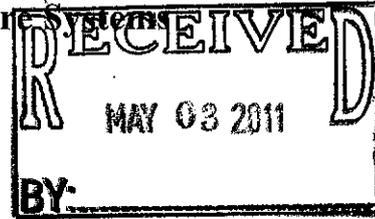


**Southwest Alabama Behavioral Healthcare Systems
Strategic Plan**



Introduction

Southwest Alabama Behavioral Healthcare Systems is a rural four county community mental health center providing a comprehensive array of mental illness, intellectually disabled and substance abuse services. Southwest was originally incorporated as the Escambia, Clarke, Monroe and Conecuh Counties Mental Health and Retardation Board, Inc. in January 1972. In November 1974 the corporation's name was changed to the Southwest Alabama Mental Health/Mental Retardation Board, Inc. and in 2011 the name was changed to Southwest Alabama Behavioral Healthcare Systems. Southwest serves four rural counties, Clarke, Conecuh, Escambia and Monroe.

Strategic Plan Development

Southwest's strategic planning is an integral and on-going function of the center's operation. The strategic planning process is designed to clearly define the purpose of the organization and establish realistic goals consistent with the center's mission and within our capacity for implementation. Strategic planning will help to ensure the most effective use of our resources by focusing the resources on our key priorities. Further it will provide a base from which to measure our progress and establish an informed mechanism for initiating change. Strategic planning will be conducted annually in order to prepare for the up-coming fiscal year budget plan. Community stakeholder, consumer surveys, and other community needs assessments will provide an information base for community needs and service priorities to consider during the planning process. A one year action plan and a three, five and ten year goals list will be prepared and reviewed by the Leadership Team. Progress towards implementation will be reviewed annually during the Leadership Team meeting and during the June Board meeting. A review/evaluation of the plan will be presented to the Board of Directors and revisions made as recommended and approved by the Board. The approved plan will be communicated to all staff during the annual September staff meeting. The full strategic planning process will be conducted once every three years unless a major change within the centers operating environment occurs.

The methodology for strategic plan development includes an internal assessment of the organization in terms of strengths and weaknesses and an evaluation of external opportunities and threats that may effect the organization in the future and an assessment of consumer, family and other community agency needs.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Vision

Southwest Alabama Behavioral Healthcare Systems will be the consumer and community choice for behavioral health care services.

Mission

The mission of Southwest Alabama Behavioral Healthcare Systems is to promote and provide through respectful, ethical and resourceful actions...

Quality behavioral health care that is responsive, accessible and supports and encourages independence and recovery.

A fulfilling work environment for employees.

A spirit of shared responsibility with our community.

Organizational Values

Services will be provided in a way that is respectful of the rights, responsibilities and feelings of each consumer and promote recovery and independence to the greatest extent possible.

The rights, wishes and needs of consumers, families and the community we serve are principal in planning and providing services.

Consumer's needs are best met through the cooperative efforts of all center programs and staff.

Employees who work effectively with consumers and are committed to individual consumer goals are highly regarded and valued resources of the organization.

Employees who work as teams toward shared organizational goals are highly regarded and valued resources of the organization.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Organizational Overview

Established in 1972 as a public non-profit corporation in accordance with Act 310 of the Alabama Legislature, Southwest is governed by a 19 member Board of Directors appointed by Clarke, Conecuh, Escambia and Monroe counties and the cities of Monroeville, Jackson, Thomasville, Evergreen, Brewton, East Brewton and Atmore. Southwest's annual budget is \$6.8 million with a staff of 130 full and part-time employees. Funding sources includes state and local governments, Medicaid, Medicare, patient fees, insurance, other local agency contracts. Fees generated by services to Medicaid eligible consumers provide approximately 45% of Southwest's funding. Annual budgets for Southwest's three major divisions include \$4.46 M for Mental Illness services, \$1.36 M for Intellectual Disability services and \$457,000 for Substance Abuse services. Southwest serves over 3600 consumers annually in 43 programs.

