

**Clermont County
Mental Health and Recovery Board**

**Strategic Plan
For Fiscal Years 2005-2007**

September 2004

Process Facilitated and Documented by
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MISSION AND PHILOSOPHY

The Clermont County Mental Health and Recovery Board plans and makes provision for comprehensive, accessible mental health, alcohol and drug treatment and prevention services and evaluates the quality and effectiveness of these services.

Philosophy and Guiding Principles:

The Board of Directors of the Clermont County Mental Health and Recovery Board dedicates itself to ensuring that each board and staff member follows the guiding principles outlined in this Philosophy Statement.

1. The Board is committed to sustaining a behavioral health system that provides access to appropriate, effective treatment for individuals experiencing or recovering from mental illness or alcohol/other drug issues.
2. Prevention and early intervention are essential elements in a community-based system of care.
3. Consumers, family members, clinicians and other supporting professionals and staff must be treated with respect at all times.
4. All activities of the Board are to be conducted with integrity, in accordance with professional standards.
5. Services will be responsive to, and based upon the strengths and changing needs of, the consumers.
6. Board decisions and operations must be in compliance with government regulations.
7. The Board is committed to fiscal responsibility and strives to act in the best interest of Clermont County residents in allocating resources.
8. The Board fosters innovative approaches to meeting identified service needs by maximizing resources and promoting collaborative ventures.
9. The Board is committed to seeking the best value in service practices and will measure service outcomes to ensure that value.
10. The Board will “speak with one voice” to the public on board decisions and issues.

VISION

We believe the following will be true by the year 2010:

The Clermont County Mental Health and Recovery Board has achieved community respect by its sustained commitment to the careful allocation of scarce resources that yield the highest-quality mental health and alcohol/drug services for clients at the best value.

The Clermont County Mental Health and Recovery Board is a key player in Clermont County with an integral role in County decisions regarding mental health and alcohol/drug treatment and prevention. The Board is called upon for input, leadership, ideas and collaboration. The Board's role and funded services are recognized as critical to the welfare of community residents and operations of the County.

Dedicated to strengthening its competencies and capabilities as a monitoring and funding organization, the Board:

1. Makes decisions based on clearly defined priorities, available funding, identified needs, service requirements, outcomes, and input from consumer and family members.
2. Adjusts services to meet changing and unmet community needs.
3. Funds and monitors a fiscally responsible service delivery system which provides seamless services for clients.
4. Utilizes a clearly defined process for planning, delivering and monitoring an array of services that assigns responsibility and accountability to service providers.
5. Serves as the information center that links the community with mental health and alcohol/drug resources.
6. Advocates for an environment that supports recovery for severely mentally ill and substance-abusing individuals living and functioning in the community.
7. Ensures services are accessible.
8. Maintains an adequate staff equipped to carry out Board priorities.
9. Encourages innovation and creativity in the community system of care.
10. Increases the impact of resources through partnering for joint service planning and provision as appropriate.
11. Maintains a strong community image, resulting in local financial support.
12. Enhances the general public's understanding about mental health and alcohol/drug treatment and prevention.
13. Offers opportunities for citizens and groups to become actively involved in helping individuals recover from mental illness and alcohol/drug problems.
14. Plays a meaningful role in State and federal advocacy, including legislation and funding decisions.
15. Utilizes state-of-the-art technology and best practices to increase operational efficiency and effectiveness.

ENVIRONMENTAL SCAN ASSUMPTIONS

The environmental inputs and analysis suggest the following assumptions that will affect the Clermont County Mental Health and Recovery Board in the next three years. These assumptions were given significant consideration in formulating the FY 2005-2007 Strategic Plan.

1. Clermont County's steady population growth continues to lead to increasing demands for services.
2. Community needs are changing, thus creating a challenge to reallocate resources within the current structure. Examples of significant changes include the aging of the SMD population, increased numbers of people with co-occurring disorders, and more serious children's needs at earlier ages than in the past.
3. The mental health and alcohol/drug service system won't be able to serve everyone or meet all individuals' needs.
4. State and federal funds will remain flat at best and possibly decrease.
5. Funding will be available for special projects, populations and priorities, primarily through competitive grants.
6. Passage of a local levy will be essential, but will probably be insufficient to maintain system at current service levels, and will be a significant challenge to sell to the public.
7. Utility deregulation will decrease our levy funds from property taxes.
8. Continued collaboration with other entities will be necessary to meet service demands.
9. There are continual uncertainties about government policies, mandates, laws, and other decisions.
10. There is an increasingly litigious environment between the state, boards and providers regarding authority and delivery of services.
11. Mandated funding of out-of-county Medicaid services affects our ability to plan the allocation of resources.
12. The new Medicaid Business Plan will potentially improve limited authority of the boards regarding Medicaid, but all the ramifications and impacts on the system are still unknown.
13. The Board Association "Culture of Quality" will improve statewide consistency and standards for board operations.
14. The stigma about mental health and alcohol/drug issues continues to be an issue.
15. There continues to be a lack of understanding about the Board's role and function in the county on the part of many.
16. Public attention on children's mental health needs fueled by media reports may create a mandated shift in resources.

