

STRATEGIC PLAN

2019-2021



OUR PROMISE

Recovery Center of Ohio, LLC values each of its consumers. Our goal is to provide services that will allow our consumers to become functional and independent in each part of their life that has been affected by mental illness. Recovery Center of Ohio, LLC makes six promises to guide the provision of services to make sure that we meet our goal.

We promise to provide intensive and long-term support to help our consumers make progress towards their goals.

We promise to develop trust and open communication with all of our consumers.

We promise to provide comprehensive case management services that adhere to the standards of our accrediting agency, CARF, and our Local Management Entity(s).

We promise to maintain our consumers' confidentiality.

We promise to employ the person-centered process throughout the treatment process.

We promise to support each consumer's freedom of choice in the delivery of care and service coordination.

MISSION

At Recovery Center of Ohio, LLC our mission is to help individuals and families dealing with mental illness to direct, become responsible for, and see progress towards their mental health goals. We collaborate with each individual in each part of their life in order to develop and provide effective prevention services and programs. We strive to ensure that all services are comprehensive and are responsive to the developmental, educational, and emotional needs of our consumers.

VISION

The vision of Recovery Center of Ohio, LLC is clear and distinctive: to become the premier Behavioral Health Provider. We envision a future in which we are the leading entity in providing treatment and support to individuals living with chronic and persistent mental health and substance abuse issues. RCOO will be the provider of choice for individuals seeking to become functional and independent as they live, relate, work and participate in their communities.

We acknowledge that service excellence and a genuine concern for those who entrust us with their care are key components of this vision. As such, we avidly accept the responsibility of educating, informing, and supporting our consumers, and elevating the standards of performance with which we conduct business. In realizing our vision we dedicate our resources and energies to collaborating with our stakeholders for the purpose of creating a high quality, caring, and culturally competent system of care that promotes recovery and wellness.

In pursuit of this vision, RCOO, LLC endorses the following Guiding Principles:

- We will develop a comprehensive continuum of care that is responsive to the changing needs of our consumers.
- We will provide services with empathy, compassion, and attentiveness keeping in mind that each person is a unique individual with their own desires, strengths, and goals.
- We will recruit, train, and maintain a highly qualified team of staff who demonstrate the highest degree of professionalism and are proactive in anticipating the needs of the organization as we grow.

CORE OPERATING VALUES

- Compassion- We provide our consumers with highly qualified staff to help assist them and enhance the quality of their lives. We promise to provide employees with a safe and comfortable work environment in which to perform their duties.
- Responsiveness- We find solutions that meet the needs and preferences of people with mental health disabilities through direct service or referrals to other providers.
- Diversity- We recognize that people with mental health disabilities come from a variety of races, ethnicities, and religions; we embrace and seek to assist all who need our care without prejudice or discrimination.
- Integrity and Accountability- We exercise integrity in our administrative, service and outreach activities. We tie these activities directly to our mission, and we sustain and account for our records truthfully and accurately.
- State of the Art Practices- We aim for excellence through the use of high quality, state-of-the-art practices to help individuals with mental health disabilities and their families.
- Financial Sustainability- We strive to deliver on our mission with thoughtful strategic choices that ensure that we have sufficient financial resources to serve our population.



STRATEGIC PLAN

The purpose of establishing the following strategic goals is to provide individuals measurable objectives in the areas of Clinical Development, Staff Development, and Board & Fiscal Development. These objectives will provide a means for determining the success of the company as well as guiding its leaders as they prepare for the upcoming 2019-2021 Fiscal Year.

STRATEGIC GOALS





SUMMARY OF PERFORMANCE IMPROVEMENT

(The performance improvement targets are generated as a direct result of Stakeholder, Employee, and Client Survey's given quarterly)

CLINICAL GOALS

The clinical component of the services provided by Recovery Center of Ohio, LLC exists as a catalyst to provide individuals with chronically persistent mental health/substance abuse illness and substance abuse. The Clinical team will provide consumers and their families with coordination of movement across the different levels of care and will coordinate discharge, planning and community re-entry following hospitalization or confinement to residential services.

Goal 1: Improving the Efficiency and Productivity of RCOO, LLC

Objective 1: Assist the direct care staff in attaining professional development that will ensure organizational goals and objectives are achieved.

