

STRATEGIC PLAN



2021 - 2023

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PREFACE

The purpose of the Strategic Plan is to strengthen the Mental Health, Addiction and Recovery Board of Lorain County's service delivery system for success in a continually changing and increasingly demanding behavioral healthcare environment. The strategic planning process addresses the areas of "where we are" and "where we need to go." In order to do so, the Strategic Plan results from a needs assessment of Lorain County's demographics and the combined expertise and input of internal and external community stakeholders. The Strategic Plan recognizes and considers behavioral healthcare challenges which are occurring at the local, state and national levels, revenue issues, and increasing demands for the MHARS Board of Lorain County to do more with less while better demonstrating the effectiveness of its planning, oversight and advocacy activities.

Implementation of the Strategic Plan will require the ongoing commitment and collaboration of the MHARS Board of Directors and leadership team. In the current atmosphere, one of high vulnerability for MHARS Boards and providers across Ohio, the MHARS Board of Lorain County must continually re-examine and evaluate its planning efforts to ensure the Strategic Plan responds to industry trends and changes to address the priorities of the MHARS Board, Lorain County, and the State of Ohio.

The Strategic Plan is organized around two (2) primary challenges which face the MHARS Board of Lorain County:

CHALLENGES

- 1. TO IDENTIFY AND TAKE OWNERSHIP OF THE LIMITATIONS OF THE MHARS BOARD OF LORAIN COUNTY AND TO FIND SOLUTIONS TO STRENGTHEN THE ORGANIZATION AND SERVICE DELIVERY SYSTEM.***
- 2. TO IDENTIFY, IMPLEMENT AND ALIGN REALISTIC, ACHIEVABLE AND MEASURABLE ANNUAL GOALS WITH STRATEGIC GOALS, OBJECTIVES, AND ACTION STEPS NECESSARY TO THE MHARS BOARD OF LORAIN COUNTY'S CONTINUED VIABILITY AND SUCCESS.***

The MHARS Board of Lorain County's Strategic Plan is based on planning assumptions identified and discussed with key community stakeholders. The following behavioral health trends and planning assumptions underlie the development of the Strategic Plan:

Behavioral Health Industry Trends / Planning Assumptions

State and Federal Mandates

Priorities established in the Strategic Plan are influenced and will continue to be influenced by state and federal government, Medicaid / Medicare reform, the integration of behavioral health and primary healthcare, the 2019-20 COVID pandemic, and the impact from the national opiate epidemic.

Funding Sources / Reimbursement

State budgets and funding / reimbursement for behavioral health services have remained unpredictable. Funders will be required to seek out and prioritize low cost treatment and prevention alternatives within the system of care. All funders and providers will be required to be more effective and efficient in the delivery and provision of treatment and prevention services and to be able to demonstrate valid / reliable outcome measures to be eligible for reimbursement.

Human Resources / Personnel

Recruitment and retention of professional staff is increasingly competitive. Behavioral Services organizations will continue to experience increased demands and costs to recruit and retain qualified and credentialed professional staff.

Behavioral Healthcare Market

Service funders and providers will need to implement innovative and aggressive strategies toward market penetration and expansion (private/public). The state and national behavioral healthcare market has demonstrated increased demand for evidence-based treatment services, especially in treatment of substance use disorders, use of Medication for Opiate Use Disorder (MOUD) / Overdose Education and Naloxone Distribution (OEND) for the treatment of opiate addiction, housing, and youth mental health / prevention services

Quality and Effectiveness of Care

In a changing and more competitive behavioral health industry, quality efficiencies and effectiveness of care are required to be continually demonstrated to state and local funders, Managed Care Organizations, and private insurance carriers through prior authorization for re-imbursement. These entities will provide financial resources to the most effective organizations as demonstrated through a set of required metrics and deliverables.

Coordination / Collaboration / Alliances

There is a mandate for coordination and collaboration between providers and the funding sources. This will require that treatment providers will need to integrate with these systems and develop alliances to maintain fiscal and strategic viability.

This Strategic Plan will be regularly reviewed and updated as needed by the MHARS Board of Directors and leadership staff.

INTRODUCTION

The purpose of the Strategic Plan is to strengthen the Mental Health, Addiction and Recovery Board of Lorain County for continued success. The strategic planning process addresses the areas of “where we are” and “where we need to go.” In order to do so, the MHARS Board of Lorain County’s three (3) year Strategic Plan results from input from various key community stakeholders, Board members and MHARS Board staff. An assessment of Lorain County’s behavioral health treatment and prevention system of care was the critical first step of the strategic planning process and used as the basis for the development of the MHARS Board’s Strategic Plan. An important component of the planning process was Board, staff and other community stakeholder input into the current / future needs of the MHARS Board and the mental health and addiction service delivery system.

The Strategic Plan recognizes and considers behavioral healthcare changes that are occurring at the local, state and national levels, funding issues and increasing demands for organizations to do more with less, while better demonstrating the effectiveness of their services and program support in the community. Note: The Lorain County community stakeholder input contained in this report was gathered / received prior to the onset / impact of the COVID 19 pandemic on our local, state and national communities.

Development and implementation of the MHARS Board of Lorain County Strategic Plan will require the ongoing commitment and collaboration of all external and internal key stakeholders. It should be noted that the MHARS Board of Lorain County has many internal strengths, therefore, data and information contained in this analysis should be handled with discretion.

STRATEGIC PLANNING ASSESSMENT RESULTS

Following are key findings from the assessment that summarizes key stakeholder input and priorities as part of the MHARS Board of Lorain County's Strategic Planning process.

1. Brown Consulting, Ltd. staff collaborated with MHARS Board of Lorain County Board members and staff leadership to ensure their needs and concerns of the organization and its system partners are embodied in the Strategic Plan. Developed project focus and schedule, identified survey and interview content, key community stakeholders and confirmed project deliverables.
2. Completed a review of existing planning documents, reports and planning resource materials including, but not limited to the 2019 Lorain County Community Health Assessment, 2020 - 2022 Lorain County Community Health Improvement Plan, MHARS Board of Lorain County Community Plan 2019 - 2020, LCMHB Strategic Plan 2018 – 2019, Recovery Oriented System of Care (ROSC) – 2018.
3. On March 9th and 11th, 2020, Brown Consulting, Ltd. personnel facilitated five (5) focus groups. A total of ninety-four (94) community stakeholders, Board members and Board staff participated in the focus groups. Several other Lorain County key community stakeholders and MHARS Board staff received an internet-based survey tool to generate their input. One hundred fifty-one (151) community stakeholders and Board staff responded to the internet-based survey tool. The community stakeholder participants included clients/Clients, family members, addictions and mental health treatment center administrators and providers, local court, law enforcement, government, education, social service representatives, MHARS Board of Lorain County members and staff.

