

CRMHC STRATEGIC INITIATIVES
May 1, 2014 through April 30, 2016

Cheaha Regional Mental Health Center's role is to provide specialty services and supports to individuals in Clay, Coosa, Randolph and Talladega counties experiencing a serious mental illness, intellectual disability, and/or substance abuse disorder.

The Strategic Plan for 2014-2016 establishes a framework that utilizes the organization strengths to achieve our mission, while moving us forward in a changing environment.

For more information or to get involved in a specific activity shown on the following pages, please contact the individual(s) listed (by initials) after each activity:

Initials	Name	Phone	E-mail
CA	Cindy Atkinson	256-245-1340	catkinson@crmhc.org
MR	Michele Ryan	256-245-1340	mryan@crmhc.org
KR	Kathleen Robinson	256-245-1340	krobinson@crmhc.org
KM	Karen McKinney	256-245-2201	kmckinney@crmhc.org
AC	Ann Cunningham	256-245-2141	acunningham@crmhc.org
MC	Mikah Campbell	256-245-1340	mcampbell@crmhc.org
CB	Cyrilla Beveridge	334-863-2518	cbeveridge@crmhc.org
KW	Kevin Wallace	256-245-1340	kwallace@crmhc.org
SB	South Bryan	256-245-2201	sbryan@crmhc.org
SG	Songa George	256-245-2141	sgeorge@crmhc.org
DH	Doris Holmes	256-245-2201	dholmes@crmhc.org
DS	David Stevens	256-249-2395	dstevens@crmhc.org
BM	Bobby McCain	256-362-8600	bmccain@crmhc.org
ES	Elaine Suprano	256-396-2150	esuprano@crmhc.org
SS	Sheila Summers	256-245-1340	summers@crmhc.org
LH	Lucretia Hurst	256-245-2201	lhurst@crmhc.org
TE	Tammy Edwards	256-245-2141	tedwards@crmhc.org

ENGAGEMENT

Develop a culturally competent and consumer sensitive entry system that connects consumers to appropriate services and supports at the right level and at the right time.

STRATEGIES:

- **Redesign the entry process: establish more integrated, seamless entry process**
- **Implement welcoming framework.**

- **Assure timely access to services and support for consumers identified by referral sources.**
- **Improve engagement of consumers and families through integration of peer and family partners into consumer services and support.**
- **Explore utilization of existing telecommunications equipment for deaf interpreter services.**
- **Improve access to care by employing a Certified Registered Nurse Practitioner.**
- **Utilize Mobile Crisis Response Team to arrange rapid, supportive care in least restrictive environment possible.**
- **Develop cultural competence to work sensitively and within various cultural contexts.**

ACTIVITIES:

- **CLAS Assessment. (CA, DS, KM, AC, MR)**
- **System-wide entry redesign. (CA, DS, KM, CB, AC, MR)**
- **Promote implementation of welcoming framework. (KM, DS, AC, MR, All Supervisors)**
- **Consumer Survey to evaluate welcoming experience. (Support staff, Therapists)**
- **Engagement of Support staff in training to support their roles in welcoming. (MR)**
- **Employment of at least one additional Peer Specialist. (KR, KM)**
- **Work with ADMH Office of Deaf Services concerning deaf interpreter services. (MC, MR, CB)**
- **Employment of CRNP. (KR, CA)**
- **Continuing education programs for staff in culturally and linguistically appropriate services (<https://www.thinkculturalhealth.hhs.gov/>).**
- **Consider a 1-800 number for access and a backline for physicians, hospitals.**

WELLNESS

Reduce health disparities for CRMHC consumers. Increase access to prevention, disease management and health care services.

