

IHR Counseling Services 2024 Strategic Plan

Mission Statement

The mission of IHR Counseling Services (Institute for Human Resources) is to provide quality recovery based mental health and substance use services ranging from education, prevention through treatment and aftercare for residents of Livingston County and the surrounding area.

Guiding Principles

Respect: IHR will continue to respect our client and stakeholders diverse needs, decisions, and various viewpoints.

Commitment: IHR is committed to serving the needs of our clients and community stakeholders.

Quality: It is IHR's intention to meet and maintain the highest standards with providing quality services throughout our programs.

Individualization: IHR will focus on individualized assessments and treatment plans with personalized interventions, allowing our clients to implement their own decisions with treatment recommendations.

Empowerment: IHR encourages clients to develop and assist clients by empowering them to make their own decisions and promote self-advocacy throughout their treatment experience.

Teamwork: IHR continues to maintain input and work together with staff in order to address our clients' needs and our community stakeholders' needs.

IHR's PROFILE: Regardless of the specific programs through which the IHR mission is applied, the following philosophies shall apply:

- IHR was established in 1969. IHR was formally incorporated in May 1974.
- IHR is looking forward to celebrating its 50th anniversary in 2024.
- IHR operates with a \$3 million annual budget, providing services over several programs.
- IHR is accredited through CARF the (Commission on Accreditation of Rehabilitation Facilities).
- Department of Mental Health
- Substance Use Prevention and Recovery
- Livingston County Mental Health Board

- ✓ Each person who seeks or is referred for services at IHR deserves our respect. Therefore, each client shall be empowered to make decisions regarding his/her own life.
- ✓ Positive life development practices in the context of self, family, work, and community shall be promoted.
- ✓ The client's independence is promoted throughout their treatment experience.
- ✓ Services shall be visible and accessible.
- ✓ Early intervention is promoted with IHR's programming.
- ✓ The involvement of the family and/or other support persons will be encouraged.
- ✓ IHR shall provide efficient, effective, and professional services which are client-centered and goal-directed.
- ✓ IHR shall regularly and systematically assess client satisfaction, community needs, and program effectiveness.
- ✓ IHR shall regularly and systematically develop agency goals and objectives to address the community's mental health and substance abuse needs.
- ✓ All IHR personnel are bound by confidentiality, professional, and moral ethics .

Considerations in the Development of the Strategic Planning:

- ✓ IHR will identify its strengths, weaknesses, opportunities, and threats in the areas of programs such as, human resources, finance/business, technology, marketing, property/equipment, safety/risk management and production/contract services.
- ✓ IHR will consider the input from our clients, staff, and other community stakeholders, including the demographics from our clients and community.
- ✓ Any social determinants of health in the community and surrounding area will be considered.
- ✓ Any regulatory and legislative factors will be considered.
- ✓ Information from our recent program data, surveys, and data from the IHR performance Evaluation Report.

Current Status: (where are we now)

- ✓ IHR has settled into our new building, located at 920 West Custer Ave. in Pontiac. The building has turned out to be a blessing for IHR as we are more centrally located in the community and the overall layout of the building provides a more suitable function to serve our clients and community events.
- ✓ As an agency, we treated 2,668 unduplicated clients this year. A total of 1,943 adults and 725 children, plus 2,554 students and community members within the prevention program.

Looking Ahead:

- ✓ Opportunities for growth remain high in every aspect of IHR. Proper recruitment of staff and retention will allow us to continue delivering positive results with our programming.
- ✓ We are excited to plan and celebrate our 50th Anniversary in the summer of 2024. Keep a look out for details to celebrate this achievement with us.

Relationships:

- ✓ IHR continues to maintain strong relationships with our community stakeholders.
- ✓ IHR networks with Court Services, Drug Court Team, various school districts, OSF Medical Group, OSF Hospital & Emergency Room, Pontiac Area Chamber, LCSSU, and our State association Community Behavioral Health Association.
- ✓ ROOSC Council (Recovery Oriented Systems of Care) – IHR partners with this council to assist in the continuum of care from prevention through treatment and into recovery for both the mental health and substance use population in our community.

Legislative Climate:

- ✓ Community Behavioral Health Association IHR's State Association.
- ✓ Livingston County Mental Health Board
- ✓ Livingston County Board
- ✓ Relationships with Local Representatives State Representatives.

Finances:

- ✓ IHR operates on a \$3,026,000 budget in FY24.
- ✓ Livingston County Mental Health Board Contracts
- ✓ School Contracts (embedded counselors)
- ✓ Managed Care Organizations
- ✓ Private Pay

Current Challenges:

- ✓ Staff retention remains a challenge for IHR.
- ✓ The workforce in mental health and substance use remains competitive as a result of increased opportunities.
- ✓ The ongoing demand for mental health and substance use services continues to be challenging at times. IHR will work to meet these challenges and provide meaningful treatment with every encounter. IHR will continue to communicate with the community regarding our services, programs, and upcoming initiatives. We certainly appreciate the ongoing support from Livingston County residents and the surrounding areas.
- ✓ Develop and implement strategies to recruit and maintain high quality staff with a positive work environment including incentive programs.

