

# PLURAL HEALTHCARE STRATEGIC PLAN 2023

## SCOPE

The strategic plan identifies strengths and opportunities Plural Healthcare can use to move along a path to organizational success, defined by best serving its clients and stakeholders, while identifying and mitigating weaknesses and threats.

This plan considers the following in ASPIRE Section C:

- Expectations of persons served
- Expectations of other stakeholders
- The competitive environment
- Financial opportunities
- Financial threats
- The organization's capabilities
- Social determinants of health
- Demographics of the service area
- The organization's relationships with external stakeholders
- The regulatory environment
- The legislative environment
- The use of technology to support
  - Efficient operations
  - Effective service delivery
  - Performance improvement
  - Information from the analysis of performance

## OBTAINING INPUT

Plural Healthcare obtains input from persons served by conducting client satisfaction surveys upon discharge of the intensive outpatient program. These surveys are allocated into reports, where leadership can determine how well the services and strategy meet expectations of the people it serves.

Plural Healthcare obtains input from personnel by conducting personnel surveys through the Accreditation Now platform. Leadership reviews these surveys at least annually to determine how well expectations of personnel are being met.

Plural Healthcare obtains input from referral sources and other stakeholders by a direct link survey on the Accreditation Now platform. Leadership sends these stakeholders emails annually inviting them to participate in the survey. Leadership reviews these surveys at least annually to determine how well Plural Healthcare is meeting the expectations of those referred to the organization.

Plural Healthcare obtains data with consideration to the competitive environment by reviewing the progress and status of competing agencies and maintaining relationships with persons of other agencies within the industry. Leadership reviews this information at least annually to make strategic decisions for the following year.

## DEVELOPING THE PLAN

Input obtained for the strategic plan is reviewed during the 4<sup>th</sup> quarterly leadership meeting of each year. Leadership uses the obtained data to determine areas of improvement for the following year and also determine if and how it applies to the organization's SWOT analysis. The strategic plan is then drafted by the Chief Executive Officer.

Within each goal, strengths/opportunities, and potential weaknesses/threats are evaluated so leadership can make decisions that meet the expectations of persons served and stakeholders. Through obtaining industry data (including competing agency data), data from experience of its leadership team, recent organization data (client census, treatment and, and financials), and determining the overall needs of clients it serves, the organization can use this strategic plan to navigate through its journey to success.

### **DISSEMINATING THE PLAN**

Plural Healthcare's annual strategic plan is made available to persons served and all stakeholders via the organization's website. Persons served are made aware upon intake into the intensive outpatient program. Other stakeholders are made aware of the strategic plan via direct email with web link provided.

The strategic plan is presented to personnel during a start-of-year staff meeting, where staff is educated on the plan for the year and encouraged to provide direct feedback.

## **THE STRATEGIC PLAN**

### **GOAL 1 – CONSIDERATION OF FINANCIAL OPPORTUNITIES AND THREATS**

Lead Plural Healthcare to a position of financial strength and stability so that it has the resources to meet its financial obligations and meet the expectations of persons served and stakeholders.

#### **OBJECTIVES**

- Ensure sustainable revenue by establishing an effective marketing system that positions Plural Healthcare to effectively serve its target clients:
  - Through marketing over digital platforms, noting that 84% of households possess a smartphone device and access the internet daily (Census.gov, n.d.)
  - Through analyzing competitor's marketing efforts with various industry standard digital marketing tools (SEMrush, n.d.)
  - Through face-to-face marketing to agencies that can refer clients to Plural Healthcare
- Developing an "organizational scorecard" that accurately estimates program census and revenue on a weekly basis, so that performance of marketing and operational efforts can be evaluated in real time and discussed on weekly and monthly operations meetings.
- Developing and maintaining a monthly budget that displays expected results at the beginning of the month and actual results at each month's end. This budget will be reviewed by leadership monthly to evaluate weak areas of performance and financial health.

