



Strategic Plan: 2021 – 2025
Quarterly Update: 10/1/21 – 12/31/21
January 26, 2022 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

- Expanded eligibility criteria admission options to the Cuyahoga County Diversion Center for law enforcement/public safety to include people who are non-violent, struggling with mental illness/and or addiction, but have not committed an offense. Also expanded access for family, friend and self-referral.
 - Distributed updated Diversion Center admissions guidance to law enforcement, through mailings and online.
- ADAMHS Staff actively led and participated in the continued planning and ongoing monitoring activities with community partners for the Cuyahoga County Diversion Center.
 - ADAMHS Staff problem solved and participated in a minimum of 36 scheduled meetings and over 160 phone calls.
 - Topics included expansion criteria, referral process, community communications, contracting monitoring, metrics collection, funding, COVID protocols, law enforcement involvement, services, staffing, and training.
 - Continued Diversion Center update meetings with Law Enforcement and expanded participants to include Public Safety/Fire/EMS.
- 9 Community Crisis Intervention Team (CIT) Trainings and 1 training for the Cleveland Division of Police were provided to 154 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.
- In coordination with the “Coping with the Holidays” campaign, mailed Diversion Center information (along with the Coping with the Holidays booklet and Mental Health for Faith Leaders Guide) to all current Cleveland Division of Police chaplains, by hardcopy

and email.

- Staff attended the Care Response Cleveland Stakeholder Briefing, where representative from R Strategy Group described the care response priority in ADAMHS Board budgeting.
- Began meeting with and establishing ongoing relationships with new providers/programs as part of implementing probationary periods and technical assistance for CY2022 newly contracted providers/programs.
- ADAMHS staff attended and participated in US Department of Justice's COSSAP (Comprehensive Opioid, Stimulant and Substance Abuse Program) National Forum.
- Continued to provide COVID-19 resources to housing providers.
- ADAMHS staff and community partners participated in 7 Mobile Response Stabilization Service (MRSS) and OhioRISE planning meetings.
- ADAMHS staff attended and participated in MHRAC Juvenile Diversion subcommittee meetings.
- ADAMHS staff hosted the Children's Crisis Services quarterly meeting and attended the Crisis Academy webinar related to children's residential treatment services and crisis systems.
- Continued discussions and planning at State and local levels to ensure Outpatient Competency Restoration treatment access for County and Municipal Courts via meetings with local stakeholders, OhioMHAS, and 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.
- Developed Multi System Adult programming in collaboration with The Centers, upon being awarded funding by OhioMHAS, to strengthening systems collaboration to support long-term wellness for adults with frequent psychiatric hospitalizations touching multiple human services and/or criminal justice systems.
- ADAMHS Staff participated in Cuyahoga County LGBTQIA+ Community Learning Collaborative sponsored by CareSource to discuss how to be more inclusive to the needs of the LGBTQIA community in medical and behavioral health systems.
- Participated in Cuyahoga County's Ryan White Council TGA monthly meetings.
 - Meetings are facilitated by both Cleveland and Cuyahoga County's Board of Health.
 - Ryan White Council funds and monitors services for those with HIV/AIDS including behavioral health services.
- Participated in The Healing Communities Study subcommittee meetings. The grant funds NARCAN, MAT and other services to select SUD providers in the community.

