

DEKALB  
CSB



*Mental Health, Developmental Disabilities & Addiction Services*  
*"Helping to Make Brighter Tomorrows"*

# Charting the Way Forward



**Strategic Plan FY2015 – FY2016**



The DeKalb Community Service Board (CSB) was founded on July 1, 1994 as a public not-for-profit corporation to provide Mental Health, Developmental Disabilities, and Addictive Diseases services in DeKalb County, Georgia.

## The Mission of the DeKalb CSB is

To provide access to the right service, for the right person at the right time

## Our Vision

The DeKalb Community Service Board envisions a community in which disabilities no longer limit potential.

## We Value

- Providing inspirational leadership in marshaling resources to achieve our vision.
- Being an industry leader in public sector service delivery.
- Having talented and well trained staff that are consumer-and mission-focused.
- Offering a full service continuum with a collaborative spirit.
- Being the provider of choice; the employer of choice; and the board of choice.

## Overview

The DeKalb CSB provides behavioral healthcare and developmental disabilities services predominately to citizens of DeKalb County, Georgia. DeKalb County is located in the metropolitan statistical area of Atlanta, GA and covers approximately 268 square miles. Population estimates<sup>i</sup> in 2012 listed 707,401 residents, with very diverse demographics. The population is made up of 54.6% African Americans, 29.9 Non-Hispanic Caucasians, 9.5% Hispanics, and 5.5% Asians. Sixteen-point-four percent of the population is foreign-born<sup>ii</sup>. The median household income is \$51,252<sup>ii</sup>, and 18.6%<sup>ii</sup> of the population is living below the poverty level. This level of diversity brings unique challenges to the delivery of behavioral healthcare services. It requires a well-trained and culturally competent staff dedicated to excellence and customer service. The DeKalb CSB continuously strives to improve our staff competence levels to meet, and hopefully exceed, the behavioral healthcare and developmental disabilities services needs of our clients and community.

## Environmental Scan

There are a number of environmental factors influencing the agency that must be considered in developing strategic plan for the next few years:

**State Funding** – State contract funding through the Department of Behavioral Health and Developmental Disabilities (DBHDD) has been stagnant for the last few years. There have been some minor funding reductions but they have been offset by funding increases provided by the State to partly cover the cost of fringe benefits increases. The contract deliverables continue to change as the state continues to struggle to determine what services it desires to purchase, and how to measure the performance of the providers. Provider expectations continue to increase resulting in unfunded mandates. The Governor’s budget recommendations for FY 2015 increase state General Funds to DBHDD however the bulk of this increase is to fund the continued implementation of the State’s settlement agreement with the U.S. Department of Justice (DOJ). None of the increased funding has been designated for expanded or enhanced community-based services that are not mandated by the settlement agreement.

The DBHDD leadership has signaled a new service delivery model partnering with community service boards, such as the DeKalb CSB, to increase their role in providing public safety net services in the communities they serve. This initiative is called “The Core Provider Redesign Project”. DBHDD’s communicated objectives of the initiative are to facilitate easy access to quality services that result in a life of recovery and independence. CSBs will be the primary safety net providers. Funding for these services will transition from a grant-in-aid methodology to a **fee-for-service** model for the CORE and some specialty services (e.g., traditional outpatient, assertive community treatment, case management, PSR, etc.). Certain specialty services (e.g., residential, crisis stabilization, etc.) will be compensated using **“fully-costed reimbursement”** contracts. Additionally, **supplemental support funding** will be available to fund items such as infrastructure cost, fringe benefit differentials, unfunded mandated services, etc. Subject to funding availability, DBHDD proposes to provide **performance incentives** based on expectations and measures identified in its Comprehensive Community Provider Standards. DBHDD plans to complete the transition to the new service delivery and payment models in FY 2016. The upcoming fiscal year (2015) will be used as a mock trial period to allow providers a chance to adjust to the new service models and payment structure.

**County Funding** – Due to the slow-rebounding economy and lagging real estate market, DeKalb County’s financial health has suffered. Over the last 4 years the County’s annual budget allocation for the DeKalb CSB has been reduced in aggregate by approximately 31.0%. Additionally, recent and proposed municipality incorporations suggests continuing budget pressures for DeKalb County and the probability of further decline in financial support for the DeKalb CSB.

**Economy** – Although Georgia’s economy is rebounding from the recent recession, its economic recovery continues to lag behind the improvement being realized in some other parts of the country. Current and future estimates anticipate high unemployment rates for Georgia. Higher unemployment means more persons without health insurance. Georgia has opted not to expand Medicaid coverage under the provisions of the Affordable Care Act. The DeKalb CSB may be the only option available to many of the unemployed for behavioral healthcare services. As the public provider of behavioral health and developmental disabilities for DeKalb County, we continue to have a very high demand for our services with increasing service requirements and regulatory oversight. As State funding remains stagnant, we will be challenged to expand our capacity to meet the needs of more persons presenting for care who are uninsured or underinsured.

**Department of Justice Settlement Agreement** – The DOJ has entered into a settlement agreement with the DBHDD to address deficiencies discovered in Georgia’s State-run psychiatric hospitals and the community-based service delivery system. There is a lot of attention and resources being directed at getting people out of the state hospitals which is leaving little money for expansion of services in the community settings.

