



"Serving Today's Diverse Generation"

STRATEGIC PLAN 2018 – 2021

EXECUTIVE SUMMARY

In our continued quest for excellence, Legacy Behavioral Health Center, Inc.'s (Legacy) Strategic Plan has been revised. It provides direction and long-range guidance for the Organization. Its goal is intended to create a pathway of successive approximation to eventual mastery in the delivery of unparalleled and fully integrated behavioral Mental health care. The Strategic Plan helps us to be successful by providing the basis for developing plans, supporting staff satisfaction, and, most importantly providing our recipients and stakeholders with high quality services and improved outcomes on their road to recovery.

This Strategic Plan is reflective of the culmination of the intensive work performed by our staff, Board members and independent consultants. This Plan takes into account the experiences of Legacy through the years, the constant changes in demographics challenges evolving in the community. It strengthens our resolve to reach a higher level of quality when providing behavioral health services. We have conducted numerous interviews, solicited uninhibited feedback from staff, and clients. We have conducted extensive research and exhaustively consulted external professionals and service providers. We have also used input of the persons served, personnel and other stakeholders. Consequently, this Plan will act as a guide to our Organization and all stakeholders when implementing resource utilization management. It will assist in identifying more efficient and effective standards in order to continue to enhance our service delivery system to our recipients, our collection, and analysis of data.

There are many persons whose efforts and contribution have lead to the preparation and finalization of this endeavor. Legacy's Finance team, Maria Maloof Our Executive Vice President, Jose Miguel the Controller and our CPA firm of Froehlich & De La Rua, this team, assisted greatly in the Financial aspects of this plan; Ivan Jimenez, our Risk Manager and Human Resources Director, for his input and assistance with reviewing the Risk Management Plan and the Human Resources section. The clinical staff for their input in the behavioral health services and Procedure Manuals. Miguel García, Rochelle Giovanini and Carol Martinez our VP of operations, Clinical and Administrative Director for their guidance and assistance to the team. Gerardo Veloza, MIS/IT Consultant for the preparation of the Technology Plan; Last but not least, Legacy's management and clinical Team: Leah Scott, Hasshmad Aguiar, Monica Mercadante, Nelson Garcia, Melissa Allen, Ingrid Bonilla, Ivan Jimenez, Hypathia Compres and

Legacy's management and clinical Team: Leah Scott, Hasshmad Aguiar, Monica Mercadante, Nelson Garcia, Melissa Allen, Ingrid Bonilla, Ivan Jimenez, Hypathia Compres and Mariuxi Mejia, all of this would not have been possible without the hard work and tireless efforts and perseverance of Legacy's team.

There is a tremendous reservoir of talent among the recipients of our services. This talent has been negatively impacted by the ravages of mental illness or substance use disorder. It behooves us, therefore, as professionals of the healing arts to devise methodologies to remove those impediments and channel that talent into avenues of successful endeavors. In the final analysis we have to be cognizant of this tremendous burden. We must be resolute in our efforts to embrace our Mission, Vision and Core Values as we strive to assist our recipients to grow, to strive and to become what they are potentially.

In executing this Plan, we have to continue to concentrate on quality, and be both flexible and innovative in our efforts. Leaders, directors, and lead site consultants must strive to garner the optimum of our greatest asset for success, which is, the creativity and dedication of our diverse staff. At all times, we must strive to provide a quality organization which operates under the guidance of our core corporate Mission, Vision and Values. Our Strategic Plan should help us to achieve this ideal as we continue our mission to serve adults, children and their families within our diverse community in a manner congruent with their culture. Then our detractors will be forced to say "Here stands an organization which has done so much, for so many, with such as dedicated few". For this, and all you will continue to do! Dear Legacy Behavioral Health Center, Inc. team, we thank you!



Approved January 13th, 2021

Alicia B. Pajares, LCSW

President

INTRODUCTION

The Board of Directors and Management Team of Legacy Behavioral Health Center, Inc. (Legacy) developed this strategic plan with assistance from its CPA and attorney. It provides Legacy with a three (4) year roadmap for supports, services and organization development. The Board of Directors and its Management Team will review progress and update the plan annually if needed. This plan was developed with broad involvement and guidance from the Board of Directors and the Management Team.

The Strategic Planning Committee included three board members and at least six staff on the management team. This Committee met twice to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session of the Committee during which the organization's strategic direction was defined. The Committee helped coordinate the planning process and provided important support and analysis to complete this plan.

The Committee conducted an environmental scan including an internal organization assessment and a review of demographic market data. The environmental scan and organizational assessment helped Legacy assess both the challenges and opportunities it is likely to face over the next three (4) years and set the context for the choices reflected in this strategic plan.

HISTORY

Legacy Behavioral Health Center, Inc. (Legacy) is a comprehensive behavioral health center that has been serving residents of Martin, Okeechobee, St. Lucie and Indian River Counties since 2005 and Palm Beach County since 2009. On December the 1st 2020, Legacy opened its 2nd office in Palm Beach County. This constitutes the 6th Legacy site. We are committed to improving the quality of life and level of performance of emotionally and behaviorally challenged children and their families through an array of diverse services. At the present time, our staff speaks more than three (3) languages, 22.89% of them are Florida Board Licensed (MD, APRN, LMHC, LCSW, LMFT, RN) and over half are fluent in more than one language, culturally competent, and have vast experience in working with different world cultures.

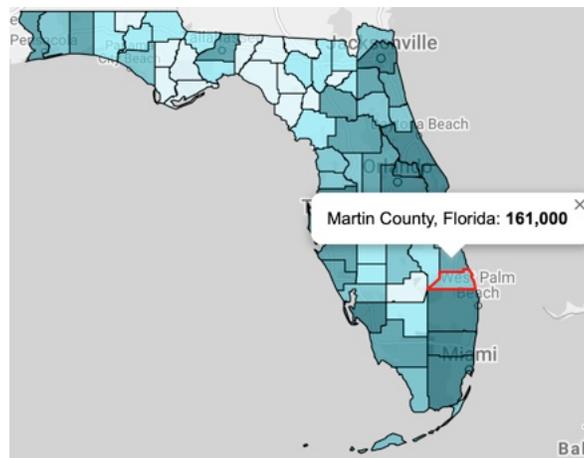
DEMOGRAPHICS

Legacy is dedicated to improving the multi-cultural quality of life and socio-emotional well-being of multigenerational infants, children, adults and their families by offering culturally sensitive healthcare. We are committed to improving the quality of life and level of performance of

emotionally and behaviorally challenged children, adolescents, families and adults through an array of diverse services. Legacy covers five counties. To assess the characteristics and demands of the population, demographic information obtained from persons served and a census from the government are used in this plan. The following is an overview of the cultural, social and economic characteristics of the communities served:

❖ **Martin County**

Our Martin County office is located in Indiantown, which is a rural, small, quiet town about 15 miles west of Stuart and 8 miles north of the Palm Beach County Line.



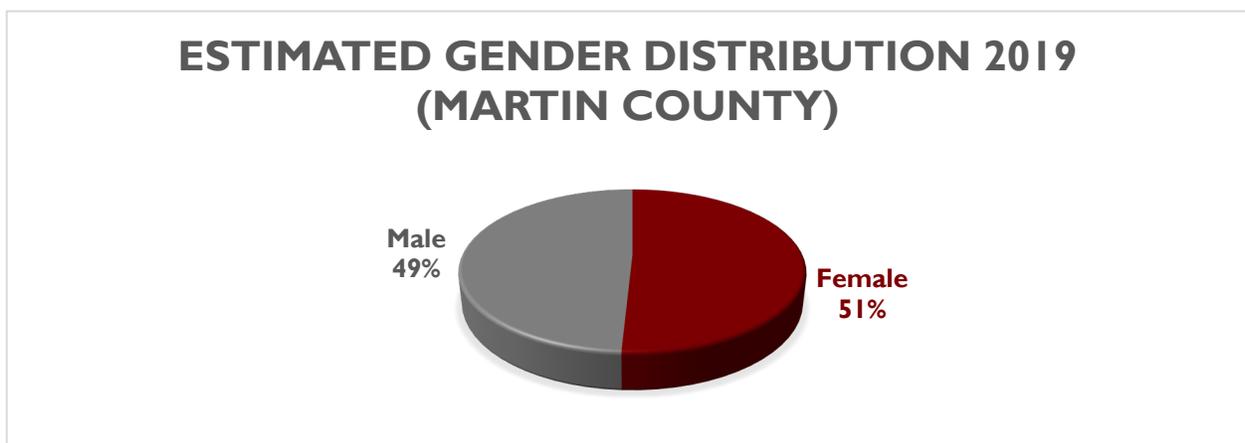
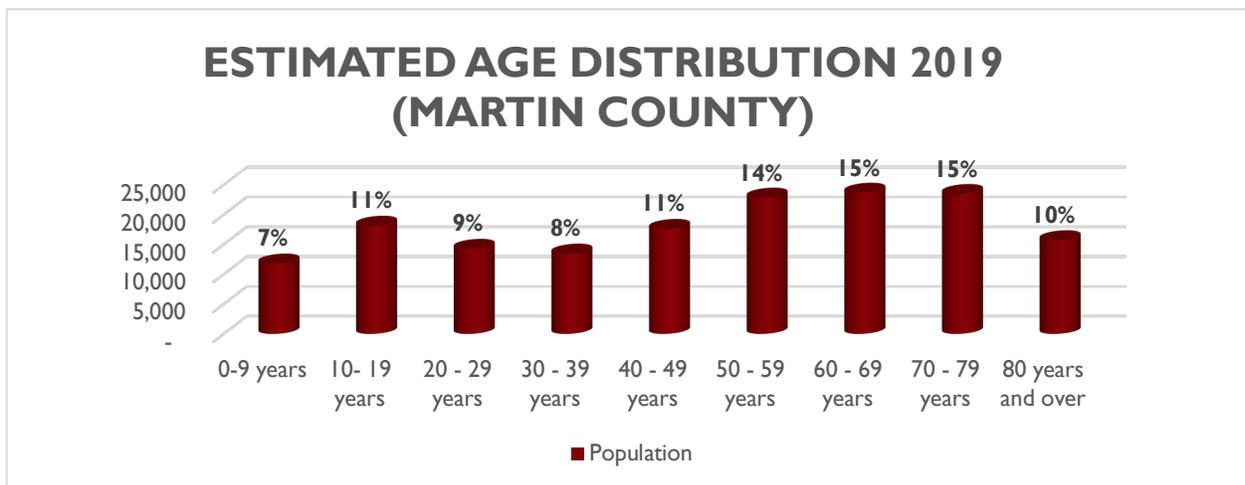
Martin County Quick Facts	
Square Miles	753
Population (2019 Estimates)	161,000
Population (April 2010 - July 2019)	146,852
Labor Force (2014 - 2018)	51.5%
Unemployment Rate (2014 - 2018)	3.0%
Median Household Income (2014 - 2018)	\$ 57,959