STRATEGIES:

- **Improve health outcomes through access to chronic disease prevention, early intervention, health care.**
- **Reduce preventable physical conditions and improve health outcomes.**
- **Self-help and disease management approaches for high risk populations.**

ACTIVITIES:

- **Engage medical leadership in dialogue to improve consumer health. (KM, CA)**
- **Encourage self-help consumer driven wellness, prevention and disease management activities (consider the Stanford School of Medicine Chronic Disease Self**

Management Program for staff training). (KM, SB)

- **Nutrition education groups using Evidence Based Recovery Curriculum (Center for Psychiatric Rehabilitation). (SG, KM)**
- **Continue to assist in creation of edible gardens within the community and CRMHC programs. (TBD)**
- **Develop programs that involve physical activities. (DS, AC, KM)**
- **Utilize the telehealth capability to deliver primary care and health education. (CA, AC, KM, DS)**
- **Identify and develop a plan of care for high risk, high volume, problem prone consumers.**
- **Measure and report safety and health metrics for CRMHC Residential programs. (DS, AC, KM)**
- **Access existing programs in the community to promote participation in community life.**

SERVICE EXPANSION AND SUSTAINABILITY

Improve, expand and sustain services provided by CRMHC.

STRATEGIES:

- **Provide the most appropriate match of resources to meet needs of consumers.**
- **Create appropriate supportive services for high need consumers.**
- **Continue to implement evidenced based and promising practices by SAMHSA.**
- **Create alternatives to involuntary commitment and hospitalization.**

ACTIVITIES:

- **Increase the use of videoconferencing as a means of delivering telepsychiatry and primary care. (CA, AC, KM, DS)**
- **Increase the use of mobile “in the field” services. (CA, KM)**
- **Consider the IMPACT Model of Depression Care and determine if implementation is appropriate. (CA, KM, CB)**
- **Offer specialized groups. (KM, CB, SB and all Therapists)**
- **Carefully track the work of the CRMHC Mobile Crisis Team to determine needed support services. (DH, KM)**
- **Educate community partners in diversion needs and capabilities. (DH, KM)**
- **Look for opportunities to contract and/or collaborate with others. (CA, KM)**
- **Establish an outpatient location in Coosa County**
- **Determine the need and revenue opportunity for the addition of a family practice nurse practitioner.**

BUILD ORGANIZATIONAL CAPACITY

Implement electronic innovations and administrative practices to more effectively and efficiently fulfill mission.

STRATEGIES:

- **Implement electronic health record.**
- **Maximize revenue, increasing self-pay by 15%.**
- **Continue efforts to decrease overtime and recoupments.**
- **Accumulate 2.3 million in cash reserves.**
- **Continue to reduce administrative time and expense by utilizing online banking and converting to electronic files/records.**
- **Utilize data driven planning.**
- **Increase centralized purchasing.**
- **Stabilize workforce.**

ACTIVITIES:

- **Launch pilot for new electronic health record by June 30, 2014. (MR, MC, SS)**
- **Decrease overtime by maintaining a pool of PRN employees. (KR, AC, KM, DS)**
- **Provide continuous training and oversight to improve the accuracy of billing. MR, KM, AC, DS, LH)**
- **Seek and obtain commercial insurance opportunities. (CB, MR)**
- **Utilize uniform process and "scripts" to encourage payment. (MR, KM)**
- **Expand use of credit/debit machines. (MR, KW)**
- **Develop appropriate metrics to identify and correct workforce issues. (KR)**

CONTINUOUS LEARNING

Support development of core competencies to promote wellness and recovery.

STRATEGIES:

- **Update staff development plans on an annual basis to include evidenced based and promising practices training.**
- **Continue to provide assistance to Therapists seeking licensure (LPC).**
- **Incorporate assistance to Therapists seeking licensure in other areas related to CRMHC services (LCSW, Behavior Analyst, Marriage and Family Therapist).**
- **Integrate skills and values from all strategic initiatives.**
- **Provide training to improve core clinical, administrative and supervisory practices.**

ACTIVITIES:

- Training in small groups to improve supervisory practices. (KM, DS, CA)
- Continue support staff meetings led by Business Office. (MR)
- Clinic Therapists will complete the thirteen module online training (17 hours of content) program for IMPACT Evidenced Based Depression Care. (KM)
- Determine feasibility of utilizing Stanford School of Medicine's on-site training program for the Chronic Disease Self-Management Program. (CA)
- One Therapist in each office will complete training in "Counseling with the Military: Prevention and Intervention Strategies." (KM)
- Select Therapists will complete training in "Treatment of Tobacco Dependence in the Healthcare Setting", Gambling Disorder Training and Cultural Elements Training. (DS, KM)

GOVERNANCE AND LEADERSHIP (CRMHC BOARD OF DIRECTORS)

Provide strategic leadership to ensure adequate resources to serve public's interest.

