QUALITY IMPROVEMENT
&
PROGRAM MONITORING

GOAL #2

Our programs and services will deliver quality results through consistent and standardized data collection, monitoring and outcomes measurement practices.

1.0 – INCREASE THE BOARD'S ABILITY TO PROACTIVELY MONITOR PROGRAMS SUCCESS	RESPONSIBILITY TO ACCOMPLISH OBJECTIVE

1.1 - Improve technical assistance of funded programs and partners

Action Steps:

3. 2017 Conference: Heading in the Right Direction to Attain Mental Health and Addiction Recovery offered workshops on becoming recovery focused: Reaching Peers Where They Are, Faith Providers: Allies in Prevention, Healing and Recovery, etc.

1. Hold quarterly meetings and trainings with Providers on evaluation methods, relevant program topics and Board expectations
2. Expand Board Training Institute topics
3. Utilize Recovery Conference as technical assistance venue

1. Agency & Board QI staff met periodically to discuss evaluation, outcomes, reportable incidents, certification, etc., & trainings held as needed.

- Evaluation
- Programming
- External Affairs
- Fiscal
- Evaluation

2. Increased staffing of Training Institute to expand relevant offerings of more interest to providers, i.e, clinical supervision, LGBT 101: Cultural Competency; Advanced Dialectical Behavioral Therapy (DBT), Ethical Dilemmas in the Digital Age, etc.

1.2 - Evaluate the effectiveness of broader use of pro-active program audits in monitoring efforts

Action Steps:

1. Pilot on-site annual performance improvement reviews of contract agencies

- Programming
- Fiscal
- Evaluation

2.0 - ENSURE AGENCY CONTRACTS EMPHASIS ACCOUNTABILITY AND HIGH QUALITY CLIENT OUTCOMES	RESPONSIBILITY TO ACCOMPLISH OBJECTIVE

2.1 - Align contract language with ROSC principles

Action Steps:

1. Revise service contracts to reflect increased recovery-oriented language, as well as program and evaluation goals

- External Affairs
- Risk Management
- Programming
- Evaluation

1. CY2019 Contract language includes: "Providers shall deliver recovery/resiliency–oriented services and supports..., family support, peer support and relationships, work and other meaningful activity, community involvement, education and learning, access to resources, overcoming the effects of stigma and increasing personal responsibility and decision making."

2.2 - Financially incentivize agencies to produce high quality client outcomes

Action Steps: **1. & 2. Outcomes were utilized in CY19 funding decisions and new outcome reporting requirements were included in CY19 contracts, including Faith-based providers.**

1. Include discussion of Board outcomes in all service funding consideration
2. Award RFI contracts in consideration of prior agency success
3. Establish outcomes targets and reward agencies for achieving them

- Evaluation
- Programming
- Fiscal

3.0 - INTEGRATE THE USE OF "SHARES" INTO THE DAILY OPERATIONS AND REPORTING OF THE BOARD'S OPERATIONS

RESPONSIBILITY TO ACCOMPLISH OBJECTIVE

3.1 - Improve the board's decision making through better and more timely data availability

Action Steps: **1. SHARES Provider Pilot Program and Training to all providers.**

1. Continually provide training and technical assistance on SHARES
2. Monitor Provider compliance in SHARES
3. Collect pre, post, and ongoing standardized clinical outcomes on all clients who receive Board-funded services **3. Some QI data was collected.**
4. Analyze, monitor, and distribute analysis of SHARES outcomes and other data on a quarterly basis.
5. Establish an on-line satisfaction survey

- Evaluation
- SHARES Team

3.2 - Benchmark Board's success in collaboration with boards of similar size and scope

Action Steps:

1. Establish outcomes benchmarks with SHARES COG (Cuyahoga, Hamilton, and Franklin County ADAMHS Boards)

- Evaluation

3.3 - Successful transition to SHARES platform for ensuring prompt enrollments and accurate process of claims

Action Steps:

1. Analyze, monitor, and distribute analysis of SHARES enrollment and claims data on monthly basis

- Finance
- SHARES Team

PERFORMANCE INDICATORS

- Improvement in provider agency contract deliverables
- Number of agencies on target with budget
- Percent of improvement of services to our client
- Percent of increase in engagement of clients
- Percent reduction of crisis and recidivism among clients
- Number of contracts with updated language

FUNDING
&
RESOURCE DEVELOPMENT

GOAL #3

Our programs, services, and mission are supported by increased and consistent public and private funding"

1.0 – DEVELOP A CONCISE AND COMPELLING BUSINESS CASE FOR INCREASED AND SUSTAINABLE FUNDING TO SUPPORT THE BOARD'S MISSION	**RESPONSIBILITY TO ACCOMPLISH OBJECTIVE**

1.1 - Identify the desired portfolio of services from the Board that align with community needs
 	
1. Reviewed during 2019 RFP process.
3. Monitoring BH Redesign, provided 1/12th payment to providers that helped with delayed payments from MCOs.
 	
