



**Mental Health Recovery for Licking & Knox Counties
Strategic Plan 2023-25**

<p>Mission Statement</p> <p><i>Our purpose, reflecting what we do, for who, and the outcome that drives us.</i></p>	<p>The mission of the Mental Health & Recovery for Licking and Knox Counties is to use Recovery and Resiliency Methodology to enhance the quality of life for individuals and families, and to diminish the problems caused by alcoholism, drug addiction and mental illness for the residents of Licking and Knox Counties.</p>
<p>Vision Statement</p> <p><i>The organization's desired future state that must be strategically pursued.</i></p>	<p>The vision of the Mental Health & Recovery for Licking and Knox Counties will be accomplished through cost effective contracting with behavioral health providers who use Resiliency Recovery Methodology; and in cooperation with other local systems and citizens through the provision of quality treatment prevention and education for individuals and their families coping with behavioral health challenges.</p>
<p>Strategic Priorities</p> <p><i>Measurable statements providing the direction and operational focus needed to attain the organization's areas of public policy focus and established outcomes.</i></p>	<ol style="list-style-type: none"> 1. Service Delivery System Plan the continuum of care that is determined by assessed needs, based on Recovery-Oriented System of Care principals, uses trauma informed and culturally responsive best practices and leads to greater community health and wellness. 2. Sustainability Ensure long-term fiscal viability, demonstrate good stewardship of public dollars, and stabilize the network of care. 3. System Workforce Recruit and retain a quality workforce. 4. Advocacy & Public Relations Provide advocacy and public education promoting equity, leading to greater awareness of recovery and resiliency, improved access to care, and reduced stigma. 5. Governance Meet the role of the statutory planning authority charged with responsibility for planning and implementing a system of behavioral health care services within Licking and Knox Counties.

Strategic Priority Detail

The following tables outline the key indicators of public policy success that MHRL&K will pursue to meet current challenges and opportunities and successfully secure its mission. The development of these public policy statements and the identification of key indicators was undertaken through a community-inclusive process hosted by the Board’s Ad Hoc Strategic Planning Committee. Approximately 25-30 people participated in each of the four plan development sessions. The full MHRL&K Board then discussed the Committee’s proposals and finalized content prior to adopting the content.

1. Service Delivery System. Plan the continuum of care that is determined by assessed needs, based on ROSC principals, uses trauma informed and culturally responsive best practices and leads to greater community health and wellness		
Key Indicators	1a	Conduct a community behavioral health needs assessment
	1b	Develop a comprehensive approach and develop infrastructure necessary for improved access to care using ‘No Wrong Door’ practice
	1c	Address health disparities and promote population health
	1d	Implement evidenced based service practices to fidelity
	1e	Implement ROSC – as a system best practice
	1f	Implement trauma informed and culturally responsive approaches as a system best practice
	1g	Expansion of recovery supports – peer supports, transportation, vocational-employment services
	1h	Expansion of behavioral health crisis continuum of care including 24/7 MH/SUD crisis center for all ages and additional BH urgent care units
	1i	Participation in community homelessness/housing planning including the development of a housing project
	1j	Develop community navigators with community partners
	1k	Increase integration of physical/behavioral healthcare promoting FQHCs and CCBHCs and partnerships with local health systems
	1l	Early identification and intervention of behavioral healthcare issues especially those related to early childhood, untreated depression and anxiety and addiction
	1m	Evidenced based prevention practices promoting impact across the lifespan
	1n	Expansion of family supports and services including mentoring and navigation, parenting, and targeted services with community partners

2. Sustainability. Ensure long-term fiscal viability, demonstrate good stewardship of public dollars, and stabilize the network of care		
Key Indicators	2a	Grant and other funding acquisitions to augment local resources and align with MHR priorities
	2b	Improve services by increasing the effective and efficient use of resources
	2c	Allocate non-restricted funds to meet local community need and gaps in services
	2d	Recommission of the ad-hoc Levy Committee to plan for the 2025 levy
	2e	Use of Innovations funding with provision of support and resources for the network of care to strengthen operations and stabilize providers through promotion of strategic and business planning
	2f	Advocacy for behavioral health care policies including Medicaid and Medicare issues with legislature
	2g	Explore coordination of “back-office functions” for network providers
	2h	Collaboration with partners to collect reliable data and accountable and standardized outcomes measures to evaluate quality and effectiveness of care provided by the network
	2i	Strengthen existing and develop new partnerships to reinforce collaboration and relationships needed to improve access including referral and care coordination
	2j	Explore service procurement, funding methods, and contractual options allowable by law
	2k	Evaluating MHR and network of care infrastructure needs to meet future county growth and development

