



Johnson County  
Mental Health and Disability Services

Strategic Plan FY20-FY22



## Table of Contents

|  |            |
|--|------------|
| <b>Section 1: Mission, Vision, Core Values .....</b>           | <b>1</b>   |
| <b>Section 2: Purpose .....</b>                                | <b>1</b>   |
| <b>Section 3: Background .....</b>                             | <b>1</b>   |
| <b>Section 4: Organization to Support Strategic Plan .....</b> | <b>2</b>   |
| <b>Section 5: Plan of Work Framework .....</b>                 | <b>3</b>   |
| <b>Section 6: Goals, Strategies, and Objectives .....</b>      | <b>3-5</b> |

## **Section 1: Vision, Mission, Core Values**

### **Our Vision**

People with disabilities successfully live, work and participate fully in the community.

### **Our Mission**

To partner with stakeholders forming a welcoming network of support to meet the complex needs of people with disabilities.

### **Our Core Values**

- People will experience a welcoming, recovery-oriented, trauma-informed, and culturally competent interaction.
- Services are person centered, individualized and focused on choice and the right fit, not just the least expensive or where an opening is available.
- People who receive services will be included as an integral part of the community.
- Crisis services are readily accessible to everyone.
- Transparency is an essential component of being accountable to the people we serve and the public.
- People who receive services or their family members fully participate in policy development.
- Communities are educated about mental illness, intellectual disability, and other disabilities and the services available within Johnson County.

## **Section 2: Purpose**

- Clearly establish realistic goals, strategies, and objectives consistent with our mission in a defined time frame and within the organization's capacity for implementation.
- Effectively communicate goals, strategies, and objectives to staff, Johnson County Board of Supervisors, partners, and community.
- Ensure the most effective use of organizational resources by focusing on key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Provide organizational focus leading to improved efficiency and effectiveness.

## **Section 3: Background**

On July 1, 2014, as a result of Iowa Code 331.389, Johnson County joined the nine county Mental Health/Disability Services of the East Central Region (ECR). Local access to mental health and disability services is provided by this regional service system. Johnson County Case Management provides Case Management services to Medicaid eligible people who receive services through the Intellectual Disability Waiver or Brain Injury Waiver and participate in the HIPP (Health Insurance Premium Payment program).

## **Section 4: Organization to Support Strategic Plan**

### **Board of Supervisors:**

Chair: Lisa Green-Douglass

Vice Chair: Rod Sullivan

Pat Heiden

Royceann Porter

Janelle Rettig

### **Management Team:**

Director: Jan Shaw

Case Management Administrator: Jane Wollum

Financial/Analytical Coordinator: Deborah Guard

### **Case Managers & Social Workers:**

Case Manager: Brenda Essington

Case Manager: Troy Good

Case Manager: Deb Wollard

Regional Social Worker: Jon Trouten

Regional Social Worker: Lisa Waul

Regional Social Worker: Kelly Weston

### **Support Staff:**

Account Clerk: Erin Flanagan

PT Clerk: Deborah Hampton

**Section 5: Plan of Work Framework**

**Johnson County MHDS strategic plan is organized using the following framework:**

1. **Goal:** Broad statements of what MHDS hopes to achieve in the 3-year plan. In all, the MHDS strategic plan identifies three strategic goals.
2. **Strategy:** Statements of major approach or method for attaining goals and resolving specific issues. In all, the MHDS strategic plan identifies six strategies.
3. **Objective:** Statements of what will be done to achieve each of the goals over the next three years. Objectives were developed using the SMART format (Specific, Measurable, Actionable, Realistic, and Timely).
4. **Responsibility:** Identifies the lead person or lead team responsible for operationalizing the objective.
5. **Projected Due Date:** Identifies the projected completion date for each objective in order to assure the strategic plan maintains momentum.

