

# ***Four County Alcohol, Drug Addiction and Mental Health Services Board***

## **Strategic Plan**

**2019 - 2024**



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## History of the Four County ADAMhs Board

The Four County Board of Alcohol, Drug Addiction and Mental Health Services (ADAMhs) of Williams, Fulton, Defiance, and Henry Counties was created in 1978 to ensure the availability of community-based alcohol, drug addiction and mental health services. It was established by Ohio statute for the purpose of planning, funding, monitoring and evaluating contracted mental health, alcohol and drug treatment services to our residents. The ADAMhs Board does not directly provide services, but contracts with a network of public and private health care agencies to treat persons in need. Services include prevention, treatment and recovery needs of individuals and families affected by alcohol, drugs and mental illnesses.

Our community-based system of care is funded by federal grants, state allocations and local property taxes to provide services to our residents. We serve as a safety net for the uninsured, people of poverty and people who require more specialized care. The concept of community based services started in Ohio decades ago to allow Ohio residents to live more independently in their community rather than in a state mental hospital setting.

The Four County ADAMhs Board is governed by 18 board members including consumers and family members, who are appointed by county commissioners, the Ohio Department of Mental Health and Addiction Services. The persons who serve on the ADAMhs Board do so without compensation.

# Why Create a Strategic Plan?

- To focus on the future of The Four County ADAMhs Board
- To review the vision, mission, and values of The Four County ADAMhs Board
- To identify the strengths, weaknesses, opportunities, and threats that could affect the upcoming five years
- To set goals, strategies, and action plans to take the organization where it wants to be
- To anticipate and prepare for contingencies
- To better serve the needs of the residents of the four counties

# Components of the Four County Strategic Plan

- Vision
- Mission
- Values
- Goals
- Strategies
- Action Plans

# Vision

## **Vision Statement Description**

The vision statement describes where an organization aspires to be five years or more in the future. The vision sets the overall direction and should be inspirational.

## **Four County ADAMHs Vision Statement**

The Four County Alcohol, Drug Addiction, and Mental Health Services Board will ensure an innovative, efficient, and effective delivery system to address the most outstanding prevention, treatment, and recovery needs of individuals and families affected by alcohol, drugs, and mental illness.

# MISSION

## **Mission Statement Description**

The mission statement describes what an organization does, for who, and how. Focusing on the mission will help the Four County ADAMhs Board to reach its vision. The mission statement is a clear, concise expression of the organization's purpose, philosophy and commitment.

## **Four County ADAMHs Mission Statement**

The mission of the Four County Alcohol, Drug Addiction, and Mental Health Services Board is to ensure the availability of an effective integrated care delivery service through the ongoing planning, monitoring, funding, and evaluation of the behavioral health needs of our counties.

# Values

## **Values Description**

Values are enduring, passionate, and distinctive core beliefs and behaviors. The Four County ADAMhs Board's values are guiding principles that do not change and are part of the strategic foundation which will help achieve the vision and mission.

## **Four County ADAMHs Values**

- Clients Come First
- Proclivity Toward Community Services
- Client Empowerment
- Service Coordination
- Integrity
- Excellence in What We Do



# Goals and Strategies

## **Goals Description**

Goals are the means to accomplish the mission. Goals should be as SMART as possible: Specific, Measurable, Achievable, Relevant, and Time-bound.

## **Strategies Description**

Strategies are how goals will be achieved. They are the general, umbrella methods and ideas.

## **Four County ADAMhs Goals and Strategies**

As a result of the strategic planning process, the Four County ADAMhs Board identified five goals with related strategies to achieve the goals.

# Five Goals and Related Strategies

Goal #1	Underserved –Identify and assist those who are underserved, such as school-aged children, seniors, LGBT, socially isolated, DD 18-year-olds, and those with a psychotic need for immediate hospitalization.
Goal #2	Relationships – Develop and maintain relationships , by networking, communicating, gaining trust, with stakeholders, counties, treatment sites, and the State of Ohio.
Goal #3	Prevention – Increase the prevention of alcohol, drug addiction, and mental health issues, by working with stakeholders and the public health systems.
Goal #4	Marketing – Increase public awareness and support of the Four County ADAMhs Board by taking action related to public relations, classes, fairs, community education, website development, tag line, LOSS team, CIT, tax levy/voters .
Goal #5	Providers – Create ongoing plans to ensure the following regarding providers: quality, adequate coverage, financial stability, contractual relationships, negotiations, and collection of outcomes.

## Action Plan

### Goal #1 and Strategies

Underserved –Identify and assist those who are underserved, such as school-aged children, seniors, LGBT, socially isolated, DD 18-year-olds, and those with a psychotic need for immediate hospitalization.

