

PRIMACARE STRATEGIC PLAN 2020 - 2025

The Strategic Plan is developed from information gleaned from the Continuous Performance and Quality Improvement Plan Analysis, Annual and Quarterly Data Reports, Data and Outcome Studies Reports, Patient and Employee Satisfaction Survey Reports and the Quality Improvement Plan.

VISION

Primacare's commitment is to provide a range of innovative and superior quality therapeutic services. We believe that all people are entitled to the highest quality therapeutic services in order to achieve their potential. Our goal is to help them identify problems, learn problem solving techniques and ultimately empower themselves so that they can make healthier lifestyle choices and achieve their maximum capabilities.

MISSION

Primacare's mission is to provide professional mental health, diagnostic and treatment services that are accessible and affordable to children, adults and families.

ORGANIZATIONAL PROFILE AND HISTORY

Primacare is a mental health program which offers comprehensive psychotherapy services and psychological testing. Our contractual therapists have many years of experience and are trained in a myriad of treatment modalities to include Cognitive Behavioral, Client Centered, Humanistic, Reality, Supportive, Psychoanalytic, and Hypnotherapy. Areas of specialties include, anger, anxiety, marital, depression, domestic violence, stress management, etc. Our therapists include Licensed Psychologists, Limited Licensed Psychologists, Licensed Social Workers, Limited Licensed Social Workers, Licensed Professional Counselors, Limited Licensed Professional Counselors and a Staff Psychiatrist. Our service population includes children, adolescents and adults.

STRENGTHS ASSESSMENT

1. Therapists available 24 hours per day, 7 days per week.
2. Most patient appointments are scheduled within 24 hours of the patient's initial call.
3. Experienced therapists provide a wide array of therapeutic specialties to meet the needs of the patients.
4. Psychological testings are scheduled immediately and results are available in less than one week to the referral sources.
5. Chart documentation is a Primacare priority and monitored at intake, termination and ongoing through our Quality Assurance Program.

6. Professional, friendly administrative staff who are well versed in all aspects of outpatient mental health care.
7. All staff attend a minimum of two trainings/seminars per year to keep current as well as receive staff training information at every staff meeting.
8. Primacare has contracts with over 80 insurance companies/managed care companies.
9. Warm and friendly environment for all patients.
10. Therapists dedicated to advocating for services and/or authorizations for sessions on behalf of their patients.
11. Therapists offer sliding fee scales for patients unable to pay the scheduled clinic fees.
12. Consistency in management as the President has led Primacare since its inception.
13. Database improvement for more comprehensive data and reports.

WEAKNESS ASSESSMENT

1. Additional therapists needed.
2. Some therapists lacking in collecting co-pays and deductibles.
3. Marketing skills are lacking for some therapists.
4. Improvement is needed in timeliness and completeness of paperwork in patient charts by therapists.
5. Need to increase marketing to area businesses, agencies, churches, schools, doctor's offices etc.

STRATEGIC GOALS AND OBJECTIVES

GOAL 1

Expand Primacare's market share by 5% annually in order to provide more therapeutic opportunity for individuals in the community.

Objective 1

Continue to increase marketing and communication of Primacare's services to our patients and the community.

Action Plan

1. President, Chief Operating Officer, and key clinical and administrative staff will identify and develop a list of potential community agencies, doctors, lawyers and other referral sources to market services.
2. Letters, brochures, staff specialty lists and accepted insurance lists will be sent to these referral sources.
3. President and Chief Operating Officer to schedule presentations for these referral sources to further discuss Primacare's therapeutic services, modalities and other consultation services.

4. Chief Operating Officer will research more advertising venues via the internet and social media.
5. Chief Operating Officer will research new EAP's and insurance companies for inclusion into their panels.
6. Hire additional therapists as needed.

GOAL 2

Promote and provide the highest quality of clinical treatment and excellence in therapeutic services to all persons served as illustrated by clinical competence and continuous quality improvement.

Objective 1

Support professional development for all therapists via staff meetings, case conferencing, supervision and training materials.

Action Plan

1. Therapists will complete the required clinical and administrative trainings upon hire and annually thereafter.
2. Therapists will attend a minimum of two outside trainings annually.
3. Therapists will attend case conferencing held at monthly staff meetings.
4. Therapists will present information acquired from trainings attended at monthly staff meetings.
5. Recruit therapists and administrative staff that reflect the diversity of the community as needed.
6. Encourage understanding of diversity in the therapeutic process by providing trainings and materials in staff meetings to increase awareness of the multifaceted nature of diversity and foster respect for all cultures, customs and traditions.
7. President and Chief Operating Officer will review annually patient survey reports and take into consideration any suggestions made and make any necessary changes.
8. Weekly supervision meetings are available to all therapists.

