



Equity in Action

Strategic Plan

January 2022



Intentionally left blank



MHRSB's DEI&B Commitment Statement

"We are committed to maintaining an equitable behavioral health system of care that encourages, celebrates, and appreciates the diversity of our community and advances inclusion, understanding, and belonging for all."

Executive Summary

MHRSB is striving to create a working and service delivery environment that is diverse, equitable, and inclusive for its staff, partners, and the community it serves. In partnership with RAMA Consulting Group, MHRSB developed an Equity in Action Strategy that is realistic, action-oriented, and informed by all relevant stakeholders.

This plan provides a roadmap for implementing strategies in the following Diversity, Equity, Inclusion and Belonging (DEI&B) Best Practice areas:

- Leadership
- Policies & Governance
- Training & Development
- Staff
- Equitable Service Delivery
- Workplace/Service Climate
- Reporting and Accountability

Equity Strategy Areas

LEADERSHIP

AREA #1: *How leadership will develop and support a culturally competent organization.*

POLICY & GOVERNANCE

AREA #2: *Necessary organizational structures to create and sustain an equity-focused organization.*

TRAINING, DEVELOPMENT & ADVANCEMENT (TD&A)

AREA #3: *Build and maintain a comprehensive knowledge base of DEI&B concepts, best practices, and strategies.*

STAFF

AREA #4: *Critical strategies for building and supporting a workforce that is culturally competent and responsive to target population needs.*

EQUITABLE SERVICE DELIVERY

AREA #5: *How the organization will utilize and benefit from the diverse and extensive knowledge within the community.*

WORKPLACE/SERVICE CLIMATE

AREA #6: *Environmental considerations that ensure holistic accessibility and understanding by diverse populations.*

REPORTING & ACCOUNTABILITY (R&A)

AREA #7: *How the organization will identify and assess progress towards DEI&B objectives.*

How leadership will develop and support a culturally competent organization.

Leadership Strategy 1.1:

Leadership actively participates in DEI&B activities and models desired behaviors through their leadership and management practices.

Key Actions:

1. Leadership participates in ongoing trainings to learn, practice, and apply DEI&B behaviors.
2. Leadership participates in DEI&B developmental activities to help create alignment and build skills among all leaders.
3. Develop DEI&B operational definitions for the Board staff, trustees, and agencies.
4. Ensure that leadership creates their own mission statements.
5. Identify leadership level DEI&B behaviors and accountability measures.

Success Indicators:

- ◆ Develop ongoing staff DEI&B workgroups (2-3) with clearly defined charges, functions, and rotating membership structure.
- ◆ Department Directors participate in 1 DEI&B leadership training per year, minimally.
- ◆ Leadership understands and can articulate their role in executing DEI&B strategies and behaviors and can discuss personal mission statements related to DEI&B.
- ◆ MHR SB documents (policies, plans, contracts, meeting minutes, and other audit documents), staff evaluations, and operations reflect established equity principles.
- ◆ Staff surveys confirm supervisor facilitated discussions and efforts to address health equity goals in agency operations.

Leadership Strategy 1.2:

Leadership regularly reviews population and workforce data and adjusts strategies/direction to reflect the needs of their staff and customers.

Key Actions:

1. Research best practices for collecting client demographics in a healthcare system.
 - Develop partnerships and protocol for collecting demographics of clients within the system of care and encourage support of contract provider agencies.
 - Consider use of a community-wide survey to capture the demographics of all Lucas County residents.
 - Compare data to overall Lucas County demographics.
2. Develop a framework for utilizing the data in planning and decision-making processes and funding.
3. Review existing data/demographics on the organization.

Success Indicators:

- ◆ Board staff feel safe providing feedback on a regular basis as documented on annual surveys.
- ◆ Documented policy or procedural changes, or modifications to strategic priorities or implementation plans are made based on community/workforce data.
- ◆ Attachment 3 documents and new program & services contracts begin to reflect planning and funding that aligns with targeted community need and health equity goals.



Leadership Strategy 1.3:

Leadership ensures their implementation plan is in alignment with MHR SB's standards, and other organizational plans/requirements, and utilizes DEI&B best practices.

Key Actions:

1. Identify MHR SB DEI&B workgroup (2-3 staff) that includes staff leaders to champion plan.
2. Ensure DEI&B framework document is readily available for reference and utilization.

