**Strategic Planning 2010/11**

**Questions/Responses**

**Combination of All Programs**

**What is the most important outcome that you would like to see emerging from this strategic planning process? Why do you think it is so important?**

1. We would like to see consistency come out of this process. We believe it would help with staff morale, participant retention and generally speaking a better program.
2. The improvement of communication between staff and the different shifts
3. Public relations – Getting our agency name out in the community.
4. Public relations – Improved outreach. Getting our agency name in the local phone book.
5. Adding our agency name and program descriptions to drug treatment websites on the web and SAMHSA National Directory.
6. Joining with other agencies (DJJ) for case staffing to build better collaboration and more accurate sharing of participant information (Feedback on Referrals). We think it is important for sustainability.
7. It’s an opportunity for self reflection and to identify areas to target for improvement.
8. We would also like to see the agency process consider how we can identify strategies to secure additional funding in order to at a minimum, maintain current staffing levels and possibly increase the number of non residential positions in our region.
9. We would also like to see additional outreach efforts in our region to increase our program recognition and increase our shelter utilization.
10. It is a good opportunity to sit back and analyze what we are doing, what works well, what doesn’t and how to improve our services.
11. We would also like to see some strategies emerge to better stabilize agency funding. We would like to begin to explore ways to secure flexible funding sources for our IL youth and young adults and to increase our resource base.
12. It is an opportunity to reflect on our performance, successes, and brainstorm solutions to problems and challenges. A positive outcome would be more training and more culturally diverse service capability.
13. The Agency continues to look internally and externally at all levels of performance in order to continue to improve the quality of services provided to participants and the community. It is important because it will keep us an active competitor for funding and that will keep us employed.
14. Better planning process that allows the Agency to be at its’ best.
15. That the Administration give more consideration to mid and lower level employees; i.e. updating computers, raises and having company activities so that everyone gets to know co-workers from other Departments. All of these things would make a person feel that they belong and are part of the Agency and that this is not just a job.
16. Continue making positions attractive to well-qualified and committed persons.
17. Higher pay because in order to attract quality employees we have to be able to pay them well.
18. The most important outcome would be to progress in a positive way. The company and services will run more effectively.
19. It served as a good opportunity for us to look at our operations in the mirror and self assess how we are doing and to consider improvements that could be made and to recognize accomplishments and achievements to date
20. We would also like to see the agency process consider how we can better serve the other components of CDS or meet unmet needs through our departments
21. Better use of the facility, activities and better furniture for the participants (living area & beds) Condition of the beds is unacceptable and the chairs for staff & pxs could use an improvement
22. Practiced and used so that everyone’s comfortable with it. Always important to have a plan
23. More group activities, Having more educational activities Helps us get to know the participants better
24. Accepting Medicaid, Broadening services available, Parenting groups for support, Introducing unnecessary or preventable Baker Act Team. Reducing Baker Acts for kids & getting prevention services early, Interface-get more educational activities like compass/address to get kids closer to their academic level in school, More income & more pxs that we can impact fully for longer
25. Issues should be addressed with the appropriate follow-up response from the agency which should be provided to the CDS staff. This will empower staff concerning their involvement in creating the action steps related to the strategic planning process
26. More consistency in the behavioral modification system. Very important if the goal is to teach the participants new skills to be better people in society
27. For the kids to come out of the system with a better character than when they entered the shelter, For the kids who want to better themselves. So the kids don’t give up hope for their life & to realize that they can have a different one & turn theirs around
28. Unified, Understand each others position at the time of the situation, All being on the same page. More training & seminars, More understanding, Unity
29. Improve communication from administration to line staff. Line staff do have important ideas to share
30. An enhanced, safe recreation space out back (recreation area). Slippery leaves with fallen sticks, Rotten wood with nails may cause serious injuries (especially over the fence)
31. More things for the participants to do. Some of our participants do not have anything to do before they came to the program so it’s the same things when they get here…not too much they can do, Need to help them get their GED, jobs-just to help them for the real world
32. Better numbers for shelter for # of pxs more days
33. Generate more outcomes of staff, shelter supplies and equipment, monies for outings, and monies for improvements
34. Administrators make best practice decision on behalf of employees, based on the ideas expressed. Employees performance helps move the direction of the program. Need to go forward and not back, so interest must be taken of employees vision/ideas
35. More in depth family counseling. More than just a band aid over the problem, We are here to help, sometimes that requires deeper counseling than 3-4 or 6 weeks.
36. Since no vacuums can be used, sweeping does not clean carpet. Cleaner shelter-carpet out-kitchen redone

