

ADAMHS Board of Cuyahoga County 2021-2025 Strategic Plan
1st Quarter 2023 Progress Report: January – March, 2023
April 26, 2023

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.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 1.1 System Level Coordination and Planning Strategy 1.2 Provider Collaboration and Partnerships	Submitted the 2023-2025 Community Assessment and Plan (CAP) to OhioMHAS, to demonstrate local priorities across the crisis continuum and how they intersect with state and federal priorities.	<ul style="list-style-type: none"> • The submission included all components of the full plan: <ul style="list-style-type: none"> ○ a resolution from the Board of Directors approving the CAP, ○ signature page, ○ essential services inventory, ○ assessment document, and ○ plan document. 	Continuation of mental health, prevention, substance use disorder treatment and recovery services are available in the ADAMHS Board public provider network.
Strategy 1.3 Provider Diversity, Equity, and Inclusion Strategy 1.4 Ongoing Technical Assistance	<p>Administered a Diversity, Equity and Inclusion (DEI) Priorities Survey for staff and Board members, to set the direction for the DEI initiative for CY 2023. The top priorities selected were:</p> <ul style="list-style-type: none"> • Identify marginalized groups and challenges with accessing the system • Establish DEI metrics to include in evaluating the effectiveness of providers and overall service areas • Conduct annual, independent client and family feedback and satisfaction surveys 	<ul style="list-style-type: none"> • Sent surveys to 71 individuals (Board and staff) and received 30 completed surveys (42% completion). Combined those responses with results collected previously from community members through the Eliminating Structural Racism (ESR) Advisory Group sub-groups. 	Collaborative and diverse mental health, addiction and recovery support system that embeds equity and inclusion to meet the needs of residents of Cuyahoga County in a culturally responsive manner.

