

*Community Partners
FY08-FY09 Strategic Plan
Approved 9/25/07 by Board of Directors*

Goal #1: Ensure responsive and effective services to consumers and families.

Target	Action Steps	Responsible Parties	Quarterly Report Date*	Data Source/Outcomes
1.1 Create systems across the organization that lead to efficacious services.	<ul style="list-style-type: none"> a. Use Joint Directors' meetings for case reviews. b. Identify outcome measures that define responsive and effective services. c. Identify barriers to workflow. d. Create a plan for clients in multiple services. e. Develop a formal process for internal communication. 	Joint Directors Team	11/07 2/08 6/08 9/08 1/09	a. Better treatment outcomes/ISP goals are achieved.
1.2 Continue to collaborate with other agencies and systems. <i>Regional Planning Area</i>	<ul style="list-style-type: none"> a. Assess current and future opportunities for collaboration. b. Identify and/or assign lead person in all collaborative efforts. c. Identify current collaborators and required time commitment. d. Create a process to disseminate information regarding collaborative efforts. 	Executive Director & Joint Directors Team	11/07 2/08 6/08 9/08 1/09	a. Evaluation process is created based on the Strategic Plan.
1.3 Utilize integrative technology to assure efficient and effective workflow process.	<ul style="list-style-type: none"> a. Examine current databases and workflow to improve accuracy, eliminate redundancy, improve timeliness, and achieve usefulness. b. Identify technology-minded staff across the organization to advance efficient and effective workflow. c. Create forums for staff to share experiences and knowledge, identify barriers and develop new ideas and learning opportunities for the use of technology. 	Data Integrity Workgroup & Joint Directors Team	11/07 2/08 6/08 9/08	See Data Integrity Plan

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	d. Disseminate information that demonstrates results and obtains and assesses feedback to ensure a continuous improvement process. e. Complete implementation of an improved telecommunications system (11/07).		1/09	
1.4 Further develop a Disaster Preparedness Plan that will allow Community Partners to continue providing critical services in the event of a disaster. <i>Regional Planning Area</i>	a. Define critical services (9/08-plan distributed to Management Team). b. Continue to collaborate with Northern Strafford County Health and Safety Council and Southern Strafford Community Health Coalition to further develop a disaster plan. c. Review plan with consultant and identify gaps (1/08).	Safety Committee & Disaster Preparedness Liaison	11/07 2/08 6/08 9/08 1/09	a. Consumers are trained on plan. b. Staff and home providers are trained on plan. c. Plan is completed and disseminated.
1.5 Expand the opportunities for choice, self-sufficiency, and greater self-determination available to consumers and families. <i>Regional Planning Area</i>	a. Identify current opportunities for choice. b. Identify barriers to choice. c. Promote additional opportunities for choice to consumers and families. d. Create topic specific trainings for staff led by consumers and/or family members (7/08).	Joint Directors Team, Board of Directors, Family Support Council & Self-Advocates Group	11/07 2/08 6/08 9/08 1/09	a. Define choice and identify what it means to consumers. b. Develop a survey to identify gaps. c. Identify indices.

Goal #2: Evolve as a teaching and learning organization.

Target	Action Steps	Responsible Parties	Quarterly Report Date	Data Source/Outcomes
2.1 Define training needs of employees based on job descriptions.	a. Ensure that all employees receive training in cultural competency (3/08).	Director of Human Resources & HR	11/07	a. Each job description identifies training needs to be

