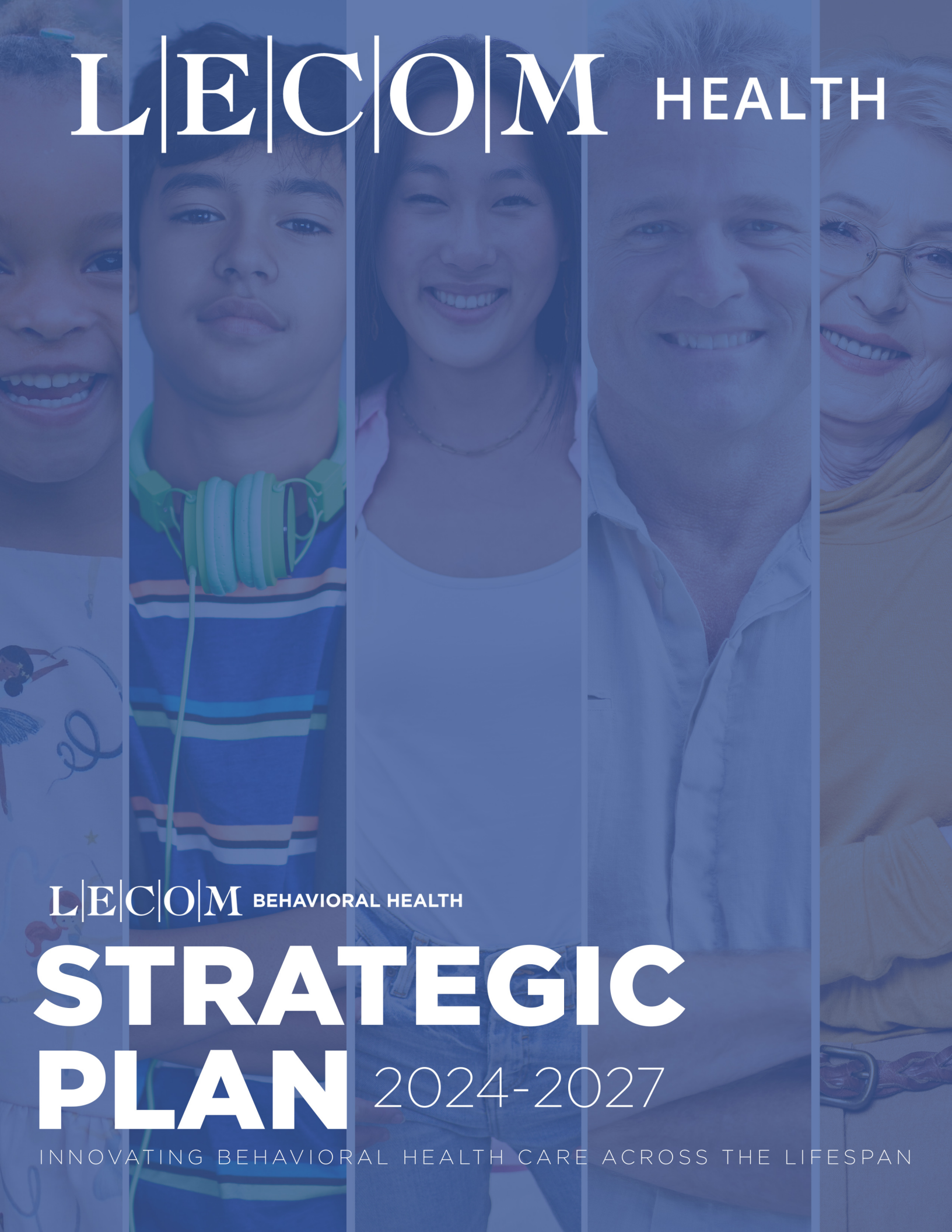




# L|E|C|O|M HEALTH

L|E|C|O|M BEHAVIORAL HEALTH

# STRATEGIC PLAN 2024-2027

INNOVATING BEHAVIORAL HEALTH CARE ACROSS THE LIFESPAN

# Letter from:

## John Ferretti, D.O.,

President and CEO of LECOM Health

It is with great pride and a deep sense of responsibility to our community and to those we serve that I present the LECOM Behavioral Health Strategic Plan for Fiscal Years 2025-2028.

