



FY25

**Strategic Priorities
Goals and Objectives**

Mission

Appleseed walks with families and individuals on their journey to live healthy, whole, and productive lives by offering comprehensive and integrated behavioural health, housing, outreach, & prevention, substance-use disorder, and victim services

A. Values and Theory

Operational Values
Respect: Recognize the value of each person for their unique qualities and inherent right to be treated with and spoken to with respect in all client and staff interactions.
Learning & Growth: Provide staff with the opportunities to grow from experiences at APPLESEED. In return, staff will demonstrate learning and growth in their respective roles.
Fiscal Responsibility: <ul style="list-style-type: none">• Operate within budget.• Adhere to best practices regarding billing and collecting.• Maintain cash reserves.• Secure an annual independent audit
Team Culture: Employees will strive to fulfill the agency's mission by creating a culture that embraces an attitude of team work ["we-not-me"]

Treatment Values
Empowerment of Individuals and Families: APPLESEED- provided treatment will strengthen the abilities of clients to live safe, healthy and abuse-free lives.
Holistic: APPLESEED-provided services will treat the client cognitively, behaviorally, emotionally, spiritually, and physically in order to engage the person's entire support system.
Person Centered: APPLESEED-provided services will be evaluated regularly in order to demonstrate their effectiveness in helping clients achieve their goals and objectives.
Utilization of Evidenced-Based Practices
Services are Outcome-Informed

Theoretical Frame

Trauma-Informed Care-is an approach to engaging people with histories of trauma that recognizes the presence of trauma symptoms and acknowledges the role that trauma has played in their lives. –National Center for Trauma Informed Care (NCTIC, www.samsha.gov/nctic, 2013)

Systems Theory- explains human behavior as the intersection of the influences of multiple interrelated systems. Even for individual issues, families, organizations, societies, and other systems are inherently involved and must be considered when attempting to understand and assist the individual. According to this theory, all systems are interrelated and parts constituting an ordered whole and each subsystem influences other parts of the whole. (<https://socialworklicensemap.com/theoretical-approaches-social-work-systems-theory/>)

B. Agency Service Priorities

1. Trauma competent services in every program.
2. Recovery-oriented principles moderating every aspect of services.
3. Medication optimization principles in pharmacotherapy services.
4. Full continuum of accessible outpatient mental health services and substance use disorder services both in-person and through tele-health options, including diagnostic assessment, counselling, TBS, PSR, CPST, case management, pharmacological, MAT, emergency services, and BH hotline that operate emphasizing a strong integrated team approach.
5. Wherever possible diverting Ashland County residents in crisis from the state psychiatric hospital using safety planning and alternative residential or inpatient levels of care.
6. Parental education, training, and non-medication-based treatments for youth diagnosed with ADHD.
7. Whole person care by coordinated care for persons served in primary care settings.
8. Enhance work with managed care and the coordination of HEIDIS measures and other health care outcomes for persons served.
9. Mental health services to Ashland County veterans.

10. Mental health services are accessible to those with limited English proficiency and/or are deaf or hard of hearing.
11. Mental health services for those in geographically isolated areas of Ashland County or who otherwise have limited or restricted access to transportation.
12. Housing resources to adults who are experiencing a SMPI or SMI.
13. Play a leading role in the Ashland County Homeless Coalition.
14. Transitional housing to families who are homeless due to fleeing domestic violence.
15. Safe shelter for Ashland County victims of domestic violence and sexual assault.
16. Advocacy services for victims of intimate-partner-violence (IPV), sexual assault, or stalking provided both in-person and over the phone including: 24-hour domestic violence/rape crisis hotline, safe shelter, court advocacy at the municipal court and in common pleas, hospital advocacy during forensic medical exams, on Ashland University's campus, face-to-face at the shelter or in a satellite office, as well as to special populations such as the elderly, LGBTQ, Limited English Proficient, and geographically isolated areas in and around Loudonville
17. Community prevention education and training on all topics related to IPV, sexual assault, and stalking. Community education will be provided county-wide to various groups and demographics including at Ashland University and in local middle and high schools.
18. Partnerships and supportive services with local government including schools, Juvenile Court, JFS, Ashland County Jail and FCFC
19. Assist individuals diagnosed with SPMI/SMI in gaining and maintaining meaningful employment.
20. Be an active member and supporter of Redbird Resilient and collaborate on services whenever possible.
21. Support efforts by the Ashland City/County Health Department to assist with their public health efforts.
22. Partner with local school system to provide school liaison, behavioural health and SUD services to students.
23. Help the most at-risk families to experience resilience and health.
24. Services to parents with SUD issues that place their children at risk of being removed.

