

MENTAL HEALTH AND RECOVERY BOARD

Belmont, Harrison and Monroe Counties



STRATEGIC PLAN

2024-2027



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Introduction

The Mental Health and Recovery Board Belmont, Harrison, and Monroe Counties (MHRB) works to create a behavioral health system of care that evolves to meet the changing needs of our three-county region. In fiscal years 2022 and 2023, the MHR Board engaged in extensive needs assessments to identify the most important gaps within our system of care as well as to identify the strengths that can be drawn upon to better accomplish our strategic goals.

MHR Board Role

The MHR Board provides leadership in public behavioral health care as the authority charged under ORC 340 with planning, funding, managing, and evaluating behavioral health care in Belmont, Harrison, and Monroe Counties. The MHR Board does not provide direct care to clients; rather, we contract with numerous behavioral health providers to deliver direct care in a community based (non-hospital) setting.



Mission, Vision, and Values

MISSION:

Our mission is to foster a mental health and addiction system of care, in partnership with the community, and built upon our collective strengths and principles of recovery.

VISION:

The Mental Health and Recovery Board is committed to providing residents in our community a pathway to healthier lives through quality mental health, alcohol and drug prevention, treatment, and support services.

VALUES:

We believe:

- Services should be responsive to, and based upon, the strengths and changing needs of our community.
- Local communities are best able to identify their unique needs and work in collaboration with others to plan and administer services.
- In promoting high levels of professionalism and integrity.
- In being good stewards of public funds and striving to act in the best interest of our community.
- In respecting and valuing diverse cultures and lived experiences.



Purpose of the Strategic Plan

The MHR Board’s strategic plan is a vital document for laying out the organization’s roadmap to achieve specific goals and objectives that address the identified gaps in our local system of care and to create strategies to close these gaps, remove barriers, and improve access to care for our residents. The Board intends to use this document to guide and evaluate our shared goals and to ensure that leadership is acting with purpose and intention while promoting efficient use of resources.



The Strategic Planning Process

COMMUNITY NEEDS ASSESSMENT SUMMARY AND STRATEGIC CONSIDERATIONS

The Board engaged in a community needs assessment process in collaboration with the Appalachian Children’s Coalition. This effort gathered input from a broad spectrum of residents, providers, and other stakeholders across the three-county service area. The data was then analyzed to identify priorities for current and near-term future behavioral health needs.

Strengths of Current Behavioral Health Treatment Services

1



Collaboration

2




Community awareness of behavioral health issues

3



Increase in Providers and Services

4



First Responders/Law Enforcement/Justice System Awareness and Training

5



Recovery Supports

Unmet Needs for Behavioral Health

Access to Behavioral Health Treatment

Behavioral Health Services Targeted to Specific Populations

Behavioral Health Workforce Shortages

Prevention and Education efforts that promote awareness and reduce stigma.

Recovery Supports

Priorities that Emerged from the Community Assessment

(not in any rank order):

Crisis stabilization services/mobile crisis units	Youth supports/therapeutic foster care	Increased Transportation/Access to Care
Adult and Youth Inpatient Behavioral Health Services	More community-based prevention and prevention across the lifespan	Targeted behavioral health services to LGBTQ+ individuals, veterans, and older adults.
Community awareness of behavioral health services to reduce stigma	Broader availability of high-quality recovery supports/family supports/peer supports	Recruitment and retention of behavioral health workforce.



Crisis Continuum of Care Assessment FY22-23

In 2022, the Mental Health and Recovery Board Belmont, Harrison, and Monroe Counties (MHRB) contracted with a national clinical and crisis consulting firm, TBD Solutions, to conduct a comprehensive assessment of the region's crisis continuum and provide recommendations for developing, enhancing, and sustaining behavioral health crisis services.

Overall strengths of the region

- Collection of crisis call center metrics
- Investment by local law enforcement in collaborative solutions
- An engaged MHRB willing to explore creative solutions.
- Collective desire from providers, payers, and advocates to improve the crisis system.

Strategic recommendations:



Expand Crisis Services in the Region through the development of a co-located 23-hour Observation Unit and a Crisis Stabilization Unit.



Develop a Crisis Metrics Portfolio consisting of process and outcomes measures for all current and future crisis services.



Establish Strategies to Address the Behavioral Health Workforce Crisis, focusing on expanding the role of peer support specialists, expanding relationships that lead to workforce growth, and enhancing the effectiveness of managers.

MHRB's Strategic Goals FY24- FY27



Strategic Priority 1:

Increase access to mental health and addiction services within a continuum of care that offers individuals local services and support in all three counties.

Key Success Indicator



Realize an increase in the number of people served in all three counties.

Strategy 1.1

Collaborate with key partners to Identify underserved areas/populations in Harrison and Monroe Counties.

Strategy 1.2

Increase investments to support our provider's operations in their remote offices in Harrison and Monroe Counties.

Strategy 1.3

Contract with one new provider to deliver services in Harrison and Monroe Counties.

Strategy 1.4

Develop reliable methods of care coordination to assist individuals and families to access the necessary services to meet their needs.





