

2nd Chance Strategic Plan

Developed for 2019-2024

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Introduction

The Partners and Staff of 2nd Chance developed this strategic plan. It provides 2nd Chance with a five-year roadmap for supports, services and organizational development. The Partners and staff will review progress and update the plan annually as needed.

Background and History

2nd Chance began in 2012 with just three doctors and limited office space. Today the organization provides supports and services annually to approximately 1100 individuals with substance use disorders, and now has 2 locations in the state of Kentucky.

2nd Chance supports and services include Medication for Opioid Use Disorder, targeted case management, counseling, peer support and direct physician-to-patient care. Our team consists of board-certified physicians, certified/licensed counselors, targeted case managers, and allied healthcare providers.

Mission

2nd Chance provides comprehensive Evidence-Based Treatment in a dignified manner to patients afflicted with substance use disorder.

Vision

2nd Chance will partner with community stakeholders to combat the opioid epidemic and substance use disorder at the local, state, and national level.

In the future, 2nd Chance wants greater acceptance, improved services, and improved support. More prevalent treatments will add to the quality of life for individuals with substance use disorder. With higher incidences of overdoses and deaths, the needs of people with substance use disorder and their families will remain extensive and varied. While significant strides will have been made in the acceptance of people with substance use disorder, there will be an on-going push for new and innovative treatment programs. Finally, people with substance use disorder and their families will control more of the resources and decisions about who and how they want to receive treatment and support. They will have many options from which to choose.

Direction and Results

The strategic direction and goals included in this plan are 2nd Chance's response to its understanding of what patient's value most about the organization, current opportunities,

and challenges for offering a high-quality system of support in the community for people with substance use disorders.

The five-year period of this strategic plan will be a time of assessing and deepening 2nd Chance's approaches to its work. Concurrently, 2nd Chance will take more of a leadership role in working with a broader array of community resources.

With its mission, understanding what it does well, and the environment in which it operates, 2nd Chance will pursue the following prioritized, strategic direction:

1. 2nd Chance will reduce the potential negative consequences of the abuse/misuse of opioids, alcohol and other drugs and encourage the wellness of Kentucky residents through promotion, prevention and early intervention services and activities, as well as through overdose prevention strategies
2. 2nd Chance will review and evaluate expanding business in the Medicaid arena, as well as Medicare and commercial payors.
3. 2nd Chance will further assess consumer and community needs to identify gaps or needed shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
4. 2nd Chance will prepare the organization for growth through expansion of services by opening multiple locations around Kentucky. 2nd Chance will also continue to build its BHSO by offering all-inclusive services: education for Opioid Use Disorder, targeted case management, counseling, peer support, and direct physician-to-patient care. We would also like to provide Hepatitis C Virus (HVC) treatment. All services will be covered by Medicaid Insurance provider
5. 2nd Chance will maintain certification and stay compliant as an AODE and BHSO level II.

The following goals for 2nd Chance over the next five years are the organization's response to the important issues identified in the environmental scan that was completed as part of the strategic planning process. These goals provide a roadmap for fulfilling the strategic direction.

Service Delivery

2nd Chance will provide model supports for people with substance use disorder and their families, either directly or through partnerships with or referrals to other service providers in the following areas:

1. Medication Assisted Treatment
2. Counseling
3. Case management
4. Peer Support

Human Resources

2nd Chance will develop a stable, highly qualified, and motivated workforce that actively delivers the organization's mission.

Resource Development

2nd Chance is a highly visible, well-respected, organization that attracts new patients and professionals. 2nd Chance will continue to expand offerings, form strategic partnerships that benefit patient outcomes, and liaise with other providers to fulfill the goal of comprehensive addiction recovery care.

Successful implementation of this strategic plan will result in quality services delivered to patients, provide tools to cope with stresses in life, avoid triggers, and integrate the patient back into society as productive, law-abiding citizens. The ultimate result 2nd Chance aspires to achieve is far beyond quality services for people with substance use disorder. It is about enhancing the quality of life for every person.

