

**ADAMHS Board of Cuyahoga County 2021-2025 Strategic Plan**  
**3<sup>rd</sup> Quarter 2023 Progress Report: July, August & September 2023**  
**November 15, 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	Advocated for a diverse client population and ensured client rights were being respected and addressed findings of client rights violations with provider agencies.	<ul style="list-style-type: none"> <li>Investigated 15 formal grievances.</li> </ul>	Clients' voices were heard, and their rights respected.
	Creation of collaboration spreadsheet between the IT Department and the Claims/Enrollment Department to track 270/271 file submissions to Deloitte and 99B file submissions to OhioMHAS.	<ul style="list-style-type: none"> <li>Real-time visibility measures how quickly information regarding the progress of 270 and 99B files is updated, highlighting any possible delays in processing. Tracks the number of claims and enrollments currently in process and where they stand in the cycle.</li> </ul>	Improved workflow efficiency: with a one-shot view of the progress of 270 and 99B files, the IT and Claims departments can identify and address delays in real-time, leading to faster processing and reduced workflow bottlenecks. It allows for faster claim processing, reduced error rates, better compliance, and management of backlogs.
	Conducted <b>various assessments</b> of the provider network and services: <ul style="list-style-type: none"> <li><b>Client Satisfaction Survey</b></li> <li><b>Workforce Survey</b></li> <li><b>Racial/Health Equity Analysis</b></li> </ul>	<ul style="list-style-type: none"> <li>Draft versions of reports available for staff review, with final reports expected in the fourth quarter or 2023.</li> </ul>	Community that has its behavioral health needs met in a <b>culturally responsive</b> manner through a collaborative and diverse mental health, addiction and recovery support system that <b>embeds equity and inclusion</b> .

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Launched Planning Phase of Community Needs Assessment with RAMA Consulting</p>	<ul style="list-style-type: none"> <li>CEO, Chief Strategy and Performance Officer, and Assistant Chief Clinical Officer met with consultants to confirm the timeline, priorities and process for the Needs Assessment</li> </ul>	<p>Community that has its behavioral health needs met in a culturally responsive manner through a collaborative and diverse mental health, addiction and recovery support system that embeds equity and inclusion.</p>
	<p>Collaborated with partner agencies, led various meetings, and provided technical assistance as needed.</p>	<ul style="list-style-type: none"> <li>Facilitated a bi-monthly meeting, Psychiatric Emergency Service Provider (PESP), which consists of representatives from hospitals, crisis agency, and managed care organizations, to assist with sharing resources and overcoming of barriers within the Behavioral Health system related to civil beds in Cuyahoga County.</li> <li>Participated in a monthly Domestic Violence (DV) Fatality Review Committee which includes various stakeholders throughout Cuyahoga County (Cleveland Probation, various police agencies, and Mobile Crisis Teams (MCT), to identify gaps and geographical areas in the Behavioral Health System to assist in preventing deaths occurring from domestic violence. Gaps in various community resources to assist with reduction of DV are identified.</li> <li>Collaborated with MetroHealth to assist with the planning of a Psychiatric Emergency Department (PED).</li> <li>Collaborated with Cuyahoga County Probate Court to discuss/monitor clients enrolled into the Assisted Outpatient Treatment (A.O.T.) program. Reduced recidivism of several clients with the utilization of AOT.</li> <li>Coordinates/assists area hospitals in applying for Hospital Access Funds through OhioMHAS when the regional psychiatric hospital (RPH) in</li> </ul>	<p>Enhanced services to clients through partnerships, collaboration and removal of barriers.</p>

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		<p>Northcoast Behavioral Healthcare, is full and or unable to admit civil clients due to the abundance of forensic clients.</p> <ul style="list-style-type: none"> <li>• Coordinated and collaborated with other boards to assist with linkage to appropriate services for clients re-entering Cuyahoga County.</li> <li>• Facilitated quarterly Mobile Response and Stabilization Services (MRSS) provider meeting. <ul style="list-style-type: none"> <li>○ MRSS provided face-to-face de-escalation for 70 clients, with more than 65 youths maintained in their homes with a safety plan during their involvement with MRSS in July &amp; August.</li> </ul> </li> <li>• Participated in community case coordination to assist with clients that are re-entering the community from Ohio Department of Youth Services (ODYS) and assisted with removing any barriers to services.</li> <li>• Collaborated with School Based Mental Health Providers, school district representatives, and the Educational Service Center (ESC) of Northeast Ohio to coordinate and improve delivery of school-based services to reduce duplication of prevention efforts within school settings.</li> <li>• Partnered with Early Childhood Mental Health (ECMH) Providers and Invest In Children (IIC) to reduce ECMH wait times and increase access to ECMH consultation services for families and participated on the Safe Babies Court Team Redesign Workgroup.</li> <li>• Partnered with Starting Point to plan and prepare for their role as intermediary and fiscal</li> </ul>	

