

Strategic Plan: 2021 – 2025
Quarterly Update: 1/1/21 – 3/31/21
April 28, 2021 General Meeting

Strategic Goal 1:

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

Strategy 1.2 Provider Collaboration and Partnerships

Strategy 1.3 Provider Diversity, Equity, and Inclusion

Strategy 1.4 Ongoing Technical Assistance

- ADAMHS Staff actively led and participated in the planning activities with community partners for the implementation of the Cuyahoga County Diversion Center.
 - ADAMHS Staff negotiated, problem solved and participated in a minimum of 80 scheduled meetings and over 150 phone calls.
 - Topics included contracting, funding, process flow, law enforcement involvement, services, staffing, building modifications, furniture, training, metrics collection, security, video production and community communications, and licensure.
 - Held monthly meetings with law enforcement and dispatchers related to use of the Diversion Center.
 - Created a training video, scenario video and collateral materials about the diversion center that were shared with law enforcement officers and Cuyahoga county police departments.
- 9 Community Crisis Intervention Team (CIT) Trainings were provided to 194 law enforcement participants.
 - 2 CIT Training Officers and 1 Administrative Assistant were hired to coordinate and provide training.
 - Training consisted of CIT Refresher Training, Dispatch Training and 40-hour Community CIT Training.
 - Participating law enforcement departments included Bay Village, Beachwood, Berea, Brecksville, Brooklyn, CECOMS, Chagrin Valley, Cleveland Clinic, Cleveland Heights, CMHA, CSU, Tri C Police, Cuyahoga County Sheriff, CWRU, Euclid, FBI, Garfield, Highland Heights, Hunting Valley, Lyndhurst, Mayfield Heights, Mayfield Village, MetroParks Police, Middleburg Heights, Newburgh, N. Olmsted, Shaker, Strongsville, Solon, Southwest General and University Heights.
- ADAMHS Staff and community partners participated in 7 workgroup and subcommittee meetings related to the Eliminating Structural Racism in Behavioral Health Care Initiative.
 - Work Group Meetings have been held monthly and include educational presentations related to the subcommittee work.
- Coordinated PPE requests through the County EOC for behavioral health providers and distributed tens of thousands of PPE that was donated by OACBHA and OhioMHAS to adult care facilities, residential treatment facilities, recovery residences and behavioral health providers.

- Worked with the Governor’s Office, OhioMHAS and the Cleveland Department of Public Health to set up four community vaccination sites for BH providers and clients that live in congregate settings.
 - As a result of these efforts, 940 individuals were vaccinated.
- Funded 4 additional Crisis Stabilization beds for youth ages 11 through 18 years identified as being in an acute mental health crisis and require brief periods of stabilization, assessment, intervention, and treatment in a residential setting.
- Implement Community NaloxBox Plan, support efforts to combat the evolving fentanyl/opioid epidemic and respond to rising stimulant abuse trends.
 - Purchased 100 NaloxBoxes and created a distribution plan using data to place the first 25 boxes in high incidence OD areas.

**Strategic Goal 2:
Measuring Impact**

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

Strategy 2.1 Utilization of Client Feedback

Strategy 2.2 Provider Accountability, Data Collection, and Analysis

- A new ADAMHS staff position of Data Analyst was created, posted and filled by an internal applicant.
- ADAMHS Staff and a Board Member participated in the selection, planning and preparation for the implementation of Wizehive, Inc.’s, Metrics Collection System.
 - The system is focused on the full lifecycle of program contract awards to include posting of program funding opportunities (RFP’s), online provider RFP submissions, multi-stage internal RFP reviews, and the collection of program metrics as defined during the RFP submission process.
- Prepared for the release of an RFP for Specialized Recovery Housing to support efforts to increase access to high-quality housing for individuals with mental illness and/or substance use disorders for specialized populations (i.e. youth, pregnant women, single parent families with children, transitional-aged youth and homeless persons).
- ADAMHS Staff worked with the County, County Consultant and Oriana House on the development of metrics that will be collected for the Diversion Center.
- Added language in 2021 contracts to include 90 day invoicing requirement for programs that are paid for through cost reimbursement methodology as well as billing through GOSH.

**Strategic Goal 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

Strategy 3.2 Budgeting and Resource Allocation

- Received \$4.1 million increase in Levy funds from Health & Human Services Levy.

- Received \$1,196,326 from the U.S. Department of Justice (DOJ), Bureau of Justice Assistance (BJA) *Comprehensive Opioid, Stimulant, and Substance Abuse Site-Based Program* (COSSAP), for Medication-Assisted Treatment (MAT) in the Diversion Center.
- Received \$2,709,527.95 for the State Opioid Response (SOR) 2.0 Grant

Strategic Goal 4:

Maintaining a High-Performing Organization

Maintain a high performing organization with solid systems support.

