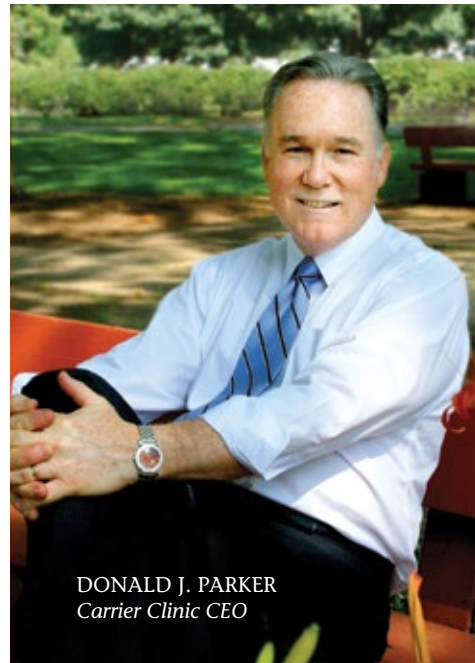


BUILDING ON OUR CENTURY OF
compassionate care,
SHAPING THE FUTURE OF
behavioral health.

STRATEGIC OVERVIEW 2015 - 2016



*A Message from
Donald J. Parker,
CEO and President,
Carrier Clinic*



DONALD J. PARKER
Carrier Clinic CEO

While we are immensely proud of Carrier Clinic’s rich history of providing exemplary behavioral healthcare for over a century, we believe the best is yet to come. Changes within the healthcare arena are happening at lightning speed, and organizations wishing to thrive must stay ahead of the curve.

Propelled by our new vision, “*Building on a century of compassionate care, shaping the future of behavioral health,*” Carrier is dedicated to serving those who suffer from behavioral health and addiction illnesses for the next hundred years, which is why we developed a robust strategic plan that will position us to prosper in the decades ahead.

I invite you to read through our **Strategic Overview**, which highlights some of our recent accomplishments, current objectives and plans for the future. We have invested heavily in our patients, staff and community because it enables us to fulfill our mission, “*to inspire hope & recovery through expert treatment, education, compassionate care, and outstanding service.*”

AMONG THE HIGHLIGHTS:

- A \$21 million Facility Master Plan dedicated to creating a physical environment that aligns our patients’ need for a safe and healing environment with our organization’s need to stay competitive.
- The recent development of a clearly defined Vision Statement and a strong Mission Statement to guide us in carrying out that vision.
- The adoption of the Five Pillars (*Customer Experience, Employee Engagement, Finance, Quality and Safety, and Growth*) as the supporting structure of our strategic plan.
- An investment in Technology, without the financial assistance made widely available to medical hospitals (*meaningful use funds*), to ensure integration of care for our patients.
- In conjunction with Press Ganey, the development of a ‘Compassionate Care index’ which would measure our ability to deliver compassionate care. Carrier Clinic will be the first facility to independently measure compassion as part of its formal survey process.

Achieving our vision will not be easy. But with our direction defined through our Strategic Plan, we look forward to the challenge of building on a century of compassionate care, shaping the future of behavioral health.

STRATEGIC OVERVIEW 2015-2016

2	WELCOME MESSAGE FROM OUR CEO AND PRESIDENT
4-5	CARRIER CLINIC OVERVIEW
6	STRATEGY MAP
7	INTEGRATIVE PLANNING
8	STRATEGIC PLANNING PROCESS
9	CUSTOMER EXPERIENCE PILLAR
10	QUALITY & SAFETY PILLAR
11	GROWTH PILLAR
12	FINANCE PILLAR
13	EMPLOYEE ENGAGEMENT PILLAR
14	TECHNOLOGY PLAN
15-16	FACILITY MASTER PLAN
17	MARKETING AND COMMUNITY OUTREACH PLAN
18	FUND DEVELOPMENT PLAN

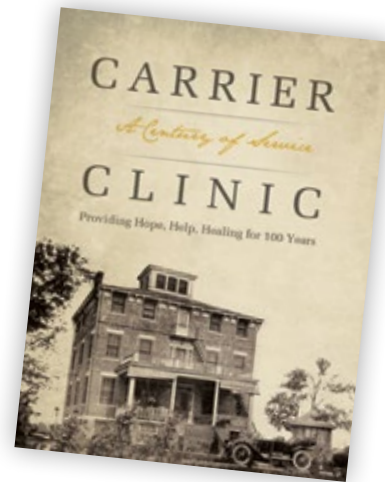


Carrier Clinic Overview

Established in 1910, Carrier Clinic has over 100 years of experience treating persons who come to us struggling with emotional and behavioral distress and addictive and psychiatric disorders. Located on 110 acres in scenic Somerset County, Carrier Clinic is one of New Jersey's largest, independent, 501(C)3 not-for-profit behavioral healthcare organizations and Joint Commission accredited.

