

*Community Partners  
FY10-FY11 Strategic Plan  
Approved 12/15/09 by the Board of Directors*

**Goal #1: Customer Service- Ensure responsive and effective services to consumers and families.**

<b>Target</b>	<b>Action Steps</b>	<b>Responsible Parties</b>	<b>Quarterly Report Date</b>	<b>Data Source/Outcomes</b>
1.1 Implement a Systems Design process across Developmental Services that involves all stakeholders and has <u>Consumer Directed Services</u> as a component.	a. Develop a CDS binder with policies and procedures b. CDS pamphlet c. Coordination of parent focus group for CDS d. Newsletter on CDS issues to consumers, staff and families.	DS, Systems Design Committee, CDS Committee	January April July October	10/19/09- All are complete.
1.2 Implement a Systems Design process across Developmental Services that involves all stakeholders and has <u>Transition services</u> as a component.	a. Reevaluate transition process from Waitlist to Adult Services with emphasis on sufficient lead time to develop comprehensive plans that address significant clinical issues for some individuals <u>before</u> they transition to Adult Services. b. Family Advisory Council transition series by Fall 2010.	DS, Transition Workgroup, Systems Design Committee	January April July October	Comprehensive Plan
1.3 Implement a Systems Design process across Developmental Services that involves all stakeholders and has <u>Training</u> as a component.	a. <b>SPECS training for families (completed Spring 2010)</b> b. Training across all stakeholders on HeM 525 c. Training across all departments on planning and implementation for effective consumer directed services. d. E Learning updates as needed. e. Development of comprehensive ongoing practicum training program that provides a consistent approach to address maladaptive behavioral issues for individuals in the Adult Services Dept.	DS, Systems Design Committee, Training Workgroup	January April July October	
1.4 Implement a Systems Design process across Developmental Services that involves all stakeholders and has <u>Community Connections</u> as a component.	a. Develop tools to assist consumers with community connections b. Update Recreation Guide c. Map community connections d. Develop trainings for staff to teach effective strategies for connecting consumers to community. (PD & DW)	DS, Community Connections Workgroup, Systems Design Committee	January April July October	c. First phase is complete- collecting initial information
1.5 Implement a Systems Design process across Developmental Services that involves all stakeholders and has an <u>Evaluation</u> process as a component.	a. Establish criteria for feedback and evaluation of Systems Design process. Updates on committee work will be made available quarterly to BOD, Director's group, Strategic Plan Committee, and Family Advisory Council. (PD & DW)	DS, Systems Design Committee, Evaluation Workgroup	January April July October	

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<p>1.6 Family Advisory Council and Community Partners will make <u>Future's Planning</u> services available to consumers and families.</p>	<p>a. Family Advisory Council will work with Community Partners to share funding for staff hours for futures planning for individual and families. (DW)  b. At least 10 families per year will participate in future planning.  c. General outcomes of family meetings will be shared with FAC and Strategic Planning Committee.</p>	<p>DS FS Staff</p>	<p>January April July October</p>	
<p>1.7 Family Advisory and Partners in Health Councils will collaborate on a number of recreation, social and training events for families.</p>	<p>a. Hayride Oct 2009 (DW)  b. Swim Party Spring 2010  c. Picnic Summer 2010  d. Spa Day Spring 2011  e. Summer recreation informational event Spring 2010</p>	<p>DS FS PIH</p>	<p>January April July October</p>	
<p>1.8 The ASD workgroup will work to provide a system of support to children, adults, and families with a diagnosis or ASD.</p>	<p>a. Training opportunities for staff across the agency. (DW)  b. Purchase and utilize ASD intervention tools to be used for staff and families.  c. Scholarships for families to attend ASD training.  d. Dan Hobbs Gentle Teaching training for staff and families. (March 2010)</p>	<p>ASD Workgroup, FS, ESS, AS, Youth &amp; Family</p>	<p>January April July October</p>	
<p>1.9 The Business Office will work with Directors and Program Managers creating reports and reviewing current invoicing processes that are intended for consumers, families and responsible parties.</p>	<p>a. Meet with Directors regarding consumer reporting needs (SB)  b. Create New CDS Budget Report (SB)  c. Create New Self Pay Statement  d. Review and change if necessary current process for Residential billing/collections  e. Review and change if necessary current process for Cost of Care billing/collections (SB)  f. Review and change if necessary current process for Rep Payee Service Fee (SB)  g. Review and change if necessary current process for sending clients to collections (SB)  h. The Manager of Customer Service and Comptroller review problem accounts on a regular basis. (JG)</p>	<p>Agency Comptroller</p>	<p>January April July October</p>	

