

prevention
education
treatment
recovery

The Washington County Behavioral Health Board

Strategic Plan 2019 – 2022

Reviewed and Revised September 2020

Reviewed and Revised July 2021



The Washington County Behavioral Health Board is adopting the document - **Recovery is Beautiful: A Blueprint for Ohio's Community Mental Health and Addiction System** as its own three year strategic plan for moving its local mental health and addiction system, in a statewide effort, from one that focuses on acute care to one that focuses on recovery management to help individuals not only get well, but to stay well.

Mental illness and addiction are chronic diseases, and recovery is about the evolution of an individual from a state of disease, to a state of wellness. True recovery is about much more than just a person's physical wellbeing, recovery is about a person's total wellbeing; physical, mental, emotional, and spiritual. We know that individuals with a mental illness and/or addiction want what everyone wants; they want a home, a job, friends, and to go out and socialize like everyone else.

Individuals in recovery will tell you that **Recovery is Beautiful**; and that it has allowed them to live life as opposed to experiencing it from the sidelines. This is what this strategic plan sets out to accomplish -- ensuring systems of care throughout Washington County that will allow all residents to have the best chance possible to live a healthy and full life as contributing members of our local community.

We know for a fact that *Treatment Works, and People Recover*. However, we also know that in order for individuals to have the best chance to sustain recovery for the long term, we need to ensure that recovery supports such as housing, peer supports, employment supports, and transportation are available for individuals with a mental illness and/or addiction. We also know that for our community to be healthy, we need to start early with prevention and wellness programs and continue to offer ongoing services and supports throughout a person's life.

This strategic plan will have us working in partnership with individuals in recovery and their families, healthcare and behavioral healthcare providers, local county systems such as education, criminal justice, law enforcement, health and human services, elected officials, businesses, faith-based organizations, and community members. No other issues impact entire communities quite like mental illness and addiction do.

Stay well,

David Browne, CPA
Executive Director, Washington County
Behavioral Health Board

Mike Beardmore
Board President, Washington County
Behavioral Health Board

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Mission

The Washington County Behavioral Health Board serves the residents of Washington County by providing a unified system of mental health and alcohol and drug addiction services; thus we are responsible for:

- Planning, maintaining, and reviewing mental health and addiction programs
- Coordinating services among contract agencies and other providers of care
- Administering all funds to ensure timely, cost-effective delivery of services
- Cultivating a dialogue between the Board and both our consumers and the larger community
- Pursuing local financial support to supplement state and federal funding

Vision

The Washington County Behavioral Health Board and the public and private agencies we fund seek to provide high quality, evidence-based programs. Thus, we strive:

- To provide, as our highest priority, a comprehensive continuum of care to those with severe mental health and addiction disabilities, those in crisis, and those unable to pay for necessary services
- To provide, in a manner alertly responsive to community needs, preventive, early intervention, treatment and recovery services
- To develop active partnerships with our consumers and their families in treatment and recovery processes, as well as in the planning, development, and evaluation of mental health and addiction services
- To apply managed care technologies to evaluate outcomes, establish best practices and promote efficient use of funding
- To ensure that services are sensitively keyed to the local culture and are delivered by a staff who understand and know how to work within that culture
- To develop ongoing educational programs promoting both public acceptance of persons with mental illness, as well as public awareness of mental health and addiction issues, and their impact on the community
- To acquire local financial support which permits strengthening and expanding services

Values Statement and Guiding Principals

We embrace guiding principles which emphasize successful results and outcomes, quality planning and delivery of cost-effective services, mutually satisfying partnerships with consumers and their families, productive interaction with the larger community, and ready access for residents of Washington County to a program which properly distributes efforts toward prevention, early intervention, treatment, and recovery. We therefore value a program of services which:

- Treats people with respect and dignity
- Cultivates attitudes of hope, self-confidence, and commitment to the goal of recovery
- Acknowledges the importance of self-determination and the sense of individuality
- Strives to design support services which meet the need of the individual
- Seeks to facilitate the involvement of both consumers and families
- Remains sensitive to the culture of the community and its values

- Views treatment of mental health and substance use disorders as distinct but interlocking disciplines which must work together to assure a seamless program of delivery
- Demonstrate our commitment to engage with competent contract agencies and other services providers who endorse both promising and evidence-based practices

Foreword

All people need to have the resources necessary to live a mentally healthy and addiction free life. The Washington County Behavioral Health Board strategic plan is intended to move our community mental health and addiction system towards a full Continuum of Care (CoC). CoC will promote good health through prevention and wellness programs, and provide crisis intervention, treatment, and recovery supports when individuals experience a mental health or substance use disorders.