Southwest employs a professional staff that includes psychiatrists, clinical psychologists, licensed professional counselors, nurses and support care staff. The center's services include: outpatient counseling, case management, rehabilitative day services, physician assessment, crisis outpatient, residential services, children's outpatient, day treatment and case management, adult in home intervention, mental retardation day habilitation, personal care and respite care, substance abuse intensive outpatient and prevention and early intervention services for developmentally delayed infants and toddlers. In addition to these services Southwest operates Pineview Apartments an apartment complex with supportive services available on-site, 24/7. During fiscal year 2010, Southwest participated in the Region IV planning and census reduction project and has successfully placed twelve individuals in supported housing apartments.

Southwest has experienced tremendous growth in its 39-year history; however the center has historically lacked the infrastructure to support efficient and effective service delivery systems and a sound financial position for the organization. Southwest never applied for or received the original federal CMHC construction or staffing grants that provided a foundation for services and infrastructure. Since fiscal year 2000, the center's leadership has focused on building the infrastructure necessary to support services and employ staff to provide quality services.

Streamlining processes, improving communication, administrative functions that support service delivery and a commitment to teamwork are key to Southwest's pursuit for financial and service capacity stability and most importantly to providing quality care for consumers in Southwest Alabama. Although great strides have been made in organizational and service delivery improvements (see Attachment 1 for summary of accomplishments) however many goals are yet to be reached in our effort to provide services and supports. Southwest's board and staff are committed to creating ready access to quality care through an efficient and accountable system that supports and encourages independence and recovery.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

County/Catchment Area Data	Clarke	Conecuh	Escambia	Monroe	Catchment Area Total	Alabama
Population	26042	12931	37434	22389	98796	4708708
Population Change from 2000	-6.60%	-8.20%	-2.60%	-8.00%	-25.40%	5.90%
Persons under 18 years old	25.40%	23.10%	23.00%	25.40%	24.22%	24.00%
Persons 65 years and older	15.90%	17.80%	15.20%	15.30%	16.05%	13.80%
Median Household Income	\$34,101	\$27,068	\$32,009	\$34,072	\$31,812	\$42,586
Persons below poverty level	20.60%	24.90%	24.10%	21.80%	22.85%	15.90%
Persons with a Disability	6433	3761	9190	4983	24367	945705
Unemployment Rate	15.20%	14.90%	10.20%	16%	14.08%	9.20%
Land Area	1238	851	948	1026	4063	50744
Persons per square mile	22.5	16.6	40.6	23.7	25.85	87.6

Medical Facilities

7 Community Hospitals	414 beds
1 Geriatric Psychiatric Unit	9 beds
7 Nursing Home	632 beds
6 Assisted Living Facilities	90 beds

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Education

47 Public Schools in 6 School Systems

2 Community Colleges

1 Technical College

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Organizational Assessment

Strengths

- Dedicated, Caring, Qualified/Credentialed Staff
- Consumer and Family Satisfaction
- Crisis Response
- Continuum of Care
- Improved Financial Condition
- Improved Technology/Infrastructure
- Improved Ability to Change/Respond to Current Trends
- Improved Facilities
- Expanded Services
 - MI-Adult Case Management all counties
 - Children's CM-1 per county
 - 3 In-Home Intervention Teams
 - 2 Full-time Crisis Therapists
 - Compass Schools- Escambia and Conecuh
 - Escambia Drug Court
 - Telemedicine Psychiatric Services all counties
 - Increased Child Psychiatry Services
 - Increased Nursing Services
 - ID Respite Care Services
 - Increased Respite Care Services Clarke Place Group Home
 - 2 Children's Therapists-Escambia County
 - 1 Child In-Home Team
 - Peer Support Staff
 - Inpatient Care- Crenshaw Community Hospital
 - SA Adolescent Services Escambia County
- Direct Care Staff
- Web Based Training and Tracking Program
- Improved Medical Record Documentation/Audit
- National Health Service Corp Site
- Staff Involved in Community/Professional/Support Programs and Organizations
 - Multi-Needs Committee- Clarke, Conecuh, Escambia, Monroe
 - Children's Policy Council-Clarke, Conecuh, Escambia, Monroe
 - Child Advocacy Centers
 - DHR Quality Assurance
 - SHRM-Society for HR Managers
 - Provide Internship/Educational opportunities
 - LPC/LMFT/SW Supervision Site
 - Bio-terrorism Task Force Volunteers
 - RTAP Committee Member-Rural Transportation
 - Individual & Family Support Council

