



# FY18 STRATEGIC PLAN

Board Approved 10-12-2017



## EXECUTIVE SUMMARY

Originally founded in January 1995, Northpointe is the result of a merger between Dickinson-Iron Community Mental Health and Menominee County Community Mental Health. Northpointe’s development was a positive response to a rapidly changing healthcare environment. In 2014, Northpointe joined the 4 other community mental health agencies in Michigan’s Upper Peninsula to form a regional entity (Region 1) under NorthCare’s leadership as the Prepaid Inpatient Health Plan administrator. As to be expected in an era of increasing mergers, acquisitions, and market-driven changes, our development continues. Northpointe’s strategic plan drives the ongoing change and growth process.

In July 2017, a large scale systems analysis by the Operations Team included input from the Board of Directors, individuals receiving services, community partners, stakeholders, staff, and the community at large. The importance of transforming the experience for individuals receiving services by striving toward accessibility, availability, and increased engagement took center stage. Enhancing the employee experience and maximizing use of technological work platforms would support this endeavor.

<b><u>Mission</u></b>	Northpointe strives to improve the lives of individuals and families through the delivery of excellent person-centered services.
<b><u>Vision</u></b>	Northpointe will be recognized as a leader for delivery of accessible, high-quality integrated behavioral and medical health services for people with severe mental illness, intellectual/developmental disability, and/or co-occurring mental health and substance use disorders regardless of ability to pay. Priority should be given to those most severe.
<b><u>Guiding Principles</u></b>	We strive to transition individuals through an array of services in order to promote recovery, community inclusion, integration, active engagement, and independence within the community. Per the Michigan Mental Health Code, priority shall be given to those individuals with the most severe forms of serious mental illness, serious emotional disturbance, co-occurring disorders, and/or intellectual/developmental disability, especially if the individual is in an urgent or emergency situation. Services may be offered to others as resources allow.
<b><u>Values</u></b>	<p>Individual Focus and Respect – Northpointe strives to improve the lives of people challenged with severe emotional, behavioral, co-occurring, and/or intellectual/developmental disability. We will treat individuals and their families with respect and dignity.</p> <p>Performance Improvement – Northpointe is committed to continually improving the effectiveness and efficiency of our administrative and clinical operations.</p> <p>Staff Appreciation – Northpointe staff are recognized as the agency’s greatest resource. Every employee shall treat each other as a valued member of our agency.</p> <p>Community Collaboration – Northpointe maintains a high level of quality in our working relationship with other community partners. We will respect and support these organizations as we work together to meet the needs of our community.</p>

*With support from the Board, the Operations Team aspires to carry out the FY 18 Strategic Plan with the agency’s mission, vision, guiding principles, and values on the forefront.*

## TRANSFORM THE EXPERIENCE FOR INDIVIDUALS RECEIVING SERVICES:

Increased engagement in services leads to better clinical outcomes in addition to cost savings. Ensuring services are available and accessible promotes engagement. Community engagement and awareness decreases stigma, encouraging greater utilization of mental health services and supports.

### THE CUSTOMER SERVICE EXPERIENCE

- 1** *Provide expanded customer services for office based appointments during appointment check in/check out to allow for the focus of appointment to be the reason for visit with service provider: completion of any paperwork not requiring a clinician ahead of scheduled visit; check out will consist of any additional paperwork and scheduling next appointment with the front office staff.*

Operations Liaison: Terri Wendt  
Assigned Staff: Medical Records Manager, medical records staff  
Launch by: December 2017
- 2** *Assist in community provider appointment scheduling for those denied at intake: courtesy linking to an applicable service provider by customer service staff with a community provider will be offered in addition to a list of community resources.*

Operations Liaison: Terri Wendt  
Assigned Staff: Medical Records Manager, medical records staff  
Launch by: December 2017
- 3** *Provide point in time scheduling for office based clinicians: change scheduling practices for office based clinicians to allow for caller convenience in receiving an appointment by the end of the original call during core business hours. (general appointment; care management, therapy; intake; second opinion)*

Operations Liaisons: Jill Doll, Maria Domitrovich, Sarah Graff, Terri Wendt  
Assigned Staff: County Directors, office based clinical staff, Medical Records manager, medical records staff  
Launch by: January 2018
- 4** *Develop a property management plan for all NBHS rented/owned/operated facilities. The plan will include any anticipated maintenance projects, standardize the professional appearance of primary clinic sites (establish common expectations for public and individual office appearance; guidelines for waiting rooms, individualized offices, and future furnishing and decor purchases; example: must be wipe able, freestanding desks versus wall mounts, neutral colors, etc.).*

Operations Liaisons: Maria Domitrovich, Terri Wendt  
Assigned Staff: Safety Committee, Trauma Committee, Maintenance Manager, Final Approval/Oversight-Operations Team  
Timeline for Completion: March 2018

### SERVICE PROVISION

- 5** *Create a more efficient and centralized respite program: Develop a new system to coordinate respite services, exploring opportunities for increasing available respite providers. Explore opportunities for offering local fiscal intermediary services.*