Success Indicators:

- ◆ Reports on the implementation plan reflect alignment with larger organizational standards and best practices.

Equity Strategy Area #2: Policy & Governance

Necessary organizational structures to create and sustain an equity-focused organization.

Policy & Governance Strategy 2.1:

The distribution of MHR SB dollars indicates a commitment to developing and sustaining DEI&B efforts as identified in existing MHR SB plans (e.g. staff, training & development, program needs, marketing materials, etc.).

Key Actions:

1. Evaluate the need and feasibility of adding a DEI&B Manager position to work under and support the Director's tasks.
2. Ensure the DEI&B budget is aligned and incorporated into all plans across the board and is inclusive of community relationships.
3. Ensure MHR SB's marketing, recruitment, and training and development are conducted through a DEI&B lens.
4. Develop and utilize a vendor evaluation tool to document and ensure funds go to those who align with MHR SB's DEI&B plan and practices.
5. Agency conducts an annual review of the budget in regard to DEI&B efforts/commitments and initiatives.
6. Maintain established budgets and monitor completion of goals.

Success Indicators:

- ◆ DEI&B is an integral part of all funding decisions and is infused into every internal budget discussion among board, staff, and trustees.
- ◆ Maintain DEI&B budget and manage the application of an equity lens within every department operation.
- ◆ Audits of programs and services, marketing/communications/social media likes, and staff training and vendor contracts reflect the strategic investment of resources in targeted areas.
- ◆ Survey results from community stakeholders reflect increasing support levels from targeted neighborhoods and communities.

Policy & Governance Strategy 2.2:

DEI&B strategies are woven into all organizational policies and procedures and communicated to staff via multiple sources (i.e. bulletin board, newsletters, management meetings, etc.).

Key Actions:

1. Develop a formalized tool to collect, advise on, and evaluate client relationship management (CRM) software options and data strategies that help communicate progress and updates.
2. Create an internal website with updates on ongoing projects and post them in areas where staff congregate.
3. Identify specific policies for evaluation through a DEI&B lens.
4. Ensure DEI&B elements are incorporated into all MHR SB operations.
5. Revise and administer an organizational assessment tool.

Success Indicators:

- ◆ There is a comprehensive communication plan to inform staff of DEI&B strategies.
- ◆ DEI&B specific policies are identified in the policy manual and communicated during staff meetings.
- ◆ Staff surveys reflect an understanding of DEI&B philosophy and expectations as it relates to Board operations.
- ◆ Department operations, planning discussions and work products reflect elements of equity and CLAS standards that address identified behavioral health disparities within the system.

Policy & Governance Strategy 2.3:

Template language that outlines expectations and goals for DEI&B activities is included in contracts for external professional services

Key Actions:

1. Create template language regarding DEI&B best practices to ensure MHRSB equity expectations are understood by vendors, partners, and appropriate community stakeholders.
2. Create and communicate established operational definitions of DEI&B terms.

Success Indicators:

- ◆ Language in agency agreements, contracts, compliance audits, and vendor agreements reflect MHRSB's current commitments and performance expectations related to DEI&B outcomes.
- ◆ Compliance audits reflect partner/vendor adherence to DEI&B expectations, where appropriate.



Policy & Governance Strategy 2.4:

Development of programs, policies, and services incorporate the diverse experiences and knowledge of staff throughout the organizational structure through a user friendly, clearly articulated input process

Key Actions:

1. Develop a formalized tool to collect staff input.

Success Indicators:

- ◆ MHRSB leadership encourages and supports staff to contribute their knowledge and experience in the development of policies and programs.
- ◆ Create an accessible process that solicits interdepartmental input during program and policy planning sessions.
- ◆ Staff report an increase in participation in planning sessions.

Equity Strategy Area #3: Training, Development & Advancement (TD&A)

Build & maintain a comprehensive knowledge base of DEI&B concept, best practices, and strategies.

TD&A Strategy 3.1:

All staff receive annual, mandatory DEI&B training and developmental activities.

Key Actions:

1. Identify relevant DEI&B training opportunities and developmental activities with specific learning objectives for each level of the organization, including board leadership.
2. Maintain current expectation that 25% of the minimum required trainings are DEI&B related.
3. Identify training requirements/opportunities specific to roles within the organization.