- Keep administrative expenses below the industry standard of 15-25% of expenses (where applicable) by utilizing systems and technology to increase efficiency so that the maximum amount of financial and staff resources can be allocated toward direct client care. (Administrative Expenses in the US Health Care System, n.d.)

### **STRENGTHS/OPPORTUNITIES**

- Four of Plural Healthcare’s partners/shareholders/leadership, including the Chief Executive Officer and Marketing Director, possess a combined 28 years of marketing experience, having worked professionally as marketing consultants for other organizations

- Leadership has a combined 34 years of experience working in healthcare administration and a combined 8+ years’ experience working with the intensive outpatient program organizational model

- Plural Healthcare will secure a \$250K SBA loan for working capital and to help achieve its growth plan for 2023

### **WEAKNESSES/THREATS**

- Plural Healthcare was established as a self-funded organization by its founders with no major seed investment, which makes the organization significantly more vulnerable to financial threats during this initial phase until funding is secured

- Although Plural Healthcare’s leadership has extensive financial experience in its respective field, the organization is currently financially unable to hire an “internal” accountant/controller/CFO to assist with its financial strategy as leadership would prefer

- Plural Healthcare still intends to have an outside accountant review financials at least annually as per standard

- The organization does not yet have the full scope of insurance payer contracts it will need for significant growth, which means temporarily limited sources of revenue. The organization is pursuing CARF accreditation as required to obtain said insurance contracts.

- The organization will be moving office locations during the 1<sup>st</sup> quarter of 2023, which means existing insurance contracts will need to be amended with the new address. This process may cause a temporary delay in revenue from payers.

- Recent rising costs of goods and services through widespread inflation means a tight budget and careful allocation of resources – less margin for financial errors

### **GOAL 2 – ORGANIZATIONAL CAPABILITIES**

Plural Healthcare will use its capabilities to recruit and maintain a workforce of the highest quality – the right person in the right seat – to protect the “treatment milieu” and program integrity.

### **OBJECTIVES**

- Plural Healthcare will evaluate potential recruits and existing staff (in performance reviews) against the organization’s set core values to determine how well the individual’s behavior and values match that of Plural Healthcare

<p><b>Embody Safety and Trust</b></p> <ul style="list-style-type: none"> <li>● Catch each other</li> <li>● Share your stuck points</li> <li>● Play for the long-term</li> <li>● Listen with love</li> </ul>	<p><b>Cultivate Community</b></p> <ul style="list-style-type: none"> <li>● Be generous</li> <li>● Take total responsibility for each other</li> <li>● Actively build history</li> <li>● Nourish the ecosystem and milieu</li> </ul>
<p><b>Practice Candor and Kindness</b></p> <ul style="list-style-type: none"> <li>● Give honest feedback from a place of care</li> <li>● Over communicate even when it seems obvious</li> <li>● Share what you are thinking to ensure clarity</li> <li>● Be decent and humanize others</li> </ul>	<p><b>Use Humor</b></p> <ul style="list-style-type: none"> <li>● Be playful in your own unique way.</li> <li>● Invite in fun</li> <li>● Use humor as an antidote for stress</li> </ul>
<p><b>Offer Care and Concern</b></p> <ul style="list-style-type: none"> <li>● Be kind. Help others.</li> <li>● Lift others up — Leave them in a better state than when you found them</li> <li>● Bring beauty and grace to interactions</li> </ul>	<p><b>Be Authentic</b></p> <ul style="list-style-type: none"> <li>● Be you — Express yourself in your own unique way</li> <li>● Use and share your strengths</li> <li>● Engage in self-reflection to realize your best self</li> </ul>

- Plural Healthcare will create and maintain a “culture of empowerment” where staff are encouraged to take “ownership” over their respective duties and flourish – also by being free to suggest program and organizational improvements that help Plural Healthcare better serve its clients

- Recruit individuals who are experienced in the industry, but who haven’t had the opportunity to feel effective in what they do or haven’t reached their desired potential up to this point in their career. Allow them to make Plural Healthcare’s vision their own

