



# ***Strategic Plan***

2021-2023

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## *Purpose Statement*

The purpose of this Strategic Plan is to provide tactical, operational, and fiscal priorities that will guide Signature’s Northern California Behavioral Health System (NCBHS) in achieving its organizational goals over the course of the next three years.

The 2021-2023 Strategic Plan was developed through the collaborative efforts of the NCBHS’s Board of Trustees, medical staff, leadership, and system employees. Data obtained and reviewed in the planning process includes patient outcome and trend data, patient and employee satisfaction survey results, patient safety and event data, available market/demographic and system of care data, and internal organization assessment and performance data.

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## Letter from our CEO

At the Northern California Behavioral Health System (NCBHS), we are privileged to stand united as a behavioral health organization poised to provide Northern California with an exceptional option for mental health treatment, and meet the many diverse needs of the communities and individuals we are honored to serve. Our relentless commitment to providing exceptional patient care, with compassion and dignity for our patients, is woven into the fabric of our organizational DNA and can be seen in the spirit and dedication of our people – staff, leaders, physicians, and allied health professionals. Together, we are privileged to be seen as a behavioral health leader in Northern California. We have embraced this strategic plan as the roadmap for our organization to reach new heights and achieve exciting results, and we’ve challenged our traditional thinking when considering the expectations and desired outcomes for the coming years.

Within this framework, our hospitals and diversified system of services will play an important role in driving and facilitating change that will modernize our hospital-based services, improve system integration and accessibility, promote high-quality care and increase access to our services for individuals across the great state of California. We will use this as a blueprint for change within our organization, driving the need to think strategically about our future over the next several years. As we work to expand our footprint, we must also use this opportunity to transform the way we work and provide a platform for new, innovative approaches to care and service delivery that will enhance each patient’s experience. This renewed focus also presents an opportunity for a renewal in organizational creativity, innovation in the diversity of our clinical specialties, decision-making, and staff development.



In the coming years, our goal is to serve more individuals, more efficiently, and with even better outcomes. With this new plan as our guide, we will accomplish that goal together and collaboratively meet the challenges and opportunities of the rapidly changing world of healthcare.

We are excited to share our roadmap for the next three years with you and look forward to having you join us as we embark on this transformational journey.

Sincerely,

A handwritten signature in black ink, appearing to read "C. Hickerson".

**Chad R. Hickerson, MAOD**  
CHIEF EXECUTIVE OFFICER

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## About Us

The Northern California Behavioral Health System (NCBHS) is a dynamic and comprehensive mental health services delivery system that offers inpatient and outpatient services at various levels of care. The System consists of two primary hospital campuses, one each in the Santa Rosa and Sacramento areas.

Aurora Santa Rosa Hospital (ASRH) was opened by Signature Healthcare Services in 2013, and is regarded as an integral part of the greater Santa Rosa and Northern California mental health system of care. Conveniently located in the North Bay, this hospital consists of 144 acute psychiatric inpatient beds and an outpatient treatment center.

Sacramento Behavioral Healthcare Hospital (SBHH) is a newly constructed facility located near downtown Sacramento. This new campus represents the first new psychiatric hospital constructed in Northern California in more than 30 years, and demonstrates Signature's commitment to investing in California's system of care. The campus includes 117 inpatient acute psychiatric beds, an outpatient treatment center, and a procedures clinic staged to host electro-convulsive therapy (ECT) and other interventional psychiatry services.

Both hospitals offer a full range of individualized mental health treatment services for adolescents, adults, and senior adults, including treatment for co-occurring substance abuse and chemical dependency issues with drugs and alcohol. Additional services include screening, orientation, assessment, treatment planning, crisis intervention, consultation, education, and individual and group counseling.

Our organization is dedicated to providing service excellence to all, and ensuring our patients receive an optimal level of care and a positive overall experience. Our outpatient centers offer a wide array of clinical specialties at the Intensive Outpatient Program (IOP) and Partial Hospitalization Program (PHP) levels of care.

