

Strategic Plan: 2021 – 2025
Quarterly Update: 1/1/22 – 3/31/22
April 27, 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

- ADAMHS Staff actively led and participated in the ongoing monitoring activities with community partners for the Cuyahoga County Diversion Center.
 - ADAMHS Staff problem solved and participated in a minimum of 28 scheduled meetings and approximately 88 phone calls.
 - Topics included referral process, community communications, contracting monitoring, metrics collection, funding, law enforcement involvement, services, staffing, and training.
 - Continued Diversion Center update meetings with Law Enforcement and Public Safety/Fire/EMS.
- 11 Community Crisis Intervention Team (CIT) Trainings were provided to 153 law enforcement participants.
 - Training consisted of CIT Refresher Training, Dispatch Training and Community CIT Training.
 - Participating law enforcement departments included Bay Village, Bratenahl, Beachwood, Berea, Brecksville, Brooklyn, CECOMS, Cleveland Heights, CSU, CWRU, Tri C Police, Cuyahoga County Corrections, Cuyahoga County Sheriff, East Cleveland, Euclid, Independence, Lyndhurst, Mayfield Village, Metro Parks, North Royalton, Oberlin, Ohio State Patrol, Pepper Pike, RTA, Rocky River, Solon, South Euclid, Strongsville, University Hospitals and Woodmere.
- Worked with County videography team to update the Diversion Center video guide for law enforcement to reflect updated eligibility options.
- Conducted Housing Training at the Cuyahoga Diversion Center for Diversion Center staff. Educated on ADAMHS funded and OhioMHAS housing programs for clients.
- Began participation in 2022 NOFA (Notice of Funding Availability) Review Committee in partnership with the Office of Homeless Services (OHS).

- Began coordination with Signature Health and OhioMHAS regarding Signature Health taking over services at Roberto Flores Home. ADAMHS staff and Signature Health met with OhioMHAS 2/24/22. ADAMHS and Signature Health staff meet bi-weekly during transition process.
- ADAMHS staff organized and conducted a Covid Test Distribution on 2/25/22 for ACFs, sober homes and residential.
- ADAMHS staff participated in the Crisis Stabilization Unit's (CSU) OhioMHAS recertification survey on 2/10/22.
- ADAMHS staff met with new providers/new programs in application of the Probationary Period for New Providers and/or New Program policy to discuss progress of their program implementation and provide technical assistance.
- ADAMHS staff continues to conduct Housing Liaison Meetings every other month to provide ongoing technical assistance and education around ADAMHS funded housing.
- 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 staff attended US Department of Justice's COSSAP (Comprehensive Opioid, Stimulant and Substance Abuse Program) Regional Meeting.
- ADAMHS Board continues to offer OhioMHAS Online 40-Hour Peer Recovery Supporter Training for individuals with a lived experience, seeking peer supporter certification, and securing employment opportunities in behavioral health system.
- ADAMHS staff facilitated monthly meetings with Opportunities for Ohioans with Disabilities providers to increase vocational and employment services and provide technical assistance.
- ADAMHS staff facilitated meeting with clinical staff from Oriana House and Diversion Center, along with employment providers to share information about vocational and employment services.
- ADAMHS staff facilitated monthly meetings with Life Long Transportation to provide technical assistance and identify ways to increase utilization of service.
- ADAMHS staff facilitated quarterly meetings with Peer Run Organizations to share information, provide technical assistance and program monitoring.
- Collaborated with OhioMHAS and The Centers to begin the Multi-System Adults Enhancing Wellness Project - a strategic approach to strengthening local systems collaboration to support long-term wellness for adults with frequent psychiatric hospitalizations touching multiple human services and/or criminal justice systems.