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		<p>agent over the Whole Child Matters Initiative in SFY24.</p> <ul style="list-style-type: none"> <li>• Facilitated quarterly meeting with SUD and Community Prevention Providers and provided an overview of HB33 and its impact on national accreditation requirements for Prevention Providers.</li> <li>• Collaborated with Removing the Stigma, Colors+, Frontline Service, NAMI of Greater Cleveland, City of Cleveland Dept. Of Health, City of Cleveland Recreation Centers to apply for Public Health Fund of Ohio’s Youth Suicide Prevention grant. The committee plans to target services for African American and LGBTQ+ youth at higher risk for suicide in underserved neighborhoods.</li> <li>• Facilitated quarterly Peer Run Organizations and Peer Recovery Support Providers meetings for 15 providers: <ul style="list-style-type: none"> <li>○ Presentations from Thrive Peer Recovery Services and The Life Exchange Center provided information about Thrive Workforce Development Program and overview of LEC drop-in center services such as Art Therapy and transitional youth housing.</li> </ul> </li> <li>• Continued participation and collaboration with Cuyahoga’s other child serving systems to address the youth placement crisis in a subcommittee that meets every two weeks. <ul style="list-style-type: none"> <li>○ Released and scored a collaborative RFP for the development of a Children’s Wellness Campus.</li> <li>○ Attended a 2-day site visit to Hennepin County’s Health and Human Services Department in Minneapolis, Minnesota.</li> </ul> </li> </ul>	

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		<ul style="list-style-type: none"> <li>• Collaborated with Thrive Peer Recovery Services and offered the online OhioMHAS 40-Hour Peer Recovery Supporter Training to 18 participants in September.</li> <li>• Participated in quarterly statewide Opportunities for Ohioans with Disabilities Case Management Contracts Meeting. The meeting provided successful employment outcomes and contract performance.</li> <li>• Coordinated with Cuyahoga County Office of Emergency Management to address reported behavioral health concerns related to individuals who were displaced by the Terrace Towers apartment fire in East Cleveland. <ul style="list-style-type: none"> <li>○ Developed plans with crisis providers (FrontLine Service &amp; NORA) to provide crisis interventions and referrals to Terrace Tower residents in need.</li> <li>○ Frontline Service and NORA provided face to face outreach on site at various locations where residents were temporarily housed.</li> </ul> </li> <li>• Worked with Murtis Taylor and Recovery Resources to finalize transition of Forensic Monitoring/the Conditional Release Unit (CRU) from Recovery Resources to Murtis Taylor. The final planning meeting took place 7/10/23 and Murtis Taylor is now the sole provider of services to this population in Cuyahoga County.</li> <li>• Worked with Signature Healthcare on the development of an “Adam &amp; Amanda” step-down/step-up Center. <ul style="list-style-type: none"> <li>○ Six collaboration meetings with Signature Health staff to work on planning/implementation, one site visit</li> </ul> </li> </ul>	

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		<p>and two meetings with Signature Health &amp; OhioMHAS.</p> <ul style="list-style-type: none"> <li>Conducted bi-monthly Behavioral Health Supervisors meeting. The meeting provides presentations, group discussions, and ADAMHS Board updates for Board funded Behavioral Health agencies.</li> <li>Successfully concluded the Overdose Data to Action (OD2A) grant by completing 27 Next-of-Kin interviews.</li> </ul>	
Strategy 1.2 Provider Collaboration and Partnerships	Conducted focus discussions during monthly client rights officers' meetings.	<ul style="list-style-type: none"> <li>Presentation from Adult Protective Services outlining agency policies and practices and had discussions regarding three client rights cases.</li> </ul>	Client Rights Officers (CROs) are better equipped to handle challenging client rights cases and are more comfortable contacting ADAMHS Board CROs with questions and concerns.
	CEO, Chief Clinical Officer Consultant and Assistance Chief Clinical Officer met with new MetroHealth Chair of Psychiatry	<ul style="list-style-type: none"> <li>CEO, Chief Clinical Officer Consultant and Assistance Chief Clinical Officer developed working relationship with new MetroHealth Chair of Psychiatry.</li> </ul>	Collaborative efforts to improve psychiatric care in the community.
	Monitored Cuyahoga County Diversion Center.	<ul style="list-style-type: none"> <li>Quarterly, monthly, weekly and/or daily meetings/contacts with ADAMHS, county, FrontLine, Oriana and Diversion Center staff, including Clinical Manager, Clinical Director of Treatment, Clinical Coordinator, Psychiatrist, and Executive Vice President of Operations. Addressed referral and linkage processes, continuous review of safety concerns, and continued to provide coordination of services in transitioning back to the community.</li> <li>Provided technical assistance regarding intake process, client movement, environmental issues,</li> </ul>	Improved communication with providers and performance of the Diversion Center to divert clients from incarceration and further crisis.

