



Lifeline Connections' Strategic Plan Fiscal Year 2022 Introduction

The past years have brought unprecedented uncertainty and challenges. As the organization looks towards the future, it becomes clear that the future is full of opportunities and continued uncertainty.

The management team and the board of directors of Lifeline dedicate time to look towards the future and set goals and objectives that will move the organization forward.

Some of the objectives of special note are:

- Improve patient access, care coordination, and integration of programs
- Meet Certified Community Behavioral Health Center (CCBHC) requirements
- Create workforce development plans including internships, apprenticeships, and a total rewards compensation structure

As the healthcare and workforce environment changes across the county and in the state of Washington, Lifeline will need to be able to adjust to those changes quickly. This strategic plan will help the agency plan for the future but also adjust to the changing environment as needed.

Vision Statement

Our vision of Lifeline Connections is to be the recognized premier provider of substance use and mental health services in the Pacific Northwest by providing integrated care, comprehensive services, and enduring relationships.

Mission Statement

Through the use of superior customer service, high quality programs and a well-trained and dedicated staff, our mission is to inspire hope and support life-saving changes for people affected by substance use and mental health conditions.

Values

We take responsibility for the quality of the services we deliver. We will be the "Best in Class" in value and outcomes. Each of us is responsible for the quality of whatever we do.

We deliver satisfaction to both our internal and external customers. We believe in respecting our customer's needs, listening to their requests and exceeding their expectations.

We act with integrity in all that we do. We are each personally accountable for the highest standards of behavior, including honesty and fairness in all aspects of our work.

We value our people and treat one another with respect and take pride in the contributions that come from the diversity of individuals and ideas.

We regard our Community Partners as essential team members. We believe they deserve fair and equitable treatment, clear agreements, and honest feedback. We consider our Community Partner's needs in conducting all aspects of our business.

Strategic Direction FY 2022

Goals	Objectives	Measurable Action Steps
<p style="text-align: center;">Improve Patient Access, Care Coordination, and Integration of Programs*</p> <p><small>*These goals focus on the work required to meet CCBHC requirements</small></p>	Build care coordination team to support patients in navigating Lifeline and other community services	<ul style="list-style-type: none"> • Hold a care coordination design meeting at least twice per month for 3 months to build patient workflow and staff structure models • Update or create Job Descriptions to reflect new model • Build new team via new hires or internal transfers within 4 months of design being finalized • Improve Patient Satisfaction related to ease of access to by 20% as measured on patient interval surveys
	Educate staff on Lifeline programs and improve integration of care between programs	<ul style="list-style-type: none"> • Each quarter, 4 departments will send a staff member to another department's staff meeting to share program access and treatment details.
	Expand bridge primary care	<ul style="list-style-type: none"> • Double number of patients provided a primary care service at Lifeline • Bridge Care services are available to patients in all SWWA programs (inpatient and outpatient) • Primary care staff will do rounds in all inpatient programs at least weekly.
	Restore Same-Day Access	<ul style="list-style-type: none"> • Allocate VA Campus clinical staff to allow for Same-Day SUD and MH Assessments at least 2 days per week with capacity to serve at least 8 patients/day • Restore use of weekly assessment tracking workbook <i>or</i> design dashboard in XPIO dashboard tool • Evaluate and adjust staffing needed to support same-day Withdrawal Management admits • Within 6 months of adjusted staffing model, Withdrawal Management will provide a same-day admit for at least 80% of patients who present for care
<p style="text-align: center;">Develop Workforce & Build Connection Between Staff & Departments</p>	Utilize more interns and apprentices	<ul style="list-style-type: none"> • Fill open Clinical and Intern Supervisor position; devote at least 1.5 FTE to internship and apprentice program development • Develop relationship with 3 additional educational institutions for internship opportunities • Develop standardized intern and apprenticeship onboarding, training, and mentoring model • Join the State's Medical Assistant apprenticeship program by Summer 2022 and the State's Behavioral Health apprenticeship programs by Fall 2022 • Bring on at least 10 new MH or SUD interns/practicum students
	Develop team feel & connection across the agency	<ul style="list-style-type: none"> • Implement "Coffee Connections" program to pair staff members from different departments for a coffee break together • Hold all-staff employee recognition meetings quarterly • Host at least 2 staff in-person events (e.g. company picnic, bowling party, walk for recovery event) in each region • Increase frequency of staff satisfaction and feedback surveys to twice per year
	Develop a "Total Rewards" compensation strategy	<ul style="list-style-type: none"> • Complete market analysis of wages by position and by region by July 2022 • Adjust wages for at least 30% of positions needing adjustment, prioritized by mission fulfillment and budget availability • Complete analysis of self-funded medical insurance model for a 1/1/2023 plan renewal; if indicated, complete robust communication strategy to staff about new benefit structure • In context of new benefit structure and updated wages, develop recruiting and retention tools to communicate a Total Rewards statement to staff
	Improve recruiting and hiring process	<ul style="list-style-type: none"> • Evaluate Recruitment Process Outsourcing (RPO) vendors and key metrics of success for those vendors • Implement an RPO service <i>or</i> a strategy to meet same key metrics of success with internal systems and resources • Improve time from job posting to position filled by 50% and decrease vacancy rate by 20%
<p style="text-align: center;">Increase Financial Stability and Operational Efficiency</p>	Maximize current opportunities to reduce losses and improve revenue	<ul style="list-style-type: none"> • Complete analysis and reporting for all pandemic relief funding, ensuring no "double dipping" and consistent application and communication of use of funds • Improve Crisis Wellness Center financials by securing capacity or cost reimbursement modality with Beacon, opening the Involuntary Inpatient program, maximizing census, and securing "per bed" contracts with at least 2 payers • Engage Tax Incentive vendor for Employee Retention Tax Credit (ERTC) evaluation and resulting Form 941-X preparation and filing
	Improve Operational and Technological Efficiency	<ul style="list-style-type: none"> • Implement Multicare's instance of Epic for primary care service, a key for CCBHC certification; position agency to be a strong candidate to for the upcoming statewide pilot of Epic for behavioral health agencies • Ensure business continuity and security by moving to Office365 and hosted Exchange services • Align system coding and reporting between Payroll info (ADP) and Accounting info (Acumatica); deploy report access and training to all Directors to ease access to key information