

# **Syd-LYFE Counseling Services**

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## **Strategic Plan and Initiatives**

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### **Owner:**

Norris Scott, President & CEO

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# 1 INTRODUCTION

In consideration of the plan and initiative content, extensive analysis and in depth critiques have been conducted to assess each facet of the Syd-LYFE Counseling Services (SLCS) organization. The comprehensive review brought into focus the strengths and opportunities that help our service thrive and the weaknesses and threats that have any potential to harm the efficacy of our pursuits. An important component of the assessment exercise was board and staff input, patient input, and anecdotal commentary from referral partners and licensing/accrediting bodies. This input has been gathered through live interview, focus groups and panel discussions.

## 1.1 Industry Trends

According to the Oklahoma Mental Health Consortium Oklahoma has the highest rate of severe mental illness per capita in the nation and is in the bottom five states in spending for mental health services.

The Oklahoma Behavioral Risk Factor Surveillance System (BRFSS) reported that minority groups in the state reported higher percentages of lack of social and emotional support with the lack of social and emotional support highly associated with education and household income levels.

In Oklahoma about 15% of the population is of African-American ethnicity. However, according to the Department of Mental Health and Substance Abuse Services over 20% of the clients served are African-Americans. This percentage would be higher but do to stigma associated with Mental Health African American refuse to seek service.

We can determine from these statistics that there is a great need for Behavioral Health Counseling services, especially among minorities at lower income levels.

# 2 PRIORITIES

This strategic plan and its key initiatives are developed pursuant to priorities that serve as the cornerstones of the organizational structure and from primary concerns identified management team, staff, and other key stake holders. The core considerations driving the strategic plan are comprised of the following:

- Ensure the quality and effectiveness of services resulting in positive client outcomes
- Ensure the future financial viability of SLCS.
- Recruit and retain competent and professional clinical staff

- Support and enrich the community we live in to promote a healthy environment

## **2.1 Values**

- To offer outpatient and rehabilitation mental health services without regard to race, ethnicity, religion, age or disability.
- All people shall be treated with respect and dignity and have the right to make informed choices in their treatment
- To assist clients and families to achieve the highest level of functioning possible in the least restrictive setting.
- To provide culturally diverse, certified and licensed and competent multidisciplinary professional to assist individuals and families in achieving emotional, behavioral and social well-being.
- To provide advocacy and support to people with behavioral health needs residing in Oklahoma.
- To provide clients and families with the educational and community resource to assist them in greater understanding and development of their potentials.
- To continually assess the needs of the community and to develop and provide services to meet these needs
- To achieve and maintain national standards of accreditation to ensure quality of care for persons served.

## **2.2 Mission**

SLCS mission is to provide quality, comprehensive community-based mental health services, designed to enhance, enrich and preserve the lives of the persons who we served in the most compassionate and respectful manner possible, always with the intent to acknowledge and maintain their uniqueness and individuality.

## **2.3 Vision**

SLCS improve the quality of life for persons served by providing high quality and effective mental health services in an environment that maintains client rights and dignity and enables them to achieve and maintain their highest level of functioning in the communities.

## 3 SITUATIONAL ANALYSIS

### 3.1 Internal

#### Strengths

- ✓ Most business practices optimized for efficiency, efficacy, and accuracy.
- ✓ Accounts receivable systems are scalable, multifunctional and adaptable for governance.
- ✓ Office space is inviting, functional and conducive to a therapeutic environment.
- ✓ Overhead and personnel costs are proportionate to revenue performance.
- ✓ Discretionary spending is fiscally responsible and in keeping with budgetary thresholds.
- ✓ Associate engagement activities keep morale and productivity high.
- ✓ Staff is tenured, dedicated, and motivated to deliver on commitments.
- ✓ Continuing education up-to-date.
- ✓ Staff trainings are relevant and timely including topics like Code of Ethics and Emergency Preparedness and Safety Awareness.
- ✓ Client offerings include a full suite of services.
- ✓ Licensing and accreditation remain continuous and intact.