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		structuring the milieu, and notifications to system partners and family members. <ul style="list-style-type: none"> <li>• Daily to weekly contact with the services providers for day-to-day items such as referrals/admissions/discharges/system barriers, etc.</li> <li>• Monitoring of protocols.</li> <li>• Law Enforcement/Public Safety Meeting.</li> </ul>	
	Ongoing discussion with the County about contracting with the ADAMHS Board for continued oversight and management of the Diversion Center and CIT training.	<ul style="list-style-type: none"> <li>• Numerous internal and external meetings with the County, Oriana House and FrontLine.</li> </ul>	Contract agreeable to all parties for continued operation of the Diversion Center for 2024.
	Participated in the Livable Cuyahoga strategic planning initiative after Cuyahoga County was named an Age Friendly community by the American Association of Retired Persons (AARP).	<ul style="list-style-type: none"> <li>• Approximately 200 community leaders evaluated the completed the Livable Cuyahoga needs assessments and planned actions steps towards ensuring that Cuyahoga County is an age friendly community.</li> </ul>	The committee is working towards a strategic plan to ensure that Cuyahoga County is an age friendly community.
	Collaborated with partner agencies, led various meetings, and provided technical assistance as needed.	<ul style="list-style-type: none"> <li>• Staff participated in the Positive Education Program (PEP) day-long Ideation Session related to youth mental health needs and services</li> </ul>	Enhanced services to clients through partnerships, collaboration and removal of barriers.
	Advancement of Care Response priority.	<ul style="list-style-type: none"> <li>• Conducted several meetings with public officials and partners to educate on care response.</li> </ul>	Inclusion of Care Response within the local crisis continuum of care.

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	Participation in the City of Cleveland Mental Health Response Advisory Committee.	<ul style="list-style-type: none"> <li>• Participation in the June and September MHRAC meetings.</li> <li>• Director of Education &amp; Training serves as the Chair for the MHRAC Training Committee, which met monthly and completed the 4-hour In-Service Training on Suicide Prevention and Intervention.</li> <li>• Trauma is the topic for the 2024 In-Service Training.</li> <li>• Finalizing the content for Cleveland Dispatch Training.</li> <li>• Identifying resource for Specialized Crisis Intervention Training on Personality Disorders.</li> </ul>	Better relationship and support between the Cleveland Division of Police, community and behavioral health providers.
Strategy 1.3 Provider Diversity, Equity, and Inclusion	Conducted Managing for Equity training session in Diversity, Equity and Inclusion training series.	<ul style="list-style-type: none"> <li>• Senior executives from provider agencies and the full management team of the ADAMHS Board attended the in-person leadership training with REdCon Consulting.</li> </ul>	Informed ADAMHS Board staff, Board of Directors, and provider network on DEI.
	Held Eliminating Structural Racism Advisory Group	<ul style="list-style-type: none"> <li>• RedCon facilitated meeting that included community, providers and staff who discussed ongoing Diversity, Equity and Inclusion (DEI) initiatives.</li> </ul>	<p>ADAMHS Board Diversity, Equity and Inclusion (DEI) efforts informed with community input.</p> <p>Members of the Advisory Group educated in DEI.</p>
Strategy 1.4 Ongoing Technical Assistance	Conducted new quarterly Client Rights Officer orientation.	<ul style="list-style-type: none"> <li>• Educated 50 new agency CROs and staff interested in learning about client rights.</li> </ul>	Agency staff are more educated and prepared to address client rights issues at their agency.



