

Empowering Minds Resource Center



2020-2025 Strategic Plan



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Message from the Directors



Our strategic planning process began in the middle of responding to the pandemic, highlighting the importance of having a workforce and community that is equitable, flexible, and creative in its response to the emergent and unfolding behavioral health environment. This strategic plan was developed to assess and adjust our direction.

We know the need for our services will only increase along with state and federal mandates that are imminent, requiring increased population health coordination, integration, and expanded continuum-of-care services.

This strategic plan was developed to assess and adjust our direction in response to the many behavioral health care challenges we face, political and economic developments, changing demographics and service needs, as well as population health policy changes at the local, state, and federal levels. One significant state mandate that will have a major impact on how we implement behavioral health services is approval of Telehealth services being rendered across all programs and the increased need for services and the lack of professional healthcare providers to meet the demand.

This plan will guide our department in navigating these immense changes and serve as a road map to more integrated, coordinated, whole-person, and culturally competent behavioral health services. It sets new strategic priorities, focuses resources, aligns system-wide goals, and identifies desired key outcomes.

Complex challenges facing Maryland's most vulnerable residents will be a priority, and a commitment to health equity and integrated services is foundational in serving those managing dual diagnoses, homelessness, justice involvement, complex medical conditions, marginalized and underserved populations, and needs related to aging.

In 2020, we set in motion an ambitious plan to align multiple systems of care within Empowering Minds Resource Center to deliver welcoming, integrated mental health and substance use disorder services to individuals and families in need of critical wellness, recovery and resiliency supports. With so many people with diverse needs, the effectiveness of our efforts to create a more integrated and responsive system of care is vital.

This five-year EMRC Strategic Plan ("Plan") will guide our care delivery transformation from 2020-2025. The Plan is anchored in our core philosophy of "We will Meet you Where you Are" so that we meet consumers where they are when they are in need. Further, it will be supported by a framework of strategies, actions and measures that will propel forward action on our key priorities.

We want to thank our staff, contracted providers, and other valuable stakeholders for their ongoing input to this strategic plan. We especially appreciate the courage and perseverance our staff have demonstrated in the face of adversity and uncertainty. We are proud of our collective efforts to support the well being of our agency and our community.

Sincerely,

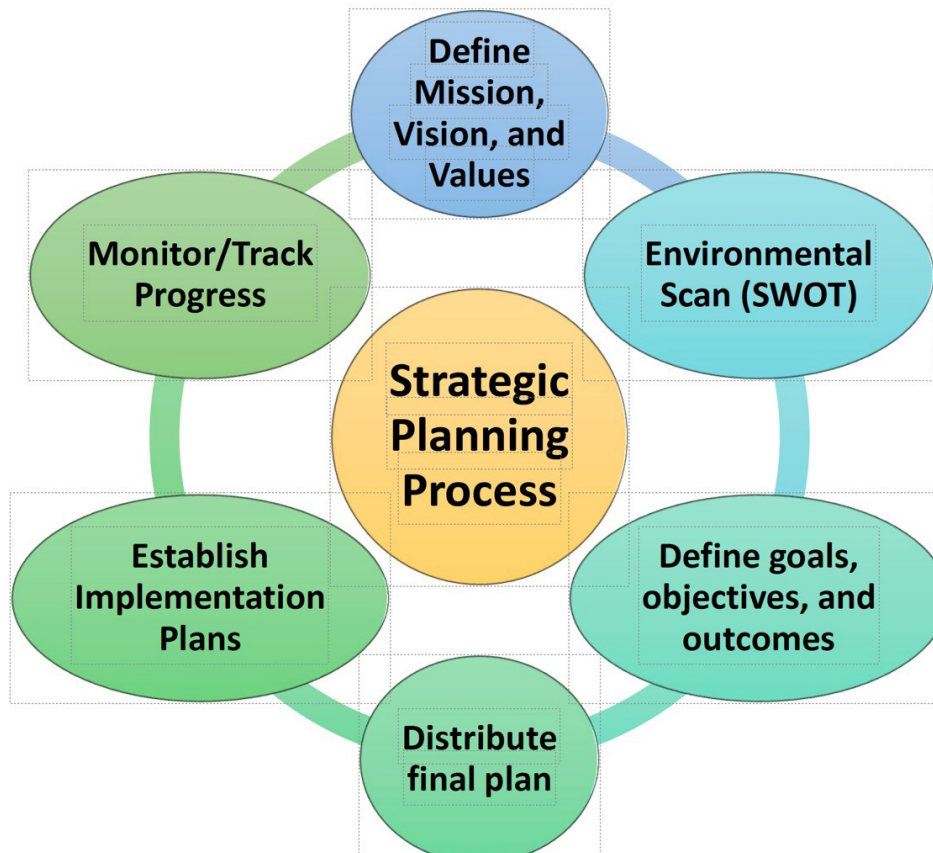
Stacey Bass, MA, CPR,CFRP
Tiffinie Carroll, MPA, CPRP, CFRP