Success Indicators:

- ◆ “Intra-web” or similar platform to share information.
- ◆ Staff evaluations reflect 100% of staff have met the 25% DEI&B training requirement and document progress on related DEI&B goals.
- ◆ All staff evaluations include development goals related to DEI&B within job functions.

TD&A Strategy 3.2:

All staff and providers in our system of care have access to learning opportunities and resources to further knowledge and skills relevant to DEI&B that is centered around Lucas County’s diverse population groups and Community Plan.

Key Actions:

1. Create an internal workgroup of 2- 3 rotating members knowledgeable of DEI&B standards, best practices, and strategies to educate agencies and other stakeholders and transfer knowledge of DEI&B throughout the system of care.
2. Develop a platform for communicating available training and development opportunities for MHR SB staff and include development activities in annual staff evaluations (intra-web, office postings, etc.).
3. Identify and provide developmental activities and resource materials to MHR SB staff outside of formal trainings.

Success Indicators:

- ◆ Ensure MHR SB staff is equipped to participate in community discussions/trainings on DEI&B principles.
- ◆ 100% of MHR SB developed trainings have DEI&B principles embedded.
- ◆ MHR SB staff and system workforce receive updates of available DEI&B trainings and development activities twice per calendar year.
- ◆ MHR SB system workforce report increased understanding of behavioral healthcare needs, particularly among Lucas County’s high need populations.

TD&A Strategy 3.3:

Cultural demographics of clients served are regularly assessed to anticipate and adapt DEI&B training needs.

Key Actions:

1. Identify methods to obtain enhanced community-level data to determine who is being served and who is not.
2. Ensure relevancy of training options based on current client demographics.

Success Indicators:

- ◆ Customers report that MHR SB is effectively meeting their cultural and language-specific needs.
- ◆ 100% of staff have the training and resources available to meet the needs of their clients.
- ◆ MHR SB workforce surveys measure and reflect staff comfort with knowledge and skill needed to meet clients' diverse cultural needs.



Equity Strategy Area #4: Staff

Critical strategies for building and supporting a workforce that is culturally competent and responsive to target population needs.

Staff Strategy 4.1:

Best practices for diversifying recruitment are collaboratively identified and adapted to the organizational recruitment and hiring protocols.

Key Actions:

1. Evaluate current recruitment practices and protocols to ensure consistent demographic data collection on applicants.

Success Indicators:

- ♦ Align written hiring protocols with related CLAS standards, other best practice standards and input from the director and manager level.
- ♦ Trustees consider DEI&B efforts based on demographics of individuals served and workforce and community need in hiring and take an active approach when recruiting trustees.
- ♦ Diverse representation in hiring.
- ♦ Increase in the number of diverse applicants for open positions.

Staff Strategy 4.2:

Best Practices for employee performance appraisals are collaboratively identified and embedded into MHRSB's annual evaluation protocols as appropriate.

Key Actions:

1. Update and distribute DEI&B organizational assessments.
2. Update job descriptions to contain deliverables around DEI&B functions.
3. Performance on deliverables is assessed during staff evaluations.

Success Indicators:

- ♦ Updated performance appraisal format is reflective of DEI&B performance expectations and job functions for staff.



Staff Strategy 4.3:

Interviewing for new positions utilizes a diverse interview panel and a standardized set of DEI&B-focused interview questions.

Key Actions:

1. Establish a procedure that includes the Director of Health Equity as a standing member of the hiring interview panels.
2. Develop a standardized set of DEI&B-focused qualifying criteria and interview questions that serve to mitigate bias.

Success Indicators:

- ◆ Use of a standardized set of interview questions that are bias-free and effectively assesses interviewees' attitudes toward DEI&B principles.
 - ◆ Interview panel reflects the diversity of the organization.
 - ◆ Increase in the number of diverse applicants recommended for hire.
-

Staff Strategy 4.4:

The organization has a process for considering flexible human resource policies and specific requests that support multicultural staff needs (i.e. vacations, time off, meeting schedule, etc.).

Key Actions:

1. Establish a process to review and consider flexible human resource policies that support multicultural needs.
2. Apply MHRSB Equity Lens Tool to all policies during MHRSB established policy review cycles.

Success Indicators:

- ◆ Staff surveys indicate an improvement in perceptions of policies that meet their cultural needs.

Staff Strategy 4.5:

Employee feedback mechanisms (i.e. focus groups, surveys, etc.) are used to assess the degree to which staff are satisfied and feel supported in their roles.

