

ALCOHOL, DRUG ADDICTION AND MENTAL HEALTH SERVICES BOARD OF CUYAHOGA COUNTY

COMMITTEE OF THE WHOLE MINUTES NOVEMBER 16, 2016

PRESENT: David E. Biegel, Ph.D., Reginald C. Blue, Ph.D., Eugenia Cash, LSW, MSSA, CDCA, Elsie Caraballo, J. Robert Fowler, Ph.D., Rev. Benjamin F. Gohlstin, Sr., Cassi Handler, Pythias D. Jones, M.D., Katie Kern-Pilch, MA, ATR-BC, Mary R. Warr, M.Ed., Anngela Williams

ABSENT: Steve Killpack, MS, Charlotte Rerko, MSN, RN, BC, J. Richard Romaniuk, Ph.D., Harvey A. Snider, Esq., Ericka Thoms

BOARD STAFF PRESENT: William Denihan, C.E.O., Frank Brickner, Michael Doud, John Garrity, Valeria Harper, Esther Hazlett, Myra Henderson, June Hudson, Carol Krajewski, Dave Lambert, Scott Osiecki, Ralph Piatak, Farid Sabet, M.D., Starlette Sizemore-Rice, Diane Taylor, Linda Torbert

1. CALL TO ORDER

Board Chair Eugenia Cash called the Committee of the Whole Meeting to order at 4:00 p.m. and called for input from audience members on agenda items; no input given. To honor the request of Board member, Eileen Saffran, Ms. Cash read into the record a letter dated 11/11/16, shown below:

"After much thought, I am submitting my resignation as a County appointee on the ADAMHS Board. As the CEO of The Gathering Place, my ability to fulfill my obligations as an active Board member has become increasingly more difficult. I have enjoyed representing the County on the Board for the past 3 years alongside the committed and capable ADAMHS Board staff members and my Board colleagues. I wish both staff and the Board the energy and wisdom to continue fulfilling the critical mission while making difficult decisions and meeting the challenges that fall on their path. I hope our paths will continue to cross as we all strive to make Cuyahoga County a terrific place to live and thrive. With much gratitude" - Eileen Saffran, LISW-S

Ms. Cash stated that the Board will miss Eileen and publicly acknowledged her for her service. Ms. Saffran has indicated that she will continue to be supportive of the ADAMHS Board and its mission.

2. APPROVAL OF MINUTES

The Joint Planning & Finance Committee minutes of October 19, 2016 were approved as written.

3. STRATEGIC PLAN TIMELINES

John Garrity, Ph.D., Chief Quality Officer, reported that RAMA Consulting Group, a firm out of Columbus, was selected to facilitate the creation of a new Strategic Plan. Board staff were very impressed at the first internal meeting with consultants; the dates chosen for the 2-day Community Summit on the Needs Assessment/Strategic Plan are December 8 and 9, 2016 at the Cleveland Airport Marriott. All Board members are invited to attend. Other deadlines published on the Evaluation Projects Timeline document were highlighted. (Timeline document is attached to original minutes in Executive Unit.)

4. FINANCE REPORTS

Board Voucher and Operating Expenditures Report for October 2016

Frank Brickner, Chief Financial Officer, reported on the Administrative Budget Reports. Total spending through 10/31/16 was over \$4.2 million; 6% under budget to date. The line item total for Salaries and Fringe Benefits remain under budget. Board staff continues to project that its Administrative spending will be well within the \$5.5 million 2016 budget. Usual expenses are reported on the October Board Voucher Report.

Income Statement: The budget for Revenues and Expenses was increased by \$2.4 million to reflect the amended budget approved by the Board last month. The Board has received over 92% of the budget to date including all of County levy funds. Total revenue anticipated is \$64.8 million.

Expenses: Through October, a total of \$56.7 million was spent; the largest line item being Non Medicaid Services. The budget was \$56.5 million; 74% of overall budget was spent, totaling \$41.7 million. Under the Prevention Campaign, expenses will soon increase as the Heroin Prevention Campaign activities have started.

