

# Focus Point, Inc.

## Strategic Plan 2014 -2015



**“Focusing On Your Needs, Exceeding Your Expectations”**

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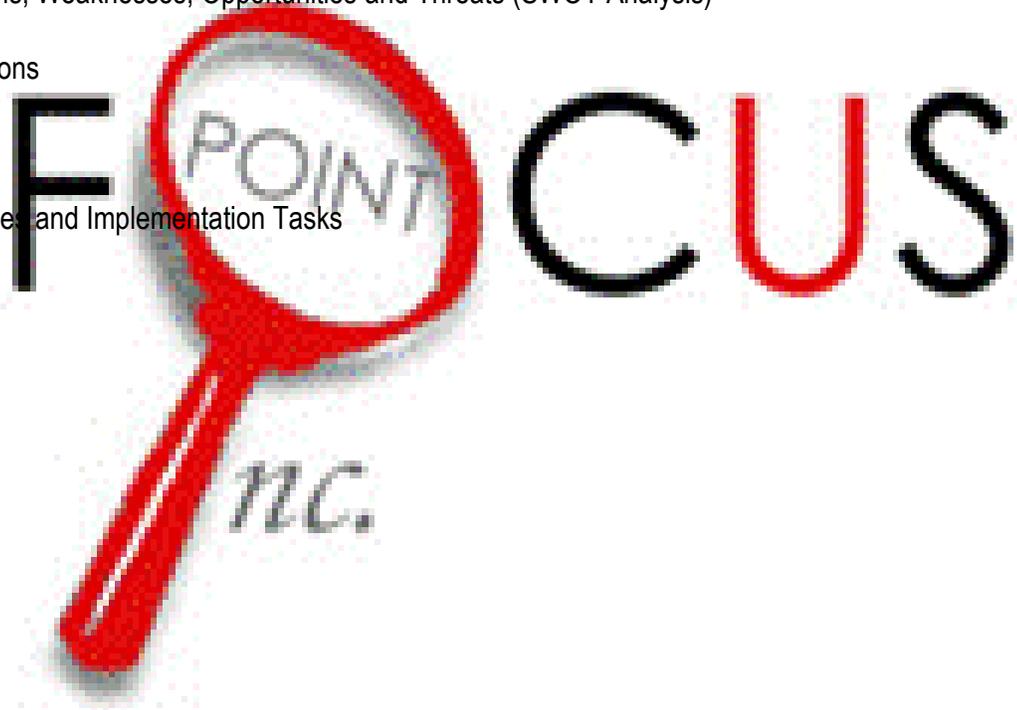
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Our Philosophy is to coordinate and provide services within a team concept including individuals, families, community members and paid professionals; ultimately, to increase individual's abilities of obtaining the highest degree of independence while promoting self-respect, dignity, and personal choice. FOCUS POINT, INC. provides children/adolescents placement with mental health and/or substance abuse issues with competent staff to assist the consumer in achieve their maximum potential. Services and supports are based on consumer choice whenever possible. It is our mission to assist individuals in having a quality of life that is no less than our own. We believe in adding supports as needed and discouraging dependence on the system. Support plans are developed by the person with the emotional behavior and/or disability as the principle architect and are based on their individual needs. The plans focus is on strengths, capacities and abilities.

The individual goals are carried out the by the person with the emotional behavior and/or disability, augmented by FOCUS POINT, INC. staff who build natural support systems and facilitate the enhancement of those mutual goals. FOCUS POINT, INC.'s mission is to provide the support and services to help individuals with emotional behaviors, developmental disabilities, chronic psychiatric disorders, and physical disabilities to lead normal lives within their community. This is achieved by providing comprehensive, quality services that are individualized to the specific needs of each person that is served by FOCUS POINT, INC.

Our Goal is to set precedence of quality for all services. To be a pace setter in the field of services. To be fair, respected, and dependable.

Our Values are to treat all persons with respect, dignity; to always work with a standard of excellence. Team work and accountability is very important in our efforts to be a strong advocate for our consumers and to demonstrate strong leadership and trust.

## **STRATEGIC PLANNING PROCESS**

**1. PURPOSE:** This policy establishes a Strategic Planning Process that assesses client health care needs, plans strategic initiatives to accommodate those needs, and ensures compliance with applicable Federal and/or State legal regulations.

**2. POLICY:** It is the policy of Focus Point to establish a Strategic Planning Process that supports the core missions. Health care requires a timely and disciplined planning process. Clearly defining a planning framework, goals, objectives, roles, responsibilities, timeframes and performance measures provides structure to this process. This policy outlines a comprehensive planning continuum that effectively provides a blueprint for action.

