

# GCMK

Guidance Clinic of the Middle Keys, Inc.

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## Strategic Plan 2004-2007

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*Celebrating 30 Years of Caring  
1973-2003*

## Executive Summary

The Guidance Clinic of the Middle Keys, Inc. (GCMK), was incorporated in 1973 as a 501(c)(3), nonprofit, charitable organization. This year, GCMK celebrated 30 years of caring for residents of Monroe County with behavioral healthcare needs. Located in Marathon in the heart of the Florida Keys, - midway between Key Largo and Key West, GCMK offers a comprehensive continuum of mental health and substance abuse services ranging from prevention to residential care. Currently, a staff of over 100 employees includes licensed professionals (psychiatrists, psychologists, social workers, mental health counselors, nurses), certified addiction professionals, counselors, clinical support staff, administrators, and information technology, fiscal, clerical, transportation, and maintenance staff. GCMK maintains its headquarters in Marathon with satellite operations in Key West.

This document sets out a strategic plan for GCMK for the 3 years 2004-2007. It reviews strengths, weaknesses, threats, and opportunities. It presents a series of statements relating to GCMK's mission, value, and vision and outlines the goals, strategies, and implementation tasks needed to move forward. The strategic plan reflects the joint vision of the management team, the External Environment Indicators Committee, and the Board of Directors. The plan is the result of analyses conducted during the period October-December 2003 and consensus reached among the planning team. This is a dynamic document that is expected to serve as a guide for strategic actions during the next 3 years.

GCMK seeks to achieve the following goals during the next 1-3 years:

- Achieve and maintain national accreditation
- Further diversify funding sources through fund raising and project development while increasing collections
- Provide increased client accessibility to cost-effective client care
- Increase community partnerships and evaluate opportunities for formalizing the working relationships with partner agencies.

Mission, Value, and Vision:

*Mission Statement.* GCMK is a nonprofit, charitable organization dedicated to the provision of high-quality and cost-effective behavioral healthcare services for children, youth, and adults throughout the Florida Keys.

*Value Statement.* GCMK provides services in a timely and affordable manner for persons with or at risk of mental health and/or substance use disorders.

*Vision Statement.* GCMK seeks to embrace growth, expand, and diversify its services in a manner that is accountable and responsive to its stakeholders.

## **SWOT Analysis**

(Strengths, Weaknesses, Opportunities, and Threats)

The strategic plan addresses the following key strengths, weaknesses, threats, and opportunities for GCMK:

### Strengths:

- Highly educated and talented staff
- Receipt of money from grants
- Continuum of care within GCMK
- Credibility and long-standing agency
- Facilities

### Weaknesses:

- Client accessibility (hours & days)
- Public awareness of services
- Lack of fundraising development in community
- Staff allocation

### Threats:

- Workforce demographics (i.e., cost of living, wages, selection, benefits)
- Managed care
- More clients, less money, higher costs
- Lack of public support for client base
- Over-regulation of the industry

### Opportunities:

- Develop new funding streams
- Board involvement
- Partnerships/mergers
- Information services development
- Extend services to untargeted populations

## **Goals**

The following targets will be achieved by GCMK over the next 1-3 years:

- Attain by May 2004 and maintain CARF accreditation
- Diversify funding streams and increase operating capital by a minimum of 4 percent per year
- Improve client accessibility to cost-effective care
- Increase community partnerships and evaluate opportunities for formalizing the working relationships with partner agencies.

GCMK seeks to achieve the above targets while avoiding the following conditions:

- Compromising client care
- Staff work overextension
- Impulsive/reactionary decisions
- Deterioration of the physical plant.

Achievement of the organization goals must be accompanied by the preservation of the following:

- Competent staff
- Agency's positive reputation
- Current funding sources and grants
- Strategic planning initiatives.

GCMK will move toward its targets while making every effort to eliminate the following conditions or circumstances that could impede or slow positive progress:

- Barriers to client access to care
- Staff turnover
- Negative perception (stigma) of clients
- Inconsistent internal communication.

