seek national accreditation for all new services and reaccreditation of all previously existing services through CARF International.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Assess the readiness of the individual</li> </ol>	

<p>services offered by the agency by using the CARF International Survey Preparation Guide annually.</p> <ol style="list-style-type: none"> <li>2. Complete the intent to resurvey by June 30, 2011.</li> </ol>	
<p><b>Goal 2:</b> Strengthen the working relationship between the administrative support staff and the clinical staff.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. The administrative staff and the clinical staff will part take in quarterly meetings in which all parties are informed of systematic changes that impacts the service of each entity.</li> <li>2. Each party will utilize agency wide internal resources such as email to gather and/or inform the other party of business matters pertinent to their job performance.</li> </ol>	.
<p><b>Goal 3:</b> Implement more efficient billing process.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Integrated Family Services, PLLC billing department will utilize sharenote.com to bill directly for Medicaid paid claims.</li> <li>2. The billing department will utilize sharenote.com to ensure utilization of the service authorizations.</li> <li>3. The billing department and the system administrators will utilize sharenote.com to monitor the status of the claims filed.</li> </ol>	<ol style="list-style-type: none"> <li>1. The billing department implemented usage of sharenote.com to bill directly to Medicaid as of January 2011.</li> </ol>
<p><b>Goal 4:</b> Maintain compliance with all the CABHA initiatives.</p>	<ol style="list-style-type: none"> <li>1. IFS was certified as a CABHA in August 2010.</li> </ol>

<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Integrated Family Services, PLLC remain abreast of state level changes by continuous monitoring of the division website by the governing body, maintaining open communication with the LME, attending workshops/conferences.</li> <li>2. Implement internal systematic changes as indicated by CABHA standards.</li> <li>3.</li> </ol>	
<p><b>Goal 5:</b> Strengthen and maintain departmental organization.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1.</li> </ol>	
<p><b>Goal 6:</b> Employ proactive measures as opposed to reactive procedures in problem solving measures.</p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. All clinical staff will continue to staff difficult cases during regularly scheduled clinical supervisions as well individually with clinical supervisor as needed.</li> <li>2. During the regional meetings the Administrative and Clinical Director will challenge all employees to become solution focused. All supervisors will be challenged to blend this concept into the employee evaluation process.</li> <li>3. All employees will be challenged to utilize Employee Quality Improvement Committee meetings as a time to suggest legitimate strategies to observed concerns.</li> </ol>	<ol style="list-style-type: none"> <li>1. Employee Quality Improvement Committee meets quarterly and all employees are notified via email by the QI Director. The comments/suggestions are forward to upper management for consideration and implementation.</li> <li>2.</li> </ol>

<p><b>Goal 7: Increase partnership with medical partners.</b></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. The Medical Director, Clinical Director, Quality Manager, and Mobile Crisis Director will seek out medical practitioners in the counties in which IFS provide services and educate them on the agency's service array.</li> <li>2.</li> </ol>	
<p><b>Goal 8: Improve the awareness of Mental Health/Substance Abuse through education.</b></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Provide resource links on <a href="http://www.integratedfamilyservices.net">www.integratedfamilyservices.net</a> to raise the awareness of mental health and substance abuse disorders and treatment.</li> <li>2. Maintain a cumulous supply of resources in the waiting areas of all the clinical offices educating on the symptoms of mental health and substance abuse disorders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Resource centers are established in the waiting area of each clinical sites and are replenished as needed.</li> </ol>
<p><b>Goal 9: Integrated Family Services will participate in an ongoing effort to remain solvent during the healthcare reform.</b></p> <p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Integrated Family Services, PLLC's oversight committee will be proactive in its ongoing committee to comply to initiatives implemented by the Division of Mental Health/Substance Abuse/and Developmental Disabilities by attending ongoing CABHA collaborative, LME sponsored Provider meetings, state initiated conferences/workshops.</li> <li>2. Human Resource will engage in ongoing efforts to seek out qualified persons to fill open positions thus lending to compliance with current</li> </ol>	<ol style="list-style-type: none"> <li>1. Currently all positions are posted on <a href="http://www.integratedfamilyservices.net">www.integratedfamilyservices.net</a></li> <li>2. IFS is represented at all quarterly quality management collaborative, state conferences, and the provider meetings of all the LMES in which provide services.</li> </ol>

<p>service definitions.</p> <p>3. The management team will continue meeting monthly to develop proactive measures to be implemented systematically</p>	
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## **Section IV: Looking ahead at Future Goals for 2011-2013 Strategic Planning**

### **Aims:**

1. To promote and further instill and protect consumer rights.
2. To promote compliance with federal mandates in establishing service priorities.
3. To promote data driven planning, management and performance evaluations
4. To promote cultural competence and eliminate disparities in mental health care.
5. To promote the base of knowledge about the causes and treatments of mental illness.
6. To promote oversight of medication practices for both children and adults.

### **Goals:**

1. Make HIPPA and PHI standards a second language and second nature for all clinical and administrative staff throughout the agency.
2. Work within the new CABAH legislation to serve clients effectively and establish service priorities that are in line with CABAH and CARF.
3. Improve the degree to which the agency and stakeholders can assess the results of data driven outcomes, planning and management decisions.
4. Improve the capacity of satellite offices to achieve agency goals.
5. Promote the detection, early intervention, and treatment of the psychological aspects of mental health disorders within stakeholder agencies.
6. Reduce the length of time it takes to disseminate research findings to key stakeholder audiences.
7. Improve physician and patient relations as well as accessibility of physicians' by staff members.

