

## ST. CLAIR COUNTY COMMUNITY MENTAL HEALTH AUTHORITY - STRATEGIC PLAN FY2026

### Strategic Priority 1: ORGANIZATIONAL EFFICIENCY

Improve agency workflow processes to increase our capacity to meet the service needs of all citizens in our community.

GOAL 1.1	RESPONSIBLE PARTIES	OBJECTIVES
<b>Identify strategies to increase direct-service and administrative resources.</b>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Karen Farr, Chief Financial Officer Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director	<p>SCCCMHA will improve strategies to increase billable time as evidenced by a 5% increase in staff meeting the current productivity standards per quarter by 09/30/2026.</p> <p>SCCCMHA will ensure a quality service delivery system, with a competitive provider network that meets the choices and needs of individuals served. This will include identifying administrative efficiencies, reducing rate variances, and assuring equitable and quality provision of services while fulfilling the MDHHS/PIHP contract requirements by 09/30/2026.</p>
GOAL 1.2	RESPONSIBLE PARTIES	OBJECTIVES
<b>Operate an Access Center.</b>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Karen Farr, Chief Financial Officer Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director	<p>SCCCMHA will ensure its Access Center is operational by 10/01/2025 to support individuals requesting CCBHC and specialty services, and evaluate the department's effectiveness on a quarterly basis through 09/30/2026.</p>
GOAL 1.3	RESPONSIBLE PARTIES	OBJECTIVES
<b>Review more efficient and effective ways to use technology.</b>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Karen Farr, Chief Financial Officer Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director	<p>SCCCMHA will implement multiple updates to its electronic medical record (EMR) that will assist with meeting MDHHS auditing requirements and streamline workflows. These updates will include revisions to the IPOS, BPS, e-prescribing, scanning, billing, and data reporting.</p> <p>SCCCMHA will implement a phone system upgrade. This upgrade will replace our current solution that no longer has software support from the manufacturer. The phone system upgrade will provide added functionality to include the ability to receive deskphone calls on several agency devices (laptops, Smart phones, and traditional handsets), updated e911 technology, and simplified administration for the IT staff.</p> <p>SCCCMHA will replace the current room reservation software. This will ensure a solution that provides seamless integration with Microsoft Teams and Microsoft Outlook. The room reservation software replacement will enhance the user experience, clarify reservations, provide integrated building mapping so staff can easily locate the rooms they have booked, and provide easier IT Administration.</p> <p>SCCCMHA will review ways to educate staff on the benefits of Microsoft Copilot. This artificial intelligence software will provide efficiencies for staff as it relates to Microsoft Office tools.</p>
GOAL 1.4	RESPONSIBLE PARTIES	OBJECTIVES
<b>Establish department-specific goals that support the strategic plan.</b>	All Supervisors	<p>All SCCCMA supervisors will develop a minimum of one (1) program specific goal for their department for FY2026 that aligns with the Agency's strategic plan by 12/31/2025. All SCCCMA supervisors will report progress towards achieving their team's goal(s) on a quarterly basis through 09/30/2026.</p>

