STRATEGIC PLAN

Kentucky Department for Mental Health and Mental Retardation Services

Cabinet for Health Services

2002-2006

Introduction

- As an integral part of the Cabinet for Health Services, the Kentucky Department for Mental Health and Mental Retardation Services promotes and protects the health and well-being of all Kentuckians through an array of programs, supports, and services.

- The Department initiated a broad-based strategic planning process by establishing a department-wide executive planning work group in 1997. This team involved managers from all programs and services.

- The Department's Vision, Mission, and Values were established through department-wide participation.

  Strategic goals and objectives were also determined and goal teams developed with leaders and facilitators.

- In 2002, the Department's Executive Leadership updated the plan and set forth objectives for future actions.

- The Strategic Plan serves as a guide in the Department's performance management and is a dynamic tool for responding to the continuously changing mental health, mental retardation, substance abuse, and traumatic brain injury needs of the citizens of the Commonwealth.

Summary

The Department for Mental Health and Mental Retardation Services began the strategic planning process through a situation analysis that allowed it to determine where the organization has been and where it is today, including strengths, weaknesses, opportunities, problems, trends, and threats.

Respect, excellence, choice and self determination are the fundamental ethical, moral, and professional business beliefs that guide the Department's organizational decisions and relationships.

The organization's aspirations and ideal future form its vision, while the mission describes the Department's fundamental reason for existence and the functional role the organization plays in the healthcare environment.

The five goals represent the broadly defined outcomes and/or desirable strategic positions or conditions that provide direction for the Department. The objectives under each goal represent statements of specific achievement that will lead to the accomplishment of the goals. Strategies are developed for each goal objective and are statements of how the Department will deploy resources to achieve that objective.

The plan is designed for completion over a five-year period, and as a dynamic document is reviewed for change annually.

Our Vision

That all Kentuckians with mental illness, mental retardation/developmental disabilities, substance abuse disorders, and/or acquired brain injuries will be able to lead lives of dignity and hope in accordance with their personal and individual choices.

That the Department for Mental Health and Mental Retardation Services is recognized as the leader and innovator in development, administration and delivery of services and supports that are individually focused and cost efficient.

Our Mission

To provide leadership, in partnership with others, to prevent disability, build resilience in individuals and their communities, and facilitate recovery for people whose lives have been affected by mental illness, mental retardation or other developmental disability, substance abuse or an acquired brain injury.

Our Values

Respect. . . We believe that all individuals are valuable, and that they have the potential for growth, and for the recovery of a meaningful, productive life.

Excellence. . . We believe that service is collaborative, represents consumer needs, assures optimal use of public resources, and achieves the highest possible standard.

Choice and Self Determination. . . We believe that individuals should have the fullest possible control over their own lives.

GOAL 1

THAT A SECURE FUNDING BASE **is maximized and responsive to the needs of the individuals served.**

Objective 1.1 Determine funding stability and unmet needs

- Identify current funding base for programs and services.
- Identify gaps in funding.
- Benchmark with other states and organizations.

Objective 1.2 Assure that available funds are maximized

- Utilize leveraging opportunities.
- Perform cost benefit analysis when appropriate.
- Review expenditures for efficiency opportunities.

Objective 1.3 Design and implement long-term funding plan for programs and services

- Apply for grants and request expansion funding where needed.

GOAL 2

THAT SERVICES AND SUPPORTS are accessible, coordinated, effective, and driven by evidence-based best practices; and that services and supports are of the highest standard

Objective 2.1 Provide a comprehensive list/description of programs and services currently delivered and supported by the Department

- Revise the resource book for MR/DD services.
- Develop/maintain the resource book for people with acquired brain injuries.
- Develop directory for substance abuse treatment services.
- Simplify access to directories on the website.

Objective 2.2 Plan for programs, services, and supports needed in the future

- Develop plans through research and performance based evaluations to meet future needs.
- Collaborate with service providers and other stakeholders regarding service effectiveness/responsiveness.
- Provide staff support and representation to the planning initiatives related to : HB 144, HB 843, KY ASAP, and Olmstead
- Coordinate and support the redesign of programs, services and supports.
- Provide technical assistance to CMHC programs and facilities.

GOAL 2 (continued)

Objective 2.3 Implement new program initiatives made possible through new state, federal or foundation funds or through new legislative or regulatory directives.

