

ADAMHS Board of Cuyahoga County 2021-2025 Strategic Plan
4th Quarter 2023 Progress Report: October, November & December 2023
January 24, 2024

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	Published assessments of the provider network and services: <ul style="list-style-type: none"> • Client Satisfaction Survey • Workforce Survey • Racial/Health Equity Analysis 	<ul style="list-style-type: none"> • Completion of reports by Brown Consulting and Rice Education Consulting. 	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.
	Initiated information collection for Culture of Quality certification through the Ohio Association of County Behavioral Health Authorities (OACBHA).	<ul style="list-style-type: none"> • Addressing approximately 150 Culture of Quality standards in the categories of Public Affairs, Risk Management, Health and Safety, Human Resources, Mission and Program, Finance and Operations, and Ethics 	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.
	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"> • Investigated 7 formal grievances. 	Clients' voices were heard, and rights respected.
	Planning for Care Response Pilot Program	<ul style="list-style-type: none"> • CEO, Assistant COO, CFO and other staff met with FrontLine to plan for Car Response Teams and develop budget for five teams consisting of five certified behavioral health specialists, five certified peer specialist and two clinical supervisors, and representatives from the City of Cleveland on selection of pilot and outline of the program. 	Launch of a Care Response Pilot Program within selected areas of need within the City of Cleveland.

Strategies	Action(s)	Performance Measures	Outcomes
	Conducted focus discussions during monthly client rights officers' meetings.	<ul style="list-style-type: none"> Board Client Rights Officers facilitated client rights related case discussions and provided annual training for completion of the annual Client Rights Report. 	Client Rights Officers (CROs) are better equipped to manage challenging client rights cases and are more comfortable contacting ADAMHS Board CROs with questions and concerns.
	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"> Approximately 200 community leaders evaluated the completed Livable Cuyahoga needs assessments and planned actions steps towards ensuring that Cuyahoga County is an age friendly community. 	The Livable Cuyahoga strategic plan has been finalized and is being prepared for implementation.
	Participated in monthly Adult Protective Services (APS) Collaborative meetings with diverse professionals.	<ul style="list-style-type: none"> Client Rights Officers used their expertise to assist APS staff with case discussions to vulnerable clients. 	County clients received case resolution and resource access.
	Provided HIPAA training to Neighborhood Family Practice.	<ul style="list-style-type: none"> Approximately 25 Neighborhood Family Practice staff were present to receive HIPAA training. 	Neighborhood Family Practice staff is more aware of HIPAA and who to share protected health information with.
	Collaborated with clinical staff to upgrade and streamline the probate database interface and functionalities.	<ul style="list-style-type: none"> Feedback provided from clinical staff used to upgrade usability and efficiency of the revamped database. Tracked and utilized the frequency of errors or inaccuracies in reports generated while utilizing the revamped database. 	Enhanced Efficiency, improved user satisfaction, higher data accuracy
	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	<ul style="list-style-type: none"> Provided technical assistance regarding intake process, client movement, environmental issues, structuring the milieu, and notifications to system partners and family members. 	Improved communication with providers and performance of the Diversion Center to divert clients from incarceration and further crisis.

Strategies	Action(s)	Performance Measures	Outcomes
	Treatment, Clinical Coordinator, Nursing Supervisor, Psychiatrist, and Executive Vice President of Operations.		
Strategy 1.2 Provider Collaboration and Partnerships	Collaborated with various providers and community businesses to make lifesaving harm reduction resources available through community distribution and education.	<ul style="list-style-type: none"> ● Distributed harm reduction resources: <ul style="list-style-type: none"> ○ Vending Machines: <ul style="list-style-type: none"> ▪ 316 Naloxone kits dispensed. ▪ 191 Individuals accessing kits. ○ Naloxone Emergency Cabinets: <ul style="list-style-type: none"> ▪ 10 Emergency Cabinets installed. ▪ 49 Naloxone Kits dispensed. ○ Community Distribution: <ul style="list-style-type: none"> ▪ 4,646 Fentanyl Test Strips. ▪ 1,300 Xylazine Test Strips. ▪ 110 Naloxone Kits. 	Reduced number of overdose deaths in Cuyahoga County through partnerships and collaborations.
	ADAMHS Board provided funding to the University Settlement for the development of the Slavic Village Needs Assessment and Community Prevention Plan.	<ul style="list-style-type: none"> ● Completion of the Needs Assessment and publishing of the Community Prevention Plan. ● CEO provided an introduction in the Prevention Plan. ● CEO, COO, CSPO and Director of Adult Behavioral Health Programs attended the Prevention Plan introduction event. ● CEO provided remarks at the introduction event. 	Reduced number of overdose deaths in neighborhood with high number of overdoses.
	Collaborated with partner agencies, led various meetings, and provided technical assistance as needed.	<ul style="list-style-type: none"> ● Met with Quality Improvement/Data staff for 25 providers to discuss current and upcoming requirements; reestablished the Monitoring and Evaluation Workgroup for 2024. ● Collaborated with MetroHealth regarding the Psychiatric Emergency Department (PED) and Crisis Center. 	Enhanced services to clients through partnerships, collaboration and removal of barriers.

