



## **BUSINESS OBJECTIVES**

The current business objectives of Watson Community Healthcare Centre are purpose driven and connected to the company's mission. Our business strategies are summarized as follows:

- Become more innovative and comprehensive, while ensuring quality service remains our number one priority
- Work aggressively to maintain our relevance in the communities in which we serve. This includes achieving performance outcomes in an efficient manner that sustains stakeholder satisfaction
- Operate the business in a manner that ensures longevity of our service lines, and fiscal viability of the company

## **KEY STRATEGIES FOR 2022-2025**

We have developed five key strategies as our focus for 2022-2025. Our key strategies are an extension of our business objectives and are connected to our company's mission and values. Action plans for the successful implementation of each key strategy are discussed in this plan.

- Obtain license from Ohio Department of Mental Health
- Obtain funding sources other than self-funding
- Improve technology, including fraud & abuse prevention efforts
- Increase diversity awareness/cultural competence
- Achieve national accreditation



**Overall S.W.O.T. Analysis – Completed 4<sup>th</sup> Quarter FY2022**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Excellent training curriculum</li> <li>● Varied educational backgrounds</li> <li>● Culturally diverse staff</li> <li>● Relaxed, open work environment</li> <li>● Involvement with community</li> <li>● Good collaboration with stakeholders</li> <li>● Positive reputation in community</li> <li>● Advocacy with state (OHMAS)</li> <li>● At the forefront of collaboration with stakeholders</li> <li>● Commitment to enhance diversity</li> </ul>	<ul style="list-style-type: none"> <li>● Startup</li> <li>● State mandates</li> <li>● Lack of clients</li> <li>● Costly training requirements</li> <li>● Limited cash flow resources</li> <li>● Recruitment &amp; retention of licensed staff</li> <li>● No funding</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Grants</li> <li>● Medicaid provider</li> <li>● Hispanic community</li> <li>● Maintain quality due status</li> <li>● Increase mobility</li> </ul>	<ul style="list-style-type: none"> <li>● Industry credibility</li> <li>● See Safety/Disaster Plan for natural disasters and other safety threats</li> <li>● Job security</li> <li>● Service definition &amp; training requirement changes</li> <li>● Not obtaining Three-year CARF accreditation</li> <li>● Employee turnover</li> <li>● Infrastructure to manage outlying offices</li> </ul>



**Overall P.E.S.T. Analysis – Completed 4<sup>th</sup> Quarter FY 2022**

<b>POLITICAL</b>	<b>SOCIETAL</b>
<ul style="list-style-type: none"><li>● Political instability &amp; division between political parties</li><li>● Covid-19 policies</li><li>● Budget cuts &amp; the services that will be impacted</li><li>● Uncertainty &amp; many unknown variables</li><li>● Final decisions are made too quickly to allow for agencies to be pro-active</li></ul>	<ul style="list-style-type: none"><li>● Covid-19 uncertainties</li><li>● Poor public image because of numerous discoveries of fraud &amp; misappropriation of Medicaid &amp; State funds</li><li>● Lack of client engagement – many rely more on medication management than more intense &amp; more beneficial services such as OPT &amp; TBS which results in cyclical decompensation &amp; hospitalization</li></ul>
<b>ECONOMIC</b>	<b>TECHNOLOGICAL</b>
<ul style="list-style-type: none"><li>● Numerous funding cuts in MH programs</li><li>● Overall economic recession</li></ul>	<ul style="list-style-type: none"><li>● New technology enables better &amp; quicker search for new &amp; appropriate sources of funding, as well as access to funding reports</li><li>● New expanded telehealth rules</li><li>● Train staff to ensure that they efficiently use available technologies</li><li>● Lack of technology integration – many providers operate autonomously which hinders the access to which information needed to provide appropriate services</li></ul>



### ACTION PLAN FOR KEY STRATEGIES

Increase service array in our existing geographic service areas so as to:

- Offer clients a continuum of services that vary in intensity to meet their various needs
- Remain solvent during difficult economic times
- Achieve state licensure and 3-year CARF accreditation
- Ensure Watson Community Healthcare Centre remains strong and competitive with a quality product

