

# SHW STRATEGIC PLAN 2022 -2024

The Strategic Plan is a map to assist in our endeavors to keep ahead of those challenges being brought forth in the public mental health arena.

Setting Strategy for  
Tomorrows  
Challenges

Approved by the SHW Board of Directors on July 25, 2022.

## The Plan and Purpose

The Shiawassee Health and Wellness (SHW) is a public service agency established and operated under Public Act 258 of 1974, as amended. The intent of the Michigan legislation is that all Michigan residents have access to quality, professional, and comprehensive mental health services located in their community. SHW has a responsibility to serve an expanding population through the continued implementation of the Affordable Care Act (ACA). The organization's mission, vision, values and operating principles provide the foundation to support our actions.

The Strategic Plan is a map to assist in our endeavors to keep ahead of those challenges being brought forth in the public mental health arena. It is designed to address the accelerated pace of change within the Community Mental Health Service Provider (CMHSP) system which is challenging staff, and Provider organizations as we prepare for the new public mental health services system. SHW has a responsibility to serve an expanding population through the implementation of the Affordable Care Act (ACA), with increased pressures to achieve administrative efficiencies as defined by the Michigan Department of Health and Human Services (MDHHS).

The Strategic Plan is developed under the direction of the Leadership Team and through the support of the Board. The input from the Management Team, staff, the individuals we serve, and key community stakeholders is utilized in the design of the plan. This thereby assures implementation of the organizations mission and provides a framework for achievement of our vision based on evolving community need. An effective Strategic Plan is used to define and communicate the organizations objectives and the actions required to achieve our stated goals.

The Board of Directors of SHW has affirmed its position that regardless of external forces and decisions, they are dedicated to the mission to be an exemplary provider for local community-based behavioral services. They endorse the Vision, Mission, and Values of the organization in our efforts to continually adapt to new directives from State and Federal entities. To that end, SHW is an organization dedicated to the community and to the people of that community. Its mission, vision, values, and principles provide the foundation as we reenergize our commitment to service, willingness to adapt and implement change, as we set our course in an ever-evolving managed care environment.

The information provided in this plan is a compilation of activities, strategies, processes collected from a variety of sources, and identified as relevant during these challenging times. With that in mind, this Plan has been, and will continue to be, developed, and constantly evaluated through a deliberative process of *information gathering, assessment, planning, and design*. This process involves participation of consumers and their family members, clinical and direct care staff, administrative staff, Community Stakeholders, and the Board of Directors. The Strategic Plan is designed to advance the capabilities of the SHW to manage and provide quality services and supports in a managed care environment which emphasizes local control and autonomy while gaining strength from partnership within the affiliation. By these means, SHW will be able to succeed and thrive regardless of what challenges present themselves in the coming years.

## Key Terms & Phrases

MISSION STATEMENT: A mission statement is a statement of purpose. The mission statement is the reason the organization exists. It is used to guide the actions of the organization. It spells out the overall goal, provides a path for achievement of said goal/s and provides a guide for decision making. It provides "the framework or context within which the organization's strategies are formulated. If viewed at the highest level, the Mission Statement conveys what an organization or agency wants to do for the world. Or in the case of SHW, what our agency wants to do for the residents of Shiawassee County.

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"To promote health, wellness, and recovery."

VISION STATEMENT: Is a declaration by an organization defining what they intend to become or in the case of SHW; what we want to achieve. SHW utilizes multiple vision statements to convey this message.




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"To improve the quality of life through health and wellness."

**STRATEGIC PRIORITIES:** Strategic Priorities are the values to which we focus on to achieve our goals. Both our Pre-Paid Inpatient Healthplan (PIHP) Mid-State Health Network (MSHN) and SHW have outlined Strategic Priorities. While expressed differently they remain aligned. This is evident from the overlapping of initiatives related to the Quintuple AIM. The Quintuple AIM is an expansion of the Triple AIM first presented by the Institute of Healthcare Improvement in 2012. Movement towards a Quintuple AIM model was proposed through Journal of American Medical Association (JAMA) viewpoint presentation which emphasized adding two additional healthcare measures. Currently the Quintuple AIM looks at: improving population health, enhancing the care experience, reducing costs, addressing clinician burnout, and advancing health equity.

Additionally, SHW has carried over the Strategic Priorities from our previous Strategic Plan in as they are enmeshed in our organizations culture. Staff are familiar with these priorities; they are built into our processes, outcome measures and our community collaboration efforts. This is clearly reflected in our: management team reports and dashboards, performance measures, feedback from community stake holders, etc. These Strategic Priorities are:

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-  Improve Outcomes for All.
-  Contribute to a stronger, healthier, and prosperous Shiawassee County.
-  Ensure Efficiency, Transparency, Accountability and Effectiveness.

**OBJECTIVES:** A strategic objective is an “intent statement” that we as an organization feel we must achieve to make ensure our strategic planning is successful. Strategic objectives offer clarity of which we are attempting to achieve. The objectives for the Strategic Plan for fiscal years for which this plan is written are as stated below:

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- Objective 1: Be a prepared and effective safety net provider.
- Objective 2: Enable the workforce to be agile and responsive.
- Objective 3: Maintain and improve the organization structure needed to realize our mission.
- Objective 4: Promote wellness and resilience in the workforce.
- Objective 5: Ensure easy access to high quality services.

