

# Our Focus Areas for 2012-2015

For the three-year period 2012-2015, RHA has identified four strategic focus areas where our programs are already leading the way, and where we intend to make an even more profound difference in people's lives.

## Improving Quality through innovative practices...



*Incorporate innovative approaches to service delivery that improve people's lives, cultivate leadership skills for workforce, and promote creative, flexible, and effective support models.*

- ▶▶ Recruit and reward the best and brightest leaders throughout our company.
- ▶▶ Equip staff with skills necessary to provide culturally-competent supports to diverse consumer populations.
- ▶▶ Ensure health and safety standards are met for people supported and for the homes where they live.
- ▶▶ Upgrade clinical technology and physical plant.
- ▶▶ Develop an "always ready" approach to internal and external audits.
- ▶▶ Align regional resources and create "specialty teams" to improve efficiency and performance.
- ▶▶ Provide best practice/evidence-based models of care.

**Success Measures:**

- Create a leadership program that improves the service delivery and satisfaction of our workforce by 1/14.
- Ensure that annual compliance, diversity, and cultural competency training is provided across all aspects of the company by 3/12.
- Launch compliant IT systems that improve communications, meet electronic medical records criteria, track and report quality outcome measures by 6/14.
- Monitor and track waiting time for services, hospitalizations, emergency room visits, and other health care qualitative data that demonstrate improved health outcomes and cost savings by 7/12.

"Quality is never an accident... It is always the result of high intention, sincere effort, intelligent direction, and skillful execution. It represents the wise choice of many alternatives."  
~Will Foster

## Ensuring Financial Performance and Growth...



*a) Operate in a fiscally responsible and efficient manner to ensure long-term stability for people served, our workforce, and in keeping with our fiduciary responsibilities to maintain the public trust.*

*b) Pursue responsible and measured growth, expanding current service models and offering solutions-driven, innovative proposals to our regional MCO/ LME partners that help to meet access and quality needs of consumers and provide stable funding models to ensure organizational fiscal viability.*

- ▶▶ Conduct business in all ways that aligns business practices with corporate ethical and compliance standards.
- ▶▶ Develop a flexible operations and financial strategy that includes a plan to mobilize efforts to react quickly to funding and service cuts.
- ▶▶ Develop shared resource programs within our organization and with other provider groups to increase our buying power and to decrease overhead costs.
- ▶▶ Establish a business development/ transition team that can quickly analyze potential growth opportunities and regional gaps in services that meet an unmet need and determine whether opportunities capitalize on our current core skill sets, experience, available resources, and service models.

**Success measures:**

- Monitor state legislation and budgets to respond quickly to service and rate cuts. Work through state and national provider associations and regional teams to alert stakeholders of the possible impact of proposed cuts on service provision by 10/11.
- Implement re-organization plan that aligns resources and improves regional efficiency by 1/12.
- Create purchasing initiative that leverages buying power of organization and incorporates the shared resource programs of outside provider organization by 7/11.
- Analyze regional gaps in services through coordinated effort by COO's and CCO by 1/13.

"A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it..."  
~Mahatma Gandhi

## Promoting Community Integration, Outreach & Hope...



*Promote an inclusive community that embraces meaningful participation of all people.*

- ▶▶ Maintain a "person-centered" customer focus in the planning and provision of services and supports and advocate for services needed to attain and maintain each person's maximum potential.
- ▶▶ Provide advocacy training that helps to develop workforce skills necessary to identify community resources and to create opportunities for people to fully engage in their communities.
- ▶▶ Empower people to make healthy life choices based on their strengths, preferences, interests, needs, and abilities.
- ▶▶ Strengthen relationships with families, communities, and outside agencies for friendship, collaboration, and on-going satisfaction of services provided.
- ▶▶ Gain job readiness skills and competitive employment, as much as practicable.

**Success measures:**

- Develop communications tools that promote our commitment to the dignity, independence, equitable treatment, and inclusion of people within their communities by 4/12.
- Develop supported employment specialized training and certification process for employment specialists by 7/12.
- Track employment outcomes by geographic and personal demographics by 3/12.
- Host two regional self-advocacy training conferences by 9/12 and include opportunities for internal/ external stakeholders, people living in the community with disabilities, and LME/ MCO partners to participate.