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<p>1.10 Vocational Services will be redesigned.</p> <p>BH Regional Planning/Adults</p>	<p>a. All Employment Specialists will receive NH state certification as employment professionals (MD &amp; NG)</p> <p>b. Both BH &amp; DS departments will continue their relationships with the Department of Vocational Rehabilitation (MD &amp; NG)</p> <p>c. Both BH &amp; DS departments will continue to develop individual/competitive employment opportunities (NG)</p> <p>d. In Behavioral Health Services:          -Ensure the EBSE language is included on all Service Plans          -Fully integrate the Evidence Based Practice Supported Employment Functional Support Specialist in the CSP Team in accordance with He-M 426.12. (MD &amp; NG)</p> <p>e. In Developmental Services:          -Develop group worksites          -Increase volunteer opportunities          -Develop &amp; implement entrepreneurial opportunities (NG)</p>	<p>Agency Vocational Services Coordinator</p>	<p>January April July October</p>	
<p>1.11 The Agency will work to complete an update to the agency website.</p>	<p>Staff currently working with a volunteer web designer. (KS)</p>	<p>IT Department</p>	<p>January April July October</p>	<p>New completed website.</p>
<p>1.12 Expansion of YFS for SED child population within Strafford County</p>	<p>a. Contract for school based mental health services with 2 additional school districts. (JS)</p> <p>b. Develop specialized services targeted to the ASD population.</p> <p>c. Provide respite services focused on independent living skills to 10 additional SED transition age clients.</p> <p>d. Develop additional capacity to provide psychiatric services to SED children.</p>	<p>BHS- Y&amp;F Dept.</p>	<p>January April July October</p>	<p>a. Negotiating with 1 school district for school based MH. (JS)</p> <p>d. Serve an additional 150 SED children by June 2011.          -Currently serving an additional 70 eligible clients in Y&amp;F. (JS)</p>

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<p>1.13 All new BH projects and initiatives will include all administrative departments in the planning and implementation process.</p>	<p>a. Include managers of administrative teams at the start of new projects/changes so they can evaluate if the project/change will cause any affect to their teams. b. Non-clinical BH managers are brought into discussions related to the VHR and other CDT upgrades. (JG)</p>	<p>BHS</p>	<p>January April July October</p>	
<p>1.14 Continue to provide Strafford County and Community Partners' clients with clinically appropriate Emergency Service consultation.</p> <p>BH Regional Planning/Adults</p>	<p>a. Establish regular meetings with Wentworth Douglass and Frisbie Hospitals to review services. b. Re-establish trainings for Strafford County Police Departments, and Rochester Crisis Intervention Team (CIT) on such topics as Involuntary Emergency Admissions, Conditional Discharges, Outpatient Treatment Order, and legal processes for hospitalization. c. Promote ongoing communication with police liaisons. (JG) d. Provide in-house training to clinical teams or bag lunch forum to review ES processes. (JG) e. ES manager will continue participation in Rochester Mental Health Court. f. ES manager will continue as liaison to NHH to coordinate and develop discharge plans. g. ES manager will continue participation on NHH legal committee to develop and implement state wide trainings.</p>	<p>BHS ES Department</p>	<p>January April July October</p>	<p>c. Regular contact with Rochester Police Department (JG)</p>
<p>1.15 Review and adjust BHS staff capacity and flexibility in light of changing clinical and financial needs.</p>	<p>a. Ensure appropriately credentialed staff are providing services according to financial and clinical needs of individual clients. (JG &amp; MD) b. Ensure that the services provided to underinsured clients are adapted to meet their self pay abilities. (MD) c. Continue to clarify differences between Case Management and Functional Supports and deploy staff accordingly. (MD)</p>	<p>BHS Directors Comptroller</p>	<p>January April July October</p>	

