



**Strategic Plan**  
**Fiscal Years 2023-2024**

# **Etowah-Cherokee-DeKalb Mental Health Board, Inc dba, CED Mental Health Center**

## **CED Mental Health Mission Statement**

**It is the mission of CED Mental Health Center to provide publicly and privately funded mental health and substance abuse treatment and prevention services with dignity and respect.**

## **Vision Statement**

The VISION of the Center is to promote awareness of the disease of mental illness, to promote awareness of the diseases of mental illness and substance abuse, to maintain highly trained and motivated staff who will enable consumers to reach and sustain a productive lifestyle within the community, and to be recognized as the premier mental health center in the region.

## **Populations Served**

The area is rural with only two urban locations, the city of Gadsden and Attalla. The consumer population served includes children, adolescents and adults who are diagnosed with severe and persistent mental illness or who suffer from substance use disorders residing within the tri-county, 1,866 square mile, primarily rural catchment area.

## **Demographics of the Agency**

We provided care to approximately 2992 consumers during the fiscal year 2022. The COVID period did allow for telehealth connections, however it was of time we were all impacted with infection control concerns. According to the Census, the population of Cherokee, Etowah, and DeKalb counties combined is 201,528. Etowah County has the largest population of the three counties and accounts for 52% of the total population. Out of the three counties served, 52% of the clients are from Etowah County, 18% are from Cherokee County, and 30% are from DeKalb counties.

## **Current Funding Resources**

CED Mental Health receives funding from the department of mental health, commercial, Medicaid, Medicare, self-pay and local government.

## **Service Provisions**

- Outpatient counseling and psychiatric services in Cherokee, Etowah and Dekalb Counties
- Day treatment adult services
- Assertive Community Treatment Team for high-risk adults
- Residential services ranging from therapeutic 24 hour supervised settings to subcontracted foster homes and supportive housing
- Crisis Services across the three counties
- Child-Adolescent In Home Services in all three counties
- School based services in all school areas
- Child – Adolescent outpatient services in all three counties
- Juvenile Court Liaison to all three court systems
- Case management for adults, children across the three counties
- Substance use treatment and prevention services across the three counties

## **Planning Continuous**

Our Board of Directors, staff, community leaders, consumers, families, NAMI and local providers play a role in assessing needs, providing feedback as to special area issues and support necessities. Reports on needs range from formal to informal requests to include our surveys conducted by the department of mental health and other survey feedback from staff. The Board will review the information, meet with stakeholders and staff to develop a means to meet the needs of the seriously mentally ill and substance use consumers. More support for peer services has been a focus and much support by NAMI, Wings across Alabama and local supportive groups.

## Top Priorities

- Workforce Retention and Development, 54% of our staff have been employed for 3 or more years
- Access to care, efforts to address access are continually reviewed and updated to meet the demand of care.
- Collaborative efforts continue to address our changing community needs and develop more effective partnerships across courts, hospitals, schools and communities.
- Training updates, and competency focus will continue to be updated as our staff becomes more skilled to address the trauma and mental illness.
- Transportation continues to need more supports to support access to services.
- Outreach to communities to support access and follow up care are essential to effective treatment and a healthy community.

## Goals

- Court collaboration and education regarding the mission and service requirements to support service areas, reviewing the needs of those suffering from severe mental illness, developing supports for treatment.
- Medical community awareness of mental illness and substance use of treatment, options to impact effective collaboratives across the area
- Assessments of community needs for a consistent system of care across the three counties for all without barriers.
- Residential service assessments in terms of continuum possible housing rather than the previous settings we work around, develop housing alternatives beyond our current homes so independent living is a reality.
- Assess mental health training needs for municipalities with the support for CIT – Crisis Intervention Training for law enforcement and first responders. The need request will be coordinated with the Statewide CIT Administrator to respond to support the training for the CED area. The training will support the assistance and local help for the seriously mentally ill stability in the community.

Future Work with the department of mental health in the CCBHC, certification steps for our area will further assess the effective access to care and join the area in addressing special needs.

Board approval 4/25/23



## **Description of Services/Supports Provided**

Currently CED Mental Health Center provides the following services in all three counties of our catchment area: 24-Hour access for all consumers, Adult and Child/Adolescent Outpatient Services, Adult and Child/Adolescent Case Management Services, Intensive Services, Residential Services, Nurse Delegation Services, Substance Abuse and Prevention, and Consultation and Education Programs.

## **Key Stakeholders and Roles**

CED has various stakeholders such as the Rights Committee, NAMI, Adult Services Multiple Disciplinary Team of Etowah County, Substance Abuse Coalition, Tobacco Coalition, local hospitals, Probate Courts, Quality of Life (federally qualified healthcare provider), the Bridge, local municipalities, Emergency management, school systems, family and consumer representatives, and the Children's Policy Council that participate in the planning process.

The role of the stakeholders is to review current service delivery and plan for improvements when necessary on the delivery of services. Meetings are held on a regular basis with stakeholders and are scheduled depending on the level of stakeholder involvement. Stakeholders participate in regularly scheduled surveys and evaluations to determine service strengths and needs. Stakeholders provide staff/board development as well as an avenue to provide training by CED staff in the community.

## **Strategic Goals**

1. Improve financial structure by local, state grant opportunities in keeping with the CED Mission
  - a. Research and partner with catchment area regional planning commissions, stepping up initiatives, and with available Department Mental Health/Substance Abuse Funding Proposals
  - b. Seek legislative opportunities to develop service funding
  - c. Analysis of current service delivery patterns to decrease any gaps in service billing
2. Maximize independence of consumers by catchment area service programs
  - a. Continue to explore options to provide services to children and adolescents and develop a service program with Department of Mental Health for the target group
  - b. Evaluate improved mental health clinical outcomes for the population served.
  - c. Performance improvement data to drive outpatient program

3. Work environment enhancements to promote employee health and professional development
  - a. Develop plans for each location with local municipality support and community stakeholders
  - b. Facilitate employee decision making for a healthy service schedule, environment and service delivery
  - c. Further development training with employee input

## **Summary**

CED Mental Health Center Board of Directors reviews and approves the Board's Strategic Plan. The Executive Director and the Management Team of the Center are responsible for implementing the plan, monitoring the plan, and reviewing for continuous improvement. The plan is to develop financial, treatment, and employee growth to demonstrate excellence in service delivery. The strength of these three goals will provide a foundation to sustain the operations of the center.

Board Approved: 9/25/2018