



MHRSB OF LUCAS COUNTY STRATEGIC PLAN 2022

"Committed to promoting behavioral health equity and reducing disparities across underserved populations."



Mental
Health &
Recovery
Services
Board of
Lucas
County



ABOUT

Vision

A compassionate community that embraces recovery and mental wellness.

Mission

To cultivate a high-quality network of resources that inspires personal recovery and promotes mental wellness for Lucas County residents.

Values

- *Collaboration*
- *Inclusion*
- *Quality*
- *Innovation*
- *Accountability*
- *Integrity*

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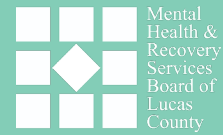
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Letter from Leadership

In early fall of 2022, the Mental Health & Recovery Services Board of Lucas County approved a contract with RAMA Consulting to guide the Board's strategic planning process, resulting in the development of a three-year strategic plan. Over the last few months, we have thoughtfully worked to create a strategic plan to help guide us as we move forward in addressing the needs of the people we serve.

As always, the Board develops its strategic plans with input from our stakeholders, with the express intent to identify community priorities and develop a road map to address them positively. With this three-year plan, we will focus on the most pressing issues facing us that we can realistically tackle in this time frame. The MHR SB is committed to delivering on the items delineated in this plan.

We want to express our genuine gratitude and appreciation to all who participated in this planning process. The MHR SB trustees and staff, partner agencies, community stakeholders, and the RAMA team were all critical to the success of our planning efforts. Our collective endeavor will define the work plan for the three years. The people of Lucas County depend on us to deliver, and we will.

Sena Friedman, Board Chair

PRIORITY AREAS



Priority Area 1: Organizational Development

Goal: A thriving organization with an inclusive culture, high-performing teams, and adequate internal capacity to support our mission and continuous improvement.



Priority Area 2: Strengthening the Service Delivery System

Goal: A collaborative and diverse behavioral health system delivering culturally relevant services that meet the needs of Lucas County Residents.



Priority Area 3: Equity in Action

Goal: Equity is effectively integrated into our overall strategy and operations.



Priority Area 4: Technological Infrastructure

Goal: Systems and processes allow for improved data management practices that create efficiencies, provide transparency, and support informed decision-making, leading to better behavioral health outcomes.



Priority Area 5: Outreach & Engagement

Goal: Comprehensive & effective relationships that increase awareness, improve community engagement, and promote accountable financial stewardship.

SUCCESS INDICATORS:

How will we know your strategy was successful?

What are those data points that will allow us to measure this?

PRIORITY 1

Strategies & Key Actions



Priority Area 1: Organizational Development

Goal: A thriving organization with an inclusive culture, high-performing teams, and adequate internal capacity to support our mission and continuous improvement.



Strategy 1.1 – Culture: Create a network of human capital and resources that leads to increased collaboration, engagement, and trust amongst staff and board members.

KEY ACTIONS

Key Action 1.1.1:

Implement all strategies within the Leadership best practice area from the Equity in Action Strategy

Key Action 1.1.2:

Explore utilizing assessments and workshops to foster improved teamwork and cohesiveness

- o Integrate assessments into the onboarding process to provide early insights into how employees work individually and within teams

Key Action 1.1.3:

Identify opportunities to increase and improve communication throughout the organization

- o Solicit and incorporate staff feedback as appropriate
- o Identify and employ 2 new strategies that improve communication within the organization

SUCCESS INDICATORS

- Implement 90% of strategies within the Leadership best practice area from the Equity in Action Strategy
- Executive Director decision on evidence-based strategies to improve Staff engagements
- Identify and employ 2 new strategies that improve communication within the organization



Strategy 1.2 – Staffing: Continue to develop a high-performing team capable of recognizing, understanding, and responding to community needs quickly.