STRATEGIES:

- Active oversight of Board's operations.
- Oversight and evaluation of Executive Director.
- Fiscal stewardship.
- Plan for long term sustainability.
- Policy-making.

ACTIVITIES:

- Review of detailed expense and revenue reports (Board)
- Review of Significant Incidents (medication errors, falls, etc.) (Board)
- Alignment of budget with strategic initiatives. (CA and Board)
- Periodic review and updating of policies. (CA and Board)
- Explore with outside legal counsel consolidation, merger or contractual relationships with one or more community mental health centers. (CA and Board)
- Annual review of Executive Director's performance. (Board)

PERFORMANCE IMPROVEMENT

Improve the quality of services provided and consumer satisfaction with services provided.

STRATEGIES:

- Identify and assess processes and outcomes.
- Correct and follow-up on problems.

- **Meaningful opportunities for input from consumers and families.**

ACTIVITIES:

- **Periodic, timely review and correction of any deficiencies related to DMH certification visits, advocacy visits and/or regulatory, licensing boards.**
- **Administrative and clinical review of consumer records 6 months after opening and closure with corrective action as indicated.**
- **Identification, reporting and corrective action related to Special Incidents as defined by DMH.**
- **Measures of Consumer and Family Satisfaction.**
- **Utilization Review of length of service expectations, where applicable.**
- **Treatment Plan Reviews (new internal process required by October 1, 2014)**
- **Safety and Health Metrics for medications and falls.**
- **Performance Metrics by area of service.**

STRATEGIC GOAL TRACKING BOARD (January-December, 2013)
CALENDAR YEAR 2013

STRATEGIC INITIATIVE - LEADERSHIP		
CRMHC will exercise accountable leadership through engaged governance and best management practices. In order to exercise accountable leadership....		
we will...	by...	Progress as of December 31, 2013 ...
1. review and update the Vision, Mission and Core Values of CRMHC	reviewing the Vision, Mission and Core Values to ensure compliance with new standards promulgated by funding sources	Vision, Mission and Core Values were reviewed and modified by the Board on June 27, 2013. Added Core Value to Protect the Rights of Individuals Served by CRMHC.
2. continue high performance expectations for service areas in each of the following domains: Clinical Services, Quality, Satisfaction and Financial Viability	reviewing and updating current performance metrics to include identifying high end users of mental health care, the recidivism rate of Bryce admissions for the last two years and progress in shifting to personal outcome measures	6 of 7 MH programs achieved target of reducing recidivism rate to DMH state hospitals by 25%. In ID, 16 person-centered plans were developed. In SA, capacity versus actual bed days is tracked to increase capacity.
3. monitor and evaluate organizational performance on a continuing basis	developing tools and processes to measure and report progress in a timely, efficient manner	For the third consecutive quarter, a "Share" on the server was used to update progress on strategic initiatives.
4. Incorporate performance metrics into a process of performance improvement	establishing a performance review process utilizing monthly meetings of the leadership of each area of service. The leadership of each division will make recommendations to the CRMHC Leadership Team. The Leadership Team will update the CRMHC Board quarterly concerning metrics and actions intended to improve and/or maintain performance.	The Performance Review process has resulted in several positive changes related to the time-keeping system and morale booster activities.
5. The CRMHC Board of Directors will exercise accountable leadership through best management practices	a) approving strategic initiatives and performance objectives	Approved by Board of Directors on February 28th with one revision to cash reserves goal.