STRATEGIC FOCUS

The overriding emphasis for efforts in FY2005-2007 will be:

To maximize the efficiency and effectiveness of current services

KEY RESULT AREAS

The Clermont County Mental Health and Recovery Board will achieve the following key results by FY 2007:

1. Allocation of Resources to Priority Populations

The system has been redirected to allocate resources to serve the following priority populations:

- a. SMD (severely mentally disabled) adults -- should include both Medicaid and non-Medicaid clients. *(Please see "SMD" definition in the Appendix, page 16.)*
- b. Children/Adolescents and Families (Mental Health and/or Alcohol/ Drug diagnosis), especially those without third party payors.
- c. Persons with Co-Occurring Disorders (Mental Health and Alcohol and Other Drug problems).
- d. Persons with Mental Health and/or Alcohol and Other Drug problems involved with Criminal Justice system.
- e. Older Adults (aging SMD, and those with Mental Health and/or Alcohol and Other Drug problems).

2. Quality of Service

The appropriate level and quality of services are delivered to clients. Quality of Service principles apply to all processes, outcomes and service delivery. A Quality Assurance process/ Performance Audit process for contract agencies is in place.

3. System Collaboration and Partnering

Significant results have been achieved through collaboration with the established partnerships that exist with other organizations in the community system. Continuous efforts are made to maintain and enhance collaboration with partners in the current environment of declining resources.

4. Additional Funding Resources

Additional resources to fund priority services have been identified and pursued.

CRITICAL SUCCESS FACTORS

In order to achieve the results in the Key Areas described previously, the Board will focus most of its efforts on the following five critical factors for success. Goals, Strategies and Measures for each success factor follow.

1. Pursue diversified financial resources to meet the wide variety of mental health and alcohol/drug service needs.
2. Assure the Board's accountability to the public through a framework for policy development, budgeting, contracting, auditing and evaluation.
3. Enhance the efficiency and effectiveness of the Network of behavioral health care services and its integration into the social service system in Clermont County.
4. Continue the Board's leadership role as an advocate on behalf of consumers, family members and the community at large.
5. Increase public education activities to gain local support and encourage a community environment conducive to consumer recovery.

CRITICAL SUCCESS FACTOR 1: Financial Resources

Pursue diversified financial resources to meet the wide variety of mental health and alcohol/drug service needs.

GOALS:

- 1. The Board will work to maintain/ increase the current level of state and local funding for services in an environment of budget cuts.**
- 2. The Board will work to develop new sources of funding to augment state and local funding.**

STRATEGIES	MEASURES
1. Work in conjunction with the Board Association to maintain and increase allocations from ODMH, ODADAS and ODJFS (Medicaid).	<ul style="list-style-type: none">▪ Membership maintained in Board Association▪ Executive Director leads or is involved in key policy-making committees
2. Maintain local funding sources.	<ul style="list-style-type: none">• Passage of the levy• Continuance of shared funding with partner agencies
3. Pursue new grant opportunities that meet local identified needs.	<ul style="list-style-type: none">• Quarterly report on potential grant opportunities• Grant applications reviewed by Finance Committee for potential sustainability
4. Executive Director provides legislative testimony and participates on state level committees to influence budgeting decisions of the legislature and governor.	<ul style="list-style-type: none">• Executive Director selected to represent the Association in at least 2 key policy-making committees• Executive Director selected to testify on behalf of the Board Association

CRITICAL SUCCESS FACTOR 2: Accountability to the Public

GOAL:

- 1. Assure the Board's accountability to the public through a framework for policy development, budgeting, contracting, auditing and evaluation.**
- 2. Maintain commitment to fiduciary responsibility.**