Organization of the Strategic Plan

As noted above, this strategic plan is intended to be a management tool for 2nd Chance. This plan has three purposes. It presents the most comprehensive compilation of the plan and its component parts. Second, it is a record of the strategic planning process and the decisions reached by the Partners and staff. Third, it is a reference guide for strategic planning.

Role and Program Services

2nd Chance wants to be a leader in identifying needs and bringing together all kinds of resources and services for all individuals with substance use disorder and their families in the area to support long-term recovery.

Specifically, 2nd Chance:

- Participates in a collaboration of providers from surrounding areas, as appropriate, in identifying needs and gaps in services through Kentucky Society Addiction Medicine (KYSAM).
- Directly provides model services that meet identified gaps. 2nd Chance may not be able to provide all comprehensive services itself—what direct services it does provide are of the highest quality.
- Collaborates with and makes referrals to other high-quality service providers.

2nd Chance plays a leadership role in advocating at all levels of government, and with the private sector and the public at large for full inclusion and participation in the community.

2nd Chance encourages and supports individuals and families with substance use disorder in pursuing this advocacy agenda.

Core Operating Values

The following core operating values influence the culture and public image of 2nd Chance as an effective organization serving a wide variety of individuals.

1. Addiction is a chronic, relapsing disease and should be treated as such in a medical and psycho-social manner.
2. Addiction is a complex but treatable disease that affects brain function and behavior.
3. Individualized Office-Based Opioid Treatment can best meet the needs of the patients and help them through the stages of addiction recovery.
4. Effective treatment addresses all of the patient's needs, not just their drug use.
5. Patients need to have quick access to treatment.

Underlying Service Assumptions

All of 2nd Chance's services, and the way it goes about its work, are based on fundamental belief's best way to support people with substance use disorder. 2nd Chance believes:

- All people have equal rights.
- All people have strengths and assets.
- It is possible to make a positive difference in the lives of individuals with substance use disorder.
- People with substance use disorder deserve the same opportunity to participate in their community as other people including equal access to transportation, education, jobs, medical care, recreation, and housing.
- Engaging and participating in community life has a positive impact on people with substance use disorder. In addition, by participating in their communities, people with substance use disorder enrich their lives and make positive contributions.
- People with substance use disorder are valuable members of their communities.
- People's health and safety are essential to effectively participate in their communities.
- Well-trained and motivated staff makes a difference in the lives of people with substance use disorder.

Patients

2nd Chance exists to provide Medication for Opioid Use Disorder and support services to persons with substance use disorders. These individuals are the organization's "primary customer".

Summary of Most Important Points in the Environment

The following is a summary of opportunities, threats, strengths, and weaknesses highlighted by the partners and staff of 2nd Chance.

Strengths

- 2nd Chance's key strengths include the organization's demonstrated ability to attract and provide high quality, necessary, services which help people with substance use disorder live an addiction-free life in the community. Staff is committed, and the services and programs offered are monitored for quality.
- Location of facilities
- Visibility
- Resources through community partners
- Ability to offer walk-in new patient appointments

Weaknesses

- Low staffing due to CoVID-19 has created a significant negative impact on morale.
- Leadership and management structure has lagged behind 2nd Chance's significant growth; but this has improved dramatically.

Opportunities

The opportunities considered most important included:

- Resources through community partners
- Telehealth options for providing care to patients

Threats

The threats considered most important included:

- Dependence on insurance reimbursement. Reimbursement rates do not match the operational costs.
- The rising costs of labor, combined with fixed/lowered reimbursements have significantly reduced margins.
- Retention of quality staff and providers has dramatically impacted 2nd Chance's ability to provide the quality care it strives to deliver.

Strategic Direction

Based on the Partners' understanding of 2nd Chance's mission, primary customer, core values, and the opportunities and threats in the current environment, the next three to five years will be a time of assessing and deepening its approaches to its work. Concurrently, 2nd Chance will take more of a leadership role in working with a broader array of community resources.

