



Strategic Plan: 2021 – 2025
Quarterly Update: 7/1/22 – 9/30/22
October 26, 2022 General Meeting

Please Note: DEI achievements are highlighted in yellow.

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 22 scheduled meetings and approximately 51 phone calls.
 - Topics included referral process, contracting monitoring, metrics collection, funding, law enforcement involvement, and negotiations to extend the original two-year contract by one year for the continued oversight of the Cuyahoga County Diversion Center, 24/7 Screening Hotline and provision of Crisis Intervention Team training.
- 10 Community Crisis Intervention Team (CIT) Trainings were provided to 114 law enforcement participants.
 - Training consisted of CIT Refresher Training, Dispatch Training and Community CIT Training.
 - Participating law enforcement departments included Brecksville, Broadview Heights, Brooklyn Heights, Cleveland Clinic Police, Cleveland Heights, Cleveland Public Library, CMSD, Tri C Police, Cuyahoga County Sheriff, Independence, Lakewood, Lyndhurst, Macedonia, North Olmsted, North Royalton, Parma, Parma Heights, RTA, Shaker Heights, Strongsville, University Circle, and VA.
- CIT Training was provided to the Cleveland Division of Police (CDP), training 14 officers.
- Training and External Affairs Staff provided eight Question, Persuade, Refer (QPR) trainings to 189 individuals.

- Received Board approval at the September meeting to begin working with Rice Education Consulting, LLC (REdCon) to provide consultation and training to implement action items from the Diversity, Equity, and Inclusion Strategic Implementation Plan as well as initiatives from the Health Equity and Cultural Competency Plan developed through a partnership with the Ohio Association of County Behavioral Health Authorities (OACBHA).
- The Eliminating Structural Racism Advisory Group to the ADAMHS Board sub-groups reconvened. The groups are Workforce, Health Equity and Data and Research, which all met in September.
- To ensure that diversity, equity, and inclusion principles were strengthened during our CY2023 Request for Proposal Process, we contracted with RedCon to review RFP documents, provide a scoring rubric, and train the review team on Bias and Selection Bias.
- Released and completed collection of submitted Request for Proposals from system Providers for the CY2023 Funding Process.
- Required all CY2023 Request for Proposal responses to include their Board members, leadership and staff demographics.
- ADAMHS Board co-facilitated the Trauma Collaborative quarterly meeting.
- Led meetings to plan and coordinate Mobile Response Stabilization Services for Cuyahoga County as an OhioRISE related initiative.
- Participated in the Emergency Childcare and multi-system collaborative RFP process led by County administration. Both initiatives work to address barriers to resources and alternative solutions related to children with multi-system needs in DCFS custody who reside in the DCFS building due to lack of placement.
- Staff participated in the monthly Child Fatality Review Committee which is facilitated by the Cuyahoga County Board of Health.
- Participated in the statewide quarterly meeting for the Behavioral Health Juvenile Justice (BHJJ) Targeted Reclaim initiative facilitated by ODYS with other participating counties, and the local BHJJ quarterly workgroup facilitated by CC Juvenile Court.
- Attended a City Club Forum entitled: Answering the Call for Crisis Care Change to discuss the impact of 988 and MRSS on the crisis care continuum.
- Led two meetings with psychiatric emergency service providers (PESP) this quarter to collaborate and problem solve crisis issues within the behavioral health system for adults.
- Staff participated in Notice of Funding Announcement (NOFA) Review Committee in partnership with the Office of Homeless Services.
- Staff continued collaboration with Signature Health on the transition of services at Flores Class 1 Residential. Continued providing technical assistance. Staff participated in OhioMHAS Class 1 Residential Facility Survey at the Flores.

