

Community Mental Health Partnership of Southeastern Michigan Balanced Scorecard & Strategic Plan 2008 - 2012

Vision: The CMHPSM will be a comprehensive system of care working in an integrated fashion with substance abuse and primary healthcare systems so that care and services provided better meet consumer needs in a more efficient and cost effective manner.

Mission: To provide quality behavioral health care that promotes recovery and wellness, fosters resilience and supports self determination and empowerment so that individuals served in our four-county affiliation are successful in achieving their personal goals and dreams.

Values:

- Respect the diversity of our communities and the people we serve
- Zero Tolerance for stigma
- Coordinated and continuous care between and across healthcare systems and providers
- Meaningful partnerships with consumers and community stakeholders
- Learning organization disciplines of systems thinking, team learning, shared vision, personal mastery, and mental models
- Data based decision making
- Innovation and creativity
- Provide the best quality services to the most people at the best cost.

STRATEGIC PRIORITY: 1

Focus on Customers: Individuals & Families

Rationale: The customers (potential, new or existing persons that are or may receive CMH services) we interact with are our first concern. It is important that customers are involved in the process of identifying, creating and evaluating the CMH system. In addition, customers should obtain the outcomes they desire from both the services they receive from CMH and the services coordinated through other supports.

Strategic Goal: 1.1

- Expand and Enhance the role of customer participation.

Strategic Objectives:

- 1.1.1 Understand ways in which customers want to participate.
- 1.1.2 Know what areas customers want to participate in within the CMHPSM.
- 1.1.3 Institute methods that support meaningful participation.

Strategic Goal: 1.2

- Customers achieve their outcomes.

Strategic Objectives:

- 1.2.1 Understand outcomes that are important to customers.
- 1.2.2 Ensure Person Centered Planning processes are dynamic
- 1.2.3 Ensure Customers success towards their desired outcomes is celebrated.
- 1.2.4 Utilize Evidence, Best and Promising Practices to support customers achieving their outcomes.

STRATEGIC PRIORITY: 2

Build Organizational Relationships:

Rationale: To ensure the efficient and effective use of resources, and to maximize consumer outcomes, we need to ensure that our consumers can access a comprehensive array of services, including those services provided by other public systems and the broader community system of care. Organizational relationships that recognize the interdependence of systems, collaborating together, to support consumer outcomes will ensure that we will continue to provide value to the consumers, families and communities that we serve.

Strategic Goal: 2.1

- Expand and Enhance External Relationships

Strategic Objectives:

- 2.1.1 Engage in broader community representation in planning and evaluation activities.
- 2.1.2 Facilitate the Integration and improve relationships of Mental Health and Substance Abuse services outside & inside the affiliation
- 2.1.3 Align our Vision, Mission, Values and Strategic Plan with the provider network.
- 2.1.4 Strengthen relationship with higher educational institutions.
- 2.1.5 Develop partnerships across systems to identify unmet needs and develop/implement shared community-based responses & resources

Strategic Goal: 2.2

- Enhance Internal Relationships

Strategic Objectives:

- 2.2.1 Develop a focus on customer service for the affiliation.
- 2.2.2 Evaluate the affiliation.
- 2.2.3 Promote Team Learning through transparent, open & honest communication

Strategic Goal: 2.3

- Build Relationships with Funders

Strategic Objectives:

- 2.3.1 Enhance MDCH relationship in the delivery of programs and services through innovation and change management
- 2.3.2 Increase Revenue Sources.

STRATEGIC PRIORITY: 3

Create a Culture of Operational Excellence:

Rationale: It is essential to our success that we use performance improvement processes to create and adapt our administrative and service delivery structures to maintain value and service excellence. These structures and processes must be highly adaptable to change.

Strategic Goal: 3.1

- Work Processes will be Efficient and Effective

Strategic Objectives:

- 3.1.1 Identify and implement clinical and administrative work processes that deliver efficiencies.
- 3.1.2 Reduce Duplication.
- 3.1.3 Achieve a Balance between co-creation and independent creation for affiliation projects/initiatives.
- 3.1.4 Establish a Change Management Process.

Strategic Goal: 3.2

- Enhance & Improve an Efficient and Effective Affiliation Structure

Strategic Objectives:

- 3.2.1 Manage Risk Successfully
- 3.2.2 Explore Local & Regional administrative structures
- 3.2.3 Create a "leadership transfer" plan
- 3.2.4 Explore opportunities of diversification and/or specialization

Strategic Goal: 3.3

- Enhance and Improve Organizational Systems (Inter-related set of processes)

Strategic Objectives:

- 3.3.1 Improve clinical and administrative processes through data analysis.
 - 3.3.1.1 Conduct analysis of current systems for identification of real or potential cost-savings efficiencies (short & long-term).
 - 3.3.1.2 Performance Improvement Initiatives will be data driven
 - 3.3.1.3 Data will be reliable and valid
 - 3.3.1.4 Share & Replicate clinical and administrative models of operation based on customer's achieving their outcomes.
- 3.3.2 Embed culturally competent philosophies and principles throughout the service delivery system.
- 3.3.3 Support staff in being successful in the enhancement and

- improvement of organizational system change.
- 3.3.4 Systems will be value added in support of customer outcomes.
 - 3.3.4.1 Use Technology to support staff in delivering services.
 - 3.3.4.2 Use funding principles that demonstrate return on investment
 - 3.3.4.3 Share Resources

Strategic Planning Definitions

Customer: Individuals and Families

Customers are the entitled individuals or families that are or may be receiving services (outreach) we provide.

Families: Natural or Chosen Circle of Supports

Families are those that either receive services or assist individuals as a support. For those that assist in providing supports for an individual, the individual determines who the family constitutes,

Individual: People being served

Individuals are the people we currently serve or may serve in the future.

Mission: Our Work

Mission describes the work we do every day in pursuit of our mission. Mission focuses our work. It tells how we intend to create value in the world and contribute to achieving our purpose.

Processes: Core and Support ways to do business

Processes are categorized in two ways; one way is through cores processes which include the way services are delivered for individuals and families. A second way is through support processes which are the administrative functions such as finance, technology that assist the core process.

Project Plans: How we organize what needs to be done

Project plans describe the specific methods and tasks that will be used to accomplish one or more objectives.

Relationships: Internal or External

Relationships are those that are internal to our system such as individuals, families, CMH's within the affiliation, staff and or external such as schools, corrections, county government, funders etc...

Strategic Goals: What We Commit to Accomplish

Strategic Goals describe the small number of areas where the organization needs to focus its energy, talents and resources in order to achieve its Vision. Goals are not themselves measurable or achievable but give direction to everyone in the organization. Goals usually are set for 3-5 years ahead.

Strategic Objectives: How We Get Things Done

Strategic Objectives are the measurable, achievable results that prove we are making progress on our Strategic Goals. They are the mileposts along the way to success and the source of accountability within the organization. They are usually built into an annual business or operating plan and can be accomplished in 12 to 18 months. Objectives can be at the system or sub-system level down to the department, work team and individual level.

Strategic Priorities: Where We Will Focus Our Energy

Strategic Priorities are the most important areas that the organization has decided to focus on to move closer to the vision and mission.

Structure: Organizational Roles and Responsibilities

Structure is a way of describing and defining the roles and responsibilities that individuals and departments have within and organization.

System: Interdependent parts of an organization

Systems are made up of individuals, departments and or organizations that have interdependent processes with each other. One cannot be successful without the other.

Values: What We Stand For

Values, sometimes described as Guiding Principles, describe the characteristics and behaviors that define who we are as an organization. Values are the non-negotiable behaviors we expect from one another even when the going gets tough. One of the challenges of an organization is to make sure its espoused values match with the values that are actually practiced.

Vision: The Future We Seek to Create

Organizational vision describes what success would look like for our organization in the future. Sometimes called a preferred future, it is inspiring and calls the organization to fulfill its full potential.