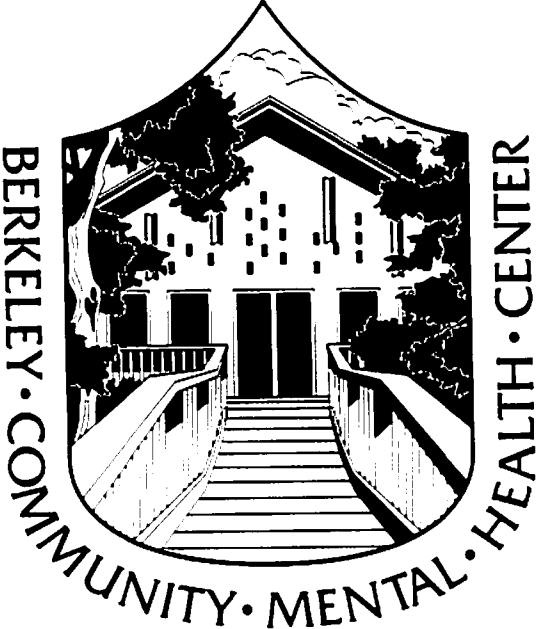


BERKELEY COMMUNITY MENTAL HEALTH CENTER



**STRATEGIC PLAN
2010 TO 2013**

Adopted by the Board of Directors
April 8, 2010

Deborah D. Calcutt
Executive Director

[Signature]
Board Chairperson

May 20, 2010
Date

May 20, 2010
Date

STRATEGIC PLAN

JULY 2010-JUNE 2013

The mission of this organization was the foundation for the creation of the Strategic Plan. It was based on an assessment of Center strengths and the challenges that lie ahead during the next three years. Included among those strengths was the commitment of the Center's leadership staff in facilitating the planning process and guiding the Quality Improvement Team and staff in the development of the plan. This plan was developed from input solicited from the Board of Directors, Center staff, Clients and families, and other agencies and stakeholders in the community at large. Reflective of the commitment to excellence and quality improvement, the staff of BCMHC support this plan as a guide for quality improvement activity and projects for the upcoming years.

I. OUR MISSION

The men and women of the Berkeley Community Mental Health Center, in partnership with clients, families, and their diverse communities, will support the recovery of citizens with mental illness.

II. OUR PRIORITIES

BCMHC will give priority to adults and children and their families affected by serious mental illnesses and significant emotional disorders. We are committed to eliminating stigma and promoting the philosophy of recover, to achieving our goals in collaboration with all stakeholders, and to assuring the highest quality of culturally competent services possible.

III. OUR VALUES

A. Respect for the Individual

Each person who receives our services will be treated with respect and dignity, and will be a partner in achieving recovery. We commit ourselves to services that:

- Honor the rights, wishes, and needs of each individual
- Promote each individual's quality of life
- Focus on each individual's strengths in the context of his/her own culture
- Foster independence and recovery
- Demonstrate the value of family inclusion and the benefits of strong family support.

B. Support for Local Care

We believe that people are best served in or near their own homes or the community of their choice. We commit to the availability of a full and flexible array of coordinated services in Berkeley County, and to services that are provided in a healthy environment. We believe in services that build upon critical local supports: Family, friends, faith communities, healthcare providers, and other community services that offer employment, learning, leisure pursuits, and other human or clinical supports.

C. Commitment to Quality:

BCMHC will be an agency worthy of the highest level of public trust. We will provide treatment environments that are safe and therapeutic, and work environments which inspire and promote innovation and creativity. We will hire, train, support, and retain staff who are culturally and linguistically competent, who are committed to the recovery philosophy, and who value continuous learning and research. We will provide services efficiently and effectively, and will strive always to provide interventions that are scientifically proven to support recovery.

D. Dedication to improved public awareness and knowledge:

We believe that people with mental illnesses, trauma victims, and others that experience severe emotional distress, are often the object of misunderstanding and stigmatizing attitudes. We will work with employers, sister agencies, and public media to combat public prejudice born of ignorance about mental illness. We will expect our own staff to be leaders in the anti-stigma campaign.

IV. CENTER STRENGTHS

Positive attributes were identified by staff, clients and community as follows:

- Diverse group services.
- Community based outreach for adults and children/families.
- IPS (Individual Placement and Support) employment services.
- Array of crisis services and alternatives to inpatient care.
- Level of psychiatric coverage and access
- Professional staff who support recovery for clients and families in a respectful, flexible and dedicated manner.
- Support for professional licensure of clinical staff.
- Partnerships with other agencies and resources to address client needs.
- Rotation of medical and behavioral health students in the Center
- Use of technology to support staff and operations
- Clinical Support Staff contributions to sensitive, efficient, and effective service delivery
- Staff recognition activities

V. INTERNAL AND EXTERNAL CONCERNS

The following challenges were identified for the upcoming planning years:

- Monitor needs/preferences for diversity in program hours and locations
- Expanding array of specialized interventions and location for children/adolescents
- Lengthy and cumbersome entitlement process
- High unemployment rates and impact on community's mental health/well-being.
- Opportunities to join insurance networks
- Expand and continue to develop co-occurring treatment continuum
- Upgrades in technology to support operations
- Expanding funding sources in competitive healthcare environment
- Retaining qualified staff
- Trend in decreasing state allocations.

VI. LEADERSHIP

The leadership of Berkeley Community Mental Health Center is committed to excellence and community service, and it endeavors to provide the best quality service to all Berkeley County residents in need of mental health care. It is dedicated to continually improving the quality and quantity of service, as well as to be a responsible steward of public funds. It was these qualities that guided the formulation of the following goals and objectives:

VII. GOALS AND STRATEGIC OBJECTIVES

GOAL #1: Improve, develop and sustain effective programming to meet client and community needs.

Objective 1-1: Support and enhance continuum of services for children, adolescents and families, utilizing best practice methods whenever possible.

Objective 1-2: Support and enhance continuum of services for adults and families, utilizing best practice methods whenever possible.

Objective 1-3: Develop and implement expanded service protocol for persons with co-occurring disorders.

Objective 1-4: Continue to promote and sustain vocational services/programs.

Objective 1-5: Maintain and monitor budget processes to support Center services and programming while remaining solvent.

Objective 1-6: Explore opportunities to maximize operational efficiencies and revenue generation and collections.

Objective 1-7: Implementation of improved technological programming for the benefit of staff and clients.

Objective 1-8: Monitor demographic trends within the community to ensure Center programs anticipate and address divergent and shifting needs of Berkeley County citizens.

Goal #2: Recruit, develop and retain culturally and linguistically diverse, professional staff.

Objective 2-1: BCMHC will keep staff informed of opportunities for training that maximize internal resources, CEU certification, inter-program collaboration and training and support of staff professional licensure.

Objective 2-2: Encourage and maintain ongoing relationships with the academic pipelines that supply mental health professionals.

Objective 2-3: Continue to provide opportunities for staff recognition to foster retention and wellness.

Goal #3: Enhance community awareness of mental illness, recovery stigma, and Center services.

Objective 3-1: Explore opportunities to market mental health services to diverse community entities in order to increase awareness of mental health center and mission to Berkeley County residents.

Objective 3-2: Promote client and family awareness of access to support groups (SHARE, NAMI, etc.)

Objective 3-3: Encourage and provide opportunities for community awareness/education wherever possible.