



Starting Point Behavioral Healthcare

STRATEGIC PLAN

2022

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Table of Contents

<u><i>Core Concepts</i></u>	3
<u><i>Strategic Plan Summary</i></u>	4
<u><i>Goals at a Glance</i></u>	4
<u><i>Detailed Goals</i></u>	5

Core Concepts

Mission:

Healing Begins Here

To promote emotional wellness through psychiatric, mental health, and substance use disorder services combined with community education and awareness.

Vision:

Deliver superior behavioral healthcare services as part of an integrated healthcare delivery system. We will be a vital part of our community, committed to providing excellent care to meet the behavioral healthcare needs of individuals and families. We will incorporate new technologies and evidence-based practices to continue to improve and sustain outcomes.

Guiding Principles:

To act with integrity and intention, ensuring diversity, equity, and inclusion are threaded through all initiatives for our colleagues and our communities.

Values:

1. SPBH is wrapping its COMMUNITY in care.
2. HEALING begins here.
3. RECOVERY is unique to everyone.
4. HOPE: Helping Others Promote Empathy.
5. SUPPORT: We rise by lifting others.

Strategic Plan Summary

SPBH’s Strategic Plan was developed by a committee of the Board of Directors and Senior leadership. The healthcare environment is changing rapidly. A national movement towards consolidation through integrated healthcare delivery models, patient medical homes and health homes continues. Hospitals continue to purchase physician practices; health plans are buying hospitals, and insurance companies are buying health plans and other insurance companies. Mental health services for the local community continue to be lacking in both accessibility and options for care.

Six goals have been identified as priorities for the fiscal years of 2022 and 2023. This plan provides foundational information and objectives for each of the goals. Progress towards each goal will be reviewed at established intervals by the responsible group(s) listed with each goal. Progress reports to the Board will be provided by responsible party listed at each established due date. The strategic goals as a whole will be reviewed annually by the Board of Directors.

Goals at a Glance

A high-level overview of the six goals identified appears below.

Goal 1: Expansion of Facilities	Expand facility capacity throughout the county.
Goal 2: Expansion of Services	Expand existing service capacity and develop new programs throughout the county based on identified need.
Goal 3: Strategic Partnerships	Develop strategies to ensure sustainability for the future.
Goal 4: Workforce	Create a desirable workplace with high employee engagement and low turnover.
Goal 5: Board Capability	Develop a high-performing and highly effective Board of Directors.
Goal 6: Outreach and Education	Expand the community education opportunities including planning and executing two large events per year.

Detailed Goals

Starting Point Behavioral Health has identified six key strategic goals to expand the delivery of quality services to the local community. The goals, objectives, and responsible person(s) appear in the information to follow.

Goal 1: Expansion of Facilities: Expand facility capacity throughout the county.		Oversight: Strategic Planning Committee
Objectives	Due Date	Primary Responsibility
1.1 Implement the CMHC grant including: <ul style="list-style-type: none"> • New Fernandina location • New Callahan location • Facility Improvement Yulee location • Facility Improvement Hilliard location • Mobile Clinic • Flexible/expanded hours 	September 2023	CFO, CEO

Goal 2: Expansion of Services: Expand existing service capacity and developing new programs throughout the county based on identified need; and enhance program quality based on outcomes data.		Oversight: Program Committee
Objectives	Due Date	Primary Responsibility
2.1 Use existing data from the community needs assessment and other resources to determine unmet needs and gaps in capacity and/or service	June 2022 June 2023	Program Committee
2.2 Create or expand at least one new program per year based on community needs assessments		
2.3 Informing Grants Director of identified unmet needs to guide funding applications <ul style="list-style-type: none"> • Legislative Budgeting Initiative Request • Grants • Foundations 		
2.4 Identify at least one community partner per year who can assist in meeting identified unmet needs and gaps		
2.5 Analyze cost and revenue of programs for sustainability planning and to maintain financial health		CFO

<p>Goal 3: Strategic Partnerships: Develop strategies to ensure sustainability for the future. SPBH understands future trends lean toward mergers and acquisitions of, and strategic partnerships with, small and medium sized agencies. Form partnerships to enhance services, ensure financial stability and address the ever-changing models of care is essential for continued operations.</p>	<p>Oversight: Strategic Planning Committee</p>	
Objectives	Due Date	Primary Responsibility
<p>3.1 Evaluate strategic partnerships to meet the CCBHC grant requirements:</p> <ul style="list-style-type: none"> • Establish new partnership for primary care designated collaborative organization (DCO) • Maintain partnerships for the other required DCOs 	<p>June 2023</p>	<p>Strategic Planning Committee/CEO/CFO</p>
<p>3.2 Continue facilitating strategic relationships to collaborate with behavioral health service providers in the Northeast Florida Region.</p>	<p>Ongoing</p>	<p>CEO</p>
<p>3.3 Continue Partnerships and Opportunities through IPA. IPA Partnership Measurables include:</p> <ul style="list-style-type: none"> • A gain in market share • Increased reimbursement rates • Technical assistance on value-based purchasing 	<p>Ongoing</p>	<p>CEO</p>