Executive Summary

The Strategic Planning Process

EMRC staff formally began the strategic planning process in mid-April 2020, in the middle of the global COVID-19 pandemic. The strategic planning process was led by the Assistant Executive Directors and the Strategic Planning Committee.

The initial strategic planning process entailed an examination of key data documents and feedback resources, which are noted under the Strengths, Weaknesses, Opportunities and Threats (SWOT) section below. The first draft of the plan was created based on these resources. The EMRC Strategic Plan was developed using a rigorous six-month planning process, engaging the EMRC Executive Team and individuals representing EMRC and community-based organization leadership across all programs, services, and management functions. Additionally, we analyzed program-specific assessment tools and conducted one-on-one interviews with managers and subject-matter experts. We now present the Strategic Plan, which not only defines key integration strategies and actions in alignment with our mission, vision, and guiding principles, but also serves as our roadmap for system-wide integration of State of Maryland behavioral health services into the future.



Our Mission, Vision, and Guiding Principles

Mission

To provide comprehensive mental health care to families and children utilizing the services of qualified professionals implementing individualized rehabilitation plans that assist all persons in obtaining their desired goals. This will reduce systematic behaviors and provide individuals with healthier and more productive lives. Achieving full community life for children and adults with disabilities – one person at a time.

Vision

Envisions a system of care that supports independence, hope, and healthy lives by making accessible behavioral health services that are integrated, responsive, compassionate, and respectful.

Guiding Principles

Our organization and each one of our employees' value: consumers and communities, accountability, partnerships, fiscal prudence, quality services, and organizational excellence where innovation and partnerships merge to enable our residents to enjoy a safe, healthy and prosperous life. To that end we:

- *Encourage and create ethical and tenacious leadership to implement effective behavioral health policies and programs.*
- *Provide high-quality services with respect and responsiveness to all.*
- *Foster an integrated system of behavioral health care service, community health improvement, and safety.*
- *Anticipate community behavioral health needs and change to meet those needs.*
- *Work in partnership with our consumer, providers, cities, and diverse communities.*

Guiding Principles of Reducing Health Disparities

Empowering Minds Resource Center is committed to eliminating health disparities because our mission is to care for and improve the health of all who live in the State of Maryland with special attention to those who are most vulnerable to health problems. Disparities based on race, ethnicity, language, socioeconomic status or other reasons are inconsistent with our mission.

EMRC is committed to being respectful and responsive to all people we serve and with whom we work. This means we serve people in settings in which they can feel safe and comfortable; we provide services without discrimination and with respect for cultural and language differences; and we respect each other.

EMRC recognizes that differences in race, ethnicity, age, gender, sexual orientation, language, physical ability, socioeconomic class, education and many other factors can affect how we relate to patients, clients, customers, communities and each other.

