



Compassionate
Counseling Services
Showing compassion to individuals from all walks of life

*109 Medical Circle
Rockingham, NC 28379*

*(Phone) 910.817.9927
(Fax) 910.817.9845*

**STRATEGIC PLAN
FY 2021-2025**

Scope: All consumers, stakeholders, full time, part time, contract employees of Compassionate Counseling Services, LLC. and the public at large.

Purpose: To establish a foundation for success through strategic planning focused on taking advantages of strengths and opportunities and addressing weaknesses and threats.

Policy: It is the policy of Compassionate Counseling Services, LLC. to adopt processes and guidelines for strategic planning for the next 4 years. It presents a series of statements relating to Compassionate Counseling Services, LLC.'s mission, value, and philosophy and outlines the goals, strategies, and implementation tasks needed to move forward. CCS's strategic plan is developed with input from persons served, personnel, and other stakeholder. In return, the strategic plan will be shared with all contributors including persons served, personnel, and other stakeholder

Procedure:

1. **Compassionate Counseling Services, LLC. will seek to achieve the following PRIMARY GOALS during the next 4 years:**
 - a. To maintain national accreditation - CARF
 - b. To maintain MCO endorsement.
 - c. Further diversify funding sources through service development and expansion
 - d. Provide increased client accessibility to cost-effective consumer care
 - e. Increase community partnerships and evaluate opportunities for formalizing the working relationships with partner agencies
 - f. Put forth effort to improve social determinants of health
 - g. Demonstrate fiscal responsibility and accountability to advance our mission

Mission, Value, and Philosophy:

Mission Statement

Compassionate Counseling Services, LLC.'s mission is to encourage, enable and support individuals/families as they achieve their full potential in the community.

Philosophy and Vision Statement

Compassionate Counseling Services, LLC's philosophy is simple. It is our belief that by offering clients choices, we are empowering them to take a productive role in their treatment, while teaching them responsibility for their own personal growth. Compassionate Counseling Services, LLC respects individual and family choices in providing quality care and services.

We appreciate and value those we serve by providing consistent quality services, providing services that will meet the clients' needs, and promoting individual choices. Compassionate Counseling Services, LLC's vision is to be viewed as an agency that will strive to provide their clients with the greatest opportunity for recovery, independence, and quality of care.

Agency Purpose:

- Provide consistent quality service
- Provide services to meet your needs
- To work with individuals and families to meet service needs
- To promote individual choice.

As an organization:

- We believe that human relationships are the basis for growth and change.
- We respect the individuals we serve, their families, our employees, and the customers with whom we do business.
- We are committed to finding positive solutions for both the individuals we serve and their families.
- We maintain that individuals have both a right and a responsibility to be active participants in the service planning process; and
- We believe that in natural community settings, the individuals we serve have the best opportunity to develop relationships and to realize their full potential.

Compassionate Counseling Services, LLC. 's goal is in maintenance strategy. Administration believes past strategies implemented are appropriate and few changes are required for our target markets and services. Compassionate Counseling Services, LLC. will continue to maintain a strategic action plan that address the following strengths, weaknesses, threats, and opportunities to meet its goals:

SWOT Analysis
(Strengths, Weaknesses, Opportunities, and Threats)

Strengths:	Weaknesses:
<ul style="list-style-type: none"> • Highly Educated, Diverse, Talented and Experienced Staff • Credibility and In- good Standing Agency • Increasing Census • MCO CABHA-RELATED /CARF • certifications • Service Array Continuum • BCBSNC/United Healthcare/ • Aetna/Medicare provider • MCO contracts with Eastpointe, Sandhills, & Partners • Quality Consumer-Focused Service Delivery • Over 12+ years of services 	<ul style="list-style-type: none"> • Recruitment and Retention of Staff with an emphasis on Culture Diversity • Increase the Public Awareness of CCS. • Maintain and strengthen CCS's Financial Resources

Threats:	Opportunities:
<ul style="list-style-type: none">• Uncertainty of State Transformation Reform (e.g., Integrative Care) and Funding• Competition/ Numerous Agencies who do like-services• Staff Work Overextension• Day-to-day risk Factors of the industry• Cost of Whole Person Integrated Care Transformation• Insurance Panel – Medicaid Expansion – reimbursement net-30 days	<ul style="list-style-type: none">• Develop New Funding Streams• Establish New Collaborative Partnerships for Whole Person Integrated Care• Increase Service Delivery Areas• Extend Services to Untargeted Populations• Implement action plan outlined in Technology and System Plan• Maintain/Implement Cultural Competency Plan• Maintain/Implement Risk Management Plan• Maintain/Implement Corporate Compliance Plan• Maintain/Implement Technology and System Plan