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Monitored Cuyahoga County Diversion Center through quarterly, monthly and weekly and/or daily meetings/contacts with ADAMHS, County, FrontLine, Oriana and Diversion Center staff, including Clinical Manager, Clinical Director of Treatment, Clinical Coordinator, Nursing Supervisor, Psychiatrist, and Executive Vice President of Operations.</p>	<ul style="list-style-type: none"> • Since the opening of the Diversion Center in May 2021 until March 31, 2023: <ul style="list-style-type: none"> ○ 2,124 contacts occurred (520 of those occurred during the 1st quarter of CY2023). “Contacts” are instances when a potential client arrived at the Diversion Center. ○ 1,105 admissions occurred, which included 738 new clients and 367 returning clients (277 of those occurred during the 1st quarter of CY2023, with 176 new and 101 returning). ○ 33 law enforcement agencies utilized the Diversion Center. ○ 306 admissions came from law enforcement (115 pre-arrest and 191 non-criminal). ○ 797 admissions came from self, family/friend, or an agency (226 of those occurred during the 1st quarter of CY2023). ○ 4.91 days average length of stay (5.35 days average length of stay during the 1st quarter of CY2023). ○ 49% of clients completed the program successfully and accepted referrals. ○ 35% of clients left on their own against staff advice. ○ 7% of clients transferred to another facility for health reasons. ○ 9% of clients completed the program but rejected referral. ○ Disposition at discharge: 21% of clients went to residential treatment; 18% to a permanent 	<p>Increased usage of the Diversion Center.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<p>living situation; 18% to a temporary living situation; 4% to a psychiatric hospital; and 4% to a hospital for health.</p> <ul style="list-style-type: none"> • Monthly meetings with the service providers for the Diversion Center (FrontLine, University Hospitals, Oriana House). • Provided technical assistance regarding intake process, client movement, environmental issues, structuring the milieu, and notifications to system partners and family members. • Supported Oriana House, identifying need to provide outside trauma and grief support for Diversion Center staff. • Connected Diversion Center with hospital administrators to facilitate a clear understanding of the goal and mission of the Diversion Center, including a tour of the facility with a comprehensive description of their services. • Daily to weekly contact with the services providers for day-to-day items such as referrals/admissions/discharges/system barriers, etc. • Monitoring of protocols. • Informed the community about the Diversion Center – i.e., Hopkins Airport administration, Behavioral Health Division of the City of Cleveland, family members. 	<p>Improved communication with providers and performance of the Diversion Center to divert clients from incarceration and further crisis.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Provided Crisis Intervention Team (CIT) training to law enforcement</p> <hr/> <p>CIT Trainings provided to Community Partners</p>	<ul style="list-style-type: none"> • 17 agencies (excluding Cleveland Division of Police) sent 46 officers and 11 dispatchers to training. Five sessions were held between January and March 2023. Departments attending included: <ul style="list-style-type: none"> ○ Berea Police Department ○ Brooklyn Heights Police Department ○ Cleveland Airport ○ Cleveland Heights Police Department ○ Cleveland Public Library ○ Cuyahoga County Sheriff's Department ○ Highland Heights Police Department ○ Independence Police Department ○ Lakewood Police Department ○ Lyndhurst Police Department ○ Middleburg Heights Police Department ○ North Olmsted Police Department ○ Olmsted Township Police Department ○ Parma Police Department ○ Solon Police Department ○ Strongsville Police Department ○ Woodmere Police Department • Held one CIT training per Settlement Agreement with the Cleveland Division of Police for 18 officers <hr/> <ul style="list-style-type: none"> • 31 participants from 12 agencies attended three trainings. Agencies included: <ul style="list-style-type: none"> ○ Cuyahoga County Public Library ○ Cleveland Municipal Court 	<p>Law enforcement officers can identify and address serious mental illness, reducing stigmatization and directing individuals with mental illness to needed treatment programs and away from arrest.</p> <p>Law enforcement is aware of and understands how to utilize the Cuyahoga County Diversion Center as a resource to help individuals living with mental illness and/or addictions.</p> <hr/> <p>Community partners are engaging and supporting people in crisis and lessening dependence upon police and using alternative resources like the Diversion Center.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> ○ NORA Inc. ○ Cuyahoga County Probation ○ NAMI Greater Cleveland ○ May Dugan Center ○ Greater Cleveland Regional Transit Authority ○ Cleveland Public Library ○ Cleveland Auxiliary Police ○ Christ Culture Church ○ Canopy Child Advocacy Center ○ Cuyahoga Board of Developmental Disabilities 	
	Roll Calls to Law Enforcement Agencies	<ul style="list-style-type: none"> ● 259 officers from 10 law enforcement agencies were trained on the use of the Diversion Center through 29 Roll Calls: <ul style="list-style-type: none"> ○ Fairview Park: 2 roll calls, 8 officers ○ Shaker Hts.: 2 roll calls, 24 officers ○ Berea: 2 roll calls, 21 officers ○ North Royalton: 3 roll calls, 34 officers ○ CWRU: 2 roll calls, 20 officers ○ Strongsville: 4 roll calls, 44 officers ○ South Euclid: 3 roll calls, 22 officers ○ Lakewood: 4 roll calls, 48 officers ○ Village of Highland Hills: 1 roll call, 5 officers ○ Euclid: 6 roll calls, 33 officers 	Officers are aware of and will use the Diversion Center as an appropriate resource.
	ADAMHS Board Training Institute sessions	<ul style="list-style-type: none"> ● 180 individuals attended six Training Institute sessions between January and March 2023: <ul style="list-style-type: none"> ○ 59 identified as African American/Black ○ 106 identified as white ○ 7 identified as two or more races ○ 1 identified as Asian ○ 8 identified as Hispanic/Latino 	<p>Behavioral health workers, clients, family members and the public are well-versed in essential mental health, addiction and recovery topics.</p> <p>Credentialed behavioral health workforce.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	Special and Grant Training Sessions including Gambling Awareness, Question, Persuade and Refer: Suicide Prevention, Mental Health First Aid, Trauma Informed Care and Addiction Awareness.	<ul style="list-style-type: none"> • 334 individuals from five organizations (Drug Court, Parma Police Department, Hyland Software, Cleveland Fire Department and Towards Employment) attended seven trainings between January and March 2023: <ul style="list-style-type: none"> ○ 26 identified as African American/Black ○ 79 identified as white ○ 2 identified as Hispanic/Latino ○ 227 did not disclose 	Staff from local organizations and businesses understand how behavioral health issues may impact their work.
	Advocated for a diverse client population and addressed findings of client rights violations with provider agencies.	<ul style="list-style-type: none"> • Investigated 18 formal grievances. 	Client rights are respected.
	Through the Mental Health/Developmental Disability Subcommittee, helped develop and conduct a panel discussion for a public forum of the impact of visible and invisible disabilities.	<ul style="list-style-type: none"> • Recruited two ADAMHS Board clients to serve as panelists. • 45 community members joined the Zoom call to have this discussion regarding visible and invisible disabilities. 	ADAMHS Board client has become a member of the subcommittee as an advocate for persons with visible and invisible disabilities. Improved quality of life for community members with visible and invisible disabilities.
	Conducted focus discussions during monthly client rights officers' meetings with topics including cultural competence and ensuring diversity of staff for the agency's client population.	<ul style="list-style-type: none"> • Three meetings focused on case discussions and the outcome of CY 2022 client rights data. 	Agency CROs are better equipped to handle challenging client rights cases and are more comfortable contacting ADAMHS Board CROs with questions and concerns.
	Conducted new quarterly Client Rights Officer orientation.	<ul style="list-style-type: none"> • Educated 50 new agency CROs and staff interested in learning about client rights. 	Agency staff are more educated and prepared to address client rights issues at their agency.

