



Berkeley Community Mental Health Center Strategic Vision July 2025—June 2028

Approved by the Board of Directors
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8/14/2025
Date

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Vision

As Berkeley Community Mental Health Center, we see ourselves as:

A leader in exceptional, effective, and compassionate mental healthcare for all our community's citizens.

Adaptive amid a shifting Behavioral Healthcare landscape.

A collaborative partner with local community resources to serve our clientele.

A Center that responds wisely and proactively as our community grows and changes.

We see this Strategic Vision to be an outline of our current needs and goals. Therefore, to be meaningful, it must also 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, and to achieving our goals in collaboration with all stakeholders in order to assure 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

- Exceptional staff with a recovery-oriented focus
- Staff that support and work together well across departments for the purpose of helping customers.
- Stable group of center-based staff with extensive historical knowledge of Cener processes and practices
- Providing opportunities for clinical training and teaching new therapist vital skills.
- Providing a wide array of services across the lifespan to children, families and adults.
- Embedded services throughout the community through services such as those located in schools, law enforcement agencies, in local detention centers, and through the Highway to Hope mobile clinic program.
- A leader in providing Mobile Crisis, ACT team services and Individual Placement and Support Services.
- A trustworthy partner with numerous community resources groups such as the Kennedy Center, Vocational Rehabilitation, Probate Court and many others.
- Highest-rated Individual Placement Services team in the state
- Emergency Mobile Crisis Program and collaboration with statewide Mobile Crisis teams
- Same day access allows near-immediate access to care for any member of the community
- Providing comprehensive nursing and psychiatry services, including helping patients access pharmaceutical patient assistance programs
- Staff have the tools and information needed to perform telehealth services, increasing access to care.
- Ability to provide telehealth services

Challenges

- Berkeley County is the fastest growing county in South Carolina with an increased need for services.

- The types of insurance carried by patients is changing with more people having private insurance we are not in network with.
- Insurance audits are increasing.
- Employee retention, loss of bonus structure.
- Several key leadership positions include staff nearing retirement.
- Transportation options in the county are limited.
- New changes such as the Electronic Health Record and other software platform implementations.
- Detention Center that is outgrowing its capacity.
- Increased numbers of at-risk adolescents in Berkeley County.
- Limited housing opportunities; lack of homeless shelter in this community.
- Small financial reserves and needs for capital improvements.
- Less education, training, and funding are available for prevention efforts.
- Navigating New Electronic Health Record (EHR) and tracking of quality assurance due dates
- Newly restructured Department of Behavioral Health and Developmental Disabilities; includes agencies providing Mental Health, Substance Use, and Developmental Disabilities and Special Needs care coordination.

Opportunities

- Utilize long-standing employees' knowledge and skills to adapt to insurance payor changes and new ways of providing direct care.
- Increased population can mean increased job applicant pools and interns looking for placements.
- Growth in school-based service provision and covering growing school needs.
- Potential to fill gaps and collaborate with partners for contracted services and continued embedded care models.
- Highway to Hope expansion, potentially in Goose Creek in addition to rural areas
- Increased service provision in jail-based program areas such as Mental Health Court and the Detention Center
- Community partnerships and outreach create an opportunity for anti-stigma and prevention efforts.
- Additional training opportunities to support clinicians and grow skills in areas such as Substance Use counseling
- Utilizing new EHR to enhance billing/collections and patient portal access.
- Alignment and support of Office of Mental Health goals: increased access to care, increased recruitment and retention, improved effectiveness, and increased prevention efforts.

Goals that Support this Vision

1. Continue to increase access to quality services in a growing community.
2. Continue to increase retention, recruitment, and development of exceptional staff.
3. Further improve the effectiveness of the agency's administrative operations to support the delivery of services.
4. Further efforts toward anti-stigma, prevention and early intervention services.

Strategy and Measures

Goal: Continue to increase access to quality services in a growing community:

- 1.1 Strategy: Ensure staff are trained in providing evidence-based services.
Measure: All master's level clinicians will be trained in and utilizing at least one evidence-based practice.
- 1.2 Strategy: Support clinicians becoming licensed providers.
Measure: Will have a minimum of two newly licensed staff per year.
- 1.3 Strategy: Provide services to meet the needs of patients.
Measure: Agency-wide patient care hours will average a minimum of 800 per year.
- 1.4 Strategy: Increase access to services and diversion for justice involved patients.
Measure: Admit 10 new Mental Health Court Participants per year and maintain at least a 50% graduation rate.
Measure: Begin to provide competency restoration services.
- 1.5 Strategy: Increase access to and provision of school-based mental health services
Measure: Increase the number of active school-based clinical positions from 16 to 22.
Measure: Increase the number of schools served from 27 to 29.
- 1.6 Strategy: Increase Highway to Hope (H2H) access.
Measure: Increase H2H scheduled service sites from 3 to 5.
- 1.7 Strategy: Offer new patients timely access to services
Measure: 95% of new patients will be offered an appointment withing 24 hours.
- 1.8 Strategy: Increase patient access to interventions that target substance use problems.
Measure: Hire at least one substance use specialist
Measure: Provide at least one group modality for co-occurring substance use.
- 1.9 Strategy: Maintain access to mobile crisis services.
Measure: Continue to collaborate with local law enforcement agencies to deliver Mobile Crisis Assessments via telehealth platforms to all jurisdictions of Berkeley County.
- 1.10 Strategy: Staff will meet standards of care regarding delivery and documentation services.
Measure: Maintain quality chart audit scores of 90%
Measure: Maintain CARF accreditation

Goal: Continue to increase retention, recruitment, and development of exceptional staff:

- 2.1 Strategy: Continue to prioritize and demonstrate that personnel are the agency's greatest and most critical resources.
Measure: Provide at minimum quarterly staff appreciation events.
Measure: Continue monthly newsletters celebrating staff accomplishments and milestones.
Measure: Maintain a turnover rate below 10%
- 2.2 Strategy: Promote and grow staff leadership skills for succession planning
Measure: Support at least one member of staff per year attending the Mentor Program or Certified Public Manager Program.
- 2.3 Strategy: Continue focusing on other professional development and training opportunities
Measure: Support staff attending CEU-approved training courses, opportunities for licensure supervision, evidence-based consultation, and opportunities for non-clinical staff to access other professional development activities.

2.4 Strategy: Increase Peer Support Specialist development.

Measure: Train at least one Peer Support Specialist in Wellness Recovery Action Planning.

2.5 Strategy: Increase efforts to attract new employee talent.

Measure: Provide at least 2 internship opportunities at the center when staffing levels are adequate to handle supervision.

Measure: Develop relationships with area graduate programs, attending at least 1 job fair or similar opportunity to promote the center as an excellent employment choice.

2.6 Strategy: Improve the onboarding process for consistency and content.

Measure: Feedback from new hires about the onboarding and orientation process will be positive with a 90% satisfaction rating.

Goal: Further improve the effectiveness of the agency's administrative operations to support the delivery of services:

3.1 Strategy: Remain fiscally solvent.

Measure: End year with expenditures not exceeding revenues.

3.2 Strategy: Continue to maximize the use of technology to support clinical and business operations.

Measure: Hire at least one dedicated IT support professional.

Measure: Complete new EHR training and implement use across the agency in 2025.

Measure: Ensure the agency's website reflects current program information and resources.

3.3 Strategy: Increase the amount of billing historically collected.

Measure: Will collect 65% or more from MCOs.

3.4 Strategy: Expand sources of revenue

Measure: Increase the number of private insurances accepted

Measure: Increase contracted services and agreement amounts when able. Include regular yearly increases in revenue producing contracts where able.

3.5 Strategy: Maximize support services to help reduce no show rates, help maximize use of available provider time and ensure smooth provision of administrative services.

Measure: Utilize appointment reminder systems to maintain client show rates of at least 85%.

Measure: Cross-train staff on teams to help ensure continued operations during staff absences.

Measure: Ensure Psychiatrist and APRN schedules have available time filled.

Goal: Further efforts toward anti-stigma, prevention and early intervention services:

4.1 Strategy: Continue to provide anti-stigma efforts and provide educational and resource information at community events.

Measure: Attend at least 12 community events per year providing resources and education to community partners and citizens.

4.2 Strategy: Continue to operate mobile crisis, jail services, and mental health court programs that provide crisis intervention and diversion services.

Measure: The number of service contacts and diversions will increase yearly.

4.3 Will be a strong partner to community organizations such as the Berkeley County School District, Wake up Carolina, the Kenedy Center and more.

Measure: Will maintain an 85% or better stakeholder satisfaction survey rating.

Strategies

The strategies to implement and achieve the goals shall be championed by the appointed Quality Improvement Team (QIT) members and Executive Council (EC) members. All staff will be responsible for their relevant area of performance. 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 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. Cultural Affairs Plan
- D. Financial Management Plan
- E. Information Technology Plan
- F. Outpatient Program Plan
- G. Quality Improvement Plan
- H. Risk Management Plan