



Executive Summary

Strategic Plan 2017 – 2019

ACKNOWLEDGEMENTS

Buckelew Programs would like to express gratitude to everyone who participated in the creation of the organization's three-year Strategic plan. We could not have done it without you! All of our staff took the time to provide valuable feedback on the organization's strengths, weaknesses, opportunities and threats. Their thoughts were then synthesized across all programs, with input gathered from the community throughout the year and used to help create the foundation for the strategic plan. Special thanks to the staff listed below for not only analyzing all of the information gathered, but for putting in countless hours to provide the details needed to set us up for success. Also, we would be remiss if we did not recognize our Board of Directors for their continued support, comprehensive review and adoption of our Strategic Plan.

Board of Directors:

David Green, Board Chair
Stan Moore, Vice Chair
Scott Maclise, Treasurer
Nancy Belza, Secretary
Diana Demetrulias
Doug Brown
Jack Scott
John Curtis
Judy Kramer
Liz Williamson
Melissa Delaney
Ralph McLeran
Rowan Smith

Staff:

Tamara Player, CEO
Ed Walsh, CFO
Bob Brown, Director of Community Support Services
James Mensing, Senior Director
Kelly Hinde, Director of Human Resources
Alex Tolkach, Director of Operations & Administration
Katrin Ciaffa, Director of Development
Claire Zurack, Program Director – MAIL
Claudia Mares, Program Director – Napa
Connie Mann, Program Director – Residential Services
Dave Ohman, Program Director – Employment Services/Marin
Donnell Holmes, Program Director – Sonoma
Katy Spence, Program Director – Casa Rene
Melanie Lopes, Program Director – Suicide Prevention
Sarah Chapman, Program Director – Counseling Services
Teresa Bowman, Director – Helen Vine Recovery Center

Mission

- *To promote recovery, resilience and hope by providing behavioral health and support services that enhance quality of life.*

Vision

- That those who come to us will experience the hope of recovery from mental illness, addictions and other co-occurring disorders; will achieve their goals and aspirations; and will experience significant improvement in their health and quality of life;
- That our communities will be stigma free and will view Buckelew as its provider and resource of choice; and
- That Buckelew will positively influence our profession through its leadership, advocacy and exemplary clinical and administrative practices.

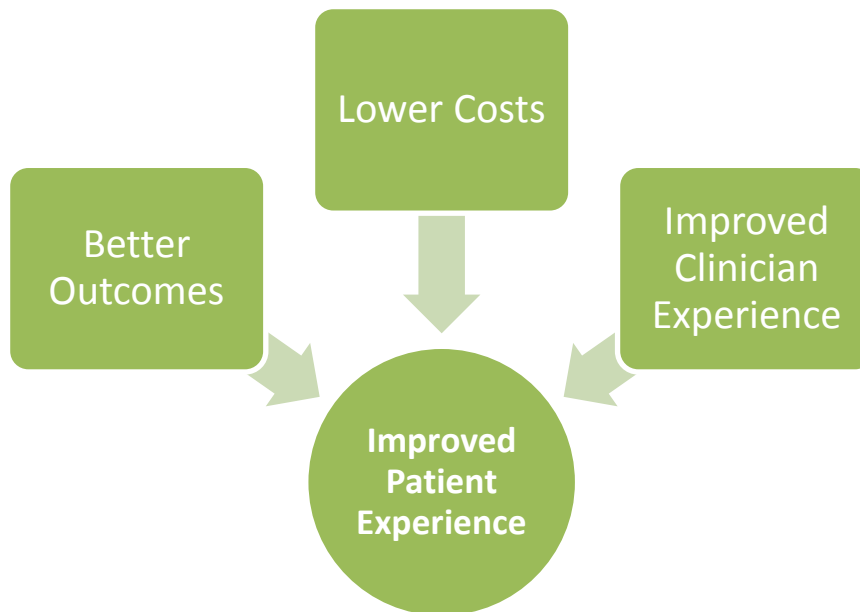
Values

- In all that we do, we instill hope.
- We address the needs of the whole person- their mental, emotional, and physical health-- and build on each individual's abilities.
- We provide a “safety net” to our community by working to address the social determinants of health to better prevent and treat serious mental illnesses, serious emotional disturbances, substance use disorders, and other complex co-occurring conditions.
- We strive to demonstrate best practices, efficient operations, and effective, measurable outcomes.
- We promote an agency environment that is rewarding for clients, staff and board. We provide opportunities for growth, encourage participants to be actively involved in the development of quality programs and services and are responsive to input and concerns.
- In collaboration with others, our focus is to serve the best interests of our clients, effectively coordinate care, and build mutual respect among collaborators
- We honor our commitments and are accountable to clients, families, funding sources, and the community for quality service.

