The Tapestry program was originally diligently working to develop both a fiscally and organizationally sound program. Through our financial challenges have not abated, and the funding future does not look rosy for social services, we are positioned to more creatively and efficiently deliver services and utilize our financial resources in the most prudent and successful manner.

The Cuyahoga County Community Mental Health Board has been working toward achieving the goals of: strengthening our system of care and delivering appropriate treatment, so that people living with mental illnesses can achieve personal recovery and lead full and productive lives; increasing the available dollars for services, community education and training; and becoming a leader with a strong voice who can promote positive change in mental health public policy in the local, state and national arenas.

System of Care: The Tapestry program was originally designed to serve, each year, 240 children with serious emotional disturbances and their families. Founded with a matching grant from the Substance Abuse and Mental Health Services Administration (SAMHSA), it has now blossomed into the Cuyahoga Tapestry System of Care that will soon serve an additional 800 children each year. This growth is possible through multiple partnerships with every child-serving system in Cuyahoga County and the Cuyahoga County Board of County Commissioners (BOCC).

Recognizing that suicide results in over 30,000 deaths each year and is the 11th leading cause of death in the United States, we created the Cuyahoga Suicide Prevention Task Force. The Task Force presented the Cuyahoga County Suicide Prevention Plan in 2004, and in February 2005, we launched our Suicide Prevention Awareness Campaign. This campaign is geared toward people of all ages, and informs the community that “Suicide is Preventable. Its Causes are Treatable.” It features billboards, RTA bus placards, television commercials and spots that run before every movie in both Regal and Cleveland Cinemas. The public is encouraged to call our 24-hour suicide prevention, mental health information and referral line for adults and children at: 216-623-6888. Recent statistics indicate that the campaign to the previous year, calls to the hotline have increased each month. January 2006 showed a 40% increase over 2005.

Since its inception in 2004, a total of 114 City of Cleveland and suburban police officers have graduated from the Crisis Intervention Team (CIT) training program. CIT trains the police officers with new skills to better interact with people with mental illness and provides the tools needed to divert, when appropriate, non-violent people with mental illness to a designated diversion and treatment point, instead of admitting them into our justice system. This is a healthier, safer, and more cost effective course of action.

Funding: Diligently working to develop both a fiscally responsible system and a strong partnership with the BOCC has resulted in an increase to our Fiscal Year 2005 base subsidy of $5,590,500, which brought our annual subsidy to $25,160,500. This increase allowed providers to receive funds for one-time special projects. These projects were creative and varied and ultimately benefited consumers. The BOCC also increased our annual subsidy for Fiscal Year 2006 to $27,676,825, which provided resources to expand much needed Non-Medicaid services.

Our Non-Traditional Revenue (NTR) Committee continues to work to identify additional funding opportunities to find unrestricted dollars that will supplement governmental funds usually earmarked for Medicaid match purposes. On March 3, 2006, nearly 200 people attended the CCCMHB’s first-ever fundraising Gala, which raised $56,636 for additional community mental health services.

Leadership: Working together with our community partners, we strive to make positive change in public policy through our Advocacy Action Agenda that is set each year by the Governmental & Community Affairs Committee of the Board. We unwaveringly supported mental health insurance parity; vehemently opposed both the elimination of Disability Medical Assistance (DMA) and the introduction of step therapy for psychotropic medication; and unsuccessfully fought the introduction of the Tax and Expenditure Limits (TEL) or Taxpayers’ Bill of Rights (TABOR) proposal. We are counting on voters in November of 2006 to help us become successful in defeating this repressive and harmful TEL ballot issue.

We are the largest community mental health system in the state of Ohio. Through our committed leadership; dedicated staff; conscientious financial management; hard work; and strong active partnerships with our providers, other systems, governmental entities, and the people we serve, we will find solutions for the challenges we meet and effectively achieve our mission and our vision of creating, developing, managing and sustaining a superior, evolving system of community mental health care for the residents of Cuyahoga County.
Message from the Chief Executive Officer: William M. Denihan

Transition and Change – it’s the environment we live in.