**What challenges have we met well in the past two years and what helped us meet them?**

1. CARF 3 year accreditation
2. Navigating the challenges that accompany the new behavior management program (FACE)
3. Receiving “Deemed Status” on the 2010 QA Review
4. East region has done much better with accurate and timely input of data for reporting
5. The hiring, training and retention of a predominately new team
6. Substantial improvements on the reduction of medication errors
7. The ability to be client centered – CARF accreditation process.
8. Initiation of Co-Occurring training and plans to become co-occurring capable.
9. New record formats – moving from cardboard folders to plastic binders for px records
10. East region has done much better with timely input of data for reporting by ensuring all information is entered prior to the 5th of each month deadline for most months.
11. Improvement of getting receipts to fiscal department by initiating a system in which each party must sign off on what is being sent/received.
12. Having a Coordinator’s budget and monitoring expenditures – Saving $ where possible.
13. Maintained services with a tighter budget
14. Implemented a new behavior management system
15. Decreased calls to law enforcement
16. Pulled together as a total staff and met outcome measures after a big deficit earlier in the year
17. CARF 3 year accreditation
18. We feel that we achieved these things through more effective teamwork and communication.
19. We have increased our communications and cooperation with other related agencies. We have achieved this through regularly scheduled meetings and working hard to promote an environment of team work with the other agencies.
20. We have achieved more manageable caseloads. This was made possible by working with PFSF.
21. We have upgraded our technology. Also achieved by working with PFSF.
22. We successfully integrated adult and adolescent services into our building and working group. Flexibility, teamwork, communication skills, professionalism, and interpersonal respect helped us to meet this challenge.
23. Family Action did well with our Outcome Measures despite a drop in referrals and having only two positions. Teamwork and our intern contributions helped us do this.
24. We performed well on ALL of our performance audits/monitoring visits. Our commitment to excellence helped us achieve this. Joy and Janie were a big help too.
25. SAMH also did well with productivity. Our team spirit and front desk folks helped with this along with new management reports from Data.
26. We established an additional reception area in the building to accommodate the integration of adult and adolescent services.
27. We began and continue to address the challenge of accommodating adults and adolescents with co-occurring disorders. Peggy provided valuable resources toward this goal.
28. We improved our communication across programs and reception areas of the building.
29. We improved attention to safety and security by more frequent discussions in staff meeting and communication with Herman and Roy.
30. We improved our waiting room appearance with the addition of matching and new chairs. Sam and Herman helped in this area.
31. We improved confidentiality by adding curtains and blinds in Suite 1 in order to prevent the identification of participants from outside the building.
32. We expanded our Adult Fee-Pay Services significantly.
33. CARF 3 year accreditation. Everyone working towards the common goal – CARF.
34. New color copiers.
35. Continuing to be known in the community for providing quality services.
36. The challenges of bringing technology to the Alpha/Beta Programs. Our Programs runs more smoothly with laptops. Thank you!
37. Improving technology to better support the programs has helped meet challenges.
38. Salary supplements for all staff. Keep them coming. People feel that their hard work is appreciated.
39. Maintaining the Alpha/Beta Programs for one more year. Which means our participants and our host schools are happy.
40. Managing the CDS properties and making sure that they are maintained.
41. Strengthening our Maintenance Department by providing additional on sight support and regular inspections to manage affairs through preventative interventions
42. Increased Intranet development
43. Increased access to training online through the Intranet and Internet
44. Development of new evaluation forms
45. CARF 3 year accreditation
46. Increased access to rapid availability of reports for productivity and financial management
47. Development of new reports to assist managers with participant and staff information
48. Updating fiscal and data systems policies
49. Improved efficiency in the fiscal department with less staff time available
50. Enhanced expertise and responsiveness related to our Information Technology resources to respond to and troubleshoot problems
51. Enhanced expertise and responsiveness in our ability to generate useful reports and information quickly through by creating efficiencies streamlining functions through programming improvements
52. In an austere fiscal environment, management and negotiations of grants to assist in generating savings that resulted in salary supplements to CDS staff
53. Renting the 1300 building to a potentially long term tenant
54. Have done a good job upgrading computers through donations (the PFSF helped considerably with this endeavor) and deploying these computers for staff use
55. Upgraded Windows and Office Software
56. Upgrading copiers and printing systems reducing costs
57. Made attempts to pay more attention to detail and important things like medications and supervision
58. Meetings and trainings
59. AC covered fence/screen to stop basketball from entering area
60. Internal Barriers-educating the staff concerning program services and other CDS services
61. Physical improvements-carpet
62. Staff acted accordingly when former px’s were “out of control” and threatened to harm staff
63. Having staff that are stable & dependable that refrain from acting on the situation in a bad manner
64. Whether to take pxs with disabilities (mental or physical)
65. Seems to be open to more pxs whether with or without disabilities
66. Constructions of out back for large muscle (recreation) have improved
67. No serious injuries-training, team work, communication
68. Met challenges with the new point system
69. Stretching funds to come up with viable program for pxs. This was done by supervision and staff cooperation and suggestions
70. You have staff, employees, volunteers, and participants of diversity. Identifying, respecting, and accepting these differences has kept us going positively together
71. Challenge to keep staff on board has plagued us but our residential supervisor and director has done an excellent job of coverage. Shifts are replenished as fast as possible when one becomes vacant
72. Filling the house with participants

