

# Strategic Plan

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**FY 2023-2025 1.C.1.-3.**

**CAPE ATLANTIC INTEGRATED NETWORK FOR KIDS | 1413  
CANTILLON BLVD MAYS LANDING, NJ 08330**

**Introduction:**

Cape Atlantic Integrated Network for Kids (I.N.K.) is a CARF accredited organization since 2018 providing integrated care management services for youth and young adults. This Strategic Plan has been built on feedback provided by families, staff, leadership and the NJ Department of Children and Families. It provides demographic information about 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 needs. 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.

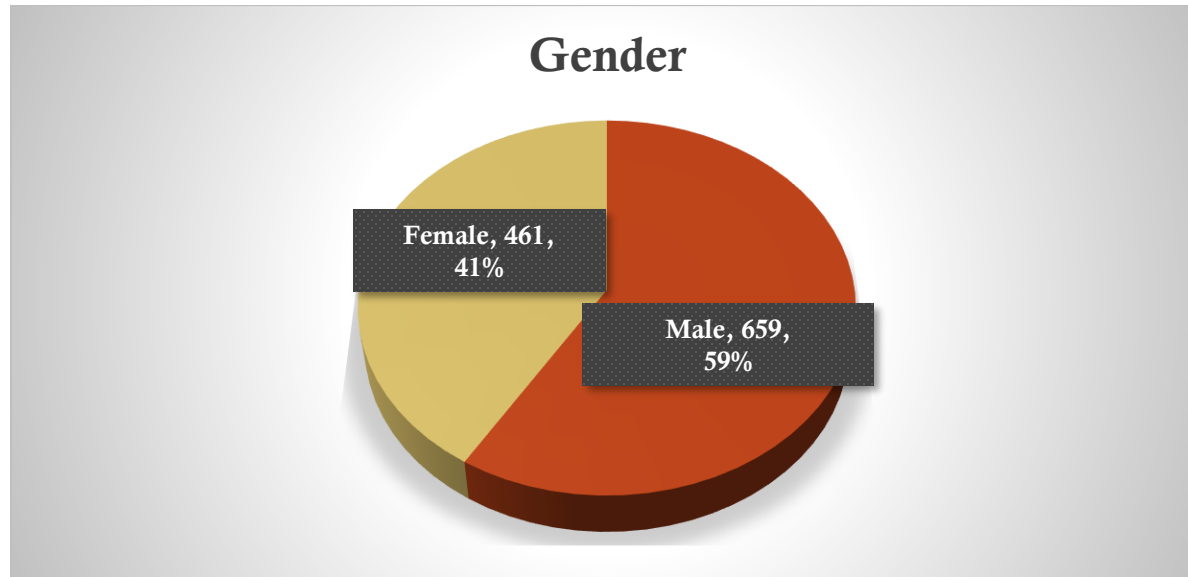
**Who we serve:**

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:

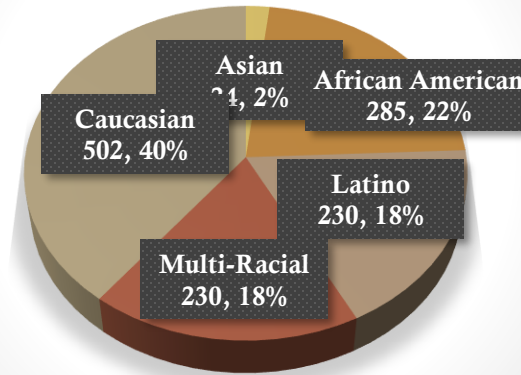
- Asthma
- Hypertension
- Diabetic Mellitus
- Cystic Fibrosis
- Kidney Disease
- Obesity
- Seizure Disorder
- Substance Use Disorder
- Sickle Cell Disease
- Eating Disorder
- Developmental Disabilities
- Cardiac Disorder
- Hypothyroidism
- Hyperthyroidism
- Polycystic Ovarian Syndrome
- Pre-Diabetes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

**Demographics:**

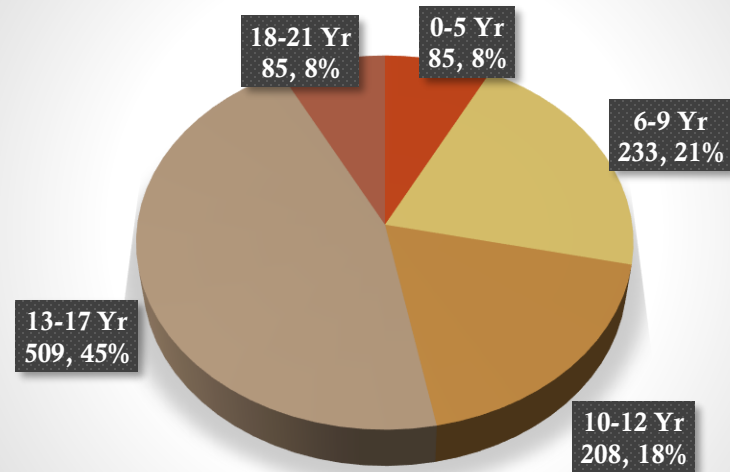
The following information presented is a demographic breakdown including gender, race/ethnicity and age (as reported on PerformCare reports) of youth/young adults served by Cape Atlantic I.N.K. as of December 2023:  
N=1120



