



"Working Together to Help People Help Themselves"

Fiscal Year 2025-2027 Strategic Plan

Board Approved: September 26, 2024

Gregory J. Rowe
 Gregory J. Rowe, CEO

Mission: *"Working Together to Help People Help Themselves"*
Vision: *"Create Better Health & Wellness in our Community."*
Values: **R.I.S.E.** - *Respect, Integrity, Support, & Excellence.*

STRATEGIES	2025	2026	2027
Goal 1: To be the Employer of Choice for Prospective & Current Employees.			
Objective A. Reduce voluntary staff turnover by 2% from the FY2024 baseline (25%) each fiscal year.	23%	21%	19%
Strategy 1. Continue to offer internal accommodations for staff.			
Strategy 2. Continue to offer training to managerial staff in interviewing and candidate selection.			
Strategy 3. Continue to develop strategies for non-monetary, contingent rewards for staff.			
Strategy 4. Gather and implement feedback on how managers interact with employees.			
Strategy 5. Assess pay scale to evaluate competitiveness with similar organizations.			
Objective B. Improve employee satisfaction by 1% from the FY2023 baseline (148.37) each fiscal year.	149.85	151.35	152.84
Strategy 1: Implement a biennial employee engagement survey (FY2025 & FY2027).			
Strategy 2. Maintain and continuously improve process to facilitate vertical and horizontal communication across the Center.			
Strategy 3. Continue to develop non-monetary, contingent rewards for staff			
Strategy 4. Regularly review, and make a priority, current compensation plan.			
Strategy 5. Maintain the Center-wide staff recognition systems.			
Strategy 6. Strengthen staff rounding across the Center.			
Strategy 7. Strengthen Benefits Committee to include formal agendas, minutes, and greater staff input.			
Objective C. Reduce the number of days vacant positions are open by 1% from the 2024 baseline (44 days) each fiscal year.	1%	1%	1%
Strategy 1. Develop innovative recruitment processes.			
Strategy 2. Build on the Center's brand awareness and marketing approaches.			
Strategy 3. Create an Angelo State University email distribution group to advertise job opportunities available for soon to be graduates.			
Strategy 4. Strategize and work toward implementing performance-based raises via an annual performance evaluation.			
Strategy 5. Assess ability to financially sustain a reoccurring COLA.			

Goal 2: To be an Innovative and Proactive Behavioral Health & IDD Center.			
Objective A. Maintain Certified Community Behavioral Health Center (CCBHC) status.	100%	100%	100%
Strategy 1. Provide a comprehensive array of services needed to create access, stabilize clients in crisis, and provide the necessary treatment for those with the most serious, complex mental illnesses and substance use disorders.			
Strategy 2. Maintain an updated and accurate CCBHC Operations Manual based on Federal and State standards.			
Strategy 3. Maintain proper staffing to ensure compliance with the CCBHC 9 core services.			
Strategy 4. Seek Federal and State funding opportunities to support the CCBHC 9 core services.			
Strategy 5. Establish a dedicated staff position for all CCBHC activities.			
Strategy 5. Work to assure everyone receives care that addresses his or her well-being as a whole person and improve care coordination between providers.			
Objective B. Build on the implementation of the EHR and other electronic data systems.	50%	75%	100%
Strategy 1. Use our platform to develop and implement robust reports and tools to support decision making, planning, and workflow efficiencies to provide quality services to our clients.			
Strategy 2. Maintain the EHR so it continues to be a valuable and functional tool for all Behavioral Health and IDD providers.			
Strategy 3. Maintain the EHR so it continues to support integrated recovery plans and person directed plans for all individuals.			
Strategy 4. Achieve efficiencies in client data collection through the EHR.			
Objective C. Continue to explore the feasibility of Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation for at least three programs (e.g., AMH, C&A MH, and IDD SC).	50%	75%	100%
Strategy 1. Identify what is expected/needed to achieve CARF Accreditation.			
Strategy 2. Develop a work plan and teams.			
Strategy 3. Update and standardize policy and procedures/guidelines.			
Strategy 4. Develop materials to educate staff, consumers, families, and community partners on CARF.			
Strategy 5. Establish a dedicated position for CARF that is associated with the Objective A, Strategy 5 of Goal 2.			