With over 800 dedicated employees, Carrier Clinic continues its long-standing reputation as a clinical leader in behavioral healthcare.

As a tertiary behavioral healthcare provider, Carrier Clinic is committed to providing exceptional treatment, education, and compassionate care while being a leader and innovator in our industry. Carrier Clinic serves over 6,000 adults, seniors, and adolescents throughout New Jersey on an annual basis. The 281 bed short term, acute inpatient psychiatric hospital and 32 bed detoxification and rehabilitation facility are the cornerstones of Carrier's behavioral health system. The inpatient units are designed to meet the psychiatric and age-appropriate needs of individuals seeking our specialized treatment.



OUR MISSION

To inspire hope and recovery through expert treatment, education, compassionate care, and outstanding service.

OUR VISION

Building on our century of compassionate care, shaping the future of behavioral health.

OUR VALUES

Compassion, Respect, Integrity, Safety, Innovation

SERVICES

At Carrier Clinic, we understand the serious impact psychiatric and addictive illnesses can have on an individual, and the entire family. Patients and their loved ones are treated with dignity and respect, with utmost compassion and sensitivity to their unique needs.

Inpatient Services

- Adolescent Psychiatric and Dual Diagnosis
- Older Adult Psychiatric and Dual Diagnosis
- Psychiatric Adult Acute Care
- General Adult Psychiatric and Dual Diagnosis

Adolescent Services

- East Mountain School (special needs middle and high school)
- East Mountain Youth Lodge (residential)
- Inpatient Hospitalization

Addiction Services

- Residential Detoxification
- Residential Rehabilitation
- Intensive Outpatient Program

Free Community Support Programs

- Bright Futures for Kids (children's support group)
- Weekend Co-Dependency Program (family support group)
- Mental Health Education Group
- Parents Support Group
- Al-Anon Family Group
- Mood Disorder Support Group
- Alcoholics Anonymous

Strategic Goals:

- Reduce staff turnover
- Raise Employee, Physician and Patient Satisfaction
- Improve Service, Quality and Safety
- Create greater capacity to serve more patients
- Ensure a healthier bottom line for the organization
- Execute Facility Master Plan and infrastructure improvements
- Increase fund raising through the implementation of a Capital Campaign

Key Result Areas:

Carrier Clinic leaders have identified five key result areas (pillars) to promote alignment with our strategic goals. These pillars are the foundation for our performance excellence and each area maintains a scorecard to help measure organization-wide progress. The pillars are also used to measure accountability and performance for each employee.

The Pillars:

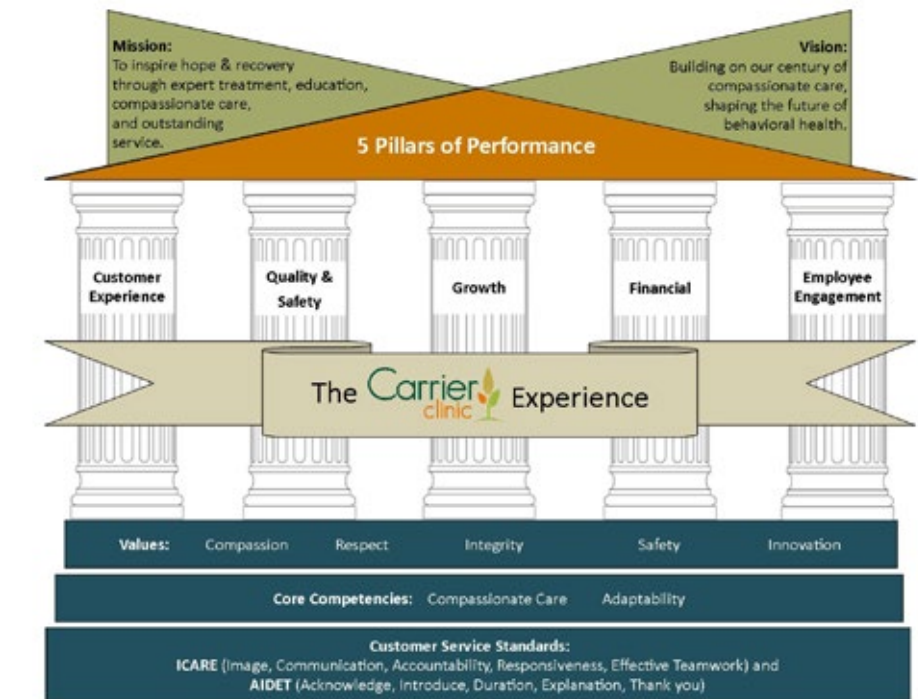
- Provide the foundation for setting organizational goals and direction for service and operational excellence.
- Help develop consistency and focus over time that allow organizations to thrive.
- Help the organization to understand both its goals and their current position with respect to the goals on a system-wide basis.
- Provide a framework for organizational and individual evaluation.