Compassionate Counseling Services, LLC. will achieve the following strategic targets during the next 4 years:

1. Maintain CARF Accreditation
2. Maintain MCO CABHA-RELATED certification
3. Diversify funding streams and increase operating capital by a minimum of 4 percent per year
4. Improve and maintain consumer accessibility to quality and cost-effective care
5. Increase community partnerships and evaluate opportunities for formalizing the working relationships with partner agencies
6. Maintain/Implementation of Cultural Competency Plan
7. Maintain/Implementation of Technology and System Plan
8. Maintain/Implementation of Risk Management Plan
9. Maintain/Implementation of Corporate Compliance Plan
10. Put forth effort to improve social determinants of health
11. Demonstrate fiscal responsibility and accountability to advance our mission

Strategic Goal	Strategy/Objective	Responsible Person	Timeframe
1. Maintain CARF accreditation	<p>Compassionate Counseling Services, LLC. will maintain continued CARF accreditation by:</p> <ul style="list-style-type: none"> • Continue ongoing in-service training to ensure staff understanding and proper implementation of policies and procedures • Continue to build performance standards into day-to-day operations • Continue to use performance outcomes measurement system to improve service provision • Review and revise policies and procedures as needed <p>CCS will continue to maintain CARF Accreditation. CCS will continue to build all of CARF standards into our day-today operations, to include the following <i>Strategies/Objectives</i>. CCS is committed to continually improve services, encourage feedback, and serve the community.</p> <ul style="list-style-type: none"> • <i>CCS conducted ongoing in-service training to ensure staff understanding and proper implementation of policies and procedures – Please refer to CCS’s Quality Management, Management Team Meetings, and Personnel Orientation & Staff meetings for identifying progress.</i> • <i>CCS will continue to build performance standards into day-to-day operations. CCS will continue to use performance outcomes measurement system to improve service provision. Please refer to the – the agency’s Annual Performance Measurement/Management Plan and Performance Improvement Plan for identifying progress.</i> • <i>QAQI, CCO, Management Team and CEO, continues to conduct annual reviews of the agency’s Policy & Procedure. Please refer to the agency’s - Annual Review of Policies and Procedures form for specific dates. Obtained 2022 CARF Standards. CEO, CCO, QAQI, & Management will continue to review the 2022 Manuel for any updates/changes to ensure compliance with CARF Standards and will incorporate them in into the day-to-day operations.</i> 	<p>CEO Management Team (MNGT) Quality Management (QAQI) Corporate Compliance Officer (CCO)</p>	

<p>2. Maintain MCO Contract</p>	<p>Compassionate Counseling Services, LLC. will maintain continued MCO Contract by:</p> <ul style="list-style-type: none"> • Maintaining key personnel (e.g., Licensed Professionals, Qualified Professionals, Paraprofessionals, and Paraprofessionals) for MCO Contract. • Maintain service array for MCO Contract. • Review and revise policies and procedures to ensure compliance with NCDHHS Clinical Policies & CARF Standards. <hr style="border: 1px solid black;"/> <p><i>Strategic Plan Actions for goal #2.</i> <i>Compassionate Counseling Services, LLC. is currently a contracted provider with Eastpointe, Sandhills Center, Partners MCO. CCS continues to maintain continued MCO Contract by, but not limited to:</i></p> <ul style="list-style-type: none"> • <i>CCS continues to maintain key personnel (e.g., Licensed Professionals, Qualified Professionals, Paraprofessionals, and Paraprofessionals) for the MCO Contract. Please refer to HR for a list of current Direct Care Staff.</i> • <i>CCS continues to maintain service array for MCO Contract. The agency currently provides: Psychosocial Rehabilitation services (PSR), Substance Abuse Intensive Outpatient services (SAIOP); Substance Abuse Comprehensive Outpatient Treatment (SACOT), and Outpatient Behavioral Health Counseling services. Please refer to CCS's Mental Health Facility License (License Number: MHL-077-080).</i> • <i>CCS continues to review and revise policies and procedures to ensure compliance with NCDHHS Clinical Policies & CARF Standards on-an ongoing basis. Please refer to the agency's - Annual Review of Policies and Procedures form to identify specific information.</i> 	<p>CEO MNGT QAQI CCO</p>	
<p>3. Diversify funding streams and increase operating capital by a minimum of 4 percent per year.</p>	<p>Compassionate Counseling Services, LLC. will increase revenues through possible grant writing, service development, and increased efficiency by:</p> <ul style="list-style-type: none"> • Maintaining current MCO contracts • Identify/Evaluate programs/services that CCS's should continue and expand or should reduce or no longer provide. 	<p>CEO MNGT QAQI COO</p>	