## 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, inclusion, and social change
- The organization's ability to expand services while adapting to change
- Sound fiscal planning, budgeting, and accountability
- 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
- Expanded use of technology

**Needs:**

- Continue to develop retention strategies for a qualified and engaged workforce
- Continue to utilize data to enhance technology system and support service delivery
- Continue to infuse health and wellness into the organization.
- Strengthen community services and supports for youth/young adults with Intellectual/Developmental disabilities and Juvenile Justice System (JJS) involved youth.
- Expansion of out of home treatment options
- 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 organizational efficiency and improve quality of care
- Continue to integrate health and wellness initiatives
- Advocate within the Children's System of Care to increase business functions
- Expand Diversity, Equity, Inclusion and Awareness activities throughout the organization



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

<b>Objective</b>	<b>Persons Responsible</b>	<b>Time Frames</b>	<b>Progress Review Date 1/29/24</b>
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**

<b>Objective</b>	<b>Persons Responsible</b>	<b>Time Frames</b>	<b>Progress Review Date 1/29/24</b>
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 and professional development opportunities for staff to be retained.	Operations, Human Resources	Ongoing	The Supervisor Academy was developed in September 2022 for employees with master's degree to get 2 years' post master's supervisory experience to assist employees with career advancement opportunities.

			Development and expansion of Associate Supervisor Position.
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. Increased Master Level base salary to \$50,000.
Continue enrollment into Cape Atlantic INK internship program for MSW and BSW students.	Human Resources, Program Manager, Operations Administrator, CFO, Executive Director	Ongoing	Currently implemented through a partnership with Stockton and Rutgers Universities
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.		January 2023 and ongoing	Cape Atlantic INK signed an agreement in December 2022 for the remainder of the fiscal year.
Cape Atlantic INK instituted a hybrid work model.	Operations, Leadership, Human Resources	Ongoing	Successfully integrated a telehealth platform to be used as needed.
Created a Training Team to onboard all new Care Managers to provide quality care management services.	Operations	June 2022 and ongoing	Cape Atlantic INK has successfully integrated training team into the regular care manager workforce

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

Objective	Persons Responsible	Time Frames	Progress Review Date 01/29/2024
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	Operations, Community Resource Administrator and Southern Regional I/DD Committee, JJS, Youth Services 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  Annually based on Children’s System of Care funding	Ongoing partnerships with state and local entities, system partners and new clinical providers for expansion. Oversee the Community Development Resource Fund RFP process for the children’s system of care service expansion in Cape May and Atlantic County.
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	Ongoing	Ongoing partnerships with state and local entities, system partners and new clinical providers for expansion
Increase awareness of suicide prevention with staff and community and expand clinical expertise of providers regarding identification and treatment of suicide.	Zero Suicide Committee and Southern Regional Zero Suicide Committee	Ongoing	Zero Suicide Trainer identified, Staff have been trained in QPR and Mental Health First Aide, IIC providers trained. Incorporated into monthly training schedule.

Increase knowledge, networking, and advocacy for social determinants of health for families in Cape May and Atlantic Counties	Leadership team	Implementing February 2023	Leadership will look at partnership opportunities for social determinants of health.
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**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 01/29/2024
Continue to expand the use of technology to more efficiently respond to families and system partners.	Leadership Team, Supervisor Team	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. Partnering with the American Foundation of Suicide Prevention for Community Awareness and Society of Teen Suicide through the distribution of tool kits.

Infused 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 01/29/2024
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.

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**

<b>Objective</b>	<b>Persons Responsible</b>	<b>Time Frames</b>	<b>Progress Review Date 01/29/2024</b>
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.
Partner with legislative groups and serve on committees to keep abreast of public funding opportunities and legislative concerns that impact personnel and safety	Executive Director, Chief Financial Officer	Ongoing	Continue to serve on youth serving committees (NJAMHAA, 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	Annual and ongoing	Five Year Plan prepared and presented to agency’s board of trustees.
Conduct analysis of investment opportunities to enhance agency’s fiscal stability.	Executive Director, Chief Financial Officer, Board of Trustees	Ongoing	Purchased two Fixed-Rate Annuities January 2023.

**Technology Goal: To utilize technology to enhance service delivery.**

<b>Objective</b>	<b>Persons Responsible</b>	<b>Time Frames</b>	<b>Progress Review Date 01/29/24</b>
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.

<p>Continue to evaluate and use current software systems i.e., Electronic Storage &amp; Signatures that enhance workflow, personnel accessibility, and that optimizes strategic planning.</p>	<p>Office Manager, Leadership Team</p>	<p>Ongoing</p>	<p>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.</p>
<p>Develop and implement a technology infrastructure for staff to provide services to youth, young adults and families while working in a hybrid model.</p>	<p>Leadership Team</p>	<p>April 2020 Ongoing</p>	<p>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 Chromebook for families as needed for access to telehealth.</p>



<p>Create a secure cloud-based office environment.</p>	<p>Leadership Team</p>	<p>April 2020-Ongoing</p> <p>February 2023</p>	<p>Purchased Microsoft Office M365 to create a cloud-based office environment. Utilize Microsoft Teams for staff/team meetings with secure video conferencing, training, tech support, document management and storage. Upgrade the local Microsoft Server software to Microsoft Azure cloud server. Upgrade QuickBooks to cloud-based software to complete the transition to a cloud-based office. Transition to Microsoft Cloud Backup from on-site Datto Backup</p>
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