Strategic Priority 2:

Build capacity to ensure the presence of a visible and accessible crisis continuum of care, available to residents of all three counties.

Key Success Indicator



Procure a contract for crisis services that addresses the crisis service gaps in the areas of respond, stabilize, and thrive.

Strategy 2.1

Establish a 24/7 crisis mobile service response, accessible to all three counties.

Strategy 2.2

Contract for the development of a psychiatric urgent care center and for crisis stabilization beds.

Strategy 2.3

Contract with a provider to deliver withdrawal management services at the Belharmon Recovery Center.



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Key Success Indicator

Strategic Priority 3:

Prevention and education efforts that promote awareness and reduce stigma.

The board will contract for prevention services that address risk and increase protective factors including activities that reduce stigma about mental illness and addiction.

Strategy 3.1

Increase Mental Health First Aid and Question, Persuade, & Refer trainings by 20%.

Strategy 3.2

Establish a comprehensive social media/marketing and branding policy to promote community outreach and engagement.

Strategy 3.3

Conduct weekly social media postings on our website, and various social media platforms to include persons with lived experience.

Strategy 3.4

Contract for prevention services to youth in the Harrison Hills City School District.

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Key Success Indicator

Strategic Priority 4:

Support the development and retention of a professional workforce for our communities.

The Board will increase the number of workforce development activities with local universities and providers to improve the recruitment and retention of the local behavioral health workforce.

**Strategy 4.1**

Increase the number of mental health/behavioral health provider trainings hosted in the three counties by 20%.

Strategy 4.2

Establish 9 high school scholarships for individuals majoring in an undergrad behavioral/mental health field of study.

**Strategy 4.3**

Collaborate with provider organizations to offer 2 trainings that will assess the agency's workplace culture and identify gaps, and opportunities to enhance workplace wellbeing and staff retention.

**Strategy 4.4**

Develop a survey for the providers and stakeholders to complete that measures the satisfaction and effectiveness of the Board's workforce development activities



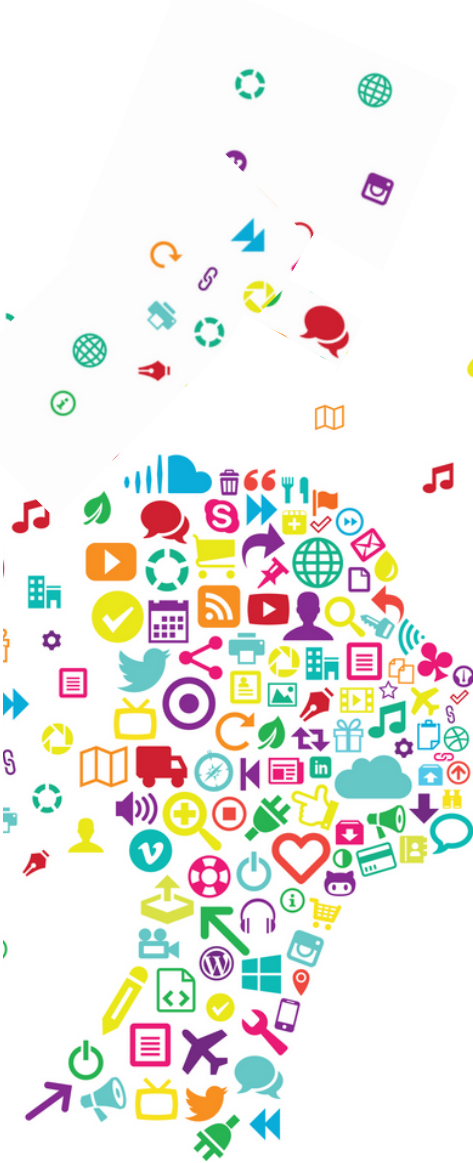
Strategic Priority 5:

Maintain adequate financial and public support to sustain a viable mental health system.

Key Success Indicator



The Board will maintain the financial stability of the local system of care.



Strategy 5.1

Enhance the distribution of the Annual Board Report that communicates the prevalence and the need for behavioral health services.

Strategy 5.2

Electronically email a quarterly newsletter with MHRB agency and provider updates to the public, partners, and key stakeholders to promote public awareness and build support for funding resources.

Strategy 5.3

Engage with key stakeholders to assess the feasibility of proposing a tax levy to support behavioral health services in Harrison and Monroe Counties.

Strategy 5.4

Identify and apply for 1 new funding opportunity to expand/support services in all three counties.

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Strategic Priority 6:

Invest in the Board's capacity to increase deliverables.

Key Success Indicator

The Board will report annually on the strategic plan's outcomes and strategic metrics.

Strategy 6.1

Evaluate the MHRB's workforce regarding the changing needs of the local continuum of care.

Strategy 6.2

Evaluate the MHRB's physical and technology needs to ensure efficient and effective operations.

Strategy 6.3

Invest in leadership development, professional training, and creating a culture of continuous learning and improvement.

Strategy 6.4

Create partnerships and invest in memberships with state and national organizations that share similar organizational goals to acquire new knowledge and share resources.

Acknowledgements

Current Board of Directors

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We **THANK YOU** for your continued support in our efforts
increase access to mental health and addiction services.