



**2024-2026**  
**Paint Valley ADAMH Board**  
**Strategic Plan**

**Adoption Date: 02/21/2024**

# Introduction:

As the behavioral health authority for Pike, Fayette, Highland, Pickaway, and Ross Counties, the Paint Valley Alcohol, Drug Abuse, and Mental Health Services Board (referred to as "Paint Valley ADAMH Board, or PVADAMH") is responsible for planning, funding, and monitoring the behavioral health system continuum of care. The region has a combined population of 235,573.

As the counties within the PVADAMH service area continue to grow and change, mental health and substance abuse disorder services continue to be at the forefront of community needs in the PVADAMH region. PVADAMH Board's leadership and staff continue to ensure equitable access to community-based recovery supports and mental health services available for all individuals and families in the PVADAMH Board region through the implementation of behavioral health programs. The importance of strategic planning, implementation of strategic priorities, and the assessment, evaluation, and improvement of behavioral health services across the behavioral health continuum are imperative for comprehensive mental health and addiction services in our region.

The 2024-2026 Paint Valley ADAMH Board Strategic plan sets forth the priorities, goals, objectives and activities to drive improvements across the behavioral health continuum and sets the stage for the organization's ability to grow, improve performance outcomes, and sustain services across the behavioral health continuum.

Between May and December 2023, PVADAMH leadership and staff, with input from the Board of Directors, developed the strategic plan through planning meetings, data collection and analysis, community / stakeholder engagement, and strategic planning work sessions to develop the Strategic Priorities, Goals, Objectives and Activities identified in this plan. The strategic plan will guide PVADAMH's work and help prioritize investment options, communication strategies and further development of external partnerships for 2024 through 2026.



## 2024 – 2026 Paint Valley ADAMH Board Strategic Plan Development Timeline



Figure above: PVADAMH Board Strategic Plan Development Timeline

# Mission, Vision, Values:

During the planning phase of the strategic plan, PVADAMH leadership and staff reviewed and revised the Mission, Vision, and Values for the PVADAMH Board. The Mission, Vision and Values help define who we are as an organization, what we value, and where we want to go as an organization. Keeping the mission, vision, and values at the forefront of the work we do, it will enable our organization to grow and accomplish our priorities, goals, and objectives set forth in this plan.

## Mission:

“Enhance the Behavioral Healthcare system for our communities, ensuring individuals and families have access to person centered, evidence-based treatment and support.”

## Vision:

“A thriving, well connected, community with a commitment to sustained resilience, recovery, and wellness for everyone.”

## Values:

**Accountability** – being fiscally accountable while improving outcomes for the population we serve.

**Collaboration** – working together to build stronger relationships in our communities.

**Compassion** - caring for others.

**Empowerment** – empower our staff, our providers, and our community to succeed.

**Equity** – being fair and just.

**Inclusion** – recognizing, understanding, and listening to all perspectives in the work we do.

**Innovation** – learning and being creative to drive improvements.

**Stewardship** – being strong stewards to the resources in our communities.

# Environmental Scan

As part of the Environmental Scan process, the strategic planning team collected, analyzed, and discussed data trends. The analysis was used to help set strategic priorities as well as identification of goals, objectives, and activities within the plan. Data analysis also allows PVADAMH to set benchmarks to track behavioral health outcomes and improvements over the course of the strategic plan implementation period.

The PVADAMH Board serves a population of 235,573 residents among the 5 counties in our service area (Fayette, Highland, Pike, Pickaway, and Ross Counties). According to the Ohio Department of Health's 2021 Suicide Demographics and Trends report, the age adjusted rate for suicide deaths in Ohio from 2017 - 2021 is 14.8 per 100,000 population. 3 of the 5 counties in the PVADAMH Board region exceeded Ohio's rate for suicide fatalities which include Pike (23.4), Ross (16.1), and Pickaway (15.8). According to Ohio Department of Health's 2021 Drug Overdose Fatality Data report, the age adjusted rate of unintentional drug overdose deaths for Ohio for 2020-2022 is 45.0 per 100,000 population. 3 of the 5 counties in the PVADAMH Board region exceed Ohio's rate for unintentional overdose fatalities which include Pike (84.8), Ross (75.2), and Pickaway (46.6). Fatality data above are just a few of the indicators and outcomes analyzed by the strategic planning team during the development of this plan. Other data analyzed as part of the environmental scan process includes community health assessments and county health rankings data, provider data reports / trends, financial data, substance use and overdose related data, and stakeholder feedback.

**SWOT Analysis** - As part of the Environmental Scan, a SWOT Analysis was conducted (Strengths, Weaknesses, Opportunities, and Threats). This process allowed PVADAMH to gather feedback from key community stakeholders, board members, and PVADAMH staff on identification of PVADAMH's top Strengths, biggest weaknesses, opportunities, and threats. Using the data from the SWOT feedback surveys, PVADAMH Staff conducted a SWOT Analysis where trends were identified and used to establish goals and activities within the Strategic Plan.

