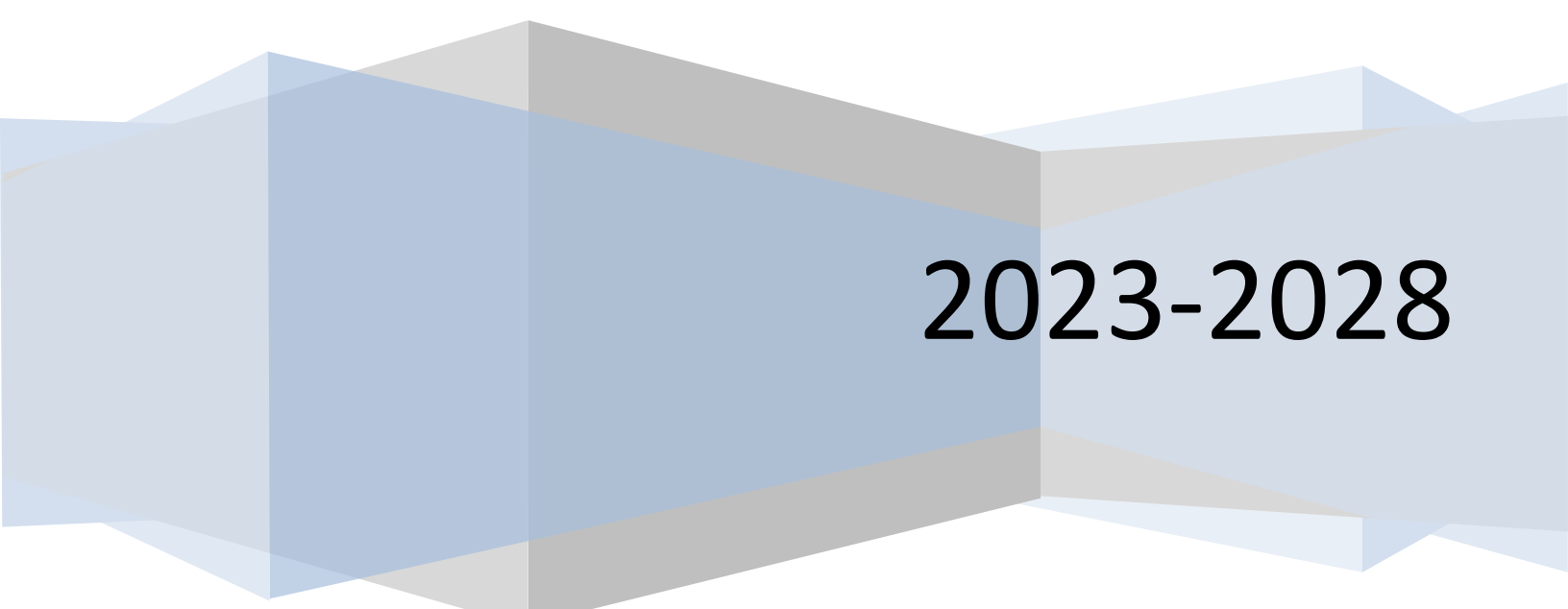


ALM Hopewell Center

Strategic Plan

Dwayne Butler, MBA – Chief Executive Officer



2023-2028



Message from the CEO

Hopewell Center continues to provide mental health services to Saint Louis Community's most venerable population. For more than 40 years, Hopewell has been providing comprehensive mental health services to children, youth, and adults in the community. Hopewell Center offers comprehensive mental health, residential, and transportation services to over 250 000 residents of the City of Saint Louis and the greater metropolitan areas.

We take a holistic and individualized approach when providing services, including working with each client to ensure they achieve their goals. This strategic plan has been developed with the client's perspective in mind and has the board of directors' commitment and our staff.

In creating the strategic plan, we took time to listen to the clients, community partners, stakeholders, peer organizations, and staff members. We are committed to accomplishing and exceeding the milestone set in this strategic plan 2023-2028. We are excited about the future and the direction we are taking, and we look forward to partnering with everyone to realize our mission and vision.

Sincerely

Dwayne Butler



Mission Statement

The Mission of the ALM Hopewell Center is to improve the quality of life for clients, families, and the community served by providing equitable, culturally competent, trauma informed, and compassionate holistic behavioral health services, emphasizing hope, honor, dignity and respect.