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Facilitate 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. • Participate 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. • Collaborate with Cuyahoga County Probate Court to discuss/monitor clients enrolled into the Assisted Outpatient Treatment (A.O.T.) program. • Coordinated/assisted area hospitals in applying for Hospital Access Funds through OhioMHAS when the regional psychiatric hospital(RPH) is unable to admit uninsured civil clients. • Facilitated quarterly Mobile Response and Stabilization Services (MRSS) provider meeting to coordinate crisis responses between Thrive statewide call center, Frontline CRT and Bellefaire’s MRSS team, MRSS provided face-to-face de-escalation for 182 clients, with more than 179 youths maintained in their homes with a safety plan during their involvement with MRSS from September through November 2023. 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Attended state MRSS meetings and OACHBA meetings to learn about and provide feedback regarding proposed changes to the state MRSS implementation and guidelines. • Facilitated quarterly meeting with OhioMHAS, ODYS and Frontline to coordinate referral and linkage to community behavioral health services for clients re-entering the community from Ohio Department of Youth Services (ODYS) juvenile correctional facilities to help remove barriers to services. • Facilitated Case Coordination meetings with DCFS, CCBDD and Residential providers to reduce barriers to accessing children’s BH crisis services. • Met with Aetna OhioRISE to discuss the high needs of Cuyahoga County youth and ways to further integrate and coordinate the local children’s crisis system. Created survey for Children’s Crisis System to understand system barriers and need for further training related to OhioRISE services and care coordination in preparation for Aetna’s presentation to Children’s Crisis Services quarterly meeting. • Collaborated with School Based Mental Health Providers, school district representatives, and the Educational Services Center (ESC) of Northeast Ohio to coordinate and improve delivery of school-based services. • Met with Summit County and Lucas County ADAMHS Board to learn about multi-system youth collaboration and impact of OhioRISE in other counties regarding residential treatment and IHBT services for youth with multi-system needs. 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Provided debrief to the County Executive team regarding the site visit to Hennepin County regarding the youth residential placement crisis along with the other child serving systems of Cuyahoga County (Juvenile Court, DCFS, CCBDD, ECS NEO) • 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. • Facilitated quarterly meeting with SUD and Community Prevention Providers and provided information about the OhioMHAS Prevention Rule Change. • Collaborated with Removing the Stigma, Colors+, and the Cuyahoga County Suicide Prevention Coalition to obtain grant funding from The Public Health Fund of Ohio. The grant program will provide suicide prevention services embedded in the community, particularly focused on African-American and LGBTQ+ youth and families. • Participated in the Behavioral Health Workgroup for The Center for Health Affairs Social Determinants of Health Innovation Hub’s “Preventing Firearm Suicides in Cleveland: A Proposed Pilot.” Connected them to the Suicide Prevention Coalition for strategic partnership for the coalition’s youth suicide prevention grant. • Coordinated a distribution of covid tests and PPE supplies for ADAMHS contracted Residential providers. 39 providers received: 930 covid tests kits, 5,300 KN-95 masks, 10,650 surgical masks and 6,350 disposable gowns. • Facilitated Bi-Monthly Behavioral Health Supervisors meeting and had speakers from 	

