

## **INTRODUCTION:**

Seacoast Mental Health Center has developed the enclosed strategic plan with input from its board, management, employees, and external stakeholders. The plan is in effect for calendar years 2026-2028. This comprehensive plan is designed to be both a management tool and a living document with regular updating.

## **MISSION, VISION, AND VALUES:** *[Note to Board: MVV should be reviewed once plan is completed.]*

### **Mission**

- The mission of Seacoast Mental Health Center is to provide a broad, comprehensive array of high quality, effective and accessible mental health services to residents of the eastern half of Rockingham County.

### **Our Vision**

- To support all people in reaching their full potential while living positive, productive lives free of stigma.

### **Our Values** *[Note to Board: These lean toward patients; can we incorporate staff into the Values?]*

- **Respect** – We treat everyone with dignity and respect.
- **Quality** – We deliver high quality care to support and improve the lives of those we serve.
- **Caring** – We provide treatment in a caring, compassionate, and empathetic environment.
- **Integrity** – We deliver our services with integrity, commitment, dedication, and professionalism
- **Community** – We are a vital resource and work to positively impact all in our community.
- **Accessibility** – We strive to reduce all barriers to care.

## **WHY DEVELOP A PLAN NOW?**

Seacoast Mental Health Center is currently providing services to patients and their families in an increasingly complex and financially tenuous environment and workforce remains a challenge. While the organization has emerged from the pandemic largely intact, the electronic health record (EHR) implementation has negatively impacted financial reporting and oversight functions, and potentially large Federal and State cuts in for Medicaid benefits are looming. The organization's morale is highly variable due to evidence of fatigue in some departments but not others. This plan will require extraordinary commitment to SMHC's management and employees given the scope of becoming a Certified Community Behavioral Health Center (CCBHC) and a new EHR among the other efforts.

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There are seven drivers this strategic plan is designed to address:

<p><b>Increased Services Demand</b></p>	<ul style="list-style-type: none"> <li>• Many patients and their families face increased challenges that impact their social determinants of health (e.g., food and housing insecurity, inflation, transportation, high healthcare costs) and which can increase the need for services (e.g., counseling, medication management, wraparound services.)</li> </ul>
<p><b>Workforce Challenges</b></p>	<ul style="list-style-type: none"> <li>• Workforce recruitment and retention challenges continue in a tight, competitive labor market. There are opportunities to refine and expand the approaches to recruitment and internships.</li> </ul>
<p><b>Inadequacies of Current Electronic Health Record (EHR)</b></p>	<ul style="list-style-type: none"> <li>• SMHC is seeking an EHR replacement via the Rural Health Transformation Funding Opportunity.</li> </ul>
<p><b>Impact of Artificial Intelligence (AI)</b></p>	<ul style="list-style-type: none"> <li>• SMHC is currently leveraging AI for a variety of administrative tasks and sees opportunities for both further administrative and clinical efficiencies to allow for improved patient care and workforce recruitment and retention.</li> </ul>
<p><b>Continued Need for Strong Community Partnerships</b></p>	<ul style="list-style-type: none"> <li>• SMHC has very close relationships with its partners and seeks to deepen those while developing new ones to support patients and families, coordinate care, and reduce service duplication in the community.</li> </ul>
<p><b>Impacts of Federal and State Funding Cuts</b></p>	<ul style="list-style-type: none"> <li>• It is expected that both federal and state funding cuts will impact SMHC in the next three years, with the most immediate being the end of federal insurance premium subsidies and Medicaid work requirements which will decrease revenue necessary to support services for those who do not meet the new requirements.</li> </ul>
<p><b>Rural Health Transformation Funding Opportunity</b></p>	<ul style="list-style-type: none"> <li>• SMHC joined with the other nine CMHCs in New Hampshire to submit a proposal to transform the delivery of care through the implementation of CCBHC, a new EHR, and investments in workforce. This funding is expected to advance SMHC's strategic plan.</li> </ul>

**STRATEGIC GOAL STATEMENTS:** Our 36-month strategy includes four Goal Statements:

**Goal 1: Clinical Services Access**

We will improve access within our region through open access program expansion, co-location, and achievement of Certified Community Behavioral Health Clinic (CCBHC) certification to improve our ability to serve all people in the communities we serve.