### S.W.O.T. for Service Array Expansion

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Watson Community Healthcare Centre is one of the smaller provider organizations in the state</li> <li>● Knowledgeable and experienced staff</li> <li>● Excellent employee training program</li> </ul>	<ul style="list-style-type: none"> <li>● Limited cash flow &amp; resources</li> <li>● Cumbersome system that lacks functional communication</li> <li>● Lengthy turnaround time for agency credentialing</li> <li>● Lengthy time to become CARF accredited</li> <li>●</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Take advantage of the fact that some services are “under provided”</li> <li>● Changing client needs: some clients have to be stepped up to higher intensity services or stepped down from residential to home settings</li> <li>● Provide training opportunities for outside provider staff</li> </ul>	<ul style="list-style-type: none"> <li>● CARF and OHMAS licensing process difficult to navigate</li> <li>● Uncertainty of Covid-19 effects on business</li> <li>● National accreditation – need to receive a three-year accreditation to obtain license</li> </ul>



**Action Plan for Service Array Expansion**

ACTION PLAN	ASSIGNED TO	PROJECT IMPLEMENTED	PROJECTION COMPLETION
1. Identify service gaps where Watson Community Healthcare Centre currently provides services	Agency leadership	2 <sup>nd</sup> Quarter 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>● Meet with OhioMHAS to identify service-area needs</li> </ul>	Agency leadership	1 <sup>st</sup> Quarter 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>- Evaluate possibilities to pursue</li> </ul>	Agency leadership	Ongoing 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>● Monitor competitor closings</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2023
<ul style="list-style-type: none"> <li>- Determine feasibility of assuming percentage of that business volume</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2023
<ul style="list-style-type: none"> <li>● Explore ways to increase volume of existing services provided</li> </ul>	Executive, Clinical, Finance	4 <sup>th</sup> Quarter 2022	Ongoing 2023
<ul style="list-style-type: none"> <li>- Complete “start-up” of CPST team in service area</li> </ul>	Agency leadership	4 <sup>th</sup> Quarter 2022	Ongoing 2023
<ul style="list-style-type: none"> <li>● Market product offerings</li> </ul>	Agency leadership	Ongoing 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>- Ensure marketing material remains current &amp; ready for distribution</li> </ul>	Agency leadership	Ongoing 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>- Participate in provider fairs, public forums, conferences &amp; educational opportunities with law enforcement, hospital systems, primary care physicians &amp; clients</li> </ul>	Agency leadership, case managers & clinicians	Ongoing 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>- Establish &amp; maintain company website &amp; Facebook page</li> </ul>	Agency Leadership	4 <sup>th</sup> Quarter 2023	2 <sup>nd</sup> Quarter 2023 & ongoing
2. Assess organizational efficiencies to ensure best use of resources, pending	Agency leadership	1 <sup>st</sup> Quarter 2022	Ongoing 2022



expected reductions in state & Medicaid funding.			
<ul style="list-style-type: none"> <li>● Monitor communication from OHMAS, regarding redesign &amp; related funding changes.</li> </ul>	Agency leadership	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>● Continue comprehensive employee training program, focusing on customer service, service definition-specific required competencies &amp; diversity</li> </ul>	Agency leadership	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Continue to monitor employee-training requirements &amp; ensure all Watson Community Healthcare Centre employees meet &amp; exceed requirements</li> </ul>	Agency leadership	Ongoing during	Ongoing 2022
<ul style="list-style-type: none"> <li>● Continue regular monitoring of staff productivity &amp; weekly P&amp;L's to ensure minimal variance between actual R&amp;E and budget plans</li> </ul>	Executive & Finance Directors	Ongoing during	Ongoing 2022
<ul style="list-style-type: none"> <li>- Implement mandatory field supervision</li> </ul>	Clinical Director	1 <sup>st</sup> Quarter 2022	Ongoing 2022



