

Lincoln County Resource Board Strategic Plan

Fiscal Years 2018-2021

1. **History and Background**

In 2000, a group of concerned citizens began meeting regarding the lack of readily available mental health services in Lincoln County. The citizens worked to provide local services, such as suicide prevention programs for the county’s high schools, and eventually formed a permanent county mental health board.

In 2003, the Lincoln County Commissioners established the *Lincoln County Children, Family and Mental Health Board of Trustees*, now called the *Lincoln County Resource Board (LCRB).* To learn more about the LCRB and its history, visit [www.lincolncountykids.org/our-history](http://www.lincolncountykids.org/our-history).

The *LCRB* serves as an independent oversight board, comprised of volunteer trustees, responsible for:

* Improving the quality, access and system of mental health services for Lincoln County children and youth
* Providing leadership in the development and implementation of early intervention, prevention and life skills program
* Reviewing mental health care programs in comparison to Lincoln County’s needs assessment, funding statute, utilization rates and proven clinical success
* Overseeing mid-year and annual clinical outcomes reporting; financial statements; school-based assessments; and third-party audits
* Managing on-site provider audits to review billing and client files (audits are conducted twice annually and adhere to HIPAA regulations)
* Conducting county needs assessments (every three years) to evaluate LCRB-funded programs’ impact and validate the highest priority needs

**LCRB Funding Allocations**

The services listed below are eligible for funding through the Community Children’s Services Fund, which is overseen by the LCRB (Missouri Statute RSMO.210.860 was used as a guide for this study). The services are separated below by those that are currently funded by the LCRB compared to those that are not currently funded (often reflecting a deficit in available funds, lower priority need, per need assessment, or a lack of providers/programs who can offer the service locally).

The services **currently funded** by the LCRB include:

* Outpatient Substance Abuse Treatment Services
* Outpatient Psychiatric Services
* Home and Community-based Family Intervention Services
* Individual, Group, and Family Counseling Services
* Early Intervention Screening Services
* School-based Prevention Services
* Respite Care Services
* Therapeutic Mentoring Services
* Crisis Intervention Services
* Services for teen parents

Two areas of identified need that were not funded during the 2017 funding cycle include:

* Temporary shelter services for abused, neglected, runaway, homeless or emotionally disturbed youth
* Transitional living services

1. **Mission, Vision, Values, and Purpose**

**Mission**  
Develop and implement a comprehensive system of care for Lincoln County children and families in need of mental health related services.

**Vision**  
To secure and sustain a healthy future for the children and families of Lincoln County.

**Values**  
• Collaboration: The LCRB will foster collaboration and integration of public funds and mental health services that are family-centered and community-based with a commitment to ongoing programmatic and service enhancement.

• Representation: The LCRB’s board of trustees will represent all communities of Lincoln County.

• Family Partnership: The LCRB will ensure that children and families in need of services will have a voice and act as partners in the planning, development and delivery of those services.

• Accountability: The LCRB will sustain a system of care that remains responsive to the community as well as to public health and welfare authorities.

• Proactive Approach: The LCRB will foster and support prevention and early intervention programs.

• Integrity: The LCRB will abide by its governing statutes, manage its public funds responsibly and demonstrate respect for all people and its partner organizations.

**Purpose**  
The purpose of the Lincoln County Resource Board is to oversee the establishment, operation, and maintenance of mental health services for Lincoln County children and youth (ages 0-19) and their families. The LCRB also provides leadership in the development and implementation of prevention, early intervention and life-skills programs.

1. **Community Assessment Key Findings**

The LCRB Needs Assessment, conducted every three years, utilizes data from statewide sources, such as:

* *Berry Organizational & Leadership Development (BOLD), LLC*
* *Catholic Family Services (now Saint Louis Counseling)*
* *Child Advocacy Center of Northeast Missouri (The Child Center)*
* *Community Council*
* *Compass Health, Inc. d/b/a Crider Health Center*
* *Crisis Nursery Wentzville*
* *Division of Social Services*
* *Elsberry School District*
* *Family Advocacy and Community Training (F.A.C.T.)*
* *45th Judicial Circuit of Pike and Lincoln Counties*
* *Lincoln County Juvenile Office*
* *Missouri Department of Mental Health*
* *Missouri Department of Social Services*
* *Missouri Kids Count*
* *Nurses for Newborns*
* *Preferred Family Healthcare*
* *Sacred Heart School*
* *Saint Louis Crisis Nursery*
* *Sts. Joachim & Ann Care Service*
* *Silex School District*
* *ThriVe St. Louis*
* *Troy School District*
* *Winfield School District*
* *Immaculate Conception School*
* *St. Alphonsus*

The most recent Lincoln County Resource Board Needs Assessment was completed in winter 2017. The next assessment is scheduled for 2021. In addition to summarizing the current state of the LCRB-funded programs, the 2017 assessment also gauges what is transpiring in the community. The assessment outlines specific indicators, which identify areas that may warrant attention as well as areas that have been positively affected by the influx of LCRB-funded programs and services.