## **Strategies and Implementation Tasks**

The following key strategies and implementation tasks will be pursued by GCMK over the next 1-3 years:

**Goal #1:** Attain by May 2004 and maintain CARF accreditation.

**Strategy:** Accelerate staff and board preparation for initial CARF survey while developing policies and procedures that will ensure continued accreditation.

- Tasks:**
- Apply to CARF for May 2004 accreditation onsite survey
  - Continue ongoing inservice training to ensure staff understanding and proper implementation of policies and procedures
  - Build performance standards into day-to-day operations
  - Increase staff and board participation in working CARF groups
  - Use performance outcome measurement system to improve service provision for stakeholders; e.g., collection of performance data elements that are conveyed to staff on a quarterly basis with an annual performance analysis and action plan
  - Review and revise policies and procedures at least annually or as needed
  - Apply for CARF recertification to ensure continuous accreditation in 2007.

Goal #2: Diversify funding streams and increase operating capital by a minimum of 4 percent per year.

Strategy: Maximize allocation of inhouse expertise to increase revenues through grants, fund raising, collections, and increased efficiency.

- Tasks:
- Survey staff and board members to determine particular interest areas, affiliations, and capabilities that could enhance development activities
  - Recruit a staff member to construct and implement a program development plan that is a skilled proposal writer by February 2004
  - Craft and implement a long-range development plan by July 2004
  - Continue to expand partnerships with other community agencies to provide needed services through grant projects
  - Increase efficiency of management information system through implementation of established information management plan
  - Establish measurement system for collecting co-pays and client fees
  - Achieve federal indirect cost rate approval by June 2004
  - Establish and maintain a fiscal reporting system that provides for timely assessment of revenues and expenditures
  - Invest in technology that reduces time spent on accounting functions to improve productivity in finance department
  - Create additional incentives for staff retention – e.g., flexible time, cross training, maintain competitive salaries and benefits, motivation and other training, staff satisfaction surveys, etc. – to reduce costs associated with recruitment and turnover.

Goal #3: Improve client accessibility to cost-effective care.

Strategy: Evaluate current status of accessibility in order to realize improvements.

- Tasks:
- Determine benefits of initiating split shifts in 24-hour/7-day a week operations
  - Increase focus on assessment to ensure clients are referred to the level of care indicated by medical necessity
  - Extend hours of operation for outpatient services as determined by accessibility evaluation
  - Maintain satellite service site in Key West
  - Partner with Wesley House Family Services (WHFS), Florida Keys Children's Shelter (FKCS), and others to provide community-based services in facilities/places established in the redesign of child welfare system
  - Continue to attain certification of clinicians for the provision of comprehensive behavioral assessments
  - Maintain and continue study and assess positioning for

implementation of Prepaid Mental Health Plan (PMHP) and other requirements of SB404

- Continue to recruit and retain appropriately credentialed clinical staff
- Review current organizational structure to determine whether staffing pattern supports accessible and cost effective care.

Goal #4: Increase community partnerships and evaluate opportunities for formalizing the working relationships with partner agencies.

Strategy: Identify community agencies that formal partnerships can augment GCMK's ability to more efficiently and effectively provide mission-driven services for its stakeholders.

- Tasks:
- Maintain planning partnership with WHFS and FKCS to implement community-based care for child welfare system in Monroe County
  - Maintain and expand services provision under HRSA grant in partnership with Catholic Charities and Rural Health Network of Monroe County
  - Conduct at least eight External Environment Indicators Committee meeting per year to discuss strategic planning and partnership issues
  - Review indicators with board of directors semi-annually and establish need for strategic shifts
  - Position agency during calendar year 2004 to implement PMHP in Monroe County by establishing formal working agreements with other mental health providers
  - Review written strategic planning document annually, update in 1/2007, and every 3 years thereafter
  - Determine whether infrastructure sharing with partners could lead to more cost-effective services and revenue maximization and take required action steps to merge resources.