**Goal 2: Workforce Advancement**

We will continue to foster an inclusive culture, develop stronger higher education partnerships, and develop a market adjustment plan under the CCBHC cost-based reimbursement model.

**Goal 3: Technology & Facilities**

We will replace the current EHR to align with the other CMHCs and continue to explore how artificial intelligence (AI) and generative AI (GAI) can improve administrative and clinical efficiency. A facilities master plan for existing and new facilities will be developed.

**Goal 4: Fiscal Strength**

We will remain fiscally strong through a transition to cost-based reimbursement, leveraging philanthropy to support agency needs, monitoring our investment policy and updating as necessary, and develop an endowment strategy.

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**STRATEGIC GOALS AND ASSOCIATED ACTIONS SUMMARY:** Our 36-month strategy includes four Goal Statements and 17 Actions to accomplish the goals. Items with a “(\$)” are expected to require additional budgetary investment, and some of these will be funded through the Rural Health Transformation Fund (RHTF) monies indicated with “(RHTF\$)” and others through investments or operations. As actions are completed, they may be replaced with new actions during the life of the plan.

**NORTH STAR STATEMENT**

*SMHC Will Leverage the Rural Health Transformation Fund (RHTF) Resources to Transform the Way it Delivers and Funds Clinical Services*

**GOAL 1: Clinical Services Access**

- Conduct CCBHC Readiness Assessment
- Implement CCBHC
- Optimize Open Access Hours
- Develop Strategy for Brief Focus and Group Models
- Expand Co-Located Services Strategy

**GOAL 2: Workforce Advancement**

- Continue to Foster an Inclusive Culture
- Invest in HR Recruitment and Retention
- Higher Education Partnerships
- Develop Market Adjustment Plan
- Ramp Up Staffing for CCBHC Launch

**GOAL 3: Technology & Facilities**

- Implement New EHR
- Align General Ledger with NHCBA CMHCs
- Continued AI Exploration and Integration
- Finalize Facilities Master Plan

**GOAL 4: Fiscal Strength**

- Transition to Cost-Based Reimbursement
- Leverage Philanthropy to Support Agency Needs
- Monitor Investment Policy and Review the Development of an Endowment Strategy

**EXPECTED OUTCOMES**

Optimized Patient Access • Clinical Care Excellence • Improved Clinical Outcome Measures • Resilient Patients and Families • Fewer Clinical Care Silos • Facilities Supporting Patients and Staff Needs • Optimized Productivity • Fully Prepared/Trained Staff • Deep Community Ties & Cultural Competence • Adequate Fiscal Reserves

