

2021–2023

STRATEGIC PLAN



M · H · A · R · S

MENTAL HEALTH, ADDICTION AND RECOVERY SERVICES
BOARD OF LORAIN COUNTY

INTRODUCTION

In late 2019 – soon after the merger of the former Lorain County Mental Health Board and the Alcohol and Drug Addiction Services Board – the new Mental Health, Addiction and Recovery Services (MHARS) Board of Lorain County embarked on the process of creating a strategic plan. Brown Consulting was selected as the firm to lead this process. In March 2020, Brown Consulting held a series of stakeholder focus groups to gather information to inform the strategic plan objectives. By October 2020, the Strategic Plan was presented to and approved by the Board of Directors. We thank all of the community stakeholders who provided their thoughts and

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.

- 1.0 – Ensure that behavioral health programs/services priorities and initiatives are consistent with state and local planning needs.
- 2.0 – Address access barriers to behavioral health care in Lorain County.
- 3.0 – Identify, prioritize and provide support for evidence-based practice standards for system programs/services.
- 4.0 – Partner with stakeholders to improve Lorain County's Crisis Continuum to provide appropriate and timely responses to crises.
- 5.0 – Partner with stakeholders to improve Lorain County's housing capacity (recovery, supportive, transitional), utilization and effectiveness.
- 6.0 – Improve partnerships to integrate and/or coordinate behavioral healthcare with other systems.
- 7.0 – Increase system capacity for prevention services.

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.

- 1.0 – Recruit and engage a diverse board of directors to effectively advance the MHARS Board's mission and vision.
- 2.0 – Empower board members' knowledge and understanding of community needs, service provider program effectiveness and the Board's governance responsibilities.
- 3.0 – Complete a MHARS Board of Directors' self evaluation of performance.
- 4.0 – Formally review the MHARS strategic plan.
- 5.0 – Hire an Executive Director.
- 6.0 – Facilitate team-building activities to support board integration.
- 7.0 – Ensure preparation and passage of Lorain County levies supporting behavioral health (language, renewal and timing.)

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.

- 1.0 – Coordinate financing strategies for program outcomes.

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.

- 1.0 – Utilize MHARS Board performance improvement plan to improve the quality of care and quality of life measurements for individuals and families.
- 2.0 – Ensure the completion of culture of quality.

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.

- 1.0 – Identify workforce needs and gaps.
- 2.0 – Promote and develop peer support services to enhance the MHARS Board system of care.

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.

- 1.0 – Increase the visibility and community's understanding of the MHARS Board.
- 2.0 – Increase the knowledge and access within groups identified as having low engagement in mental health, addiction resources or groups with acute risk based on an immediate event or occurrence (postvention).
- 3.0 – Educate the community that the MHARS Board is the behavioral health authority in Lorain County.