Operations Liaison: Laurie Whear  
Assigned Staff: Director of Community Inclusion, County Directors  
Launch by: December 2017

## SERVICE PROVISION

- 6** *Research innovative ways to provide services and move forward as allowable by state/federal program guidelines: Ideas include expanding telehealth services; providing co-located medical services; mobile psychiatric appointment services; nurses providing care management for med only cases.*
- Operations Liaison: Theresa Wians  
Assigned Staff: Operations Team-to develop work groups as necessary  
Launch by: March 2018
- 7** *Analysis of engagement in services: evaluate no shows/cancels and identify plan of action to decrease these. Follow with continued monitoring to determine if interventions are effective.*
- Operations Liaison: Theresa Wians, Lisa Dionne  
Assigned Staff: Quality Improvement Team, Medical Services Team  
Launch by: March 2018
- 8** *Improve access to residential/placement services: improve process for determining medical necessity for residential placement and offering choice of residence for those needing supportive living services. Generate process development for level of care determination, create resources to better educate individuals/guardians on their supportive living service options, seek out opportunities to expand residential service options locally. Ensure HCBS compliance by 2019 deadline for all NBHS and contract residential settings.*
- Operations Liaison: Laurie Whear  
Assigned Staff: Director of Community Inclusion, Community Housing Supervisor, Final Approval/Oversight-Operations Team  
Timeline for Completion: June 2018
- 9** *Northpointe will offer the full array of Medicaid Services. New programs included in the Medicaid provider manual will be available by the end of FY18: mobile crisis team, children's crisis residential. Known programs not offered will be developed: Youth Peer Support, DD Peer Mentor, Parent Support Partner.*
- Operations Liaison: Jennifer McCarty  
Assigned Staff: Operations Team-work groups to be delegated as needed.  
Launch by: September 2018

## COMMUNITY AWARENESS/ANTI-STIGMA

*The Northpointe logo will be seen and known in the community: Memorabilia will be offered for sale at cost to staff and the community at each primary clinic site. CAC/Clubhouse projects at local events for door prizes or raffle prizes to showcase positive outcomes for Northpointe.*

Operations Liaison: Katie Smith  
Assigned Staff: Community Awareness Committee, Final Approval & Oversight-Operations Team  
Launch by: March 2018

*Hold meetings with community partners that include those working with the mild/moderate population specifically: "Community Huddle": physicians, private therapists, etc. Goal of meetings would be to discuss shared concerns, meeting the needs of local community, and process for transferring someone between NBHS and community services.*

Operations Liasons: Jill Doll, Maria Domitrovich, Sarah Graff  
Assigned Staff: County Directors  
Launch by: March 2018

## COMMUNITY AWARENESS/ANTI-STIGMA

**Educational and Anti-Stigma activities will be regular and ongoing:** A schedule of trainings will be distributed to the community on topics related to behavioral health and available services regularly. Develop an educational guidebook on services offered. Offer incentives such as 'credits' toward local community groups for children to attend age appropriate Northpointe presentations: 4H, girl/boy scouts, honor students. Combine education on services with working in the human service field to upper grade level students.

Operations Liaison: Katie Smith  
Assigned Staff: Community Awareness Committee, Final Approval & Oversight-Operations Team  
Launch by: June 2018

- 4** **Awareness activities:** Northpointe walk in local parades in each county with staff and individuals receiving services; Pass out NBHS materials. Hold 1 annual awareness activity; Zumba-thon; walk; etc.

Operations Liaison: Katie Smith  
Assigned Staff: Community Awareness Committee, Final Approval & Oversight-Operations Team  
Completion by: September 2018

## ENHANCE THE EMPLOYEE EXPERIENCE:

Ensuring programs are adequately staffed on a consistent basis allows for accessible, quality service provision in addition to meeting performance standards and regulatory requirements. Recruitment of qualified staff and retention of those staff remains an agency priority.

## RECRUITMENT

**Expand and diversify internship opportunities:** recruit interns on a regular, ongoing basis to work in both direct service, and indirect service positions at all clinic sites. Foster relationships with universities to assist with hiring of new staff.

Operations Liaison: Terri Wendt  
Assigned Staff: Human Resources Department  
Launch by: December 2017

- 2** **Complete an analysis of all job descriptions:** determine appropriate specifications that may be needed to properly clarify employee assigned tasks for the purpose of employee hiring, initial training, cross training, and to ensure all core agency functions have assigned staff. This may mean a departmental designation will be assigned to staff under their primary job title.

Operations Liaison: Jennifer McCarty  
Assigned Staff: Human Resources Department, Managers  
Completion by: March 2018

- 3** **Develop a universal employee onboarding experience for new hires:** offer set curriculum specific to assigned job tasks to promote thorough and consistent job training. Explore opportunities for timely and efficient staff training (example: shared regional training opportunities, VTC training, online training). Ensure staff providing services are adequately trained and using evidence based or best practices within their respective programs (SA certification/training; trauma certification/training; etc). Draft Credentialing/Privileging process for ELMER. Explore opportunities to encourage staff to make referrals for open positions.