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1.16 Establish a Levels of Care System in CSP	<ul style="list-style-type: none"> <li>a. Promote greater levels of engagement of clients beyond intake. (MD)</li> <li>b. Place people in appropriate levels of service. (MD)</li> <li>c. Ensure that there is an appropriate balance between clinical and financial needs as evidenced by internal utilization reviews. (JG &amp; MD)</li> </ul>	BHS CSP Director	<ul style="list-style-type: none"> <li>January</li> <li>April</li> <li>July</li> <li>October</li> </ul>	a. Started engagement group in Rochester
1.17 Investigate and implement diagnostic center for children ages 0-3 with suspected ASD.	<ul style="list-style-type: none"> <li>a. Staff trained on ADSOS- May 2010</li> <li>b. Monthly diagnostic evaluations- July 2010</li> <li>c. Asses financial feasibility- May 2011 (SI)</li> </ul>	CPAC (Community Partners Autism Council)	<ul style="list-style-type: none"> <li>January</li> <li>April</li> <li>July</li> <li>October</li> </ul>	
1.18 Design and implement parent training program for parents of children ages 0-5 with ASD.	<ul style="list-style-type: none"> <li>a. Develop curriculum- April 2010</li> <li>b. Complete 9 week session- December 2010</li> <li>c. Assess financial feasibility for continued training- January 2011 (SI)</li> </ul>	CPAC (Community Partners Autism Council)	<ul style="list-style-type: none"> <li>January</li> <li>April</li> <li>July</li> <li>October</li> </ul>	
1.19 Develop mental health services for parents of children ages 0-3.	<ul style="list-style-type: none"> <li>a. Develop system of care- December 2010</li> <li>b. Provide community training- May 2011</li> <li>c. Assess financial feasibility- March 2011 (SI)</li> </ul>	Carol Pivor Suzanne Iverson	<ul style="list-style-type: none"> <li>January</li> <li>April</li> <li>July</li> <li>October</li> </ul>	

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**Goal #2: Training- Evolve as a teaching and learning organization.**

Target	Action Steps	Responsible Parties	Quarterly Report Date	Data Source/Outcomes
2.1 The Agency and the Family Advisory Council will collaborate on developing training resources on Autism Spectrum Disorders for both staff and families.	Training and resources will include: a. In service workshops/speakers b. Training library- books and compact discs c. Essential Learning (Autism) d. Conferences e. Dedicated Autism Fund for parent training f. Summer Institute g. Dan Hobbs training (DW)	Agency	January April July October	
2.2 Early Supports and Services will continue to work with the Strafford County Infant Mental Health team to coordinate trainings for community providers on infant mental health.	Community Partners will fulfill the requirements of the grant from the NH Charitable Foundation for Infant Mental Health. (SI)	Agency	January April July October	Two 3 day trainings scheduled for professionals and one for childcare providers in April and May. Ann Williams, MAIMH is doing trainings.
2.3 Business Office Staff will be trained on the software used to do their jobs.	a. <b>Work with ECHO to conduct Revenue Manager Training (SB)</b> b. Work with Howard & Company to conduct MAS90 and FRx Training c. Work with internal resources to conduct CDT training d. Work with internal resources to conduct Excel training e. Work with internal resources to conduct Word training f. Create basic Accounting and financial report training g. ECHO visiting this month to work with the Business Office.	Agency Comptroller	January April July October	Rev Man training- 10/9/09 (SB)

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2.4 Continued training and implementation of child focused EBP's within the YFS Department	a. Train additional YFS therapists in TF-CBT (Trauma Focused Cognitive Behavioral Therapy). (JS) b. Train additional YFS staff in HNC (Helping the Noncompliant Child). (JS)	BHS Y&F Director	January April July October	All YFS staff will be trained and utilizing HNC. All YFS therapists will be trained and utilizing TF-CBT. (waiting for the state to schedule Spring trainings) (JS)
2.5 Community Support Program (CSP)- Increase opportunities for enhanced training.  BH Regional Planning/Adults	All CSP managers will be trained on EBP's. (MD)	BHS CSP Director	January April July October	CSP managers are attending EBP trainings offered by the state.

**Goal #3: Data Management/Fiscal Accountability- Implement a fiscal component in all decision making.**

Target	Action Steps	Responsible Parties	Quarterly Report Date	Data Source/Outcomes
3.1 The organization will need to be responsive to the ever changing external factors and will be increasing the use of data analysis in decision making.	Create a written 'due diligence' process that the agency uses when evaluating new program opportunities. (KS)	BOD & CFO	January April July October	
3.2 Community Support Program (CSP) will evaluate the expansion of technology in the field.	a. CSP will pilot the use of laptops in the field. (MD) b. Policy review as we move to electronic records. c. Assess outcome of pilot.	BHS	January April July October	a. Laptops used by 1 CM and 1 FSS staff- awaiting assessment including costs involved
3.3 Quarterly department updates will be sent to the Joint Directors. The updates will be compiled and sent to the appropriate groups.	QI Department will remind the Joint Directors to submit quarterly updates.	Joint Directors QI Departments	January April July October	Reminders were sent.

