

TOUCHSTONE MENTAL HEALTH

Strategic Plan | 2022 – 2023 – Year 3 of 3 year plan

MISSION

Touchstone Mental Health provides innovative, person-centered services that foster hope, health, and well-being.

VISION

All people whose lives are affected by mental illness flourish with access to effective treatment, quality housing, supportive services, and communities that are inclusive and welcoming.

VALUES

- **Dignity and respect** are the cornerstones of all our interactions.
- **Diversity, equity, and inclusion** create a welcoming culture that reflects compassion and embraces differences.
- **Innovation, excellence, and collaboration** in our work helps us set the standard for mental health services and assure safe and affordable housing for the people we serve.
- **Person-centered** approaches ensure that all people have the right to make informed choices about their lives.

GOALS

1. Improve services to better meet the needs of people we serve.
2. Co-create the culture and systems necessary for an engaged, innovative, and team-oriented workforce.
3. Build a sustainable, forward-thinking organization.

GOAL 1: Improve services to better meet the needs of people we serve.

2020 Strategies	Action Steps	Who	When	Measurement
<p>1a. Evaluate programs to identify areas of improvement, service gaps and potential growth opportunities (compliance, quality improvement, documentation, infrastructure); ensure client feedback is included in this work.</p>	Evaluation Steering Committee of 5-6 people meet regularly	Michele McGee	On-going	Added outcome to track new permanent supportive housing for homeless individuals.
	Develop program evaluation process: timeline, persons involved, how data will be gathered, how we measure success. Use Listen4Good or other mechanisms to gather client feedback on programs.	Michele McGee, PE Steering Committee	Q4'21	Formalize process for sharing the dashboard more regularly with Directors. Use language with outcomes that is readily understood by outside partners.
	Develop Client advisory board and they would start meeting in 2022 and will be led by Health Coach position.	Michele McGee, Health Coach	2022	Client/Tenant Advisory Board provides on-going feedback.
	Publish program evaluation results- Quantitative & Qualitative- Line up evaluation data with dashboard metrics, recommend changes to the board as needed	Michele McGee, PE Steering Committee	Q1'22	Listen4Good client evaluation is shared will management team, program teams and board and used for program improvement.
	Update Technology plan and evaluate risk related to secure email, texting, cyber policies.	Michele McGee, Success Computing	2022	Make recommendations for future program evaluation processes.
	Train staff and invest in HIPAA compliant texting technology or apps.	Michele McGee, Success Computing	2022	
<p>1b. Improve quality and types of needed mental health services.</p>	<p>Reducing disparities related to the impact of commercial tobacco on people with mental illness and/or substance use disorders.</p>	<p>Committees & Leadership Team</p>	<p>2022</p>	<p>Report on the impact and work Annual report highlights results.</p>

	<p>Apply for grants and funding opportunities to increase services and housing options.</p> <p>Identify gaps in current mental health systems and look for opportunities to address.</p> <p>Improve outcomes for people at risk of suicide at Touchstone Mental Health by participating in MN Department of Health Zero Suicide Cohort.</p>	Committees & Leadership Team	2022	<p>Participate in two-year Zero Suicide Cohort and implement training and plans as they are developed.</p> <p>Participate in Lung Mind Alliance and develop Touchstone plan related to tobacco use in programs and facilities.</p> <p>Increase # of clients who participate in nicotine cessation services.</p>
1b2. Improve outcomes for mental health services provided by Touchstone mental health for all communities.	Analyze program outcomes by race and other demographics to address disparities and improve program effectiveness.	Program evaluation committee	2022	<p>Share program outcomes with teams and board.</p> <p>Add additional tracking or services to electronic health record.</p> <p>Strategize resources and interventions needed to address disparities. Identify funding to implement these strategies.</p>
1c. Work with our partners in the cities and counties in our community to improve the response to mental and behavioral health crises and reducing our reliance on 911 for a police response. Prepare for 988 roll out in 2022.	<p>Participate in crisis work group with MACMHP/MHPAM.</p> <p>Participate in NW metro roundtable discussions on improving crisis response.</p> <p>Participate in other community meetings around police reform.</p>	Ellie, Khu, Katie and Linda S	2022	<p>Report on the impact and work</p> <p>Annual report highlights results.</p> <p>Promote 7/16/2022 roll out of 988.</p>
1d. Develop facilities plan related to growth – Minneapolis IRTS program moves to Two Rivers Residential Treatment new location.	Facilitate lease termination and orchestrate move of office, staff, and clients	Khu, Michele, Ellie, Linda O & RTM Staff		Move into new facility by May-June 2022
	4-7 months of renovation	Michele main contact with		

		Flannery construction		
	Move DHS license and ensure all inspections are complete with City of Minneapolis and Fire Chief	Khu	Spring 2022	
1e. Develop new/expand current housing partnerships to expand supportive housing and services opportunities for clients.	Working with housing partners -Aeon, Alliance, PPL, PSS and others to provide supportive services in new/remodeled construction and existing buildings. Utilize new and existing Medicaid HCBS/Waiver services for supportive services such as housing stabilization and integrated community supports. Seek out grant funding to assist with startup costs and ensure programs are sustainable financially.	Michelle, Deb H and Alvina P, Kathie P	Ongoing	<p>New housing and partnerships developed, maintained, and flourishing.</p> <p>Blooming Meadows (Aeon) for 17 homeless individuals opening in Sept 2021 and this becomes fully occupied by 2022.</p> <p>Future developments with Alliance and Aeon for 55 and 88 residents respectively in new/remodeled construction in Twin Cities. (Possible projects Mary Hall in St. Paul and Kyle Garden Square in Minneapolis)</p>
1f. Develop facilities plan for future of New Hope apartments to help tenants age in place and ensure new funding meets setting requirements	New Hope relocation on hold	Ellie, Michelle, and Deb G	2024-2025 for next strategic plan	On hold for this strategic plan

GOAL 2: Co-create the culture and systems necessary for an engaged, innovative, and team-oriented workforce.

