



COMPREHENSIVE COMMUNITY SERVICES



STRATEGIC PLAN 2023 – 2026

OFFICE LOCATIONS



JOHNSON CITY (CORPORATE OFFICE)

*Office Hours: Mon-Fri 8:30am-5:30pm
423-928-6581/Fax:423-928-6215
2514 1/2 Wesley St. Suite 5
Johnson City, TN 37601 | Email*



RESIDENTIAL TREATMENT CENTER

*Office Hours: Mon-Fri 8:30am-4:30pm
24-Hour Hotline:423-349-4070/Fax: 423-349-6597/TEXT 423-552-0555
6145 Temple Star Rd
Kingsport, TN 37660 | Email*



ADOLESCENT RESIDENTIAL TREATMENT CENTER

*Office Hours: Mon-Fri 8:30am-4:30pm
24-Hour Hotline: 423-349-4070/Fax: 423-349-6597
6145 Temple Star RD
Kingsport, TN 37660 | Email*



INTENSIVE OUTPATIENT TREATMENT

*Greeneville
Office Hours: Mon-Fri 8:30am-4:30pm
423-639-7777/Fax: 423-639-1370
128 South Main St. Suite 301
Greeneville TN 37743 | Email*



KINGSPORT

*Office Hours: Mon-Fri 1:00pm-5:00pm
423-765-1899/Fax: 888-437-1675
710 E. Sullivan ST,
Kingsport, TN 37660 | Email*

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MISSION STATEMENT

To enhance the ability of clients and their families to succeed in life.

LEADERSHIP THOUGHT

- 1 Promote teamwork, because the best results are obtained when the team holds responsibility.
- 2 Make decisions in a participatory or consultative way and involve people closest to the issue.
- 3 Set examples and provide opportunities for ongoing, open communication and feedback.
- 4 Provide ongoing training, support, resources and information to promote an environment where we can maximize our potential.
- 5 Create an environment where creativity, humor and risk-taking are encouraged.
- 6 Promote innovative solutions, recognizing that both successes and failures provide opportunities for learning.
- 7 Promote business decision-making linked to ethical values, compliance with legal requirements and respect for people, communities and the environment.

business
&
people
UNDIVIDED ²

We start
from **WHY** ¹

Not-only-money
POWER ²

Power
of
idea ¹

PURPOSE

At Comprehensive Community Services (CCS), we understand that seeking help isn't just a clinical decision, it's a deeply personal one. As a nationally accredited facility serving the community, we combine professional expertise with genuine compassion to support individuals and families during challenging times.

Our purpose for providing services are:

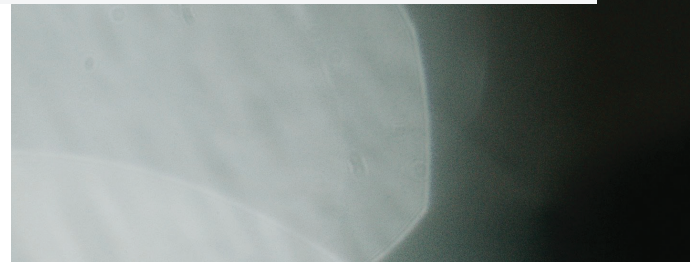
- 1 To teach individuals the life skills they need to become more independent and stabilize in their community.
- 2 To afford each person with the opportunity to live a self-determined life. To support individuals in discovering and achieving their goals, encouraging them to embrace their own diversity and to welcome it in others.
- 3 To enhance individuals in life skills, symptom management, medication compliance, social interactions and successful independent living.
- 4 To be a proactive force for our individuals, to respond to today's society and its associated stressors.



The ongoing strategic planning of our organization considers:

- ✓ Expectations of clients served
- ✓ Expectations of other stakeholders
- ✓ The competitive environment
- ✓ Financial opportunities
- ✓ Financial threats
- ✓ The organization's capabilities
- ✓ Social determinants of health
- ✓ Demographics of the service area
- ✓ The organization's relationships with external stakeholders
- ✓ The regulatory environment
- ✓ The legislative environment
- ✓ The use of technology to support:
 - Efficient operations
 - Effective service delivery
 - Performance improvement
- ✓ Information from the analysis of performance.

The leadership team included the feedback from its staff and stakeholders within this Strategic Plan



SWOT ANALYSIS

Strengths:



- ✔ Highly educated, competent and culturally diverse staff
- ✔ Accessibility (office location)
- ✔ Timely problem solving and crisis management
- ✔ Open to feedback from stakeholders
- ✔ Highly experienced management team
- ✔ Staff flexibility and dedication
- ✔ Staff processes that screen potential employees
- ✔ Strong electronic system within the organization
- ✔ Facility is located in the community
- ✔ Financially viable organization
- ✔ Strong referral base
- ✔ Progressive organization with vision or future growth and development

Weaknesses:



- ✔ Public awareness of services
- ✔ Market concentration - Lack of variety in revenue sources and vendor base
- ✔ Keeping up with technology
- ✔ More marketing of program

Opportunities:



- ✔ Develop additional funding streams
- ✔ Network with community stakeholders
- ✔ Maintenance of qualified staff
- ✔ Raising community awareness pertaining to community services
- ✔ Need to take advantage of other funding opportunities
- ✔ Cross training of all staff throughout programing and administrative department

Threats:



- ✔ State regulatory changes
- ✔ Continuing high unemployment contributing to higher levels of individual and family stress and increased need for mental health services

REFLECTIONS

Information from the analysis of performance: Leadership uses this information to make changes to better the overall organization.