We have made significant progress in achieving the goals outlined in the 2004-2009 Strategic Plan. In leadership, the CCCMHB was recently named the most outstanding Mental Health Board in Ohio from NAMI-Ohio. We succeeded in having our funding expanded by a 40% ($8.1 million) increase in the base subsidy from the Cuyahoga County Board of County Commissioners. The subsidy grew from $19.5 million to $27.6 million. Additionally, we were awarded both a three year Substance Abuse and Mental Health Services Administration (SAMHSA) grant totaling $1.1 million to improve mental health services for older adults, and a grant of $318,335 from the Ohio Department of Youth Services for mental health services to 30 girls involved with the Juvenile Justice System. Great strides were made developing our system of care, especially in the arena of consumer employment. Nine of our providers hired a total of 47 consumers through the Consumer and Provider Work Program. And now, the original Tapestry Program has appropriately evolved into becoming the Cuyahoga Tapestry System of Care.

While we are doing many good things, we are entering a period of transition and change. The question of providing adequate services under Medicaid is of great concern. Nationally, the federal government has discussed “capping” or “controlling” the cost of Medicaid and it is at the heart of the federal budget agenda. It is my opinion that cuts and caps are going to be a reality and this could have a profound negative impact on our consumers. In Ohio, the General Assembly has no less than eight committees addressing Medicaid, along with the Governor’s Special Commission on Medicaid Reform and the State Auditor’s Office. The discussions range from combining all Medicaid work into one state department of Medicaid, phasing in managed care, and capping spending. We know that treatment works, yet without a plan that addresses Medicaid change, the road to recovery for our consumers will be rocky.

My vision for the future is full of hope and promise to meet the challenges of any Medicaid change which could alter the way we do business. The future I see will require us to:

- Pass Mental Health Insurance Parity.
- Increase attention and funding for housing and employment.
- Redesign a system of care that offers greater efficiency and quality through reinvestment of current funding (the how is always the tricky part).
- Pay special attention to transitional youth, especially ages 16-22.
- Expand our involvement in every stage of criminal justice, including diversion, incarceration and community re-entry.
- Include mental health when discussing public health issues.
- Think of recovery as a working model that is consumer and family driven.
- Make co-occurring treatment and integrated billing a normal part of operations.
- Promote greater partnerships and collaborations with both the community-at-large and all organizations having an impact on families and children.
- Ensure that all school-aged children and their families have access to mental health services when needed.

Our accomplishments serve as our foundation and our successes provide the momentum to continue achieving excellence and prevail in meeting the challenges of the future. Our Board of Governors has the vision and leadership, and our staff has the competence and compassion to face any challenge. Our state is setting the stage for transformation and our providers have the professionalism and commitment to meet the continued demand for services. Most important, our consumers and families will play an integral role in guiding us in the development of a model mental health system.
Fiscal Year 2005 Accomplishments

Funding:

BOCC Subsidy:

- Our increased and continued partnership with the Cuyahoga County Board of County Commissioners (BOCC) came to fruition with an infusion of funding that increased our Fiscal Year (FY) 2005 base subsidy by $5,590,500, bringing our annual subsidy to $25,160,500. This increase allowed us to provide one-time special short-term project funding in Calendar Year (CY) 2006 to our providers that benefited consumers, emphasized the recovery concept and offered employment opportunities for consumers.

Bed Day Refund:

- $84,428 was refunded to the CCCMHB from ODMH for using 503 fewer bed days than projected in FY05. For the third consecutive year, this refund was made possible through diligent monitoring by CCCMHB staff and continued commitment of our mental health providers.

Non-Traditional Revenue Generating:

- The Non-Traditional Revenue (NTR) Committee continues to work to identify additional funding opportunities to ensure that mental health services remain accessible for Cuyahoga County residents. In FY05, we raised $29,500 through response to grant opportunities and other fundraising activities.

System of Care:

ACT for Transitional Youth:

- Transitional youth, ages 16-22, are now served by an Assertive Community Treatment (ACT) Team that was developed in April 2005 to provide comprehensive community-based services. Focus is on the youth’s individual recovery, housing, and success in employment.

Suicide Prevention Plan:

- Officially kicked-off the Cuyahoga County Suicide Prevention Plan during the Woodruff Foundation’s Community Issues Forum in December 2004.

