

**Center for Youth and Families**  
**2021 Strategic Plan**

**Introduction:**

Center for Youth and Families (the Agency) is a community based organization dedicated to filling gaps in services to the citizens of Maryland with mental health issues. Our intent is to engage in a strategic planning process every 3 years in which a variety of input and information is analyzed.

**How We develop the Strategic Plan-** We gather information for our annual plan via annual online surveys of the people we serve and their families, our staff, and stakeholders. We analyze our organization's strengths, weaknesses and emerging opportunities and potential threats. Out of this process a strategic plan is formulated and the "critical issues" for the agency are developed and measurable goals are developed to address them.

We welcome your ideas and input as to improvements in services that we currently provide and new services that you think we should develop. Please email your suggestions to our CEO.

Our Strategic Plan will be available on our website.

**Mission/Vision:**

Center for Youth and Families strives to provide personalized, high-quality care on an as-needed or preventative basis. We have created a practice that we believe in and choose for our own family members.

**Vision Statement**

Center for Youth and Families believes that people can and do recover from mental illness by using a Recovery and Person-Centered approach. The dedicated staff of the Center for Youth and Families will assist you in your journey by focusing on your strengths, needs, abilities and preferences. The Center for Youth and Families can help you find ways to manage and create a meaningful life.

**Services**

Center for Youth and Families provides an array of high-quality services including:

- Psychiatric Rehabilitation Program -Adults and Youth
- Level II.I Substance Abuse Intensive Outpatient program
- Level 3.1, 3.3, 3.5 SA residential services
- Level I SA outpatient services

**Expectations of persons served.**

Based on consumer satisfaction data, our consumers and their families desire locally based, accessible, and small to medium sized agencies, to provide evidenced based treatment. Center for Youth and Families will meets these criteria and desire to achieve a 90%+ satisfaction rate. Center for Youth and Families' main office is located in Baltimore, MD. The location is excellent because the Agency is easily accessible by automobile or public transportation.

**Expectations of other stakeholders.** Our stakeholders include Managed Care Organizations and local clinicians. Center for Youth and Families' stakeholders desire agencies having an array of services who are responsive to their regulatory requirements and provide measurable, quality, cost effective services. Center for Youth and Families meets these criteria and has a 90%+ satisfaction rate with our stakeholders.

**The competitive environment.** When marketing our services to managed-care companies and preferred provider organizations, we take into consideration their needs. For example: group vs. individual treatment, family vs. individual treatment, after-hours accessibility, access on weekends, use and tracking of outcome measures, and customer satisfaction.

In this age of health care reform and increased use of contracts with health maintenance organizations (HMOs), managed care organizations (MCOs) preferred provider organizations (PPOs), and other groups, the demand for behavior health care providers continues to decline. This phenomenon, being driven by behavioral health "carve outs," has created a competitive clinical market, resulting in customer service being a critical factor. From this particular perspective, the customer identified as payor is: self-payor, Medicaid, and managed care companies. They clearly drive the large percentage of referrals within the industry

### **Financial Opportunities**

Center for Youth and Families has sufficient cash flow and reserves to operate in 2021. A goal for this year will be to develop a line of credit of \$50,000 to fund expansion, if needed. As the state mental health system moves towards implementation of "Medicaid reform" the state will demand more and more sophistication particularly around quality management and clinical performance analysis. Center for Youth and Families must become considerably more sophisticated than our competitors in order to remain competitive. The likely future of agencies that are like Center for Youth and Families is that they will go out of business or be acquired in 2021-22 thus increasing Center for Youth and Families' market share.

In 2021 Center for Youth and Families will apply to provide "enhanced" services. If successfully implemented this will increase the revenue and profitability of the agency significantly.

### **Financial Threats**

Recovery Assessment Contractors, Program Integrity, and other governmental auditing functions have identified MD as "low hanging fruit" and targeted it for Medicaid Over-Payments auditing. Center for Youth and Families must have a clear, aggressive corporate compliance program in place to meet this threat. The US Supreme Court ruled in June 2012 that CMS cannot take away funding from states that did not wish to join the Medicaid expansion called for in the Affordable Care Act. MD did join the expansion and while the state will increase Medicaid dollars it will face having to pay the total bill at some point in the future. The net sum of this will likely be a financial crisis for the

state sometime in 2021. Center for Youth and Families must closely watch these dynamics.

While external auditors and the threat of recoupment for overpayment of Medicaid payments remain a threat in MD, Center for Youth and Families has taken positive action over the previous calendar year to remediate internal risks and vulnerabilities. The agency will continue to implement its compliance program to help identify and correct gaps in systems, policies and procedures, ensuring protection from hostile third party auditing firms.

### **Financial Needs**

Center for Youth and Families will need to allocate money to accomplish its Information Technology and expansion goals in 2021. Specifically:

- \$2000 for website developer
- \$50 / year for domain hosting
- \$25 / year for domain name.
- ~\$ 1000 /year ongoing support by webmaster.
- ~\$400 for laptop

Reference IT Plan

The agency will allocate \$5000 for a CARF Consultant to guide the agency through the accreditation process.