C. 2025 Goals and Objectives

AREA	GOALS	WHY	FUNDING SOURCE	STAFF RESOURCES NEEDED	OBJECTIVES	ACTION	Lead staff	PROGRESS
Clinical	IHBT: IHBT program with successful fidelity review.	1)Community Partners: JFS, Juv Court; Coleman requests this service; 2) Need among agency clientele; 3) Aetna has a case rate to sustain program	1) Grant funding available. 2) Case rate.	Need to recruit one team supervisor and one to four team members	Successful fidelity review by January 2025.	Work with Case Western Reserve Coordinating Center for Excellence to have a fidelity review.	IHBT supervisor	
	CCBHC: Pursue SAMHSA CCBHC certification	1) CCBHC is a criterion established by SAMHSA for excellence in BH, 2) CCBHC grant funding is a way to help establish the infrastructure that will allow Appleseed to accomplish QI	1) The implementation grant (5 year funding) will support the CCBHC model	Multiple staff needed that are outline in the grant and funded in the grant	Successfully meet eligibility requirements to submit for the SAMHSA CCBHC grant	Write and submit CCBHC grant in 2024	Bekey Hunsicker	

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		and best practices; 4) funding for BH is in general moving from what used to be very localized to now state and federal funded.						
	Pediatric Psychiatric: In-person psychiatric service for children	School partners and client guardians identify that in-person provider is preferred	Billable services	Part time	Have a .4 FTE psychiatric provider in-house rather than telehealth.	Hire .4 FTE psychiatric provider	Jerry	
	IOP like program with MAT	Based on client and referral need we see an opportunity for more DD groups and use of Vivitrol	Billable services	Three staff doing groups including the supervisor	Have one to two groups per day.	Co-Occurring team organize for scheduling groups.	Jeremy	

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	Peer Support	Improve opportunities for client support. Expand our workforce.	OMHAS is expanding the formal use of certified peers who can bill Medicaid to include behavioral health	Peer support supervisor and a team of certified peers	Identify two areas in which Appleseed will use certified peers. Have 1-3 individuals complete the peer certification and become employees.	Engage 1-3 Appleseed clients to complete the 16-hour online training and the 40 hour in-person training.	Jeremy	
	Create new Case Management structure to create a tiered system	To create an aspirational design in the case management team structure	Billable services	HR; Operations; CM supervisor	Two-tiered case management employment structure that has a "senior" versus a "junior" level.	Create an implement	Brandy	
	Primary Care Integration: Primary care integration	1) As a population BH clients have increased physical health needs; 2) Medicaid MCO is moving toward whole person health care and primary/BH integration will be required; 3) Appleseed	1) Billings 2) Grant opportunities	1) Medical staff 2) Admin staff	Establish Appleseed as an FQHC Look-Alike	Define the team to work on the infrastructure and lead the project	Jerry	

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		needs to decide if strategically aligning with a healthcare organization or making primary care part of Appleseed's services makes the most sense.						
	Increase clinical space	Appleseed's Rocky Lane office has an inadequate number of offices and group spaces for the clinical work that needs done.	Pursing grants, earmarks, and other possible funding sources	Grant writing	Secure 2.5 million dollars in funding resources to build a 6,000 square foot building attached 2233 Rocky Lane	Apply for grants, earmarks, and other funding sources.	Brandy	

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	VBR Team	Most Ohio Managed Care Organizations are beginning to offer some form of a value based reimbursement program. We do not have a team to track and capitalize on them	MCOs	Team of Stacey, Amey, possibly Keith to track data	Have a team in place that monthly monitors the VBR contracts and lets staff know what need to be done to meet the VBR agreement	Define team and set up expectations, regular roles, and meetings.	Amey	
Compliance	CARF: Keith strategy for demonstrating CARF: Timetable	1) CARF certification is essential for Appleseed remaining licensed and credentialed; 2) Appleseed needs to maintain several trainings, documents, and processes annually; 3) Appleseed needs to be	General funds	Keith and a team of lead CARF points of contact	A comprehensive written plan for CARF compliance.	Work with Keith on establishing a working plan.	Keith	

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		more organized in its CARF compliance						
	IT Plan:	Required for CARF.	General Funds	Steve with Support of Keith	An IT plan is required by CARF	Steve will update and maintain our IT plan.	Steve	
Administration	Be able to take all Rocky Lane Services off site as needed in an emergency	Part of Disaster Plan	General Funds	Steve and team managers. Staff training. Policy.	Create policy	Create policy procedure. Train staff.	Jerry	
	Move housing grants to Bekey.	Bekey Hunsicker oversees other grants, and it makes sense from an efficiency standpoint to move these to Bekey.	General Funds	Bekey with training from Brandy	Move housing grants from Brandy to Bekey	Train Bekey on housing grants.	Bekey	

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Finance	Finance Director: Finance Director position filled with PT contract position.	1) Appleseed needs the financial oversight of a CPA. 2) Appleseed financial team needs expert advice and direction. 3) Appleseed has not had success in hiring the right FTE finance director. 4) DMS has provided effective oversight.	General Funds	HR resources	Have a qualified CPA in place to oversee financial operations	CPA in place.	Alyssa	
	Revamp website	Community education	Grant and General Funds	New hire...Education and Outreach advocate	Update agency websites. Improve ease of navigation, appearance, and content of websites	Hire E & O advocate.	Brandy	