

Scioto Paint Valley Mental Health Center Strategic Plan and Financial Plan 2019-2020

Introduction

The Scioto Paint Valley Mental Health Center (SPVMHC) is a private, nonprofit community mental health center that services clients from a five-county catchment area in Ohio: Ross, Pike, Pickaway, Fayette, and Highland counties. The Scioto Paint Valley Mental Health Center, a contract agency of the Paint Valley ADAMH Board, currently consists of 5 outpatient counseling clinics, three residential facilities, and an associated LLC that serves Primary Care clients in the Martha Cottrill Clinic building. There is a business, Genoa Pharmacy, renting space in the Martha Cottrill Clinic.

Mission Statement

The mission of the Center is to provide leadership and services in a community-wide effort to foster positive, optimal mental health and to assist the community to find ways to prevent, reduce, and minimize the residual effects of mental health problems.

The Mission of the SPVMHC is to provide best practice mental health counseling and psychiatric services to the community to meet its needs for mental health services. The needs have changed to include residential and supportive housing since its inception that focused in its early years on solely the outpatient counseling. During the previous fiscal year on February 11, 2019, the leadership team opened a new residential male bed facility, The Rulon Center, targeting client care for men who are diagnosed with alcohol and other drug recovery issues. Further, because the SPVMHC has undergone challenges due to multiple revenue stream and market changes in the past two years, the organization and its management team has been exploring various means to stabilize its revenue stream, reinstitute ways to promote a positive image, develop new counseling opportunities for treatments, strengthen its existing programs, and offer best practices wrap around mental health care services.

Executive Summary

The SPVMHC leadership and staff changed considerably during the 2018-2019 year. The former Executive Director left the agency after 9 years in March 2018. An interim director was named and then a new Executive Director was hired in late November 2018. Due to retirements, resignations, hiring, and promotions, five of the eight Clinic Directors changed at SPVMHC during the 2018-2019 time period. SPVMHC was in financial distress due to the changes in revenue streams and Behavioral Health Redesign implementation. There were also changes in legislation and insurers covering the Medicaid clientele thus there were added challenges that occurred due to the SPVMHC cumbersome computer software system that did not meet the needs of the clinicians nor the Accounts Receivable (AR) billing processes. The loss of clients after the in person psychiatrists and clinicians who held independent licenses needed to be reconciled. The separate LLC transportation company was sold and the McArthur Street property was turned over to a developer. The new Executive Director hired a new adult psychiatrist, a nurse practitioner, and more than 40 clinicians with the purpose to maintain outpatient counseling and add The Rulon client treatment services.

Goals

The SPVMHC has been challenged by moving target funding and revenue streams, outside competition, and an unprecedented number of employee turnover from 2016-2018 years. The agency management staff is focusing on 5 major goals for the 2019-2020 fiscal year: 1. Develop financial strategies to maintain services to meet the treatment needs of the clients and the community, 2. Survey staff to ascertain growth opportunities for training and sustainability, 3. Provide best practices in all aspects of the system (connect Primary Care, Integrated Care, Pharmacy, and Outpatient and Residential facilities), 4. Work collaboratively with social service agencies, stakeholders, and gatekeepers and continue work on the public relations and marketing plans, and 5. Upgrade the documentation systems which in turn can assist in the stabilization of the revenue streams.

Tasks

The SPVMHC plans to support the goals with the following task activities:

1. Develop financial strategies to maintain services to meet the treatment needs of the clients and the community:
 - Leadership will meet with Clinic Directors to operationalize staffing efficiencies so that licensed, quality staff will provide quality residential and outpatient counseling services with a focus on hiring of social workers, counselors, and psychiatrists. The Executive Director will strategize with the SPVMHC Board of Trustees.
 - The Executive Director will work with the Chief Financial Officer and Leadership team to review the operating expenses, explore revenue streams, research attrition and employee hiring needs.
 - The Leadership team will examine credentialing, pre-authorization functioning, billing inefficiencies and then write up to date policies and procedures for billing to reduce the Accounts Receivable write-offs and billing errors, and review hiring needs for increased revenue capture.
 - The Executive Director and Program Coordinators will provide information and appropriate Leadership team members will meet with the PV ADAMH Board when appropriate to discuss revenues such as grants, funding sources, updates on Medicaid.
 - Work to hire staff, train, and facilitate best practice counseling for all 8 facilities.
2. To institute employee satisfaction:
 - Complete a yearly staff survey to ascertain work environment, training, and other needs and ideas for an improved work environment.
 - Advocate for training opportunities to provide education to bolster best practices.
 - Disseminate training information via an employee newsletter and leadership team personal contacts.
 - The Corporate Compliance Officer will report employee issues to the Leadership team for resolution when appropriate.
 - Clinic Directors will discuss ways to support employee satisfaction.

3. To provide best practices in all aspects of the system:
 - Educate the community about all aspects of the counseling and support services by instituting a facebook page, engaging social media, and public service announcements.
 - Oversee the scheduling of outside training sessions.
 - Continue leadership meetings with all facets of the treatment services to ascertain integration needs (ie. work with the pharmacy to promote the integration for the residential facilities).
 - Support existing staff with additional license financial support and provide updated Relias trainings as available grant funding provided by the PVADAMH Board of Trustees and other funding sources become available.

4. To work collaboratively with social service agencies, stakeholders, and gatekeepers while instituting a new public relations and marketing plan.
 - Discuss ways the Clinic Directors and key staff can meet with the PV ADAMH Board, the social service councils, the Child and Family First Councils, and other related mental health collaborative meetings to network and provide best practice information and referral about our agency services.
 - Leadership will work with Clinic Directors to promote SPVMHC through its facebook page and approved public service work and news stories.

5. To explore and facilitate existing funding streams while upgrading the documentation systems which in turn can assist in the stabilization of the revenue streams.
 - The Board of Trustees approved the initiation of a new software system to streamline billing and documentation. The Leadership Team will work with the Qualifacts team to input billing and documentation integration strategies to promote billing efficiencies and “Go Live” by November 2019.
 - Discuss the funding needs with the SPVMHC board of Trustees, the PV ADAMH Board staff, their Board of Trustees.