- Staff collaborated with Thrive Behavioral Health to reintroduce and implement the ACF Peer Seal of Quality Program.
- Staff facilitated Quarterly ACF Operators Meeting.
- Staff participated in OhioMHAS facilitated PATH Listening Session to provide feedback for potential system improvement.
- Provided continued technical assistance for programs whose probationary status was extended.
- Facilitated quarterly Detox and Residential Providers Meeting to share information and provide technical assistance.
- Facilitated 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 bi-monthly meetings. The collaborative provides community planning, forums, trainings and outreach, with a focus on the health of key populations and increased delivery and access to effective HIV Prevention.
- Facilitated Opiate Settlement Providers monthly meeting and conducted record reviews.
- Participate in Recovery Housing Systematic Improvements call.
- Facilitated The Hoarding Connection of Cuyahoga County monthly meetings and participated in subcommittee meetings for Conference planning and sustainability.
- Participated in the statewide OhioMHAS Addiction Use Disorder Treatment Grant meeting.
- Facilitated monthly meetings with providers of the Opportunities for Ohioans with Disabilities case services/employment services contract.
- Participated in meetings with Opportunities for Ohioans with Disabilities regarding contract monitoring, contract planning, and fiscal management training.
- Facilitated meeting with case managers and young adults interested in temporary housing and peer support services through the Life Exchange Center Transitional Youth Housing Program.
- Facilitated meeting with Life Long Transportation to increase utilization of transportation services.
- Provided technical assistance to individuals about Peer Recovery Support training,

certification, and employment.

- ADAMHS Board in collaboration with Thrive Peer Recovery Services continued to offer OhioMHAS Online 40-Hour Peer Recovery Supporter Training.
- Participated in Greater Cleveland Coordinated Response to Human Trafficking Quarterly Meeting.
- Met bi-monthly with new providers/new programs in application of the Probationary Period for New Providers and/or New Program policy to discuss and review progress of their program implementation and provide technical assistance.
- Facilitated Monthly Early Childhood Mental Health Providers Meetings to share information and provide technical assistance.
- Facilitated Monthly School Based Mental Health Providers Meetings to share information and provide technical assistance.
- Facilitated Quarterly Behavioral Health Prevention Providers Meetings to share information and provide technical assistance.
- Co-chaired the Suicide Prevention Coalition meeting for Cuyahoga County.
- Chaired the Health Equity sub-group of the Eliminating Structural Racism Advisory Group to the Board.
- Participated in OhioMHAS initiative for Community Collective Impact Model for Change 2.0: Addressing Social Determinants of Health in Minority and Underserved Communities.
- Participated in Cuyahoga County's Safe Babies Court Active Community Team meetings.
- Participated in Cuyahoga County's Virtual Fatherhood Steering Committee.
- Participated on the Infant Fatality Review Committee facilitated by the Cuyahoga County Board of Health.
- Participated in the Educational Stability Network meetings and the Community of Practice meetings facilitated by the Educational Service Center of Northeast Ohio.
- Member of OhioMHAS Ohio Advisory Board for Strategic Prevention Framework for Prescription Drug Misuse (SPF Rx).
- Staff facilitated the OhioMHAS Addiction Treatment Program (ATP) collaboration for ATP providers in Cuyahoga.
- Staff facilitated Jail Liaison meeting to discuss and assist with barriers for individuals with SMI being released from Cuyahoga County jail.
- Staff participated in OhioMHAS Multisystem Adult Meetings.

- Staff participated in OhioMHAS Outpatient Competency Restoration meetings.
- Held All Provider Meeting in July.
 - Topics included RFP Process; Provider Outcome Narratives; Diversity, Equity and Inclusion; Harm Reduction; SB 117: Substance Use Disorder Involuntary Commitment Providers, and Open Discussion.
- Conducted an 8-Month review of two new providers, Friendly Inn and Northeast Ohio Neighborhood (NEON) Health Services, pursuant to the probationary Period for New Providers and/or New Programs to evaluate what skills and competencies that each provider is performing satisfactorily or needing improvement and presented findings to the Board during the September Board meetings.

