



Mental Health and Recovery Services  
Board of Allen, Auglaize, and Hardin  
Counties

## Strategic Plan 2015 - 2020

“A BluePrint for Ohio’s Community  
Mental Health and Addiction System”



**The Mental Health and Recovery Services Board of Allen, Auglaize, and Hardin counties is adopting the document - Recovery is Beautiful: A BluePrint for Ohio's Community Mental Health and Addiction System** as it's own five year plan for moving its local mental health and addiction system, in a statewide effort, from one that focuses on acute care to one that focuses on recovery management to help individuals not only get well, but to stay well.

Mental illness and addiction are chronic diseases, and recovery is about the evolution of an individual from a state of disease, to a state of wellness. True recovery is about much more than just a person's physical wellbeing, recovery is about a person's total wellbeing; physical, mental, emotional, and spiritual. We know that individuals with a mental illness and/or addiction want what everyone wants; they want a home, a job, friends, and to go out and socialize like everyone else.

Individuals in recovery will tell you that **Recovery is Beautiful**; and that it has allowed them to live life as opposed to experiencing it from the sidelines. This is what this BluePrint sets out to accomplish -- ensuring systems of care throughout Ohio that will allow all Ohioans to have the best chance possible to live a healthy and full life as contributing members of their local communities.

Moving our local system of care to a Recovery Oriented System of Care will take time and the involvement of all the stakeholders in our communities to ensure that our local system of care is focused on the individuals and families in need of mental health and addiction services. Our Recovery Oriented Systems of Care will also focus on sustaining a recovery management network to help individuals sustain long term recovery and live full lives in their communities.

We know for a fact that *Treatment Works, and People Recover*. However, we also know that in order for individuals to have the best chance to sustain recovery for the long term, we need to ensure that recovery supports such as housing, peer supports, employment supports, and transportation are available for individuals with a mental illness and/or addiction. We also know that for communities to be healthy, we need to start early with prevention and wellness programs and continue to offer ongoing services and supports throughout a person's life.

This BluePrint will have us working in partnership with individuals in recovery and their families, healthcare and behavioral healthcare providers, local county systems such as education, criminal justice, law enforcement, health and human services, elected officials, businesses, faith-based organizations, and community members. No other issues impact entire communities quite like mental illness and addiction do.

Stay well,

James Bronder, Chair  
MHRSB

Michael Schoenhofer, Executive Director  
MHRSB

# Table of Contents

Mission, Vision, and Values

Foreword

The Case For Change

Defining Recovery

Recovery is Beautiful Vision

Principles for Boards to Move The Vision Forward

Making it Happen

The Look of Success

**Mission**

The Mission of the Mental Health & Recovery Services Board of Allen, Auglaize and Hardin Counties is “To reach out and provide vital prevention and treatment services to any resident.”

**Vision**

The Mental Health and Recovery Services Board of Allen, Auglaize and Hardin Counties will be the recognized leader in promoting and supporting superior behavioral health services.

**Values**

**HOPE: Believe in Recovery for every person.** Assist people to recognize their own strengths and assets so they can believe their future will be better than their present.

**HELP: Give each person immediate attention.** Listen, assess, educate and take action.

**CARE: Give of yourself.** Provide expertise, attention and compassion.

## Foreword

All people need to have the tools necessary to live a mentally healthy and addiction free life. The Recovery is Beautiful BluePrint is intended to move our community mental health and addiction system towards a Recovery Oriented System of Care (ROSC). ROSC will promote good health through prevention and wellness programs, and provide crisis intervention, treatment, and recovery supports when individuals experience a mental health or substance abuse problem.

This BluePrint sets out a framework in which the Mental Health and Recovery Services Board of Allen, Auglaize, and Hardin Counties (MHRSB) is the Recovery Oriented System of Care “hub” for each of our local communities that coordinates across systems to ensure that local entities are prepared to offer community based mental health and addiction services, and recovery supports that are person-centered to meet the needs of individuals working towards recovery.

The funding and delivery of healthcare is changing in Ohio, including mental health and addiction services. Ohioans must continue to have confidence that their publicly funded mental health and addiction continuum of care is working in a way that provides them with programs and services that are cost effective and efficient, ensuring that local community needs are met.

Recovery from a mental illness and/or addiction is not only possible but with the right treatment and long-term recovery supports - it is life changing. While recovery benefits individuals with mental illness and/or addiction, it also benefits families and entire communities. Individuals in recovery become active and valued members of their community, helping communities to become healthier and more vibrant.

This BluePrint sets out a five year plan with overarching goals and action steps designed to make the changes necessary to advance our community mental health and addiction system in the ever changing healthcare landscape of the 21st century. MHRSB is committed to assuring that residents in each community live healthier lives through improved access to quality mental health and addiction prevention, treatment, and recovery support services.

This transition to a Recovery Oriented System of Care is largely driven by the body of research and information demonstrating that recovery-oriented care successfully improves outcomes by getting individuals help earlier and, once they have received professional help, linking them with the services and supports that will increase their likelihood of sustaining their recovery.

The Institute of Medicine has issued two major reports on Recovery Oriented Systems of Care that were foundational in the initial development of Recovery Oriented Systems of Care, they are: *Crossing the Quality Chasm (2001)* and *Improving the Quality of Health Care for Mental and Substance – Use Conditions (2006)*. The US Department of Health and Human Services Substance Abuse and Mental Health Services Administration released the *Guiding Principles and Elements of Recovery-Oriented Systems of Care: What do we know from the research? (2009)*, and this document lays out the research supporting the framework for a Recovery Oriented System of Care.

In order to support the transition from an acute care treatment model to a recovery management model; systems, communities, and the state must work to align goals and priorities, while also engaging and incorporating client and family support systems to implement Recovery Oriented Systems of Care that utilize the latest scientific research and evidence to implement prevention, treatment, and recovery support services.

Making change is hard and we must evolve with the world around us. Achieving this vision and meeting these goals will require leadership, partnership, and persistence. By working together, Ohio will be a healthier and more vibrant place to live, work, and grow.

## The Case for Change

Today's healthcare environment is changing rapidly and now is the time for our community mental health and addiction system to look to the future and ensure that all of our communities have a viable system of recovery oriented services and supports in place for all of their residents. As the healthcare landscape evolves in Ohio and throughout the county, with public and private payers focusing on value over volume with a shifting focus toward paying for outcomes, the mental health and addiction system must also evolve to ensure that individuals are receiving integrated care that is both effective and efficient.

MHRSB serves as a local hub for all public mental health and addiction services. MHRSB continues to assess, plan, and manage prevention, treatment, and recovery support services for their entire community and continue to pay for residents in need of treatment and services who have insufficient healthcare coverage. Additionally, MHRSB is responsible for developing and establishing community-wide task-forces to address emerging mental health and addiction issues, and ensuring a system of recovery supports that foster long-term recovery in individuals with a mental illness and/or addiction, regardless of who pays for the initial treatment.

Severe and persistent mental illness and addiction are long-term, chronic conditions, in which many individuals may need a lifetime of supports to sustain long-term recovery. There are clear benefits from intervening early and providing continued support throughout a person's life. We know that *treatment works and people recover*, given access to appropriate treatment and recovery supports.

It is time for our community mental health and addiction system to take advantage of the changing nature of healthcare as well as the national movement toward recovery based mental health and addiction services by transitioning Ohio's community alcohol, drug addiction, and mental health service system into a Recovery Oriented System of Care.

A Recovery Oriented System of Care (ROSC) places its primary focus on the individuals in need of recovery services and their family, building on their strengths, and incorporating a coordinated and collaborative approach across the community. A ROSC includes prevention and wellness, intervention, treatment, and recovery supports all focused on getting the individual and their family into recovery, while helping them integrate into the community and workforce. A Recovery Oriented System of Care, at its core, puts people first and works within the local community to promote safe, healthy, and drug-free lifestyles.

This BluePrint outlines a five year plan for transitioning our community alcohol, drug addiction, and mental health services system forward into a Recovery Oriented System of Care. This ROSC will build on existing strengths and work to improve inherent weaknesses.

A fundamental principle of a Recovery Oriented System of Care, is that clients are key. Clients are the driver of decisions about service and support needs. Services are built and systems are put in place so that individuals are able to access an array of services and supports when and where they need them.

Working towards a Recovery Oriented System of Care will necessitate bringing together local community partners, including clients of services, family members, providers, community leaders, businesses, law enforcement, criminal justice partners, faith-based and veterans organizations, as

well as other social, health, and human services partners. It takes the entire community to create a true ROSC. Implementing a ROSC is a great way to not only ensure that appropriate prevention, treatment, and recovery supports are in place, but also to educate the community on mental illness and addiction while reducing stigma and barriers to care.

As discussed in *An Integrated Model of Recovery Oriented Behavioral Health Care*, a report of the Department of Behavioral Health and Mental Retardation Services, City of Philadelphia: under Recovery-oriented practices and essential components of recovery-oriented systems:

“A recovery-oriented system of behavioral healthcare will offer citizens an array of *accessible* services and supports from which they will be able to choose those which are most *effective* and *responsive* in addressing their particular behavioral health condition or combination of conditions. These services and supports will be *culturally appropriate*, *build on individual, family, and community strengths*, and have as their primary and explicit aim *promotion of the person’s/family’s resilience, recovery, and inclusion in community life*.

Services and supports will be provided in an integrated and coordinated fashion within the context of a *locally-managed* system of care developed in collaboration with the surrounding community, thereby ensuring *continuity of care* both over time (e.g., across episodes) and across agency boundaries, and maximizing the person’s opportunities for establishing, or reestablishing, a safe, dignified, and meaningful life in the community of his or her choice.”

## **NOW IS THE TIME FOR A RECOVERY ORIENTED SYSTEM OF CARE**

The time for change is now. At a time when healthcare is changing and clients, families, and communities are adapting to this new environment, the community mental health and addiction services system on which they rely must evolve to provide integrated services and supports that are client-centered, community-based, and recovery-oriented. The following actions, being taken across the state, are but a few reasons that make now the opportune time to move our local alcohol, drug addiction, and mental health system toward a Recovery Oriented System of Care:

- The universal understanding of the importance of client-driven care is growing.
- With healthcare reform comes the recognition that prevention and wellness programs are not only beneficial, but a necessity in improving the health of communities.
- The funding and delivery of healthcare services in Ohio are changing with the implementation of the Affordable Care Act, Medicaid Expansion, MyCare Ohio, and statewide managed care programs.
- Healthcare funders and providers are moving toward the integration of all services, including mental health and addiction.
- Today’s mental health and addiction services are aligned for acute care, while mental illness and addiction are chronic illnesses that necessitate supporting long-term recovery.
- Some services are often duplicated in a given community, while other services are lacking.
- Services and payment models do not always align with a client’s readiness or need for help.
- With funding realignment, the opportunity to move toward a more holistic model of recovery exists.



## **Defining Recovery**

Recovery is not simply about personal health, but the health and wellbeing of the entire community.

Recovery from alcohol and drug problems is a process of change through which an individual achieves improved health, wellness, and quality of life. (SAMHSA, 2009)

Recovery from mental disorders and/or substance use disorders is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. (SAMHSA's working definition, 2012)

### **What is a Recovery Oriented System of Care?**

Recovery Oriented Systems of Care (ROSC) are networks of formal and informal services developed and mobilized to sustain long-term recovery for individuals and families impacted by severe substance use disorders [and mental illness]. The system in ROSC is not a treatment agency, but a macro-level organization of a community, a state, or a nation. (William White)

### **What is Recovery Management?**

Recovery Management is a philosophy for organizing treatment and recovery support services to enhance pre-recovery engagement, recovery initiation, long-term recovery maintenance, and the quality of personal/family life in long-term recovery. (William White)

### **Recovery is Beautiful Vision**

Ohio's entire mental health and addiction services system is emphasizing a **Recovery Oriented System of Care** (ROSC) that capitalizes on community strengths. Ohio's ROSC shall offer Ohioans an array of accessible mental health and addiction services and recovery supports that are culturally appropriate, accountable, effective, and efficient while promoting individual and family recovery.

MHR SB ensures that individuals and families affected by mental illness and/or addiction have access to this high-quality, recovery oriented system of care. MHR SB, through strong community partnerships, will continue to lead and advance efforts to ensure our communities are healthy, safe, and drug-free, while assuring accountability and effectiveness in client care.

## **Principles for Boards to Move The Vision Forward**

The following five principles are at the forefront of our plan:

### **Focusing on Clients and Families**

Healthcare is personal and is most effective when it's delivered based on the needs and values of the individual receiving care. A Recovery Oriented System of Care allows individuals and families to drive the mental health and addiction services that they receive within their local community. (Research shows that recovery levels are highest when individuals are fully engaged.)

### **Ensuring Timely Access to Care**

MHRSB will ensure that and resident has access to a continuum of high quality, integrated care that is available in a timely manner for individuals and families in need of treatment and recovery supports.

### **Promoting Healthy, Safe, and Drug-Free Communities**

MHRSB promotes the health, wellness, and safety of individuals and communities by offering a continuum of services that includes prevention, community education, crisis services, treatment, and recovery supports, such as housing, employment supports, and peer support. When individuals are healthy and stable in recovery, they can meet their fullest potential, businesses have access to a healthy, drug-free workforce, and families and communities flourish.

### **Prioritizing Accountable and Outcome-Driven Financing**

Maximizing the use of federal, state, and local funds to meet locally identified outcomes, MHRSB utilizes a blended funding approach that aligns resources and improves coordination between local community stakeholders. This approach enhances accountability and allocates scarce taxpayer dollars in the most efficient and effective manner possible.

### **Locally Managing Systems of Care**

Healthcare is delivered locally, and individuals and communities are best served when the healthcare system is designed and managed locally. Innovation driven at the community level will lead to the implementation of improved mental health and addiction service delivery solutions. By planning for, designing, managing and advocating for adequate financing, MHRSB, working with its local partners, is able to determine what works best in each community. This type of planning and coordinating requires a systems approach and effective collaboration among local stakeholders including schools, law enforcement, child welfare, the courts, human services, healthcare, businesses, and employment services.

## Ohio's Recovery Oriented System of Care



# 1. *Focusing on Clients and Families*

## Goal

Fully involve clients and families in a Recovery Oriented System of Care encompassing mental health and addiction prevention, treatment, and recovery supports.

## Action Steps

1. Protect and enhance the rights of individuals with a mental illness and/or addiction.
2. Ensure that clients and families have the right to design, drive, and manage their own care.
3. Ensure that all individuals are treated in the least restrictive environment accessible through the community.
4. Through community education on mental illness and addiction, reduce stigma and discrimination.
5. Ensure that communities have a system of recovery that includes prevention, treatment, and support services.

<b>Goal</b>	<b>Strategies</b>	<b>Interventions</b>	<b>Outcomes</b>
Involve clients & families in a Recovery Oriented System of Care	Protect and enhance the rights of individuals with a mental illness and/or addiction	Provide a competent Client's Rights Officer who is educated on the services and agency programming	Ensure that all client's rights related issues are attended to and documented within 24 hours of notice
	Ensure that clients and families have the right to design, drive, and manage their own care	MHRSB will work with agencies to design and develop treatment and support pathways	MHRSB will work with agencies to design and develop reporting mechanisms
	Reduce stigma associated with mental illness and addiction through community education	Utilize community awareness campaigns through presentations, social media, videos, and newsletters	Meet with Creative Team at least monthly to design the media campaigns for each month
	Ensure that communities have a system of recovery that includes prevention, treatment, and support services	Attend Recovery Oriented Systems of Care training to make sure that local system is operating under this philosophy	Ensure Board Priorities align with the ROSC model

## 2. Ensuring Timely Access to Care

### Goal

All clients will be engaged in needed mental health and addiction treatment in a timely manner with sustained recovery management.

### Action Steps

1. Increase access to mental health and addiction services for individuals, regardless of where they live or their ability to pay.
  - Enhance approaches to engagement in services.
  - Improve access to services by removing barriers.
  - Improve retention in services.
  - Establish and implement recovery management processes.
2. Increase the number of practitioners available to provide mental health and addiction services, including medication assisted treatment and psychiatric services for both youth and adults.
3. Increase the number of benefit specialists helping clients enroll in Medicaid and other coverage.
4. Increase coordination with managed care organizations to help integrate services.

<b>Goal</b>	<b>Strategies</b>	<b>Interventions</b>	<b>Outcomes</b>
All clients will be engaged in needed mental health and addiction treatment in a timely manner with sustained recovery management	Increase access to mental health and addiction services for individuals, regardless of where they live or their ability to pay	Implement SBIRT off site for better access, expand SBIRT times in outlying counties	Agencies expand SBIRT services off site and track increased volume
	Increase the number of practitioners available to provide mental health and addiction services, including medication assisted treatment and psychiatric services for both youth and adults	Recruit psychiatrists and physicians to expand our MAT and Med/Som services by working with contract agencies	Have another physician within the system to offer needed services
	Increase number of clients within the system who are enrolled on Medicaid and the Health Exchange	Work directly with local DJFS to implement a plan to expedite Medicaid enrollments	Of those eligible for Medicaid benefits, increase enrollments by 25%
	Increase awareness of mental illness and addiction services through community education	Utilize community awareness campaigns through presentations, social media, videos, and newsletters	Meet with Creative Team at least monthly to design the media campaigns for each month

### *3. Promoting Healthy, Safe, and Drug-Free Communities*

#### Goal

Strengthen a culture of partnership and collaboration with local providers, businesses, law enforcement, criminal justice, faith-based and veterans organizations, schools, child welfare, public health, and healthcare systems, to provide community education and prevention, reduce stigma, and allow for greater opportunities for individuals and families to achieve wellness and thrive in their communities.

#### Action Steps

1. Create awareness and educate community members to promote and participate in recovery, resilience, and the development of protective factors.
2. Provide education and awareness that helps the general public identify early, understand, and respond to mental illness and addiction.
3. Create, sustain, and enhance local task-forces and coalitions based on identified community needs to engage community leaders and citizens to respond to and address emerging issues.
4. Promote and support prevention and wellness programs.
5. Work with local businesses and local Chambers of Commerce to implement more second chance programs for both pre- and post-hires who test positive for drugs of abuse.
6. Work with state and local adult and juvenile justice, law enforcement, judiciary, prisons, jails, detention centers, and re-entry coalitions to divert and reduce recidivism.

<b>Goal</b>	<b>Strategies</b>	<b>Interventions</b>	<b>Outcomes</b>
Strengthen a culture of partnership and collaboration	Create awareness and educate community members to promote and participate in recovery, resilience, and the development of protective factors	Utilize community awareness campaigns through presentations, social media, videos, and newsletters	Meet with Creative Team at least monthly to design the media campaigns for each month
	Provide education and awareness that helps the general public identify early, understand, and respond to mental illness and addiction	Utilize community awareness campaigns through presentations, social media, videos, and newsletters  Provide Mental Health 1 <sup>st</sup> Aid locally	Meet with Creative Team at least monthly to design the media campaigns for each month  Offer 15 trainings per yr
	Create, sustain, and enhance local task-forces and coalitions based on identified community needs to engage community leaders and citizens	Identify community coalitions in priority areas of Board plan	Engage in local coalitions on a monthly basis: Open Gate - Reentry Suicide Prevention Law Enforcement
	Promote and support prevention and wellness programs	Utilize community awareness campaigns through presentations, social media, videos, and newsletters	Offer 3 PAX GBG trainings per year  Offer Nurturing Health Communities Training this year  Meet with Creative Team at least monthly to design the media campaigns for each month
	Work with local businesses and Chambers of Commerce to implement second chance programs for both pre and post hires who test positive for drugs of abuse	Offer Drug Free Workplace policy development trainings through Working Partners	Have 10 businesses participate in We Care at Work annually

## 4. *Prioritizing Accountable and Outcome-Driven Financing*

### Goal

Improve the performance of recovery supports by increasing the effective and efficient use of resources.

### Action Steps

1. Annually measure approved outcome/output measures.
2. Define and establish consistent and acceptable administrative cost standards and parameters.
3. Build on the success of shared service arrangements looking across the system.
4. Develop, define, and educate on outcome-based contracting measures.
5. Enhance and promote the delivery of high quality, cost effective mental health and addiction treatment and recovery services in order to improve individual health.

<b>Goal</b>	<b>Strategies</b>	<b>Interventions</b>	<b>Outcomes</b>
Improve the performance of recovery supports by increasing the effective and efficient use of resources	Annually measure approved outcome/output measures	Work with consultant to develop a new outcome measurement tool to standardize reporting across the system	Implement new outcome measurement tool by FY16
	Develop, define, and educate on outcome-based contracting measures	Work with consultant to develop a new outcome measurement tool to standardize reporting across the system	Implement new outcome measurement tool by FY16  Monitor data reported quarterly
	Communicate progress in implementing services and outcomes across the three county system.	Utilize community awareness campaigns through presentations, social media, videos, and newsletters	Meet with Creative Team at least monthly to design the media campaigns for each month



## 5. *Locally Managing Systems of Care*

### Goal

MHR SB shall plan for and manage a local system that provides individuals with access to a holistic model of care and wellness that integrates physical and mental health and addiction services with the social and emotional supports necessary to achieve and maintain recovery.

### Action Steps

1. Train all governing board members on their roles, rights, and responsibilities, along with the Ohio ethics and sunshine laws.
2. Strengthen public and private partnerships across local communities and the state, while educating, advocating, facilitating, and coordinating a local Recovery Oriented System of Care.
3. Actively acknowledge and address local emerging issues.
4. Assess and improve the quality of services by seeking input from clients, families, and stakeholders.
5. Continue to work with state and local partners to further integrate physical and mental health and addiction treatment, services, and supports.
6. Partner with managed care organizations and other healthcare payers to integrate their roles within the Recovery Oriented System of Care.

<b>Goals</b>	<b>Strategies</b>	<b>Interventions</b>	<b>Outcomes</b>
MHR SB shall plan for and manage a local system that provides individuals with access to a holistic model of care and wellness that integrates physical and mental health and addiction services with the social and emotional supports necessary to achieve and maintain recovery	Continue to educate Board members on the local service array.	Schedule agency presentations for Board meetings for all of FY15	All agencies will present program information at Board meetings in FY15.
	Strengthen public and private partnerships across local communities and the state, while educating, advocating, facilitating, and coordinating a local Recovery Oriented System of Care	Attend ROSC training.  Use media and Creative team to educate the community on the ROSC model.	Board staff will become more educated on the ROSC model to ensure that our local system of care aligns with the philosophy.

# The Look of Success

The goal before us in this five-year plan is to transform the existing mental health and addiction system of care into a Recovery Oriented System of Care. We will know we have succeeded when:

- Stigma and social isolation decrease.
- Prevention, early identification, treatment, and recovery are understood, valued, and utilized.
- Services, supports, and decisions are client-centered and client-driven.
- Contracts and payments are based on outcomes, assuring that resources used are justified by the outcomes achieved.
- Ohio moves away from a model focused on acute care to one focused on long term recovery for individuals and their families.
- Boards continue to maximize the utility of public funds by improving the cost efficiency and quality of publicly funded mental health and addiction services.
- All Ohioans have the opportunity to recover, and as a result, Ohio will have healthier, safer communities.
- Increase and sustain recovery rates through improved system access, engagement, and retention in services.
- ***Treatment works, and people recover.***

## **Recovery is Beautiful**

Talk to an individual in sustained recovery and they will tell you that recovery is a beautiful thing. Their life has changed in multiple ways, for the better. Recovery is about the optimism that things can, will, and do get better!

Recovery is about much more than addressing physical issues. True recovery is physical, emotional, and spiritual -- it's about waking up every morning and making conscience healthy and productive decisions.

To make Ohio a state that lives and breathes Recovery is Beautiful we all have to be passionate about recovery and champion the benefits it provides individuals, their families, and our communities. We have to engage individuals and families in recovery and ask them what works and what doesn't -- then we need to listen to them! We need to support individuals in having control over their lives, their healthcare decisions, and their recovery.

Focusing on recovery as local Boards look at moving forward with this BluePrint to have Ohio's local communities embrace the framework of becoming Recovery Oriented Systems of Care is a recognition that the system must be responsive to individuals, family members, and communities in need of alcohol, drug, and mental health prevention, treatment, and support services. It also recognizes that individuals need help in sustaining their recovery, as recovery is a lifelong process.

We invite you to join us as we move forward helping Ohio embrace becoming a Recovery Oriented System Of Care.

To learn more go to [www.oacbha.org](http://www.oacbha.org) and click on the Recovery is Beautiful logo.