Planned Action for 2019-2021:

- Provide staff with 24 hours professional development to assist them in developing personally and professionally so that they can more effectively perform the requirements of the job.
- Assuring that staff is utilizing skills attained during professional development trainings when interacting with consumers in order to maintain consumer base and generate more business through referrals of satisfied consumers. This information will be obtained through monthly supervisions and quarterly quality assurance checks when contacting consumers.

Objective 2: Increase productivity of services by providing 100% of authorized hours.

Planned action for 2019-2021

- Mental health/substance abuse staff will be accessible to consumers. Consumers are entitled to timely, effective access to services, regardless of where they live.
- Assure that all mental health/substance abuse processes encompass the full spectrum of needs and interventions required by all sectors of the population.

Goal 2: Improving the Effectiveness of Treatment Services



Objective 1: Develop new, creative interventions and utilize existing interventions that incorporate the diverse needs of our consumers.

Planned Action for 201-2020

- We will improve existing approaches and devise 2 new approaches for the treatment of mental illness that will allow our consumers to live full and productive lives utilizing 4 hour training for goal setting skills purposes.
- Utilize consumer survey to determine proper utilization of interventions.
- Establish mental health/substance abuse promotion strategies to enhance protective factors and reduce risk factors at the population level within a range of appropriate settings including schools, families, work places, and communities.
- Develop and deliver specific mental health/substance abuse promotion strategies to address diverse populations including children, the elderly, and other populations impacted by mental illness.

Objective 2: 90% of persons questioned will report improvement in overall function

Planned Action for 2019-2021

- Provide Mental health/substance abuse Rehabilitation Services and enhancement processes that will be responsive to the specific and continuing needs of individual consumers in order to improve overall functioning by enhancing the consumers' life and coping skills.
- Deliver high quality, safe mental health/substance abuse services, and enhancement processes.
- Consider consumer needs in all service planning and delivery and assure that all mental health/substance abuse service delivery supports consumer's individual processes of recovery.

Goal 3: Staffing/Supervision for Direct Care Staff

Planned Action for 2019-2021

- To conduct weekly staffing that allows staff to present challenging cases for input and recommendations by the team assigned to a particular case.
- Designate Licensed Professionals (LPC, LMFT, LSW, etc.) who will attend bi-weekly staffing meetings with Paraprofessionals and Substance Abuse Counselors in order to assist with professional guidance for challenging cases.

Objective 1: Increase Consumer Satisfaction

Planned Action for 2019-2021



- Upon receipt of a referral, within 3 days, consumer's eligibility will be determined and contact will be made with the consumer to advise of eligibility and to schedule times for intakes and assessments.

Objective 2: Increase Consumer Satisfaction by Providing Quality Services

- To increase the consumer's self-worth and value RCOO will hold an Annual Commencement Ceremony for consumers upon completion of services.
- To ensure that each consumer's basic needs are being met on a holistic level the direct care staff will make all necessary referrals for service outside of the scope of the agency's mission or capacity.

COMMUNITY GOALS

Outreach is a vital part of Recovery Center of Ohio, LLC.. Outreach coordinators hold the important task of informing potential consumers of the various services that we offer and promoting the benefits of Recovery Center of Ohio, LLC. Outreach coordinators are required to make a minimum amount of contacts within the community, which consists of distributing brochures, conducting informational sessions, and giving informative presentations about the programs and services offered at Recovery Center of Ohio, LLC. The organization will also identify several marketing and advertising goals, including expanding into various media circuits in order to promote its programs and services, as well as overhauling the website to make it more effective as marketing tool.

Goal 1: Educate the community on the effects of mental health/substance abuse/illness and to reduce mental health/substance abuse stigma.

Objective:

- Conduct mental health/substance abuse education workshops at places of worship, community centers, and public schools
- Provide 4 free community in service training at RCOO location.
- Conduct 6 online mental health/substance abuse stigma reduction forums.

Planned Action for 2019-2021

- Outreach will utilize its Management, Coordinators, Parent/Family Advocate, and local community stakeholders in order to obtain feedback that will serve as vital data in educating the Community regarding the effects of mental health/substance abuse and illness.
- Within the first six months of 2021, develop a presence for RCOO within the community by networking and attending local service provider meetings. Outreach will also want to accomplish



solid partnerships and avenue that will allow RCOO to present the findings from the individuals and groups that assisted with the efforts for adequate and accurate information.

