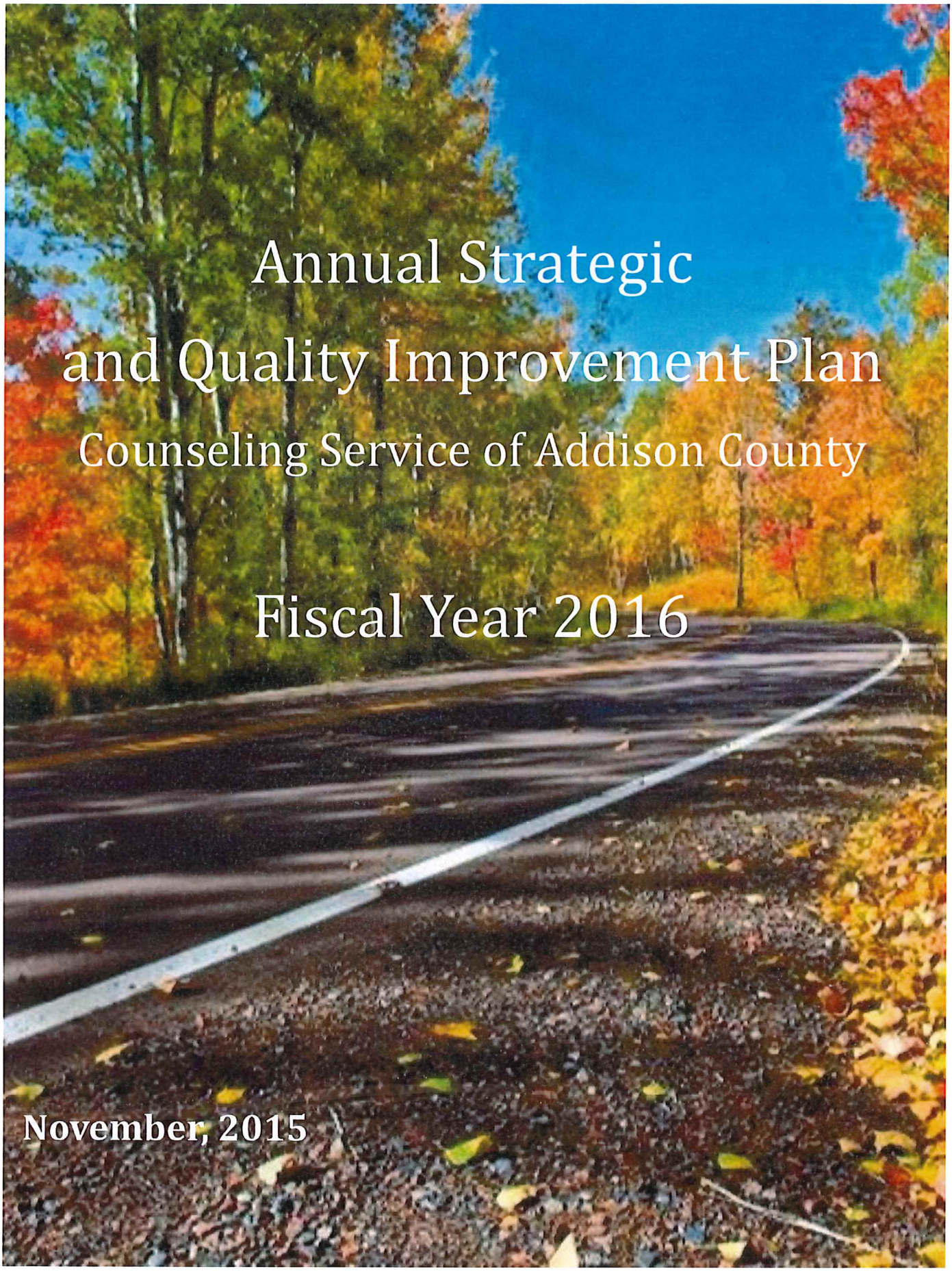

# Annual Strategic and Quality Improvement Plan

## Counseling Service of Addison County

## Fiscal Year 2016

**November, 2015**

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**Mission Statement**

The Counseling Service of Addison County is committed to promoting stable and safe communities by helping people live emotionally healthy and satisfying lives.
We strive to provide the best mental health, substance abuse, and developmental services to improve the quality of life for all community members. We work collaboratively with community organizations to help individuals and families achieve maximum wellness.