**3. BACKGROUND:**

The strategic and operational plans drive budget planning, policy formulation, and legislative initiatives.

Definitions:

(1) Environmental Scan: Environmental scan is an ongoing internal and external customer feedback and assessment process conducted at all levels of the organization for use in developing vision, goals, and objectives. The environmental scan reviews current trends in health care systems, current research and education, government requirements, and client and employee feedback.

(2) Strategic Planning: Strategic Planning is a process by which Focus Point determine direction and operational focus over the next two years

(3) Operational Planning: Operational planning is the process by which Focus Point implement annual plans and measures to accomplish the strategic goals and objectives.

(4) Performance Planning: Performance planning is a Department-level activity by which the Federal or State regulatory agency applicably applies goals and objectives. Federal or State agency requires Focus Point to:

- (a) Develop a Strategic Plan
- (b) Prepare annual performance plans with commensurate performance goals
- (c) Report quarterly on actual performance compared to the goals

(5) Key Drivers: Key drivers are the major factors identified by the Strategic Planning Board that are critical to achieving organizational success. These key drivers or Domains of Value are used to communicate the Strategic Plan in meaningful terms to all employees, union officials, vendors, suppliers, and stakeholders. The key drivers are:

- (a) Client
- (b) Workforce
- (c) Analysis
- (d) Process

(6) Goals: Goals define the strategic outcomes the organization pursues to achieve its mission over a period of time. Goals drive objectives.

(7) Objectives: Objectives further define intended program outcomes to achieve stated goals. They should be measurable and easy to understand.

(8) Actions: Actions are a set of steps designed to achieve objectives.

(9) Measures: Measures are numerical data and information that quantifies performance dimensions of processes, services and overall outcomes. Measures are objective, tangible, and quantifiable based on current knowledge and clinical experience. Data are systematically and consistently collected and analyzed to ensure measures are valid, reliable, and comparable.

#### **4. DELEGATION OF AUTHORITY AND RESPONSIBILITY:**

The Management Team implements the organizational mission in the development of corporate goals and objectives; identifies key drivers and clear direction; and sets priorities for the Strategic Planning Process.

- (1) The Team is responsible for:
- (a) Periodic submission of organizational plans to any applicable Federal or State regulatory leadership.
  - (b) Effectively engaging Executive Management in the Strategic Planning process and implementation.
  - (c) Ensuring that local key drivers, objectives, actions, performance goals, and capital asset plans are linked with any applicable Federal or State regulatory plans and implemented involving employees and stakeholders.
  - (d) Providing input regarding future goals, objectives, and strategies.
  - (e) Communicating the strategic plan to internal and external stakeholders.
  - (f) Conducting periodic assessment of the strategic planning process.
  - (g) Reporting to the Organizational leadership biannually or more frequently as needed.

#### **LEADERSHIP PHILOSOPHY**

Together we commit to:

1. Promote teamwork, because the best results are obtained when the team holds responsibility.
2. Make decisions in a participatory or consultative way and involve people closest to the issue.
3. Set example and provide opportunities for ongoing, open communication and feedback.
4. Provide ongoing training, support, resources and information to promote an environment where we can maximize our potential.

5. Create an environment where creativity, humor and risk-taking are encouraged.
6. Promote innovative solutions, recognizing that both successes and failures provide opportunities for learning.
7. Promote business decision-making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment.

## SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats

### Strengths:

- Competent and culturally diverse staff
- Client accessibility (hours & days)
- Timely problem solving and crisis management
- Highly experienced management team

### Weaknesses:

- Public awareness of services
- Market concentration - Lack of variety in revenue sources and vendor base
- Limitations on revenue imposed by non-negotiable (fixed) fee structures
- Inconsistent inclusion in stakeholder meetings limits community participation

### Threats:

- Workforce demographics – rural area presents recruitment challenges when hiring licensed clinicians
- Possible State changes

### Opportunities

- Develop new funding streams
- Network with community stakeholders
- Remaining current with national accreditation
- Maintenance of qualified and credentialed staff

## REFLECTIONS

### Current & Future Financial Position:

Focus Point reports a balanced budget and exceeds in projected revenue on a yearly basis. The status of assets and liabilities of the organization is excellent. The organization is financially stable and is able to continue to support the chosen service continuum.

**Succession Planning:** Focus Point's key personnel include CEO, Executive Director. In the event the Executive Director is no longer available to hold said position, the CEO will transition into the position.