"Injustice anywhere is a threat to justice everywhere."  
-- Martin Luther King

## Building Local Leadership through Grassroots Advocacy...



*Establish a leadership role in state, local, and federal policy arenas that set the course of MH/DD/SAS service systems and rate structures.*

- ▶▶ Establish effective internal and external communications system for sharing information and for sharing personal outcomes and organizational success stories that delight our internal and external partners and governing bodies.
- ▶▶ Develop marketing materials and web-based tools that help people and referring agencies to choose the service location that best meets each person's unique needs.
- ▶▶ Cultivate smart, non-contractual, partnerships that help to establish volunteer opportunities, enhance quality services in a cost-effective manner, bolster the visibility and the mission of our organization, and foster a community alliance dedicated to supporting and improving the lives of constituents and families.
- ▶▶ Foster a philanthropic environment that supports fund-raising events on the local and regional level for increased visibility, establishes a positive public image, offers an opportunity for people and families to become more involved, builds organizational teamwork, and helps to fill short term gaps in funding.

**Success Measures**

- Create marketing and communications plan by 3/12.
- Develop a grid for tracking legislative and committee activity and public comment by 1/12.
- Host at least four local fund-raising efforts by 1/13.
- Develop criteria for selecting regional advocacy champions by 3/12.
- Develop a survey that identifies employee and stakeholder relationships with key legislators and decision makers by 3/12.

"If liberty and equality are chiefly to be found in democracy, they will best be attained when all persons alike share in the government to the utmost."  
~ Aristotle

## What We Do

We support people with mental illness, addictive diseases, intellectual and physical disabilities to:

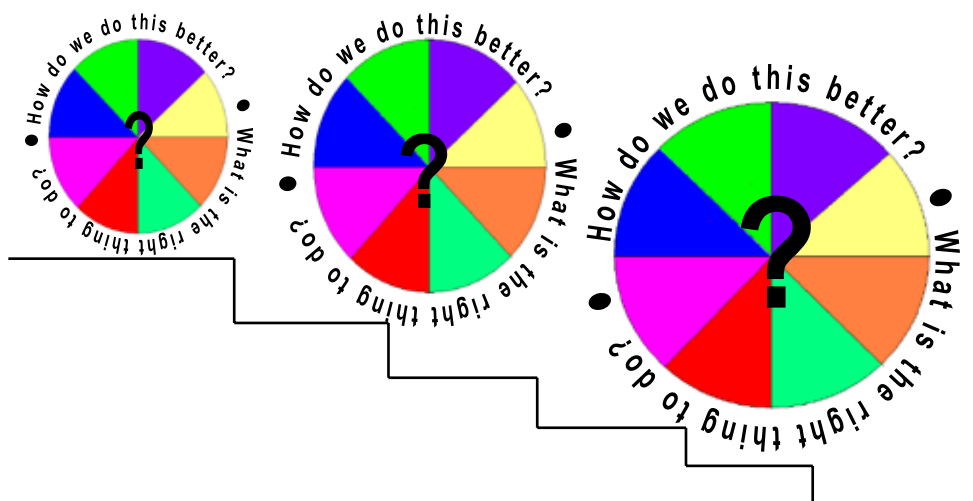
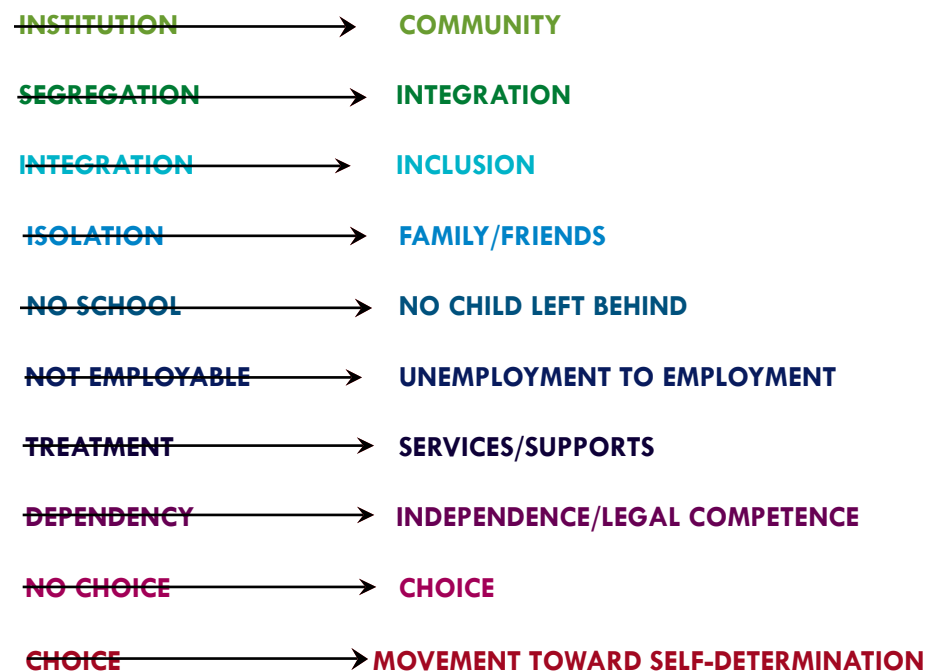
1. Actively engage in their communities
2. Participate as fully as possible in making decisions that impact their lives
3. Advocate for the services and supports needed to reach each person's maximum potential
4. Strengthen relationships with families, communities, and outside agencies for friendship and collaboration
5. Attain an education that is designed around each person's needs and that addresses all possibilities for skill development
6. Gain job readiness and employment, as much as practicable

