

**Suburban Psychiatric Services
Intensive Outpatient Program
Strategic Plan
2019-2020**

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Suburban Psychiatric Services Strategic Plan

1. Introduction

About the Program:

Suburban Psychiatric Services is a program focused on Intensive Outpatient Program (IOP) in Wilmington Delaware. It is a structured, therapeutic program which consists of a group model addressing specific therapeutic topics that enable consumers to lead healthy lives, relationally, occupationally, and socially. The model entails 3 hours a day, for 3 days a week. Specific days of attendance may vary with each consumer's need.

The objective of the group therapy experience is to provide participants a supportive atmosphere where they feel safe to disclose their struggles as well as coping tools and strategies that may be helpful to others in the group. Specifically, this engages participants to explore introspectively and inter personally behavioral and thinking patterns, and how they can change these for the better. In addition to group processing, the group facilitator will provide educational components.

Some of the benefits of attendance include: taking advantage of a private office facility with a relaxed and friendly environment; experimenting in a safe place, alternative ways of treating yourself and others in a way that may be more satisfying; realizing that one is not alone with personal struggles and difficulties-as others have overcome, so can they; receiving treatment from a team of behaviorally highly qualified professionals, as well as the benefit of receiving psychiatric treatment and medication management, thus receiving attention quicker than in a traditional setting. This team meets weekly, facilitating further personal attention and growth to the participants.

The goal to provide comprehensive treatment applicable to an IOP participant that enables them to complete the program with increased understanding of their struggle, education and support. The IOP treatment team consists of psychiatry, nursing, clinical social work, and occupational therapy and additional clinicians, as appropriate and as needed.

Mission Statement:

We provide Intensive Outpatient Groups in the community to adults with mental illness that will stabilize and reduce symptoms, improve functioning in life as well as improve each person's quality and sense of purpose in life.

Our Vision:

We are dedicated to helping our patients attain their goal to live healthy lives. Treatment includes cognitive, behavioral, psychodynamic and supportive psychotherapy. This vision is to ensure the accessibility of effective community services that empower individuals and families to achieve an enhanced quality of life.

Guiding Values of Suburban Psychiatric Services

The Staff charged with carrying out the mission of Suburban Psychiatric Services value the Following:

Dedication - Determination of purpose; It embodies our commitment to excellence in all we do in remaining loyal to our organizational cause and our partnership with consumers.

Dignity - We believe in a welcoming environment in which every individual is treated with dignity and respect.

Empowerment - We believe in the empowerment of individuals to reach their greatest potential and to take ownership in decisions regarding their lives and their recovery.

Quality - Excellence can be measured in the extent to which we help consumers achieve the quality of life that they are entitled to. We empower our staff to develop and implement innovative approaches to their work and are committed to ongoing performance improvement

Integrity - That conduct of the organization supports honesty and transparency.

Accountability - We measure the guiding principles yearly through performance reviews.

Strategic Plan Policy Suburban Psychiatric Services

Policy: Suburban Psychiatric Services has a strategic planning process that generates input from:

- Persons served:
- Personnel:
- Other stakeholders

In order to develop an integrated strategic plan, which is the SPS road map to the future the following are considered:

- . Financial opportunities and threats;
- . Competitive environment;
- . Organization capabilities;
- . Service area needs;
- . Demographics of the service area;
- . Relationships with external stakeholders
- . Regulatory environment; and
- . Legislative environment

In addition, SPS strategic planning considers current literature and professional consensus regarding technology being utilized in the industry. Strategic objectives are reviewed and /or modified on an annual basis.

Procedure:

1. Goals established by the CEO and the SPS Administrative Team to be implemented into the upcoming year's planning goals must be consistent with the agency's mission;
2. The CEO and the SPS Administrative Team develop objectives that reflect input from persons served, personnel and other stakeholders;
3. The CEO and SPS Administrative Team implement goals and objectives into the budget process that reflect projected volume of service, e.g., number of clients served, reimbursement from health insurance carriers, client fees; service provision based on employment status of clinical and therapeutic staff.
4. As appropriate, strategic objectives are shared with the public through via the agency website.