KEY ACTIONS:

Key Action 1.2.1:

Utilize an organizational assessment to build out the remainder of the organizational structure

Key Action 1.2.2:

Review the performance appraisal process and identify potential improvements

- o Establish and maintain performance standards that support programmatic/operational outcomes
- o Identify within the performance appraisal employee skill sets and capabilities essential to their success
- o Evaluate and identify a new performance tool

Key Action 1.2.3:

Evaluate the onboarding process to ensure it is comprehensive and adequately prepares new employees for success

- o Incorporate strength finders into the process to identify training and development needs early on
- o Allocate appropriate funding and resources to support training and development needs
- o Incorporate identified training and development needs into employees’ annual performance appraisals

Key Action 1.2.4:

Implement all strategies within the Training, Development & Advancement best practice area from the Equity in Action Strategy

Key Action 1.2.5:

Continue to offer “Dine with Data” to provide training and education on different topics

- o Invite staff to present on topics or areas they are deemed subject matter experts in

SUCCESS INDICATORS

- Improved performance evaluations
- Full staffing is achieved
- Identify key skill sets and capabilities essential for the employees success

PRIORITY 2

Strategies & Key Actions



Priority Area 2: Strengthening the Service Delivery System

Goal: A collaborative and diverse behavioral health system delivering culturally relevant services that meet the needs of Lucas County Residents.

- ✓ **Strategy 2.1 – System Provider Relation: Strengthen existing and cultivate new provider relationships to foster positive outcomes for consumers and families.**

KEY ACTIONS

Key Action 2.1.1:

Enhance collaborations with community partners to close service gaps and improve outcomes for consumers and families

- o Utilize the Community Plan and any other research findings to assess emerging needs and identify potential partners
- o Prioritize service gaps within the Community Plan

Key Action 2.1.2:

Utilize capabilities created by the Information Transformation Process (ITP) plan to consolidate consumer and family data

- o Integrate and evaluate data that assess system-wide client engagement, retention and satisfaction
- o Develop a comprehensive mechanism that reports on system-wide client engagement, retention and satisfaction

Key Action 2.1.3:

Utilize the ITP plan to improve data reporting and monitoring capabilities

- o Identify metrics for success that are clear and validate funding priorities
- o Communicate standards of success with all partners

Key Action 2.1.4:

Identify innovative practices within the Behavioral Health field that improve client outcomes

- o Identify innovative practices that align with Board priorities as established in the Community Plan
- o Develop a process for new or existing community partners to apply for innovation funding
- o Fund at least 1 innovative practice

Key Action 2.1.5:

Identify opportunities to address transportation barriers

- o Engage with Toledo Area Regional Transportation Authority (TARTA) regarding potential opportunities

SUCCESS INDICATORS

- Implement at a minimum 1 new service that addresses the highest priority gap within the Community Plan
- Objectives of the ITP are realized
- Deploy mechanism that reports on system-wide client engagement, retention and satisfaction
- Data integrated in Provider Agreement
- Consumer and family feedback on innovative program indicates satisfaction
- Meet with TARTA



Strategy 2.2 – Workforce Development: Support providers in strengthening their workforce to meet the demands of the Behavioral Healthcare system.

KEY ACTIONS:

Key Action 2.2.1:

Create a workforce training program that leads to entry level Behavioral Health certification.

- o Allocate funding to create training and credentialing for behavioral health workers within the provider network
- o Create a curriculum where individuals that complete the program are eligible to be certified as Mental Health Technicians and Chemical Dependency Certified Assistants
- o Develop a communication and recruitment plan that targets individuals with Lived Experience and supports the Board’s Equity in Action plan

Key Action 2.2.2:

Collaborate with local educational institutions around opportunities to increase the local Behavioral Health workforce in Lucas County

SUCCESS INDICATORS

- Creation of a workforce training program
- 60% of the individuals who complete program will obtain certification within 6 months
- Initiate at a minimum 4 engagements with local educational institutional leaders

PRIORITY 3

Strategies & Key Actions



Priority Area 3: Equity in Action

Goal: Equity is effectively integrated into our overall strategy and operations.



Strategy 3.1 – Health Equity: Execute the strategies within the Equitable Service Delivery best practice area of the Equity in Action Strategy

KEY ACTIONS

Key Action 3.1.1:

Develop tactical plans to support the execution of the Equity in Action Strategy

Key Action 3.1.2:

Develop and communicate a clear, consistent definition of what Health Equity means for the community

- o Create and distribute a document that communicates the Board’s Health Equity vision for the community to work towards

Key Action 3.1.3:

Solicit and utilize community feedback on the board’s success in fostering health equity in Lucas County to inform continuous improvement

- o Conduct a minimum of 4 community forums within a year
- o Identify at least 2 other feedback mechanisms