Strategies	Action(s)	Performance Measures	Outcomes
	Conducted the 2-Month Probationary Period Review for New Programs to ensure successful implementation of the ADAMHS Board’s new programs.	<ul style="list-style-type: none"> 92% of new programs were assessed as progressing sufficiently. 	New programs are more successful due to frequent monitoring and technical assistance during the first six months as an ADAMHS Board provider.
	Met individually with staff from The Centers, Catholic Charities, and Beech Brook to discuss QI/Evaluation reporting requirements.	<ul style="list-style-type: none"> QI/Evaluation met in three separate virtual meetings with Provider staff to review reporting for WiseHive and various outcome assessment tools. 	Providers have clear understanding of what is expected in terms of QI and Evaluation reporting due to the Board.
	Collaborated with all ADAMHS Boards in Ohio who utilize GOSH to identify and solve issues related to the Ohio Department of Medicaid (ODM) new billing platform.	<ul style="list-style-type: none"> Contributed to collaborative discussions encompassing 10 meetings and 40 huddles with other Boards and communicated with ODM while conducting extensive testing. 	Produced a temporary workable solution to acquire the necessary information to effectively process claims and enrollments.
	Optimized response time to providers seeking technical assistance via “ticketing system.”	<ul style="list-style-type: none"> ADAMHS Board IT staff have restructured the support email configuration to better track provider requests. 	100% of all support tickets are now completed immediately.
	Collaborated with partner agencies, led various meetings, and provided technical assistance as needed.	<ul style="list-style-type: none"> Provider collaboration/partnership activities: <ul style="list-style-type: none"> Facilitated monthly Mobile Response and Stabilization Services (MRSS) provider meeting. MRSS served more than 120 clients, with more than 60 children/adolescents maintained in their homes with a safety plan. Collaborated with provider agencies to provide crisis/trauma services to students in response to a shooting near John Adams High School. 	Enhanced services to clients through partnerships and collaboration.

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> ○ Participated in community case conferences to assist with clients that are re-entering the community and assist with removing any barriers to services. ○ Provided training to over 100 individuals during the January All - Provider meeting on January 24, 2023, regarding the Eliminating Kickbacks in Recovery Act (EKRA), which is a federal statute enacted to prevent profiteering from the opioid epidemic. ○ Provided training to 28 individuals during the ADAMHS Board School Based Mental Health System meeting on February 23, 2023, regarding delivering behavioral health services using public funding to the immigrant population with various immigration statuses, including undocumented immigrants. ○ Participated in a Multi-Agency Summit that included representatives from local provider agencies, law enforcement and hospitals to discuss cases and share ideas that will assist with disruptive clients in the community and connect clients with needed services. ○ Worked with the Crisis Stabilization Unit (CSU) to re-open all beds that were closed due to COVID to 	

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		<p>increase access to the services offered.</p> <ul style="list-style-type: none"> ○ Met with The Centers’ Behavioral Health Urgent Care (BHUC) to provide technical assistance as the BHUC develops a Suicide Care Pathway to improve access to care for clients experiencing moderate to high suicide risk. ○ Met with school-based mental health providers, school district representatives, and the Educational Service Center (ESC) of Northeast Ohio to coordinate and improve the delivery of school-based consultation and prevention services. ○ Collaborated with NAMI Greater Cleveland, YouthMOVE Ohio, provider agencies, and community organizations to plan and obtain funding for a youth-led advisory group to address the behavioral health needs of their peers in Cuyahoga County. ○ Collaborated with Thrive Recovery Services and offered the online OhioMHAS 40-Hour Peer Recovery Supporter Training. Eighteen (18) participants attended the training in February. ○ CEO, Program and other board staff collaborated with Future Directions and members to share information about peer support services and 	

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		<p>employment services on site at the ADAMHS Board.</p> <ul style="list-style-type: none"> ○ CEO and Program staff continued to meet with the leaders of Cuyahoga County’s child-serving systems to plan, coordinate and develop strategies to address the ongoing placement crisis for children with multi-system needs who are in the custody of Department of Children and Family Services (CCDCFS). ○ Worked to facilitate transition of Forensic Monitoring and Conditional Release Unit services from Recovery Resources to Murtis Taylor. Staff facilitated meetings, client outreach, provided technical assistance and collaboration between systems and agencies. ○ Program staff met with 10 new providers on a bi-weekly basis as part of the new program probationary period. Assessed progress on staffing, clients served, DEI goals and overall execution of programs. ○ Special Projects staff provided ongoing technical assistance to faith-based providers, including probationary meetings with “It’s Not a Moment, It’s a Movement.” ○ Program staff participated in 53 partnership activities that addressed a variety of issues 	