Legend: ■ Not Started ■ In Progress ■ In Progress ■ On Target ■ Above Target ■ Below Target

STRATEGIC GOAL TRACKING BOARD (January-December, 2013)
CALENDAR YEAR 2013

STRATEGIC INITIATIVE - LEADERSHIP		
CRMHC will exercise accountable leadership through engaged governance and best management practices. In order to exercise accountable leadership...		
we will...	by...	Progress as of December 31, 2013 ...
5. The CRMHC Board of Directors will exercise accountable leadership through best management practices (cont'd)	b) monitoring and tracking key performance objectives and providing feedback	Progress is reported each quarter with an updated Strategic Goal Tracking Board. Confidential Special Incident Reporting is included.
	c) revising and/or adopting new policies as needed, including updated policies for services operating under revised program standards	CRMHC Board of Directors approved updated Compliance Manuals at the June 27th Board meeting.
	d) becoming more familiar with emerging trends and issues in behavioral health	Medicaid Managed Care is an ongoing topic. Report from Georgia and Tennessee given at August Board meeting.
	e) reviewing and adopting an updated personnel policy manual	Revised Personnel Manual draft mailed March 1st with stamped, addressed envelope for comments to Chair of Personnel Committee.
6. Refine the current Corporate Compliance Plan to deter and detect illegal and unethical activities	reviewing and updating the current Corporate Compliance Plan with emphasis on the Code of Ethics - the core of the plan	Reviewing updated Corporate Compliance Plan from CED Mental Health Center.

Legend: Not Started In Progress In Progress On Target On Track Not Done

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - WORKFORCE DEVELOPMENT		
CRMHC will Strengthen and enhance its workforce as a primary means to achieve quality services and organizational performance. In order to strengthen our workforce...		
we will...	by...	Progress as of December 31, 2013 ...
1. strengthen CRMHC's ability to recruit and retain skilled employees	gaining a thorough understanding of our current workforce including, but not limited to, what employees like about CRMHC. We will contrast likes and dislikes with longevity	HR interviewed CRMHC employees and documented the top five reasons they have remained at CRMHC and the reasons they will stay another 5 years.
	increasing awareness of CRMHC as a desirable place to work	Aforementioned information is being shared with prospective employees.
	understanding the operating environment that will likely exist in the future	Shared information from Georgia and Tennessee.
	developing and implementing strategies that can build and sustain the CRMHC workforce needed in the future:	
	a) recruiting and hiring individuals with the right skill set	Increased number of licensed individuals (LPCs, LCSWs) and nursing staff. Coordinator hired for the Clay County office is an LGSW.
	b) expanding the onboarding experience from a few weeks to a few months to increase the support and encouragement given to new employees	Longer period of training and more in-depth training provided. In ID longer training periods shadowing with established staff, training on all shifts, more frequent home visits by supervisors, follow up calls to new staff by Program Coordinators.
	c) planning for growth by identifying employees who have skills needed to be groomed for critical roles	Identified employees are serving on the EHR Implementation Teams and Managed Care Readiness Committee. Consideration is being given to including 1-2 in Leadership Team Meetings.

LEGEND: Not Started In Progress (Not on Track) In Progress (On Track) Achieved Not Goal

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - WORKFORCE DEVELOPMENT		
CRMHC will Strengthen and enhance its workforce as a primary means to achieve quality services and organizational performance. In order to strengthen our workforce...		
we will...	by...	Progress as of December 31, 2013 ...
1. strengthen CRMHC's ability to recruit and retain skilled employees (cont'd)	d) bolstering retention by developing employees based on skill set and interests through mentoring and professional growth and development opportunities	Inclusion of employees in webinars on a range of topics. Reasonable Suspicion Training offered this quarter. Access to professional seminars provided.
	e) recognizing and providing recognition and non-monetary rewards to employees who demonstrate commitment to CRMHC and its objectives	Morale gatherings (low cost breakfast or snacks) continue. Employment anniversaries posted. Regular giveaways continue with donated items. Staff Thanksgiving luncheon in November with drawings for prizes. In ID going out to eat breakfast and Christmas lunch with employees
	f) developing an employee incentive plan to recognize and reward employees for their efforts in a reasonable way that is fair to all employees	
	g) eliminating the current longevity pay practice and crafting a new longevity pay policy	New Longevity Pay Policy approved by Board on April 25, 2013.
2. Foster a diverse, inclusive organization with a positive work environment	a) educating 100% of CRMHC employees in conflict resolution and the prevention of harassment and discrimination	85% of CRMHC employees have reviewed videos on these topics.
2. Foster a diverse, inclusive organization with a positive work environment (cont'd)	b) by having an HR presence in all facilities once every 6-8 weeks to address concerns, questions	100% of programs visited by HR, Executive Director or Division Coordinator.