Strategy Map:

Carrier Clinic has developed a strategy map which illustrates how the Mission and Values feed into the Pillars to support and achieve the Vision.

Pillar Charters:

- **Customer Experience:** Improve Customer Experience at every encounter by promoting a culture that embraces Service Excellence through Compassionate Care.
- **Quality and Safety:** Achieve excellence in quality through outcome measurement, performance improvement, and education.
- **Employee Engagement:** Create an environment that
 1. Strives to recruit and retain compassionate and skilled staff
 2. Develops and supports a culture of teamwork and Service Excellence
- **Finance:** Ensure we have resources to achieve mission & vision
- **Growth:** Expansion sustains our organization.



Strategy Map

VISION: Where we are headed

Building on our century of compassionate care, shaping the future of behavioral health

5 PILLARS (Performance Excellence Commitments): HOW WE DO IT

CUSTOMER EXPERIENCE We earn customer loyalty by delighting those we serve.	EMPLOYEE ENGAGEMENT We value a culture of teamwork and honor service excellence.	FINANCIAL We have the resources to pursue the fulfillment of our mission and vision.	QUALITY & SAFETY We have excellence in quality and safety in the delivery of care and services.	GROWTH Expansion sustains our organization.
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VALUES: HOW WE ACT

COMPASSION We demonstrate a deep understanding of the suffering of others and the desire to alleviate it.	RESPECT We treat each individual with dignity and regard.	INTEGRITY Our behaviors consistently reflect the highest ethical standards.	SAFETY Safety is our top priority.	INNOVATION We help shape the future of Behavioral Health.
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These values serve as the basis of our actions and the measurement of our success.

MISSION: WHY WE ARE HERE

To Inspire hope & recovery through expert treatment, education, compassionate care, and outstanding service

Integrative Planning

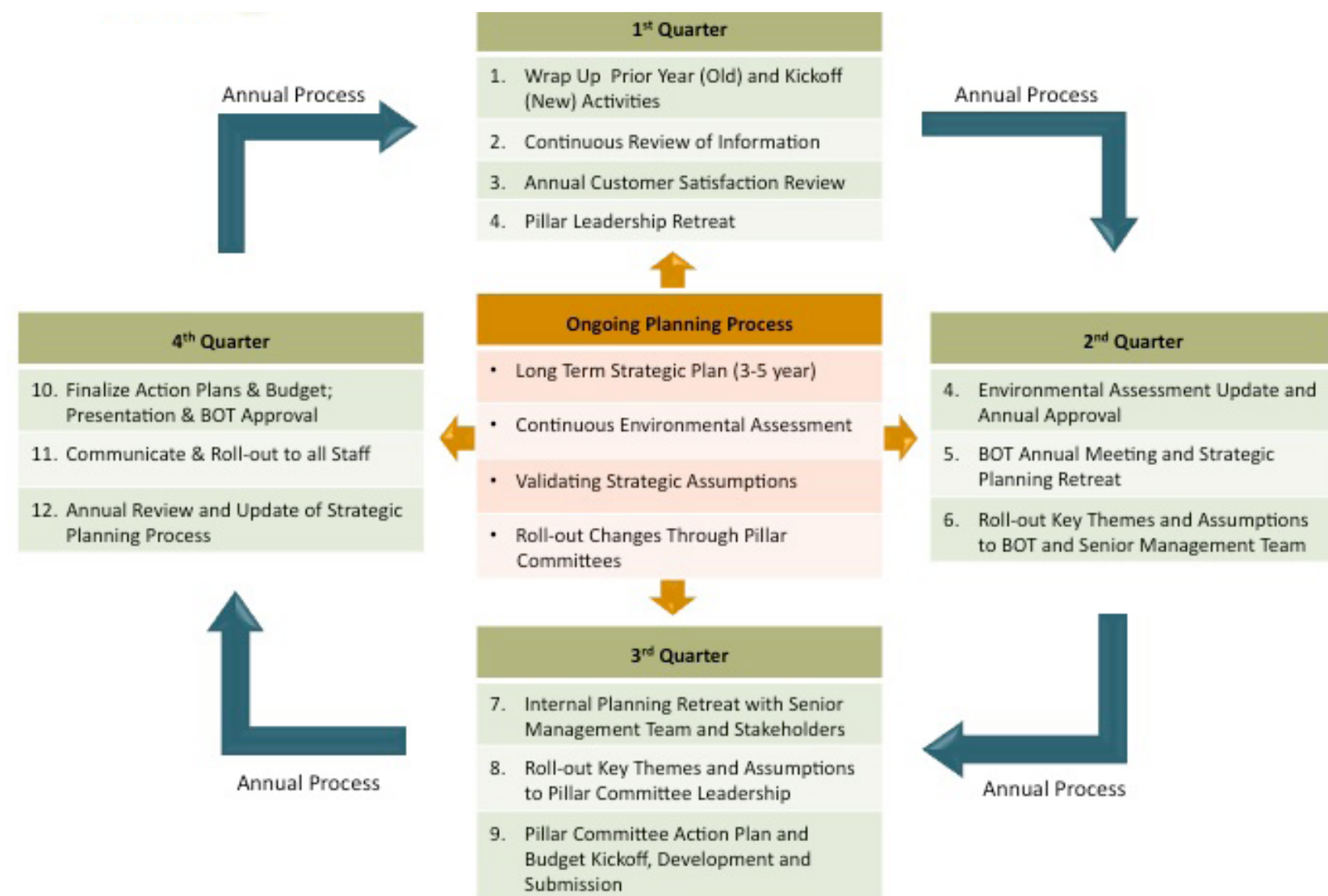
Carrier Clinic's ambitious strategic goals are identified and developed by a multidisciplinary team of staff. Each component of the strategic plan is specific, measurable, achievable, relevant, and time-based to support the organization's overall goals. Critical plans have been developed to ensure that the most promising projects are pursued, the necessary staff are recruited and trained, the latest technology is employed, the branding and communications are focused on driving reputation and increasing patient access to our services, financial resources are secured and effectively managed, and the most efficient and productive spaces are designed and built.

Planning Components:

- Strategic Planning Process
- Customer Experience Pillar
- Quality & Safety Pillar
- Growth Pillar
- Finance Pillar
- Employee Engagement Pillar
- Technology Plan
- Facility Master Plan
- Marketing and Community Outreach Plan
- Fund Development Plan



Strategic Planning Process



Customer Experience Pillar

The Customer Experience Pillar's mission is to provide our patients, residents, students and families with an optimal patient and family centered experience. We do this by connecting clinical and operational excellence with compassionate care within a supportive environment and culture. We measure our adult inpatients' experience of care through a nationally known customer satisfaction survey vendor: Press Ganey. The feedback from these surveys enables us to understand the degree to which the needs of our patients are met, which is critical to determining where improvement efforts must be focused. As a tertiary behavioral health care facility, we are also in the process of developing a customized survey tool for our adolescent populations in conjunction with Press Ganey. Carrier Clinic believes that providing compassionate care is the motivation that brought all caregivers to their careers, and it is the key to our overall organizational success.

Primary Initiatives:

- Establish goals for customer experience scores.
- Monitor progress toward goals, provide support and recognition.
- Identify and hardwire best practices; e.g. AIDET, discharge phone calls.
- Design adolescent continuum surveys.
- Develop compassion index for surveys to obtain measurement of staff compassion.
- Introduce "Schwartz Rounds," a methodology to foster compassionate caregiving.

Significant Accomplishments:

- Developed adolescent continuum surveys.
- Implemented quarterly departmental rewards and recognition of successes.
- Improved "culture of quiet" by use of safe-touch pagers for patients.
- Designed thank you cards, signed by staff, for patients and residents upon discharge.
- Redesigned treatment planning conferences for improved team communication.

CUSTOMER SERVICE STANDARDS (I CARE)

IMAGE: Fine tuning first impressions.

COMMUNICATION: Key words help decrease anxiety, instill confidence and enhance communication.

ACCOUNTABILITY: Acknowledge that at the end, there is only "us" and together we play a pivotal role in achieving our goals.

RESPONSIVENESS: Show respect for others by responding quickly and completely.

EFFECTIVE TEAMWORK: Share the vision, be engaged, belong to a successful team!



Quality & Safety Pillar

Carrier Clinic places a high emphasis on providing safe, quality care for our patients, residents and students. The Quality and Safety Pillar strives to provide quality health care that can be defined, measured and, ultimately, published. It also enforces and recommends investment in a pervasive culture of safety. The Pillar Committee ensures that Carrier is offering programs, contemporary facilities and state-of-the-art technology to meet these requirements and lead the community in improving behavioral health outcomes.

Primary Initiatives:

- Enhance staff training with improved mechanisms for patient safety.
- Develop alternative programming strategies for unexpected school closures within the adolescent continuum.
- Refine data collection methods to enhance quality improvement efforts.

Significant Accomplishments:

- Engaged staff to improve culture of safety and create a safer campus environment.
- Implemented a screening tool to identify and reduce the potential loss of behavioral control by the most acute patients.
- Enhanced identification on admission of patients at risk for violence.



The Engagement Model is a best practices, trauma-informed, care model used by Carrier Clinic to enhance the quality and safety of treatment provided to our patients.

Engagement Model Goals:

- Healing relationships
- Individualized treatment
- Risk reduction
- Patient's participation in plans of care
- Create a place of safety for staff and the patients we serve
- Improve patient/staff collaboration
- Reduce/eliminate conflict
- Eliminate violence in all forms



Growth Pillar

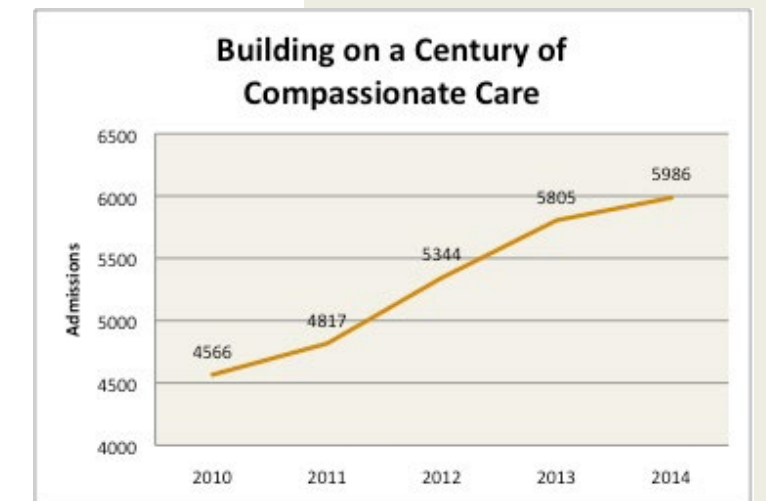
The Growth Pillar was developed to foster a culture in which Carrier could embrace the latest advancements in behavioral healthcare, innovation and technologies available to improve patient care, outcomes and efficiencies. The Pillar focuses on goals related to census growth, program expansion, fund development and developing a culture of creative innovation. This Pillar demonstrates Carrier's ongoing commitment to be a leader in helping to shape the future of behavioral health through our continual organizational enhancements and program developments.

Primary Initiatives:

- Develop new programming.
- Redesign treatment programming to offer enhanced, specialized groups for all patients.
- Expand adult psychiatric inpatient capacity.
- Create a Center of Excellence for Older Adult Services.
- Expand adolescent services.
- Improve efficiency of discharge process and admissions.

Significant Accomplishments:

- Increased employee participation in fund development programs by 54%.
- Revitalized addiction rehab program with unique programming, leading to increased demand for services and improved length of stay.
- Developed grief-loss and active senior programs, which provide specialized treatment programming for patients.
- Created efficiencies in discharge procedures allowing for increased patient satisfaction and improved timeliness of admissions.
- Embarked on \$21 million facility expansion and enhancement to be completed in 2015 (*more details in Facility Master Plan*).



Finance Pillar

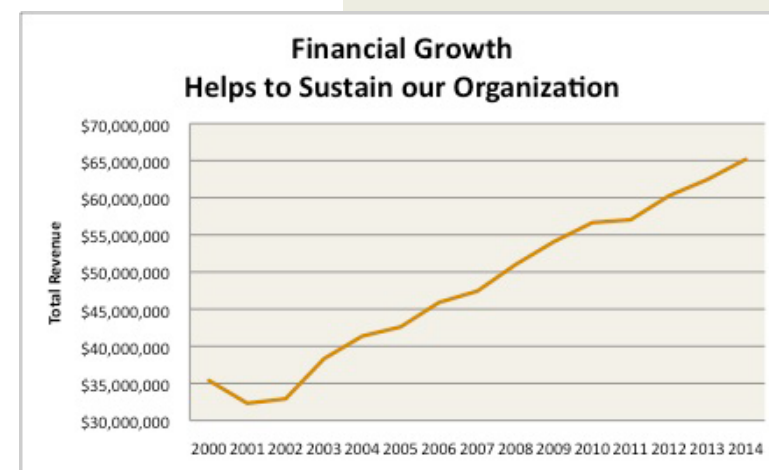
Carrier Clinic believes that focusing on employee and patient satisfaction and delivering quality care has been the flywheel that drives the organization's financial performance. By aligning the organizational goals and initiatives, the Finance Pillar is able to objectively focus on financial performance. This Pillar strives to ensure the organization is financially successful and to support advancing the mission, vision and values of the organization.

Primary Initiatives:

- Ensure a cost effective labor force that can easily adjust to census and acuity levels.
- Enhance admissions process to create a faster and more efficient admission experience.
- Deploy technology that enables quicker access to more clinical, business, and human capital information for better decision making and patient care.

Significant Accomplishments:

- Redesigned admissions department and workflow to improve privacy, reduce wait times, and enhance customer experience.
- Created Access call center to improve the experience for clients and referral sources seeking services at Carrier.
- Redesigned Nursing labor force to include 12 hour shifts to improve staffing efficiency and continuity of patient care.
- Implemented 1st of 2 phases of the core hospital information system and deployed electronic risk management system.



Employee Engagement Pillar

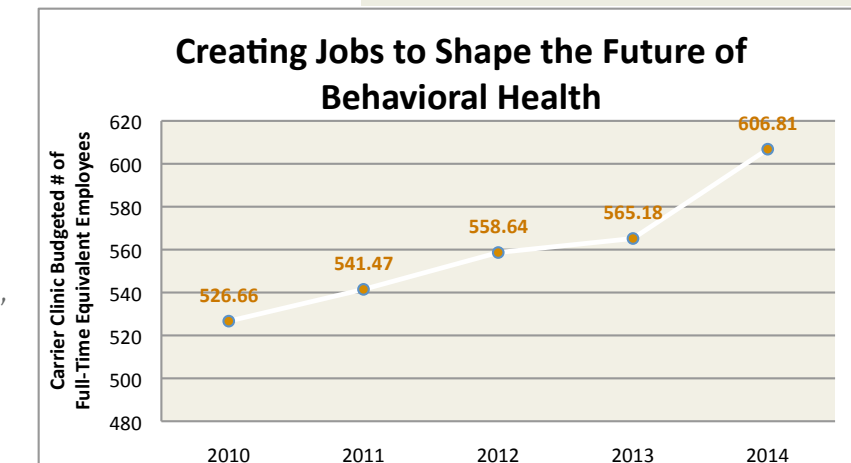
Carrier Clinic considers its employees to be our most valuable asset. Therefore, Carrier created the Employee Engagement Pillar Team to develop and support a culturally diverse, competent, motivated and productive workforce. Our goal is to recruit and retain highly competent staff to meet all the needs of the patients, residents and students. The Pillar utilizes identified Standards of Behavior to develop high-performing staff where the standards are the foundation of our culture. This Pillar also demonstrates Carrier's commitment to providing a supportive, encouraging environment in which to work, increasing employee satisfaction and loyalty and being the best-in-class behavioral health employer.

Primary Initiatives:

- Improve retention of compassionate and skilled staff through growth, wellness, and recognition activities.
- Develop a culture of teamwork and service excellence.
- Create a program to better welcome and engage new staff.
- Engage senior management in succession planning.

Significant Accomplishments:

- Developed Caring Hands Initiative to celebrate new hires after 90 days of service and allow senior management to receive feedback from them.
- 18% increase in annual employee survey participation.
- 10% increase in participation at annual wellness fair that focused on alternative therapies and employee self-care.
- Implemented succession planning, including creation of assistant vice president and additional management positions that offer more opportunities for advancement and cultivation of exceptional employees.



**Note: Full-Time Equivalent Employees; does not include On-Call or Per Diem Staff*



Technology Plan

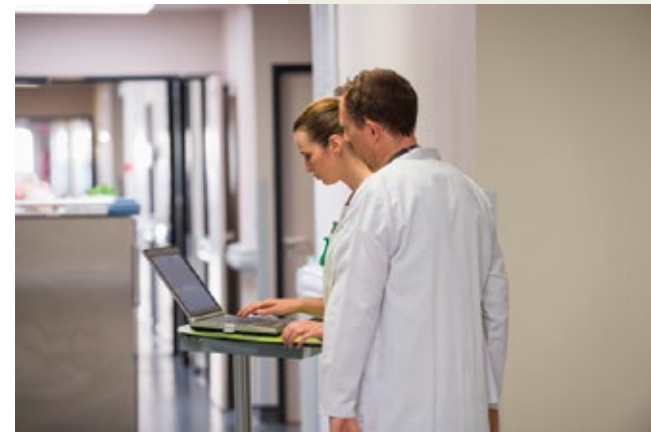
Carrier Clinic is committed in its efforts to recognize the significance of technology in providing high quality patient care. While Meaningful Use requirements push for electronic health records (EHR) for all providers, American Recovery & Reinvestment Act (ARRA) funding is not available for behavioral health providers. Despite this funding limitation, Carrier Clinic has committed its priority to implement its own EHR system.

Primary Initiatives:

- Designing infrastructure that focuses on ensuring a resilient organization with a stable operating environment for communications and computer networking.
- Establish a new hosted environment to ensure state of the art data management, security and redundancy.
- Upgrade the hospital information system.
- Implement a system-wide, full scale electronic medical record system
- Replace payroll and human resources systems.
- Enhance intranet to provide employees with a better resource to access organizational information.
- Refine telecommunications practices and systems to enhance customer service.
- Develop mobile applications to aid our patients in wellness and recovery.
- Implement Unified Messaging system to replace aging Voice Mail system.
- Implement campus wide wireless network.

Significant Accomplishments:

- Upgraded current financial system.
- Developed website (*more details in Marketing & Community Outreach Plan*).
- Began implementation of electronic medical record system to be completed in 2015.
- Implemented Board Management software.
- Implemented On-Line Incident reporting system.
- Replaced all PC CRTs with energy saving flat screen monitors.



Facility Master Plan

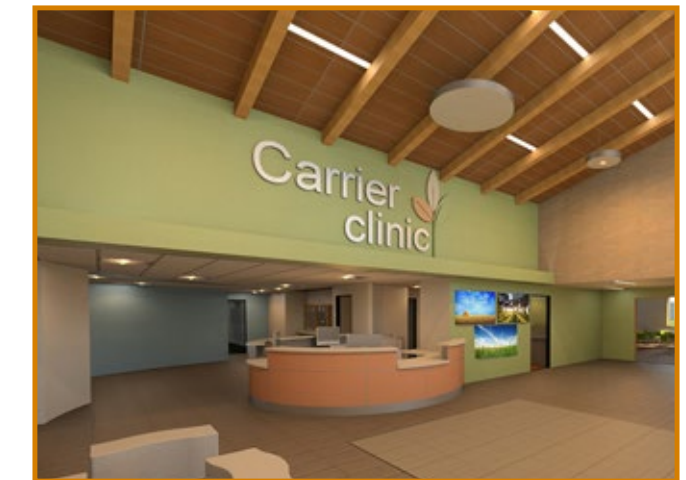
Carrier Clinic is dedicated to creating a therapeutic and healing environment that aligns the beauty of our newly designed interior space with the serene background of the Surland Mountains. Our commitment to provide compassionate care and clinical excellence to obtain the best clinical outcomes is enhanced by our new state-of-the-art behavioral health care design in both our new and existing facilities.

The abundance of natural light and visual access to the beauty of the campus and the surrounding mountains promotes recovery; and the new and refreshed Carrier Clinic palette of colors, along with new materials and products, provide a durable, long lasting finish for the organization. These products are safe, eco-friendly, and will ultimately reduce the cost of maintenance and upkeep.

We believe that the Facility Plan will further enable Carrier's mission to provide expert patient and family centered care, in a therapeutic environment and provide support for the patient's journey to recovery.

Primary Initiatives:

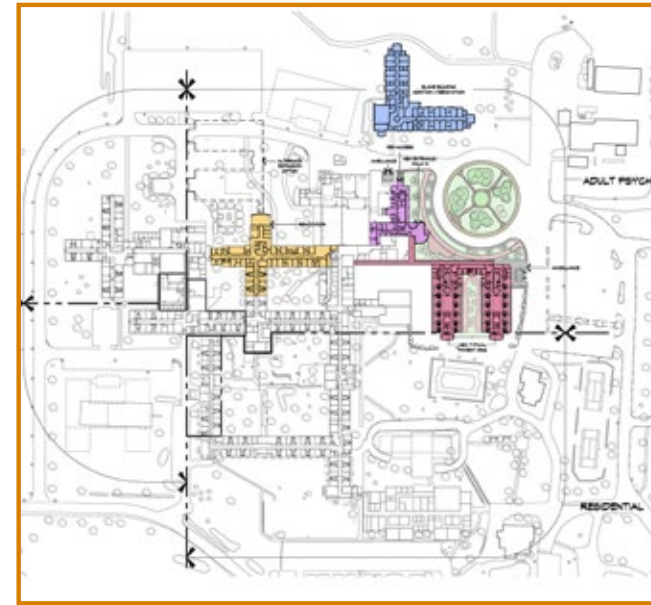
- Develop 30 year infrastructure plan.
- Focus towards smaller units and bed configurations.
- Execute \$21 million facility expansion, renovation and enhancement plan:
 - Upgrade facility image of existing patient care areas.
 - Create new state-of-the-art acute care services space.
 - Create new state-of-the-art addiction service space through expansion & renovation.
 - Enhance admissions functionality.
- Enhance functionality of older adult service space.
- Maximize physical space for patient service program and functions.
- Reduce energy consumption through utility conversion & replacement strategies.



Facility Master Plan (continued)

Significant Accomplishments:

- Developed and implemented 30 year infrastructure plan.
- Executed financing and commenced construction on the facility expansion and enhancement program to be completed late 2015.
 - (2) new, 20-bed, state-of-the-art acute care units totaling 20,000 square feet;
 - New addiction service wing added totaling 8,400 square feet almost doubling the current available function space of the Program and expanding capacity to 40 beds;
 - Adolescent inpatient and residential space has been refreshed with new finishes;
 - Redesigned admissions department and constructed new entrance to the hospital to improve privacy, reduce wait times, and enhance customer experience.
- Renovated bathrooms on older adult unit to maximize number of ADA compliant rooms.
- Developed (2) new free standing residential homes.
- Reduced energy consumption and carbon footprint through:
 - Received \$2.1 million PSE&G energy grant upgrading heating, cooling & lighting;
 - Conversion of heating service from fuel oil to natural gas;
 - Installed 14 acre solar farm providing about 50% of the demand for electricity.



Marketing & Community Outreach Plan

The scope of the Marketing and Community Outreach Plan is to promote, develop, and maintain positive referral relationships within the Mental Health and Addiction community, serve as a customer satisfaction champion, and act as an education and informational resource within the broader community. Carrier Clinic presents a consistent, recognizable image that continues to reinforce the strong Carrier Brand and the specialized services we offer. We facilitate optimal communication with referral sources and agencies, coordinate free mental health and addiction screenings for the general public, and promote Carrier's services to both the professional and general community, through representation at conferences, health fairs, and community focused events.

Primary Initiatives:

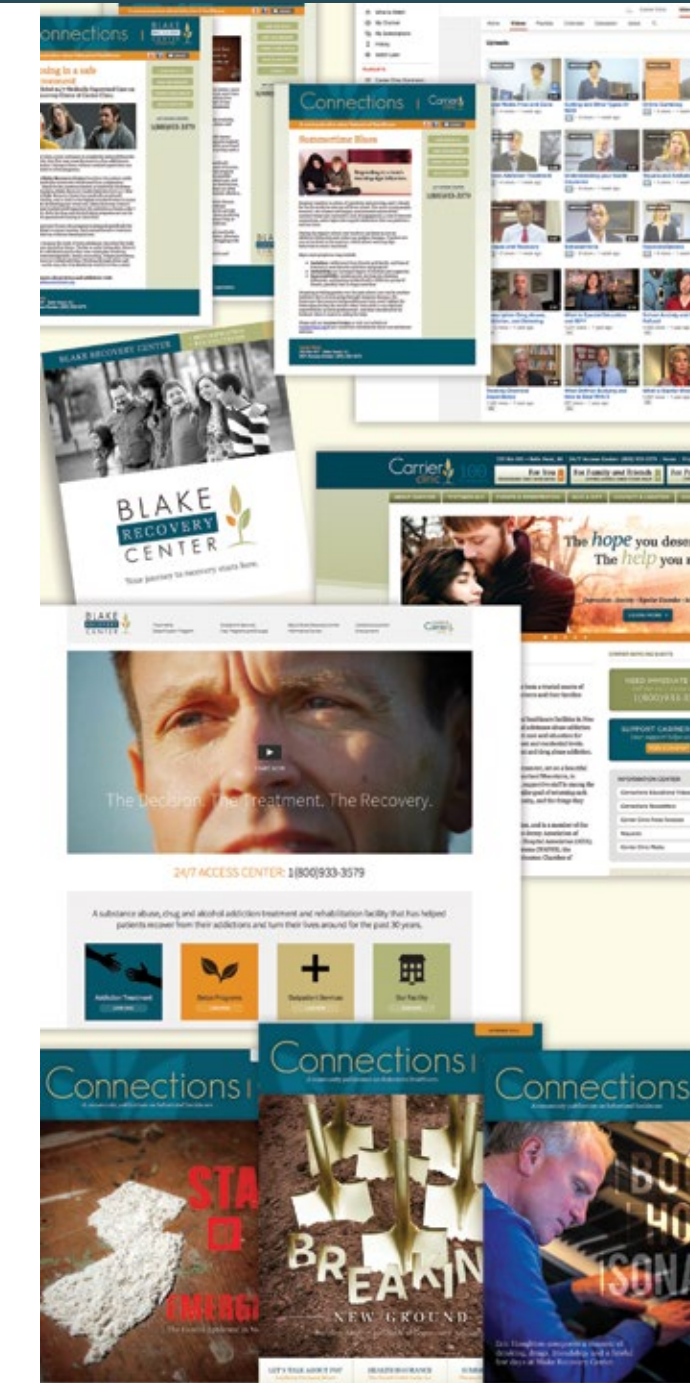
- Strengthen and enforce the Carrier Clinic brand to emphasize and define a more respected leadership position in the regional healthcare sector.
- Heighten branding for all Carrier Clinic divisions, including Blake Recovery Center and East Mountain School.
- Strengthen Carrier Clinic's online presence through enhancement of website, social media, and mobile capabilities, promoting a richer customer experience.
- Develop a new advertising campaign promoting the new build and growth of Carrier Clinic.

Significant Accomplishments:

- Completed the Blake Recovery Center Website, new brochure and welcome kit for new patients.
- Expanded the inbound Marketing Program started in 2014, by adding 15 additional videos, whitepapers and blogs.
- Implemented an email nurturing/leadership building program.
- Expanded and maintained Facebook, LinkedIn and YouTube presence.



The Carrier Clinic logo is defined by an inspirational mark of 3 abstract leaves developing and growing from a ground source. The color palette is representative of the calm, soothing personality of the facility in its natural, rural setting. The typefaces evoke the professional and clinical attributes of Carrier's outlook towards helping their patients.





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