**Section 6: Goals, Strategies and Objectives**

**Goal 1 MHDS services will be provided as required through state mandate or legislation.**

| Strategy   | Objectives  | Responsible Party | Projected Due Date |      |      | Status |
|--|---|-------------------|--------------------|------|------|--------|
|  |   |                   | FY20               | FY21 | FY22 |        |
| 1.1 Create local crisis services to meet individuals' needs. | 1.1.1 Develop an access service network (Access Center) to serve individuals in crisis to include the following:<br>Assessment and referral<br>24 hour crisis observation<br>Mobile crisis response<br>Crisis beds<br>Sub-Acute services<br>Detoxification<br>Sobering beds | Shaw              | X                  |      |      |        |
|  | 1.1.2 Participate in meetings or committees involving Access Center planning, development, and implementation.  | Shaw<br>Guard     | X                  | X    | X    |        |
|  | 1.1.3 Investigate using funds in the Institutional budget for substance abuse services.   | Shaw<br>Guard     | X                  |      |      |        |
|  | 1.1.4 As funds are available, continue to support the Access Center through MHDS fund balance monies.   | Guard<br>Shaw     | X                  | X    | X    |        |

|  |  |               |   |   |   |  |
|--|--|---------------|---|---|---|--|
| 1.2 Assist in the development of a regional children's mental health system. | 1.2.1 Assist in developing the system management plan.   | Shaw<br>Guard | X |   |   |  |
|  | 1.2.2 Develop the budget.  | Guard         | X | X | X |  |
|  | 1.2.3 Track statistics pertaining to children receiving services who live in Johnson County.             | Guard         | X | X | X |  |
|  | 1.2.4 Report statistics to the BOS pertaining to children receiving services who live in Johnson County. | Shaw          | X | X | X |  |

**Goal 2 MHDS will remain fiscally responsive to taxpayers and clients.**

| Strategy  | Objectives   | Responsible Party       | Projected Due Date |      |      | Status |
|---|--|-------------------------|--------------------|------|------|--------|
|   |  |                         | FY20               | FY21 | FY22 |        |
| 2.1 Plan proactively to meet state, county, and ECR guidelines. | 2.1.1 The Case Management budget will remain self-sustaining.                  | Wollum<br>Guard<br>Shaw | X                  | X    | X    |        |
|   | 2.1.2 Complete HIPAA risk assessment to avoid financial liability.             | Guard                   | X                  |      |      |        |
|   | 2.1.3 Change the Institutional budget name to accurately reflect expenditures. | Shaw                    | X                  |      |      |        |
|   | 2.1.4 Stay within state mandated allowable fund balances for the MHDS budget.  | Guard<br>Shaw           | X                  | X    | X    |        |

**Goal 3 Provide Case Management Services to individuals in Eastern Iowa.**

| Strategy   | Objectives   | Responsible Party       | Projected Due Date |      |      | Status |
|--|--|-------------------------|--------------------|------|------|--------|
|  |  |                         | FY20               | FY21 | FY22 |        |
| 3.1 Receive Accreditation from the Department of Human Services. | 3.1.1 Review and organize personnel files.                         | Wollum                  | X                  |      |      |        |
|  | 3.1.2 Complete annual summaries and performance improvement plans. | Wollum                  | X                  |      |      |        |
|  | 3.1.3 Perform complete file reviews on files chosen.               | Wollum                  | X                  |      |      |        |
|  | 3.1.4 Prepare Corrective Action Plans (if any).                    | Wollum<br>Staff         | X                  |      |      |        |
| 3.2 Produce required billable units to remain fiscally sound.    | 3.2.1 Monitor monthly units, expenses, and revenues.               | Wollum<br>Guard<br>Shaw | X                  | X    | X    |        |
|  | 3.2.2 Adjust units as necessary.                                   | Wollum                  | X                  | X    | X    |        |
|  | 3.2.3 Collaborate with DHS Case Management.                        | Wollum                  |                    | X    |      |        |
| 3.3 Remain compliant per Iowa Administrative Code.               | 3.3.1 Check websites for rule changes.                             | Wollum                  | X                  | X    | X    |        |
|  | 3.3.2 Brainstorm with staff on application of rule changes.        | Wollum<br>Staff         | X                  | X    | X    |        |

|  |   |        |   |   |   |  |
|--|---|--------|---|---|---|--|
|  | 3.3.3 Research and request feedback from DHS/IME officials. | Wollum | X | X | X |  |
|  | 3.3.4 Write and implement protocol.                         | Wollum | X | X | X |  |