EMRC provides training and related activities for employees to increase our knowledge and appreciation of diverse cultures and to become comfortable and effective in a diverse environment.

EMRC recognizes that beyond our differences lies a common purpose to work together to improve health.

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Core Operating Values

The following core operating values influence the culture and public image of Empowering Minds Resource Center as an effective community-based organization serving a wide variety of individuals and families.

Caring Attitude – Empowering Minds Resource Center demonstrates compassionate support and concern for people with disabilities and their families. As a part of this caring attitude, we educate and inform consumers and their families.

Responsiveness – Empowering Minds Resource Center finds solutions that meet the needs and preferences of people with disabilities and their families through direct service or referrals to other providers.

Respectfulness – Empowering Minds Resource Center honors the choices of people with disabilities, encouraging each person to take control over his/her own life, We respect the role that families have in helping to shape these choices as well.

Individualized Support – Empowering Minds Resource Center knows that people's needs vary significantly and can change over time; we seek to understand the individual consumer and co-create the right supports for each person's development.

Diversity – Empowering Minds Resource Center understands that people with disabilities are part of all races, ethnicities and religions; we seek to assist as many people as our financial resources support.

Integrity and Accountability – Empowering Minds Resource Center has the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

State of the Art Practices –Empowering Minds Resource Center aims for excellent, high quality, state-of-the-art approaches that people with disabilities and their families can always count on to be there.

Partnerships – Empowering Minds Resource Center works with a wide variety of partners and advocates for quality service by all partners.

Advocacy – Empowering Minds Resource Center educates the public and advocates for the long- term bests interests of people with disabilities and their families.

Financial Sustainability – Empowering Minds Resource Center believes its work as an advocate and service provider will be needed for many years into the future. Therefore, we strive to deliver on our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

Underlying Service Assumptions

All Empowering Minds Resource Center's services and the way it goes about its work are based on fundamental beliefs best way to support people with disabilities.

Empowering Minds Resource Center believes:

- All people have equal rights.
- All people have strengths and assets.
- It is possible to make a positive difference in the lives of children and adults with disabilities.
- People thrive when they make their own choices and people with disabilities are capable of and have the right to make their own decisions; this is especially true for adults, who are better prepared to make decisions in their own best interest. We listen when people with disabilities speak for themselves and offer assistance to help consumers make realistic choices.

People with disabilities 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 disabilities. In addition, by participating in their communities' people with disabilities enrich their lives and make positive contributions.

People with disabilities 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 disabilities.

Supporting consumers and their families in their own advocacy efforts will yield long- term improvements in their quality of life.

Supports and services are designed first and foremost for people disabilities (e.g. children, youth and adults). Empowering Minds Resource Center recognizes the importance of the family's role in the development of and support of people with disabilities throughout their lives.

Who We Serve

Many people begin their relationship with Empowering Minds Resource Center because of an immediate need, severe and acute mental health issues, such as chemical dependency, housing, employment issues and need for community support. In particular, EMRC supplies extensive services to consumers who are also homeless or experiencing a housing crisis.

Regardless of the services that consumers use, our staff works with them to identify all their challenges and customizes a multi-disciplinary care plan tailored to produce lasting, meaningful improvement in the quality of their lives.

Through its integrated system of care, EMRC provides flexible, effective treatment to our culturally diverse residents with complex needs.

Strategic Planning Overview

Approach and Acknowledgments

To complete this strategic planning process, the EMRC Executive Team met through a series of half-day sprints to review Services and Programs Integration Implementation Design (SPIID) Team materials and national best practices research to develop goals, actions, and measures around each of the priorities identified in this Strategic Plan.

Thank you to everyone who contributed thoughts and ideas, including EMRC Executive Team Members; EMRC Program Managers; SPIID Team Members; Consumers and Family Members; Clinical Social Workers; Parent Partners; the Mental Health Commission; the Alcohol and Other Drugs (AOD) Advisory Board; Empowering Minds Resource Services Partners; and Community-Based Organizations and other stakeholders.