	<ul style="list-style-type: none"> • Establish an annual budget and cost analysis for each service program • Survey staff to determine particular interest areas, affiliation, and capabilities that could enhance development activities • Explore grant opportunities for program development • Continue to expand partnerships with other community agencies • Increase efficiency of management information system and reduce time spent on accounting functions to improve productivity in finance department through the implementation of a Technology and System Plan • Create additional incentives for staff recruitment and retention (e.g., flexible time, cross training, maintain competitive salaries and benefits, motivation and other training, staff satisfaction surveys, etc.) to reduce costs associated with recruitment and turnover. <p style="background-color: #cccccc; margin: 5px 0;"> </p> <p><i>CCC will continue to make every effort to increase operating capital by a minimum of 4 percent per year.</i> <i>This is an ongoing goal for the agency, and CCS will continue to make effort in expanding services, service development, and possibly grant writing to increase operating capital. CCS will utilize the (efficiency) strategies to achieve this goal.</i> <i>Please refer to the – the agency’s Annual Performance Measurement/Management Plan and Performance Improvement Plan for identifying progress.</i></p>		
<p>4. Improve and maintain consumer accessibility to quality and cost-effective care.</p>	<p>Compassionate Counseling Services, LLC. will put forth efforts to improve and maintain consumer accessibility to quality and cost-effective care by:</p> <ul style="list-style-type: none"> • Increase focus on assessment to ensure clients are referred to level of care indicated by medical necessity • Increase census in service array of (e.g., PSR, OPT, SACOT/SAIOP services) 	<p>CEO MNGT QAQI COO Licensed Professionals Qualified Professionals Paraprofessionals</p>	

	<ul style="list-style-type: none"> • Treatment Plans should be developed with consideration to person-centered and best practice /evidenced-based • Maintain a quality assurance system to regular monitor all programs and services to assure quality and compliance with all applicable regulations (e.g., Medicaid) and the implementation of clinically appropriate Individual Treatment Plans for all program participants • Monitor the efficient and effective delivery of services and supports through delivery by CCS's (e.g., Consumer Satisfaction Surveys, Clinical Assessment Tool such as GAF/CaloCus/LoCus/ NC-TOPPS/SIS/NCSNAP, etc.) • Continue to recruit and retain appropriately credentialed clinical staff • Review current organization structural to determine whether staffing pattern supports accessible and cost-effective care. • Maintain federal, state, and CARF accreditation that emphasis consumer accessibility to cost-effective and quality care. • Ensure that all constituents are offered the opportunity to evaluate Compassionate Counseling Services, LLC. 's services and program on an ongoing basis • Maintain and implement an Accessibility Plan • Maintain and implement Performance Improvement Plan <hr/> <p><i>Strategic Plan Actions for goal #4.</i> Compassionate Counseling Services, LLC. will continue to put forth efforts to improve and maintain consumer accessibility to quality and cost-effective care. CCS will continue to utilize the strategy components of this goal to assist with the process of achieving this strategic goal.</p>		
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As for the following objective/strategies:

Please refer to the – the agency’s Annual Performance Measurement/Management Plan and Performance Improvement Plan for identifying progress.

- Increase focus on assessment to ensure clients are referred to level of care indicated by medical necessity
- Increase census in service array of (e.g., PSR, OPT, SACOT/SAIOP services)
- Treatment Plans should be developed with consideration to person centered and best practice /evidenced-based
- Maintain a quality assurance system to regular monitor all programs and services to assure quality and compliance with all applicable regulations (e.g., Medicaid) and the implementation of clinically appropriate Individual Treatment Plans for all program participants
- Monitor the efficient and effective delivery of services and supports through delivery by CCS’s (e.g., Consumer Satisfaction Surveys, Clinical Assessment Tool such as GAF/CaloCus/LoCus/ NC-TOPPS/SIS/NCSNAP, etc.)
- Ensure that all constituents are offered the opportunity to evaluate Compassionate Counseling Services, LLC. ‘s services and program on an ongoing basis

As for the following objective/strategies:

Please refer to QAQI/MNGT meetings minutes for specific tasks/effort reporting also please refer to the agency’s Annual Reporting for specific for identifying progress.

