



STRATEGIC IMPERATIVES AND DIRECTION

2020-2025

Reviewed 2016, 2017, 2019
Revised 2018, 2020

INTRODUCTION

Strategic planning for the future is important for any organization, but with the rapidly changing health care environment, it is an indispensable activity for all health care providers. Programs like Parkdale in particular can't wait for every uncertainty associated with national reform to be resolved before they act, because the only certainty is that more change is coming. Identifying the steps necessary to ready for these reforms, and making the necessary investments in new programs or services, or in restructuring existing programs and services, is the only way organizations such as Parkdale can remain viable and contribute towards the goals of our evolving health care system.

Parkdale Center's strategic planning process was meant to provide the people who work, volunteer, practice, or receive services here with a clear concise picture of what our specialized partial hospitalization program is about, what it wants to become, and how it intends to get there. Parkdale Center needs this direction in order to prosper and assure the health and well-being of the lives it proudly serves, and continues to thrive as a small, independent, community-based program.

Any strategic planning process must begin with a clear sense of mission, a well-articulated vision statement that essentially describes a desired state for the organization five years into the future, and a collection of values to guide the work. Affirmed by the Parkdale Board of Directors, senior management, and physician community, the following Mission, Vision and Value Statements provide the overarching framework to this Strategic Plan and we use this to drive our accessibility, cultural diversity and performance plans.

MISSION

The Mission of Parkdale Center LLC is *"Restoring Hope and Rebuilding Life."*

VISION

We strive to provide compassionate care and professional advocacy throughout the recovery journey.

In reaching this status, we shall:

- 1) *Achieve clinical excellence and provide the highest quality of care;*
- 2) *Assure our staff, patients and community have confidence in our care;*
- 3) *Develop our organization and network of providers into a more effective, coordinated, competent and accountable team;*
- 4) *Improve our infrastructure and patient environment through updating and modernization; and,*
- 5) *Strengthen our organization's financial health.*

VALUES

Recognizing the worth and dignity of every human being, we fulfill our mission through the expression of core values rooted in our foundation, defining our present, and directing our future. Our values recognize patients, families, co-worker's colleagues and the community we serve without regard to ethnic or cultural differences, spiritual belief or lifestyle choices. We pledge ourselves to the following values and beliefs and commit ourselves continually to seek out ways to embody them in our attitudes, services and care.

Integrity - *We respect human dignity and consistently promote fairness and honesty.*

Excellence - *We strive for clinical, operational, and service excellence by fostering professional development, accountability, teamwork, and commitment to high quality.*

Partnership - *We work in cooperation with other care providers, monitoring agencies, state licensing boards, and other regulatory bodies.*

Stewardship - *We are training the next generation of addiction and mental health care providers. We support local non-profit organizations (Reigns of life, YMCA) and we educate the public with the speaker's bureau.*

STRATEGIC PILLARS

Parkdale Center has adopted five pillars of excellence as the foundation for its vision and values to transform the addiction treatment arena and to support our mission, which is to *Restore Hope and Rebuild Lives*. The five pillars according to Studer ~ Quality, Service, People, Growth and Finance ~ are a visible testament to our commitment in making Parkdale the best treatment provider throughout the continuum of addiction care.

Quality ~ This pillar demonstrates how Parkdale Center improves clinical excellence to set industry standards and exceed customer expectations.

Service ~ This pillar demonstrates Parkdale Center's commitment to providing an excellent experience and excellent service to its customers.

People ~ This pillar demonstrates Parkdale Center's commitment to create a driven culture that attracts, retains and promotes the best and brightest people, who are committed to Parkdale Center's mission and vision.

Growth ~ This pillar demonstrates Parkdale Center's commitment to achieve consistent net revenue growth to enhance market dominance, sustain infrastructure improvements and support innovative development.

Finance ~ This pillar demonstrates Parkdale Center's commitment to achieve financial results to ensure Parkdale Center's ability to provide quality health care services, new technology and investment in the organization.