**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

- Compliance Department completed the Financial Assessment and began the Client Records Assessment of the Annual Compliance Assessment Process for Providers.
- QI/Evaluation Staff provided training in July for the Devereau Early Childhood Assessment (DECA) platform.
 - Training topics included logging into the system, enter data correctly, and submitting information for outcomes.
- Collected CY2022 6-month Outcomes Narrative Reports from Providers.
- Held quarterly Agency Chief Financial Officer (CFO) meeting to disseminate financial information and updates to provider agencies.
 - Discussed the pending RFP process for CY2023 funding, billing/invoicing timelines changes to the invoicing process, billing/invoicing timeliness and explained the Financial Compliance Assessment process.
- Added demographics data collection to reporting for Clients Rights complaints, grievances, and reportable incidents, and for trainings provided by the Training Unit.

**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 approval for six diversity, equity and inclusion projects submitted in June for a Health Equity and Cultural Competence funding opportunity through OACBHA.
- Met with Opportunities for Ohioans with Disabilities to finalize application for FFY2023 funding. OhioMHAS for SFY2023 funding.
- Met with Boards that are part to of the Northeast Ohio Regional Collaborative to determine SFY2023 funding for the crisis stabilization programming.
- ADAMHS Board continued to convene planning meetings for the Mobile Response & Stabilization (MRSS) program. Discussions included how planning and implementation funds can be used.
- Met with County representatives and Oriana House to finalize the CY2023 contract for Diversion Center funding.
- Met with state representatives regarding Whole Child Matters for SFY23 budget information.
- Prepared for CY2023 budget allocation process after providers submitted RFP responses to request funding.
- Met with the County Office of Budget and Management to discuss mid-year projections provided by their office.
- U.S. Department of Justice, Bureau of Justice Assistance FY2022 Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) Grant:
 - The ADAMHS Board was awarded a 3-year grant in the amount of \$1,568,760.00 for enhanced data for improved substance use surveillance, prevention, and recovery on re-entry in Cuyahoga County in partnership Case Western Reserve University, Thrive, and Cuyahoga County Board of Health.
- State Opiate Response (SOR) from OhioMHAS:
 - The ADAMHS Board was awarded SOR 2.0 Carryover grant in the amount of \$1,148,724.75 for harm reduction initiatives, including the purchase of Naloxone, Naloxone vending machines and support, Naloxone emergency medical cabinets, and the BRAVE App (overdose notification system). Funds had to be expended by September 29, 2022.
 - The ADAMHS Board was awarded SOR 2.0 for Overdose Awareness Day grant in the amount of \$11,879.14 for activities related to Overdose Awareness Day and Recovery Month. Funds had to be expended by September 29, 2022.
 - The ADAMHS Board was awarded SOR 2.0 Ohio Crisis Assistance and Training Program grant in the amount of \$818,626.62. Funding will be used for peer support and community outreach to community members to ensure they are aware of the resources for crisis situations, including outreach to the Cleveland's east side neighborhood, expansion of crisis hotline availability from 5pm to 1am, Mental Health First Aid Training for paraprofessionals, and a county-wide public awareness

campaign to promote the crisis continuum in partnership with Northern Ohio Recovery Association (NORA).

- The ADAMHS Board received a notice of award from the Cuyahoga County Board of Health's Center for Disease Control & Prevention Overdose to Action Grant in the amount of \$84,782 for a grant period of September 01, 2022 through August 31, 2023 for year four.
 - The ADAMHS Board is responsible for conducting interviews with next of kin for individuals that had a fatality as a result of a drug overdose and including Opioid Use Disorder (OUD) awareness and education in Crisis Intervention Training (CIT).

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

- RedCon conducted training in August for ADAMHS staff on "Understanding Bias".
- Staff received training from RedCon Consulting on bias/selection bias related to the RFP process.
- 15 staff members attended the Multiethnic Advocates for Cultural Competence (MACC)'s "Understanding Racial Equity Through Transformative Self Reflection" training in September.
- Staff received training on HIPAA Privacy and Confidentiality Laws.
- Staff served as a trainer for the Comprehensive Opioid, Stimulant, and Substance Abuse Program's (COSSAP) Overdose to Action Grant's Overdose Fatality Review Next of Kin interview training
- Staff Attended Mobile Response Stabilization Service trainings presented by Case Western Reserve University and the Center of Excellence.
- Staff participated in the monthly Equity & Inclusion Learning Community meetings through OhioMHAS.
- Staff attended training on trauma-informed prevention.
- Staff attended Ohio Suicide Prevention Foundation webinar trainings on suicide prevention.
- Staff attended OhioMHAS Crisis Academy webinar titled, Ohio's Crisis Initiatives – Crisis Report, 988, MRSS, OhioRise.

