

Spectrum Health Care, Inc.

STRATEGIC PLAN

**January 1, 2009 –
December 31, 2014**

**Edward P. Cox,
SHC Executive Director**

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Historical Overview

Born and raised in Jersey City, Ned Cox has been working in the addictions field since 1971, treating the opiate addicted at the New Jersey Regional Drug Abuse Agency, also known as Liberty Village. In 1974 he joined Patrick House, a therapeutic community in Jersey City and became an employee of the NJ Department of Health's Division of Addiction Services in 1978. In 1984, when New Jersey divested itself of drug rehabilitation services, Ned was chosen to create a not-for-profit program for close to a thousand addicted individuals. Spectrum became one of the forerunners in HIV/AIDS research, working with organizations including NIDA and NIH. After operating from trailers for seven years, during which time numerous city administrators blocked efforts to purchase a site for re-location, Spectrum's reputation in the community finally helped overcome public resistance and the first free-standing facility for outpatient substance abuse treatment in New Jersey was erected. It is here that a complete range of services appropriate for opiate-based outpatient substance abused rehabilitation are delivered in a supportive and medically sound treatment environment.

About Spectrum Health Care ...

Spectrum Health Care, Inc. is a private, non-profit, CARF accredited agency funded by the New Jersey Department of Human Services, Division of Addiction Services. Located in Jersey City and serving residents of Hudson County, SHC provides a complete range of coordinated opioid treatment services in a professional and dynamic out-patient care setting.

SHC's mission is to provide comprehensive opioid therapy to those seeking treatment in, and around, Hudson County without separation from family, community and employment.

SHC'S philosophy supports culturally competent care through quality service delivery in an ongoing effort to support the recovery efforts of all those seeking treatment.

SHC's goal is to provide methadone detoxification and maintenance services to reduce the dangers of opiate use impacting the health, safety and well-being of those directly affected by substance abuse and detrimental effect on the community. SHC provides a supportive, biased-free and medically sound treatment environment based upon research, evidence-based practices and field guidelines.

SHC's values guide our committed and qualified staff in caring for the challenges, needs and goals of all those engaged in our treatment services. Our values and ethical principles guide SHC's Team in accomplishing our mission and support our person-centered philosophy toward recovery.

- Striving:** to become productive members of society without drugs and alcohol
- Providing:** multidisciplinary case management addressing the individual's strengths, needs, abilities and preferences
- Educating:** individuals, families and communities about substance abuse and treatment services
- Cultivating:** a family atmosphere that encourages success in attaining one's goals
- Teaching:** self respect and respect for others
- Responsibility:** for one's actions is the first step in recovery
- Uniting:** clients with clinically appropriate treatment providers -
- *You cannot do it alone, let us guide you.*
- Maintaining:** an environment that fosters a healthy lifestyle

SHC's vision is focused upon our unremitting commitment to reduce the harmful consequences of drug abuse to a vulnerable population by providing a service delivery system that will enhance the quality of life for those served. SHC strives to, not merely maintain standards of excellence yet aspires to set best practices standards in the field of opioid treatment by:

- Providing a therapeutic, healthy, safe, and medically sound treatment environment supporting wellness
- Meeting the challenges to health care reform by being a viable and dynamic organization within our health care community.
- Maintaining clinical integrity as an organization in the face of increasing competition for health care resources through flexibility, adaptability, innovation, and accountability.
- Creating a physical environment that is congruent and compatible with the clinical and individual needs of clients and staff.
- Conducting activities that are customer focused, directed by the input from all stakeholders including clients, family members, staff, collaborative service providers and community members.
- Developing and maintaining a culturally competent and diverse staff that is respectful and sensitive to the similarities and differences in both colleagues and clients.
- Enhancing communication efforts amongst staff to foster personal satisfaction and professional fulfillment.
- Promoting community education efforts through utilization as a center of learning and knowledge pertaining to substance abuse and treatment services.
- Expanding our on-going evaluation of clinical and administrative programs to seek continuous improvement emphasizing outcomes measurement and service delivery.
- Increasing training opportunities to ensure professional development and competency.
- Utilizing an organized management information system to enhance both clinical and administrative operations.
- Meeting the needs and increasing the satisfaction of clients and staff.

