



# **Annual Strategic and Quality Improvement Plan**

**Counseling Service of Addison County  
(CSAC)**

**Fiscal Year 2018**



## **Management Team**

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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 (CSAC)**

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





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**“Never doubt that a small group of  
thoughtful, committed citizens  
can change the world.**

**Indeed,  
it is the only thing that ever has.”**

**Margaret Mead**

# Introduction

The Counseling Service of Addison County (CSAC) has joined health and human service providers across the country in gravitating toward an integrated/ holistic model of care. In other words, providers are backing away from a system which treats people only when they are sick and offers financial incentives for doing more testing, etc., (fee-for-service) to a system that focuses on keeping people healthy, minimizes the need for costly services, and rewards good health of populations and positive outcomes.

## CSAC: a Center of Excellence

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.

As we consider the future and what we need to be doing at present, we have incorporated the Behavioral Health Center of Excellence (BHCOE) national construct of "Centers of Excellence" (COE). This construct was developed with an emphasis on behavioral health and appears equally applicable to developmental and mental health services. Our 2018 Strategic and Quality Improvement Plan identifies **five elements**\* that capture the essence of excellence (see next page for complete definitions):

- **Easy Access**
- **Customer Service Built on a Culture of Engagement and Wellness**
- **Comprehensive Care**
- **Excellent Outcomes**
- **Excellent Value**

Our broader network, Vermont Care Partners, which is comprised of Designated Agencies and Specialized Service Agencies, has adopted the Centers of Excellence as its framework for determining quality and collective impact.

*As all the elements are of equal importance, they are listed in no particular order. Each element will be explored more fully within the program sections of this plan, however note that not all of the five COE elements are represented within each program.*

\* Behavioral Health Centers of Excellence: The Future of Health.  
Written by Dale Jarvis, Jarvis and Associates for the National  
Council for Behavioral Health, April 30, 2014.

## Five Elements of Excellence, Defined

### Easy Access

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.

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

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.

### Comprehensive Care

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 case 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.

### Excellent Outcomes

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

### Excellent Value

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.



# Addiction Recovery Services

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 Counter Related to Alcohol & Safety on the Highways (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

**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 Medical Center and other community partners.

### Indicators:

Clients are offered a face-to-face contact within five days of initial request.

Clients are seen for treatment within 14 calendar days of assessment.

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

### What we will do:

Provide coordination of care where and when appropriate and in accordance with the needs and desires of the individuals served.

Assess and work with individuals based on a full understanding of the person and their needs.

Assist individuals in finding appropriate supports in our community.

### Indicators:

Clients indicate services were “right” for them.

Clients indicate they received the services they “needed.”

Clients have a primary care provider and CSAC has an appropriate release to share information.

Clients receive a follow-up service within 7 days after discharge from an inpatient facility.



**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.

Clients indicate services made a difference.

Clients indicate services improved their quality of life.

Clients are “improved” upon discharge.

Clients are assessed for tobacco use.



# Adult Outpatient

CSAC's Adult Outpatient division 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 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

**Easy Access: Consumers will have timely access to services.**

### What we will do:

Trends in wait-list 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:

Clients are offered a face-to-face contact within five days of initial request.  
Agency provides co-located services in primary care offices.  
Clients are seen for treatment within 14 calendar days of assessment.

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

### What we will do:

Provide coordination of care where and when appropriate and in accordance with the needs and desires of individuals served.  
Assess and work with individuals based on a full understanding of the person and their needs.  
Assist individuals in finding appropriate supports in our community.

### Indicators:

Clients indicate services were "right" for them.  
Clients indicate they received the services they "needed".  
Clients have a primary care provider and CSAC has an appropriate release to share information.  
Clients receive a follow-up service within 7 days after discharge from an inpatient facility.



**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:**

Clients indicate services made a difference.

Clients indicate services improved their quality of life.

Clients are “improved” upon discharge.

Clients are assessed for tobacco use.



# Community Associates

It is the mission of Community Associates (CA) 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

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

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

### What we will do:

CA will engage its Family Advisory Council (FAC), 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:

Consumers indicate they like where they live.

Consumers participate 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 aspects of Developmental Services.

### Indicators:

Employment rate.

Average time from referral to first employer contact.

Consumers looking for work will receive six or more employment services per month.

Consumers will be satisfied with their work/career.



**Excellent Outcomes:** Clients will have decreased needs for more restrictive levels of care.

**What we will do:**

Provide training and support for individuals that are at risk for more restrictive levels of care.

**Indicators:**

Reduction in risk level for individuals supported by Developmental Services who have offended.





# Community Rehabilitation and Treatment

The CRT program is continuing what is quite literally a global inquiry in practice and approaches that can help deliver meaningful outcomes for the people we serve. Over the past couple of 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 believe we are seeing results from these efforts and initiatives that are being carried out by staff who bring 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@17 Court*

**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.

**Comprehensive Care:** 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, specifically the elimination of Vocational Rehabilitation (VR) funding for CRT supported employment services.



Continue emphasis on cross-programmatic teaming in support of employment goals.

**Indicators:**

Employment rate.

Engagement rate in supported employment services.

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

**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@17 Court Street and Evergreen House.

Develop healthcare coordination tracking indicators.

**Indicators:**

Clients are assessed for tobacco use and provided support to quit.

Clients indicate services were “right” for them.

Clients indicate they received the services they “needed.”

Clients have a primary care provider and CSAC has an appropriate release to share information.

Clients receive a follow-up service within 7 days after discharge from an inpatient facility.