- 2nd Chance will review and deepen its existing direct services over time to ensure that they are they are state-of-the art for working effectively with individuals with substance use disorder. 2nd Chance is committed to ensuring that all of its programs are exemplary.
- 2nd Chance will further assess community needs to identify gaps or opportunities for shifts in service delivery. This assessment will serve as the basis for expanding or adding new services.
- 2nd Chance will take a leadership role in working with a range of providers to identify and meet the needs of people with substance use disorder.

Goals Areas

In order to pursue the strategic direction described above, 2nd Chance will fulfill the following goals and objectives.

Service Delivery

2nd Chance will provide model supports for people with substance use disorder and their families, either directly or through partnerships with our referrals to other service providers in the following areas:

- Medication for Opioid Use Disorder
- Counseling
- Case management
- Hepatitis C treatment
- Concurrent psychiatric treatment
- Convenient Care treatment

A. Medication for Opioid Use Disorder

- Individuals will comply with clinic policies and treatment plans.
- Physicians will work to rapidly control physical withdrawal symptoms/stabilize.
- Individuals will stop using all illicit drugs.
- Individuals will maintain on buprenorphine treatment program or successfully complete treatment.
- Individuals will incorporate back into society as productive law-abiding citizens.
- Individuals will reclaim lost social infrastructure (spouse, family, and friends) which are essential sources of support in their lives.
- Provide Addiction Boarded physicians to assist in management of complex cases.

B. Counseling

- Coordinate individual or group therapy as determined by severity of patient need.
- Provide patients with the tools to cope with stressors in life and avoid triggers.

- Liaise with case managers, physicians, and other health care professionals to determine an appropriate individualized plan of care.
- Identify potential threats to patient's success in treatment and develop plans to overcome obstacles to completion of therapy.

C. Case Management

- Engage the patient population and act as the central point of contact for care.
- Provide assessment of clinical status, resources, mental and intellectual capabilities.
- Facilitate care between medical and behavioral health providers.
- Provide service information, education, and resource information.

D. Hepatitis C Treatment

- Identify individuals afflicted with Hepatitis C who require treatment.
- Train 2nd Chance providers to properly diagnose and treat Hepatitis C.
- Properly monitor progress of treatment to ensure successful outcomes.

E. Concurrent psychiatric treatment

- Identify individuals with concomitant psychiatric disorders.
- Hire psychiatrists/MH mid-level providers to address concomitant psychiatric disorders.
- Provide Addiction Boarded physicians to assist with complex cases.

F. Convenient Care treatment

- Provide patients with routine urgent care needs.
- Provide temporary bridge for patients who struggle with finding a Primary Care provider

Human Resources

2nd Chance will develop a stable, highly qualified, and motivated workforce that actively delivers the organization's mission.

Objectives:

1. 2nd Chance improves its capacity to attract and retain qualified staff.
2. All staff thoroughly understands the meaning of the mission and how their job contributes to achieving it.

Resource Development

2nd Chance will continue to be a highly visible, well-respected, organization that attracts increased numbers of patients and professionals to continue to expand offerings, form strategic partnerships that benefit patient outcomes, and liaise with other providers to fulfill the goal of comprehensive addiction recovery care.

Objectives:

A. Expand Offerings

1. Survey patient providing a means to assess community needs and respond in a constructive fashion.
2. Increase physician and counselor numbers in order to accommodate patient schedules and increase hours of availability.

B. Form strategic partnerships

1. Collaborate with a wide variety of community agencies by participating in area agency meetings, keeping 2nd Chance in touch with the needs of the community.
2. Participant in Kentucky Society of Addiction Medicine (KYSAM) collaborations in identifying needs and gaps in services.
3. Participate in Kentucky Medical Association (KMA) collaborations to identify needs and gaps in services.
4. Participate in the Lexington Medical Society (LMS) collaborations to identify needs and gaps in services.
5. Participate in the UK HEAL grant program to assist in the fight against the opioid epidemic in Kentucky.