

STRATEGIC PLAN

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701 Adams Street, Suite 800
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Kevin Boissoneault, Chair
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Respectfully submitted by

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Mental Health and Recovery Services Board of Lucas County

VISION

Visionary leaders targeting resources that achieve healthy communities by building a comprehensive prevention, treatment, and recovery system

MISSION

Cultivate a high quality, efficient, and accountable network of community assets dedicated to reducing the impact of mental illness and addiction

GUIDING PRINCIPLES

Collaboration	Community
<ul style="list-style-type: none"> • Cultivate partners who share a common vision • Seek input from other systems and points of view • Facilitate effective communication and problem solving • Increase coordination and cooperation with community stakeholder groups • Respect and appreciate diversity • Employ team oriented staff dedicated to building relationships 	<ul style="list-style-type: none"> • Increase public understanding of personal recovery and resiliency • Find and mobilize community assets • Seek diversity in our staff, providers and trustees • Foster an environment that is open and inclusive • Generate opportunities for consumer and family involvement • Build prevention prepared communities
Quality	Innovation
<ul style="list-style-type: none"> • Promote and invest in quality programs and services • Endorse a culture of growth and learning • Produce integrated and comprehensive service approaches • Demonstrate client centered outcomes • Create continuous improvement systems • Use research based methodologies • Expect cultural competency 	<ul style="list-style-type: none"> • Provide visionary leadership • Develop an enterprising spirit • Recruit forward thinkers and be open to new ideas • Embrace technological solutions • Reward calculated risk taking • Advance systems improvement • Recognize and celebrate progress
Accountability	Integrity
<ul style="list-style-type: none"> • Maintain a high degree of financial accuracy, oversight and credibility • Establish and monitor performance standards • Reinforce personal and organizational responsibility for efficiency • Eliminate investments that are inconsistent with our values • Use data to drive priority decisions • Advocate on behalf of our constituents 	<ul style="list-style-type: none"> • Attract individuals with a high degree of personal integrity and strong work ethic • Lead with authenticity and dependability • Communicate and report accurately • Take assertive action to guard the integrity of the board and its stakeholders • Model honesty and transparency • Protect the personal liberties of our consumers • Acknowledge dedication to organizational

STRATEGIC ISSUES

- Issue One: Community Needs**
How do we identify and prioritize the local needs of the community?
- Issue Two: Organizational Structure**
How will we maintain an efficient organizational structure with quality staff to sustain board functions?
- Issue Three: Collaboration**
How do we improve and expand public and private sector partnerships that will support service systems?
- Issue Four: Resources**
How do we facilitate financial support that sustains priority services and programs?
- Issue Five: Service Delivery Systems**
How do we establish and maintain a quality, cost effective and efficient system of care in our community?
- Issue Six: Education/Advocacy**
How do we increase public awareness and keep stakeholders engaged with the mission?

COMMUNITY NEEDS

Goal

DOCUMENT COMMUNITY NEEDS AND SUBSTANTIATE PRIORITIES FOR SERVICE DELIVERY SYSTEMS.

STRATEGY #1

Conduct needs assessment activities in collaboration with other community stakeholders, including local and regional planning and funding bodies.

Objectives

1. Establish goals for needs assessment activities.
2. Identify existing informational resources including individual, interpersonal, organizational, community, and policy sources.
3. List gaps in information available.
4. Determine key stakeholders in the community who have similar data needs.
5. Solicit potential partners who are interested in collaborating on additional needs assessment activities.
6. Develop strategies for completing needs assessment activities.
7. Include cross-cultural and organizational considerations for data needs.

STRATEGY #2

Set local priorities for target populations and service delivery systems.

Objectives

1. Analyze data in terms of frequency, duration, scope, severity, social importance, and perception.
2. Determine how to involve key stakeholders and what information is needed from them.

3. Develop procedures for identifying service needs for priority target populations based on assessment data.

STRATEGY #3

Expand mechanisms to receive ongoing feedback and recommendations from consumers and families.

Objectives

1. Create opportunities for consumer involvement in the planning process.
2. Ensure that consumers have a meaningful role in developing community priorities.
3. Solicit feedback from consumers on a regular basis to evaluate service delivery.

STRATEGY #4

Collect data ongoing to maintain current understanding of the issues.

Objectives

1. Identify data sets and information that needs to be collected regularly.
2. Determine mechanisms for the sustained collection, analysis, and reporting of data.

STRATEGY #5

Measure outcomes and evaluate the impact of board strategies.

Objectives

1. Develop and implement process and outcome measures that bring clarity to the board's goals and public value.
2. Assure that targeted priorities encourage creativity and service innovation that are outcome focused and efficient.
3. Integrate outcome results into education/advocacy efforts to substantiate the value of board strategies.

