



Warren County Educational Service Center Mental Health Services

Strategic Action Plan 2026-2027 SY

Approved by the Warren County ESC Governing Board:

Revised on 6/2/2026

Board Approval

Revised by Jessica Woody, LPCC-S Mental Health Supervisor and reviewed by
Quality Assurance/Performance Improvement (QA/PI) Committee

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2026 Strategic Action Plan Guide Update

Goal/Objective/Strategy	Staff Responsible	Timeline	Update as of 6.2.2026
I.1.A	MHS Staff	1 year	Met
I.1.B	Jessica, Tyler	2 years	Ongoing
I.1.C	MHS Staff	Ongoing	Ongoing
I.2.A	Jessica	1 year	Met
I.2.B	Jessica, Tyler	2 years	Ongoing
I.2.C	MHS Staff	Ongoing	Ongoing
I.3.A	MHS Staff	1 year	Met
I.3.B	Jessica, Tyler	2 years	Ongoing
I.3.C	MHS Staff	Ongoing	Ongoing
I.4.A	Jessica, Mike	6 months	Met
I.4.B	Jessica, Mike	1 year	Met
I.4.C	Jessica	2 years	Ongoing
I.5.A	Jessica	1 year	Met
I.5.B	Jessica, Tyler	2 years	Ongoing
I.5.C	MHS Staff	Ongoing	Ongoing
I.6.A	Jessica	1 year	Met
I.6.B	Jessica, Tyler	2 years	Ongoing
II.1.A	Jessica	1 year	Met
II.1.B	Jessica	Ongoing	Ongoing
II.1.C	Jessica, MHS staff	2 years	Ongoing
II.2.A	Jessica	1 year	Met
II.2.B	Jessica	Ongoing	Ongoing
II.2.C	Jessica, MHS staff	2 years	Ongoing
II.3.A	MHS Staff	1 year	Met
II.3.B	Jessica	1 year	Met
II.3.C	Jessica, MHS staff	2 years	Ongoing
II.4.A	Jessica	1 year	Met
II.4.B	Jessica, MHS staff	2 years	Ongoing
II.4.C	Jessica, Tyler	2 years	Ongoing
II.5.A	Jessica	1 year	Met
II.5.B	Jessica	Ongoing	Ongoing
II.5.C	Jessica, MHS staff	2 years	Ongoing
II.6.A	Jessica	ongoing	Ongoing

Goal/Objective/Strategy	Staff Responsible	Timeline	Update as of 6.2.2025
III.1.A	Jessica, Cary	1 year	Met
III.2.A	Jessica, Cary	1 year	Met
III.2.B	Jessica, Cary	Quarterly	Ongoing
III.2.C	Jessica, Cary	1 year	Met
III.2.D	Jessica, Cary	6 months	Met
III.2.E	Jessica, Amy	Quarterly	Met
III.2.F	Jessica, Cary	1 year	Met
III.2.G	Amy	Ongoing	Ongoing
III.2.H	Jessica	1 year	Met
III.2.I	Jessica	1 year	Met
III.3.A	Jessica, QA/PI	3 months	Met
III.3.B	Jessica, QA/PI, Cary	3 months	Met
III.3.C	Jessica	3 months	Met
III.4.A	Jessica, Tom	1 year	Met
III.4.B	Jessica	1 year	Met
III.4.C	Jessica, Amy, Cary	2 years	Met
III.5.A	Jessica, QA/PI	Quarterly	Ongoing
III.5.B	Jessica, QA/PI	Quarterly	Ongoing
III.5.C	Jessica, QA/PI	1 year	Met
III.6.A	Jessica, QA/PI, Amy	Quarterly	Met
III.6.B	Jessica	1 year	Met
III.6.C	Jessica, QA/PI	Ongoing	Ongoing
III.7.A	Jessica, HR	Ongoing	Ongoing
III.7.B	Jessica, HR	Ongoing	Ongoing
III.7.C	Jessica	Ongoing	Ongoing
III.7.D	Jessica	Ongoing	Ongoing
III.7.E	Jessica	1 year	Ongoing
III.7.F	Jessica	year	Met
III.7.G	Jessica, HR	Ongoing	Ongoing
III.7.H	Jessica, HR	1 year	Met