This plan reaffirms our unwavering commitment to addressing the pressing behavioral health needs of our community with the same dedication and innovation that has guided LECOM Health for over a quarter of a century, and I have complete confidence in its ability to help transform lives in our community.

LECOM Health has always been a beacon of excellence in medical education and patient care, grounded in our mission to serve the community through a comprehensive, integrated approach.

Our success is measured not by accolades, but by the tangible impact we have on the lives we touch. We recognize that true healthcare extends beyond physical well-being to encompass mental and emotional health, and it is this holistic understanding that drives our continued expansion into behavioral health services.

This strategic plan is more than a roadmap; it is a bold step forward in our journey to provide exceptional care. Each initiative is designed to build on our strong foundation, meeting the evolving needs of our community while upholding the principles that have made LECOM Health a trusted name in healthcare. We are not just expanding our services; we are forging new paths in behavioral health, ensuring that every person, regardless of their background, has access to the care they deserve.

As we embark on this next chapter, let us remain steadfast in our resolve to lead with integrity, innovate with purpose, and serve with compassion. Together, we will continue to elevate the standard of healthcare in our region, ensuring a brighter, healthier future for all.



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**John Ferretti, D.O.**  
President and CEO

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Sincerely,

**John Ferretti, D.O.,**

President and CEO of LECOM Health





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**Danielle Hansen, D.O.**  
Regional President

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# Letter from: **Danielle Hansen, D.O.,**

Regional President of LECOM Health

As we embark on the next chapter of our journey in behavioral health at LECOM, I am filled with a deep sense of gratitude and optimism. I truly believe this plan is a reflection of our shared purpose and a commitment to the well-being of our community.

Our progress has always been driven by collaboration—between our dedicated staff, trusted partners, and the community we serve. These connections have enabled us to build a service line that meets the behavioral health needs of individuals across all stages of life with compassion and excellence.

Looking ahead, our vision is clear: to expand our reach, enhance the quality of our care, and solidify our leadership in behavioral health. This plan sets ambitious goals, from increasing access in underserved areas to integrating advanced technology and fostering staff development. But beyond these goals, our true success lies in the positive impact we have on those we serve.

For our community, this means ensuring access to care when it's needed most. For our staff, it means working in an environment that supports your efforts, encourages your growth, and recognizes your dedication. Together, we are building a future where our services truly make a difference in the health and resilience of our region.

I extend my heartfelt thanks to our incredible staff, our partners, and the entire community. Your collective efforts empower us to continue this important work. We are not just advancing behavioral health care; we are strengthening the fabric of our community.

Thank you for being an integral part of this journey. I look forward to all we will accomplish together.

Warm Regards,

**Danielle Hansen, D.O.,**

Regional President of LECOM Health

**ABOUT**

**L|E|C|O|M**  
BEHAVIORAL HEALTH



**PURPOSE**

**To Create a Healthier Community**

**CORE FOCUS**

**HELP**

**AND**

**HOPE**

**VALUES**

**Collaboration**

**Emotional Intelligence**

**Grit**

**Growth Mindset**

**Innovation**

**Pursuit of Excellence**

**Integrity**





## SERVICES OFFERED

### Birth – 3

- Early Intervention

### Child & Adolescent

- Blended Case Management
- Family Based Mental Health
- Inpatient Mental Health
- Intensive Behavioral Health (IBHS)
- Medication Management
- Outpatient Therapy
- Psychology Services
- Psychiatric Residential Treatment Facility
- Psychiatry Services
- School-Based Services
- Sub-Acute Extended Care