- ADAMHS staff attended the Law and Mental Health Conference on Alternatives to Police – which included a series of presentations on best practice models of mobile response services that support or are alternatives to traditional 911 emergency response, police services, and unnecessary hospitalization.
- 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.
- 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 AIDS Funding Collaborative bimonthly meetings. They provide Community Planning, Forums and Trainings and Outreach. Their concerns are the health of key populations and increased delivery and access to effective HIV Prevention.
- Participated in The Healing Communities Study subcommittee meetings. The grant has funded NARCAN, MAT and other services to select SUD providers in the community.
- Facilitated The Hoarding Connection of Cuyahoga County monthly meetings. Participated in Cuyahoga Problem Gambling Coalition Quarterly Meetings.
- Participated in Greater Cleveland Coalition to Prevent Human Trafficking Bimonthly Meetings.
- ADAMHS Board co-facilitated the Trauma Collaborative quarterly meeting.
- Led planning meetings every two weeks to plan and coordinate Mobile Response Stabilization Services for Cuyahoga County as an OhioRISE related initiative.
- Participated in the DCFS Summit which was led by County administration to explore barriers to resources and alternative solutions related to children in DCFS custody who reside in the DCFS building due to lack of placement.
- Facilitated meetings with Early Childhood Mental Health, Mental Health in Schools, and SUD Prevention providers.
- Chaired the Suicide Prevention Coalition.
- Presented Prevention Education trainings to community members.
- Participated in OhioMHAS initiative for Community Collective Impact Model for Change 2.0: Addressing Social Determinants of Health in Minority and Underserved Communities.
- Member of OhioMHAS Ohio Advisory Board for Strategic Prevention Framework for Prescription Drug Misuse (SPF Rx).

- Participated in OhioMHAS Demonstrative Project for Ohio School Wellness Initiative in partnership with Ohio Department of Education.
- ADAMHS Board DEI consultant, Rice Education Consulting, completed the assessment phase of their work at the end of February, collecting information from the community and stakeholders through surveys, interviews and focus groups:
 - Providers and clients were engaged through focus groups and surveys designed specifically for their input. There have been two phases of engaging providers and clients:
 - Phase 1: Assessment
 - Number of individuals interviewed one-on-one: 18
 - Number attended each Focus Group:
 - Agency/Network Partner: 24
 - DEI Workgroup: 10
 - Staff: 18
 - Lived Experience: 11
 - Number of surveys returned: 351
 - Phase 2: Planning (feedback on DEI plan vision/mission/purpose statement and goals)
 - Approximately 40 surveys completed
 - One focus group with lived experience group
- Rice Education Consulting launched the planning phase of the project with staff and Board members. On March 1, 2 and 17, a group of Board members and Board staff participated in strategic planning sessions with Rice Education Consulting to develop our DEI Strategic Plan.
 - Baseline DEI report draft was distributed for review by the planning team in mid-March and is currently being finalized.
- DEI in Behavioral Health Work Group continued to meet, facilitated by Rice Education Consulting. The consultants recommended a new sub-committee structure for the group in March to support the group's sustainability.
- As part of the Ohio Suicide Prevention Foundation Community Coalition Action Theory (CCAT) grant addressing the Board priority of suicide prevention, providers from the Suicide Prevention Coalition conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the coalition and a gap analysis identifying community recruitment needs.
- Joined the Westlake Police Department Violent Crime Reduction Project Collaboration Board to advise on crisis response for individuals struggling with mental health, addiction, or recovery concerns.
- Sponsored 10 staff from the ADAMHS Board and provider agencies to attend the Law and Mental Health Conference on Alternatives to Police on Feb 1-2. Our attendees met locally on March 8 to discuss what was learned and how we can use it in Cuyahoga County to strengthen the crisis continuum.

- Joined the local Youth Homeless and Racial Equity Strategic Session on March 24, which provided anti-racism education, a history of Racial and Ethnic Equity and Inclusion (REEI & Youth Homelessness Work) partnership between YWCA Greater Cleveland, FrontLine Service, EDEN, Inc., and A Place 4 Me.
- Contracted with Galilean Theological Center's Substance Use Disorders Educational and Training Program for Latinx Clergy and Church Leaders Program to address mental health and addiction services access disparities for the Latinx community, through the faith-based program.
- Held All Provider Meeting in January.
 - Topics included Invoicing; Compliance Provider Organization Structure Assessment; Updated Provider Contact Information Survey; and Website Finding Help (Provider Page) Updates.
- Faith-based staff provided technical assistance to Executive Directors of faith-based programs that experienced unexpected challenges with staffing changes, referral levels, and reporting clarity.
- Provided technical assistance regarding billing during meeting with The Centers/Circle Health.
- Provided technical assistance regarding ADAMHS Board financial procedures to the new Director of Finance for Recovery Resources and the new CFO for OhioGuidestone.
- Provided technical assistance related to invoicing/billing to VNA as a new provider on 2/25/22 and 3/29/22.
- Provided technical assistance regarding the PATH grant to FrontLine Service.

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 changes to the invoicing process, billing/invoicing timelines and CY2022 contracts.
 - Disseminated follow up information and documentation pursuant to matters discussed during the Agency CFO meeting.