Key Stakeholder Focus Group Input

4. All focus group participants were aware of the MHARS Board of Lorain County. Most frequent comments regarding “the 3 most significant mental health, addiction issues currently being faced by Lorain County residents included, but were not limited to recovery / transitional housing (youth and adults), transportation, stigma, managed care, timely access to care, need for bi-lingual staff a/ services, crisis response and Fentanyl.
5. Lorain County population(s) that focus group participants considered as being underserved included the elderly with MH issues and put into the nursing homes, but none with MH units, 16 to 24 year old youth / young adults, the working poor, bilingual services to minorities and the Latino community.
6. Strengths identified of the MHARS Board of Lorain County's network of services by the focus group participants included collaboration among the providers and agencies, the NORD Center, resources and training for front line staff, communication and collaboration to help the community in the event of a crisis event, Hope House, and placing the focus on supporting evidence-based practices.

7. Participants averaged an “8” rating (10 = high / 1 = low) regarding their experience with the Lorain County network services. System components identified included navigators in the service delivery system, County unified Health District, outreach in the community, prevention efforts. Board of Director’s diversity, professionalism of Board staff, the Opioid Task Force – no silos, teamwork, and advertising of services published for community access.
8. Missing Lorain County mental health, addiction issues services or programs identified by focus group participants included Recovery / Supportive housing, transportation, a Crisis Receiving Center, timely access to services, and supportive employment.
9. Aspects of the public network of mental health, addiction services that participants identified as needing to get better included access / No Wrong Door / wait time for services, local government support / NIMBY (Not In My Backyard) problems, increase NAMI and other community activities, more expertise and culturally competent staff within the agencies, and diversity of provider Boards and leadership.
10. MHARS Board of Lorain County’s public network of services future opportunities identified by focus group participants included Crisis services / Mobile Crisis Unit, Peer Support Specialists, the strategic planning process, permanent supportive housing, new leadership at the municipal and county levels of government, improved Medicaid reimbursements for providers, and partnership with the schools and mental health services.
11. Threats or challenges facing the MHARS Board of Lorain County’s public network of services identified by focus group participants included Medicaid reimbursement, the loss of Medicaid expansion, workforce turnover, levy issues, the quality and competencies of new Board members, stigma, losing the workforce to the schools / hospitals, managed care, and change to provider services re-imburement.
12. Focus group participants identified the following areas for the MHARS Board of Lorain County to prioritize in the next three (3) years including system access / “No Wrong Door”, Crisis services / Center, workforce development / recruitment, advocating for services in the community, transportation, housing, levy, and detoxification.

Key Stakeholder Internet Survey Input

13. Based on a total of 151 survey respondents, the most frequent comments regarding “the 3 most significant mental health, addiction issues currently being faced by Lorain County residents included in order of highest response frequency, but not limited to substance abuse (Opioid Use Disorder / Drug Addiction / Heroin / Fentanyl), access to care and wait lists, affordable housing, Depression / Bi-Polar Disorder, suicide (increase in youth suicide / prevention / loss of loved one to suicide), lack of transportation to mental health services, lack of inpatient detox beds and the lack of resources for adolescents and school age children in Lorain County.
14. Lorain County population(s) that survey respondents considered as being underserved included in order of highest response frequency, but not limited to school age youth, the elderly, transitional ages (especially those aging out of Foster Care), adults, minorities / African Americans, Hispanic / Spanish speaking (or non-English speaking), low income and middle class, adults with mental health issues / Dual Diagnosis, and family caregivers / kinship care.

15. Strengths identified of the MHARS Board of Lorain County's network of services included coordination and collaboration with area providers / agencies / courts, good programs / classes / support groups, trainings for providers and clinicians, community support, treating both MH and AOD / combining the organizations, good staff, innovative / open minded, good resources, and good use of Board funds to assist clients and programs.
16. 74% (98 of 151) of survey respondents gave a "6 - 8" rating (10 = high / 1 = low) regarding their experience with the Lorain County network of services.
17. Missing Lorain County mental health, addiction issues services or programs identified by survey respondents included in order of highest response frequency, but not limited to transportation, housing, family supports / parenting classes, job and employment support / workforce retention, community education, early childhood intervention, church programs, prevention services, recovery / transitional housing, childcare, aftercare / support for those in recovery, and youth and juvenile services.
18. Aspects of the public network of mental health, addiction services identified by survey respondents in order of highest response frequency, recommended needing to get better included wait times for intake / between appointments, reaching underserved populations (rural, homeless, children, elderly), aps in services, more / diverse providers, more staff, better access to information for the public, and more housing programs (sober living / rehab housing).
19. MHARS Board of Lorain County's public network of services future opportunities identified by survey respondents in order of highest response frequency, included better / expanded collaboration with community partners (Civic groups, jails and prisons, churches, Area Office on Aging), educate the community about the necessity of MH and AOD services, education / advertisement (fairs, festivals, newspapers, billboards, radio), expand MH services, reach underserved populations (Transitional youth, elderly, homeless, LGBTQ, veterans), and more work with school systems (anti-bullying, suicide, addiction, mental health).
20. Threats or challenges facing the MHARS Board of Lorain County's public network of providers identified by survey respondents in order of highest response frequency included funding / program cuts, resistance to help / stigma, levies not passing / lack of knowledge in the community and among taxpayers, lack of qualified staff / staff retention, training and turnover, Board collaboration now that the Boards are merged (contracted agencies of the Board not working together / interagency politics), favoritism (funds allocation decisions by the Board), the community not knowing what services are available, and politics / public perception that Board is political.
21. Survey participants identified areas the MHARS Board of Lorain County should prioritize in the next three years in order of highest response frequency included services for youth / schools / transitional youth, advertising / increasing community awareness, Dual Diagnosis and trauma services, to reach underserved and vulnerable populations (veterans, elderly,

minorities, rural communities, addressing homelessness / housing programs, detoxification / crisis center and services / residential care, family / kinship care / caregiver / support services and / or parenting classes, staffing / workforce retention and education, community collaboration and outreach, funding / passing levies / obtaining grants / fundraising, and providing transportation.