Board Properties: Normal activities and utilities occurred during October for Board properties. (Financial Reports are attached to the original minutes in the Executive Unit.)

Motion to recommend approval of Board Vouchers & Expenditure Reports for October 2016 to the full Board.

MOTION: R. Blue / SECOND: E. Caraballo / AYES: D. Biegel, R. Blue, E. Caraballo, R. Fowler, C. Handler, P. Jones, K. Kern-Pilch, M. Warr, A. Williams / NAYS: None / ABSTAIN: B. Gohlstin / **Motion passed.**

5. CONTRACTS

Mr. Brickner highlighted agenda process sheets for agreements listed below, answered questions, and provided clarification for committee members.

a. Interagency Agreements: Acceptance of Funds: * Pass-Through Items

1. *Ohio Department of Mental Health & Addiction Services (OhioMHAS) - CABHI (Cooperative Agreements to Benefit Homeless Individuals) Grant - \$16,248.00 Increase
2. Cuyahoga County Office of Early Childhood/Invest in Children (IIC) – Early Childhood Mental Health Funding

b. Service Provider Agreements: Allocation of Funds

1. Cuyahoga County Office of Early Childhood/Invest in Children – Early Childhood Mental Health Providers
 - Achievement Centers for Families - \$437,590.00
 - Applewood Centers - \$110,602.00
 - Ohio Guidestone - \$225,000.00
 - Positive Education Program - \$334,290.00
 - ****Beech Brook - \$160,000.00**
2. Transitional Age Community Treatment (TACT) Team
 - Ohio Guidestone - \$100,000.00
3. Eligibility Agreements with Licensed Adult Care Facilities – (*List on Agenda Process Sheet*)
4. Norma Herr Women’s Shelter
 - Emerald Development and Economic Network - \$100,000.00 (CY 2017)
5. Faith-based Outreach Programs for CY2017
 - Inner Healing Ministries - \$45,000.00
 - Life Recovery Ministries - \$54,000.00
 - NAMI Greater Cleveland - \$19,000.00
 - Ohio Guidestone - \$50,000.00
 - Trinity Outreach Ministries: Another Chance of Ohio - \$54,000.00

Amendments:

1. Amendment to Res. 15-11-05, Approval of CY2016 ADAMHS Board Operational Budget and CY2016 – 2017 Service Provider Contracts - Northridge Commons
 - Emerald Development and Economic Network - \$100,000.00 Increase (CY 2017)
2. Amendment to Resolution 15-11-05, Approval of CY2016 ADAMHS Board Operational Budget and CY2016 – 2017 Service Provider Contracts – Project DAWN
 - MetroHealth Hospital - \$50,000.00 Increase (CY 2017)
3. Amendment of Res. 16-07-03, CABHI (Cooperative Agreements to Benefit Homeless Individuals) Grant

- FrontLine Service – \$16,248.00 Increase

c. Operational Agreements:

1. Heroin/Fentanyl Prevention Awareness Campaign
 - VoiceltRadio – \$4,000.00

d. Personal Service Agreements:

1. Attorneys and Nurses Contracted Services (hourly rates listed on APS)
2. Chief Clinical Officer Consultant – Farid Sabet-Sharghi, M.D. - \$135,200.00
3. State and County Reentry & Criminal Justice Planning - Michael J. Stringer - \$18,000.00

Motion to recommend approval of Interagency, Service Provider, Operational and Personal Service Agreements to the full Board. MOTION: B. Gohlstin / SECOND: M. Warr / AYES: D. Biegel, R. Blue, E. Caraballo, R. Fowler, C. Handler, P. Jones, K. Kern-Pilch, M. Warr, A. Williams / NAYS: None / ABSTAIN: B. Gohlstin / **Motion passed.**

6. IDENTIFY CONSENT AGENDA

Committee of the Whole members present agreed to include the Finance Reports and Contract Agreements into the Consent Agenda.