Goal/Objective/Strategy	Staff Responsible	Timeline	Update as of 6.2.2025
III.8.A	Jessica, QA/PI	1 year	Met
III.8.B	Jessica	6 months	Met
III.8.C	Jessica	6 months	Met
III.9.A	Jessica	1 year	Met
III.9.B	Jessica	1 year	Met
III.9.C	Jessica	6 months	Met
III.10.A	Jessica, Tom	1 year	Ongoing
III.10.B	Jessica	1 year	Ongoing
III.10.C	Jessica, Tyler	2 years	Ongoing
III.10.D	Jessica, Amy	6 months	Met
IV.1.A	Jessica, Steve	Ongoing	Ongoing
IV.1.B	Jessica	1 year	Met
IV.1.C	Jessica	1 year	Met
IV.1.D	Jessica, Steve	1 year	Met
IV.1.E	Jessica, Steve	1 year	Met
IV.2.A	Amy	1 year	Met
IV.3	Jessica, Steve	1 year	Met
IV.4.A	Jessica, QA/PI	1 year	Met
IV.4.B	Jessica, QA/PI	1 year	Met
IV.4.C	Jessica, Tyler	6 months	Met
IV.5.A	Jessica	1 year	Met
IV.5.B	Jessica, Steve	1 year	Met
IV.5.C	Jessica, QA/PI	1 year	Met
IV.6.A	Jessica, Steve	1 year	Met
IV.6.B	Jessica, Steve	1 year	Met
IV.6.C	Jessica, Tyler	2 years	Met
IV.7.A	Jessica	1 year	Met
IV.7.B	Jessica	1 year	Met
IV.8.A	Jessica	1 year	Met
IV.8.B	Jessica	1 year	Met
IV.8.C	Jessica, Steve	1 year	Met

Goal/Objective/Strategy	Staff Responsible	Timeline	Update as of 6.2.2025
IV.9.A	Jessica, QA/PI	6 months	Met
IV.9.B	Jessica, QA/PI	6 months	Met
IV.10.A	Jessica	1 year	Met
IV.10.B	Jessica	1 year	Met
IV.10.C	Jessica, MHS staff	1 year	Met
IV.10.D	Jessica, Safety Care Trainer (Lindsey)	1 year	Met
IV.10.E	Jessica	1 year	Met

Mental Health Services Vision

WCESC-MHS envisions a community in which students have access to mental health services regardless of school placements and are able to develop skills to breed resiliency within themselves and educate others.

Mental Health Services Mission

The Mental Health Team provides comprehensive support systems to our programs, districts and within the community that promote education and awareness of mental health. By working on interdisciplinary teams and within a PBIS framework, mental health staff seek to find effective evidence-based practices that are applicable to our diverse student population.

The Warren County ESC Vision

We are innovative leaders committed to providing customized solutions and high-quality services with collaborative partnerships.

The Warren County ESC Mission

At the Warren County Educational Service Center, we believe in being a resource to our community partnerships through a holistic life span approach by:

- *Collaborating with school districts and communities to develop customized programming for at-risk individuals and families*
- *Delivering high-quality services in a cost-effective manner*
- *Establishing a supportive environment that promotes growth opportunities, encourages leadership and embraces diversity and inclusion*
- *Providing safe learning environments for the community we serve*
- *Enhancing the quality of life for a diverse population of learners with opportunities for growth and transformation*

Core Values

- Dignity, Worth, and Respect for All Individuals and Cultures
- Freedom from Suffering
- Empowerment and Self Determination
- Child Centered, Family Driven, and Community Based
- Collaboration and Inclusion
- Early Intervention
- Excellence and Continuous Improvement
- Access
- Advocacy
- Scientifically Sound and Effective Clinical Practices
- Fiscally Accountable and Sustainable Business Practices

Strategic Planning

The Warren County ESC Mental Health Services fulfills its mission through ongoing and dynamic strategic planning that is aimed at meeting the following goals:

1. Actively Promote Health, Well-being and Dignity in our Community
2. Enhance Clinical Effectiveness
3. Develop Sustainable Business Practices
4. Ensure a Healthy & Safe Environment for all Stakeholders

The Warren County ESC Mental Health Services strategic planning process involves appraisal of the environment, goal setting, monitoring of goal achievement, recommending enhancements for each of the strategic issues, and implementing those enhancements on an annual basis. The leadership team made up of the Director of Social Emotional Learning, the Director of Cognitive Behavioral Health, and the Director of Student Services and Programming, will be responsible for overseeing the strategic planning process, and QA/PI committee will be the primary vehicle for implementation of the strategic initiatives. Due to current fiscal environment, the Warren County ESC Mental Health Services will do everything in its power to allocate staff resources toward clinical care, and place the administrative burden related to strategic planning on the leadership team.

Methods

The Warren County ESC Mental Health Services will meet each strategic goal through the following methods:

1. Assessment of Need & Agency Capabilities

The Warren County ESC Mental Health Services' core purpose is developed through an ongoing assessment of the environment. Understanding the needs and preferences of all stakeholders, including persons served, their families, school districts, teachers, staff and other community providers, allows us to map the best direction to take. Assessing our agency capabilities in meeting the needs of the stakeholders provides leadership the data necessary for enhancing service delivery and business practices through the strategic planning process. QA/PI committee analyzes the data gathered from environmental assessments to make changes and enhancements to the agency's strategies for fulfilling its mission, minimally on annual basis. The input is used in program planning, performance improvement, strategic planning, organizational advocacy, financial planning, and resource planning.

A. Current Methods for Assessing Stakeholder Needs and Preferences

- Input from persons served
 - i. Parent Satisfaction Surveys
 - ii. Children (Student) Satisfaction Surveys
 - iii. Suggestion box (develop online)
 - iv. Complaint & grievance procedures
 - v. DA, ISP preferences
- Input from schools
 - i. District Satisfaction surveys
- Input from staff
 - i. Surveys
 - ii. Staff meetings
 - iii. Supervision
- Input from other stakeholders
 - i. Surveys
 - ii. Suggestion box (develop online)
- Demographic Assessment
- Feedback Informed Treatment Outcome Measures

B. Domains of Agency Capabilities

- Leadership & Governance
- Staff & Human Resources
- Services & Program Structure
- Continuum of Services
- Clinical Practice Guidelines
- Technologies
- Continued Quality Improvement
- Data Collection
- Outcome Performance
- Response to Customer Needs
- QA/PI
- Policy & Procedures
- Marketing
- Decision making

2. Meeting and Exceeding Regulatory Standards

The Warren County ESC Mental Health Services fulfills its mission by meeting and exceeding the standards set forth by the Ohio Department of Mental Health and Addiction Services (OMHAS) and the Commission on Accreditation of Rehabilitation Facilities (CARF). Leadership is responsible for ensuring the agency obtains certification and accreditation. Strategic goals are directly tied to standards set by regulatory bodies.

3. Commitment to Risk Management

The Warren County ESC Mental Health Services engages in a coordinated set of activities designed to control threats to persons served, staff members, property, income, goodwill, and ability to accomplish goals. The risk management activities are reflected in the Warren County ESC Mental Health Services Risk Management Plan.

4. Continuous Performance Improvement

The Warren County ESC Mental Health Services stays on target with strategic goals through ongoing assessment of performance. The agency's strategies for performance improvement are reflected in the Quality Assurance/Performance Improvement Plan. Measures of performance include but are not limited to Pediatric Symptom Checklist (PSC-35), Stakeholder Satisfaction Surveys, and Individualized Service Plans.

5. Use of Technology to Further Goal Achievement

The Warren County ESC Mental Health Services is committed to using technology to support and advance its mission of providing high-quality mental health services to students, families, districts, and programs. The program utilizes technology to enhance service delivery, improve communication, support data collection and reporting, and increase collaboration among staff and stakeholders. Current technology applications include electronic documentation systems, virtual meeting platforms, digital assessment and screening tools, and data management systems that assist with monitoring outcomes and service effectiveness.

