



**2014**

**STRATEGIC BUSINESS PLAN**

## I. PURPOSE

This document comprises a strategic plan for Keystone Hall Inc. It presents a series of fundamental statements relating to Keystone Hall Inc.'s vision, mission, values and objectives; reviews its strengths, weaknesses, opportunities and threats; and sets out Keystone Hall Inc.'s proposed strategies, goals and action programs.

## II. MISSION

The mission of the Greater Nashua Council on Alcoholism, Inc. DBA Keystone Hall is:

“To empower the chemically dependent person to take responsibility toward recovery through professional counseling in a caring environment.”

## III. ENVIRONMENTAL SCAN

This strategic plan addresses the following key strengths, weaknesses, opportunities, and threats which apply to Keystone Hall currently and in the foreseeable future:

<b>STRENGTHS</b> <ul style="list-style-type: none"><li>• Committed Management Team and staff</li><li>• Client driven</li><li>• Management Team able to multi-task</li><li>• Located within the service community</li><li>• Able to provide an array of services that fit the needs of the persons served</li><li>• Ability to communicate needs/barriers of services gaps</li><li>• Good reputation within community and with stakeholders</li><li>• Open to new ideas</li><li>• Team approach</li><li>• Services provided as needed, when needed, 24/7</li><li>• A Holistic and Wellness approach to persons served</li><li>• Sustainability of services to persons served</li></ul>
<b>WEAKNESSES</b> <ul style="list-style-type: none"><li>• Our contingency plan needs to be more secure when employees are terminated.</li><li>• Our incomes derive mainly from one program.</li><li>• Few other markets have been examined.</li><li>• A new medical record system must be purchased and implemented.</li></ul>
<b>OPPORTUNITIES</b> <ul style="list-style-type: none"><li>• With CARF accreditation, expand to new State funded programs</li><li>• Expand services to fill-in program areas that are needed in the community and are not provided by our competitors</li><li>• Education of stakeholders</li><li>• Multiple programs that are successful that could be marketed to the community.</li></ul>

## **THREATS**

- Larger agencies may have more capabilities and provide service alternatives
- Reduction in Federal/State Funding especially Medicaid funding
- Economic slowdown could result in an increase in client referrals who have may be unable to pay for services provided
- Community sustainability
- Lack of other community resources

## **IV. CORPORATE VALUES**

Keystone Hall operates in accordance with the highest standards in all relationships with consumers, stakeholders, environment, and the community. The following Corporate Values are paramount to the success of this agency.

### **Excellence:**

- We are passionate about delivering results.
- We are dedicated to total customer satisfaction.
- We evaluate our efforts and strive to do better.
- We make a positive difference in people's lives.
- We promote individual and agency growth.

### **Stewardship:**

- We are accountable to our customers and stakeholders.
- We manage resources effectively and efficiently.
- We plan today to prepare for tomorrow.
- We maintain financial strength.

### **Integrity:**

- We apply the highest ethical, moral and professional standards in our conduct.
- We work with a passion to do the right thing.
- We care about what we do.

### **Respect:**

- We believe that people are our most valuable assets,

### **Innovation:**

- We constantly look for ways to improve, to be more effective and efficient and to do things better.

### **Teamwork:**

- We are a community with diverse strengths working together to achieve a common goal.
- We recognize and respond to the needs of others.
- We are responsible to each other.
- We build on each other's strengths.

## V. BUSINESS OBJECTIVES

- Create a high quality standard of services for person's served.
- To build sustainability for Keystone Hall Inc.
- Diversify various funding resources.
- Develop a solid infrastructure management team.

## VI. MAJOR GOALS 2014 - 2016

The following are key goals for Keystone Hall Inc.

- Achieve CARF 3-year Accreditation in 2015
- Strengthen our contingency plans to avert issues, and better deal with unethical behaviors.
- Further enhancing safe guards that help to ensure the integrity of our communications and records.
- Under leadership of the Vice President:
  - Develop more community collaborations by growing our non-profit organization and examine grant opportunities
  - Hire key personnel, with expertise in the areas of Case Management and Life Skills development
  - Endeavor to develop funding streams from a variety of resources including Medicaid, health insurance and private pay.
- Build a solid financial and cash flow system
- Develop a annual financial budget, which contains reasonable projections of revenue and expenditure,
- Develop a structured training model that will improve and enhance the efficiency and effectiveness of the services provided to the persons served

## VII. CLINICAL SERVICES

The following critical strategies will be pursued by Keystone Hall Inc.