7. PRESENTATION OF CY2017 ADAMHS BOARD OPERATIONAL BUDGET

Mr. Denihan read into the record the recommended base budget for calendar year 2017 in the amount of \$73,095,183.00 (shown below) and noted that the proposed CY2017 ADAMHS Board Operational Budget is scheduled for consideration and approval at the 11/30/16 General Meeting.

CY2017: Board Administrative Budget - \$5,700,000.00

- o Salaries - \$3,109,000.00
- o Fringe Benefits - \$1,070,000.00
- o Operational Expenses - \$1,521,000.00

CY2017: Medicaid Budget - \$3,800,000.00

- o Mental Health 1915A Child Treatment Services - \$1,800,000.00
- o Mental Health 1915A Child Wrap Around Services & Coordination - \$2,000,000.00

CY2017: Provider Direct Services Budget - \$59,051,643.00

- o 2017 Provider Core Contracts - \$49,714,026.00
- o Provider Contracts With Dedicated Federal, State, Local Funding - \$9,337,617.00

CY2017: Other Behavioral Health Services Budget - \$3,418,000.00

- o Residential Assistance Program - \$1,100,000.00
- o Residential Placement Programs – \$600,000.00
- o Prevention Campaigns (Suicide, Gambling, Heroin, etc.) - \$400,000.00
- o Board Properties - \$350,000.00
- o SHARES - \$500,000.00
- o Program Evaluations - \$100,000.00
- o Family Centered Services & Supports Wrap Around Services - \$218,000.00
- o Consumer Training, Drug Court, Adolescent Inpatient Care - \$150,000.00

CY2017: Opportunities for Ohioans With Disabilities (OOD) – Case Service Contract - \$1,125,540.00

Contracts for Employment Services - \$689,398.00
 OOD Required Match Payment - \$436,142.00

8. MID-YEAR CY2016-2017 BIENNIUM BUDGET REVIEW

Mr. Denihan extended his thanks to the Executive Team and Board staff who produced and assembled the Mid-Year CY2016/2017 Biennium Budget Review manuals.

- **Overview of Mid-Year Budget Review Process**

Valeria Harper, Vice President of Operations, provided an overview of the organization of the budget manuals distributed. The purpose of the Mid-Term Review of 2016-2017 Contracts is to seek to fund high-quality, cost-efficient, appropriate and accessible care for clients. Several review processes are utilized—a Quality Performance Review and Program Review, which may periodically include an intensive level of Performance Improvement Plan (formerly known as program watch).

- **2016 New Program Continuation**

Ms. Harper reported that initially four specific agencies and/or programs were identified to receive funding for one year under the Performance Improvement Plan process—New Directions, Hitchcock Center for Women (HCFW), Murtis Taylor Human Services System and Recovery Resources' Suburban Jail Liaison program.

During 2016, Board staff reviewed programmatic concerns and provided technical assistance resulting in the removal of several programs from the “program watch”. Board staff recommends granting allocations for the revised contract term through 12/2/17 for the Recovery Resources' Suburban Jail Liaison programs and for Murtis Taylor's Suburban Jail Liaison and School Based Services. She noted that New Directions was removed from the Performance Improvement Review earlier in the year.

Board staff meets monthly with the two remaining agencies to monitor progress made in the delivery of services and provides technical assistance as needed for: Murtis Taylor for Pharmacological Management and Hitchcock Center for Women for all programs. Weekly progress reports are submitted from HCFW around program capacity, waitlist for services, performance challenges and program reviews.

There are three new contract providers in CY2016 that also will be required, per their contract, to work towards achieving quality outcomes for their Board-funded programs based on the ADAMHS Board Quality Performance Indicators. They are: Moore Consulting & Medication Services, Inc., Land Bank-Woodrow Project, and Northeast Ohio Recovery Residence Network. Board staff recommends funding all three agencies in 2017 as they have exceeded expectations.