EXTERNAL ENVIRONMENT

As all facets of our nation continue to struggle with how to manage health care costs while ensuring access, quality and patient engagement, we find ourselves in the midst of uncertainty. The Affordable Care Act (ACA) allowed states like California to expand health care coverage, ensuring that more Californians have access to care, and it served as a catalyst to shift from volume-based reimbursement and care to value-based reimbursement and care. With all of the opportunities that the ACA provided, it has not been without challenges and is currently at risk of being repealed with the new administration. While the future of the ACA and our health care system is not clear, we can anticipate continued efforts to reach the quadruple aim (see the

diagram below). In order to be successful in the dynamic changing environment, organizations will need to be nimble, innovative, have efficient and effective practices, and have strong, diverse collaborative partnerships.



ORGANIZATIONAL ASSESSMENT

Buckelew has a long history of serving our community and some of the most vulnerable individuals living in Marin, Napa and Sonoma Counties. With a combined service history of over 137 years, Buckelew Programs, Family Service Agency of Marin and the Helen Vine Recovery Center joined together to expand our continuum of care in order to ensure that people had access to a safety net of behavioral health services; helping them to increase self-sufficiency and thrive in the community. Our collective history, strengths and commitment to achieving the highest quality outcomes for our clients created a strong foundation. While our foundation will serve us well going into the future, it will be critically important for us to utilize continuous process improvement in all aspects of client services in order to help us stay ahead of the curve with the changes that will occur throughout our healthcare system.

STRATEGIC DIRECTION

Buckelew Programs worked closely with staff, key stakeholders and our Board of Directors to chart a course of action for the next 3 years. Our overall strategic goal is that ***Buckelew will be an integrated, full spectrum behavioral health provider leading with innovation and excellence. We will improve our clients' quality of life by being accessible, efficient, connected, accountable, and financially diversified, with an empowered, client-centered staff that are energized and supported to be their best.***

The Strategic Plan identifies 7 key areas and long-term strategic objectives with action items for attaining those goals over the next three years:



BUSINESS IDENTITY

- Articulate and develop our comprehensive behavioral health model.
- Create a brand for the organization.



COMMUNICATION

- Improve and integrate effective communication at all levels that are tied to the agency's strategic direction.



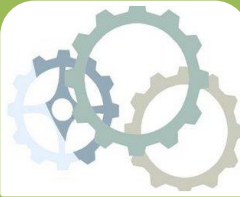
FINANCIAL

- Obtain financial stability by maximizing, diversifying and expanding all funding resources.
- Increase development revenue from 14% of overall budget in 2016 to 20% by 2019.



QUALITY AND COMPLIANCE

- Develop and implement a comprehensive performance and outcome measurement system that is part of a continuous quality improvement process to ensure that we are meeting legal, regulatory and contract requirements while producing the highest quality client outcomes possible.



INTERNAL BUSINESS PROCESS

- IT infrastructure that meets our business needs
- Ensure that we have the right staff in the right positions to meet business needs in an efficient and cost effective manner.
- Clear, effective and efficient business practices
- Understand, mitigate and predict risk management issues for the organization



WORKFORCE DEVELOPMENT

- Compete for top talent with effective recruitment strategies, efficient recruitment processes and an attractive total rewards package.
- Develop a deliberate and systematic effort to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.
- Improve employee retention by adopting strategies which create a great work climate.



CLIENT SOLUTIONS

- Meet the needs of our aging population.
- Expand substance use and co-occurring disorder services.
- Build capacity for integrated primary and behavioral health care services
- Expand housing with services opportunities.
- Re-align supported employment service to evidenced based practices.
- Expand behavioral health and substance use assessment, early intervention and family support services.

These goals build upon Buckelew Programs' long history of service to the community and provide a vision for our future.

SUMMARY

Buckelew Programs has grown over the years through our commitment to our clients, providing quality services and to our ever changing communities. We believe that through our ongoing commitment and dedication to serving individuals with behavioral health needs and by building collaborative relationships, we will remain a valued partner throughout the coming years.