



**Clermont County Mental Health
and Recovery Board
Strategic Plan for
FY 2024-2026**

Executive Director: Dr. Lee Ann Watson



Clermont County Mental Health and Recovery Board

Strategic Planning Guide for FY 2023-2026

Mission

Clermont County Mental Health and Recovery Board Mission

The Clermont County Mental Health and Recovery Board, under local leadership, shall plan and make provision for comprehensive behavioral health treatment, prevention, and recovery support services that are accessible to all residents of Clermont County and shall evaluate the delivery and effectiveness of these services.

Values

The Clermont County Mental Health and Recovery Board of Directors dedicates itself to ensuring that the guiding principles outlined in this Value Statement are followed by each Board member and staff member.

1. The Board is committed to sustaining a behavioral health system that allows individuals experiencing or recovering from a mental illness or a substance use disorder access to effective treatment.
2. Prevention and early intervention are essential elements in a community-based system of care.
3. Clients, family members, clinicians and other supporting professionals and staff must be treated with respect at all times.
4. All activities of the Board are to be conducted with integrity, in accordance with professional standards.
5. Services will be responsive to, and based upon, the strengths and changing needs of the clients.
6. Before taking action, the Board must carefully consider the overall impact of decisions on clients, the social service system, and the community at large.
7. Board decisions and operations must be in compliance with government regulations.
8. The Board is committed to fiscal responsibility and strives to act in the best fiscal interest of Clermont County taxpayers in allocating resources.
9. The Board fosters innovative approaches to meeting identified service needs by maximizing resources and promoting collaborative ventures.
10. The Board is committed to good business management practices and the employment of competent professional staff.
11. The Board is committed to funding services across the life span.



Vision Statement

The Clermont County Mental Health and Recovery Board is the leader in supporting a healthier community in Clermont County by advancing behavioral health treatment, prevention, and recovery support services.

The Clermont County Mental Health and Recovery Board will strive for continuous improvement in the following areas by June 30, 2026:

1. Decision making will be data driven and based on clearly defined priorities, available funding, identified needs, service requirements, and outcomes.
2. The Board will utilize available resources to develop and maintain a full continuum of care.
3. The Board will continue to fund and monitor a fiscally responsible service delivery system, including prevention, treatment, and recovery supports, which provide easily accessible, seamless services for clients.
4. There will be increased community awareness, knowledge and understanding of behavioral health concerns, and the importance of behavioral health care, the role of the Board, and the system of care.
5. The Board will utilize a clearly defined process for planning, delivering, and monitoring an array of services that assign responsibility and accountability to service providers.
6. The Board will lead the community in supporting recovery for individuals with a behavioral health disorder.
7. The Board will continue to maintain highly qualified staff to carry out Board priorities.
8. The Board will continue to increase the impact of resources through partnering for joint service planning and provisions, as appropriate.

Assumptions

What Political, Economic, Societal, Technological, Legal and Environmental factors will affect what the Board can do?

1. Community needs are continually changing, creating a challenge to reallocate resources within the current structure.
2. State funding will continue to be insufficient to meet all the treatment needs of County residents, and the majority of discretionary funding will be limited to the local levy and competitive grants.
3. Continued strong collaboration and braided funding with other entities is vital to meet service needs.
4. The Board is mandated to provide a full continuum of care for individuals with a substance use disorder and individuals with a severe and persistent mental illness, leaving limited funding for other needs.
5. A consistently insufficient behavioral health workforce is impacting service delivery.
6. Clermont County is a federally designated Appalachian County, and many residents strongly identify with the Appalachian culture.
7. Geographic location within the County, socioeconomic status, and lack of resources creates a wide diversity of needs. OR: The needs of our County differ based on geographic location and culturally identity.
8. The Board is the designated safety net to assure accessibility to needed behavioral health services regardless of the ability to pay.
9. The Board is responsible for providing behavioral health education to all County residents.
10. Stigma around behavioral health disorders continues to be a barrier.



Strategic Intent

To be the recognizable leader of the publicly funded behavioral health system of care for Clermont County.