As outlined in the Warren County ESC Technology Plan, the program continuously evaluates current technology use to identify gaps and opportunities for growth. Areas of focus include expanding access to services through telehealth and virtual supports, improving integration between data systems, and leveraging technology to strengthen communication with districts, families, and community partners.

The program is committed to utilizing technology to create more efficient business processes, reduce administrative burden, improve data accuracy, and enhance decision-making through timely access to information. Additionally, technology initiatives will support increased access to mental health services by providing flexible service delivery options, expanding resources available to students and families, and reducing barriers related to transportation, scheduling, and geographic location.

Through ongoing assessment and strategic planning, Warren County ESC Mental Health Services will continue to explore innovative technological solutions that improve operational efficiency, increase accessibility, and support positive outcomes for the students, families, and communities it serves.

2026 STRATEGIC GOALS & OBJECTIVES & ACTION PLAN
(covers July 2026-June 2027)

In conjunction with the WCESC Leadership Team, the WCESC Mental Health Quality Assurance/Performance Improvement Committee, reviewed the data collected from all stakeholders. Data was collected via survey, interview, and anonymous comments from the community. Information collected focused on the quality of services being provided, the fidelity of the enrollment process, community integration, accessibility, and client focused therapy.

Goal 1: Actively Promote Health, Well-being and Dignity in our Community

Objective	Strategy	Staff Responsible	Timeline	Priority
1.) Increase mental health supports for students in the school setting.				
	Develop and train staff in evidence-based treatments for school mental health services	Mental Health Leadership	Ongoing	High
	Provide treatment and consultation within multiple programs and districts.	Mental Health Staff	Ongoing	High

Objective	Strategy	Staff Responsible	Timeline	Priority
2.) Advocate for Rights, Respect, and Dignity				
	Provide annual trainings on client rights	Mental Health Department Leadership	Ongoing	Medium
	Train educators regarding mental health needs within communities that we serve by utilizing common language found in PBIS.	Mental Health Department	Ongoing	Medium

Goal 1: Actively Promote Health, Well-being and Dignity in our Community cont.

Objective	Strategy	Staff Responsible	Timeline	Priority
3.) Increase Awareness				
	Provide Ongoing Trauma Training to Schools and Leadership	Mental Health Department Leadership	Ongoing	Low
	Provide Consultation regarding Mental Health	Mental Health Staff	Ongoing	Medium

	Collaborate with community leadership regarding prevention methods	Mental Health Leadership	Ongoing	High
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Objective	Strategy	Staff Responsible	Timeline	Priority
4.) Increase Access (See Accessibility Plan)				
	Increase integration of Mental Health Consultants within the districts	Mental Health Consultants	Ongoing	Medium
	Increase utilization of surveys to assess for needs within districts and programs	Mental Health Staff Internship Staff	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
5.) Ensure Client Rights				
	Provide annual Client Rights trainings to staff	Mental Health Leadership	Ongoing	High
	Develop additional parent resources to be handed out by mental health staff	Mental Health Staff Internship Staff Technology Supervisor	Ongoing	Low

	and available on the website			
	Increase social media posts regarding mental health services and prevention	Mental Health Leadership Technology Supervisor	Ongoing	Medium
	Provide Treatment and Consultation	Mental Health Staff	Ongoing	High

Goal 1: Actively Promote Health, Well-being and Dignity in our Community cont.				
Objective	Strategy	Staff Responsible	Timeline	Priority
6.) Increase Cultural Competency				
	Develop and Participate in annual Cultural Competency training of DIB during the 26-27 SY	Mental Health Leadership DIB team at the WCESC	Annual	High
	Develop Online Resources	Mental Health Staff Internship Staff	Ongoing	Low

Goal 2: Enhance Clinical Effectiveness

Objective	Strategy	Staff Responsible	Timeline	Priority
1.) Employ Clinically Effective Interventions/ Approaches				
	Provide annual clinical training to staff	Mental Health Leadership	Annually	High
	Focus supervision, team meetings & trainings toward enhancing clinically effective interventions	Mental Health Leadership	Monthly	Medium
	Implement outcome measurement tool (PSC-35)	Mental Health Leadership Mental Health Staff	Ongoing	Low
	Implement outcome measurement tools available on EHR for enhanced data regarding clients.	Mental Health Staff	Ongoing	Medium

