



**ADAMHS**

BOARD OF CUYAHOGA COUNTY

ALCOHOL, DRUG ADDICTION & MENTAL HEALTH SERVICES

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# Strategic Plan 2021 – 2025

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Rev. Benjamin F. Gohlstin, Sr., Board Chair  
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# Contents

Who We Are	3
Overview of Strategic Goals	4
Goal 1: Strengthening Service Delivery System	5
Goal 2: Measuring Impact	7
Goal 3: Maximizing Available Funding	8
Goal 4: Maintaining a High-Performing Organization	9
Goal 5: Strengthening Behavioral Health Workforce	10
Goal 6: Sharing Information	11
Acknowledgments	12





# Who We Are

The Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County is responsible for the planning, funding and monitoring of public mental health and addiction treatment and recovery services delivered to the residents of Cuyahoga County. Under Ohio law, the ADAMHS Board is one of 50 Boards coordinating the public mental health and addiction treatment and recovery system in Ohio.

The Board is a quasi-independent part of county government, governed by a volunteer Board of Directors. The Board contracts with provider agencies to deliver services that assist clients on the road to recovery.

## Our Mission

Enhance the quality of life for our community through a commitment to excellence in mental health and addiction prevention, treatment and recovery services coordinated through a person-centered network of community supports.

## Our Vision

Mental health, addiction, prevention, treatment and recovery services will be available and accessible for every county resident in need and the ADAMHS Board will provide a preeminent, seamless and integrated system of care.



# Overview of Strategic Goals



## Strengthening Service Delivery System

Ensuring a collaborative and diverse behavioral health service delivery system that prioritizes equity and inclusion and meets the needs of residents of Cuyahoga County.



## Measuring Impact

Measure and evaluate our performance and impact through stronger partnerships with our clients and providers.



## Maximizing Available Funding

Maximize available funding to ensure that services are provided to the community in an effective and efficient manner.



## Maintaining a High-Performing Organization

Maintain a high performing organization with solid systems support.



## Strengthening Behavioral Health Workforce

Attract and retain the most motivated and competent professionals in behavioral health to fill staffing needs for the Board and our providers.



## Sharing Information

Maximize public awareness of behavioral health services and agencies through comprehensive marketing and communications strategies that utilize all media platforms.



# Strengthening Service Delivery System

Ensuring a collaborative and diverse behavioral health service delivery system that prioritizes equity and inclusion and meets the needs of residents of Cuyahoga County.

## Strategy 1.1 System Level Coordination and Planning

- Action 1:** Identify and gauge client and community needs.
- Action 2:** Engage providers and clients in development of Board priorities.
- Action 3:** Serve county residents living with mental illness and/or substance use disorders who qualify for ADAMHS Board funded services.
- Action 4:** Reduce the time between crisis stabilization and initial office visit.
- Action 5:** Evaluate if the CPST system is meeting its objectives and reimagine the CPST system, where necessary.
- Action 6:** Encourage more providers to offer non-traditional hours to ensure availability of more services.
- Action 7:** Expand the crisis system to include easy access for all individuals.



## Strategy 1.2 Provider Collaboration and Partnerships

- Action 1:** Evaluate the effectiveness of individual providers and overall service areas.
- Action 2:** Utilize partnerships with children's mental health serving agencies to increase the availability of appropriate placement for children involved with DCFS, Juvenile Court, etc.
- Action 3:** Promote the utilization of evidence-based practices in behavioral health treatment and recovery support services.
- Action 4:** Partner with police departments throughout the County to identify individuals living with mental illness and/or substance abuse issues and equip officers with de-escalation techniques.





### Strategy 1.3 Provider Diversity, Equity, and Inclusion

- Action 1:** Identify diversity, equity, and inclusion issues in the community to develop a baseline reference for behavioral health.
- Action 2:** Provide targeted training through the Training Institute for providers to develop the tools to meet the needs of a diverse community.
- Action 3:** Build system capacity to address diversity, equity, and inclusion issues.
- Action 4:** Expose agencies to a broader range of treatment modalities, specifically including those for diverse communities.
- Action 5:** Assess the diversity of board members and leadership of provider agencies.
- Action 6:** Evaluate current cultural competency practices and outcomes.



### Strategy 1.4 Ongoing Technical Assistance

- Action 1:** Educate providers on the ADAMHS Board funding and billing procedures.
- Action 2:** Evaluate new providers for key skills and competencies.
- Action 3:** Continually educate providers on service delivery requirements.





# Measuring Impact

Measure and evaluate our performance and impact through stronger partnerships with our clients and providers.