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	<ul style="list-style-type: none"> b. Track training need trends through eLearning. c. Coordinate trainings across the agency. d. Expand use of eLearning. 	Training Specialist	2/08 6/08 9/08 1/09	completed within a specified number of days. b. 100% of employees will be familiar with eLearning.
2.2 Identify and offer educational opportunities to families. <i>Regional Planning Area</i>	<ul style="list-style-type: none"> a. Use the Community Forum and other meetings to ask families about their educational needs. b. Develop a training roster for families using the list generated at the Regional Planning Forum. c. Include a question about educational needs on annual surveys. d. Provide surveys in all office locations. e. Identify a liaison to families. 	Joint Directors Team	11/07 2/08 6/08 9/08 1/09	<ul style="list-style-type: none"> a. Database is developed of forum invitees and attendees. b. Information from database is used to identify needed trainings/educational needs. c. Evaluation system is created to provide feedback to Joint Directors.
2.3 Identify and offer educational opportunities to consumers. <i>Regional Planning Area</i>	<ul style="list-style-type: none"> a. Use the Community Forum and other meetings to ask consumers about their educational needs. b. Expand efforts to enhance relationships with local consumer groups and peer support. c. Include a question about educational needs on annual surveys. d. Provide surveys in all office locations. e. Explore transportation opportunities for consumers. 	Joint Directors Team	11/07 2/08 6/08 9/08 1/09	<ul style="list-style-type: none"> a. Feedback from surveys is used to determine needs of consumers. b. Opportunities are created to address the educational needs identified.
2.4 Identify and offer educational opportunities to the community. <i>Regional Planning Area</i>	<ul style="list-style-type: none"> a. Use the Community Forum and other meetings to ask community members about their educational needs. b. Include a question about educational needs on annual surveys. c. Provide surveys in all office locations. 	Joint Directors Team	11/07 2/08	<ul style="list-style-type: none"> a. Feedback from surveys is used to determine needs of community. b. Opportunities are created to

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			6/08 9/08 1/09	address the educational needs identified.
2.5 Identify training needs of the Board of Directors.	a. Complete Board of Directors calendar planning.	Executive Director, Board of Directors & Executive Committee	11/07 2/08 6/08 9/08 1/09	a. Two-year training calendar is created.
2.6 Implement appropriate trainings for the Board of Directors.	a. Schedule trainings.	Executive Director & Board of Directors	11/07 2/08 6/08 9/08 1/09	a. All identified trainings are held.
2.7 Implement a continuous performance-based evaluation system that enhances the personal and professional growth of employees. <i>Regional Planning Area</i>	a. Determine appropriate trainings for employees. b. Develop a culture of recognition. c. Create a program to reward employees for excellence, initiative and commitment (ELearning Rewards-first winner in 10/08).	Director of Human Resources, HR Training Specialist & Joint Directors Team	11/07 2/08 6/08 9/08	a. All employees will have a performance-based evaluation completed. b. All evaluations will include a professional growth plan. c. All completed evaluations will include a training plan.

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			1/09	d. All employees will receive an annual evaluation on their anniversary date.
2.8 Create a focus group to determine if Community Partners is ready to create a leadership development plan.	a. Identify potential leaders within the agency through performance-based evaluations. b. Identify tasks necessary to create a leadership development plan. c. Compile information into a report.	Ad Hoc Committee of the Joint Directors	11/07 2/08 6/08 9/08 1/09	a. Report results of study to the Joint Directors' Team.

Goal #3: Demonstrate continuous quality improvement and compliance.

Target	Action Steps	Responsible Parties	Quarterly Report Date	Data Source/Outcomes
3.1 Continue to evaluate the impact of and develop the capacity to respond to regulatory changes.	a. Determine the cost of implementing regulations. b. Participate in a process to affect change. c. Evaluate current regulations and anticipate future regulations. d. Develop a process to incorporate changes into daily operations.	Executive Director, Joint Directors Team & Liaisons to Committees	11/07 2/08 6/08 9/08 1/09	a. Agency is redesignated as Community Mental Health Center and Area Agency with positive results. b. More focused/assertive approach with regulators in the BBH/BDS system. c. Proactive engagement with existing groups (i.e. CSNI). d. Demonstrate organizational responsiveness and flexibility.
3.2 Utilize the Strategic Plan Committee as a quarterly measure of compliance to the	a. Create a calendar of updates for the Joint Directors Team.	Joint Directors Team &	11/07	a. Members of Strategic Plan Committee will report

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Strategic Plan.		Strategic Plan Committee	2/08 6/08 9/08 1/09	progress to Joint Directors quarterly. b. Community Partners achieves benchmarks set forth by State.
3.3 Develop a comprehensive reporting system specific to surveys, audits, and services.	<p>a. <i>Develop an internal feedback process for the services Community Partners provides.</i></p> <p>b. <i>Determine audience to receive this information.</i></p> <p>c. Develop an annual report.</p>	Chief Quality and Compliance Officer	11/07 2/08 6/08 9/08 1/09	a. Report is completed, presented and disseminated to interested parties.

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