This strategic plan sets out a framework, in which the Washington County Health Board (WCBHB) is the Continuum of Care “hub” for our local community, that coordinates across systems to ensure that local entities are prepared to offer community based mental health and addiction services, and recovery supports that are person-centered to meet the needs of individuals working towards recovery.

The funding and delivery of healthcare is changing in Ohio, including mental health and addiction services. Individuals must continue to have confidence that their publicly funded mental health and addiction continuum of care is working in a way that provides them with programs and services that are cost effective and efficient, ensuring that local community needs are met.

Recovery from a mental illness and/or addiction is not only possible, but with the right treatment and long-term recovery supports - it is life changing. While recovery benefits individuals with mental illness and/or addiction, it also benefits families and our community. Individuals in recovery become active and valued members of their community, helping communities to become healthier and more vibrant.

This strategic plan sets out a three year plan with overarching goals and action steps designed to make the changes necessary to advance our community mental health and addiction system in the ever changing healthcare landscape of the 21st century. WCBHB is committed to assuring that residents in each community live healthier lives through improved access to quality mental health and addiction prevention, treatment, and recovery support services.

In order to support the transition from an acute care treatment model to a recovery management model; systems, communities, and the state must work to align goals and priorities, while also engaging and incorporating client and family support systems to ensure a successful Continuum of Care that utilize the latest scientific research and evidence to implement prevention, treatment, and recovery support services.

Making change is hard and we must evolve with the world around us. Achieving this vision and meeting these goals will require leadership, partnership, and persistence. By working together, Washington County will be a healthier and more vibrant place to live, work, and grow.

The Planning Process

The need for updated and revised strategic planning was identified in late 2018; the board identified Cheri Walter with OACBHA as a resource for assistance in the process of strategic planning. The board designated a full day to the planning process in April of 2019, and this strategic plan sets out a three year plan aligning with our fiscal year beginning July of 2019. A focus group was held including board members and board staff members to gather perspectives on our current continuum of care (Attachment 1: Strategic Planning Participants). All of this information was summarized as strengths and areas of opportunities regarding our systems readiness to transform:

Areas of Strengths	Areas of Opportunities
<ol style="list-style-type: none"> 1. Knowledgeable staff and board members 2. Growing community support 3. Mental health levy passed in 2017 4. Radio Show to inform the public on important issues impacting our community 5. High functioning group of stakeholders making up the HUB 6. Collaborative partnerships exist and with common visions and goals 	<ol style="list-style-type: none"> 1. Larger office space to support board operations and public meetings 2. Increase board member participation in subcommittee meetings 3. Increase and strengthen wraparound services for individuals in treatment and recovery 4. Build capacity of local treatment providers and increase available treatment options 5. Establish recovery housing in Washington County 6. Develop educational resources to inform the community on board duties, available services, and reduce stigma on mental health and addiction services

Defining Recovery

Recovery from alcohol and drug addiction is a process of change through which an individual achieves improved health, wellness, and quality of life. (SAMHSA, 2009)

Recovery from mental disorders and/or substance use disorders is a process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential. (SAMHSA's working definition, 2012)

Recovery is not simply about personal health, but the health and wellbeing of the entire community.

Our Approach?

Its going to take every part of our community to develop solutions to effectively address our local mental health and addiction needs that impact our community. We need to collectively focus our community response to meet the needs of individuals and families impacted by mental health and addiction; there needs to be an appropriate level support and a full Continuum of Care allowing long term recovery for our residents. Together, we will build a comprehensive focus on prevention, education, treatment, recovery, and social supports such as housing, workforce development, peer support, and transportation.

What is Recovery Management?

Recovery Management is a philosophy for organizing treatment and recovery support services to enhance pre-recovery engagement, recovery initiation, long-term recovery maintenance, and the quality of personal/family life in long-term recovery. (William White)

OACBHA's Vision: Recovery is Beautiful

Ohio's entire mental health and addiction services system is emphasizing a Recovery Oriented System of Care (ROSC) that capitalizes on community strengths. Ohio's ROSC shall offer Ohioans an array of accessible mental health and addiction services and recovery supports that are culturally appropriate, accountable, effective, and efficient while promoting individual and family recovery.

