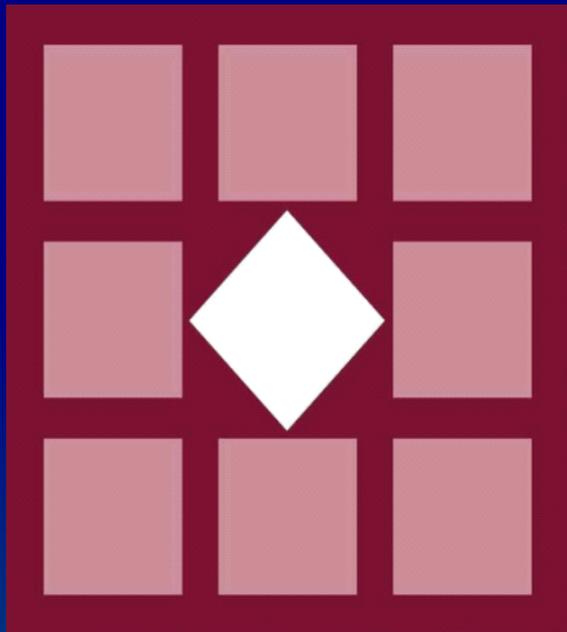


STRATEGIC PLAN

MAY 2014



Mental
Health &
Recovery
Services
Board of
Lucas
County



Bobbie J. Boyer LISW-S, LICDC-CS, OCPSII

Strategic Plan

VISION MISSION ACTION

May 20, 2014

To the Citizens of Lucas County:

The Mental Health and Recovery Services Board of Lucas County is proud to present this updated Strategic Plan for 2014.

Due to unprecedented changes in the funding and insurance environments since the prior plan was instituted in early 2012, the Board was obliged to re-visit and update the 2012 plan. The most notable of those changes are:

- Additional local funding made possible by Lucas County voters approving a new 1.0 mill levy in 2012
- Continued reductions and uncertainty in State and Federal support for locally determined services
- Medicaid expansion in the State of Ohio and its uncertain future beyond June 30, 2015
- Addressing the growing problem of opiate and heroin addiction while maintaining accessible services to all in need of addiction treatment

This new plan addresses the above opportunities and challenges and offers flexibility to face unmet needs and confront future issues.

The Board enthusiastically supports this plan and looks forward to working with all of our stakeholders to fulfill the mission to “cultivate a high quality, efficient, and accountable network of community assets dedicated to reducing the impact of mental illness and addiction.”

Audrey Weis-Maag, Chair

Strategic Plan

VISION MISSION ACTION

BOARD TRUSTEES

**Mental Health & Recovery Services Board
of Lucas County
701 Adams Street, Suite 800
Toledo, OH 43604**

Officers:

- Audrey Weis-Maag, Chair
- Neema Bell, Vice-Chair
- Pastor Waverly Earley, Secretary
- Bill Sanford, Treasurer
- Linda Alvarado
- Louise Barkan
- Mary Gombash, MD
- Scott Johnson
- Eileen Mitchell-Lake
- Lynn Olman
- Pastor Donald L. Perryman
- Anthony Pfeiffer
- Robin Reeves
- Tim Valko, MD
- Lois Ventura, PhD
- Tawny Cowen-Zanders

BOARD STAFF

Executive Director:

- Scott Sylak
- Tom Bartlett
- Kristal Barham
- Susan Billmaier
- Carolyn Gallatin
- Michelle Glanville
- Tim Goyer
- Ellen Jones (contractor)
- Robert Kasprzak
- Karen Olnhausen
- Amy Priest
- Donna Robinson
- Camilla Roth Szirotnyak
- Joe Saad
- Darlene Tyson-Skelton
- Steve Spinelli
- Latisha Williams
- Dr. Siva Yechoor (contractor)

Strategic Plan

VISION MISSION ACTION

Mental Health and Recovery Services Board of Lucas County

VISION

Visionary leaders targeting resources that achieve healthy communities by building a comprehensive prevention, treatment, and recovery system

MISSION

Cultivate a high quality, efficient, and accountable network of community assets dedicated to reducing the impact of mental illness and addiction

Strategic Plan

VISION MISSION ACTION

GUIDING PRINCIPLES

Collaboration

- Cultivate partners who share a common vision
- Seek input from other systems and points of view
- Facilitate effective communication and problem solving
- Increase coordination and cooperation with community stakeholder groups
- Respect and appreciate diversity
- Employ team oriented staff dedicated to building relationships

Community

- Increase public understanding of personal recovery and resiliency
- Find and mobilize community assets
- Seek diversity in our staff, providers and trustees
- Foster an environment that is open and inclusive
- Generate opportunities for consumer and family involvement
- Build prevention prepared communities

Quality

- Promote and invest in quality programs and services
- Endorse a culture of growth and learning
- Produce integrated and comprehensive service approaches
- Demonstrate client centered outcomes
- Create continuous improvement systems
- Use research based methodologies
- Expect cultural competency

Innovation

- Provide visionary leadership
- Develop an enterprising spirit
- Recruit forward thinkers and be open to new ideas
- Embrace technological solutions
- Reward calculated risk taking
- Advance systems improvement
- Recognize and celebrate progress

Accountability

- Maintain a high degree of financial accuracy, oversight and credibility
- Establish and monitor performance standards
- Reinforce personal and organizational responsibility for efficiency
- Eliminate investments that are inconsistent with our values
- Use data to drive priority decisions
- Advocate on behalf of our constituents

Integrity

- Attract individuals with a high degree of personal integrity and strong work ethic
- Lead with authenticity and dependability
- Communicate and report accurately
- Take assertive action to guard the integrity of the board and its stakeholders
- Model honesty and transparency
- Protect the personal liberties of our consumers
- Acknowledge dedication to organizational values

Strategic Issues

VISION MISSION ACTION

ISSUE ONE

Community Needs

How do we identify and prioritize the local needs of the community?

ISSUE TWO

Organizational Structure

How do we maintain an efficient organizational structure with quality staff to sustain board functions?

ISSUE THREE

Collaboration

How do we improve and expand public and private sector partnerships that will support service systems?

ISSUE FOUR

Resources

How do we facilitate financial support that sustains priority services and programs?

ISSUE FIVE

Service Delivery Systems

How do we establish and maintain a quality, cost effective and efficient system of care in our community?

ISSUE SIX

Education/Advocacy

How do we increase public awareness and keep stakeholders engaged with the mission?

Community Needs

VISION MISSION ACTION

STRATEGY

DOCUMENT COMMUNITY NEEDS AND SUBSTANTIATE PRIORITIES FOR SERVICE DELIVERY SYSTEMS.

OBJECTIVE #1

Define an annual needs assessment process that informs all of the Board's planning efforts.

ACTION STEPS

1. Conduct needs assessment activities in collaboration with other community stakeholders, including local and regional planning and funding bodies.
2. Identify existing informational resources including individual, interpersonal, organizational, community, and policy sources.
3. List gaps in information available.
4. Determine key stakeholders in the community who could support Board needs and inquiries.
5. Solicit potential partners who are interested in sharing data or collaborating on needs assessment activities.
6. Develop strategies for efficient completion of needs assessment activities, including validation of data.
7. Include cross-cultural and organizational considerations for data needs.

OBJECTIVE #2

Set local priorities for target populations and service delivery systems.

ACTION STEPS

1. Analyze data in terms of frequency, duration, scope, severity, social importance, and perception.
2. Determine how to involve key stakeholders and what information is needed from them.
3. Identifying service needs for priority target populations based on needs assessment data.

Community Needs

VISION MISSION ACTION

OBJECTIVE #3

Expand mechanisms to receive ongoing feedback and recommendations from consumers and families.

ACTION STEPS

1. Create opportunities for consumer involvement in the planning process.
2. Ensure that consumers have a meaningful role in developing community priorities.
3. Develop mechanisms to solicit feedback from consumers on a regular basis to evaluate service delivery.

OBJECTIVE #4

Collect data ongoing to maintain current understanding of the issues.

ACTION STEPS

1. Identify data sets and information that needs to be collected regularly.
2. Determine mechanisms for the sustained collection, analysis, and reporting of data.
3. Leverage the Board's investments to meet data collection needs.
4. Examine the infrastructure and platform needs to support effective data collection, storage, and evaluation.
5. Plan for fiscal resources needed to support efficient collection, analysis, and reporting of data.

OBJECTIVE #5

Measure outcomes and evaluate the impact of board strategies.

ACTION STEPS

1. Maintain process and outcome measures to bring clarity to the Board's goals and public value.
2. Encourage creative and innovative services that are outcome focused and efficient in response to targeted priorities.
3. Improve reporting the relevant quality, performance, and impact of targeted interventions.

Organizational Structure

VISION MISSION ACTION

STRATEGY

INCREASE THE QUALITY AND EFFICIENCY OF ORGANIZATIONAL PERFORMANCE.

OBJECTIVE #1

Strengthen Board capacity to provide leadership and direction.

ACTION STEPS

1. Review current Board orientation process and update as necessary to support organizational goals.
2. Offer ongoing Board member training options and promote other available training opportunities in the community that could support Trustee development.
3. Review and update policy and procedures regularly.
4. Solicit feedback from Trustees on Board needs to drive new Trustee recruitment.
5. Evaluate the Board's role as policy-level decision makers and determine adjustments in Board committee functions that will improve work efficiency levels between Board and staff.

OBJECTIVE #2

Implement efficient and structured processes to support the work of the Board.

ACTION STEPS

1. Review the committee structure to ensure it is efficient and responsive to the work of the Board with defined roles and responsibilities supporting its goals.
2. Provide effective leadership for committees.
3. Involve outside stakeholders (non-board members) in committees, especially when additional expertise is needed to accomplish the goals of the committee.
4. Inform Trustees of Board activities and current issues in a timely fashion through a variety of technology and methods.
5. Maintain a standardized, structured format for meetings and documentation of minutes.
6. Provide ongoing assessment and evaluation of Board functioning, including:
 - Self-assessment process for Trustee contributions and involvement on an annual basis;
 - Tools for evaluating overall functioning of the Board.

Organizational Structure

VISION MISSION ACTION

OBJECTIVE #3

Create opportunities for stakeholders to grow in their understanding and appreciation of the people, roles, and functions of the Board.

ACTION STEPS

1. Include all levels of staff in the planning process of the Board.
2. Create specific opportunities to demonstrate appreciation for performance and adherence to the Guiding Principles of the Board.

OBJECTIVE #4

Periodically review and revise Strategic Plan and annual objectives.

ACTION STEPS

1. Develop implementation plan with responsibilities and tasks for each committee along with target dates for completion.
2. Develop a standardized reporting format and process to provide regular updates to the Board on plan objectives.
3. Maintain a standardized format for minutes and documenting committee progress toward plan objectives.
4. Retain a yearly meeting calendar for Board and committees.
5. Improve the use of website capabilities and other media resources for information and reporting.

Organizational Structure

VISION MISSION ACTION

OBJECTIVE #5

Maintain adequate staff support to sustain Board activities.

ACTION STEPS

1. Maintain a staffing plan that meets Board established goals and objectives.
2. Review staff compensation and benefit levels regularly to ensure they are sustained at competitive rates.
3. Regularly review and update job descriptions.
4. Promote staff efforts to create and maintain a work environment that is positive, motivational, and focused on creating well-functioning teams.
5. Identify professional development priorities for staff and encourage strategies for cross-training.
6. Ensure that the process for evaluating staff performance is consistent with the Board's Guiding Principles.

OBJECTIVE #6

Assure that staff has the resources necessary to carry out the strategies of the Board.

ACTION STEPS

1. Develop administrative budget that is consistent with Board established strategies and priorities.
2. Assess current technologies and recommend plans for needed upgrades and staff training to improve quality and efficiency of the organization.

Collaboration

STRATEGY

INCREASE COOPERATION AND COORDINATION WITH OTHER COMMUNITY PLANNING ENTITIES AND STAKEHOLDER GROUPS.

OBJECTIVE #1

Promote an emphasis on collaboration with community stakeholders, including systems integration, coordination, communication, and cooperation.

ACTION STEPS

1. Create forums for information sharing, communication, and problem solving across agencies and organizations.
2. Encourage opportunities for intersystem and interdisciplinary education and training.
3. Create avenues of regular input from service providers with expertise on issues related to fundamental priorities and initiatives.
5. Cultivate relationships with key stakeholders at the regional, state, and national level.

OBJECTIVE #2

Promote, arrange, and implement working agreements with public and private sectors to support service systems.

ACTION STEPS

1. Engage leaders from the criminal justice system regularly to improve service delivery to their populations.
2. Continue soliciting potential planning entities (United Way, Lucas County Children Services Board, Developmental Disabilities, Family and Children First Council, Toledo Public Schools, Toledo-Lucas County Health Department, Neighborhood Health Association, Toledo/Lucas County Homelessness Board, Criminal Justice Coordinating Council, Colleges, and Universities) who may be interested in collaborating on such areas as needs assessment, systems development, and staff training to improve quality services.

ACTION STEPS - Continued

3. Reach out to the health care community to explore potential partnering prospects in response to the Affordable Care Act or other opportunities.
4. Explore ways to increase the capacity of the faith-based and private practice communities to support and serve priority needs.
5. Create memorandums of understanding defining the terms of each partnership, including how resources will be managed, how ongoing communication will be maintained, and how accountability will be shared across agencies when appropriate.

STRATEGY

GENERATE SUFFICIENT RESOURCES TO SUPPORT BOARD IDENTIFIED TARGET POPULATION AND SERVICE PRIORITIES.

OBJECTIVE #1

Recruit and promote local financial support for prevention, treatment and recovery services from private and public sources.

ACTION STEPS

1. Develop comprehensive plans for levy campaigns that coordinate with ongoing education and advocacy efforts.
2. Build on relationships with other planning entities to collaborate on resource development methods for target populations and priority need areas.

OBJECTIVE #2

Formalize methods for considering cost effectiveness as part of the allocation process.

ACTION STEPS

1. Identify mechanisms to measure the cost of outcomes and monitor results of cost efficiencies.
2. Integrate cost effectiveness within the allocation process.

OBJECTIVE #3

Maximize the value of local, state, federal, and private sources of funding that target the needs of priority populations.

ACTION STEPS

1. Explore a systems approach for identifying, communicating, and applying for additional funding opportunities that match priorities and service innovations.
2. Access sources of funding not traditionally used and leverage these dollars to attract additional resources.
3. Identify specific opportunities to encourage coordination of planning with other health and safety initiatives.
4. Examine the impact of Medicaid expansion and determine potential courses of action needed in light of these changes.

OBJECTIVE #4

Maintain sound fiscal practices.

ACTION STEPS

1. Complete all requirements for contracting, auditing and accounting responsibilities in a timely manner.
2. Maintain adequate operating cash balance.

Service Delivery System

VISION MISSION ACTION

STRATEGY

REDUCE THE IMPACT OF SUBSTANCE ABUSE AND MENTAL ILLNESS IN LUCAS COUNTY.

OBJECTIVE #1

Establish a comprehensive, integrated continuum of care for target populations.

ACTION STEPS

1. Complete ongoing reviews of the mental health and recovery systems to determine current levels and duration of services, accessibility, continuity of care, and gaps in service for high risk populations; along with those services supporting recovery and resiliency.
2. Improve opportunities for family involvement throughout the continuum of care.
3. Monitor and support the ongoing integration of the alcohol and other drug and mental health systems.
4. Identify priority investments that will be included in the Community Plan required by Ohio Mental Health and Addiction Services based on needs assessment data and systems review.

OBJECTIVE #2

Promote emotional health and reduce the likelihood of mental illness, substance abuse, and suicide.

ACTION STEPS

1. Regularly examine current prevention activities and outcome needs for future development.
2. Identify priority prevention investments that will be included in the Community plan required by the Ohio Mental Health and Addiction Services based on needs assessment data and systems review.

Service Delivery Systems

VISION MISSION ACTION

OBJECTIVE #3

Encourage the development of high quality, cost effective, and comprehensive services that are culturally competent and responsive to priority needs in the community.

ACTION STEPS

1. Improve mechanisms for monitoring contract compliance and accountability.
2. Advance methods for measuring the impact of Board investments.
3. Evaluate and report results.

OBJECTIVE #4

Support system innovation and improvement based on evidence-based practices and promising approaches.

ACTION STEPS

1. Facilitate collaborative activities in the areas of: trauma, justice, recovery support, military family culture, recovery and resilience, data-informed priorities, quality assurance, or primary health care integration.

Education/Advocacy

VISION MISSION ACTION

STRATEGY

IMPROVE VISIBILITY AND APPRECIATION FOR THE MISSION OF THE BOARD.

OBJECTIVE #1

Develop plan to promote understanding and support for the vision/mission, Guiding Principles and organizational goals with the Board, staff, and volunteers.

ACTION STEPS

1. Identify messages that will be communicated.
2. Create promotional materials and distribution methods for inside the organization.

OBJECTIVE #2

Increase public understanding about mental illness and substance use disorders, the reality that people recover, and how to access treatment and recovery supports.

ACTION STEPS

1. Enlist technical assistance from a consultant or identify sources of in-kind expertise to assist with designing educational/advocacy campaigns, that reduce stigma and increase community appreciation for the Board's role in the community.
2. Set promotional goals, identify target populations, and develop messages that will be communicated; design promotional tools and determine distribution methods.
3. Coordinate messages and campaigns with levy promotions, community health initiatives, and service provider efforts.
4. Provide opportunities for citizens to increase their understanding of mental illness and addiction.
5. Expand strategies for effective engagement of cross-cultural groups and organizations with Board needs assessment, education, promotion and marketing opportunities.
6. Advocate for legislative and administrative remedies to eliminate or reduce unnecessary barriers confronting target populations.

Education/Advocacy

VISION MISSION ACTION

OBJECTIVE #3

Create a cohesive identity and media presence.

ACTION STEPS

1. Improve the use of technologies to assist communication of promotional messages.
2. Maintain the availability and timeliness of meeting minutes and announcements on the website.
3. Examine how to leverage additional media outlets for communicating promotional messages.
4. Maintain adequate staff resources to coordinate efforts.

OBJECTIVE #4

Capitalize on current resources and events.

ACTION STEPS

1. Prepare and use Board and committee members, along with volunteers to create public interest stories, report successes and be available as speakers for community groups and events.
2. Respond to current events with educational information, direction, and position statements.