



**Strategic Plan: 2021 – 2025**  
**Quarterly Update: 7/1/21 – 9/30/21**  
**October 27, 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 problem solved and participated in a minimum of 26 scheduled meetings and over 152 phone calls.
  - Topics included contracting monitoring, referral process, funding, process flow, law enforcement involvement, services, staffing, training, metrics collection, security, community communications, and planning and licensure for future permanent Diversion Center.
  - Continued to hold monthly meetings with law enforcement and dispatchers related to use of the Diversion Center.
  
- ADAMHS Board contracted with NAMI Greater Cleveland to provide Peer Support Groups and Inform & Inspire (I&I) Presentations to clients of the Cuyahoga Diversion Center.
  - Peer Support Groups: Provide information and referral for relevant services and providers.
  - I&I Presentations (1 hour): Provide the opportunity to inspire hope among participants, share information about participating in NAMIGC programs, and provide additional resources for SMI/SA recovery and maintenance.
  
- 11 Community Crisis Intervention Team (CIT) Trainings and 7 trainings for the Cleveland Division of Police were provided to 201 law enforcement participants.
  - Training consisted of CIT Refresher Training, Dispatch Training and 40-hour Standard and Community CIT Training.
  - Participating law enforcement departments included Cleveland Division of Police, Beachwood, Brecksville, Brooklyn, CECOMS, Cleveland Clinic, Cleveland Heights, CMHA, CSU, CWRU, Tri C Police, Cuyahoga County Corrections, Cuyahoga County Sheriff, Garfield Heights, Hunting Valley, Lyndhurst, Mayfield Village, Ohio Department of Taxation, RTA, Shaker Heights, Strongsville, and University Hospitals.

- ADAMHS Staff participated in OhioMHAS Class 2 Residential Facility (ACF) Recommendation Workgroup.
  - A series of 4 workgroup meetings were held in August & September.
  - Participants consisted of OhioMHAS staff, staff from various ADAMHS Boards across Ohio, NAMI, Ohio ACF Association, BH Provider Representatives, ACF Operators, etc.
  
- ADAMHS Staff developed Quarterly Agency Housing Liaison Meeting to provide continued education and increase communication/collaboration around utilization of ADAMHS funded mental health housing (RAP & CARR programs).
  
- ADAMHS Staff hosted the following meetings throughout the quarter:
  - Facilitated Detox and SUD Residential Providers Meeting in September. ADAMHS Client Rights Officers presented on Reasonable Accommodations for the LGBTQ Community.
  - Facilitated Recovery Housing Providers Quarterly Meeting in September.
  - Participated in The Ryan White Council HIV/AIDs Planning Council.
  - Co-chaired The Hoarding Connection of Cuyahoga County.
  - Attended Cuyahoga County Gambling Coalition Meetings.
  - Facilitated Peer Run Organizations and Peer Recovery Support Providers Quarterly Meeting.
  - Participated in OhioMHAS Monthly Steering Committee for the Federal Emergency Management Agency (FEMA) Crisis Counseling Assistance and Training Program (CCP) Regular Services Program (RSP).
  - Participated in Opportunities for Ohioans with Disabilities Quarterly Meeting in collaboration with contract employment service providers.
  - Developed and coordinated OhioMHAS Online 40-Hour Peer Recovery Supporter Training Plan for individuals interested in becoming Certified Peer Recovery Supporters.
  - Participated in monthly State Opioid Responses (SOR) Grant Meetings
  - Facilitated monthly meetings and quarterly site visits for a record review with recipients of the Opiate Settlement funds. Recipients provide Residential Treatment, Peer Support, IOP and MAT services.
  - Facilitated monthly meetings with Early Childhood Mental Health, Mental Health in Schools, and SUD Prevention providers.

- Participated in OhioMHAS Prevention Rule Workgroup, K-12 Prevention Education Community of Practice, and Supervisor Infant, Early Childhood Mental Health Consultation Community of Practice.
- Scott Osiecki, CEO, ADAMHS staff and community partners participated in two Mobile Response Stabilization Service (MRSS) and OhioRISE introductory planning meetings.
- Scott Osiecki, CEO represent the Board on the Ohio Crisis Task Force.
- ADAMHS Staff participated in the Ohio Attorney General's Office Task Force Competency Restoration and Probate Court Issues Committee. Discussion and planning have taken place at the State and local levels to ensure Outpatient Competency Restoration access.
- Continued collaboration in the Stepping Up Initiative in creating the Ohio Human Services Data Warehouse (OHSDW), combining data on homelessness, mental health and substance use, and jail stays with the goal of crafting evidence-based strategies to combat homelessness, decrease incarceration, and create affordable housing for those in need.
- Via a grant from the U.S. Department of Justice Office of Juvenile Justice and Delinquency Prevention, the ADAMHS Board expanded the Healthy Families Build Strong Communities Program. A multi-faceted collaborative, this program improves services for incarcerated parents, their children, and the custodial parents/caregivers through supports, strategies, and activities that foster positive family engagement, reduce violence and recidivism, and promote safe facilities, homes, and communities.
- ADAMHS Staff conducted standing meetings with members from area hospitals and insurance representatives to discuss and attempt to remove barriers for services.
- Held All Provider Meeting in July.
  - Topics included Board's Compliance Assessment Process, 2021 6-month Outcomes Reports, RFP for CY2022 Board Funded Behavioral Health Treatment, Prevention & Recovery Services, and a presentation on available interns through John Carroll's University's Department of Counseling.
- ADAMHS Staff and community partners participated in 8 workgroup and subcommittee meetings related to the Diversity, Equity and Inclusion (DEI) in Behavioral Health Care Initiative.
  - Work Group Meetings have been held monthly and include educational presentations related to the subcommittee work.
- ADAMHS Board released an RFP for DEI Assessment and Plan for the Public Behavioral Health System, and a consultant was selected to lead the project.
- ADAMHS Staff met with representatives from Progressive Insurance to discuss collaboration again with the company's Senior Leader Development Program.
- ADAMHS Staff provided Technical Assistance to Hispanic UMADAOP.