Counseling Service of Addison County

89 Main Street, Middlebury, VT 05753

(802) 388-6751

Emergency and Crisis Services

24 hours a day, 365 days a year

(802) 388-7641

Member Agency, United Way of Addison County

Member Agency

# Table of Contents


| | |
|---|---|
| Introduction | 2 |
| Centers of Excellence Elements | 3 |
| Addiction Recovery Services | 5 |
| Adult Outpatient | 7 |
| Community Associates | 8 |
| Community Rehabilitation and Treatment | 10 |
| Youth and Family | 12 |
| Human Resources | 14 |
| Business and Finance | 16 |


We are what we repeatedly do.
Excellence, then, is not an act, but a habit.
~Aristotle

Price is what you pay. Value is what you get.

~ Warren Buffett

# Introduction

The Counseling Service of Addison County has joined health and human service providers across the country in moving closer to an integrated/holistic model of care – a shift from treating people only when they are sick and financial incentives that reward doing more (fee-for-service), to a system that intervenes to keep people healthy, prevents the need for costly services, and rewards good health of populations and positive outcomes.

Our 2016 Annual Strategic and Quality Improvement Plan identifies five elements that capture the essence of what CSAC needs to focus on to be successful in the future: Easy Access, Customer Service built on a culture of engagement and wellness, Comprehensive Care, Excellent Outcomes and Excellent Value. CSAC's Board of Directors has endorsed and fully supports a planning strategy consistent with movement toward a wellness model. We are excited about the innovations and collaborations that are developing in this evolving concept of wellness within Addison County communities.

## CSAC, A Center of Excellence

As we consider the future and what we need to be doing at present we have incorporated the national construct of "Centers of Excellence" (COE). This construct is being developed with an emphasis on behavioral health (Behavioral Health Center of Excellence or BHCOE) and appears equally applicable to developmental and mental health services. We believe that the five elements of this construct capture the essence of what we need to do to be successful in the future. These are the directions that seem most relevant to the most number of possible future scenarios.

There are five COE elements which comprise CSAC's strategic priorities for FY 16 (Behavioral Health Centers of Excellence: The Future of Health - Written by: Dale Jarvis, Jarvis and Associates Written for: National Council for Behavioral Health April 30, 2014). As they are all of equal importance, the elements are in no particular order. While each element will be explored more fully within the program sections of this plan, *please note that not all Elements are represented within each program.*

## Element 1: Easy Access

***"Be there when I need you."***
*(Oregon Patient-Centered Primary Care Home Principles)*

CSAC will ensure new and existing clients can get the right care, at the right time, in the right setting, and with the right provider.

### PRIORITIES

**Consumers will have timely access to services.** **(Addiction Recovery, p.6; AOP, p.7; Y & F, p. 13)**

**Consumers will have a full spectrum of housing options.** **(CRT, p.11)**

**Consumers will have access to a full range of community based services and supports to enable the prevention of and recovery from mental health crises.** **(CRT, p. 11)**

**Information System (MIS) availability and access will be improved.** **(Business & Finance, p. 17)**

## Element 2: World Class Customer Service Built on a Culture of Engagement and Wellness

***"Kind words can be short and easy to speak, but their echoes are truly endless."*** *(Mother Theresa)*

CSAC will be known by our community, clients, and staff for going the extra mile. We will provide extraordinary experiences for customers by achieving seamless service through caring employees who provide a personal touch, and are empowered to resolve any problems that arise.

CSAC recognizes that we are able to achieve world class customer service only if we are a great place to work and are staffed with individuals who have a heartfelt connection to our community and the people we serve, based on a deep understanding of best clinical practices, and an unshakable commitment to recovery and resiliency.

