

Strategic Plan

2016-2019



Mission Statement

The Mission of the Gándara Center is to promote the well-being of Hispanics, African-Americans and other culturally diverse populations, through innovative, culturally competent behavioral health, prevention and educational services.

Our Commitments:

- To provide the highest quality services as demonstrated by performance outcomes, client satisfaction and cost effectiveness.
- To assure continuous improvement through review of policies, procedures and best practices, contractual compliance and most importantly response to the changing needs of our clients.
- To ensure the care, welfare, safety and security for all clients and staff.
- To respect the dignity and promote the human and civil rights.
- To fully value the diversity of individuals, couples and families regardless of gender, socio-economic status, race, ethnicity, sexual orientation, religion, age, and/or disability.
- To promote the right of clients to make informed choices and meaningful decisions.
- To promote professional development and offer opportunities for personal growth.
- To work collaboratively with others and to contribute to the well-being of the communities we serve.
- To aggressively secure new resources to more comprehensively serve our communities.

Service Excellence

Client services are the focus in all that Gandara Center does. In looking to the future, the Strategic Planning Committee recognizes that the Agency must make an even stronger commitment to finding better ways to serve clients.

In order to maintain and further enhance Gandara Center's historical commitment to providing quality services to each person served by the Agency, the Strategic Planning Committee has identified three major goals in the area of Service Excellence.

GOAL I: To assure the development of a continuum of care that strengthens behavioral health services, prevention and education for children, adults and families.

Objectives:

- To create a peer recovery coaching program
- Implementation of the behavioral health and primary care integration program
- Implementation of the "BHCP and LTSS services"
- Implementation of the "CSA DISRP Program"
- Implementation of the young adult "Access Center"

GOAL II: To be recognized by all stakeholders and consumers as highly responsive, effective and efficient.

Objectives:

- Creation of Consumer Advisory Committee
- CARF Accreditation for Outpatient Clinic and CBHI services
- Creation of a Quality Assurance and Outcomes Department

GOAL III: To assure internal and external cross-service responsiveness and collaboration.

Objectives:

- To integrate mental health and substance use disorder services at all agency program and levels of care (i.e., CSP, outpatient therapeutic services, recovery center support, CBHI)
- To develop collaborative relationships with ACO/MCOs across the state in order to implement the MassHealth Transformation Program.
- Continue to develop the agency EMR's capacity to exchange PHI internally and externally through the Mass Informational Highway and PVIX

The Quality of Work Life for Staff

Gandara Center has a strong commitment to fairness and to supporting staff throughout the Center. The Center recognizes that the success and its ability to provide the highest quality of services possible is based on the dedication, commitment, experience and skill of those who deliver the services and those in administrative and clerical positions who support them.

In order to ensure that the Center continues to focus on the personal and professional development of staff while providing a dynamic and supportive environment that promotes a culture of individual and organizational achievement, the Strategic Planning Committee has established the following three strategic goals.

GOAL I: To foster a learning environment that provides agency wide career development opportunities for employees.

Objectives:

- Expand MI and Trauma Informed Care training to all consumer serving staff
- Provide first level licensing (LSW, LADCIII, LADCII) opportunities to qualified BA degreed staff
- Provide licensing opportunities (LCSW, LICSW, LMHC, LMFT, LACDI, Licensed Psychologist) to qualified MA/MS degreed staff

GOAL II: Recruit, retain and recognize highly competent employees who will embrace service excellence.

Objectives:

- Hire a fulltime staff recruiter
- Hire part-time clinician recruiter
- Develop a wellness program
- Create internal job fairs three times per year
- Continually re-assess staff's salaries and benefits
- Develop quarterly human resources news print to include advancement opportunities and highlight employee celebrations
- Create a West/East committee to identify employee support needs in Fitchburg, Boston, Brockton, Plymouth, Hyannis and New Bedford.
- Focus recruitment efforts in Puerto Rico, Dominican Republic and Spain
- Develop recruitment collaborations with colleges and universities with high Hispanic populations in the USA

Growth and Collaboration to Meet Community Needs

Gandara Center is committed to providing a comprehensive range of services for its communities.

The following three Strategic Goals have been established in order to promote the growth and collaborations seen as essential to the Center's future vitality.

GOAL I: To collaborate with other organizations and funding sources to ensure market share and strengthen the ethnically diverse communities that we serve.