Suicide Prevention Awareness:

- Launched the Suicide Prevention Awareness Campaign in February 2005 that features 33 billboards, 60 RTA bus placards, 350 interior bus posters, five mall posters, television commercials and movie spots to inform the community about suicide prevention.

Battling Depression in Children:

- Depression affects as many as one in every 33 children and one in eight adolescents, according to the Federal Center for Mental Health Services. To raise an awareness of the symptoms and treatments of depression among middle school aged children and adolescents, as well as school staff and families, the CCCMHB distributed a previously developed 20-minute video entitled Living With It: Youth Talk About Depression, along with accompanying materials, to every public middle school in Cuyahoga County, with the help of the Cuyahoga Special Education Service Center.

- The CCCMHB hosted a Red Flags in Children’s Mental Health training for school personnel.

System of Care Expanded:

- Worked with the Board of County Commissioners and all partner child-serving systems to expand the Cuyahoga Tapestry System of Care.

Mental Health Jail Liaison Program:

- Jail liaisons housed in the Corrections Center now increase communication and collaboration of services between mental health and the criminal justice system, increase contact with consumers in jail, coordinate release plans and advocate on behalf of consumers. Services are provided by Murtis H. Taylor Multi-Service Center, North East Ohio Health Services, Center for Families and Children, Mental Health Services, Recovery Resource and Bridgeway.

Best Practices:

- “Teaching Families” and “Cognitive Behavioral Therapy” were selected as two children’s best practices, while “Integrated Dually Diagnosed Treatment” and “Illness Management and Recovery” were selected for adults by a committee of CCCMHB staff and providers. Focusing on these best practices allowed the system to make funding and programmatic decisions.
The Consumer and Provider Work Program has provided 41 employment opportunities for consumers in provider agencies throughout the mental health system in FY05. This incentive program has yielded 6 full-time and 21 part-time jobs, 13 work adjustment site positions and one transitional employment position.

WRAP Training:

- Provided WRAP (Wellness Recovery Action Plan) training to our consumers. WRAP is a structured system for monitoring uncomfortable and distressing symptoms and, through planned responses, reducing, modifying or eliminating those symptoms.

Cultural Assessment:

- CCCMHB launched the C-CAT, the Consolidated Cultural Assessment Tool, to assess cultural competence in our area. Dr. Pat Hicks, creator of the C-CAT, provided training. A Cultural Competence Committee was formed and the instrument was administered to CCCMHB Staff, Tapestry Administration and NAMI adult consumers.

Consumer Employment:

- The Consumer and Provider Work Program has provided 41 employment opportunities for consumers in provider agencies throughout the mental health system in FY05. This incentive program has yielded 6 full-time and 21 part-time jobs, 13 work adjustment site positions and one transitional employment position.

In addition, 22 private and public employers were honored for hiring consumers during an Employers: You Can Be Comfortable with Employment Law seminar and awards luncheon.

Leadership:

Strategic Plan:

- Completed the second year of our five-year Strategic Plan, with a large portion of the goals completed and being maintained. We have provided leadership, increased funding, and created a mental health system that is more focused on recovery and employment.

Police Training:

- Graduated a total of 114 City of Cleveland and suburban police officers from four classes of our Crisis Intervention Team (CIT) training program, since its inception in 2004. CIT trains the police officers on how to interact with people with mental illness and provides the tools needed to divert non-violent people with mental illness from going to jail, when appropriate, to a designated diversion and treatment point.

Adult Consumer Advisory Council:

- The Adult Consumer Advisory Council (ACAC) continues to provide insight to Board Administration regarding important issues such as housing, parity, Medicaid benefits, and Medicaid Buy-in. The ACAC also hosts fun events, such as the annual consumer picnic that attracted more than 330 people.

Advocacy Action Agenda:

- Advocating for increased state and county funding, increased suicide prevention awareness, and promoting recovery were all completed as part of the CY05 Advocacy Action Agenda. The CCCMHB also took a stand on a variety of legislation, including supporting mental health insurance parity, and opposing the elimination of Disability Medical Assistance (DMA), the introduction of the Tax and Expenditure Limits (TEL) or Taxpayers’ Bill of Rights (TABOR) Proposal, and the step therapy method for dispensing psychotropic medications.