ORGANIZATIONAL STRUCTURE

Goal

INCREASE THE QUALITY AND EFFICIENCY OF ORGANIZATIONAL PERFORMANCE.

STRATEGY #1

Strengthen trustee's capacity to provide leadership and direction.

Objectives

1. Review process used to orient board members regularly, to assure its relevance and quality.
2. Offer ongoing board member training options and promote other available training opportunities in the community that could support trustee development.
3. Review and update policy and procedures regularly and determine the need for other guiding documents such as, by-laws or board handbook, etc.
4. Create an inventory of board needs that will drive trustee recruitment recommendations.

STRATEGY #2

Implement efficient and structured processes to support the work of the board.

Objectives

1. Organize a committee structure that is responsive to the work of the board with defined roles and responsibilities supporting its goals.
2. Provide effective leadership for committees.
3. Involve outside stakeholders (non-board members) in committees, especially when additional expertise is needed to accomplish the goals of the committee.
4. Assure that each member is informed of organizational activities and current issues in a timely fashion through a variety of technology and methods.
5. Maintain a standardized, structured format for meetings and documentation of minutes.

6. Provide ongoing assessment and evaluation of board functioning, including:
 - Self-assessment process for trustee contributions and involvement on an annual basis;
 - Select a tool for evaluating the overall functioning of the board.

STRATEGY #3

Create opportunities for individuals to grow in their understanding and appreciation of the people, roles, and functions within the organization.

Objectives

1. Include all levels of staff in the planning process of the organization.
2. Demonstrate appreciation for performance and adherence to the values of the organization for service of board, staff, volunteers, and community leaders connected to the guiding principles.

STRATEGY #4

Periodically review and revise Strategic Plan and annual objectives.

Objectives

1. Develop implementation plan with responsibilities and tasks for each committee, along with target dates for completion.
2. Provide quarterly committee updates to the board on plan objectives and outcome measures using a standardized reporting format.
3. Maintain a standardized format for minutes and documenting committee progress toward plan objectives.
4. Retain a yearly meeting calendar for board and committees.
5. Use the website and other media resources as a location for information and reporting all of the above objectives.

STRATEGY #5

Maintain adequate staff support to sustain Board activities.

Objectives

1. Create a staffing plan that identifies needed resources to meet Board established goals and objectives.
2. Maintain staff compensation and benefit levels at competitive rates.
3. Regularly review and update personnel policies and procedures including job descriptions.
4. Promote staff efforts to create and maintain a work environment that is positive, motivational, and focused on creating well functioning teams.
5. Provide professional development opportunities for staff and encourage strategies for cross training.
6. Ensure that the process for evaluating staff performance is consistent and related to board priorities and values.

STRATEGY #6

Assure that staff has the resources necessary to carry out the goals of the organization.

Objectives

1. Develop administrative budget that is consistent with Board established goals and priorities.
2. Assess current technologies and recommend plans for needed upgrades and staff training to improve quality and efficiency of the organization.

COLLABORATION

Goal

INCREASE COOPERATION AND COORDINATION WITH OTHER COMMUNITY PLANNING ENTITIES AND STAKEHOLDER GROUPS.

STRATEGY #1

Promote an emphasis on collaboration with community stakeholders, including systems integration, coordination, communication, and cooperation.

Objectives

1. Create forums for information sharing, communication, and problem solving across agencies and organizations.
2. Encourage opportunities for intersystem and interdisciplinary education and training.
3. Establish formal liaisons for coordinating with priority stakeholder groups on targeted initiatives to increase efficiency and communications.
4. Create avenues of regular input from service providers with expertise on issues related to fundamental priorities and initiatives.
5. Solidify relationships with key stakeholders at the regional, state, and national level.

STRATEGY #2

Promote, arrange, and implement working agreements with public and private sectors to support service systems.

Objectives

1. Engage leaders from the criminal justice system to examine how to lessen the impact of legislative changes on local treatment needs.

2. Solicit potential planning entities (United Way, Lucas County Children Service Board, Developmental Disabilities, Family and Children First Council, Toledo Public Schools, Toledo-Lucas County Health Department, Neighborhood Health Association, Toledo/Lucas County Homelessness Board, Criminal Justice Coordinating Council) who may be interested in collaborating on such areas as needs assessment, systems development, and staff training to improve quality services.
3. Reach out to the health care community to explore potential partnering prospects in response to the Affordable Care Act or other opportunities.
4. Explore ways to increase the capacity of the faith based and private practice communities to support and serve priority needs.
5. Create memorandums of understanding defining the terms of each partnership, including how resources will be managed, how ongoing communication will be maintained, and how accountability will be shared across agencies when appropriate.

RESOURCES

Goal

GENERATE SUFFICIENT RESOURCES TO SUPPORT BOARD IDENTIFIED TARGET POPULATION AND SERVICE PRIORITIES.