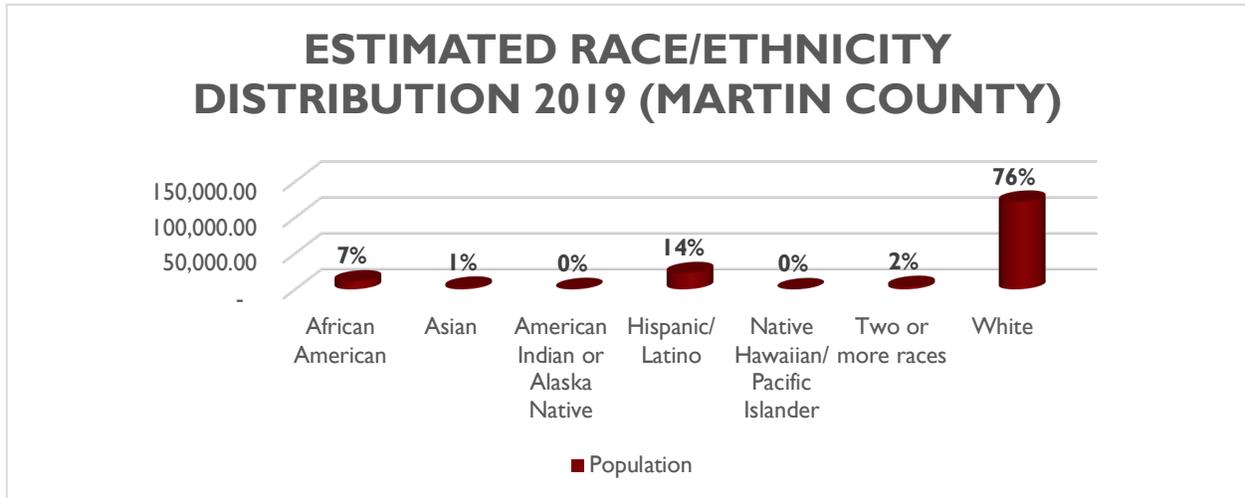
* Source: US CENSUS QUICKFACTS

As of the July 1st, 2019 census estimate, there were 161,000 people, 63,865 households, with 39,621 families residing in Martin County (average household size: 2.41). The population density was 269.2 people per square mile. The racial makeup of the county was 90.1% White, 5.7% Black or African American, 1.0% American Indian or Alaska Native, 1.5% Asian, 0.2% Native Hawaiian and Pacific Islander, and 1.6% from two or more races. 14.2% of the population were Hispanic or Latino of any race.

Estimated in 2019 there were 63,865 households out of which 16.2% had children under the age of 18 living with them, 49.8% were married couples living together, 8.2% had a female householder with no husband present, and 38.7% were non-families. 33.4% of all households were made up of individuals living alone and 31.5% had someone living alone who was 65 years of age or older. The average household size was 2.38 and the average family size was 3.03.

In the county, the population was spread out with 16.2% under the age of 18; 9% between the ages of 20 and 29; 23% between 30 and 59; 40% from 60 and over. The population was 51% female and 49% male (See charts below).

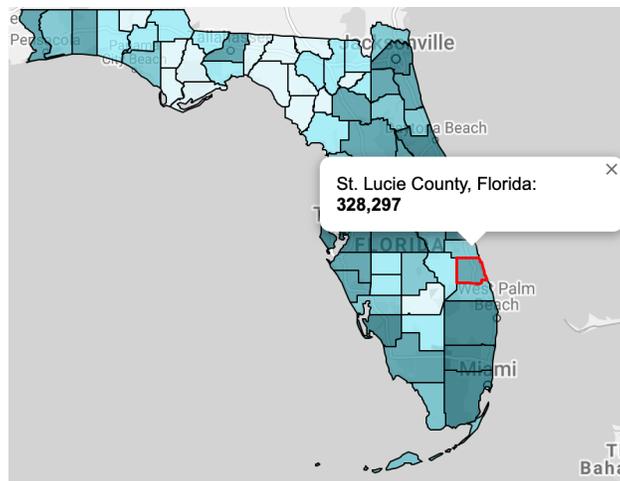




The median income for a household in the county was \$57,959. Males had median earnings of \$48,007.00 versus \$41,819.00 for females. The mean per capita income for the county was \$40,389. On regards to poverty, 10.7% of the population were below the poverty line, including 16.1% of those under age 18 and 6.4% of those age 65 or over.

❖ **St. Lucie County**

Our St. Lucie County office is located in Port St. Lucie, which is a quiet town in the Treasure Coast area of Florida. Port St. Lucie is the most populous municipality in the county. It is located 125 miles (201 km) southeast of Orlando and it is an extremely safe city.



In the midst of St. Lucie County diversifying its local economy from a service and agricultural employment base to a knowledge-based economy, St. Lucie County has recently experienced tremendous population growth. As a result, the community as a whole has been growing and

evolving into a recognizable location for science, research and a multitude of opportunities. Here are a few snapshots of the community characteristics:

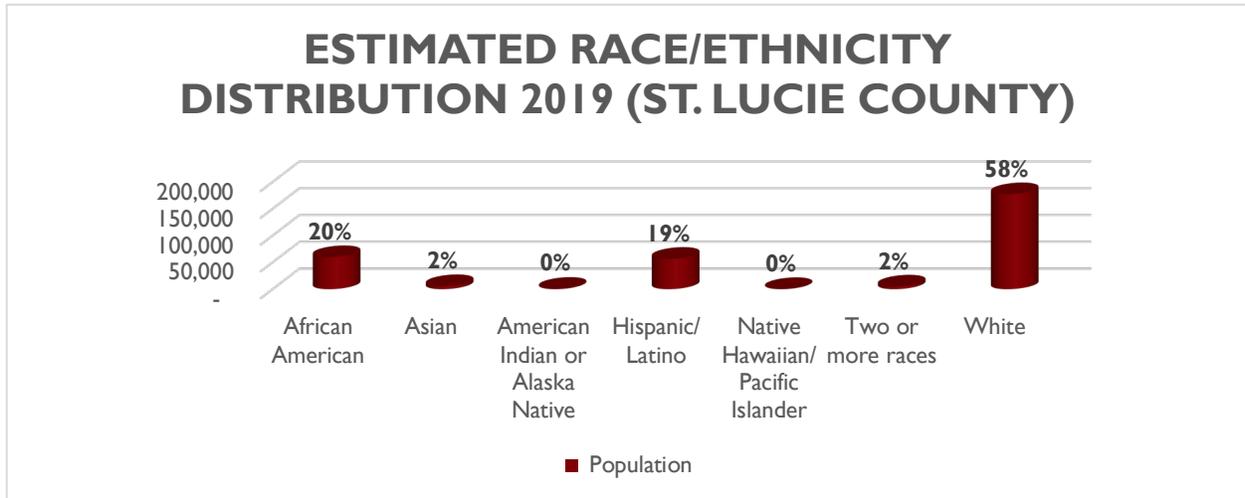
St. Lucie County Quick Facts	
Square Miles	688
Population (2019 Estimates)	328,297
Population (April 2010 - July 2019)	277,255
Labor Force (2014 - 2018)	53.8%
Unemployment Rate (2014 - 2018)	3.8%
Median Household Income (2014 - 2018)	\$ 49,373