STRATEGIES	MEASURES
<p>1. Funding decisions are made based upon a review of available data on current needs, including priority population service status, service requirements, and available resources.</p>	<ul style="list-style-type: none"> • Funding decisions specifically tied to priority populations • Continual update of 5-year financial projection, to be audited by April, 2004, with future financial projection audits to be determined <ul style="list-style-type: none"> ▪ Annual determination of community needs, e.g., as reflected in Community Plans ▪ Outcomes and deliverables defined and adjusted as necessary by the Board as part of the planning process
<p>2. Design and implement processes for quality and clinical effectiveness measurement.</p>	<ul style="list-style-type: none"> • Performance Audit to be completed in: <ul style="list-style-type: none"> • FY 04 for CCC • FY 05 for CFI • FY 05 for CRC
<p>3. Incorporate accountability measures in the Board's planning process and decisions regarding program adaptations, budgeting and contracting.</p>	<ul style="list-style-type: none"> • Detailed deliverables and outcomes to be included in agency Purchase of Service contracts • Progress toward deliverables monitored and reported to the Board according to established timeframes
<p>4. Share results of accountability measures of specific providers, services and the system with consumers, family members, collaborative partners, and the public.</p>	<ul style="list-style-type: none"> • Results of accountability measures to be highlighted in quarterly newsletter, annual report and other publications as appropriate • Specific group presentations as requested

CRITICAL SUCCESS FACTOR 3: Network of Behavioral Health Care Services

GOAL:

Enhance the efficiency and effectiveness of the Network of behavioral health care services and its integration into the social service system in Clermont County

STRATEGIES	MEASURES
1. Assure the provision of high quality services to meet established priorities.	<ul style="list-style-type: none"> • Quality Improvement plan developed by FY05 and revised annually • Bi-Annual Performance Audits • Annual Medicaid Audits • Regular participation in agency Quality Assurance meetings • Ongoing review of incident reports • Annual review of Client Rights issues
2. Shift resources to facilitate accessibility when feasible.	<ul style="list-style-type: none"> • Annual audit of factors that influence accessibility: <ul style="list-style-type: none"> a. Average wait time for a particular service b. Location of services c. Available transportation d. Changing community needs e. Cultural competency issues f. Adequate staff qualifications to meet client needs • Resources redirected based on prioritized accessibility needs
3. Serve as a catalyst for collaborative planning and service delivery for adult services within Clermont County.	<ul style="list-style-type: none"> • Plans developed by June 30, 05 in partnership with courts, senior services, contract

	<p>agencies and other relevant organizations to address service needs for:</p> <ol style="list-style-type: none"> a. Individuals with co-occurring disorders b. Individuals with SMD diagnosis c. Older adults d. Those involved with court-ordered programs e. The general population in need of non-crisis mental health services
<p>4. Work in conjunction with Family and Children First to redirect resources to improve services for children and families, with an emphasis on prevention and early intervention.</p>	<ul style="list-style-type: none"> • CRC will become a member of FCF by 12/31/04 • Identification of system issues by March 31, 05 • FCF input incorporated into Board budget allocations by June 30, 05 for FY 06 budget
<p>5. Promote a high standard of professionalism through technical assistance and training opportunities.</p>	<ul style="list-style-type: none"> • Minimum of one annual workshop sponsored for professional workers, consumers and family members • Monitoring process to insure that agencies are up to date on current state initiatives • Conferences and workshop information disseminated on regular basis • Monthly compliance monitoring of outcome data

CRITICAL SUCCESS FACTOR 4: Advocacy

GOAL:

Enhance the Board's leadership role as an advocate on behalf of consumers, family members and the community at large.

STRATEGIES	MEASURES
<p>1. Maintain ongoing dialogue among consumers, family members, service providers and the Board to solicit input for improvement of the quality of services and to advocate in partnership.</p>	<ul style="list-style-type: none"> • Four meetings/year with NAMI to gain input and exchange pertinent information and needs • Four meetings/year with consumer groups to gain input and exchange pertinent information and needs • Maintenance and updating of the Network of Care website • Utilization of consumers and family members in levy campaign in '04 • Annual needs assessment for program planning by March 31 • Dissemination of information to Board Program committees of identified issues and needs • Quarterly monitoring and annual report on client rights issues • Participation in Compeer planning meetings • Board Member participation in Board activities
<p>2. Work with local, state and national decision-makers to impact policy that strengthens the delivery system for mental health and alcohol/drug services.</p>	<ul style="list-style-type: none"> • Ongoing meetings and information exchange with: <ol style="list-style-type: none"> a. Local county commissioners and legislators b. Board Association c. ODADAS, ODMH and ODJFS d. NACBHD and federal legislators

	<ul style="list-style-type: none"> • Monthly board reports of relevant issues and information
<p>3. Stay actively involved with State Departments and legislative budgeting efforts to impact funding decisions to provide resources needed for services for Clermont County residents.</p>	<ul style="list-style-type: none"> • Solicitation of support from other relevant groups • Letter writing campaigns for targeted issues • Invitations extended to visit/participate in on-site programs to experience impact • Testimony to legislative committees • Regular participation in meetings with appropriate state departments