Our organization consistently strives to meet patients' psychiatric needs by helping individuals improve their clinical status, regain their quality of life, and return to their daily activities in their homes, among their families and in their communities with a renewed sense of hope and meaning.





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## *About Us - Continued...*

With those primary goals in mind, we recognize that each patient is an individual. From day one, we tailor our diverse behavioral health treatment programs to meet our patient's specific and unique needs. Our clinical team includes board-certified psychiatrists, internists, licensed therapists, registered nurses, counselors, and many other healthcare professionals all dedicated to providing the highest level of quality patient care.

Our team of allied health professionals is committed to providing therapeutic programming, psycho-education, addiction counseling, utilization management, and discharge planning. Our staff has clinical expertise in the following areas:

- Child psychiatry
- Adult psychiatry
- Geriatric psychiatry
- Internal medicine
- Family practice
- Addiction medicine
- Specialty mental health

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## Our Organizational DNA

We believe that kindness, service, and healing are foundational elements of quality care.

**Kindness:** Warmth, sincerity, compassion, and empathy drive our culture and community at NCBHS. We believe that kindness is the root of service excellence and have developed practices that utilize the healing power of human connection. The practice of connecting with others enables a safe, non-judgmental, and therapeutic environment for patients, families, and staff.

**Service:** NCBHS recognizes that each patient is an individual, and we tailor our diverse treatment programs to meet each patient's unique needs. Our clinical team includes board-certified psychiatrists, internists, licensed therapists, registered nurses, counselors, and many other health care professionals, and is dedicated to providing the highest level of quality in patient care in all clinical specialties we offer.

**Healing:** We inspire hope for a better quality of life in those we serve through a deep commitment to healing, and we provide a full continuum of care to support growth at all stages. Our staff work with each individual to develop a plan for continued healing and greater wellness after discharging from our inpatient settings, and upon completing one of our outpatient programs.

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## Focused Mission

The Northern California Behavioral Health System provides collaborative behavioral health services dedicated to restoring and improving an individual's mental health and quality of life through a commitment to kindness, service, and healing.



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## Shared Vision

We strive to provide the highest quality mental health services possible in collaboration with the individuals we serve, their families, our partners, and our communities through a relentless focus on innovation in behavioral health service delivery.

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## Core Values

We accomplish our mission through:

### **Integrity.**

We do the right thing for the patient, every time.

### **Quality.**

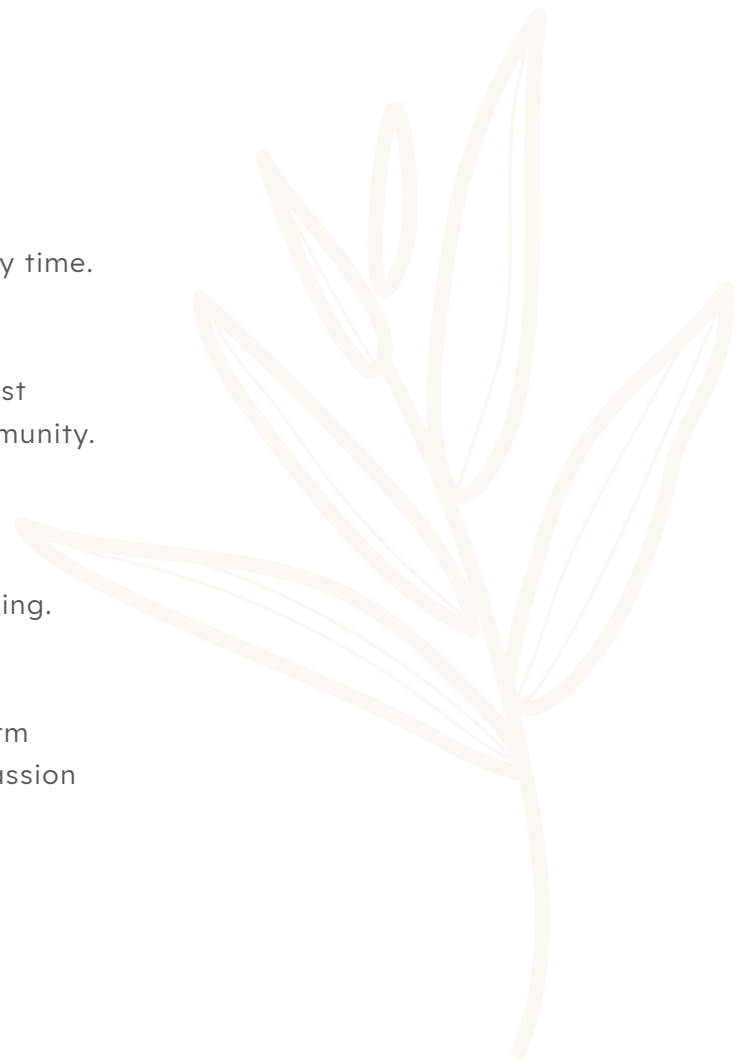
We hold ourselves and others to the highest standard in serving our patients and community.