* Source: US CENSUS QUICKFACTS

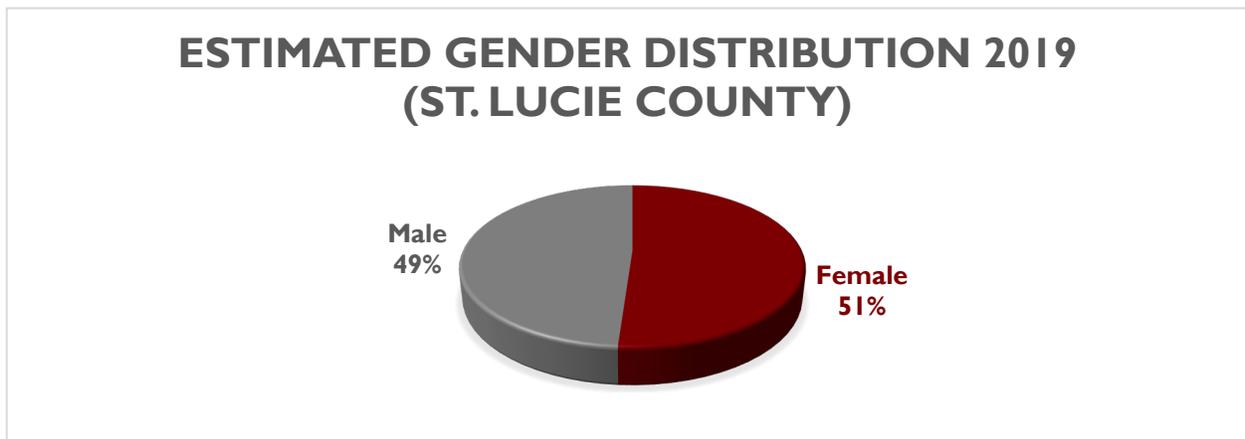
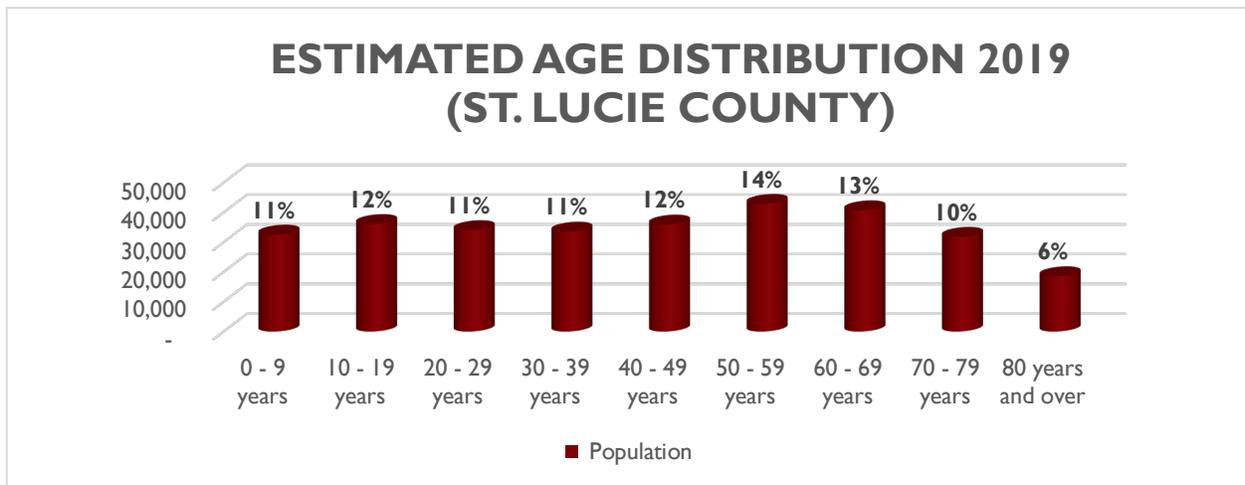
According to the July 1st, 2019 census estimate, the racial makeup of St. Lucie County was 73.6% White, 21% Black or African American; 0.6% American Indian and Alaska Native, 2% Asian, 0.1% Native Hawaiian and Other Pacific Islander and 2.3% two or more races. Hispanic or Latino of any race were 19.9% of the population. 80% spoke English only and 16.2% spoke Spanish as first language.

In 2019 there were 112,872 households out of which 23.3% had children under the age of 18 living with them, 50.2% were married couples living together, 12.8% had a female householder with no husband present, and 32.9% were non-families. 24.7% of all households were made up of individuals living alone and 13% had someone living alone who was 65 years of age or older. The average household size was 2.68 and the average family size was 3.18.

In the county, the population was spread out with 19.7% under the age of 18; 11% between the ages of 20 to 29; 37% between 30 and 59; 29% from 60 and over. The median age was 45.2 years. The male population constituted 49% of the total population, while the female population represented a 51%.

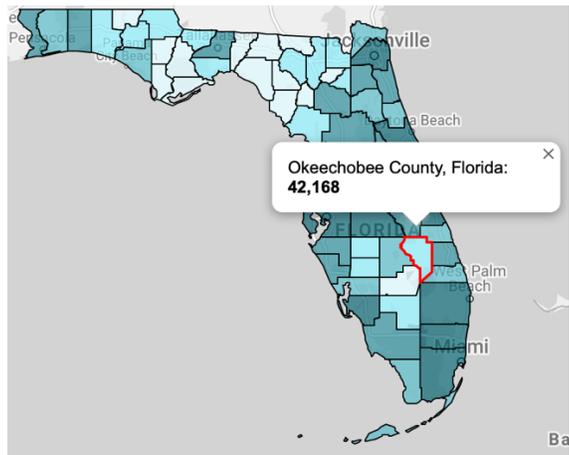


The median income for a household in the county was \$49,373. The per capita income for the county was \$25,736. About 7.4% of families and 12.1% of the population were below the poverty line, including 11.8% of those under age 18 and 9.7% of those age 65 or over.



❖ **Okeechobee County**

Our Okeechobee County office is located in Okeechobee city. As of the 2019 United States Census estimate, the city's population was 42,168. It is the county seat of Okeechobee County.

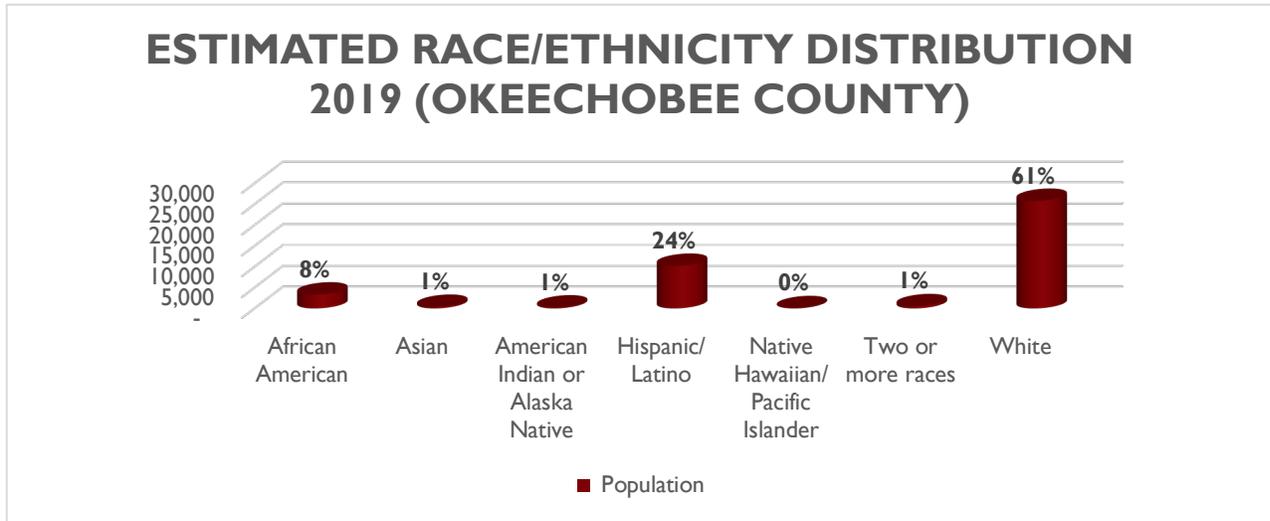


Okeechobee County Quick Facts	
Square Miles	892
Population (2019 Estimates)	42,168
Population (April 2010 - July 2019)	39,996
Labor Force (2014 - 2018)	48.0%
Unemployment Rate (2014 - 2018)	3.2%
Median Household Income (2014 - 2018)	\$ 40,367

* Source: US CENSUS QUICKFACTS

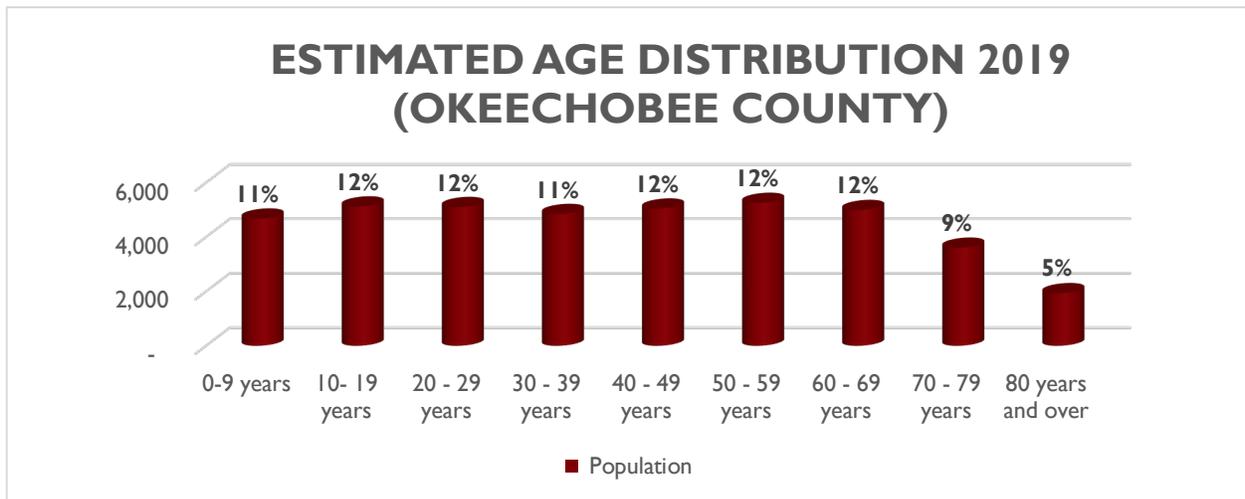
As of the census estimate of July 1st, 2019, there were 42,168 people in this county, 13,759 households, and 9,464 families residing in the county. The population density was 52.0 people per square mile. There were 18,788 housing units at an average density of 24.7 per square mile. The racial makeup of the county was 86.9% White, 9% Black or African American, 1.5% American Indian and Alaska Native, 1% Asian, 0.1% Native Hawaiian and other Pacific Islander, 1.5% from two or more races. 26.0% of the population were Hispanic or Latino of any race.