- Facilitated The Hoarding Connection of Cuyahoga County monthly meetings.
 - The Hoarding Connection plans an annual conference, supports treatment groups for clients and education for the community.
- ADAMHS staff facilitated Peer Run Organization and Peer Support Service Providers Quarterly Meeting to share information about services within the behavioral health system.
- ADAMHS staff participated in OhioMHAS North Coast Regional Quarterly Meeting to share information about State Opioid Response programs.
- ADAMHS staff participated in OhioMHAS Crisis Counseling Regular Service Program Steering Committee to share information about grant funded COVID Care Program.
- ADAMHS staff chaired the Suicide Prevention Coalition.
- Facilitated quarterly ACF Operators Meeting, quarterly Housing Liaison Meeting and monthly meetings with RCF providers to share information and provide technical assistance.
- ADAMHS staff hosted the Trauma Collaborative meeting during the quarter.
- ADAMHS staff hosted the quarterly Ohio Department of Youth Services (ODYS) Community linkage meeting with OhioMHAS, ODYS and Frontline to ensure sufficient system and service coordination for youth released from ODYS juvenile correctional facilities are connected to behavioral health services upon their release.
- ADAMHS staff facilitated monthly meetings and quarterly site visits which included a record review with recipients of the Opiate Settlement funds. The services provided are Residential Treatment, Peer Support Services, IOP and MAT.
- ADAMHS Board released RFP for Early Childhood Mental Health (ECMH) in partnership with Invest in Children (IIC) for the Public Behavioral Health System.
- ADAMHS Board Staff facilitated meetings with Early Childhood Mental Health, Mental Health in Schools, and SUD Prevention providers.
- Held All Provider Meeting in October.
 - Topics included CY2022 Board Funded Behavioral Health Treatment, Prevention & Recovery Services RFP Update; CY2022 Provider Agency Contract Changes; Provider Agency Reporting Requirements; Diversity, Equity and Inclusion Assessment and Planning Services Update; and Year End Closing.
- ADAMHS Board entered into a contract with Rice Consulting and Education (REDCon) for Diversity, Equity and Inclusion consultant services.
 - ADAMHS Board staff held a kickoff meeting with the consultants from REDCon to set the scope of work for addressing system-wide DEI needs.
 - A series of interviews and focus groups began that will help provide a baseline assessment of DEI concerns in the local public behavioral health system.

- ADAMHS Staff and community partners participated in 7 workgroup and subcommittee meetings related to the Diversity, Equity and Inclusion (DEI) in Behavioral Health Care Initiative.
 - Consultants from REDCon began facilitating the workgroup meetings in December, and will continue during the course of their contract.
- ADAMHS Staff continued planning meetings with representatives from Progressive Insurance for collaboration with the company's Senior Leader Development Program.
- Facilitated quarterly Detox and Residential Providers Meeting to share information and provide technical assistance.
- Facilitate quarterly Recovery Housing Providers Meeting to share information and provide technical assistance.

**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 year end and processing procedures, billing/invoicing timelines and CY2022 Budget updates.
- Held new Monitoring and Evaluation Workgroup Meeting for QI and Data Provider representatives.
 - Topics discussed included reporting expectations, clarifying of additional metrics needed, and a walk through of uploading needed metrics into GOSH.
- Created new contract attachment to the Provider Core Contract for expected data and outcomes metrics submissions.

**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

- Used Wizehive for RFP process and adopted the CY2022 Budget.
- ADAMHS Board participated in conversations with partners for a collaborative approach to the County's use of ARPA dollars, and drafted a collaborative ask related to behavioral health.
 - CEO Scott Osiecki met with County officials to present the request and discuss the County's use of funds.
- ADAMHS Board is in the planning phase for state funded Multi System Adult (MSA) funding.
- ADAMHS Board of Cuyahoga County was announced as cohort 3 for Mobile Response & Stabilization Services (MRSS).
- ADAMHS Board and Invest in Children established pooled funding methodology for Early Childhood Mental Health (ECMH) program for CY2022.

**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

- The Hoarding Connection of Cuyahoga County with assistance from the ADAMHS Board held a 2-day training on Hoarding in Older Adults.
 - On day one of the training, 160 individuals were in attendance, and 157 individuals attend on day two.
- ADAMHS Board participated in the planning and funding of Therapeutic Crisis Intervention (TCI) training for all of our funded child residential providers. This training is a Train the Trainers model.
- ADAMHS Staff attended many professional development trainings, including but not limited to, Trauma Informed Care, Crisis System Planning, OhioRISE, and Mobile Response Stabilization Services (MRSS).
- All ADAMHS Staff attended Cyber Security Awareness training and Ethics training – *The Ohio Ethics Law: Building a Culture of Integrity*.