22. Results of the 2019 Lorain County Community Health Assessment (CHA) provides current information about the health status of the county residents. Results of survey findings in the past year identified the following:

- 62% of Lorain County adults had at least one alcoholic drink in the past month. More than one-fifth (21%) of Lorain County adults reported they had five or more alcoholic drinks (for males) or four or more drinks (for females) on an occasion in the last month and would be considered binge drinkers by definition.
- 10% of Lorain County adults had used recreational marijuana during the past 6 months. 8% of adults had used medication not prescribed for them or took more than prescribed to feel good or high and/or more active or alert during the past 6 months.
- 4% of Lorain County adults considered attempting suicide. Thirteen percent (13%) of Lorain County adults used a program or service for themselves or a loved one to help with depression, anxiety, or emotional problems.
- 3% of Lorain County 6th grade youth were current drinkers, having had a drink at some time in the past 30 days and 17% of Lorain County 8th grade youth had alcohol in the past year.
- 25% of Lorain County 6th grade youth reported they felt so sad or hopeless almost every day for two weeks or more in a row that they stopped doing some usual activities. 28% of 12th grade youth reported they had seriously considered attempting suicide in the past 12 months.

23. Based on the 2020 - 2022 Lorain County Community Health Improvement Plan (CHIP), Lorain County will be addressing the following priorities: chronic disease, maternal and child health, mental health, substance abuse, and cancer. Mental health and substance abuse gaps identified in the 2020-2022 Lorain County CHIP plan include Increase in loneliness and social isolation, the lack of mental health counselors in schools, the lack of resiliency skills (social and emotional health standards are lacking in schools), substance abuse (vaping, alcohol use, marijuana use, etc.) has become normalized, easy access to substances, the lack of provider education regarding safe prescribing practices, the lack of early substance abuse identification and referral, and stigma of seeking substance abuse services.

24. The Lorain County Board of Mental Health (LCBMH) 2018 – 2019 Strategic Plan was reviewed to identify LCMHB priorities at the time with the intent of identifying which goals and objectives were either completed, demonstrated progress, demonstrated no progress, and to identify goals and objectives that remain potentially relevant and could be considered to carry-over into the 2021 – 2023 MHARS Board of Lorain County Strategic Plan.

MHARS Board of Lorain County Strategic Planning Retreat

On Saturday, July 25, 2020, Board members and staff of the MHARS Board of Lorain County participated in a day-long planning retreat at the Lorain County Community College campus. Retreat participants included eleven (11) Board and staff in the room utilizing social distancing and personal face mask protection(s), while another eleven (11) Board and staff participated virtually via the Go-to-Meeting platform. Retreat participants spent the day reviewing reports / data, discussing several related topic areas and providing input regarding the organization's current and future planning needs. The information below was utilized to assist the retreat participants in providing their informed input into the identification and prioritization of specific strategic initiative areas, the identification of strategic goals and objectives that will serve as the foundation of the MHARS Board of Lorain County's Strategic Plan.

The retreat participants completed a review of current behavioral health industry trends, an overview of the previous Lorain County Mental Health Board Strategic Plan, and the current Strategic Planning Assessment report document. The retreat participants completed an analysis of the MHARS Board of Lorain County's strengths, weaknesses, opportunities and threats / challenges and brainstormed and prioritized the organization's strategic initiative areas. The Board members also completed a review and update of the organization's Mission and Vision Statements.

MISSION

The Mental Health, Addiction and Recovery Services Board (MHARS Board) of Lorain County's mission statement articulates its purpose and the nature of its "business". Its current mission statement was reviewed, updated and confirmed by Board members to reflect a broader philosophical and programmatic thrust for continued operations. The mission statement that guides the MHARS Board and its strategic planning process is below.

MISSION

The mission of the Board is to improve the well-being of all members of our community by planning for, establishing and maintaining an effective, efficient, and quality system of mental health, addiction and recovery services for Lorain County.

VISION

The Mental Health, Addiction and Recovery Services Board of Lorain County's desired future is reflected in its vision statement. This vision provides the inspirational framework to guide the activities of the MHARS Board of Lorain County into the future. It embodies the values, which serve as the Board's guiding principles.

VISION

All Lorain County residents will have access to the most comprehensive and progressive mental health and substance use disorder prevention, treatment and recovery support services. Based on the fact that mental illness and substance use disorders are treatable diseases and that people can recover, we will:

- Work to build a system of care that has the best services, is client-driven and encourages people to participate in their own care.
- Fund services based on performance measures and outcomes.
- Promote cooperation between the Board, the community and provider agencies.
- Advocate for clients and support services.

MHARS BOARD OF LORAIN COUNTY SWOT ANALYSIS

As a component of the Strategic Planning retreat process and based on current planning related information including the review of behavioral health industry trends, the most recent Strategic Plan document, the review of the Board's Missions and Vision Statements, and the Assessment Report content, retreat participants completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis. The SWOT Analysis input / results were utilized to assist the participants in the identification of strategic initiative areas, goals and objectives for inclusion into the MHARS Board of Lorain County's 2021 – 2023 Strategic Plan. The retreat SWOT Analysis results were broken out by "system" and "board / staff" and were as follows:

STRENGTHS

System (Strengths)

- Dedicated and tenured staff
- Local funding (levies)
- Resilient staff
- Addressing unmet needs
- Collaboration
- Comprehensive
- Accommodating
- Attempts at school-based services attempt(s)
- Navigator
- GHH
- Agencies in place many years
- Client-centered

Board / Staff (Strengths)

- Diversity (ethnic, geographic, etc.)
- Discerning / inquiring
- Dedicated staff (quality and education)
- Community and client-centered
- Two (2) levies
- Reputation

WEAKNESSES

System (Weaknesses)

- Recruitment and retention of staff
- Retirements
- Decreasing diversity
- Communication to the community
- Transportation
- Housing
- Wait times for services
- Limited number / over-dependence on two (2) main organizations
- Out-of-county providers (competition)
- School-based services
- Access to healthcare
- Integration of behavioral health and primary healthcare services
- Decreasing peer network (recruitment)
- Inpatient beds / Detoxification beds in Lorain County
- Bilingual services
- Limits of early screening
- Isolated elderly services
- Suicide (elderly)
- Faith Community (skills and training)
- Funding / changes in Medicaid reimbursements
- Lack of universal ACE training

Board / Staff (Weaknesses)

- Identity / Branding
- Integration of the Boards
 - Policy and Procedure
 - Members (Improve new Board member orientation / onboarding)
- Staff turnover
- Interim Executive Director status

OPPORTUNITIES

System (Opportunities)