**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

- Expanded ADAMHS Board staff recruitment efforts to include job sites devoted to advancing human services careers for professionals from diverse backgrounds.
- Hired Behavioral Health Prevention Specialist, Children’s Behavioral Health Specialist and Adult Behavioral Health Specialist II (Residential) for the Planning Division of the ADAMHS Board.
- 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.
- Staff attended Early Childhood Mental Health workforce discussion with system partners including Invest In Children and DCFS.
- Continued to post provider jobs on the Systems Job page.

**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 13 ADAMHS Board sponsored events.
- Q3 Media Hits: 156 media mentions.
- Q3 Social Media: 2,736,666 impressions (number of time social media posts were seen) across Instagram, Facebook and Twitter.
- Participated in 9 public speaking engagements (Scott, Maggie, Beth, Bill and Carole).
- Advanced policymaker and legislator understanding of behavioral health issues by advocating for relevant legislative topics and providing subject matter expertise:
 - House Bill 523: With partners from the Northeast Ohio Collaborative, we held an informational meeting for Ohio Representatives and Senators on House Bill 523, where 13 legislators attended and/or were represented.

- Hosted Virtual Addiction Recovery Advocacy Meeting in July reviewing and sharing the great strides made completing goals related to Prevention set in the *Aligning Efforts to Support a Recovery Community Report*.
- Facilitated a nearly \$12,000 Overdose Awareness Day and Recovery Month grant for event hosting and marketing materials, resulted in over 300 naloxone kits being distributed, hundreds of link clicks and social media shares and tens of thousands of impressions on social media and through a digital campaign.
- Hosted one Diversion Community Input Committee meetings in September, at the direction of the County's Diversion Board, to include community voices in diversion conversations; this group also hosted community input and law enforcement surveys.
- Completed materials and web content for Phase 2 of the 4-phase Substance Use Disorder Public Awareness Campaign and Launched in July in coordination with the Launch of 988, which resulted in two media follow ups/stories.
- Participated in two Life Side Ohio Advisory committee meetings. Life Side Ohio is a suicide prevention campaign focused on hunters/gun enthusiasts, veterans and public safety professionals with access to firearms.
- Scott spoke at NAMIWalks in September, which had over 300 walkers.
- Board members and staff attend the Women's Recovery Center, Miracles of Recovery Breakfast in September.
- Maggie Tolbert was honored as a Top Nurse at a ceremony attended by ADAMHS Board of Directors and staff in September. She was also honored with a proclamation at the September General Board meeting.
- A proclamation was presented to Mike Matoney for his Semi-Retirement from New Directions at a Recovery Month event in September.
- Scott, Maggie, Dr. Koblentz, and Erin participated in a 3rd DCFS Summit to create solutions for children in the DCFS System and determined funding partnerships between systems.
- Beth introduced Star and Clare to a graduate student, who is doing a capstone project on harm reduction in Faith Communities.
- Convened three harm reduction data sharing meetings to reduce overlap of distribution.
- Received \$1,148,724.75 in SOR 2.0 Carry Over funds for a harm reduction project and facilitated work to bring five naloxone vending machines, 447 emergency access naloxone cabinets, overdose sensors and buttons as well as a localized Brave app and naloxone for machines and cabinets to Cuyahoga County.