Activity	Expected Results	Who Performs Task	When Is Task Due	Status	Actual Results
Seek input from community leaders and organizations to identify and list residents who need help by type of need	A data base from which to begin and monitor	CEO/Board	6/30/19, then annual updates		
Prioritize the list, based on expected costs and potential benefits	The ability to start helping the greatest needs	CEO/Board	9/30/19		
Determine how the starting initiatives will be funded	A financing plan	CEO/Board	12/31/19		
Align resources needed to help with initiatives	An operating plan	CEO/Board	12/31/19		
Begin the process of serving the top needs on the list	Improvements in reducing the underserved	CEO/Board	3/31/20		
Prepare an analysis of the results of the efforts	A report that be shared with stakeholders	CEO/Board	6/30/20, then annual updates		
Expand the process until all underserved needs are being reasonably met	A significant increase in the meeting of the needs of the underserved	CEO/Board	Annually through the 5 year period		

## Action Plan

### Goal #2 and Strategies

Relationships – Develop and maintain relationships , by networking, communicating, gaining trust, with stakeholders, counties, treatment sites, and the State of Ohio.

Activity	Expected Results	Who Performs Task	When Is Task Due	Status	Actual Results
Identify and list information about key people and organizations	Data base for relationship building	CEO	6/30/19		
Prioritize list according to importance of relationship	Basis for sequencing activities	CEO	9/30/19		
Determine what is to be achieved by each relationship	Enhanced chances of successful accomplishments	CEO	12/31/19		
Begin the process of making contacts and documenting results	Added trust, potential funding benefits, improved prevention and treatment	CEO	3/31/20 then annually thereafter		
Assess the progress and benefits. Adjust plan based on assessment	Improvement of chances of meeting the goal	CEO	9/30/20 then annually thereafter		

## Action Plan

### Goal #3 and Strategies

Prevention – Increase the prevention of alcohol, drug addiction, and mental health issues, by working with stakeholders and the public health systems.

Activity	Expected Results	Who Performs Task	When Is Task Due	Status	Actual Results
Identify best practices used for the prevention of ADAMH issues	Ideas that have been successful in other locations	CEO	6/30/19		
Determine possible ways to increase prevention, such as media, presentations, brochures, etc.	A framework for how to reach audiences	CEO	9/30/19		
Use the ADAMhs web site to link viewers to sites	The creation of an additional source of prevention information	CEO	12/31/19		
Prioritize which types of issues are the greatest risks and would benefit most from preventative actions	The determination of a sequence of activities	CEO	12/31/19		
Create a plan that would increase prevention based on the steps taken	A guideline and timetable for steps to be taken and when	CEO	3/31/20		
Implement the plan	Identifiable improvements in the prevention of ADAMh issues	CEO	6/30/20		
Follow up with reports of how the prevention activities are making an impact in the community	Conclusions regarding the progress made and evaluation for future activities	CEO	9/30/20 then update annually		

## Action Plan

### Goal #4 and Strategies

Marketing – Increase public awareness and support of the Four County ADAMhs Board by taking action related to public relations, classes, fairs, community education, website development, tag line, LOSS team, CIT, tax levy/voters.

Activity	Expected Results	Who Performs Task	When Is Task Due	Status	Actual Results
Consider engaging a marketing consultant or firm to help with this goal	Expertise in the process of completing the goal	CEO	6/30/19		
Identify the market/audiences to reach and for what purpose	Key components to a marketing plan	CEO	9/30/19		
List the topics and subjects to be presented to demonstrate value of ADAMhs to the community	Key components of a marketing plan	CEO	12/31/19		
Prepare written and verbal materials to be communicated	Meaningful information for audiences	CEO	3/31/20		
Consider the cost and time of ways to communicate messages	Basis for evaluating alternatives	CEO	6/30/20		
Consider a tag line, such as Serving the needs of the Four County residents since 1978	Reinforcing what ADAMhs does to help in the community	CEO/Board	6/30/20		
Create a marketing plan	A guideline and timetable for steps to be taken and when	CEO/Board	9/30/20		
Implement the plan	Heightened awareness and support	CEO	12/31/20		
Follow up with reports of how the marketing efforts are succeeding	Conclusions of the progress made and evaluation for future marketing efforts	CEO	6/30/21 update annually		

## Action Plan

### Goal #5 and Strategies

Providers – Create ongoing plans to ensure the following regarding providers: quality, adequate coverage, financial stability, contractual relationships, negotiations, and collection of outcomes.

Activity	Expected Results	Who Performs Task	When Is Task Due	Status	Actual Results
Determine a measurement basis (e.g. scale of 1-10) for each area to be evaluated	Framework for evaluation	CEO	6/30/19		
Create a template for the quantitative and qualitative evaluation of each provider for each characteristic	Measurement tool	CEO	9/30/19		
Begin the evaluation of providers for each of the criteria	Identification of strengths and weaknesses	CEO	12/31/19		
For areas where there are low scores, assist the vendor in ways to improve or seek new vendors	Improvement in the quality of care given to clients by providers	CEO	6/30/20 then update annually		