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	<p>Provided technical assistance to contract providers regarding proper billing procedures.</p>	<ul style="list-style-type: none"> <li>• Met monthly with Oriana House Chief Financial Officer and finance staff regarding Medicaid billing for the Diversion Center.</li> <li>• Met with OhioGuidestone regarding crisis beds paid for with state funding vs. beds paid with ADAMHS funding. Outlined the billing mechanisms for both crisis bed funding sources.</li> <li>• Met with CEO of Friendly Inn to discuss 2023 contract not being utilized.</li> <li>• Met with St. Vincent’s and MetroHealth to discuss collaborations regarding the crisis continuum of care in Cuyahoga County.</li> </ul>	<p>Providers maintain fiscal stability through timely billing and adherence to billing procedures.</p> <p>Groundwork for collaboration regarding the crisis continuum.</p>
	<p>CEO and Chief Strategy and Performance Officer met with the director of Multiethnic Advocates for Cultural Competence, Inc. (MACC), Tracy Maxwell Heard</p>	<ul style="list-style-type: none"> <li>• Board staff are well represented in community organizations.</li> </ul>	<p>Staff from organizations and businesses understand how behavioral health issues may impact work.</p>
	<p>Provided Crisis Intervention Team (CIT) &amp; Diversion Center Training</p>	<ul style="list-style-type: none"> <li>• 40 individuals participated in Crisis Intervention Team training. The departments represented are: <ul style="list-style-type: none"> <li>▪ Case Western Reserve University</li> <li>▪ Adult Parole Authority</li> <li>▪ Cleveland Clinic Hospital</li> <li>▪ Independence Police Department</li> <li>▪ Newburgh Heights Police Department</li> <li>▪ North Royalton Police Department</li> <li>▪ Westlake Police Department</li> <li>▪ Cuyahoga County Protective Services</li> <li>▪ Cuyahoga County Sheriff Office</li> <li>▪ Cleveland EMS</li> <li>▪ Bay Village</li> </ul> </li> </ul>	<p>CIT Training is an evidence based program for law enforcement and public safety personnel who engage people in crisis. This is a 40 hour training.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>▪ Euclid Police Department</li> <li>▪ Parma Police Department</li> <li>▪ U.S. Agriculture Police Department</li> <li>▪ Greater Cleveland R.T. A.</li> </ul>	
		<ul style="list-style-type: none"> <li>• 19 individuals participated in Dispatch Training. The departments represented are: <ul style="list-style-type: none"> <li>▪ Case Western Reserve University</li> <li>▪ Strongsville Police Department</li> </ul> </li> <li>• 46 individuals participated in the CIT Partnership Training. The agencies represented are: <ul style="list-style-type: none"> <li>▪ Community Members</li> <li>▪ Merrick House-Mom’s First</li> <li>▪ Thrive for a Change</li> <li>▪ Cleveland Port Of Control</li> <li>▪ Cleveland Library</li> <li>▪ Cuyahoga County Library</li> <li>▪ Downtown Alliance</li> <li>▪ Ohio Guidestone</li> <li>▪ ARC Ministries</li> <li>▪ Greater Cleveland R.T.A.</li> <li>▪ Cleveland Public Health</li> </ul> </li> <li>• 47 DCFS staff participated in the CIT Overview and De-escalation Training that was requested by the DCFS Child Watch Program.</li> <li>• 20 officers were present for Roll Call Discussion and Overview regarding the Cuyahoga County Diversion Center. Rolls calls are provided in small group during AM shift at 6:00 AM and 10:00 PM shift. <ul style="list-style-type: none"> <li>▪ University Circle Police Department</li> </ul> </li> </ul>	<p>Dispatch training is designed to provide call takers and dispatchers with updated skill based training along with information about community resources.</p> <p>The purpose of CIT Partnership Training is to provide non law enforcement people the opportunity to learn more about engaging people in crisis thus using less of police involvement.</p> <p>DCFS staff from Child Watch trained on engaging youth in crisis and de-escalation.</p> <p>Police departments are aware of the Cuyahoga County Diversion Center.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Trainings provided on a variety of behavioral health topics</p>	<ul style="list-style-type: none"> <li>● 431 individuals attended eight Training Institute sessions on the following topics: <ul style="list-style-type: none"> <li>○ Question, Persuade, Refer (QPR)</li> <li>○ SUD 101</li> <li>○ Annual Prevention Series</li> <li>○ Childhood Trauma/Suicide</li> <li>○ Drug Court Symposium</li> <li>○ Mental Health First Aid</li> <li>○ Examining Grief and Loss</li> <li>○ Suicide Prevention &amp; Intervention: A Community Conversation with Marginalized Communities</li> </ul> </li> <li>● Training Demographics: <ul style="list-style-type: none"> <li>○ 29 people identified as Caucasian/White</li> <li>○ 21 people identified as African Americans/Black</li> </ul> </li> <li>● Community Events: <ul style="list-style-type: none"> <li>○ 7/12/2023: 100 young men participated Hoops After Dark. This was a collaboration with the City of Cleveland in order to provide mental health information.</li> <li>○ 9/8/2023: 75 individuals attended the Veterans Affairs Summit. We provided information about the Cuyahoga County Diversion Center.</li> <li>○ 9/9/2023: 75 individuals attended the Case Western Reserve Health and Safety Fair. We provided information about the Cuyahoga County Diversion Center.</li> <li>○ 9/16/2023: 350 individuals attended the BrookPark Health and Safety Fair. We provided information about the Cuyahoga County Diversion Center.</li> </ul> </li> <li>● Conferences: <ul style="list-style-type: none"> <li>○ 50 individuals attended the session entitled: Exploring the Importance of CIT Partnership Training for the Community at the CIT</li> </ul> </li> </ul>	<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> <p>Night Time News was present at the Suicide Prevention &amp; Intervention: A Community Conversation with Marginalized Communities to film one of our presenters for a documentary on Sexploitation.</p> <p>Participation in community events enables the ADAMHS Board to continue to market the use of the Diversion Center to the public and law enforcement agencies.</p> <p>1,400 individuals from around the country, Canada, and Australia participated in the CIT</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<p>International Conference on August 15, 2023. The session was presented by our CIT Staff.</p> <ul style="list-style-type: none"> <li>○ 58 individuals attended the session entitled: Using CIT Data to develop Continuous Quality Improvement Information to Community Partners. Ballard presented with CWRU at the CIT International Conference on August 15, 2023 in Detroit, Michigan</li> <li>● Noteworthy: <ul style="list-style-type: none"> <li>○ Director of Education &amp; Training: <ul style="list-style-type: none"> <li>▪ Was awarded Mental Health Advocate of the Year with the National Organization for Black Law Enforcement in July.</li> <li>▪ Provided a presentation on accessing Mental Health Services to the University Circle Police Review Board.</li> <li>▪ Was a panelist for the Cleveland Municipal Court Drug Court Anniversary Luncheon.</li> <li>▪ Is a participant on the National CIT Assist Board.</li> <li>▪ Is a CIT International Board Member.</li> </ul> </li> </ul> </li> <li>● Staff provided technical assistance to over 50 individuals interested in peer support training, certification, recertification, and peer support employment opportunities.</li> </ul>	<p>International Conference. The purpose of the conference is bringing first responders, behavioral health and other entities that engage people in crisis for education and training.</p>

