

Three Year Strategic Plan January 2014 – December 2016

Overview

During March and April of 2013, four large working groups of providers, consumers, family members and Division staff were held to gain input for the purpose of developing a strategic plan for the Division. The groups developed lists of items for consideration in planning the three strategic areas of Move to Managed Care, Workforce Development, and Community Integration. Emphasis was given to items considered most important for overall systems change. These items became the ten priorities identified within as the Strategic Plan.

The DMHAS Strategic Plan outlines the work of the division over the next three years (January 2014 - December 2016). The priorities are being addressed by separate work-teams consisting of a Team Lead and members. It is a multi-phased Plan, with some priorities being focused upon later since they are interdependent on priorities in the first phase. Some of the priorities are very global in nature, and thus will accommodate multiple tasks within the priority. The Strategic Plan only includes priorities that are interdependent with other projects. Those projects with their own independent plans, such as suicide prevention, will complete them in accordance with their independent workplans.

The information below is a high level review of the ten priorities within the three strategic areas. The general areas of focus, start date for the priority and the various offices that encompass the work-teams are included. Each priority will develop its own workplan with key tasks and deliverables, meeting each of the areas of focus listed below.

Strategic Area: COMMUNITY INTEGRATION

		Start Date	Unit Involvement
Priority Area	Centralized Housing Authority	January 2014	
Areas of Focus	<ul style="list-style-type: none"> Define and determine appropriate design for the centralization of the management of housing costs Determine process flow for the management of housing costs, payment to provider organizations, matching of individuals to available housing resources/units. Define included/excluded functions for centralized housing Determine changes in provider responsibilities Develop criteria, application, required documentation for sites/slots that may require additional time for transition Develop an RFP to secure an entity to provide clearinghouse functions 		Treatment and Recovery Supports Prevention, Early Intervention and Community Services Fiscal Research Division of Developmental Disabilities (DDD)
Priority Area	Community Support Services Implementation	January 2014	
Areas of Focus	<ul style="list-style-type: none"> Promulgate Community Support Service (CSS) regulations. Develop or modify service definitions and requirements for Residential Intensive Support Teams and other services impacted by CSS implementation Modify provider contracts to reflect and support the separation of housing and services. Develop monitoring tools and policies to inform providers how to self-monitor compliance with CSS. Coordination across DMHAS program and the Division of Medical and Health Services (NJ FamilyCare) regulations to ensure that they are in sync with each other and comport with the requirements of the NJ State Plan Amendment. Determine timeline for licensing and assignment of NJ FamilyCare provider numbers for CSS upon promulgation of the regulations. Facilitate CSS provider readiness, training and technical assistance with workforce development workgroup 		Treatment and Recovery Supports Prevention, Early Intervention and Community Services Fiscal Research Care Management Legal Office of Licensing NJ FamilyCare DDD

Strategic Area: COMMUNITY INTEGRATION

Priority Area	Olmstead Compliance	January 2014	
Areas of Focus	<ul style="list-style-type: none"> Develop and implement a statewide, web-based housing management system known as BEDS (Bed Enrollment Database System) Issue Request for Proposal to develop Community Support Planning service to serve in one of the state hospital catchment areas. Determine structure for access to beds from hospital Develop housing management approach asking housing authorities for turnover vouchers 		Treatment and Recovery Supports Research Legal
Priority Area (inclusive of all 3 strategic areas)	Stakeholder Communication	January 2014	
Areas of Focus	<ul style="list-style-type: none"> Monitoring Strategic Plan email address to address questions to DMHAS Updates in DMHAS newsletters on progress Regular communication from Assistant Commissioner with stakeholders Presentations to convened groups Website redevelopment Public information education materials Stakeholder involvement in workgroups 		Treatment and Recovery Supports Research Prevention, Early Intervention and Community Services Legal Stakeholders
Priority Area	Standard Level of Care Determination	March 2014	
Areas of Focus	<ul style="list-style-type: none"> Working with DMHAS Fiscal and IT to assess costs, implementation and procurement issues. Exploring ways in which we can make the tools and/or the process integrated for mental health and addictions 		Care Management Treatment and Recovery Supports Prevention, Early Intervention and Community Services Medical Director DDD

Strategic Area: COMMUNITY INTEGRATION

Priority Area	Community Integration Services/Processes	Phase 2- January 2015	
<p style="text-align: center;">Areas of Focus</p>	<ul style="list-style-type: none"> • Increase the number of mental health/substance abuse dually licensed providers and staff • Increase the numbers of staff competent in mental health/developmental disabilities as coexisting conditions. • Encourage the use of prevention and early intervention throughout the system. • Identify and strengthen the use of prevention and early intervention in mental health settings. • Examine the current Prevention Certification through APCBNJ to become a more co-occurring certificate. • Consider funding mechanisms to support a dual prevention and early intervention certificate. • Involve consumers in planning, program development and evaluation of outcomes. • Convene ongoing focus and feedback groups with consumers to ask, hear and gain personal perspectives on what consumers want, and to develop realistic action plans to use the information. • Increase use of advance directives. 		<p>Treatment and Recovery Supports Prevention, Early Intervention and Community Services Fiscal Research Care Management NJ FamilyCare DDD</p>

Strategic Area: MOVE TO MANAGED CARE

		Start Date	Unit Involvement
Priority Area	ASO Procurement	January 2014	
Areas of Focus	<ul style="list-style-type: none"> • RFP Reviewed/Approved by DHS Central Office • RFP Reviewed/Approved by OIT, OMB, and OSC • RFP approved and posted by DPP • Bid Process completed • Contract Awarded 		Care Management Fiscal NJ FamilyCare DDD
Priority Area	Rates and Financial Terms/Financial Impact Analysis	January 2014	
Areas of Focus	<ul style="list-style-type: none"> • Quantification of ALL housing costs • Managing resources down to the specific site level • Calculating the Federal and State Budget fiscal impacts • Setting market based rates 		Care Management Fiscal Prevention, Early Intervention and Community Services Research DDD
Priority Area	ASO Readiness and Implementation	Phase 2- January 2015	
Areas of Focus	<ul style="list-style-type: none"> • Establish functions to be performed by either/both DMHAS and NJ FamilyCare • Memorialize Contract Management functions in MOU • Create ASO contract management team • Readiness Review • Define process for briefing senior leadership on issues/problems and for resolving them with the ASO • Design a 'committee of advisors' process with well-defined roles, structure and processes • Implement the ASO 		Care Management Fiscal NJ FamilyCare DDD

Strategic Area: WORKFORCE DEVELOPMENT

		Start Date	Unit Involvement
Priority Area	Workforce Development	Phase 2- January 2015	
Areas of Focus	<ul style="list-style-type: none"> • Facilitate CSS provider readiness, training and technical assistance with CSS Implementation workgroup • Provide and create training opportunities for all staff, all levels and all providers • Cross train all providers and system partners in co-occurring competencies • Increase the number of dually-licensed providers and staff • Foster consumer involvement in the workforce, including training for peer certification • Expand availability of specialized topic trainings 		Treatment and Recovery Supports Prevention, Early Intervention and Community Services