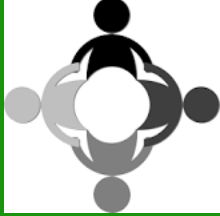
Summary of Most Important Points in the Environment

An **environmental scan**, called the e-scan for short, is a process for discovering and documenting facts and trends in the operating environment of an organization that are likely to affect the organization in its future work. E-scan findings are used to orient strategic planning participants on the context in which the organization's mission is carried out. The e-scan can also include a summary of internal information about the organization and its history including who has been served, results it has achieved, its current structure, and financial data. It is often put in the framework of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. **Strengths** are internal characteristics, qualities, and capacities that are doing well and are part of the reason the organization's accomplishments. **Weaknesses** are internal qualities that need to be improved. **Opportunities** refer to external activities or trends that the organization may benefit from, connect with or take advantage of to grow or enhance its performance. **Threats** are external activities or trends that threaten the current and future success of the organization.

Strengths, Weaknesses, Opportunities, and Threats Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ❖ Proactive, dedicated, compassionate, knowledgeable, and committed staff ❖ Depth and quality of client-centered services ❖ Diverse programs to meet the needs of our clients ❖ Community partnerships and interagency collaborations ❖ Strong stakeholder collaboration ❖ Adaptable and flexible systems ❖ Commitment to creative, innovative, and proactive approaches to service ❖ Commitment to continuous quality improvement processes ❖ Knowledgeable leadership committed to organizational success ❖ Compliance with state and federal mandates 	<ul style="list-style-type: none"> ❖ Need more bilingual, bi-cultural staff including psychiatrists, clinical, and BH staff ❖ Underutilization of volunteers and peers ❖ Client barriers to accessing services including stigma/fears of discrimination, awareness of services, transportation, availability of services, and location of services ❖ Need more housing and/or bed availability for severe and/or homeless ❖ Lack of community understanding and support for behavioral health needs ❖ Retention and staff turnover impact to institutional history/transfer of knowledge ❖ Current InSynce EHR- Lack of Client Portal utilization ❖ Client discomfort with technology updates and improvements ❖ Providers have different electronic health records
Opportunities	Threats
<ul style="list-style-type: none"> ❖ Increase anti-racism, decrease bias, stigma, and discrimination ❖ Integration of clinic operations ❖ Increase types and location of services ❖ Increase intra and interagency collaboration to support whole-person care/care coordination ❖ Increase recruitment efforts for volunteers, peers, and qualified staff ❖ Expand telehealth with increasing client ease with telehealth ❖ Increase organizational efficiency and quality through technology and technical training ❖ Improve performance outcome and data tracking ❖ Improve the electronic health record to support reporting and data driven decision making ❖ Seek non-traditional and other grant funding sources 	<ul style="list-style-type: none"> ❖ Infectious disease (COVID-19, etc.) and/or other public health threats ❖ Natural disasters (fires, etc.) and response capability ❖ Political environment ❖ Uninsured population who needs MH and SUD services ❖ Increased need for services with potential inability to hire to meet those needs ❖ BHA Information Notices sometimes lack proper instruction, which can lead to misinterpretation ❖ Staff morale and capacity under pandemic and natural disaster situations ❖ Resistance to change with a fixed mindset ❖ Lack of appropriate or adequate funding ❖ State's Authorization and Payment systems lack of timely process ❖ Delayed state payments

Strategic Goals at a Glance



Goal 1: Client and Community Engagement:

Actively engage, empower, and build trust through culturally appropriate services, partnering with clients, their families, and the community for their care and well-being.



Goal 2: Service Excellence and Innovation:

Provide an enhanced continuum of care through system-wide integration, drawing on evidence-based, trauma and culturally informed practices, innovative technologies, and appropriate levels of services.