Legend: Not Started In Progress In Progress On Target Achieved Not Goal

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - <i>WORKFORCE DEVELOPMENT</i>		
CRMHC will Strengthen and enhance its workforce as a primary means to achieve quality services and organizational performance. In order to strengthen our workforce...		
we will...	by...	Progress as of December 31, 2013 ...
<p>3. Improve our performance on the Organizational Climate Survey in the areas of Staffing/Co-Workers, Recognition, and Growth and Leadership</p> <p>Note: CRMHC did not improve its performance on the Organizational Climate Survey. We believe this is due, in large part, to no raise in the last three years.</p>	a) "Rounding for Outcomes." Leadership Team members will make rounds to listen and give employees the opportunity to share concerns, suggestions. Logs will be maintained for "rounds."	Rounding completed at all sites by HR Director, Executive Director and Clinical Director during the 4th quarter. In ID all sites visited during the 4th quarter.
	b) addressing concerns and implementing process improvements where possible.	Reported concerns included access to e-mail for all staff and the time-keeping protocol for Therapists. In ID concerns included problems accessing the Intranet and computer difficulties.
	c) Instituting a recognition program	Volunteers from each division and all levels responded to request for volunteers with the exception of Direct Service (Residential). Will try to recruit from these employees.
	d) monthly low cost breakfast or snack to celebrate successes and get to know each other	Employees continue to express appreciation for this effort. In ID and MI employees that participate use the time to share family/personal information as well as to discuss work related issues.
4. continue to promote the wellness of CRMHC employees	a) collaborating with others to provide wellness programs and services to improve physical and mental health	Wellness tips published on Intranet. Link provided to "My Fitness Pal." 2 additional employees participated in the Wellness Screening. Letters mailed to employees who have not participated. Info provided about Tobacco Cessation through BC/BS

Legend: Not Started In Progress Not on Target In Progress On Target Achieved Not Done

STRATEGIC GOAL TRACKING BOARD

CALENDAR YEAR 2013

STRATEGIC INITIATIVE - FINANCE

CRMHC will assure financial viability and promote the growth of the organization. In order to assure financial viability...

we will...	by...	Progress as of December 31, 2013 ...
1. accumulate \$2,089,475 (3 months operating expenses) in cash reserves	a) containing expenses and maximizing revenue - refinancing existing mortgages - evaluating CRMHC benefit programs	As of December 31, 2013, \$1,921,402 or 96% of goal stated at left. (As of August 31- 75% of goal).
2. establish and monitor financial performance targets for all services	identifying, communicating and monitoring financial targets for all CRMHC services and programs	Targets identified and communicated. Monitoring is ongoing.
3. decrease overtime in Residential facilities in Intellectual Disabilities (ID)	a) restructuring Residential programs serving persons with intellectual disabilities to reduce staffing needs	As of December 31, 2013 the ID Division reduced overtime YTD 41% from the same point in time last year. As of December 31, 2013 the overall agency reduced overtime YTD 32% from the same point in time last year.
	b) hiring additional PRN employees	Although 1 PRN staff went full time and 1 PRN staff resigned, as of 12/31/13, there continues to be 9 PRN staff.
4. decrease recoupments by an additional 20%	refining and monitoring processes implemented in FY 11-12 that reduced recoupments by 33%	Recoupments reduced 47% for FY 2013 as compared to FY 2012.
5. monitor and revise procedures designed to prevent the loss of cash	randomly auditing safes monthly	No findings of non-compliance 4th quarter. One incident of non-compliance 1st quarter.
6. increase proficiency in the area of financial management by reducing administrative time and expense	a) implementing remote deposit capability	Implemented August, 2013.
	b) increasing participation in on-line banking	On-line banking increased by 43%.

