



Saving One Life at a Time...

Keystone Substance Abuse Services Strategic Plan FY22



Keystone Treatment
199 S. Herlong Ave.
Rock Hill, SC 29732

Keystone Youth Center
1668 Herlong Ct.
Rock Hill, SC 29732

Keystone Prevention Center
1600 Ebenezer Rd.
Rock Hill, SC 29732

Executive Summary

Keystone was established in 1969 as a not for profit 501(c)(3) organization. It serves as the Act 301 (1973) substance abuse authority in York County, South Carolina. Keystone offers internationally accredited and licensed services – including education, prevention and treatment (both outpatient and inpatient) -- to meet the needs of individuals, families, and groups in York County and surrounding areas experiencing alcohol and /or drug related problems. In 1979, Keystone began the region's only public medical Withdrawal Management (Detoxification) program and is currently one of only four such programs in the state of South Carolina.

Vision Statement

To be the top community resource offering hope for all those struggling with substance use

Mission Statement

To improve the quality of life for individuals and families by educating, treating, and providing support for those impacted by substance use

Description of Business

Locations:

Keystone Treatment Center: 199 S. Herlong Ave., Rock Hill, SC 29732

- Outpatient: Mon–Thurs 8 am – 9 pm, Fri 8 am – 5 pm
- Inpatient: 24/7/365
- Open Assessments: 8 am to 2 pm Monday through Friday

Keystone Youth Center: 1668 Herlong Ct., Rock Hill, SC 29732

- Mon–Thurs 8 am – 9 pm, Fri 8 am – 5 pm

Keystone Prevention Center: 1600 Ebenezer Rd., Rock Hill, SC 29732

- Monday- Thursday- 8am-5pm
- Friday- 8am- 4pm

Executive Management Team:

Executive Director- Danielle Russell

Assistant Director- Jennifer Kirby

Finance Director- Nick Cunningham

Operations Director- David Viscusie

Treatment Director- Cathy Caruthers

Prevention Director- Alexandra Greenawalt

Services

Prevention

- Alternative Events (Alcohol and Substance-free Activities)
- Community-Based Processes (Partnerships/Coalitions)
 - York County All on Board
- Education
 - Evidence-based Curriculum- Life Skills
- Environmental (Policy, Law, Community-wide prevention strategies)
 - Alcohol Enforcement Team
 - Permanent Drop Box locations
 - Smoke-Free Ordinances
 - Tobacco Retail Licenses
- Information Dissemination
 - Speaking Engagements
 - Health Fairs
- Problem Identification and Referral (Intervention programs)
 - Alcohol, nicotine, marijuana, other drugs, + behavioral health interventions (low level)
 - Prime for Life (high level)

Treatment

- Outpatient
 - Intensive Outpatient
 - Women of Substance
 - Men Under Construction
 - Homefree
 - Journey
 - Compass
 - Traditional Outpatient
 - Transitions
 - Solutions
 - ADSAP services
 - Youth and Adolescent Services
 - Medication Assisted Treatment (MAT) Services
 - Department of Transportation (DOT) Services
- Inpatient
 - Withdrawal Management (8 beds)
 - Residential (6 beds)

Recovery

- Recovery Management
- Keystone Alumni Group

Keystone Accreditations & Licensures



Financial Management

Total budget for FY21: **\$5.3 million**

18% Medicaid

26% State

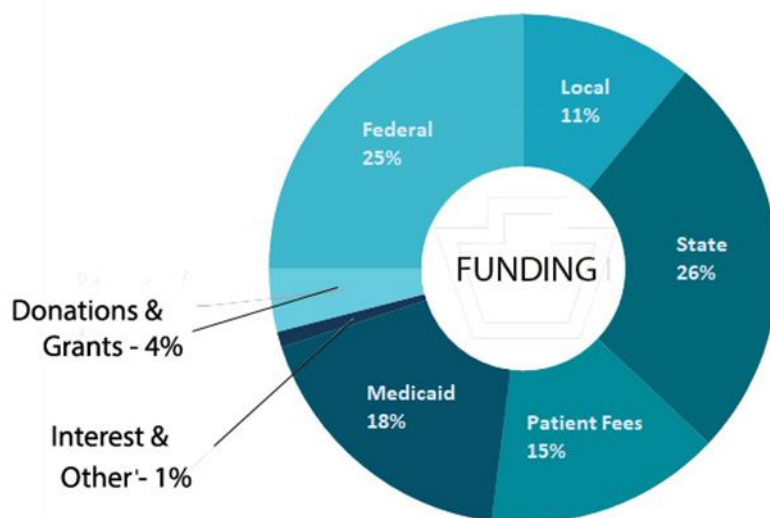
15% Patient Fees

25% Federal

11% Local

4% Donations & Grants

1% Interests & Other



SWOT Analysis (October 2020)