**STRATEGIC GOALS AND ACTIONS MATRIX**

Strategic Goal	Supporting Actions	Date Required	Owner	Status
<p><b>GOAL 1: Clinical Services Access.</b> We will improve access within our region through open access program expansion, co-location, and achievement of Certified Community Behavioral Health Clinic (CCBHC) certification to improve our ability to serve all people in the communities we serve.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Levels of Care Fidelity               <ul style="list-style-type: none"> <li>○ Adherence to Level Parameters</li> <li>○ #/% Cases Closed</li> </ul> </li> <li>• # Days for Post-Intake Assignment</li> <li>• # of People Seen (adult, child, ES)</li> <li>• #/% of Patients Receiving Primary Care at SMHC Locations (future metric)</li> </ul>	<p>1. <b>Conduct CCBHC Readiness Assessment.</b> In preparation for CCBHC and using the CCBHC criteria, conduct a gap analysis to understand SMHC’s CCBHC readiness and to develop an implementation plan.</p>	1. Q1 CY 2026	1. CEO	1. In Progress
	<p>2. <b>Implement CCBHC.</b> In parallel with the EHR implementation [Tied to Goal 3 Task 1 and Goal 4 Task 1], conduct a Community Needs Assessment (CNA), review and update levels of care standards, fully implement CCBHC, and <i>achieve State certification.</i> (RHTF\$)</p>	2. Q4 CY 2026 – Q4 CY 2027	2. CCBHC Committee	2. Not Started
	<p>3. <b>Optimize Open Access Hours.</b> Develop and implement a plan to optimize and continually assess the required hours of the Open Access program. (RHTF\$)</p>	3. Q1-Q2 CY 2026	3. D. Walker	3. Pilot in Progress
	<p>4. <b>Develop Strategy for Brief Focus and Group Models.</b> Working with internal and external stakeholders, develop a pilot and long-term strategy for brief focus and group model evidence-based practices (EBPs).</p>	4. Q3 CY2026	4. CCBHC Committee	4. Not Started
	<p>5. <b>Expand Co-Located Services Strategy.</b> Working with our clinical partners, revise and implement a co-located services strategy, including funding for school and housing efforts, to increase access to underserved areas of our catchment area and bring primary care into our offices. (\$ Or RHTF\$)</p>	5. Q4 CY 2027 – Q4 CY 2028	5. CCBHC Committee	5. Not started

Strategic Goal	Supporting Actions	Date Required	Owner	Status
<p><b>GOAL 2: Workforce Advancement.</b> We will continue to foster an inclusive culture, develop stronger higher education partnerships, and develop a market adjustment plan under the CCBHC cost-based reimbursement model.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Vacancy Rate &lt; XX%</li> <li>• Turnover Rate &lt; XX% by Reason</li> <li>• Time to Fill Rate &lt; XX Days</li> <li>• Increase Internships by XX%</li> <li>• Establish Annual Engagement Survey Process with XX% Completion Rate</li> </ul>	<p>1. <b>Continue to Foster an Inclusive Culture.</b> Building upon existing efforts, ensure that all employees live into our Mission, Vision, and Values by treating co-workers, patients, families, and partners with dignity and respect.</p>	<p>1. Ongoing</p>	<p>1. Management</p>	<p>1. In Progress</p>
	<p>2. <b>Invest in HR Recruitment and Retention.</b> Establish and implement an annual employee engagement survey and an assessment of recruitment needs to determine the in-house vs. vendor recruitment resources needed to increase recruitment bandwidth and to support <b>Goal 2 Task 5. (\$ or RHTF\$)</b></p>	<p>2. Q3 CY2026</p>	<p>2. CEO</p>	<p>2. Not Started</p>
	<p>3. <b>Higher Education Partnerships.</b> Strengthen higher education partnerships to support internship programming and increase the HR pipeline.</p>	<p>3. Q3 CY2026 - Ongoing</p>	<p>3. Human Resources / Clinical Leadership</p>	<p>3. In Progress</p>
	<p>4. <b>Develop Market Adjustment Plan.</b> Hire outside consultant to develop the market adjustment plan to support the organization’s hiring goals and will be implemented prior to <b>Goal 2 Task 5. (State\$)</b></p>	<p>4. Q2 CY2027 (TBD based on RHTF)</p>	<p>4. Human Resources / CFO</p>	<p>4. Not Started</p>
	<p>5. <b>Ramp Up Staffing for CCBHC Launch.</b> Project management, clinical, quality improvement, health informatics, and administrative staff will be hired prior to the CCBHC launch utilizing funds primarily from the RHTF. <b>(\$ and RHTF\$)</b></p>	<p>5. Q3-Q4 CY2027</p>	<p>5. Clinical Management</p>	<p>5. Not Started</p>

