

Cape Atlantic Integrated Network for Kids

Strategic Plan FY 2023-2025

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Introduction:

Cape Atlantic Integrated Network for Kids' (I.N.K.) Strategic Plan has been built on feedback provided by families, staff, leadership and the NJ Department of Children and Families. This Strategic Plan provides demographic information of the youth and young adults Cape Atlantic I.N.K. has served. The plan outlines organizational Strengths, Needs, Limitations and Opportunities. The Strategic Plan presents Cape Atlantic I.N.K.'s Strategic Goals under six categories including Quality, Expansion, Fiscal, Technology, Community and Integration.

Cape Atlantic INK has continued to benefit from an adequate Medicaid rate supported by the New Jersey State Legislature. This has allowed the organization to maintain budgetary stability.

Our Vision:

Healthy Families, Thriving Communities

Our Mission:

To create solutions together with youth, young adults and their families, in partnership with the community, that facilitate desired changes in their lives and enhance their ability to live and thrive in their community.

Core Values:

The mission encompasses the concept that community-based wraparound services are customized according to the individual youth, young adult and family need. The Cape Atlantic I.N.K. core values of care are:

- Centered on the strengths that are inherent in each situation, with service planning focusing on the total youth and young adult, across all life domains, in a proactive manner;
- Driven by family needs, goals, and social determinants of health, assuring that the family is engaged in a process that is flexible and friendly;
- Culturally proficient and responsive to the community strengths, programs and resources that characterize the flavor and unique cultures of the families within each neighborhood, to create a caring and honest interchange;
- Outcome driven and focused on the quality and appropriateness of the results that come from coordinating and managing services for youth, young adults and their families, and communities; and
- Self monitoring and committed to continuous quality improvement.

Core Principles:

Cape Atlantic I.N.K. is committed to providing an effective system of care that is comprehensive and integrated, and empowers youth, young adults and their families. The fundamental principles that lead this endeavor affirm that Cape Atlantic I.N.K. is:

- A leader in the community and has the charge of training and educating youth, young adults and their families, community members and service providers;
- Obligated to listen to parents, youth and young adults, not for collateral guidance, but for more effective participation in the reform effort;
- A change agent-through creative problem-solving with "out of the box" solutions that offer fresh perspectives to guide the change process;
- Commitment to equity and inclusion and in recognizing and celebrating diversity to honor the unique contribution in each family and community;
- A partner with youth, young adults and their families, communities and other systems to synthesize perspectives and priorities; and
- Streamlined to make services timely, accessible, age-appropriate, seamless and community based.

Who we are:

Cape Atlantic I.N.K. is a private non-profit 501c (3) under contract with the NJ Division of Children's System of Care Services to provide Care Management and Behavioral Health Home (BHH) services to youth, young adults and their families in Cape May and Atlantic Counties. As an integral part of a statewide system of care, we are required by contract to provide only Care Management and Behavioral Health Home Services.

