

# Annual Work Plan

FISCAL AND CALENDAR YEAR

2019

PARKSIDE FAMILY COUNSELING, LLC



**Info:** A collaborative group of community agencies is getting the Strengthening Families Program up and running and ready to go for January 10th, 2019. This program, funded by the Community Mental Health Partnership of Southeastern Michigan, is a 7 week program held on Thursday evenings from 5:15pm - 8 pm for pre-teens and teens and their parents. It is taking place at The Boys and Girls Club in Adrian. The trained facilitators are from Parkside Family Counseling, Catholic Charities, and Community Mental Health. It is evidence-based to promote better academic performance and reduce drug use and other problematic teen behavior. The trained facilitators are very excited about what this can offer teens and their parents.

Families earn incentives. Each week there will be gift cards available for teens and parents and larger gift cards near the end of the 7 week series. Dinner AND child care are included for free.

**Progress:** Two of Parkside's staff (Nathan and Linda) volunteered to be trained in the Strengthening Families Program. Both are facilitators in the first class which launched on January 10<sup>th</sup>. Nathan was instrumental in marketing the class and getting families to participate. We are hoping to repeatedly offer this class in 2019. Parkside is looking for a second opportunity to partner with others in our community to empower families.

B. Collaborate with local school systems and health providers to provide prevention and early intervention (Substance Use Disorders).

**Goal:** Initiate two groups and/or educational events each year.

**Initiate:** January 2019

**Plan:** Offer our Drug and Alcohol Curriculum to be presented at Springbrook Middle School during the normal school day.

Parkside will provide a licensed, masters level SUD therapist and the materials. Parkside will conduct the Participant Satisfaction Survey at program completion.

**Info:** Kat Hancock, LLMSW and SUD Therapist and Alicia Fowler, LLMSW and School Therapist received approval in late 2018 from Nate Parker, Principal at Springbrook Middle School to run the Parkside Drug and Alcohol Education Class for Teens at the school. The class had eleven steady participants who completed the course and the course evaluation.

**Progress:** Participants rated the class 4.5 on a 5.0 scale with many positive comments. Feedback was shared with the PQI Committee and Nate Parker. Parkside would like to offer this class at least once per semester, rotating the school in which the class is offered.

## 2. Improve Technology

- A. Server – Install hardware that upgrades our system and allows for more secure backups.

Goal: Install a mega drive, dedicated server.

Initiate: January 2019

**Plan: Obtain bids for the installation of a computer tower to serve as a dedicated server. Purchase necessary equipment and design infrastructure set up.**

Info: Parkside has one shared drive but no networked drives. This means that everyone keeps his or her files on a separate computer and the agency is beholden to all to back up their individual workstations.

Progress: Kathleen Wilson obtained the bids. This project is considered to be financially feasible in the second quarter of 2019.



- B. Networking – configure software and hardware to enhance our ability to collaborate and share.

Goal: Configure a Windows 10 P2P network with shared drives and printers.

Initiate: January 2019

**Plan: Obtain bids for the purchase of software and labor to install an actual network infrastructure, install same, training of staff.**

Info: Parkside will be able to store all shared materials in a properly organized file structure which will allow persons to share and work in files that previously were sent via email. This will enhance privacy and security as the shared drives can be backed up in one operation. The installation of network software will also enhance our email capabilities, and pave the way for resource scheduling software, and a VOIP phone system.

Progress: Kathleen Wilson obtained the bids. This project will not be financially feasible until fourth quarter of 2019.

### 3. Maintain Performance and Quality Improvement Initiatives

- A. Empower staff to promote improvement through change and demonstrate appreciation for same.

Goal: Each department and committee will see through no less than one change model each calendar year.

Initiate: January 2019

**Plan: Invite staff teams to PQI Committee meetings and assist them in further developing their Program Indicators and develop their abilities to gather and analyze meaningful data.**

**Info:** Encourage staff teams to work together on prioritizing measures and data and to focus on the most meaningful improvements. Help teams to develop tools for data collection. Assist teams in analyzing and sharing data.

**Progress:** Monthly meeting schedule for PQI Committee has been established. In January invitations will be sent to each staff group to attend their dedicated meeting with outlined goals and objectives.

B. Celebrate our community, our clients, our staff, and our success!

**Goal:** Establish rewards (for staff or clients) and celebrations with our community partners for all improvements achieved, successful partnerships, and planned discharges.

