



Strategic Plan for FY10–FY12 Management Summary

I. Introduction

Oakland County Community Mental Health Authority (OCCMHA) delivers a new Strategic Plan every three years. This plan will guide our organization and the individuals we serve through Fiscal Year-2012. *This summary of the plan provides a background on how our plan was developed as well as the major themes and projects contained in the FY-2010 Plan.* Each year the leadership of OCCMHA will produce an Annual Plan. Each Annual Plan will start with a review of the Strategic Plan, and be modified *through input provided* by the individuals and families that we serve.

The FY10 planning process is affected by the current condition of the economy in the State of Michigan. As a result, we are keeping one eye on the economy and the other on moving ahead with important improvements in the *administration of supports and services* to the citizens of Oakland County. OCCMHA has recently seen some large drops in funding *and in the future expect even more reductions.* These drops in funds have already influenced our organization. Additional funding changes will require OCCMHA to modify the Strategic Plan. When significant changes are made, OCCMHA management will present these modifications to the Board of Directors for approval.

OCCMHA recognizes the right for all individuals to be self empowered. Enhancing and maintaining an environment that supports “**Consumer Empowerment**” is the primary theme of the FY10 Strategic Plan. Quality of Life (QOL) Outcome Measures are closely tied to the goals of Consumer Empowerment. QOL Measures include Transportation, Employment, and Housing, among others. This set of measures will be the method that OCCMHA will use to monitor our success in empowering the individuals we serve. A significant goal of this plan is to construct and monitor the QOL Measures on an on-going basis.

II. The Strategic Planning Process

The process to develop the Strategic Plan started five months ago with the “Environmental Scan”. To make our plan as accurate as possible and to focus on areas that are important to the stakeholders across OCCMHA, we *gathered information from* hundreds of people who have an interest in our future. By the end of the Environmental Scan over 350 individuals supplied information to the planning process. Of those, over 200 were served by OCCMHA. This level of involvement is very important to us, as together we build and refine the Strategic Plan.

From the Environmental Scan, we created 16 teams representing *the people we serve*, OCCMHA staff, and Core Providers to further develop the content and priorities contained in the Plan. This Management Summary is the end result of this effort.

III. Strategic Priorities

A set of “Strategic Priorities” was developed from the results of the Environmental Scan. These statements reflect the essence of the discussions gathered through the scanning process. Strategic Priorities help bring a focus to the goals of the plan. Five “Strategic Priorities” have been identified in the FY10 Plan.

1. Consumer Empowerment
2. Focus on Children
3. Strengthening Foundations – Programs
4. Strengthening Foundations – Administration & Operations
5. Managing in the Face of Fiscal Adversity

IV. Projects to Support Each Strategic Priority

Each of the Strategic Priorities needs a set of projects to support their success. The remainder of this Management Summary will identify each Strategic Priority, then list the most important projects that we (consumers, providers, and OCCMHA staff) will work on over the next three years.

1. **Consumer Empowerment**

How are the individuals that we serve involved in developing, implementing, monitoring, and evaluating the plan? How do the same individuals achieve a desired level of independence with the assistance and support of Network? The environment that provides an ability to impact the direction of OCCMHA and to achieve a personal level of *independence is supported by the projects in the “Consumer Empowerment” Priority*. Examples of these projects are:

- a. Establish an OCCMHA consumer based team to partner in developing, monitoring and evaluating short and long term plans.
- b. Develop a “Relational Framework” between the individuals we serve, OCCMHA and Core Provider Agencies. The Relational Framework is a set of statements and principles which address how we work with each other to achieve the best results.
- c. Improve the work *culture, network wide, so that it* provides the most welcoming and comfortable setting for individuals to achieve their goals. These projects and cultural directions are supported by the State of Michigan through many initiatives in the “Application for Renewal and Recommitment” (ARR).

2. Focus on Children

OCCMHA is committed to making continuous quality improvement in the Provider Network serving the Consumers of Oakland County. In support of that commitment, we will review, refine and re-bid a portion of the Core Provider Network every three years. This year, the focus is on the Network that supports Children with a Serious Emotional Disturbance (SED) and their families. While the projects listed below represent all children, the re-bidding of the Network serving Children with SED is included in this Strategic Priority. The following projects provide a "Focus on Children."

- a. Re-Bid and expand the provider network serving children with a serious emotional disturbance and their families. In addition, a specific program will be established for children ages 0-5.
- b. Major advancements in "Family Centered Planning" across the entire network.
- c. Build more structure and collaboration around the community-wide "System of Care" in support of all children served by OCCMHA. This is a significant ARR commitment.

3. Strengthening Foundations - Programs

OCCMHA promotes a continuous quality improvement environment. As a result, we look closely at the programs that we support on a regular basis. Every Strategic Plan will include a number of projects to improve our supports and services. The major projects in this section include:

- a. **Case Management & Supports Coordination** – This is a significant project and was the most important area of program improvement identified in the Environmental Scan. The team leading this project will consider all aspects of the Case Management/Supports Coordination function. The ultimate goal is to provide an environment that maximizes the amount of quality time between the Case Manager/Supports Coordinator and the individuals requiring this type of support.
- b. **Transportation** - Several initiatives have been identified that can provide broader transportation opportunities across Oakland County.
- c. **Housing** - Update the existing Housing Plan. Integrate Community Housing Network (CHN) into our information system. Implement many Central Computer System Enhancements (Phase-II).
- d. **Employment** – Construct a comprehensive employment plan. We have also identified important Central Computer System Enhancements (Phase-II) to support employment initiatives.

- e. **Co-Occurring “System of Care”** - Build a “System of Care” in support of Co-Occurring Illnesses and Primary Care Collaboration. Co-Occurring illnesses include supports for substance use and those having both a mental illness and/or a developmental disability.
- f. **Criminal and Juvenile Justice** - Support individuals encountering the Criminal and Juvenile Justice systems – We have also identified important Central Computer System Enhancements (Phase-II) to support the Criminal and Juvenile Justice initiatives.

4. Strengthening Foundations – Administration & Operations

The commitment to continuous quality improvement also looks internally at the operations of OCCMHA. The FY10 Strategic Plan has several major initiatives to continuously improve our administrative services. These initiatives include:

- a. Implement a method for improving the overall management of projects. To be successful we need to make major improvements in our ability to accept, manage and complete projects on time and under budget.
- b. Finish the design and implementation of the Central Computer System. This project received the highest score in the Environmental Scan.
- c. Manage by data - develop a complete approach to turn the data collected across our network into informed decision making.
- d. Improve our internal departmental and functional structure to better support our Strategic Priorities.

5. Managing in the Face of Fiscal Adversity

The State of Michigan’s financial condition has a major impact on the funding that is provided to OCCMHA. OCCMHA has seen the impact of several fiscal related decisions from the State of Michigan. As we look forward, there appears to be no significant improvements in the State’s fiscal health for the duration of this Strategic Plan.

Our goals are to:

- **Maximize, protect and effectively use our** financial assets.
- Maintain a reasonable level of flexibility in using our financial assets.
- **Maximize services and supports and “soft landings” in response to budget reductions.**

During this period of fiscal uncertainty, we will continue to look for the most effective administrative and program services. As always, we are dedicated to providing an open and ongoing dialogue with all of the stakeholders of Oakland County Community Mental Health Authority.