**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	Developed and Issued <b>Client Satisfaction Survey</b> with Brown Consulting	<ul style="list-style-type: none"> <li>Developed a <b>survey tool to determine the areas of focus, need, cultural responsiveness, and patterns of utilization</b> within the local provider network.</li> <li>Ensured proper sampling size for each level of care, demographic, etc. to include accessibility of survey to all parties.</li> <li>Identified advocacy groups and include in survey sample (i.e., client advocacy / education, etc.).</li> </ul>	Elevated client voice in the continuation and development of quality behavioral health and recovery services
Strategy 2.2 Provider Accountability, Data Collection, and Analysis	Continued the 2023 Annual Compliance Assessment	<ul style="list-style-type: none"> <li>Completed the Client Records phase and started the Financial phase of the Annual Compliance Assessment process.</li> </ul>	No serious issues noted regarding the Financial phase of the Compliance Assessment, meaning Providers are in compliance with the ADAMHS Board Core Contract.
	Held quarterly Agency Chief Financial Officer (CFO) meeting.	<ul style="list-style-type: none"> <li>Discussed calendar year 2024 budget process and stressed that billing utilization will be focus of decision making for 2024 contracts.</li> <li>Provided updates regarding state funded programming and SOS (State Opioid and Stimulant Response) funding for FFY2024. .</li> <li>Discussed IT security issues and the need to use multi factored authentication to protect the agency’s systems.</li> </ul>	Provider agencies are following current financial requirements.
	Automate GOSH Warehouse procedure to import all MITS files automatically after hours	<ul style="list-style-type: none"> <li>Execution time has significantly reduced, improving efficiency. GOSH downtime for staff has been eliminated from 3 hours to 0.</li> </ul>	Efficiency improvement  Reduced downtime to 0

Strategies	Action(s)	Performance Measures	Outcomes
			<p>Consistency: import process follows predefined rules, reducing the variability that occurs with manual process.</p> <p>Scalability: handle larger volumes of data with relative ease, making it well-suited for scaling up.</p> <p>Audit trail: maintains a detailed audit trail of all import activities.</p>
	<p>Conducted Law Enforcement Diversion Center Annual Survey</p>	<ul style="list-style-type: none"> <li>Distributed survey to all Cuyahoga County police departments to solicit feedback on their usage of the Diversion Center. Received 87 responses.</li> </ul>	<p>Collaboration with Diversion Center partners.</p>
	<p>Coordinated with the OhioMHAS Bureau of Strategic Community Planning to prepare for new statewide outcomes performance measurement system.</p>	<ul style="list-style-type: none"> <li>Solicited proposal from Clear Impact for technical assistance and data conversion services.</li> </ul>	<p>Ensuring Cuyahoga County information and accomplishments are included in state-level ongoing data collection.</p>