SHC leadership ensures that adequate resources are available to provide quality service delivery. SHC Executive Director serves as the agency's program sponsor ensuring that the facility promotes the health, safety and privacy of those it serves.

The facility is accessible by location, hours of service and geographic proximity to mass transit. Also, the facility has adequate and designated areas for medical, dispensing, counseling and administrative services. These areas are designed to afford privacy and ensure confidentiality. SHC is committed to providing a clean, safe and well maintained building.

SHC ensures that there are qualified and competent professionals providing services in all areas of operation. SHC's management team's longevity with the agency clearly demonstrates its commitment to this community.

SHC's service approach is based upon medically sound, field recognized and accepted practices supported by research and evidence-based practices regarding the use of opioid treatment. SHC offers short-term (30 day) detoxification services as well as Methadone Maintenance services.

SHC's program offers a service continuum providing assessment, evaluation, and diagnosis; medical consultations; individual and group counseling; co-occurring needs; medication management; pharmacotherapy; drug screenings and referral services.

Person- and family-centered services, orientation, treatment and transitional planning are conducted in order to provide individualized care based upon an individual's strengths, needs, abilities and preferences.

SHC offers and provides referrals to support services, including but not limited to: legal; educational; vocational; healthcare; mental health; housing; financial assistance; life span issues; domestic violence; abuse issues (victim, perpetrator, child, elder); parenting skills; family reunification; family counseling; advocacy groups; self-help groups; recovery and wellness.

SHC's professional team advocates for the elimination of discrimination and stigma too often associated with substance abusers. SHC ensures equal access to treatment for all adult persons in need regardless of race, ethnicity, gender, age, sexual orientation and financial means.

Since 1984, SHC has served as the voice of recovery for our community. Over the years, SHC has been a local and statewide catalyst for change and growth to promote the well-being of those affected by substance abuse as well as the advancement of those professionals dedicated to this field.

SHC strives to bring respect, healing and integrity to those we serve and are grateful to be a successful and accessible source for recovery and renewal for this community!

SHC Services:

SHC incorporates a multi-disciplinary treatment team approach and applies accepted theories, principles and techniques designed to achieve recovery and successful outcomes for those involved in our OTP services.

□ **Opioid Treatment Program:**

- Comprehensive Opioid Therapy:
 - Methadone Detoxification (30 day program)
 - Methadone Maintenance
- Services Provided:
 - Screening
 - Intake
 - Orientation
 - Assessment
 - Treatment Planning
 - Transition Planning
 - Counseling
 - Individual
 - Group
 - Family Consultation
 - Gender Specific
 - Case Management
 - Mental Health Care / Co-occurring
 - Crisis Intervention
 - Referrals to Community Resources, Service Agencies & Support Systems
 - Education: Substance Use, Abuse & Treatment Modalities
 - Health Monitoring & Management
 - Physical Examination & Lab Work
 - Referrals to Community Health Care Providers
 - HIV Counseling & Testing
 - Active Case Management
 - Early Intervention Program (EIP)
 - Hepatitis B&C Awareness, Screening & Treatment Referrals
 - Toxicology Screenings
 - Focus Areas
 - Women's Issues
 - Pregnancy
 - Domestic Violence
 - Sexual Abuse
 - Parenting & Relationship Skills
 - General Health Issues

- Co-occurring Disorders
- Vocational / Educational Needs
- Family Involvement
- Wellness Education
- Community Education

□ **SHC SPECIALIZED SERVICES**

SHC offers services designed to address the needs of special populations. Services may be provided directly or through referral to appropriate community resources. Medical, mental health care, housing, vocational, educational, legal aid, family and social support needs are addressed.

