



# Strategic Plan

**Fiscal Years 2016-2017**

**Byrom Goodwin, Board President**

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**Approved by the Board of Directors  
Huntsville-Madison County Mental Health Board, Inc.  
December 15, 2015**

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## OVERVIEW

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The **Huntsville-Madison County Mental Health Board, Inc.** was incorporated in 1969 as a result of the 1967 Alabama Legislature passing Act 310 that authorized the creation of regional mental health planning authorities in communities across the state. A 12 member Board of Directors governs the non-profit organization, with half of the membership appointed by the city of Huntsville and half of the membership appointed by the Madison County Commission. Located downtown for over 30 years and known as the Mental Health Center of Madison County, the organization is now located on South Memorial Parkway in Huntsville and is doing business as WellStone Behavioral Health.

WellStone serves the residents of **Madison County, Alabama**. According to the Chamber of Commerce, the 2014 population of Madison County was 350,229, a 4.6% increase since the 2010 census. The per capita income of Madison County is \$31,933 and the area is home to the aerospace and defense industries at US Army Redstone Arsenal and NASA's Marshall Space Flight Center and the research and technology industries at Cummings Research Park. Huntsville is Alabama's 4<sup>th</sup> largest city and the greater Huntsville metro area is now the fastest growing and 2<sup>nd</sup> most populous in the state.

WellStone provides community-based services to **people with mental health and/or substance use disorders**. The 2014 Annual Report indicates that 8,728 people were served, specifically:

- Gender: 51% Female / 49% Male
- Race: 61% Caucasian / 34% African-American / 5% Other
- Age: 39% < 18 / 33% 18-39 / 28% > 40
- Payer: 29% Medicaid / 24% Self / 23% Insurance / 20% State / 4% Other

The **description of services** provided by WellStone includes centralized Access to Care for children and adults and a broad continuum of mental health and substance abuse treatment including:

- **Child & Adolescent Services:** Through the Nova Center for Youth & Family, services include individual, group, and family counseling, school-based counseling, case management and intensive in-home teams, the Academy therapeutic preschool, psychiatric and nursing supports, and outpatient treatment for substance use disorders.

- **Adult Services:** Services include individual and group counseling, case management and intensive in-home teams, Assertive Community Treatment, day treatment programs, residential facilities including apartments and group homes, crisis residential and acute care, psychiatric and nursing supports, and outpatient treatment for substance use disorders through New Horizons Recovery Center.
- **Specialty Services:** Community education is provided on a wide variety of topics, including Mental Health First Aid for both adolescents and adults.

WellStone Behavioral Health exists “to restore hope and healthy living” (**vision statement**) by “providing comprehensive behavioral health services in the community” (**mission statement**). The keys to success at WellStone are known as “strategic anchors” and they include adherence to the following:

- **Quality Services:** Producing measurable results that change people’s lives.
- **Timely Access:** Meeting people’s needs with the right care at the right time.
- **Low Cost:** Using efficiencies to be affordable and financially sustainable.

The core values of the organization shape how we behave and are known as the 3 Cs:

- **Caring:** We are compassionate towards those impacted by behavioral health disorders.
- **Committed:** We are dedicated to one another through collaboration and teamwork.
- **Can-Do:** We are optimistic problem-solvers who do what it takes to get the job done.