**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 quarterly Agency Chief Financial Officer (CFO) meeting to disseminate financial information and updates to provider agencies. Discussed items such as billing submissions and invoicing procedures and answered questions about payment processing.
- Created and developed the Annual Compliance Plan for Assessing Providers, which was presented at the All Provider Meeting.
- Continued collection of Provider Program Outcomes and Metrics Reports.

**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 SOR 2.0 year 2 award to continue programs dedicated to opioid and stimulant use disorders.
- Released RFP for CY2022 Board Funded Behavioral Health Prevention, Treatment and Recovery Support Services.
- ADAMHS Board entered into agreement to act as Fiscal Agent for collaborative arrangement with 3 Foundations to enhance school based behavioral health services.
- Continuation of agreement with The Bureau of Workers' Compensation to act as administrator of The Substance Use Recovery and Workplace Safety Program Pilot.  
Purpose of the program:
  - Assist employers in retaining current employees who are in recovery, and helping employers hire and manage employees in recovery.
  - Lessen the impact of substance use disorders on Ohio's workforce.
  - Help Ohio's employers keep employees in recovery at work.
  - Promote a safe and healthy workforce.

**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

- ADAMHS Staff attended *Bridging and Bonding* antiracism training. The training explored race as a critical aspect of self, yet only one aspect of our multiple and intersecting identities; examined various racial identity statuses and how they are manifested in everyday life; and how we can use ourselves as tools for behavioral change with clients, and leverage social privilege on behalf of others in an organization and the greater community.
- ADAMHS Staff attended many professional development trainings, including but not limited to, Trauma Informed Care, Crisis System Planning, OhioRISE, Mobile Response Stabilization Services (MRSS), Adverse Childhood Experiences (ACEs), and Intersectionality of Race and Substance Use Disorder.

**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.
- Three new ADAMHS staff positions of Compliance Officer were created and posted.
- Two students seeking internships were connected to provider agencies that had available opportunities.
- Held three Behavioral Health Workforce Development Task Force meetings.
  - The group, consisting of Board Staff and Providers, continued to brainstorm ideas to tackle the workforce shortage to attract and retain competent professionals in the behavioral health field.
  - Conducted a provider salary and benefits survey to gain baseline data of agency salary ranges, benefit packages, vacancies and barriers to hiring.
  - Developed a video series for behavioral health careers in partnership with CMSD's Career Connects Program.
- ADAMHS Staff held two meetings with Applewood and Bellefaire to monitor the impact the \$1,526,177 of funding provided had towards increasing the hourly rate of existing staff to increase retention and attract new staff to help solve the staffing crisis.
- Several ADAMHS Staff attended the training *Creating and Enhancing Pathways to a*

**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

- Scott Osiecki, CEO and OACBHA CEO Cheri Walter met with Senator Antonio regarding advocacy for public body virtual meetings and workforce issues.
- Met with Recovery Community to create individual videos for Recovery Month.
- Began Workforce Video Series in partnership with CMSD Career Paths program.
- Worked with Kent State University to find Cuyahoga County professionals to feature in their SAMHSA Grant Public Health Video Project. Videos will be shared for broad use.
- Shared safe reporting guidelines with INTERVIEW ABOUT BRIDGES/SUICIDE.
- Stigma Training – Power of Words – Held in partnership with the Montgomery Board.
- Met with Ohio City, Inc. and Campus District to discuss trauma-informed neighbors' series.
- Expanded Suicide Prevention Campaign to faith-based publications.
- Ensured sponsorship logo/name use in ADAMHS Board sponsored events (8 events to date).
- 72 Media Hits in the third quarter of 2021 (July 1 – September 30).
- Social Media: 756,392 impressions (number of time social media posts were seen) across Instagram, Facebook and Twitter in the third quarter of 2021.
- Staff participated in 12 public speaking engagements (Scott, Carole, Beth)
- 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

- Distributed monthly *Recovery in Action* newsletters.
- Continued to send COVID-19 update emails to provider agencies.
- Continued to send 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.
- Effective Leadership Academy with assistance from the ADAMHS Board successfully launched an online, on-demand platform with Youth Wellness Summit Key Note Speakers and Youth-led organizations Pitch Competition.
- Hosted Prevention Certification Webinar
- Celebrated Recovery Month
- Celebrated Suicide Prevention Awareness Month
- Reconvened Addiction Recovery Advocacy Meeting held on September 13
- Celebrated First Responder Appreciation Week
- Partnered with ELA on Youth Wellness Summit
- Participated in a yard sign campaign and social media event for Overdose Awareness Day (August 31)
- Presented at CCJFS Long-term Care Forum on September 9.
- Received additional Narcan allocation from state and paired it with Fentanyl Test Strip (FTS) grassroots distribution in September.
- Worked with Global Cleveland to create new Spanish Materials for grassroots distribution
- Attended 10 community events and staffed resource tables.