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		including: trauma-informed care, housing for behavioral health clients, employment services, peer services, youth re-entry, crisis services, Early Childhood Mental Health (ECMH) access, suicide prevention, Ohio Recovery Housing certification, problem gambling and youth homelessness.	
	Provided technical assistance to contract providers regarding proper billing procedures.	<ul style="list-style-type: none"> • Met monthly with Oriana House Chief Financial Officer and finance staff regarding Medicaid billing for the Diversion Center. • Financial procedures on invoicing/billing provided to MRSS provider (Bellefaire JCB), Access to Wellness provider (The Centers), and OhioGuidestone 	Fiscal stability of providers through timely billing and adherence to billing procedures.
	ADAMHS Board and MetroHealth partnership development.	<ul style="list-style-type: none"> • CEO of ADAMHS Board and new CEO and COO of MetroHealth met to discuss partnership. 	Positive working relationship between the ADAMHS Board and MetroHealth, and also with St. Vincent, to benefit the behavioral health of clients.
	ADAMHS Board, MetroHealth and St. Vincent Charity Health System partnership.	<ul style="list-style-type: none"> • Leadership and Consultant of the ADAMHS Board met with leadership of MetroHealth and St. Vincent Charity Health System. 	
	ADAMHS Board and new County Administration partnership.	<ul style="list-style-type: none"> • CEO and staff met with new County Executive to introduce the workings of the ADAMHS Board. 	Positive working relationship with new County Administration.

Strategic Goal 2 - Measuring Impact: Measure and evaluate our performance and impact through stronger partnerships with our clients and providers.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 2.1 Utilization of Client Feedback	Through Adult Protective Services (APS), participated in a collaborative to learn about and provide feedback about particularly challenging cases/clients of other county agencies.	<ul style="list-style-type: none"> The collaborative includes close to 150 diverse professionals from a variety of behavioral health backgrounds to discuss two to three cases per month. 	Collaborative approach results in needed services and protections for older adults and vulnerable members of the community.
Strategy 2.2 Provider Accountability, Data Collection, and Analysis	Presented a new policy, "Subrecipient Monitoring for Federal Grants," during the March Planning and Oversight Committee.	<ul style="list-style-type: none"> Created a policy mirroring a federal regulation for monitoring of subrecipients of federal grants based on a pre-award risk assessment. 	<p>ADAMHS Board will be able to better implement federal grant funded programs by using risk-based monitoring of its subrecipients.</p> <p>The ADAMHS Board is better positioned for audits by having a written policy.</p>
	Worked with providers to eliminate erroneous accounts of former staff who have/had access to the GOSH billing system.	<ul style="list-style-type: none"> Compiled a roster of users, which was provided to ADAMHS Board Compliance Officers to respective agencies for verification of continued account requirements in GOSH resulting in the removal of twelve inactive accounts. 	Ensures access to GOSH for authorized users only, enhancing security and reducing the risk of fraud.
	Held Monitoring and Evaluation Workgroup Meeting with Providers	<ul style="list-style-type: none"> Providers were given a presentation on Client Rights, briefed on the 2022 Annual Outcome Narrative Report, informed of Compliance Assessment phases, and discussed monthly/quarterly client information in the WizeHive system. 	Providers are informed and using the current versions of monitoring and evaluation tools and are aware of upcoming Compliance requirements.
	Collected CY2022 Annual Outcomes Narrative Reports from Providers	<ul style="list-style-type: none"> Results of 2022 Operations were collected from 211 programs offered through 76 providers. 	Narratives on the results of programs are used to make better informed future funding decisions.
	Began 2023 annual Compliance assessment phases for providers	<ul style="list-style-type: none"> Staffing assessment phase began. 	Proper provider compliance with ADAMHS Board contract.

Strategies	Action(s)	Performance Measures	Outcomes
	Submitted the Mental Health Response Advisory Committee (MHRAC) 2022 Annual Report to the City of Cleveland and the public on January 31, as required by the Memorandum of Understanding that officially ended between the City of Cleveland and the ADAMHS Board in December 2022.	<ul style="list-style-type: none"> Distributed report to City of Cleveland Mayor's Office, Cleveland Division of Police, Cleveland Departments of Public Safety, Public Health and Law, Cleveland Consent Decree Monitoring Team, MHRAC members, and the wider community. 	Support data-driven decisions related to crisis response.
	Contracted with Brown Consulting to design and administer a Client Satisfaction Survey to clients of the provider network.	<ul style="list-style-type: none"> Staff participated in multiple meetings with the survey designer, and a meeting with the OhioMHAS Bureau of Quality, Planning and Research, to launch the project. 	Enhance client voice across partner systems to improve service delivery.
	Updated Probationary Program Review form to track progress on DEI efforts at new providers or programs.	<ul style="list-style-type: none"> New demographics category added to document. 	Enhance the cultural competency practices and outcomes of providers.
	Revised reporting documents for faith-based programs.	<ul style="list-style-type: none"> Staff made improvements to existing reporting documents and developed reporting documents for new providers. 	Ensure ongoing quality improvement to provider reporting process.
	Held quarterly Agency Chief Financial Officer (CFO) meeting.	<ul style="list-style-type: none"> Discussed 2023 contract and billing procedure updates. Advised provider agencies that in order to maximize our billing system (GOSH), they must access system generated reports regarding claims status. 	Provider agencies follow current financial requirements.
	Helped develop and disseminate a survey tool to assess community members' perceptions of how they are treated in respect to their visible or invisible disabilities.	<ul style="list-style-type: none"> Participated in three monthly meetings with the Mental Health/ Developmental Disability Subcommittee of the Cuyahoga County Advisory Council on Persons with Disabilities developing survey tool. 	Effective behavioral health services are delivered to our community members living with a mental health/developmental condition.

