



Strategic Plan
Fiscal Years 2025-2027

**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 is 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 with a population of 2023 of 201,476. 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 4,576 consumers during the fiscal year 2023-2024. According to the Census, the population of Cherokee, Etowah, and DeKalb counties combined is 201,476. 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. A new area of focus is our area detention centers with interventions to prevent or lessen the time incarcerated when mental health and substance abuse services will make address needs and reduce detention being used as treatment locations.

Top Priorities

- Workforce Retention and Development, supporting staff development, training, and wellness.
- 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 service resources being assessed to support our consumers.
- 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, and substance abuse 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 need 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.
- Collaborative efforts to be taken to all municipalities to seek support for our catchment area, partnering with leaders in the community, health care, and courts, corrections with a continued stakeholder updates on progress, changing needs and support for a true recovery support system.
- Future Work with the department of mental health in the CCBHC for certification steps for our area will further assess the effective access to care and join the area in addressing special needs allowing a more proactive response building a model of care growing the system of care.

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, Alabama Psychiatry, 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 the current delivery service and plan for improvements, when necessary, in 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 will provide information to assist the staff/board development as well as an avenue to provide training by CED staff in the community.

Strategic Goals

1. Improve our community focus, involvement directly with feedback, results of work and changes as necessary to accomplish care needs.
 - a. Focus on the CCBHC (Certified Community Behavioral Health Center) process and follow through on the assessments of services needs along with service delivery to meet the needs across the age groups.
 - b. Area planning on stepping up initiatives, schools and with courts to address the development of services to move forward by surveys and direct interviews of partners.
 - c. Seek legislative opportunities to develop service funding
 - d. Increase our partnerships with local health care services for medical and to decrease any gaps in service. Town Hall and community

awareness campaign to make others aware of where services may be accessed and the means to help.

2. Maximize independence of consumers by catchment area service programs.
 - a. Connections and partnerships with the local hospitals to address medical care for those we serve and support new service options for transfers for psychiatric inpatient and better utilization of beds. Continue to explore options to provide services to children and adolescents and develop a service to address crisis services.
 - b. Evaluate the housing options for our recipients supporting traditional group homes, supportive housing and apartment living with developers in the three counties by MOU and service supports like case management.
 - c. Performance improvement data will be used to drive our delivery service.
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 health service schedule, with CCBHC just in time scheduling and reviews of access to care per crisis or regular service needs.
 - c. Further development training with employee input for certifications addressing the needs of our recipients per dual diagnosis, trauma and chronic mental illness.

Summary

The CED Mental Health Center Board of Directors reviews and approves the Plan. The Executive Director and the Administrative Team of the Center are responsible for implementing the plan, monitoring the plan, and reviewing for continuous improvement.

Partnerships across the service area will be explored on a new level, bringing others in to help build a better collaborative service team in each county. The plan is to develop financial support to sustain 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: 11/13/24