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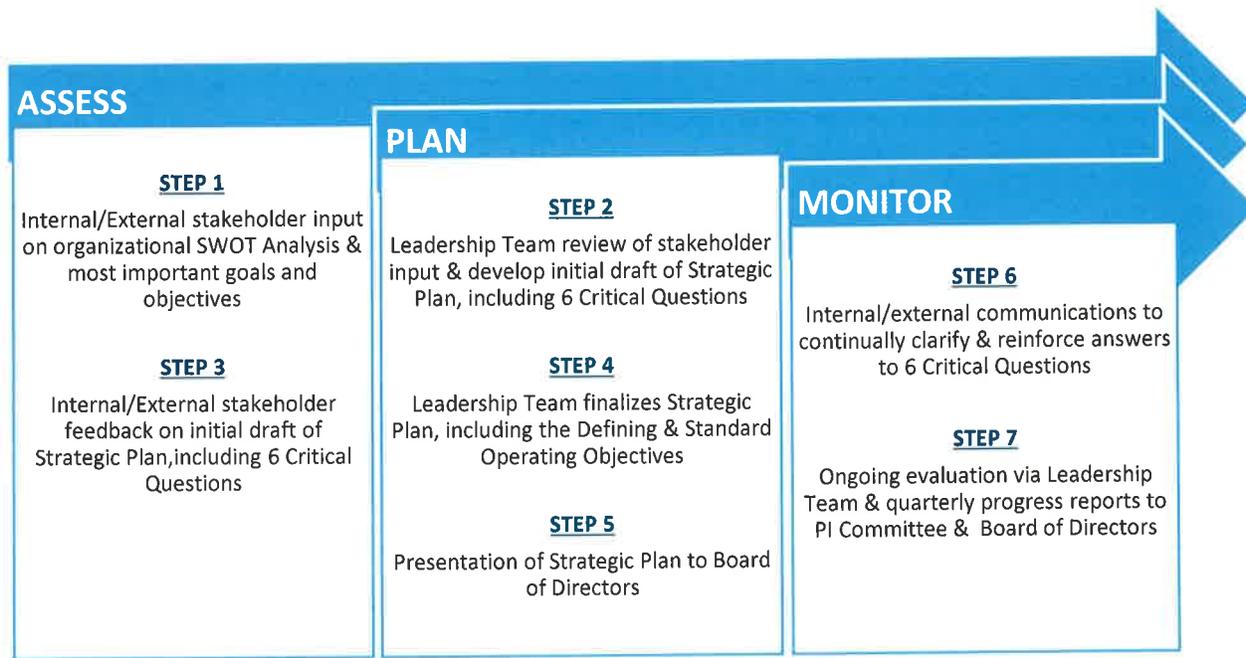
## ASSESSMENT PROCESS

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WellStone Behavioral Health employs a strategic planning process that gathers input and feedback from a wide variety of internal and external stakeholders. The **planning cycle timeframe** occurs every two years in accordance with the established fiscal year calendar, is completed during the last quarter (90 days) of the two-year period, and is primarily the responsibility of the WellStone Leadership Team, comprised of the CEO, CFO, Clinical Officer, and Resource Officer. **Key stakeholders and roles** consulted during the assessment phase of planning include the Board of Directors, employees, clients and families, local government, and local partnering agencies and organizations. **Methods of needs assessment** includes gathering input and feedback through written surveys and face-to-face discussions. A Strengths-Weaknesses-Opportunities-Threat (SWOT) analysis is completed and six critical questions are addressed: Why does WellStone exist (vision)? What does WellStone do (mission)? How do we do it (values)? How will we succeed (strategic anchors)? What is most important right now? And, who does what?

Once the strategic plan is developed and approved by the Board of Directors, ongoing monitoring and evaluation occurs with revision of the plan as needed and regular progress reports.

A description of the planning cycle is summarized as follows:



## PLANNING OUTCOMES

Based on the SWOT analysis conducted by the WellStone Leadership Team and input and feedback received from internal and external stakeholders, the **areas of greatest unmet need** in the community were identified as:

- Locally available residential services and acute care inpatient treatment for adolescents.
- Funding for adults with no third-party reimbursement and for expansion of technology.
- Availability of psychiatrists and certified nurse practitioners, including eligibility for the school loan repayment program in Madison County.

