



Integrated Services of Kalamazoo

Strategic Plan 2024 - 2027

This plan is intended to support our role as the community safety net and in support of effective behavioral health services to the community.

Values	Focus Areas	Goals	Objectives / Projects
We Value...	We Are...	We Will...	We will do "x" to get it done by.
Integrity Recovery Self-Determination Effectiveness	Financially innovative and adept, sustainable, adaptable, and cost effective . Engaging systems and monitoring data and outcomes to ensure effective services. Monitored via data.	Strive to build sustainable financial operations to support the delivery of CCBHC and specialty CMH supports and services.	<ol style="list-style-type: none"> 1. Review revenue (grants, capitation, local, CCBHC) to maximize benefit and mitigate risk while benefiting the community. 2. Strengthen community safety net through revenue enhancement using investments, grants and other sources 3. Achieve maximum CCBHC Quality bonus payments through targeted monitoring of indicators and targeted action plans. 4. Identify and reduce uncompensated care without negatively impacting clinically necessary services. <ol style="list-style-type: none"> 4a. Develop a clinical pathway for a commercial benefit for serving the commercially insured individual. 4b. Maximize collection from commercially insured population.
		Deliver clinically necessary services in the most cost effective manner.	<ol style="list-style-type: none"> 1. Analyze and establish service delivery expectations and cost for each service delivery area. 2. Determine clinical pathways by level of care. 3. Use Community Needs Assessment to develop model for predicting future service demand and needs. 4. Establish our staffing teams based on clinical need and service delivery expectations.

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<p>Trust</p>	<p>Excellent and transparent communicators, both internally and externally, providing timely, proactive, and transparent communication. (Incorporate objectives to persons served.)</p>	<p>Demonstrate an effective, open, and timely communication strategy.</p>	<ol style="list-style-type: none"> 1. ISK will develop a written communication plan to provide guidance towards consistent and transparent communication. 2. Establish and distribute guides to ISK staff for types and methods for internal and external communication. For example, when to use email vs TEAMS messaging vs posting announcements on the ISK portal.
		<p>Deliver respectful, accurate, and concise information.</p>	<ol style="list-style-type: none"> 1. Targeted use of social media and marketing/promotional efforts to provide education, current trends, and opportunities for engagement on social media platforms. Lead staff will involve ISK staff in suggesting topics to communicate to the public and stakeholders. 2. Staff will be educated on and utilize culturally appropriateness and humility throughout all communication.
		<p>Make information accessible.</p>	<ol style="list-style-type: none"> 1. ISK will hold all staff meetings virtually at least quarterly. 2. ISK will develop a centralized space on the portal for correspondence and newsletters for all staff and providers to access.

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Community Partnership	Collaborative, inclusive, effective community partners, engaged in planning, outreach, and engagement with underserved populations - Diversity, Equity, Inclusion, and Belonging	Be active listeners to our diverse community needs.	<ol style="list-style-type: none"> 1. An Outreach and Engagement workplan will be developed. 2. We will complete a Community Needs Assessment and targeted surveys (Annually). 3. We will actively collaborate with targeted community/neighborhood associations. 4. We will create and participate within targeted focus group (community forums), public listening sessions.
		Be active participants in community initiatives.	<ol style="list-style-type: none"> 1. To be intentional and actively participate in our community, by attending events and/or co-sponsoring events that align with our vision and mission. 2. Allow staff volunteer time per month to partner with local nonprofits and community groups that align with our vision and mission.
		Actively involve community partners in change initiatives.	<ol style="list-style-type: none"> 1. Intentionally inviting or seeking opportunities for community partners to be collaborative in conversations and sessions, regarding change initiatives. 2. Set up town hall (virtual meetings) to promote conversations with our community regarding changes with service delivery or establishment of new services that support and empower individuals to succeed.

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Respect	Hospitable - Supporting persons served and our staff in honorable spaces (trauma-informed and welcoming spaces)	Ensure that our spaces meet the needs of individuals we serve, and staff needed to deliver the services.	<ol style="list-style-type: none"> 1. Complete trauma-focused environmental walk-through assessments. 2. Hold listening sessions with staff regarding workspace safety.
	Increased access to crisis services and engagement in follow up care	Expand and grow Mobile Crisis Response (MCR) in partnership with law enforcement, community partners and dispatch. Increase engagement in transition and follow up care for individuals seeking services.	<ol style="list-style-type: none"> 1. Build out a dispatch system for MCR teams 2. Expand MCR to serve all populations 3. Develop an engagement team that will include individuals with lived experiences.
Diversity Competency	Invested in growth (capacity and trainings) and development of our workforce and leaders.	Formalize a succession plan for key positions.	<ol style="list-style-type: none"> 1. Identify key positions. 2. Create succession planning process using an equity lens.
		Develop competent, caring, confident supervisors.	<ol style="list-style-type: none"> 1. Provide training for supervisors in trauma-informed, culturally inclusive supervision. 2. Offer opportunities and tools for professional development.
		Establish creative strategies to recruit and retain quality staff.	<ol style="list-style-type: none"> 1. Implement a third party employee engagement survey biannually. 2. Intentional outreach to informal networks and community organizations. 3. Develop accountability structure to ensure hiring is performed through an equity lens and according to ISK policy
		Offer opportunities and tools for workforce development and advancement.	<ol style="list-style-type: none"> 1. Identify paths for employees that build on strengths. 2. Develop a mentorship program for employees seeking out advancement opportunities. 3. Create a formalized professional development plan. and process
		Be an inclusive, equitable, supportive, and trauma-informed workplace for all.	<ol style="list-style-type: none"> 1. Continue and expand existing efforts such as JETT, Affinity Groups, Wellness Works, equity reviews, etc. 2. Ensure staff behavior supports an inclusive, equitable, supportive, and trauma-informed workplace.