



EMBERWOOD STRATEGIC PLAN

2021-2023

EMBERWOOD MISSION

“Emberwood Center promotes growth, respect and integrity through outpatient services that address mental health and addiction issues with individuals and families.”

LONG TERM GOALS

Statement of Intent:

To invite all individuals who are touched by mental health and addictions in Indiana to associate with the organization by providing advocacy, education, support and/or services.

Management

- I. To implement MHAI Board goals and policies.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services

Timeline: Continually

- II. To maintain appropriate accreditation and compliance with quality assurance standards and required credentials.
 - a. Maintain CARF accreditation.
 - b. Maintain requirements for DARMHA/DMHA.
 - c. Maintain requirements for VOCA.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of HR and Operations, General Counsel, Clinical Director

Timeline: Ongoing

- III. To maintain all fiscal and legal filings required of EWC.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of HR and Operations, General Counsel, and VP of Financial Management

Timeline: Ongoing

- IV. To annually conduct a financial audit through an independent auditing firm.

Staff Responsibility: VP of Financial Management

Timeline: Ongoing

- V. To develop and retain a highly trained, motivated, diverse, and culturally competent professional staff.
 - a. Offer incentives to potential staff to develop workforce.
 - b. Offer incentives to retain current workforce.
 - c. Maintain sufficient workforce to meet the client needs.
 - d. Verify all professional credentials as applicable.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of HR and Operations, Clinical Director, and General Counsel

Timeline: Ongoing

- VI. To provide appropriate supervision, training, support and oversight.
 - a. Staff will be trained upon hire and at least annually per HR best practices, quality assurance standards, and accreditation requirements.
 - b. Staff will be provided opportunity to increase skill training throughout employment.
 - c. Staff will be provided ongoing supervision and oversight to ensure staff is aware of employment expectations and to provide on-going feedback.
 - d. Staff will be provided mentoring by other staff as needed.
 - e. Staff has access to EAP as needed.

Staff Responsibility: Executive Director of EWC, VP of HR and Operations, and General Counsel, Clinical Director, Management Team

Timeline: Ongoing

- VII. To maintain personnel policies and practices consistent with the requirements of state and federal law, HR best practices, quality assurance standards and accreditation requirements.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of HR and Operations, Clinical Director, General Counsel, and WorkSmart

Timeline: Ongoing

- VIII. To maximize input of consumers, individuals in recovery and family members in the affairs of the organization.
 - a. Will continue to seek input from clients through Satisfaction Surveys per the EWC policies and procedures.
 - b. Will continue to seek input from referral sources through Satisfaction Surveys per the EWC policies and procedures.
 - c. Will post EWC plans on the MHAI and EWC websites for input.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services and EWC Clinical Director

Timeline: Ongoing

- IX. To review the Strategic Plan with the Board annually or more often if needed.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services

Timeline: Annually

- X. To maintain continuity of funding and services.
 - a. Create and maintain policies and procedures to protect the safety and well-being of staff, clients, visitors based on best practices and mandates by federal, state and local authorities.
 - b. Upgrade and maintain technological options to allow staff to work off premises as needed.
 - c. Upgrade and maintain technological options to allow continuity of services while preserving all confidentiality obligations.

- d. Communicate with all current funding sources to remain updated on any changes created by pandemic.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of HR and Operations, Clinical Director, and General Counsel

Timeline: Ongoing

- XI. To develop effective and efficient information data communication systems and other technology to appropriately support the organization.
 - a. Update technology and policies and procedures to allow staff to communicate offsite using technology including but not limited to Zoom and Teams.
 - b. Upgrade staff equipment to ensure new technology can be accessed.
 - c. Acquire new programs technology to meet intake and treatment needs, including but not limited to DocuSign
 - d. Create policies and procedures to ensure continuity of services, including but not limited to Zoom and Teams.
 - e. Work with Proxurve and other EWC technology vendors to ensure most appropriate technology services to EWC.
 - f. Train staff on new equipment, programs, and technology.

Staff Responsibility: Executive Director of EWC, VP of HR and Operations, and General Counsel

Timeline: Ongoing

Financial Development

- I. To develop business plan for EWC programs, fund development, and communications.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services with input from MHAI President and CEO, VP of Financial Services, and Management Team as resources

Timeline: Ongoing

- II. To develop and implement long range and annual financial plans for the operation of EWC.

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of Financial Services, and MHAI President and CEO

Timeline: Annually

- III. To diversify the funding base by taking advantage of the financial opportunities which make themselves available.

Board Responsibility: MHAI Board of Directors

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of Financial Services, and MHAI President and CEO

Timeline: Ongoing, and reviewed quarterly

- IV. To ensure the financial stability of EWC by preparing for the financial threats that will present themselves.

Board Responsibility: MHAI Board of Directors

Staff Responsibility: Executive Director of EWC/VP of Treatment Services, VP of Financial Services, and MHAI President and CEO

Timeline: Ongoing, and reviewed quarterly

Public Education and Awareness

- I. To maximize EWC's visibility in the state in order to ensure that EWC is seen as the leading organization for mental health and addiction treatment.

Staff Responsibility: MHAI President and CEO, Executive Director of EWC/VP of Treatment Services

Timeline: Continually

- II. To expand outreach to new audiences outside the traditional mental health arena, through a periodic newsletter, legislative alerts, website, Facebook and twitter.

Staff Responsibility: Executive Assistant to the President/CEO

Timeline: Ongoing, with weekly and monthly updates

- III. To provide public education efforts in order to ameliorate the stigma associated with mental illness and addictive disorders.

Staff Responsibility: MHAI President and CEO, Executive Directors and Directors of the various MHAI subsidiaries and programs

Timeline: Ongoing, with emphasis on monthly trainings

- IV. To increase and improve the effectiveness of communication to MHAI's constituency.

Staff Responsibility: MHAI President and CEO

Timeline: Continually

Advocacy

- I. To be seen as the leader of mental health and addiction advocacy in the state of Indiana.

Board Responsibility: Chair, MHAI Board of Directors

Staff Responsibility: MHAI President and CEO

Timeline: Ongoing

- II. To increase the effectiveness of MHAI's statewide advocacy program in the legislative, executive, and judicial branches at the state level.
Board Responsibility: Vice Chair for Public Policy
Staff Responsibility: MHAI President and CEO
Timeline: Ongoing
- III. To operationalize a planned policy advocacy program coordinating staff and consultant lobbyists.
Board Responsibility: NA
Staff Responsibility: MHAI President and CEO, Vice Presidents, Executive Directors and Directors of the various MHAI subsidiaries and programs
Timeline: Ongoing, emphasis during legislative Sessions
- IV. To increase the effectiveness of a statewide grassroots public policy network.
Board Responsibility: Full Board Participation
Staff Responsibility: MHAI President and CEO, Vice Presidents, Executive Directors and Directors of the various MHAI subsidiaries and programs
Timeline: Ongoing

Addiction Services

- I. To provide treatment for individuals with addictive disorders.
Board Responsibility: Vice Chair for Addiction Services
Staff Responsibility: Executive Director of Emberwood/VP of Treatment Services, Clinical Director
Timeline: Ongoing
- II. To educate targeted audiences and the general public regarding the success of Emberwood treatment services.
Board Responsibility: Vice Chair for Addiction Services
Staff Responsibility: Executive Director of Emberwood/VP of Treatment Services
Timeline: Ongoing
- III. To support socialization, connectivity and skill-building beyond treatment.
Board Responsibility: Vice Chair for Addiction Services
Staff Responsibility: Executive Director of Emberwood/VP of Treatment Services
Timeline: Ongoing