Noteworthy Changes in the past two years:

- ✓ IHR downsized several positions over the past two years.
- ✓ Staff Trainings have become more robust and targeted to IHR's needs.
- ✓ Safety drills have been conducted in various formats.
- ✓ Increased Prevention services to include 4th & 5th grade students.

Goals and Objectives for 2024 through 2027:

Mental Health Program:

Goal # 1 Increase client engagement and client satisfaction with every program.

Objective A: Track intake numbers and clients who then become active and engaged. This will be measured by clients who attend 3 or more appointments at the start of their treatment. Becoming active and engaged will show improved performance with first sessions in relation to rapport building and setting expectations of treatment, through June 2027. (Executive Staff & Mental Health Staff)

Objective B: Consistently measure satisfaction with clients throughout the treatment experience, through 2027. (Mental Health Staff)

Objective C: The PSR program will increase their community outreach by identifying and implementing services within a community setting to increase engagement/access to services, through June 2027. (PSR Staff)

Substance Use Program:

Goal # 1 Increase community awareness concerning treatment options.

Objective A: Increase Community Outreach with more activities for those seeking recovery, through 2027. (Substance Use Staff)

Objective B: Increase Community Outreach with more activities for families needing support, through 2027. (Substance Use Staff)

Objective C: Ongoing education with Medically Assisted Recovery recommendations through June 2027. (Substance Use Staff)

Prevention Program:

Goal # 1 Continue to address drug & alcohol prevention programs in schools including opioid addiction.

Objective A: Expansion of the 4th and 5th grades through June 2027. (Prevention Staff)

Objective B: Operation Snowball events to address all kids of Livingston County and the surrounding area. Snowflurry with 4th & 5th grade students. Snowflake with 6th, 7th, & 8th grade students through June 2027. (Prevention Staff)

Psychiatric Program:

Goal # 1 Increase and maintain accessibility with a full time APN.

Objective A: Continue referring back to the general Practitioner with 60% consistency through June 2027. (Psychiatric Staff)

Objective B: Improve efficiency and effectiveness with proper engagement to decrease late cancels and no-show rates through June 2027. (Psychiatric Staff)

Technology:

Goal # 1 IHR will focus on enhancing our technology capabilities agency wide.

Objective A: Purchase and implement new desk top computers by September 2024. (Jenny Larkin and Joe Vaughan)

Objective B: Maintain and update IHR's technology needs through June 2027. (Exec. Staff)

Objective C: Develop and implement the use of technology to better serve our staff, clients, and community stakeholders. (Through June 2027, all staff)

Human Resources:

Goal # 1: Continue to cross train clerical staff as a way to improve overall efficiencies with scheduling, billing, and accounts receivables.

Objective A: IHR will focus on maintaining a consistent workforce with a competitive salary structure and supportive supervision.

Objective B: IHR will continue to implement a robust orientation and training program including an Orientation Training Manual to retain staff. The Training Manual will address proper expectations and competency in all areas.

Marketing:

Goal # 1: IHR will increase its overall educational and marketing efforts with presentations in the community.

Objective A: Overdose Awareness/Recovery Run (All Staff May 2024)

Objective B: Family Support Group offered every week on either Thursday evening or Saturday morning. (SU Staff)

Objective C: Recovery Month event September every year. (SU Staff)

Property and Equipment:

Goal # 1: Address IHR's property, equipment needs, and maintenance.

Objective A: Replacement of our desktop computers by the fall of FY 25. (Exec Staff)

Objective B: Ongoing upkeep of the agency, such as replacing the carpet by June of FY 24. (Exec Staff)

Productivity & Contracts:

Goal # 1: Maintain and increase IHR's contracts revenue through June 2027.

Objective A: IHR will maintain a strong case coordination with all IHR referrals through June 2027. (All Staff)

Objective B: Explore other revenue opportunities, ongoing through June 2027. (Joe & Executive Staff)

Finance & Business:

Goal # 1: IHR will remain financially solvent to meet the staff and program needs.

Objective A: IHR will develop and implement a system to promote staff growth and retention within the agency. (Joe Vaughan & Exec. Staff, through June 2027)

Objective B: IHR will continue to explore other funding avenues to increase revenue in order to meet the needs of the community. IHR will develop and implement mechanisms to collect data for each program to measure outcomes through June 2027. (Staff, Exec. Staff)

Objective C: IHR will continue to operate with a positive budget annually through 2027. (Joe & Executive Staff)

Risk Management & Safety:

Goal # 1: IHR will enhance safety awareness and reduce exposure to risk.

Objective A: IHR will continue to provide annual all staff trainings, through 2027. (Safety Committee)

Objective B: IHR will explore any opportunities for outsourced training through 2027. (Executive Staff, Safety Committee and QA/UR Committee).

Objective C: IHR continues to participate in the CBHA Quality Assurance workgroup. (Executive Staff, Safety Committee and QA/UR Committee).