In 2019, there were 13,759 households out of which 30.6% had children under the age of 18 living with them, 46.77% were married couples living together, 13.93% had a female householder with no husband present, and 32.56% were non-families. 25.9% of all households were made up of individuals living alone and 12.4% had someone living alone who was 65 years of age or older. The average household size was 2.73 and the average family size was 3.27.

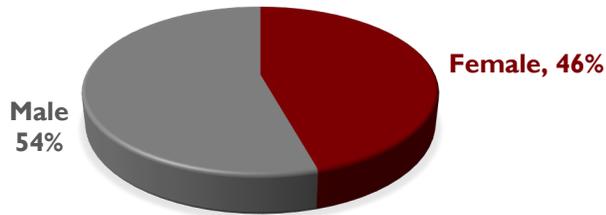


The population in the county was spread out with 21.3% under the age of 18; 12% from 20 to 29; 35% from 30 to 59 and 26% from 60 years of age or older. The median age was 41.1 years. 54% of the population was male, and 46% was female.

The median income for a household in the county was \$40,367. Males had a median income of \$35,375 versus \$28,214 for females. The per capita income for the county was \$19,943. About 17% of families and 21.5% of the population were below the poverty line, including 39% of those under age 18 and 11.0% of those age 65 or over.

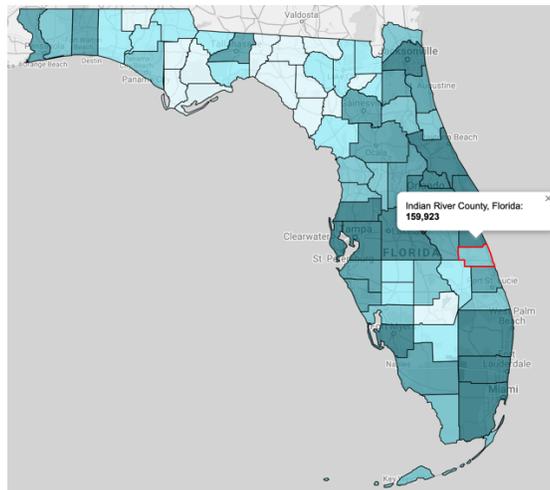


ESTIMATED GENDER DISTRIBUTION 2019 (OKEECHOBEE COUNTY)



❖ Indian River County

Our Indian River office is located in Vero Beach, it is the seat of Indian River County, Florida, United States. According to the U.S. Census Bureau's 2010 data, the city had a population of 15,220. Therefore, we can see a tremendous growth in this area as of 2019 United States Census Bureau estimated a total 159,923 population.

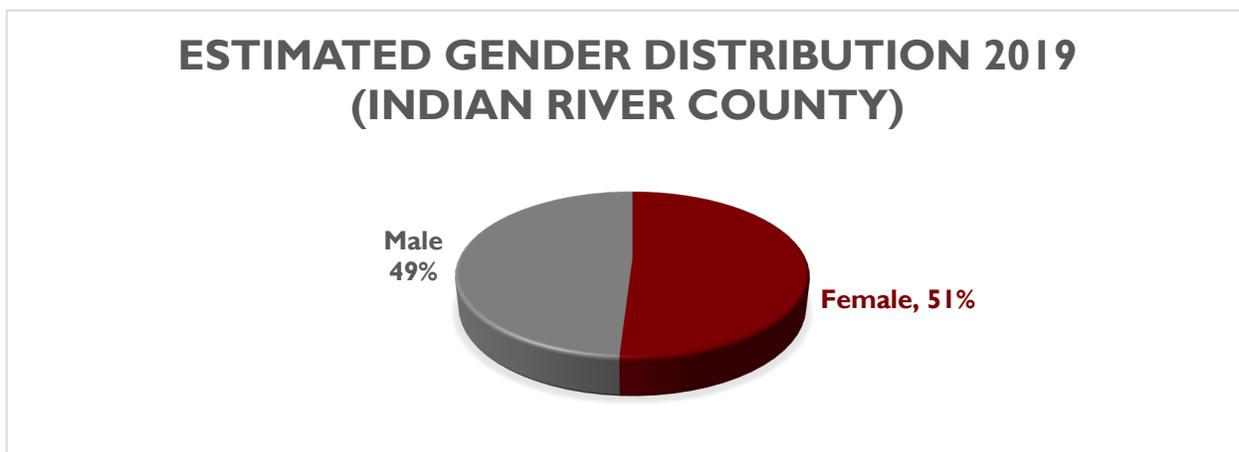
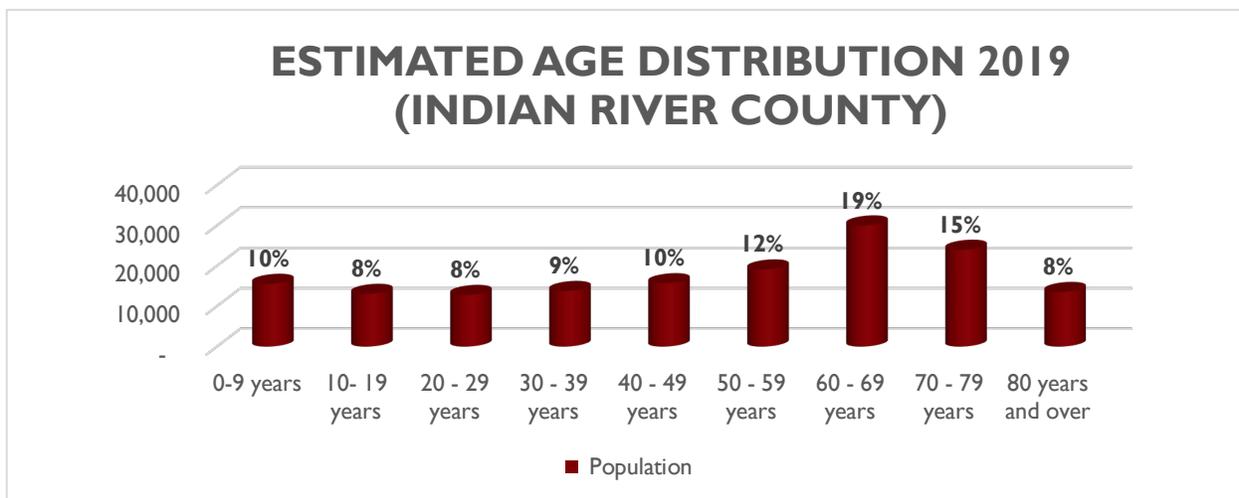


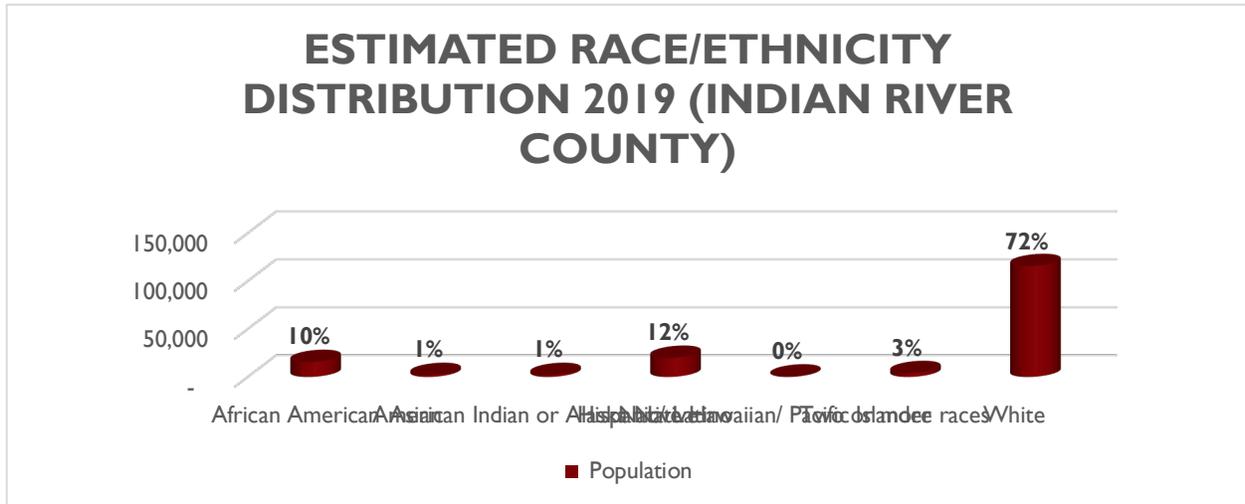
Indian River County Quick Facts	
Square Miles	617
Population (2019 Estimates)	159,923
Population (April 2010 - July 2019)	138,028
Labor Force (2014 - 2018)	47.8%
Unemployment Rate (2014 - 2018)	3.7%
Median Household Income (2014 - 2018)	\$ 52,336

* Source: US CENSUS QUICKFACTS

As mentioned before, in the year 2019 it was estimated there were 159,923 people, 57,636 households, and 34,563 families residing in the county. The population density was 318.5 people per square mile. There were 82,252 housing units at an average density of 163.6 per square mile. The racial makeup of the county was 86.7% White, 9.6% Black or African American, 0.4% American Indian and Alaska Native, 1.6% Asian, 0.1% Native Hawaiian and other Pacific Islander, 1.6% from two or more races. 12.7% of the population were Hispanic or Latino of any race.

There were 57,403 households out of which 22% had children under the age of 18 living with them, 50.78% were married couples living together, 8.36% had a female householder with no husband present, and 37.38% were non-families. 30.6% of all households were made up of individuals living alone and 18.3% had someone living alone who was 65 years of age or older. The average household size was 2.58 and the average family size was 3.24.