**What challenges have we failed to meet in the past two years and why have we failed to meet them?**

1. Public relations – Getting our agency name out in the community.
2. Reduction of maintenance expenses
3. Improving consistency within the team in regards to participant interaction
4. Finding recreational resources for our participants in our region
5. Retaining participants at a higher rate which could be in part due to our difficulty to hire and retain a qualified counselor
6. A significant challenge remains our copier and fax machine at the Raby building. It is slow and eats into productivity time when making copies. Money is an issue in not resolving this challenge.
7. Location of quarterly meetings. Poor staff attendance and participation at the meetings. Recommendation is to rotate where the meetings are held and incorporate staff trainings.
8. Direct deposit of employee payroll checks. We are uncertain why this has remained an issue. It is continually voiced each year as a concern. It would save time and money.
9. Consistent improvement in our paperwork
10. Consistency with regards to behavioral management shift to shift
11. We feel that we have not achieved these things primarily due to still needing to improve communication among different shifts and work as a team in all aspects of the program.
12. We have not done a good job of establishing and maintaining relationships with IL youth placed out of district. The reasons for this include lack of manpower, geographical barriers, lack of placement information, and lack of a “courtesy IL” relationship with other providers throughout the state.
13. Our new name recognition in the community remains problematic.
14. Integrating co-occurring disorder goals and objectives into our service plans has not yet been fully implemented.
15. Finding more diverse fundraising events.
16. More Board participation with staff and supporting Agency events.
17. People still know us as Corner Drug Store not CDS Family & Behavioral Health Services, Inc. We need to do a better job at branding the not so new name.
18. Better medical benefits.
19. Better retirement package.
20. Still working towards challenges
21. At times staff has not been on one accord due to confusion. Information should be shared and explained the same way.
22. Fail sometimes to communicate
23. Training & meetings don’t start on time & occasionally 30 minutes late
24. Beds are flat in male bedroom
25. Night time problems with px’s in bedrooms
26. Although the agency may be aware of the external barriers related to our program, efforts should be made to create a plan of action
    1. External Barriers-improvements in the parking lot area; traffic signs that would make it safer when leaving the facility (making a left turn)
27. Staff person of the Month
28. Low staff morale
29. Ineffective communication policy among staff and the administration team; failed due to continuous changes being implemented without the proper support
30. To have 100% total security & know everything going on with pxs (are they in beds and not sneaking out, etc.)
31. Complete the large muscle (recreation) are, not completed
32. Renovation-funds
33. Dealing with improvements to property because of budget issues
34. Due to limited community programs with proper funding, it is my opinion that we have failed to place mentally challenged individuals in their appropriate places. IYPC “gets them all, hard to say no.”
35. Improve employee’s knowledge of the Programs CDS offers other than the Department/Program that the employee work’s in.
36. Annual event for staff to help establish relationships among all employees.
37. Community awareness in all the communities we serve of the services we provide.
38. Increase our funding sources so that we don’t continue to lose Programs and Services.
39. Program sustainability. When we lose outside funding we terminate good programs and lose good employees.
40. Finding a benefactor or a group of benefactors who will help raise funds for the Agency.
41. Our new name, new phone numbers and new administrative address still present challenges on a daily basis
42. Progress in the area of retirement contributions
43. Medical benefits have become more costly to staff
44. Quarterly meetings lack in substance and participation
45. Planning at least one good event a year to facilitate relationships and camaraderie among employees
46. We have not demonstrated to a level of full satisfaction to staff the need to have all the information in the system in a timely manner to create monthly reports and billings.
47. This would also be true of purchase orders, volunteer timesheets, receipts for materials ordered etc.
48. While we want to remain flexible to meet the needs of staff and managers any increased focus in these areas would be greatly appreciated and help ensure our payments to vendors and invoices to contractors are accurate and timely.