**STRENGTHS/OPPORTUNITIES**

- The “mental health IOP service” Plural Healthcare provides is a relatively unique service to the community at its respective level of care, which can be attractive to potential staff recruits who would like to work within that level of care

- Leadership has a combined 28 years’ experience in healthcare staff management, which means leadership can more easily determine the type of staff they wish to recruit

**WEAKNESSES/THREATS**

- Plural Healthcare is a young organization, which may deter staff looking for a long-established organization to work for

- Due to Plural Healthcare’s early business and financial stage, the organization may be limited in its ability to compete with bigger agencies when it comes to staff compensation. This can narrow the pool of potential recruits

- Due to Plural Healthcare’s financial position, leadership must be strategic with ensuring healthy cashflow to meet its financial obligation to compensate staff. Failure could lead to a staff compensation crisis and potential loss of staff
- If the organization were to unintentionally recruit a therapist who has lower standards and different values than the organization, quality of service delivery to clients could rapidly deteriorate and unintended costs of turnover would ensue

### **GOAL 3 – PERFORMANCE IMPROVEMENT**

Plural Healthcare will develop and continuously improve a program and service infrastructure that is unparalleled in value, effectiveness, and efficiency.

#### **OBJECTIVES**

- Plural Healthcare will develop a customized IOP workflow system that will exist in its HIPAA compliant cloud environment starting 1<sup>st</sup> quarter 2023. This workflow will provide a dashboard for clinical operations, data collection for client attendance and clinical scales, and allow monthly and quarterly reporting so leadership can review outcomes and determine areas for improvement
- Plural Healthcare to collect GAD-7 and PHQ-9 data from clients admitted to the IOP at least once every 2 weeks. Leadership and clinical team will review the reported data during the weekly clinical case review and quarterly leadership meetings to review areas to improve program effectiveness
- Collect client satisfaction surveys from each client upon discharge. Leadership and clinical team will review data at least quarterly for discussion of improvements
- Initiate regular monthly correspondence with agencies who already are referring to Plural Healthcare to ensure services to them and referred clients are satisfactory. Any issues found will be immediately discussed and documented by leadership with a plan of action for improvement
- Maintain a program of high value by monitoring client service utilization data monthly. This will keep overall costs of services to clients and payers low and reasonable while ensuring clients are served as efficiently as possible. Monitoring service utilization also satisfies regulatory compliance, where services provided are considered “medical necessary” as required by insurance payers and CMS regulations
- Plural Healthcare will take significant consideration regarding service access that could be hindered when a client has limited financial resources. Plural Healthcare offers self-pay and sliding scale fee options to increase service access that can be utilized if the client qualifies – the client can fill out a financial hardship form so Plural Healthcare can determine a path for treatment access.

#### **STRENGTHS/OPPORTUNITIES**

- Plural Healthcare’s lead therapist possesses over 12 years’ experience running a successful mental health intensive outpatient program for a reputable organization. This therapist’s experience is highly specialized toward this service level, which most therapist’s experience is not.

- The Clinical Director's training, background, and experience of over 23 years is geared toward community social work, which means Plural Healthcare has knowledge and community connections throughout the St. Louis metropolitan area and states of Missouri and Illinois. Plural Healthcare has the ability to refer clients to such resources who may need access.

- Plural Healthcare's leadership possesses organizational data, processes, and standards of operations from an agency in which two leadership members were previously employed. This information was obtained ethically with permission from the previous agency, which is no longer operating today. These resources have been advantageous in building a successful program, while improving on the previous agency's program, and implementing the strategic planning process.