### PRIORITIES

**Clients will feel welcome.** **(AOP, p. 8)**

**Consumers will have a voice in service delivery.** **(Community Assoc., p. 9; Y & F p. 13)**

**Employees will be valued, appreciated, and supported in their work.** **(HR, p. 15)**

**Staff will have opportunities to increase their wellness in ways that are meaningful to them.** **(HR, p. 15)**

**CSAC Employees will feel valued, appreciated and supported by Administrative Staff** **(B & F, p. 17)**

## Element 3: Comprehensive Care

***"Provide or help me get the health care and services I need."***
*(Oregon Patient-Centered Primary Care Home Principles)*

CSAC will be known for offering a broad scope of developmental, mental health, substance use, and co-occurring disorder treatment services that are integrated with medical care and other services and supports. Each person or family will have a single care plan that includes what is needed to move toward whole health, supported by a multidisciplinary care team when indicated, comprised of staff from multiple organizations and connected by an electronic care plan or client registry.

CSAC care managers will work with clients to manage care across the care continuum, throughout various settings, working with individuals, providers, payors, and others to improve outcomes and make best use of the full range of available resources.

### PRIORITIES

**Consumers who want to work will work.** (CA, p.10; CRT, p. 11)

**Clients will have coordinated care between service providers and primary care with referrals to address needs related to social determinants of health.** (Y & F, p. 14)

**Clients will have access to engaging wellness programs and coordinated care between service providers and primary care.** (CRT, p. 12)

## Element 4: Excellent Outcomes

***"Take responsibility for making sure I receive the best possible health care."***
*(Oregon Patient-Centered Primary Care Home Principles)*

CSAC will achieve results for clients. We will identify measures of what is important to our clients and achieve excellent outcomes on those measures.

### PRIORITIES

**Consumers will be successful in their addiction recovery goals.** (AR, p. 6)

**Clients will have decreased needs for inpatient mental health care.** (AOP, p.8)

**Clients will show progress in treatment.** (Y & F, p. 14)

**Staff will be proficient and effective.** (HR, p. 16)

**Positions will be staffed with qualified employees.** (HR, p. 16)

### Element 5: Excellent Value

***"We are accountable for both the cost and quality of care."*** *(Anonymous)*

CSAC will be known for providing high value. We will achieve improved health outcomes that matter to clients relative to the cost of achieving those outcomes.

High value services have three characteristics:
1) The services are effective in achieving individual outcomes or system-wide outcomes;
2) The services are more cost-effective than alternatives that may have been selected; and
3) The services are "lean," meaning excess costs have been removed through process improvement activities.

**PRIORITIES**

**Completion of documentation and service entry with EMR will improve.** **(B & F, p.18)**

**Maintain financial strength and flexibility in order to expand service capacity.** **(B & F, p. 18)**

We view this plan as a roadmap and we are aware that there will be many different options for reaching the destination. If necessary, the destination itself may shift based on what we learn along the way. This plan represents our thoughts at the current moment and is subject to review and revision at any time.

## Addiction Recovery Services

### Introduction

The Addiction Recovery Services program provides treatment for adolescents and adults struggling with substance abuse. Treatment begins with an individual assessment, resulting in recommendations for the level and type of care that will be most helpful. Individual, group treatment, and CRASH services are currently offered at CSAC while referrals are made for more intensive levels of care.

### Core Services:

- Individual and Group Counseling
- Consultation / Assessment / Outreach

- Medication Assisted Therapy
- Employee Assistance Programs

## Elements of Excellence and Priorities

### Easy Access

**Consumers will have timely access to services.**

**What we will do:**

- Increase number of initial evaluations/intakes offered monthly
- Increase number and type of groups available to meet needs from increased intakes.
- Increase number of staff with dual mental health/substance abuse credentials.
- Continue Opiate Addiction/Medication Assisted Treatment options in collaboration with Porter Hospital.

**Indicators:**

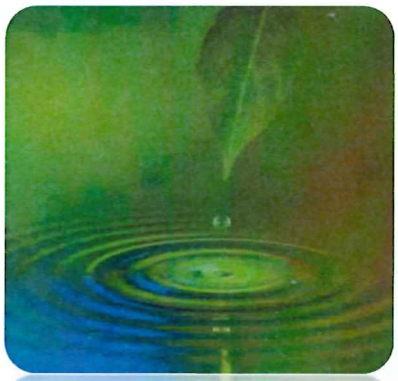
- Reduced waiting lists
- Fewer days between initial contact and beginning services

### Excellent Outcomes

**Consumers will be successful in their addiction recovery goals.**

**What we will do:**

- Train staff for continuous improvement in quality of care.
- Increase cross-program addiction supervision.