Legend: Not Planned In Progress Not on Target In Progress On Target Not Started Not Goal

STRATEGIC GOAL TRACKING BOARD

CALENDAR YEAR 2013

STRATEGIC INITIATIVE - FINANCE

CRMHC will assure financial viability and promote the growth of the organization. In order to assure financial viability...

we will...	by...	Progress as of December 31, 2013 ...
6. Increase proficiency in the area of financial management by reducing administrative time and expense (cont'd)	c) consolidating CRMHC bank accounts	Reduced number of bank accounts from 26 to 21. Goal is 20.
	d) Implementing on-line payment	On-line payment implemented with 10 vendors with a goal of 10.
	e) converting accounts payable files to electronic files	100% of accounts payable files converted with goal of 20%.
	f) piloting the use of debit cards in lieu of cash for consumer spending money	92% of Direct Deposits transferred to Cadence Bank. Debit card use pending transfer of 100% of Direct Deposits to Cadence Bank.

Legend: Not Started In Progress In Progress Over Target Achieved Not Goal

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - <i>QUALITY</i>		
CRMHC will improve the quality of clinical services and administrative functions through the systematic measurement of performance with a focus on future results.		
we will...	by...	Progress as of December 31, 2013 ...
1. Identify high end users of mental health care so that we can develop services to better manage care	identifying individuals who consume the most mental health resources and providing more intensive, medically necessary services	High end users identified and tracked through inter-office staffing process.
2. Identify the data elements needed in the Electronic Health Record to better manage care	reviewing outcome measures used by payers and accreditation organizations	Review continues. New data elements have been added based on new requirements from DMH.

Legend: Not Started In Progress Not on Target In Progress On Target Achieved Not Done

STRATEGIC GOAL TRACKING BOARD		
CALENDAR YEAR 2013		
STRATEGIC INITIATIVE - <i>TECHNOLOGY</i>		
To enhance clinical, support and administrative practice through acquisition and effective application of technology. In order to enhance practice through technology...		
we will...	by...	Progress as of December 31, 2013 ...
1. develop and strengthen IT policies and standards	reviewing current policies and developing policies related to emerging technology	Occurs on an as needed basis.
2. ensure compliance with HIPPA rules, policies and regulations for electronic mail	using an outside vendor to perform an evaluation and risk assessment of HIPPA compliance	Pre-conference completed for conference call on 10/02/2013 with ID Experts, an Oregon based company.
3. prepare employees for the use of electronic medical records	developing a portable computer lab to provide hands-on training to employees	33 employees completed Excel training.
4. develop a timeline for deployment of an Electronic Health Record in 2014	a) Identifying the EHR Management Team and Project Manager to coordinate internal and external communication	Project Manager: Michele Ryan Co-Project Manager: Sheila Summers Primary IT Contact: Mikah Campbell
	b) streamlining forms related to consumer care across all service areas	Completed.
	c) developing a detailed timeline for EHR implementation	Completed.
5. develop a disaster recovery plan related to information technology	completing a risk analysis and developing a plan based on individual risks	Currently have off-site back-up and Cloud storage through Unitrends. See #2.

Legend: Not Started In Progress In Progress On Target Achieved New Goal

STRATEGIC GOAL TRACKING BOARD		
CALENDAR YEAR 2013		
STRATEGIC INITIATIVE - <i>TECHNOLOGY</i>		
To enhance clinical, support and administrative practice through acquisition and effective application of technology. In order to enhance practice through technology...		
we will...	by...	Progress as of December 31, 2013 ...
6. upgrade operating systems on 31 workstations throughout service area	purchasing and installing 31 workstations	31 workstations have been purchased and 31 installed, as compared to 20 installations at end of 2nd quarter.