STRATEGY #1

Recruit and promote local financial support for prevention, treatment and recovery services from private and public sources.

Objectives

1. Develop comprehensive plan for the levy campaign that coordinates with ongoing education and advocacy efforts.
2. Build on relationships with other planning entities to collaborate on resource development methods for target populations and priority need areas.

STRATEGY #2

Foster creativity and service innovations that improve client care.

Objectives

1. Develop funding mechanisms that rely on outcomes and cost efficiencies that improve service systems.
2. Create a climate of continuous improvement and efficiency that will contribute to streamlining system expenses.

STRATEGY #3

Maximize the value of local, state, federal, and private sources of funding that target the needs of priority populations.

Objectives

1. Explore a systems approach for identifying, communicating, and applying for additional funding opportunities that match priorities and service innovations.
2. Tap sources of funding not traditionally used and leverage these dollars to attract additional resources.
3. Encourage coordination of planning with other health and safety initiatives.

STRATEGY#4

Maintain sound fiscal practices

Objectives

1. Complete all requirements for contracting, auditing and accounting responsibilities in a timely manner.
2. Maintain adequate operating cash balance.

SERVICE DELIVERY SYSTEMS

Goal

REDUCE THE IMPACT OF SUBSTANCE ABUSE AND MENTAL ILLNESS IN LUCAS COUNTY.

STRATEGY #1

Establish a comprehensive, integrated continuum of care for target populations.

Objectives

1. Complete a mental health and recovery systems review to determine current levels and duration of services, accessibility, continuity of care, and gaps in service for high risk populations; along with those services supporting recovery and resiliency.
2. Assess the level of integration between alcohol and other drug and mental health systems and determine expectations for improvement.
3. Based on needs assessment data and systems review, identify priority investments that will be included in community plans required by the Departments of Mental Health and Alcohol and Drug Addiction Services.
4. Actively seek potential opportunities that could leverage additional dollars for specific populations or system wide approaches to priority needs.

STRATEGY #2

Promote emotional health and reduce the likelihood of mental illness, substance abuse, and suicide.

Objectives

1. Examine current prevention activities and outcomes annually to determine needs for future development.
2. Based on needs assessment data and systems review, identify priority prevention investments that will be included in community plans required by the Departments of Mental Health and Alcohol and Drug Addiction Services.

3. Look for potential partnering opportunities for leveraging additional prevention dollars, such as working with Toledo Public Schools on school based approaches.

STRATEGY #3

Encourage the development of high quality, cost effective, and comprehensive services that are culturally competent and responsive to priority needs in the community.

Objectives

1. Develop mechanisms to monitor contract compliance and accountability.
2. Establish methods that measure the impact of Board investments.
3. Evaluate and report results.

STRATEGY #4

Support system innovation and improvement based on evidence based practices and promising approaches.

Objectives

1. Facilitate collaborative activities supporting staff development and priority system needs, for example, in the areas of: trauma and justice, recovery support, military family culture, recovery and resilience, data-informed priorities, quality assurance, or primary health care integration.

EDUCATION/ADVOCACY

Goal

IMPROVE VISIBILITY AND APPRECIATION FOR THE MISSION OF THE BOARD.

STRATEGY #1

Develop plan to promote understanding and support for the vision/mission, guiding principles and organizational goals with the board, staff, and volunteers.

Objectives

1. Identify messages that will be communicated.
2. Create promotional materials and distribution methods for inside the organization.
3. Review current board orientation process and update as necessary to support organizational goals.

STRATEGY #2

Increase public understanding about mental illness and substance use disorders, the reality that people recover, and how to access treatment and recovery supports.

Objectives

1. Enlist technical assistance from a consultant or identify sources of in-kind expertise to assist with designing educational/advocacy campaigns, including identifying messages that will be communicated, designing promotional materials, and determining distribution methodology.
2. Recruit committee members who have education, promotion, and marketing expertise to implement the promotional campaign.
3. Coordinate messages and campaigns with levy promotions, community health initiatives, and service provider efforts.
4. Provide examples of opportunities for citizens to get involved with supporting the mission of the board.
5. Advocate for legislative and administrative remedies to eliminate or reduce unnecessary barriers confronting target populations.

STRATEGY #3

Create a cohesive identity and media presence.

Objectives

1. Use technology to assist communication of promotional messages.
2. Maintain the availability and timeliness of meeting minutes and announcements on the website.
3. Examine how to leverage additional media outlets for communicating promotional messages.
4. Identify potential staff resources to coordinate efforts.

STRATEGY #4

Capitalize on current resources and events.

Objectives

1. Prepare and use board and committee members, along with volunteers to create public interest stories, report successes and be available as speakers for community groups and events.
2. Respond to current events with educational information, direction, and position statements.