### A. TEAMWORK

**Strategy 1:** Enhance teamwork through increased communication.

**Action Step:**

- Establish and maintain strong and open relationships with internal and external stakeholders.
- Improved relations with medical professionals.
- Establish and maintain strong relationships with.
- Increase communication within KH.

**Success Indicators:** Continued level of referrals, timely communication, improved customer satisfaction ratings, and increased internal collaboration.

## **B. SERVICE DOCUMENTATION**

**Strategy 1:** Define priorities for the electronic medical record in order to achieve efficiencies, achieve CARF documentation conformance and to simplify data entry.

### **Action Steps:**

- Establish written procedures for clinical and financial software for current and new staff
- Provide training review for all current staff
- Identify what is expected to achieve CARF conformance related to clinical documentation and identify how that can be accomplished by use of Therascribe
- For those areas where clinical HER will not allow customization to achieve CARF conformance, develop Clinical Addendum documentation form in order to achieve conformance.
- Develop a process to solicit staff input regarding clinical software needed improvements on a quarterly basis.

**Success Indicators:** Quarterly Clinical Quality Review reports demonstrates improvement in conformance with clinical documentation expectations

## **C. SERVICE EXPANSION**

**Strategy 1:** KH will actively explore service expansion and development.

### **Action Step 1:**

- Conduct a review of current needs of persons served in order to determine what needs are not being adequately fulfilled
- Evaluate what funding resources are available through State, and local funding sources including Foundations
- Review community's input and then compare this information with agency capacities.
- Plan programmatic expansion as appropriate and as funding allows.

**Success Indicators:** Decision made and/or establishment of services based on identified service needs.

### **Action Step 2**

- Develop opportunities that support individuals' choices and promoting greater independence.
- Enhance natural supports and community involvement for service participants.
- Expand and develop opportunities for individuals to participate in planning activities which may include, but are not limited to:

**Success Indicators:** Positive feedback in service participant satisfaction; increased attendance at training/support activities.

**Action Step 3**

- To provide exemplary service that allows for CARF accreditation.
- Achieve CARF accreditation.
- Seek CARF accreditation for program expansion as appropriate.

**Success Indicators:** Achieve CARF Accreditation at the three-year level

**Action Step 4**

- Proactively manage current and future resources.
- Program adjustments are made based on financial data.

**Success Indicator:** Increased financial stability for all programs, maintain competitive service rates.

**D. HUMAN RESOURCES**

**Strategy 1:** KH will provide complete clinical services by hiring a part time psychiatrist

**Action Steps 1:**

- Identify Agency's psychiatric needs
- Initiate recruitment searches
- Contact local family practice physicians inquiring about their interest to provide medication evaluations for KH clients both in their own offices as well as being paid as independent practitioners at KH office
- Review requirements and evaluate costs/benefits of hiring Certified Nurse Practitioner to provide psychiatric services

**Success Indicator:** Decision to hire / not hire part time psychiatrist will be made by June 2014

**G. REVENUE GENERATION / FINANCE**

**Strategy 1:** Enhance revenue-generating resources and reduce costs.

**Action Step 1:**

- Monitor client appointment failure rates and develop plans to improve the ratio of kept appointments
- Identify additional grant-writing resources and professional consultants and apply for available funding
- Annually identify eligible funding projects in area and complete applications

**Success Indicator:** Client appointment failure rate will be reduced from 20%; KH will submit at least one RFP response by June 2016.

### **VIII. ADDITIONAL STRATEGIC ISSUES**

- Provide the right type of service, by the right provider, for the right number of sessions
- Increase the number of case managers in order to increase revenue and profit to agency
- Drop / decrease substance abuse services because of lack of funding to support service.
- Determine if the revenue gained by other professionals renting office space within KH facility is financially justified instead of using that same space by KH clinical professionals