WCBHB ensures that individuals and families affected by mental illness and/or addiction have access to this high-quality, recovery oriented system of care. WCBHB, through strong community partnerships, will continue to lead and advance efforts to ensure our communities are healthy, safe, and drug-free, while assuring accountability and effectiveness in client care.

Principles for the Washington County Behavioral Health Board to Move the Vision Forward

The following three principles are at the forefront of our plan:

Improve Board Operations

Aim to maximize the use of federal, state, and local funds, to meet locally identified outcomes. Utilize a blended funding approach that aligns resources and improves coordination between local community treatment providers and stakeholders. This approach enhances accountability and allocates scarce tax payer dollars in the most efficient and effective manner possible.

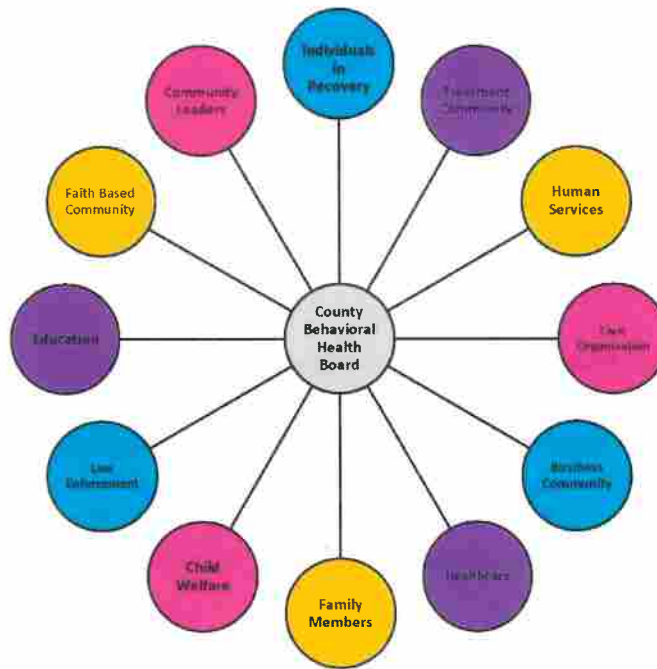
Enhance public knowledge and develop a strategy to reduce stigma associated with Mental Health and Addiction

Work to improve public understanding and support of mental health and addiction services as a permanent civic priority; enhance public perceptions and support of people with mental illness and addictions; increase public support for funding prevention, treatment, and recovery of mental illness and addiction; broaden communication, cooperation, and partnerships with consumers, family members, service providers, other government entities, and the public; and oversee and support the public information, education, and training activities of the Board.

Improve the Continuum of Care

Promote the health, wellness, and safety of individuals and our community by offering a continuum of services that includes prevention, community education, crisis services, treatment, and recovery supports, such as housing, employment supports, and peer support. When individuals are healthy and stable in recovery, they can meet their fullest potential, businesses have access to a healthy, drug-free workforce, and families in our community flourish.

Washington County's Opioid Hub (Continuum of Care)



Stakeholders

- 211 Pathways
- All Washington County local school districts
- Boys and Girls Club
- Brandi's Legacy
- Buckeye Hills Regional Council
- Building Bridges to Careers
- Children's Services
- Community Action
- EVE Inc.
- Family and Children First
- Habitat for Humanity
- Hopewell Health System
- House of Hope
- Integrated Services for Behavioral Health
- Jobs and Family Services
- Juvenile Court
- Life & Purpose Behavioral Health
- Marietta and Belpre City Mayors
- Marietta Belpre Public Health
- Marietta College (prospective)
- Marietta Police Department
- Memorial Health System
- Municipal Court
- Oriana House (including Drug Court)
- Rigel Recovery Center
- RSVP
- Southeast Ohio Legal Services
- SUD Collaborative (Mid-Ohio Valley)
- The Right Path
- United Way
- Washington County Career Center
- Washington County Public Health
- Washington County Sheriff's Department

Improve Board Operations:

Goal	Action Steps	Interventions	Outcomes
Improve external and internal collection for the purpose of managing federal, state, and local funds.	Transition record and finance documentation from Microsoft Excel into Quickbooks electronic software.	Begin training and reporting out of Quickbooks in March of 2020.	Fully adopted software system in September 2020.
Assess physical space and staff capacity needs of the Washington County Behavioral Health Board to support Board operations.	Move locations to office space on 1115 Gilman Avenue, Marietta OH 45750	Begin moving office space to Gilman Avenue in Fall of 2019	Full operations at new office space Better equipped to offer public meetings and accommodate for the public at open board meetings
Develop a long term spending plan for federal, state, and local funds with quarterly budget reviews	Develop spending plans Identify a process to monitor and review spending on a quarterly basis		
Conduct quarterly review of progress to achieve goals outlined in Washington County Behavioral Health Board strategic plan	Incorporate review of progress in quarterly community relations committee meetings Incorporate review of strategic plan when plan must be revised, reviewed, and renewed	June 2019 initiated strategic planning session Motion #43.2019 February 2020 PPOC met to discuss gaps in strategic planning October 2020 CRC meeting will review strategic plan October 2020 Board meeting will adopt reviewed and revised strategic plan August 2021 Board PPOC Committee met to review and revise strategic plan	

Enhance public knowledge and develop a strategy to reduce stigma associated with Mental Health and Addiction:

Goal	Action Steps	Interventions	Outcomes
Establish Community Relations Committee standing committee of the Board	Create, appoint, and empower board members on CRC	August 2019 formed CRC and held first standing meeting	The Community Relations Committee shall: (1) work to improve public understanding and support of mental health and addiction services as a permanent civic priority; (2) enhance public perceptions and support of people with mental illness and addictions; (3) increase public support for funding prevention, treatment, and recovery of mental illness and addiction; (4) broaden communication, cooperation, and partnerships with consumers, family members, service providers, other government entities, and the public; and (5) oversee and support the public information, education, and training activities of the Board.
Educate the community on roles and responsibilities of the Board	<p>Alcohol and other Drugs Committee ad hoc to plan and act as a sounding board for community outreach, prevention, education, and recovery celebration</p> <p>Community Relations Committee established to create content to educate and inform the public</p> <p>Develop a marketing and communications plan</p>	<p>Maintain social media, webpage, radio show, Behavioral Health Matters newspaper articles, and recovery day planning to interact with the community</p> <p>Change behavioral health board logo 10/1/2019</p> <p>Updated website in fall 2019</p> <p>WTAP Stigma Campaign</p> <p>Fund Pathways project through 211 for a community resource line to access programs and services available to residents</p>	<p>Informed public on treatment providers available in the county, as well as additional community support programs, trainings, and interventions funded by and provided to the community by the Behavioral Health Board and the Mental Health Levy funding</p> <p>Continued financial support from the community at 2022 mental health levy</p>

Improve the Continuum of Care:

Goal	Action Steps	Interventions	Outcomes
<p>Strategic plan to ensure a full continuum of care is available for Mental Health and Addiction services</p>	<p>Assess and identify gaps in the Washington County Continuum of Care semi-annually</p> <p>Establish Recovery Housing in Washington County</p> <p>Utilize the Community Health Assessment and Community Health Improvement Plan completed by the health departments and hospital to enhance and promote the delivery of high quality, cost effective mental health and addiction treatment and recovery services in order to improve individual health</p>	<p>Recovery Community visioning and strategic planning session on recovery needs</p> <p>Strategic planning and prioritization with community stakeholders involved in the Opioid HUB</p>	
<p>Increase provider capacity and quality of behavioral health services to meet the Washington County Continuum of Care needs and demands</p>	<p>Offer training to support continuing education for providers</p> <p>Fund Peer Recovery Support Specialist in Memorial Health System</p> <p>Recovery is Beautiful Scholarship</p>	<p>Motivational Interviewing Training 10/2018</p> <p>Prolonged Exposure Training 10/2020</p> <p>Annual Peer Recovery Support Training</p> <p>5 scholarships awarded in 2019</p>	

