

**CHESAPEAKE COMMUNITY
SERVICES BOARD**

**STRATEGIC PLAN
2009 – 2012**

EXECUTIVE SUMMARY

In July 2008, the Board and Leadership Team of the Chesapeake Community Services Board (CCSB) undertook a strategic planning initiative. The purpose of this effort was to develop a roadmap to help guide the agency over the next three years as it faces complex needs, increasing demands and decreasing resources.

The planning process began with a review of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis that had been performed earlier. A number of sessions were held with the Leadership Team to look at the “big picture” for the future of the CCSB; these meetings included a trending exercise, as well as follow meetings to assess current programming, projected needs and resource challenges. The Leadership Team clearly identified CCSB’s core purpose and articulated its core values and, in doing so, validated the agency’s vision and mission. Meetings and interviews were held with senior supervisors, managers and staff to gain their input into the plan. Focus groups and individual interviews were conducted with numerous stakeholders, including City officials and department heads, family members, advocates and partner agencies to solicit their impressions of the CCSB, offer their insights about the challenges facing the agency, and discuss their view of the agency’s future.

This work produced three major focus areas:

- Service delivery
- Service development
- Staff development

Strategic themes emerged from each of the focus areas, and goals (the “what”) and objectives (the “how”) were crafted in support of those themes. An action plan template was developed and implementation steps of identifying responsible parties, creating timelines and establishing measurable outcomes were begun.

The strategic plan will be presented to the Board for adoption and then to the staff for implementation. Accountability for the implementation of the plan resides with the leadership of CCSB. Progress on plan implementation will be regularly reviewed at senior leadership meetings, with reports submitted on a regular basis to the Board. The plan will be updated to remain relevant.

The challenge to the planning group was to more clearly define the type of organization CCSB should be to meet the existing and emerging needs of families and individuals in Chesapeake affected by mental health, substance abuse and developmental difficulties. The planning group rose to the occasion and committed their collective experience, wisdom and humor to the process. Consequently, the group produced a plan, in the context of the challenges of today and the opportunities of the future, which will be a dynamic tool to leverage change and sustain progress in the organization.

CHESAPEAKE COMMUNITY SERVICES BOARD STRATEGIC PLAN 2009 – 2012

Mission:

The Chesapeake Community Services Board will support and assist people whose lives are affected by mental illness, substance abuse, intellectual disabilities, or other developmental difficulties to join their community – to reach an optimal state of interdependency, which draws from their own strengths and from those of the community around them.

Vision:

We will offer the hope of a productive and satisfying future to individuals affected by mental illness, substance abuse, intellectual disabilities, and other developmental difficulties. We will encourage and enable the people we serve to reach their fullest potential.

Core Purpose:

The Chesapeake Community Services Board provides the safety net for people , while supporting self-reliance, who others cannot or will not serve.

Our Core Value:

To maintain a culture of caring

Through:

- Commitment to whole person treatment, neutral to disability area
- Access
- Accountability
- Communication
- Cultural diversity
- Honesty, respect and dignity
- Teamwork

DEMOGRAPHICS (Fiscal Year 2008)

Population Served (duplicated count):

- 4,323 Chesapeake residents
 - 2,647 (53%) received mental health services
 - 985 (20%) received intellectual disability services
 - 1,321 (27%0 received substance abuse services

- 54% of people served were white
- 35% were African American

- 57% were male
- 43% were female

- 66% were ages 18 through 59
- 25% were ages birth through 17
- 9% were 60 or older

Budget: \$17,836,683

Expenditures by Service Area

- 55% Mental Health
- 29% Intellectual Disability
- 15% Substance Abuse

Revenue by Source

- 39% State Funds (\$7,085,800)
- 37% Local Funds (\$5,559,910)
- 18% Fees (\$3,385,307)
- 6% Federal Funds (\$1,055,666)

Fee Revenue by Source

- 81% Medicaid (\$2,773,073)
- 11% Commercial Insurance and Other Agencies (\$373,460)
- 8% Self-pay (\$238,774)

GOALS

FOCUS AREA – SERVICE DELIVERY

STRATEGIC THEME: COMMUNICATION

The Chesapeake Community Services Board (CCSB) is a complex agency, serving people with complex needs. The organization exists in an environment of broad and, at times, conflicting public expectations, multiple funding streams, and increasing demands. Adding to these challenges are the misperceptions and lack of understanding about the conditions faced by the families and individuals served by the CCSB. The CCSB recognizes the need to tell its story and the stories of the people who need the services of the agency in order to increase public understanding, impact funding and influence public policy.

Goal 1: Increase understanding about the roles and responsibilities of the CCSB.

Objective 1: Expand external communication to tell the CCSB story to Chesapeake citizens

Objective 2: Create regular channels of communication for and with consumers

Goal 2: Increase public awareness and understanding of mental health, substance abuse and intellectual disabilities.

Objective 1: Develop a Public Awareness Plan to expand external communication

Objective 2: Involve advocacy groups in the development and implementation of public education efforts

Goal 3: Improve internal communication to increase efficiency and coordination.