Key Actions:

1. Provide an overview of policies and processes related to staff benefits and MHR SB operations.
2. Department directors facilitate ongoing discussions during team meetings and 1:1 conversations.
3. Invite and encourage staff participation in DEI&B related activities (developing necessary supports to encourage transparency in the sessions).
4. Hold leadership accountable to DEI&B standards and embed them in their job functions.
5. Annually survey staff on their experience in the workplace.

Success Indicators:

- ◆ Revision of staff survey reflects DEI&B focused data collection needs.
 - ◆ Increase staff participation in feedback surveys.
 - ◆ Data from MHR SB staff surveys is presented to Executive Director and Department Directors, as appropriate.
 - ◆ Data is utilized to inform MHR SB planning efforts, supervisory sessions, workplace culture and operations.
-

Staff Strategy 4.6:

Questions are added to exit interviews that assess employee perceptions of DEI&B efforts and their impact.

Key Actions:

1. Identify how data from DEI&B organizational assessments will be utilized.
2. Develop a standardized set of exit interview questions
3. Conduct exit and retention interviews when individuals are changing roles or departments.

Success Indicators:

- ◆ Exit interviews demonstrate that employee perceptions of DEI&B efforts are aligned with stated goals and are favorable.
- ◆ MHR SB leadership routinely utilizes input from exiting employees in continuous planning and management of workplace climate and operations (i.e. during policy reviews, staff meetings, internal communications and other MHR SB operations).

Equity Strategy Area #5: Equitable Service Delivery

How the organization will utilize and benefit from the diverse and extensive knowledge within the community.

Equitable Service Delivery 5.1:

Programs, policies, and services are developed in collaboration with organizations or groups representative of the diverse clients in the target service areas

Key Actions:

1. Increase engagement with the Inclusion Advisory and Recovery Council to:
 - Provide input on the appropriateness of using Request for Proposal for programs and services.
 - Evaluate scoring mechanisms for RFPs to ensure they are being evaluated equitably.
 - Provide recommendations on benchmarks for funding minority-led/diverse organizations.
2. Develop relationships with underserved populations/agencies to provide input on service delivery gaps before funding decisions are made.
3. Encourage current contractors to expand DEI&B efforts to reflect the demographics of clients they serve.
4. Ensure contracts and agency agreement documents communicate the Board's DEI&B commitments and practices.

Success Indicators:

- ♦ Surveys of contract provider agencies indicate a collaborative and successful working relationship.
- ♦ Surveys from community stakeholders, individuals served and their families, and contract provider agencies increasingly reflect satisfaction with the MHR SB system in key equity-related elements of care (i.e. access, language, information etc.).

Equitable Service Delivery 5.2:

MHR SB has a process to include input from individuals served and their families in program planning and service delivery

Key Actions:

1. Expand Recovery Council's role in the planning process beyond the completion of surveys.
2. Identify additional individuals or groups and leverage existing relationships to solicit feedback on programming and service delivery needs.
3. Create effective communication strategies and enhanced relationships between departments.
4. Refine stakeholder forum activities to encourage feedback through various mediums (board meetings, town halls, family forums, electronic surveys, etc.) ahead of decisions being made.

Success Indicators:

- ♦ Increased participation of recovering community in shaping programming and service delivery.
- ♦ Client surveys reflect client perception that programs and services offered meet their multicultural needs.

Equitable Service Delivery 5.3:

Cultural demographics of individuals served are regularly assessed to anticipate and adapt DEI&B training needs.

Key Actions:

1. Collect and review client experience data on an ongoing basis.
 - Identify partner organizations to support the development of community and consumer survey projects to implement satisfaction surveys.
 - Develop user-friendly data tools to support data analysis.
 - Apply data to planning and purchasing decisions, specifically identifying opportunities for long-term investment in DEI&B and Trauma-Informed Care.
2. Embed methods to obtain enhanced community level data (within the MHR SB data platform project).
 - Review programs & services client data by race/ethnicity to assess who is using services.
 - Assess the feasibility of the use of “cultural brokers” for access and honest feedback.
 - Identify key metrics in staff and customer surveys.
3. Identify user-friendly methods to improve advocacy efforts for use by the public.

Success Indicators:

- ◆ Customers feel MHR SB is effectively meeting their needs.
 - ◆ Staff have the training and resources available to meet the needs of their clients.
 - ◆ Client surveys indicate materials and environmental spaces are accessible and culturally sensitive.
-

Equitable Service Delivery 5.4:

Staff are provided population workforce data to support recommendations that align strategies reflective of the cultural demographics and needs of individuals served.