- Assess and assist with consumer needs across all life domains, including housing, physical health and employment.
- Provide case management, care coordination, referrals and education as needed and within funding limitations.

**Indicators:**

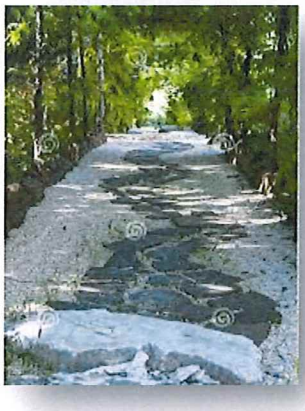
- Engagement in treatment
- Consumer progress towards individual goals
- Completion of treatment upon discharge

# Adult Outpatient

## Introduction

Adult Outpatient is the division of the Counseling Service of Addison County that provides short and long term mental health services to adults. These services can take place in one of our offices or in community settings. Staff providing counseling, assessment, consultation, emergency, psychiatric, and/or mediation services are all committed to making Addison County a better place to live.

The staff of Adult Outpatient Services truly believes "We're here to help". We also pride ourselves on our responsiveness to the needs of individuals who make up our county community. Each individual has different needs, and we tailor our services to meet these needs. Some consumers engage our services on their own in a planned way to meet a personal need or to accomplish a life goal. Some are referred to us by physicians, human service workers, courts, clergy, or family friends. Others access us in an emergency situation.



### Core Services:

- Counseling
- Eldercare Services
- Consultation / Assessment / Outreach
- Psychiatric Services
- Employee Assistance Programs
- Emergency Services

## Elements of Excellence and Priorities

### Easy Access

**Clients will have timely access to services**

### What we will do:

- Trends in waitlist information will be reviewed regularly
- Clinicians will make referrals to ancillary supports as appropriate
- Clinicians will review progress on clinical goals with clients regularly

### Indicators:

- Reduced Waiting Lists
- Engagement in Treatment

## World Class Customer Service Built on a Culture of Engagement and Wellness.

**Clients will feel welcome.**

### What we will do:

- Front desk staff will distribute client questionnaires on a scheduled basis that will seek input about clients' waiting room experience, including waiting room environment improvements (lighting, music, space, etc.).
- We will use responses on questionnaires to improve client experience.
- Customer Service Training for staff will be provided as necessary.
- Appointment reminder calls will be made regularly.

### Indicators:

- Waiting rooms are inviting and comfortable
- Clients are communicated with respectfully

## Excellent Outcomes

**Clients will have decreased needs for inpatient mental health care.**

### What we will do:

- Provide non-categorical case management
- Enable mobile outreach
- Provide peer supports and increased community based clinical teaming and consultation opportunities to improve emotional well-being, personal safety and support to achieve financial and material well-being, including housing, employment, nutrition, and transportation.

### Indicators:

- Lower incidence of psychiatric hospitalization and long term residential placements

# Community Associates

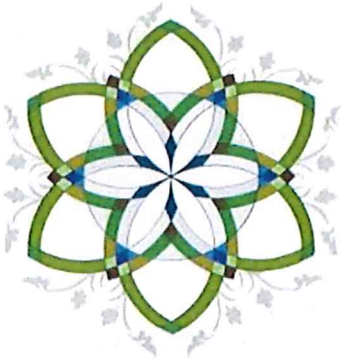
## Introduction

It is the mission of Community Associates to facilitate opportunities for people to be active participants and valued members of their community. We offer individualized services to persons with developmental disabilities throughout all of Addison County.

Our role is to assist people in learning the skills and building the relationships each individual needs to achieve these goals. To accomplish this, we offer a wide array of support to people with varying degrees of disability. Plans are individually tailored to meet the specific needs of each person, and may include one or several of the services we offer.