**Initiate:** January 2019

**Plan: Develop methods of recognizing achievements and perhaps incentivizing achievements. Allow the recognition of achievement to become a part of culture.**

**Info:** Achievements can be in any program area, any committees, individual, etc... Recognition means spreading the word and celebrating. Rewards and incentives can be public recognition or private celebrations. It can include thank you notes, parties, gift cards, inclusion in the Parkside Pride, inclusion in the Parkside in the Community Scrapbook,

**Progress:** The Agency Owner has begun sending out personalized thank you notes to those who complete a PQI improvement plan. SUD program participants are celebrated (cake, lunch) with peers when completing program milestones. The Parkside Pride includes a monthly accounting of achievements.

## **SECTION TWO: ADMINISTRATION GOALS**

Administrative Goals are separate from our strategic goals and deal with operations of the practice. These goals are found in Appendices H and I in the Strategic Plan. In 2019 we will focus on increasing our benefit offerings, improving our staff retention, and encourage staff participation in Performance and Quality Improvement efforts. Our finance goals include increasing our "cash on hand," review and update financial procedures, and ensure billing for all services.

A. Offer a Parkside Sponsored Employee Benefit Plan

Goal: Expand Simple IRA

Initiate: January 2019

**Plan: Prior to 2017 all Parkside staff were Independent Contractors. Since then several classifications of staff have been hired as employees to move toward a full employee model and the offering of employer sponsored benefits.**

Info: Parkside has a Simple IRA plan in place that can be offered to any employee who received at least \$5,000 in compensation during the two preceding calendar years. This eligibility standard has now been met by four employees.

Progress: Enrollment has begun.



B. Improve Staff Retention

Goal: Continue 2018 initiative to exit interview all staff that leave Parkside. Begin compiling annual and trend reports on turnover and retention.

Initiate: January 2019

**Plan: In 2018 all exits from 2016 and 2017 were compiled and exit interviews were sent out. All exits from 2018 have received the same survey.**

Info: The survey gathers information on the reason for leaving, feeling adequately equipped to complete one's job, relationship with manager, significant factors related to leaving, positive aspect of job and skills and qualifications needed for replacement.

Progress Information that has come back from the 2018 surveys has yet to be tallied. Once it is coded, we are looking for changes that may indicate the escalation in turnover rates in 2017 (35%).

C. Tie Rewards to Quality Initiatives

Goal: Encourage staff participation in the Performance and Quality Improvement Committee through reward and recognition.

Initiate: January 2019

**Plan: All staff should continue training in the management of change and in Performance and Quality Improvement. Following training staff should be asked to participate on the committee**

Info: Those that participate should receive small stipends, certificates of service and recognition agency-wide.

Progress: An agency-wide training will be scheduled for March along with a recognition event.

D. Increase "Days Cash On Hand" to sufficient level to manage all legal obligations.

Goal: Increase Cash on Hand by 10% each of the next four years.

Initiate: January 2019

Plan: Include in the annual budget a reserves line and adhere to it.  
Info: In an agency our size, experiencing rapid growth, it is difficult to establish reserves. However, we have completed two back to back physical expansions and feel that the next investment in the agency needs to be reserves, not just assets.  
Progress: 2019 will be our first year of planning reserves and we are feeling confident that we can achieve our goal which was set at a very reasonable level.

E. Improve Financial Policy and Procedures.

Goal: Update all financial policies to reflect actual practice and document the current safeguards in place to ensure compliance.  
Initiate: January 2019  
Plan: Review all Finance Policy and Procedures and update taking into consideration current staffing plan.  
Info: Parkside has a small administrative staff so separation of duties can be a challenge. We manage by cross training persons in various roles to assist.  
Progress: Policy and procedures have been updated and put into place as of late 2018.

F. Ensure Billing for Services.

Goal: Identify staff who struggle to adhere to contract billing procedures (LCMHA and DHHS); provide retraining and assistance.  
Initiate: January 2019  
Plan: Staff will be retrained on certain billing procedures which can maximize our invoicing such as DHHS Auxiliary Billing and proper use of CRCT (LCMHA). Additional reports will be produced detailing approved sessions to help staff use CRCT with more independence.  
Progress: The administrative team has started prompting outpatient staff whenever updates are needed in the CRCT system and the SUD Supervisor (Vicki Hall) has started doing the same with the SUD team.