SUCCESS INDICATORS

- Success indicators in the Equity in Action Strategy are met
- Providers report increased understanding of MHR SB’s Health Equity goals by providers and the community
- Conduct a minimum of 4 community forums within year



Strategy 3.2 – Creating a Diverse, Equitable & Inclusive Work Environment: Execute the strategies within the Staff & Workplace Environment best practice areas of the Equity in Action Strategy

KEY ACTIONS:

Key Action 3.2.1:

Develop tactical plans to support the execution of Equity in Action Strategy

Key Action 3.2.2:

Solicit and utilize staff feedback on the board’s success in fostering an inclusive working environment to inform continuous improvement

- o Develop a staff feedback loop survey

SUCCESS INDICATORS

- Success indicators in the Equity in Action Strategy are met
- Staff feedback indicates a diverse, equitable, and inclusive work environment



Priority Area 4: Technological Infrastructure

Goal: Systems and processes allow for improved data management practices that create efficiencies, provide transparency, and support informed decision-making, leading to better behavioral health outcomes.



Strategy 4.1 – Systems, Processes & Data Management: Execute the existing Information Transformation Process (ITP) Plan

KEY ACTIONS

Key Action 4.1.1:

Ensure the breadth of the organization is aware of Phase 2 of the ITP plan and understands how it will impact or improve their work

Key Action 4.1.2:

Determine the best method(s) for providing continuous updates to the staff and board of trustees

- o Communicate ITP information on a quarterly basis

SUCCESS INDICATORS

- Staff and board of trustees remain current on the progress of the project
- Phase 2 of ITP is successfully implemented



Priority Area 5: Outreach & Engagement

Goal: Comprehensive & effective relationships that increase awareness, improve community engagement, and promote accountable financial stewardship.



Strategy 5.1 – Communications: Amplify the work of the board through effective communications with existing and new stakeholders.

KEY ACTIONS

Key Action 5.1.1:

Onboard a full-time Communications Manager

Key Action 5.1.2:

Provide targeted outreach to community groups to promote recovery and mental wellness

- o Establish targets for the number of activities to complete in a specified timeframe

Key Action 5.1.3:

Continue funding for the community awareness campaign

- o Evaluate existing utilization of Social Media and its effectiveness
- o Identify Key Performance Indicators (KPI) for each of the Board's Social Media platforms

SUCCESS INDICATORS

- Hire Full-Time Communications Manager by April 2023
- Conduct a minimum of 24 speaking or community engagements in a year
- Evaluation of established Social Media KPIs indicate increased awareness



Strategy 5.2 – Engagement: Engage the broader community to inform, educate and increase awareness of the board and its programs, services, and financial stewardship

KEY ACTIONS:

Key Action 5.2.1:

Engage the private sector to increase awareness and support of the board’s work

- o Identify opportunities and venues to engage Private Sector
- o Determine the appropriate strategy to successfully engage with Private Sector groups
- o Perform a minimum of 1 engagement per quarter

Key Action 5.2.2:

Develop a strategy to engage the underserved

- o Identify ideal locations to conduct outreach efforts
- o Build comprehensive outreach teams based on the unique needs of the underserved communities

Key Action 5.2.3:

Increase MHR SB financial transparency

- o Create a new tab on the website to house financial data
- o Design an infographic that effectively communicates how tax dollars are converted into mental health care
- o Annual report is published in the local newspaper

SUCCESS INDICATORS

- Conduct a minimum of 4 Private Sector engagements in a year
- Increased partnerships within the private sector
- Community feedback indicates increased awareness of MHR SB’s programs, services and financial stewardship



Scott Sylak
Executive Director

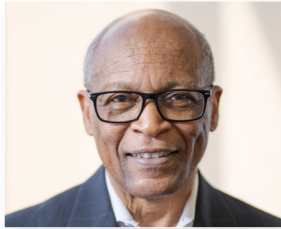


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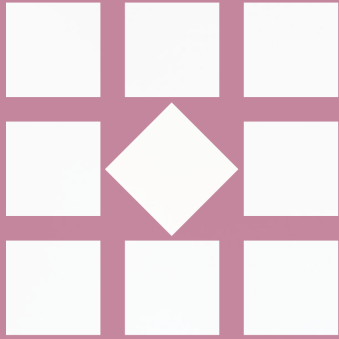
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