The complete assessment is available for review at [www.lincolncountykids.org/reports](http://www.lincolncountykids.org/reports).

**Demographic Profile of Lincoln County Youth in 2017**

The “Demographics of Lincoln County” section of the report illustrates an assessment of population and general demographic information on the youth population, race, gender, age ranges, adult unemployment, income, in addition to presenting data on youth disability trends.

**Youth Population** -14,267 out of 53,850; make-up 26% of the total, and 3% more than youth in Missouri. Youth population has decreased by approximately 2.5% from 2007 to 2015.

**Gender** – 51% males; 49% females.

**Race (general population)** - 95% White; 2% Black or African American; 0.5% Asian; 2% two or more races, 2% Hispanic.

**Minority Children** - 8.5% of the Lincoln County children are under age 18 or 1,217 children. From 2014 to 2015, the number of minority children in Lincoln County increased by over 4%.

**Median Household Income** - $54,584 in 2015; decreased by 1% ($54,938) since 2007. Income plunged to $50,795 in 2009. In 2012, income increased to $53,542.

**Adult unemployment** – At an all-time low of 5.2%. Peaked in 2010 with a 9.4% rate.

**Children in Single-Parent Households** - 29.5% and less than the state percentage of 33.7%. This is the household type for 4,184 children.

**Disability Types Increasing** –

* 1. Autism surged in the public school districts, with a 264% increase from 2007 to 2016; 102 children with diagnoses.
  2. Children with “other” health impairments increased 39% and linked to 381 youth.
  3. Language Impairment - 33% increase and linked to 201 children.
  4. Young children with a developmental delay (children age 3 through pre-kindergarten typically five year olds) increased by 20% and linked to 77 youth.

Beyond the generalized disability type categories including other health impairment, the disability type that was the most prevalent was “specific learning disabilities” with 371 children (2016). This was followed in order by these diagnoses: language impairment (201), speech impairment (153), emotional disturbance (105), and autism (102).

**2018 Most Critical Mental/Behavioral Health Needs of Lincoln County Students**

School personnel were asked to identify the top three to five most critical mental health needs of youth across all grade levels. Findings showed that the most critical behavioral health needs are as followed, listed in order of priority:

1. “Controlling emotions, anger management, and conflict resolution” (85%; N = 45 out of 53).
2. “Friend/peer relationships, social skills, problem solving, and self-esteem” (79%; N = 42 out of 53).
3. “Anxiety, worry a lot, fear” (72% N = 38) out of 27).
4. “Self-harm and suicide” (64%; N = 34).
5. “Depression/sad a lot” noted by 55% of school personnel (N = 29 out of 53).

When compared to the 2017 results, four out of five of the issues were consistently in the top. “Bullying/cyber-bullying”, which was in the top five issues in 2017, and is now the 7th issue for Lincoln County students. However, the percentage of staff who selected this issue was higher in 2018 (47%) than in 2017 (41%). “Self-harm and suicide” became one of the top five issues in 2017 at 41% and increased to 64% of staff in 2018.

**Key Findings of the Lincoln County Community Indicators**

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| **Type of Indicator** | **Needs Attention** | **Mixed Results** | **Positive Findings** |
| *Economic Well-being* | * Children in Poverty * Households at Risk of Homelessness * Youth who are Homeless * Students Enrolled in Free/Reduced Price Lunch Program | * Children in Families Receiving SNAP. | * Children Receiving Cash Assistance. |
| *Education* |  | * Out-of-school Suspensions * Disciplinary Incidents | * High School Graduation Rates * High School Drop-outs |
| *Health (Physical)* |  | * Infants born with low birth weight | * Infant Mortality * Child deaths – 1-14 years of age |
| *Health (Behavioral) Risky/Safety Behaviors* | * Youth Receiving Psychiatric Services * Violent Teen Deaths * Suicides and self-injury rate of youth * Substance Use Trends/Juvenile Drug Offenses | * Reported & Substantiated Cases of Child Abuse and Neglect | * Births to Teens * Juvenile Law Violation Referrals – all but two categories; drug offenses and injurious behavior |

1. **Agency Perspectives**

The agencies that provide LCRB-funded services and programs to Lincoln County youth possess a wealth of information and knowledge. The LCRB seeks agency input in order to gather, analyze and identify gaps in services. The information below was featured in the 2017 Needs Assessment, summarizing submitted responses from the executive directors of LCRB-funded programs.

**Greatest Unmet Need/Under-Funded Service for Lincoln County Youth**

The executive directors (or their designees) of LCRB-funded programs were asked to identify the greatest unmet need or under-funded service for Lincoln County youth. The qualitative themes that emerged were:

* Expanding the availability of mental health services with a focus on trauma-informed methods.
* Homeless shelter/housing support for youth/their families.
* Comments that were unique are included in the report Appendix (see the full Needs Assessment report online).

**Current Gaps in Behavioral Health Services for Lincoln County Youth**

LCRB-funded agencies were asked to identify any gaps they see in behavioral and mental health services for Lincoln County youth. The identified gaps included:

* An increased need for clinicians (this area of need reflects a prevalent theme among LCRB-funded agencies’ responses), especially for younger children. Some providers cite current waitlists and limited funding as key drivers of this gap.
* Staff specialized in trauma.
* Transportation was once again identified as a gap, but this is not an allowable area for LCRB funding per Missouri Statute RSMO.210.860.
* The remaining responses were individualized and provided to the LCRB for review and consideration.

**Recent Roadblocks (other than funding) that Have Hindered Utilization of Funds or Provision of Services**

LCRB-funded agencies were asked to provide information on recent roadblocks they have experienced, beyond funding, that have hindered the utilization of funds or the provision of services. The top themes that emerged include:

* Transportation needs of clients to access services.
* Lack of motivation/involvement of parents to get their child behavioral health services and keep appointments (often stigma attached to their child needing behavioral health service creates this barrier to care).
* The remaining responses represent individual reported roadblocks that agencies report have hindered the utilization of funds or provision of services:
  + Clients not being aware of services
  + Excessive intake processes
  + Need for additional qualified staff
  + Overcoming scheduling hurdles with schools for programming
  + Some clients are apprehensive that the referred agency is part of the Division of Family Services.

1. **2018-2021 Strategic and Organizational Plan**

The 2018 Strategic Plan Committee members were asked to share their future vision for the Lincoln County Resource Board. By the year 2021, committee members shared the following vision statements for the LCRB:

* Secure and enhance funding streams, such as:
  + Corporate or individual donations and third-party grants
  + Enhance partnerships with local school boards to identify collaborative opportunities to extend and leverage limited budget dollars
  + Continue to promote the Shop Local campaign
* Increased LCRB staff
  + Currently, the LCRB employs a single executive director
  + Consider ongoing internships or an administrative assistant hire
* Enhanced programming to focus more on younger children for earlier identification and prevention (ages 0-5)
* Expanded trainings for consumers/parents, educators, caregivers and mandated reporters
* Heightened board engagement

To gain a comprehensive assessment of board members’ perspectives, each member was asked to complete an individual SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). When completing their SWOT analyses, board members were asked to consider the LCRB’s role as a funder of local mental health services and programs for Lincoln County children and youth.

The following list reflects the responses received from board members who completed the SWOT analysis:

Strengths

* Board made up of passionate, hard working professionals and a strong executive director
* Providers have a great relationship with each other, as well as with the board; strong selection and review process for providers
* Strong utilization of needs assessment and robust data/assessments produced by Dr. Cynthia Berry
* High number of people educated through mental health trainings (Youth Mental Health First Aid has trained more than 700 Lincoln County residents) and summits

Weaknesses

* Board members’ meeting attendance and participation presents an area for improvement, recognizing though that some members, especially those working full-time jobs, have limited time to offer
* Never enough money for the amount of need
* Stigma surrounding mental health; people uneducated about what providers offer
* Limited staff size and increasing demands

Opportunities

* Outside funding resources; grants or donations
* Growing list of potential providers
* New businesses in Lincoln County to drive greater sales tax
* The Key youth center will offer housing and volunteer opportunities
* Upcoming elections; elect officials who will serve as champions for children and their mental health needs

Threats

* Not enough funding for growing demand
* Stigma that creates barriers to care and spikes in suicide rates, opioid usage and poverty among citizens
* Population growth means more potential need
* Economy is ever changing; sales tax, shopping, and jobs are affected

1. **Strategic Objectives**

From the submitted board member SWOT analyses and the Strategic Planning Committee’s future vision for the LCRB, the following four strategic objectives were identified:

1. Enhance awareness and programming to reach younger children (0-5 and their caregivers) for earlier identification and prevention.
2. Meet the evolving and timely crisis intervention needs of our children and youth.
3. Secure and enhance funding streams to keep pace with growing demand for services.
4. Ensure the Lincoln County Resource Board’s long-term organizational viability.

To achieve the established objectives, the committee developed the Lincoln County Resource Board action plan available at <http://www.lincolncountykids.org/reports/> or by requesting a copy from the LCRB director at [director@lincolncountykids.org](mailto:director@lincolncountykids.org).