Goal 3: Quality

Expand care management quality and effectiveness through data-driven, continuous process improvement, training, education, and stakeholder engagement.



Goal 4: Growth and Access

Serve as a behavioral health leader and community partner through accessible, timely, appropriate, and comprehensive care.



Goal 5: Staff Engagement and Leadership Development

Develop and sustain a skilled, collaborative, and motivated workforce who have a passion for service and quality at all levels of the organization.



Goal 6: Financial Stability and Performance:

Ensure efficient, responsible, and strategic use of resources for long- term sustainability.



Strategic Goals and Objectives

The plan draws on the core philosophy of health equity and “Meet you where you are” so we can actively engage and meet our clients and community members where they are and when they are in need. The following Strategic Goals and Objectives outline our efforts.

Strategic Goal #1: Client and Community Engagement

Actively engage, empower, and build trust through culturally appropriate services, partnering with clients, their families, and the community for their care and well-being.

Objectives:

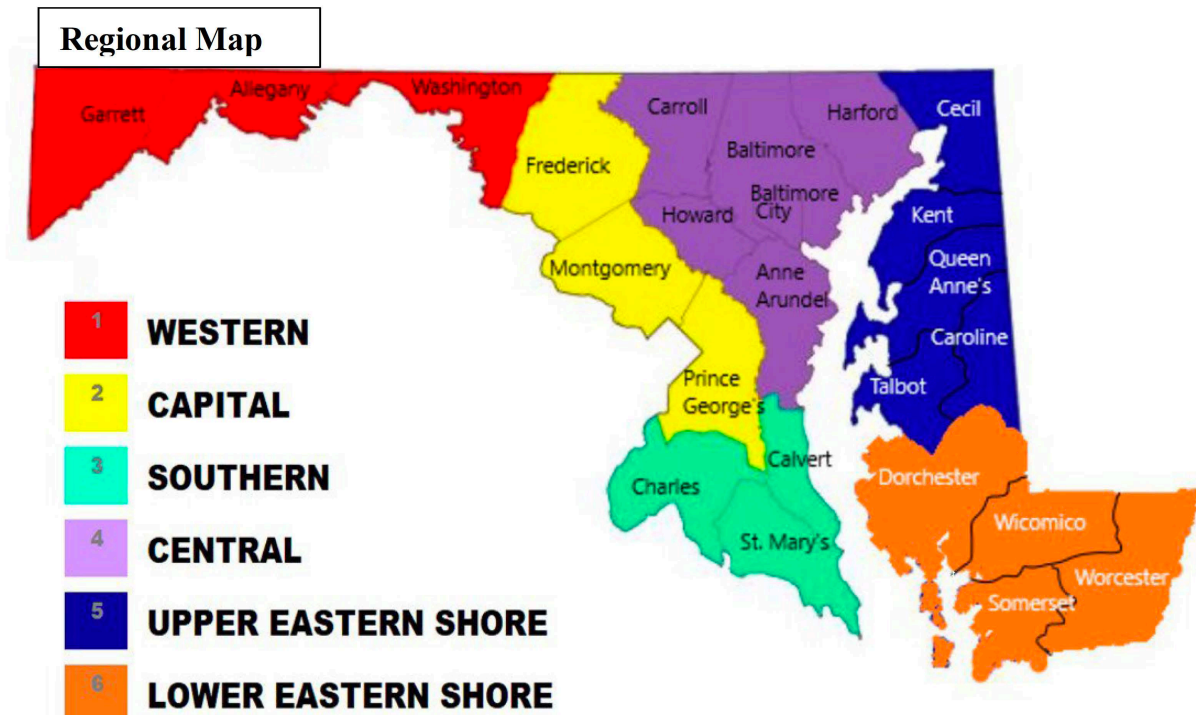
- ❖ Increase anti-racism and decrease bias, stigma, and discrimination through expanded culturally informed staff education and training.
- ❖ Enhance the experience of “Meet you where you are” to services by supporting access to services at any location.
- ❖ Continue to increase outreach, engagement, and education to unserved, underserved, and marginalized populations.
- ❖ Actively engage historically unserved, underserved, and marginalized populations to increase service engagement and retention.
- ❖ Improve community engagement in forums and focus groups.
- ❖ Expand awareness and access of available services through modifications to the website, social media, etc.