Strategic Goal 3 - Maximizing Available Funding: Maximize available funding to ensure that services are provided to the community in an effective and efficient manner.

Strategies	Action(s)	Performance Measures	Outcomes
<p>Strategy 3.1 Funding Diversification</p> <p>Strategy 3.2 Budgeting and Resource Allocation</p>	<p>Educated clients regarding the availability of Ohio Department of Mental Health and Addiction Services (OhioMHAS) funding for everyday needs for clients at the February Lunch and Learn.</p>	<ul style="list-style-type: none"> Five clients applied for this funding from OhioMHAS. 	<p>Clients are able to address their basic needs required for community stabilization such as housing, utility assistance, treatment services, food insecurity, transportation, and other services needed to maintain their sense of well-being, security, and comfort in their chosen environment.</p>
	<p>Partnered with Cuyahoga County Medical Examiner’s Office for the Bureau of Justice Assistance (BJA) Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) grant to submit a grant application to fund the ADAMHS Board’s OUD Specialist.</p>	<ul style="list-style-type: none"> Medical Examiner’s Office submitted the BJA COSSUP grant March 28, 2023. 	<p>Outcome is still pending, but if the Medical Examiner’s Officer is awarded the BJA COSSUP grant, the ADAMHS Board would receive \$270,938.82 in funding, starting October 1, 2023 through September 30, 2026, for the ADAMHS Board’s OUD Specialist.</p>
	<p>Conducted legislative advocacy related to the State budget.</p>	<ul style="list-style-type: none"> Staff and Board members participated in the OACBHA Legislative Advocacy Day. Staff participated in the Mental Health and Addiction Advocacy Coalition (MHAC) Virtual Advocacy Week. CEO provided testimony before the House Finance Committee. Staff sent emails and letters to legislators. 	<p>Continuation of funding to provide mental health, prevention, substance use disorder treatment and recovery services in the ADAMHS Board public provider network.</p>
	<p>Submitted annual application for the Opportunities for Ohioans with Disabilities (OOD) Employment related case management program.</p>	<ul style="list-style-type: none"> Completed comprehensive application document to OOD to cover case management services for individuals seeking employment. The application includes input from Recovery Resources as the subcontractor. 	<p>Continued employment services for clients within our network.</p>

Strategic Goal 4 - Maintaining a High-Performing Organization: Maintain a high performing organization with solid systems support.