## Strategy 2.1 Utilization of Client Feedback

- Action 1:** Conduct annual, independent client and family feedback and satisfaction surveys.
- Action 2:** Utilize existing client feedback from the ACAC (adult clients advocating change) focus groups for qualitative feedback.
- Action 3:** Communicate results and trend data to providers.
- Action 4:** Evaluate opportunities to modify training plans based on client feedback.
- Action 5:** Evaluate changes made at the provider level based on client feedback.
- Action 6:** Compare Board data vs. provider data and evaluate trends and variations.
- Action 7:** Utilize data to continually strengthen service delivery and coordination.



## Strategy 2.2 Provider Accountability, Data Collection, and Analysis

- Action 1:** Research data systems that will allow the tracking of universal performance and outcome measures across all providers.
- Action 2:** Ensure provider understanding of requirements and financial procedures of Board grants and contracts.
- Action 3:** Communicate the consequences of lack of compliance and adherence to monthly reports, data and outcome requirements.
- Action 4:** Increase requirements for grants and cost reimbursement funding to ensure that qualified clients are being served.
- Action 5:** Build internal capacity to conduct compliance/financial audits.
- Action 6:** Increase analysis of program reports and reviews.
- Action 7:** Evaluate the effectiveness of individual providers and overall service areas.
- Action 8:** Evaluate the completeness and usability of data collected to ensure it serves our program and system goals.
- Action 9:** Ensure program and resource allocations are informed by data collected.



# 3

## Maximizing Available Funding

Maximize available funding to ensure that services are provided to the community in an effective and efficient manner.

### Strategy 3.1 Funding Diversification

- Action 1:** Request and advocate for funding as needed to best meet ever-changing behavioral health needs.
- Action 2:** Continue to research and identify private foundations that will support government agencies.
- Action 3:** Partner with providers in grant and other revenue generating opportunities.
- Action 4:** Encourage providers to seek additional funding streams other than ADAMHS.

### Strategy 3.2 Budgeting and Resource Allocation

- Action 1:** Explore expanding the pooled funding model for funding other services.
- Action 2:** Continue to partner with systems and organizations to share cost.







# Maintaining a High-Performing Organization

Maintain a high performing organization with solid systems support.

## Strategy 4.1 Systems and Infrastructure

**Action 1:** Improve systems to support data collection, analysis, and reporting.

**Action 2:** Improve technology and support for remote work.

**Action 3:** Reevaluate internal policies for work flexibility.

**Action 4:** Evaluate the need to do a compensation study for Board staff.



## Strategy 4.2 Professional Development and Training

**Action 1:** Evolve leadership development and team building activities to remain effective in the new environment.

**Action 2:** Create team building opportunities across disciplines and organizational units.



## Strategy 4.3 Succession Planning

**Action 1:** Document institutional knowledge to prevent loss during staff transitions and retirements.

**Action 2:** Review internal policies and practices around document retention and storage.



# 5

## Strengthening Behavioral Health Workforce

Attract and retain the most motivated and competent professionals in behavioral health to fill staffing needs for the Board and our providers.

### Strategy 5.1 Strengthen the Talent Recruitment Pipeline

- Action 1:** Establish partnerships with local universities and health systems to introduce behavioral health career opportunities to students in middle school through college.
- Action 2:** Offer financial incentives for high school internships at provider agencies.

### Strategy 5.2 Diverse Recruitment and Retention Strategies

- Action 1:** Communicate importance of behavioral health in everyday life to attract interest in working in the behavioral health system.
- Action 2:** Advocate for pay equal to the responsibility and importance of the profession.





# Sharing Information

Maximize public awareness of behavioral health services and agencies through comprehensive marketing and communications strategies that utilize all media platforms.

## Strategy 6.1 Strengthen Brand Awareness

- Action 1:** Re-design the website to reflect current technology with searchable and timely content.
- Action 2:** Enforce the logo and affiliation requirement on provider collateral materials.
- Action 3:** Ensure Board continues as expert on Behavioral Health.



## Strategy 6.2 Advocacy and Thought Leadership

- Action 1:** Continue *Recovery in Action* newsletter and emails from the CEO.
- Action 2:** Seek new and/or strengthen opportunities to collaborate with community groups and organizations.
- Action 3:** Build a grassroots system to support and disseminate Behavioral Health information to the community.
- Action 4:** Create relationships with influencers to better communicate the work and impact of ADAMHS Board.
- Action 5:** Strengthen the understanding of media and providers about recovery and best practices in public health messaging.





# Acknowledgments

## **ADAMHS BOARD OF DIRECTORS LEADERSHIP TEAM**

Rev. Benjamin F. Gohlstin, Sr., Chair

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