Strategic Priority 2: EDUCATION		
Strengthen Collaborative Opportunities and Engagement with Community Partners and Key Stakeholders		
GOAL 2.1	RESPONSIBLE PARTIES	OBJECTIVES
<b>Increase community education regarding access to the SCCCMHA service array through outreach, training, coordination, and support.</b> <ul style="list-style-type: none"> <li>- Court System</li> <li>- Department of Health and Human Services</li> <li>- Faith-Based Community</li> <li>- General Community</li> <li>- Law Enforcement</li> <li>- Legislators</li> <li>- Local School Districts and RESA</li> <li>- Marginalized/Minority Groups</li> <li>- Primary Care Physicians</li> <li>- St. Clair County Health Department and Community Health Improvement Plan (CHIP)</li> </ul>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Karen Farr, Chief Financial Officer Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director Karen Zultak, Community Relations and Training Supervisor	SCCCMHA will strengthen partnerships with key stakeholders as evidenced by participation in various community meetings, participation in the collective impact group, and through the expansion of knowledge about SCCCMHA services to partner organizations as evidenced by 32 connections/encounters by 09/30/2026.  SCCCMHA will increase outreach, training, coordination, and support with key community partners (court systems, DHHS, faith-based groups, health department, law enforcement, legislators, schools, general community, marginalized/minority groups, and primary care physicians) by: (1) Hosting a minimum of two (2) community-wide events annually. (2) Providing a minimum of four (4) Mental Health First Aid trainings annually, open to partner organizations and general community members. (3) Providing SCCCMHA brochures/information to a minimum of 32 partner organizations annually, to be posted for their customers/guests. (4) Increasing the number of Memorandums of Understanding with key partner organizations by 10% annually. (5) Increasing the number of social media likes, shares, and follows by 10% annually. (6) Publishing a community newsletter to communicate SCCCMHA information with key partners a minimum of once per month. (7) Attending a minimum of four (4) advocacy/legislative events and/or hosting meetings with legislators to discuss important policy issues related to mental health. (8) Increasing community awareness regarding how to access services and the services provided by SCCCMHA via participation in a minimum of 12 events by 09/30/2026.
GOAL 2.2	RESPONSIBLE PARTIES	OBJECTIVES
<b>Reduce the stigma associated with mental health and SUD services for underserved populations.</b>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director Karen Zultak, Community Relations and Training Supervisor	SCCCMHA will reduce the stigma associated with mental health and SUD services for underserved populations by: (1) Communicating anti-stigma messages at least twice per month on social media, radio, billboards, and/or online television interviews. (2) Hosting a Recovery Summit, open to the community, to provide education and information about substance use disorders, increasing participation by 10% from the previous year's attendance. (3) Conducting a Creative Arts contest for elementary, middle, and high school students to provide education and information about mental health and/or substance use disorders, increasing participation by 15% from the previous year's participation.
Strategic Priority 3: WORKFORCE		
Develop effective strategies that support recruitment, retention, and succession planning		
GOAL 3.1	RESPONSIBLE PARTIES	OBJECTIVES
<b>Foster relationships with school districts and colleges/universities to recruit new talent.</b>	Stephanie Shank, Human Resources Director	SCCCMHA will develop relationships with school districts, colleges, and universities by attending six (6) resource fairs/job fairs hosted by St. Clair County school districts and colleges/universities in the State of Michigan to recruit new talent to the organization by 09/30/2026.
GOAL 3.2	RESPONSIBLE PARTIES	OBJECTIVES
<b>Offer competitive wages, benefits, information, and opportunities for professional development to retain top talent.</b>	Stephanie Shank, Human Resources Director	SCCCMH will create a comprehensive employee retention plan to address career development, recognition, and work-life balance by 09/30/2026.

GOAL 3.3	RESPONSIBLE PARTIES	OBJECTIVES
<b>Create a succession plan identifying leadership potential and opportunities for advancement at all levels of the organization.</b>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Karen Farr, Chief Financial Officer Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director	SCCCMHA will roll out the previously identified succession planning module to the Leadership Team, to include all Supervisory staff by 03/31/2026.  SCCCMHA will identify and prepare successors for advancement in the organization as evidenced by providing targeted training, mentorship, and experiences for development by 09/30/2026.
<b>Strategic Priority 4: PROGRAM EXCELLENCE</b> <b>Provide an effective array of services with a focus on community-based crisis-stabilization options</b>		
GOAL 4.1	RESPONSIBLE PARTIES	OBJECTIVES
<b>Research, implement, train, and evaluate trauma-informed and evidence-based practices.</b>	Dr. Brandon Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director Karen Zultak, Community Relations and Training Supervisor	SCCCMHA will determine the effectiveness of current trauma-informed and evidence-based practices through the development and monitoring of OASIS reports by 09/30/2026.  SCCCMHA will research, implement, train, and evaluate best practice curriculum and program effectiveness by providing a minimum of 24 trainings per year for staff at all levels, and measure effectiveness through survey results.
GOAL 4.2	RESPONSIBLE PARTIES	OBJECTIVES
<b>Expand community-based crisis services.</b> - Behavioral Health Urgent Care Center - Children's Therapeutic Group Home	Dr. Brandon Moore, Medical Director Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Stephanie Shank, Human Resources Director	SCCCMHA will strive to design and commence construction of a children's therapeutic group home by 09/30/2026. SCCCMHA will also collaborate with a residential provider to secure a contract for service provision for the facility by 09/30/2026.  SCCCMHA will operate a Behavioral Health Urgent Care Center (BHUC) by 10/01/2025 and evaluate its effectiveness on a quarterly basis through 09/30/2026.
GOAL 4.3	RESPONSIBLE PARTIES	OBJECTIVES
<b>Focus on social determinants of health as a means to realizing improved health outcomes, to include community partnerships aimed at addressing overall health and wellness, affordable housing, reliable transportation, employment opportunities, and food security.</b>	Deb Johnson, Chief Executive Officer Dr. Brandon Moore, Medical Director Telly Delor, Chief Operating Officer Kathleen Gallagher, Chief Clinical Officer Kristen Thompson, Adult Services Director Jason Marocco, Adult Services Director Heidi Fogarty, Child and Family Services Director Michelle Measel-Morris, Support Services Director Stephanie Shank, Human Resources Director Dann Hayes, IT & Security Director	SCCCMHA will work with community partners to address social determinants of health to improve health outcomes for individuals served by 09/30/2026, and will track its progress on a quarterly basis. This will include increased access to primary health care and specialty health care providers, affordable housing options, access to public transportation, expanded relationships with community employers, and information about food giveaways/resources.