HIV SERVICES

- On-site Early Intervention Program providing infectious disease treatment
- Support group meetings
- Specialized case management / Active Case Management services by
- HIV Specialists
- Medical referral and follow up
- Mental health referrals
- HIV testing and education
- Medication management

WOMEN'S SERVICES

- Individual Counseling / Gender Specific Issues
- Weekly on-site support groups
- Prenatal and high risk pregnancy referral
- Specialized case management
- Priority admission for pregnant clients
- Mental Health Service needs
- Referrals for family counseling / therapy
- Pregnancy Testing
- Obstetrics /Gynecology referrals
- Gender specific health issues
- Parenting issues
- Relationship issues
- Domestic Violence Issues
- Life Skills education

MENTAL HEALTH SERVICES

- Mental Health assessments
- Co-occurring Services specialized counseling
- Referrals to appropriate community Mental Health Care practitioners
- Supportive Medication management
- Specialized support group meeting

METHADONE INTENSIVE OUTPATIENT SERVICES (MIOP) -- SISTA PROGRAM

- Specialized women & children services
- Individual, Group & Family Interventions
- Screening & Assessment of Parental Capacity
- Risk for Relapse Assessment
- Individualized Treatment Planning
- Gender specific issues
- Psychological consultations
- Family reunification focus

BILINGUAL SERVICES

- SHC staff available for those requiring communications in Spanish
- Additional needs for interpretation services will be accommodated within 24 hours
- Spanish versions of SHC literature and educational materials are available

SPECIAL NEEDS SERVICES

- SHC is a handicapped accessible facility
- Alternate accommodations can be made to provide treatment services for those who cannot physically attend the clinic
- Telecommunication access (TTY/TDD) to provide services for the hearing impaired
- Guide dogs permitted for anyone visually impaired requiring such assistance

FAMILY SERVICES

- Family participation is encouraged throughout every aspect of the treatment process
- Family members may be directly involved in counseling sessions with client's consent
- Family consultation may be conducted to address related needs and facilitate referral to community agencies providing family counseling services
- SHC staff may address general inquiries regarding SHC operations, policies procedures and practices.
- SHC staff may be available to family members as an educational resource regarding substance use, abuse and treatment related issues.
- Family members may voice any comments or questions through direct communication with staff, written correspondence; SHC Suggestion Box input or SHC Message Center.

SHC's services are designed to support the health, stabilization, recovery and wellness of all those it serves. Treatment interventions are set to enhance an individual's quality of life, level of functioning, resiliency and reintegration into family, vocation and community.

Education and prevention strategies play a major role in our efforts to combat addiction and its harmful impact on self, family and community. SHC staff is often involved in community collaboration events, corporate citizenship activities, public education and advocacy events in support of the elimination of discrimination and stigma associated with our treatment population. SHC is committed to providing culturally competent services in an effort to enhance one's treatment experience, through which goals and objectives can be achieved.

SHC provides direct clinical services Monday – Friday and provides access to staff support 24 hours daily. SHC Director of Clinical Services to be available “on-call” to coordinate a response plan with SHC Medical, Nursing and Clinical Services team members in the event of a methadone related emergency as well as dosing verification for individuals enrolled in SHC services. “On-call” access is provided via mobile telephone and the SHC Emergency Contact is conspicuously posted throughout the facility.

This agency offers convenient and accessible hours in consideration of the needs of our diverse population who may be gainfully employed in the workforce as well as for homemakers responsible for child-care. SHC hours of operation:

BUSINESS HOURS:	Monday – Friday: 6:00 a.m. - 3:00 p.m.
INTAKE HOURS:	Monday – Friday: 7:00 a.m. - 12:00 p.m. 1:00 p.m. - 3:00 p.m.
DISPENSING HOURS:	Monday – Friday: 6:00 a.m. - 12:00 p.m. 1:00 p.m. - 3:00 p.m. Saturday: 7:00 a.m. - 10:00 a.m. Sunday: 7:00 a.m. - 10:00 a.m. Holidays: 7:00 a.m. - 10:00 a.m.
CLINICAL SERVICES:	Monday – Friday: 6:00 a.m. - 12:00 p.m. 1:00 p.m. - 3:00 p.m.

HOLIDAY SCHEDULE

Martin Luther King Day	Columbus Day
Lincoln’s Birthday	Election Day
President’s Day	Veteran’s Day
Good Friday	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day
Labor Day	New Year’s Day

SHC offers a 30-day detoxification modality, which includes comprehensive medical care; clinical services; HIV/AIDS counseling, testing and education; mental health counseling as indicated; and community support referrals. Screenings, assessments, orientation, treatment planning and transitional planning are conducted in order to provide services, which meet the individual client’s needs.