**Diversify funding sources areas so as to:**

- Ensure that Watson Community Healthcare Centre has the necessary cash flow to remain solvent
- Offset the fragility & volatility of existing financial supports
- Position Watson Community Healthcare Centre at the forefront of “Integrated Care” through a collaborative relationship with OhioMHAS & our related partners
- Position Watson Community Healthcare Centre to be valuable partners in “Reverse Co-Location” efforts

**S.W.O.T. for Service Array Expansion**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>● Third party override for most enhanced services. (Medicaid will pay first, regardless of client’s fund source)</li><li>● Knowledgeable and experienced staff</li></ul>	<ul style="list-style-type: none"><li>● Cumbersome system, lengthy processes with limited manpower</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>● Available grants for funding through OhioMHAS</li></ul>	<ul style="list-style-type: none"><li>● Limited available funding due to overall budget cuts</li><li>● Increasingly difficult to implement new services due to requirements by OhioMHAS redesign &amp; Medicaid</li></ul>



**Action Plan for diversifying funding sources**

ACTION PLAN	ASSIGNED TO	PROJECT IMPLEMENTED	PROJECTION COMPLETION
1. Continue regular monitoring of staff productivity & weekly P&L's to ensure minimal variance between actual R&E and budget plans	Executive, Finance & Clinical Director	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>● Ensure “supervision” includes regular review of service authorization &amp; related denials</li> </ul>	Finance & Clinical Director	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>● Pursue less cumbersome method of documentation (Implementation of ICAN software)</li> </ul>	Executive & Finance Directors	4 <sup>th</sup> Quarter 2021	Ongoing 2022
<ul style="list-style-type: none"> <li>- Research &amp; provide resources to assist staff with managing documentation/medical records in the most efficient manner possible</li> </ul>	Agency leadership <i>(See Watson Community Healthcare Centre Technology Plan)</i>	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Develop a mileage &amp; incentive plan for employees</li> </ul>	Executive & Finance Directors	Ongoing 2022	Ongoing 2022
2. Apply for grants that compliment Watson Community Healthcare Centre mission, goals, resources & strengths	Executive & Finance Directors	4 <sup>th</sup> Quarter 2021	Ongoing 2022
3. Enhance collaborative efforts with partner-providers & community stakeholders	Agency leadership	4 <sup>th</sup> Quarter 2021	Ongoing 2022
<ul style="list-style-type: none"> <li>● Continue collaborative work with Caresource &amp; local medical community</li> </ul>	Executive & Clinical Directors	4 <sup>th</sup> Quarter 2021	Ongoing 2022
<ul style="list-style-type: none"> <li>● Continue to participate in Crisis Intervention Trainings</li> </ul>	Clinical Directors	Ongoing	Ongoing 2022
4. Complete Medicare Application	Agency leadership	Ongoing	Ongoing 2022





Watson Community Health Centre

## **Strategic Plan FY2022 – 2025**



**Improve technology, including fraud & abuse efforts, so as to:**

- Address important technology issues, such as hardware, software, security, protection and storage on an ongoing basis
- Deliver measurable outcomes
- Identify and prevent billing errors
- Monitor for and prevent fraudulent billing practices and abuse of Medicaid funding

**S.W.O.T. for Improving Technology**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"><li>● Willingness for this project to be implemented from all levels of the agency</li><li>● Up-to-date software</li><li>● Each staff has a cell phone, PC &amp; access to a printer</li><li>● Strong IT department with timely help</li></ul>	<ul style="list-style-type: none"><li>● Time consuming</li><li>● Down time during transition</li><li>● Improvements are costly</li><li>● Needed training</li></ul>
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>● Available grants for funding through OHMAS</li></ul>	<ul style="list-style-type: none"><li>● Cost/benefit</li><li>● Making sure that the best product is chosen to fit the company's needs</li><li>● Staff apprehensions to make changes</li><li>● Coordination of tasks/ensure rapid transition</li></ul>