National Award:

- Tapestry received the Substance Abuse and Mental Health Services Administration (SAMHSA) National Excellence in Community Communications and Outreach Silver Award for Media Outreach in January 2005, for the event and press coverage announcing the SAMHSA system of care grant award.

OACBHA:

- Executive team members continue to work closely with the Ohio Association of County Behavioral Health Authorities (OACBHA) and provide guidance by serving as members of the various committees, including the Executive Committee, Mental Health Division, Governance Committee, Medicaid Committee, Children’s Committee and Public Image Committee.

Community Image:

- Increased positive media opportunities and coverage to advance the positive image of the CCCMHB. In CY05, 47 positive media mentions and three neutral mentions reached the public through newspapers, radio and television. During that same time, CCCMHB experienced no negative media coverage. In addition, volunteer members of the CCCMHB Speakers Bureau continue to provide accurate information about mental illness.

The Cleveland Cavaliers score a basket at Gund Arena (now known as The Q - Quicken Loans Arena)
Fiscal Year 2005
Photo Album:

Dr. Penny Frese gave a lively presentation about the red flags in children’s mental health behavior during a workshop for school personnel.

The Substance Abuse and Mental Health Services Administration (SAMHSA) site visit team summed-up their three day visit with Tapestry as “talk is being translated into reality.” Needless to say, they were pleased with what they experienced.

Some of the 22 private and public employers who were honored for hiring consumers during an “Employers: You Can Be Comfortable with Employment Law” seminar, co-sponsored by the CCCMHB, Equal Opportunity Commission, Ohio Civil Rights Commissioner, The Employment Alliance, and Spectrum of Supportive Services.

Harvey Snider, Chair of NAMI-Ohio and current CCCMHB Governor, provided testimony in support of mental health insurance parity to the State Senate Insurance, Commerce and Labor Committee.
CCCMHB Board of Governors, staff, and volunteers worked hard to ensure that the Annual Holiday Party for consumers was another great success!

(l-r) Rep. Matt Dolan (R); Sen. C.J. Prentiss (D), former Sen. Dan Brady (D) and William M. Denihan, CCCMHB CEO, during an Ohio Association of County Behavioral Health Authorities Legislative Reception.

Sen. Robert Spada and Bonnie Caplan, CCCMHB Chair, after Senator Spada received the Helping Hands State Legislator of the Year Award during the 2005 CCCMHB Annual Meeting.

(l) CCCMHB Governor Dr. L. Douglas Lenkoski, and (r) William M. Denihan, CCCMHB CEO, presented City of Cleveland Councilman Kevin Conwell with the Helping Hands Local Legislator Award during the 2005 Annual Meeting.

One of the billboard designs that are part of the Suicide Prevention Awareness Campaign that was launched in February 2005.

Suicide is Preventable. Its Causes are Treatable.

For Immediate Help Call: 216-623-6888
Fiscal Year 2005 Provider Agencies:

Thank you to the following provider agencies and programs that were under contract with the CCCMHB to provide mental health and related services during Fiscal Year 2005.

- Achievement Centers for Children
- Applewood Centers, Inc.
- Beech Brook
- Bellefaire Jewish Children’s Bureau
- Bellflower Center
- Benjamin Rose Institute
- Berea Children’s Home and Family Services
- Bridgeway, Inc.
- Catholic Charities Services of Cuyahoga County
- Center for Families & Children
- Cleveland Christian Home for Children
- Community Behavioral Health Center
- Compeer
- Consumer Protection Association
- Cuyahoga County Court Psychiatric Clinic
- Emerald Development and Economic Network, Inc. (EDEN)
- Epilepsy Association
- Far West Center
- Future Directions
- Home for TLC
- Jewish Family Service Association
- Laurelwood Hospital
- Links Cleveland
- Links East
- Lutheran Metropolitan Ministry
- Magnolia Clubhouse
- Mental Health Services, Inc.
- MetroHealth Medical Center
- Murtis H. Taylor Multi-Service Center
- NAMI-Greater Cleveland (formerly NAMI-Cuyahoga County and NAMI-Metro Cleveland)
- Northcoast Behavioral Healthcare System
- North East Ohio Health Services
- Ohio Mentor, Inc.
- Positive Education Program
- Project One 2 One
- Recovery Resources
- St. Vincent Charity Hospital
- SPECTRUM of Supportive Services
- University Psychiatrists of Cleveland, Inc.
- V. Beacon, Inc.
- Visiting Nurse Association
- West Side Ecumenical Ministry
### Number of People by City in Cuyahoga County Who Received Mental Health Services Funded By or Through the Cuyahoga County Community Mental Health Board in Fiscal Year 2005*