- **Faith-based Outreach Programs**

Starlette Sizemore-Rice, Public Benefits Administrator, reported on the 14-month Faith-based Outreach pilot initiative and noted that all six providers/programs exceeded the projected number (1,400) of persons to be served during the pilot period. As of August 2016, a total of 1,778 individuals were served through the Faith-based initiative. The Committee and Board staff continue to monitor and make site visits. Feedback was received and will be incorporated to improve/refine efforts. The providers and Board staff are excited about this new Faith-based Outreach Program.

Faith-based Outreach Committee member, Rev. Gohlstin, addressed the committee's on-going efforts to draw in other faith communities and asked whether there is a possibility for that kind of expansion. Given that one of the six providers decided not to continue in CY2017, Mr. Denihan noted that there is an unallocated amount of \$28,000 that may prove to be a financial opportunity for consideration at the start of the new calendar year.

- **2016 Provider Outcomes**

Dr. Garrity reported that the Board worked extensively with providers on their outcomes as part of the RFI (Request for Information). Providers are required to identify their goals that also have been integrated into the new metrics portion of agenda process sheets. The Mid-Term Review Process and definition of NOMs (National Outcomes Measures) are delineated in the manual behind the blue tab. Agencies are required to report out on outcomes on six and twelve-month

intervals. The complete outcome document (approximately 250 pages) is alphabetized by provider and posted on the Board's Web site.

Dr. Garrity noted that all outcomes were deemed satisfactory; he added that all three components—Program Review, Outcome Review and Financial Review are considered in making the funding recommendations.

- **Financial – CY2017 Recommended Contract Amounts**

Mr. Brickner noted that the chart behind the green tab lists all of the agencies that are funded. The column with yellow highlighted amounts, for new programs or those on Performance Improvement Plans, reflects those recommended contract awards for CY2017 by Board staff.

ADAMHS Board staff continues to recommend that HCFW continue on a financial watch. While the Board recommends funding HCFW at the same level as CY2016, it will conduct quarterly financial reviews. On a monthly basis, HCFW shall provide information on its census for residential treatment, the number of referrals, assessments and Medicaid revenues.

Board member input:

- Dr. Biegel inquired whether there is a maximum or cut-off for agencies on Performance Improvement Review.
- Dr. Jones suggested the possibility of collaborating with the VA Medical Center nearby to see if HCFW can assist by providing residential treatment beds as a VA outsource for female veterans in need. Mr. Denihan thanked him for the suggestion.

In response to Dr. Biegel's inquiry, Mr. Denihan used HCFW as an example. In HCFW's contract, a stipulation was included to conduct quarterly internal financial audits to be keep a close watch on the situation. Mr. Denihan relayed the good news that HCFW in recent months the agency has been able to keep its census at 19-21 residential bed days which is essential to financially break even. It was noted that HCFW is now under the leadership of New Directions Executive Director, Mike Matoney. Mr. Denihan enumerated the goals established for the agency in an effort to ensure its effectiveness and viability as HCFW is an important resource for women who need help with their addictions.

9. COUNTY EXECUTIVE PROPOSAL ON TREATMENT FOR HEROIN

Mr. Denihan provided a status report on the County Executive's proposal to tackle the heroin/fentanyl epidemic. As the Board is coming to the close of the budget year, efforts were made to look for available funds for this critical purpose. Unused Board funds were found in the areas of personnel, reserves and unused one-time funding totaling \$982,000; therefore, the Board is able to present this amount for a potential match by the County. Mr. Budish is currently waiting to receive responses.

10. OLD/NEW BUSINESS

Chairperson Cash expressed her appreciation to Board staff for the diligent effort in producing a comprehensive and well-organized budget manual for review by the Board of Directors. In reviewing the binder, she can see that every suggestion made has been incorporated in the format and content.

There being no audience comment or further business, the meeting adjourned at 5:10 p.m.

Submitted by: Carol Krajewski, Executive Specialist

Approved by: _____

Eugenia Cash, LSW, MSSA, CDCA, Board Chair