



## **2023-2024 Strategic Plan**

This document sets out a strategic plan for Affinity Behavioral Health Services, LLC. It reviews strengths, weaknesses, threats and opportunities; presents a series of statements relating to Affinity Behavioral Health Services, LLC’s vision, mission, values and objectives; and sets out its proposed strategies and goals. The financial position of Affinity Behavioral Health Services, LLC is operating above our credit line of \$100,000. Affinity Behavioral Health Services, LLC. will continue to grow and thrive. Below you will find goals, strengths, weaknesses and financial opportunities. This plan is approved, reviewed annually and is updated as needed. This plan identifies an overall feedback from our Stakeholders, Staff and Clients, that they are satisfied with our services; however, there is always room for growth. This plan along with the Performance Analysis will be reviewed at our Annual Town Hall Meetings

### **Strengths, Weaknesses, Threats & Opportunities**

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for Affinity Behavioral Health Services, LLC;

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>➤ One of the fastest growing MHR in Caddo Parish</li> <li>➤ Staff is highly motivated</li> <li>➤ Located very close to public transportation</li> <li>➤ Friendly staff and warm office environment</li> <li>➤ Basis for strong management team</li> <li>➤ Positive reputation in the community</li> <li>➤ Local Schools and Hospitals refer recipients</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>➤ Brand New Staff</li> <li>➤ Lack of Diverse Staff</li> <li>➤ Slow Clientele due to COVID</li> <li>➤ Need to Hire New Counselors</li> <li>➤ Absence of an additional funding source</li> <li>➤ COVID 19</li> </ul>
<p><b>Financial Threats:</b></p> <ul style="list-style-type: none"> <li>➤ Medicaid changes requiring licensed staff to render CPST services</li> </ul>	<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>➤ Adding New Evidence-Based Programs</li> </ul>

<ul style="list-style-type: none"> <li>➤ MCO not allowing new providers to join network</li> <li>➤ Budget cuts to State of Louisiana Behavioral Health Program</li> </ul>	<ul style="list-style-type: none"> <li>➤ Adding an Additional Locations (Dallas, Texas/Houston Texas)</li> <li>➤ MOU with Community Partnerships</li> <li>➤ Quarterly Community Outreach Events</li> </ul>
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### **Our Behavioral Health Mission**

Affinity Behavioral Health Services, LLC’s mission is to provide dedicated staff to teach skills that enable our clients to be successful and satisfied in any daily living environment by improving functional skills and increasing the awareness of environmental resources to decrease the need for hospitalization. We are here to serve and to ensure that every client “Feels Whole Again”.

### **Our Behavioral Health Vision in 3-4 years’ time is:**

It is the vision of Affinity Behavioral Health Services, LLC will offer Behavioral Health Rehabilitation Services that promote the development of positive social and family relationships, support existing educational programming, and preserve current placements within the home for Member who have serious emotional problems.

## **Corporate Values**

The corporate values governing **Affinity Behavioral Health Services, LLC.** development will include the following:

- Affinity Behavioral Health Services, LLC operates in accordance with all State and Federal Regulations to the highest degree. We respect and operate cooperatively with all regulatory and legislative environments.
- Affinity Behavioral Health Services, LLC operates in accordance with the highest standards in all relationships with customers, suppliers, environment and the community.
- Affinity Behavioral Health Services, LLC fosters a climate which encourages innovation and diligence amongst staff and rewards accordingly.
- Affinity Behavioral Health Services, LLC will continue to operate with Quality and Ethical practices to compete against the growing competition. Affinity Behavioral Health Services, LLC believes in **QUALITY OVER QUANTITY.**

## **Business Objectives**

Longer term business objectives of **Affinity Behavioral Health Services, LLC.** are summarized as:

- To train and implement Telehealth Services in case of another Pandemic
- To expand the business aggressively and offer above-average returns.

- To provide Exceptional services to our recipients providing efficient services at more than 80% satisfaction while meeting the expectations with all recipients, staff, local and state stakeholders.
- To obtain at least 3-year CARF Accreditations upon each approval.
- To open 1 additional location
- To add programs and connect with CSOC and wrap around programs

## **Key Strategies**

The following critical strategies will be pursued by **Affinity Behavioral Health Services, LLC**:

1. Cross train all inner office staff to complete all aspects of the business
2. Extend links with key legislative and state officials.
3. Raise additional sources of billing; i.e. insurance, sliding fee scale
4. Increase inner-office personnel
5. Recruit non-executive directors
6. Strengthen human resources functioning and planning
7. Increase participation and input from External Stakeholders and Clients through surveys
8. Increase relationships with External Stakeholders
9. Increase Town Hall meetings
10. Clients are expected to attend Town Hall Meetings and participate in surveys
11. Seek additional programs to expand services offered
12. Increase counselor-level personnel
13. Increase the amount of training expectations for staff
14. Keep an Accreditation Coordinator on staff at all times with a direct supervisor.

The following important strategies will also be followed:

1. Locate new services to provide to Caddo Parish demographics
2. Expand to serve service area needs and demographics in rural areas
3. Commission assessments of key markets
4. Start participating in networking opportunities in adjacent cities
5. Pursue strategic alliances with complementary players
6. Strengthen web presence and promote the agency
7. Seek new market segments
8. Participate in Job Fairs to seek qualified employees.
9. Decrease the timeframe for receiving the data for the Performance Analysis

## **Major Goals**

The following key targets will be achieved by **Affinity Behavioral Health Services, LLC** over the next 2-4 years:

Secure 50% of Caddo Parishes and the surrounding areas Mental Health clientele by 2024

Open Texas location early 2025.

To employ 20 people including 80% Master's level or LMHP

Keep a 3-year CARF Accreditation

## **Strategic Action Programs**

The following strategic action programs will be implemented:

1. Program Director: Prepare comprehensive business plan and develop contacts to raise profits within 6-9 months.
  2. Human Resources: Recruit LMHPs and other key staff for providing on-going services to recipients within 6-12 months.
  3. Board of Directors: Review resources and scope for more community and state alliances
  4. Manage Members: Expand to include further independent financial, technical and industrial expertise.
  5. Billing Director: Actively review P & L and Remittance Advices to achieve financial targets.
  6. All: Continue to implement plans, quality improvement plans, and policies and procedures to achieve above average results.
  7. Review this plan quarterly and update it annually or on a as needed basis.
  8. Add a server to backup all data to improve the use of technology to support efficient operations, effective service delivery, performance improvement of our IT Dept.
  9. Add a copy of this Strategic Plan to our website before its published.
- Future endeavors for Affinity Behavioral Health Services, LLC is to develop more community outreach surveys to ask the community served about programs needed in different service areas.
  - Upon hire, all staff have been trained on all aspects of Behavioral Health. Every staff member has been trained and given a copy of all essential information to provide high-quality services to our clients and trained annually thereafter.
  - Affinity Behavioral Health Services, LLC. will attend Job Fairs throughout Region 7. The job fair will help produce more efficient workers to provide high quality service to the rural areas.
  - In hopes of adding additional needed services and more evidence-based programs to our Behavioral Health Program, we can obtain an approval of the State of Louisiana Facility Needs Review (FNR) and broaden our service areas to include additional Regions in Louisiana.

### **Major Goals**

*Goals within the next year*

- Obtain 3-year CARF Accreditation
- Service more than one state with high quality of care
- Add MST and FFT (Evidence-Based Programs) to current services and additional areas
- Open Multiple Locations in Texas