**Core Services:**

- Eligibility Determination
- Educational, Social and Recreational opportunities
- School aged benefits
- Residential Services
- Case Management Services
- Family Support
- Supported Employment Services
- Community Supports
- Respite Services
- Traumatic Brain Injury Services
- Elder – Adult Family Home Services



## Elements of Excellence and Priorities

### World Class Customer Service Built on a Culture of Engagement and Wellness

**Consumers will have a voice in service delivery.**

**What we will do:**

- Community Associates will engage its Family Advisory Council, consumers, and other interested parties in the improvement of service delivery and social opportunities.
- Satisfaction surveys will be revised to incorporate areas of self-determination in order to gather appropriate feedback.
- Implement changes and improvements based on results of feedback and surveys.
- Consumers, and when appropriate, other additional parties, will be invited to participate in the interview process for staff and Developmental Home Providers.

**Indicators:**

- Evidence of self-determination in the following areas:
  - Interpersonal relationships
  - financial well-being
  - nutrition
  - safety
  - personal development
  - physical well-being
  - housing
  - transportation

- social/community activities

- Consumer participation in the process of deciding where they live and who works with them.

## Comprehensive Care

**Consumers who want to work will work.**

### What we will do:

- CA will improve recruitment of new employers, foster new employer placement opportunities and foster the creation of individual private businesses for consumers.
- Employers will be adequately trained in Developmental Services matters.

### Indicators:

- Consumers who want to work will have jobs
- Consumers who want to work will be job ready.
- Consumers will be satisfied with their work/career.

# Community Rehabilitation and Treatment Program

## Introduction

The CRT program is continuing what is quite literally a global inquiry in seeking practice and approaches that can help deliver meaningful outcomes for the people we serve. Over the past couple years we have been working on practices to: engage broader and deeper support of personal networks; increase emphasis on treatment stances that are collaborative and conducive to strengthening personal agency; develop practices that are deferential to the personal processes of meaning making and understanding of one's own experience; focus on broadening possibilities for optimal community housing and venues for meaningful life engagement, such as employment; broaden the range of community based crisis support options; and create engaging and effective wellness programs while strengthening linkages and coordination with health care providers.

We think we're seeing results from these efforts and initiatives that are being carried out by staff that also brings an extraordinary level of experience, skill, and commitment. These inquiries continue to open new directions and possibilities we feel compelled to follow, taking us towards new reference points and paradigms to guide our efforts to help people cope with and recover from life disrupting mental health conditions.

**Core Services:**

- Community supports and case management

- Clinical services including assessment, individual, group, and family/network therapy
- Psychiatric services
- Crisis intervention and stabilization services and supports
- Employment services
- Housing services
- Wellness and recovery groups and activities at Evergreen House and The Center at 17 Court St.

## Elements of Excellence and Priorities

### Easy Access

**Consumers will have a full spectrum of housing options**

**What We Will Do:**

- Continue to seek funding options for a staff supported apartment program in a suitable setting
- Consult with other agencies around similar models.

**Indicators:**

- Development of new individualized supported housing options.

**Clients will have access to a full range of community based services and supports to enable the prevention of and recovery from mental health crises.**

**What we will do:**

- Continue to broaden the application of Open Dialogue in our crisis response systems

**Indicators:**

- Hospitalization rates for CRT population.

### Comprehensive Care

**Clients and Consumers who want to work will work.**

**What we will do:**

- Align program practices with evidence based supported employment practices.

- Continue with wise use of available resources to support employment for CRT clients who want to work in the context of reduced funding as a result of elimination of VR funding for CRT supported employment services.
- Continue emphasis on cross-programmatic teaming in support of employment goals.

### Indicators:

- Employment for the CRT population.
- Engagement in supported employment services.

**Clients will have access to engaging wellness programs and coordinated care between service providers and primary care.**

### What we will do:

- Continue to strengthen systemic linkages with healthcare providers as health care reform progresses.
- Explore funding options for onsite medical care for CRT consumers.
- Continue with an engaging mix of health and wellness groups and resources at The Center at 17 Court St. and Evergreen House.
- Develop healthcare coordination tracking indicators

### Indicators:

- Client engagement in wellness activities

## Youth and Family

### Introduction

Youth and Family serves children and families through our Integrated Family Services Team and our school services. We provide individual, family, and group office-based therapy, crisis services, psychiatry evaluations, both home and community based family and group treatment, and consultation and prevention services. Under our school services contracts we provide school-based clinicians in most area schools, intensive supports through our Assessment Desk, Intensive School Supports Program and in our Champlain Valley Academy education treatment program. We support children and their families up to age 22 with social/emotional, behavioral, mental health, addictions and developmental needs. We strive to work as a team with the family, schools, physicians and other important people in the life of the child and their family.