INTEGRATED ACCESSABILTY

Within the five pillars of excellence and the Strategic Plan, Parkdale Center has also blended the nine elements of accessibility into the overall 3-5-year strategic plan. By bending these elements, Parkdale Center assures that the center keeps the important issues at the forefront of change and allows all vested stakeholders clarity within the future advancements of the Center.

Architecture - Physical barriers.

Environment - Characteristics of the setting.

Attitudes - Person First.

Finance - Efficient and affordable care.

Employment - The right people for the right job.

Communication - Effective elements to reach all vested parties.

Technology – Evaluations of the right elements for the future.

Transportation – Assisting persons served the opportunity to reach other areas in the community.

Community Integration --- Assessing barriers that would keep the person served from returning to the community of choice.

CONTEXT FOR PLANNING

To accomplish the Mission and Vision, and remain a vibrant and independent addiction center, senior leaders focus on sustaining and increasing certain competitive advantages, and in carefully evaluating the multiple conditions that influence our long-term success. As a means to inform strategic planning, the Parkdale Center, over the past 5 years (2015-2020), has conducted a comprehensive assessment, using both quantitative and qualitative data, of multiple factors and conditions affecting the organization. In addition, an analysis of our behavioral health/addiction market and services was conducted.

Reflecting on the multiple findings from these efforts concluded that Parkdale Center is a stable and well-positioned program with a distinct opportunity to be the leader in addiction care and treatment. However, that opportunity can only be grasped by effectively addressing and meeting several challenges, both existing and anticipated. From this emerged five strategic imperatives, that crossover to the five pillars of excellence for which there was common interest and agreement among Parkdale's stakeholders, including:

- 1) **QUALITY: INVEST IN QUALITY AND STRENGTHEN THE PRODUCT:** Achieve what it takes to be recognized as a high-quality program and a provider of addiction services that is comprised of the best human and technological resources available, which is then promoted through community integration.
- 2) **SERVICE: THINK PATIENT EXPERIENCE AND LOYALTY:** Take all necessary steps to be perceived as comprehensive addiction facility attuned to its professional community, possess a strong public and self-image, and be the provider of choice and the program that highly accountable professional first think of when they need addiction and substances abuse care. This is reflected in the attitude of the program and partnerships throughout local, regional and national markets.
- 3) **PEOPLE: BUILD TEAM, INTEGRATION AND SHARED RESPONSIBILITY:** Create a positive work environment and effective care giving through the recruitment, retention, support and development of staff, including managers and directors, and the establishment of partnerships, collaborations and models of physician collaboration and integration. This is reflective in the open communication of the employees and administrative team.
- 4) **GROWTH: REMEMBER THE ENVIRONMENT MATTERS:** Update facilities and non-clinical technology and equipment to ensure our staff has a physical workplace that supports safe care delivery and patients and their families experience comfort and convenience while transition into a new mind set and way of living. This is accomplished through environmental surveying and architectural technology advancements.
- 5) **FINANCE: STAY WEEDED TO A LOW-COST STRUCTURE:** Assure the organizations financial health so that it may pursue its mission on a long-term basis, provide high quality service, and be able to adapt to the changes in the health care environment.

STRATEGIC PRIORITY AREAS

Using these five imperatives as the basis for framing our strategic work initiatives, five corresponding strategic priority areas were selected. Each strategic priority area contains explicit objective measures and specific strategies, which will be monitored and reported throughout the life of this plan.

