



Berkeley Community Mental Health Center Strategic Vision July 2022—June 2025

Approved by the Board of Directors
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Executive Director

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Chairperson, Board of Directors

Date

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Vision

We see ourselves as the leader of exceptional, effective, compassionate care for all of our community's citizens.

We see ourselves as a Community Mental Health Center that is adaptive and nimble in the midst of a shifting Mental Health Care landscape.

We see ourselves as a Mental Health Center without walls that functions as a partner with all local community resources to serve our clientele.

We see ourselves as a Community Mental Health Center that responds wisely and proactively as our community changes in the early 21st century.

We see this Strategic Vision to be an outline of our current needs and goals. Therefore, to be meaningful it must be responsive to the unforeseen challenges of the future and will be revised as needed in light of new information and knowledge.

Our Mission

The staff of the Berkeley Community Mental Health Center, in partnership with clients, families and their diverse communities, will support the recovery of citizens with mental illness.

Our Priorities

BCMHC gives priority to adults and children and their families affected by serious mental illnesses and significant emotional disorders. We are committed to eliminating stigma and promoting the philosophy of recovery, to achieving our goals in collaboration with all stakeholders, and to assuring the highest quality of culturally competent and evidence-based services possible.

Our Values

Respect for the Individual

Each person is treated with respect and dignity, and is a partner in achieving recovery. We commit ourselves to services that:

- Honor the rights, wishes and needs of each individual
- Promote each individual's quality of life
- Focus on each individual's strengths in the context of his/her own culture
- Foster independence and recovery
- Demonstrate the value of family inclusion and the benefits of strong family support
- Recognize the significance of social determinants of health

Support for Local Care

We believe that people are best served in or near their own homes or the community of their choice. We are committed to the availability of a full and flexible array of coordinated services in Berkeley County, and to services that are provided in a healthy environment. We believe in services that build upon critical local supports: family, friends, faith communities, healthcare providers, and other

community services that offer employment, learning, leisure pursuits, and other human or clinical supports.

Commitment to Quality

BCMHC is and will continue to be an agency worthy of the highest level of public trust. We provide treatment environments that are safe and therapeutic, and work environments which inspire and promote innovation and creativity. We hire, train, support, and retain staff who are culturally and linguistically competent, who are committed to the recovery philosophy, and who value continuous learning and research. We provide services efficiently and effectively, and will strive always to provide interventions that are scientifically proven to support recovery.

Dedication to Improved Public Awareness and Knowledge

We believe that people with mental illnesses, trauma victims, and others who experience severe emotional distress, are often the object of misunderstanding and stigmatizing attitudes. We work with employers, sister agencies, and public media to combat prejudice born of ignorance about mental illness. We expect our own staff to be leaders in the anti-stigma campaign.

Strengths, Challenges & Opportunities

Strengths

- BCMHC employs a diverse, experienced, talented, and expert staff in a variety of disciplines
- The team of BCMHC demonstrates grit and perseverance
- Recovery-based philosophy of care
- Integrated teams support each other
- The BCMHC School-Based Program is stronger and further-reaching than ever
- Highest-rated Individual Placement Services team in the state
- Emergency Mobile Crisis Program and collaboration with statewide Mobile Crisis teams
- Exceptional relationships with local probate court, solicitor's office, law enforcement and emergency services agencies, which includes a Mental Health Court
- Comprehensive access to care facilitated by our partnerships with Clinical Care Coordinators
- Same day access allows near-immediate access to care for any member of the community
- Fidelity to our Patients' Rights and Confidentiality
- Consistently fiscally responsible
- Center has a future-focused lens
- Zero Suicide Initiative
- An expanding and far-reaching Housing program
- Pharmaceutical access assistance programs
- Focus on Integrated care
- The Center is a teaching facility for new professionals
- Expanding strategies to continue staff development and use of Evidence-Based Practices.
- Integrating BCMHC deeper into our community (Healthcare, Law Enforcement, Social Services, Education System, etc.) as a knowledgeable, trusted, and respected ally and provider.
- Staff have the tools and information needed to perform duties in a telecommuting capacity.

- Center developed a systemic approach to safeguard staff and patients to reduce exposure to COVID-19.

Challenges

- Overcoming a significant labor shortage related to the Great Resignation
- Absence of fully-licensed clinical practitioners
- Salary constraints related to the State Employee system
- Archaic billing system (CIS)
- Increased need for services from a growing community. Berkeley County's growth averages +2.8% per year; third-fastest growing SC county in terms of actual population (since 2010 +39%)
- Increased numbers of suicidal and at-risk adolescents in Berkeley County
- Limited housing opportunities; lack of homeless shelter in this community
- Lack of public transportation or efficient alternatives
- Expanding referrals to the Mental Health Court
- Managing the development of a detention center behavioral health unit
- Within the next 3-5 years, Center office space may be at capacity
- Development of a capital improvements reserve
- The growing presence of Telehealth platforms which specialize in behavioral healthcare
- Maintaining a valuable and effective relationship with the Berkeley County School District
- SC General Assembly bill to restructure the Department, and the unknown challenges following, should the bill pass.