#### Weaknesses

- ✓ Minimal potential for untimely submission of charting documents.
- ✓ Maintaining acceptable client to therapist ration as client lists grows.
- ✓ Keeping pace with market demands through careful selection of new talent.

### 3.2 External

#### Opportunities

- ✓ Medicaid bill rate remains unchanged for protracted period not keeping pace with rising cost of commerce.
- ✓ Meeting market demand for quality mental health care by entering new regions.

#### Threats

- ✓ Staff attrition resulting in rapid reduction of client based
- ✓ Adapting quickly to regulatory updates and applying proven change management strategies to ease transition.
- ✓ Accommodating the variable needs as client demographics shift.
- ✓ Changes to licensing requirements resulting in needs for rapid implementation of education updates.

## 4 KEY INITIATIVES

### 4.1 Fiscal I

Strategic goal: Intensify networking efforts' to increase client referral to reach more of the at risk populations in need of mental health care.

#	Objective/Action Step	Leader	Q1	Q2	Q3	Q4	23
1.0	Increase client referral numbers by 100%	Executive Director					x
2.0	Enlist Board members to leverage referral sources	Executive Director					x
3.0	Delegate routine administrative duties	Executive Director					x
							x

### 4.2 Fiscal II

Strategic goal: Design and implement reporting process for due diligence and standardized oversight of account receivables, fiscal planning, and regular write off of bad debt.

Planned Activities

#	Objective/Action Step	Leader	Q1	Q2	Q3	Q4	23
1.0	Review current data	Executive Director					x
2.0	Consolidate current reports and design a streamlined process for info sharing	Executive Director					x
2.1	Monthly report distribution	Clinical Director					x
3.0	Decrease waste by 2%	Executive Director					X

### 4.3 Leadership/Board Development

Strategic goal: The Executive Director will work with a consultant to identify members, define member duties, and expand organizational resources, expertise and participation.

Planned Activities

#	Objective/Action Step	Leader	Q1	Q2	Q3	Q4	23
2.0	Generate list of potential candidates	Executive Director					x
2.1	Approve new members	Executive Director					x

3.0	Establish regular schedule of Board meetings	Executive Director					x
3.1	Define member duties and document plan of action	Executive Director					x

## **ANNUAL REPORT 2022**

### MISSION STATEMENT

SLCS mission is to provide quality, comprehensive community-based mental health services, designed to enhance, enrich and preserve the lives of the persons who we served in the most compassionate and respectful manner possible, always with the intent to acknowledge and maintain their uniqueness and individuality.

### VISION STATEMENT

SLCS improve the quality of life for persons served by providing high quality and effective mental health services in an environment that maintains client rights and dignity and enables them to achieve and maintain their highest level of functioning in the communities.

### GOALS AND PHILOSOPHY STATEMENTS

- To offer outpatient, rehabilitation and case management mental health services without regard to race, ethnicity, religion, age or disability.
- All people shall be treated with respect and dignity and have the right to make informed choices in their treatment.
- To assist clients and families to achieve the highest level of functioning possible in the least restrictive setting.
- To provide culturally diverse, certified and licensed and competent multidisciplinary professional to assist individuals and families in achieving emotional, behavioral and social well-being.
- To provide advocacy and support to people with behavioral health needs residing in Oklahoma.
- To provide clients and families with the educational and community resource to assist them in greater understanding and development of their potentials.
- To continually assess the needs of the community and to develop and provide services to meet these needs.
- To achieve and maintain national standards of accreditation to ensure quality of care for persons served.

### HISTORY

SLCS was incorporated in November 2012 as an outpatient mental health agency. The agency is dedicated to working with children, adolescents, and adults who are experiencing emotional, behavioral, and /or adjustment problems. Services are available to all persons residing in Tulsa and surrounding metropolitan areas who meet admission standards.

## LOCATION

Services are provided in the SLCS offices, at clients' homes, at the clients' schools, group home or other place of service. Appointments are set at the clients' convenience whenever possible.

## CARF ACCREDITATION

SLCS is seeking a three (3) accreditation in February 2023.