Strategic Goal #2: Service Excellence and Innovation

Provide an enhanced continuum of care through system-wide integration, drawing on evidence-based, trauma and culturally informed practices, innovative technologies, and appropriate levels of services.

Objectives:

- ❖ Enhance coordination of care across plans to promote the full continuum of care.
- ❖ Continue to build culturally and linguistically appropriate services.
- ❖ Continue improvements to access and timeliness to services.
- ❖ Increase technology and technical training to increase cultural competence, efficiency, and productivity.



Strategic Goal #3: Quality

Expand care management quality and effectiveness through data-driven continuous process improvement, training, education, and stakeholder engagement.

Objectives:

- ❖ Expand care management focused trainings and education with emphasis on unserved, underserved, and marginalized populations.
- ❖ Increase continuous quality/process improvements, refinement of key performance and outcome measures.
- ❖ Enhance the electronic health record to support the expanded, integrated continuum of care and meet state and federal reporting mandates.

Strategic Goal #4: Growth and Access

Serve as a behavioral health leader and community partner through timely, accessible, appropriate, and comprehensive care.

Objectives:

- ❖ System-wide integrations of clinic operations as led by state initiatives and priorities.
- ❖ Enhance and where possible, expand EMRC's service continuum.
- ❖ Implement equity initiatives for unserved, underserved, and marginalized populations.
- ❖ Expand and enhance ongoing interagency collaborations that increase and enact health in all policies and activities for the well-being of clients and those whose lives are impacted by those we serve.
- ❖ Increase peer support and services at all levels of the organization.

Strategic Goal #5: Staff Engagement and Leadership Development

Develop and sustain a skilled, collaborative, and motivated workforce who have a passion for service and quality at all levels of the organization.

Objectives:

- ❖ Expand recruitment for culturally diverse staff to meet the needs of the community.
- ❖ Increase staff retention and opportunities for promotion.
- ❖ Increase and refine cultural competency training and education to address experiences of racial trauma within all levels of the organization.
- ❖ Support staff wellness through workload assessment, re-distribution, recognition, and collaboration best practices.
- ❖ Expand professional development and research-based training, cross training, formalized knowledge transfer, and operational support.
- ❖ Increase and formalize EMRC-specific employee onboarding and training standards to support staff engagement.

Strategic Goal #6: Financial Stability and Performance

Ensure efficient, responsible, and strategic use of resources for long-term sustainability.

Objectives:

- ❖ Ensure fiscal accountability best practices.
- ❖ Effective and responsive navigation of state and federal changes to align with Centers for Medicare & Medicaid Services (CMS) objectives.
- ❖ Nimble and flexible organizational infrastructure to respond to COVID and post-COVID-19 reality.
- ❖ Leverage resource optimization and revenue enhancement.
- ❖ Evaluate and reshape all programs to reduce redundancies and ensure effective service delivery to support a robust continuum of care.

Monitoring and Reporting Progress

Key Outcomes

Empowering Minds Resource Center expects the following key performance outcomes will help us demonstrate progress towards and achievement of the goals and objectives in this strategic plan. In addition to the performance outcomes, we will identify specific activities, tactics, and/or approaches in the implementation plan for each goal. Some of the key outcomes may be relevant to more than one strategic goal. Where applicable, key outcomes will be compared to existing baseline data and/or baselines will be established. Additional methodologies will be utilized, as needed, to identify and track success.

Strategic Goal #1: Client and Community Engagement: Actively engage, empower, and build trust through culturally appropriate services, partnering with clients, their families, and the community for their care and well-being.