## SWOT Analysis Results / Themes

- Brief summary of top themes
  - **Strengths** – ADAMH Staff, Funding, Planning, Collaboration, Awareness Education, Support.
  - **Weaknesses** – Public's knowledge of ADAMH Role in Community, Funding, Communication, Crisis Planning, Youth Crisis Planning, Professional, Data, Development.
  - **Opportunities** – Funding, Media and Public Communications, Programming to address gaps, Data.
  - **Threats**- Capacity Issues, Stigma, Lack of Public Knowledge, Politics, Workforce, Social Determinants.

## The top themes from the PVADAMH SWOT Analysis are below:



Feedback was provided by external stakeholders, board members, and PVADAMH staff. Results indicate number of responses related to each theme.

# STRATEGIC Priorities

1

## **Planning**

Planning will focus on expanding services across the Paint Valley ADAMH Board Region with a focus on Youth Mobile Crisis Response, increasing capacity for 24/7 Crisis Services, Adult Mobile Crisis Response, Expanding Prevention Programs, and Workforce Development Planning.

2

## **Evaluation and Performance Improvements**

Focusing efforts on continuous improvements in behavioral health services across the Paint Valley ADAMH Region is critical to changing outcomes in our communities. A focus will be on improving PVADAMH's ability to collect, manage, analyze, and disseminate data across the behavioral health continuum as well as implementation of performance management systems to drive improvements in behavioral health outcomes for PVADAMH supported programs and services.

3

## **Financial Growth and Sustainability**

A strong focus on financial accountability, sustainability, and growth is critical to continued improvement of services across all PVADAMH supported programs and services and the behavioral health continuum.

4

## **PVADAMH Visibility**

A focus on informing the public of the roles and responsibilities of the PVADAMH Board, reducing stigma, dissemination of data /outcomes/performance of services and improving PVADAMH's communication and branding are all critical components of increasing our visibility in the community.



# 1. Planning

**goal**  
**1.1**

Plan and implement Mobile Youth Crisis Services by July 1, 2024.

**goal**  
**1.2**

Plan and implement 24/7 Crisis Observation/ Crisis Stabilization and Mobile Crisis Services by January 1, 2027.

**goal**  
**1.3**

Plan, design, and construct Crisis Facility to be open and operational by July 31, 2026.

**goal**  
**1.4**

Expand prevention programs aimed to reach high risk populations.

**goal**  
**1.5**

Develop a workforce development plan which includes planning for PVADAMH staffing as well as planning for behavioral health workforce development within the PVADAMH Region.



## 2. Evaluation and Performance Improvements

goal  
2.1

Improve PVADAMH capacity to collect, analyze, manage, and disseminate data across the behavioral health continuum.

goal  
2.2

Develop and implement a performance management system for tracking behavioral health outcomes for PVADAMH supported programs and services.





## 3. Financial Growth and Sustainability

goal  
3.1

Sustain current fiscal accountability for PVADAMH Programs and Services.

goal  
3.2

Maximize on state, local, and / or federal funding opportunities to fully fund 24/7 Crisis Observation/ Crisis Stabilization and Mobile Crisis Services by January 1, 2027.

goal  
3.3

Maximize on state, local and / or federal funding to allocate funding for locally identified needed services.





## 4. PVADAMH Visibility

goal  
4.1

Provide education and outreach to general public about the role and responsibilities of ADAMH Board in the community.

goal  
4.2

Engage with communities to reduce stigma associated with Mental Health and Substance Use Disorder.

goal  
4.3

Disseminate reports on the outcomes related to ADAMH and service provider performance towards achieving goals for Indicators, Outcomes, and Performance Measures.

goal  
4.4

Update and Improve PVADAMH's Communication and Branding Plans.

# Acknowledgements:

## Board of Directors

**Heather Crosier**  
*Chairperson, Ross County*

**Dr. Brian Jenks**  
*Vice Chairperson, Fayette County*

**Tonya Sturgill**  
*Treasurer, Highland County*

**Faye Williamson**  
*Secretary, Fayette County*

**Gabriel Carpenter** Pickaway County  
**Donna Collier Stepp** Ross County  
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**Nathan Elliott** Ross County  
**Ann Holmes** Ross County  
**Aaron McHenry** Ross County  
**Keith Peters** Pickaway County  
**Chase Rutherford** Ross County  
**Laken Woods** Ross County  
**Natalie Fish** Pike County

## Board Staff

**Melanie Swisher**  
Executive Director

**Kelly Dennis**  
Associate Director

**Lorrie Cockrell**  
Administrative Assistant

**Adam Dyer**  
Chief Financial Officer

**Kyle Howard**  
Database/Network  
Coordinator

**Vonda Kern**  
Office Manager

**Danielle Oates-Barrows**  
Grants Manager

**Melinda Sheets**  
Consumer Support/  
Graphic Artist

**William Showman**  
Manager of Prevention  
& Evaluation

“Thank you to our Board of Directors for their support and guidance. Thank you to our staff that work hard every day. We appreciate all of the feedback that we received from stakeholders and community members. That feedback has helped to create this strategic plan. Our community deserves the very best in behavioral health care. The wellness of every individual and family in our community is important. The task is large, and the need is great. While we can each accomplish something on our own, together we can truly create lasting change. Together we can grow a community of support.”

Melanie Swisher, LISW-S  
Executive Director