Strategy 4.1 Systems and Infrastructure

Strategy 4.2 Professional Development and Training

Strategy 4.3 Succession Planning

- Transition ADAMHS Board financial data from obsolete financial system (FundWare) into QuickBooks.
- ADAMHS Staff participated in the selection, planning and preparation for the implementation of the Davissa telephone system.
 - In preparation of the transition, all staff were trained on the new phone system which included the desktop phone, mobile application and online phone system portal.
- 3 ADAMHS Board of Directors and 7 staff participated in “The Groundwater Approach: building a practical understanding of structural racism” training and debriefing session.

Strategic Goal 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

Strategy 5.2 Diverse Recruitment and Retention Strategies

- Enhanced LinkedIn presence to share open positions and information about workforce programs and behavioral health resources.
- Revamped the Systems Jobs page on the website and posted 28 jobs in the first quarter of 2021
- 2 new ADAMHS staff positions were created and filled by internal applicants; a Director of IT and a Data Analyst.
- ADAMHS Board hired 6 new staff for the following positions:
 - 2 – CIT Training Officers & 1 Administrative Assistant
 - Chief Public Affairs Officer
 - Clinical Adult Utilization Review Specialist
 - Director of Risk Management
- 4 students seeking internships were referred to the provider agencies that had available opportunities.
- ADAMHS Board staff currently sponsoring a Doctoral Student Research project.
- ADAMHS Staff participated in Cleveland State’s Levin College Mentoring Program

Strategic Goal 6:
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

Strategy 6.2 Advocacy and Thought Leadership

- Completed web migration, including treatment service finder. Website is mobile device, user friendly and ADA compliant.
- Language was added to contracts to ensure provider agencies include the ADAMHS Board logo on websites and marketing materials.
- The ADAMHS Board had 67 Media Hits in first quarter of 2021
- Social Media: 129,166 impressions (number of time social media posts were seen) across Instagram, Facebook and Twitter
- Participated in eight public speaking engagements (Scott, Beth, Carole, Madison)
- Worked with local media partner Cleveland.com on their *Coping Through COVID* series, which highlighted the very real struggles during the pandemic and offered hope and resources to the community. The series addressed substance use and recovery, suicide prevention and dealing with grief. This reporting uplifted messages of resilience and coping during the pandemic.
- Continued leadership in local task forces and coalitions:
 - Cuyahoga County Opiate Task Force
 - Cuyahoga County Suicide Prevention Coalition
 - Eliminating Structural Racism in Behavioral Health Care Work Group
 - Problem Gambling Coalition
 - Trauma Collaborative
 - Mental Health Response Advisory Committee
 - DOJ's Heroin and Opioid Task Force
 - Cuyahoga County Senior and Adult Services Advisory Board
 - AIDS Funding Collaborative
 - Stepping Up Initiative
 - OACBHA Governance Committee
- Recovery in Action newsletters are sent monthly
- ADAMHS Board sent out daily COVID updates early in the pandemic included information from state, county and local governments, behavioral health providers and community partners.
- Shared information related to learning activities to strengthen services such as telehealth, coping with stress during the pandemic and helpful resources for first responders with behavioral health providers and the public.
- Continue to send bi-weekly COVID update emails to provider agencies
- Public emails are sent monthly sharing resources, training and coping skills information
- Worked with NAMI Greater Cleveland and the Mental Health and Addiction Advocacy Coalition (MHAC) to create an anti-stigma collaborative community awareness campaign with over 30 partner agencies.

- Worked with the Cuyahoga County Board of Health, Creating Greater Destinies and a Vision of Change to produce the *Our Stories, Our Healing* video series as part of an Adverse Childhood Experiences (ACEs) grant from the CDC.
- Working with MetroHealth's Project DAWN to launch Naloxbox program.
- Continued leadership in local task forces and coalitions.
- Coordinated discussions related to non-police response to crisis through efforts such as CAHOOTS with the ADAMHS Board and the Mental Health Response Advisory Committee
- Partnership with WOVU community radio station to share behavioral health messaging.
- Partnering with Thrive Peer Support on an Outreach Tour providing resources and information targeting high need areas of Cuyahoga County.
- Grassroots fentanyl test strip distribution program.
- 10 meetings with legislators to discuss the new Cuyahoga County Diversion Center, funding and policy recommendations for the State Budget, and local mental health and substance use disorder trends.
- Working with Project White Butterfly to get information and resources out into the community.
- Sent safe reporting guidelines to reporters for several stories about mass shootings and suicide.
- ADAMHS CEO wrote a letter to the editor in response to a gun violence column about how using mental illness to justify the actions of a mass shooter is stigmatizing to individuals living with mental illness.
- Direct social media and advertisements to diverse populations to increase awareness of mental health issues and substance use disorders, available resources for care and training.
 - ACEs Video Campaign
 - Life is better campaign