

Goal 1: Implement a comprehensive approach to increasing inclusion, DIVERSITY and equity at HealthWest

Objective 1: Implement a health disparities reduction plan to reduce targeted health disparities as identified by HealthWest and the LRE contract by 15%

Strategy + Purpose	Associated Plan	Responsible
Utilize data to develop a targeted plan and monitoring dashboard to reduce disparities in service delivery and outcomes <ul style="list-style-type: none"> • HEDIS measure for Follow-Up to Hospitalization for Mental Health • Health disparities in MMBPIS performance indicator data 	Health Disparities Reduction Plan; Performance Improvement Committee Action plan	Performance Improvement Committee

Objective 2: Implement a recruitment plan to increase diversity in supervisory roles

Strategy + Purpose	Associated Plan	Responsible
Implement a plan to ensure diversity in formal leadership/ supervisory roles at HealthWest	Recruitment Plan	HR Operations Group

Objective 3: Fulfill 50% of the primary strategies outlined in the TIDE charter

Strategy + Purpose	Associated Plan	Responsible
Empower a diverse team to create a plan based on national best practices to foster inclusion, equity and diversity within HealthWest, which will result in a more supportive, better functioning organization with higher quality services. Key Strategies include: <ul style="list-style-type: none"> • Incorporate Cultural Intelligence (CQ) language into all TIDE productions • Diversify representation in committee and leadership participation 	TIDE Action Plan SAGA Committee Action Plan	TIDE Committee SAGA Committee

<ul style="list-style-type: none"> • Increase opportunities for staff involvement in community-based DEI initiatives • Increase internal opportunities for staff learning and development 		
Objective 4: Implement plans to improve staff retention, reducing turnover by 10%		
Strategy + Purpose	Associated Plans	Responsible
Implement survey and monitoring processes to inform the development and continuous quality improvement of support plans to increase employee engagement and reduce turnover. Strategies include: <ul style="list-style-type: none"> • Staff recognition • Community connectedness and wellness • 3rd party morale monitoring • Social and charitable events • CQ Framework as “agency standard” for intrapersonal conflicts and team building • Psychological First Aid supports 	Retention Plan	HR Operations Group Staff Support Committee
Goal 2: Position HealthWest for EXCELLENCE by maintaining status as a Certified Community Behavioral Health Clinic (CCBHC)		
Objective 1: Increase service array by adding additional Designated Collaborative Organizations (DCOs)		
Strategy + Purpose	Associated Plan	Responsible
Identify and equip additional organizations as DCOs in order to increase capacity to serve the community’s needs and to increase choice for persons served	DCO Plan	Network Adequacy Operations Group
Objective 2: Maintain a comprehensive plan, procedure, and process for reporting, analyzing and responding to 100% of federal, state and local quality standards		
Strategy + Purpose	Associated Plan	Responsible

In order to remain in operation as a CCBHC and ensure continuous quality improvement, HealthWest must create a system for data collection and timely reporting	Data Plan	Data Analytics Team
Objective 3: Improve outcomes for children’s services at the system, practice and service levels via the MYalliance System of Care		
Strategy + Purpose	Associated Plan	Responsible
Collaborate with partners to implement a children’s System of Care in order to ensure quality services, family and youth engagement and infrastructure development to support systems change in youth serving systems	MYalliance 10 Year Plan MYalliance Evaluation Framework School Based Evaluation Framework	MYalliance Governance Team + subcommittees
Objective 4: Enhance and strengthen community based partnerships		
Strategy + Purpose	Associated Plan	Responsible
Implement a plan based on best practices to further develop community based partnerships to more effectively support wellness and equity in our community	HealthWest Partnerships Plan	Community Relations Department
Objective 5: Increase outreach and engagement of priority populations		
Strategy + Purpose	Associated Plan	Responsible
Create a comprehensive outreach and engagement plan with targeted strategies for engagement of priority populations in order to engage and learn from diverse populations to ensure more culturally responsive and accessible services	Outreach and Engagement Plan	Outreach Committee Community Relations Department
Objective 6: Implement programs and services to address identified gaps in the service array		
Strategy + Purpose	Associated Plan	Responsible

<p>Redesign services to meet the demands and align with best clinical practice models, including:</p> <ul style="list-style-type: none"> • Crisis Stabilization Units • Detox • Children’s Services • Independent living/residential and community support alternatives 	<p>Network Adequacy Plan</p>	<p>Clinical Operations Decision Group Network Adequacy Decision Group</p>
<p>Objective 7: Implement and sustain 100% of required CCBHC evidence-based practices</p>		
<p>Strategy + Purpose</p>	<p>Associated Plan</p>	<p>Responsible</p>
<p>Create a plan to implement and sustain Evidence Based Practices in order to provide the best quality of care for individuals served, with a focus on:</p> <ul style="list-style-type: none"> • Dialectical Behavior Therapy (DBT) • Motivational Interviewing (MI) • Zero Suicide Approach 	<p>EBP Plan Zero Suicide Plan Motivational Interviewing Plan</p>	<p>Clinical Operations Zero Suicide Team Motivational Interviewing Committee</p>
<p>Objective 8: Improve integration and coordination of care for persons served</p>		
<p>Strategy + Purpose</p>	<p>Associated Plan</p>	<p>Responsible</p>
<p>Integrated and holistic care is the best practice for supporting recovery of individuals with behavioral health concerns; HealthWest will ensure staff are accurately integrating and coordinating care, including documentation of care</p>	<p>Integration of Care Plan</p>	<p>Integrated Care Committee</p>
<p>Objective 9: Improve the experience of care of persons served</p>		
<p>Strategy + Purpose</p>	<p>Associated Plan</p>	<p>Responsible</p>