### **WEAKNESSES/THREATS**

- Most intensive outpatient programs are geared toward substance use, which means there are limited examples of successful organizations to emulate when building a successful program. These limited industry resources mean Plural Healthcare's leadership must navigate most of its program operations by continuing to properly follow regulation and obtaining treatment outcome data and client satisfaction data to determine the program's success

- Many intensive outpatient programs are run by agencies who serve multiple levels of care, which provides easier continuity when referring a client to a higher or lower level of care, since these agencies can refer internally. Since Plural Healthcare only serves the mental health IOP level of care and the treatment is acute, referrals to other levels of care must be an organized, continuously monitored process to ensure the continuity of care expectations are met

- If the right data is not collected and reviewed correctly, leadership could make the wrong decision or fail to make a decision to improve service delivery and cause a backfire effect

### **GOAL 4 – USE OF TECHNOLOGY**

Plural Healthcare will leverage technology to provide efficient services to clients, maintain low person-hour costs through technologically streamlined processes, allow leadership to use data for process improvement, and adhere to federal HIPAA privacy regulations.

### **OBJECTIVES**

- Acquire a practice management software that appropriately accommodates Plural Healthcare's services, meaning this software provides acceptable ease of use for staff, scheduling, medical record storage, charting, billing, and the ability for clients to complete the IOP intake paperwork (and other applicable paperwork) through a secure digital portal

- Utilize a HIPAA compliant digital workspace that provides secure email, chat, meeting calendar, shared document space, and a shared workflow system that staff can utilize simultaneously while completing administrative and service delivery tasks. This workspace will also house data to be used for reporting and process improvement

- Build a computer network with suitable speed and performance to carry out daily clinical operations and adhere to HIPAA regulations, ensuring client data is protected and only seen by relevant staff for the purpose of providing direct services to clients

## **STRENGTHS/OPPORTUNITIES**

- Plural Healthcare's leadership has the philosophy of leveraging the most advanced technology available so that services can be delivered with as much ease for clinical staff, efficiency for administration, and quality for clients. Leadership is always looking for new technological solutions to leverage
- Considering Plural Healthcare is a small organization currently, new technology can be implemented more quickly than larger agencies that have more staff to train and more infrastructure to navigate through

## **WEAKNESSES/THREATS**

- With Plural Healthcare's current budget, technological solutions are limited to those who have a price point within reachable range
- Plural Healthcare will be moving office locations 1<sup>st</sup> quarter of 2023, which means physical equipment that provides technological solutions will need to be moved and the network will need to be quickly reconstructed
- Plural Healthcare doesn't currently have the financial means to hire an internal "technology professional" and must rely on a combination of leadership knowledge and outside vendors/contractors for expertise
- If any staff member failed to adhere to Plural Healthcare's technology and data privacy standards, client data could become more easily compromised either by inadvertently being viewed by a party not privileged to view such information or by a malicious cyber attack

## **GOAL 5 – DEMOGRAPHICS OF THE SERVICE AREA**

Plural Healthcare to continue to serve those specific clients that it serves best and use data from these clients to continuously improve its services.

### **OBJECTIVES**

- Plural Healthcare shall narrow down its service delivery to only serving the type of clients it serves best: Adults 18+ years of age in the St. Louis metro area who are at a place where general outpatient mental health services are not appropriate, who are high-functioning, but where they can't adequately meet all the daily demands of life due to a mental health ailment, and who DO NOT currently require treatment for substance use disorder. More information on the type of clients served can be viewed on the "Plural Healthcare Marketing Guidelines" document under the section "Customer Avatar".
- In addition to the city limits of St. Louis, the primary service area for persons served of Plural Healthcare reside primarily in the following local counties within and surrounding the St. Louis metro area:

- St. Louis County
- St. Charles County
- Jefferson County
- Lincoln County

- Warren County
- Franklin County
- Monroe County (IL)
- St. Clair County (IL)
- Madison County (IL)

### **STRENGTHS/OPPORTUNITIES**

- Plural Healthcare's therapists and leadership have a combined 25+ years' experience providing intensive outpatient treatment mental health treatment to a diverse population within the St. Louis metro area

- Plural Healthcare is located in Creve Coeur, MO, which is centrally located within all the counties mentioned above. This central location can be an advantage to serving more clients from multiple counties within the St. Louis metro area

### **WEAKNESSES/THREATS**

- Plural Healthcare is a new organization, and therefore, must earn its place and reputation as an establishment in the community and those within the service area