- Outreach will locate and identify local media sources that would be interested in covering stories concerning mental health/substance abuse issues and RCOO. Outreach will also look to locate local schools, Colleges, Hospitals, Churches, and Community Locations such as YMCAs, Volunteers of America, Boys & Girls clubs, etc.
- Foster and establish partnerships with resources and organizations in the Cincinnati Metro area that will allow RCOO to be a pillar and cornerstone of knowledge regarding the education on mental health/substance abuse; as well as a focal point in the community that reduces the stigma and exclusion that relates to mental health/substance abuse.
- RCOO staff will volunteer with local social service providers as well as associate its outreach efforts that will allow RCOO to be a local and common name relating to Mental health/substance abuse Rehabilitation Services.
- In order for this goal and objective to be reached, Outreach will need efforts of the stakeholders as well as the department to be cohesive and consistent. Outreach may require meeting in the evenings in order to decrease barriers that can and do exist. Constraints that may keep this goal from being accomplished are: lack of support, follow through, and cohesiveness needed all parties to pinpoint the concerns as it relates to the Mental health/substance abuse stigma.
- This goal is imperative to the Cincinnati area so that we may be able to reach those who are in detrimental need of services such as Mental health/substance abuse treatment, however, due to the lack of positive feedback from individuals who have once experienced negative aspects from an agency lacking quality of care, it has allowed those in need to deflect such a valuable program.

Goal 2: Increase Advertising and Marketing Efforts

Objective:

- Increase number of outreach contacts to a minimum of three per week.
- Conduct a minimum of 5 outreach presentations a week.

Planned Action for 2019-2021

- Outreach Coordinators will collaborate with community agencies to locate additional consumers who may be in need of mental health/substance abuse services.

Goal 3: Increase the Number of New Consumer Referrals

Objective: Increase organization visibility by 75% by utilizing TV, radio, Internet, magazine, newsprint, presentations, and WOM (word of mouth) by June 2021.



Planned Action for 2019-2021

- Outreach will collaborate with various organizations, schools, hospitals, and agencies to continue to success in advertisement.
- RCOO will develop and sustain strong relationships with school systems and organizations that will contribute towards the growth as well as the retention of consumers that come into our agency. The ultimate goal is to brand RCOO as a provider who prides itself on quality of care and passion to rehabilitate the community one consumer at a time.
- Outreach will look to strategically market the areas that RCOO will be able to provide quality services based on RCOO staffing.
- After the first 6 months of RCOO functional operation, Outreach will begin to expand beyond the boundaries of Hamilton County and begin establishing itself in other neighboring counties.
- Outreach will need: postcards, marketable handouts such as, but not limited to: Candy, pens, pencils, book bags, notebooks, pocket-size calendars, magnets, key chains, mugs, RCOO gift cards, etc. Possible constraints include not planning adequately in order to satisfy the need for material and not marketing to a large enough audience. A lack of follow through will promote a negative name in the community that can and will damage the brand that RCOO looks to establish.
- Branding RCOO is imperative to the development of our agency so that we can ensure the vision of our CEO. The Ohio area has a serious need for mental health/substance abuse and substance services, which is the reason RCOO can and will be able to expand services to 1000+ consumers. In order to make this long-term goal a success we must market. We must brand our name while there is a gaping hole in equations, which will yield us being the solution.

STAFF DEVELOPMENT GOALS

In recognition that the provision of quality services is dependent upon a highly skilled and motivated team of staff, The Recovery Center of Ohio, LLC is committed to hiring, training, and facilitating the development of top-quality professionals. As such, the agency will continue to provide staff development and training to current staff, as well as new hire training for future employees. All departments will consist of staff that is knowledgeable and confident in their ability to perform the functions of their jobs.

Goal 1: Improve Quality of Training and Increase Staff Development Opportunities

Objective 1:

- Development of a standardized training process for new hires.