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3.4 Early Supports and Services will work on creating and implementing a new data system, as required by BDS, which involves the transfer of data to the new system.	Replace NESIS with NH LEADS- State transition by July 2010 (SI)	ESS Director	January April July October	
3.5 Expand the use of CDT- Move towards only one agency database. IT will work with various departments.	Use CDT as single point of data collection for: Intake, FSS, ESS, AS, spend down, insurance authorizations, Transportation, cost of care, Waitlist, Eligibility Info, <b>DS Incident Reports, DS Health Histories, Residential Screens, Home Provider Demographics,</b> Diagnoses, Releases, Quarterly Reviews, Assessments, ISA/CM/Treatment Plan, Medication Lists, <b>Progress Notes, CDS Plans/Budgets,</b> etc. (MG, JM, NG)	DS Data Integrity Group & BH Echo Group	January April July October	
3.6a Business Office will work with departments across the agency to create and monitor reports and tools that will assist Directors in making informed decisions and allow for better management of resources.	<p>a. Reorganization of the Business Office (SB)</p> <ul style="list-style-type: none"> <li>-Create New Job Descriptions</li> <li>-Meet Individually with staff regarding new responsibilities</li> <li>-Create/Update policies &amp; procedures</li> <li>-Inform Directors of Business Office Changes</li> </ul> <p>b. <b>Create reporting tools &amp; processes to monitor new initiatives (SB)</b></p> <p>c. Meet with Directors regarding data &amp; reporting needs</p> <p>d. Billing &amp; Collection reports and metrics</p>	3.6a- Agency Comptroller	January April July October	
3.6b Continue consistent interface with the Business Office to improve efficiencies in client billing.	<p>a. Provide the Business Office with accurate demographic and financial information to better be able to aid the off-site departments to obtain the most current available client account information.</p> <p>b. Evaluate the current tools available on the market that would enhance Agency revenue such as investing in a scanner/modem for both commercial insurance and Medicaid.</p>	3.6b- BHS Admissions Director	January April July October	

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3.7 Continue to assure that all clinical records for Behavioral Health are in accordance with standard medical record protocols, HIPAA regulations, and sound business practice as we pilot use of technology.	a. Partner with the Agency's CDT/Echo software initiative to reduce paper by eliminating hard-copy clinical documentation from the record as online processes become available. (JG) b. Cull and destroy records at a minimum every six months according to standard medical records practice. Complete ODR archival project by the end of FY11. (JG) c. Participate in an annual training on regulatory oversight. d. Participate in Agency's initiatives to automate release of information process. (JG)	BHS- COO and BHS Admissions Director	January April July October	c. A legal/regulatory subcommittee has been formed (JG)
3.8 Ensure that Admissions processes are efficient and adequately serve both incoming clients and clinical staff.	a. Research ways to consolidate admissions processes Agency-wide. If adopted, develop a strategy for implementation by 6/1/11. b. Incorporate paperwork-reduction strategies into Admissions processes utilizing Agency software.	Agency	January April July October	
3.9 Develop reports/tools that each department can use to better manage themselves.	Redesign of Business Office (SB)	Agency Comptroller	January April July October	
3.10 DS Records Conversion	(NM)	DS QI	January April July October	

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**Goal #4: Quality- Demonstrate continuous quality improvement and compliance.**

<b>Target</b>	<b>Action Steps</b>	<b>Responsible Parties</b>	<b>Quarterly Report Date</b>	<b>Data Source/Outcomes</b>
4.1 The DS QI Dept will work with CSNI on NCI (National Core Indicators) and other data collections systems.	Create Reports on: a. Staff Surveys b. Client Surveys c. Family Surveys d. Certification Reports e. Med Error Reports	Agency QI Directors	January April July October	
4.2 The QI Departments representatives from both DS & BHS will work with the QI BOD Committee on further education about programs and will provide regular data to the group on any survey results, and other pertinent information requested by the group or suggested by staff.	Provide annual updates to the full BOD, Family Advisory Council and the appropriate Management Team on results of surveys and other outcomes data collected.	Agency & QI BOD Committee	January April July October	

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