Objective 2

Maintain a quality plan that facilitates good process design and systemically measures, assesses and improves organizational performance.

Action Plan

1. All charts will be monitored for completeness, quality, accuracy and timeliness by administrative staff at the time of intake and termination via the quality of care monitoring worksheet and utilization review.
2. Annual peer review will be conducted for the staff psychiatrist to evaluate for any medication errors.
3. Staff psychiatrist will review all new patient charts and provide clinical guidance in writing on the intake assessment and treatment plan.
4. President and Chief Operating Officer will work with new therapists and assist them with patient charting by monitoring new charts and terminated charts.
5. Quality Improvement Committee will meet monthly for current and concurrent review and monitoring of patient charts to assess and evaluate patient care and chart documentation and provide guidance to therapists for charting and patient care improvement.

Objective 3

Demonstrate effectiveness through improved patient functioning as evidenced by at least a 7 point increase in functioning from time of intake to time of termination.

Action Plan

1. All patients will be given a Global Assessment of Functioning score at the time of intake which will be documented on the Master Treatment Plan and the Intake Assessment.
2. All GAF scores will be monitored and updated quarterly on the Treatment Plan Reviews along with explanations of any increases, decreases or lack of movement.
3. All GAF scores will be documented at the time of termination on the Termination Summary along with explanations of any increases, decreases or lack of movement.
4. The President and Chief Operating Officer will monitor improvement level in all patients through the Patient Data and Outcomes Report which indicates the beginning and terminating GAF for all patients served.
5. Patient GAF scores will be discussed annually with all clinical staff and with governing board members.

GOAL 3

Establish and maintain fiscal integrity annually to ensure ability to sustain services of Primacare into the future.

Objective 1

Increase revenue by 5% while balancing all program costs by managing spending in proportion to revenue each fiscal year.

Action Plan

1. Set obtainable budgeted revenue by 60 days prior to the year end.
2. Provide the financial information necessary to reach budgeted revenue. Present budget to the Governing Board on a quarterly basis.
3. President and Chief Operating Officer will review objectives quarterly and make any necessary corrective actions.
4. Primacare will maintain minimum staffing at all times with any hiring requiring authorization by the President. Any overtime will also require authorization by President or Chief Operating Officer.
5. Chart audits conducted at intake, during treatment and at termination to check for accuracy and completeness to guard against non-payment for services.

Objective 2

Enhance and expand the use of technology in order to increase operational efficiency.

Action Plan

1. Continuously evaluate new and existing technologies and make enhancements that increase the effectiveness and efficiency of billing and collection procedures.
2. Submit patient and insurance billings in a timely manner.
3. Follow up with billing problems/issues to avoid non-payment.

GOAL 4

Develop and maintain a high level of patient satisfaction of Primacare services as evidenced by at least 90% satisfaction.

Action Plan

1. All patients will complete a patient satisfaction survey at the end of the first session which assesses administrative and office environment satisfaction and provides the patient an opportunity to give feedback and suggestions for improvement.
2. All patients will complete a satisfaction survey at the end of the fifth session which goes more in depth regarding their experience and their therapeutic treatment at Primacare. This form also gives the patient an opportunity to make any comments or suggestions for improvement.

3. President and Chief Operating Officer will develop outcome reports from 1st and 5th session surveys and provide feedback to all personnel and stakeholders.
4. President and Chief Operating Officer will have an open door policy which allows all employees and patients the opportunity to discuss any issues that they may have regarding Primacare services or staff.

GOAL 5

Utilize the social determinants of health and demographics in Primacare's geographic area to provide the best care for existing patients and help provide new patients with the care they need.

Objective 1

Gather census data to find specific social determinants in our area and compare to Primacare's patient demographics.

Action Plan

1. President and Chief Operating Officer will obtain the census data for Primacare's geographic area from the government website censusdata.gov.
2. President and Chief Operating Officer will review Primacare's Data & Outcomes Report, which includes social determinants and demographic information filled out by Primacare patients at their first visit.
3. President and Chief Operating Officer will compare the results of the Data and Outcomes Report to census data.

Objective 2

Utilize the data compiled to ensure Primacare is meeting the needs of patients by using social determinants of the geographic area in its decision making.

Action Plan

1. President and Chief Operating Officer will focus on recruiting to ensure that Primacare adds diversification to new staff, relative to the social determinants in the geographic area. This will ensure that our staff is a direct representation of the population we serve.
2. President and Chief Operating Officer will effectively market to local schools, doctor's offices, community agencies, and other sources that will meet the needs shown when analyzing the social determinants of the geographic area.
3. President and Chief Operating Officer will establish a reduced rate for patients without insurance and who are in economic hardship in order to provide care to those in need in the community.
4. President and Chief Operating Officer will make information about public transportation available to those patients who need it