Objective	Strategy	Staff Responsible	Timeline	Priority
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2.) Advance the Trauma Informed Approaches				
	Provide annual clinical training to staff	Mental Health Leadership	Annually	High
	Increase focus of supervision toward Trauma Informed Care	Mental Health Leadership Mental Health Staff	Monthly	Medium
	Explore Best Practice options	Mental Health Leadership Mental Health Staff	Ongoing	Medium

Objective	Strategy	Staff Responsible	Timeline	Priority
3.) Reduce Non-Academic Barriers to School Performance				
	Provide annual trainings to schools regarding mental health and school performance	Mental Health Leadership Mental Health Staff	Annually	Low
	Develop outcome measures specific to performance	Mental Health Leadership Mental Health Staff	Ongoing	Medium

	Explore Best Practice options	Mental Health Leadership Mental Health Staff	Ongoing	Medium
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Goal #2: Enhance Clinical Effectiveness cont.

Objective	Strategy	Staff Responsible	Timeline	Priority
4.) Improve Family Involvement and Education regarding Mental Health				
	Provide opportunities for family engagement to staff through Family Engagement Nights at Programs	Mental Health Leadership Mental Health Staff	Ongoing	Medium
	Task staff with increasing communication with families	Mental Health Leadership Mental Health Staff	Ongoing	Medium

Objective	Strategy	Staff Responsible	Timeline	Priority
5.) Enhance Supervision				
	Refine supervision, team meetings & training	Mental Health Leadership	Ongoing	High

	Focus supervision for clinical work	Mental Health Leadership	Ongoing	Medium
	Ongoing Implementation of Outcome Measurement	Mental Health Leadership	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
6.) Require Positive Approaches to Behavioral Interventions				
	Continuing Policy refinement for procedures emphasizing a focus on emotional/self-regulation	Mental Health Leadership	Ongoing	Medium
	Building Positive Relationships with clients, students and families and assessing their environments	Mental Health Staff	Ongoing	High
	Continued development of Safety Plans with students and families	Mental Health Staff	Ongoing	High

Goal #3: Develop & Maintain Sustainable Business Practices
Current Financial Position at Time of Strategic Plan: The financial position of the ESC Mental Health Department is profitable and stable at this time. Projected Financial Position at End of School Year 25-26: The goal for the end of the upcoming school year is to continue to increase Medicaid billing in order to draw in more revenue during the upcoming school year.

Objective	Strategy	Staff Responsible	Timeline	Priority
1.) Commitment to Financial Planning & Management				
	Continue to review fiscal policy & procedures	Mental Health Leadership and Fiscal Team	Ongoing	Medium

Objective	Strategy	Staff Responsible	Timeline	Priority
2.) Obtain Financial Sustainability				
	Budget prepared annually that is based on projections of revenue and expenditures.	Mental Health Leadership and Fiscal Team	Ongoing	Medium
	Monthly budget meetings to evaluate trends, challenges, and opportunities based on revenue/expenses	Mental Health Leadership and Fiscal Team	Ongoing	High
	Annual internal financial audit	Leadership, Fiscal Team, Billing Manager	Ongoing	Medium

Objective	Strategy	Staff Responsible	Timeline	Priority
2.) Obtain Financial Stability (cont.)				
	Prepare for annual external audit	Mental Health Leadership, Fiscal Team, Billing Manager	Ongoing	High
	Provide annual financial training to staff	Mental Health Leadership, Fiscal Team, Billing Manager, Staff	Ongoing	High