- ❖ Increased client experience of “We meet you Where you Are”
- ❖ Increased number of clients served through Request for Service (RFS) each year.
- ❖ Increased retention of clients being served while also, when appropriate, increasing clients moving to lower levels of care.
- ❖ Increased penetration rates.
- ❖ Increased number and percentage of clients in unserved, underserved, and marginalized populations.
- ❖ Increased client satisfaction in services on items related cultural and linguistic appropriateness of care.
- ❖ Decreased no show rates.
- ❖ Increased number of community members who are knowledgeable and aware of mental health and substance use challenges and how to get help.
- ❖ Increased number of community forums that are knowledgeable about services and can become bridges to help individuals get the help they need.
- ❖ Increased outreach and engagement activities, each year, to unserved, underserved, and marginalized populations as compared to baseline data.
- ❖ Expanded number and types of trainings and education for staff focused on cultural competency.
- ❖ Increased community partnerships.

Strategic Goal #2: Service Excellence and Innovation: Provide an enhanced continuum of care through system-wide integration, drawing on evidence-based, trauma and culturally informed practices, innovative technologies, and appropriate levels of services.

- ❖ Increased client support through coordination of care.
- ❖ Increased number of individuals with comprehensive, whole-person treatment plans.
- ❖ Increased client satisfaction with the care and services received.
- ❖ Reduced number of high-cost clients, where a decrease would be appropriate.
- ❖ Increased rate of timely access to services.
- ❖ Increased emergency crisis assessment/interventions services conducted in the field.
- ❖ Reduced re-hospitalizations.
- ❖ Reduced incidents of justice involvement.
- ❖ Increased client satisfaction related to items that address access to services.
- ❖ Improved quality of life, including measures of recovery and resilience.
- ❖ Increased number of multi-disciplinary treatment teams.
- ❖ Increased number of treatment plans actively driven by clients and that include peers and family members.
- ❖ Reduced perception of division "silos" by staff.
- ❖ Increased attention to and staff experience of improving communications at all levels.
- ❖ Increased availability of translated materials and use of interpretation services.
- ❖ Decreased utilization review disallowances.

Strategic Goal #3: Quality: Expand care management quality and effectiveness through data-driven continuous process improvement, training, education, and stakeholder engagement.

- ❖ Increased performance measures tracking and establishment of critical baselines.
- ❖ Improved and consistent quality of services throughout the department.
- ❖ Increased beneficiary satisfaction with the care and services received.
- ❖ Increased and improved "timely access" to services.
- ❖ Increased bilingual capacity of providers.
- ❖ Increased data-driven process improvement projects that include internal and external stakeholders.
- ❖ Reduced paper workflows with improved electronic processes.
- ❖ Increased institutional knowledge retention through cross training and procedure development.

Strategic Goal #4: Growth and Access: Serve as a behavioral health leader and community partner through timely, accessible, appropriate, and comprehensive care.

- ❖ Increased use of telehealth for clients served where applicable.
- ❖ Reduced wait times across the system to transition to appropriate levels of care.
- ❖ Increased client experience of clinics that are welcoming, culturally competent, and relevant for the community they serve.
- ❖ Increased use of peer advocates across the system.
- ❖ Increased housing support.
- ❖ Increased support for families of clients.
- ❖ Increased coordination with other systems significantly impacting children and youth (e.g., educational, juvenile justice, and child welfare systems).
- ❖ Increased coordination with inpatient psychiatric units to support new and existing clients transition to outpatient care.
- ❖ Increased rates of service to vulnerable populations.
- ❖ Increased contracted provider meetings.

Strategic Goal #5: Staff Engagement and Leadership Development: Develop and sustain a skilled, collaborative, and motivated workforce who have a passion for service at all levels of the organization.

