



**ACCESS TO COUNSELING SERVICES
THREE YEAR STRATEGIC PLAN
2015-2017**

Introduction

Access to Counseling Services' role is to provide behavioral health services and supports to individuals in Oklahoma with behavioral health or substance abuse issues and/or serious emotional disturbances. Participants we are unable to serve; we work to link them to other resources available in our community. The Strategic Plan for 2015 – 2017 establishes a framework that utilizes the agency's strengths (or "core competencies") to achieve our mission, while moving us forward in an uncertain and continuously changing environment. As the agency prepares for system transformation, it is critical that we regard our values as conduits to a strong future.

Strategic Planning Process

In early 2017, Leadership staff obtained key stakeholder input into our programming efforts related to customer and community expectations, service needs and demographics of our service area. This information was reviewed during the strategic planning session held in January of 2017. During this time, Leadership staff conducted an environmental scan to evaluate the current state of the agency, review the regulatory and legislative environment, identify upcoming challenges, and prioritize focus areas.

Financial Position

As part of the strategic planning process, agency staff and contractors have had many discussions in 2017 as to the historical, current, and potential future financial position of the agency dependent on various scenarios at work within the State. In summary, the agency is in a fortunate position of having survived prior Medicaid funding cuts, is recognized as the number two provider of services to the aged, blind and/or disabled in the State, and will continue to secure additional funding streams. This provides the agency with many opportunities to strengthen and enhance our position as a public behavioral health provider.

The Access to Counseling Services Strategic Plan for 2015 – 2017

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Vision Statement

To be a valued partner in building a community that is committed to wellness and embraces the full participation of every citizen.

Mission Statement

Our mission is to provide community-based programs that enable people to meet the challenges of life through counseling, support, and follow-up.

Values

- Accessible: Our services are integrated in the community and responsive to its needs.
- Exceptional Service: Our interactions in the community build relationships and result in positive experiences.
- Recovery Oriented: Our services are aimed at supporting the individual through a person-centered approach that honors choice, emphasizes strengths and desires, promotes personal empowerment, and contributes to overall health, wellness and an inclusive and meaningful life in the community.
- Compassionate: Our services are provided in a professional and caring manner with respect for diversity and individuality.
- Innovative: Our staff and contractors are dedicated to learning, leading and utilizing technologies and resources to maximize improvement opportunities for the benefit participants.

Core Competencies

Core competencies are the agency's areas of greatest strength and expertise. These are strategically important capabilities that are central to fulfilling our mission and are what make us unique and valued.

Commitment to our Mission

- Committed and caring workforce
- Focused on outcomes and recovery Accountability and Integrity
- Clinical integrity and promotion of best practices
- Fiscal transparency

- Compliance with regulatory requirements and accreditation standards
- Committed to the protection of participant rights
- Ready to shape and promote change
- Strong involvement and partnerships in the community

Strategic Organization

In establishing a conceptual basis from which the agency shall operate and in recognition of the uncertain environment, it is beneficial for the agency to embrace a culture consistent with the model known as the “Strategic Organization.” This model identifies for its workforce a clear and stable foundation based in the Mission, Vision and Values and Strategic priorities defined in this document. It is upon this foundation that the agency is flexible and dynamic, rapidly adapting and embracing changes in environment. It is crucial for the agency to recognize the importance of being a strategic organization in assuring that services and supports critical for the health and well-being of participants continue to be locally responsive and based in our community. Our ability to adapt and evolve ensures our long term viability.

Stable Foundation ► Vision ► Mission ► Values ► Policies and Procedures ► Strategic Expectations
Flexible to Acquire New Knowledge and Rapidly Adapt ► Open Communication Environment

Business Planning Checklist

As part of the strategic planning process, priority areas were identified to provide a frame from which the agency will operate to ensure we stay balanced during significant financial and operational challenges and changes. The business planning checklist focuses on specific tasks and timeframes to achieve overall objectives for the agency. Objectives are elements that if in place, our goal would be met. As a strategic organization, we move and respond to changes and opportunities in the environment, thus the goals and objectives are fluid so long as the priorities remain the same.

Priority Areas 2017:

- Review mission statement
- Identify programs for additional funding
- Review agency’s value proposition and how it will differentiate itself in the market
- Identify barriers
- Identify risks
- Identify areas where the market is under-served
- Identify key processes for market advantage
- Identify competition
- Identify secondary and potential future competitors
- Develop mitigation strategies

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