

PSA
STRATEGIC PLAN UPDATE – DRAFT
2009 - 2012

INTRODUCTION

The Board of Directors of PSA, the CEO and Management Staff met on June 24, 2009 to update the PSA three-year Strategic Plan. The status of the current Plan, performance outcomes, and accomplishments to-date were reviewed and the current internal and external environments were defined.

Over the past year PSA has accomplished many of the initial goals and tasks of the Strategic Plan. Among those accomplishments are:

- Obtaining CARF accreditation.
- Expanding into the children's arena in Maricopa County.
- Developing Friends of Art Awakenings.
- Increasing visibility and awareness of PSA in community (Art Awakenings, ASU, Kerr Conference Center, news articles).
- Purchasing facilities and expanding housing capacity.
- Continuing and growing Art Awakenings as a driving force.
- Opening First Step (Incorporation of First Step).
- Enhancing communication and documentation – PSA now has a fact sheet, monthly reports, Art Awakenings information and methods to recognize the accomplishments of our clients.
- Increasing self-sufficiency of PSA clients.
- Bringing on new staff and maintaining momentum through staff changes.
- Adding new Board Members and diversifying the Board.
- Increasing oversight.
- Implementing new web-based clinical software.
- Upgrading the virus system.
- Quickly responding with Board involvement to budget reductions.

OUR MISSION

To enhance and empower the behavioral health community through creativity, innovation, and diversity.

OUR VISION

Our vision is to bring services to multiple communities by promoting Hope, Recovery, Diversity and Wellness via innovative programs, low-income housing, and peer-directed treatment for children and adults with behavioral health issues. The PSA staff will be provided with a workplace environment that promotes growth, security and satisfaction.

GOALS & OBJECTIVES - DRAFT

Goal 1: To contribute to a healthy community by increasing the array of services provided by PSA to meet the behavioral health needs of children, adults and families.

Objective 1.1: By January 2010, expand child and family therapy in Maricopa County.

Strategies:

- Identify and acquire at least one new fund source for child and family therapy.
- Hire a children's therapist.
- Co-locate with one Maricopa County Children's Provider.

Objective 1.2: By October 2009, establish a transition art studio for 16-24 year olds.

Objective 1.3: By 2012, establish a transition age-specific housing program for youth.

Objective 1.4: By October 2009, expand children's services in Southern Arizona.

Objective 1.5: By January 2010, establish two new fund sources with one being non-RBHA funding.

Strategies:

- Increase the fund raising capacity of PSA management staff and all Board members through fund development training for Board and staff.
- Develop a Fund Development Plan with specific fund raising strategies, roles / responsibilities and target dollar amounts.
- Consider inclusion of annuities in the Plan.
- Design and market the provision of work shops to assist others in the State in building / developing PSA type services such as Art Awakenings.

Goal 2: To continue to enhance the accountability, efficiency and effectiveness of PSA.

Objective 2.1: By November 2009, receive three-year CARF accreditation.

Objective 2.2: By December 2009, annually thereafter through 2012, provide all PSA staff with the opportunity to create and participate in staff development plans that align staff opportunities with agency goals and client needs.

Strategies

- Provide best practice information / training for staff
- Create staff development plans for PSA staff
- Provide information about co-occurring disorders and treatment trends

Objective 2.3: By June 2010, finalize and begin implementation of the Executive Director succession Plan.

Objective 2.4: By January 2010, increase the number of board members by 3 reflecting the community and agency.

Objective 2.5: On a quarterly basis, provide staff and Board with information about the latest trends in behavioral health service delivery and the system of services in Arizona.

Strategies

- Quarterly community meeting
- National Publications
- Mailings of publications the staff identify as relevant
- New staff bios
- Clinical (therapeutic) trends
- Fiscal state of Arizona and Federal funding trends and opportunities.
- Board members spend day in operations
- Conduct board survey on a regular basis

Goal 3: To establish a service delivery model that embraces the 14 Cultural and Linguistically Appropriate Service Standards (CLAS).

Objective 3.1: By September 2009, 90% of new hire staff who have attended the cultural competency trainings, to include language line training, within six months of hire.

Objective 3.2: By 2011, PSA will again satisfy the State cultural competency requirements based on an Organizational Self Assessment.

Strategies:

- Continue the Cultural Competency Committee – include staff representation from all programs.

- Have Clinical administrators consider cultural competence as a major clinical consideration prior to terminating minority clients for active illegal drug use, poor program group or 1:1 counseling, or other related issues.
- Translate documents from English to Spanish.
- PSA Administrators consider cultural competence as a major consideration prior to terminating minority employees
- Consider cultural competence as a major consideration in hiring, retention, and promotion of PSA employees

Goal 4: To facilitate PSA's paradigm shift to one of Recovery.

From current Strategic Plan – Based on the existing plan and the discussion at the planning session, the objectives and strategies have been rewritten – Please note, some of these activities may already be complete and could be removed.

Objective 4.1: By September 2010, 100% of staff will demonstrate competency in the principles and practices of Recovery.

Strategies:

- Provide strength based education on the Principles of Recovery, Personal responsibility to all PSA staff.
- Enhance staff skills in promoting self advocacy and empowerment.
- Establish methods for meaningful Role modeling about what recover looks like.
- Develop avenues to include the voice of all community participants in the cultural transition.

Objective 4.2: By 10/1/2009, implement the peer support training program.

Strategies:

- Hire an additional peer support specialist.

Objective 4.3: By September 2010, 60% of PSA clients will be engaged in meaningful community activities.

Strategies:

- Conduct community integration outreach.
- Develop outcome research that incorporates the participation of different stakeholders.

Objective 4.4: By December 2010, increase the number of low cost affordable housing options and support services for people moving from structured programs to the larger community.

Strategies:

- Identify methods (possible partners) to provide employment services and other support services.
- Address the issues of increases in income that may result in loss of eligibility for services / benefits.

Objective 4.5: By December 2010, increase number of Art Awakenings Artists moving into community integration and sustainable independence by 10% per year.

Strategies:

- Continue to increase the number of artists involved in “The Next Step”.

Goal 5: To increase community awareness of client successes, PSA’s programs and goal.

Objective 5.1: By September 2010, increase public recognition of client success through at least two events / publications annually.

Objective 5.2: By September 2010, participate in 2 community advocacy events to promote broader community understanding of the effectiveness of behavioral health services, the importance / need for funding, and the results that can be achieved.