### Family

- Family Based Mental Health
- Family Preservation Services
- Outpatient Therapy

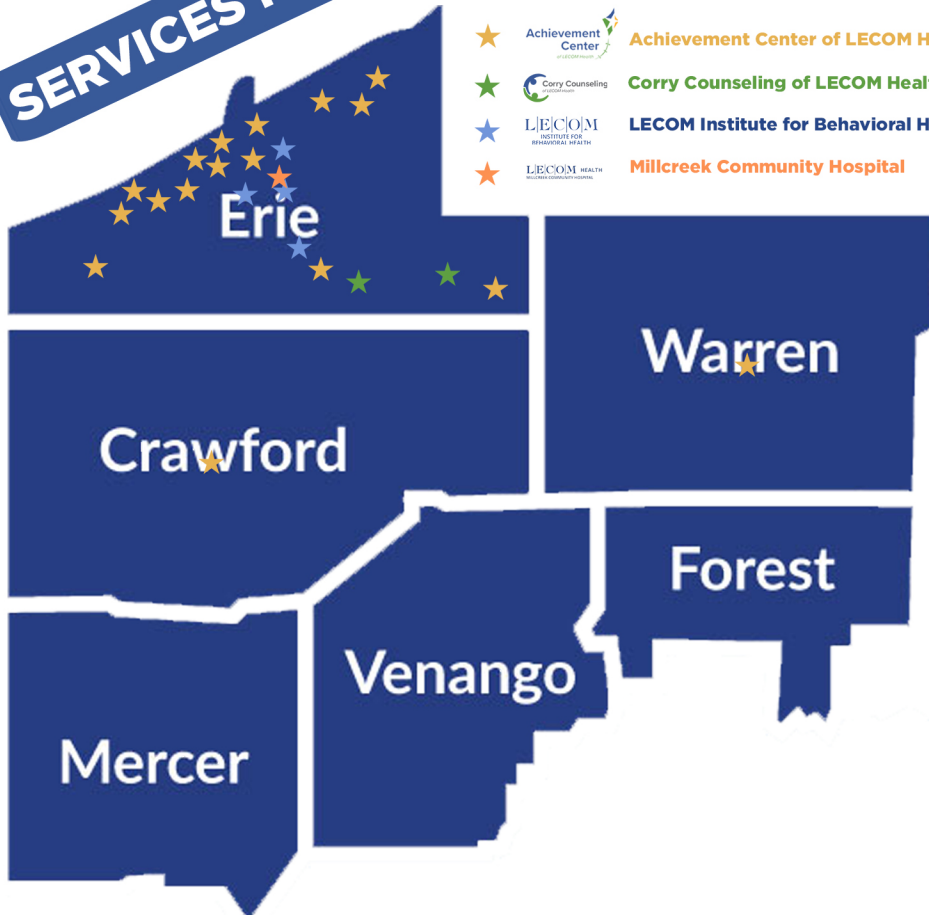
### Adult

- Blended Case Management
- Electroconvulsive Therapy
- Extended Acute Care
- Inpatient Mental Health
- Medication Support Program
- Outpatient Mental Health
- Partial Hospitalization Program
- Psychiatry Services
- Residential Community Homes
- Transcranial Magnetic Stimulation

### Senior

- Electroconvulsive Therapy
- Extended Acute Care
- Medication Support Program
- Older Adult Behavioral Health
- Outpatient Mental Health
- Partial Hospitalization Program
- Residential Community Homes
- Transcranial Magnetic Stimulation

## SERVICES MAP



- Achievement Center of LECOM Health
- Corry Counseling of LECOM Health
- LECOM Institute for Behavioral Health
- Millcreek Community Hospital

## BY THE NUMBERS



**LOCATIONS**



**INDIVIDUALS  
IMPACTED  
BY SERVICES**



**HOURS OF  
SERVICE**

# '20 - '23 STRATEGIC PLAN SUCCESSES

## INFRASTRUCTURE

- Increased Communication Pathways
- Shared Leadership with Corry Counseling of LECOM Health and LECOM Institute for Behavioral Health
- Achievement Center of LECOM Health and Corry Counseling of LECOM Health Financial Department Integration
- KPI Alignment
- Employee Performance Evaluation Improvement and Alignment
- Services Guide and Services Videos
- Referral Efficiencies
- Key Policy Development and Alignment
- EMR Enhancement