### **The organizations capacities**

The owner and Program Director are knowledgeable. The agency has contracted with an experienced consultant. Staff are satisfied with Center for Youth and Families and dedicated to our clients. One difficulty that Center for Youth and Families has to overcome is recruiting and hiring qualified staff. Center for Youth and Families must look at recruiting and retention strategies.

### **The organization's relationships with external stakeholders.**

Our stakeholders include state MCO and local clinicians.

### **The regulatory environment.**

- In 2016 the state required that all behavioral healthcare providers become nationally accredited. While we are confident of being accredited it is imperative we do so.
- In order to apply for “enhanced” service we have to complete an extensive application. We have contracted with an experienced consultant to assist with both these projects.

### **The legislative environment.**

The MD Legislature is dominated by the Democratic Party. One of its main planks is the expansion of health care. CMS and the state will likely promulgate rules to meet Affordable Care Act demands. The US Congress Republican agenda of repeal and

replace the ACA and likely Medicaid cuts will most likely impact service funding in some way. Center for Youth and Families will need to closely watch these dynamics.

**The use of technology to support efficient and effective operations.**

The Center for Youth and Families must place an emphasis on developing its Information Technology in 2021. Specifically, the agency should focus on the following  
 Technology acquisition-The agency will develop a user-friendly website and buy 2 new laptops.

Technology maintenance-The agency will have sufficient knowledge and resources to maintain existing technology.

Technology replacement- The agency will replace 2 desktop computers with new models  
 Develop HIPAA complaint company intranet including online training for staff.

**SWOT Analysis**

**Purpose:** Organizations establish a foundation for success through strategic planning focused on taking advantage of strengths, weaknesses, opportunities, and threats.

**The agency has identified the following during its SWOT exercise:**

<p><b><u>Strengths</u></b>                  Client Focused                  Resilient                  Philosophical Framework                  Cares for Staff                  Promotes Personal Growth                  Community Involvement</p>	<p><b><u>Weaknesses</u></b>                  Managing Care                  Fear of new state ASO                  Recruiting qualified clinicians</p>
<p><b><u>Threats</u></b>                  MCO                  State of MD                  Succession Plan for Key Persons                  Competition</p>	<p><b><u>Opportunities</u></b>                  Other Agencies going out of business</p>

See Next Page

**Specific strategic initiatives to continuously develop, strengthen, and improve services offered by the Center for Youth and Families in 2021.**

<b>Priority</b>	<b>Goal</b>	<b>Resources needed</b>	<b>Measure</b>	<b>Cost</b>	<b>Who</b>	<b>By When</b>
Top	Become CARF accredited and licensed to provide behavioral healthcare services.	Contract with CARF consultant	Successfully accredited and licensed	\$5000	CEO	12/31/21
High	Technology acquisition- The agency will develop a user-friendly website  The agency will buy 2 new laptops.	Contact with a website designer.  Contract with a webmaster.  Online ordering from Dell business systems.	85% of staff, persons served and stakeholder will report the website as being user friendly.  Purchase of 2 laptops	\$2000 for website developer  \$50 / year for domain hosting  \$25 / year for domain name.	CEO	12/31/21

				~\$ 1000 /year ongoing support by webmaster.  ~\$400 for laptop		
Moderate	Technology maintenance- The agency will have sufficient knowledge and resources to maintain existing technology.	Contract with an IT consultant.	IT equipment will be able to be repaired in house 50% of the time	~\$1000 / year for IT consultant	CEO	12/31/21
Moderate	Technology replacement- The agency will replace 2 desktop computers with new models	Online ordering from Dell business systems.	Replacement of 2 desktop computers	~\$800	CEO	12/31/21
High	Develop HIPAA complaint company intranet including online training for staff.	Contract with training consultant.	Successful development of online training.  Training records audit will show	~\$2000	CEO	12/31/21

			100% compliance with requirements			
High	To improve the effectiveness of the PRP, OPT, IOP, and residential programs the agency will focus on clinical skill development	Contract with training and fidelity monitoring consultant	Training record audits will show 100% compliance with the training requirement.  Fidelity monitoring will show at least 85% conformance with EBP standards.	~\$2000	CEO	12/31/21
High	To improve the efficiency of the PRP, OPT, IOP, and residential programs the agency will have wait times from referral to first day of service with an average of 5 days.	Purchase of EHR	The agency EHR will be mined for data to calculate wait times.	~1% of revenue	CEO	12/31/21
High	Persons served and stakeholders will report high level of satisfaction with the PRP, OPT, IOP, and residential programs.	Develop satisfaction surveys for persons served and stakeholders	85% of survey respondents will report being satisfied or very satisfied on the 2021 satisfaction surveys	\$ 99 / years for survey software	CEO	12/31/21
High	PRP, OPT, IOP, and residential programs will be assessable to persons served.	Purchase EHR to track no show rates	The no show rate for PRP, OPT and IOP will be less than 20% measured over the quarter. Residential census will be	~1% of revenue	CEO	12/31/21



			90% measured over the quarter.			
High	To reduce risk to the agency in due to potential paybacks or plans of correction the PRP, OPT, IOP, and residential the agency will contract with a Certified Forensic Healthcare Auditor to conduct formal audits and routinely review service documentation.	Contract with Certified Forensic Healthcare Auditor	Internal self-audits will show at least 90% compliance with standards as aggregated over the quarter.	\$1200 per quarter	CEO	12/31/21