SHC also offers a Methadone Maintenance Program providing a continuum of care using the Phase System approach. Medical evaluations, individual and group counseling, HIV/AIDS counseling and testing, an Early Intervention Program and specialized women's services are all offered. The introduction of a Methadone Intensive Outpatient Program (MIOP) has been realized and offers a higher level of service provision to those appropriate for that level of care. Our established MIOP is identified under the acronym, *SISTA*, and is a comprehensive intensive outpatient treatment program designed for women.

Specialized services, in addition to methadone treatment, are offered in order to provide more comprehensive care. These include referrals for medical and mental health care, as well as referrals for social services available in our community. Social services available by referral include legal and educational assistance, job training and placement, housing assistance, childcare, and financial entitlement agencies.

SHC encourages family involvement in all aspects of treatment and will make referrals for family counseling as indicated. On-going assessments and treatment planning reflective of the client's needs are an integral component of service delivery provided by competent and qualified personnel.

S.W.O.T. Analysis

STRENGTHS

- CARF Accreditation (3 Year Award)
- 25 year track record of quality service delivery resulting in a positive impact on those we are committed to serving
- Executive Director and Management staff active in NJ ATOD and NJAMHAA
- Serving a community in need of substance abuse education and treatment providers
- Accessible to all in need of opioid treatment
- Provide services in excess to DAS funded slots to ensure treatment can be accessible to all those in need of opioid treatment
- HIV population needs are addressed through medical and case management services
- HIV counseling and testing site
- Diverse staff that reflects the treatment population
- Solid communication system among staff at all levels
- Excellent program image and public relations within the substance abuse community
- Modern building equipped with technological advancements to meet demands for treatment
- Medical Director is ASAM certified
- Recruitment of qualified professionals to enhance our Clinical Services team (CADC, LCSW, LCADC candidates)

WEAKNESSES / CHALLENGES

- Dependent upon state and federal funding
- Limited operational capabilities due to funding
- Staff retention strategies need further development
- Management training program in development
- No outside funding to develop additional services
- Stigma of methadone in surrounding community and amongst providers
- Limited follow-up avenues impedes outcomes measurements for improvement
- Funding source does not allocate additional monies to accommodate population
- Storage of records limited
- Challenging CADC certification process
- Preliminary succession plan of SHC leadership
- Uncertainty of tenure under the auspices of State authority
- Change from slot funding to fee-for-service
- Change in the direction of NJ DAS and the federal government

OPPORTUNITIES

- Successful retention of 3 Year CARF Accreditation
- Expanding Work First New Jersey population
- Involvement in Access to Recovery / New Jersey Access Initiative
- Developing research projects with universities and hospitals
- Increased building utilization; evening hours available
- Pharmaceutical advancements to treat addiction
- Comprehensive and integrated computer system will allow for more efficient data collection, productivity, service delivery and agency operations
- Clinical staff actively pursuing CADC certification
- Expansion of Methadone IOP services
- Move toward Fee-for-service

THREATS

- Loss of staff due to challenging credentialing demands
- Requirement to sustain 75% CADC staffing in Clinical Services; recruitment and salary considerations
- National economy may threaten funding
- Lack of involvement in methadone licensure standards
- Competition from other treatment sources
- Management staff is reaching retirement
- No organized succession plan
- Protracted implementation of new OPT regulations (DAS)
- Move toward Fee-for-service
- Overall reduction SHC Treatment Census population
- Federal government supporting Accountable Care Organizations
- Changes in the health care insurance business