Opportunities

- Size of the Center promotes innovative programming and flexibility
- Explosive population growth in Berkeley County—State estimates predict an increase of 20% over the next decade.
- Support and grant-funded opportunities for Behavioral Health Homes at the State and Federal levels
- Rapid diversification of the Berkeley county economy into Information Technology, Automotive and Airline Manufacturing industries
- At the National level, greater funding for and citizen awareness of factors affecting Mental Health Care
- Local Healthcare providers seek reliable resources for their patients with mental illness
- Expansion of School-Based services to the remaining schools not presently served by BCMHC
- Flexible work schedules for staff
- Development of a Telehealth therapy division
- Development of Information Technology tools that assist the treatment of Mental Illness and improve access to care for those affected by it
- Build infrastructure to support operations at a reduced cost.
- Highway to Hope RV program
- Detention Center Behavioral Health program

Goals that Support this Vision

1. Successfully grow the Center to meet the needs of the growing community.
2. Retain, recruit, and develop exceptional staff.
3. Nurture existing community partnerships, and secure additional partnerships to expand the Center's presence further into the Berkeley Community.

Strategic Objectives

1. Successfully grow the Center to meet the needs of the growing community.
 - a. Adapt and expand service delivery to meet the desires and needs of an increasingly tech-savvy population.
 - b. Ensure all clinical staff members are trained in at least one evidence-based best practice and that staff member's competency and fidelity are evaluated periodically.
 - c. Fully integrate the Level of Care (LOC) protocol with all patients as measured by at least 85% of patients being assigned to LOC within 60 days of admission monthly through the life of this plan.
 - d. To ensure effectiveness and efficiency, the Center and direct-care staff shall meet their established Patient Care Hours (PCH) goals annually.
 - e. Expand School-based program to the remaining 8 schools of the Berkeley County Public School District.
 - f. Expand our current reach to clients, families, and other stakeholders to evaluate needs, satisfaction, and access concerns via use of technology, surveys, and focus groups.
 - g. Expand the Peer Support Program, to include: determining what factors indicate the need for an additional Certified Peer Support Specialist, and strategies to ensure every client, Adult or Child & Adolescent can have access to a Certified Peer Support Specialist.
 - h. Continue the Executive Council Strategic Growth subcommittee to evaluate and plan for risks, trends, and opportunities for Center growth in the areas of finance and workforce.
 - i. Remain fiscally solvent by ensuring expenditures do not exceed revenues during the timeframe of this plan.
2. Retain, recruit and develop exceptional staff.
 - a. Identify and implement a systematic, equitable salary growth strategy.
 - b. Increase marketing efforts to attract employee talent.
 - c. Maintain and expand relationships with area graduate programs
 - d. Implement paid internships procedures
 - e. Revise licensure supervision payback contract to be reflective of community market rates.
 - f. Support Accessibility efforts through hiring Bilingual staff
 - g. Provide quarterly staff appreciation events
 - h. Implement monthly Bee Well Committee activities for staff engagement, inter-program communication, and morale.
 - i. Continue monthly focus on professional development and training opportunities, to include CEU-approved trainings, opportunities for licensure supervision, evidence-based consultation, and opportunities for non-clinical staff to access professional development activities. Professional development opportunities should ensure that out-stationed staff have equal access.

3. Nurture existing community partnership, and secure additional partnerships to expand Center's presence further into the Berkeley Community.
 - a. Successfully embed a clinician in every law enforcement agency of Berkeley county
 - b. Pending funding approval, develop, staff, and implement a behavioral healthcare unit at the Hill Finklea Detention Center.
 - c. Collaborate with local law enforcement agencies to deliver Mobile Crisis Assessments via telehealth platforms to all jurisdictions of Berkeley County.
 - d. Increase efficiency of Mental Health Court by enrolling 5 new referrals per fiscal year and successfully completing at least 50% of participants.
 - e. Staff and implement Intensive Services Outreach division to adhere to fidelity of evidence-based practices as well as Level of Care guidelines.
 - f. Expand Housing Program units by 20% within three years.
 - g. Effectively roll-out the Highway to Hope program by participating in at least one community awareness activity quarterly and by delivering services to at least 20 patients in rural locations per quarter.
 - h. Develop partnership with Trident Behavioral Health hospital upon its completion
 - i. Develop a strategy to combat mental illness stigma in the Community, to include at least one outreach activity per quarter.

Strategies

The strategies to implement and achieve the goals shall be carried out by appointed Quality Improvement Team (QIT) members and Executive Council (EC) members. Small performance improvement workgroups, composed of any appropriate members of the Center staff, may be established to identify and implement time-limited tasks, as determined by QIT and/or EC, which are necessary to accomplish each objective and goal. Progress towards objective and goal completion will be measured and documented at least quarterly, using the Strategic Vision Progress Map spreadsheet.

As new information and knowledge becomes available, objectives and/or goals that no longer serve the broader vision of the Center will be revised or discontinued and replaced by more meaningful objectives and/or goals. The intent of this Strategic Vision is to swiftly effect beneficial changes for the Center; objectives or efforts which are determined to be too ineffective to create meaningful progress for the Center or too stymied in momentum will be considered for elimination from the Strategic Vision at any time by the QIT.

Appendices

- A. BCMHC Strategic Vision Progress Map
- B. Accessibility Plan
- C. Diversity, Equality, and Inclusion Plan
- D. Financial Plan
- E. Information Technology Plan
- F. Outpatient Program Plan
- G. Quality Improvement Plan
- H. Risk Management Plan