**Service Area Needs:** Focus Point offers alternative services to those clients who do not qualify for services.

**Demographics of Service Area:** The area represents a percentage of individuals/families. The following is a list of the limitations: limited availability of licensed clinical staff.

**The organizations relationships with external stakeholders:** Focus Point has established relationships with various colleges and universities in an effort to employ interns.

**Regulatory environment:** No changes

**Legislative environment:** Focus Point has not had any legislative environmental changes within the last year.

## TECHNOLOGY

### The use of technology to support

- Efficient operations: EHR
- Effective service delivery: The use of an online library and video for staff and will be used for client orientation to services and service delivery
- Performance improvement: Staff are offered to complete exit interviews

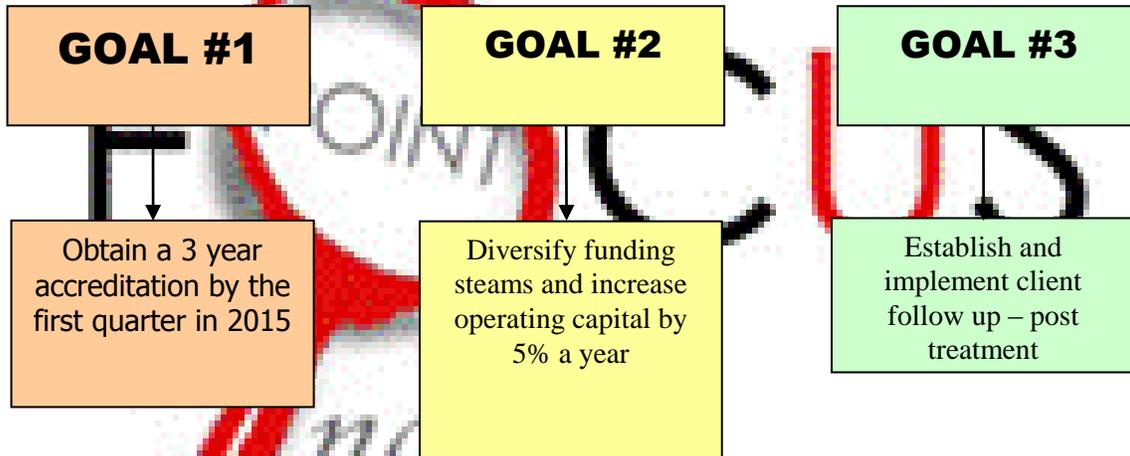
Information from the analysis of performance: Leadership uses this information to make changes to better the overall organization.

# GOALS: WHERE WE ARE GOING:

## STRATEGIC GOALS

The purpose of establishing the strategic goals below is to provide individualized, measurable objectives. These objectives will provide a means for determining the success of the company as well as guiding its leaders as they prepare for the upcoming fiscal year.

### STRATEGIC GOALS 2014-2015



## STRATEGIES AND IMPLEMENTATION TASKS

The following key strategies and implementation tasks will be pursued by the organization over the next year:

*Goal #1:* Obtain a three year CARF Accreditation

*Strategy:* Accelerate staff preparation for initial CARF survey while developing policies, procedures and plans that will ensure continued accreditation.

*Tasks:*

- Apply to CARF
- Review and revise policies and procedures at least annually or as needed
- Build performance standards into day-to-day operations
- Use performance outcome measurement system to improve service provision for stakeholders: e.g., collection of performance data elements that are conveyed to staff on a quarterly basis with an annual performance analysis and action plan
- Review and reassess strategic plan, risk management plan, accessibility plan, and other corporate documents

- Continue ongoing in-service training to ensure staff understanding and proper implementation of policies and procedures

*Goal #2:* Diversify funding streams and increase operating capital by a minimum of four percent per year

*Strategy:* Maximize allocation of in-house expertise to increase revenues through grants, fund raising, collections and increased efficiency

*Tasks:*

- Survey staff to determine particular interest areas, affiliations and capabilities that could enhance development activities
- Widely distribute brochures with information about our organization to stakeholders and potential stakeholders
- Continue to expand partnerships with other community agencies to provide needed services
- Create additional incentives for staff retention – to reduce costs associated with recruitment and turnover
- Reach out to culturally diverse organizations and populations to establish professional contacts and relationships
- Seek out additional grant funding projects

*Goal #3:* Establish and implement a follow up system to be conducted post treatment

*Strategy:* *Identify possible client re-entry into the program and or to compile information for correction and information systems*

*Tasks:*

- Research process for creating a follow up program
- Establish policy and procedure
- Provide a “go live” date for the process to begin

This strategic plan shall be shared with stakeholders and staff as appropriate. In addition, the plan shall be reviewed for additions yearly.