Goal 3: To Improve Quality Across All Center Functions.			
Objective A. To improve overall client satisfaction by 1% from the FY2022 baseline (92%) each fiscal year.	93%	94%	95%
Strategy 1. Refine the process of client satisfaction surveys across all Center services.			
Strategy 2. Continue to educate all staff in customer service (e.g., helpfulness, respect, compassion, etc.).			
Strategy 3. Conduct and utilize data from client satisfaction surveys to implement continuous quality improvement.			
Strategy 4. Educate all staff about the Employee Assistance Program as a tool to be utilized to assist with burnout, compassion fatigue, or other personal barriers that could prevent them from being the best versions of self.			
Strategy 5. Create a process to consistently report and post results of client satisfaction surveys for staff and stakeholders			
Objective B. To achieve and maintain a Zero Suicide rate from the FY2024 baseline each fiscal year.	.0006	.0003	.0000
Strategy 1. Maintain a Center Zero Suicide educational campaign for staff in clinical and direct support settings			
Strategy 2. Strengthen a community outreach educational campaign on Zero Suicide.			
Strategy 3. Maintain and strengthen universal screening of suicide risk in all clinical settings.			
Strategy 4. Review and ensure suicide risk are systematically addressed in all clinical settings.			
Strategy 5. Monitor Implementation of Safety Planning strategies in Plans-of-Care for high-risk clients.			
Strategy 6. Incorporate technology aids and other tools to monitor and screen for suicide risk.			
Objective C. To develop and implement a Center-wide Performance Improvement Plan.	50%	75%	100%
Strategy 1. Identify and establish indicators that are critical to performance improvement.			
Strategy 2. Gather and utilize stakeholder input at all levels.			
Strategy 3. Identify and meet training needs related to process and performance improvement.			
Strategy 4. Initiate performance improvement in needed areas.			
Strategy 5. Establish a dedicated position for Performance Improvement that is associated with the Goal 2 Objective A, Strategy 5 and Objective C, Strategy 5.			
Objective D. Meet and maintain 100% of Center CCBHC quality metrics.	100%	100%	100%
Strategy 1. Routinely evaluate and monitor Center scorecards.			
Strategy 2. Provide consistent feedback and training of all staff on performance targets.			
Strategy 3. Initiate performance improvement in needed areas.			
Objective E. Strengthen the organization in areas of diversity and cultural humility.			
Strategy 1. Focus on achieving culturally and linguistically appropriate services (CLAS)			
Strategy 2. Implement an initiative to educate and train staff on diversity and inclusion.			

Goal 4: Promote Growth and Access to Behavioral Health and IDD Services.			
Objective A. Achieve and maintain contract target numbers of people served each year: AMH = 680 CMH = 282 IDD = 48 SUD/COPSD = 50 Primary Care Integration = 35 Clubhouse = 22 YES = 8 MH Respite = 150 Diversion Center = 450 Jail COC = TGC MH Deputy = 1,376 JBCR = 9			
Strategy 1. Establish reasonable/practical productivity targets for all direct service staff.			
Strategy 2. Continue to improve upon and offer extended hours of operation beyond the M-F 8:00-5:00 workday.			
Strategy 3. Strengthen strategies to address community needs that tie to Center services (needs identified in the most recent Behavioral Health Needs Assessment).			
Strategy 4. Strategize and work toward positioning the Center to provide psychiatric services outside LMHA or LIDDA performance contract funded services.			
Objective B. Ensure that Concho Valley offers inviting, clean and well-maintained physical locations to facilitate a comfortable and appealing environment for both patients/clients and staff.	50%	75%	100%
Strategy 1. Routinely evaluate Center properties to assure all facilities are fully utilized and meet needs of persons served and staff.			
Strategy 2. Routinely evaluate buildings, campus', grounds, and parking lots for cleanliness.			
Strategy 3. Identify costs and benefits of renovation or new construction projects.			
Strategy 4. Identify and implement plan to fund renovation projects.			
Objective C. Increase access to Center services.	60%	80%	100%
Strategy 1. Identify strategies based on best practices and requirements to increase access to services.			
Strategy 3. Establish substance use disorder services for child/adolescent.			
Strategy 4. Continue to strengthen strategies to reduce no-shows.			
Strategy 5. Fully implement diversion services.			

Goal 5: Pursue Efficiencies and Revenue Growth Opportunities Across the Center.			
Objective A. Research and seek grant opportunities to expand Center services.	1	1	1
Strategy 1. Establish grant writing supports.			
Strategy 2. Establish special projects leads to coordinate new funding sources.			
Objective B. Develop and implement substance use disorders services.	25%	50%	100%
Strategy 1. Identify and establish additional funding sources.			
Strategy 2. Provide training to staff regarding methods of recognition, identification, and intervention of SUDs.			
Strategy 3. Strengthen mental health and substance use integration for adults.			
Strategy 4. Establish mental health and substance use integration for child/adolescent.			
Objective C. Pursue increased third-party payor funding for services.	25%	50%	100%
Strategy 1. Identify opportunities for Advanced Payment Methodologies (APM).			
Strategy 2. Strengthen 1115 Waiver billing and processes (Directed Payment Program and Charity Care Program) to maximize funding.			
Strategy 3. Position Center to increase third-party revenues (private insurance and Medicaid Managed Care).			
Objective D. Develop a continuous review of services and supports.	33.3%	33.3%	33.4%
Strategy 1. Strengthen the Center's client financial assessment and benefits coordination processes.			
Strategy 2. Strengthen the Center's billing/accounts receivable processes and collections processes.			
Strategy 3. Review Center programs and services balancing community need with negative margins on an annual basis.			
Strategy 4. Review Center programs and services to assure they align with the Center's Behavioral Health Needs Assessment.			