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Weaknesses

- Financial Resources
- Transportation
- Large Rural Catchment Area
- Lack of Consolidated Facilities
- Scheduling Efficiency/Centralized Scheduling
- Clear Understanding of Consumer Fee Assessment and Collection Procedures
- Community Education
- Access to SA Residential Services
- SA Services Clarke County
- SA Adolescent Services in Clarke, Conecuh and Monroe Counties
- MI/ID Supported Employment Opportunities all counties

Organizational Assessment

External Threats/Trends

- State Funding.
- Federal Medicaid Funding.
- Lack of Funding for Residential- ID/MI Residential Resources.
- Lack of Public Transportation.
- State Standards Mandates-Un-funded.
 - Training Requirements
 - Information Management/Technology
 - Conflicting DMH/Medicaid or Funding Source Requirements
 - Incident Reporting Requirements
- Stigma
- Stakeholder Perception/Satisfaction.
- Changing Technology.
- Federal/State Mandated Requirements
- Liability/Work Comp/Health Insurance Costs.
- Political Changes.
- Consumer Access to Medications.
- Uninsured and/or underinsured consumers.
- Lack of employment opportunities.
- Lack of flexibility/communication/coordination between divisions at state level MI/ID/SA.
- Shortage of trained MH, ID and SA professionals.
- Medicare-lack of coverage for services and providers in community mental health.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

External Opportunities

- Collaboration with neighboring mental health centers, East Central, South Central, and West Alabama for efficiencies and opportunities to partner.
- FQHC Collaboration
- Health care Reform Opportunities
- Expansion of Children's Services/Collaboration with Schools and Juvenile Courts.
- Federal Grant Opportunities.
- Transportation Grant/Partnership w Local Public Transportation.
- EAP Contracts.
- Developing Volunteer Network.
- Community Education /Awareness-Reduce Stigma.
- Use of technology and telehealth to improve access and coordination of care.
- Collaboration with Community College system to develop trained workforce for direct care staff through Federal workforce enhancement programs.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Actions/Goals/Strategies

1 Year Action Plan

Services

- SA IOP services for Conecuh County
- Assess new SA levels of care for implementation in service area.
- Monitor trends, activities and opportunities related to health care reform.
- Continue participation in Region IV census reduction process.
- Job development/sheltered work opportunities for MI/ID consumers.
- Continue development of person centered treatment and supports MI/ID.
- Increase access to computer programs for MI Day Rehab and ID DAY Hab programs for skills training.
- Explore options for auto call appointment reminders.

Information/Technology

- Implement Infoscriber, electronic prescription and medication tracking system.
- Continue development, testing, training and implementation of Ecet, electronic health record.
- Continue to increase staff access to terminals for Ecet implementation.
- Explore options for scanning and document storage for complete paperless records.
- Complete set-up of Human Resources section of CMHC system.
- Continue development of data reporting/evaluation.
- New VoIP phone system to take advantage of cost savings through use of the new WAN.

Financial Management

- Complete revision of Financial Procedures.
- Continue improvements for accounts receivable collections and reduce days in A/R.
- Continue working toward 30 day cash reserve.
- Evaluation of all programs and services to determine financial viability in light of impending budget cuts.