**Tell us how you welcome new participants to our Program?**

1. We have made the shelter inviting and Px-centered.
2. We explain the intake process, show respect, and explain we are here to help them.
3. We remind our participant s and their parents that we are a “Safe Place”
4. We orient the Px to the program by going over the staff picture board, taking them on a tour of the facility, going over the Px handbook and answering any questions they might have.
5. We explain that our program is not a punishment but a place to help the family “get back on track”.
6. Tell them we are glad they are here, be friendly, shake their hand upon meeting them.
7. Make the office inviting and client-centered.
8. Explain the process, show respect, and explain we are here to help them.
9. Staff spends a good amount of time at intake listening to the family’s issues and concerns.
10. Through the intake and orientation process the staff explains the program, tours the px through the shelter, introduces the new px to the staff and other pxs and tries explaining the routine as it happens. Staff makes an effort to be welcoming to new participants.
11. We introduce ourselves and our purpose.
12. We thoroughly explain the IL program and the benefit to them for participating in the program.
13. We make it a point to greet everyone who walks into our waiting room in a friendly and welcoming manner.
14. When talking with new (and existing) participants, we elicit their feedback in order to improve our service delivery.
15. We try to provide an inviting atmosphere in our lobby with magazines and staff attention to participant needs.
16. If people walk in or call on the phone for services we don’t provide, we offer assistance and information about other services.
17. By giving them an overview of our Programs and Services.
18. Representing the Agency with a positive attitude.
19. To welcome new participants during a small group orientation session, students meet with the Counselor as a group and individually.
20. Answer questions and explain rules and procedures during a small group orientation process.
21. In the Alpha Program we meet in a small group setting. Introductions are made and then the Counselor gives them information on what the expectations are while participating in the Program. This is a time to encourage questions.
22. Showing good supervision and assistance
23. Being kind and showing that I care about their progress and well-being
24. Telling them they are safe here and then follow the proper procedures
25. Respect and dignity
26. Greet, introduce, explain program, build rapport, meet on px level
27. Introductions
28. Explaining and reminding the pxs the goals & expectations of the program
29. Provide them with the required services
30. Encourage them to learn new social skills
31. Remind them that is a SAFE ENVIRONMENT
32. Welcomed by the intaker who is completing the intake process
33. Introduced to other pxs and made to feel welcome
34. Counselors and staff also share in the welcoming process
35. Introduce myself & make them feel comfortable instead of just jumping into an intake
36. Introduce ourselves and give them a tour of the facility
37. Tell them about our program & our system
38. Ensuring a safe environment
39. Meals, bed, showers, etc.
40. With open arms, no matter the reason why they are here
41. One on one-introduce myself and ask them to tell me something about themselves to help me get to know them
42. Make them feel comfortable
43. In initial face to face, my voice tone is smooth, not judgmental in words, facial expressions are pleasant
44. Accept them as they are
45. Introduce yourself
46. Tell them welcome to this great program
47. Give helpful information
48. Make them feel good about coming
49. I welcome new and old in the same way. Smiling face, warm greeting and handshake (if applicable). Be ready to tell them about our Program and answer any questions that they have, if I can. If not, I seek help to be sure that their questions are answered.
50. Thinking in terms of other department staff and outside vendors and contractors as being our participant base, we think of ourselves as being flexible, approachable and service oriented. We would appreciate knowing how we are perceived by others to enhance our performance.

