



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

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STRATEGIC PLAN
FY 2019-2021

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 3 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 3 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 determinant of health

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)

<p style="text-align: center;">Strengths:</p> <ul style="list-style-type: none"> • Highly Educated, Diverse, Talented and Experienced Staff • Credibility and In- good Standing Agency • Increasing Census • MCO Endorsements /CARF certifications • Quality Consumer Focused Service Delivery • Over 10+ years of services 	<p style="text-align: center;">Weaknesses:</p> <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
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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	<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 3 years:

1. Maintain CARF Accreditation
2. Maintain MCO Contract
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 determinant of health

Strategic Goal	Strategy/Objective	Responsible Person
1. Maintain CARF accreditation	Compassionate Counseling Services, LLC. will maintain continued CARF accreditation by: <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 	CEO Management Team (MNGT) Quality Management (QAQI) Corporate Compliance Officer (CCO)
2. Maintain MCO Contract	Compassionate Counseling Services, LLC. will maintain continued MCO Contract by: <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. 	CEO MNGT QAQI COO
3. Diversify funding streams and increase operating capital by a minimum of 4 percent per year.	Compassionate Counseling Services, LLC. will increase revenues through possible grant writing, service development, and increased efficiency by: <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. 	CEO MNGT QAQI COO

	<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>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	
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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"> • 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 	<p>CEO MNGT QAQI COO Program Directors</p>
<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>	<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>	<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>	<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>	<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 and assessment. (unmet social needs for housing or food impact an individual’s overall health). • 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. 	<p>CEO MNGT QAQI COO Program Directors</p>