Strategic imperatives

Hopewell Center will focus in nine key priorities areas;

SD1: Financial Stability / Funding Source Diversity

SD2: Technology / EMR / Implementation of Tele psychiatry

SD3: Facilities

SD4: Program Development / Addendum

SD5: Certified Community Behavioral Health Clinic

SD6: Training/Development / New Employee Experience

SD7: Recruitment and Retention

SD8: Integration with People's Health Centers / PCAC usage

SD9: Risk Management / Monitoring

Our primary goal in developing these key priorities is to ensure we stay focused on making strides towards providing the state of the art services that goes above and beyond in meeting and supporting clients goals. Moving forward, this plan will help us serve our clients in our catchment areas and surrounding, including expanding our services.



ALM Hopewell Center

SWOT Analysis

2023 -- 2028

Strengths

The following strengths of the ALM Hopewell Center are identified by the ALM Hopewell Center Executive Management Team in collaboration with the consumer focus groups, data collection from the Clinical Managers, direct service providers and non-clinical support staff:

- Over 40 year-old legacy in the urban community
- Increased demand for behavioral health services in the community
- Heightened media attention for issues related to Behavioral Health
- Positive relationships with funders
- Improved financial stability supported by the CCBHO rates
- Academic partnerships with educational institution
- Health Care Home metrics in top 10 in the state of Missouri
- Client satisfaction data indicates improved satisfaction with services
- Expansion of marketing for community involvement
- New services implementation (Peak Response-Trauma Services, Access Crisis Intervention, Veteran Services, SUD, DBT Adolescent therapy)
- Expanded breadth and availability of services supported by CCBHO
- Relationships with St. Louis Public Schools
- Streamlined medication services
- Use of electronic medication prescription services
- Improved community relations in behavioral health community, political support, support from the private sector
- Availability of Tele-psychiatry services



- Availability of Mobile Tele-psychiatry services
- Improved facilities with additional building-Lindell office and Social security building next to BJK Peoples Clinic
- Improved quality of staff and applicant choices
 - Staff with more skills and abilities
- Improved community awareness of services
 - Communication (i.e. brochures, participation in health fairs)
- Relationship with BJK People's Health Centers (FQHC)
 - Access to Primary Care resources
 - Co-location
 - Integration
 - Available medical and dental services
- Relationship with People's Community Action Agency (PCAC) a PHC corporation
 - Access to economic based services (GED, Food bank, etc)



Weakness

The following weaknesses of the ALM Hopewell Center are identified by the ALM Hopewell Center Executive Management Team in collaboration with the consumer focus groups, data collection from the Clinical Managers, direct service providers and non-clinical support staff:

- Need to diversify funding streams (+90% funding from DBH and Medicaid)
- Staff performance issues
- Risk Management Issues
- High Risk Pool for Workers Compensation Insurance
- Compliance with regulatory standards
- Medical Leadership / oversight of medical providers (CMO)
- No – Show rates of patients for appointments (50%)
- Space Capacity Reached at all locations
 - Evaluate utilization
 - Need long-term plan to meet growth and expansion needs
- Timeliness of clinical documentation
- Wrap of multiple services for clients
- Grant writing and fund raising
- Inability to collect real time data for outcomes in current EHR system
- Current EHR system does not meet agency needs
 - Evaluate NextGen
- Intra-agency communication
- Customer service
 - Internal and external
 - Professionalism
- Staffing – recruitment and retention
 - Decreased staff due to current staffing crisis in the country
 - Need to retain CSS staff in numbers appropriate to meet service need
- Technology Limitations
 - Electronic Health Records not fully implemented with Medical Providers
 - Use of technology to support clinical and operations



Opportunities

The opportunities for the ALM Hopewell Center are identified by the ALM Hopewell Center Executive Management Team in collaboration with the consumer focus groups, data collection from the Clinical Managers, direct service providers and non-clinical support staff:

- Expand funding opportunities, seeking new funding opportunities
- Evaluate sustainability of all programs and service provisions
- Explore full integration options for FQHC (PHC) to support integration of Behavioral Health and Primary Care
- Proposal to DMH for increase in Children's funds allocation
 - Reduction in out of school suspensions with BH interventions (Pilot)
- Improve marketing and service sharing for clients between PHC and HWC
- Diversify funding opportunities and development
- Improve quality of service provision
- Expand and Enhance PSR for children and adults
- Improve Quality Improvement processes
- Improve Billing efficiency
- Improve management reporting
- Continued Growth and Expansion of residential programs
 - RCF
 - RISE
- Maintain CARF accreditation
- Outcomes Data continues to be a manual process – needs automation
- Expand advocacy and collaboration networks in the community
- Expand service offerings
 - Drug and Alcohol (ICDT)
 - Expanded Children's Services
 - Adult Therapy
 - Children's Therapy
 - School based services
 - Community Partnerships
 - Adolescent services