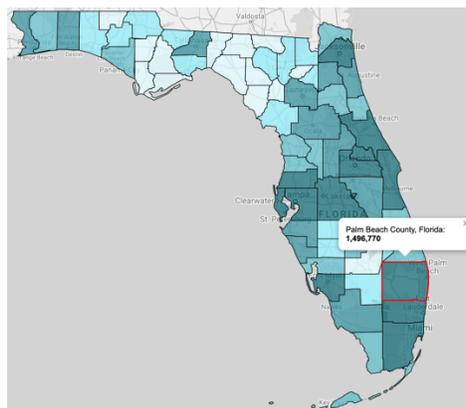


In the county the population was spread out with 18% under the age of 18; 8% from 20 to 29; 31% from 30 to 59; 42% from 60 years of age or older. The median age was 49.8 years. 49% of the population was male, while 51% was female.

The median income for a household in the county was \$52,336. Males had a median income of \$40,580 versus \$33,514 for females. The per capita income for the county was \$35,172. About 10.3% of families and 10.7% of the population were below the poverty line, including 19.4% of those under age 18 and 6.7% of those age 65 or over.

❖ **Palm Beach County**

Our Palm Beach County office is located in West Palm Beach. Palm Beach County is the second largest county in are in the state, covering 1,977 square miles. The county is the third most populous in the state of Florida and the twenty seventh most populous in the United States. The city of West Palm Beach is the largest among the county both in population and area.



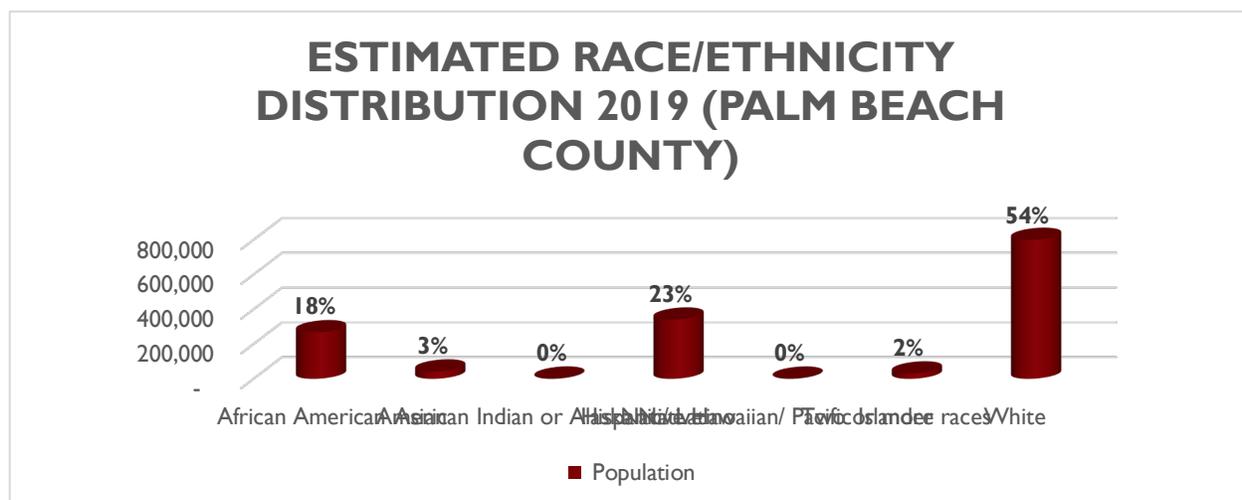
Palm Beach County is the largest of the 67 counties in the state of Florida. The county has a total area of 2,383 square miles, of which 1,970 square miles is land and 413 square miles is water. The county has 45+ miles of shoreline, which contributes to tourism as one of the three major industries in Pam Beach County. The eastern part of the County has a thriving urban area while the western area of the County is more rural with wetlands and over 221 square miles of National Wildlife Preserves.

According to the US Census Bureau in 2019, the population was estimated at 1,496,770 with 52% female and 48% male persons. Our office in this county is located in the city of West Palm Beach, which is the largest among the County’s 39 municipalities, both in population and area. It is also the county seat of Palm Beach County. The city covers 57.97 square miles and has a population of 111,955.

Palm Beach County Quick Facts	
Square Miles	2,383
Population (2019 Estimates)	1,496,770
Population (April 2010 - July 2019)	1,320,135
Labor Force (2014 - 2018)	59.7%
Unemployment Rate (2014 - 2018)	3.1%
Median Household Income (2014 - 2018)	\$ 59,943

* Source: US CENSUS QUICKFACTS

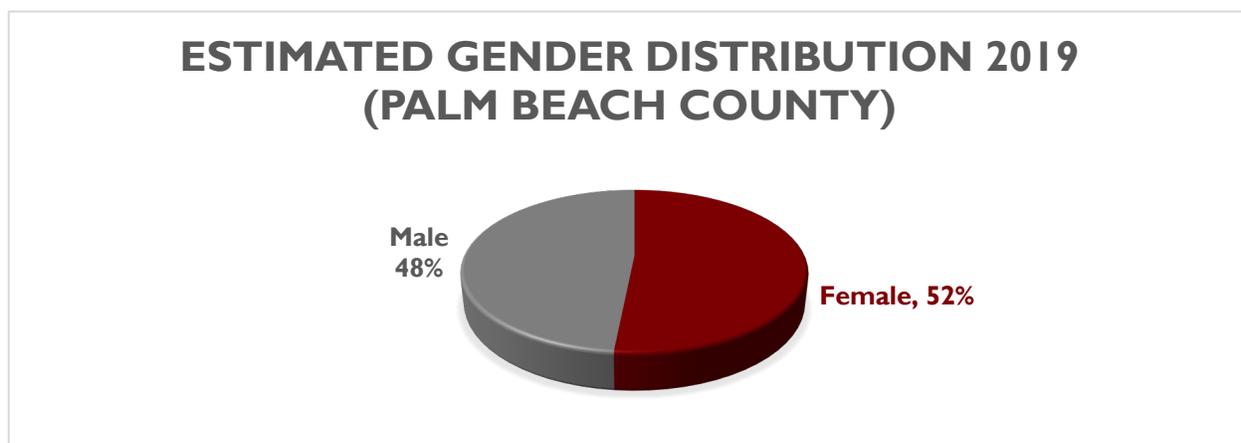
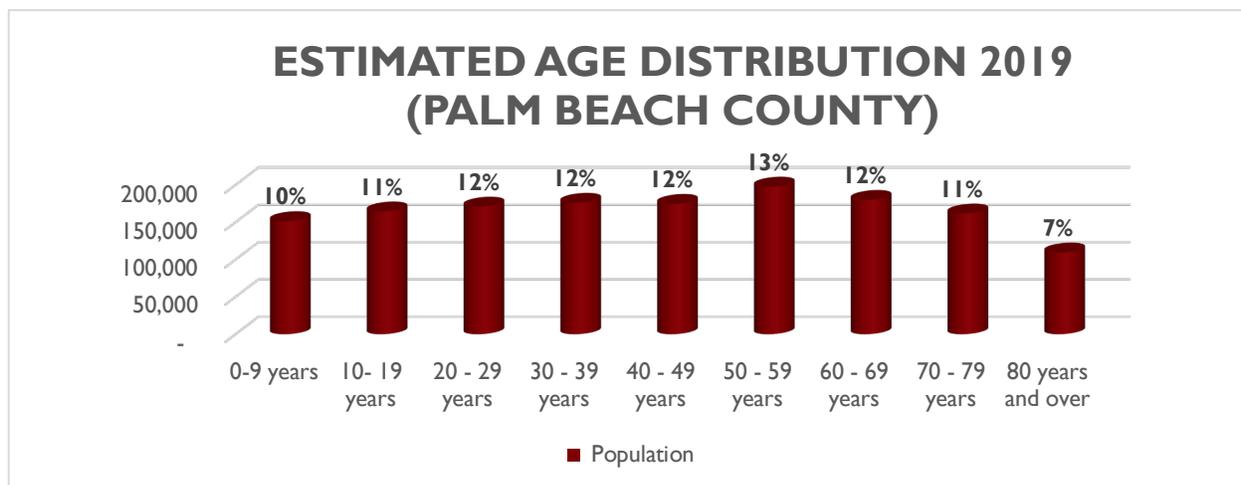
Based on the US Census Bureau estimates of 2019, there were 552,286 households, and 337,212 families residing in the county. The population density was 628.1 people per square mile. There were 693,140 occupied housing units at an average density of 290.9 per square mile.



The racial makeup of the county was 74.6% White, 19.8% Black or African American, 0.6% American Indian and Alaska Native, 2.9% Asian, 0.1% Native Hawaiian and other Pacific Islander, 1.9% from two or more races. 23.4% of the population were Hispanic or Latino of any race.

There were 552,286 households out of which 23.0% had children under the age of 18 living with them; 32.2% of all households were made up of individuals living alone and 18.2% had someone living alone who was 65 years of age or older. The average household size was 2.65 and the average family size was 3.40.

In the county the population was spread out with 21.0% under the age of 18, 12.0% from 20 to 29, 37.0% from 30 to 59; and, 30% who were 60 years of age or older. The median age was 44.9 years.