Financial Opportunities:

At the time of writing this Strategic Plan, CCS reports a balanced budget and exceeds in projected revenue. The status of assets and liabilities of the organization is excellent. The organization is financially stable and able to continue to support the chosen service continuum in the future based on our projections.



Financial Threats:

The organization is aware of the possibility of the ever-changing environment of Medicaid and other insurances. It is because of this that we continually research other services and grants to be provided within the community in order to diversify.



Organizational Capabilities:

The organization can continue to provide state-of-the-art services to its clients within the community. Additionally, current staff have the capability to provide other services and our strategically planning to do so.

Social Determinants of Health & Demographics:

Demographics



Social Determinants of Health

Social determinants of health are the conditions in which people are born, grow, live, work and age that shape health. Social determinants of health include factors like socioeconomic status, education, neighborhood and physical environment, employment, and social support networks, as well as access to health care. Addressing social determinants of health is important for improving health and reducing longstanding disparities in health and health care.

Comprehensive Community Services continues to collaborate with various entities in an effort for clients to receive disability. Additionally, Comprehensive Community Services partners with community organizations with regard to housing and food sources.

SUCCESSION PLANNING

*Key personnel include the Program Director, Clinical Director and Medical Director.
Succession Plan is as follows:*

*Program Director → Vice President,
Clinical Director → Counselor,
Medical Director → MD or Nurse Practitioner within the same office*



Service Area Needs

Comprehensive Community Services maintains an ongoing referral process. No waiting lists are kept. The company will refer to outside entities.



Regulatory environment

Includes federal laws, regulations, and guidance from the state of TN. We regularly receive updates from these entities.



Legislative environment

Comprehensive Community Services is committed to improving the quality of life of its clients by strengthening neighborhoods, delivering superior services and embracing the diversity of the citizens.



