



2022 - 2026

Strategic Plan

Nathan P. Wymer, Board Chair
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ADAMH
ALCOHOL, DRUG AND MENTAL HEALTH
BOARD OF FRANKLIN COUNTY

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2022 - 2026

ADAMH

Strategic Plan:

Community Input, Community Impact

Introduction

As the Franklin County community grows and its mental health and addiction service needs evolve, so must the behavioral healthcare network. In 2021, the Alcohol, Drug and Mental Health Board (ADAMH) of Franklin County built a five-year strategic plan to guide the organization's path forward. Leadership from a new CEO along with the desire to strengthen the service delivery system and assure equitable access to community-based recovery-oriented mental health and addiction prevention, treatment, and support services for all individuals and families in Franklin County were key considerations of the planning process. The ADAMH leadership team partnered with RAMA, a performance management consulting firm with expertise in strategic planning, cultural competency, and leadership development, to help guide the organization through its strategic visioning and planning process.

The 2022-2026 ADAMH Strategic Plan includes a realistic and action-oriented framework for the organization's sustainability and growth over the next five-year levy cycle with a significant

emphasis on stakeholder perspectives. This plan reflects the priorities, goals, and strategies derived from input from the organization's internal and external stakeholders through comprehensive organizational and community needs assessments completed in 2021. Staff-driven, department work plans informed select key actions for 2022 included in the initial production of this five-year strategic plan and identify critical paths and subtasks required across ADAMH departments. The department work plans will be monitored and refreshed internally on an ongoing basis with annual updates regarding key actions added to the five-year strategic plan annually.

As part of the organization's mission and statutory requirements, ADAMH plans, funds, and evaluates the mental health and addiction prevention, treatment, and support services in Franklin County. To achieve this, ADAMH continuously monitors key community indicators and the performance of its investments made in the community through a network of providers. In addition to the measures of success outlined in the 2022-2026 ADAMH Strategic Plan, the following indicators are critical and relevant across all the strategies identified in this five-year strategic plan:



Key Community Indicators:

- Prevalence of mental health and substance use disorders
- Unmet need for services
- Mental health and substance use-related crisis calls
- Suicide death rates
- Overdose death rates

Key ADAMH Investment Performance Indicators by System of Care Category:

- **ADAMH investments**
- **Number of clients served through ADAMH investments**
- **Client satisfaction with ADAMH-funded services**
- **For Prevention services:**
 - Increased knowledge of risk of use of alcohol and other drugs
 - Increased resiliency factors
- **For Family support services**
 - Reduced caregiver stress
 - Increased social connectedness
- **For Housing services**
 - Positive transition from temporary housing
 - Increased stability in permanent housing
- **For Recovery support services**
 - Improved or maintained recovery
 - Reduced substance use
- **For Treatment services**
 - Improved functioning
 - Reduced substance use
- **For Crisis services**
 - Increased discharges to lower acuity levels of care
 - Decreased readmission rates

Who We Are



Mission

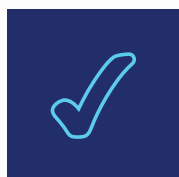
The ADAMH Board of Franklin County leads the planning, funding, and evaluation of community-based recovery-oriented mental health and addiction prevention, treatment, and support services for residents of Franklin County.

Vision

All individuals and families in Franklin County can achieve optimal mental health and wellness, free from stigma, with equitable access to quality community-based services and supports.



Core Values



Accountability

being responsible for our actions and performance



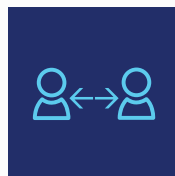
Humility

willing to learn from our mistakes



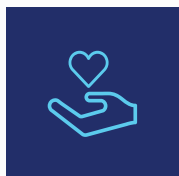
Collaboration

working with partners to help individuals and families



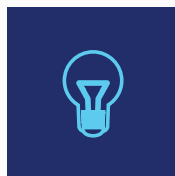
Inclusion

recognizing, appreciating, and listening to all perspectives



Compassion

willing to help others in need



Innovation

willing to look for new & better ways to help individuals & families



Diversity

recognizing uniqueness in everyone



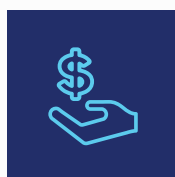
Stewardship

managing the resources entrusted to our care



Equity

being just, impartial, and fair



Integrity

being truthful and honest

Strategic Framework

01 Service Delivery System

Lead an equitable mental health and addiction services system that prioritizes access, innovation, collaboration, and culturally responsive care to meet the needs of all individuals and families in Franklin County.

02 Measurement of Impact

Coordinate comprehensive data collection, analysis, and reporting that supports quality service delivery and greater understanding of the impact of ADAMH's investments on individuals and families in Franklin County.

03 System Workforce

Create a diverse, motivated, and competent network of mental health and addiction service professionals to support the workforce needs of community-based providers serving individuals and families in Franklin County.

04 Communication Engagement

Leverage ADAMH's local authority to reduce stigma, remove barriers to receiving care, and promote mental health and wellness for all individuals and families in Franklin County.

05 Organizational Alignment

Strengthen the accountability of ADAMH and staff through the alignment of ADAMH's organizational structure, culture, and resources to respond to the mental health and addiction service needs of Franklin County efficiently and effectively.