Strategies	Action(s)	Performance Measures	Outcomes
<p>Strategy 4.1 Systems and Infrastructure</p> <p>Strategy 4.2 Professional Development and Training</p>	<p>Implemented a new backup solution that is integrated with Microsoft products such as Exchange (email), SharePoint, and OneDrive (file shares)</p>	<ul style="list-style-type: none"> • After testing several options, IT staff deployed Veeam backup solution and performed extensive testing and troubleshooting. 	<p>Enhanced system-level coordination and planning of IT infrastructure, ensuring critical data is protected and available when needed.</p> <p>A current knowledge of emerging technologies and industry best practices.</p>
<p>Strategy 4.3 Succession Planning</p>	<p>Staff participated in training for further professional development.</p>	<ul style="list-style-type: none"> • Trainings staff participated in: <ul style="list-style-type: none"> ○ Impact of Gambling training series held at The Centers. ○ SAMHSA’s Prevention Day and the Community Anti-Drug Coalitions of America (CADCA) conference in Washington, D.C. ○ Ohio Suicide Prevention Foundation training on topics including coalition budgeting; gambling and lethality; racial equity and suicide prevention; and the Sources of Strength evidence-based curriculum. ○ Virtual Learning Series on “Federal Health Privacy Laws: Basics for School Professionals.” ○ Ohio Recovery Housing 2023 Annual Conference, with topics including Equity and Equality Recovery Housing for LGBTQ, Financial Coaching, MAT, prescriptions and OTC drugs in a Recovery House, Recovery Community Organization (RCO’s) and Recovery Housing and Smart Recovery Life Skills. ○ OhioMHAS and Ohio Recovery Housing (ORH) Oxford House (Recovery Housing Model) virtual 	<p>Informed ADAMHS Board staff.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<p>learning session for ADAMHS Boards.</p> <ul style="list-style-type: none"> ○ Cuyahoga County Job and Family Services workshops, webinar, and community forums, Benefits Sessions and “Understanding Mental Health Insurance Benefits,” and shared updates staff and provider agencies. ○ Various health and racial equity learning opportunities, including the Cleveland State University Project 400 Conference and the Monthly Equity and Inclusion Learning Community Training Series. 	
	<p>Director of Risk Management enrolled in Cleveland State University’s Leader Academy 32 and participated in the three sessions scheduled for the first quarter of 2023.</p>	<ul style="list-style-type: none"> ● Director of Risk Management participated in all-day classes with the following topics: Leadership Styles, Change Management, and Race, Equity and Inclusion. 	<p>Concepts learned throughout Leadership Academy will be applied to the management of the ADAMHS Board.</p>
	<p>Met and collaborated with representatives of Aperture Education regarding updates to the DESSA System.</p>	<ul style="list-style-type: none"> ● Board staff met twice with Aperture to discuss the impact of recent changes to the system on the Board and providers making use of it. 	<p>QI/Evaluation staff gained a better understanding of how to navigate changes and how reporting processes will need to be adjusted for this tool.</p>
	<p>IT staff regularly attend GOSH developer meetings.</p>	<ul style="list-style-type: none"> ● IT staff who have an interest in the data collection and storage of the billing system (GOSH) have been added to the monthly GOSH developer meetings and play an active role in testing. 	<p>Staff aware of upcoming enhancements to GOSH while networking with other GOSH developers and providing insights for future improvements to the claims and billing system.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	Hosted DEI Training series	<ul style="list-style-type: none"> Held the first two live online Diversity, Equity and Inclusion training sessions exclusively for staff, Board members, and employees of funded provider agencies. The Microaggressions Training had 114 participants; the Cross-Cultural Communication Training had 182 participants. 	Informed ADAMHS Board staff, Board of Directors, and provider network
	Conducted DEI Policy Review	<ul style="list-style-type: none"> Reviewed seven Board policies for equity and inclusiveness: Waiting List Management, Social Media, Recruitment of ADAMHS Board of Directors, Probationary Period for New Providers and/or New Programs, Nondiscrimination and Cultural Competency, Clients Rights and Grievance, and Contract Modification Due to Change in Funding. Results will be shared next quarter. 	Recognized commitment to Diversity, Equity and Inclusion
	Researched digital health products for the behavioral health field.	<ul style="list-style-type: none"> Staff attended information sessions with CHES Health Connections App, Eleos Health, Anchor4me App. 	Enhanced knowledge of staff on emerging technologies that may influence the behavioral health field.
	Provide fiscal feedback to partner systems and provider agencies.	<ul style="list-style-type: none"> Held quarterly meeting with the Cuyahoga County Office of Budget and Management Administrator to review the ADAMHS Board allocation from the County Levy and discuss how levy funds are utilized to meet the needs of citizens within the County. Participated with multiple boards and GOSH administration to review and identify problematic issues regarding the newly implemented Medicaid electronic eligibility process in partnership with Deloitte that went into effect 2/1/2023. 	<p>Enhance collaboration with the County Fiscal Office.</p> <p>Boards and GOSH Administration continue to work together to identify new solutions for more efficient processing of the newly implemented Medicaid eligibility format that is received from the state. Identified issues with potential solutions continue to be communicated to the state for consideration.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Rev. Benjamin F. Gohlstin, Sr., past Board Chair and current Board Member, received 2023 Pastor of the Year Award.</p> <p>Rev. Max M. Rodas Appointed to HealthComp Foundation Board of Directors</p>	<ul style="list-style-type: none"> • Rev. Benjamin F. Gohlstin was named 2023 Pastor of the Year from the Cleveland Chapter of the Southern Christian Leadership Conference (SCLC). Rev. Gohlstin received this award during the Twentieth Annual Dr. Martin Luther King, Jr. Scholarship Event for his dedication and service to both the religious and civic communities here in Cuyahoga County. • Board member Rev. Max M. Rodas was appointed to the HealthComp Foundation Board of Directors for a three-year term for demonstrating a commitment to health equity and empowering those facing barriers of language, racism and poverty. 	<p>Respected Board Directors regarded as experts in their field.</p>
	<p>Conducted Board of Directors Self-evaluation</p>	<ul style="list-style-type: none"> • Results of the Board’s Self Evaluation were presented: <ul style="list-style-type: none"> ○ 13 out of 17 Board Directors participated. ○ A majority of Directors are satisfied with the workings of the Board. ○ There were a few areas that were identified as needing additional attention. ○ No Directors felt unsatisfied. ○ Several Directors shared personal goals to improve their involvement on the Board. 	<p>Board Directors that know areas of strength and growth.</p>
	<p>Review of bylaws</p>	<ul style="list-style-type: none"> • Created a Bylaws Ad-hoc Committee and presented revisions to the General Board for adoption. 	<p>Board Directors who are compliant with bylaws.</p>

