



**Strategic Plan**  
**2023 - 2026**

---

**BETTER MORNING**  
*- Choose to shine*

---

## TABLE OF CONTENTS

<b>1.0 Strategic Framework</b> .....	<b>3</b>
1.1 OUR VISION STATEMENT .....	3
1.2 OUR MISSION:.....	3
1.3 OUR VALUES: .....	3
<b>2.0 GOALS</b> .....	<b>4</b>
2.1 Goal 1- Access to Quality Care .....	4
2.2 Goal 2- Recovery & Resilience.....	5
2.3 Goal 3. Partnership, Integration, & Coordination .....	5
<b>3.0 SWOT Analysis</b> .....	<b>6</b>
<b>4.0 Focus Areas</b> .....	<b>6</b>
<b>5.0 Conclusion</b> .....	<b>7</b>

## 1.0 Strategic Framework

The Strategic Plan is organized around five high-priority goals, each of which has a set of objectives and strategic initiatives that together outline the steps that Better Morning will take over the next three years to achieve its vision and inspire action across the system. The goals are high-level statements that clarify what needs to be done to achieve Better Morning's vision. The objectives describe the specific, measurable steps that need to occur to achieve the goals. The strategic initiatives are the activities that, when implemented, will drive achievement towards the goals and objectives. The first step to implement the Strategic Plan is creating a series of detailed action plans. These plans will guide the initial implementation process and help ensure that system-wide efforts are aligned, focused, and well-coordinated. These action plans will also include a set of measurable indicators and timelines for each objective, which will allow Better Morning to monitor progress and hold itself accountable. The plans will be developed through a series of targeted, collaborative efforts. District residents deserve access to high-quality behavioral health services and the opportunity to lead healthy and fulfilling lives, and this Strategic Plan will enhance our work to achieve this goal:

- I. Vision
- II. Mission
- III. Values
- IV. Goals,
- V. Objectives,
- VI. and Initiatives

### 1.1 OUR VISION STATEMENT:

Better Morning is a thriving community based mental health provider where prevention is possible, and recovery from mental health is the expectation. Better morning is committed to:

1. A wellness-oriented community where there is no stigma toward receiving behavioral health treatment.
2. People with behavioral health disorders living long, safe, and fulfilling lives.
3. Strong collaborations with partner organizations to achieve this vision.

### 1.2 OUR MISSION:

Better Morning aspires to promote quality behavioral health care for all. Better Morning accepts the responsibility to develop, reach, share, and sustain by example the kinds of relationships that will allow each member of the family unit to reach their fullest potential.

### 1.3 OUR VALUES:

**Respect** - All persons who come in contact with Better Morning are treated with dignity and valued for their abilities and contributions.

**Accountability** - Better Morning is responsible to consumers and family members for support and unobstructed access to services. The agency encourages all interested parties to participate in the planning, development, implementation, and monitoring of treatment, services, and policy.

**Recovery** - Better Morning services are provided based on the belief that people can recover from mental and substance use disorders. Services and support for consumers, clients, and their families are tailored to: Empower them to improve their quality of life; Address individual needs; Focus on strengths and resiliency; Provide choices and immediate access; and Provide opportunities to participate in rehabilitation, regardless of disability.

**Quality** - Better morning is responsive, cost-effective, and incorporates high standards, best practices, cultural sensitivity, and consumer satisfaction. Better morning is committed to professional integrity, objectivity, fairness, and ethical business practices.

**Education** - Better Morning takes the following actions to improve the service delivery system: Shares information among consumers, family members, providers, and the public; Promotes prevention, wellness, and recovery; Reduces stigma; Recognizes the needs of others for information; and Communicates in an open and candid manner.

**Caring** - Better Morning encourages genuine partnerships among consumers and clients, family members, providers, and others that foster unconditional positive regard for the concerns of those who seek and receive services.

## 2.0 GOALS

Better Morning is determined to provide high-quality and affordable mental healthcare services for all populations. As population demographics is evolving, Better Morning is also expanding its ability to effectively meet the growing needs of a diverse population irrespective of age, living conditions, ethnicity, education level or employment status ensuring all consumers are provided with equal opportunity and access to high quality mental healthcare services.

The Strategic Plan emphasizes on the following goals across all services and programs to support Better Morning in achieving its mission and vision.

### 2.1 Goal 1- Access to Quality Care

This goal ensures that individuals and families receive high-quality services to meet their unique needs, resulting in access to the right services, at the right time, in the right amount. Routine and timely assessment coupled with the immediate availability of evidence-based treatment that is well-coordinated, trauma-informed, and person-centered is essential to accessing quality service. DBH is committed to a “no wrong door” approach and to the implementation of comprehensive, routine assessments. Better Morning is also committed to enhanced care coordination to ensure that high-quality services are available in a timely and integrated manner across the district’s service continuum.

#### **Objective:**

Reduce Barriers to Care. Increase care coordination to ensure that consumers/ clients can move seamlessly across the continuum of care.

