

Behavioral Services, Inc.

2018

Strategic Plan

Introduction:

The Strategic Plan is developed by a committee of agency representatives with input from persons served, personnel, and other stakeholders as applicable. On at least an annual basis, a survey will be sent to persons served, personnel and stakeholders for direct input regarding suggestions and feedback for the agency's strategic planning. The Strategic Plan will be reviewed at least annually to analyze the current goal outcomes and update for relevance. If needed, the Strategic Plan will be updated more often than annually to maintain the relevance of the plan to current conditions. Updates will include goals with highest prioritization first. The Strategic Plan will be shared with persons served, personnel and other stakeholders as appropriate through various modes.

Behavioral Services, Inc. strives to remain an exemplary agency but is cognizant that there is always potential for growth. Therefore, such factors as those listed below are considered in our ongoing strategic planning:

1. Expectations of persons served
2. Expectations of other stakeholders
3. The competitive environment
4. Financial opportunities
5. Financial threats
6. The organization's capabilities
7. Service area needs
8. Demographics of the service area
9. The organization's relationships with external stakeholders
10. The regulatory environment
11. The legislative environment
12. The use of technology to support efficient operations, effective service delivery, and performance improvement.
13. Information from the analysis of performance.
14. Current literature and professional consensus to support operations and effective service delivery.

Behavioral Services, Inc.'s Strategic Plan is the expression of how the agency hopes and expects to get to its envisioned future. Within this plan are exciting visions of the agency's potential realized.

Mission

The mission of Behavioral Services, Inc. is to enhance the quality of life of children and adults with disabilities through individual and family support services. The individuals we serve form the very essence of our organization and are the reason for our existence.

Through our strategic planning process, we have dedicated ourselves to enhancing the quality of lives of the individuals we serve through delivery of a superior service. We have thus, dedicated ourselves to ensuring that not only our services, but also our agency is one that is truly superlative.

Vision

Choice, Respect, and Empowerment

We envision Behavioral Services, Inc., as a superlative agency characterized by clarity, vitality, visibility, and strength in our infrastructure, funding, and advocacy efforts thus lending our consumers greater choice, respect, and empowerment.

SWOT Approach:

In the development of Behavioral Services, Inc. Strategic Plan, the agency focused on taking advantage of its strengths, weaknesses, opportunities, and threats (SWOT approach).

Strengths: consumer driven, consumer advocates, nationally accredited, financially secure, dedicated staff, strong management team, over half of administrative staff are Qualified Professionals, established in 1997

Weaknesses: one physical business location, overdependence on management team, lack of field staff, limited client base per allocated slots for geographical area, funding from one funding stream, agency duties are departmentalized

Opportunities: enhance the visibility of BSI across the state, expand and clarify existing program and add new ones, expand geographical service areas, strengthen partnerships with community entities, ensure continued financial security to support goals and objectives of the strategic plan

Threats: maintaining accreditation, reduced funding, reduction in services, larger provider agency may enter the market, injury to staff or client, insurance requirements, loss of clientele

Revisions/Updates: 1/1/15, 3/25/15, 6/15/15, 6/23/15, 9-15-15, 12-14-15, 3-22-16, 6-20-16, 9/19/16, 12/19/16, 3/20/17

Strategic Objectives and Outcomes

Objective: Behavioral Services, Inc. will retain marketability and financial solvency.
Goal: Behavioral Services, Inc. will remain debt free, despite Affordable Care Act mandated insurance, increased administrative responsibilities, wide-ranging regulatory demands, and Innovation Waiver service hour reductions, and need for additional staff so as to reduce overtime.
Strategies: <ul style="list-style-type: none">• Behavioral Services, Inc. will develop an annual budget with addendums being made as necessary.• Behavioral Services, Inc. will limit overtime to emergency situations as approved by the agency President.• Behavioral Services, Inc. will increase efforts to employ additional staff while decreasing advertising expenses through avenues such as word of mouth, free social media sites, signage in front of building, and posting of flyers out in the community.• Behavioral Services, Inc. will assess the financial impact of offering major medical insurance vs. the penalty for non-offering to employees as well as the potential ramifications to its employees.• Behavioral Services, Inc. will confront and learn from failures.• Behavioral Services, Inc. will address resource challenges.• Behavioral Services, Inc. will decrease expenditures including: supply costs, mileage reimbursement, and paid time off.
Outcomes:

Objective: Behavioral Services, Inc. will become a dynamic, well-run agency that seeks and engages a diverse and growing clientele.
Goal: Behavioral Services, Inc. will grow our current clientele by 10% or the addition of 5 new clients.
Strategies: <ul style="list-style-type: none">• Behavioral Services, Inc. will attend provider forums, community events, and community meetings to increase awareness of our agency.• Behavioral Services, Inc. will open agency held events to all individuals with disabilities in the community to increase referral efforts.• Behavioral Services, Inc. will distribute information packets regarding agency and services to local businesses and to Care Coordinators who will be encouraged to give to potential consumers.• Behavioral Services, Inc. will seek and identify emerging service trends.
Outcomes:

Objective: Behavioral Services, Inc. will advocate for and represent the needs of individuals with disabilities in the community.

Goal: Behavioral Services, Inc. will offer at least one community activity or agency event per month for individuals with disabilities.

Strategies:

- Behavioral Services, Inc. will host client involved activities that assist various organizations in the community.
- Behavioral Services, Inc. will hold events to increase awareness of intellectual and developmental disabilities.
- Behavioral Services, Inc. will open our activities to individuals without disabilities and individuals with disabilities that are not served by the agency.
- Behavioral Services, Inc. will keep advocacy board and resource numbers updated for client use.
- Behavioral Services, Inc. will increase training and learning opportunities for both staff and clientele.
- Behavioral Services, Inc. will solicit information from individuals served regarding their needs.

Outcomes:

Objective: Behavioral Services, Inc. will expand its B-3 Respite program.

Goal: Behavioral Services, Inc. will increase the number of individuals receiving B-3 Respite by 5 clients.

Strategies:

- Behavioral Services, Inc. will expand its geographic area for accepting B-3 Respite Referrals.
- Behavioral Services, Inc. will advocate for individuals that would benefit from the service, and assist in giving information about B-3 Respite to potential referrals.

Outcomes:

Objective: Behavioral Services, Inc. will use technology to support efficient operations, effective service delivery, and performance improvement by using OnTarget billing software to streamline business functions.

Goal: 100% of scheduling, billing, and payroll will be completed through OnTarget billing system.

Strategies:

- All Behavioral Services, Inc. office personnel will be adequately and thoroughly trained on OnTarget software, as relative to position.
- Behavioral Services, Inc. will use all applicable functions of OnTarget billing software.
- Behavioral Services, Inc. will consider OnTarget upgrades, including OnTarget Clinical, as deemed financially plausible.

Outcomes: