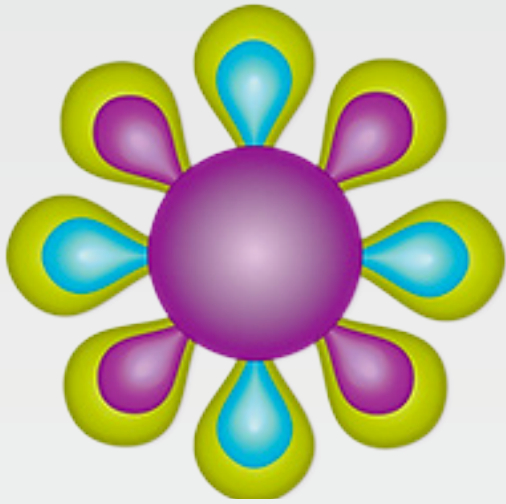


**MENTAL HEALTH AND RECOVERY BOARD OF  
ALLEN, AUGLAIZE AND HARDIN COUNTIES**

# **Strategic Plan**



# TABLE OF CONTENTS

---

## GOAL 1

External Communication

**P.3**

---

## GOAL 2

Provider Support

**P.8**

---

## GOAL 3

Staff Recruitment, Retention and Development

**P.10**

---

## GOAL 4

Equity in the Availability of Services

**P.13**

---

## GOAL 5

Buildings and Facilities

**P.16**

---

## GOAL 6

Services for People Served

**P.18**

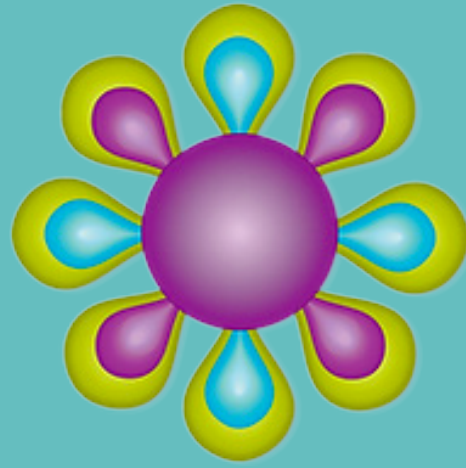
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## GOAL 7

Financial Stewardship and Accountability

**P.23**

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# GOAL 1

## External Communication

Effectively communicate and demonstrate the significant value and worth of the Mental Health and Recovery Services Board to the three-county region we serve, fostering trust, understanding, support and engagement within our community.

# GOAL 1

# External Communication

## Objective 1

Develop a comprehensive external communications plan for the Mental Health and Recovery Services Board (MHR SB), leveraging diverse marketing mediums and channels to effectively convey the board’s value, services and impact on the tri-county area.

**Points of Consideration:**

- Various focus groups identified “stigma” as something that must be overcome. A portion of the external communications campaign should be focused on this issue.
- The board desired a community survey dedicated specifically to communication to understand what people presently understand about MHR SB.
- “Trust” was an issue that came up in several focus groups. There is a need to establish trust between those we serve, providers and the community.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Associate Director	March 2024	Executive Director
Recommendations		July 2024	
Implementation		TBD	
Measurement		July 2025	

## Objective 2

Establish a data collection and analysis process within the Mental Health and Recovery Services Board to systematically gather and analyze relevant data, enabling the board to measure and demonstrate the positive impact and value of its services to the community, fostering transparency, accountability and continuous improvement in meeting the community’s needs.

**Point of Consideration:** This was a suggestion from the board members.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Executive Director	December 2023	
Recommendations		July 2024	
Implementation		July 2024	
Measurement		July 2025	

# GOAL 1

# External Communication

**Objective 3** Effectively market the 211, 988 and Hopeline as community resources.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Associate Director	March 2024	
Recommendations		July 2024	
Implementation		TBD	
Measurement		July 2025	

**Objective 4** Facilitate the creation of a forum where diverse community partners from various sectors can come together to share information, collaborate and exchange ideas, fostering enhanced coordination, synergy and innovation in the provision of mental health and recovery resources and services within the tri-county area, ultimately improving outcomes and support for individuals and families in need.

**Points of Consideration:**

- Several agencies expressed a desire for a “Resource Fair” once a year for professionals where the different agencies and services could gather to demonstrate what they offer.
- Develop an opportunity to share ideas and resources. Such as Family First (This occurs only twice a year – they desire more).

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Office Manager	March 2024	Clinical Director
Recommendations		July 2024	
Implementation		July 2024	
Measurement		July 2025	

# GOAL 1

# External Communication

## Objective 5

Continuously cultivate and strengthen existing community partnerships while actively seeking new collaborations with service organizations and universities, fostering mutually beneficial relationships that promote knowledge-sharing, resource integration and innovation in mental health and recovery services within the tri-county area, thereby expanding the board's reach and capacity to meet the evolving needs of the community.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Executive Director	March 2024	Associate Director
Recommendations		July 2024	
Implementation		July 2024	
Measurement		July 2025	

## Objective 6

Actively engage in ongoing local, state and federal advocacy efforts to advocate for policies and legislation that prioritize and support the needs of individuals requiring mental health and recovery services.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Executive Director	July 2024	
Recommendations		December 2024	
Implementation		July 2025	
Measurement		July 2026	

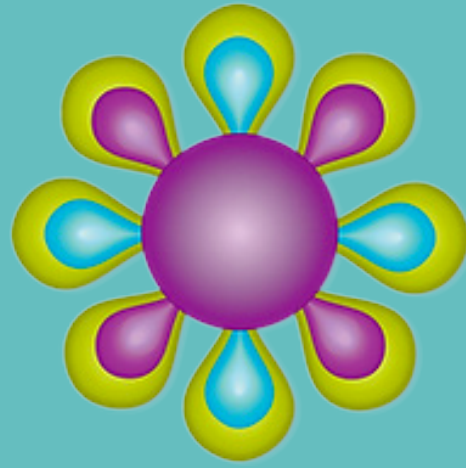
# GOAL 1

# External Communication

## Objective 7

Enhance provider engagement and collaboration by incorporating more in-person meetings into the regular meeting schedule and implementing a rotating host system, allowing agencies to showcase their facilities.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Office Manager	March 2024	
Recommendations		October 2024	
Implementation		March 2025	
Measurement		March 2026	



## GOAL 2

### Provider Support

Provide support and resources to the dedicated providers delivering essential services within the tri-county area, recognizing their invaluable role in supporting individuals and promoting mental health and recovery, thereby fostering a strong and resilient provider network that can effectively meet the evolving needs of the community.



## GOAL 2

# Provider Support

### Objective 1

To explore and implement ways to support private service providers in their efforts to maintain their staffing levels and to continue providing quality services to individuals in need.

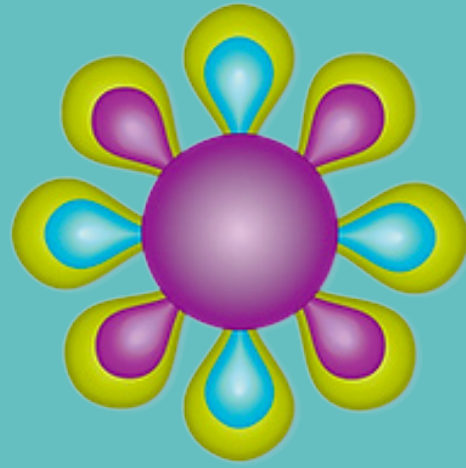
**Point of Consideration:** It was noted that providers often cancel or postpone appointments due to staffing issues. This causes a lack of trust and other issues with the people being served. Counselors are also often switched which causes additional issues.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Associate Director	Complete	Executive Director
Recommendations		July 2025	
Implementation		TBD	
Measurement		July 2026	

### Objective 2

Sustain training and education classes for providers, with a specific focus on delivering valuable content related to preventative strategies and methods. This objective aims to enhance the knowledge and skills of providers, equipping them with the tools and resources to effectively implement preventive measures in their work, ultimately improving outcomes, reducing the incidence of mental health and substance use issues, and promoting overall wellness within the community served by the Mental Health and Recovery Services Board.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Clinical Director	Complete	Executive Administrative Assistant
Recommendations		January 2024	
Implementation		July 2024	
Measurement		July 2025	



## GOAL 3

### Staff Recruitment, Retention and Development

Attract, retain and develop a highly skilled and dedicated staff at the Mental Health and Recovery Services Board, fostering a work environment that values professional growth, promotes employee well-being and enables us to deliver exceptional services to our community.

## GOAL 3

# Staff Recruitment, Retention and Development

### Objective 1

Provide a comprehensive staff training and professional development program within the Mental Health and Recovery Services Board, offering a range of meaningful learning opportunities, workshops and resources that enhance the knowledge, skills and competencies of staff members.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Clinical Director	July 2025	Fiscal Director
Recommendations		January 2026	
Implementation		January 2026	
Measurement		July 2027	

### Objective 2

Sustain and enhance a two-way communication process within the Mental Health and Recovery Services Board that cultivates a culture of open dialogue, actively listens to employee perspectives and fosters a sense of value and inclusion, resulting in increased employee engagement, collaboration and overall organizational effectiveness.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Clinical Director	Complete	Fiscal Director
Recommendations		January 2024	
Implementation		July 2024	
Measurement		July 2025	

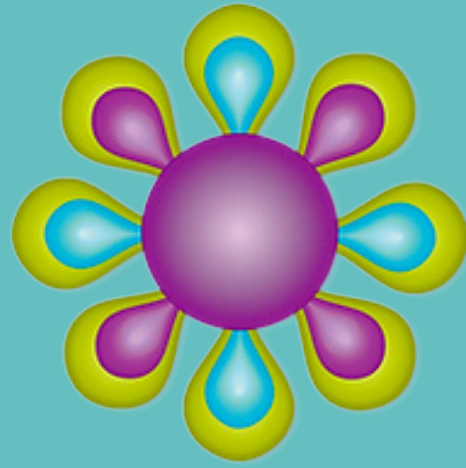
## GOAL 3

# Staff Recruitment, Retention and Development

### Objective 3

Implement a targeted initiative to enhance the existing positive culture within the Mental Health and Recovery Services Board, focusing on boosting staff morale and fostering a sense of connectedness and engagement among all employees.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Associate Director	Complete	Fiscal Director
Recommendations		January 2024	
Implementation		July 2024	
Measurement		July 2025	



## GOAL 4

### Equity in the Availability of Services

To evaluate the equity in the availability and delivery of behavioral health services and disparities of the behavioral healthcare sector for minority community members across the life span in Allen, Auglaize, and Hardin Counties.

# GOAL 4 Equity in the Availability of Services

## Objective 1

Evaluate the Mental Health and Recovery Services Board’s current contract behavior and develop a plan to ensure the process is available to all community members to promote equity.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Health, Equity and Cultural Competency Consultant	Complete	Executive Director
Recommendations		January 2024	
Implementation		July 2024	
Measurement		July 2024	

## Objective 2

Evaluate contracting agencies’ policies and practices to ensure that:

- Staff understand the cultural nuances of the client population they serve
- Staff backgrounds are reflective of the client population
- Treatment methods that reflect culture-specific values and treatment needs of clients
- Inclusion of the client population in program policy and decision-making

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Health, Equity and Cultural Competency Consultant	July 2025	Executive Director
Recommendations		January 2026	
Implementation		July 2026	
Measurement		July 2027	

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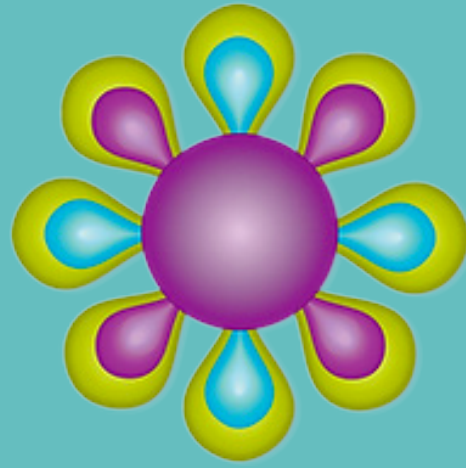
# GOAL 4 Equity in the Availability of Services

## Objective 3

Evaluate the Mental Health and Recovery Services Board and contract agencies' recruitment and retention of minority populations:

- Agencies demographics and recruitment efforts
- Board partnerships and investments
- Partnerships in the learning/education community

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Health, Equity and Cultural Competency Consultant	July 2025	Executive Director
Recommendations		January 2026	
Implementation		July 2026	
Measurement		July 2027	



## GOAL 5

### Buildings and Facilities

Maintain our present facilities, recognizing their value as vital resources for providers to deliver essential services to the community, while permitting the board to obtain sustainable income sources that assist with the fulfillment of our mission.



## GOAL 5

# Buildings and Facilities

### Objective 1

Establish and adhere to a systematic facility repair and preventative maintenance schedule for the Mental Health and Recovery Services Board's facilities, ensuring proactive upkeep to maintain a safe, functional and welcoming environment while optimizing fiscal responsibility by prioritizing cost-effective maintenance practices and efficient resource allocation.

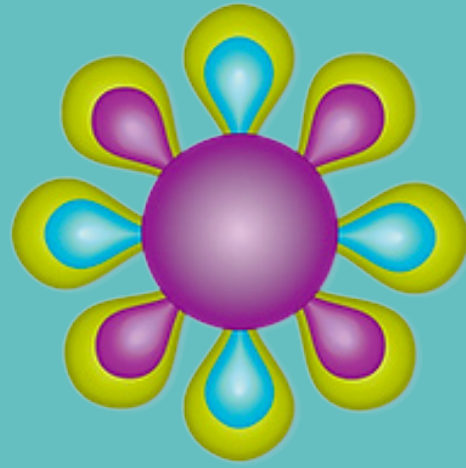
ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Office Manager	July 2025	Fiscal Director, Associate Operating Officer
Recommendations		July 2026	
Implementation		August 2026	
Measurement		August 2027	

### Objective 2

Conduct a thorough assessment of physical security measures for all Mental Health and Recovery Services Board facilities and events. Based on the findings, recommend policy changes and implement best practices where necessary to enhance the safety and security of people in need, staff members and the community.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Office Manager	July 2025	Clinical Director
Recommendations		July 2026	
Implementation		August 2027	
Measurement		August 2027	

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## GOAL 6

### Services for People Served

Continue to provide accessible and compassionate resources for people in need, while understanding and adapting to the complex challenges individuals may face in their respective environments.

## GOAL 6

# Services for People Served

### Objective 1

#### Prevention:

Implementation of continuing the lifelines on the AAH Board area school districts to address suicide awareness.

**Assigned:** Clinical Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

### Objective 2

#### Mental Health Treatment:

Increase access to youth mental health first aid trainings.

**Assigned:** Clinical Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

### Objective 3

#### Substance Use Disorder Treatment:

Alcohol use and abuse community education prevention targeted at youth and adolescents.

**Assigned:** Clinical Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

### Objective 4

#### Treatment (MAT)

Increase access to MAT in Allen County through targeted programming and community engagement.

**Assigned:** Executive Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

## GOAL 6

# Services for People Served

### Objective 5

#### Crisis Services:

Increase resources for additional FTE(s) to address percentage rate of missed crisis calls in AAH Board area.

**Assigned:** Associate Director

See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.

### Objective 6

#### Crisis Services:

Implement tracking of Crisis Services Quality Metric from the Roadmap to the Ideal Crisis System.

**Assigned:** Executive Director | **Co-chair:** Clinical Director & Associate Director

See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.

### Objective 7

#### Crisis Services:

Increase capacity of mobile crisis response team, development of a Crisis 23-hour observation location (non-ER).

**Assigned:** Executive Director

See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.

### Objective 8

#### Harm Reduction:

Increasing utilization of the HEP C Clinic for IV drug users, a partnership between Coleman and Health Partners, to promote successful treatment and reduce spread of HEP C.

**Assigned:** Clinical Director

See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.

## GOAL 6

# Services for People Served

### Objective 9

#### Recovery Supports:

Increase access to transportation for individuals needing behavioral health services.

**Assigned:** Executive Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

### Objective 10

Increase referrals to the Embrace Program by partnering with Early Intervention through Allen County Department of Developmental Disabilities to whom the hospitals are reporting neonatal and drug exposed newborns.

**Assigned:** Associate Director

**Co-chair:** Clinical Director & Executive Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

### Objective 11

#### Recovery Supports:

Increase connection to treatment for parents for substance use upon initiation of investigation as an alternative to removal of children.

**Assigned:** Clinical Director

*See 2023-2025 Community Assessment and Plan (CAP) for details and measurables.*

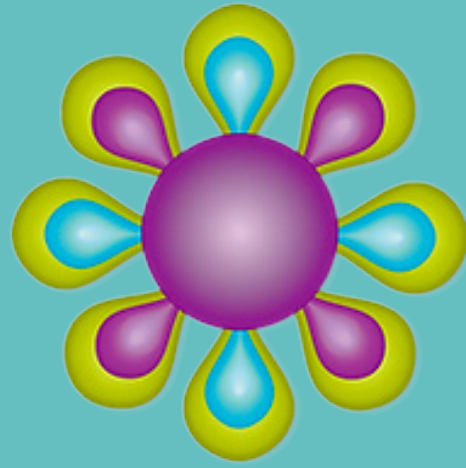
## GOAL 6

# Services for People Served

### Objective 12

Develop and implement a comprehensive strategy to address the housing needs of individuals with mental illnesses or substance abuse issues, ensuring access to safe and affordable housing options. This objective aims to foster partnerships with landlords, advocate for fair housing practices and establish supportive housing programs, ultimately reducing barriers to housing and promoting stability, recovery and community integration for those in need.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Executive Director	July 2024	Associate Operating Officer
Recommendations		January 2025	
Implementation		July 2025	
Measurement		July 2026	



## GOAL 7

### Financial Stewardship and Accountability

Exercise prudent fiscal responsibility and effective stewardship of the tax dollars and physical resources entrusted to the Mental Health and Recovery Services Board, ensuring transparency, accountability and efficient utilization of funds and assets to maximize the impact of our programs and services for the benefit of the community we serve.

## GOAL 7

# Financial Stewardship and Accountability

### Objective 1

Continue to provide fiscal management practices and accountability measures within the Mental Health and Recovery Services Board to ensure responsible financial stewardship and optimize resource allocation in alignment with the Board's mission and goals.

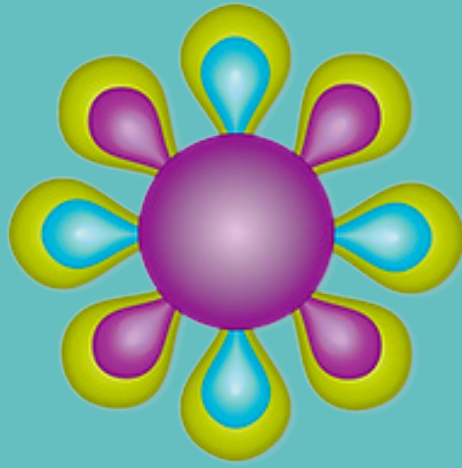
ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Fiscal Director	July 2024	Executive Director
Recommendations		July 2025	
Implementation		July 2025	
Measurement		July 2026	

### Objective 2

Develop and implement a communication strategy to provide clear and comprehensive information to the community regarding the current financial state of the Mental Health and Recovery Services Board. This objective aims to enhance community understanding and awareness of the Board's financial status by creating easily accessible and understandable resources, fostering transparency, and demonstrating fiscal accountability to build trust and confidence in the Board's financial management among community members and stakeholders.

ACTION STEPS	ASSIGNED	TIMEFRAME	CO-CHAIRS
Establish baseline	Fiscal Director	January 2024	Executive Director
Recommendations		April 2024	
Implementation		July 2024	
Measurement		December 2024	





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