



Strategic Plan 2011 – 2012

Mission:

Empowering individuals on their journey toward wellness.

Vision:

LifeWays is a catalyst for improved community health by ensuring the provision of effective, high quality mental health services.

Values:

- Strategic Partnerships: Collaborative efforts that embrace diverse perspectives and a wide range of inputs.
- Exceptional Service: All customer interactions result in a positive experience and fostered relationships.
- Innovative: Improvement opportunities are maximized through a dedication to learning, leading, and teaching for today and tomorrow.
- Integrity: Through personal accountability and adherence to professional ethics, LifeWays is a steward of the public trust.
- Intergenerational Equity: Current and future generations of stakeholders will continue to benefit from LifeWays' resources.
- Person-Directed Care: Consumer's achieve positive outcomes through individualized services.

Strategic Pillar #1: Community Understanding of LifeWays Services and Access

Through the 2009 environmental scan and again through 2010 focus groups, an identified barrier to the delivery of services was the uncertainty of how to access mental health/developmental disabilities supports and services within the communities LifeWays serves. Clarifying the access model and process to obtain LifeWays services and supports for community residents with substance use/mental health disorders and developmental disabilities will ensure that citizens can access the services and supports they need.

Goal #1.1: Educate Community regarding LifeWays' Services

- 1.1.1: Develop new mission
- 1.1.2: "Brand" LifeWays

Goal #1.2: Create an access center that supports the needs of the community.

- 1.2.1: Incorporate "Rapid Access" philosophy

Goal #1.3: Prepare for Coverage Expansion

Goal #1.4: Maximize Benefit Eligibility

- 1.4.1: Streamline enrollment process
- 1.4.2: Decrease number of consumers with Medicaid deductibles

Strategic Pillar #2: Build Partnerships to Drive Multi-Disciplinary Service Integration

Research shows care that is coordinated between physical/medical health and mental health is far more effective and less costly compared to services that are fragmented. Additionally, treating an individual as a whole rather than one problem can prevent unanticipated adverse outcomes.

Goal #2.1: Partner with Center for Family Health (CFH).

- 2.1.1: Define LifeWays evaluator role housed at CFH.
- 2.1.2: Participate in CFH Hillsdale federally quality health center expansion.

Goal #2.2: Cultivate partnerships with primary care physicians

- 2.2.1: Realign Medical Director's role to provide consultative support to the medical/physical health community of substance use, mental health, and development disabilities and seek medical/physical health consultative support

Goal #2.3: Help shape development of Accountable Care Organizations, ensuring productive role for LifeWays and its provider network in the new entities.

Strategic Pillar #3: Excellence in Network Operations and Services

The Provider Network will demonstrate improved outcomes and cost effective services. The Network must work collaboratively both internally and externally with medical/physical treatment teams to provide holistic care. LifeWays, and its network, must recognize the individual/family as the primary driver of service delivery decisions and develop treatment plans that are focused on recovery.

Goal #3.1: Implement Electronic Medical Record.

3.1.1: Help drive Health Information Exchange discussions.

Goal #3.2: Improve Network Cohesiveness/Coordination of Care.

3.2.1: Develop Case Manager training that focuses on network expectations, i.e., use of evidence based practices and focus on recovery and physical health care.

3.2.2: Develop cross-specialty relationships for integration with physical health.

Goal #3.3: Develop and execute a Network Recovery Implementation Plan.

Goal #3.4: Establish Provider Contracts that Focus on Cost Effectiveness, Clinical Performance, and Outcomes.

3.4.1: Aggressively develop and monitor outcomes to drive performance improvement and show return on investment.

Goal # 3.5: Establish continuum of care that effectively serves mild, moderate, serious, and severe disorders.

3.5.1: Identify creative means to serve individuals with "mild" symptoms.

3.5.2: Develop and Implement a care management model to serve high need consumers.

Strategic Pillar #4: Maintain Financial Stability

LifeWays' public funding sources, Medicaid and State of Michigan General Fund (GF), have experienced significant instability over the last several years. To remain secure LifeWays must work with community partners in serving mutual consumers, allowing dollars to be spread across more of the service population. Identifying additional revenue sources is also becoming increasingly important as cuts to the GF become more imminent.

Goal #4.1: Identify and develop service funding partnerships.

4.1.1: Evaluate potential partnership with the Veteran's Administration.

Goal #4.2: Maximize Facility Leases for potential revenue.

Goal #4.3: Decrease Administrative Costs.

4.3.1: Reduce telecommunication expenses.

4.3.2: Develop revenue collections processes.

Goal #4.4: Implement Processes that Support New Payment Structures: Potentially preventable events (PPEs), Fee for Service with Bonus or Shared Savings, Bundled/Payments/Episodes of Care, and Global (Capitated) Payments.

Goal #4.5: Obtain federal grant funding for medical home, Accountable Care Organization, or integrated care projects.

Strategic Pillar #5: Stay on Leading Edge of Industry Transition

Several changes are on the horizon that will have a direct impact on the community mental health industry. LifeWays recognizes the importance of staying aware of the potential implications to the environment. It is LifeWays' responsibility to conduct research and formalize viewpoints on issues that would have a direct impact on its stakeholders to appropriately advocate consumer needs. Therefore, a strategic priority for 2011 – 2012 is to continue participating in local, state, and national forums where these issues are discussed and advocating for those that will have particularly negative or positive impact on the public mental health system and the individuals LifeWays serves.

Goal #5.1: Gain expertise in Federal Health Reform Law and Accountable Care Organizations and Integrated Health Best Practices.

5.1.1: Educate LifeWays Board of Directors and staff, provider network, and community representatives.

5.1.2: Board of Directors maximizes opportunities to educate and inform constituents and other stakeholders.

Goal #5.2: Identify desired relationship with commercial insurance companies.

Goal #5.3: Evaluate eliminating coordinating agency for substance abuse services and directly contracting with substance abuse providers.