

**Appendix G**  
**Operational Plan**



## Local Plan- Operational Plan March 2006 Goal Statements

### **Individual and Organizational Outcomes**

We believe that a focus on individual and organizational outcomes grounds the organization in what matters most. Organizational outcomes are platforms from which personal outcomes are achieved and demonstrate a commitment to ongoing improvement of organizational capability. Individual and organizational outcomes provide a sense of purpose and motivation for each of us as we continue moving from providing programs and services to supporting people in achieving the life outcomes they value.

### **Financial Planning, Asset Utilization & Risk Management**

Recognizing funding limitations, we believe that resources must be allocated in a manner consistent with the attainment of outcomes for people receiving services. This can be achieved only through the effective use of person-focused system information and aggressive risk management activities focused on the protection of organizational resources and ensuring the fiscal viability of the organization.

### **Human Resources**

Each employee, volunteer and service provider brings a unique combination of life and work experiences that contributes to organizational growth and development and to the facilitation of personal and organizational outcomes. Through a systems perspective we can connect listening to the consumer with the training of staff and an emphasis on staff competency. The development of staff competence in understanding and learning results in greater dignity, respect, effectiveness and efficiency for the organization, staff and the people we serve.

### **Public Accountability**

As Public Stewards we are each accountable for the discharge of our duties and for assuring that our actions are based on good judgement and sound thinking. We recognize that collective recognition of the value of consumer, staff, stakeholder and community input is imperative to the effectiveness and efficiency of a local, state and national system of services that is truly responsive and supportive of the achievement of personal and organizational outcomes.

# Goals, Objectives and Strategies

## GOAL 1 Individual And Organizational Outcomes

The Center shall be directly involved in the achievement of desired individual and family outcomes and shall achieve organizational outcomes which support its vision and mission.

### OBJECTIVE 1

Provide Excellent Customer Service

STRATEGY
a) Develop a Customer Service Policy
b) Customer service training for all employess
c) Identify and correct barriers to excellent customer service

### OBJECTIVE 2

Improve Consumer Outcomes

STRATEGY
a) Training, Treatment Planning, service delivery [RDM fidelity, Clinical Supervision-HR]
b) Expand self-determination [support groups; self-advocacy]
c) Enhance jail diversion activities
d) Expand integrating physical health with Center services
e) Expand JCAHO requirements <ol style="list-style-type: none"><li>1) SRC Reaccreditation</li><li>2) Methadone Services</li><li>3) P&amp;P Centerwide</li></ol>
f) Expand provider network through on-going open enrollment process

## **GOAL 2**

### **Financial Planning, Asset Utilization & Risk Management**

The Center shall fulfill its role as a steward of the public dollar through effective development, utilization and protection of resources in order to assure fiscal viability and the continued provision of services in carrying out its vision and mission.

#### **OBJECTIVE 3**

##### **Strengthen Contracts/Compliance Monitoring**

<b>STRATEGY</b>
<b>a) Meet payor expectations: eliminating sanctions, penalties, paybacks, negative settle-ups</b>
<b>b) Develop and implement self monitoring procedures</b>
<b>c) Data is timely and accurate</b>
<b>d) Quality documentation of events</b>
<b>e) Increase efficiencies</b> <ul style="list-style-type: none"><li><b>(1) Expand electronic record</b><ul style="list-style-type: none"><li><b>(a) C&amp;A UA</b></li><li><b>(b) MR Notes- SAL Data edit codes to prevent errors</b></li><li><b>(c) Batching UA (1) C&amp;A (2) Adult</b></li><li><b>(d) PACE Program initiates electronic record with program start-up</b></li></ul></li></ul>

#### **OBJECTIVE 4**

##### **Manage/Strengthen Monitoring Of Agency Risks**

<b>STRATEGY</b>
<b>a) Manage and strengthen a Center wide Risk Management Plan inclusive of:</b> <ul style="list-style-type: none"><li><b>(1) Property Management Plan</b></li><li><b>(2) Fiscal Management Plan</b><ul style="list-style-type: none"><li><b>(a) including Bulk Purchasing Plan</b></li><li><b>(b) each unit supports expenses through revenues</b></li></ul></li><li><b>(3) Worker's Compensation Plan</b></li><li><b>(4) Disaster Preparedness Plan</b></li><li><b>(5) Peer Review</b></li><li><b>(6) Abuse/Neglect Plan</b></li><li><b>(7) QM Plan</b></li></ul>

**OBJECTIVE 5**  
**Diversify Resources**

<b>STRATEGY</b>
a) Obtain financial resources for PACE implementation
b) Evaluate partial hospitalization cost/benefit
c) Increase product line through TIBH

**GOAL 3**  
**Human Resources**

The Center shall sustain a culturally diverse, qualified and competent workforce which includes paid staff, volunteers and contract service providers who are committed to the Center's mission, vision and values.

**OBJECTIVE 6**  
**Improve Recruitment / Retention Techniques**

<b>STRATEGY</b>
a) Communication Plan (strengthening communication between program areas / employees / training w/ staff regarding knowledge of the operational plan)
b) Establish means to evaluate job requirements and competencies
c) Establish means to evaluate job physical requirements
d) Online job application-web based

**OBJECTIVE 7**  
**Strengthen Recognition and Reward System**

<b>STRATEGY</b>
a) Implement pay for performance, as appropriate
b) Evaluate all employee benefits to assure best value/benefit to center and employee

**OBJECTIVE 8**  
**Develop a Volunteer Program**

<b>STRATEGY</b>
a) Conduct a center wide assessment to identify needs/opportunities for volunteers
b) Develop Volunteer Position Descriptions specific to duties of the program area
c) Participate in volunteer meetings
d) Identify most effective recruiting techniques

e) Train staff mentors
f) Match volunteers with needs within the agency
g) Expand intern and practicum opportunities [professional & paraprofessional]

## **GOAL 4**

### **Public Accountability**

The Center shall ensure public accountability, community awareness and education through collaborative relationships which embrace individual, community and stakeholder input into design, development and evaluation of a comprehensive community system of care.

#### **OBJECTIVE 9**

##### **Foster 2-Way Communication with Stakeholders**

<b>STRATEGY</b>
a) Organize Client Input Committees to identify problems and possible solutions
b) Support/participate in Community Coalitions
c) Participation in community / national organization events
d) Design structured mechanism(s) to communicate information