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		<p>Signature Health present on ORCA step up/step down and SUD Residential to educate the system.</p> <ul style="list-style-type: none"> • Continued coordination and weekly meetings with Murtis Taylor Forensic Monitor and Conditional Release Unit. Worked through barriers and reviewed final steps of Conditional Release Unit transition process. • Facilitated the Quarterly Recovery Housing Providers Meetings to ensure providers are updated on OhioMHAS and Ohio Recovery Housing requirements to comply. Discuss any issues they have with delivery of services and share ideas and resolutions as a group. Provide technical assistance with reporting requirements and be updated on any current trends and patterns they see with their residents and in the community. • Facilitated Quarterly meetings with Withdrawal Management and SUD Residential Providers. Discuss any barriers and problem solving as a group. Receive updates on any current trends and patterns they see with clients and in the community. • Collaborated with Thrive Peer Recovery Services and offered the online OhioMHAS 40-Hour Peer Recovery Supporter Training to individuals throughout the state. Eighteen (18) individuals participated in the December training. • Participated in quarterly statewide Opportunities for Ohioans with Disabilities Case Management Contracts Meeting. The meeting provided successful employment outcomes and status of contract performance. 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> Participated in OhioMHAS Regional Collaboration Call for State Opioid & Stimulant Response (SOS 3.0) updates, technical assistance access, and evaluation updates. Facilitated monthly meetings with the Life Exchange Center, a Peer Run Organization, to coordinate transitional youth housing placements for young adults experiencing homelessness. ADAMHS Staff met with staff from Lutheran Metropolitan Ministries Guardianship program to provide education and discuss ADAMHS and OhioMHAS housing resources and navigating housing resources within the system. Conducted the quarterly Adult Care Facility (ACF) Meeting where operators received information and education around Day Treatment programming for clients residing in their facilities. 	
Strategy 1.3 Provider Diversity, Equity, and Inclusion	Published the Racial/Health Equity Analysis of ADAMHS Board provider network.	<ul style="list-style-type: none"> Completion of report Rice Education Consulting. 	Informed ADAMHS Board staff, Board of Directors, and provider network on DEI.
	Held Eliminating Structural Racism Advisory Group.	<ul style="list-style-type: none"> Participation of community members in assisting the ADAMHS Board obtain its DEI goals outlined in its DEI Strategic Implementation Plan. 	Culturally competent, culturally appropriate, and diverse mental health, addiction and recovery support system that delivers treatment, recovery and prevention services that prioritize equity and inclusion to meet the needs of the diverse residents of Cuyahoga County

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Strategy 1.4 Ongoing Technical Assistance	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.
	Provided technical assistance to contract providers regarding proper billing and reconciliation procedures and ADAMHS Board requirements.	<ul style="list-style-type: none"> • Met monthly with Oriana House Chief Financial Officer and finance staff regarding Medicaid billing for the Diversion Center. 	Providers maintain fiscal stability through timely billing and adherence to billing procedures.
	Training Institute provided sessions on a variety of behavioral health topics.	<ul style="list-style-type: none"> • 138 individuals attended seven sessions provided by the Training Institute on the following topics: <ul style="list-style-type: none"> ○ Justice, Equity, Diversity & Inclusion ○ Inspiring Performance as a Clinical Supervisor ○ Substance Use & Trauma: Examining the Impact on the African American Community ○ Responding to Addiction 101 • Three separate Question, Persuade and Refer (QPR) Trainings • Training Demographics: <ul style="list-style-type: none"> ○ 38 identified as African Americans ○ 37 identified as White ○ 1 identified as Asian ○ 2 identified as Two or more races. 	Behavioral health workers, clients, family members and the public are well-versed in essential mental health, addiction and recovery topics. Credentialed behavioral health workforce.
	Provided 40-hour CIT Training.	<ul style="list-style-type: none"> • 45 members of law enforcement participated in three 40-hour CIT Trainings: <ul style="list-style-type: none"> ○ Beachwood, Cuyahoga Heights ,Parma, Cleveland EMS, Cuyahoga County Sheriff's Office, MetroParks, Ohio Adult Parole Authority, Westlake, CWRU, Fairport Harbor PD, Ohio Dept. of Natural Resources, Ohio State Patrol. 	Law enforcement trained to interact safely with individuals living with behavioral health disorders.

Strategies	Action(s)	Performance Measures	Outcomes
	Attended Roll Calls to inform law enforcement on the Diversion Center.	<ul style="list-style-type: none"> • 22 officers participated in three roll calls provided to Solon and CWRU police departments. 	Law enforcement informed about the Diversion Center.
	Provided Dispatch Training	<ul style="list-style-type: none"> • 12 dispatchers participated in two Dispatch Trainings. 	Dispatch trained on handling calls from individuals living with behavioral health disorders and provided with information on community resources.
	Participated in the City of Cleveland/Consent Decree Mental Health Response Advisory Committee (MHRAC).	<ul style="list-style-type: none"> • Director of Education and Training participated in MHRAC meetings. • Director of Education and Training serves as the Chair for the MHRAC Training Committee that meets monthly. <ul style="list-style-type: none"> ○ Completed and submitted 2024 Draft Dispatch Training to DOJ/Monitoring Team for review and approval. Following review and approval-request to submit to Federal Court Judge for approval. ○ Dispatch training will begin within the first quarter of 2024. ○ Developed and disseminated draft Trauma Informed Care training for CPD In Service Training for 2024 to MHRAC Training Committee. Pending dissemination to MHRAC Committee for review and feedback. ○ Development of draft outline for Annual Training for Specialized CIT Officers for 2024- topic is Personality Disorders. Outline will be reviewed by MHRAC Training Committee. 	Cleveland Division of Police receive appropriate behavioral health training as outlined in the Consent Decree and approved by the DOJ Monitoring Team.
	Provided CIT Partner Classes.	<ul style="list-style-type: none"> • 46 individuals participated in three CIT Classes: <ul style="list-style-type: none"> ○ Cleveland’s Community Relations Board, Cleveland’s Information Office, Cleveland Public Library, Cuyahoga County Public 	Non-law enforcement individuals trained to interact safely with people living with behavioral health disorders, thus reducing police response.

