

**Darke County Recovery Services
Agency Strategic Plan
October 17,2025 Review
FY 2025 Plans**

I. INTRODUCTION

The first step in the development of this strategic plan was an in-depth analysis of Darke County Recovery Services dba Recovery and Wellness of Midwest Ohio structure and practices. This analysis identified the Strengths, Weaknesses, Opportunities and Threats. An important component of the analysis was input from board members, employees, individuals receiving services, families of individuals receiving services, referral sources, payer sources and licensing/accrediting bodies. This input has been obtained from surveys, focus groups and discussions as they relate to the current and future needs of the organization.

II. MISSION

The Mission of Darke County Recovery Services dba Recovery and Wellness of Midwest of Ohio is to save lives. Employees are expected to be dedicated to fulfilling this mission, even at personal sacrifice. At the same time, to accomplish our mission, DCRS recognizes the importance of maintaining a friendly work environment, where employee family responsibilities, career ambitions and personal aspirations are encouraged and supported. It is the goal of DCRS to provide working conditions that are conducive to reducing the stress and conflict inherent in providing counseling and recovery services, so as to maximize our effectiveness toward accomplishing our mission.

III. VISION

Darke County Recovery Services dba Recovery and Wellness Centers of Midwest Ohio will provide specialized, state-of-the-art, scientifically based behavioral health treatment, Recovery Homes, prevention services and 24 hour hotline and Crisis services which are continuously responsive to the needs of the clients and their families.

IV. VALUES

The agency's values are reflected in the day-to-day activities as an organization that focuses on providing quality services to all customers. The values we cherish most include the following:

- a. Respect will be offered to all clients, colleagues, stakeholders and the community at large.
- b. Integrity, the professional and personal conduct of all employees, will consistently reflect our code of business and professional ethics. Violators will be reported without fear of reprisal, thereby not participating in a "code of silence."

- c. **Appreciation of Diversity:** We appreciate the value of cultural diversity and further the understanding of cultural differences through education, communication and sharing of culture-specific celebrations and recognitions.
- d. **Excellence:** We will take individual responsibility for our performance and constantly strive for excellence by seeking opportunities to learn and improve our competency, making our organization strong and better as a provider of care and a place to work.

V. Expectations of Persons Served

- Focus on customer satisfaction continues to be demonstrated by all employees.
- All individuals, families and others seeking services will be treated with respect and dignity
- Qualified licensed professionals to provide the treatment services.
- Safe and hygienic facilities in which to receive services
- Client Satisfaction Surveys continue to identify positive outcomes from individuals receiving services as well as our community partners.
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VI. Expectations of Stakeholders

- Continue focus on quality afforded by pursuit of national accreditation for both Mental Health and SUD services.
- Explore expansion of service area to get service capacity more consistent with fixed Administrative resources. In FY 21 we added Dungeons and Dragons therapy to our offering for the adolescent population which focuses on trauma related issues for that population.
- Continue actively seeking grants and contracts with other businesses to provide services in an expanded venue.

VII. Competitive Environment

- In Darke County, competition consists of Family Health Behavioral Health Department (FHS), and Path. FHS has now expanded into the Medication Assisted Treatment areas in FY 19. Recovery and Wellness remains the only behavioral health center funded by the Tri County Board in this county.
- In Preble County competition is Samaritan Behavioral Health, Gephart Counseling and a new for profit facility in FY 23 which is DeCoach. Although this program has shown much evidence of being predatory, our partners in Preble County continue to refer to RWC.
- In Miami County, competition consists of TCN also funded by the Tri County Board, although much of their client population is SUD and RWC is primarily MH. Sunrise Behavioral, ICC, and Brightview are for profit facilities which offer Medication assisted treatment as well as outpatient SUD.

RWC has continued to flourish even though today's competitive environment is fierce.

