

ADAPT STRATEGIC PLAN - 2014

Planning Members:

Tom Kramer, Michelle Aerts, and Don Cross

Mission Statement Review:

The mission statement was reviewed during the year and modification is not required.

Review of 2013 Goals:

Goal: Maintain Viability of Community Living Supports Programs. Progress: Adapt continues to work with both mental health agencies to remain responsive to CMH and regional affiliate requirements, as well as assessing activities and services to continue meeting consumer needs. The programs remain strong and continue to serve many consumers living in the community. The cooperative partnership between Adapt and both CMH agencies is vital, and efforts continue to maintain these key relationships.

Goal: Retain Long-term Quality Employees. Progress: Management continues to look for opportunities to provide staff with recognition and monetary incentives. The turnover rate in Branch County remains low. Efforts have been made in both counties, but especially in St. Joe to improve the residential workforce by taking advantage of the weakened economy and maintaining high expectations of current employees. All direct care staff in both counties received substantial bonuses in December 2013. Ongoing staff meetings and reviews of Gentle Teaching practices give staff opportunities to brainstorm ideas for working with consumers, as well as reminders and tips for getting along with co-workers in order to promote a positive and gentle environment.

Goal: Seek Independent Housing Options. Progress: No additional housing units were purchased in 2013. Adapt continues to make improvements to properties as needed.

Goal: Expand In-Home CLS Services. Progress: The In-Home CLS Programs in St. Joe and Branch Counties remain strong. The St. Joe program more than doubled in program size this year due to a provider agency terminating its contract with CMH. Adapt was the provider of choice for many of these consumers. In Branch County, the CMH agency has been reviewing the authorization of services, and there have been reductions in the services provided.

Goal: Expand Training Services. Progress: The Training Department has maintained its level of service and activity. Training of new hires has been expanded to include hands-on experience working with consumers during the initial training process. This gives the training more meaning as new hires go through the entire process. Adapt is finishing the training of all current staff in the area of Gentle Teaching and has developed a system of review in Gentle Teaching and a formal annual review of Gentle Teaching is being implemented. The joint-county Quality Review Team continues to conduct quality audits for all of the homes in both counties and recently revised the monitoring tool used.

Goal: Diversify Employment Services. Progress: Employment Resources (ER) remains open to providing additional sub-contractual work. During 2013 no additional diversification occurred. Additional grant programs were not awarded this year.

Goal: Expansion of Residential Services. Progress: In 2013, St. Joe County assumed responsibility for the Ivanhoe and Graceland Homes from the provider that terminated its contract with CMH. Also in St. Joe County, the position of Residential Supervisor was created to give more intensive training to new supervisors and the new hires during orientation.

Goal: Establish Formalized Consumer Exercise Program. Progress: In 2012 an exercise room was created within the day program building in Branch County. A wide array of equipment and supplies was purchased for various exercises. All residential homes as well as

the Clubhouse and Day Program have a regular schedule of using the facility throughout the year. A total of 1266 consumer hours were spent in the facility during fiscal year 2012/13.

Goals for 2014:

Discussed long-term goals and set objectives designed to achieve the goals. The following goals were determined to be priority based on the needs of consumers, strengths of the organization, and expected viability of programs. A one-year time frame applies:

➤ **Goal: Maintain Viability of Community Living Supports Programs**

Objective A: Continue to provide quality services to consumers through continuous evaluation of the interactions and activities being offered in the community and on-site, staff performance, and consumer satisfaction, as evidenced by results of the annual survey, daily contact with consumers and staff members, regular meetings with the consumers from each room with the purpose of program planning.

Objective B: Maintain positive contacts with both Mental Health agencies through open communication and cooperative effort to provide services needed in respective counties.

Objective C: Demonstrate to funding sources the importance of the availability of services to family members in the community by striving to provide high quality, in-demand services. ADAPT will use the annual survey and discussions with mental health management to be responsive to consumers and stakeholders in this area.

Objective D: Lobby for needed funding and support at the state level for services. Maintain already existing contacts and develop new contacts as appropriate.

Objective E: Continue to promote community inclusion for consumers by offering a variety of community experiences daily.

Objective F: Continue to seek appropriate work tasks for CLS consumers in the workshop in Branch County.