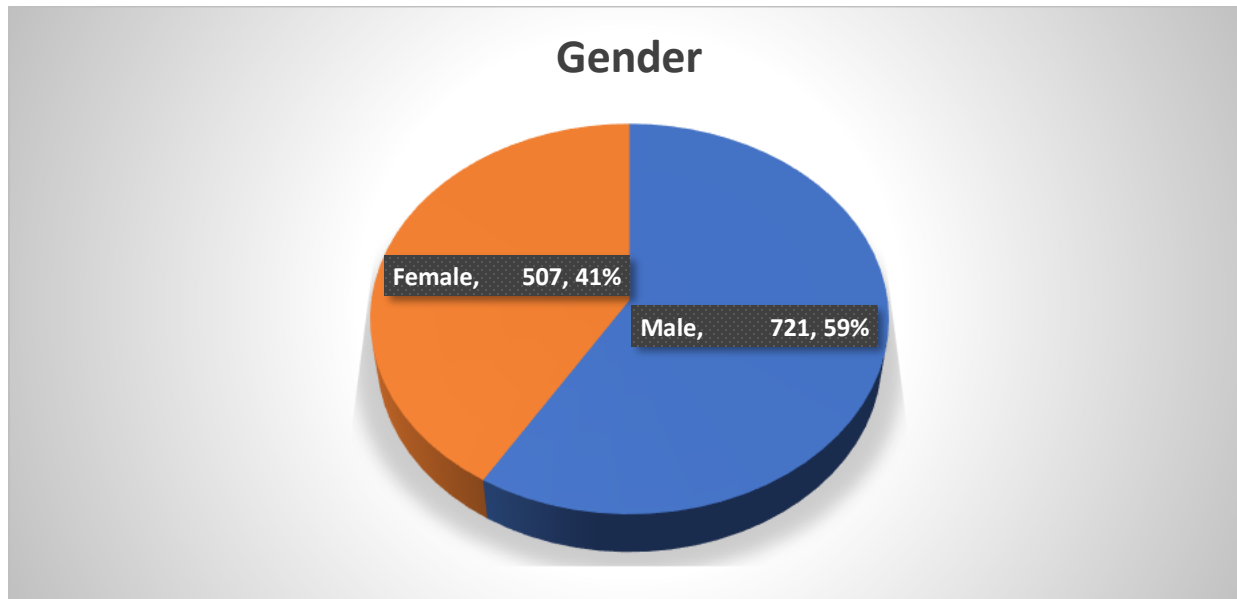
Who we serve:

We manage the care needed to address, behavioral, emotional, and substance use challenges. Cape Atlantic I.N.K. also manages the care necessary to help youth, young adults and their families address developmental and intellectual disabilities. Cape Atlantic I.N.K. has provided Behavioral Health Home services since March 2016 to address those youth and young adults with a specific list of medical conditions including:

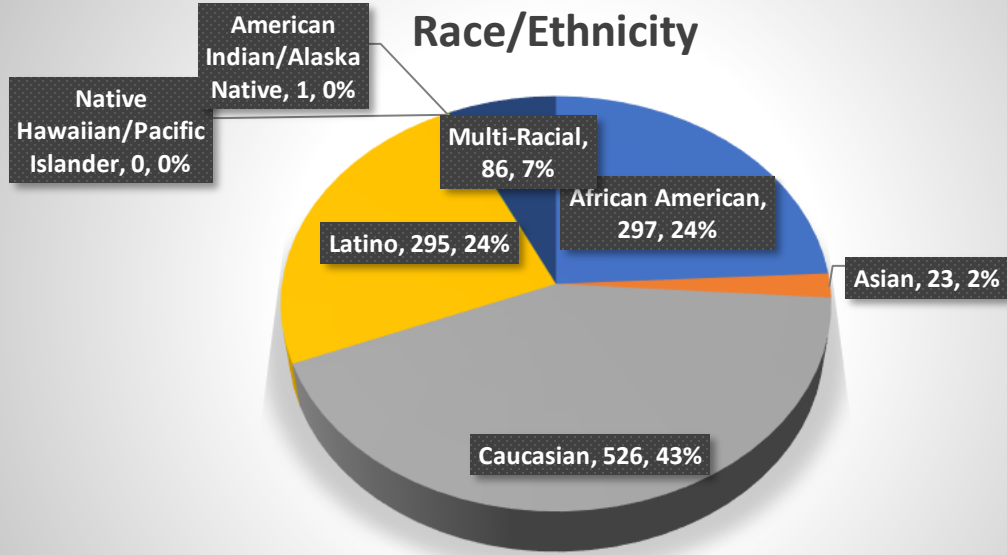
- Asthma
- Hypertension
- Diabetic Mellitus
- Cystic Fibrosis
- Kidney Disease
- Obesity
- Seizure Disorder
- Substance Use Disorder
- Sickle Cell Disease
- Eating Disorder
- Developmental Disabilities
- Cardiac Disorder
- Hypothyroidism
- Hyperthyroidism
- Polycystic Ovarian Syndrome
- Pre-Diabetes
- Autism with GI Concerns
- Chronic Migraines

Demographics:

