

Strategic Plan: 2021 – 2025
Quarterly Update: 4/1/21 – 6/30/21
July 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 40 scheduled meetings and over 135 phone calls.
 - Topics included contracting, funding, process flow, law enforcement involvement, services, staffing, building modifications, furniture, training, metrics collection, security, video production, distribution and community communications, and licensure.
 - Continued to hold monthly meetings with law enforcement and dispatchers related to use of the Diversion Center.
- 12 Community Crisis Intervention Team (CIT) Trainings were provided to 264 law enforcement participants.
 - 1 CIT Training Officer was 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 Beachwood, Brecksville, Brooklyn, CECOMS, Cleveland Clinic, Cleveland Heights, Cleveland MetroParks Police, CMHA, CSU, Tri C Police, Cuyahoga County Corrections, Cuyahoga County Sheriff, Euclid, FBI, Garfield Heights, Highland Heights, Hunting Valley, Lyndhurst, Maple Heights, Mayfield Village, Middleburg Heights, Northeast Ohio Sewer District, North Olmsted, Orange, Rocky River, RTA, Shaker Heights, Shaker Heights Fire Department, South Euclid, Strongsville, Ultimate Security, University Heights and Woodmere.
- Scott Osiecki, CEO, participated in the OhioMHAS Ohio Crisis Task Force Meeting.
- ADAMHS Staff participated in two Consent Decree Panel podcasts along with NAMI.
- ADAMHS Staff and community partners participated in 5 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.

- ADAMHS Board released RFP for Diversity, Equity and Inclusion Assessment and Plan for the Public Behavioral Health System.
- Held All Provider Meeting on April 20, 2021.

**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

- Held two Chief Financial Officer meetings with providers to disseminate financial information and updates to provider agencies. Discussed items such as billing submissions and invoicing procedures and answered questions about payment processing.
- A new ADAMHS staff position of Chief Compliance Officer was created, posted and filled.
- ADAMHS Board renewed cost sharing agreement with Cuyahoga County Board of Developmental Disabilities (CCBDD). This provides a mechanism for CCBDD to pay their share of expenses for multi-system involved individuals.
- ADAMHS Staff implemented 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.
- Scott Osiecki, CEO, participated in several OACBHA Data Committee meetings with other Board Directors and OhioMHAS.

**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

- Released 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).
- Continuation and Enhancement of NEO Collaborative Crisis/Information/Referral/Support Hotline Services and Advertising Campaign with SAMHSA Supplemental Emergency COVID-19 Funds.

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

- Finalized layout of new monthly financial reporting submitted to ADAMHS Board of Directors. Reporting is now generated through QuickBooks instead of multiple spreadsheets.
- ADAMHS staff attended training *Becoming Better Antiracists*. The training's focus was recognizing, understanding, and working to dismantle the structures that shape and maintain racism, a life-long commitment to healthy racial identity resolution, engaging in multiracial living patterns, embracing cultural humility, and practicing radical respect.
- ADAMHS staff attended *The Future of the Workplace: An Evolving Perspective on the Role of the Office and Real Estate* hosted by National Council for Mental Wellbeing.
- Carole Ballard, Director of Education & Training, participated in the following trainings:
 - A 12-week series entitled *City Solutions: An introduction the non-law enforcement program*.
 - A three-part series hosted by the NAACP and United Way entitled *Community Conversations*.
 - A three-part series *Ask for Help and Not Handcuffs*.
 - *Police Response to Homelessness*

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

- Promoted provider career fairs and continued to post provider jobs on the Systems Job page.
- ADAMHS Board hired 4 new staff for the following positions:
 - Database Specialist
 - Chief Compliance Officer
 - CIT Training Officer
 - Network & Systems Specialist
- Two students seeking internships were connected to provider agencies that had available opportunities.
- ADAMHS Staff presented at Warrensville Heights High School Virtual Career Day.
- Held Behavioral Health Workforce Development Task Force meeting.
 - The group, consisting of Board Staff and Providers, brainstormed ideas to tackle the workforce shortage to attract and retain competent professionals in the behavioral health field.

- Shared information with the community regarding the Health Resources & Services Administration's Substance Use Disorder Treatment and Recovery Educational Loan Repayment Program.
- Provided \$1,526,177 to Applewood and Bellefaire as an immediate action step to increase the hourly rate of existing staff to increase retention and attract new staff to help solve the staffing crisis.

**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

- ADAMHS Board Resolution opposing language change to Board Member appointments.
- J. Robert Fowler, Ph.D., Board Member, provided testimony to Senate Finance Committee related to language changes affecting Board member appointments.
- Rev. Benjamin F. Gohlstin, Sr., Board Chair, submitted letter to the editor that was published in a Sunday version of *The Plain Dealer* and Cleveland.com.
- Scott Osiecki, CEO, spoke with Senator Dolan and Senator Antonio to advocate for changes to the state budget, including the language added about Board appointments.
- External Affairs Staff met with Senator Sherrod Brown's Legislative Aide, Brian Ayers, about local efforts for substance use disorder and mental illness treatment in Cuyahoga County as well as the opioid epidemic, suicide prevention and the Diversion Center.
- As a result of Board and OACBHA advocacy, the Governor vetoed proposed language about Board Member appointments in the Budget Bill.
- Scott Osiecki, CEO, wrote and submitted Letter to the Editor, related to mental health and mass shootings, which was encourage by Harvey Snider, Board Member, and was published in print and Cleveland.com.
- Ensured sponsorship logo/name use in ADAMHS Board sponsored events (3 events to date).
- 144 Media Hits in the second quarter of 2021 (April 1 – June 30).
- Social Media: 483,536 impressions (number of time social media posts were seen) across Instagram, Facebook and Twitter in the second quarter of 2021.
- Staff participated in 14 public speaking engagements (Scott, Clare, Beth, Carole, Madison, Charde', Jess, Danielle)
- 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
 - NEW: Behavioral Health Workforce Development Task Force
- Launched #StigmaFreeCLE campaign for Mental Health Awareness Month.
 - Launched *Life is Better With You Here* suicide prevention campaign.
 - Launched *Fentanyl Awareness* campaign.
 - Launched *Crisis Text* awareness campaign.
 - Emailed media partners information about recognizing secondary trauma and resources for care.
 - Distributed monthly *Recovery in Action* newsletters. Redesigned newsletter to an electronic format.
 - Continued to send bi-weekly COVID update emails to provider agencies.
 - Sent monthly public emails sharing resources, training and coping skills information.
 - Continued to send weekly emails to providers with learning opportunities and local and state updates related to behavioral health.
 - Worked with Cuyahoga Valley Career Center and Valley Forge High School to create Crisis Text Campaign Materials.
 - Met with Voices for My People about grassroots education efforts and distribution of fentanyl test strips in East Cleveland.
 - Joined Thrive Community Outreach Partner meetings.
 - Developed plan with HEALing Communities Study to distribute drug disposal bags and safer prescribing information.
 - Northeast Ohio Regional Collaborative community awareness campaign for frontline workers, a new collaboration as part of the work on a Covid-19 Grant.
 - Met with local representative with the Association of People Against Lethal Drugs (APALD)'s and attended the group's Rally for Change.
 - Partnered with Thrive and Project White Butterfly to complete NaloxBlitz efforts (distributed 3,468 Narcan Kits in the community).
 - Provided fentanyl test strips for distribution by Voices for My People.
 - Shared safe reporting guidelines (Suicide, Substance Use and Mass Shootings) to all media partners as part of Mental Health Awareness Month in May.