Key Actions:

1. Ensure accurate and relevant data is provided to staff to ensure alignment with clients’ needs.
2. Create a mechanism for providers to share data and trends.
3. Ensure trends and results are included in data strategies/strategic plans.

Success Indicators:

- ◆ Staff surveys reflect an increase in staff reporting they feel equipped with the appropriate demographic data to make effective planning decisions.
- ◆ Changes in funding strategies, program planning or implementation plans are documented based on population/workforce data.
- ◆ Staff report increased comfort in initiating and leading health equity-related discussions in planning and program evaluations.



Equitable Service Delivery 5.5:

Reading materials and signage at contract provider agencies and MHR SB's office space visited by the public are respectful, culturally relevant and translated into languages and mediums representative of the individuals served.

Key Actions:

1. Develop and communicate a formal process for document translation.
2. Evaluate existing signage in waiting areas and hallways to assess relevance to individuals served.
3. Use population data to ensure brochures, webpages, etc. are inclusive of individuals served throughout MHR SB's system of care.

Success Indicators:

- ◆ Client surveys indicate materials and physical spaces are accessible and culturally appropriate.
- ◆ Compliance audits reflect goal achievement.

Equitable Service Delivery 5.6:

Clients and staff are consistently informed of the language services available to them.

Key Actions:

1. Increase client awareness of language services through the use of the website, social media platforms, and printed materials.
2. Provide language translation of community messaging to direct public use of Recovery Helpline services.
3. Provide ongoing training to staff on how to access interpreter services.
4. Assess board and contract provider agency use of interpreter services through annual testing.

Success Indicators:

- ◆ Staff and clients report satisfaction with the accessibility and utilization of language services.
- ◆ Increased usage of language services.
- ◆ Language is not listed as an obstacle to accessing quality care.
- ◆ Staff report increased comfort in utilizing language interpretation and document translation services.

Equity Strategy Area #6: Workplace/Service Climate

Environmental considerations that ensure holistic accessibility and understanding of diverse populations.

Workplace/Service Climate 6.1:

Location and design of MHR SB community events and activities are accessible and comfortable for diverse clients and staff.

Key Actions:

1. Review annual calendar of events to ensure locations and dates are selected with consideration of cultural events and holidays and are respectful of clients and staff.
2. Provide clear direction for accessing the MHR SB offices.
3. Enhance and target messaging and publicity about Board activities and functions that identify improved points of access.

Success Indicators:

- ◆ Broader visibility/communication.
- ◆ Feedback/evaluations from participants following MHR SB events and activities reflect increased comfort levels.

Workplace/Service Climate 6.2:

The organization maintains formal and informal communication practices that further respect, collaborative activity and equity among staff.

Key Actions:

1. Educate staff on the benefit of open-door policies and encourage implementation.
2. Provide opportunities for staff to share lessons learned or concepts presented during DEI&B training sessions.
3. Educate, inform, and update staff on internal operations, upcoming events, and service opportunities within populations served (specifically LGBTQIA).
4. Provide various opportunities for staff to be heard and engage with one another.

Success Indicators:

- ◆ Development of standard guidelines for equity-focused internal/external communications.
- ◆ Staff feedback surveys indicate progress in client & staff satisfaction levels of respectful and equity-focused communication.

Workplace/Service Climate 6.3:

The organization has a process for considering ethnic holidays and traditions when organizing and/or planning client, staff, volunteer activities, and programs.

Key Actions:

1. Consider cultural, ethnic and religious holidays when scheduling training and community events.
2. Engage Lucas County personnel department to explore options and guidelines for consideration of alternative working schedules in response to requests for “floating holidays”.
3. Create an organization-wide calendar based on staff holidays, traditions, and other activities.

Success Indicators:

- ◆ Updated human resource policies reflect DEI&B considerations.
- ◆ Staff surveys indicate improved satisfaction with policies that meet their multicultural needs.
- ◆ Staff receive guidelines for submitting requests to use paid leave time for “floating” (cultural) holidays.

2022 DIVERSITY CALENDAR



Equity Strategy Area #7: Reporting & Accountability (R&A)

How the organization will identify and assess progress towards DEI&B objectives.