INITIATIVES: For a strategic plan to be realized an organization must have clearly defined strategies or action plans for how the objectives will be achieved. These steps often include what, by whom, measurables and timeframes for achievement. SHW refers to these action items as “Initiatives”. The initiatives that SHW will carry out within this plan are too numerous to specifically list. This will be found in the related Strategic Scorecard, which is Attachment B to this document.

## SETTING STRATEGY

Is the planning activity that the agency carried out to ensure there was a informed understanding of both the current as well as trending healthcare environment from which the agency operates. This process led to the creation of a high-level map and/or directions that would be necessary to achieve, sustain and advance the agencies stated purpose. To that end here as some of the factors we need to consider:

Within the planning process we set our strategic priorities and objectives to align with existing resources but to also recognized the need to remain responsive to the *rapidly changing healthcare environment*. SHW recognized the need to be prepared to activate as needed those resources that will continue to support our efforts to achieve performance targets. This alignment came from both state and federal initiatives as well as guidance from MSHN through the strategic initiatives they laid out for the affiliation.

### Assumptions:

- Our existing strategic priorities as well as operating principals have relevance during the foreseeable duration of the Strategic Plan.
- After detailed scrutiny it was recognized there is a need to be strategically situated to carry out our intent towards certification as Community Behavior Health Clinic (CCBHC). This would put the agency in a good position should there be a directional shift away from the current PIHP funding arrangement to a system driven by funding through the Medicaid Health Plans.
- The defined elements of the Quintuple AIM as goals supported our Strategic Priorities while created a linkage to the MSHN Strategic Plan. Alignment with both CCBHC and AIM would provide the agency with solid leverage in those areas that support areas for future development.

- That maintaining a recognized accreditation would provide benefits regardless of changes from which funding of the public behavioral health system occurred. For the past 11 years SHW has maintained an accreditation from Commission on Accreditation of Rehabilitation Facilities (CARF).
- The Strategic Plan should take advantage of strengths and opportunities and address weaknesses and threats as this will further prepare the agency in preparation of CCBHC.
- Close analysis of the CCBHC Standards provided insight for those required elements that the agency does not currently engage or standards under which we can further enhance.
  - Staffing
  - Availability and Accessibility of Services
  - Care Coordination
  - Scope of Services/General Service Provisions
  - Quality Reporting
  - Governance
- Quintuple AIM. The COVID-19 pandemic has brought long-overdue and much-needed attention to the lack of health equity. Adopted from the widely accepted “Triple AIM”, the Quintuple AIM is viewed as a “New Imperative to Advance Health Equity”. The Quintuple Aim will require a dedicated practice to evaluate marginalized populations when considering how healthcare is delivered. Acceptance of this initiative is key as it demonstrates commitment to the five key areas listed below. This will be vital regardless of the position the state takes related to maintaining a public behavioral health system. It also validates the need to effectively address partnerships with physical health in support of Alternative Payment Models (APM). Finally, this may prepare the agency to assume greater capacity as a SUD provider.
  - Better Health- will improve its population and integrated health activities and will implement a board approved comprehensive integrated care/population health management plan. will improve behavioral health services and supports, inclusive of all populations served including persons with MI, DD and SUD. Will factor in the impact of social determinates on the target populations when developing stakeholder relationships, EBP and integrated health arrangements.
  - Better Care- improve access to care, improve the role of SHW consumers and stakeholders in SHW operations,

- Better Provider Systems- ensures that SHW engages a provider network with adequate capacity and competency, will advocate for public policies that promote an adequately compensated, safe, effective, and well trained and diverse workforce
- Better Value- Public Resources are used efficiently and effectively, leadership policies support improved health outcomes and system stability.
- Better Equality- ensures all persons have the same opportunities to be healthy, even if they belong to socially disadvantaged or historically marginalized groups (health equity), will utilize population health data to identify and reduce health disparities that exist in the region
- To be responsive to the changing health care climate and the needs of those we serve the Strategic Scorecard will be reviewed on a quarterly basis. Reviews will include but are not limited to, progress towards initiatives, changes in champions, and the addition of new initiatives that support the organizations strategic objectives.

## References

1. Criteria for Demonstration Programs to Improved Community Mental Health Centers, CCBHC, SAMHSA.
2. MI Certified Community Behavioral Health Clinic Handbook, MDHHS Version 1.3
3. SHW Strategic Plan Environmental Scan and SWOT Analysis
4. SHW Annual Needs Assessment, COVID Needs Assessment 2020 (from 2020 Annual Submission)
5. 2019 Shiawassee County Community Health Needs Assessment, Memorial Healthcare
6. MDHHS Michigan Health Information Technology Commission, 2020 Annual Report
7. MDHHS Presentation of Bridge to Better Health Report
8. Commission on Accreditation of Rehabilitation Facilities (CARF) 2021 Standards Manual
9. JAMA, The Quintuple Aim for Health Care Improvement; January 2022.

## Attachments

1. Attachment A, SHW SLOT Analysis 2021-2022
2. Attachment B, Strategic Scorecard 2022-2204