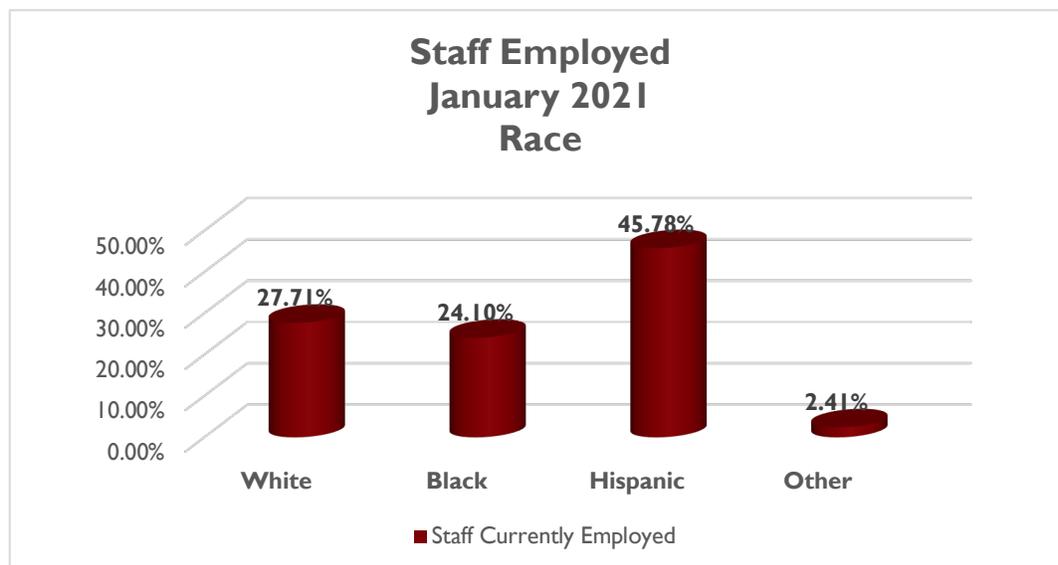
The median income for a household in the county was \$59,943. Males had a median income of \$47,778 versus \$40,886 for females. The per capita income for the county was \$37,998. About

8.7% of families and 12.2% of the population were below the poverty line, including 19.1% of those under age 18 and 10.4% of those age 65 or over.

❖ **Legacy Behavioral Health Center, Inc. Demographics**

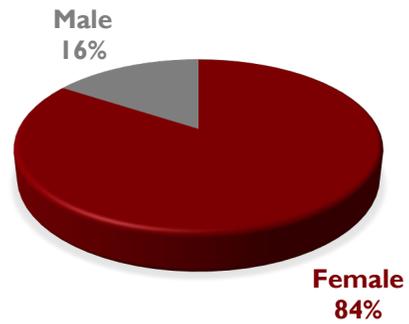
At Legacy BHC we are always open to hire persons of all ethnicities and genders as we are characterized for being multicultural. A difference in the race and gender areas is showed due to Legacy BHC does not count Hispanic as a race. Therefore, most of the staff that we have identified as Hispanic are also white/black/other. In regards to the gender, the percentage of female staff is higher than male due to women being more inclined to work in the Behavioral Health field. Overall, Legacy BHC is well prepared to serve the population of the counties it is located at. Charts below show how the race and gender are broken down for LBHC’s staff and clients.

Staff Currently Employed Race	
Total Staff	166
White	27.71%
Black	24.10%
Hispanic	45.78%
Other	2.41%
Total %	100%



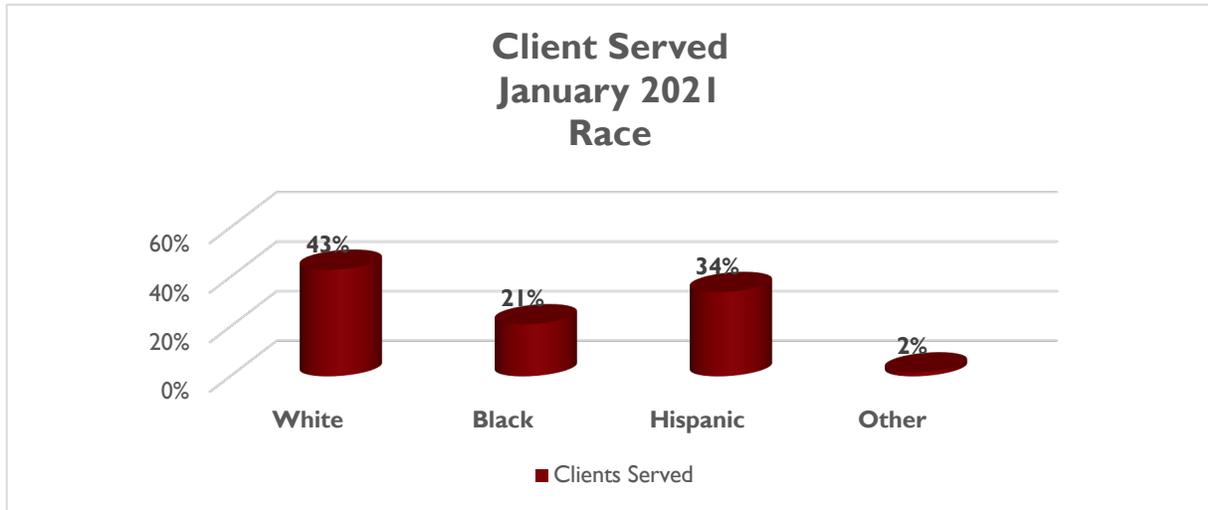
Staff Currently Employed Gender	
Total Staff	166
Female	84%
Male	16%
Total %	100%

**STAFF EMPLOYED
 JANUARY 2021
 GENDER**



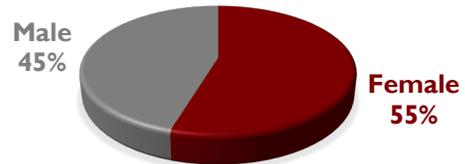
Legacy’s Mission is to serve individuals through their diversity, in a culturally and linguistically appropriate manner. Our client’s demographic reflects the diverse population we serve.

Clients Served Race	
Total Client	5,056
White	43%
Black	21%
Hispanic	34%
Other	2%
Total %	100%



Clients Served Gender	
Total Client	5,056
Female	55%
Male	45%
Total %	100%

CLIENTS SERVED JANUARY 2021 GENDER



STRATEGIC CHALLENGES (SWOT)

The Florida Sterling Criteria for Organizational Performance Excellence defines Strategic Challenges as those pressures that exert a decisive influence on an organization’s likelihood of future success. These challenges frequently are driven by an organization’s future competitive position relative to other providers of similar products or services. In January 2021, our leadership team identified the Strategic Challenges listed below. The Challenges were used to help us identify the Objectives and Strategies needed to accomplish our Mission, and to identify critical issues that we need to address.

<p>Strengths</p> <p>Strong, Visionary Leadership Team</p> <p>Flexibility</p> <p>Teamwork</p> <p>Creativity</p> <p>Knowledgeable Staff</p> <p>Diversity</p>	<p>Weaknesses</p> <p>Lack of Providers in the Rural Areas</p> <p>Challenges to Maintain Standardized Processes</p>
<p>Opportunities</p> <p>Community Involvement</p> <p>Expansion to other Counties</p> <p>Multicultural geographic recruiting area.</p>	<p>Threats</p> <p>Stagnant Medicaid Rates</p> <p>Medicare Limitations of Services</p> <p>Insurances Changes</p> <p>Pandemic</p>

TYPE	CHALLENGES	ADVANTAGES
ORGANIZATIONAL	<ul style="list-style-type: none"> • Expansion of qualify bilingual psychiatric practitioners. • Recruiting mental health practitioners with nuances of dialect in languages. 	<ul style="list-style-type: none"> • Visionary Leadership. • Strong behavioral health knowledge and expertise upon which to draw.

<p>OPERATIONAL</p>	<ul style="list-style-type: none"> • Reassess and restructure operational infrastructure. • The ability to communicate frequently with all site’s leaders simultaneously. • The attrition rate of staff due to the soliciting of competitors causes the disruption on the treatment process. • Maintain standardized processes throughout all sites. • Client’s limited access to transportation. 	<ul style="list-style-type: none"> • Centralization of operational policies and procedures. • We can draw clientele from across five counties. • Recruit appropriate and specialized staff from overseas using the proper immigration channels. • Creation of greater accessibility to all outpatient clients. • Ability to gather outcome data from 5 Counties. Palm Beach, Okeechobee, Indian River, Martin and St. Lucie Counties. • Use of Telemedicine/Telehealth practices to provide services across five sites. • The ability to prescribe electronically.
<p>WORKFORCE DEVELOPMENT AND MANAGEMENT</p>	<ul style="list-style-type: none"> • Difficulties recruiting diverse workforce. • The recruitment of personnel with the competency to work with clients with special needs • Lengthy and complex background screening verification process • Our Independent Contractor business model. 	<ul style="list-style-type: none"> • Specialized training/intern programs. • Diverse workforce Both linguistically and culturally. • Agreements with Universities for internship programs. • Multicultural geographic recruiting area.

<p>COMMUNITY RELATED</p>	<ul style="list-style-type: none"> • Evidence-based practice in clinical or community settings. • Increase in diverse population. • The lack of behavioral health care access for higher level of care. • The population is not congruently located, it is scattered over a wide area and staff experience difficulties accessing their homes. • The lack of stablished formalized routes and vehicles. • Cultural Mental Health Stigma. 	<ul style="list-style-type: none"> • Strong community partnerships and linkages. • Strong presence in the community. • Strong partnership between the agency and the school board across all five counties. • Increase of the availability of technological devices to enhance accessibility to all personnel. • The religious organizations create a great resource for bonding and dissemination of important information related to mental and physical health.
<p>FINANCIAL SUSTAINABILITY</p>	<ul style="list-style-type: none"> • Increase in competition for limited resources with other providers. • Medicaid rates have been stagnant for 10+ years. • Medicare lack of coverage for TCM and Assessment services. • Medicare restrictions to provide therapy services, as they only allow LCSW to provide these services. This is challenging to the agency due to the limited amount of LCSW in the state of Florida. • Current Legislative decisions impacting the health care system overall. • Tax reforms. • Political environment. • Changes in funding streams. • The cost of providing services 	<ul style="list-style-type: none"> • Solvent. • Strategic and data driven planning. • Frequent monitoring of productivity of all clinical programs. • Infrastructure base to build capacity.