## SECTION THREE: PERFORMANCE AND QUALITY IMPROVEMENT GOALS

Our Performance and Quality Improvement Committee strongly advocated for the inclusion of PQI related goal setting in Parkside's Strategic Plan and in the goals set for Human Resources. However, the committee itself has operational goals for 2019. Those steps are as follows:

1. Assist every program with completing all aspects of their Program Indicator Worksheets.

Goal: All programs should have a complete Program Indicator Sheet including measures, details, and documentation in each of the four



categories: outputs, outcomes, quality, and program administration.

Initiate: May 2018

Plan: Some programs only generate outcomes, some are better at outputs and some are stronger with program standards and struggle with measurements and data. The Committee will meet with each program on a regular basis (once to twice a year) to assure they are working on identifying program indicators that are measurable and meaningful.

Progress: All programs have achieved multiple measures across the areas of outcomes, outputs, quality, and program administration.

2. Assist every program in completing a change implementation each year.

Goal: Every program needs to be comfortable implementing change so that the program continues to improve and keeps up with the most current evidence-informed practice.

Initiate: August 2018

Plan: Seek training in change management and in particular, the Lewin Change Model. Bring that training back to the staff and present in staff meetings. Recognize each and every effort at change. Invite program staff to bring ideas for implementing change to the PQI Committee. Encourage change models that address performance and quality improvement measures.

Progress: Two of the change models initiated in 2018 were also completed in 2018. Two of the change models require end of year data to complete their assessment and review process. One change model is in need of revision because it is perhaps too vague.

## **SECTION FOUR: RISK PREVENTION AND MANAGEMENT GOALS**

Risk Prevention Management has proceeded very well at Parkside Family Counseling with only a few areas of concern. In 2019 Parkside would like to target the following areas of Risk Management for review and update of policy and procedures.

1. Fire Safety

Goal: Have a consistent method for conducting fire drills that is clearly understood by all staff and implemented on a regular basis.

Initiate: January 2019

Plan: Purchase an air horn or other instrument that can be heard throughout the building. Plan a schedule for one fire drill per quarter per building. Review fire evacuation procedures in the first staff meeting of every year.

Progress: While fire drills have been conducted at Parkside, they are not unannounced due to having no method to alert all to a fire other than setting off individual smoke alarms on every floor. Until a



phone intercom product is installed we will need an air horn or another method to ensure that all staff are aware of the need to evacuate, even during sessions.

2. Update Critical Incidents Policy

Goal: Review and update critical incident policy and procedures on an annual basis.

Initiate: January 2019

Plan: Review the Critical Incident Policy for updates and modifications. Review the quarterly review checklist and reporting procedures developed in 2018 and assess its effectiveness.

Progress: The Critical Incident Policy was modified in 2018 and a more in-depth quarterly review process and reporting procedure was put into place. The RPM Committee would like to perform an assessment as to how well both the policy and procedure meet our needs and make any adjustments as necessary.

## **SECTION FIVE: SUMMARY**

The 2019 Annual Work Plan is aggressive in that it includes sixteen goals. It will be a stretch for our financial and personnel resources. However, given that some have already ventured into the 2019 realm in anticipation of great achievement we are confident of our ability to make each of these goals a reality. Parkside is fortunate to have the support of our staff and our community.

## **ABBREVIATED LIST OF PARKSIDE'S 2019 GOALS**

- 1. Empower Families with Community Partnerships**
- 2. Increase Collaborate with Schools**
- 3. Technology: Install a Server**
- 4. Technology: Install a Network**
- 5. Empower Staff to Promote Improvement Through Change**
- 6. Celebrate Our Success!**
- 7. Start Offering Employees Employer Sponsored Benefits**
- 8. Improve Staff Feedback on Retention**
- 9. Tie Recognition and Rewards to Quality Initiatives**
- 10. Increase Days Cash On Hand**
- 11. Review, Assess, Modify Finance Policy and Procedures**
- 12. Ensure Billing for All Contracted Services**
- 13. Assist Every Program in Having a Complete Array of Program Indicators**
- 14. Assist Every Program in Completing a Quality-Focused Change Model Each Year**
- 15. Improve Fire Safety Policy and Procedures**
- 16. Review, Assess, Modify Critical Incident Policy and Reporting Procedures**