- Tele-health / Hybrid
- Integrating systems together
- COVID-19 Pandemic / Black Lives Matter impact
 - What is working and what is not
- Attracting talent / workforce
- Disparities identification and approaches
- Behavioral health and social determinants of health
- Changing stigma
- School system integration

Board / Staff (Opportunities)

- COVID-19 related funding availability and innovations
- Collaboration with other community partners
- New start / fresh opportunities
- Efficiencies
- Culture of Quality (COQ) upgrade
 - Help with integration process
- Preparation for levies (in 2 years)
- Expand technological expertise

CHALLENGES / THREATS

System (Challenges / Threats)

- COVID-19 impacts
- Funding
- Adaptability to new ways of serving / reimbursement
- Increasing incidence of addiction and mental health issues
- Increased demand for services
- Politically divisive culture
- Educational system disruption
- Workforce disruption
- System reform disruption
- Establishing a “color-blind” approach of / to data
- Dependence on two (2) major agencies
- Educating the community

Board / Staff (Challenges / Threats)

- Educating the Board
- Funding reductions
- Ability to change
- Jurisdiction (merger)
- Separate reimbursement mechanisms
- County resources for treatment
- Legislative advocacy disruption
- Crisis Center
- Drug availability (legal issues)

STRATEGIC INITIATIVE AREAS

Board retreat participants were asked to identify and prioritize “Strategic Initiatives” areas that would be the foundation for the development of strategic goals, objectives and action steps as components of the MHARS Board of Lorain County’s Strategic Plan. Below are the six (6) identified strategic initiative areas in order of their priority by the Board members and staff participants.

1. Programs / Services
2. Leadership
3. Financial
4. Performance Improvement
5. Human Resources / Workforce Development
6. Public Relations / Branding

1. Programs and Services

To ensure comprehensive planning for mental health and addiction treatment and prevention programs / services development, implementation and monitoring, and the provision of program-specific technical assistance. To identify program service priorities, service gaps and the overall continuum of care for alcohol, drug addiction and mental health services.

To ensure comprehensive planning for medically-focused mental health and addiction treatment and prevention services program development, implementation and monitoring, and the provision of program-specific technical assistance.

To identify medically-focused program service priorities, service gaps and the continuum of care including, but not limited to, psychiatric and pharmacological management, inpatient psychiatric hospitalization, and ambulatory, sub-acute and acute detoxification.

2. Leadership

Governing Board members and Senior Management in behavioral health organizations, at the state, local and provider levels, are responsible for ensuring effective leadership in facilitating a process for system improvements, structural changes, alignment and the deployment of available resources to assure the quality of behavioral services, and adequate capacity and access to meet the client need.

The Mental Health, Addiction and Recovery Services County, because of its central role in coordinating, funding and regulating publicly-funded alcohol, drug and other addictions and mental health treatment and prevention services, assumes leadership in the development of public policy that enhances its ability to serve all alcohol, drug and mental health clients, and to educate the public toward a deeper understanding of mental health and addiction and prevention services.

3. Financial

Implements and monitors a financing structure that reimburses for core services in a financially sound manner, and promotes MHARS Board, service delivery system, and provider organizations' financial stability and health to improve upon the stewardship of public funds.

Facilitates the proper alignment of available financial resources and reporting across the MHARS Board of Lorain County system of care. Strengthens and enhances the collection and use of data that will maximize third party resources.

4. Performance Improvement

Commitment to Performance Improvement as an organizational management philosophy that employs performance improvement principles and data-based decision-making throughout the organization. The MHARS Board of Lorain County strives for the realization of an integrated data strategy that informs policy, measures program impact, and results in improved quality of services and outcomes for individuals, families, and communities.

Board members and staff implements and monitors the performance improvement structure for the MHARS Board of Lorain County. This includes assessment of internal operations and the external system and involves: data collection, research and evaluation system and provider reporting, outcomes, access / waiting list information, major unusual incidents, provider quality performance indicators, as well as the way in which provider performance is communicated throughout the system.

5. Human Resources / Workforce Development

Human Resources / Workforce Development identifies planning goals and objectives to ensure full organizational utilization of the talents, experience and knowledge of the MHARS Board staff. Human Resources / Workforce Development also provides access to quality human resources best practices, technical support activities and leadership throughout the system of care. Human Resources / Workforce Development shall ensure the recruitment, hiring and retention of competent personnel for the effective operation of the organization. Training and staff development activities and structure are key operational components of the MHARS Board of Lorain County's Human Resources / Workforce Development function.

6. Public Relations / Branding / Outreach

Public Relations / Branding articulates planning goals and objectives to maximize community educational and knowledge of the mission and services of the MHARS Board of Lorain County. These activities foster compassion and understanding through the development and implementation of MHARS Board-sponsored community events and activities, outreach visits to provider organizations, and clients / Clients providing information / feedback and points of view to the MHARS Board staff and leadership.

Various methods of outreach / advocacy, including letter writing, personal visits, rallies, etc., are used to persuade decision makers regarding a variety of issues such as laws and budget allocation-related decisions.

MHARS BOARD OF LORAIN COUNTY - STRATEGIC GOALS

The following Strategic Goals were developed by the Board retreat participants to respond to MHARS Board of Lorain County Strategic Initiative Areas and are the foundation on which the following MHARS Board of Lorain County Strategic Plan was developed.

STRATEGIC INITIATIVE AREAS	STRATEGIC GOALS	STRATEGIC PLAN PAGE REFERENCE
Programs / Services	Promote and maintain high quality, cost effective and accessible service delivery behavioral health programs and services that are responsive to the diverse needs of all clients and residents of Lorain County Ohio.	15
Leadership	Ensure a leadership culture which will enable MHARS Board to achieve its mission / vision and be the recognized leader in integrated behavioral health services in Ohio.	21
Financial	Ensure financial viability of MHARS Board through efficient and responsible financial management and to maximize the financial growth and stability of the organization and system of care.	24
Performance Improvement	Create a system-wide model of performance improvement (PI) / Information Technology that employs data-informed decision making regarding system performance, effectiveness of client outcomes, accountability and oversight.	25
Human Resources / Workforce Development	Attract new talent for Mental Health and Addiction services with emphasis to address the current diversity gap.	26
Public Relations / Branding	Ensure that community members know that services exist, how to connect to them, and that services are planned, funded and monitored by a knowledgeable authority.	28