**Core Services:**

- Individual, group and family treatment
- case management
- community supports
- school-based services
- prevention and consultation
- psychiatry
- employment for transition-aged youth
- consultation in pediatric practices
- crisis services

## Elements of Excellence and Priorities

### Easy Access

**Consumers will have timely access to services.**

**What we will do:**

- Continue to assess and streamline redesigned intake, orientation, and case assignment processes to see if they result in improved outcomes.
- Support and train staff to improve documentation, use and application of standardized assessment tools.

**Indicators:**

- Clients receive an appointment within five (5) days of referral.
- Percent of clients with initial assessments and plan of care completed within 45 calendar days of referral.

### World Class Customer Service Built on a Culture of Engagement and Wellness

**Consumers will have a voice in service delivery.**

**What we will do:**

- Family Advisory Council acts as the Standing Committee and the Integrated family Services Council Advisory Group.
- The Youth in Transition Team (YIT) will continue to work to engage youth.
- Emphasize parent engagement in treatment planning.

**Indicators:**

- Treatment plans will have parent signature or indicate parent agreement.
- Consumers will report that staff treats them with respect.

- Consumers report that services were right for them.

## Comprehensive Care

**Clients will have coordinated care between service providers and primary care with referrals to address needs related to social determinants of health.**

### What we will do:

- Improve system to record primary care physician, obtain releases.
- Support development and implementation of interagency "Effective Teaming" protocol through the IFS Council/Local Interagency Team.
- Provide training on advanced facilitation and conflict resolution in teams.
- Insure staff has up to date referral information for community resources.
- Continue to have staff in primary care practices.

### Indicators:

- Percent of clients with evidence of case management in their records.
- Percent of clients with identified primary care provider.

## Excellent Outcomes

**Clients will show progress in treatment.**

### What we will do:

- Family focused work to include assessment of parents/caregivers, family and child.
- Focus on supervision and teaming on effective interagency collaboration.
- Continue to develop and add resources to flexible family supports- skills workers and respite.

### Indicators:

- Clients will report achievement of goals.
- Consumers will report services they received made a difference

# Human Resources

## Introduction

To deliver quality services, CSAC needs dedicated and skillful employees. CSAC's Human Resources Department administers payroll, benefits, wellness, and employee relations. Our workforce is exceptionally dedicated and engaged as demonstrated by our turnover rate, which is one of the

lowest in our peer group, and our engagement survey results, which are overwhelmingly positive. Many of our employees are engaged in work that can be quite emotionally – or physically - taxing. As a community mental health agency, it is especially important for us to attend to the health and wellbeing of our employees. Overall, we strive to be an employer of choice.

## Elements of Excellence and Priorities

### World Class Customer Service Built on a Culture of Engagement and Wellness

**Employees will be valued, appreciated, and supported in their work.**

**What we will do:**

- Train supervisors in best practices.
- Coordinate employee recognition and appreciation events.
- Assist employees and supervisors when they experience both work-related and non-work-related problems.

**Indicators:**

- Employees report having good relationships with their supervisors.
- Employees report having the tools and information they need to do their jobs.

**Staff will have opportunities to increase their wellness in ways that are meaningful to them.**

**What we will do:**

- Coordinate wellness programming that addresses all the components of overall wellness.
- Provide benefits that safeguard employees' health and security.
- Sponsor the work of an active safety committee.

**Indicators:**

- Employees participate in wellness programs and activities.
- On the job accidents and injuries.

## Excellent Outcomes

**Staff will be proficient and effective.**

### What we will do:

- Deliver innovative and challenging training opportunities for direct service and clinical staff to deepen their skills with clients.
- Train supervisors in best practices for managing employees.
- Support the delivery of skillful positive and negative feedback as a workplace norm.

