

HEARTLAND CENTER FOR BEHAVIORAL CHANGE

Strategic Plan 2017 - 2021

Long Range Strategies

- Improve physical plants
- Implement state of art technology
- Diversify funding streams and expand in the marketplace
- Achieve community and national recognition as a preeminent provider of treatment
- Achieve recognition as a training center
- Implement evidence based practices throughout the agency
- Expand into the marketplace
- Explore opportunities (i.e., community mental health center, one stop addiction treatment)
- Become debt free and financially stable
- Become an employer of choice
- Retain staff and identify a formal succession plan
- Diversify leadership team
- Develop innovative grants

Goals and Initiatives

I. Finances

By July 2021 HCBC will have paid off all existing debt and have 90 days cash in reserves.

Multi-Year Initiatives:

- Review profitability of each program
- Expand profitable programs
- Continue plan to improve reserve levels
- Identify funding alternatives (grants, CDO relationships, insurance, private pay)
- Develop understanding of insurance
- Manage expenses closely
- Improve revenue cycle management; identify cost of services
- Conduct fundraising/obtain donations/grants for additional modern facility

II. Business Practices

By July 2021 HCBC will have established a viable, sustainable position as a substance abuse treatment provider under the ACA and Excellence in Mental Health Act.

Multi-Year Initiatives:

- Continue to expand role as a provider of services funded by major insurance carriers
- Explore/become State of Art, 1-Stop Addiction Treatment Center; community mental health center
- Identify service gaps and develop services to address; develop niche role as DCO
- Identify costs of service delivery and competitively price services in market
- Obtain consultation in insurance billing; increase understanding of insurance

III. Clinical Practices

By July 2021 HCBC will be a preeminent provider of behavioral healthcare services (substance abuse and corrections) evidencing innovation in services and programs and fidelity to evidence based practices.

Multi-Year Initiatives:

- Implement State of Art technology in providing services
- Maintain and improve physical plants (hire additional maintenance staff; develop multi-year paint and maintenance schedule of facilities)
- Hire Clinical Director
- Invest time and energy in implementing additional evidence based practices (EBP) including fidelity measures and expand EBP to Corrections
- Maintain accreditations
- Emphasize and enhance training and support to staff
- Add a grant writer and demonstrate innovation in service provision through grant opportunities

IV. Human Resources

By July 2021 HCBC will be an employer of choice in the nonprofit behavioral healthcare community with an employee retention rate equal to or greater than 75% of the workforce.

Multi-Year Initiatives:

- Implement pay for performance
- Develop a training academy
- Diversify leadership
- Complete a workload/organizational assessment

V. Visibility

By July 2021 there will be positive awareness of HCBC by officials, stakeholders and the general public in the communities we serve.

Multi-Year Initiatives:

- Improve HCBC website
- Update marketing plan
- Incorporate the use of social media as appropriate
- Recruit/hire Marketing Specialist