	Positive	Negative
Internal	<p>Strengths:</p> <ul style="list-style-type: none"> • Strong Committee for Acknowledgement, Recognition, and Employee Satisfaction (CARES) committee • Feedback/open door policy with EMT and Leadership • Treatment, programs offered, individualized care • COVID response- never had to close our facility • Jeans on Friday • Small gestures of appreciation from EMT and CARES • Updates from EMT-communication 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Not enough capacity in treatment department, specifically IOP • Need more “mental health days” for staff • Not enough communication across all departments • Low pay • Need to offer more services- i.e. mental health • Better training for employees • Not enough professional development • Need to be more present in the community at other events • Assessment coverage/timing issues • Main campus needs remodel/beautification
External	<p>Opportunities:</p> <ul style="list-style-type: none"> • More staff- counselors, support staff (case managers/PSS) • Mental Health needs for patients • Evolve and grow with technological advances and Tx options • More cross training • Invest in employees/better care of staff • More space/one facility • Work with employers in the community to hire patients and give them a second chance 	<p>Threats:</p> <ul style="list-style-type: none"> • COVID-19 • Lack of funding • Lack of space • Full spectrum of wrap-around services for patients • Housing/Homelessness • Transportation • Technology barriers

FY22 Strategic Plan

Vision: To be the top community resource offering hope for all those struggling with substance use

Mission: To improve the quality of life for individuals and families by educating, treating, and providing support for those impacted by substance use

Strategic Priorities	Treatment Services	Prevention Services	Finances/ Funding Initiatives	Branding/ Awareness Initiatives	Operations (IT, Facilities, etc.)	Personnel
Goals	<i>Ensure quality patient care</i>	<i>Expand Prevention services in the community</i>	<i>Keystone will meet targeted budget for FY22 (TBD)</i>	<i>Promote Keystone's image and implement comprehensive marketing strategies</i>	<i>Provide safe & healthy environment</i>	<i>Hire and retain the right combination of talent and expertise</i>
Initiatives	<ul style="list-style-type: none"> -Mental Health needs for patients (EMDR) -Offer assessments at night/Saturdays -Evidence-based curriculums for all groups -DOT Services 	<ul style="list-style-type: none"> -Develop partnership with LGBTQ+Youth Alliance -Address healthcare disparities and stigma in the AA community -Re-establish Blunt Truth York County - Establish relationships with veterans 	<ul style="list-style-type: none"> -ADSAP own track program -Develop a true Donor Development Program -Enhance expense approval work flow -Departmental budgets 	<ul style="list-style-type: none"> -Advertising/Marketing/PSAs -Create Keystone Advocates (News/Newspaper/Press Release Routine) 	<ul style="list-style-type: none"> -New lobby and inpatient furniture -Grow technological advances to incorporate in Treatment Groups 	<ul style="list-style-type: none"> -Maintain a pay structure based on credentials and experience, include non-traditional hours -Increase professional development -Implement New Hire Training Plan (structured process, one to two weeks) -Formalize hiring process
Performance Indicators	<ul style="list-style-type: none"> -Accessibility (PI) -Effectiveness (PI) -Satisfaction (PI) -Efficiency (PI) -# of assessments (CareLogic) -Referral Source satisfaction (Survey) 	<ul style="list-style-type: none"> -Accessibility (PI) -Effectiveness (PI) -Satisfaction (PI) -Efficiency (PI) - Reach Chart 	<ul style="list-style-type: none"> -\$ secured through donors - Monthly P&L statements - Monthly Balance Sheets 	<ul style="list-style-type: none"> -# Referrals (website) -# Assessments (CareLogic) -# Speaking/Event Invitations/# of people reached - Reach from Marketing - # of people accessing our website 	<ul style="list-style-type: none"> - \$ secured for furniture - Inventory of equipment 	<ul style="list-style-type: none"> -Staff retention rate - # of staff trainings - New Hire Training Plans per department

Goals and Objectives

Treatment Services

Goal: Ensure quality patient care

Inpatient Objectives:

- 1- By June 30, 2022, nursing staff will be proficient in utilizing Electronic Medication Administration Record (eMAR).

Action Steps:

- 1- Research and purchase eMAR
- 2- Train necessary staff on eMAR protocols.
- 3- Develop a training manual
- 4- Fully implement and initiative eMAR

Measurement: Utilization of eMAR

- 2- By June 30, 2022, nursing staff will provide a nursing group per day for withdrawal management patients.

Action Steps:

- 1- Set a meeting with all nursing staff to discuss changes
- 2- Treatment Director and Nursing Coordinator will research evidence-based curriculums to implement with patients.
- 3- Develop/purchase curriculum.
- 4- Nursing Coordinator will train/set-up training for all nurses.