CRITICAL SUCCESS FACTOR 5: Public Education

GOAL:

Increase public education activities to gain local support and encourage a community environment conducive to consumer recovery

STRATEGIES	MEASURES
<p>1. Disseminate information about specific programs and issues relevant to mental health and alcohol/drug treatment and prevention through a variety of marketing vehicles.</p>	<ul style="list-style-type: none"> • Successful programs and individuals highlighted at annual dinner • Quarterly newsletter to 10,000 households selected on the basis of voting record • Information booth at county fair staffed by consumers, family members, Board members and staff, and agency staff • Minimum of 6 press releases on major activities submitted to newspapers annually • Letters to the Editor sent as appropriate to correct misinformation, provide information or support issues.
<p>2. Raise community awareness of how local funds from the CC MHR Board are being used to support programs and services.</p>	<ul style="list-style-type: none"> • Levy passage • Increased name recognition - “Clermont County Mental Health and Recovery Board” to be cited in any publication, “brochure, news article, report by any recipient of board funding. • Involvement of Board in community collaborations and programs initiated by provider agencies and other funding recipients that rely on Board for programming revenue
<p>3. Further develop our role as the information center that links the community with mental health and alcohol/drug resources.</p>	<ul style="list-style-type: none"> • Maintenance of Network of Care • Maintenance of Board website and relevant links • Promotion and publicity of

	<p>grassroots prevention programs through \$50,000 awarded annually in mini-grants</p> <ul style="list-style-type: none"> • Production and distribution of brochures on specific programs and topics • Annual report • Administrative agent for FCF
<p>4. Offer opportunities for volunteers to become actively involved in helping individuals recover from mental health and alcohol/drug difficulties.</p>	<ul style="list-style-type: none"> • Maintenance and development of an 18 member Board of Directors • Support of Compeer activities • Opportunities for consumers and family members to contribute to Board activities, e.g. levy support, conferences, trainings, etc. • Assistance for augmented use of volunteers at provider agencies • Support of NAMI in maintaining Family to Family and developing Hand to Hand programs

CURRENT REALITY ANALYSIS

<p><u>INTERNAL STRENGTHS:</u></p> <ol style="list-style-type: none"> 1. Effective board of trustees 2. Stable, experienced staff 3. Excellent state reputation 4. Stronger financial position than many other boards 5. Sophisticated and functional financial tracking system 6. Good track record in obtaining major grants 7. Ongoing collaborative relationship with local systems 8. New support from Board Association (OACBHA) – more consistency, accountability, and advocacy 	<p><u>INTERNAL CHALLENGES:</u></p> <ol style="list-style-type: none"> 1. Unearned service funds at a time when we have waiting lists 2. Diminishing access to services for those without third party payors 3. Lack of understanding of public as to why we need to maintain reserves 4. Time and financial burden of on-going building issues 5. Efforts to reduce stigma have been compromised by need to focus on other pressing demands
<p><u>EXTERNAL OPPORTUNITIES:</u></p> <ol style="list-style-type: none"> 1. Passage of levy 2. SAMSHA and other Grants 3. Leadership in children’s arena 4. Medicaid Business Plan will help us deal with limited authority of Medicaid 5. Board Association Culture of Quality to provide consistency and standards for board operations 	<p><u>EXTERNAL THREATS:</u></p> <ol style="list-style-type: none"> 1. Failure of levy 2. Increasing local match for out-of-county Medicaid 3. Limited authority over Medicaid 4. Continued state budget reductions 5. Property tax deregulation – will decrease funds over coming yrs. 6. Unfunded mandates 7. Lack of understanding about Board’s role and function in the County 8. Community needs changing, creating a challenge to reallocate resources within current structure 9. Litigation re authority and service delivery

APPENDIX

Board Definition of Criteria for Severely Mentally Disabled (SMD) Services

SMD Definition: To be considered SMD, an individual must meet two of the following three criteria:

- a) Must have a DSM-IV or DSM –IV (TR) diagnosis between diagnostic codes 200 – 299;
- b) Must have at least two psychiatric hospitalizations within the past 10 years or one psychiatric hospitalization with a stay of 15 days or more;
- c) Must have significant functional impairment secondary to their mental illness in three of the seven major life areas. A functional impairment is defined as needing assistance in order to minimally meet the challenges of these life areas:
 - i. Living
 - ii. Vocational/Educational
 - iii. Financial
 - iv. Social Support
 - v. Medical/Health
 - vi. Legal
 - vii. Activities of Daily Living