



# UNIVERSAL MENTAL HEALTH SERVICES STRATEGIC PLAN SUMMARY 2024

## **Purpose:**

The purpose of the strategic plan is to define the strategy and direction for the following twelve-month period. Universal Mental Health Services, (hereafter referred to as Universal MH/DD/SAS) ensure the expectation of the persons we serve, other stakeholders, and personnel are identified and considered throughout the process.

On January 18, 2024, a strategic planning session was held to determine the strategic plan for this year. The participants in these sessions were the Department Directors, Regional Directors, the Early Intervention Director, Accounting Manager, and the CEO. The CEO requested that each person bring their ideas for both Program Goals and Agency Goals to this meeting. Following this planning session, the CEO, Continuous Quality Improvement Director, and the Senior Management Team met to review the proposed goals and from these, determined the strategic plan for the Agency. Each of these meetings began by the members reviewing our mission statement:

**Mission Statement: “Universal MH/DD/SAS is dedicated to helping individuals and families affected by mental illness, developmental disabilities and substance abuse in achieving their full potential to live, work, and grow in the community.”**

## **Data Used:**

Goals developed for the strategic plan were based on data such as:

- Data received from the Satisfaction Surveys for Persons Served
- Data received from the Satisfaction Surveys for Stakeholders
- Data received from the Satisfaction Surveys for Personnel
- Information received from comment boxes placed in each office lobby
- Information received from discharge interviews with persons served
- Internal financial reports developed by Universal MH/DD/SAS Controller regarding budget and available capital funds
- Reports received from clinical updates, service rates, qualification, and training requirements
- Information received from Benchmarks regarding Medicaid Reform and changing attitudes in the behavioral health arena
- Summaries of findings from DHHS and MCO’s regarding audit results and internal audit results
- Demographics reports created by our fully integrated software package

## **Financial Information:**

Areas in financial review demonstrated the following:

- Universal MH/DD/SAS remains a financially stable agency.

## **Persons Served Data Results:**

The services offered by Universal are Periodic I/DD, Outpatient Therapy, Medication Management, Psychosocial Rehabilitation, Residential, Early Intervention, Supported Employment, Day Supports, Vocational Rehabilitation and Peer Support.

- 42% = Periodic I/DD Services
- 11% = I/DD Residential Services
- 0% = Early Intervention
- 12% = Mental Health Medication Management

- 2% = Mental Health Therapy
- 20% = Psychosocial Rehabilitation
- 24% = Vocational Rehabilitation

#### **Performance Objectives Identified Through Data:**

##### **Actions to be Taken Regarding Survey Results:**

Expansion of identified services continues to be a goal for the upcoming year. Continuation of excellent reviews and evidence of quality services will be required for Universal to continue to be included as one of the providers for the MCOs.

#### **Performance Objectives Identified Through Data:**

Universal's Performance Objectives are:

##### **Actions to be Taken Regarding Survey Results:**

Continuing the move forward to become more efficient in the use of technology throughout the agency is of vital importance when communicating with our stakeholders throughout the state. Increasing communication (either virtually or in person) is the key to ensuring the appropriate referrals are made and accepted and this will continue to be addressed through staff meeting and one on one conversations with the supervisors of the various programs.

**Performance Objectives Identified Through Data:** Universal Management and the Universal Moral Committee have continued to work hard to add incentives to show appreciation to the staff. These include the additions of:

- A company match (up to 3.5%) 401K program
- Universal became reaffiliated with AFLAC for our supplemental insurance options
- Staff appreciation events
- PTO increased for specific tenures

##### **Actions to be Taken Regarding Survey Results:**

Following the last personnel satisfaction survey, the moral committee made the following recommendations, all of which were approved and implemented by senior management:

- Birthday cards will continue to be sent to all employees
- Longevity recognition through t-shirts and polo shirts will continue
- The 401 K company match (up to 3.5%) will continue
- The agency absorbed an increase in the basic insurance plan this year for the payment by staff would not increase

The Morale Committee continues to meet and to review the results of surveys and comments given by personnel to determine the need for additional actions to be presented to the Senior Management Team.

#### **MCO Auditing Results:**

Only routine monitoring was completed during 2024. These monitoring were conducted through desk reviews. Our overall score was 100%.

**Performance Objectives:** The objective for the area of audits during 2024 is to continue with our history of excellence performance demonstrated through audits to be at 95% or above overall.

##### **Actions to be Taken Regarding Audit Results:**

Universal will continue with the current internal review process and any issues noted during these internal reviews will be addressed with the Supervisor and/or Regional Manager/Director. Any systemic issues noted during the internal reviews will be brought directly to the CEO.

#### **Areas of Strength:**

- Continue to be one of the largest I/DD providers in the state
- Remained stable as a company through the COVID-19 crisis
- Is now the largest Vocational Rehabilitation provider in the Western part of the state
- Provides one of the largest numbers of services for dual diagnosed persons in the western part of the state
- Continue to receive excellent MCO audit results
- Continue to receive excellent results from our satisfaction surveys for persons served and stakeholders
- Increased satisfaction from personnel
- Strong, consistent Human Rights Committee

#### **Opportunities for 2024:**

\*Goals are listed in order of priority\*

<b>Goal</b>	<b>Reason for Goal</b>
<b>Increasing proficiency in meeting the service needs of our members across the state</b>	<b>This was a concern that continues to be brought forth in the strategic planning session by all involved. Meeting the needs of the people we serve will always be the principal goal for the agency.</b>
<b>Recruiting and retaining staff across the state (particularly in the rural and Hispanic populations)</b>	<b>This was a concern that was brought forth in the strategic planning session by all involved.</b>
<b>Launching new programs in all offices focusing on Day Programs, VR, and EI as a company, strategically broadening our service offerings</b>	<b>This is a goal for the entire company to ensure we are offering needed services across the state.</b>
<b>Achieve 95% or above for all external audit/reviews.</b>	<b>This goal will ensure that we are providing the services for our members appropriately and that we are implementing all state and federal requirements for</b>

	<b>the delivery of services.</b>
<b>Continue to keep accounts receivable and bad debt to a minimum as a company.</b>	<b>This has always been a goal for the company. It is now being applied as a formal goal. This goal is critical to ensure we are able to continue to provide services for our members and provide timely payment and benefits for our eligible staff.</b>