Strategic Priority Area 1: *Clinical Excellence and Quality of Care Improvements*

Goal: *Be recognized as a high-quality addiction treatment program and a provider of clinical services that is comprised of the best human and technological resources available.*

Key Strategies and Measures

- 1.1** Expand our capacity to track clinical processes and results, compare those elements against national, state and internal benchmarks, and respond with quality improvements and initiatives.
 - A. By the year 2025, Parkdale will achieve the collection of 95% of client’s satisfaction surveys.
 - B. By the year 2022, Parkdale will maintain a constant state of readiness and compliance with CARF, the Indiana Division of Mental Health and Addiction Services, and Clinical Laboratory Improvement Amendments (CLIA).
 - C. By the year 2025, Parkdale shall have zero “sentinel” and zero “never” events.
 - D. By the year 2025, the Parkdale 30-60-90-day relapse rates will be below current national average of 40%. Rates are as stated by the National Institute of Drug Abuse and the National Institute of Health, ASAM, or SMAHSA.
- 1.2** Develop select clinical services and make targeted investments in human capital, infrastructure and technology in support of enhancing their quality and health outcomes, with an emphasis on telecommunications, efficient parallel process with updated electronic medical records and the electronic health information management system and environmental comforts for the clients through alternative clinical programs.
 - A. By the year 2025, Parkdale will develop a seamless electronic communication of patient information between and among regional health care providers and their patients, and invest in technology for clinical decision support.
 - B. By the year 2025, Parkdale will assure alternative clinical programs are instituted such as yoga, mindfulness, and meditation.

Strategic Priority Area 2: *Confidence in Care*

Goal: *Be the premier addiction program for highly accountable professional. Parkdale Center is attuned to its community, possess a strong public and self-image, and be the facility of choice and the addiction treatment center that highly accountable professionals first think of when they need recovery care services.*

Key Strategies and Measures:

- 2.1** Establish and implement a strategic communications plan that builds stakeholder relationships, unifies branding, increases market awareness, develops a compelling case for using specialty care services, and increases the positive image and support for Parkdale Center.
- A. By the year 2021, Parkdale Center will have partnered with a National Professional Organization
 - B. By the year 2025, Parkdale Center will be Nationally Recognized as a premier leader in professional addiction care and management.
- 2.2** More frequently assess Parkdale’s service areas’ health needs and demographics, and conduct joint planning with other providers in order to identify and develop specialized product and service lines, community collaborations and programming.
- A. By the year 2025, Parkdale Center will develop an annual, proactive community benefit plan and non-for-profit foundation.
 - B. By the year 2020, Parkdale Center will create a periodic and formal health assessment process shall be established and implemented in conjunction with other community providers.
- 2.3** Develop an “optimal” patient experience plan with integrated satisfaction benchmarks, routinely assess and act upon consumer perception findings related to Parkdale’s performance in key clinical and non-clinical areas of patient care, and recognize, nurture and utilize our nursing and direct care staff as one of our key assets in creating this experience and shaping this perception.
- A. By the year 2022, Parkdale Center’s “Likelihood to Recommend” will be above 90%.
 - B. By the year 2024, Parkdale Center’s measures related to “Overall Care” will be above 90%.

Strategic Priority Area 3: *Organizational and Partnership Development*

Goal: *Create a positive work environment and effective care-giving through the recruitment, retention, support and development of staff and organizational leaders, and the establishment of partnerships, collaborations and models of physician- integration.*

Key Strategies and Measures:

- 3.1** Foster stronger relations between and among employed and private medical staff at Parkdale Center aligned around improving the quality of patient care, patient satisfaction, coordination of patient care, medical information exchange, physician recruitment and financial performance.
- A. By the year 2023 Parkdale Center will ensure that doctor specific and on-going professional performance evaluations are completed and reviewed by the respective medical staff, the chief medical officer, and that any identified issues are addressed in accordance with the standards of care for the State of Indiana and CARF.
 - B. By the year 2025, Parkdale Center will be an established means and system for Parkdale Center and Medical Staff to work together on proactively identifying and resolving Employee Satisfaction issues as measured by employee satisfaction surveys.
 - C. By the year 2025, Parkdale Center will establish and evolve a model of care delivery and supporting policies and procedures that improves the coordination of patient care in a manner within the ASAM continuum of care.
 - D. By the year 2025, Parkdale Center will develop a technological architecture across our professional community that connects physicians in the primary care environment with the Parkdale Center to assure seamless continuity of care.
 - E. By the year 2025, Parkdale Center ensure Medical Staff work together to maximize clinical outcomes and financial performance associated with anticipated payment transformations as seen by the P&L statements.