01 Service Delivery System

Lead an equitable mental health and addiction services system that prioritizes access, innovation, collaboration, and culturally responsive care to meet the needs of all individuals and families in Franklin County.

Key Success Indicators:

Increased number of clients served from under-served communities

Strategy 1.1

Needs Assessment: Monitor and identify unmet and emerging needs across Franklin County's diverse communities and integrate findings into ADAMH's annual investment planning to best meet those needs.

Strategy 1.2

Service Innovations: Expand evidence-based services and other innovations to best meet the needs of individuals and families in Franklin County through the acquisition of resources and provision of technical assistance to support the ADAMH network of service providers.

Strategy 1.3

System Navigation: Develop reliable methods of navigation to help individuals and families access the services necessary to best meet their unique needs.

Strategy 1.4

Provider Diversity: Diversify the ADAMH network of service providers to better align to emerging needs and the demographic composition of Franklin County.

02 Measurement of Impact

Coordinate comprehensive data collection, analysis, and reporting that supports quality service delivery and greater understanding of the impact of ADAMH's investments on individuals and families in Franklin County.

Key Success Indicators:

Increased percentage of provider payments made under value-based contracting standards

Strategy 2.1

Evaluation Framework: Maintain an efficient evaluation framework to guide data collection, analysis, and reporting through structured information governance and alignment to ADAMH's priorities and goals.

Strategy 2.2

Community Indicators: Leverage community collaborations and existing data resources to monitor and respond to key community indicators of mental health and wellness.

Strategy 2.3

Disparity Analysis: Expand the collection, analysis, and use of demographic and background data to assure equity in access, utilization, and outcomes for individuals and families receiving ADAMH-funded services.

Strategy 2.4

Value-Based Contracting: Implement value-based contracting strategies to better assure effective stewardship of levy resources and improve provider performance and outcomes for individuals and families receiving ADAMH-funded services in Franklin County.

03 System Workforce

Create a diverse, motivated, and competent network of mental health and addiction service professionals to support the workforce needs of community-based providers serving individuals and families in Franklin County.

Key Success Indicators:

Increased system workforce retention rates

Strategy 3.1

Workforce: Collaborate with community-based service providers, hospital systems, licensing boards, schools, and colleges and universities to respond to mental health and addiction-related workforce issues in Franklin County.

Strategy 3.2

Workforce Diversity: Support methods for identification, development, and retention of a diverse workforce to meet current and emerging staffing needs.

Strategy 3.3

Career Pathways: Develop and promote career opportunities and advancement pathways across the mental health and addiction service continuum in Franklin County.

04 Communication and Engagement

Leverage ADAMH’s local authority to reduce stigma, remove barriers to receiving care, and promote mental health and wellness for all individuals and families in Franklin County.

Key Success Indicators:

Increased awareness of key mental health and addiction issues, services, supports, and resources

Strategy 4.1

Collaborations: Engage and form strategic collaborations to enhance ADAMH’s ability to meet current and emerging needs for mental health and addiction services for individuals and families in Franklin County.

Strategy 4.2

Advocacy: Expand legislative awareness and advocacy efforts at local, state, and federal levels to support equitable access to high-quality mental health and addiction services in Franklin County.

Strategy 4.3

Strategic Communications: Produce and disseminate strategic communications to ADAMH board members, staff, community and system stakeholders, and the public to provide information that addresses accountability and impact associated with ADAMH’s priorities and goals.

05 Organizational Alignment

Strengthen the accountability of ADAMH and staff through the alignment of ADAMH’s organizational structure, culture, and resources to respond to the mental health and addiction service needs of Franklin County efficiently and effectively.

Key Success Indicators:

Increased percentage of ADAMH staff reporting high levels of engagement

Strategy 5.1

Accountability: Assure organizational accountability through clearly defined policies, procedures, processes, and other supports that help all staff achieve ADAMH’s current and future priorities and goals.

Strategy 5.2

Organizational Structure: Maintain an organizational structure in which the table of organization, departmental structures, and staff positions appropriately support ADAMH’s mission, vision, strategic priorities, and goals.

Strategy 5.3

Organizational Culture: Build an organizational culture in which ADAMH’s core values are equally applied to and adopted by all staff.

Strategy 5.4

Organizational Resources: Strengthen organizational resources to provide equitable access and opportunities to enhance knowledge and develop skills for all staff, thereby enriching the organization through the identification and support of emerging leaders in ADAMH and Franklin County.

Acknowledgements

Board of Directors

Nathan P. Wymer, *Chair*
Mitzi Kirkbride, *Vice Chair*
Terree Stevenson, *Secretary*
Scott Doran, *Treasurer*
Peggy Anderson
Trudy Bartley
Dr. Holly Dabelko-Schoeny
Karri Dosmann
Bipender Jindal
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Jennifer (Eisenhauer) Richardson
Ann Seren



Strategic Plan Partner

“Thank you to the ADAMH leadership team and staff, and the cadre of community stakeholders and members of our provider network whose feedback and input has helped to inform our 2022-2026 strategic plan. Your partnership and support of ADAMH will be critical to us achieving our goals and ensuring that every individual and family within Franklin County has access to and can benefit from the best behavioral healthcare possible.”



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