Management/Staff Development/Human Resources

- Evaluate benchmarking data for areas in need of improvement.
- CMHC Training for Leadership Team Members.
- Improve communication with employees-Newsletter, Staff Information, H/R Information.

Facilities

- Monroe Outpatient Renovation- Waiting and reception area.
- Monroe Activity Center- Flooring.
- Grove Hill Outpatient Renovation- Waiting and reception area.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

3 Year Goals

- Access to Care/Front Desk/centralized scheduling.
- Child In-Home services for Monroe/Clarke counties.
- Adult In-Home services for Conecuh County.
- Substance Recovery services in Clarke County
- By end of three years have a minimum of 2-month cash reserve.
- Alternative transportation system utilizing grant opportunities in cooperation with local public transportation systems.
- Remote data access for Crisis/On-call/Case Management Staff.
- Clarke Place and Clarke Day Rehab exterior paint and landscaping.
- Work with Community College System to develop direct care staff certification program statewide.
- Complete implementation of Ecet and complete paperless record.
- Explore opportunities available through Netsmart's Connected Care to improve our ability to share clinical information with other providers and consumers.

Actions/Goals/Strategies

5 Year Goals

- Develop tuition assistance program for staff.
- Explore the possibility of assisted living facilities.
- Explore possibility of additional children's programs like the Compass School.
- Three-month cash reserve.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Attachment 1

Goals Achieved/Change Initiated

Services

- Successfully placed 12 individuals in Supported Housing Apartments and met census reduction target for the Region IV plan.
- Full-time RN for Clarke Place Group Home
- Standardized curriculum for Day Rehab programs.
- Adult Inpatient services through contract with Crenshaw Community Hospital.
- Child In-home services for Conecuh and Escambia counties.
- Crisis Outpatient Therapists for all counties.
- Integrated Compass School with Escambia Alternative School.
- Implemented Illness management and Recovery evidenced based practice in Clarke Day Rehab and Monroe Outpatient.
- Treatment services for Monroe Drug Court.
- Compass School services for Conecuh County Schools.
- Adolescent SA Services for Escambia County.
- Received USDA Distance Learning and Telemedicine Grant for the purchase of video conferencing equipment for telemedicine services. Joint Project of South Central, Southwest, East Central and West Alabama Mental Health. Total award \$409,078.00
- Implemented a Wide Area Network for South Central, Southwest, East Central and West Alabama Mental Health through award of FCC Pilot Program funding. Total funding \$2.47M.
- Consolidated Conecuh and Monroe and Atmore and Brewton ID Day programs preserving services for consumers with the change in funding from cost reimbursement to fee for service.
- Consolidated two outpatient offices in Escambia County.

Facilities

- Standard Signs for all Facilities.
- Brewton Outpatient- replace carpet in all group rooms and hallways with tile or other flooring for easy maintenance.
- Monroeville Outpatient- paint interior, replace floor covering and equip large group room for staff training.
- Conecuh Activity Center- explore possibility of the City replacing H/AC units with central heat/air unit, paint interior of building.
- Evergreen Outpatient-paint interior of building, carpet office areas, replace floor base throughout building.
- Coleman-Hebert Lodge- Vinyl siding if funding approved by Brewton/East Brewton United Way, repair or replace driveway.
- Sale of Atmore and Grove Hill Buildings.
- Develop scheduled maintenance program for all facilities.
- Complete chart storage project.

Southwest Alabama Behavioral Healthcare Systems Strategic Plan

Information/Technology

- Networking all sites.
- SWAMH Website.
- Training on-line at each site.
- Case management reporting/tracking system.
- Computerized scheduling system.

Financial Management

- 100% Payroll Direct Deposit.
- Continue to evaluate/improve efficient purchasing process.
- Line of credit \$0 balance.
- Yearly evaluation of Pineview budget for HUD rental increases approval.