

**STRATEGIC PLAN
FY 2021-2024**

INTRODUCTION

Wells House benefits each year by taking a step back and engaging in the thoughtful process of examining our performance as it relates to our Strategic Plan. As we continue to collect new and invaluable data and feedback, our commitment to our patients, our staff and our community has never been stronger. Wells House seeks to help our patients set new goals for their life and their recovery. Just as we ask our patients, Wells House must also set strategic and tactical goals. These goals with our mission and core values and will help us to strengthen the patient experience. We look forward to achieving these so that we can continue to enrich the lives of patients and the community.

BACKGROUND & HISTORY

Wells House Incorporated was founded in 1976 as a private, nonprofit charity that operated as a halfway house for local homeless alcoholic men. In the over 40 years since its founding, the program's mission has expanded to not only provide evidence-based behavioral health services, but also ancillary services that address all aspects of rehabilitating men and women back into the community as productive members of society. In 2015, Wells House merged with Gale Recovery, which was founded in 1976 in Frederick as a halfway house for men in recovery from alcoholism.

The services offered include Outpatient, Intensive Outpatient, Low intensity Residential Services, case management, peer recovery services, and holistic therapies. Wells House is dedicated to providing effective, efficient services that will enhance the quality of life for our patients

MISSION

We are committed to improving the quality of life of individuals, families and communities by providing effective, compassionate, respectful, and culturally competent substance use disorder services.

We aspire to provide a setting where individuals receive care that will empower them to develop hope and healing in a supportive, recovery focused environment while fostering independence and self-sufficiency.

VISION

The vision of Wells House is to become recognized as a leader in the treatment of substance use disorders. Wells House will be at the forefront in its commitment to:

- Promote activities which enhance the recovery of individuals with substance use disorders and thereby improve the health status of the community at large;
- Develop and implement dynamic and unique strategies for the prevention, education, and treatment of substance use disorders;
- Collaborate with the human service community at large to deliver and continually improve comprehensive, accessible, quality and cost-effective treatment and education services, with particular consideration for those without recovery capital and those who are disenfranchised because of their disease.

FUNDAMENTAL VALUES

Commitment
Accountability
Mutual Respect

Excellence
Integrity
Recovery Oriented

ANALYSIS OF STRENGTHS, OPPORTUNITIES, WEAKNESSES AND THREATS:

Strengths:

Dedicated and compassionate clinical and residential staff
Integration of housing and treatment
Quality food service
Opportunities for patients to rebuild and improve their quality of life
Comfortable living facilities
Patient-centered planning and services
Support of local recovery communities
Emphasis is on safety for patients and staff
Wellness approach
Multiple staff with lived experience
Staff with first-hand knowledge of program
Skilled in handling crisis situations
Strong, approachable upper management
Multiple levels of care that allow for more choice and intervention

Opportunities:

Reimagining the Therapeutic Incentive Peers program
Cultivation of alumni, mentoring, support, sharing of experiences
Text reminders for patient appointments
Local grants
Expand holistic therapy program to include different wellness activities
Utilize donor database to reach out to donors
Expand housing possibilities for OP patients
Streamlined admissions/intake processes-align both locations

Weaknesses:

Do not have community representative to build connections with other agencies and activities
Insufficient staff appreciation, recognition, gatherings, and team-building
Patient accountability – rules, expectations relaxed during COVID
No visibility in the community to encourage donations and/or gifts
Large caseloads for clinicians
Little to no Team building activities
Staff recognition
Lack of dedicated human resources personnel

Threats:

Workforce shortages-certified or licensed substance use disorder counselors
Staff disconnection, challenges with personal accountability

Competition for patients
Patient retention

STRATEGIC GOALS

The purpose of establishing the strategic goals below is to provide individualized, measurable objectives in the areas of Recovery Centered Experiences, Community Engagement, Staff Retention, Peer Culture and Infrastructure Growth. These objectives will provide a means for determining the success of the company as well as guiding its leaders as they prepare for the upcoming fiscal year.

RECOVERY CENTERED EXPERIENCES

Wells House is accountable for the delivery of safe, effective and evidence based behavioral health care to the community. Wells House believes recovery is the organizing construct of our services. People in recovery are active agents of change in their lives and not passive recipients of services.

Goal #1 Promote more positivity and recovery centered experiences for patients
Target Completion: 2023

Objective A: Create a culture that celebrates patient recovery and achievements

Planned Actions:

1. Seek patient feedback on programmatic changes that can be made to achieve and support recovery
2. Establish monthly groups that focus on achievements, incorporate into existing clinical structure
3. Invite family members for groups in which patients celebrate their recovery
4. Reestablish structure and rules that promote productivity and pro-social actions
5. Planned wellness activities for patients
6. Develop Alumni supports that could help patient's recovery efforts such as guest speakers in groups and house meetings
7. Implement open door policy for alumni to be able to visit
8. Plan patient, staff, alumni activities

Objective B: Revitalize house meetings to be more value added for the patients

Planned Actions:

1. Solicit agenda topics from patients-what do patients want?
2. Open meetings with recovery focused literature
3. Engage patients by sharing weekly, monthly goals
4. Prioritize sharing of positive experiences
5. Conduct fun activities that are positive and uplift
6. Acknowledge and reward positive attitudes, recovery focused actions, and service above self

COMMUNITY ENGAGEMENT

Community engagement is a vital part of Wells House's commitment to the health and wellness of our patients, their families, and support system. Engagement is defined broadly and encompasses increasing the dollars donated with the goal of expanding non-reimbursable services to patients and their families.