Key Result Areas

What are the prioritized areas the Clermont County Mental Health and Recovery Board must focus on to achieve key results?

- 1. INCREASED COMMUNITY AWARENESS OF THE BOARD'S ROLE: THE CLERMONT COUNTY MENTAL HEALTH AND RECOVERY BOARD IS VIEWED BY THE COMMUNITY AS THE BEHAVIORAL HEALTH EXPERT FOR PLANNING, COORDINATION, NAVIGATION, AND SUPPORT RELATED TO BEHAVIORAL HEALTH NEEDS.** Residents are very aware of the Board and seek guidance in navigating the behavioral health system. County leaders and community partners look to the Board as experts for county decisions regarding behavioral health. The community recognizes the importance of the Board and passes the mental health tax levy.
- 2. FORMAL FRAMEWORK FOR FINANCIAL DECISION MAKING: BUDGETING IS BASED ON PRIORITIZED NEEDS AND RESOURCES.** We will utilize a system for comprehensive data collection and analysis to prioritize behavioral health needs to guide budgeting decisions.
- 3. COMPREHENSIVE CONTINUUM OF CARE: THE CLERMONT COUNTY MENTAL HEALTH AND RECOVERY BOARD WILL HAVE AN ENHANCED COMPREHENSIVE CONTINUUM OF CARE WITH PROVISION FOR ADDITIONAL PRIORITIZED SERVICES TO CLOSE CARE GAPS.** A full continuum of care will meet OMHAS requirements and the needs of our residents. Additions to the current continuum of care will include a Crisis Receiving Center and expanded treatment, prevention, and recovery supports including housing and transportation for priority populations.
- 4. COMMUNITY EDUCATION: THE COMMUNITY IS AWARE OF BEHAVIORAL HEALTH NEEDS, CONCERNS, AND RESOURCES.** The community understands the importance of behavioral health care, has a better understanding of symptoms of behavioral health concerns, and is aware of available resources to seek help.
- 5. STRONG BOARD OPERATIONS AND BOARD OF DIRECTORS' LEADERSHIP: THE BOARD OF DIRECTORS IS ACTIVELY INVOLVED AS AMBASSADORS OF THE CLERMONT COUNTY MENTAL HEALTH AND RECOVERY BOARD IN THE COMMUNITY.** Board operations will meet the standards of OACBHA. There is an open culture for discussion within Board meetings, but all speak with one voice in public. The Board of Directors willingly advocate in the community regarding the importance of the Board, its mission and the services funded in Clermont County.



Critical Success Factors

Goal One: Increased community awareness of the Clermont County Mental Health and Recovery Board's role.

#	Objectives	Who?	Measures	Target	Activities	Status
1a	Create and implement a Marketing Plan to increase the footprint and awareness of CCMHRB	Community Engagement Manager Office Manager	Documentation of Marketing Plan Increased social media hits	Marketing Plan completed by November 1, 2023 and every July 1 annually 25% increase in awareness annually as measured by increase in social media hits by December 31, 2024	<ul style="list-style-type: none"> • Determine messaging that needs to be delivered to community • Development of various marketing strategies /methods of delivery • Determine best means to reach high risk populations • Determine partners that will be needed for distribution of messaging • Determine cost and alignment with budget • Develop targeted materials • Determine location for distribution of materials • Implementation of marketing strategy • Provide outreach to underserved communities • Review analytics quarterly 	FY24 Mark green, yellow or red to show progress FY 25
1b	Increase value and importance of behavioral health care with local and state leaders that leads to positive funding decisions	Board of Directors Executive Director	Additional funding allocations Evidence of increased relationships (support letters, invitation to participate in decision-making meetings, etc.)	Sustained funding through increased support of tax levy by November 2024 County financial support of housing and transportation by December 31, 2026 Ongoing collaboration with local and state leaders	<ul style="list-style-type: none"> • Train and provide support to Board of Directors to encourage advocacy in community • Develop and maintain working relationships with state and federal legislators through regular reach outs • Nurture and maintain working relationships with County leadership through regular meetings • Develop and maintain working relationships with township/city leadership • Increase involvement in County meetings to share current community needs • Increase involvement with Chamber of Commerce 	