**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
Strategy 3.1 Funding Diversification	Awarded America Rescue Plan Act (ARPA) Crisis Capital Funding Part 2 for a Crisis Center for Cuyahoga County from OhioMHAS.	<ul style="list-style-type: none"> <li>OhioMHAS approved \$6.8 million of ARPA Funding for capital funding for a Behavioral Health Crisis Center in Cuyahoga County in partnership with the MetroHealth System.</li> </ul>	Funding will allow for expansion of the psychiatric emergency services/department with an addition of crisis intake area and a 16-bed crisis stabilization unit.
	Cuyahoga County Medical Examiner’s Office was awarded the Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) grant to implement the Overdose Fatality Review Counteractive Initiative (OFRCI) and will fund a position at the ADAMHS Board.	<ul style="list-style-type: none"> <li>The grant will cover 100% of the OUD Specialist for 3 years.</li> </ul>	Through the funding, the OUD Specialist will be able to conduct next of kin interviews to get a better understanding of the opioid epidemic for the OFRCI.
	Submitted SFY25-30 Community Capital Plan to OhioMHAS that aligns with the Community Assessment Plan.	<ul style="list-style-type: none"> <li>Ranked 19 Capital Projects for SFY25-26 where the top 2 projects will be funded. The Top 2 projects are with Hitchcock Center for Women (\$750,000) and The Center (\$1,000,000).</li> </ul>	Special populations are better served, including parents with a substance use disorder and minors in crisis and a mental health diagnosis.
	Met with OhioMHAS capital staff to discuss next steps for ARPA capital projects approve by the state.	<ul style="list-style-type: none"> <li>Specific deadlines and requirements for capital projects. Discussed match requirement for phase 1.</li> </ul>	Establish short term residential step down facility and crisis center.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 3.2 Budgeting and Resource Allocation	Preparing CY2024 budget for internal review and discussion. Held meetings with providers that will have a significant change to their contract amounts in 2024.	<ul style="list-style-type: none"> <li>Analysis of current funding utilization by contracted providers, including information gathering from agencies that are underutilizing their 2023 allocations.</li> </ul>	Making progress towards finalized CY24 budget. Final budget will be presented to Board of Directors in October.
	CEO and Executive Team offered funding recommendations for 2024.	<ul style="list-style-type: none"> <li>CEO, Executive Team and Board of Directors reviewed and decided on a strategy to continue funding providers in 2024, with some changes, and strengthen collection of provider outcomes to make decisions about funding in 2025 and beyond.</li> </ul>	Network of providers that are funded and staffed to provide quality services to the residents of Cuyahoga County.



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

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 4.1 Systems and Infrastructure	Provide feedback to partner systems and provider agencies.	<ul style="list-style-type: none"> <li>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. There will be DEI requirements for the County’s biennial budget process.</li> <li>Met with Executive Staff representative from the County and the Director of the Office of Budget and Management to further review the ADAMHS Board allocation and projected expenses and initiatives.</li> <li>Attended training regarding use of County’s data lake to access archived financial data.</li> </ul>	<p>Enhance collaboration with the County Fiscal Office.</p> <p>Enhance collaboration with the County Executive’s office</p>
	Upgraded content filtering in firewall to provide better control over access to dangerous or inappropriate content within the network.	<ul style="list-style-type: none"> <li>Accuracy: system’s ability to correctly identify and block/filter out inappropriate or dangerous content without blocking legitimate content Security: block known and emerging threats effectively, such as malware, phishing sites, other malicious content.</li> </ul>	Improved security, enhanced productivity, bandwidth optimization, improved user experience, efficient resource utilization, enhanced reporting and analytics.
	Transitioned from using SMS text for Multi-Factor Authentication (MFA) to leveraging the Microsoft Authenticator app, This proactive measure enhances our security protocols and mitigates the risk of hackers intercepting text messages and compromising staff email accounts	<ul style="list-style-type: none"> <li>100% of staff have adopted the Microsoft Authenticator app for MFA and Zero security incidents since the transition.</li> </ul>	Enhanced security, reduced risk of interception, user convenience, compliance alignment (Microsoft policy).

