REGION **V** SYSTEMS

Promoting Comprehensive Partnerships in Behavioral Health

STRATEGIC PLAN

FY 23-24

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MISSION

The mission of Region V Systems is to:

Encourage and support the provision of a full range of mental health and substance use disorder programs and services to the youth and adults of Butler, Fillmore, Gage, Jefferson, Johnson, Lancaster, Nemaha, Otoe, Pawnee, Polk, Richardson, Saline, Saunders, Seward, Thayer, and York counties in Nebraska.

STRATEGIC INTENT

The strategic intent of Region V Systems is:

Promoting Comprehensive Partnerships in Behavioral Health.

VISION

The Vision of Region V Systems is:

Region V Systems is committed to supporting a Recovery Oriented System of Care (ROSOC) that consists of services that are trauma-informed, culturally responsive, community-based, co-occurring disorders competent, and incorporates person and family-centered and self-directed approaches to care that build upon the strengths and resilience of individuals across the life span, families, and communities. The underlying mission of this system is to improve the health, wellness, and recovery of individuals and families.

Service development and delivery, funding, and operational decisions are made to support services and activities that **promote recovery** for adults and resiliency for children, prevent problem behaviors across an individual's life span, and facilitate community competency, leadership, and partnership. The Regional Behavioral Health Authorities are committed to ensuring that services are of the highest quality possible to meet the behavioral health needs of individuals served through their networks.

To meet the complex needs of individuals and families across Nebraska who seek services through Region V Systems Provider Networks, flexibility, service innovation, the provisions of evidence-based and promising practices, and the support of an infrastructure that facilitates access, effective treatment, and quality are essential.

The Substance Abuse and Mental Health Services Administration (SAMHSA) has defined recovery from mental illness and/or substance use disorders as a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. SAMHSA has further defined the major dimensions of recovery as:

- **Health:** overcoming or managing one's disease(s) or symptoms, and making informed, healthy choices that support physical and emotional well-being

- **Home:** having a stable and safe place to live

- **Purpose:** conducting meaningful daily activities, such as a job, school, volunteerism, family caretaking, or creative endeavors, and the independence, income, and resources to participate in society

- **Community:** having relationships and social networks that provide support, friendship, love, and hope

PROCESS

Through environmental assessments, Region V Systems:

- Understands organizational and network competencies.

- Identifies opportunities and threats.

- Articulates a level of direction in order to achieve.

- Articulates direction in order to achieve, sustain, and advance the organization and network purpose in a competitive environment.

- Translates salient environmental factors into tangible planning assumptions, sets goals, priorities, and globally aligns resources to achieve performance targets.

- Promotes services and supports through purchasing, building, or providing capacity development.

ORGANIZATIONAL ROADMAP FOR THE FUTURE

The Strategic Plan:

A. Is developed with input from:

    1. Persons Served
    2. Personnel
    3. Provider Network
    4. Behavioral Health Advisory Committee
    5. Regional Governing Board
    6. Other Stakeholders

B. Is developed by implementing the following processes:

    i. <u>Timeline</u>: Establish a specific timeline and mechanisms for creating the plan.
    ii. <u>Environmental Scan</u>: A process where we identify and monitor factors that may impact the long-term direction of the organization. We will evaluate incoming priorities, potential new regulations, state and federal legislation, organizational climate (employee perceptions), persons served experience, and equity.
    iii. <u>Internal Analysis</u>: Complete an internal analysis, including strengths, weaknesses, opportunities, and threats (SWOT) assessment. The plan will identify timelines, mechanism for obtaining the information,
    iv. <u>Strategic Direction</u>: Engage person served, personnel, Network Providers, Behavioral Health Advisory Committee, Regional Governing Board, and other stakeholders to build a vision for the future that is idealistic and high impact. Theorize how to align administration priorities, customer experience, and climate with agency operations. Determine what is actually achievable and what we should strive for.
    v. <u>Develop Goals and Objectives</u>: Create a focused set of goals and objectives with dates of when they will be achieved.
    vi. <u>Define Metrics, Set Timelines, and Track Progress</u>: Determine and the responsibilities of respective employees for each goal. Identify the necessary resource allocations, create actionable timeframes, and metrics to measure success. Identify milestones and timelines to stay on track.
    vii. <u>Draft the plan and Publish</u>: Draft the plan, sharing with all identified parties, obtain Regional Governing Board approval, publish the plan.
    viii. <u>Implement and monitor progress</u>: Implement the plan and track progress with a formal system for leadership, employees, BHAC, and RGB to review. Update plan annually.

COMMUNICATION OF THE STRATEGIC PLAN

The revised Strategic Plan is shared, as relevant to the needs of the specific group, with:

    A. Persons Served

    B. Personnel

    C. Provider Network

    D. Behavioral Health Advisory Committee

    E. Regional Governing Board

    F. Other Stakeholders

    G. Community at large

FY 23-24 GOALS AND OBJECTIVES

ORGANIZATIONAL GOALS AND OBJECTIVES (Goals 1-3)

Organizational goals 1-3 are critical to the operation of Region V Systems. Organizational goals are those activities Region V Systems engages in on a consistent and ongoing basis. They are statements of intended results that are necessary to keep the organization running successfully. Objectives are the high-priority projects that the organization will undertake to accomplish goals 1-3.