**Governmental Oversight** – There is duplicate oversight from multiple State agencies and their contracted monitors in addition to accreditation bodies and independent auditors. The DeKalb CSB will need to continue its advocacy for some coordination of monitoring and oversight activities. An enormous amount of agency manpower is dedicated to managing and coordinating the data demands associated with the duplicate oversight activities.

**Staff Recruitment/Retention** - The DeKalb CSB is in an adverse environment to recruiting top-notch professional talent. Competing entities in our geographic region such as the VA hospital, state hospital and other private healthcare providers have been increasing salaries in order to attract top-performers. It is increasingly difficult to compete for physicians, nurses, and clinicians. In addition, staff retention is an ongoing concern. With salaries already low due to being in a public sector job, staff members begin to look outside the organization to pursue their career goals. This can potentially become a vicious circle for the organization if not addressed. The DeKalb CSB will need to identify opportunities to make some salary adjustments for critical positions to better align the salaries to market.

**Competition** – The last few years has seen increased competition from private providers for community-based behavioral health and developmental disabilities services. Out-of-state providers are coming into the region and competing for certain services. The current DBHDD leadership acknowledges that CSBs are the comprehensive providers of behavioral health and developmental disability services in their respective communities and has expressed a desire to strengthen these public safety net providers. However, it is anticipated that the national trend toward privatization will likely continue to some degree in the selection and awarding of DBHDD contracted services.

Accordingly, the DeKalb CSB will need to continue its efforts to operate more efficiently and provide the highest quality, cost-effective services possible to our clients. The agency will also need to continue building community partnerships with other public and private healthcare providers and payers to expand service opportunities and diversify revenues streams.

**Healthcare Reform** – The Patient Protection and Affordable Care Act (PPACA) contains provisions that will certainly change the landscape of behavioral healthcare service delivery systems in Georgia although the State has decided to opt- out of the Medicaid expansion provisions. Medicaid expansion is just one component of health reform. Other health reform concepts contained in the PPACA, such as health insurance exchanges, accountable care organizations, health homes and service integration, are already beginning to shape the new service delivery system. The DeKalb CSB will need to continue to develop and implement strategies to evolve its service delivery models and patient management and information systems to be successful in delivering care in these new models.

**Infrastructure** – There are ever-present demands to improve the information technology systems within the agency. Software, computers and workstations will continually require refreshing from time to time. It is anticipated that the next major information systems initiative (maybe 3 - 5 years out) will entail a transition from a local server-dependent system to a cloud-based solution. No dedicated revenue stream is available for these needs and must be acquired as a cost component of the agency's operating budget. Similarly, vehicles for program transportation needs require replacement from time-to-time and the operating budget must accommodate this need as well.

**Fundraising** - The DeKalb CSB's fundraising entity (Brighter DeKalb Foundation, Inc.) is currently developing an aggressive fundraising and development campaign to generate funds to support the capital and operating needs of the DeKalb CSB. The success of this effort will reduce the burden on the operating budget for funding the agency's infrastructure needs.

## **Strategic Planning Approach**

For the FY 2015 – FY 2016 strategic planning process, the DeKalb CSB identified an overall strategic planning goal, identified key focus areas and enabling strategic initiatives to achieve the goal. For each focus area the following assessment was conducted:

- What is the organization's current capability?
- What is the organization's desired future capability?
- Identify the gaps between these two scenarios
- Define the strategic initiatives to close the capability gaps
- Identified critical leverage points for each strategic initiative necessary to achieve the desired future capabilities

**Overall Strategic Planning Goal:** To ensure the sustainability of the purpose, strengths and capabilities of the DeKalb CSB, the quality of its operations, and its key role in the community's healthcare system and the lives of the people we serve.

## **Key Focus Areas & Related Strategic Initiatives:**

- ***Reimbursement***
  - Improve Agency Claims Management, Bill Generation & Distribution
  - Process Receipts Revenue, Cycle Management & Manage Delinquency
- ***Workforce Management***
  - Ensure Agency attract and retain best-in-class employees
  - Develop employees and provide succession planning
- ***Information Technology***
  - Increase ITS strategic value through new and enhanced service offerings
  - Ensure enterprise sustainability
- ***Board Development & Fundraising***
  - Increase the Board's Effectiveness in representing its constituencies
- ***Behavioral Health & Developmental Disabilities Services***
  - Improve Client Experience
  - Improve Advocate Experience
  - Improve our processes and measure results
  - Enhance Innovation
- ***Stakeholder Communications & Education/ Public Relations***
  - Improve Communications with Constituents
  - Improve the Board's capacity to secure resources to support the mission and vision of the agency
- ***Defining and Defending Our Market Position***
  - Increasing Efficiency and Effectiveness of our services, exploring new clinical offerings and partnerships

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<sup>i</sup> United States Census Bureau, State & County Quick Facts as of 6/14/2014: Link: <http://quickfacts.census.gov/qfd/states/13/13089.html>

<sup>ii</sup> United States Census Bureau, State & County Quick Facts for 2008-2012