2020 Strategies	Action Steps	Who	When	Measurement
2a. Offer competitive wages and benefits.	Update salary ranges for 2023 Participate in salary surveys related to behavioral health and non-profit sector	Kari	Q-4 22	Updated salary grid
	Partner with AON, our benefits vendor, in the selection and evaluation of employee insurance offerings and plan designs	Kari	Q-4 22	Competitive benefit plan and structure
2b. Leadership team will use the Intercultural Development Inventory to increase our intercultural competence.	Leadership team members will increase their self-awareness of their cultural orientation (culture, background), biases, conflict style and positional authority, and how it affects their viewpoints and interactions.	Director team	2022	Team feels more confident in skills around equity and inclusion. DEI committee is meeting regularly and making progress on their goals.
	Members of the director team will increase their comfort level to have courageous conversations because of building trust and learning restorative dialogue skills.	Director team	2022	Staff are engaged in training, learning and discussions. Staff are trained in restorative dialogue circles in 2022 or 2023.
	Team members will align on some aspects of Touchstone Culture after sharing different perspectives on culture at program sites and throughout the agency.	Director team	2022	
2c. Foster a culturally competent organization with an inclusive and welcoming environment.	Provide DEI related training for leaders during management group meetings	DEI committee	On-going	Turnover is less than 35% DEI dashboard developed.
	Provide DEI related training for staff that can be co-hosted by the staff wellness and development committee	DEI / Staff Wellness committees	On-going	Affirmative Action goals met. Increase in BIPOC staff at all levels in the organization.
	Offer employee affinity groups to TMH staff	DEI committee	2021-2022	

2d. Continue to diversify our leadership staff and board of directors.	Examine, implement, and report on human resources practices that focus on improving the recruitment and retention of individuals that are Black, Indigenous or people of color. Board Governance committee recruits a diverse group of board candidates for consideration.	Kari, HR team, Board Governance team	2021-2022	Report on our progress in our annual report.
2e. Ensure well-organized onboarding of new employees.	Review current orientation process (agency and program level). Look for gaps in training and what could be done at the agency orientation to ensure staff are getting consistent information	Anne Boone / Kari / Jackson	2022	80% staff report positive onboarding. Develop baseline feedback on orientation
	Develop credible training; determine what should be covered at an agency level to ensure staff are getting consistent information	Michele/ SuperUser committee / Anne	2022	
2f. Identify best strategies to expand pool and to speed hiring. 2g. Leadership development – Getting strategic about developing our internal talent.	Update website career page with website rebrand.	Kari & Kathie	2022	<ul style="list-style-type: none"> • <10 open positions on monthly basis • Increase in diversity of applicants and new employees. • Employee retention improves. • We reduce the amount of time of those positions are open. • Streamline or automate HR tasks using ADP. • Improve efficiency of workflows. • Ensure accounting has access to ADP reports. • Succession plan is developed.
	Evaluate current hiring process and determine how to improve candidate evaluation and fit for all open positions in the organization.	Kari	2022	
	Evaluate current employee referral bonuses, float staff, utilizing part time staff more robustly and filling staffing shortages. Promote non-traditional career paths through Pipeline grant or other opportunities.	Director team and Kari	On-going	
Document succession planning and how we bridge staff into leadership roles.	Director team and Kari	2021		

GOAL 3: Build a sustainable, forward-thinking organization.

2020 Strategies	Action Steps	Who	When	Measurement
3a. Communications: Improve communications to build awareness and investment.	Information sharing on new brand, logo and colors. Develop timeline and brand launch date.	Kathie, Natalie & Development Committee	Q4 '21	New brand launch planned
	Identify and highlight key impact areas for fundraising, annual report, and agency communications.	Kathie, Natalie & Leadership team	Q4 '21	E-newsletters and other communications are produced.
	Redesign website with new brand / wordmark. Launch new branding and update all materials	Kathie, Natalie & Development Committee & Leadership team	2022	Updated branding and website
3b. Fundraising: Develop a holistic fundraising approach to build engagement and investment.	Create a development plan for FY 2022 including opportunities presented by 40 th anniversary of Touchstone Mental Health in 2022.	Kathie, Natalie & Development Committee	Q4 '2021	Development plan is completed & presented at board meeting
	Meet 2022 sponsorships, and attendance goals at Inspire annual breakfast in September 2022.	Kathie, Natalie, Ellie, Development Committee	Q3 2022	Funds raised at Inspire are greater than \$55,000.
3c. Finance: Build financial infrastructure and systems to better serve needs of growing organization.	Work with Directors on program forecasting to ensure programs meet budget targets	Leadership team		<ul style="list-style-type: none"> • >60 days cash on hand • Budget targets met • <46 days accounts receivable
	Review financial systems, policies, and outsourced billing	Chris T		
	Increase financial training for directors, board, and management teams	Chris T		
3d. Engage in legislative and DHS regulation changes to ensure programs are sustainable into the future.	Track regulations and legislative changes and communicate with staff to implement needed changes (policy, procedure, licensing, DHS enrollment, communication, forms, etc...)	Ellie, Michelle, Khu, Directors	Ongoing	Advocacy efforts continue across DHS and legislative entities to ensure Customized Living billing remains in place for current settings.