STRATEGIC INITIATIVE: PROGRAMS AND SERVICES

STRATEGIC GOAL: *PROMOTE AND MAINTAIN HIGH QUALITY, COST EFFECTIVE AND ACCESSIBLE BEHAVIORAL HEALTH PROGRAMS AND SERVICES THAT ARE RESPONSIVE TO THE DIVERSE NEEDS OF ALL CLIENTS AND RESIDENTS OF LORAIN COUNTY OHIO.*

#	Objectives / Actions	Leader	Year						Performance Goal	Performance Measurement Source	Status	
			Y1 Months		Y2 Months		Y3 Months					
			1-6	7-12	1-6	7-12	1-6	7-12				
1.0	Ensure that behavioral health programs / services priorities and initiatives are consistent with state and local planning needs.											
1.1	Evaluate and plan for improved access to services within the community-based continuum of care.	Executive Director and Clinical Team	X		X			X		Develop standard operating procedure to evaluate access Implement access improvements	Access survey completed	
1.2	Lead and ensure the continued integration of the Lorain County mental health and substance use service delivery system.	Executive Director and Clinical Team	X		X			X		Community Plan and updates to Community Plan	Executive Director and Board Staff Reports	
1.3	Utilize disparities data to improve services' utilization for identified sub-populations.	Ad Hoc Disparities Committee, Executive Director and Clinical Team		X		X			X	Disparities Statement and Action Plan	Board meeting Minutes Executive Director Reports	
1.4	Increase the clinical competencies and capacity in the treatment services system that are consistent with the MHARS Board mission.	Executive Director and Clinical Team		X		X			X	Annual technical assistance and training reports Provider audit reports	Executive Director and Board Staff Reports	
1.5	Integrate the National Standards for Culturally and Linguistically Appropriate Services (CLAS) to advance health equity, improve quality and help eliminate health care disparities throughout the Board's planning and operations.	Ad Hoc Disparities Committee, Governance Committee, Executive Director / Clinical Team	X	X	X	X	X	X	X	CLAS training for Board and Staff Performance improvement reports Culture of Quality procedures	Board meeting minutes Executive Director and Board Staff reports	
1.6	Build capacity to address surges for services due to unforeseen events in our community.	Executive Director, Clinical Team and Communications and Community Relations Director	X	X	X	X	X	X	X	Allocations coordinated with community assessment of needs Surge plan developed for specific populations	Board meeting minutes Executive Director and Board Staff Reports	

1.7	Advocate in local, state and federal government to advance the MHARS Board's mission.	Board of Directors, Executive Director, Communications and Community Relations Director	X	X	X	X	X	X	# of contacts with legislators and/or their staff # of advocacy events attended or hosted Report on advocacy with OACBHA and MHAC Reports on "calls to action"	Executive Director and Board Staff reports	
2.0 Address access barriers to behavioral health care in Lorain County.											
2.1	Complete an accessibility and capacity survey for barriers (including transportation, housing, childcare, etc.).	Executive Director and Clinical Team		X				X	Completed Recovery Oriented System of Care (ROSC) assessment Waiting List reports	Board meeting minutes Executive Director report	
2.2	Build capacity for behavioral healthcare services for disparate populations.	Ad Hoc Disparities Committee, Executive Director and Clinical Team	X	X	X	X	X	X	Disparities Statement and plan	Board meeting minutes Executive Director and Board staff reports	
2.3	Improve access to behavioral health services in Lorain County, using a "No Wrong Door" approach county-wide.	Executive Director, Clinical Team and Communications and Community Relations Director	X	X	X	X	X	X	Monitor Navigator results and waiting list Technical assistance reports regarding access and retention Increased availability and access to treatment services and recovery support services Coordinate with Community Health Improvement Plan's Goals and structures to support increased access	Waiting List Reports Board mtg. minutes Executive Director Reports	
2.4	Continue to assess local, state and federal funding opportunities that support behavioral healthcare.	Board of Directors Executive Director, Business Operations Director		X			X	X	Financial Forecast Impact Statements	Financial Forecast	

2.5	Build connections to resources that support clients' Social Determinants of Health.	Executive Director, Clinical Team, Communications and Community Relations Director				X			ROSC Assessment	Executive Director and Board Staff Reports	
3.0	Identify, prioritize and provide support for evidence-based practice standards for system programs / services.										
3.1	Research and consider new Evidence Based Practices (EBPs) to address unmet needs and to achieve improved outcomes of existing programs.	Clinical Team		X		X		X	Provider audits Program outcome reports Report on new EBP's utilized	Executive Director and Board Staff Reports	
3.2	Explore shared cost strategies for EBP implementation and braid resources where mutually valued.	Clinical Team		X		X		X	Memorandum of Understanding with partners	Executive Director and Board Staff Reports	
3.3	Align training topics with community and system partners' needs.	Clinical Team		X		X		X	Training evaluations Partner surveys # of Trainings by topic and # of participants trained	Executive Director and Board Staff Reports	
3.4	Ensure the ongoing system-wide monitoring of evidence-based treatment practice models.	Clinical Team				X		X	Provider audits Program outcome reports	Executive Director and Board Staff Reports	
4.0	Partner with stakeholders to improve Lorain County's Crisis Continuum to provide appropriate and timely responses to crises.										
4.1	Update an integrated Crisis Continuum for adults, children and adolescents - to include call centers, crisis lines, treatment finders, mobile crisis, mobile response support teams, crisis intervention and quick response teams, crisis stabilization centers, withdrawal management services, residential treatment facilities, step down, connections to treatment and recovery supports.	Executive Director, Clinical Team	X	X					Utilize previous consultative reports and updated with best practice reports Crisis Continuum Whitepaper developed with community stakeholders	Executive Director Reports	
4.2	Assess withdrawal management services capacity (i.e. detox).	Executive Director and Clinical Team				X			Map of Withdrawal Management levels of care inclusive of providers, capacity and costs integrated into Crisis Continuum	Executive Director and Board Staff Reports	