- Continue to recruit and retain appropriately credentialed clinical staff
- Review current organization structural to determine whether staffing pattern supports accessible and cost-effective care.

As for the following objective/strategies:

Please refer to Strategic Goal – Maintaining CARF Accreditation and Strategic Goal – Maintaining an MCO contract for identifying progress.

- Maintain federal, state, and CARF accreditation that emphasis consumer accessibility to cost-effective and quality care.

	<p><i>As for the following objective/strategies:</i> <i>Please refer to the agency's Accessibility Plan for specifications of tasks.</i> <i>Please refer to the agency's Performance Improvement Plan for identifying progress.</i></p> <ul style="list-style-type: none">• <i>Maintain and implement an Accessibility Plan</i>• <i>Maintain and implement Performance Improvement Plan</i>		
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<p>5. Increase community partnerships and evaluate opportunities for formalizing the working relationships with partner agencies</p>	<p>Compassionate Counseling Services, LLC. will identify community agencies that can enhance CCS’s ability to more efficiently and effectively provide mission driven services to its stakeholders by:</p> <ul style="list-style-type: none"> • Maintain MOA and partnership with Eastpointe, Sandhills, & Partners • Identify key contacts community partners and produce an information booklet on community partners • Initiate meetings with community agencies to discuss possible partnership and strategic planning opportunities • Educate the public about CCS’s services and programs that are available through distribution of its informational brochures and speaking engagements at churches/local faith community, schools, YMCA, United Way, etc. • Plan for the increased use of the agency’s website and support activities that will enhance and expand web site activities to provide the general public with more information <hr/> <p><i>Strategic Plan Actions for goal #5.</i> <i>Compassionate Counseling Services, LLC. will continue to identify community agencies that can enhance CCS’s ability to more efficiently and effectively provide mission-driven services to its stakeholders.</i> <i>CCS continues to network with Richmond County DSS, DJJ, Richmond County Schools, Richmond County Community College, Richmond County YMCA, local homeless shelters, local food banks, hospitals, local churches, and law enforcement. CCS continues to attend meetings/events to increase community partnerships.</i> <i>This is an ongoing goal to build relationships with the community and enhance the opportunity for enhancement.</i></p>	<p>CEO MNGT QAQI COO Program Directors</p>	
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<p>6. Maintain/Implementation of a Cultural Competency Plan.</p>	<p>Compassionate Counseling Services, LLC. will maintain and implement a Cultural Competency Plan. See Cultural Competency Plan for specifications of tasks.</p> <hr/> <p>Strategic Plan Actions for goal #6. Please See Cultural Competency Plan for identifying progress.</p>	<p>CEO MNGT QAQI COO</p>	
<p>7. Maintain/Implementation of a Technology and System Plan.</p>	<p>Compassionate Counseling Services, LLC. will maintain and implement a Technology and System Plan. See Technology and System Plan for specifications of tasks.</p> <hr/> <p>Strategic Plan Actions for goal #7. Please See Technology and System Plan for identifying progress</p>	<p>CEO MNGT QAQI COO</p>	
<p>8. Maintain/Implementation of a Risk Management Plan.</p>	<p>Compassionate Counseling Services, LLC. will maintain and implement a Risk Management Plan. See Risk Management Plan for specifications of tasks.</p> <hr/> <p>Strategic Plan Actions for goal #8. Please See Risk Management Plan for identifying progress</p>	<p>CEO MNGT QAQI COO</p>	
<p>9. Maintain/Implementation of a Corporate Compliance Plan.</p>	<p>Compassionate Counseling Services, LLC. will maintain and implement a Corporate Compliance Plan. See Corporate Compliance Plan for specifications of tasks.</p> <hr/> <p>Strategic Plan Actions for goal #9. Please See Corporate Compliance Plan for identifying progress.</p>	<p>CEO MNGT QAQI COO</p>	
<p>10. Improve Social determinants of health</p>	<p>Compassionate Counseling Services, LLC will put forth efforts to help to improve social determinants of health. CCS can help by:</p> <ul style="list-style-type: none"> • Screening: Identify unmet social needs through screening 	<p>CEO MNGT QAQI COO</p>	