Objective 1: Focus on internal communication for broader dissemination of information

Objective 2: Develop activities to increase staff understanding of CSB roles and functions

STRATEGIC THEME: COLLABORATION AND COOPERATION

Collaboration was prominently noted throughout the CCSB's internal assessment and external environmental scan. The agency is known and respected for its willingness to partner with external organizations; the CCSB recognizes that partnerships lead to better cooperation, coordination and communication, so that resources can be leveraged, scarce resources are maximized and service development is expanded. At the same time, the CCSB recognizes that internal partnerships built through teams are also important. Teamwork results in improved community knowledge, improved responsiveness and better service delivery.

Goal 1: Maintain relationships with City departments.

Objective 1: Share information about programs, define expectations and limitations

Objective 2: Support and expand relationship with criminal and juvenile justice systems

Objective 3: Support and expand school to employment transitions

Goal 2: Build closer relationship with advocacy groups for mutual support.

Objective 1: Regular attendance of CSB leadership and staff at advocacy group meetings

Objective 2: Establish regular avenues of communications with consumers and families

Goal 3: Actively seek to expand partnerships.

Objective 1: Explore the development of relationships with non-traditional partners, such as the faith and business communities

Objective 2: Continue to participate in regional initiatives

FOCUS AREA – SERVICE DEVELOPMENT

STRATEGIC THEME: SUSTAINABILITY AND GROWTH

The CCSB recognizes its first responsibility is to serve those who need it most. However, the agency also feels an urgency to extend its services to the greatest extent possible, to respond to increasing levels of acuity and increasing levels of need – knowing that service development and expansion must be undertaken in ways that are sustainable and supportable by the broader community. The CCSB realizes that its approach to service development must consider its existing and mandated programs against a backdrop of short-term and longer-term future needs.

Goal 1: Sustain mandated services.

Objective 1: Review, analyze, utilize and publicize productivity standards

Goal 2: Develop and implement a system for program assessment to make decisions about program sustainability and service expansion.

Objective 1: Weigh fiscal effect, community impact and risk management of programs by conducting:

- Needs assessment/gap analysis
- Best practice review
- Resources needed for implementation
 - Partners
 - Facilities
 - Staff
- Risk assessment
- Public value analysis

Goal 3: Conduct program assessments to identify service priorities.

Objective 1: Review following programs:

- COPS (MR Day Services)
- Job Development
- Day Support
- Forensic Services
- Intermediate Care Facility-Mental Retardation (ICF-MR)

Goal 4: Focus program and service efforts on meeting housing needs.

Objective 1: Explore and evaluate the following programs/services to develop a review of all of our “residential” programs to determine which program would give us the most support for our money.

- Supportive Housing
- Transitional Housing
- Intermediate Care Facility-Mental Retardation (ICF-MR)

Objective 2: Support and assist the Chesapeake Redevelopment and Housing Authority (CRHA) to increase Section 8 vouchers

Goal 5: Explore expansion of Child and Adolescent services.

- Therapeutic Day Services
- Intensive Care Coordination

Goal 6: Maintain attention to CSB services to the criminal justice population.

Objective 1: Explore further development of criminal justice diversion services

Objective 2: Review sustainability and expansion of drug court

Goal 7: Begin planning to address future needs.

- Geriatric Services
- Consumers with aging caregivers
- Autistic Spectrum Disorders
- Dually diagnosed Intellectual Disability/Mental Health consumers
- Veterans' services
- Interface with the Department of Defense and the Virginia wounded Warriors Program

FOCUS AREA – RESOURCE DEVELOPMENT

STRATEGIC THEME: RESOURCES

Often the CCSB is the resource of last resort; therefore, the organization must continue to use a business model that leverages State and City revenue in order to achieve a payer mix that supports mandated programs, while also providing opportunities for service expansion through other funding sources, such as insurance, grants, or public/private ventures.

Goal 1: Expand the use of technology for effectiveness and efficiency.

Objective 1: Implement electronic health records

Goal 2: Maximize reimbursement.

Objective 1: Review administrative processes for effectiveness and efficiency

Objective 2: Explore addition/enhancement of reimbursable service

Goal 3: Ensure an organizational structure that maximizes effective and appropriate operations.

Objective 1: Conduct a functional organizational assessment

Goal 4: Ensure adequate facility resources

Objective 1: Conduct a facility needs assessment

STRATEGIC THEME: STAFF DEVELOPMENT

CCSB recognizes that its resources go beyond fiscal assets. The organization must continue to invest in its significant human capital. Continued commitment throughout the agency to “whole person treatment” is both a reflection and a reinforcement of the CCSB’s culture of caring.

Goal 1: Appreciate the value of all employees.

Objective 1: Continue training and other staff development activities

Objective 2: Recognize achievement and celebrate successes

Goal 2: Continue internal emphasis on teamwork.

Objective 1: Achieve cross-training and cross-pollination of information through in-service training