Operations Liaisons: Terri Wendt, Sarah Graff, Katie Smith, Theresa Wians  
Assigned Staff: Training/Employee Onboarding Workgroup, Final Approval/Oversight-Operations Team  
Timeline for Completion: June 2018

## RECRUITMENT

- 4 **Conduct cost analysis of contract providers.** Assess opportunities for cost/benefit of contract providers versus direct hire staff. Develop a consistent process for compliance/quality monitoring that drives payment for services.

Operations Liaisons: Jennifer McCarty, Bob Ducoli  
Assigned Staff: Contract Provider Workgroup; Final Approval/Oversight-Operations Team  
Timeline for Completion: June 2018

## RETENTION

**New procedures to be developed that allow for flexible work locations:** Cost/Benefit analysis to be completed on individualized assigned office space versus shared 'drop in' work spaces with laptop plug in capability.

Operations Liaison: Bob Ducoli  
Assigned Staff: Workload Balance Workgroup, Finance Department, Final Approval/Oversight-Operations Team  
Timeline for Completion: March 2018

**Employees will be offered more organized support/resources to assist with carrying out job responsibilities.** A comprehensive employee portal will be created to allow for access to resources both in office and off site. This will replace the need for all staff to have access to the traditional S Drive. This will contain all resources an employee may need. An ELMER helpdesk will be offered. IT helpdesk process will be streamlined to offer more real-time support.

Operations Liaisons: Jennifer McCarty, Bob Ducoli  
Assigned Staff: Workload Balance Workgroup, IT Team  
Timeline for Completion: March 2018

**Establish a tri-county supervision system based on areas of expertise:** Identify supervisors who may have distinct skill sets that can be contacted to offer training and better support staff in key areas. Create a directory for all staff.

Operations Liaison: Sarah Graff  
Assigned Staff: Training/Employee Onboarding Workgroup, Final Approval/Oversight-Operations Team  
Timeline for Completion: June 2018

- 4 **Establish a consistent, regular, rotating ongoing tri-county training curriculum for all staff.** The curriculum will include training relevant to secondary traumatic stress and self care.

Operations Liaison: Maria Domitrovich  
Assigned Staff: Trauma Committee, Final Approval/Oversight-Operations Team  
Timeline for Completion: June 2018

- 5 **Re-evaluate clinical staff responsibilities to align with a focus on face to face service provision:** analyze type and quantity of workload including staff training expectations and develop new guidelines to support staff in being available to complete their primary responsibilities.

Operations Liaisons: Jennifer McCarty, Terri Wendt, Jill Doll, Maria Domitrovich, Sarah Graff  
Assigned Staff: Workload Balance Workgroup, Final Approval/Oversight-Operations Team  
Timeline for Completion: June 2018

- 6 **Agency supported staff appreciation activities will be scheduled.**

Operations Liaisons: Terri Wendt, Sarah Graff, Laurie Bal  
Assigned Staff: Operations Team  
Timeline for Completion: June 2018

**An analysis of the work force, including any trends and staffing concerns, will be presented to the Board of Directors.** Per the wage administration policy the Board will then evaluate Northpointe's pay scales annually.

Operations Liaison: Jennifer McCarty

## RETENTION

Assigned Staff: CEO, Operations Team  
Timeline for Completion: September 2018

## MAXIMIZE USE OF EXISTING TECHNOLOGICAL WORK PLATFORMS

Streamlining administrative functions wherever possible with existing technology creates efficiency. Building on existing technological platforms allows for expansion of functions electronically previously conducted manually.

*Explore options for an alternate type of phone system. Cost/benefit analysis to be completed based on findings.*

Operations Liaison: Bob Ducoli  
Assigned Staff: IT Team  
Timeline for Completion: June 2018

*Create a comprehensive fleet management system: Draft a fleet management plan, assess for any needed changes/additions to current Vehicle Use policy.*

Operations Liaisons: Jennifer McCarty, Bob Ducoli  
Assigned Staff: Operations Team  
Timeline for Completion: June 2018

**3** *Conduct an analysis of all features of the Great Plains software versus current use of the features. Change procedures/practices as recommended.*

Operations Liaisons: Jennifer McCarty, Bob Ducoli, Terri Wendt  
Assigned Staff: IT Team  
Timeline for Completion: September 2018

**4** *Streamline purchase order system: build an electronic purchase order system to allow for full life cycle of a purchase request; from initial request, to receipt of product or service, to final invoice payment. Modify purchasing policies/procedures as applicable, specifying the bid and request for proposal processes.*

Operations Liaison: Bob Ducoli  
Assigned Staff: IT Team, Finance Department  
Timeline for Completion: September 2018

**5** *Draft an IT Management plan focusing on maintaining current network and supporting anticipated advances in technology that will create efficiency. This will contain known and anticipated cost information used to inform our budgeting process.*

Operations Liaison: Bob Ducoli  
Assigned Staff: IT Team  
Timeline for Completion: September 2018