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.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 5.1 Strengthen the Talent Recruitment Pipeline Strategy 5.2 Diverse Recruitment and Retention Strategies	Conducted outreach at student career fairs.	<ul style="list-style-type: none"> Staff attended the Fairview Park Middle/High School Career Night. 	Promote a prepared and engaged future behavioral health workforce.
	Partnered with local college to support those interested in joining the behavioral health workforce.	<ul style="list-style-type: none"> Serve as Community Preceptor for a Cleveland State University student's Capstone Project on suicide in the Black/African-American population. 	
	Partnered with local experts in workforce or career awareness.	<ul style="list-style-type: none"> Participated in a mental health workforce discussion convened by Ohio Means Jobs. Presented the Board's workforce efforts to the Infant, Early Childhood Mental Health Funders Task Force. Participated in multiple meetings for the Greater Cleveland Career Consortium Employer Engagement Workgroup. 	Align workforce efforts across partner agencies.
	Reviewed job descriptions from provider agencies to identify bias and improve equitable hiring.	<ul style="list-style-type: none"> 15 provider agencies provided 79 job descriptions. Results will be available next quarter. 	A diverse behavioral health workforce.

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.

Strategies	Action(s)	Performance Measures	Outcomes
<p>Strategy 6.1 Strengthen Brand Awareness</p>	<p>Upgraded audio/video equipment in the Ohio Room to optimize the live stream experience for members of the public who may not wish to attend in person.</p>	<ul style="list-style-type: none"> Worked with several vendors who specialize in audio/video equipment and enhancements. Researched current technologies and available options tailored to the ADAMHS Board’s specific needs. 	<p>Maximize public awareness through live stream Board meetings.</p>
<p>Strategy 6.2 Advocacy and Thought Leadership</p>	<p>Strengthened or created opportunities to collaborate with community groups and organizations through forums, speaking engagements and events.</p> <p>ADAMHS Board of Directors, CEO and Staff were visible in the community.</p>	<ul style="list-style-type: none"> Held the February General Meeting at Front Steps, to showcase provider agencies to the Board of Directors and the community at large. CEO recorded a video testimonial that played at the Cuyahoga Homeless Continuum Strategic Plan Release Event at The City Club of Cleveland. CEO provided testimony to the House Finance Committee in support of the OhioMHAS budget requests. CEO, staff, Board members and providers participated in the OACBHA Advocacy Day, meeting with several legislators: Senator Matt Dolan, Senator Kent Smith, Senator Nickie Antonio and Representatives Brennan, Brewer and Forhan as well as aides from the offices of Representatives Dell’Aquila, Patton, and Skindell. CEO and staff met with an aid from Representative Sweeney’s office as part of the MHAC Advocacy Days The Board approved the 2023 Advocacy Action Agenda. CEO attended the Stella Maris Public Officials breakfast and advocated for 	<p>Positive Community Impact through thought leadership and subject matter expertise.</p> <p>Meaningful partner contacts with non-funded partner organizations or groups.</p> <p>Clients informed about available and related services in the community.</p> <p>Community informed about the ADAMHS Board of Cuyahoga County.</p>

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		<p>local behavioral health needs with several elected officials.</p> <ul style="list-style-type: none"> • Staff presented 2022 Year-End Diversion Center data to the Diversion Board. • Staff taught interviewers best practices at the Comprehensive Opioid, Stimulant, and Substance Abuse Program's (COSSAP) Overdose to Action Grant's Overdose Fatality Review Next of Kin (NOK) Interview Training. • Staff provided education on Class 2 Residential Facilities and the Residential Assistance Program (RAP) at the NAMI Greater Cleveland community education presentation, "Adult Care Facilities: Understanding Options for Care." • Staff participated in the Universal Health Aid Roundtable Panel Discussion "Combatting the Ohio Opioid Epidemic" at Case Western Reserve University. • ADAMHS Board hosted a 16-member international delegation focused on addressing the needs of youth. The delegates were sponsored by the U.S. Department of State's International Visitor Leadership Program in partnership with the Cleveland Council on World Affairs, and included politicians, a public defender and legal advisors, non-governmental organization (NGO) leaders, advocates, an economist, and a school psychologist. The conversation with ADAMHS Board staff ranged from suicide prevention, to outreach to specific populations, advocacy, funding, and supports for youth who are incarcerated. 	