Legend: Not Started In Progress (Below Target) In Progress (On Target) Achieved Not Goal

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - CLINICAL SERVICES AND SUPPORTS		
To improve and expand the continuum of clinical supports that are self-financed and generate a margin. In order to improve and expand...		
we will...	by...	Progress as of December 31, 2013 ...
1. continue the expansion of Child and Adolescent Services in the CRMHC service area	a) employing a part-time Child and Adolescent Therapist in Coosa County	Advertising. In the meantime, Prevention has secured a \$195,000 grant to provide services in Coosa County.
2. consider co-location opportunities for Child and Adolescent services	a) exploring a pilot Children's Mental Health Collaboration with Sylacauga City School System	Met with new Superintendent Todd Freeman on August 15th to express our interest.
3. further develop CRMHC's Telehealth Program	a) increasing the use of telepsychiatry in Clay and Randolph counties	January - December, 2013: 49 sessions in Clay County and 203 sessions in Randolph County. The number of individuals served was reduced due to the holidays and due to the psychiatrist being out of the country.
	b) accessing primary care via telehealth	First 3 sessions occurred on September 25, 2013.
	c) using the video conferencing capability of the Telehealth Program for staff meetings and educational activities	Used 10 times for meetings and state hospital screenings through the MI Division.
	d) developing a scheduling tool solution to schedule appointments with primary care and psychiatrists	Clay and Randolph counties are using Microsoft Outlook to schedule appointments.
	e) developing telehealth protocols for psychiatry and primary care	Protocol drafted.
4. maintain the reduction in Involuntary commitments to Bryce Hospital achieved in 2012	a) identifying individuals at risk for recurring involuntary commitment and providing intensive services	Reduction achieved in 2013 maintained through 4th quarter of 2013 in 3 of 4 offices.
	b) recommending outpatient commitment when appropriate	Occurs as appropriate.

Legend: Not Started In Progress In Progress Not on Target On Target Achieved Not a Goal

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - <i>CLINICAL SERVICES AND SUPPORTS</i>		
To improve and expand the continuum of clinical supports that are self-financed and generate a margin. In order to improve and expand...		
we will...	by...	Progress as of December 31, 2013 ...
5. provide access to respite to each family of an individual on the state-wide waiting list who is not receiving services	leveraging monies earmarked for this purpose by the CRMHC Board of Directors in the FY 2013-14 budget	13 voucher requests were received and processed during the 2nd quarter; 6 during the 3rd quarter; and 0 during the 4th quarter.
6. increase the use of group therapy in mental health clinics as a means of therapeutic support	using innovative activities to engage consumers	Use of Group Therapy saw a decline this quarter due to holidays and due to vacancies in the Roanoke, Clay, and Sylacauga offices.
7. continue to explore opportunities to move Sylacauga Child and Adolescent services off-site (or create separate service and waiting area)	locating affordable space in a convenient location with ample parking or repurposing existing space	The play area at the Sylacauga OP office allows for a pleasant experience while waiting for an appointment.
8. evaluate the use of Prevention monies to determine best use	consulting ADMH concerning current goals and objectives.	Discussed with Prevention reviewers during DMH site visit.
9. add health and wellness activities to Caradale's Residential component	consulting consumers concerning interests.	

Legend: Not Started In Progress (Below Target) In Progress (On Target) Achieved Not Goals

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - COMMUNICATION		
To make CRMHC's work more visible to the public...		
we will...	by...	Progress as of December 31, 2013 ...
1. Implement a plan to improve communication and the community's perception of CRMHC.	a) updating the CRMHC public website and establishing a minimum of 15 links to other organizations in the CRMHC service area	Updated website with Prevention information. Established link with Talladega Chamber and should have links to other Chambers shortly. Fees are necessary for some links.
	b) increasing awareness of the services and positive impact of CRMHC through press releases	Two Telemedicine articles published, two grant articles published and several Prevention articles, event articles published.
	c) increasing public knowledge of CRMHC through targeted placement of brochures and information cards	Ad placement with Carmike Theaters for a SAMHSA ad concerning National PSA campaign. Brochures from each Division placed in physician offices, DHR, S.A.F.E. and County Health Departments.
	d) generating engagement and support for the services provided by CRMHC through an e-mail list and a bi-annual newsletter	Developing e-mail list. Newsletter will be updated to include Primary Care telehealth.