### **Compassion.**

We inspire hope for recovery in those we serve through a deep commitment to healing.

### **Collaboration.**

We serve our patients by building long-term partnerships with others who share our passion for service and excellence.





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## Strategic Priorities

Our strategic priorities comprise primary elements of our organizational culture, and guide us in building the framework of how we deliver quality behavioral health services. Our goals, detailed here, are measurable and aligned with each of our strategic priorities that support our ultimate success.



### QUALITY

**Goal:** Exceed organizational quality, performance, and outcome standards.

**Objective 1:** Increase patient access to care.

**Objective 2:** Improve population health management.

**Objective 3:** Provide individualized treatment solutions through innovative approaches to care.

**Objective 4:** Optimize system reduction of 30-day readmission rates for patients served.



### SATISFACTION

**Goal:** Become Northern California's behavioral healthcare system of choice.

**Objective 1:** Achieve maximum return rates of patient satisfaction surveys.

**Objective 2:** Exceed organizational benchmarks for patient satisfaction scores.

**Objective 3:** Continually increase organizational "Net-Promoter" scores.



### SAFETY

**Goal:** Exceed organizational patient safety benchmarks.

**Objective 1:** Increase patient participation in therapeutic programming.

**Objective 2:** Increase utilization of least restrictive interventions.

**Objective 3:** Decrease overall incidents of patient aggression.

**Objective 4:** Decrease overall incidents of employee workplace injuries.



### PEOPLE

**Goal:** Become the behavioral healthcare employer of choice in Northern California.

**Objective 1:** Maximize employee retention and tenure rates.

**Objective 2:** Increase employee engagement and satisfaction scores.

**Objective 3:** Improve employee access to career, leadership, and professional development opportunities.

**Objective 4:** Strengthen our medical staff memberships through expansion of clinical specialties.

**Objective 5:** Ensure stability and longevity of hospital leadership teams

**Objective 6:** Develop core principles in leading nursing practice and excellence in care.



## PARTNERSHIPS

**Goal:** Become the consort of choice in behavioral health collaborative relationships.

**Objective 1:** Strengthen private/public partnerships by developing County, State, and Federal Behavioral Health System supported services.

**Objective 2:** Develop synergetic community reinvestment relationships.

**Objective 3:** Enhance CEO community engagement and increase competitive awareness in each market

**Objective 4:** Increase and strengthen our academic affiliations to grow our systems' teaching/learning opportunities:

- Psychiatric Fellowships
- Psychiatric Residencies (establish ACGME)
- Medical Student Rotations
- Nursing (LVN/LPT/RN/NP) Student Rotations
- Clinical Social Work and Marriage Family Therapy Internships
- Recreational/Occupational Therapy Internships



## GROWTH

**Goal:** Improve and increase access to care through innovation.

**Objective 1:** Expand inpatient acute bed capacity.

**Objective 2:** Develop expanded outpatient service capacity.

**Objective 3:** Implement use of virtual services in outpatient (IOP/PHP) levels of care.

**Objective 4:** Operationalize 24/7 direct to consumer virtual assessment and mobile assessment (telehealth) service capacity.