Suburban Psychiatric Services

II. Strengths & Weakness (SWOT)

What are the Strengths of Suburban Psychiatric Services

Top five strengths:

- . Only MH IOP in Delaware
- . Only Program with a day and evening group
- . Experience, resourceful and dedicated workforce
- . Effective collaboration and coordination with Community

Partners/Providers

Other identified Strengths:

- . Availability of Evidence Based Practice
- . Availability of Best Practice Initiatives
- . Coordination and Collaboration with Community Workforce
- . Commitment to establishing and maintaining partnerships with Community

Partners

- . Ongoing commitment to performance improvement
- . Client Centered Initiatives
- . Program is focused on the working consumers
- . Transitional Program to integrate work and treatment
- . Strong commitment to compliance, quality services and positive outcomes
- . Commitment to integrate Trauma Informed Care into IOP Services
- . Active engagement in Community Provider Forums

What are the Weaknesses of Suburban Psychiatric Services

Top five Weaknesses:

- . Difficulty with recruitment of qualified staff
- . Staff retention
- . Transition from paper chart to EMR System

- . Paneling process for MCO's
- . It Services - Available and functional Identified

Other Weakness:

- . Administrative reductions
- . Staff turnover
- . Lack of network providers for IOP Services for Medicare patients
- . Readmissions to the program

Opportunities for Suburban Psychiatric Services

Top five Opportunities:

- . Expand the use of technology to capture data
- . Expand the provider network system to offer additional service to patients
- . Increase partnerships with Community Providers
- . Ongoing partnerships in Community Providers Forums
- . Ongoing trainings to support best practice initiatives that focus of on Recovery, Trauma Informed Care and Standards of Practice

Other Identified Opportunities:

- . Ongoing collaboration with PCP's and Outpatient providers
- . Enhanced System of care competency development
- . Expanded staff education/orientation program/leaderships development
- . Explore opportunities for consumer and community input into agency operations
- . Integrated health care opportunities for consumers
- . partnership with the Criminal Justice System and Mental Health Court

Threats facing Suburban Psychiatric Services

Top five Threats:

- . Workforce Challenges - internal/external
- . Changes in healthcare

- . Public Transportation
- . Risk associated with technology - IT
- . Increase in Service Providers

Other Threats:

- . Possible funding changes to include reimbursement rates
- . Increasing demand for services
- . Ongoing and changing perceptions of mental health

III. Suburban Psychiatric Services Strategic Building Blocks - Core Strategies

1. Promotion: Continue to inform, promote and educate the community of Suburban Psychiatric Services, its mission, services offered, how to access those services and the benefits those services can provide.
2. Advocacy: Reaffirm our position of primary advocate for effective and efficient Person Centered Mental Health Care Services within the State of Delaware.
3. Services: Provide leadership in the development of effective and efficient Person Centered Mental Health Care Services with financial, regulatory, and contractual constraints when not acceptable alternatives are available.
4. Collaboration: Reaffirm our commitment to promoting and actively encouraging cooperation among other service providers and agencies.
5. Resources: Seek and utilize all available resources, services and supports while maintaining financial and operational integrity.
6. Compliance: Maintain a Healthcare Compliance system that will serve as a guideline for good faith efforts toward compliance with all state and federal regulations.
7. Education and Training: Develop, implement and maintain programs/services that will address consumer, family, community and staff educational and training needs.
8. Consumer Involvement: Provide opportunities for input and/or direct involvement of consumers, their families and other stakeholders in the design, monitoring and evaluation of Agency services. We and independence in all areas of consumer's lives i.e. education, activities of daily living.

Goals for Strategic Plan

1. Suburban Psychiatric Services will develop and implement a range of Strategies to reduce the stigma associated with the Delaware Mental Health System, establish and maintain positive community relationships and support its mission, vision and values.
2. Suburban Psychiatric will ensure a comprehensive service delivery system that is integrated and responsive to needs of the community that supports health, wellness, recovery, and person centered focused.
3. Suburban Psychiatric will maintain and strengthen assets to include personnel, financial and property.

Suburban Psychiatric Services Action Plan

- I. Goals**
- II. Objectives**
- III. Responsibility**
- IV. Progress/Status**

1A. Increase public awareness of Suburban Psychiatric Services

1. Provide ongoing opportunities to engage and provide ongoing awareness of Suburban Psychiatric information to the community i.e. providers, partners, services partners, consumers available treatment options and services
2. Collaborate and serve as an active participant with other leadership community partners i.e. boards, committees and workshops.

2A. Assessment of the Community Partners and Providers

1. Develop and complete an annual Community Partners Leadership Ongoing Status of Suburban Leadership Survey to review the level of effectiveness of Suburban Psychiatric Services with being provided to community partners and service providers.
2. Coordinate and collaborate marketing strategies and tools to incorporate additional information as well as a process for disseminating information to the community.

2B. Suburban Psychiatric will review of data and evaluate the results. Provide Evidence Informed services and consumer/community surveys.

1. Provide best practice initiatives that are individualized and person centered.

2. Implementation of best practice initiatives and ensure sufficient staff resources Clinical Management and training.

3A. Continually assess the effectiveness

1. Integrate all new requirements and/or services and supports provided as well as treatment strategies to integrate performance improvement processes

2. Utilize outcomes from internal and Leadership Ongoing external reviews to assist with development and modifications