Objective G: Monitor goal documentation to ensure Medicaid compliance with service provision and billing.

Objective H: Direct CLS Program Supervisors will actively participate in any process developed by CMH agencies and/or regional affiliates to assess consumers' need for services.

Person(s) Responsible: Tom Kramer/Don Cross/Michelle Aerts

➤ **Goal: Retain Long-term Quality Employees**

Objective A: Continue to provide rewards as extra incentive for employees to provide the best possible care, including the anniversary gifts that recognize longevity.

Objective B: Continue to examine the pay structure and possibility for additional pay increases at longer-term anniversary dates.

Objective C: Continue to explore other financial incentives designed to retain long-term employees.

Objective D: Continue pre-screening efforts when considering new hires in order to reduce the turnover rate of staff in St. Joe's residential program.

Objective E: Remain informed regarding potential legislative economic increase for residential staff for the upcoming year.

Objective F: Continue to use the current Michigan job market to Adapt's advantage and hire the most qualified applicants.

Objective G: Ensure the training department and management are responsive to the training needs of staff members.

Person(s) Responsible: Tom Kramer/Don Cross/Michelle Aerts/Luann O'Donnell

➤ **Goal: Seek Independent Housing Options**

Objective A: Continue to work cooperatively with St. Joe and Branch County CMH agencies to attain housing for individuals with low income and disabilities.

Objective B: Maintain communication with MSHDA representatives.

Objective C: Remain apprised of financially sound housing opportunities in both counties.

Person(s) Responsible: Tom Kramer

➤ **Goal: Maintain In-Home CLS Services, Respite, and Home-Based**

Objective A: Continue to seek referrals from CMH and DHS in order to serve consumers and families in Branch and St. Joe Counties.

Objective B: Maintain the family Respite program in Barry County (8-12 families currently).

Objective C: Supervision of this program was assumed by Employment Resources personnel in Branch. Job responsibilities include selection, training, and evaluation of IHS direct care workers, participating in assessment and treatment planning with the CSM and consumer, and maintaining regularly scheduled, documented contacts with the family/consumer.

Objective D: Manage the growth in St. Joe County – focusing on ensuring quality services; Continue to accept appropriate referrals to provide in-home CLS services to children, a population served that has grown during the last year.

Person(s) Responsible: Tom Kramer/Vicci Marson/Chris Maher

➤ **Goal: Maintain Training Services**

Objective A: Fully incorporate the Gentle Teaching approach into the training curriculum for new hires, and ensure all current staff is trained. Implement a review process with staff to expand the culture of gentleness agency-wide. Ensure the number of formal Gentle Teaching trainers is sufficient to meet the needs of the organization.

Objective B: Continue home and consumer-specific training for staff by the home supervisors.

Objective C: Continue to be responsive to internal and external training needs.

Objective D: Continue the joint county effort of home supervisors conducting quality reviews in each of the homes. Teams review each home which helps keep homes current, but also serves as an optimal training opportunity for all of the home supervisors.

Objective E: Continue assessing the orientation of new hires and make adjustments to provide the most important information as efficiently as possible.

Objective F: Ensure all required training is implemented, reviewed and updated, as required.

Person(s) Responsible: Tom Kramer/Val Johnson/Don Cross/Michelle Aerts

➤ **Goal: Expansion of Residential Services**

Objective A: Work with CMH agencies to provide appropriate residential and/or CLS services for consumers identified in St. Joe and Branch Counties.

Person(s) Responsible: Tom Kramer/Don Cross/Michelle Aerts

Distribution List:

___ Sue Germann, PBHS

___ Vicky Petty, PBHS

___ Heather Kerr, St. Joe CMH

___ Luann O'Donnell, Adapt

___ Vicci Marson, Adapt

___ Peggy Knisely, Adapt

___ Michelle Aerts, Adapt

___ Chris Maher, Adapt

___ ADAPT Board Members

___ Liz O'Dell, St. Joe CMH

___ Sue Enos, PBHS

___ Tom Kramer, Adapt

___ Don Cross, Adapt

___ Toy Lynn Cross, Adapt

___ Val Johnson, Adapt

___ Tammy Hurley, Adapt

___ Doug Lockwood, St Joe CMH

___ Kelly Norris, St. Joe CMH