**Objective 5:** Develop sub-acute and residential treatment capacity.

**Objective 6:** Broaden overall viable service area range to reach more consumers.

**Objective 7:** Implement centralized patient services call center for access to care navigation.

**Objective 8:** Maximize opportunities to expand clinical specialties and increase portfolio of services offered –

- Electro Convulsive Therapy (ECT)
- Transcranial Magnetic Stimulation (TMS)
- Infusion therapies
- Eating Disorder (EDO) treatment
- Medication Assisted Therapies (MAT)
- Drug and alcohol detox services
- Substance use prevention and recovery for medical/surgery interventions and therapies (LVAD, Transplant, etc.)
- Older adult (geriatric) programs and services
- Child and latency age services
- Adolescent and transitional age youth services
- First responder support services



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## Organizational Initiatives

### **Value Based Care:**

We will seek a market focused value investigation amongst our partners, payers, consumers, and the communities we serve and pursue systems that reward value-based service models over those that have historically focused on volume alone. The modern system of healthcare delivery has taken stride with approaches that incentivize high-quality, cost-effective care through the adoption of core competencies and best practices. This drives efficiency and results in improved outcomes for behavioral health populations. We see this as a call to action. Using organized approaches to quality improvement and population health management, we can improve our patient's experiences and reduce costs. Our priority is to achieve sustained benchmark improvement on targeted clinical measures such as reducing readmissions, improving follow-up post-discharge care adherence for clients with co-morbid physical conditions, reductions in all-cause hospital utilization, and increased focus on care coordination and continuity. Through this effort we will demonstrate value and succeed in the changing the behavioral healthcare landscape.

### **Clinical Service Capacity**

Through our commitment to person-centered care, we will inject creative approaches and strategies into our clinical service capacity. We will make the patient and his/her family an integral part of the treatment team and the treatment planning process. We will incorporate such approaches as the "bedside-team treatment team" model, in which the team comes to the patient and ensures the patient is a part of the treatment team and has an opportunity to participate in developing his/her treatment and discharge plans. For our younger patients, we will develop and implement an integrated model of child and adolescent care that includes parents attending partial days with their child. We will focus our clinical approach on recovery, patient's rights, choice, and consent while fully integrating trauma informed care into our day-to-day practices.

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## Organizational Initiatives – Continued...

### **Facilities Master Plan (FMP):**

We have made a commitment to invest in the future of Northern California’s system of behavioral health care, to include the physical environments where critical patient care, treatment, and services are provided. To that end, we are committed to designing and implementing a Facilities Master Plan (FMP) that is specifically tailored to ongoing investiture in our existing physical environments. We further commit to adding space and facilities that will accommodate future needs across our region. This multi-year plan will include aesthetic improvements in patient care spaces, safety improvements, technological upgrades, and more for existing facilities. We will create and maintain environments that are warm, welcoming, safe, and therapeutic for our patients to receive services and recover in, as well as exciting, empowering, and inspiring spaces for our staff to work and thrive in.

### **Electronic Health Records (EHR) Systems**

We are focused on transitioning to a completely electronic (paperless) platform for our patient health information system. This initiative is driven by our collective commitment to creating a system of information management that allows for ease of health information collection, and enables efficient and effective continuity of care from our staff to the individuals we serve. Through the implementation of this integrated electronic health information system, our organization will be positioned to promote enhanced safety, accuracy, and efficiency in the delivery of care, treatment, and services. We will realize significant cost savings in transitioning from a paper-based system to one that is integrated and electronic. The new system will also promote strategic advantages while facilitating several of our focused growth initiatives. This initiative includes a phased approach to implementation, with a full transition anticipated by the end of 2023.





*Kindness. Service. Healing.*