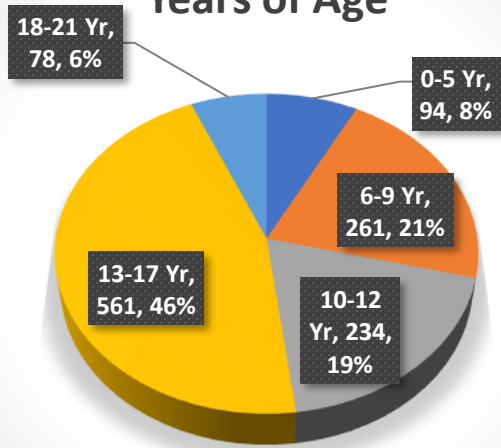
The following information presented is a demographic breakdown including gender, race/ethnicity and age (as reported by PerformCare) of all youth/young adults served by Cape Atlantic I.N.K. as of January 2023:
N=1228



Race/Ethnicity



Years of Age



Where and how we deliver our services:

Cape Atlantic I.N.K. provides face-to-face care management services to youth/young adults and families in their homes, communities and other living situations. Virtual platforms are used when necessary. We utilize the Wraparound practice model through the Child Family Team (CFT) process along with the Nurtured Heart Approach to deliver Care Management and Behavioral Health Home services. We develop Individualized Service Plans based on the strengths and needs of the youth/young adult, and family identifying needs with the CFT.

The Behavioral Health Home service enhances the Child Family Team's ability to address specific medical conditions and health and wellness goals. This is accomplished through the addition of a nurse and a wellness coach to the Child Family Team.

Organizational Strengths, Needs, Limitations and Opportunities

Strengths:

- Organization that is Mission Driven
- Research based Wraparound Practice Model
- Dedicated, skilled and diverse staff committed to helping families
- Organizational culture that promotes professional development
- The organization's ability to continue services while adapting to change
- Sound fiscal planning, budgeting and accountability
- Supportive Board of Trustees
- A holistic approach to integrated health and wellness through BHH services
- Strong collaborative relationships with key stakeholders, CSOC partners, community organizations and providers
- Strong focus on outcomes and Performance Improvement and Corporate Compliance
- Technology and System plan
- Certified Nurtured Heart trainers on staff

Needs:

- Develop retention strategies for qualified and engaged workforce
- Utilize data to enhance technology system and support service delivery
- Increase enrollment into BHH program
- Advocate for community services and supports for youth/young adults with Intellectual/Developmental disabilities and Juvenile Justice System (JJS) involved youth.
- Advocate for increased access to out of home treatment options when medically indicated and safe delivery of face to face services in the community.
- Develop strategies to address constructive feedback and improve performance
- Utilize data on environmental factors to address social determinants of health

Limitations:

- Contractual limitations that prohibit additional funding sources or services
- Social determinants of health impacting the access and achievements of youth/young adults served
- Workforce challenges

Opportunities:

- Position the Organization to be more creative in **recruitment** and retention of staff
- Maximize the benefits of technology to support telehealth service delivery and organizational efficiency
- Continue to integrate health and wellness initiatives virtually
- Advocate within the Children's System of Care to increase business functions
- Continue Diversity, Equity, **Inclusion** and Awareness through organization assessment and training
- Allocate resources towards the development and enhancement of telehealth

Quality Goal: To provide quality care driven by data to improve performance.

Objective	Persons Responsible	Time Frames	Progress Review Date 1/23/23
Conduct quality record reviews	QAPI, Operations Administrator, Program Managers, Supervisors	Monthly	Data presented to Performance Improvement Management (PIM) Committee; Continue Ongoing
Conduct post transition satisfaction surveys	Quality Department	Monthly	Data presented to Performance Improvement Management (PIM) Committee. Challenges noted with return rates in Spanish speaking only families. Continue Ongoing.
Track and trend data for Performance Measurement Management and Improvement systems	Quality Department	Monthly	Data is reviewed in PIM committee quarterly. Continue ongoing.
Obtain feedback from persons served on the organization's effectiveness.	Operations, Quality Department	As Needed	Surveys are being conducted monthly to assess performance improvement needs during enrollment and at transition.