R&A Strategy 7.1:

Develop performance measures for individuals, programs, and the organization, including written goals and objectives that identify measurable DEI&B outcomes.

Key Actions:

1. Identify and communicate metrics for individuals, programs, and organizations to be tracked.
2. Capture and review pertinent demographic information in existing reports where appropriate.
3. Develop a tracking tool to capture the diversity of our vendors (MBE, EDGE, LGBTQ+, and others) and evaluate the percentage of funds allocated or spent on these businesses vs. state set-aside standards.
4. Develop financial data tracking processes to understand better which populations, zip codes, and organizations benefit from MHR SB funding.

Success Indicators:

- ◆ Obtain a data platform to collect and store data points.
- ◆ Staff can pull reports to inform planning, decision making and performance of programs and services and other Board operations.
- ◆ Annual MHR SB Reports contain performance outcome measures on key metrics.

R&A Strategy 7.2:

Collect and assess current data collection tools to support DEI&B standards, measurements, and accountability and make adaptations as needed.



Key Actions:

1. Develop an MHR SB data platform that allows for the collection, storage, retrieval, and analysis of related DEI&B data.
2. Develop data framework elements for internal reporting of outcomes of DEI&B equity framework goals.

Success Indicators:

- ◆ Annual reports with relevant data are utilized internally and by external stakeholders as appropriate.
- ◆ Data collection tools are in operation that fulfill identified data strategy goals.
- ◆ Increased monitoring of internal practices.

R&A Strategy 7.3:

Conduct organizational assessments every three years to effectively gauge success on established goals and adjust DEI&B framework strategies and activities as needed.

Key Actions:

1. Conduct annual assessments at regular intervals to assess the relevant impact of strategies.

Success Indicators:	◆ Publish findings from assessment to internal DEI&B workgroup. ◆ Log of adjustments to DEI&B performance measures and plan.
----------------------------	--

R&A Strategy 7.4:

A feedback and communication strategy regularly provides the organization's progress on DEI&B to stakeholders

Key Actions:

1. Provide regular updates (DEI&B goals, issues, etc.) at All Staff meetings.
2. Define what the CRM platform will look like in the organizational communications strategy.

Success Indicators:	◆ Quarterly DEI&B status reports are provided at pertinent MHR SB meetings (internal and external). ◆ Communications Manager includes CRM data in MHR SB messaging when appropriate. ◆ MHR SB staff report an increased awareness of progress on MHR SB health equity goals.
----------------------------	--

R&A Strategy 7.5:

Information on culturally relevant events is regularly presented to staff to support organizational performance.

Key Actions:

1. Review data at identified decision-making stages.
2. Review Cultural Calendar in developing schedules and approving time-off requests to allow staff to celebrate holidays with special meaning to them.
3. Leverage participation in community engagement activities to maintain open communication channels within the community.
4. Provide updates to staff.

Success Indicators:	◆ MHR SB has a Cultural Calendar embedded in the Board shared calendar. ◆ MHR SB includes Cultural Calendar dates on the website, in board packets, and in other appropriate messaging platforms. ◆ MHR SB staff report increased engagement and improved workplace climate as evidenced in staff surveys.
----------------------------	--

Acknowledgements

We would like to thank the MHR SB planning team, board of trustees and the cadre of stakeholders for their support and engagement in developing our Equity in Action Strategy. We are confident that this plan is comprehensive and action oriented to ensure we are successful in nurturing an equitable work and service delivery environment for staff, partner agencies, and clients.



EQUITY IN STRATEGY PLANNING TEAM

Scott Sylek, Executive Director

Sena M. Friedman, Board Chair

Andrea Mendoza Lock, Board Member

Cynthia Brown-Chery, Mgr of Prevention & MH Promotion

Michael Carter, Mgr of Community Engagement & Client Rights

Jenni Hoffman, Director of Finance

Elijah Jones, Mgr of Treatment Services

Faith Kelleher, Mgr of Communications

Amy Krukemyer, Mgr of Finance

Morgan Mitchell, Office Manager

Amy Priest, Director of Programs & Services

Cami Roth Szirotnyak, Director of Planning & Quality

Joe Saad, Mgr of Data and Information Systems

Charletta Slaughter, Mgr of Recovery Services

Phil Stone, Mgr of Evaluation and Research

Delores Williams, Director of Health Equity

Latisha Williams, Mgr of Contracts