- Implement regulatory changes and expansion of supports for Community Living Program.
- Implement objectives set forth in federal grants: Real Choices, Data Infrastructure, etc.
- Implement program expansions set forth in Governor's spending plan: additional crisis services, the Olmstead funding (wraparound), and the KIDS NOW early childhood mental health initiative.
- Develop and implement a training curriculum for jails to include available resources.

Objective 2.4 Provide programs, supports and services that meets the needs of individuals

- Integrate research, training, and dissemination of information on best practices.
- Evaluate services and supports through CPE.
- Continue to convene JCIC meetings.
- Develop performance indicators including outcome measures.
- Collaborate with data management and research entities to evaluate programs and services.
- Develop a network to address the needs of "difficult to serve" individuals.

GOAL 3

THAT PERSONS TO BE SERVED are the primary focus of efforts and initiatives.

Objective 3.1 Increase consumer and family involvement in planning for services

- Promote self-determination, flexibility and portability for consumers and families through technical assistance to providers.
- Assure that contractors are involving consumers in the planning process through compliance reviews.

Objective 3.2 Measure consumer satisfaction with services and outcomes

- Maintain an effective grievance process.
- Conduct consumer satisfaction surveys.
- Collaborate with legislative initiatives related to MH/MR/SA.

Objective 3.3 Identify and adopt best practices for providing services and supports to consumers and providers

- Implement training initiatives statewide.
- Monitor contractors through compliance reviews and periodic visits.
- Incorporate results of consumer satisfaction surveys into training and program design as a component of CPE (Continuous Performance Enhancement) activities

Objective 3.4 Increase knowledge and competency on consumer issues

- Provide training for staff on consumer's rights (contract, facilities, agencies, federal regulations).
- Comply with mandated training activities and targeted issues (ADA, cultural diversity, etc.).

GOAL 4

***THAT THE WORKFORCE* is competent, knowledgeable, diverse and well-trained; and that the work environment is respectful and supportive of its employees.**

Objective 4.1 Increase the competency of staff

- Work in collaboration with schools/universities to increase competency of staff and service providers.
- Develop a training plan that incorporates Cabinet mandates and that supports the employee performance plans.
- Utilize state agency and other training opportunities.
- Encourage participation in opportunities for cross training offered by other Divisions and agencies.

Objective 4.2 Promote workforce ethics

- Develop and implement a corporate compliance program.
- Establish an 800# to receive reports of unethical or illegal activities by staff.

Goal 4 (continued)

Objective 4.3 Recruit and retain a qualified staff

- Monitor state personnel classifications used within DMHMRS.
- Monitor equitable salaries and compensation.
- Develop and implement a recognition program.
- Develop a Department-wide orientation training program to familiarize new staff with the programs and populations that are the focus of the Department.
- Implement recruitment and selection processes that facilitate the hiring of staff who are proactive, competent, and diverse, and who support the Department's vision, mission and values.
- Provide opportunities for leadership development through training, mentorship, organizational structure, and affiliations with colleges and universities.
- Promote a respectful and supportive work environment.
- Establish a departmental employee suggestion system.

GOAL 5

THAT THE INFORMATION MANAGEMENT SYSTEM **meet changing needs**

Objective 5.1 Develop and implement a department-wide information management plan

- Establish a committee that oversees and coordinates the overall department data systems.
- Maintain compliance with all data standards.
- Promote useful and user-friendly data reports.
- Participate in on-going planning and process implementations related to the HIPAA.

Objective 5.2 Maintain data integrity

- Establish a data quality monitoring system.

Objective 5.3 Integrate data

- Collaborate with other departments, agencies and business associates.

CONCLUSION

The Department for Mental Health and Mental Retardation services is committed to change which satisfies consumer needs through purposeful activity.

People drive change, and continuous improvement of the organization occurs through planned change. The Department's Strategic Plan, 2002-2006, represents the plan for performance improvement.

The Commissioner and the executive staff have the leadership responsibility for the implementation of the plan. A goal team, coordinated by a team leader and a facilitator, is responsible for the strategies to implement the objectives for each of the seven goals.

Action steps are determined by the teams, and time frames and responsible groups and/or individuals identified.

The Commissioner and the executive planning work group review quarterly progress reports from the goal team facilitators.

The Department reviews the plan annually and revises the document to meet changing priorities.

Authorization

Margaret Pennington, Commissioner
Department for Mental Health and Mental Retardation Services

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