**Action Plan for improving technology**

ACTION PLAN	ASSIGNED TO	PROJECT IMPLEMENTED	PROJECTION COMPLETION
1. Complete transition to ICAN Solutions	Agency leadership	4 <sup>th</sup> Quarter 2022	1 <sup>st</sup> Quarter 2023
<ul style="list-style-type: none"> <li>Determine if ICAN can truly meet our needs</li> </ul>	Agency leadership	1 <sup>st</sup> Quarter 2023	Ongoing 2023
	Agency leadership	1 <sup>st</sup> Quarter 2023	Ongoing 2023
<ul style="list-style-type: none"> <li>Identify documentation &amp; billing trends, so as to identify errors, potential fraudulent practices &amp; unacceptable service documentation</li> </ul>	Agency leadership	2 <sup>nd</sup> Quarter 2023	Ongoing 2023
2. Continue development of “Share Drives” so that data can be stored electronically	Agency leadership	1 <sup>st</sup> Quarter 2022	1 <sup>st</sup> Quarter 2022
3. Monitor service documentation for quality and accuracy	Agency leadership	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Maintain Peer Review Audits</li> </ul>	Clinical Directors, Team Leaders, Supervisors	1 <sup>st</sup> Quarter 2022	Ongoing 2022



**Improve diversity awareness, so as to:**

- Continuously assess the needs of client, employees & stakeholders
- Provide services & oversight of operations in a culturally sensitive & diversified environment
- Recruit employees that are representative of the populations served
- Work to include DCFs, law enforcement, hospital staff, primary care physicians & OhioMHAS stakeholders in our diversity efforts

**S.W.O.T. for improving diversity awareness**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Ongoing internal cultural awareness Policy &amp; Procedure and training program</li> <li>● Commitment from all levels within the agency to embrace and respect cultural issues</li> <li>● Working to ensure all stakeholders are familiar with the Americans with Disabilities Act</li> <li>● Recruit, hire and train employees from culturally diverse backgrounds</li> <li>● Agency committed to acceptance of all by working to address diversity &amp; accessibility, including addressing barriers such as:               <ul style="list-style-type: none"> <li>○ Prejudice, discrimination, ignorance, fear &amp; intolerance</li> <li>○ Architectural, physical &amp; environmental</li> <li>○ Attitudinal, financial, communication &amp; transportation</li> </ul> </li> <li>● Participation in various marketing &amp; educational events in an effort to reduce stigma and heighten awareness &amp; advocate that people experiencing MH challenges are fully capable of recovery &amp; successful participation in the activities of daily living</li> <li>● Communication tools are made available to staff and clients to share their thoughts and concerns about accessibility issues (Request for Accommodation and Removal</li> </ul>	<ul style="list-style-type: none"> <li>● Time required for training/education</li> <li>● Employee turnover &amp; related costs</li> <li>● Coordination efforts to proactively discuss barriers and strategies to remove them</li> </ul>



of Barriers forms and suggestion index cards are available in each office.	
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"><li>● Create greater awareness of cultural issues inside and outside of the agency</li><li>● Promote a positive company image in the community and create a comfort level among staff, stakeholders and clients</li><li>● Utilize public resources</li><li>● Educate the public, stakeholders and clients</li><li>● Improve the agency image</li></ul>	<ul style="list-style-type: none"><li>● Requires embracing at all levels of the agency to ensure proper implementation &amp; ongoing adherence to expectations</li><li>● Limited resources &amp; funds</li><li>● Making sure that the best product</li></ul>



**Action Plan for improving diversity awareness**

ACTION PLAN	ASSIGNED TO	PROJECT IMPLEMENTED	PROJECTION COMPLETION
1. Ensure all Watson Community Healthcare Centre services are provided in a culturally supportive environment.	Agency leadership	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Discuss cultural expectations during New Employee Orientation</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Provide initial and annual employee training on cultural awareness &amp; cultural competency</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Actively recruit employees who can meet the diverse needs of our clients</li> </ul>	HR Director	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Continuously seek external contacts with local colleges, universities, and other entities to provide resources</li> </ul>	HR Director	Ongoing 2022	1 <sup>st</sup> Quarter 2022
<ul style="list-style-type: none"> <li>Continue to work towards a culturally diverse environment that is accepting &amp; supportive of all cultures</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Encourage employee, client and stakeholder input into training about education regarding attitudes</li> </ul>	Agency leadership <i>(Refer to Watson Community Healthcare Centre Accessibility Plan)</i>	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>Continue quarterly implementation of satisfaction surveys: Client, Stakeholder, Employee</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
2. Continue to manage processes that will be used to identify, remove and prevent identified barriers.	Agency leadership & QI Team <i>(Refer to Watson Community Healthcare Centre Accessibility Plan)</i>	Ongoing 2022	Ongoing 2022