Objective	Strategy	Staff Responsible	Timeline	Priority
3.) Avoid and Respond to Financial Threat				
	Develop specific plans to adapt to possible loss in state funding	Mental Health Leadership, Fiscal Team, QA/PI Committee	Ongoing	Low
	Develop specific plans to adapt to possible loss of contracts from school and community entities	Mental Health Leadership, Fiscal Team, QA/PI Committee	Ongoing	Low
	Create strategic plans around increasing the diversity of	Mental Health Leadership, Fiscal Team, QA/PI Committee	Ongoing	Low

	funding options			
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Objective	Strategy	Staff Responsible	Timeline	Priority
4.) Actively Seek Financial Opportunities				
	Develop programming and services for seeking more financial contribution from participating districts	Mental Health Leadership	Ongoing	Low
	Continue to seek opportunities for grants	Mental Health Leadership	Ongoing	Low
	Continue to work mental health recovery board for approved funding for services	Mental Health Leadership	Ongoing	Medium
	Continue to improve Medicaid billing procedures	Mental Health Leadership	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
5.) Maintain Certification/ Accreditation				
	Quarterly review and enhancement	Mental Health Leadership	Ongoing	High

	of agency performance regarding Ohio Dept. Behavioral Health standards	Mental Health Staff		
	Quarterly review and enhancement of agency performance regarding CARF standards	Mental Health Leadership Mental Health Staff	Ongoing	Medium
	Annual report to stakeholders regarding performance on standards	Mental Health Leadership Mental Health Staff	Ongoing	High

Objective	Strategy	Staff Responsible	Timeline	Priority
7.) Ensure Healthy Human Resources & Work Environment				
	Recruit, hire, and retain an adequate number of staff	Mental Health Leadership	Ongoing	High
	Verify degree, credentials, licensure, background checks	WCESC HR Mental Health Leadership	Ongoing	High
	Ensure proper staff orientation, trainings, & supervision	WCESC HR Mental Health Leadership	Ongoing	Medium

	Continue to refine job description to reflect specific job duties	Mental Health Leadership	Ongoing	Low
	Refine competency-based performance evaluations	Mental Health Leadership	Ongoing; yearly for each employee	Medium
	Refine policy/procedure regarding requirements for student interns, including signed agreements, background checks, orientation, training, supervision, duties, restrictions, confidentiality, and policies for dismissal.	Mental Health Leadership	Ongoing	Medium
	Ensure personnel records are complete and proper through an annual review process, records must contain resume, verifications, evidence of orientation, job description, performance	WCESC HR Mental Health Leadership	Ongoing; yearly for each employee	Medium

	evaluations, any plans of correct.			
	Provide annual trainings to staff regarding clients' rights, family centered approaches, prevention of workplace violence, confidentiality, cultural competency, expectations for professional staff	Mental Health Leadership	Ongoing; annually for each employee	High

Objective	Strategy	Staff Responsible	Timeline	Priority
8.) Manage Change without Disruption of Service Delivery				
	Develop a vision, policy, and procedure for managing change.	Mental Health Leadership	Ongoing	High
	Establish an advisory committee of stakeholders	Mental Health Leadership	Ongoing	Low
	Develop procedures for communicating change	Mental Health Leadership	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
9.) Compete Effectively in the Business Environment				

	Develop procedures for ongoing assessments of the competitive environment	Mental Health Leadership	Ongoing	Low
	Articulate mission and uniqueness of agency's role in the community through marketing efforts	Mental Health Leadership	Ongoing	Medium
	Quarterly advisory committee meetings	Leadership	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
10.) Develop Continued Marketing Strategies				
	Implement and revise a marketing plan	Mental Health Leadership	Ongoing	Low
	Conduct ongoing marketing research in the community	Mental Health Leadership	Ongoing	Low
	Ensure marketing items are up to date and relevant	Mental Health Leadership	Ongoing	Low

Goal #4: Ensure a Healthy and Safe Environment

Objective	Strategy	Staff Responsible	Timeline	Priority
1.) Maintain a Health & Safe Environment				
	Refine health and safety policy and procedures	Mental Health Leadership	Ongoing	High
	Review and make improvements on record keeping process that demonstrates ongoing evidence of attention to safety practices & risks, and concern for health and safety of all stakeholders	Mental Health Leadership	Ongoing	High
	Review and adjust written emergency plans	Mental Health Leadership	Ongoing	Medium
	Review and adjust evacuation procedures, specifically regarding how ESC Safety Officer and School District Safety Officers partner with	Mental Health Leadership	Ongoing	Medium

	mental health services.			
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Objective	Strategy	Staff Responsible	Timeline	Priority
3.) Improve annual competency-based training process in the following areas:				
	Review, train and monitor the following: -Health and Safety -Identification of unsafe environmental factors -Emergency procedures -Evacuation procedures -Critical incidents -Reducing physical risks	Mental Health Leadership ESC Safety Officer	Ongoing	Medium