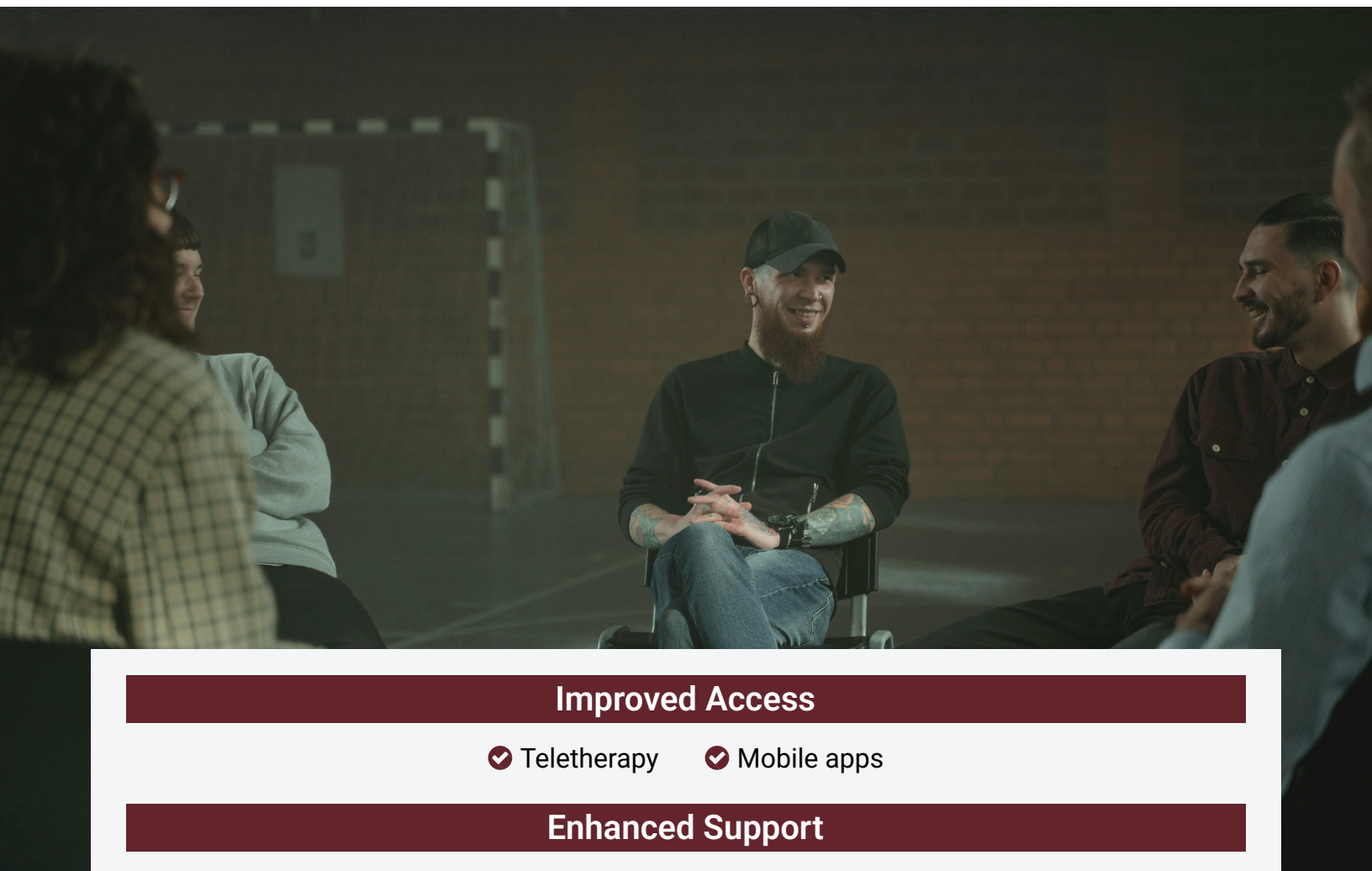
Technology

Technology helps mental health agencies by improving access to care, providing support, and enhancing treatment options.



Relationships with external stakeholders

Comprehensive Community Services has established relationships with various community organizations. We have representation at events and meetings within the community.



Improved Access

- ✔ Teletherapy
- ✔ Mobile apps

Enhanced Support

- ✔ Chatbots and virtual assistants
- ✔ Symptom tracking apps

Improved Treatment Options

- ✔ Digital therapeutics
- ✔ Virtual reality

These benefits save time, shorten delays, eases stigma, and allows medical practitioners to confirm a client’s reaction and improve or alter their course of treatment.

The use of technology to support organization
Efficient and Effective Operations: Our staffing program has become more efficient throughout the years due to the availability of online trainings.



GOALS: WHERE WE ARE GOING

STRATEGIC GOALS

The purpose of establishing the strategic goals below is to provide individualized, measurable objectives. These objectives will provide a means for determining the success of the company as well as guiding its leaders as they prepare for the upcoming fiscal years. Our goals are based on priority (with 1 being the first and the others in the order thereafter)

1.

UPDATE ALL COMPUTER SYSTEMS TO WINDOWS 11

Objective:

Start menu, making navigation more intuitive.
Enhance security - including features like TPM 2.0, secure boot, and advanced security measures designed to protect against evolving threats. Altogether, it offers better speed and efficiency, potentially leading to faster boot times and smoother overall performance.



Key Points:

1 Check Compatibility:

System Requirements: Ensure our PCs meet the minimum hardware requirements for Windows 11, such as having a supported processor, sufficient RAM (4 GB or more), adequate storage space (64 GB or larger), and a compatible graphics card.

Our PCs also needs to support and have enabled Trusted Platform Module (TPM) version 2.0 and UEFI Secure Boot.

2 Prepare for the Upgrade:

Backup files: All files and data before proceeding with the upgrade to avoid any potential data loss.

Install Windows 10 updates: Make sure our current Windows 10 is updated to the latest version, as this is required for the upgrade process.

Ensure that Microsoft is set up to transfer files and favorites to your new Windows 11 installation.

3 Install Windows 11:

Windows Update: Check for updates in Settings > Update & Security > Windows Update. If Windows 11 is ready for our device, we will see a notification to download and install it.

4 Complete the Setup:

Restart PC: PC will restart several times during the installation process.

2.

STRENGTHEN LEADERSHIP DEVELOPMENT & WORKFORCE CAPACITY

Objective:

Invest in professional development and leadership training for staff to ensure the highest quality of care and service delivery.



Key Points:

- 1 Implement ongoing training programs in trauma-informed care, crisis intervention, and evidence-based therapeutic approaches.
- 2 Create a leadership pipeline within the organization to foster internal growth and retention.
- 3 Develop mentorship programs to support new clinicians and emerging leaders.

3.

ENHANCE COMMUNITY ENGAGEMENT & ADVOCACY

Objective:

Comprehensive Community Services, as a leader in substance abuse and mental health advocacy will increase community outreach, awareness, and preventative initiatives.



Key Points:

- 1 Host substance abuse and health awareness workshops and community forums.
- 2 Collaborate with policymakers and organizations to advocate for better mental health funding and policies.
- 3 Launch public education campaigns to reduce stigma around seeking health services.



The strategic plan was formalized as a leadership team and the information obtained from the staff, clients and other stakeholders were used in its creation. The strategic plan shall be shared with staff and other stakeholders as appropriate. In addition, the plan shall be reviewed for additions yearly.

The signature below denotes that the Strategic Plan was reviewed for updates

Signature: _____ Date: _____

Signature: _____ Date: _____

Signature: _____ Date: _____

Signature: _____ Date: _____

NOTES: There were no revisions but there were updates: See below

Upgraded to windows 11 - Goal #1, started project in October 2025.

Completed in January 2026 Clinical Director prioritizes sending professional development trainings that meet the objectives of goal #2