4.3	Determine client and system outcome metrics for the Crisis Continuum.	Executive Director and Clinical Team	X	X	X	X	X	X	Performance plan developed, monitored and reports with community stakeholders	Executive Director reports	
4.4	Continue to evaluate and refine costs for implementation and sustainability of the Crisis Continuum.	Board of Directors Executive Director, Business Operations Director		X		X		X	Blended and braided funding exists to support the Crisis Continuum with community stakeholders	Financial Reports	
4.5	Complete an updated "Business Case" for a comprehensive Crisis Continuum for community stakeholders.	Executive Director, Business Operations Director	X	X					Business Case developed and communicated with community stakeholders	Executive Director Reports	
4.6	Partner with stakeholders to address gaps in Crisis Continuum.	Board of Directors, Executive Director	X	X	X	X	X	X	Plan for resource acquisition to fill Crisis Continuum Gaps with community stakeholders	Board meeting Minutes Executive Director Reports	
4.7	Partner with stakeholders to establish, build and support the Crisis Stabilization Center.	Board of Directors, Executive Director, Business Operations Director, Clinical Team	X	X	X	X	X	X	Plan for Crisis Stabilization Center with community investors	Board meeting Minutes Executive Director Reports	
5.0	Partner with stakeholders to improve Lorain County's housing capacity (recovery, supportive, transitional), utilization and effectiveness.										
5.1	Coordinate efforts with partners to review and inventory existing housing resources in Lorain County for recovery housing, group homes, permanent supportive housing and adult care facilities for residents with mental health and substance use disorders.	Executive Director and Clinical Team		X					Completed housing inventory using Ohio Quality Housing Criteria and other housing crosswalks Technical assistance to providers to comply with Ohio Quality Housing Criteria	Executive Director and Board Staff Reports	
5.2	Finalize a comprehensive housing plan to address housing needs in the county including group homes, step down and recovery housing facilities.	Executive Director and Clinical Team			X				Completed housing plan Reports on current and new housing units	Board meeting minutes Executive Director and Board Staff Reports	
5.3	Expand advocacy in communities to support recovery, supportive and transitional housing needs.	Board of Directors, Executive Director and Clinical Team, Communications and Community Relations Director		X		X		X	Housing capacity reports Report on advocacy opportunities	Board meeting minutes Executive Director Reports	

6.0 Improve partnerships to integrate and/or coordinate behavioral healthcare with other systems.												
6.1	Complete a review of network providers' capacity to integrate behavioral health and primary healthcare for clients served.	Clinical Team			X	X				Completed integrated Primary Care / Behavioral Healthcare analysis for network Updates on integrated service enhancements	Executive Director and Board Staff Reports	
6.2	Utilize Sequential Intercept Maps to continue and improve comprehensive collaboration with criminal justice partners.	Executive Director, Clinical Team	X	X						Sequential Intercept Maps Training and technical assistance reports Program outcome reports	Executive Director and Board Staff reports	
6.3	Continue to maintain multi-system youth partnerships through an integrated approach.	Intersystem Programs Director, Executive Director	X	X	X	X	X	X		ISP contracts developed	Board meeting minutes	
6.4	Develop strategies to blend and braid resources to expand integrated partnerships across systems.	Executive Director and Clinical Team				X	X	X		Increase in the number of collaborations	Executive Director and Board Staff Reports	
7.0 Increase system capacity for prevention services.												
7.1	Use evidence-based planning system (Strategic Prevention Framework) to ensure individual and community prevention programs, practices and policies that are comprehensive across the lifespan.	Executive Director and Information and Dissemination Officer – Prevention Services	X		X			X		Logic Models and Action Plans developed for prevention	Executive Director and Board Staff Reports	
7.2	Develop and coordinate strategies to address community trauma and to build community resilience.	Executive Director, Clinical Team	X		X			X		Logic Models and Action Plans Partnership agreements with schools and other community groups	Executive Director and Board Staff Reports	
7.3	Develop and coordinate strategies for fostering healthy mental, emotional and behavioral development in children and youth.	Executive Director and Clinical Team	X		X			X		Logic Models and Action Plans Partnership agreements with schools and other community groups Increase in Youth-Led opportunities	Executive Director and Board Staff Reports	

7.4	Develop and coordinate harm reduction plans as components of the Lorain County Prevention system.	Board members, Executive Director, Clinical Team		X		X		X	Action Plans developed and implementation status reports	Board meeting minutes Executive Director and Board Staff reports	
7.5	Ensure that evidence-based prevention models are delivered with fidelity.	Clinical Team	X	X	X	X	X	X	Technical assistance reports Program outcome reports Provider audits	Executive Director and Board Staff Reports	
7.6	Coordinate behavioral health community trainings.	Clinical Team	X	X	X	X	X	X	Reports on # of Trainings, # of participants trained	Sign-in reports	

STRATEGIC INITIATIVE: LEADERSHIP

STRATEGIC GOAL: *ENSURE A LEADERSHIP CULTURE WHICH WILL ENABLE MHARS TO ACHIEVE ITS MISSION/VISION AND BE THE RECOGNIZED LEADER IN INTEGRATED BEHAVIORAL HEALTH SERVICES IN OHIO.*

#	Objectives / Actions	Leader	Year						Performance Goal	Performance Measurement Source	Status
			Y1 Months		Y2 Months		Y3 Months				
			1-6	7-12	1-6	7-12	1-6	7-12			
1.0	Recruit and engage a diverse Board of Directors to effectively advance the MHARS Board's mission and vision.										
1.1	Articulate and implement a MHARS Board Member Recruitment and Retention Plan.	Board Membership Committee and Executive Director		X		X		X	Implementation of completed process	Process activities schedule	
1.2	Review MHARS Board governance policies and procedures and update as needed.	Board Governance Committee and Executive Director	X	X					Updated Board governance policies	Board Governance policies	
1.3	Review and update MHARS Board By-laws.	Board Governance Committee and Executive Director	X	X					Approval of updated Board By-laws	Board Meeting minutes	
1.4	Build capacity for advisory/outreach opportunities to assist the MHARS Board.	Board Governance Committee	X	X					Board By-laws	Board meeting minutes Board Committee reports	
2.0	Empower Board members knowledge and understanding of community needs, service provider program effectiveness and the Board's governance responsibilities.										
2.1	Ensure a complete and timely new Board of Director's orientation / leadership development / monitoring process.	Board Membership Committee and Executive Director	X	X					Documented new Board of Director's orientation and leadership development and monitoring process.	Board meeting minutes Executive Director's report	
2.2	Ensure the regular completion of Board-specific training topics at all Board meetings, as time permits.	Governance Committee Executive Director	X	X	X	X	X	X	Implementation of Board training completed plan.	Board meeting minutes	
2.3	Develop, educate and train Board members, leadership, Board staff in Culturally and Linguistically Appropriate Services (CLAS) policies and practices.	Executive Director and all Board Staff	X	X					Established CLAS policies and practices, Board and Board staff trained.	Board meeting minutes Executive Director reports	