VIII. Financial Opportunities

- We continue to be in partnership with Ohio Behavioral Health Professional Network who monitors and advocates with the managed care companies on behalf of its members.
- In February 2023, RWC was contracted to provide Recovery Housing in the Tri County Board area consisting of 5 recovery homes spread about in Darke, Miami, and Shelby County.
- The Tri County Board has also requested that RWC commit to run a MH respite for the Tri County Board area if their grant is approved.
- The agency consistently searches out and applies for grant opportunities that we are qualified to receive.
Another revenue stream that continues to grow is EAP Partnerships. In FY 23 RWC procured the EAP contract with Spirit Transport.
- We have contracts for behavioral health services in the majority of the schools in Darke County. We also provide prevention services in many of the schools in Preble County.
- RWC has received 181,000.00 for TASC programming in Preble County
- RWC received 24,445.00 from ARPA funds.
- RWC has received 12,200 from Darke County United Way.
- RWC was asked and accepted the responsibility to open full services in Shelby County Ohio

IX. Financial Threats

- Continued funding reductions to public health care systems.
- Staff recruitment is in crisis in the entire nation at this time. We have ads for both live and telehealth clinicians consistently.
- Health benefit costs.
- Aging and/or rental buildings and limited modification potential.
- Overly dependent on one funding stream

X. Organization's Capabilities

- Organization of the agency leadership structure to clearly identify leadership responsibilities at each level.
- Chief Executive Officer has over 29 years of experience with the parent organization in various roles
- Excellent Clinical Team
- Agency organizational flexibility that allows employees to control their own schedules to balance work with home life.
- Employees value the autonomy and respect for their work;
- Dedicated work force;
- Continued positive relationships with the Tri-County Board of Recovery and Mental Health Services and Preble County Board of Mental Health and Recovery

- Central locations in Darke, Preble, Shelby and Miami Counties;
- Continued full time Chief Medical Officer who has now been with the facility 9 years.
- The current Electronic Health Record allows for a higher level of accountability with staff on timely and accurate documentation. It also affords management a much more effective way to track individual productivity of each staff member to enable improvement plans when necessary.
- Actively providing Mental Health and SUD services in county schools and jails in Darke, Miami and Preble Counties.
- Working to increase our awareness of our services through fundraising, providing public speaking engagements and media releases.

XI. Service Area Needs

- Need for continued community awareness and understanding about the agency mission and scope of practice and addition of services.

XII. Demographics of Service Area

The organization has provided services in Darke County since 1979, in Miami County since 2010 and in Preble County since 2001. All static information has been taken from <https://www.census.gov> and listed as of July 1, 2020

- **Greenville is the county seat of Darke County, Ohio; 26 miles north of Eaton, 28 miles west of Tipp City and 38 miles northwest of Dayton,**
 - o **The population of Greenville was 12,615 in July 2019 per the U.S. Census.**
 - o **The population of Darke County was 51,113 July 2019 per the U.S. Census.**
 - o **Darke County is 600 Square miles.**
 - o **Darke County is primarily agricultural with manufacturing enterprises.**

- **Eaton is the county seat of Preble County, Ohio; 26 miles south of Greenville, 38 miles southwest of Tipp City and 35 miles west of Dayton, Ohio.**
 - o **The population of Eaton was 8,145 in July 2019 per the U. S. Census.**
 - o **The population of Preble County was 40,882 in July 2019 per the U.S. Census.**
 - o **Preble County is 426 square miles.**

o **Preble County is associated with agriculture and manufacturing.**

• **Tipp City is located in Miami County, Ohio; 28 miles east of Greenville, 38 miles northeast of Eaton and 16.4 miles north of Dayton, Ohio.**

The population of Tipp City, Ohio was 10,115 in July 2019 per the U. S. Census.

The population of Miami County was 106, 987 in July 2019 per the U.S. Census.

Miami County is 410 square miles.

Miami County is a mix of manufacturing and agriculture enterprises.

• **Sidney is located in Shelby County Ohio,**

The population of Sidney Ohio was 20,500 in 2020.

The population of Shelby County is 54,765 in 2023.

Shelby county is 411 square miles.

Labor force is primarily retail, restaurant, factory

XIII. Relationships with External Stakeholders

Recovery and Wellness has strong relationships with community partners throughout our county areas. Following are a list of many of those stakeholders.

Darke and Miami Co Family and Children First
Darke and Miami NAMI
SafeHaven Board of Directors
Miami County Drug Free Coalition
Coalition for a Healthy Darke County
Darke County Coordination Committee
Training and Continuing Education Committee
Miami Jail Wrap Around
Medication Assisted Treatment team
Miami County Continuum of Care
Miami County Coordinated Care
Miami County Stepping Up Initiative

XIV. Regulatory Environment

Recovery and Wellness management team implements and maintains knowledge of applicable laws and regulations. The management team monitors changes related to these laws and regulations, to keep all corporate policies and procedures up to date and in compliance. This review is done on an as need basis and annually. The RWC Board and Directors monitor all fiscal operations and functions as an advisory board to the CEO.

XV. Legislative Environment

- Legislation passed and increased Medicaid reimbursement system in Ohio 10% for behavioral health providers.

XVI. Use of Technology

- a. Maintain security including access management, audits, protection from malicious activity and remote access and support to our users. Workstation updates and configuration management.
- b. Implementation of more security awareness training and follow-up testing. This will address the biggest risk in security breaches, which is users. An improved understanding of security risks and vulnerabilities will aid users and help prevent breaches keeping our network, including company and client data, secure.
- c. DCRS will purchase new equipment, twenty workstations, to replace old and outdated equipment. This will allow us to replace workstations at a rate that will recycle the systems about every 5 years. This keeps us from having old and outdated hardware that slows down performance and productivity.

XVII. INDUSTRY TRENDS

a. State and Federal Mandates

Priorities established in our strategic plan continue to be influenced by the state and federal government. Ohio's current administration has pledged to reduce redundant paperwork, develop a state outcomes system that is less intrusive while providing measures that are valid and reliable. Ohio's public mental health system has experienced funding reduction and cost containment measures in the past 5 years.

b. Funding Sources

Funding reductions in the system at large have reduced in-patient options for individuals with more acute needs. The traditional expectation that community mental health centers have a no-reject policy no longer applies in statute. This agency is the last link in the safety net of services for individuals with acute and persistent mental health and recovery needs.

c. Human Resources / Personnel

Productive, high quality performance must be the priority so more balanced levels of compensation can be implemented. Productivity continues to be major factor in receiving annual merit raises to ensure productivity goals are met. The agency requires high quality productive performance with a focus on customer satisfaction. Staff resources will continue to be limited. Agencies will experience an increasing need to recruit and retain competent staff. The expectation to meet an assigned productivity standard has been reinforced consistently, with a high majority of providers meeting or exceeding expected goals on a monthly basis. Employees with consistently low performance continue to be disciplined and some have opted to pursue other opportunities as a result.

d. Quality and Effectiveness of Care

Positive relationships with community partners continue to be strengthened. All employees will focus on customer satisfaction strategies that demonstrate ongoing professional respect to individuals receiving services, families, referral sources, payer sources and other community citizens. Client Satisfaction Surveys continue to identify positive outcomes from individuals receiving services as well as our community partners. We have revamped our QI process to include peer reviews. This includes moving beyond required data collection to more outcome focused data, as well as assessing the efficacy of changes made in procedures.

e. Coordination / Collaboration

Our collaboration and coordination with other service providers remains a focus of this agency. Outcomes of the most recent Referral Source Survey indicated a continued positive trend in overall satisfaction.

VI. Analysis Strengths / Weaknesses / Opportunities / Threats

A. STRENGTHS

- Organization of the agency leadership structure to clearly identify leadership responsibilities at each level.
- Chief Executive Officer has over 29 years of experience with the parent organization in various roles
- Excellent Clinical Team
- Agency organizational flexibility that allows employees to control their own schedules to balance work with home life.
- Employees value the autonomy and respect for their work;
- Dedicated work force;
- Continued positive relationships with the Tri-County Board of Recovery and Mental Health Services and Preble County Board of Mental Health and Recovery
- Central locations in Darke, Preble and Miami Counties;
- Continued employment of a full time Chief Medical Officer who has now been with the facility 6 years.
- The current Electronic Health Record allows for a higher level of accountability with staff on timely and accurate documentation. It also

affords management a much more effective way to track individual productivity of each staff member to enable improvement plans when necessary.