1c	Increase the CCMHRB's involvement in community events	Associate Director Community Engagement Manager	Number of events attended	Develop yearly calendar of events by end of each January	<ul style="list-style-type: none"> • Develop calendar of local events for the year • Determine staffing for events • Increase involvement in Chamber of Commerce meetings • Participate in local events throughout the community • Track number of events participated in and estimate of number of people touched 	
1d	Increase awareness and involvement in County-wide behavioral health initiatives	Associate Director Community Engagement Manager	Evidence of increased partnerships (Involvement in coalitions and other meetings) Number of new partners	List of non-contract providers and behavioral health initiatives developed by March 31, 2024 Prevention Services Plan developed by December 31, 2025 Ongoing work with partnerships	<ul style="list-style-type: none"> • Develop and update list of non-contract behavioral health providers in the County and services provided • Develop and update list of behavioral health related initiatives occurring in the community, particularly related to prevention • Development of community prevention services plan detailing available services and gaps • Increase partnership and collaboration with nontraditional partners such as churches and businesses • Continued support of mini grants to non-contract community entities • Track number of new partners and new initiatives involvement 	



Goal Two: Develop a formal framework for decision making.

#	Objectives	Who?	Measures	Target	Activities	Status
2a	Adopt the Gillette Model for Budgeting Ethics	Board of Directors Executive Director Director of Operations	Adoption of policy by the Board of Directors	By December 31, 2023 Annually by April	<ul style="list-style-type: none"> Finalize the model Write and adopt a policy Approve policy Review with Agencies Update the Priority grid yearly 	
2b	Acquire and evaluate raw data to determine outcomes to use in funding priorities	Executive Director Associate Director	Rubric of data needs developed Data platform acquired Data platform implemented	By June 30, 2024	<ul style="list-style-type: none"> Develop a formal rubric of data needs Identify a platform for data gathering Acquire data platform Conduct quarterly community needs assessments Collect agency data Analyze community assessments and agency data Advocate with OMHAS for access to Medicaid data 	
2c	Develop a dashboard for reporting on treatment related data	Executive Director Associate Director	Identification of model and design for dashboard Data dashboard created	By December 31, 2024	<ul style="list-style-type: none"> Identify outcomes to report Design a dashboard Implement dashboard Provide quarterly reports 	
2d	Develop a dashboard for reporting Board outcomes	Director of Operations Associate Director	Identification of model and design for dashboard Data dashboard created	By December 31, 2023 Annually	<ul style="list-style-type: none"> Identify outcomes to report Design a dashboard Implement dashboard Provider quarterly reports to Board of Directors 	



Goal Three: Enhance the continuum of care with provision for additional prioritized services to close care gaps.

	Objectives	Who?	Measures	Target	Activities	Status
3a	Determine and prioritize behavioral health needs of the community	Board of Directors Associate Director	Prioritized list of services to add and/or redesign	Development of continuum of care graphic by December 31, 2024 Annually in December	<ul style="list-style-type: none"> Utilize needs assessment data to determine behavioral health needs and areas of gaps Development of continuum of care graphic Evaluate effectiveness and needs of current services Prioritize the gaps based on data Update the Gillette priority grid 	
3b	Increase Clermont County behavioral health related resources in collaboration with community partners	Executive Director	Addition of at least 24-bed unit for permanent supportive housing for individuals with a severe and persistent mental illness Implement a transportation plan for clients in our system of care	By December 31, 2026	<ul style="list-style-type: none"> Strengthen relationships and collaboration with community partners and leaders Housing needs are identified Transportation needs are identified Implementation of and involvement in Community Housing and Transportation Committee Development of a County plan for improvements in housing Development of a County plan for improved access to transportation 	
3c	Establish a Crisis Receiving Center in Clermont County	Executive Director	Center opens for business	By December 31, 2026	<ul style="list-style-type: none"> Establish a planning committee Obtain support from the County Develop an implementation plan Determine funding Secure funding Develop a sustainability plan Determine billing structure Identify space for the center Identify provider and staffing Determine operating procedures Purchase needed equipment Market the program to the community and community partners 	