**What ideas do you have to improve our ability to engage participants as a system?**

1. Becoming more consistent in regards to Px interactions as well as the FACE program
2. Coming up with a monthly/quarterly recreational calendar
3. Help our parents “buy into” their child’s progress as opposed to dropping the child off and not actively participating in the program. This behavior by the parent essentially sabotages the participant’s ability to engage.
4. Continued training for staff on methods of communication and participant interaction
5. Continue our current practices.
6. Go see px’s in their homes and at school.
7. Involve the parents and involve other agencies who have an interest such as DJJ (kids who are on probation).
8. Offer Ride-Solution (public transportation)tickets/vouchers.
9. Get more participant involvement in planning program activities.
10. Make sure we are using the behavior management system as designed on all shifts.
11. Work with other staff members to be consistent as possible on all program aspects.
12. Make sure we are getting accurate program information out to the communities we serve.
13. Be good community partners so we have a positive image in our service areas.
14. We believe the key is relationship building at the individual level and to continue to discuss direct benefits for participation.
15. We want to make the atmosphere in the Suite 2 reception area more welcoming.
16. Extreme makeover office edition for the building
17. Safe toys for the Suite 4 lobby
18. Stickers and other rewards, incentives for young participants
19. Develop a consumer group to recommend improvements of services at their level. This group would be made up of participants from all Programs. Separate groups for youth and adults.
20. I do not have a particular idea; just keeping them informed of new information would be good. Also checking with them often. Maybe through a different type of survey.
21. More advertisement. Community awareness, putting ourselves out there.
22. Students would be recognized in the community for their achievements in CDS Programs
23. Having a participant or several serve on CDS Board.
24. We want to maintain our efforts in cross training particularly as it relates to information technology trouble shooting
25. We want to communicate clearly to other departments whom to address their requests to in the absence of a key contact person
26. We want to continue to promote team work among ourselves and with other departments.
27. We are excited about the potential of the server and associated software to come on line in the first and second quarter of the year as it will help us enhance communication and other functions throughout the agency. Training will be a key component to maximize this opportunity
28. Correctly using the FACE system
29. Allowing pxs to explore their critical thinking more
30. Continue with positive reinforcement rewards/skills
31. Spend more time with the participants 1 on 1
32. More for youth to do during time not at school
33. More books available
34. Introduce hobbies/activities px can take home to stay out of trouble
35. Counselors with individual offices to encourage better communication by home-like feel
36. Training staff to improve their ability to engage participants
37. STAFF MUST HAVE THE RIGHT MINDSET WHEN THEY COME TO WORK!
38. STAFF ATTENDING STAFF MEETINGS in order to improve their ability to engage participants
39. Visiting our agency programs (IYP-E, IYP-NW) to learn other methods
40. Having a parent/participant orientation procedure would improve the communication & overall process of the participant as a whole. In the orientation, every aspect of the program can be addressed therefore both the parent & participant know what to expect
41. Staff can find games for the px’s that are based on logic and tests their knowledge & enhances it as well. Find things to keep them occupied that they would enjoy
42. Visiting local schools
43. Posting in seminars
44. Get more involved with them
45. Try to highlight importance of ownership to buy into IYPC system and acknowledge it when it happens
46. More community outside activities-fun but also professional