Workforce Development and Management Goal: To improve recruitment and retention rate of Care Management Staff

Objective	Persons Responsible	Time Frames	Progress Review Date 1/23/23
Utilize feedback from employee satisfaction survey and exit interview	Human Resources, Leadership Team	Ongoing	Employee survey conducted annually and Exit interviews ongoing
Development of career advancement opportunities for staff to be retained.	Senior Program Manager, Human Resources	Ongoing	The Supervisor Academy was developed September 2022 for employees with Master's degree to get 2 years' post Master's

			supervisory experience to assist employees with career advancement opportunities.
To retain quality staff through competitive compensation and merit-based salary increases	Leadership Team, Board of Trustees	Ongoing	Competency based performance evaluation implemented as of January 2018 and correlated to merit based compensation. An electronic tool, Performyard, was implemented in June 2020. Implemented an incentive program to ensure continuity of care and retain quality care managers. Continue ongoing.
Continue enrollment into Cape Atlantic INK internship program for MSW and BSW students	Human Resources, Program Manager, Operations Administrator	Ongoing	Currently implemented through a partnership with Stockton and Rutgers Universities
<p>Cape Atlantic INK instituted a hybrid work model.</p> <p>Partner with Stockton University to utilize federal funding through Federal Work Study to obtain reimbursement for eligible BSW internship students to create a pipeline of eligible Care Manager candidates.</p> <p>Created a Training Team to onboard all new Care Managers to provide quality care management services.</p>	<p>Operations, Leadership, Human Resources</p> <p>Operations</p>	<p>January 2021</p> <p>January 2023 and ongoing</p> <p>June 2022 and ongoing</p>	<p>Successfully integrated a telehealth platform</p> <p>Cape Atlantic INK signed an agreement in December 2022 for the remainder of the fiscal year.</p> <p>Cape Atlantic INK has successfully integrated training team into the regular care manager workforce</p>

Community Goal: To continue to identify and develop community resources to address gaps in services

Objective	Persons Responsible	Time Frames	Progress Review Date 01/30/2023
Continue to develop Cape Atlantic ResourceNet as an electronic inventory of resources.	Community Resource Administrator	Ongoing	Existing providers listed within ResourceNet. Process ongoing to add pediatricians and other resources in the community.
Advocate for increase of DD, JJS and Spanish Speaking community services available to youth/young adults and families	Community Resource Administrator and Southern Regional I/DD Committee, JJS Committee and CIACC	Ongoing	Continue Ongoing.
Develop community resources for expanded need in Cape May County and Atlantic Counties	Community Resource Administrator and Behavioral Health Providers and Leadership Committee and CIACC	Ongoing	Ongoing partnerships with state and local entities, system partners and new clinical providers for expansion
Develop resource inventory and collaboration with providers serving children under the age of five	Community Resource Administrator and Behavioral Health Providers and Leadership Committee and CIACC	Starting 2-1-23	Ongoing partnerships with state and local entities, system partners and new clinical providers for expansion
Increase expertise regarding identification and treatment of	Zero Suicide Committee and Southern Regional Zero Suicide Committee	Spring 2023	Zero Suicide Trainer identified

suicide by offering a clinical training in Spring 2023			
Increase knowledge, networking and advocacy for affordable and emergency housing for families in Cape May and Atlantic Counties	Leadership team	Implementing February 2023	Leadership will look at partnership opportunities for affordable and emergency housing

Service Delivery Goal: Provide quality care management services during a period of rapid growth and a reduced work force.