- Actively providing Mental Health and SUD services in county schools and jails in Darke, Miami and Preble Counties.
- Working to increase our awareness of our services through fundraising, providing public speaking engagements and media releases.
- Participation in the Coalition for a Healthy Darke County, the Substance Abuse Prevention Partnership in Preble County, the MAT team as well as the Miami County Drug free Coalition, Family and Children First, NAMI Board of Directors and SafeHaven Board of Directors.
- Continue to grow “We are the Majority” state initiative at the local level in both Darke and Preble Counties.
- Continue providing a full time liaison to the Darke County Common Pleas court.
- We continue the contract with Caresource CTP program in October 2017 which provides prison in reach as well as needed services for this population when they are released. We plan to increase our client base to this population.
- Our Med-som department continues to be a physician assistant clinical rotation placement site for Kettering College of Medical Arts. This a cost savings as it gives us an opportunity employ candidates after they have completed rotations and boards.
- The in-house IT department continues to research and implement several software and hardware upgrades. IT plans to target upgrading 20 workstations in the next year.
- RWC is also pursuing other funding opportunities to assist with upgrading computers, and prevention programming among other things.
- RWC was able to replace the roof on the Main St. building in Greenville which has been in need for many years.
- Our Preble County location received a much needed remodel in 2022.
- RWC now has 3 payrolls in the bank.
- Added cameras around locations for security purposes.
- RWC has made building improvements at locations to include new flooring, paint, and repaving parking lots in 2024
- RWC increased base salaries for staff in 2024.

B. WEAKNESSES

- Need for continued community awareness and understanding about the agency mission and scope of practiced.
- Staffing shortage continues with difficulty finding/hiring clinical providers
- Staff overextended at times.
- Agency staff are under paid in comparison to other behavioral health programs.

C. OPPORTUNITIES

- Focus on customer satisfaction continues to be demonstrated by all employees.
- All individuals, referral sources, payer sources, families and external stakeholders will be treated with respect and dignity.

- Continuing education/training opportunities for all employees will be promoted, as well as free CEU's are now available to employees through our new Relias software.
- Continue hardware and software equipment upgrades to facilitate efficiency in support of the Electronic Health Record operating system and our movement towards offering a client portal.
- Continue focus on quality afforded by pursuit of national accreditation for both Mental Health and SUD services.
- Explore expansion of service area to get service capacity more consistent with fixed Administrative resources.
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- Continue actively seeking grants and contracts with other businesses to provide services in an expanded venue.
- Currently we have a goal to increase to 2-3 fundraising events per year.

D. THREATS

- Continued funding reductions to public health care systems.
- Staff recruitment.
- Overly dependent on one funding/managed care provider.

VII. STRATEGIC INITIATIVES

Seven (7) Strategic initiatives were identified by the strategic planning groups as a result of the complete SWOT Analysis. Strategic Initiatives guide the development of strategic goals/objectives and of Industry Funds:

- **Leadership-** maintain existing strong leadership in all managerial components.
- **Fiscal Responsibility-** more detail is being given to fiscal budget with a separate corporate Fiscal Plan.
- **Human Resources-** retention and recruitment of professional staff that are appropriately credentialed as a rendering practitioner.
- **Image-** continue to use re-branding to gain public awareness of our full scope of services.
- **Performance Improvement-** we continue to review this plan for its efficacy over all locations and services.
- **Programmatic-** we continue to review all service lines for community need, effectiveness, accessibility and efficiency and will explore adding more services lines as we see the potential need and hope to improve fiscal stability through this process.
- **Physical plant-** as previously identified in this plan, there are some physical plant needs to be addressed within our budgetary restraints.

VIII. PRIORITIES

This Strategic Plan is developed from key priorities identified by board, staff, clients and other key stakeholders during the analysis process. The Strategic Plan developed from these priorities, mission, and values aims to insure the quality and effectiveness of

services resulting in positive client outcomes and insure the future financial viability of Darke County Recovery Service dba Recovery and Wellness Centers of Midwest Ohio.