### Indicators:

- Employees report that they understand the expectations for their position.
- Employees who state they will do something different in their work as a result of attending an agency sponsored training.
- Evaluations completed.

**Positions will be staffed with qualified employees.**

### What we will do:

- Provide training to managers on best practices in hiring.
- Manage employee leaves and absences.
- Evaluate current recruitment methods and make changes as needed.
- Regularly monitor market indicators for compensation and benefits and recommend changes to position CSAC appropriately in relation to peer organizations.

### Indicators:

- The amount of time that positions are unfilled due to employee absence or vacancy
- The number of employees that leave

# Business and Finance

## Introduction

Business and Finance oversees, maintains, and supports the financial, technical and facility requirements needed for CSAC to carry out its mission of serving everyone within Addison County.

CSAC is committed to work with State to develop a model for behavioral health that will fit into the All Payer Waiver under the State Innovation Model (SIM) grant the State received through the Substance Abuse and Mental Health Services Administration (SAMHS) planning grant. This initiative seeks to improve community mental health services and will be quite an accomplishment if successful. These changes will require a great deal of time, effort, energy and resources of our

organization. Initially, administrative staff will shoulder the bulk of the work load and responsibilities, but eventually many of the staff and consumers will be impacted as well.

As CSAC goes through the All Payer Waiver planning process we anticipate positive reform on how the agency receives payment and provides services. It is uncertain if the All Payer Waiver direction will be cost based. Regardless, if the All Payer initiative is put in place, we anticipate requirements of greater oversight and planning to successfully navigate and implement these funding changes.

CSAC will continue to prepare, learn and understand how these and other health care changes and responsibilities can be attained within our organization and within the greater community of Addison County As we continue on this journey, we are fully committed to attaining the five elements of being a Center of Excellence (Providing Easy Access; World Class Customer Service; Comprehensive Care; Excellent Outcomes and Excellent Value).

## Elements of Excellence and Priorities

### Easy Access

**Information System (MIS) availability and access will be improved.**

**What we will do:**

- Create a Client Portal for individuals to access basic CSAC information.

**Indicators:**

- Number of clients enrolling to use client portal
- Number of clients enrolled and accessing client portal

### World Class Customer Service Built on a Culture of Engagement and Wellness

**CSAC Employees will feel valued, appreciated and supported by administrative staff**

**What we will do:**

- Communicate with all agency administrative departments (Human Resources, Information technology, Billing and Client records, Accounting, Facilities, Executive Office, and Front Desk) the expectation of creating an atmosphere of responsiveness and professionalism.
- Offer staff appropriate and timely trainings and tools based on feedback directly from them and others to provide the best administrative support experience possible.

**Indicators:**

- Employees find administrative support valuable through satisfaction survey.

## Excellent Value

**Completion of documentation and service entry within EMR will improve.**

**What we will do:**

- Fully implement total Electronic Medical Records (EMR) which will enhance reminders for staff to complete documentation.
- Create dashboards or other types of reporting capabilities that are specific to staff. This would be in addition to current program reporting. In so doing it will enable staff to self-monitor and also be informed of their "compliance rate" in completing documents and entry of service into the EMR.
- Update documentation policies; initiate ongoing communication with staff on the importance and expectations of timely entry of services and completion of documentation.

**Indicators:**

- Number and percent of outstanding documents by staff and by program
- Number and percent of documents and services entered timely.

**Maintain financial strength and flexibility in order to expand service capacity.**

**What we will do:**

- We will manage effectively and efficiently administrative resources to support the mission of CSAC. For instance, administratively in fiscal year 2016 we anticipate improving processes (i.e. pre-auditing for completion of documentation, improve collections and billing to insurances, etc.). We also expect to better utilize electronic eligibility capabilities to verify clients' insurance coverage so as to reduce claim denials and improve revenues and cash.

**Indicators:**

- Achieve an Agency Administration rate within 1% of statewide average of Designated Agencies

# Conclusion

This plan should be viewed as a fluid document – a guide. We are aware that it defines a direction, not a destination. Perhaps its greatest value lies within the questions, discussions, creativity and imagination it has given rise to as we continue to meet the day-to-day needs of our clients and communities, while at the same time re-creating ourselves to assure our ability to be there for the people who will depend on us into the future.