## SUSTAINABILITY

- Maximized Reimbursement Opportunities
- Secured LECOM Institute for Behavioral Health as an Office of Mental Health and Substance Abuse Services Psychiatric Outpatient Clinic
- Expanded Care Continuum, Psychological Services - Psych Testing Clinic, Short-Term Psychiatric Residential Treatment Facility, Extended Acute Care
- Expanded Psychiatric Services to Schools - North East & Girard
- Launched Co-located Therapy at LECOM Plaza 18
- Launched Co-located Medication Management at LECOM Waterford Clinic

## WORKPLACE CULTURE

- Launched Stay Interviews
- Created Trauma Informed Care Oversight Committee and Trauma Informed Care Teams
- Improved Employee Wellness Resources and Supports
- Increased Employee Recognition and Rewards Initiatives
- Offered Evidence Based Practice Training Opportunities





At the start of this strategic planning process, we took a comprehensive look at the past five years of our journey in behavioral health care. We reflected on the significant milestones we've achieved, the academic foundation that anchors LECOM, and the vital connection we maintain with the broader LECOM Health system. We talked with patients, clients and their family members. We interviewed board members, community leaders and employees. We poured over responses from employee and community surveys. We recognized the wealth of resources at our disposal, from our dedicated staff to the innovative programs we've developed, and, importantly, the generous support of the community that has been with us every step of the way.

With this strong foundation in mind, we turned our attention to the current landscape of behavioral health care. We acknowledged the rising demand, the growing intensity of that need, and the complexities that accompany it. Our goal was to thoroughly understand what it would take to not only meet these needs today but also to anticipate and prepare for the challenges that lie ahead.

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**WE ASKED OURSELVES A CRITICAL QUESTION: WHAT MORE CAN WE DO TO PROVIDE THE BEST BEHAVIORAL HEALTH CARE AT EVERY LEVEL OF OUR COMMUNITY—WHETHER IT'S THROUGH PREVENTION, EARLY IDENTIFICATION, TREATMENT, OR ONGOING SUPPORT?**

**THIS STRATEGIC PLAN IS OUR RESPONSE TO THAT QUESTION AND A RENEWED COMMITMENT TO THE RESPONSIBILITY WE FEEL TO SERVE OUR REGION.**

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The plan includes a robust framework for growth, emphasizing service line expansion, particularly in underserved areas, and the integration of advanced technologies that will enhance our ability to deliver care efficiently and effectively. It outlines a clear path for developing our workforce, ensuring that our staff is not only well-equipped to meet current demands but also prepared for the future of behavioral health care.

Moreover, the plan focuses on deepening our community engagement. We recognize that to truly make an impact, we must be in tune with the needs of the people we serve and foster strong partnerships with local organizations, healthcare providers, and other stakeholders. By enhancing these relationships, we aim to create a more interconnected and supportive network for behavioral health care in our region.

As we embark on this journey we keep in mind that in behavioral healthcare, our work is never truly done. We must always strive to do better, to reach farther, and to care more deeply. This strategic plan embodies that spirit of continual improvement and dedication, driving us to deliver the highest standard of behavioral health care for all.

## '25 - '28 PLAN GOALS

**LECOM**  
BEHAVIORAL HEALTH



### LOVE WHERE YOU WORK

Establish LECOM Behavioral Health as the employee-rated regions's Best Place to Work in Behavioral Health.



### ELEVATE EVERY EXPERIENCE

Deliver a high-quality patient experience.



### GROW WITH PURPOSE

Expand our reach to serve more individuals and ensure sustainable growth through strategic reinvestment into operations and programs.



### SOLIDIFY OUR FOUNDATION

Design and deploy an integrated and scalable operational infrastructure.

## KEY STRATEGIES

### EMPLOYEE ENGAGEMENT

Establish LECOM Behavioral Health as a top workplace by enhancing recruitment, retention, mentorship, leadership development, and employee recognition.

### SERVE MORE PEOPLE

Serve more people by growing current and developing new services, expanding our footprint, and diversifying revenue streams for sustainable reinvestment.

### EFFICIENCY & EFFECTIVENESS

Improve patient care quality and operational efficiency by standardizing treatment protocols, enhancing feedback mechanisms, and bettering communication and support.