- ❖ Increased hiring and shortened hiring process timeline.
- ❖ Decreased vacancy rate.
- ❖ Increased professional development opportunities at all levels.
- ❖ Increased diversity, equity, and inclusion (DEI) trainings for all staff.
- ❖ Increased successful, supportive staff orientation and onboarding.
- ❖ Increased staff recognition.
- ❖ Increased caseload assessment and redistribution, as appropriate.
- ❖ Increased supervision and management leadership trainings.
- ❖ Increased staff promotional opportunities.

Strategic Goal #6: Financial Stability and Performance: Ensure efficient, responsible, and strategic use of resources for long-term sustainability.

- ❖ Develop key processes for revenue cycle Key Performance Indicators (KPI) to monitor progress and improvement in the following areas: Authorization, Eligibility, Insurance Verification, Billing and Claims Submission, Collections, Denial, and Customer Service.
- ❖ Improve cost analysis and ensure costs are captured appropriately.
- ❖ Enhance labor productivity analysis to ensure proper program cost allocation.

Implementation Plans

The execution and implementation of the strategic plan will be overseen by the Strategic Planning committee through our implementation plans, which will include detailed action steps to carry out the key goals and objectives with identified stakeholders and timelines.

Questions, comments and/or suggestions about the plan should be directed to our Compliance Officer info@emrcgroup.org.

To contribute to our work and/or learn more Empowering Minds Resource Center, please visit our website:
www.emrcgroup.org



The strategic direction and goals included in this plan are Empowering Minds Resource Center's response to its understanding of what its customers value most about the organization, and current opportunities and challenges for offering a high-quality system of support in the community for people with disabilities.

The five-year period of this strategic plan will be a time of assessing and deepening Empowering Minds Resource Center's approaches to its work. Concurrently, Empowering Minds Resource Center will take more of a leadership role in working with a broader array of community resources, and it will explore actively engaging more volunteers.

With a fresh perspective on its mission, understanding what it does well, and the environment in which it operates, Empowering Minds Resource Center will pursue the following strategic direction:

1. Empowering Minds Resource Center will review and deepen its existing direct supports and services over time to ensure that they are state-of-the art for working effectively with children and adults with disabilities.
2. Empowering Minds Resource Center 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.
3. Empowering Minds Resource Center will take a leadership role in working with a range of providers (not just disability providers and maybe some outside of the city) to identify and meet the needs of children and adults with disabilities.
4. Empowering Minds Resource Center will explore the feasibility of expanding the organization's visibility in the community and ensure that we are partnering with other mental health agencies.
5. Empowering Minds Resource Center will emphasize building its discretionary financial resources to invest in providing quality services. Goals

STRATEGIC BUILDING BLOCKS – OUR CORE STRATEGIES

How will we get there? We will:

1. **Promotion:** Continue to promote awareness to all residents of Baltimore Metropolitan Area of Empowering Minds Resource Center, its mission, services it offers, access to those services and the benefits those services can provide.
2. **Advocacy:** Reaffirm our position as the primary advocate for effective person-centered behavioral health care services within Baltimore Metropolitan Area.
3. **Services:** Provide leadership in the development of effective person-centered behavioral health care services within financial, regulatory, and contractual constraints when no acceptable alternatives are available.
4. **Collaboration:** Reaffirm our commitment to promoting and actively encouraging mutual cooperation among human services agencies.
5. **Resources:** Seek and utilize all available resources while maintaining financial and operational integrity.
6. **Compliance:** Maintain a health care compliance system that will serve as a guideline for its good faith efforts toward compliance with state and federal regulations that apply to its services.
7. **Education and Training:** Develop, implement, and maintain programs that will address consumer, family, community and staff education and training needs.
8. **Consumer Involvement:** Provide opportunities for input and/or direct involvement of consumers, their families, and other stakeholders in the design, monitoring, and evaluation of Agency services. We will also provide opportunities to maximize growth and independence in all areas of individual consumer's lives including education and vocational opportunities and activities of daily living within the community.