WASHINGTON COUNTY HEALTH DEPARTMENT
Division of Behavioral Health Services
Jail Substance Abuse Program (JSAP)

Strategic Plan for 2022-2023
CARF Standard Category: 1.C.2

I. Division of Behavioral Health Services Vision Statement

A community where all individuals have their behavioral health needs met.

II. Strategic Plan Process Description

The purpose of the strategic plan is to identify JSAP's strengths, weaknesses, opportunities and threats in order to establish an effective strategy for continuous development in the delivery of quality service currently provided by JSAP to participants, as well as further enhance employee and stakeholders' satisfaction. The strategic plan is an annual plan created, reviewed and updated by the leadership team as needed following a calendar year cycle. The strategic plan was last modified on April 6, 2022. The leadership team approved the plan on April 15, 2022. The JSAP Program Coordinator shares this plan to all staff during the next scheduled staff meeting scheduled on **April 18, 2022.** The goals and strategies identified in this plan are posted in the Washington County Health Department website under JSAP's webpage.

In order to create and maintain a holistic strategic plan process, JSAP considers the following variables:

- Expectations of persons served
- Expectations of stakeholders in the community
- The competitive environment
- Financial threats and opportunities
- Organization's capabilities
- Service area needs
- Demographics of Service Area
- Regulatory environment
- JSAP employee feedback
- Internal processes such as financial, clinical, administrative and technology needs

JSAP is grant funded through the Maryland Department of Health Behavioral Health Administration. Grant funds only cover a fraction of program costs. The Division received the Substance Abuse Treatment Outcomes Partnership (STOP) grant to supplement the remaining amount. The STOP grant provides supplemental funding for JSAP operations. The STOP grant requires a fifty (50) percent cash match or in-kind match.

The Division will utilize the in-kind match to include office space and correctional staff. Any shortage for the match would be taken from Washington County Health Department General Funds or the Division will request an allocation for FY23.

Some members of the leadership team completed a SWOT analysis on April 6, 2022 which resulted in the goals and strategies indicated in this plan.

III. Data Gathering

JSAP utilized various research methods to gather data which include:

Research Method	Elements Captured
Employee Survey	Financial Customer Focus Learning and Growth Internal Processes Employee Satisfaction Environment/Community
Stakeholders Satisfaction Survey	Customer Focus Environment/Community
Patient Satisfaction Survey	Customer Focus Internal Processes Environment/Community
Face to Face Discussion – Management meeting	Financial Customer Focus Learning and Growth Internal Processes Employee Satisfaction Environment/Community
Review of Existing Documents ● Year end grant performance measures ● Monthly Charge Report	Financial Internal Processes

IV. Development of Goals and Strategies

Goal: Maintain CARF accreditation

Strategies:

- Review CARF standards and compare against existing policies, procedures and business practices
- Implement all CARF standards
- Update strategic plan, accessibility plan, and Program Measurement and Management plan on an annual basis to reflect the changes of the Program

Goal: Maintain optimum program census

Strategies:

- Receive ongoing assistance from Division counselors to increase the number of assessments completed on a monthly basis, as needed
- Program will accept individuals into the Program that will remain incarcerated for the majority of the eight-week program
- Coordinate orientation with available counselor assessment slots
- Work with correctional staff to support increased census by negotiating housing unit moves

Goal: Increase frequency of virtual outside speakers and volunteers to improve diversity in Programming, increase awareness of community services and provide needed information to individuals served in the program.

Strategies:

- Reach out to potential speakers/volunteers regarding opportunities to educate individuals served
- Program staff to assist potential speakers/volunteers with completing Detention Center process to be a guest at the detention center
- Continue to schedule ancillary services staff to discuss available services upon reentry

Goal: Maintain maximum, efficient and safe 8505 operations during COVID-19 pandemic

Strategies:

- Schedule 8505 assessments in accordance with Health General Article 8505 within 7 days of receipt of the court order from the Office of Court Ordered Evaluations and Placements or within the time limit granted by the presiding Judge in an extension request by contacting the assigned case manager at the identified detention facility to arrange a mutually agreed upon time.
- Conduct 8505 assessment by telephone or virtually with the person-served named in the court ordered as facilitated by the case manager

Goal: Establish a staff schedule to maintain safe operations post COVID-19 pandemic

Strategies:

- Implement a modified schedule of JSAP services until further notice from WCDC

- Follow health screening procedures when reporting to work location such as maintaining social distancing and wearing masks when social distancing can not be temporarily maintained
- Make personal protective equipment (PPE) available to staff at all times and train them to properly use and discard
- Provider virtual services for complementary health approaches

V. Sharing the Strategic Plan

Program Coordinator will share the updated strategic plan as relevant to the needs of the patients, personnel and other stakeholders on April 18, 2022 during the staff meeting. The goals and strategies of the plan are available on the agency's website. Division leadership team updates the plan at least annually for relevance and as priorities change. The plan's goals and strategies were modified on April 6, 2022.

VI. Monitoring of Strategic Plan

Leadership approved the updated strategic plan on April 15, 2022 for immediate implementation. The Leadership team decided to review the status and achievement of each goal and supporting strategies on October 21, 2022. Discussion of barriers to achievement as well as goals and strategies achieved will be discussed and documented during Leadership, Division Committee and Program staff meetings throughout the year.

Last Updated on: 4/6/2022