<ul style="list-style-type: none"> <li>• Ensure accessibility, accommodations and other potential barriers are continuously addressed</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Monitor policies, procedures and service delivery practices</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Detail measures that will be taken to identify, remove and prevent barriers</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Conduct regular inspections to assess any architectural barriers (make sure that ADA requirements are followed) and ensure safety throughout our offices</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Continue monitoring internally and complete internal incident reporting process on safety findings</li> </ul>	Agency leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Continue annual external inspections</li> </ul>	CEO	Annually	Annually
<ul style="list-style-type: none"> <li>• Engage clients, community stakeholder and appropriate special interest groups in identifying barriers, determining priorities, designing solutions and planning and evaluating appropriate implementation strategies</li> </ul>	Agency Leadership	Ongoing 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Seek funding, both public and private, that can contribute to helping clients and/or employees with access to services because of financial reasons</li> </ul>	CEO, VP, VP - Operations	1 <sup>st</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>- Publish the Watson Community Healthcare Centre Accessibility Plan for all clients, employees, and stakeholders</li> </ul>	QI Department	Ongoing 2022	Ongoing 2022



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<ul style="list-style-type: none"><li>- Continuously assess transportation opportunities, both public and private to ensure clients have access to services</li></ul>	Case managers, clinicians	Ongoing 2022	Ongoing 2022
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**Obtain National Accreditation, so as to:**

- Ensure the organization continues to evaluate current operations for quality and efficiency
- Meet Ohio requirements for service agencies and certification
- Ensure the agency remains strong and competitive in the marketplace

**S.W.O.T. for maintaining national accreditation**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● Watson Community Healthcare Centre is currently trying to achieve CARF accreditation</li> <li>● Competent organization with an exceptional Quality Improvement program</li> <li>● Knowledgeable and experienced staff</li> </ul>	<ul style="list-style-type: none"> <li>● Cost of accreditation stresses limited cash flow &amp; resources</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● Will allow the organization to maintain certification</li> <li>● Results in our closely monitoring operations for quality, efficiency, and solvency</li> </ul>	<ul style="list-style-type: none"> <li>● Ohio Department of Job and Family Services system does not require a 3-year national accreditation to continue</li> <li>● Possibility that OhioMHAS will not endorse some services, even though Watson Community Healthcare Centre is accredited</li> </ul>

**Action Plan for maintaining national accreditation**

ACTION PLAN	ASSIGNED TO	PROJECT IMPLEMENTED	PROJECTION COMPLETION
1. Obtain 3-year accreditation with CARF	Agency leadership	3 <sup>rd</sup> Quarter 2022	Ongoing 2022
<ul style="list-style-type: none"> <li>● Determine which CARF Standards will be pursued by Watson Community Healthcare Centre</li> </ul>	Agency leadership	3 <sup>rd</sup> Quarter 2021	1 <sup>st</sup> Quarter 2022
<ul style="list-style-type: none"> <li>● Assign sections for self-study</li> </ul>	Agency leadership	4 <sup>th</sup> Quarter 2021	1 <sup>st</sup> Quarter 2022
<ul style="list-style-type: none"> <li>● Educate employees, clients, and stakeholders on the process</li> </ul>	Agency leadership	Ongoing 2021	Ongoing 2022



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<ul style="list-style-type: none"><li>• Establish schedule for CARF accreditation survey</li></ul>	Agency leadership	4 <sup>th</sup> Quarter 2022	1 <sup>st</sup> Quarter 2023
<ul style="list-style-type: none"><li>• Complete CARF survey visit</li></ul>	Agency leadership, employees, clients, and stakeholders	1 <sup>st</sup> Quarter 2023	3 <sup>rd</sup> Quarter 2023