#### **Initiatives:**

- A. Provide culturally competent outreach and community response through a Community Response Team (CRT), which will provide a multisite, multidisciplinary, 24/7 model of care to improve behavioral health outcomes in the district.
- B. Expand school-based behavioral health programs to all public and charter schools to improve access to care within the school-based population.
- C. Strengthen health information technology and operational system standards to ensure continuity of care for individuals transitioning from institutional or acute care facilities to community outpatient providers.
- D. Improve information sharing, health information exchange, and other care coordination systems between residential facilities and outpatient treatment providers.
- E. Implement screening for social determinants of health and other barriers that hinder care coordination and develop enhanced referral mechanisms.

## 2.2 Goal 2- Recovery & Resilience

This goal builds and supports a community that promotes recovery and resilience to help individuals and families thrive. Affirming that all can recover from or manage mental illness and substance use disorders and thrive in the community is critical when addressing the behavioral health needs of individuals. Promoting resilience involves creating opportunities for individuals and families to cope with challenges and to reduce or manage adverse outcomes. Supporting people as they make decisions about their care and designing programs to ensure that they receive community, family, and peer support services will foster recovery and resilience. A focus on optimism; building upon an individual's skills, supports, and resources; and addressing the person's needs holistically is at the core of recovery. Better Morning is committed to developing innovative and effective person-centered practices that promote community integration, enhance connections with family and peers, and reinforce natural supports for recovery and resilience.

### **Objective:**

Increase Person-Centered Practice. Increase the number of individuals served or supported by Better Morning who receive person centered care that empowers them, their families, and/or their caregivers.

### **Initiatives:**

- A. Promote the use of research-based person-centered practices that individualize care and support shared decision-making, such as motivational interviewing and stage-wise assessment.
- B. Develop practice standards, trainings, and accountability measures that drive system-wide improvements in person-centered assessments and treatment plans.
- C. Design a system that encourages individuals to have control over the amount, length, and type of services they receive and that honors the culture, strength, and unique recovery of those served.

## 2.3 Goal 3. Partnership, Integration, & Coordination

This goal strengthens community partnerships to better integrate and coordinate services towards a sustained and shared vision of excellence. It is vital to work internally within Better

Morning and externally with community partners to improve collaboration, coordinate care, integrate services, marshal resources, and align strategies. Strong organizational structures and systems that drive service integration and care coordination are essential to effective partnerships that seek to reduce the impact of mental illness. Better Morning is committed to addressing the administrative, operational, and policy-oriented barriers to care coordination and service integration in ways that break down the silos between the mental health and substance use systems and promote effective and efficient community partnerships.

### **Objectives:**

Reduce Barriers to Care Coordination and Service Integration. Reduce the administrative, financial, programmatic, and structural barriers that hinder care coordination and service integration.

### **Initiatives:**

- A. Integrate Medicaid payment strategies for medical/surgical and behavioral health services that promote both fiscal and practice-level integration.
- B. Participate in service planning for the new acute care hospital in Southeast DC to ensure that behavioral health care
- C. Promote better information sharing and health information exchange between DC's psychiatric hospitals and psychiatric units and other clinical and non-clinical partners.
- D. Promote integration of behavioral health services with primary care and other clinical and community settings.
- E. Support evidence-informed programs and policies that improve care transitions from the hospital and other acute care settings to the home.

## 3.0 SWOT Analysis

- ✓ Strengths
  - Better Morning's proven record of providing excellent mental health services
  - Highly skilled staff
  - Passionate leadership team
  - Certifications & Accreditations from DBH
- ✓ Weakness
  - Recruitment and hiring process delays due to unavailability of candidates
- ✓ Opportunities
  - Addition of new programs & services
  - New technology adoption for data capture, security and reporting
- ✓ Threats
  - Claim reimbursements delays from payers
  - Regulatory changes

## 4.0 Focus Areas

- A. Addition of more programs - Better Morning aims to increase the scope of mental health care services for all by adding new programs and services
- B. Talent – Better Morning intends to hire additional skilled staff to cater to new programs and services.
- C. Increased Community Engagement - By providing virtual care via telehealth, Better Morning plans to increase community engagement.

- D. Aligning to DBH evolving requirements – Better Morning is prepared to cater to any new requirements from DBH for e.g. changes in reporting requirements, CRISP updates, new technology requirements
- E. Detailed IT Policy – Better Morning will ensure that the IT policy is adhered to

## 5.0 Conclusion

The Strategic Plan provides methods to provide services through group and individualized plans who need them the most and accounts for the diversity of communities, families and students irrespective of the background.

The goal is for everyone to have opportunities to thrive and achieve better health outcomes, as conveyed in the vision and mission statement. Better Morning along with its team of highly skilled staff and passionate leadership is driven to cultivate collaboration, innovation and data driven solutions.

In a rapidly changing physical and social landscape, it is more important than ever that evidence-based practices and data-driven decision making are adapted. Better Morning's mission and vision recognize the role that services and programs play in providing opportunities to promote good mental health at all points.