3.0	Complete a MHARS Board of Director's self-evaluation of performance.											
3.1	Board Chair to facilitate the completion of a Board self-evaluation at least every two (2) years.	Board Chair and Executive Director		X					X	Board self-evaluation summary reports	Board meeting minutes	
3.2	Implement any recommendations that result from the Board self-evaluations.	Board Chair and Executive Director		X					X	Board self-evaluation summary reports	Board meeting minutes	
4.0	Formally review the MHARS Strategic Plan.											
4.1	Executive Director to provide monthly progress updates in Board of Directors meeting reports.	Executive Director	X	X	X	X	X	X		Monthly Executive Director Reports	Board meeting minutes Executive Director Reports	
4.2	Complete a documented review and update of the MHARS Board Strategic plan.	Board Chair, Executive Director and Board staff	X	X	X	X	X	X		Semi-annual updates / review of Strategic Plan	Board meeting minutes Executive Director Reports	
5.0	Hire an Executive Director.											
5.1	Develop and implement a plan to hire an Executive Director for the MHARS Board of Lorain County.	Board Chair, Board members	X							Executive Director hired Signed contract by new Executive Director and Board	Board meeting minutes	
6.0	Facilitate team-building activities to support Board integration.											
6.1	Develop and implement a Board team-building plan to facilitate the full integration of the Board.	Board Chair, Executive Director and Board staff		X						Board team-building plan created and implemented	Board meeting minutes Executive Director reports	
6.2	Include Board team-building activities in regular board meetings and outside Board-related activities.	Board Chair, Executive Director and Board staff			X	X	X	X		Established schedule Documented Board team-building activities	Board meeting minutes Executive Director reports	
7.0	Ensure preparation and passage of Lorain County levies supporting behavioral health (language, renewal and timing).											
7.1	Assess levy needs.	Executive Director, Board members and Board Staff	X		X					Adequate funding for initiatives Tax Budget projections	5-year forecast	

7.2	Develop and implement levy plan(s) as indicated.	Executive Director, Board members and Board Staff			X	X			Levy passage	Board meeting minutes Executive Director reports	
7.3	Ensure levy language and timing meet the requirements for being added to the county election ballot(s), when indicated.	Executive Director, Board members and Board Staff		X					Levies on ballot(s)	Board meeting minutes Executive Director reports	

STRATEGIC INITIATIVE: FINANCIAL

STRATEGIC GOAL: *ENSURE FINANCIAL VIABILITY OF MHARS THROUGH EFFICIENT AND RESPONSIBLE FINANCIAL MANAGEMENT AND TO MAXIMIZE THE FINANCIAL GROWTH AND STABILITY OF THE ORGANIZATION AND SYSTEM OF CARE.*

#	Objectives / Actions	Leader	Year						Performance Goal	Performance Measurement Source	Status	
			Y1 Months		Y2 Months		Y3 Months					
			1-6	7-12	1-6	7-12	1-6	7-12				
1.0	Coordinate financing strategies for program outcomes.											
1.1	Develop and implement a written funding allocation process.	Board members (Finance and CR&P Committee), Executive Director, Business Operations Director and Clinical Team	X		X			X		Written funding allocation process Increase in funding based on outcomes	Board meeting minutes Allocation guidance	
1.2	Enhance and formalize the existing financial forecast model and ensure continued reliability and validity.	Finance Committee, Business Operations Director	X		X			X		Approved and implemented Board policy regarding cash reserve Ongoing assessment of cash reserve Formalized financial forecasting model	Board meeting minutes Financial Statements	
1.3	Assist in transformation to value-based care for provider network through payment strategies for outcomes.	Executive Director, Business Operations Director, and Clinical Team						X		Analysis regarding the current use of Incentives Determine cost bands for program services Develop a pilot for outcome-prioritized incentives Reports of technical assistance to providers	Board meeting minutes Executive Director and Board Staff reports	

STRATEGIC INITIATIVE: PERFORMANCE IMPROVEMENT

STRATEGIC GOAL: *CREATE A SYSTEM-WIDE MODEL OF PERFORMANCE IMPROVEMENT (PI) / INFORMATION TECHNOLOGY THAT EMPLOYS DATA-INFORMED DECISION-MAKING REGARDING SYSTEM PERFORMANCE, EFFECTIVENESS OF CLIENT OUTCOMES, ACCOUNTABILITY AND OVERSIGHT.*

#	Objectives / Actions	Leader	Year						Performance Goal	Performance Measurement Source	Status	
			Y1 Months		Y2 Months		Y3 Months					
			1-6	7-12	1-6	7-12	1-6	7-12				
1.0	Utilize MHARS Board Performance Improvement Plan to improve the quality of care and quality of life measurements for individuals and families.											
1.1	Develop the MHARS Board Performance Improvement (PI) Plan to include outcome measurements, process improvement, program evaluation, policies and procedures, data metrics and benchmarks.	Executive Director and Board staff	X		X			X		Implementation of the MHARS Board Performance Improvement (PI) Plan	PI Plan Board meeting minutes Executive Director reports Client Satisfaction Survey summaries Focus Group Input Summaries	
1.2	Develop, implement and utilize data dashboards for effective decision making.	Executive Director, Board Staff		X	X	X	X	X		Completed and approved data dashboard.	Board meeting minutes Dashboard reports	
1.3	Use a "lessons learned" format to improve program and process outcomes.	Executive Director, Board Staff		X	X	X	X	X		Program outcome reports Provider audits Technical assistance reports Utilize Change Initiatives (Plan, Do, Study, Act) for process improvements	Executive Director and Board Staff Reports	
2.0	Ensure the completion of Culture of Quality (COQ) certification.											
2.1	Assign responsibility of facilitating the completion of the COQ certification process.	Executive Director, Board members and Board Staff		X				X		Staff assigned to facilitate the COQ certification process	Staff meeting minutes	
2.2	Obtain and maintain the COQ certification status.	Executive Director, Board members and Board Staff		X				X		COQ Certification	Board meeting minutes Executive Director reports	

STRATEGIC INITIATIVE: HUMAN RESOURCES / WORKFORCE DEVELOPMENT

STRATEGIC GOAL: *ATTRACT NEW TALENT FOR MENTAL HEALTH AND ADDICTION SERVICES WITH EMPHASIS TO ADDRESS THE CURRENT DIVERSITY GAP.*