3. System Workforce. Recruit and retain a quality workforce		
Key Indicators	3a	Collaborate with area schools, colleges and universities, community based- providers, and other key partners to develop a comprehensive plan to appeal to individuals considering career paths to recruit and retain the workforce.
	3b	Conduct a survey of network of care employee needs
	3c	Develop a resource page on MHR social media and link to appropriate portals or resources to offer current and potential workforce with employment openings, continuing education opportunities and training resources, and networking.
	3d	Provider leadership support and development to promote positive work culture
	3e	Workforce funding to offer training opportunities with employer assistance for staff time, employee health and wellness activities, and coordination of other CEU trainings available within the network of care
	3f	Partnerships for benefit pool options, recruitment and marketing efforts, and retention strategies
	3g	Targeted incentive and retention funding
	3h	Development of paid intern positions leading to employment
	3i	Work with area/regional developers and the business community to attract new individuals to work in our communities and our field.
	3j	Ensure that state and federal programs are fully leveraged to assist with workforce retention and recruitment, including programs associated with health professional shortage areas.

4. Advocacy & Public Relations. Provide advocacy and public education promoting equity, leading to greater awareness of recovery and resiliency, improved access to care, and reduced stigma

Key Indicators	4a	Marshal the influence of the Board, its stakeholders, and the general public to ensure that state and federal policy and financial decisions support the best behavioral health outcomes for the people of Licking and Knox Counties.
	4b	Utilize the influence of the Board, its stakeholders, and the general public to ensure that state and federal policy and financial decisions recognize that the unprecedented development associated with Intel’s investment will require additional resources to support and expand the local behavioral health system of care from prevention to treatment to recovery supports.
	4c	Consider changing the Board’s name and branding from Mental Health & Recovery to ADAMHS Board for go-forward clarity and true reflection of the mission.
	4d	Conduct a public education and outreach campaign to promote the mission and role of the Mental Health Recovery Board of Licking and Knox Counties, including the importance of the local levy
	4e	Conduct public education and outreach campaign(s) designed to address issues associated with economic growth, stigma, and behavioral health services for children.
	4f	Determine if appropriate diversity, equity and inclusion policies and practices are in place across the system of care.

5. Governance. To meet the role of the statutory planning authority charged with responsibility for planning and implementing a system of behavioral health care services within Licking and Knox Counties

Key Indicators	5a	Ensure a full and diverse compliment of Board membership who meet the body’s established expectations
	5b	Advance health equity, diversity, and inclusion across the system of care and in the community
	5c	Provide education regarding population-based prevention and recovery leading to policies addressing health disparities and promoting the social determinants of health
	5d	Promote modernization of Ohio Revised Code Chapter 340 including exploring innovative models of funding and contracting
	5e	Form and strengthen local and state partnerships and collaborative efforts to mutually plan behavioral health care strategies in the community including the use of ad-hoc board committees
	5f	Formalize a quality metrics framework across the organization using state and national standards that meet best industry standards
	5g	Understand the Board’s capacity and adjust accordingly for expected significant economic and population growth in the area and support the Executive Director in needed enhancements

A Commitment to Implementation

The leadership of Mental Health Recovery of Licking and Knox Counties is committed to fully executing its strategic plan. Accountability for the implementation of each strategic priority will be overseen by the full Board and the Executive Director.

- The Executive Director will hold accountability for ensuring that priority-level work plans are developed with assigned action items to be completed by responsible parties by designated due dates.
- The Governance Committee will monitor each Strategic Initiative with the full Board monitoring overall plan implementation.
- The Executive Director will provide routine implementation reports detailing progress and any need for Board engagement or adjustment.

Finally, the strategic plan must remain dynamic going forward. As policies or other operating conditions change, the MHRL&K will stand ready to adapt priorities and actions steps to meets its important mission.