Goal 4 Workforce: Create a desirable workplace with high employee engagement and low turnover.		Oversight: Executive Committee/ SPBH Leadership
Objectives	Due Date	Primary Responsibility
4.1 Analyze SPBH turnover data to include turnover by department, position, reason for leaving, length of service.	Quarterly	HR Department
4.2 Obtain salary surveys from Nonprofit center, FBHA and MHCA to compare SPBH salary structure.	June 2022 June 2023	CEO
4.3 Evaluate salary differences for key roles and make baseline adjustments to stay competitive with the market.		CFO/CEO/HR Department
4.4 Design a range of options for reducing turnover, utilizing available grant money, etc.		CFO/CEO/HR Department
4.5 Maintain new Wellness Committee to promote overall agency wellness. <ul style="list-style-type: none"> Schedule monthly celebrations/recognitions Plan 2 annual events Quarterly events to enhance staff morale (i.e., cookouts, scavenger hunts, food trucks, etc.) Develop a plan to establish an agency wellness center 		Wellness Committee
4.6 Revamp employee “Standing Ovation” recognition program with employee input.	Ongoing	HR CARF Committee
4.7 Explore alternatives to current employee evaluation process		HR CARF Committee
4.8 Use an evidence-based tool to measure employee engagement improvement <ul style="list-style-type: none"> Conduct Gallup Q12 Nov and June HR Committee would develop a plan to address the lowest two scores 	Bi-Annually (November/June)	CFO/CEO/HR Department
4.9 Explore recruitment strategies to attract qualified candidates.	Ongoing	HR Department
4.10 Board Evaluation of CEO annually.	June 2022 June 2023	Board President/Executive Committee

Goal 5: Board Capability: Develop a high performing and highly effective Board of Directors.		Oversight: Governance Committee
Objectives	Due Date	Primary Responsibility
5.1 Ensure Board Members are provided with training opportunities in Governance, Finance, MHFA and formalized New Board Orientation process	Ongoing	Executive Assistant
5.2 Continue to evaluate the process and strategies to identify and select new and diverse Board Members		Governance Committee
5.3 Develop processes to continually engage Board Members in SPBH Board activities		Governance Committee
5.4 Conduct annual Board self-evaluation to be carried out at the annual retreat	February 2022 February 2023	Governance Committee

Goal 6: Outreach and Education: Expand the Community Conversation Series and plan/execute two large events per year.		Oversight: Outreach and Education Committee
Objectives	Due Date	Primary Responsibility
6.1 Evaluate the Starting Point Ambassadors Program for effectiveness	December 2022	Director Outreach/ Ambassador Subcommittee
6.2 Community conversations to be presented once per quarter by developing an annual list of fluid topics.	Quarterly	Outreach Committee
6.3 Increase SPBH event participation and engagement by demographics and special populations i.e. millennials, Gen-XY&Z, veterans, LGBTQ+ community, peers	Ongoing	Outreach Committee
6.4 Plan and implement two large events per year to bring attention to Starting Point services: <ul style="list-style-type: none"> Organize anniversary recovery Glow-up and potentially organize a Vendor-Fair in the parking lot of Starting Point on a Saturday in May of each year. To include local vendors first. i.e., Blood Bank, AIDS prevention/testing, Barnabas, Coalition for the Homeless, Salvation Army, Health Dept, Council on Aging, Amelia Urgent Care, Staywell Pharmacy, etc. Implement Recovery Month/Suicide Awareness Run in Sept. of each year Coordinate with Marketing for 30-year anniversary logo for event materials to tie all events to 30-year celebration. 	May 2022 and Ongoing	Outreach Committee Marketing, Ambassadors, Staff, Outreach Committee
6.5 Create Westside Nassau Advisory Council <ul style="list-style-type: none"> Develop description and duties (Board to Assist) Recruit members (Board to Assist) Conduct First Meeting 	March 2022 June 2022 September 2022	Staff, Outreach Committee, Board to Assist
6.6 Implement Being Well Starting Now Florida Blue Foundation	Quarterly	Staff