Strategic Goal	Supporting Actions	Date Required	Owner	Status
<p><b>GOAL 3: Technology &amp; Facilities.</b> We will replace the current EHR to align with the other CMHCs and continue to explore how artificial intelligence (AI) and generative AI (GAI) can improve administrative and clinical efficiency. A facilities master plan for existing and new facilities will be finalized.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Patient Satisfaction</li> <li>• AI Adoption: Clinical Efficiency Metrics</li> <li>• AI Adoption: Administrative Efficiency Metrics</li> </ul>	<p>1. <b>Implement New Electronic Health Record (EHR).</b> Replace the existing EHR with the system selected through the RHTF funding. Ensure that SMHC’s cybersecurity plan includes the EHR. (RHTF\$)</p>	<p>1. Q1 CY 2027 – Q1 CY 2028</p>	<p>1. CIO and Management</p>	<p>1. Not Started</p>
	<p>2. <b>Align General Ledger (G/L) with NHCBA CMHCs.</b> Transition G/L to cost-based requirements under CCBHC and align reporting and functionality with the other NHCBA CMHCs using RHTF funding. (RHTF\$)</p>	<p>2. TBD. Tie to CCBHC and EHR</p>	<p>2. CFO</p>	<p>2. Not Started</p>
	<p>3. <b>Continued AI Exploration and Integration.</b> Using AI Champions build upon existing AI policies and practices to further adoption and improve operational and clinical efficiency that increases therapist / patient connection. Ensure that SMHC’s cybersecurity plan includes risks associated with AI. (RHTF\$)</p>	<p>3. Ongoing</p>	<p>3. CIO and Management</p>	<p>3. In Progress</p>
	<p>4. <b>Finalize Facilities Master Plan.</b> Building upon work in the last strategic plan and in concert with <b>Goal 1 Task 4</b>, finalize a facilities master plan. (\$) </p>	<p>4. Q2 CY 2027</p>	<p>4. Facilities Committee</p>	<p>4. To Be Re-Started</p>

Strategic Goal	Supporting Actions	Date Required	Owner	Status
<p><b>GOAL 4: Fiscal Strength.</b>            We will remain fiscally strong through a transition to cost-based reimbursement, leveraging philanthropy to support agency needs, monitoring our investment policy and updating as necessary, and develop an endowment strategy.</p> <p><b>Metrics:</b></p> <ul style="list-style-type: none"> <li>• Maintain Margins of %X</li> <li>• Maintain Days Cash on Hand Target of &gt;=30 Days</li> <li>• Maintain Reserves Target of \$X</li> <li>• Donor Acquisition Rate</li> <li>• Donor Retention Rate</li> <li>• #/% Gifts &gt; \$1,000</li> </ul>	<ol style="list-style-type: none"> <li><b>Transition to Cost-Based Reimbursement.</b> As part of the CCBHC implementation, transition to a cost-based reimbursement for most services. Determine reimbursement mechanism for uncompensated care and non-CCBHC services. <b>[Tied to Goal 1 Task 2 Q4] (RHTF\$)</b></li> <li><b>Leverage Philanthropy to Support Agency Needs.</b> Develop a philanthropy plan, inclusive of a monthly donor program, that supports agency needs and potentially develop a capital campaign in support of <b>Goal 3 Task 4. (\$)</b></li> <li><b>Monitor Investment Policy and Review the Development of an Endowment Strategy.</b> Review investment policy and review the development of an endowment strategy that governs the use of investment funds to support operational advancement (e.g. <b>Goal 2 Action 2</b>), set reserve targets, and develop an endowment strategy. <b>(\$)</b></li> </ol>	<ol style="list-style-type: none"> <li>Q4 CY 2027</li> <li>Q4 CY 2026</li> <li>Q1 CY 2027</li> </ol>	<ol style="list-style-type: none"> <li>Finance Committee</li> <li>Development Committee</li> <li>Finance Committee</li> </ol>	<ol style="list-style-type: none"> <li>Not Started</li> <li>Not Started</li> <li>Not Started</li> </ol>

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