	<p>have increased throughout the years versus the stagnant rates paid by the funding sources.</p>	
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OUR MISSION, VISION AND VALUES

A. Mission

Legacy Behavioral Health Center is dedicated to improving the quality of life and well-being of multigenerational individuals and their families by offering culturally sensitive healthcare, recovery and supportive services that promote and enhance emotional, social and personal growth.

B. Vision

Legacy Behavioral Health Center envisions cementing a bond between generations through a multicultural system of care that fosters healthy emotional, intellectual, social and personal growth, in a nurturing and culturally sensitive environment that is responsive to the individual's needs and recovery while receptive to their unique culture, preferences and values.

C. Core Values

Legacy Behavioral Health Center distinguishes itself by:

- ❖ Providing quality Healthcare services and creating a value driven center of excellence.
- ❖ Delivering Healthcare services that promote cultural sensitivity, recovery and awareness.
- ❖ Offering highly qualified and culturally diverse staff to deliver outstanding services.
- ❖ Encouraging Honesty and Integrity.
- ❖ Fostering care and compassion.
- ❖ Motivating mutual respect and team work.
- ❖ Ensuring Access to care for all.

GOALS AND OBJECTIVES

❖ Goal 1

In Palm Beach, Martin, St. Lucie, Indian River and Okeechobee Counties, behavioral health care is a collaborative concern. No single agency can address all the social, economic, and behavioral issues affecting our recipients. In order to be successful, at improving behavioral health outcomes, Legacy Behavioral Health Center, Inc. and its public and private sector partners need to assure implementation of coordinated community behavioral health. This will include an improvement planning process which identifies profiles of community needs and resources. The prioritization of identified needs, and implementation of community initiatives must be consistent. Such a collaborative strategy ensures goals are accomplished with an understanding agreement on roles and responsibilities where available resources are maximized.

Visionary Community Behavioral Health Planning. An annual increment of 3% of referrals received.

Target Date: by 12/2021

Responsible: Vice-President of Operations, Clinical Director, Administrative Director, Admissions Director, Lead Site Consultants, TCM Supervisors.

Priorities:

- I.1. Leadership and facilitation of community behavioral health improvement
 - I.1.1 Collaborate with established community behavioral health planning groups
 - I.1.2 Implement selected evidence-based interventions
 - I.1.3 Evaluate the implementation of interventions for effectiveness
 - I.1.4 Make appropriate adjustments to our Strategic Plan as needed
 - I.1.5 Obtain agreements with other agencies/school boards in the community.

❖ Goal 2

Access to behavioral health care is one area needing greater emphasis as it relates to reducing disparities among population groups most at risk in Palm Beach, Martin, St. Lucie, Indian River and Okeechobee Counties. Ethnicity, age, gender, and disability have been identified as major contributing factors in determining the overall health status of the population. Even though, emphasis is usually placed on the economic factors (i.e., inability to pay or lack of coverage),

one must not overlook the impediments in accessing behavioral health care along with the social and cultural barriers presented.

We are committed to be an agency where recipients can readily access needed behavioral health services. To accomplish this, all organizations working together must create complementary approaches to meeting community behavioral health needs. This will prevent duplication of efforts and provide evidence-based services to those who are currently “slipping through the cracks.”

To Provide Equitable Access to Essential Behavioral Health Services. An annual increment of 2% of screenings will have an internal referral to other programs.

Target Date: by 01/2021

Responsible: Vice-President of Operations, Clinical Director, Administrative Director, Admissions Director, Lead Site Consultants, TCM Supervisors.

Priorities

- 2.1 To reduce the barriers to essential behavioral health services through the collaboration with other health service systems
 - 2.1.1 Improve processes and resources to reduce barriers
 - 2.1.2 Develop an infrastructure improvement plan to provide customer focused accessible services
 - 2.1.3 Barriers to essential behavioral health services will be reduced through improvements in internal infrastructure
 - 2.1.4 Solicit customers comments and concerns and use this information to improve services

❖ **Goal 3**

Solutions for tomorrow’s emerging community behavioral health needs require us to adopt new practices and approaches. Building overall organizational capabilities and performance requires a strong infrastructure with appropriate support systems in place. Business planning links key strategies with key processes and align resources allocation to ensure efforts lead to improved behavioral health outcomes. We envision a creative and motivated workforce delivering services which are responsive, adaptive, and efficient to meet the needs and exceed the expectations of our recipients.

Organizational Excellence.

- **To obtain at a minimum a 7.5 overall Staff Satisfaction Score**
- **To obtain at a minimum a 7.5 overall Consumer Satisfaction Score**
- **To obtain at a minimum a 7.5 Stakeholder Satisfaction Score**

Target Date: by 12/2021

Responsible: Vice-President of Operations, Clinical Director, Administrative Director, Admissions Director, Lead Site Consultants, TCM Supervisors, Direct Care Staff, Department Coordinators.

Priorities

- 3.1 Develop a competent and satisfied work force
 - 3.1.1 Design and implement a process which meets staff needs for professional and career development consistent with the Organization's present and future needs
 - 3.1.2 Implement a system which promotes staff health and wellness
 - 3.1.3 Provide and maintain a safe, clean, technologically and ergonomically appropriate work environment
 - 3.1.4 Develop a data-driven management system with a focus on continuous improvement
 - 3.1.5 Create an effective communication system which provides accurate, timely, and consistent information to internal and external customers

- 3.2 Encourage the promotion of ethical and behavioral standards of conduct
 - 3.2.1 Ensure business and personal actions on and off the job are conducted in accordance with established policies and procedures
 - 3.2.2 Demonstrate Core Values: Teamwork, Diversity, Leadership, Empowerment, Ethical Behavior, Excellence, Customer Centered philosophy, Honesty & Fairness
 - 3.2.3 Consistently follow professional standards of conduct regarding licensure and certification.

- 3.3 Ensure that all clients have high satisfaction levels with the services provided at Legacy Behavioral Center, Inc.
 - 3.3.1 Design and implement a process which meets client's present and future needs by listening to their feedback.
 - 3.3.2 Provide and maintain a safe, clean and appropriate environment

- 3.3.3 Develop a data-driven management system with a focus on continuous improvement
- 3.3.4 Create an effective communication system which provides accurate, timely, and consistent information to internal and external customers.
- 3.4 Ensure that all stakeholders have high satisfaction levels with the services provided at Legacy.
 - 3.4.1 Design and implement a process which meets client's present and future needs by listening to their feedback.
 - 3.4.2 Provide and maintain an open communication system with stakeholders.

❖ **Goal 4**

To secure ongoing business operations financial stability is of extreme importance. A financially stable business has a wide variety of resources available for it to function and succeed. Having financial stability is important since it ensures you can continue to pay your business expenses and handle potential downturns in the market as well as take advantage of opportunities to expand in the future.

To ensure the programs meet of their quarterly goals based on budgetary needs for the present and future.

Target Date: by 12/2021

Responsible: Vice-President of Operations, Clinical Director, Administrative Director, Admissions Director, Lead Site Consultants, TCM Supervisors.

- 4.1 Ensure programs meet the goals established by Finance department.
 - 4.1.1 Hold leadership's meetings to keep track of production and share experience and knowledge on best practices.
 - 4.1.2 Analyse present data, budget and financial reports and forecast the following year.
 - 4.1.3 Have meetings with the Finance Department to discuss outcomes.

ACCOMPLISHMENTS OF LEGACY'S LAST STRATEGIC PLAN

The following is a brief look at the organization's strategic directions and what was accomplished over the past three years:

- ❖ **Cultural Competency and Diversity:** Legacy continued to enforce its efforts of recruiting staff who reflect the cultural and diverse ethnicity of the populations it serves. Through continuous cultural competency trainings and in-services, it enhanced staff's understanding and sensitivity to cultural differences with regards to race, gender, age, religious preferences, ethnicity, sexual orientation, geographic regions, and socioeconomic factors.
- ❖ **Financial:** Legacy advanced in this area by establishing a sizable working capital and contingency funds through specific fiscal tools and practices which ensured the continuation of services without interruption. An annual operating budget was reviewed and updated for each of the past three years. Policies and procedures were also reviewed and updated where indicated. The Organization's CPA firm was contracted to complete ongoing annual audits and/or reviews.
- ❖ **Accreditation:** Throughout these past three years, Legacy continued to focus on heightening the quality of its services and programs. In addition, Legacy persisted in its efforts to remain focus on recipient's satisfaction. The agency obtained another three-year accreditation from CARF in March 2018.
- ❖ **Corporate Compliance:** Corporate Compliance serves to guarantee the delivery of behavioral health care in an environment characterized by strict conformance with the highest standards of accountability for administration, clinical, business, marketing and financial management. Legacy reviewed but did not need to revise its current policy regarding the organization's Corporate Compliance program and plan. However, a new Corporate Compliance Officer was named during this time frame. During this time frame, there were no complaints filed.
- ❖ **Behavioral Health Services:** Legacy continues to closely monitor progress through its Quality Improvement Plan ensuring the Organization provides an array of satisfactory behavioral health services such as outpatient therapy, therapeutic behavioral on-site service, psychiatric, targeted case management, and psychological testing to recipients who reside in all counties. The PSL site was awarded the "Doctors & Clinics Best of Port St. Lucie 2019". Contractors have or are working towards certification for Wraparound. The use of Wraparound has been identified as a best practice process for engagement.

