

Community Mental Health of Clinton, Eaton, and Ingham Counties
**Five Initiatives Designed to Ensure the
Sustainability of the Organization's Strengths**
March 2006

Summary of this Effort

Over the past several years, based on the concepts contained in several multi-year Strategic Plans, this CMH has made significant strides in a number of areas:

- < Developing a large number of innovations in and improvements to its clinical, administrative, consumer-empowerment administrative, and governance processes
- < Strengthening its relationships with key partners (including the development of a regional Medicaid affiliation, and dozens of innovative partnerships within the community)
- < Stabilizing its funding base and assuring fiscal solvency
- < Complying with significantly increased federal and state requirements
- < Impacting local, regional, state, and national policy regarding mental health and human services delivery
- < Maintaining recognition as a leader among human service providers.

What is needed, at this stage in CMH's development, are a set of strategic initiatives designed to ensure the sustainability of these accomplishment. This document outlines such a set of initiatives. These key initiatives are proposed to be implemented alongside the hundreds of initiatives regularly pursued by the organization.

Purpose: The initiatives, outlined in this paper, are designed to ensure the **sustainability** of the purpose of the organization, the quality of its operations, and its key role in the lives of those whom we serve, as well as local, regional, state, and national/federal venues. These five initiatives, described in more detail in this paper, include:

1. Mission and Planning Refinement
2. Management and Leadership Development:
3. Community Dialogue and Stakeholder Development
4. Community Development
5. Impacting Federal Policy and National CMH Movement

Building on Two Previous Strategic Plans

The initiatives presented in this paper build upon the strategic plans developed and implemented by this organization over the past six years.

1. Strategic plan for period of 2000 - 2004: CMH adopted and pursued a multi-year strategic plan, from 2000 through 2004, which contained seven key strategic clusters:

- < CMH Identify and Role
- < Consumer Empowerment
- < Capacity to Respond to External Opportunities and Threats and Internal Strengths and Weaknesses
- < Staff Capacity
- < Strategic Partnerships and Outreach
- < Care Management and Administrative Capacity in a Competitive, Managed Care Environment
- < Service Delivery and Design in a Competitive, Managed Care Environment

2. Strategic Plan for period of 2005-2006: While the 2000-2004 Strategic Plan was designed to address a rapidly changing environment, the changes that were to be experienced in 2005 were seen as being even faster paced with much more ominous consequences. So, while the organization continued its efforts to ensure clinical excellence, community partnership building, consumer empowerment, and staff development (those cited in the 2000-2004 Strategic Plan) the organization focused, in its 2005-2006 Strategic Plan, on those environmental vectors which call for dramatic change, over the next several years. **These key environmental vectors (dubbed “dynamic vectors”) were seen as those that, if unaddressed, would seriously harm the organization and those whom we serve and, therefore, called for dramatic change in the way that CMH carries out its mission.**

These eight dynamic vectors areas are outlined below.

- < Changing Medicaid payments to CEI and the Affiliation
- < Uncertain funding
- < Changing Medicaid context relative to Self Determination
- < Increased regulatory requirements
- < Increased clarity of expectations, of DCH and CMS, for Affiliation oversight and management by hub
- < Changing environment relative to labor
- < Increased expectations, by state, feds, community for diversity efforts
- < Cost Effectiveness and Standards of Care

These two strategic plans resulted in a much stronger, resilient, responsive, (politically, clinically, fiscally, and from a management and governance standpoint) and consumer oriented organization.

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Five Point Proposal

Five key strategies are proposed to be designed and initiated in 2006, in fulfillment of the goal of improving the sustainability of the organization's strengths.

1. Mission and Planning Refinement: Refine the organization's mission, focusing on a broader and more accurate definition of the work of the organization, and the link of this mission to the organization's planning process .

The construct around which such a refinement process is made up of several parts:

- < The organization's **vision** of the community it serves should drive the organization's efforts.
- < The organization's **mission** would therefore be, in short, to seek the vision that it holds for the community in which it works.
- < The mission is implemented through a number of **strategy platforms**.¹ Examples of strategy platforms for a Prepaid Inpatient Health Plan, like this CMH, could include:
 1. Service development and operation
 2. Organizational development, management, and governance
 3. MCO Development and Operation
 4. Partnership Development
 5. Funding Source Relations Development
- < The organization would then, annually or bi-annually, develop a set of **strategic initiatives** for each of these strategy platforms.

Note that this approach would result in a revision to CMH's mission statement and core values (many of us have thought that such a revision has been needed for some time now) and the development and adoption of an operational mission and strategy platforms.

Note that some of the initiatives, outlined below, are entwined with this mission refinement effort - some flow from the revised mission and some call for a revised vision.

¹ Based on the work of V. Kasturi Rangan, Professor of Marketing and Founding Co-chair of the Social Enterprise Initiative at the Harvard Business School, as outlined in *Lofty Missions, Down-to-Earth Plans*, HBR, March 2004.

