



**Lee Carlson Center™**  
FOR MENTAL HEALTH & WELL-BEING  
*Inspiring Hope. Supporting Healing, Restoring Health*

## Strategic Plan, 2017-2019

### Our Vision

The organization's vision is to be the agency of choice providing accessible, person-centered and creative services, strategies and solutions that promote mental wellness in our community while honoring the uniqueness and dignity of every individual.

### Our Mission

The organization's *mission is to provide exceptional and affordable mental health services for families, children, youth, and adults in our community.*

### Who We Serve

49%

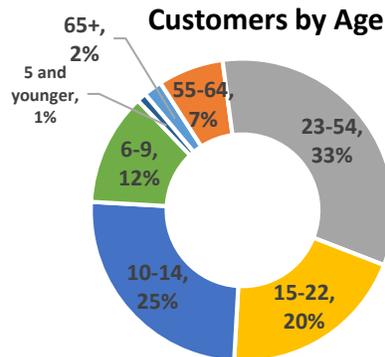
of our customers are referred to our agency by family and friends

63%

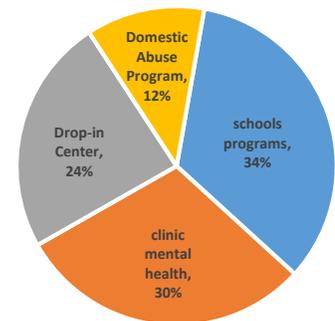
of customers have low to moderate incomes

99%

of customers report that they felt treated with dignity and respect by their clinician at Lee Carlson Center



**Program Size by Percentage Served**



### Our Programs and Services

Lee Carlson Center for Mental Health & Well-being accomplishes its mission in the following ways:

- Providing multi-site Holistic and Integrative Clinical Mental Health Outpatient Therapy Services for Children, Adolescent, Young Adults, Adults, Couples and Families including Psychiatric Care and Psychological Testing and psychoeducational services
- Providing Domestic Abuse Services for Survivors, Perpetrators and their Children and Families who have witnessed domestic violence.
- Providing multi-site Holistic and Integrative School-based Mental Health Services for children of all ages and their families including Outpatient and Rehabilitative Therapies and peer supports.
- Providing Holistic and Integrative Adult Services centered on individuals with severe and persistent mental illness including; Drop-In Center services, support groups, yoga, arts and nutrition programming. In addition providing housing support services and Adult Rehabilitative Mental Health Services (ARMHS).
- Providing Holistic and Integrative In Home (CTSS) rehabilitative mental health Services for Children and Families, Intensive Outpatient Treatment in Foster Care Services (ITFC), Psychoeducational Services and Parent Coaching.

### Our Goals

Model of Care: Advance the gold standard for mental health care in our community.

Staffing and Operations: Deploy staff with the right skills to meet the needs of our community with operations that effectively resource our mission.

Finances and Fundraising: Sustainable, long-term financial stability.

Services: Advance and invest in programming and services that respond innovatively to the changing needs of our community and customers.

**Model of Care Goal:** Advance the gold standard for mental health care in our community.

*Strategies:*

1. Better understand and define the issues facing our communities.
2. Identify and develop mutual relationships with strategic partners.
3. Create a unified message that conveys how we are unique, tells our story and encourages community involvement.
4. Educate our community and partners, particularly schools, to identify and act on mental health issues.

**Staffing and Operations Goal:** Deploy staff with the right skills to meet the needs of our community with operations that effectively resource our mission.

*Strategies:*

1. Develop a detailed, integrated plan of growth in strategic service lines to anticipate needs.
2. Attract, retain, and invest in a diverse, cross-trained, world-class workforce with targeted training programs and strategic hiring.
3. Develop and implement processes and procedures across the agency and community broadly.

**Finances and Fundraising Goal:** Sustainable, long-term financial stability.

*Strategies:*

1. Diversify income streams by identifying and developing in-kind, foundation and individual giving support.
2. Establish and maintain sufficient cash reserves to support business continuity (3 month minimum).
3. Normalize year-round revenue streams by optimizing nine months of school year, and increase accuracy of financial projections.
4. Understand payer environment and revenue cycle management, including new business lines and revenue mix.

**Service Innovation Goal:** Advance and invest in programming and services that respond innovatively to the changing needs of our community and customers.

*Strategies:*

1. Develop new services to meet the needs of our existing customers.
2. Replicate existing services to meet the needs of new customers.
3. Recruit and retain high quality professionals with world-class skills and motivation to meet customer needs.
4. Make internal and external referrals to ensure coordinated care.

## **Background and Context**

In the spring of 2017, the board of directors and staff leadership of Lee Carlson Center for Mental Health and Well-Being embarked on a strategic planning process. The purpose of this process was to write a strategic plan that honors the agency's history and capitalizes on the new momentum to serve the mental health needs of the community. The board and staff leaders revisited the mission and values, committed to the creation of a new vision statement and tagline, and created high-level goals and strategies that will drive the agency's growth, sustainability, and world-class services.

## **Strategic Planning Committee**

Rob Edwards Executive Director	Vickie Pitney Board Chairperson	Rosey Glynn Board Vice-Chairperson	Maurice Holloman Board Treasurer
Scott Nadeau Board Member at Large	Steve Helseth Board Member at Large	Elaine Johnson Board Member at Large	Joan McCusker Board Member at Large
Susan Fullerton Director of Operations	Sue Vang Executive Assistant	Amy Brugh Facilitator	

**Strategic Plan Adopted by the Board of Directors on August 16<sup>th</sup> 2017**