Objectives:

- Participate in all EOHHS' MassHealth transformation presentations
- Participate in ABH's committee with MassHealth's Director of Behavioral Health
- Forge relationships with Providence Hospital, Holyoke Medical Center, Mercy Hospital, River Valley Counseling Center, Caring Health Center, Brightwood Health Center, Mason Square Health Center, Holyoke Health Center and other organizations in the East to increase referrals for CBHI, BHCP, LTSS, MH and SUD services
- Participate in the EOHHS's Social Determinants of Health workgroup
- Continue to co-chair the Underserved Populations Committee
- Continue to participate in the City of Springfield's Homeless Task Force
- Continue the "Champion Plan" collaboration with the city of Brockton

GOAL II: To develop a plan of growth that identifies specific services and geographic areas that will provide the Center with future opportunities for growth.

Objectives:

- Apply for the BHCP and LTSS MassHealth transformation procurement
- Apply for the CSA MassHealth transformation procurement
- Continue to review federal and state funding opportunities to strengthen the center's SUD and MH services in Western, Central and Eastern Mass.
- Continue to review state and federal funding opportunities to strengthen the center's homeless housing services in Springfield.
- Targeting existing programs such as foster care and recovery coaching for growth opportunities

Organizational Capacity

The strength and vitality of a multi-service organization particularly in today's highly volatile environment, requires that the Center's organizational capacity be strong and supportive of its programs and services, and aligned to meet the internal and external programming demands and opportunities. Gandara Center recognizes this reality and has established the following six strategic goals in order to strengthen its organizational capacity.

GOAL I: To create a highly visionary, accountable, efficient, responsive and integrated management teams.

Objectives:

- Hire a Director of Operations
- Hire a CFO
- Create an IT structural engineering department
- Re-structure agency-wide managers meeting to develop a strength-base service integration, collaborative learning and leadership development.
- Recruit a Director of Clinical Services

GOAL II: To have an active, representative Board to provide volunteer leadership for the agency

Objectives:

- Identify a consumer for the Board of Directors
- Recruit four minority Board members with expertise in health care delivery, accounting, and/or fund raising.

GOAL III: To improve cost efficiencies.

Objectives:

- Re-structure purchasing, maintenance, facilities and IT under the Director of Operations
- Establish a preferred vendor list (materials, furnishing and services) under a procurement process that is re-procured every three years.

Organizational Capacity (continued)

GOAL IV: To further enhance our capacity, as an organization, to understand diversity in the full sense of the word (i.e., gender, socio-economic status, sexual orientation, religion, age, disabilities, and non-traditional families).

Objectives:

- Organization self-assessment on diversity and inclusion to be completed by all agency staff to be administered and completed by the end of the third quarter of FY'18.
- Self-assessment data on diversity and inclusion needs to be completed by the fourth quarter of FY'18.

GOAL V: To monitoring whether internal systems are in step with one another, while concurrently monitoring whether those same systems and conversely the organization is in step with its environment.

Objectives:

- Director of Operations in collaboration with CFO, Director of Billing and Division Director will assess current billing policies and protocols to incorporate EMR billing capacities in view of the new billing standards for SUD residential programs under Medicaid billing standards.
- Review of CSA APM daily rate tracking and monitoring systems
- Review of the efficiencies of the ticketing systems for IT and maintenance.
- Transaction Form system to be improved by including salary information.

Community Relations - Development

In assessing the realities of the highly competitive service sector, it is clear that the Center's reputation is critical to its growth potential and success.

As Gandara Center looks to the future, it has identified three Strategic Goals in these areas.

GOAL I: To increase the visibility and recognition of the Center in the communities we serve

Objectives:

- Revise the annual agency report
- Hire an Assistant Director for Public Relation/Community Development
- Re-visit the "Family Fund Program" for community visibility and marketing for the agency
- Explore fund raising for summer camp slots for youth in Springfield
- Continued sponsorship of Hispanic community events/activities
- Create marketing campaign highlighting agency's 40 year history

GOAL II: To enhance relationships with strategic community and funding partners

Objectives:

- Explore strategic alliances with CHD, Holyoke Medical Center, Providence Hospital, Brockton Community Health Center, Mercy Hospital, Case Esperanza (Boston) and Baystate Medical Center.
- Continued participation by Division Heads in funding source sponsored provider meetings

GOAL III: To raise funds from public and private sources to support our mission.

Objectives:

- Explore funding opportunities with private foundation in the Greater Boston area, Brockton, Fitchburg as well as in Western Massachusetts (i.e., Community Foundation, Davis Foundation, local banks)
- Continue to support the Yogurt Run in Northampton.
- Sponsor the "Aventura" summer camp initiative in Springfield.