Planned Action for 2019-2021



- Create 40 hour standardized Orientation Process for all New Hires
- Develop Quarterly Professional Development Seminars for Direct Care Staff
- Conduct 12 All-Staff trainings to develop, review and increase employee KSAs (knowledge, skills and abilities)
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Objective 2:

- Development of supervision process for all staff to promote professional development within the agency

Planned Action for 2019 -2020

- Expand staff development opportunities by 25%, with a focus on improving supervisory skills
- Develop Quarterly Professional Development Seminars for Management Level Staff
- Develop and implement a six month Management Mentorship Program, to promote management within the agency

Goal 2: Increase Retention of Qualified Staff

Objective:

Retention rate of employees will increase by 25% over the fiscal year

Planned Action for 2020 -2021

- Improve and increase recruitment and selection practices to attract and hire from a committed and stable pool of applicants.
- Provide new hires with training that will increase their capacity to work with our consumer population.
- Develop a career path program to prepare existing staff for promotion.
- Focus on compensation and nonmonetary rewards to retain staff who excel.
- Increase opportunities to solicit and incorporate staff feedback and input and conduct quarterly employee surveys.
- Clarify staff roles, structure, and reporting relationships in order to eliminate confusion amongst various positions.
- Offer employees a comprehensive benefits package

Goal 3: Increase New Hire Recruitment Efforts by 75%



Objective: Increase RCOO new hire recruitment efforts to ensure the organization has a pool of potential new hires to support the Ohio program site expansion.

Planned Action 2020-2021:

- Develop and foster a relationship with local universities. Foster at least three partnerships
- Conduct, host and attend local mental health/substance abuse job fairs at least semi-annually.
- Place employment opportunities in newspaper, magazine, TV, and radio advertisements
- Register RCOO with the local NASW (National Association of Social Workers)
- Create a Linked In account (social media website for job seekers)

FISCAL & BOARD DEVELOPMENT GOALS

Recovery Center of Ohio, LLC. will continue receiving guidance from the Board of Managers, which is charged with the responsibility of providing the Chief Executive Officer with direction, advice, and strategic oversight.

Goal 1: Increase Board of Managers Involvement with RCOO Growth

Objective: Attract, support, and retain a diverse Board of Managers, who has a strong presence throughout the agency. In 2021, we will also add managers to join the Board of Managers.

Planned Action for 2020-2021:

- Create a RCOO board member application and send out to possible candidates by June 2021
- Submit 5-10 possible candidates to RCOO Executive Management Team/Board of Directors for approval and vote of two additional board members
- Provide the two new board members with a board member orientation/board retreat.
- Assign the two new board members with projects that are specific to the greater Cincinnati area expansion efforts.
- RCOO board members will attend a minimum of 6 All Staff training/meetings during 2021

Goal 2: Increase RCOO Financial Viability by Increasing its Revenue by 100% in 2021

Objective: Develop and implement a financial plan that increases revenue and decreases spending



Planned Action for 2020 -2021

- Increase revenue by increasing the number of consumers that receive services.
- Require LOCs to become more efficient and effective in their turnaround time of clinical assessments by implementing a 5 day “CA Submit” deadline
- Develop a monthly budget that requires decreased spending and strictly adhere to what has been approved by the executive management team
- Conduct quarterly financial audits and inventory management
- Become a provider with Ohio Medicaid Managed Care Programs
- Increase community visibility and revenue by becoming a Medicaid Enrollment Center

Goal 3: Conduct Feasibility Study for additional RCOO Annex Sites and Increase Recovery Center of Ohio, LLC. Financial Viability and Community Visibility

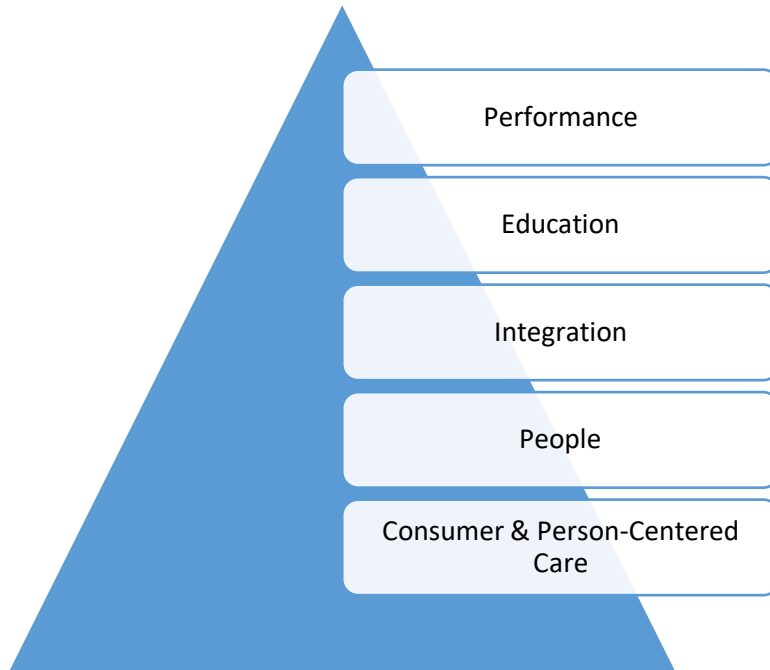
Objective: To Gain 30% of the Ohio market share by managing quality, efficiency, and responsiveness to RCOO’s consumers