<table>
<thead>
<tr>
<th>City</th>
<th>Under 18</th>
<th>18 - 64</th>
<th>65 &amp; Over</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Village</td>
<td>16</td>
<td>46</td>
<td>2</td>
<td>64</td>
</tr>
<tr>
<td>Beachwood</td>
<td>148</td>
<td>257</td>
<td>32</td>
<td>437</td>
</tr>
<tr>
<td>Bedford</td>
<td>222</td>
<td>269</td>
<td>10</td>
<td>501</td>
</tr>
<tr>
<td>Berea</td>
<td>89</td>
<td>123</td>
<td>7</td>
<td>219</td>
</tr>
<tr>
<td>Brecksville</td>
<td>9</td>
<td>19</td>
<td>1</td>
<td>29</td>
</tr>
<tr>
<td>Broadview Heights</td>
<td>32</td>
<td>47</td>
<td>1</td>
<td>80</td>
</tr>
<tr>
<td>Brookpark</td>
<td>90</td>
<td>122</td>
<td>4</td>
<td>216</td>
</tr>
<tr>
<td>Chagrin Falls</td>
<td>19</td>
<td>22</td>
<td>2</td>
<td>43</td>
</tr>
<tr>
<td>Cleveland</td>
<td>8,237</td>
<td>11,703</td>
<td>669</td>
<td>20,609</td>
</tr>
<tr>
<td>Cleveland Heights</td>
<td>308</td>
<td>456</td>
<td>57</td>
<td>821</td>
</tr>
<tr>
<td>East Cleveland</td>
<td>401</td>
<td>869</td>
<td>175</td>
<td>1,445</td>
</tr>
<tr>
<td>Euclid</td>
<td>292</td>
<td>498</td>
<td>27</td>
<td>817</td>
</tr>
<tr>
<td>Fairview Park</td>
<td>45</td>
<td>102</td>
<td>3</td>
<td>154</td>
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<tr>
<td>Garfield Heights</td>
<td>207</td>
<td>295</td>
<td>13</td>
<td>515</td>
</tr>
<tr>
<td>Gates Mills</td>
<td>1</td>
<td>4</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Independence</td>
<td>13</td>
<td>52</td>
<td>5</td>
<td>70</td>
</tr>
<tr>
<td>Lakewood</td>
<td>331</td>
<td>821</td>
<td>41</td>
<td>1,193</td>
</tr>
<tr>
<td>Lyndhurst/Mayfield</td>
<td>100</td>
<td>164</td>
<td>54</td>
<td>318</td>
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<tr>
<td>Maple Heights</td>
<td>234</td>
<td>235</td>
<td>9</td>
<td>478</td>
</tr>
<tr>
<td>North Olmsted</td>
<td>71</td>
<td>205</td>
<td>7</td>
<td>283</td>
</tr>
<tr>
<td>North Royalton</td>
<td>34</td>
<td>86</td>
<td>6</td>
<td>126</td>
</tr>
<tr>
<td>Olmsted Falls</td>
<td>57</td>
<td>72</td>
<td>1</td>
<td>130</td>
</tr>
<tr>
<td>Parma</td>
<td>116</td>
<td>222</td>
<td>14</td>
<td>352</td>
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<tr>
<td>Richmond Heights</td>
<td>74</td>
<td>127</td>
<td>37</td>
<td>238</td>
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<tr>
<td>Rocky River</td>
<td>35</td>
<td>146</td>
<td>13</td>
<td>194</td>
</tr>
<tr>
<td>Shaker Heights**</td>
<td>587</td>
<td>767</td>
<td>45</td>
<td>1,399</td>
</tr>
<tr>
<td>Solon</td>
<td>46</td>
<td>55</td>
<td>4</td>
<td>105</td>
</tr>
<tr>
<td>South Euclid</td>
<td>208</td>
<td>301</td>
<td>43</td>
<td>552</td>
</tr>
<tr>
<td>Strongsville</td>
<td>42</td>
<td>82</td>
<td>6</td>
<td>130</td>
</tr>
<tr>
<td>Westlake</td>
<td>29</td>
<td>126</td>
<td>9</td>
<td>164</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>12,093</td>
<td>18,293</td>
<td>1,301</td>
<td>31,687</td>
</tr>
<tr>
<td><strong>Total Served</strong>*</td>
<td>12,560</td>
<td>18,327</td>
<td>1,301</td>
<td>32,188</td>
</tr>
</tbody>
</table>