## What We Believe Supports Should Be

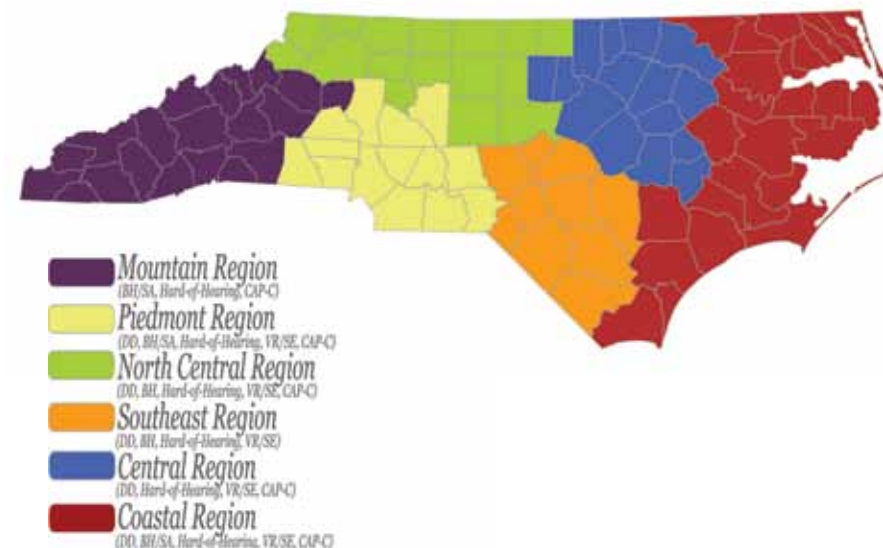
*The SAMHSA Consensus Statement on Mental Health & Recovery, 2011*

- Person Driven
- Occur via many pathways
- Holistic
- Supported by peers
- Supported through relationships
- Culturally-based and influenced
- Supported by addressing trauma
- Involve individual, family and community strengths and responsibility
- Based on respect
- Emerge from hope
- Center on 4 major domains for support recovery: health, home, purpose, community

" . . . Live the questions now. Perhaps you will then gradually, without noticing it, live your way into the answers."  
-- Rainer Maria Rilke



Big Vision. Local Focus.



For more information on RHA services and supports. Visit us on the web:

- [www.rhbehavioralhealth.org](http://www.rhbehavioralhealth.org)
- [www.rhahowell.org](http://www.rhahowell.org)
- [www.rhabridges.com](http://www.rhabridges.com)
- [www.rhahealthservices.org](http://www.rhahealthservices.org)
- [www.arpnc.org](http://www.arpnc.org)
- [www.rhasenet.org](http://www.rhasenet.org)
- [www.ncdisabilityservices.org](http://www.ncdisabilityservices.org)



RHA Management Company  
**Strategic Plan**  
2012-2015



Setting the PACE for Excellence