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Developed efficiencies and alignment within the table of organization and within unit duties:</p> <ul style="list-style-type: none"> <li>• Transitioned QI/Data/Evaluation staff to the Strategy and Performance unit (previously with Compliance unit)</li> <li>• Transitioned data-related projects from External Affairs to Strategy and Performance unit, including ongoing reporting of overdose and suicide data.</li> <li>• Transitioned harm reduction product and distribution activities to the Director of Special Projects, in partnership with the External Affairs staff for the outreach component of harm reduction efforts</li> <li>• Created a Chief Operations Officer (COO) and Director of Human Resources position in lieu of the previous Chief Administration Officer position.</li> </ul> <p>Integrated Risk Management and remaining Compliance duties into the COO position.</p>	<ul style="list-style-type: none"> <li>• Updated table of organization and job descriptions</li> </ul>	<p>Align staff expertise and unit expertise to maintain important duties and to maximize workflow.</p>
<p>Strategy 4.2 Professional Development and Training</p>	<p>Database Specialist to attend premium GOSH development training to gain the skills necessary for crafting custom SQL reports that align precisely with the unique requirements of the Board</p>	<ul style="list-style-type: none"> <li>• Report Development, data retrieval speed, documentation, and collaboration with other Boards in Ohio</li> </ul>	<p>Provide valuable insights and metrics, produce custom GOSH reports highlighting specified criteria focused on relevant data.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	Staff attended the Second Chance Act (SCA) Addressing the Needs of Incarcerated Parents and their Minor Children Grantee Convening in Washington, DC.	<ul style="list-style-type: none"> <li>• Staff collaborated with Federal Partners and other grantees throughout the US with programs aimed to address the needs of incarcerated parents and their children.</li> </ul>	Staff seen as an authority on grant issues and educated on national standards.
	CEO participated in Ohio Association of County Behavioral Health Authorities (OACBHA) Executive Retreat.	<ul style="list-style-type: none"> <li>• CEO offered input and guidance into developing OACBHA goals and objectives.</li> </ul>	OACBHA efforts in working with OhioMHAS contain issues important to the Cuyahoga County ADAMHS Board.
	Continuing staff education.	<ul style="list-style-type: none"> <li>• Staff participated in various trainings: <ul style="list-style-type: none"> <li>○ Building a Board: Planning and Implementation Strategies for Developing Youth Advisory Boards</li> <li>○ OhioMHAS Webinar: Overview of HB33 Certification and Accreditation Changes</li> <li>○ Suicide Prevention and Intervention: A Community Conversation</li> <li>○ Ohio Human Trafficking Service Standards Training</li> <li>○ OACBHA: Crisis Consultation/Crisis Learning Collaboratives.</li> <li>○ The Future of 988: Increasing Accessibility</li> </ul> </li> </ul>	An educated staff on statewide and local current and upcoming initiatives.
	Staff serving as topic experts.	<ul style="list-style-type: none"> <li>• Staff were topic experts/presentations given: <ul style="list-style-type: none"> <li>○ Cuyahoga County's School Based Mental Health Consultation and Prevention Services at the Educational Stability Network meeting in September.</li> <li>○ Teen Suicide Prevention at the South Euclid-Lyndhurst Library in September.</li> </ul> </li> </ul>	Board staff seen as experts and a source of information on mental health and substance use disorder topics.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 4.3 Succession Planning	Created a repository of Standard Operating Procedures (SOPs) for the QI/Data/Evaluation Team.	<ul style="list-style-type: none"> <li>Multiple documents developed addressing reporting and data procedures.</li> </ul>	Document institutional knowledge to prevent loss during staff transitions and retirements.
	Created a document of Standard Operating Procedures (SOPs) for the External Affairs Team.	<ul style="list-style-type: none"> <li>Document developed addressing External Affairs projects and procedures.</li> </ul>	Document institutional knowledge to prevent loss during staff transitions and retirements.