	<p>and assessment. (unmet social needs for housing or food impact an individual's overall health).</p> <ul style="list-style-type: none"> • Engaging: Use person-centered, health-literate engagement strategies to talk with the client about their screening results, in order to understand how to best meet their needs. (Unmet social needs can have different root causes). More information will help a provider to make a more effective referral. • Connecting: Establish closed-loop referral processes to link individuals to community providers that can address identified needs. • Adjustment: Adjusting service care to address social determinants of health (e.g., offering open-access scheduling or evening and weekend clinic access; providing transportation for individuals who need assistance of transportation to access services, and providing telehealth services. <hr/> <p><i>Strategic Plan Actions for goal #10.</i> Compassionate Counseling Services, LLC is committed to help improve social determinants of health. We will continue to put forth efforts to help achieve this goal. CCS can help by</p> <p><i>Screening: CCC continues utilizing the screening and assessment process to identify unmet social needs. (tool e.g., Initial Assessment/Comprehensive Clinical Assessment/Diagnostic Assessments. Screening and assessment help clinicians to better identify the client's un-met needs. Once the un-met needs are identified, clinicians and or designee can connect patients who screened positive for unmet social needs with appropriate services and resources</i></p> <p><i>Engaging: CCS utilized the person-centered approach when conducting screening and assessments. The person-centered approach is about focusing on the elements of care, support and treatment that matter most to the client. Because un-met social needs a have different root causes, we believe that the more information will help the clinician and or designee can make a more effective referral to help the individual become their un-met social needs.</i></p>	<p>Program Directors</p>	
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	<p><i>Connecting: CCS continues to network with DSS, local foodbanks, public transportation, local schools/community colleges, and homeless shelters as referral resources. The community resources are a great help, and they can address identified needs of the individual needing assistance with un-met social needs, etc.</i></p> <p><i>Adjustment: CCS continues to make adjustment to address social determinates of health. We offer open-access scheduling and evening and weekend clinic access as needed.</i></p> <p><i>CCS currently provides transportation for the clients that need assistance with transportation (to and from) our service location. We are not a public transportation agency, but CCS will continue to put forth effort in making sure that our clients obtain access to the services they need (e.g., Program Services, Foodbank, DSS, etc.)</i></p> <p><i>CCS also provide telehealth services to individuals (depending on the service). We strive to meet client's needs and will continue to implement an array of technological strategies to help improve client care.</i></p>		
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<p>11. Finance</p>	<p>Compassionate Counseling Services, LLC. will demonstrate fiscal responsibility and accountability to advance our mission.</p> <p>Goals, Objectives & Action Steps</p> <p>1. Maximize center revenues and control expenses.</p> <p>A. Monitor monthly via financial statement. Monitor finances via self-audit/inventory.</p> <p>B. Seek new funding opportunities (partnerships, grants, RFP's, local mil tax, entitlement).</p> <p>1. Educate counties regarding services provided to citizens 2. Link clients with entitlement specialist as appropriate</p> <p>C. Meet individual and agency productivity standard. D. Decrease paybacks.</p> <p>1. Conduct Focus Audits 2. Conduct Quarterly Audits 3. Provide staff training re Clinical/Administrative</p>	<p>CEO MNGT QAQI COO</p>	
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	<p>Documentation Standards</p> <p>F. Review organizational structure, facilities, services, and functions annually.</p> <ol style="list-style-type: none"> 1. Update organizational chart annually as needed. <p>G. Review and monitor all contracts to ensure compliance.</p> <ol style="list-style-type: none"> 1. Review all contracts with managed care organizations, Medicaid and insurance organizations to ensure that they specify services, workforce requirements, and desired mental health outcomes. 2. Monitor vendor/provider contracts regarding qualifications and credentials to ensure adequate competencies/skills to provide appropriate services. <p>Performance Measures: } Agency will end fiscal year with a positive fund balance. } Amount of additional income from RFP's, grants, partnerships, county contributions). } Agency production goal is to increase service hours per month for FY2023. Individual productivity goal is 55%. } Self-pay collections will increase by 2% for agency. } Total Amount of Paybacks. } Total # of clients served. } Amount of revenue generated. } No more than 2 repeat findings per audit (inventory and self-audit).</p> <p>2. Ensure the workforce is adequately compensated.</p> <ol style="list-style-type: none"> A. Utilize available incentives to recruit mental health professionals and medical staff. B. Utilize a bonus policy to reward and recognize excellence for all staff. C. Utilize Licensure Policy to provide clinical licensure to eligible staff to eliminate costs of staff having to pay for clinical supervision on their own. <p>Performance Measures: } Retention Rate } Total Amount Utilized for Bonuses } # of Staff receiving clinical supervision within the agency.</p> <p><i>Strategic Plan Actions for goal #11.</i> Compassionate Counseling Services, LLC is committed to</p>		
