

Bayshore counseling Services

Strategic Plan

2022-2025

(Updated from 2019-2022 plan)

Plan reviewed 07/2022

Bayshore Counseling Services

2022 – 2025 Strategic Plan

“Bayshore Counseling Services encourages healthy lifestyles by engaging individuals in prevention, mental health, and recovery services in order to become healthy members of their communities”

What do you want from a Strategic Plan?

A 3-Year Strategic Plan that will . . .

- Chart a course of action for the organization
- Determine how to meet the needs of all key stakeholders
- Assure that the organization avoids internal duplication of services
- Encourage collaboration with other local agencies
- Be “do-able”
- Include measurable goals with timelines for completion
- Be a behavior driven plan that includes action steps

And . . .

- Create a successful program
- Be a “roadmap”
- Create a community presence
- Ensure financial stability

SWOT Analysis

Strengths

- Dedicated, hard-working employees
- Staff longevity with the organization
- New and enthusiastic employees
- Highly qualified staff who are creative in their approaches and trained in EMDR, trauma focused CBT, DBT, and grief counseling.
- Executive Director who is dedicated to the agency and staff
- Staff members perform multiple roles and are good team members
- Board who remains dedicated to the agency
- Staff members who are willing to continue with their professional development
- Comfortable work environment/staff is encouraged to work independently
- Good staff teamwork and positive communication
- Staff is sensitive to consumer needs and work hard at meeting needs of those we serve.
- Programs and staff have appropriate licensing and certifications
- Offer a variety of programs (Mental Health, Chemical Dependency and Prevention)
- Gender specific groups as client population allows
- Clients give positive feedback about the program/services
- CARF accredited
- OHMAS (Ohio Department of Mental Health and Addiction Services) accredited
- Fiscally stable
- Sound reputation and strong community support
- Excellent relationships with local court systems and with other stakeholders
- Drug free Workplace
- Encourage and utilize MH and AOD interns
- Credible Electronic Health Records
- Timely reporting to funding sources
- We have made frequent updates and improvements to our website- www.bayshorecs.org
- Participation in community events which increases program visibility
- Resources at each site with information pertaining to treatment and prevention services in both counties
- The Sandusky building was paid off in August 2019.
- We purchased a new building in Port Clinton with more room and office space. This building will be paid off in February 2023.
- Utilize Peer Support through a community-based peer support agency.
- Whole Child Matters grant is ongoing, and we obtained a new Whole Child Matters Expansion grant in FY 23.

- New gambling grant expansion in FY23
- Increased visibility with billboards and advertising locally
- A safe place to find hope, restoration, recovery, and a purpose for our clients
- Ability to use strengths as a counselor and bring hope to people seen
- Resurfaced the Sandusky parking lot
- Updated technology for group presentations, i.e., whiteboards in both offices.
- New computer equipment purchased
- Additional drop-off sites near the Sandusky agency and have increased local transportation opportunities for clients.
- Coffee stations have been added to the waiting rooms in both offices
- Pay scale has been upgraded to be more in line with other providers in the community
- Agency outcomes are shared with clients and community guests on our bulletin boards

Weaknesses

- Need additional money or opportunities for staff continuing education. Staff currently receives a set amount and local CEU training is encouraged.
- New Assessments make it difficult at times to schedule timely individual appointments
- Significant turnover in 2020 so staffing has decreased and there has been a lack of applicants to hire with higher credentials
- As a result of staffing, agency cannot schedule new assessments as timely as we have in the past
- Loss of Board funding in Prevention in FY22/23. In FY24 we will lose our Prevention staff who are school based because of funding going to schools for school social workers.
- Due to COVID the inability to hire at a reasonable cost to renovate the downstairs in the Port Clinton office

Opportunities

- Expand relationships with self-help communities and other community partners. This is ongoing.
- Explore grant funding/writing
- Participation in community events to increase program visibility. This is ongoing.
- Become a Continuing Education provider for internal trainings for staff
- Provide public education about specific mental health/chemical dependency issues through newspapers, media, and local training. This is ongoing.
- Networking with statewide organizations
- Building renovation in bottom floor of Port Clinton building-on hold due to pandemic, cost, and staffing issues.
- Explore new use for land behind the Sandusky office site

Threats/Challenges

- Competition for the same Board funds from other local and new providers in both counties. This has resulted in duplication of services, especially alcohol/drug.
- Workforce shortage
- Potential Loss of funding from Mental Health and Recovery Board and State budget
- Limited funding sources. Most of the current funding is Board dollars and Medicaid. The Medicaid system is ever changing.
- Impact of Medicaid Restructure on billing
- Managing large caseloads.
- Lack of child psychiatry within the Sandusky and Port Clinton communities.

2022- 2025 Action Steps (based on SWOT Analysis)

Action Step #1: Maintain adequate funding for Bayshore Counseling Services

- a. Continue to meet with Board and Medicaid providers to iron out MCO billing problems.
- b. Contract with schools for services in FY23 vs. Board funded services
- c. Loss of funds in FY24

Action Step #2: Maintain visibility in both Erie and Ottawa Counties through marketing and public relations.

- a. Continue to assure representation from Bayshore at established clinical and non-clinical networking meetings.
- b. Identify community events to participate in as an agency community awareness activity.
- c. Update resources at each site.
- d. Update pamphlets for waiting rooms and both sites.

Action Step #3: Explore opportunities for renovations and use of land.

Progress on goals:

1. Increased marketing from 3 to 6 billboards in both Erie and Ottawa Counties in the summer/fall of 2019, including ads on 2 local digital billboards
2. Agency brochures update in 2019 and will need another update in 2023
3. Increase in participation in community events, especially in Ottawa County, which has improved our program/service visibility
4. Participation in community wide Opiate task force and committees
5. Facebook started in February 2014 and continues to be updated regularly.