3.1 Create a work environment that supports and nurtures the recruitment/retention of compassionate and competent staff who are enthusiastic about working, and recommending care at Parkdale Center to other highly accountable professionals, and whom collectively promote a culture of safety and quality; develop and implement an internal communications plan to better inform employees, medical staff, volunteers and patients about the organizational data, outcomes, issues and concerns.

- A. By the year 2025, Parkdale Center’s Employees overall job satisfaction will rank above 95%.
- B. By the year 2024, Parkdale Center’s vacancy rate for all staff will on average be no greater than 5%.
- C. By the year 2024, Parkdale Center will decrease turnover rate to below 20%.

3.2 Create relationships with other medical employers and professional organizations to assure the clients of Parkdale Center are well received back into the work force and society without stigma and bias.

- A. By the year 2023, Parkdale Center will have 75% of clients return back to work in the field of specialty.
- B. By the year 2024, Parkdale Center will develop interpersonal relationships throughout the state to assure integration of the clients back into the community.

Strategic Priority Area 4: Patient Environment and Infrastructure Enhancement

Goal: Update facilities and non-clinical technology and equipment to ensure our staff has a physical workplace that supports safe care delivery and patients and their families experience comfort and convenience.

Key Strategies and Measures:

4.1 Develop a five (5) year “Master Facilities Plan” and a two-year “Infrastructure Improvement Plan” that addresses the funding and prioritization of upgrades and uses to the existing physical plant and properties, and separately prioritizes improvement projects including, but not limited to: fire alarm system(s); HVAC systems or system components; parking lots; roadways and sidewalks; client room modernization; and, communication systems.

- A. Master Facilities Plan developed by 2021, allowing for 2022 capital budget planning.
- B. Infrastructure Improvement Plan developed by 2021, allowing for 2022 capital budget planning.
- C. Compliance with all regulatory standards/requirements will be met (CARF, Department of Public Health, OSHA).

4.2 Complete the planned project to modernize Parkdale Center.

A. Formalize renovation/construction plans by January 2022.

B. Complete facility renovation by July 2025.

Strategic Priority Area 5: Strengthen Financial Health

Goal: *Assure the Parkdale's financial health so that it may pursue its health care mission on a long-term basis, provide high quality service, and be able to adapt to the changes in the health care environment.*

Key Strategies and Measures:

5.1 Design and implement an annual development plan that creates a case for support for the organization, provides for proper donor management, identifies prospects, and contains annual fund - raising approaches and activities.

A. By the year 2023, Parkdale Center will create a charitable foundation.

5.2 Enhance profitable revenue through improved documentation, case management, coding, resource utilization, and through reduced accounts receivables and favorable managed care contracts.

A. By the year 2025, Parkdale Center, Parkdale's net revenue per equivalent discharge will be equal to or above the 30% collection and reimbursement rate.

5.3 Achieve cost reductions, containment, and avoidance through improved materials management, operational efficiencies, and service contracting, risk management, and reducing liability.

A. By the year 2025, Parkdale Center's debt service ratio will be no less than 1:1 in any given year.

5.4 Conduct periodic financial and service line analysis' of Parkdale Center's existing and potential books of business to determine which budgetary commitments and conditions need to change and which services should be sustained, grown, initiated, repositioned, or referred out.

A. By the year 2025, Parkdale Center achieve at a minimum a 10% Operating Margin.

B. By the year 2025, Parkdale Center's gain per equivalent discharge more than the reciprocal years starting in 2020.