- Held quarterly Monitoring and Evaluation Workgroup Meeting for QI and Data Provider representatives in March.
 - Provided an opportunity for questions about metrics and outcomes information.
 - Demonstrated the inputting of information into the DESSA and e-DECA portals for the purpose of outcomes collection.
 - Discussed Annual Outcome Narrative reports and quarterly Compliance Assessment.
- Compliance Department conducted Provider Site and Organizational Structure Assessments.
- Completed collection of 2021 Annual Outcomes Narrative reports from Providers.

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

- Due to the increase in Alcohol Use Disorder (AUD) during the COVID-19 pandemic, the ADAMHS Board applied for and was awarded an allocation of \$302,596 as a pass-through funding from OhioMHAS as a part of the COVID-19 Substance Abuse Prevention and Treatment (SAPT) Block Grant funding from SAMHSA.
- Applied and awarded funding for the ECMH Child/Parent Psychotherapy Training from private foundations.
 - Mt. Sinai Foundation – 2 years \$150,000
 - Bruening Foundation – 2 years \$150,000
 - Woodruff Foundation – 2 years \$40,000
- Applied for an additional \$10,000 in funding for Abington Foundation for the ECMH Child/Parent Psychotherapy Training.
- Partnered with Thrive Behavioral Health Care, Inc and I'm in Transition Ministries for AUD funding.
- Submitted Social Determinants of Health budget application for funding.
- ADAMHS Board continues to convene planning meetings to prepare for the start of the Mobile Response & Stabilization (MRSS) program. Discussions include how planning and implementation funds can be used.

- Met with county collaborative partner (Invest in Children) to discuss ECMH invoicing procedure and clarify components of the ECMH program.
- Met with state representatives regarding PATH funding requirements and SFY23 PATH budget changes.
- In March, a grant opportunity from the Governor's Office of Faith-Based and Community Initiatives was shared with faith-based providers.

**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

- Beth Zietlow-DeJesus, Director of External Affairs, received a certification from Harvard Kennedy School for an Executive Education Program titled, *Leading through the Changing Media Landscape*.
- Several ADAMHS staff attended *Evaluating the Broader Workforce Challenge Through Your Workplace Lens* sponsored by the Great Lakes Mental Health Technology Transfer Center in partnership with the Ohio Association of County Behavioral Health Authorities.
 - The training allowed a productive conversation about current workforce dynamics and offered ideas how individual organizations can promote an attractive and productive workplace culture.

**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

- Became an Industry and Employee Partner in the Greater Cleveland Consortium, a regional workforce development initiative that includes employers, industry groups, youth-centered organizations, K-12 and higher education, philanthropy, and government.
- Continued the partnership with Cleveland Metropolitan School District's PACE (Planning and Career Exploration) program.
- Held Behavioral Health Workforce Development Task Force meeting.
 - The group, consisting of Board Staff and Providers, discussed opportunities for Providers to partner with CMSD's PACE program.

- Continued to post provider jobs on the Systems Job page.
- Two students seeking internships were referred to provider agencies for internship opportunities.
- Hired Administrative Assistant II for the Clinical unit and third Compliance Officer for the Compliance Division of the ADAMHS Board.
- ADAMHS staff attended Fairview Park Middle School/High School PTA Career Night and shared information on career paths in the behavioral health field.
- ADAMHS staff met monthly with children's residential treatment providers to review their use of the Children's Residential Workforce Crisis funding towards workforce recruitment and retention efforts.

**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 five ADAMHS Board sponsored events, one new provider's brochures and one branding guide for a consultant.
- Q1 Media Hits: 65 media mentions.
- Q1 Social Media: 87,917 impressions (number of time social media posts were seen) across Instagram, Facebook and Twitter.
- Participated in 16 public speaking engagements (Scott, Clare, Beth, Carole, Bill, Christina, Leshia, Madison, Samantha, Star, and Charde').
- Hosted Virtual Addiction Recovery Advocacy Meeting on January 11 (Workforce Development), sharing the great strides made in completing goals set in the Aligning Efforts to Support a Recovery Community Report.
- Participated in COVID Response meetings with the state during the Omicron surge, guided preparedness suggestion for areas who had not yet been hit by the surge.
- Advertising products created by the ADAMHS Board were shared as a model statewide, available for adoption and use by other communities for the SAMHSA Emergency COVID-19 Supplemental Grant.
 - The OhioMHAS Bureau Chief of Mental Health Treatment also invited the Cuyahoga ADAMHS Board to present on their advertising and outreach during their statewide grant meeting.