#	Objectives / Actions	Leader	Year						Performance Goal	Performance Measurement Source	Status
			Y1 Months		Y2 Months		Y3 Months				
			1-6	7-12	1-6	7-12	1-6	7-12			
1.0	Identify workforce needs and gaps.										
1.1	Complete research and develop a plan, regarding the extent / impact of professional staff turnover system-wide.	Executive Director and Clinical Team, Human Resources & Special Projects Director		X		X		X	Collaborate with system providers to develop and implement a learning community to address staff turnover and retention # new hires % of stable staffing in system # of network staff diversity reflect clients served	Executive Director and Board Staff Reports	
1.2	Enhance / increase collaborations with high schools, universities / educational institutions to engage students for behavioral health interest.	Executive Director and Clinical Team		X		X		X	Report on collaborations	Executive Director Reports	
1.3	Advocate for recognition by state credential/licensure for US Citizens who relocate to Ohio.	Executive Director and Human Resources & Special Projects Director		X		X		X	Complete rule analysis and determine advocacy for rule changes	State Rules	
1.4	Enhance the use of endowment funding to increase workforce.	Human Resources and Special Projects Director		X		X		X	Utilize the Frederick P. Slanina Foundation Fund	Fund's minutes and annual report	
2.0	Promote and develop Peer Support services to enhance the MHARS Board system of care.										
2.1	Facilitate the enhancement and capacity of Peer Support services in Lorain County.	Executive Director and Board Staff		X		X		X	Baseline and ongoing data of capacity of certified Peer Supporters	Executive Director and Board Staff Reports	
2.2	Advocate for Peer Support in funding and reimbursement models.	Executive Director and Board Staff		X		X		X	Completed cost/benefit analysis	Executive Director and Board Staff Reports	

2.3	Promote peer support employment opportunities.	Executive Director and Board Staff		X		X		X	Map of peer support services	Executive Director and Board Staff Reports
2.4	Utilize the voices of lived experiences for improvements of service delivery in the system.	Executive Director and Board Staff		X		X		X	Advocacy plan developed and implemented	Executive Director and Board Staff Reports
2.5	Build connections to include peer supporters into treatment teams.	Executive Director and Board Staff					X	X	Program outcomes	Executive Director and Board Staff Reports
2.6	Support Recovery Community Organizations in Lorain County.	Executive Director, Clinical Team	X	X	X	X	X	X	Technical assistance reports Reports on # of participants in structured recovery-oriented activities Reports on # of group activities at consumer-operated programs	Executive Director and Board Staff Reports

STRATEGIC INITIATIVE: PUBLIC RELATIONS / BRANDING

STRATEGIC GOAL: ENSURE THAT COMMUNITY MEMBERS KNOW THAT SERVICES EXIST, HOW TO CONNECT TO THEM, AND THAT SERVICES ARE PLANNED, FUNDED AND MONITORED BY A KNOWLEDGEABLE AUTHORITY.

#	Objectives / Actions	Leader	Year						Performance Goal	Performance Measurement Source	Status
			Y1 Months		Y2 Months		Y3				
			1-6	7-12	1-6	7-12	1-6	7-12			
1.0	Increase the visibility and community’s understanding of the MHARS Board of Lorain County.										
1.1	Develop a comprehensive Communications Plan in support of the Strategic Plan, to help meet strategic goals and publicize the system of care in an ongoing campaign that includes community-based mental health, addiction, problem gambling, suicide and overdose awareness, and mental wellness and prevention services.	Executive Director, Board Staff		X					Communications Plan will be created that will include metrics for success	Metrics to be included in Communications Plan	
2.0	Increase knowledge and access within groups identified as having low engagement in mental health and addiction resources, or groups with acute risk based on an immediate event or occurrence (postvention).										
2.1	Launch a monthly information-sharing call, e-blast and materials with/to community member “movers and shakers” including people recommended by Board members and partners as having deep ties to neighborhoods, so that they can carry information to their peers/colleagues.	Board Staff	X	X	X				Consistent involvement from a diversity of neighborhood across Lorain County	Sign-in records including home zip codes and count of materials.	
2.2	Develop a proposal for formalizing the “movers and shakers” group into Ambassador roles.	Board Staff				X	X	X	TBD	TBD	
2.3	Complete and disseminate the “business case” for behavioral health care, plus targeted resources for Human Resources directors and businesses.	Executive Director and Board Staff			X	X	X	X	Business case document Report on resources for businesses disseminated	Executive Director and Board Staff reports	
2.4	Establish new corporate/business partnerships by offering a train-the-trainer session inclusive of toolbox materials, on behavioral health to embed in their workplace wellness efforts.	Board Staff			X	X	X	X	Train # of managers, # of sectors, # of businesses	Sign-in records	

2.5	Formalize youth suicide and traumatic death postvention approach that includes child's school and neighborhood.	Clinical Team, Communications and Community Relations Director		X	X	X	X	X	Document current process and educate new staff on roles Suicide Prevention Coalition to include postvention plan	Minutes from Suicide Prevention Coalition	
2.6	Develop and formalize adult suicide postvention approach that includes adult's workplace and neighborhood.	Clinical Team, Communications and Community Relations Director	X	X	X	X	X	X	Suicide Prevention Coalition plan to include postvention approaches Community Health Improvement Plan alignment	Minutes from Suicide Prevention Coalition	
2.7	Develop and formalize overdose death postvention outreach approach in coordination with Overdose Spike Plan.	Executive Director, FR CARA Project Manager	X	X	X	X	X	X	Lorain County Opioid Action Team plan developed to include postvention outreach County Health Improvement Plan alignment	Minutes from Lorain County Opioid Action Team	
2.8	Determine the feasibility of creating or connecting to a Youth Advisory Committee to help support governance and promotion of the system.	Clinical Team, Communications and Community Relations Director			X	X	X	X	Public Education Plan	Executive Director and Board Staff reports	
2.9	Increase Navigator program publicity, support, capacity and education.	Clinical Team, Communications and Community Relations Director	X	X	X	X	X	X	Increase in distribution of promotional materials Increase in calls to Navigator	Track promotion touchpoints Clinical monitoring reports	
3.0	Educate the community that the MHARS Board is the behavioral health authority in Lorain County.										
3.1	Regularly respond to items in the public conversation, through letters to the editor, guest tutorials, online posts, panel discussions and appearances in the voice of the Board Chair, Board Director and staff content matter experts.	Board Chair, Executive Director and Board Staff		X	X	X	X	X	Consistent media voice	Media coverage tracking at on website and media-coverage	
3.2	Support and encourage Board member involvement and efficacy at public outreach events by pairing them with a staff member and preparing them with education and materials.	Board Chair, Executive Director, Communications and Community Relations Director	X	X	X	X	X	X	Completed board members education toolbox	Board meeting minutes Executive Director reports	