Objective	Strategy	Staff Responsible	Timeline	Priority
4.) Improve Process for Critical Incidents				
	Revise policy & procedures	Mental Health Leadership	Ongoing	Low

		QA/PI committee		
	Develop method of communicating CR results to stakeholders	Mental Health Leadership QA/PI committee	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
5.) Test Emergency Procedures				
	Refine resting procedures to more efficient	Mental Health Leadership	Ongoing	Low
	Annually review policy and procedure to clarify how ESC Safety Officer and school districts' safety officers communicate with mental health services	Mental Health Leadership ESC Safety Officer	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
6.) Maintain Safe Facilities				
	Develop procedures and agreements for working in school buildings that WCESC do not own	Mental Health Leadership ESC Safety Officer	Ongoing	High
	Review and make improvements in	Mental Health Leadership	Ongoing	Medium

	orientation/training process with staff	ESC Safety Officer		
	Review and make improvements in technology that is utilized to improve the Health & Safety process; reduce burden and increase safety	Leadership	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
7.) Maintain Infection Control				
	Continue to conduct and improve orientation and training process with staff	Mental Health Leadership	Ongoing	Low
	Client orientation and training	Mental Health Leadership	Ongoing	Low

Objective	Strategy	Staff Responsible	Timeline	Priority
8.) Protect Against Hazardous Material Exposure				
	Improve orientation and training process with staff	Mental Health Leadership	Ongoing	Low
	Review and make improvements	Mental Health Leadership	Ongoing	Low

	on record keeping process that demonstrates ongoing evidence of attention to safety practices & risks, and concern for health and safety of all stakeholders			
	Review and adjust written emergency plans	Mental Health Leadership	Ongoing	Medium
	Review and adjust evacuation procedures, specifically regarding how ESC Safety Officer and School District Safety Officers partner with mental health services.	Mental Health Leadership	Ongoing	High

Objective	Strategy	Staff Responsible	Timeline	Priority
9.) Maintain Safe Transportation Practices				
	Transportation director oversees the transportation process	Mental Health Leadership Transportation Services	Ongoing	Low

	Review and improve transportation training and protocols with staff	Mental Health Leadership Transportation Services	Ongoing	Low
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Objective	Strategy	Staff Responsible	Timeline	Priority
10.) Train and Employ Nonviolent Practices				
	Review and make improvements to the WCESC's mental health department's position and commitment to nonviolent practices	Mental Health Leadership	Ongoing	High
	Ensure WCESC's mental health department position on nonviolent practices are on the website and brochures	Mental Health Leadership	Ongoing	High
	Provide annual training and ongoing supervision specific to nonviolent practices and de-escalation methods.	Mental Health Leadership	Ongoing	High
	Support trainings to	Mental Health Leadership	Ongoing	High

	schools on best practices related to nonviolent de-escalation and crisis intervention.			
	Annually review a policy and procedures for emphasizing the following positive behavior interventions	Mental Health Leadership	Ongoing annually	High

The Warren County ESC Mental Health Services Strategic Action Planning Team Members

202-2027 School Year Leadership Team

2026-2027 QA/PI Committee

Jessica Woody

Casie Poore

Kristin O'Hair

Paul McManis

Other Employees Based on Availability and Desire to Attend Meetings (offered to all)

2026-2027 Record Control Officer/Support Staff

Jessica Woody

Amy Kistler

2026-2027 Billing Manager

Jessica Woody

Amy Kistler

2026-2027 Warren County ESC Superintendent

Tom Isaacs

2026-2027 Warren County ESC Treasurer

Cary Furniss

2026-2027 Warren County ESC Technology

Tyler McCall

2026-2027 Warren County ESC Safety Officer

Jason Byrge