- Hosted two Diversion Community Input Committee meetings in February and March at the direction of the County's Diversion Board in an effort to include community voices in diversion conversations.
- Launched public OD and Naloxone awareness campaign in partnership with HEALing Communities Study in March, resulted in over 900,000 impressions, 800 Narcan training click links and the mail ordering of 8 naloxone kits.
- Scott and system partners were featured on Sound of Ideas for a discussion about Care Response teams and alternatives to police response, furthering the goal to fund these projects in Cuyahoga County.
- Scott attended Ohio Crisis Task Force meeting in January to serve as a subject matter expert and guide crisis service system preparedness.
- Scott was featured in Cleveland Magazine's 2022 Cleveland's 500 as a top government leader.
- Clare and Star presented to the Citizen Advisory Council on Equity meeting on DEI progress made by the Board.
- Clare presented on 2021 Diversion Center Metrics to the Diversion Board in March.
- Coordinated and hosted COVID at-home test kit distribution for providers.
- Tami and Clare attended PACE Launch.
- Tami and Vicki participate in the Fairview Park High School Career Fair and highlighted the Behavioral Health Workforces Videos as part of the long-term recruitment strategy.
- Advised Lorain County on Harm Reduction efforts in Cuyahoga County to assist them in creating their own program.
- Carole was appointed to the CIT ASSIST Program Advisory Board.
- Clare attended Governor DeWine's Ukrainian Refugee Summit.
- Created 2022 Advocacy Action Agenda to lead advocacy efforts and shared with the community.
- Participated in DCFS Summit; future meetings are planned to improve cross system coordination.
- Participated as a subject matter expert in Children' System meeting with Cleveland Clinic, future meetings are planned to improve cross system coordination.
- Beth presented at the HEALing Communities Learning Collaborative in February to share information about Cuyahoga County's opioid outreach efforts.

- Continued leadership in local task forces and coalitions:
 - 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
 - Thrive Outreach partnership meetings

- Started Harm Reduction Partner Data Sharing Group to coordinate outreach efforts amongst partners.

- Continue collaboration with DEI Consultant to gather community input and strategic planning sessions; DEI strategic plan nearing draft version.

- Participated in tours of the Diversion Center with various elected officials (Mayor Bibb, Meredith Turner, etc.) to expand knowledge about the center.

- Assisted youth in Minds Matter Cleveland program with a mental health advocacy project that will be facilitated by the students in hopes of changing the health education requirements to include mental health prevention.

- Presented to FUNd First about suicide prevention in Cuyahoga County to help the determine where they will place their funding; no determination has been made yet.

- Progressive Leadership Non-Profit Consulting Project was held in January; staff is reviewing suggestions made by group to see if they can be implemented.

- Released MHRAC Annual Report to the community to share the results of the Advisory Committee's work related to the charge of the MOU with the City of Cleveland and the DOJ.

- Met with representatives from Geben Communications to provide input on statewide social media editorial calendar in partnership with OACBHA; first editorial calendar was release by the group and included suggestions made by external affairs staff.

- Provided letter of support to the Board of Pharmacy related to SB 296, which is related to deregulating naloxone and changing language surrounding fentanyl test strips; legislation is still pending.

- Met with Ohio City Inc. to further collaboration to educate the local community, resulted in two Narcan trainings for Ohio City residents and business owners.

- Participated in Cleveland Neighborhood Progress Organizers and Allies Meeting with representatives from Cleveland Community Development Corporations, led to resource sharing, Narcan trainings and plans for continued coordination.
- Attended eight community events and/or staffed resource tables, expanding resource dissemination in the community.
- Created six new grassroots distribution partners, expanded the reach of our grassroots harm reduction distribution efforts.
- Created new partnership with City of Cleveland Community Relations Board first district representative for outreach events, presented at two events where information was shared about available resources and Narcan training was completed.
- Through the faith-based program, individual providers have included behavioral health information in trainings, art performances, presentations, program brochures, community events, and webinars.
- Created a PSA with Waverly Willis, a well-known community advocate, about substance use, recovery and stigma; the PSA will be used as part of our public awareness campaign.
- Met with a Cleveland Documenters leader to learn about engaging with citizen journalists to reach the community and outside of the echo chamber, implementing suggestions shared in public outreach efforts.
- Met with NAACP Board members to increase collaboration and understanding about the public mental health and addiction treatment system, will partner together on future initiatives.
- Featured Cleveland City Council President in the Our Stories, Our Healing video series, expanded the reach of the message.
- Met with United Way to develop a community conversation series plan for May, event will feature the ADAMHS Board and highlight the impact of the pandemic on mental health.