**Excellent Outcomes:** 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 service systems.

**Indicators:**

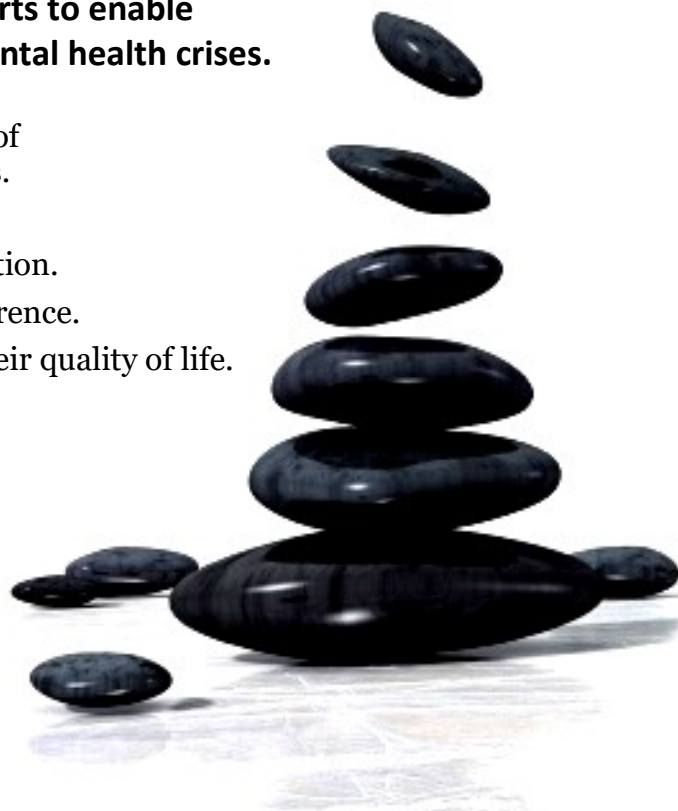
Hospitalization rates for CRT population.

Clients indicate services made a difference.

Clients indicate services improved their quality of life.

**“I can be changed by what happens to me, but I refuse to be reduced by it.”**

**Maya Angelou**



# Youth and Family

Youth and Family (Y&F) serves children and families through our Integrated Family Services (IFS) 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, as well as Intensive School Supports Program (ISSP) and our Champlain Valley Academy (CVA) education treatment program. CSAC supports children and individuals up to age 22 and their families 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

## 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 days of referral.

Percent of clients with initial plans of care completed within 90 calendar days of referral.

Agency provides co-located services in primary care offices.

Schools have co-located services.

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

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

### What we will do:

Emphasize parent engagement in treatment planning.

Family Advisor Council (FAC) acts as the Standing Committee and the Integrated Family (IFS) Services Council Advisory Group.

The Youth in Transition team (YIT) will continue to engage youth.

### Indicators:

Treatment plans will have parent signature or indicate parent agreement.

Consumers will report that staff treats them with respect.

Consumers indicate that they would refer a friend or family to CSAC.



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

**What we will do:**

- Improve system to record primary care physician and 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:**

- Clients indicate services were “right” for them.
- Clients indicate they received the services they “needed”.
- Clients have a primary care provider and dental provider and CSAC has an appropriate release to share information.
- Clients receive a follow-up service within 7 days after discharge from an inpatient facility

**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:**

- Client and family improvement as reported using the CANS (Child and Adolescent Needs) assessment.
- Clients indicate services made a difference.
- Clients indicate service improved their quality of life.
- Clients are “improved” upon discharge.



# Administrative Services

CSAC's administrative services support the financial and human resources needed for the agency to carry out its mission.

As CSAC navigates the All Payer Waiver and Medicaid Pathways planning process we anticipate changes in how the agency receives payment for the services we provide. We expect significant payment changes (**possibly as soon as July 2017 for Medicaid**). CSAC will continue to learn how these changes will impact our operations and prepare our staff in what we need to do to carry out our mission. It is anticipated that funding changes will necessitate novel data and information requirements within the new payment structures.

CSAC needs dedicated and skillful employees to deliver quality services. Our workforce is exceptionally devoted. Many of our employees are engaged in work that can be quite emotionally and/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.

## **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:**

Staff feel driven to help the agency succeed.

Staff would recommend agency to a friend or family for employment.

Staff would recommend the agency to a friend or family member for services.

Staff are satisfied with the culture of the workplace.

Staff are encouraged to take action when they see a problem.

Staff are satisfied with their benefits package.

Agency has a plan or process to promote cultural competency and training in the organization.

Employees find administrative support valuable.



**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.

**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.
- Complete service documentation accurately and timely with an emphasis on quality and outcomes.

**Indicators:**

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

**Excellent Outcomes: 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 positions CSAC appropriately in relation to peer organizations.





**Indicators:**

Staff turnover rate (annually).

Staff retention rate after three years of employment.

Pay comparability to similar jobs in the non-profit community.

**Excellent Value: CSAC will provide high value services that have three characteristics:**

- 1) Services are effective in achieving individual outcomes or system-wide outcomes;
- 2) Services are more cost-effective than alternatives that may have been selected; and
- 3) Services are “lean,” meaning excess costs have been removed through process improvement activities.

**What we will do:**

Create dashboards and other types of reporting capabilities that are specific to staff.  
In so doing it will bring the right information to the right people at the right time.

Continue to standardize certain intake and discharge operations.

Promote interagency collaboration and client teaming.

Offer clients access to their information via the Client Portal.

**Indicators:**

CSAC demonstrates integration with our local healthcare teams.

CSAC clients are screened for depression, trauma, domestic violence and substance use during the intake process.

CSAC refers or offers tobacco cessation services to our clients.

CSAC has a system to improve response rate to customer satisfaction surveys.

CSAC engages in utilization review to monitor and allocate resources.

CSAC supports programming that reduces the use of more expensive community resources and monitors their utilization (for example, Crisis Beds, Adult Stabilization Program).



## 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.