SHC GOALS & OBJECTIVES

Goal and Objectives	Responsible Staff/Department	Target Date	References	Steps
To increase CADC staff to meet DAS regulations				
1. To have 75% of clinical staff CADC certified by December 2012	Clinical Supervisors	12/2012	Personnel Folders	<ul style="list-style-type: none"> ✓ Staff schedules adjusted in order for staff to take advantage of free CADC classes ✓ Recruitment of CADC individuals when positions open ✓ Director of Substance Abuse Services has LCADC which allows for supervision of CADC candidates & interns
To become more financially stable.				
1. To establish a grants monitor for identification of new, viable grant opportunities	CFO	12/2014	Budget	<ul style="list-style-type: none"> ✓ To pursue private foundations for additional operating and equipment funds ✓ To ensure that all RFPs issued by the state are responded to when appropriate ✓ To evaluate the possibility of fund raising
2. To establish linkage	Medical Director / EIP Physician	12/2014	Agreement log	<ul style="list-style-type: none"> ✓ To explore the possibility of HIV

agreements with local pharmaceutical companies				medications being donated for indigent clients ✓ To explore the training opportunities afforded by the companies
2. To evaluate the present fee structure: 3. Maximize fee-for-service	Executive Director/ CFO	12/2014	Budget	✓ Fees have remained stable over the years ✓ What impact would increase in fees have on clientele ✓ Explore the possibility of scholarship program funded by corporations
To improve communications through better use of existing technological and physical systems.				
1. To increase availability to and training on computer systems	Quality Assurance Officer	12/2014	Training Log	✓ Included in Job specific orientation; direct observation of skills and assistive device needs, if indicated ✓ Assist staff in learning new AMS system ✓
2. To implement weekly and monthly intra- and interdepartmental	CQI Director (QA Officer); Executive Director; Clinical Staff Supervisors	12/2014	Meeting minutes	✓ Coordinated a set schedule (bi-monthly) for CQI subcommittee meetings; weekly

meeting schedules				Multi-Disciplinary Treatment Team Meetings; ad hoc sessions
3. To enhance a suggestion system for staff, clients, and stakeholders	Director of Clinical Services QA Officer	12/2014	Meeting minutes	<ul style="list-style-type: none"> ✓ Suggestion Boxes; SHC Message Center; Opinion surveys (Clients & Staff); Post D/C Survey ✓ SHC Referral Source Survey ✓ Plans to modify Follow-up Survey system
To improve community relations by active promotion of CARF accreditation.				
1. To retain 3 year CARF accreditation	Executive Director (Program Sponsor) Board of Trustees QA Officer All staff	5/2011	Accreditation Report	<ul style="list-style-type: none"> ✓ Maintain & update all plans ongoing ✓ Monthly CQI meetings ✓ Review of CARF manual and cross check of Spectrum's policies & procedures
4. To expand community relations plan	Executive Director Director of Clinical Services	12/2014	Policy and Procedure Manual; Events correspondence	<ul style="list-style-type: none"> ✓ Revised plan to identify staff involved & set activities ✓ Actively seek educational opportunities ✓ Annual Recovery Walk (Liberty State Park, Jersey City) ✓ Leadership staff to

				<p>facilitate “ SHC 101 & Methadone 101” with community agencies (schools, community service agencies)</p> <p>✓ Medical Director agrees to serve as peer mentor in local hospitals</p> <p>✓ Corporate citizenship activities: American Red Cross & UNICEF relief efforts;</p> <p>Homelessness Campaign – coat drive;</p> <p>Community health-fairs;</p> <p>Donation of toner cartridges to Animal Rescue group</p>
To increase participation in state activities to influence changes				
1. Remain active in NJ ATOD	Executive Director	12/2014	Meeting minutes	<p>✓ Executive Director to remain active in NJATOD; was past president</p> <p>✓ Explore possibility of other management staff attending</p>
2. Increase participation in NJAMHAA	Executive Director CFO Quality Assurance Officer Management staff	12/2014	Meeting minutes	<p>✓ Executive Director active in NJAMHAA addictions committee</p>

				<ul style="list-style-type: none"> ✓ CFO active in fiscal activities including fee-for-service ✓ QAC active in disaster planning committee
3. To prepare for possible changes in agency location	Executive Director Board of Trustees	12/2014	Community meetings	<ul style="list-style-type: none"> ✓ Participation in community meeting ✓ Membership in local business groups ✓ Maintain close relationship with local government officials

STRATEGIC PLAN UPDATE 2010:

Goal and Objectives	Responsible Staff/Department	Target Date	References	Steps
Increase the enrollment in the co-occurring services				
<ol style="list-style-type: none"> 1. Increase availability of psychiatrist to do assessment & medication monitoring 2. Intake staff to refer appropriate clients to mental health services 3. Primary counselors to refer appropriate clients to mental health services 	Executive Director	12/2012	Under utilization of services noted from CQI data	<ul style="list-style-type: none"> ✓ Work with psychiatrist to provide more hours at time that clients are available ✓ Director of Substance Abuse Services to meet with all staff to educate them on evaluating clients for co-occurring services
Increase the types of services in the co-occurring module array				
<ol style="list-style-type: none"> 1. Increase the number of staff that are qualified to provide co-occurring services 2. Educate staff on the availability of services for clients 	Director of Substance Abuse Services	12/2012	Contact and billings records	<ul style="list-style-type: none"> ✓ Hire staff with experience with co-occurring disorders ✓ Additional training for current staff ✓ Evaluate the needs of appropriate candidates for the specialized services

Increase the utilization of existing and new computer technology				
<ol style="list-style-type: none"> 1. Institute the practice of using Outlook as an attendance manager 2. Explore options in e-trainings (webinars & essential learning) 	Executive Director HR staff Department Heads	12/2012	New technology team recommendations	<ul style="list-style-type: none"> ✓ Train staff on the use of Outlook ✓ Department Heads will reinforce the ongoing use of outlook for all on and off site events and days off ✓ Evaluate the availability of on-line trainings in order to expand staff knowledge base
Increase availability of services to clients through the use of interns				
<ol style="list-style-type: none"> 1. Explore with local universities their need for placements 2. Develop process for evaluating intern's progress 3. Orient & supervise intern's activities 	HR Director of Substance Abuse Services	12/2012	Staff needs additional help	<ul style="list-style-type: none"> ✓ HR will approach universities ✓ HR will develop the process for orienting and supervising the intern ✓ Communication with the university on progress of intern
Increase availability of staff time through the				

use of part time positions to reflect the decrease in clients				
1.Convert existing full time positions to part time positions to ensure adequate staffing while decreasing the costs of personnel & benefits	Executive Director CFO HR	12/2012	Utilization data from CQI Fiscal information	✓ Advertise for part time staff ✓ Do background checks & provide for orientation & training

STRATEGIC PLAN UPDATE 2011

Goal and Objectives	Responsible Staff/Department	Target Date	References	Steps
For business improvement functions solicit information from vendors				
1. Solicit information from vendors on how they perceive doing business with Spectrum	Executive Director; CFO; Quality Assurance Coordinator	12/2012	Satisfaction surveys	<ul style="list-style-type: none"> ✓ Develop questionnaire to distribute to vendors ✓ Analyze data and make necessary changes
For improvement in service deliver, treatment engagement and retention of client base				
1. Solicit information to determine satisfaction of clients with the intake process	Intake Services Coordinator; Quality Assurance Coordinator	12/2012	Satisfaction surveys	<ul style="list-style-type: none"> ✓ Develop questionnaire to solicit information from clients ✓ Analyze data and make necessary changes
For service improvement, analyze the use of alcohol and how it interferes with recovery and the use of methadone				

1. To educate the clients on issues related to physical problems and the impact on recovery	Client Benefits Coordinator; Medical Director; Director of Substance Abuse Counseling Services	12/2012	✓ All positive U/A reports for alcohol	✓ When identified, client is tracked for continued patterns of use ✓ When identified, staff offers more intense supervision
For fiscal diversity and program expansion				
1. To expand drug free services	Director of Substance Abuse Counseling Services	12/2012	✓ Request from referral services	✓ Develop programs that address clients who want to attain drug free recovery (i.e. extended evaluations, IOP, individual counseling, etc.)
2. To identify program expansion through a needs assessment gathered from electronic communications about SHC services	Quality Assurance Coordinator	12/2012	✓ Inquires submitted to SHC website	✓ Review inquires submitted via "CONTACT US" link to determine if there are services that SHC currently does not offer yet can accommodate through service menu expansion