	<p>Establish a process for overseeing quality of services and programs provided as a result of board or levy funding</p>	<p>Monthly utilization reviews from providers</p> <p>Shadowing of PRS in Hospital</p> <p>Shadowing of syringe exchange (CHARMED) program</p>	
<p>Strengthen a culture of partnership and collaboration with local providers, businesses, law enforcement, criminal justice, faith-based and veteran's organizations, schools, child welfare, public health, and healthcare systems, to provide community education and prevention, reduce stigma, and allow for greater opportunities for individuals and families to achieve wellness and thrive in their communities.</p>	<p>Increase prevention activities and services in Washington County</p>	<p>Fund Family & Children First to provide prevention and wraparound services that include strengthening families and incredible years</p> <p>Fund trauma informed schools training for teachers</p> <p>Fund Active Parenting at the juvenile center</p> <p>Fund prevention specialist position at EVE to provide prevention at local elementary schools</p> <p>PAX Coordination for PGBG for grades k-6 at all local schools in Washington County</p> <p>Fund The Right Path for Washington County for safe and healthy family events and opportunities</p> <p>Fund Suicide Awareness Alliance Coalition of Washington County</p> <p>Fund Hope Team and Loss Team for Suicide Survivor grief support</p>	

		Fund annual CIT training for law enforcement to increase assessment skills to identify mental health and addiction symptoms and properly route individuals to care (i.e. jail diversion)	
Strengthen a culture of partnership and collaboration	Create, sustain, and enhance local task-forces and coalitions based on identified community needs to engage community leaders and citizens	Washington County Opioid Hub has been established and has functioning subcommittees to involve all stakeholders in addressing gaps and needs in Washington County	Maintain relationships with stakeholders through HUB and subcommittee meetings, involve stakeholders in program planning and implementation where appropriate
Support alternatives for intervention in lieu of conviction	Work with state and local adult and juvenile justice, law enforcement, judiciary, prisons, jails, detention centers and re-entry coalitions to divert and reduce recidivism	Establish a drug court system, Quick Response Team (Recovery Engagement Team), and provide Crisis Intervention Training to Law Enforcement enhancing skills to appropriately screen and divert jail sentencing, in addition, treatment services are provided in the jail	Engage in weekly treatment team meetings regarding drug court participants and meet on a monthly basis with Law Enforcement, the Recovery Engagement Team

The Look of Success

The goal before us in this three-year strategic plan is to transform the existing mental health and addiction system of care into a full Continuum of Care. We will know we have succeeded when:

- Stigma and social isolation decrease.
- Prevention, early identification, treatment, and recovery are understood, valued, and utilized.
- Services, supports, and decisions are client-centered and client-driven.
- Contracts and payments are based on outcomes, assuring that resources used are justified by the outcomes achieved.
- Washington County moves away from a model focused on acute care to one focused on long term recovery for individuals and their families.
- Washington County Behavioral Health Board continue to maximize the utility of public funds by improving the cost efficiency and quality of publicly funded mental health and addiction services.
- All individuals have the opportunity to recover, and as a result, our community will be healthier and safer.
- Increase and sustain recovery rates through improved system access, engagement, and retention in services.
- *Treatment works, and people recover.*

Attachment 1: Strategic Planning Participants

Cheri Walter, *OACBHA Facilitator*

Hilles Hughes, *Deputy Director*

David Browne, *Executive Director*

Miriam Keith, *Prevention and Recovery Advocate*

Jim Raney, *Board Member*

Michael Beardmore, *Board Member*

Karen Binkley, *Board Member (President at time of strategic planning)*

Stacey Adams, *Board Member*

Anthony Touschner, *Board Member*

Jarrett Barnhouse, *Board Member*

Stephen Schwartz, *Board Member*

Chas Pridgeon, *Board Member*

Brett Nicholas, *Board Member*

Michele Sturgeon, *Americorps Vista*

Recovery is Beautiful

Talk to an individual in sustained recovery and they will tell you that recovery is beautiful. Their life has changed in multiple ways, for the better. Recovery is about the optimism that things can, will, and do get better!

Recovery is about much more than addressing physical issues. True recovery is physical, emotional, and spiritual -- it's about waking up every morning and making conscience healthy and productive decisions.

To make Washington County a community that lives and breathes Recovery is Beautiful, we all have to be passionate about recovery and champion the benefits it provides individuals, their families, and our communities. We have to engage individuals and families in recovery and ask them what works and what doesn't -- then we need to listen to them! We need to support individuals in having control over their lives, their healthcare decisions, and their recovery.

Focusing on recovery as local Boards look at moving forward with this Blueprint to have Ohio's local communities embrace the framework of becoming Recovery Oriented Systems of Care is a recognition that the system must be responsive to individuals, family members, and communities in need of alcohol, drug, and mental health prevention, treatment, and support services. It also recognizes that individuals need help in sustaining their recovery, as recovery is a lifelong process.