Measurement: Documented groups (Peer Review Audit)

Outpatient Objectives:

- 1- By June 30, 2022, all staff will be trained in Eye Movement Desensitization and Reprocessing (EMDR).

Action Steps:

- 1- Bring a train the trainer to Keystone to train staff or have one to two staff attend a train the trainer training
- 2- Training for all staff (First Friday)
- 3- Implement EMDR in treatment groups

Measurement: # of individuals that received EMDR

- 2- By December 2021, increase evening/weekend assessment availability by offering two evening assessments per week and one Saturday assessment.

Action Steps:

- 1- Utilize new Adolescent Counselor to have scheduled evening assessments twice per week.
- 2- Utilize OJP Program Coordinator to offer one Saturday assessment per week.

Measurement: # of assessments completed in the evenings and on Saturdays

- 3- By December 2021, implement appropriate evidence-based modules in all treatment groups.

Action Steps:

- 1- Purchase Change company's curriculum
- 2- Meet with group counselors and supervisors to discuss what modules to use
- 3- Provide any training necessary for implementation

Measurement: Documented curriculum implementation (DAODAS Deliverables)

- 4- By June 30, 2022, Keystone will see an average of three Department of Transportation (DOT) physicals per week.

Action Steps:

- 1- Purchase electronic health record system
- 2- Train on documentation in electronic health record system
- 3- Schedule one to two days for DOT physicals
- 4- Promote/Advertise new service

Measurement: # of DOT physicals completed

Prevention Services

Goal: Expand Prevention services in the community

Objectives:

- 1- Develop partnership and build relationships with local LGBTQ+ Youth Alliance(s) by June 30, 2022.

Action Steps:

- 1- Identify and collaborate with local LGBTQ+ alliances.
- 2- Build capacity among alliance/group through ATOD prevention education and awareness (presentations, shared resources/data).

Measurement: Quarterly report updates and reach chart via excel (presentations, information dissemination/campaign reach).

- 2- Address healthcare disparities and stigma by providing a minimum of four speaking engagements/resource sharing opportunities in the African American community by June 30, 2022.

Action Steps:

- 1- Review SAMHSA best-practices/guidelines for address the objective.
- 2- Conduct further research to identify high priority areas with a strong AA presence. Identify Barbershops and churches within those areas.
- 3- Identify Keystone staff who are African American that can connect Prevention to local barbershops and churches.
- 4- Cultivate relationships among the Barbershops and churches by meeting in-person and sharing information/resources.
- 5- Conduct speaking engagement/resource sharing with at least 1 barbershop and church bi-annually.

Measurement: Reach chart via excel (presentations, information dissemination, quarterly report (# of meetings to cultivate relationships, new partners).

- 3- Re-establish the Blunt Truth York County Taskforce by June 30, 2022.

Action Steps:

- 1- Meet with York County All on Board to reestablish the taskforce under their umbrella.
- 2- Identify key stakeholders with invested interest to decrease youth marijuana use and the consequences from use.
- 3- Host quarterly taskforce meetings to discuss initiatives/review legislation (upon need).

- 4- Develop one community-wide initiative to decrease youth marijuana use and the consequences from use (presentation, panel, campaign, advocacy, etc.).

Measurement: Reach chart via excel (presentations, information dissemination), quarterly report (# of meetings and initiatives implemented).

- 4- - Establish relationships with veterans by June 30, 2022.

Action Steps:

- 1- Conduct further assessment to identify VA and other veteran organizations with in York County.
- 2- Identify Keystone staff who are former veterans to assist Prevention efforts.
- 3- Establish a face-to-face relationship with a lead contact over VA services/organizations in York County.
- 4- Provide bi-annual information dissemination/presentation.

Measurement: Reach chart via excel (presentations, information dissemination), quarterly report (# of meetings attended).

Finances/Funding Initiatives

Goal: Keystone will meet their targeted budget (TBD) for FY22.

Objectives:

- 1- In FY22, increase revenue generated from direct services to exceed 5% of budget.

Action Steps:

- 1- ADSAP own track
- 2- Program fees/collections
- 3- DOT services
- 4- Expand drug testing
- 5- Dedicate more staff to follow-up with patient payments

Measurement: Monthly Profit and Loss Statements, Baseline FY21

- 2- By June 30, 2022, develop and implement a true Donor Development Program that enhances donor recruitment and retention.

Action Steps:

- 1- Survey donors
- 2- Create a true thank you letter for donors
- 3- Develop a case for support
- 4- Categorize donors
- 5- Create a communication/Strategic Plan
- 6- Create a Welcome Cycle for donors
- 7- BOD donor guide

Measurement: Donor Development Plan

- 3- In FY22, Keystone will receive \$35,000 in donations.