# '25 - '28 ROAD MAP

**L|E|C|O|M**  
BEHAVIORAL HEALTH

YEAR 1

YEAR 2

YEAR 3

RECRUITMENT OF NEW STAFF

RETENTION OF CURRENT STAFF

EMPLOYEE ENGAGEMENT



**LOVE WHERE  
YOU WORK**

PROGRAM EXPANSION & DEVELOPMENT

SERVE MORE PEOPLE

THOUGHT LEADERSHIP



**GROW WITH  
PURPOSE**

SERVICE EFFECTIVENESS

PATIENT SATISFACTION

MARKET SHARE

FACILITIES



**ELEVATE EVERY  
EXPERIENCE**

EOS CORE TOOLS

INTERNAL CENTRALIZATION, COLLABORATION, & INTEGRATION

EFFICIENCIES & TECHNOLOGY SOLUTIONS

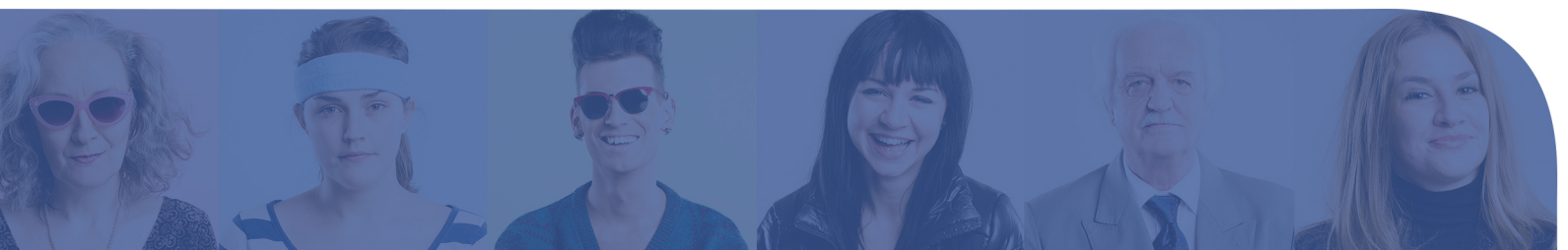


**SOLIDIFY OUR  
FOUNDATION**

YEAR 1

YEAR 2

YEAR 3



**THIS STRATEGIC PLAN IS MORE THAN JUST A  
GUIDE FOR EXPANDING SERVICES;**

**IT'S A HEARTFELT COMMITMENT TO  
INSTILLING HOPE AND TRANSFORMING LIVES.**



At its core, the plan is about preventing behavioral health issues before they start, offering early interventions, and providing care that stops problems from escalating. Our goal is not just to help people survive but to empower them to thrive, enabling every individual to realize their hopes, dreams, and aspirations.

With this plan, we are dedicated to breaking down the stigma surrounding mental health, creating pathways to care that are accessible to all, and ensuring that everyone has the opportunity to live a life of purpose and fulfillment. We strive to be more than a service provider; we want to be a true partner in the community, walking alongside those we serve as they navigate their journey to wellness. This plan is our commitment to building a stronger, more resilient community, where every person has the support they need to reach their full potential.

**MOST OF ALL, WE ARE DRIVEN TO  
DELIVER THROUGH OUR CARE THE  
ONE THING THAT CAN BRING  
ABOUT THE GREATEST CHANGE -**

**HOPE.**





# 3-YEAR IMPACT PROJECTIONS

## BY THE NUMBERS



# LECOM BEHAVIORAL HEALTH



**Serving:** Birth to 18

**Location(s):** Erie, Corry,  
Meadville, Warren

[achievementctr.org](http://achievementctr.org)

(814) 459-2755

**Serving:** Children,  
Adolescents, Adults,  
Older Adults

**Location(s):** Corry

[cscorry.org](http://cscorry.org)

(814) 664-7761



**Serving:** Children,  
Adolescents, Adults,  
Older Adults

**Location(s):** Erie  
[LECOMHealth.com](http://LECOMHealth.com)

(814) 454-3174

**Serving:** Children,  
Adolescents, Adults,  
Older Adults

**Location(s):** Erie  
[LECOMHealth.com](http://LECOMHealth.com)

(814) 864-4031

# LECOM HEALTH

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(814) 866-4400 for LECOM Health