* All numbers in the chart are based on paid claims through MACSIS.

** Also includes consumers who reside in Cleveland with shared zip code.

***The Total Served includes consumers who are counted in missing zip codes or are Cuyahoga County residents being served out-of-county.
Cuyahoga County Community Mental Health Board
Fiscal Year 2005* Financial Summary

Revenue:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Funds</td>
<td>$42,124,765</td>
</tr>
<tr>
<td>Medicaid (Title XIX)</td>
<td>$41,191,076</td>
</tr>
<tr>
<td>County Health &amp; Human Services Levy</td>
<td>$19,285,000</td>
</tr>
<tr>
<td>Federal Funds (Title XX)</td>
<td>$1,162,613</td>
</tr>
<tr>
<td>Grants/Other</td>
<td>$5,159,545</td>
</tr>
</tbody>
</table>

TOTAL BOARD REVENUE $108,922,999

Expenses:

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Operating Budget (Including Board Services to Agencies)</td>
<td>$4,817,383**</td>
</tr>
<tr>
<td>Disbursements to Provider Agencies</td>
<td>$104,105,616</td>
</tr>
</tbody>
</table>

TOTAL BOARD EXPENDITURES $108,922,999

* Fiscal Year 2005 began on July 1, 2004 and ended on June 30, 2005

** Includes Board services to agencies and designated agency expenses under Ohio Substitute State Senate Bill 156.
FY05 CCCMHB Revenues

- **State** $42,124,765 (39%)
- **Medicaid (Title XIX)** $41,191,076 (38%)
- **County Health & Human Services Levy** $19,285,000 (17%)
- **Federal (Title XX)** $1,162,613 (1%)
- **Grants/Other** $5,159,545 (5%)

FY05 CCCMHB Expenditures by Service Category

- **Other Mental Health** $7,926,139 (7%)
- **Residential** $8,225,614 (8%)
- **Crisis** $454,971 (0%)
- **BH Counseling** $13,003,351 (12%)
- **Psychiatric Diagnostic** $818,107 (1%)
- **MH Assessment** $4,198,102 (4%)
- **Pharmacological Mgt** $14,732,063 (14%)
- **Board Administration** $4,817,383 (4%)
- **Voc/Emp** $1,810,849 (2%)
- **CPST** $34,383,882 (32%)
- **Partial Hospitalization** $18,552,538 (16%)
- **Board Administration** $4,817,383 (4%)
- **Voc/Emp** $1,810,849 (2%)
- **CPST** $34,383,882 (32%)
- **Partial Hospitalization** $18,552,538 (16%)

Service Categories:
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- **Voc/Emp** $1,810,849 (2%)
- **CPST** $34,383,882 (32%)
- **Partial Hospitalization** $18,552,538 (16%)
About the Artwork: All of the artwork featured in this annual report is an original created by Cleveland artist Larry Sankey. Mr. Sankey is a consumer of mental health services who uses his talent to stay on the road to recovery by painting and drawing a variety of images, including those of past and present Cleveland.

Most of Mr. Sankey’s works are created with acrylics and pencil and capture the essence of Cleveland with dramatic attention to detail. His Cleveland collection highlights the city’s best attributes, such as its skyline, bridges, sports teams and landmarks.

The Cuyahoga County Community Mental Health Board realizes the therapeutic benefits that art has on personal recovery and is committed to showcasing the many talents of our consumers. We are also grateful to Mr. Sankey for allowing the use of his art in this publication.

On the Cover: Cleveland: By Day

Cleveland: A Nighttime View