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		<ul style="list-style-type: none"> • Staff joined the Prevention sub-committee of Stand Together Against Neighborhood Crime Everyday (STANCE) convened by the Office of the United States Attorney, Northern District of Ohio. • Staff attended a Care Response local site visit with other participants from Magnolia Clubhouse, Policy Matters Ohio, REACH NEO, the Mental Health and Addiction Advocacy Coalition (MHAC), and consultants from R Strategy Group. • Staff participated in the “Thriving Youth Summit” to end Human Trafficking. • Sponsorships: <ul style="list-style-type: none"> ○ Cleveland Conversation Series about the Impact of Police Violence on the Mental Health of the Black Community, <i>You are my Sister</i>, March 23 ○ Hosted in partnership with Stella Maris and St. Malachi Ministry, the Addiction Awareness for the Family Workshop on March 30 ○ The Impacts of Gambling Training, March 28 • 66 media appearances • 123,772 social media impressions • Staff conducted 14 speaking engagements • Convened three harm reduction data sharing meetings to reduce overlap of distribution • Continued leadership in state and county local task forces and coalitions: 	

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		<ul style="list-style-type: none"> ○ Cuyahoga County Suicide Prevention Coalition ○ Cuyahoga County Opiate Task Force. ○ Eliminating Structural Racism Advisory Group to the ADAMHS Board ○ 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 ○ OACBHA Executive Committee. ○ Thrive Outreach partnership meetings ○ Overdose Fatality Review Committee meetings ○ Homicide Fatality Review Committee Meetings ○ Community Based Correctional Facility (CBCF) Board ○ Family Children First Council (FCFC) and its Executive Board ○ Corrections Planning Board ○ City of Cleveland Drug Court Advisory Board ○ Child Fatality Review Committee Meetings ○ Behavioral Health Juvenile Justice (BHJJ) Targeted Reclaim ○ Youth Homelessness CCP Committee Meetings ○ Opiate Fatality Review Committee (OFR) 	

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		<ul style="list-style-type: none"> ○ Fetal Infant Mortality Review (FIMR) ○ Cuyahoga Fatherhood Initiative Steering Committee ○ Safe Babies Court Active Community Team ○ Northeast Ohio Chapter of Infant Mental Health ○ Educational Stability Network meetings ○ Ohio Disparities and Cultural Competency Advisory Board ○ Ohio Latino Mental Health Network ○ Cuyahoga College Campus Mental Health Coalition ○ YRBS Community Advisory Committee ○ OhioMHAS Advisory Board for Strategic Prevention Framework for Prescription Drug Misuse (SPF Rx) ○ Cleveland Homicide Review Commission ○ Ryan White Council ○ AIDS Funding Collaborative ○ Greater Cleveland Coordinating Response to Human Trafficking ○ Hoarding Connection of Cuyahoga County ○ Healing Community Study Advisory Board ○ Cuyahoga County Problem Gambling Coalition ○ Cuyahoga County Opiate Task Force ○ Notice of Funding Availability (NOFA) Review Committee 	

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		<ul style="list-style-type: none"> ○ Stand Together Against Neighborhood Crime Everyday (STANCE) ○ Office of Homeless Services Board 	
	<p>Held three client Lunch and Learn sessions at several provider agencies in the county to showcase the diversity of agency offerings in the community.</p>	<ul style="list-style-type: none"> ● 30 – 40 clients participated in each Lunch and Learn session. 	<p>Clients are more familiar and knowledgeable about the different services available in the community.</p> <p>Clients better understand the role of the ADAMHS Board, its social media presence, client rights and other peer support programs.</p>
	<p>Conducted 988 Education and Outreach through Suicide Prevention Coalition.</p>	<ul style="list-style-type: none"> ● As part of the “Sustaining and Supporting Ohio’s Suicide Prevention Coalitions” Community Coalition Action Theory (CCAT) project, the ADAMHS Board received a small grant for 988 materials. Members of the Suicide Prevention Coalition (SPC) used their personal and professional networks to start conversations about 988 and suicide prevention and distributed: <ul style="list-style-type: none"> ○ 300 tote bags ○ 1,000 magnets ○ 1,500 popsockets ○ 750 wallet cards ○ 100 fact sheets ○ 20 posters ● SPC members reached: <ul style="list-style-type: none"> ○ 33 locations ○ 22 zip codes in Cuyahoga County ○ 32% of materials were distributed in zip codes identified as high risk. 	<p>Public is informed about available and related services in the community.</p>

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	Participated in a planning team for a series of events on the "Impact of Police Violence on the Mental Health of the Black Community."	<ul style="list-style-type: none"> Two community conversations were conducted, one for Black women and one for Black men. 	Public is informed about available and related services in the community.
	Developed visuals to inform Board partners and the public of the race and gender demographics of leadership and employees.	<ul style="list-style-type: none"> Shared two infographics showing the race and gender demographics of Board members and staff in Board meetings and in the newsletter. 	Ensure that all Board communication reflects DEI as a priority.