## LEADERSHIP

SLCS maintains a CEO, Clinical Director and Safety Officer

## HEALTH AND SAFETY

SLCS seeks to maintain a healthy, safe and clean environment for its staff and clients. Inspections are conducted on a regular basis to assure that all agency office locations are as risk free as possible. A certified OSHA inspector has been retained to do annual inspections and make recommendations covering all applicable areas. Self-inspections will continue as well.

All policies, procedures and forms involving Health and Safety will be reviewed and updated in 2020 to assure the agency is in compliance with all external regulatory agencies and are focused on continuous improvement in the areas of safety and health. Training in health and safety practices and services for all staff are planned quarterly.

## HUMAN RESOURCES

As of November 2022, SLCS maintains Thirty Three (33) full and part time staff members as active employees.

All personnel policies, procedures and forms are currently under review to assure the organization has implemented policy and processes that provide guidance and transparency in the event of a Human Resources concern. This includes reviewing recruitment, retentions efforts, background checks, performance management guidelines, demographics, and all staff information for compliance with legal, licensure and training requirements.

## COMMUNITY INVOLVEMENT

SLCS is active in the community. Staff has participated in community events such as, Westview Clinic Back to School, Community Food Bank of Eastern Oklahoma, Ronald McDonald House, The Salvation Army, Tulsa Cares and Tulsa Day Center for the Homeless.

## COMMUNITY NEEDS ASSESSMENT

According to the Oklahoma Mental Health Consortium Oklahoma has the highest rate of severe mental illness per capita in the nation and is in the bottom five states in spending for mental health services.

The Oklahoma Behavioral Risk Factor Surveillance System (BRFSS) reported that minority groups in the state reported higher percentages of lack of social and emotional support with the lack of social and emotional support highly associated with education and household income levels.



In Oklahoma about 6-7% of the population is of African American ethnicity. However, according to the Department of Mental Health and Substance Abuse Services over 20% of the clients served are African Americans. This percentage would be higher but do to stigma associated with Mental Health African American refuse to seek service.

We can determine from these statistics that there is a great need for Behavioral Health Counseling services, especially among minorities at lower income levels.

### EDUCATION AND ADVOCACY

SLCS made an effort to educate the public and serve as advocates for mental health by:

- Providing staff to serve as guest speakers to graduate students at Langston University.
- Adding mental health awareness brochures to three local coffee house's information boards.
- Volunteering to provide information and serving patrons at collaborative community wellness fair to help children and families in need.
- Collaborating with local churches to provide information and case management services, such as groceries and toiletries, to families in need.

### LEGAL

Continue to discuss ongoing federal and state mandates and relationships within OHCA.  
Continue with compliance.

### INFORMATION TECHNOLOGY

Technology is used to support SCLS in effective and efficient service and business practices. SLCS is researching having computer services analyzed with recommendations as to security, access, backup, disaster recovery and confidentiality.

### PERSONS AND STAKEHOLDERS SERVED

SLCS request and collect input to help determine the expectations and preferences of the organization's stakeholders and to better understand how the organization is performing from the perspective of its stakeholders.

SLCS has established multiple ways to obtain input on an ongoing basis from personnel and other stakeholders.

### ACHIEVEMENTS

- SLCS partnered with Tulsa Public Schools, Jenks Public School, Union Public Schools and Sand Springs Public School. In addition, SLCS partnered with the Department of Human Services, Oklahoma Juvenile Department, Tulsa Job Corp and Girling Health Services.
- SLCS persons served increased by 14.7% from previous year.
- SLCS staff increased by 3% from previous year.
- ¾ of clinicians under supervision became licensed practitioners.
- SLCS maintains a 98% client retention rate post assessments and intake process.

- SLCS engaged the services of a certified Public Accountant (CPA) in order to meet the legal and financial requirements of the agency.

### FINANCIAL

The financial statements for the year January 1, 2023, will be completed after accreditation. MIS reporting and data analysis functionality will be adapted to serve the needs of supporting documentation for financial services.

### FINANCIAL STATEMENT

Gross income will be determined.