



## MCS Consulting Recommended to Facilitate Consolidation Process

The Cuyahoga County Community Mental Health Board (CCCMHB) and the Alcohol and Drug Addiction Services Board of Cuyahoga County (ADASBCC) both passed resolutions during their respective March meetings approving the recommendation of MCS Consulting as the consolidation facilitator.

This recommendation, submitted to both full boards from the Consolidation Executive Steering Committee, was provided to Rick Werner, Cuyahoga County Deputy County Administrator. Mr. Werner will work to process the recommendation with the Cuyahoga County Board of

County Commissioners who have agreed to fund the facilitator. MCS Consulting was selected from among the three firms who submitted proposals to the Consolidation Executive Steering Committee.

When the contract is finalized, MCS Consulting will provide a variety of support throughout the consolidation process, including:

- ❖ Executive Review Services consisting of developing a business strategy, and progress reports marking accomplishments, barriers and any decisions that need to be made.

- ❖ Event Planning for public events with stakeholders, and possibly a legislative briefing.
- ❖ Stakeholder Relationship Building, which will include information for Web pages and newsletters, writing and distribution of press releases, and possibly message development and media training as needed.
- ❖ Team Advising during all Consolidation Executive Steering and Site Review Committee meetings to provide guidance in problem resolutions, decision making, etc.

## Site Committee Update

The Consolidation Site Committee has recommended the following:

- Verify the square footage of both board's current offices.
- Survey available space, both current construction and vacant land, to provide a listing of available properties.
- New construction may be difficult with system funding challenges.
- Discuss support and financing of a new location with the Board of County Commissioners and the Port Authority.
- The overall cost of building, renovating, or leasing the new facility should be no more than 90% of the combined cost of both boards' current locations.
- The overall space design to be limited to 90% of the space currently used by both boards.

## Joint Board Retreat at IdeaCenter

Board Members from the Alcohol and Drug Addiction Services Board of Cuyahoga County and the Cuyahoga County Community Mental Health Board participated in a retreat on Saturday, March 29, 2008, at WCPN/WVIZ ideastream's Idea Center, located in Playhouse Square. The retreat was facilitated by Ann Kent, Vice President, Services to Nonprofits at Business Volunteers Unlimited.

Prior to the retreat, Ms. Kent conducted a survey and interviews of board members to create an agenda that focused on the themes and implications of the consolidation process as they related to governance. Trust and openness, funding, mission and vision, new board's name, chief executive of the new organization, and board

composition were issues identified through this process.

During the retreat, Board Members were updated on the a status of the consolidation process, as well as the progress of the site committee. Each Board member was then asked to provide a brief overview of their background, and using just one word, summarize their feelings about the consolidation. Among the words Board members provided were: Optimistic, Transformation, Ambivalent, Possibilities, Concerned, Fallout, Betterment, Hope, Challenge, Duty, Opportunity, Opposed, Innovative, Confident and Historic.

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The Alcohol & Drug Addiction Services Board  
of Cuyahoga County  
The Cuyahoga County Community  
Mental Health Board

## “Leading Change” Workshop

On April 3, 2008, Consolidation Team Leaders met in the Training Room at the Alcohol & Drug Addiction Services Board of Cuyahoga County for “Leading Change,” a half-day workshop presented by Meghan McHale Bilardo, M.S., director of consultative services for BMA Impact Services.

The purpose of the workshop was to help participants define change, as well as become familiar with the five phases of change: The Calm Before, The Approaching Change, The Change Impacts, After the Impact, and New Beginnings. Additionally, she discussed the value of identifying change agents that can move the process forward and recognizing and addressing the stress that naturally accompanies change.

During the first part of the workshop, Bilardo led participants through a series of observation exercises to demonstrate each participant’s ability

to both make and notice change.

Participants were asked to pair off and, with their backs turned to their partners, make an adjustment to their appearance, either by adding or removing eyewear, taking off a suit coat, etc. Then, facing one another, the pairs were to identify the changes.

**“Change is disturbing when it’s done to us, exhilarating when it’s done by us.”**

*- Rosabeth Moss Kanter*

Through this type of group interaction Bilardo was able to illustrate how easily even the smallest change can create a range of emotional responses, from a slight sense of unease to fear.

Approximately 50 people attended the workshop, which was the first of a two-part series with Bilardo. She will facilitate a similar workshop for staff members of both boards at a later date.

## Retreat, continued

Participants also identified the top six shared values of each board to be: honesty, betterment of the community, culturally specific services, compassionate care, accessibility/visibility and effectiveness based on outcomes. Break-out groups were conducted to share ideas of how best to learn more about the operations of each board and the process for selecting a chief executive.

The group agreed that there needed to be future discussions around several topics, including an executive search, the name of the new board, the new board’s staffing levels and its table of organization, meeting with Board of County Commissioners, and the new board’s location.

The day ended with each participant expressing how they felt at the close of the retreat. Again, using just one word, the following descriptors were among the offerings: Pleased, Sponge, Eclectic, Progress, Synergistic, Icebreaker, Encouraging, Positive, Necessary, More Hopeful, Promising, Cooperative, Success, Invigorating, Informative, Baby Steps, Assertive, Reassuring, Opportunity, and Charged!

## 8 Steps for Successful Change

*- John Kotter, 1995*

1. Help others see the need & importance of acting.
2. Create a powerful group to guide the change.
3. Clarify how the future will be different.
4. Make sure others understand & accept the vision.
5. Remove as many barriers as possible.
6. Create visible successes as soon as possible.
7. Don’t let up.
8. Create new culture.

*Consolidation Update* is a joint publication developed and distributed by the communication staff of the Cuyahoga County Community Mental Health Board and the Alcohol & Drug Addiction Services Board of Cuyahoga County to keep the community informed on the consolidation process.

### Consolidation Executive Steering Committee

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