2. Management and Leadership Development: As the complexity of this organization's operations grows, so do the demands on the organization's management and leadership. Needed is a management and leadership development system which fulfills several key goals:

- a. To ensure that CMH managers (and those who seek to be managers) have a strong working knowledge of and the ability to apply key management and leadership principles and capabilities in carrying out the mission of the organization
- b. To create and sustain a corporate culture that reinforces key management principles and capabilities.
- c. To form the basis for succession planning at CMH by ensuring that a sizeable number of staff have the capabilities to step into management positions, at varying levels, when vacancies arise.

This initiative to strengthen CMH's management and leadership abilities should be marked by the following tenets:

- < **Principle, concept, and research based:** CMH's management practices will be based on a consistent set of management principles and concepts. CMH's management practices will draw, whenever possible, on research-based, proven management and leadership practices and concepts from a range of fields and industries.
- < **Integration of management and leadership concepts:** Sound management at CMH requires the integration of both management skills and concepts and leadership skills and concepts. For CMH to be successful the two must be seen as distinct yet as inseparable.
- < **Sustainable capacity built over time:** Management strength will build, over time, governed by a long term view. Management development is seen as an evolving system that will start out rather simply and through application, self correction, and the addition of new concepts, grow in its breadth, depth, and integration into the day-to-day operations of CMH. Rather than expecting immediate change in management competence, what is expected is an earnest commitment to and a steady increase in the acquisition of management knowledge and skills by each of CMH's managers.
- < **Build on CMH's strengths and existing learning venues:** CMH's management approach will be developed with an awareness of CMH's corporate culture, the strengths that managers bring to the organization, and to existing venues for learning to occur.

3. Community Dialogue and Stakeholder Development: Increase, within the community, the visibility of and dialogue about issues related to the community's mental health needs and services and increase the number of stakeholders concerned with the movement.

This effort would be carried out by:

- < continuing to strengthen the Mental Health Partnership Council of Clinton, Eaton, and Ingham Counties
- < continuing to grow, in frequency, depth, and breadth, the Community Dialogue events, sponsored by the Council

The Partnership Council has its roots in a number of other community dialogue processes:

- < The Advisory Councils which have provided guidance to Community Mental Health of Clinton, Eaton, and Ingham Counties (CMH) since the 1970s
- < The series of Community Dialogues on Mental Health - part of the Community Voice Initiative funded by the W.K. Kellogg and Robert Wood Johnson Foundations - that occurred throughout the tri-county community in 2004 and 2005.
- < The Citizen Action efforts (including community education and direct action by citizens to impact mental health policy and funding) which began in 2000, and are coordinated by CMH, mental health advocates and stakeholders.

For the past nine years, CMH has held an Annual Report to the Community, which has become a community education event. In 2005 and 2006, this single event effort has been expanded to be an on-going series of community education events - what have been dubbed Community Dialogue events. These events are intended to reach a broad cross-section of the tri-county community, provide a venue for discussing mental health issues, and work to increase the understanding of and erase the stigma associated with mental health issues.

4. Community Development: The welfare of those served by CMH is critically dependent upon many environmental factors, many of which, while not within the direct control of CMH, can be significantly impacted by CMH. The organization's considerable expertise, contacts, influence, size, sophistication, and community orientation **make it uniquely suited for impacting these spheres of community life.** While needing to ensure that the organization does not lose sight of its mission of providing mental health services to its consumers, the organization can, if it is intentional in its community development work, greatly impact the community's ability to meet the needs of CMH consumers. Such efforts may include: neighborhood preservation (with eye toward ensuring that such development benefits CMH consumers), fostering the stability of community institutions and human services providers (such as schools, local collaboratives, grassroots organizations), fostering safe and affordable housing development, and. fostering regional economic development (again, with an eye toward ensuring that such development benefits CMH consumers). While community development actions, such as these, are not new for this organization, what would be new would be the intentional pursuit of them as a distinct component of the organization's mission.

5. Impacting Federal Policy and National CMH Movement: This proposal calls for the **expansion of the organization's involvement in national policy making** relative to the community mental health movement.

This organization is impacted by three levels of policy making: local/regional, statewide, and national. While this organization has played, for the past several years, a key role in nearly every dimension of the local human service delivery system and the state's mental health service delivery system (innovation in clinical methods, fiscal management, information services, medical practice, quality improvement, relations between the CMH system and state government, inter-organizational partnerships, consumer empowerment) its **involvement in national efforts is in its infancy**. The proposal to expand the organization's involvement to the national stage is fueled by two factors:

- The growing role that federal policies play in the work of this organization, given the growing impact that Medicaid and Medicare policies have on its operations and consumers
- The growing recognition, across the country, that this organization is involved in the design and implementation of clinical and administrative processes that are cutting edge and would be useful to setting the direction of the CMH movement across the country.

Conclusion

After review and modification, by the CMH Board of Directors, this document will provide additional guidance (additional to the guidance provided by Board decisions relative to organizational direction, policy, and budget issues) to senior management and other CMH staff in efforts designed to ensure the **sustainability** of a number of this organization's strengths.

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