Planned Action for 2019-2021

- Develop a 5 member (4 RCOO staff, 3 Stakeholders) RCOO-Annex (school based site) feasibility study committee by June 2021.
- Conduct 3 focus groups (employee, potential consumer and stakeholder) to ensure RCOO is providing the best quality, efficient and cost effective services.

RCOO STRATEGIC PRIORITIES

RCOO Strategic Plan comprises five priorities—critical areas of focus for our success and sustainability.



Consumer & Person-centered care

Be the Community Leader in the Service Delivery, Quality and Provision of Consumer- and Person-Centered Care

People

Attract, Engage, Develop, and Retain the World's Best People

Integration

Become the Model for an Academically Based, Integrated Mental health/substance abuse Care Delivery and Financing System

Education

Lead in the Education and Training of Mental health/substance abuse Professionals/Specialists

Performance

Create Sustainable Financial Success and Implement Continuous Performance Improvement



RCOO STRATEGIC PRIORITIES

Promote a culture that embraces, expects, and rewards the delivery of person-centered care.

Consumer & Person- Centered Care

Partner with consumers, families and others to eliminate preventable harm and optimize consumer outcomes and experiences

Engage consumers and families in shared organizational and clinical decision-making.

Create a culture where diversity, inclusion, civility, collegiality, and professionalism are championed, valued and exhibited through actions, incentives and accountability

People

Ensure that fair and easily understood rewards are implemented, particularly compensation that reflects the scope of work, quality and leadership responsibilities

Create pathways to recruit, advance and reward excellent clinicians throughout RCOO



Achieve community-wide recognition by designing and implementing an innovative model of care delivery aimed at improving and enhancing the overall behavioral health of populations

Integration

Recruit, engage, retain and invest in innovative leaders and flexible workforce that promotes cross-education and development of interdisciplinary teams across all agencies.

Over a 3 year period, fully implement the required elements of the newly defined mental health care system

RCOO STRATEGIC PRIORITIES

Education

Build an effective culture for learning and education across all RCOO organizations, leverage the agency's infrastructure, and facilitate interprofessional educational programs for RCOO employees and others

Ensure that training and education is transformative as reflected by consumer and stakeholder responses to services

Invest in and promote the practice of evidence-based knowledge and professional development



Performance Ensure that all financial operations, performance indicators and results support the strategic priorities, as well as the individual entity requirements.

Identify new and expand existing sources of revenue and implement operating efficiencies consistent with the mission and with a commitment to providing quality services

Establish a transparent financial reporting system available to and understood by all RCOO constituencies

FINANCIAL ANALYSIS

Plans for FY 2020

Beginning with fiscal year 2020-2021, RCOO will implement a “bottom up” standardized budgeting process. The 2020 budget will consist of monthly projections, and the budget will be on a consolidated quarterly basis.

Each department (HR, Operations, Program Management and Outreach) will have a standard projection template. The program manager will have significant input in establishing monthly revenue targets based on reasonable, branch specific consumer input assumptions. Additionally, each department will establish anticipated line item specific operating expenses. The net results between anticipated revenues and expenses will provide the Ohio Main office with budgeted profitability/loss accountability. Within 15 days of the month’s end, the RCOO office actual income and expenses will be posted against budgeted amounts. Actual results will be analyzed and action will be taken to ensure the integrity of the budget process. Anticipated monthly corporate overhead expenses will be analyzed and allocated among the branches based on branch percentages of revenue generated during the previous month. The department budgets will be consolidated into a monthly company budget that will compare budget amounts to actual.



Monthly results and trends will be presented mid-month to the Executive Management meeting. Quarterly results will be presented to Executive Management as well as the Board of Directors.