Legend: Not Started In Progress Not on Target In Progress On Target Achieved Incomplete

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - EDUCATION		
CRMHC will increase the public's understanding that mental illnesses are treatable and recovery is possible so that stigma and discrimination will be reduced for people with mental illnesses.		
We will...	by...	Progress as of December 31, 2013 ...
1. promote an understanding of mental illnesses and work to end discrimination	a) providing Mental Health First Aid training throughout CRMHC's four county service area	MHFA was provided twice during the 1st quarter, on February 28 and March 1, 2013. Randolph County courses were scheduled for April 29, 2013, but canceled due to lack of participants. In addition, CRMHC's Prevention Specialist promoted an understanding of MI and ending discrimination via appearances on TV 47 and WFEB Radio, discussing the issues and needs that MHFA covers. Additional MHFA courses will be offered in 2014.
	b) providing Youth Mental Health First Aid training throughout service area	Youth MHFA was provided on July 18, 2013 and October 5, 2013 in Sylacauga. The schedule was challenging due to coordination of projects relating to the Coosa County grant. Additional YMHFA courses will be offered in 2014.
2. Explore possibility of a Crisis Intervention Team (CIT) Training Initiative	contacting CIT training sites	Deferred as DMH is pursuing funding and coordination of CIT for police departments.
		Note: One Crisis Intervention Team has been implemented. The Team Leader and Case Manager have been identified and an LPN will be hired.

Legend: Not Started In Progress Not on Target In Progress On Target Not Started Not on Target

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - FACILITIES MANAGEMENT		
To provide for clean, safe and efficient facilities...		
we will...	by...	Progress as of December 31, 2013 ...
1. conduct energy management audits of largest facilities	requesting a free energy audit from local utility or contracting for an energy audit with an established provider	No response from the Sylacauga Utilities Board concerning energy audit assistance. Contacted Alabama Power requesting information on an energy audit.
2. determine how to use existing space to better serve consumers	a) organizing meetings of each outpatient location to discuss space utilization	Landscaped the sign at Admin Office. Created container gardens for Main Center in Sylacauga. Made wreaths for all locations. Removed aging pear trees at Hickory Village. Identified space for children's waiting area in Sylacauga.
	b) asking consumers for input concerning space	Limited input.
3. provide a safe, secure workplace and learning environment for staff, consumers and visitors	conducting independent safety audits of all outpatient locations and creating a timeline for corrective measures	Contacted Jeff Dennis with Industrial Safety Solutions and requested information regarding safety audits. Mr. Dennis has not contacted us and we are seeking other resources regarding safety audits for our facilities.

Legend: Not Started In Progress Not on Target On Target Achieved Not Goal

**STRATEGIC GOAL TRACKING BOARD
CALENDAR YEAR 2013**

STRATEGIC INITIATIVE - <i>SAFETY and HEALTH</i>		
The purpose of this Strategic Initiative is to improve consumer safety and health. The Initiative focuses on problems in health care safety as identified by the Joint Commission and/or the CRMHC staff.		
We will...	by...	Progress as of December 31, 2013 ...
1. Implement and maintain practices to prevent medication errors in facilities	a) using two (2) resident identifiers before administering medications	Total Level One medication errors January 1, 2013 through December 31, 2013: MI: 56 ID: 74 SA: 0
	b) providing ongoing training to eliminate documentation errors which account for the majority of errors	Retraining on ordering practices and 5 MAC Training sessions this quarter. In ID 2 MAC training sessions were completed on the new DMH on-line training.
2. minimize the risk of harm from falls in Residential facilities	assessing and periodically reassessing each resident's risk of falling, including potential risks associated with residents' medication regimen, and take action to address any identified risks through a fall reduction program.	1st Quarter: 2 falls 2nd Quarter: 6 falls 3rd Quarter: 3 falls 7 individuals on fall risk plans. 34 employees have received fall risk training.
		In ID, 4th Quarter: 2 falls; 8 individuals on fall risk plans; 1 employee received fall risk training.

Legend: Not Started In Progress: Not on Target In Progress: On Target achieved Near Goals