Action Steps:
 	
1. Examine current contracts to identify possible areas of duplication
2. Utilize Needs Assessment Findings, ROSC Survey and focus groups, and Town Hall meetings to determine community need
3. Monitor impact of BH Re-Design and revised Affordable Care Act
4. Produce appropriate collateral materials to articulate the business case
5. Build a broader understanding among stakeholders of the gap between existing and necessary funding
 	
  4. CY19 Budget Book & Provider Network Chart developed and posted.
  5. Accomplished through priority setting, All Provider Meetings and RFP process.
	• Programming
	• Evaluation
	• Fiscal
	• External Affairs
	
	2. CY19 Priority Setting Process included community needs, impact on clients, families and providers, strategic fit, external & internal directives, partnerships, and available resources. Utilized 2016 Needs Assessment, 2017 Strategic Plan, Recovery Oriented System of Care (ROSC) goals and assessment, and Crisis Services Needs Assessment. Input sought through 10 focus groups during an All Provider Meeting, Board Committees, Action Committee Advocating Change (ACAC) Client Group, Staff Retreat and 3 community stakeholder webinars.

2.0 - CONDUCT FEASIBILITY STUDY AND DEVELOP PLAN TO SUPPORT THE ESTABLISHMENT OF A DEDICATED MENTAL HEALTH LEVY IN CUYAHOGA COUNTY.	**RESPONSIBILITY TO ACCOMPLISH OBJECTIVE**
2.1 - Assess the level of support for the dedicated levy among key local decision makers and community stakeholders. **- Met with Council President to discuss possibility of dedicated levy.** **- Submitted a request to Council President for $7.8 million in additional funding.** Action Steps: 1. Contract with independent consultant to assess support 2. Determine appropriate budget to support dedicated levy campaign	• External Affairs

3.0 – DEVELOP A COMPREHENSIVE RESOURCE DEVELOPMENT PLAN INCLUSIVE OF CURRENT AND POTENTIAL FUNDING OPPORTUNITIES	RESPONSIBILITY TO ACCOMPLISH OBJECTIVE
3.1 – Advocate for an increase in the State's financial support for the Board's programs and operations Action Steps: **1. Supported OACBHA SFY18&19 Budget Platform.** 1. Advocate through the Ohio Association of County Behavioral Health Authorities (OACBHA) for increased Behavioral Health Funding for Boards 2. ~~Advocate through urban board Association for increased Behavioral Health Funding for urban boards~~ 3. Cultivate positive relationship with State legislature and leaders for increased funding for Cuyahoga County 4. Evaluate the effectiveness of existing governmental relations contracts and services	• CEO • External Affairs • Executive Team **3. Continued positive relationships with State legislature. Participated in OACBHA Legislative Day and met Governor DeWine; OhioMHAS Director Lori Criss and several new and seated Representatives and Senators.**
3.2 - Diversify board funding beyond county and state sources Action Steps: 1. Explore non-traditional fundraising such as Stakeholder Breakfast and Contribution Campaign 2. Inventory potential funding opportunities among corporate, foundation and federal sources including grants and foundations 3. Advocate to consolidate all BH funding now disbursed across County agencies under the central administration of the ADAMHS Board	• CEO • External Affairs • Executive Team **3. Proposed idea to County Executive & County Council President.**

1. & 2. Requested and received additional money from OhioMHAS acting director to fix elevator at the Life Exchange Center. Received $184,727.35 from the Cuyahoga County Prosecutor's Office Law Enforcement Trust Fund that was used for Prevention Education Services. Received and/or renewed multiple grants: Three-year Opioid data grant totaling $932,233 from the U.S. Department of Justice; $700,000 SAMHSA Early Diversion Grant; Continuation of $900,000 OhioMHAS ATP Grant; received and monitored over $2.6 million in CURES Year 1 & Year 2 funding, including reallocation and spending of carry-over funding; Received $512,000 is State Opioid Response Local Projects Funding for MAT in the jail with MetroHealth.

PERFORMANCE INDICATORS

- Business Case document
- Increase in additional revenue
- Increase in levy funding
- Increase in community support
- Execution of resource development plan