❖ **Technology:** The LBHC IT Department continuously performs system and security updates in main and failover servers and all workstations. Licensing is up to date with Microsoft Volume Licensing Agreement. LBHC has renewed and upgraded SonicWALL firewall licenses, equipment, and upgraded network equipment and firmware to ensure intrusion prevention and to have a faster and more secure network performance that meets the demands of end users, applications, and business growth. The center has also upgraded the phone system to VOIP phone system. The connection is encrypted via firewall and the system is HIPPA compliant. LBHC continues to have daily onsite backups and offsite backups via Carbonite, which is encrypted and HIPPA compliant. The e-mail system is in the process of been upgraded to Office 365 Exchange platform, which complies with HIPPA security requirements and is more reliable. Surveillance cameras that cover all entrances and site perimeter have been installed and are being maintained. Ongoing maintenance and updates to the Lauris EMR System has been performed at workstations when required to ensure data access and system reliability to the LBHC staff.

Moreover, as legacy continues its efforts to go paperless, Telemedicine/E-prescribe/Telehealth services were implemented for psychiatric, therapy and TCM services. Additionally, an Automated Appointment Confirmation System was implemented. Finally, now all LBHC's staff has the ability to connect remotely to their work station from their home with all security measures in place.

❖ **Human Resources:** Legacy continues to strive to build an effective work environment which promotes staff commitment and contribution. It continues to provide for well trained and motivated workforce which focuses on our Mission. It has encountered difficulties in maintaining staff in the more rural sites but continues to find ways to meet this need. It has endorsed staff from other countries to meet this void in our communities. This will remain a strategic direction in the next plan. In addition, HR has incorporated regulatory changes such as utilizing E-Verify for background checks.

Accomplishments within this area include additional training modules added to our website under the training section, building upon Legacy's capacity to provide contractors and employees the ability to comply with CARF continuing education requirements from the point of hiring and throughout the year. Human Resources has started the first steps towards integration into our EMR system. The first phase is now complete and personnel data is now part of our EMR database. This will be integrated in our website and will significantly reduce costs and waste in the department. Respective to Employee Wellness, the company has made information more available to employees by posting additional benefits available through insurance plans in common areas. We have made available information on local gyms, apps, recipes for

light cooking, and books for direct care providers on compassion, fatigue, and resilience. As far as social media platforms are concerned, the company is also on Facebook, which serves as a workgroup where HR posts information, events within the company, and throughout the community.

- ❖ **Health and Safety:** The Health and Safety Committee made improvements to ensure Legacy maintained a safe environment for its recipients and staff alike. Improvements were also noted in the area of safety with the replacement of newer and wired smoke alarms, exit signs with better lighting, etc.

Monthly safety drills were conducted by the committee and evacuations performed in a timely manner. Quarterly internal inspections were conducted and fire extinguishers inspected by a third party outside company. All external annual inspections were completed and any observations addressed. Improvements in the area of safety include the expansion of security camera coverage to all suite exits with night vision capabilities. Health & Safety continues to provide training to all personnel on Disaster Plan and Emergency Codes & Alarm System (to personnel with office keys).

- ❖ **Risk Management:** The Risk Management Plan was reviewed and changes were made in order to improve the identification of potential events which could negatively affect Legacy and manage risk within acceptable limits. As a result, we installed surveillance cameras and panic buttons in many offices and ensure front desk staff serve clients from an enclosed area.

The Risk Management Program continues to embrace a collaborative and strategic approach to risk management. 2018-2020 have been years of expansion requiring a second look at current processes as well as implementation of new strategies. In the area of Human Resources (Personnel), supervisors and directors have been trained on specific steps prior to termination to minimize the probability of wrongful termination.

Human Resources also conducts routine checking of unemployment claims made by personnel. All CARF trainings are now available online for easy access. Monthly reviews of new hires are conducted to ensure credentialing conforms to Medicaid/HMO contract requirements. Human Resources has initiated the first phase of integration in our EMR system (Lauris) by completing data entry for all personnel. The MIS Department has completed the process of securing building access to all suites; completed the installation of security cameras in all parking lots, and linked the added suites to the alarm systems. By the same token, safety processes have been reviewed since personnel is now housed at 6 different buildings, and specific procedures have been reviewed with supervisors/Directors for after-hours safety and reporting of adverse events. The VOIP system transitional issues have been corrected by the addition of wider broadband. MIS also completed yearly upgrade of software, firmware, licenses, and continues the blocking of unauthorized sites. LBHC is currently working

on developing a new secured website with SSL security log in. The Billing Department has added 2 more monitoring tasks to maximize transparency and Federal compliance: internal random audits of billing reports; random checks on batches sent to HMOs. In the area of leadership, LBHC has delineated a succession plan in the event of short, long term or sudden vacancy of key personnel in the organization for the purpose of continuity and organizational cohesion.

- ❖ **Emergency Management:** In the past three years, this Plan was reviewed and revised to establish a new framework. This is intended to anticipate plans for preparedness, responsiveness and recovery from a wide variety of disasters which could adversely affect the health, safety and general welfare of recipients, staff and visitors of Legacy.
- ❖ **Accessibility:** This strategic objective was reviewed and changes were made to improve the means to facilitate continual quality improvement in the area of accessibility. During the past three years, the offices in Palm Beach and Indian River were strategically relocated to areas with close proximity to public transportation. A ramp for Palm Beach office was built. Additionally, the number of multilingual staff was increased throughout all sites. The Committee made changes in the physical appearance of the various offices (i.e. new furniture, new carpeting, fresh coat of paint in the offices, replaced toys in lobby area, replaced information bulletins, new TVs, etc.)

LEGISLATIVE & REGULATORY ENVIRONMENT IMPACTS

The 2017 Tax Reform Act, formerly known as the Tax Cuts and Jobs Act, signed into law by the President on December 22, 2017, is the most important health care legislation enacted since the Affordable Care Act of 2010 (ACA). The two health-related aspects concerning this law include the elimination of the penalties paid by people who fail to have insurance as required by the so-called individual mandate and the bill's overall impact on the federal deficit (Blumenthal 2017). According to the Congressional Budget Office (CBO), the decision by individuals to forego the individual mandate could adversely affect the health insurance market by reducing insurance coverage to an approximate 13 million people by 2027 while raising insurance premiums by an additional 10 percent. The new tax bill, which allows taxpayers to deduct up to 60 percent of the taxpayer's contribution base for such a year, will ultimately lead to an increase in the federal deficit by \$1.7 trillion over the next 10 years (Beyer 2018). With the added pressure to reduce federal spending, Congress may attempt to curb this increase to the federal deficit by trimming Medicaid and Medicare programs, which currently account for an approximate 30% of federal spending. Potential ways in which this trimming could be exercised include increasing the age of Medicare eligibility or possibly creating spending caps per beneficiary. Anticipating the net effect of this recently enacted legislation with respect to staffing and sustaining proper service provision in light of the prospective cuts to the health care sector, will be key to the success of the facility in the years ahead. This impacts Legacy as we do

not provide services to private insurances. The majority of LBHC clients have Medicaid. This could affect the number of recipients being referred and eligible to receive services.

By the end of 2018, the Agency for Health Care Administration (AHCA), changed the health plans enrolled with Medicaid. This changed completely the insurance structure that Community Mental Health Centers working with Medicaid had. Legacy was not heavily impacted as LBHC was already contracted with the new health plans. Therefore, only operations and billing department were impacted.

On 2020, due to the Pandemic (COVID -19), multiple regulations and waivers were issued to secure the delivery of services during these challenging times. One of the measures taken by the Agency of Health Care Administration (AHCA), was to expand the coverage of behavioral health services via telemedicine to all services: TBOS, TCM, Therapy, Screening and Psychiatric. Additionally, the use of a wide range of communication tools were permitted to ensure the continuity of care of recipients during the pandemic. This flexibility permitted Legacy to continue serving their clients in a timely manner without any interruptions or discontinuation of services.

Moreover, the regulation released by Florida's Governor, Ron DeSantis, permitted that clients that were in distress because of the pandemic (COVID-19) could receive services in a timely manner by waiving the need of a prior authorization for behavioral health services which included Targeted Case Management and TBOS.

Another measure taken for Medicaid and Medicare beneficiaries was waiving any and all coinsurance and deductibles fees. This allowed recipients that were suddenly left without a source of income to have readily access to services.

References:

Blumenthal, David. 2017. How the New U.S. Tax Plan Will Affect Health Care.

Harvard Business Review: Economics & Society.

Beyer, Katie. 2018. How the 2017 Tax Reform Act May Impact Healthcare Costs and Spending.

Source on Healthcare Price & Competition.

EXPECTATION OF OTHER STAKEHOLDERS

Identifying mental health stakeholders, which could be a patient's family member, friend, or a community partner, and their corresponding expectations is imperative in order to tackle community mental health needs in a more comprehensive manner. In doing so, the patient will be better served and the center's staff will benefit from knowing more about the important resources available within the community relative to mental health needs. Community partners is a generalized category for other facilities within the area providing like services or state and national organizations, such as National Alliance on Mental Illness or Florida Mental Health Counselors Association. In order to properly assess the center's progress relative to the expectations of other stakeholders (beyond the expressed needs of the person served),

information is solicited both formally and informally in the form of written surveys, focus groups, telephone conversations, and presentations to stakeholders, to name a few. These communication channels allow for proper identification of problem areas which could then potentially lead to performance improvement activities. It's with this proactive approach that the center aims to uphold to the high-quality standards and expectations of not only the person served, but the community at large. Moreover, outcomes are shared with stakeholders as per their request. Additionally, Legacy has published its Strategic, Cultural Competence and Accessibility plans in its website to ensure stakeholders and persons served have readily access to them.