Implement a plan to improve customer experience and remediate concerns of persons served in order to provide the best care possible	Consumer Satisfaction Plan	Consumer Satisfaction Decision Group
Objective 10: Reduce the administrative burden and paperwork for direct services staff		
Strategy + Purpose	Associated Plan	Responsible
Review and revise administrative processes and paperwork requirements in order to improve clinical workflows, create more time for direct services, and improve quality of care	Clinical Operations Plan	Clinical Operations Group
Goal 3: Develop sustainable and responsive systems for ongoing DEVELOPMENT, learning and growth.		
Objective 1: Increase staff competencies and create additional opportunities and avenues for staff development		
Strategy + Purpose	Associated Plan	Responsible
Development is one of our core values and we believe staff should have the option of participating in development plans that support their ongoing learning and growth in order to build a cadre of diverse employees who are supported in their career goals. Strategies include: <ul style="list-style-type: none"> • Up to date performance evaluations • Increased development plans • Updated training plan with “learning bundles” • Flexible use of “development dollars” to support individualized learning goals 	Staff Development Vision + Plan Training Plan Individualized Development Plan Training Grid	Leadership Development Decision Group Training Department Human Resources Department TIDE Committee every voice consulting

<ul style="list-style-type: none"> • CQ Framework (Action Plan) used in staff supervisions for development 		
Objective 2: Implement a leadership development plan for supervisors		
Strategy + Purpose	Associated Plan	Responsible
Implement a comprehensive menu of supports to equip formal leaders in management and adaptive leadership skills, including: <ul style="list-style-type: none"> • Succession planning • Training and support plan • Supervision Consultation • Leadership Cohorts 	Leadership Development Plan	Leadership Development Decision Group
Objective 2: Increase number of persons trained on community-based behavioral health topics by 10% each year		
Strategy + Purpose	Associated Plan	Responsible
In order to build an increasingly trauma informed community which supports the needs of individuals with behavioral health concerns, HealthWest will continue to increase public education offerings related to trauma and mental health	Community Training Plan	Training Department Communications Team MYalliance Admin Team
Objective 3: Offer new opportunities for consumer input and engagement for persons served, engaging at least 30 consumers in development opportunities annually		
Strategy + Purpose	Associated Plan	Responsible
Consumer engagement should be present at service, practice and system levels to improve the quality of our services and to aid in the	Consumer Development Plan Family Consultant Program Plan	Consumer Advisory Council Family Consultant Program

<p>learning, growth and development of people we serve. Strategies include:</p> <ul style="list-style-type: none"> • Individual development • Participation in committees • Consumer Advisory Panel • Family Consultant Program 		
<p>Goal 4: Demonstrate high INTEGRITY in all business operations.</p>		
<p>Objective 1: Adapt organizational structure to align with changing public behavioral health landscape</p>		
<p>Strategy + Purpose</p>	<p>Associated Plan</p>	<p>Responsible</p>
<p>Align staffing and systems to meet requirements of federal, state and local funding sources, including:</p> <ul style="list-style-type: none"> • Standard cost allocation • Fixed asset system • Allocation system to track staff time • Key financial reports • CCBHC Financing 	<p>Business Operations Plan</p>	<p>Business Operations Decision Group</p>
<p>Objective 2: Build out Quality Assurance Department to meet the needs of HealthWest</p>		
<p>Strategy + Purpose</p>	<p>Associated Plan</p>	<p>Responsible</p>
<p>Build capacity and organizational structure of QA to support quality of clinical services, including:</p> <ul style="list-style-type: none"> • QUAPIP and compliance • Credentialing • Privileging • Critical Incident Reporting • Provider Relations • Grants Management • TCOM 	<p>Quality Assurance Plan</p>	<p>Quality Assurance Department</p>

<ul style="list-style-type: none"> • Telemedicine 		
Objective 3: Streamline internal and external communications and modernize operations		
Strategy + Purpose	Associated Plan	Responsible
<ul style="list-style-type: none"> • Maximize capabilities of Office 365 • Create and implement HealthWest operating model based on EOS and TCOM models • New website • Increased social media presence • CQ Communications Plan and road map showing CQ/UB processes for new hires and existing staff 	Internal Communications Plan EOS Plan TCOM Plan	Alignment and Integration Decision Group Community Relations Department IT Department
Objective 4: Complete 100% necessary obligations required by Federal, State, & local government to obtain and sustain authority status		
Strategy + Purpose	Associated Plan	Responsible
Proactively complete requirements to obtain and sustain authority status in order to be flexible to move seamlessly to this status without disrupting business operations, quality service delivery and our staff's employment experience	Authority Plan	Board of Directors Leadership Team
Objective 5: Create a plan for building space locations for 100% of HealthWest operations		
Strategy + Purpose	Associated Plan	Responsible

Obtain professional and appropriate space to accommodate expansion of HealthWest services for the community	Space Plan	Leadership Team County Officials
Objective 6: Prepare organization for anticipated changes to the public mental health system		
Strategy + Purpose	Associated Plan	Responsible
Monitor and adapt to political and healthcare environment, continuously assessing pros and cons of potential organizational structures	HealthWest Strategic Plan	Leadership Team