Goal #1: Reestablish Community Connection and Support post pandemic isolation
Target Completion: 2022

Objective A: Create partnerships with churches, civic organizations community groups, and other individuals supportive of our mission

Planned Actions:

1. Meet with representatives of organizations, educating them about Wells House and what we do
2. Create a "request for support" document outlining how organizations can enrich our program and the lives of our patients.
3. Increase social media presence
4. Connect with referral sources, offer tours provide more opportunities for information exchange
5. Assertively outreach to existing recovery communities to bring in speakers, meet and greets, opportunities for patients to make connections with others who have lived experience.
6. Continue anti-stigma activities such as attendance and participation in events, presentations and collaborative meetings

STAFF RETENTION

In recognition that the provision of quality services is dependent upon a highly skilled and motivated team of staff, Wells House is committed to hiring, training and facilitating the development of top quality professionals. All departments will consist of staff who are knowledgeable, and confident in their ability to perform the functions of their jobs.

Goal 1: Increase staff retention
Target Completion: Ongoing

Objective A: Plan and create improvements in staff satisfaction

Planned Actions:

1. Devote time and attention to staff appreciation and recognition
2. Utilize the Intranet for highlighting staff, recognizing birthdays, anniversaries, staff achievements
3. Explore staff activities that build connection
4. Focus on compensation and nonmonetary rewards to retain staff who excel
5. Increase opportunities to solicit and incorporate staff feedback and input

Objective B: Create a culture of empowerment

Planned Actions:

1. Clarify staff roles, structure and reporting relationships
2. Improve role definitions and role authority
3. Build opportunities for mentorship and employee development and training
4. Provide clear expectations
5. Celebrate ideas and input, focusing on end results, not processes

PEER CULTURE

Those actively using substances bond over common experiences to create a drug culture that supports continue substance use. People in recovery can participate with others to build a culture of recovery. Therapeutic Incentive Peers at the Wells House are vital to creating a recovery culture.

Goal: 1# Reimagine, Restructure, Expand the Therapeutic Incentive Peer Program

Target date: 2023

Objective A: Create a workgroup that is inclusive of peer voices whose goal is to plan for needed changes

Planned Action

1. Plan for actively managing and supporting peer work-life balance
2. Outline expectations for peer behavior in the workforce and in the program
3. Provide patient education on the role of peers in the Wells House program
4. Create a safe space for Peers to discuss what it is like to do the work
5. Redefine peer roles and responsibilities
6. Create opportunities for specific activities that can be facilitated with patients
7. Explore different models for the use of peers in the residential environment
8. Utilize peers in group setting, incorporating peer led groups
9. Develop different incentives for peers
10. Facilitate TIPS only activities

GROWTH AND DEVELOPMENT

Wells House is accountable for the delivery of safe, effective and evidence based behavioral health care to the community. Wells House is challenged to develop and implement cost-efficient strategies to meet the needs of the patients we serve.

Goal: 1# Create a Strategic Staffing Plan

Target date: 2023

Objective A: Create a workgroup that will answer questions that will help create the strategic staffing plan

Questions to be answered:

1. What are the organizations major strategic and tactical goals for the next three years
2. What goals need to be set for administrative, clinical and residential staff to ensure they are aligned with the company's goals
3. What is the talent availability in the our market
4. Do we have competitors that will affect the supply of labor
5. Will economic or financial factors affect our staffing plans
6. Do we need to account for constraints or impacts from facilities or infrastructure (office space, location)
7. Do we lack staff with the right expertise in functional areas
8. How many people will we need to meet our goals and where should they be located
9. What budget will we need to meet our goals

Goal: 2# Expand Housing Resources for Patients
Target date: 2024

Objective A: Develop recovery and transitional step down housing for those in outpatient services

Planned Actions:

1. Scan the market to determine availability of properties
2. Develop a business plan for financial self-sufficiency
3. Develop a model of self-governance and oversight

Objective C: Replace aging women's facility with the goal to modernize and increase bed capacity

Planned Actions:

1. Scan the market to determine availability of properties
2. Develop a capital project plan



Summary

The strategic direction and goals included in this plan are Wells House's response to its understanding of its patients' needs and the challenges of the behavioral health landscape. In the years of providing services to individuals with substance use disorders, Wells House has assessed its position, opportunities and patient needs. As a result of this assessment, our strategic plan was developed. This strategic plan will be used for assessing and implementing best practices that align with our business model and philosophy of providing care. In so doing, Wells House will further assess patient, employee, and community needs to identify gaps or shifts in service delivery, employee satisfaction, and patient satisfaction. This assessment will serve as the basis for expanding or adding new services, and implementing new policies and procedures over the course of the next three to five years. The strategic plan is a living document and will be subject to change and modification when necessary.