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	<p>demonstrating fiscal responsibility and accountability to advance our mission.</p> <p>Goals, Objectives & Action Steps</p> <p>1. Maximize center revenues and control expenses. A. Monitor monthly via financial statement. Monitor finances via self-audit/inventory. <i>CCS will continue to monitor monthly financial statements and conduct in-house utilization self-audits/inventory.</i></p> <p>B. Seek new funding opportunities (partnerships, grants, RFP's, local mil tax, entitlement).</p> <p>1. Educate counties regarding services provided to citizens 2. Link clients with entitlement specialists as appropriate <i>CCS will continue to reach out and educate county agencies regarding services to citizens in the community. CCS will continue to provide services to include case management to clients to link them with entitlement specialists as appropriate.</i></p> <p>C. Meet individual and agency productivity standard. <i>CCS will continue to work toward meeting individual and agency productivity. CCS will continue to educate direct care staff about Utilization Management and provide Service definition training to make sure they understand program standards; to include client utilization and quality care services.</i></p> <p>D. Decrease paybacks. 1. Conduct Focus Audits 2. Conduct Quarterly Audits 3. Provide staff training regarding Clinical/Administrative Documentation Standards <i>CCS will continue to conduct in-house audits to prevent overpayment and or under payment reimbursement. CCS will continue to conduct Clinical/Administrative training to include training such as Service Definition training, documentation training, and all other required service training.</i></p> <p>F. Review organizational structure, facilities, services, and functions annually. 1. Update the organizational chart annually as needed. <i>CCS will continue to update the agency's organizational chart</i></p>		
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	<p><i>annually as needed.</i></p> <p>G. Review and monitor all contracts to ensure compliance.</p> <p>1. Review all contracts with managed care organizations, Medicaid and insurance organizations to ensure that they specify services, workforce requirements, and desired mental health outcomes.</p> <p><i>CCS will continue to monitor all contracts to ensure compliance with Service Provision Requirements.</i></p> <p>2. Monitor vendor/provider contracts regarding qualifications and credentials to ensure adequate competencies/skills to provide appropriate services.</p> <p><i>CCS will continue to monitor all contracts to ensure compliance with Service Provision Requirements.</i></p> <p>(Performance Measures):</p> <p>Agency will end fiscal year with a positive fund balance. } Amount of additional income from RFP's, grants, partnerships, county contributions). } Agency production goal is to increase service hours per month for FY2023. Individual productivity goal is 55%. } Self-pay collections will increase by 2% for agency. } Total Amount of Paybacks. } Total # of clients served. } Amount of revenue generated. } No more than 2 repeat findings per audit (inventory and self-audit).</p> <p><i>CCS will continue to make the best effort to achieve all the performance measure goals. Conducting in-house audits to prevent paybacks, conducting financial checks/balances, and increasing productivity will help the agency end the fiscal year with a positive fund balance.</i></p> <p>2. Ensure the workforce is adequately compensated.</p> <p>A. Utilize available incentives to recruit mental health professionals and medical staff.</p> <p><i>CCS will continue to provide incentives to recruit qualified staff to provide services.</i></p> <p>B. Utilize bonus policy to reward and recognize excellence for all staff.</p> <p><i>CCS will continue to provide rewards and recognize excellence for all staff.</i></p> <p>C. Utilize Licensure Policy to provide clinical licensure to</p>		
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	<p>eligible staff to eliminate costs of staff having to pay for clinical supervision on their own.</p> <p><i>CCS will continue to provide Board Clinical Supervision eligible staff to eliminate the costs of staff having to pay for clinical supervision on their own.</i></p> <p>(Performance Measures: } Retention Rate } Total Amount Utilized for Bonuses } # of Staff receiving clinical supervision within agency).</p>		
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