- Participated in harm reduction advocacy meetings with Downtown Cleveland Alliance, the Hotel Association and CMHA.
- Presented on the Opioid Epidemic and harm reduction efforts to the Community Based Correctional Facility (CBCF) Board and City of Lakewood Leadership.
- Leshia Yarbrough-Franklin was appointed to the Statewide Recovery Housing Systematic Improvement Advisory Committee.
- Scott was featured in Cleveland State University's alumni magazine for his recognition as Cleveland Magazine's 500 most Influential People in the Community.
- Scott and Maggie attended OhioMHAS Director's Summit in August.
- Assisted with coordination of registration and marketing for Hoarding Connection Conference.
- Continued leadership in local task forces and coalitions:
 - Cuyahoga County Suicide Prevention Coalition
 - Eliminating Structural Racism in Behavioral Health Care Work Group (Name change to ESR Advisory 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
 - Overdose Fatality Review Committee
 - Homicide Fatality Review Committee
- Added DEI spotlight in newsletter.
- Supported the CEO in educating various groups on the Diversion Center through presentations.
- Attended The City Club of Cleveland's "Answering the Call for Crisis Care Change" in September, where Scott opened the City Club meeting, and a panel of local experts spoke on how the full crisis response system is pursuing alternatives to traditional police response, like care response, diversion, co-responder teams of police with mental health workers, and, of course, the 988 crisis hotline for mental health or addiction.
- Started attending "3C" (Cincinnati, Columbus, Cleveland) discussions about care response regarding models and lessons learned for health-first, non-police response to behavioral health needs.

- Shared Cuyahoga Community College's Invitation to their Interfaith Leaders Town Hall and Luncheon with the Faith Program Providers.
- Shared Cuyahoga Job and Family Services' Virtual Community Partner Conversations/Workshops with providers.
- Attended a 99Treasures Arts & Culture's 25th Year Peace Camp Celebration.
- Collaborating with a Cleveland State University intern student to train faith community members on Narcan use and to distribute Narcan information.
- Continue collaboration with DEI Consultant to gather community input and strategic planning sessions; DEI strategic implementation plan released; consultation contract continued for implantation of plan and training.
- OACBHA and Scott met with Senator Dolan to review gun safety bill for mental health language expertise.
- Clare attended Violent Crime Reduction Collaboration Board meetings with the City of Westlake.
- Prepared for and marketed the Roads to Recovery Conference.
- Care Response model advocacy continued in media and at public discussions.
- Participating in Cleveland Municipal Drug Court Gala Planning Committee.
- Joined MRSS Community Coordination and provider meetings to help plan and promote public education and marketing; created and shared localized flyers; working on an educational program with CWRU university for November featuring Erin.
- Served as a National Voter Registration Day partner and distributed information related to individuals with disabilities and voting.
- Collected nominations to honor frontline behavioral health workers as part of the Statewide Appreciation Week.
- Clare and Star continued Career Chats for CMSD PACE Program.
- Maggie spoke about Trauma informed Care at the Gun Violence Summit.
- Met with National Healing Community Studies researchers related to fentanyl test strips and Naloxbox programs to determine how these programs could be shared in other counties.
- Began participating in SPFRx advisory group for substance use prevention to share Cuyahoga County perspective and data.

- Began participating in Community Collective Impact Model for Change (CCIM4C) work group related to reducing social determinants of health through prevention and DEI efforts to share Cuyahoga County perspective and data.
- Participated in a state-led harm reduction stakeholder meeting to share local successes in harm reduction efforts.
- Participated on Teen Mental Health and Safety Summit Planning and Advisory Committee.
- Attended 31 community events and/or staffed resource tables, expanding resource dissemination in the community.
- Created new grassroots distribution partners, expanded the reach of our grassroots harm reduction distribution efforts including three churches and the Cleveland Rape Crisis Drop In Center.
- Met with Black Girl Media to discuss grassroots communications.
- Successfully promoted mail order naloxone through Thrive for OD Awareness Day, over 140 naloxone kits were mailed to Cuyahoga County residents.
- Joined a community collaboration called the Misfits who are all working on the overdose epidemic various ways from food service – pharmaceuticals and everything in-between for information sharing and dissemination.
- Participated in the grassroots, Speak easy, go hard, event in September to engage new partners.
- Scott and Bob attend County Executive Debate in September.
- Began livestreaming Board meetings.
- Worked with individuals in recovery for the treatment commercial as part of the Connection to Treatment campaign.
- Recovery Month, Overdose Awareness Day and Suicide Prevention Month information shared with media and providers.