

2010 CETPA : S.W.O.T. Results – GREAT MEETING.

To the team – thank you for all of your advice and suggestion.

According to the team, these are CETPA'S...

STRENGTHS: (INTERNAL)

1. Good Leadership (Dr. Mancini)
2. At CETPA there is a family atmosphere
3. CETPA is unique in what they do – we are the only one
4. There is pride, goodwill, and the spirit of willing to go that extra mile with the team
5. The team “loves what they do”
6. The CETPA team truly has a commitment to serve the clients/patients
7. CETPA is “reliable”
8. There is “organization structure” a CETPA
9. CETPA is bilingual
10. CETPA is VERY (maybe too) affordable
11. The CETPA team has “humility” (from lessons learned)
12. The CETPA team has a great sense of humor
13. CEPTA has a great diversity in client services
14. The Clubhouse is a unique idea
15. CETPA has the #1 Prevention Program
16. CETPA treats patient from beginning to end (full cycle clinic)
17. CETPA is respected in the state (good visibility)
18. CETPA is viewed as the example
19. CETPA has lowered the time to treat clients – “clients coming through faster.”
20. CETPA has had great funding from the “grants” section of the business.

WEAKNESSES: (INTERNAL)

1. There is only one location (suggestion of satellite locations)
2. Technology – systems, computer issues, phone issues
3. Training – more training necessary
4. Lack of inter-department communication
5. Lack of communication within a department
6. No evaluation of programs
7. Lack of staff meetings (every area should have a meeting weekly)
8. Some staff members NOT fluent in English and Spanish (especially writing skills)
9. Executive Director not seen too often
10. Clients do not know their primary counselor's name (need to pass out cards more often)
11. Lack of Resources (curriculum, play therapy); One Printer for whole office
12. No staff evaluations (or goal setting sessions)

13. Lack of space
14. People do not have accountability for what they do – so if an error is made, is easier to point the finger than to take responsibility for it
15. Coordinators are too busy to manage their staff effectively
16. Lack of recognition within the department (on this one, I'm thinking of a plan that would recognize people within the Department and within the office)
17. Transportation
18. Waiting Area
19. Self-Paid clients they cannot see
20. Financial...not all money should come from grants alone (we should not depend on grants alone)

OPORTUNITIES: (EXTERNAL)

1. Newspaper articles – we need more visibility within the community
2. CETPA needs a Marketing Department and Marketing Research to further know what the Hispanic population is like.
3. More outreach by the various departments
4. A Pediatrics Nurse Practitioner
5. Additional Grants that may be out there
6. Corporate Funding from like Coca-Cola, AT&T, Home Depot, UPS (the big companies in Georgia)
7. Additional Programs:
 - a. HIV
 - b. DETOX
 - c. Residential
8. Partnership with other agencies that are unable to do what we can do for referrals (and vice versa)
9. Referral Bok
10. Funding – including the insurance companies

THREATS: (EXTERNAL)

1. The economy crisis
2. Adult DBH Contract
3. Immigration Laws
4. Changes in National Healthcare
5. Higher Acute Clients
6. Competition (other clinics from which we can learn something)
7. State Policies
8. There is no counselor on Saturday (on-call for emergencies)
9. People continue to view and recommend CETPA as a "Free clinic" (we need to change that perception).

SUGGESTIONS:

TABLE 1:

1. A detailed orientation for new hires so that they have more knowledge about programs, services, and positions in the company – like who does that?
 - a. Team New Hire Folder is currently being worked on
2. Do more outreach work – courts, DUI, schools, other clinics, newspapers, Police Officers, etc.
 - a. Let people know we exist!
 - b. Currently being started with the newsletter - e-mailing over 1,000 each month with “What’s New at CETPA”
 - c. Sending Holiday Cards to our e-mail list
 - d. Having a CETPA.org e-mail (will make people wonder what CETPA.org is and we can increase visits to our site
 - e. Pay-Pal donation button on page is being considered
 - f. And of course, I believe the 2nd point refers more to face to face contacts
3. Monthly “Work” Meetings – Let’s people know who is doing what or what’s new
4. Having a 90 day evaluation, a 6-month evaluation, and yearly evaluations. (or additional ones if needed)
5. Better training on each position in order to further help clients
 - a. This will be clearer with the 360-Degree Job Descriptions and Evaluations
 - b. But in the meantime, we need to work on training
6. Clear and specific guidelines of each position’s role and responsibility
7. Having an Employee of the month

TABLE 2:

1. Education to people that we are NOT a “free services facility.”
2. Marketing/Sales Department - specific services, doing outreach
3. Market Research for our target market –where are they? And then having a satellite office from that location (in like those buildings where you can rent a business room if you need it)
4. Cross-training (with boundaries), but the right hand should know what the left one is doing
5. More meetings to increase communication within staff and if Dr. Mancini could attend some of these meetings, that would be great
6. Add some testimonials to the website

TABLE 3:

1. Expand beyond the Hispanic Market
2. On-Call Service for Saturdays (counselors would rotate)
3. Training for each Department Monthly
4. Facility to supervise kids
5. Have Rick set aside some “office hours” twice a week (blocked for questions, etc.)
6. We need better communication between departments and within departments

TABLE 4:

1. Cell phones for staff members – at very least for the Saturday On-Call Counselor
2. Rate by a sliding scale
3. Open more locations throughout Georgia (even if they are just satellite offices)
4. Each Department should have weekly staff meeting
5. More training
6. Inter programs for all aspects of CETPA
7. Giving patients comment cards for them to review their counselor session
8. Suggestion Box (I would even suggest a Suggestion Person). Boxes are rarely used.
9. Yearly Evaluations from Supervisor to staff AND from staff to Supervisors (constructive criticism only!)
10. Link for Resources
11. Diversify Sources of revenue
12. Decrease “no-show” rates by a creating a process of someone calling them the day before to ensure they are coming. If they are not, receptionist would have a list weekly of who they can call and schedule so that no blocks go unused

TABLE 5:

1. Clinical Training
 - a. Reoccurring Disorders
 - b. Protective Techniques
 - c. Etc.
2. Policies and Protocol – being proactive instead of always being reactive
3. Communication with each department – knowing what each person was doing
4. Transportation for clients
5. Fix Technology Issues (including phones)
6. Second location
7. More participation in community events (church, school, open house)
8. Find new ways for funding
 - a. What are other clinics doing
 - b. Getting corporate sponsors
9. On Call Counselor for weekends.
10. Orientation week for each new employee