**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	Scheduled “Career Chat” opportunities with local school districts through the Greater Cleveland Career Consortium.	<ul style="list-style-type: none"> <li>Four staff members conducted 30-minute Zoom calls with students to talk about their profession.</li> </ul>	Prepared and engaged future behavioral health workforce.
Strategy 5.2 Diverse Recruitment and Retention Strategies	Chief Strategy and Performance Officer contributed to multiple coalitions and workforce meetings with: Cuyahoga Community College (Tri-C), MetroHealth, OhioMeansJobs, ECMH Funders Group	<ul style="list-style-type: none"> <li>Meetings attended and reports written.</li> </ul>	Recruit and retain a strong 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>ADAMHS Board of Directors, CEO, and staff demonstrated continued support of the community.</p>	<ul style="list-style-type: none"> <li>• Community events participated in/staffed resource tables:               <ul style="list-style-type: none"> <li>○ TBOY (Taking Back Our Youth) 1<sup>st</sup> Annual Protect</li> <li>○ Youth Mental Health Event</li> <li>○ East Cleveland Temple Baptist Church’s Community Back to School Rally</li> <li>○ City of Lakewood Division of Youth Event</li> <li>○ Cuyahoga County Family Fun Day</li> <li>○ Recovery Resources Run for Recovery</li> <li>○ Cross systems Event with City of Cleveland in collaboration with CMSD</li> <li>○ Waves of Awareness/Overdose Awareness Day</li> <li>○ VA Community Mental Health Summit – Staffed by Training</li> <li>○ Lee-Harvard Block Party</li> <li>○ Case Western Reserve University Health and Safety Fair</li> <li>○ LifeAct Move for Mental Health 5k run/walk</li> <li>○ Black Suicide Remembrance Vigil</li> <li>○ Brook Park Safety Fair</li> <li>○ DCFS Safe children, Safe Families</li> <li>○ Annual NAMI Walks</li> <li>○ Suicide Prevention &amp; Intervention: A Community Conversation with Marginalized Communities</li> <li>○ Ward 4 Community Meeting</li> <li>○ MetroHealth Multicultural Women’s Health Fair</li> <li>○ Cove Community Center</li> </ul> </li> </ul>	<p>ADAMHS Board is a supportive and collaborative partner for agencies and providers of Behavioral Health and Addiction Services.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>• Provided Information/Resources:               <ul style="list-style-type: none"> <li>○ 2<sup>nd</sup> Annual Caregivers and Caretakers "Angels of Mercy" event at on Saturday, August 26 at Church of Christ at the Boulevard.</li> <li>○ International Community Justice Association's 2023 Annual Research on Criminal Justice Conference in Cleveland, with theme "Centering People in Community Justice: Enhancing Responsivity Through Diversity, Equity, Inclusivity and Belonging," on August 20-22.</li> <li>○ 1<sup>st</sup> Annual All Guns Down Unity event at Greater Love Church on August 12.</li> </ul> </li> </ul>	
	CEO and ADAMHS Board visible in the media.	<ul style="list-style-type: none"> <li>• 45 Media Hits.</li> <li>• Social Media across all Platforms:               <ul style="list-style-type: none"> <li>○ 1,571,952 Impressions</li> <li>○ 3,066 Engagements</li> <li>○ 1,213 Post Link Clicks</li> </ul> </li> </ul>	<p>ADAMHS Board viewed as an authority in the Behavioral Health and Addiction space for media.</p> <p>Community continually informed about the ADAMHS Board initiatives and partnerships.</p>
	Hosted a Client Open-House where 32 agencies participated in educating clients on resources	<ul style="list-style-type: none"> <li>• 45 Clients participated in the Open-House event held at the ADAMHS Board offices.</li> </ul>	<p>Clients exposed to various Behavioral Health, Recovery, and Addiction resources and were educated on the services they provide.</p>
Strategy 6.2 Advocacy and Thought Leadership	ADAMHS Board CEO and staff participate on local and statewide Boards and committees.	<ul style="list-style-type: none"> <li>• Continued leadership in state, county, and local coalitions, and task forces:               <ul style="list-style-type: none"> <li>○ AIDS Funding Collaborative</li> <li>○ Greater Cleveland Coordinating Response to Human Trafficking</li> <li>○ Hoarding Connection of Cuyahoga County</li> <li>○ Healing Community Study Advisory Board</li> <li>○ Cuyahoga County Problem Gambling Coalition</li> <li>○ OhioMHAS Recovery Housing Workgroup</li> <li>○ Trauma Collaborative</li> <li>○ Child Fatality Review Committee Meetings</li> <li>○ Youth Homelessness CCP Committee Meetings</li> </ul> </li> </ul>	<p>ADAMHS Board is viewed as an authority and consistently asked to present and inform other governmental and Behavioral Health agencies on legislative updates, latest training and educational methods, and most recent innovations in care response.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>○ Case Coordination Meetings with DCFS, CCBDD, and Residential Providers</li> <li>○ Northeast Ohio Coalition for the Homeless Outreach Leaders Meeting</li> <li>○ Cuyahoga County Suicide Prevention Coalition</li> <li>○ Northeast Ohio Suicide Prevention Coalition Leaders meetings</li> <li>○ Ohio Suicide Prevention Foundation Coalition Leader meetings</li> <li>○ Fetal Infant Mortality Review</li> <li>○ Cuyahoga Fatherhood Initiative Steering Committee</li> <li>○ Safe Babies Court Active Community Team</li> <li>○ Northeast Ohio Chapter of Infant Mental Health</li> <li>○ Educational Stability Network meetings</li> <li>○ Cuyahoga College Campus Mental Health Coalition</li> <li>○ OhioMHAS Advisory Board for Strategic Prevention Framework for Prescription Drug Misuse (SPF Rx)</li> <li>○ Ohio Mental Health Network for School Success</li> <li>○ Notice of Funding (NOFA) Review Committee</li> <li>○ Homicide Review Commission</li> <li>○ Domestic Violence Review Committee</li> <li>○ Ohio Aging and Behavioral Health Alliance</li> <li>○ DCFS Placement Crisis Subcommittee</li> <li>○ MHAC Northeast SUD/Addictions Subcommittee</li> <li>○ Community Based Correctional Facility Board</li> <li>○ One Ohio Region Three Board</li> <li>○ OhioMHAS Crisis Committee</li> <li>○ Represent NEO on the OhioMHAS Certified Community Behavioral Health Clinic CCBHC Advisory Committee</li> <li>○ Behavioral Health Juvenile Justice Initiative</li> </ul>	



Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>○ Federal Heroin &amp; Opioid Action Plan Committee</li> <li>○ Competency Restoration Committee</li> <li>○ Family Children First Council</li> <li>○ Family Children First Council Executive Committee</li> <li>○ Ohio Association of County Behavioral Health Authorities Executive, Data, Finance and Governance Committees</li> <li>○ Cleveland Drug Court Advisory Committee</li> </ul>	
	Participation in Provider Strategic Planning Efforts	<ul style="list-style-type: none"> <li>● CEO and staff offered perspectives to help shape the strategic plans of Signature Health.</li> </ul>	Providers view ADAMHS Board as an authority on behavioral health issues.