3d	Redesign school-based services to better meet the needs of the youth in Clermont County	Executive Director	Redesign plan implemented Positive feedback from stakeholders	New design implemented by August 31, 2024	<ul style="list-style-type: none"> • Determine funding for needs assessment/evaluation • Collaborate with Child Focus and school districts • Conduct needs assessment to establish baseline • Conduct evaluation to determine what components need to be redesigned • Discussions with schools regarding evaluation results • Development of implementation plan • Review of billing structure • Implementation of redesign 	
3e	Provide support to contract providers to assure seamless delivery of services	Associate Director Director of Operations	Positive feedback from stakeholders	Annually in March and July	<ul style="list-style-type: none"> • Analyze needs assessment data to determine high utilization service areas • Coordinate with providers to identify areas needing more funding • Coordinate with providers to research funding options • Assist providers with determining efficient use of limited staffing and funding resources 	



Goal Four: Develop and implement a community education plan to increase awareness of behavioral health concerns and available resources.

#	Objectives	Who?	Measures	Target	Activities	Status
4a	Collect and analyze existing data to assess greatest educational needs	Associate Director Community Engagement Manager	Written summary report	By December 31, 2024	<ul style="list-style-type: none"> • Conduct interviews with partners • Conduct focus groups and/or town halls • Collect and organize existing data (Coroner, crime reports, QRT reports, etc.) • Identify additional data needs • Analyze data to determine education needs • Conduct further needs assessments • Prioritize greatest needs 	
4b	Participate in community events to provide educational materials to broad audience	Community Engagement Manager Office Manager	Number of community events	Starting October 1, 2023 and Annually	<ul style="list-style-type: none"> • Determine community events to attend • Create calendar of events • Distribute educational materials throughout the community 	
4c	Provide continuous training opportunities for residents, treatment providers, and community partners.	Associate Director	Number of trainings held Number of people trained	Starting December 1, 2023 and Annually	<ul style="list-style-type: none"> • Identify topics of interest to community, treatment providers, and community partners • Develop training schedule • Develop training and materials • Widely advertise trainings • Provide trainings at least quarterly: <ul style="list-style-type: none"> -Community focused -Provider and partner focused • Record and report on dashboard 	



Goal Five: Create and implement an ongoing plan for board operations and for Board of Directors’ development, advocacy, and participation.

#	Objectives	Who?	Measures	Target	Activities	Status
5a	Develop Board member recruitment, engagement, and succession plan	Board of Directors’ Chair	Process documentation and assigned responsibility	By April 31, 2024	<ul style="list-style-type: none"> • Develop an ideal board profile • Create a pipeline for potential members based on needs, skills, connections, and geographical representation • Intentionally engage desired candidates • Give specific assignments to individuals to further engage members • Explore providing mentors for new board members 	
5b	Provide continuous training for further Board development	Board of Directors’ Chair Executive Director	Annual training plan	By January 1, 2024, and annually	<ul style="list-style-type: none"> • Provide Gillette Model training • Review of revised orientation documents • Financial literacy training-fundamentals of CCMHRB budget • Agency presentations of tangible programs and services 	
5c	Adopt Best practices for Purpose Driven, High Performing Boards	Board of Directors’ Chair	Board Source Model presented	By October 1, 2024, and annually	<ul style="list-style-type: none"> • Board Source training • Board self-evaluation • Process for Executive Director evaluation 	
5d	Update Board Policies and Procedures	Executive Director Office Manager	Policies and Procedures updated	By October 31, 2024	<ul style="list-style-type: none"> • Review policies and procedures • Update policies and procedures • Prosecutor approval of updated policies and procedures • Board of Director approval of updated policies and procedures 	
5e	Complete Culture of Quality certification	Associate Director Office Manager	Certification obtained	By June 30, 2024	<ul style="list-style-type: none"> • Obtain Culture of Quality Standards • Review Standards • Update needed policies related to Standards • Prepare for review • Schedule and host review • Continue compliance 	