**Do you believe our program is culturally diverse? If so how do we demonstrate this and/or how could we improve?**

1. We believe our team is culturally diverse as well as sensitive to issues related to cultural diversity
2. Staff is trained in the area of cultural diversity on a regular basis.
3. We are trained on how to be culturally diverse/aware. We demonstrate this by offering interpreters for services when needed. Include px’s individual cultural practices/preferences as a part of the assessment process and address/incorporate them in the individual treatment plan as appropriate.
4. We believe our staff to be culturally diverse and sensitive and respectful of issues related to cultural diversity.
5. We believe our program staff is fairly reflective of the communities we serve.
6. We have Spanish speaking people on staff to assist with communication issues if necessary.
7. We also have and distribute a Spanish version of the parent brochure.
8. We believe our staff to be culturally diverse and sensitive and respectful of issues related to cultural diversity.
9. We need to maintain a focus on the importance of diversity through continued awareness and training opportunities.
10. Not as much as we used to be. We used to have more minority staff than we do now. We share this value as a group and discuss ways to provide culturally sensitive services for our participants. We constantly look for resources in this area. Our frank and honest discussion of our limitations and commitment to learning about multicultural issues in the areas of race, gender, sexual orientation, religion, socioeconomic status, etc. helps us grow in this area.
11. Yes, I believe we have a beautiful mixture of people making up our staff.
12. My Program participants are very diverse because we are providing services in an elementary school.
13. Our Prevention Staff is not so diverse, but I don’t think that it should be forced to be diverse as long as we are hiring the appropriate people.
14. The students that are participating in the Alpha/Beta Program are fairly diverse but they were selected based on highest perceived needs more so than to meet a diversity plan. The CDS staff, I personally know, it is not as diverse as it could be. I feel that the correct person for the position is more important than their age, race or gender.
15. Yes, I think CDS Family & Behavioral Health Services, Inc. is culturally diverse in most areas. By having mixed races and gender in different positions in the Agency. I think there are only Caucasians in the higher Administration positions and the Board of Directors could be more diverse.
16. We believe our staff to be culturally diverse and sensitive and respectful of issues related to cultural diversity
17. Our approach remains driven by agency policy and procedure
18. We are goal and objective oriented with the intent to achieve the desired results
19. Yes, both on a staff and px level. Feel like it is good for both. We make the experience comfortable for everyone
20. Making everyone feel welcome. Maybe when a px arrives they can share where they are from, a little about their family, things they like etc…with the other pxs
21. Yes but training by experts in different cultures could help improve
22. Families in crisis may not view this as an issue initially when requesting services from the agency. Nevertheless, this could be a benefit for the agency or program when services are utilized. Annual agency training on cultural diversity should be a requirement for all staff
23. Staff is culturally diverse, however I feel the program could use the resources more to market the services to the community (Spanish speaking)
24. Intake/orientation in more diverse languages, proper representation in facility (posters of Creole, Spanish) and an on-call Spanish speaking staff to address Spanish speaking parents when the need arises
25. Staff & px’s are from different ethnicities and are from different places
26. Yes, by accepting all background & cultures. Not discriminating because of race, religion, etc.
27. All cultures-11-17 in need of a safe place, completed paperwork, welcomed
28. All types of people working here as well as all kind of kids in the program
29. Staff and pxs are diverse. Pxs are not turned away because of being different. Improve by highlighting cultural meals of our population. Holidays are acknowledged by IYPC in a good fashion
30. Diversity is great, we all had different cultural upbringings to share and learn from. Implement a monthly (1 day a month) culture awareness discussion with our px’s and staff (calendar event)