The goals and objectives for Region V Systems are:

Goal 1: **Engage in transparent and accountable financial management that utilizes resources effectively for long-term financial viability, stability, and to instill public confidence.**

    Objectives:

        A. Review budget and expenditure reports on a regular basis.

        B. Complete Division of Behavioral Health cost model studies.

        C. Conduct unit, program, and financial audits of Region V Systems' Network Providers.

        D. Maintain Region V Systems' financial audit with non-qualified status.

        E. Review Compensation Plan annually.

        F. Ensure risk mitigation is assessed on an annual basis (organizational liability insurance).

Goal 2: **Promote an administrative service infrastructure that focuses on systems integration, stakeholder expectations, and continuous quality improvement.**

    Objectives:

        A. Maintain CARF accreditation standards for Region V Systems' Family & Youth Investment (FYI) and Prevention programs.

        B. Maintain CARF accreditation standards for Region V Systems' Network.

        C. Implement an Annual Performance Improvement Plan.

        D. Review, revise, and share the Strategic Plan per policy.

E. Maintain web-based information system for Professional Partner Program.

F. Maintain web-based information system for Housing programs.

G. Maintain web-based information system for Regional network coordination.

H. Maintain web-based database for Regional contract management.

I. Explore feasibility to implement web-based capabilities for Regional administration's software that is not currently in a web-based platform.

Goal 3: **Promote an organizational culture consistent with the principles of a "learning organization" that integrates working and learning and supports the growth and development of employees.**

Objectives:

A. Personal Mastery

B. Mental Models

C. Shared Vision

D. Team Learning

E. Systems Thinking

F. Provide regular learning opportunities to employees through direct training participation and online learning.

SYSTEM GOALS AND OBJECTIVES (Goals 4-6)
The **System Goals**, the goals considered critical to Region V Systems' successful performance in the future, and the goals on which the organization will focus more of its talents and resources, are:

Goal 4: **Maintain a business model that best positions Region V Systems for the changing primary care and behavioral health care environment.**

Objectives:

A. Multiple funding sources are identified, and additional financial resources are procured to carry out the mission of Region V Systems.

B. Strategies for positioning Region V Systems in the behavioral health and primary care health system are established, consistent with the provisions of LB 1083 (Nebraska Behavioral Health Services Act of 2004), the Affordable Care Act, re-investment of behavioral health funds impacted by Medicaid expansion, collaborating with local and state American Rescue Plan Act (ARPA) funding, and pending legislation from the Nebraska Legislature and federal government.

C. Region V Systems adapts to the changing landscape of behavioral healthcare to ensure the quadruple aims of:
    1. Enhancing an individual's experience of care (availability, accessibility, quality, and reliability).
    2. Improving the health outcomes of individuals.
    3. Promoting services that are efficient, effective, and in the right amount; and
    4. Fostering provider satisfaction.

D. LB 1083 and the Region V Interlocal Agreements are adhered to, to ensure Region V Systems' strategy of "purchase, provide, and build" capacity is promoted. Issues arising from federal/state legislation, and/or policy changes are identified and addressed.

E. The Regional Governing Board, Behavioral Health Advisory Committee, Provider Network, legislators, staff, and consumers are educated regarding the changes in the primary and behavioral health care system, and Region V Systems' strategies for responding to the changing environment.

F. Promote and implement evidence-based practices within the Provider Network and collaborating partners with the ultimate goal of helping people in their recovery journey.

G. Support strategies to enhance workforce development and recruitment in the behavioral health field.

Goal 5: **Promote the strategic intent of Region V Systems** *(promoting comprehensive partnerships in behavioral health)*

Objectives:

A. Support the provision of shared services to contracted non-profit organizations through Region V Systems' Community Benefit Network that aligns with the strategic intent of Region V Systems and other community system planning efforts.

B. Expand the capacity of professional organizations related to behavioral health.

C. Pursue grant opportunities.

D. Promote collaboration with system partners to enhance, expand, or develop services and supports as identified through ongoing needs assessments.

Goal 6: **The Behavioral Health system of care supports recovery, resiliency, and quality in the community for everyone.**

Objectives:

A. Plan and implement the annual Regional Budget Plan.

B. Plan for the use of one-time funds as available.

C. Support the capacity of consumers to participate in all aspects of system design, planning, and implementation.

D. Expand peer employment opportunity.

E. Promote a recovery-oriented system of care.

F. Promote a trauma-informed and co-occurring, complex capable system of care.

G. Promote a children's system of care that includes interagency collaboration, individualized strengths-based care, community-based services, and financial accountability.

H. Promote CLAS (Culturally and Linguistically Appropriate Services) standards.

I. Maintain a continuous quality improvement plan.

J. Utilize an Electronic Health Information system.

K. Promote the utilization of evidenced-based and promising practices.

L. Promote healthy communities through data-driven, evidence-based prevention strategies and mental health promotion. Community development among all stakeholders in addressing the prevention of substance use, opioid use, and suicide prevention among youth and adults through the utilization of a federal strategic prevention framework.

M. Promote community integration for persons served.

N. Provide immediate access to behavioral health emergency services.