- With Plural Healthcare being a new agency, the client census is lower than most other established agencies, meaning less data can be collected from its own clients

- Plural Healthcare will need to use its limited client data to maximum benefit in order to deliver the same quality services to persons served as other agencies who have years of client data to draw from for process improvement

### **GOAL 6 – REGULATORY ENVIRONMENT**

Plural Healthcare will pursue a 3-year CARF accreditation for its mental health intensive outpatient program to ensure a set standard for organizational quality and to meet requirements to begin obtaining certain insurance payer contracts. Plural Healthcare will also maintain its 3-year licensing through the Missouri Department of Mental Health.

### **OBJECTIVES**

- Complete all standard requirements as outlined in the 2022 CARF Standards Manual and Survey Preparation Workbook

- Submit CARF application no later than October 31<sup>st</sup>, 2022

- Undergo CARF survey by March of 2023 as per CARF schedule

### **STRENGTHS/OPPORTUNITIES**

- Clinical Director was formerly an executive director of an agency who was successful in obtaining and maintaining their CARF accreditation

- Leadership has experience running a previous mental health intensive outpatient program that successfully maintained accreditation through Joint Commission, so there is already a general understanding of acceptable IOP accreditation standards

- Plural Healthcare contracted with a consultant in 2022 to help with accreditation -- Julia López, PhD, MPH, LCSW, who is also a CARF surveyor

#### **WEAKNESSES/THREATS**

- Although CARF's survey fees are manageable, Plural Healthcare's current financial position requires leadership to take cautious measures when budgeting for when survey fees come due

- Plural Healthcare's CEO and lead therapist have never undergone a survey through CARF

- If Plural Healthcare didn't properly analyze its performance data to improve operations and service delivery, areas of the organization could fall below CARF standards

#### **GOAL 7 – LEGISLATIVE ENVIRONMENT**

Plural Healthcare is to expand its panel of insurance payer contracts to improve access for more clients to receive mental health intensive outpatient services with consideration to recently passed Missouri House Bill 604, which states that insurance payers must cover mental health care the same as physical conditions.

#### **OBJECTIVES**

- Plural Healthcare will achieve CARF accreditation to meet the contractual requirements of certain insurance payers

- Plural Healthcare will contract with insurance credentialing services to achieve credentialing from insurance payers including but not limited to: Blue Cross/Blue Shield, Cigna, United Health Group, and others

#### **STRENGTHS/OPPORTUNITIES**

- The CEO has achieved obtaining insurance contracts for an IOP through a previous agency they were employed by, and has familiarity with the process

- Mental health IOP services are needed in our community now more than ever, which means a greater ease of credentialing through insurance payers due to network demand

#### **WEAKNESSES/THREATS**

- Plural Healthcare is between 5-6 months away from being able to start the process of adding more insurance contracts, which means it must operate at its current capacity until then

#### **GOAL 8 – SOCIAL DETERMINATES OF HEALTH**

Plural Healthcare will take steps to find opportunities to better serve persons and provide accommodations, if needed, to ensure each client has the same opportunity for a good clinical outcome.

**OBJECTIVES**

- Social determinates of health will be discussed during each weekly clinical case review and clinical team will analyze if/how these determinates of health pertain to each client, such as but not limited to:

- Economic stability
- Education access and quality
- Health care access and quality
- Neighborhood and environment
- Social and/or community context

**STRENGTHS/OPPORTUNITIES**

- The Chief Clinical Director has over 23 years' experience as a community social worker, which allows for a broader view of each person served beyond just the IOP treatment setting

- With the design of intensive outpatient services provided, the clinical team is already in the working mentality of finding every way possible to help persons served improve their situation as much as possible in the shortest time available – this means a goal-directed approach considering all determinants of health and taking barriers in consideration

**WEAKNESSES/THREATS**

- Because of the acute nature of Plural Healthcare's services, the organization can only serve the client for a short time and, therefore, may need to refer persons served to additional community services for assistance either during treatment or upon discharge