Objective	Persons Responsible	Time Frames	Progress Review Date 01/30/2023
Expand use technology to more efficiently respond to families and system partner needs through telehealth, email, and texting and our agency website	Leadership Team, Supervisor Team	Implemented 3-2020 and ongoing	Policies and procedures updated to reflect current practices, implemented use of telehealth, electronic signatures and expanded use of electronic communication with families
Streamline workflow and documentation to maximize service delivery time	Leadership Team, Supervisor Team	Implemented 3-2020 and ongoing	Eliminated duplicate tracking tools that Care Managers are required to complete, consolidate transfer tool, update Types of Progress Note Tool
Support and monitor Youth Incentive Program to ensure its integrity while allowing staff to be compensated for extra workload	Leadership Team, Supervisor Team	Implemented 2019 and ongoing	Updated reporting and monitoring tools and practices to assure program and billing compliance
Support a hybrid work model and flexible scheduling to maximize time and prioritize needs.	Leadership Team, Supervisor Team	Implemented 3-2020 and ongoing	Provide support, collaboration and supervision to staff to

			prioritize what tasks are crucial to complete.
Provide ongoing support, training and collaboration in managing high risk youth and suicide prevention	Leadership Team, Supervisor Team, Zero Suicide Committee	Ongoing	Implement Zero Suicide Initiative across the organization, Focused supervision and support for high-risk youth, ongoing conferencing of high-risk youth with CSOC, DCP, JJS and system partners
Infuse Nurtured Heart philosophy throughout the organization to support staff and reduce worker fatigue	Leadership Team, Supervisor Team, Nurtured Heart Committee	Ongoing	Include Nurtured Heart at monthly staff meetings along with successes.(2-2022) Conduct Nurtured Heart activities ongoing as recommended by the NH Committee. Include Nurtured Heart in team meetings and supervision.
Advocate for system changes that enhance service delivery for youth/young adults in this period of high demand.	Leadership Team, FSO	Ongoing	Educate CSOC of current trends and systemwide capacity needs, provide ongoing training to the system and families regarding CMO enrollment and transition criteria, Network with other CMO's, FSO's system partners and National Wraparound Initiative for best practices for high-capacity demands.

Integration Goal: To integrate health and wellness into our families, workplace, and community

Objective	Persons Responsible	Time Frames	Progress Review Date 01/30/2023
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Provide education and raise awareness of the relationship between Mental and Physical Health	Behavioral Health Home Team	Ongoing	Wellness committee presents trainings and discussions. (i.e. weekly wellness walks, newsletter, informational emails) Additional education health and wellness has been added to the organization's website. Continue ongoing.
Create community partnerships and develop resources that support health and wellness	Behavioral Health Home Team, Community Resource Administrator	Ongoing	BHH attends training regarding health and wellness trends and concerns and shares regularly with all staff. BHH develops ongoing community partnerships to encourage community linkages and improve health and wellness status of youth served. Health and Wellness information added to ResourceNet and the website as needed. Continue ongoing.
Improve health and wellness outcomes for BHH eligible youth.	Behavioral Health Home Team, Care Managers, Quality Department	Ongoing	BHH tracks and trends data related to program enrollment. BHH produces data reviewed by Performance Improvement for tracking and action when necessary. Data is reviewed in PIM Committee. Continue ongoing.
Increase enrollment into the BHH program	Behavioral Health Home Team, Care Managers	November 2020-Ongoing	BHH Program Manager is advocating with CSOC for expanded admission criteria to increase enrollment. BHH educates all staff on BHH eligible

			conditions and the process for enrolling youth. BHH staff screens all youth and young adults newly enrolled in CMO for BHH eligibility.
Provide education and support to personnel and families regarding health and wellness management during the pandemic.	Behavioral Health Home Team, Community Resource Administrator, Leadership	August 2020-Ongoing	The website and Resource Net will be continually updated with resources and information related to COVID-19, and other health information. Staff will continue to be offered support, resources, and training opportunities for their families and themselves in order to promote physical and mental health and wellbeing. Continue ongoing.
Expand BHH enrollment criteria (eligible conditions, Medicaid eligibility) to extend services to more youth and young adults enrolled in CMO.	BHH Nurse Manager	Fall 2022- Ongoing	BHH nurse manager meets at least quarterly with CSOC to discuss program challenges and changes, and to address program expansion.

