

# Strategic Plan

## 2025-2028



# Comprehensive Strategic Plan 2025-2028– FINAL

## Mental Health & Recovery Services Board of Portage County

### SWOT Analysis

---

#### Strengths:

1. Strategic leadership committed to a comprehensive continuum of care, crisis stabilization, diversity, and addressing underserved populations.
  2. Established partnerships with local government, law enforcement, judges, community agencies, enhancing coordinated responses.
  3. Long history of stable funding with increased funding over the last several years with strong county wide support for levy.
  4. MHRB in cooperation with the Portage County Courts has enhanced training, staffing, and resources to better address complex juvenile mental health needs.
  5. Strong, professional team with advanced capabilities in critical areas; clinical, advocacy, policy, data, finance, contracting and awareness training.
  6. Long term and new dedicated board members with enthusiasm, diverse expertise and engagement.
- 

#### Weaknesses:

1. Environmental and infrastructure challenges in Portage County in essential resources, particularly transportation, staffing, housing, inpatient beds, and crisis intervention capacity.
2. Difficult for providers to retain staff and maintain effective inter-agency relationships, compounded by less competitive wages due to low reimbursement rates, even with funding from MHRB.
3. Limited intensive case management capacity hinders outcomes in complex cases.
4. Challenging provider to provider cooperation and collaboration.
5. Need for increased accountability in data outcomes and performance expectations from funded agencies.
6. Need for more consistent engagement and input from those with lived experience

7. Gaps in consistent board member engagement, and expertise.
- 

### **Opportunities:**

1. Improve coordination with hospitals and enhance intensive case management services.
  2. Enhance provider/agency accountability and cooperation.
  3. Enhance data-sharing capabilities across agencies to improve decision-making and outcomes.
  4. Increase opportunities for effective implementation of trauma-informed care models and proactive collaboration among community organizations.
  5. Increase presence in underserved and rural communities with mental health, substance use and suicide prevention, services, education and support.
- 

### **Threats:**

1. High demand consistently exceeding available service capacity, particularly in crisis intervention and inpatient care.
2. Rising severity and complexity of mental illness and addiction issues (notably fentanyl and methamphetamine usage), and an increase in associated violent behavior toward staff and others.
3. Workforce training and high turnover rates exacerbating service delivery issues.
4. Potential adverse effects from policy changes or financial instability on program sustainability and service delivery.
5. Disparities and uncertainties in insurance reimbursements impacting service accessibility.

# Comprehensive Strategic Plan

## Mission Statement:

*Build and sustain a comprehensive, collaborative continuum of mental health and recovery services, prioritizing responsiveness, innovation, communication, and quality, to promote community wellness, equity, and resilience.*

## Vision Statement:

*A community in which accessible, integrated, and effective mental health and recovery services empower individuals and families toward increased well-being.*

---

## Strategic Priorities

### Priority 1: Enhance Service Capacity and Accessibility

- **Objective 1.1:** Expand outreach to underserved and rural communities.
- **Objective 1.2:** Support and enhance intensive case management capacity county wide.

### Priority 2: Build Workforce Stability and Expertise

- **Objective 2.1:** Consider diverse ways to assist funded agencies with staff retention efforts.
- **Objective 2.2:** Collaborate with other county agencies and entities to expand resources that will positively impact outcomes; workforce development, transportation, and other environmental challenges.

### Priority 3: Strengthen Leadership, Accountability, and Performance Management

- **Objective 3.1:** Strengthen communication and accountability, timely critical response, data outcomes, and performance expectations from funded agencies.
- **Objective 3.2:** Conduct an annual executive directors' meeting with funded agencies to improve cooperation, collaboration and accountability.
- **Objective 3.3:** Enhance MH&RB board member and staff expertise, engagement, and training to effectively guide strategic decisions.
- **Objective 3.4:** Consider aligning the board structure with best practices including number of members, term limits and expectations.
- **Objective 3.5:** Regularly recognize and highlight board members' contributions to build credibility and engagement.

#### **Priority 4: Enhance Community Engagement and Lived Experience Inclusion**

- **Objective 4.1:** Amplify input from individuals with lived experience through board participation and explore the development of an advisory committee.
- **Objective 4.2:** Strengthen outreach and prevention efforts in rural and underserved communities, with targeted education and advocacy.

#### **Priority 5: Leverage Innovation, Technology, and Collaboration**

- **Objective 5.1:** Encourage and coordinate robust inter-agency data-sharing capabilities to inform care coordination decisions and enhance client outcomes.
- **Objective 5.2:** Continue to cultivate proactive collaborations and partnerships with community agencies, local government, law enforcement, hospitals, court systems, higher education institutions, and local school districts.

#### **Priority 6: Enhance MHRB Team Resources, Support, Communication, and Development**

- **Objective 6.1:** Streamline information sharing and communication between MHRB leadership and MHRB staff members.
  - **Objective 6.2:** Review all job descriptions and performance management procedures to align with the strategic plan, increasing clarity, accountability, and effectiveness.
  - **Objective 6.3:** Investigate tools to better manage performance reviews.
  - **Objective 6.4:** Identify critical competencies and provide targeted training programs for staff members and the board to enhance collaboration and effectiveness.
  - **Objective 6.5:** Provide a structured feedback loop to address team member concerns and performance gaps in a prompt and effective manner.
-