

# Strategic Plan

January 2018

## **Purpose of the Plan:**

The Strategic Plan was developed to assist STOP in addressing the circumstances affecting issues of company growth, changes in the industry, changes in patient demographics, changes in patient funding sources, changes in technology, changes in WAC and CARF standards, and changes in the economy.

## **Plan Timeline:**

STOP's strategic plan is reviewed and updated annually to address on-going issues and to add new and emerging issues that arise.

## **Key Strategic Issues and Goals**

- **Strategic Issue #1** – **How do we improve recruitment and retention of staff?** Reducing turnover and improving the quality of staff is critical to the future of the organization.

### *Strategies for Issue #1:*

- **Strategy 1.1** – Adopt budgets which include salary increases and funding for licensure and continuing education. The budget was put in place for 2014, however with the ongoing current state of the economy, there will be few salary increases for the time being, and staff reductions were implemented where needed.
  - **Strategy 1.2** – Do annual industry salary comparisons and include input from staff. This was done again in December of 2015.
  - **Strategy 1.3** – Researching alternative recruitment practices to include educational facilities, alternative work arrangements (e.g., job sharing and flex schedules), and other types of professional disciplines.
  - **Strategy 1.4** – Explore employment incentives including training, benefits, and continuing education to evaluate whether any changes/additions could enhance retention. We continue to have an online continuing education credits package for those clinicians who need CE hours, and have given educational assistance for trainees who need classes to earn their required credit hours.
- **Strategic Issue #2** – **How do we increase community and judicial systems' awareness of substance abuse and mental health problems?**

### *Strategies for Issue #2:*

- **Strategy 2.1** – Continue to strengthen collaborative efforts to educate judiciary, employers, probation, parole, unions and employers. We continue to work on building relationships with these entities, and to look for new avenues for collaboration.
- **Strategy 2.2** – Continue and increase public relations efforts. Clinical staff continue to go into the community to increase awareness of substance abuse, domestic violence, and mental health problems. Marketing staff continue taking brochures and flyers to courts and we see results from those efforts. We are encouraging clinical staff to go out

to courts more often to ensure our presence in the community.

- **Strategy 2.3** – We continue to send staff out into the public, to courts and attorneys offices more to meet and get to know the court and attorney staff better, and provide education.
- **Strategy 2.4** – The attorney/probation satisfaction surveys done in 2017 indicated that attorneys and probation officers are happy with the work that we do. It appears that our efforts to rebuilt these relationships over the last year have paid off.

· **Strategic Issue #3** – How to develop greater collaboration between employers, unions, judiciary, attorneys, probation and courts to increase availability of treatment alternatives?

*Strategies for Issue #3:*

- **Strategy 3.1** – Regular visits to courts, probation, attorneys, employers; lunches and training seminars, and testimony for their clients. We continue our efforts in regular visits for these entities.
- **Strategy 3.2** – Use marketing team at holidays to deliver brochures and business cards along with cards, flowers, gifts and lunches. Our marketing staff made big efforts in 2012 to go and meet attorneys, we purchased coffee cups, water bottles, pens, stress balls, and other items with our name and logo, and made deliveries to attorneys and courts to help get the STOP name out in the community again. These efforts seem to have helped.
- **Strategy 3.3** – In our local communities, we sit in courtrooms, meet judges, clerks, prosecutors and defense attorneys, and become professional allies. We continue this effort and have made some progress in building these relationships in our communities.

· **Strategic Issue #4** – How to develop greater communication through teleconferencing and computer technology to aid in staff training, communications, and patient services?

*Strategies for Issue #4:*

- **Strategy 4.1** – Develop through providing greater VPN capacity, server capacity, and program service impact in our remote offices to achieve a greater service capacity and delivery of client services. We will upgrade our servers soon for increased speed and capacity.
- **Strategy 4.2** – Provide and train key staff on server functions, troubleshooting, the programs we use, virus protection and communication systems use and analysis. Training continues in all offices and with new staff, and IT staff continue to work to upgrade and keep computer system running smoothly in all offices.
- **Strategy 4.3** – Provide at each office a private staff computer not hooked up to our network for staff personal use, and avoid viruses and other dangerous threats. Each office has a personal use computer for accessing websites that are not appropriate on our network.
- **Strategy 4.4** – Provide IT staff with cell phones and text messaging to help staff out with their computer problems promptly. This continues to be helpful for all staff to have better access to IT personnel.

· **Strategic Issue #5** – How do we strengthen the areas of STOP where we have identified weaknesses in the structure and functions of management?

*Strategies for Issue #5:*

- **Strategy 5.1** – Provide more supervision and direction for all staff. All supervisors and managers have been tasked with providing more direction and focus for their staff. This appears to have helped in some cases, as offices seem to be more organized and are much more aware of policies and procedures of the organization. More staff training in policies and procedures has also helped in this endeavor, and will continue each year.
- **Strategy 5.2** – Provide more coordination between departments. Managers have been given additional responsibilities for coordination of services between departments. Management continues to work on breaking down the barriers between departments by doing more cross training, and has provided more direction to staff.
- **Strategy 5.3** – Provide more staff training on policies and procedures. We continue our expanded staff training program which covers a broader range of policies and procedures. The additional staff training has helped all staff in understanding and implementing our policies and procedures, and will continue each year and as policies and procedures are updated or added.
- **Strategy 5.4** – Provide for more coordination of human resources functions. The Accreditation Manager has provided all offices with more assistance for human resources functions, including advertising positions, employee orientation and basic training requirements. The Accreditation Manager continues to travel to all offices regularly, and keeps track of performance evaluations, training, and licensing requirements.

• **Strategic Issue #6** – How do we improve our patient/staff satisfaction survey methodology to gather and disseminate more comprehensive and useful information?

*Strategies for Issue #6:*

- **Strategy 6.1** – Identify key questions that will allow us to measure the effectiveness, and efficiency of services, service access and satisfaction of patients, employees and other stakeholders. We again revised the questionnaires to gather more goal oriented information from patients, employees and stakeholders. Our survey process from 2012 again provided useful information to assist us in improving our services.
- **Strategy 6.2** – Identify key performance goals. We developed performance goals, and made the questionnaires so they would adequately capture information on these goals.
- **Strategy 6.3** – Identify survey timing intervals to ensure a high rate of survey returns. We have identified issues regarding the best survey timing to obtain the required data.
- **Strategy 6.4** – Identify the best and most efficient methods for survey delivery, return, dissemination of information and implementation of performance improvement methods. We have looked at outside vendor options, but will continue to keep our surveys in-house.

• **Strategic Issue #7** – How to improve the financial health of the organization?

*Strategies for Issue #7:*

- **Strategy 7.1** – Identify ways to hold expenses to budgeted amounts. Identify areas that can be cut back, and ensure that staff understand the situation and necessity of cuts. We continue to look for ways to limit spending and maximize revenues. The economy continues to play an important role in the financial health of the company, in that our client numbers continue to be lower than normal, and current clients still have a hard time

paying for their treatment at times. We have worked hard for many of our clients to keep them in financial compliance so they can continue to attend treatment with us.

- **Strategy 7.2** – Maintain hiring freeze on any positions that can be left vacant, and look for other ways to cut payroll expenses. We cut back on staff in a couple offices where we could where the client count has fallen, which has helped with payroll expenses in those offices.
- **Strategy 7.3** – Pay down our line of credit to help our cash flow issues.
- **Strategy 7.4** – Start a hedge fund for unforeseen expenses.