Fiscal Goal: To assure the organization has financial stability and sustainable funding

Objective	Persons Responsible	Time Frames	Progress Review Date 01/30/2023
Conduct internal reviews of budget and fiscal practices, and provide a summary of results for stakeholders	Executive Director, Chief Financial Officer	Annually	Annual summary to be posted on the organization's website in 2020
Partner with legislative groups and serve on committees to keep abreast	Executive Director, Chief Financial Officer	Ongoing	Continue to serve on youth serving committees (NJAMHAA,

of public funding opportunities and legislative concerns that impact personnel and safety			CIACC, SRCCC, JDAI, YSC, HSAC) to impact change and keep abreast of relevant issues.
Conduct ongoing financial analysis of the budget and reallocate resources for long term planning. Prepare annually a "Five-Year Plan" which will outline expected fiscal projections.	Executive Director, Chief Financial Officer, Operations Administrator	May 2022	Five Year Plan? prepared and presented to agency's board
Conduct analysis of investment opportunities to enhance agency's fiscal stability.	Executive Director, Chief Financial Officer	December 2022	Purchased two Fixed-Rate Annuities January 2023

Technology Goal: To utilize technology to enhance service delivery

Objective	Persons Responsible	Time Frames	Progress Review Date 1/30/23
Utilize technology as a tool to maximize decision making, planning, resource building and enhancing the delivery of services	Office Manager, Leadership Team	Ongoing	Software systems for personnel time keeping, performance evaluations, billing and youth electronic health record can be utilized from any data point, through cloud based or the organization's primary servers.
Continue to evaluate and use up to date software systems i.e., Electronic Storage & Signatures that enhance workflow, personnel accessibility, and that optimizes strategic planning.	Office Manager, Leadership Team	Ongoing	Laptops, cell phones and other needs for technology are purchased ongoing and as needed for new and existing personnel to have working and efficient operating systems. Purchased and implemented cloud-based system - Microsoft

			Office M365 including Microsoft Teams, Intune, Sharepoint and OneDrive. Purchased and implemented DocuSign for electronic signatures and DocuWare for electronic Storage. Date?
Develop and implement a technology infrastructure for staff to provide services to youth, young adults and families while working in a hybrid model.	Leadership Team	April 2020 Ongoing	Developed capacity to use Microsoft Teams to provide secure video conferencing for Child Family Team meetings and Face to Face meetings. Provide remote completion of Medicaid applications/placement packets/DD Applications via telephone/video conferencing. Purchase chromebooks for families as needed for access to telehealth.
Create a secure cloud-based office environment.	Leadership Team	April 2020-Ongoing February 2023	Purchased Microsoft Office M365 to create a cloud-based office environment. Utilize Microsoft Teams for staff/team meetings with secure video conferencing, trainings, tech support, document management and storage. Upgrade the local Microsoft Server software to Microsoft Azure cloud server. Upgrade Quickbooks to a cloud-based software to complete the transition to a cloud-based office.

			Transition to Microsoft Cloud Backup from on-site Datto Backup
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Service Delivery Goal: Provide quality care management services during a period of rapid growth and national work force challenges.

Use technology to more efficiently respond to family's needs through telehealth, email and texting at the family's preference.

Create and support a hybrid office model and flexible scheduling to allow staff to maximize time and prioritize needs.

Streamline workflow to maximize time for service delivery.

Update documentation requirements to more clearly identify direct care time to youth/young adults served for contract compliance and Medicaid billing.

Provide support and oversight to the Youth Incentive Program which allows staff taking on additional youth to be adequately compensated and reduce turnover.

Infuse Nurtured Heart philosophy within the organization to support staff and reduce worker fatigue.

Provide ongoing training and support in managing high risk youth and suicide prevention to staff, system partners and providers.

Provide ongoing training and support regarding CMO criteria and length of stay to staff, youth/young adults served and system partners to manage capacity.

Educate and advocate CSOC in Cape Atlantic INK and system wide capacity needs.

Network with other CMO's, system partners, Family Support Organizations, persons served, and the Wrap Around Initiative for best practices during high-capacity time periods.