Threats

The following threats for the ALM Hopewell Center are identified by the ALM Hopewell Center Executive Management Team in collaboration with the consumer focus groups, data collection from the Clinical Managers, direct service providers and non-clinical support staff:

- Productivity Program for CSS
- Risk Management Issues
- Financial Stability
- Lack of diversity in funding resources
- Responsiveness to organizational change
- Salaries (Competitive) compared with similar organization
- Limited behavioral clinicians
- Technology
 - Current EHR system does not meet all needs of the agency
 - Unable to collect outcomes data with electronic reporting
- Political climate
 - State and federal budget cuts
 - Health Care Reform
 - Repeal of Obama Care
 - Social unrest
- Compliance
 - Clinical documentation
 - Capability to conduct comprehensive documentation audit



Financial Positions

The following is the financial position of ALM Hopewell center at the time the plan is developed and projected time in the future

Current

Projected financials

	9/30/22 (\$millions)	01/31/23 (\$millions)	01/31/24 (\$millions)	01/31/28 (\$millions)
Total Revenue	5,500,000	5,665,000	22,660,000	31,724,000
Total Expenses	4,400,000	4,466,000	17,864,000	18,221,280
Net income	1,100,000	1,199,000	4,796,000	13,502,720

- Balance Sheet as of close of 9/30/2022 is \$3.4 M in total assets and total liabilities.



ALM Hopewell Center

Strategic Directives

January 2023 – December 2028

SD1: Financial Stability / Funding Source Diversity

SD2: Technology / EMR / Implementation NEXTGEN upgrade to support programming

SD3: Facilities- a new home for Adult program

SD4: Program Development / Addendum

SD5: Certified Community Behavioral Health Organization (CCBHO)

SD6: Training/Development / New Employee Experience

SD7: Recruitment and Retention

SD8: Integration with People's Health Centers / PCAC usage

SD9: Risk Management / Monitoring



The Strategic Directives for the ALM Hopewell Center are identified by the ALM Hopewell Center Executive Management Team in collaboration with the consumer focus groups, data collection from the Clinical Managers, direct service providers and non-clinical support staff:

Major Initiatives in Support of Strategic Directives

SD1: Financial Stability

- Management reporting
- Billing efficiency
- Clinical efficiency
- Improved / Maintain Productivity
- Fundraising – Diversity of Funding
- Budgeting and Forecasting

SD2: Technology

- Efficiency of the Electronic Health Records
- Nextgen upgrade to support programming and improved use of NextGen System
- Permeate technology to all aspects of agency for improved efficiency
- Improve ability for automation of outcomes data

SD3: Facilities

- A new home to improve operating capacity space for Adult services
- Increase Residential Programs and facilities
- Optimize space usage at all locations
- Evaluate storage areas
- Implement “near miss” program for safety / risk management

SD4: Program Development

- PSRC growth
- Growth of PHASES, SUD (Drug and Alcohol Services)
- Expand Residential Program
- Expand Children’s Program Services



- Public School system partnership
- Increase community partnerships
- Expand Adult Therapy Services
- Expand Children's Therapy services
- Expand Children's School Based services
- Expand Adolescent services
- Review academic partnerships for advantageous relationship to agency
- Evaluate potential for youth and adolescent substance abuse service offerings

SD5: CCBHO

- Fully Design and Implement the following Services
 - i. Welcome Center Programming and Services
 - ii. Just-in-Time Scheduling
 - iii. Access Crisis Intervention Service Model
 - iv. Senior (Aging Adults) Programs and Service Model
 - v. TAY CPRC Specialized Service team implementation
 - vi. TAY IRTS implementation and Increase Residential Services

SD6: Training / Staff Development

- Create a training curriculum for the organization
- Create a Supervisory training module and implement
- Develop program manuals for each program

SD7: Recruiting and Retention

- Implement morale building programs across Family of Corporations
- Implement Spirit Committee Initiatives

SD8: Integration with People's Health Centers / PCAC



- Clinical
 - Medical services at Hopewell Center
 - Integrate Behavioral Health into Primary Care
 - Increase Dental Service
 - Integrate PCAC Economic Assets
- Organizational
 - Extract synergies
 - Finance
 - Environmental Services
 - Transportation
 - Marketing
 - Human Resources / Benefits
 - Payroll

SD9: Risk Management

- Evaluate current policies to ensure proper insurance coverages
- Improve Risk Pool Status for Worker's Compensation Insurance
- Reduce insurance claims in an effort to reduce cost of premiums
- Improve culture of safety throughout the organization
- Enhance risk monitoring assessment

Review and reporting on directives will be completed bi-annually to denote progress.