**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

- Held Behavioral Health Workforce Development Task Force meeting.
 - 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.
- In partnership with the Cleveland Metropolitan School District's Career Connects program, developed a series of 21 short video vignettes to highlight the diversity of careers and career paths within behavioral health care.
 - The videos will be used as part of career-exploration efforts and will be added to their library of career videos to be used with new students each year.
 - The videos launched on social media in November as part of National Career Development Month.
- Elevated the importance of behavioral health workforce needs, including increased pay, during community discussions of American Rescue Plan Act (ARPA) funding.
- Emphasized workforce needs in meetings with County Executive political candidates Lee Weingart and Chris Ronayne, and newly elected Cleveland Mayor Justin Bibb and Cuyahoga County Councilperson Meredith Turner.
- ADAMHS Training Staff connected with seniors at Lincoln West School and provided expertise in mental health education.
- ADAMHS Staff held two meetings with Applewood and Bellefaire to continue monitoring 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 for children's residential treatment programs.
 - OhioGuidestone joined one of the two Children's Residential Workforce Crisis meetings held this quarter after funding was approved to assist their residential treatment program with workforce development and retention.
- Continued to post provider jobs on the Systems Job page.
- Hired two new Compliance Officers in the Compliance Department at the ADAMHS Board.
 - Continued recruitment efforts to fill the third Compliance Officer position.

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

- Ensured sponsorship logo/name use for six events the ADAMHS Board sponsored.

- 146 Media Hits in the fourth quarter 2021 (October – December 31).
- Social Media: 269,447 impressions (number of time social media posts were seen) across Instagram, Facebook and Twitter in the fourth quarter of 2021.
- Staff participated in 13 public speaking engagements (Scott, Clare, Beth, Carole Bill and Doug).
- Released *Coping with the Holiday as the Pandemic Continues* Booklet.
- Presentation at Portage County BH Conference on ADAMHS Board's Grassroot Fentanyl Test Strip/Narcan Distribution efforts.
- Participated in Facebook live with Channel 19 about the opioid epidemic, overdose spike, harm reduction, stigma and connection to treatment.
- Hosted Virtual Addiction Recovery Advocacy Meeting on Nov. 1 (Veterans, PTSD and Substance Use Disorders).
- Presented to Oatey Company about Seasonal Affective Disorder, the pandemic's impact on mental health and substance use, self-care and how to connect with care.
- Conducted Question, Persuade, Refer Training with HOPE Squad students/staff at Parma High School.
- ADAMHS Staff presented Board overview to Progressive Leadership.
- Launched Workforce Video Series and Workforce Wednesday Social Media Campaign in November.
- Scott was featured on iHeart Media's *CEOs You Should Know*.
- Chosen to represent the State's Beat the Stigma Campaign as local media spokespersons
 - Scott's Letter to the Editor about Empathy was published right before December holidays
- Continued leadership in local task forces and coalitions:
 - Cuyahoga County Suicide Prevention Coalition
 - Diversity, Equity and Inclusion 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

- Behavioral Health Workforce Development Task Force
- Continued distribution of monthly *Recovery in Action* newsletters.
- Began DEI Consulting work with RedCON, including focus groups, interviews, listening sessions and facilitation of the DEI Work Group meetings.
- Carole spoke at a milestones event about partnerships for CIT trainings.
- Deterra drug disposal bag distribution partnership with HEALing Communities Study and other community agencies.
- Participated in Brooklyn's Police Department's Coffee with a Cop for local faith leaders.
- Signed on to Westlake Crime Reduction Collaboration.
- Held MHRAC Coffee with a CIT Officer virtual event on Oct. 5 for Crisis Services Providers.
- Met with Statewide Overdose STRIKE Force members.
- Mailed resource packets (crisis resources, Coping with the Holidays Booklet, Mental Health for Faith Leaders guide and information about the Diversion Center) to 85 faith-based leaders and Cleveland Police Chaplains.
- Collaborated with WOJU Radio for community outreach efforts (FTS/Narcan/Deterra).
- Attended five community events and/or staffed resource tables.
- Partnered with NEOCH for Fentanyl Test Strip and Narcan distribution.
- Ended the year with 281 grassroots distribution partners.
- Participated in new Harm Reduction Messaging workgroup with OFR, OD2A and community partners.
- Finalized Plan for "Our Stories, Our Healing" ACEs video series.
- Meetings were scheduled with newly elected officials, Mayor Bibb and County Councilwoman Meredith Turner as well as candidates for County Executive, Lee Weingart and Chris Ronayne.
- Developed new local media partnerships with The Land and The Observer.
- Created and shared Fentanyl Awareness Messaging Toolkit.