Action Steps:

- 1- Implement Donor Development Program above
- 2- Annual appeal letter
- 3- Communication with donors

Measurement: Money received through donations (Bloomerang)

- 4- By June 30, 2022, enhance and modernize expense approval workflow.

Action Steps:

- 1- Better utilization of the budgeting feature Divvy
- 2- Digitalization of the purchase authorization process

Measurement: Non-payroll expenses are less than budgeted

- 5- By June 30, 2022, develop a procedure for monthly budgetary reporting for department directors.

Action Steps:

- 1- Meet with Department Directors to go over budget
- 2- Develop template to share monthly budget reports based on department
- 3- Share budgets at EMT meetings monthly

Measurement: Non-payroll expenses are less than budgeted

Branding/Awareness Initiatives

Goal: Promote Keystone's image and implement comprehensive marketing strategies

Objectives:

- 1- By September 2021, develop a 5 year comprehensive Keystone Marketing plan.

Action Steps:

- 1- Create a job description of what is needed from an intern
- 2- Reach out to Winthrop's Marketing Department to see if a class would be willing to take Keystone on as their semester project.
- 3- Consult with a professional about the best mediums to market Keystone
- 4- Consult with a professional about the best messages to market Keystone

Measurement: Marketing plan

- 2- Keystone staff advocates will conduct a minimum of one media (radio, television, newspaper/articles) presentations per month.

Action Steps:

- 1- Update media contact list
- 2- Develop an elevator speech
- 3- Develop talking points for various topics (i.e. events, services, etc.)
- 4- Identify individuals that are able to eloquently speak to media

Measurement: # of media presentations

Operations

Goal: Provide safe and healthy environment

Objectives:

- 1- By September 30, 2022, secure funding for new lobby and inpatient furniture.

Action Steps:

- 1- Research and price out furniture for lobby and inpatient
- 2- Meet with Finance to discuss funding needs
- 3- Utilize grant committee to see if there are any grants that could assist in funding furniture

Measurement: Funding secured for new furniture (estimated \$25,000-30,000)

- 2- By June 30, 2022, Keystone will look to upgrade technological equipment in group rooms.

Action Steps:

- 1- Identify equipment that needs upgrading
- 2- Upgrade equipment

Measurement: Equipment running proficiently

- 3- See IT/Risk Management Plan.

Personnel

Goal: Hire and retain the right combination of talent and expertise

Objectives:

- 1- In FY22, maintain a pay structure based on credentials and experience, include non-traditional hours.

Action Steps:

- 1- Work in collaboration with HR and members of EMT on pay structure
- 2- Implement pay structure for all new hires and as individuals receive credentials
- 3- Establish new pay structure for non-traditional hours (evening and weekends)

Measurement: New staff hired in at wages based on pay structure

- 2- By June 30, 2022, provide a minimum of quarterly interactive training opportunities for staff to increase professional development across all departments.

Action Steps:

- 1- Identify departmental training needs
- 2- Provide at minimum four Leaderships Trainings throughout FY22
- 3- Enhancing First Friday Trainings to meet the needs of staff

Measurement: # of interactive trainings provided

- 3- By December 31, 2021, every department will have a New Hire Training Plan.

Action Steps:

- 1- HR meet with department heads/leadership to discuss training needs and checklist needs
- 2- Create timelines for trainings to be completed
- 3- Work with the Performance Improvement Committee to finalize plans

Measurement: Training plans for Clinical, Prevention, Administrative, Techs, Nurses, Peer Support, and Billing Departments/teams

- 4- By August 2022, formalize and enhance hiring process to ensure we are hiring the right combination of talent and expertise.

Action Steps:

- 1- Establish hiring requirements (i.e. how many interviews, reference checks, etc.)
- 2- HR work with each department to have established interview questions and protocols

Measurement: Written requirements/rules for hiring process, updated checklist

LEGISLATIVE PRIORITIES

Keystone will track any legislation that impacts our services, such as medical marijuana, opioid bills, acupuncture, etc. Keystone will share with Board of Directors and other key stakeholders as needed.

The Behavioral Health Services Association (BHSA) identifies legislative priorities for the 301 system. Keystone will continue to monitor this legislation and advocate as needed.

Appendix A- Acronyms

ADSAP- Alcohol and Drug Safety Action Program

AET- Alcohol Enforcement Team

BHSA- Behavioral Health Services Association

CARES- Committee for Acknowledgement, Recognition and Employee Satisfaction

CQI- Continued Quality Improvement

DAODAS- Department of Alcohol and Other Drug Abuse Services

DOT- Department of Transportation

eMAR- Electronic Medication Administration Record

IT- Information Technology

MAT- Medication Assisted Treatment

P&L- Profit and Loss