WellStone’s **current funding resources** are comprised of Federal and State funds, local government appropriations, Medicaid, commercial insurance, private pay, and other grants and contracts. **Future funding resources** include these same resources, although the impact is yet to be determined of the Alabama Medicaid Agency’s conversion to a managed care approach that will take effect in FY 2017. Assuming adequate funding exists to enable the expansion of available services, the highest priority **service expansion needs** over the next two years were identified as:

- School-based mental health services for children and adolescents in all elementary, middle, and high schools in all three local school districts.
- Outreach case management services for children & adolescents to supplement outpatient treatment & facilitate community-based care coordination for the highest need clients.
- Outreach case management services for adults involved in the criminal justice system and homeless community, including jail diversion programs and law enforcement support.
- Integration of behavioral health & primary health services for adults with a serious and persistent mental illness who lack adequate access to primary healthcare treatment.
- Small occupancy residential facilities for adults with a serious and persistent mental illness, including high-need females and male forensic clients.
- Community education, public relations, and marketing activities to make the public aware of available behavioral health services and positive treatment outcomes.

With all of this information considered, the primary **Goals & Objectives** in the WellStone Behavioral Health Strategic Plan for FY 2016-2017 are prioritized as follows:

1. Improve the cost of care by enhancing the financial health and long-term sustainability of the organization. Defining objectives are:
  - A. Review financial viability of services, line-item expenses, & staff allocations.
  - B. Fully implement electronic time keeping system.
  - C. Explore restructuring of existing debt.
  
2. Improve internal communication with WellStone employees and external communication with the public. Standard operating objectives are:
  - A. Establish monthly meetings with managers for cascading communications.
  - B. Establish monthly presence in departmental meetings with all staff for Q&A.
  - C. Increase use of targeted face-to-face & social media marketing with the public.
  
3. Improve the quality of care by implementing and learning from clinical outcomes measures for all populations served. Standard operating objectives are:
  - A. Establish outcome instrument for identified child & adolescent services.
  - B. Establish outcome instrument for identified adult services.
  - C. Implement Enlighten Analytics software to enhance patient care.
  
4. Improve access to care by expanding high-priority services while reducing wait time for all levels of care. Standard operating objectives are:
  - A. Expand high priority child & adult services that are financially sustainable.
  - B. Reduce wait times for clinical assessment for both children & adults.
  - C. Reduce wait times for psychiatric services for both children & adults.

## EVALUATION & MONITORING

WellStone Behavioral Health is certified by the Alabama Department of Mental Health (ADMH) for the provision of care to children and adults with a mental health and/or substance use disorder. All certification scores are published on the ADMH website and the organization’s strategic plan is submitted through and approved by ADMH in accordance with the established administrative code.

In addition, WellStone has a fully developed and implemented Performance Improvement Plan on file with ADMH that governs the ongoing monitoring and evaluation of the organization’s strategic plan. Specifically, the WellStone Leadership Team, led by the Chief Executive Officer, is responsible for regular monitoring of the strategic plan and will make quarterly progress reports on all goals and objectives to the Performance Improvement Committee for inclusion in the quarterly Performance Improvement report to the Board of Directors. When monitoring the status of the strategic plan goals and objectives, the Leadership Team will use the following scale:

- Red: Minimal progress.
- Yellow: Some progress.
- Green: Completed.

The scorecard utilized by the Leadership Team for regular monitoring and quarterly progress reports with established metrics for the defining objectives (Priority Goal 1) and standard operating objectives (Goals 2-4) is as follows:

<b>Defining Objectives</b>	Review of Services	Review of Expenses	Staff Allocations	Timekeeping System	Restructure Debt
<b>Standard Operating Objectives</b>	Monthly Financials	Cash On Hand	Cascade Meetings	Staff Climate Survey	Marketing Contacts
	Outcome Reports	Enlighten Analytics	Expanded Services	Assessment Wait Time	Psychiatric Wait Time

The strategic plan for WellStone Behavioral Health is a living and breathing document that is subject to continual evaluation and modification as circumstances warrant. Ultimately, the health of the organization and the success of this strategic plan is dependent on the cohesion of the Leadership Team and all WellStone staff, the clarity and lack of confusion for what is to be accomplished, the effectiveness of communications with all stakeholders, and the reinforcement of what is most important to the organization.