Strategies	Action(s)	Performance Measures	Outcomes
		<p>Library, Ohio Means Jobs, Taking Back Our Youth, The Legacy School, Downtown Cleveland Alliance, Step Forward, Cleveland Division of Parks & Recreation, City of Cleveland Mayor’s Office, MetroHealth, Valor Home.</p> <ul style="list-style-type: none"> • 27 staff members from the Cuyahoga County Division of Children and Family Services (DCFS) attended two De-escalation Trainings. 	
	<p>Created documentation on metric tool submission processes for providers; provided technical assistance to several providers about how to submit outcomes or interact with Board systems.</p>	<ul style="list-style-type: none"> • Documents created and distributed. Ongoing technical assistance meetings. 	<p>Informed QI staff at provider network on measurement and outcomes submission processes.</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	Published Client Satisfaction Survey results.	<ul style="list-style-type: none"> Completion of report by Brown Consulting. 	Elevated client voice in the continuation and development of quality behavioral health and recovery services.
	Integrated the Mental Health Statistics Improvement Program (MHSIP) Client Satisfaction Survey into future reporting requirements for certain programs. This tool is recommended by the State and also as a measure to support our diversity, equity and inclusion efforts.	<ul style="list-style-type: none"> Outcomes submissions as required through Attachment 4 of the CY24 contracts. 	Elevated client voice in the continuation and development of quality behavioral health and recovery services.
Strategy 2.2 Provider Accountability, Data Collection, and Analysis	Revised annual CRO report to ensure demographic data is collected and included to uphold diversity, equity, and inclusion standards.	<ul style="list-style-type: none"> All provider agencies will report on client demographic data in this year’s annual CRO report. 	Client Rights Officers and staff have a clear understanding of the demographic profile of clients served as it relates to agency client rights.
	Continued the 2023 Annual Core Contract Compliance Assessment.	<ul style="list-style-type: none"> Completed the Provider Site/Organization Structure Assessment phase of the Annual Compliance Assessment process. 	No major issues were noted during the Provider Site/Organization Structure Assessment phase of the Annual Compliance Assessments, meaning Providers are following the ADAMHS Board Core Contract.
	Held quarterly Agency Chief Financial Officer Meeting.	<ul style="list-style-type: none"> Discussed year end processing timelines and requirements. Provided updates regarding 2024 contracts and allocations. Discussed behavioral health service rate increases planned for 1/1/24 and the potential 	Provider agencies are following current financial requirements.

Strategies	Action(s)	Performance Measures	Outcomes
		<p>impact to the Board’s and providers 2024 budgets.</p> <ul style="list-style-type: none"> • Provided updates regarding State Opioid and Stimulus (SOS) funding for FFY2024. 	
	<p>Recovered missing outcomes assessments from providers (for example: Ohio Scales, Brief Addiction Monitor – BAM) through improved monitoring of metrics submissions. Provided technical assistance for providers to support the submission process.</p>	<ul style="list-style-type: none"> • Obtained outcomes submissions as required through Attachment 4 of the CY2023 contracts. 	<p>Complete and accurate ongoing data collection.</p>
	<p>Re-established administrative support for US Attorney's Office Heroin and Opioid Task Force Data Subcommittee in connection with Case Western Reserve University and the Cuyahoga County Medical Examiner's Office.</p>	<ul style="list-style-type: none"> • Provided outcomes as required by the Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) Grant for Enhanced Data for Improved Substance Use Surveillance, Prevention, and Recovery on Re-entry in Cuyahoga County. 	<p>Collaboration with partners on system-wide and community-wide concerns.</p>
	<p>Systematically collect, analyze, and evaluate raw data submissions from providers to ensure consistent and accurate data quality, fostering enhanced accountability.</p>	<ul style="list-style-type: none"> • Monitored data submissions to meet established quality and accuracy standards upon initial submission and found 10% with errors from providers and collaborated with providers to assist in correcting the errors. • Track the frequency and timeliness of data submissions from providers to assess consistency and adherence to submission schedules. 	<p>Enhanced data integrity, improved reliability and trustworthiness of collected data ensuring that decisions and analyses based on data are accurate.</p> <p>Strengthened partnerships through transparent communication, support in data submission processes and mutual commitment to data quality.</p> <p>Informed decision-making.</p> <p>Operational Efficiency</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 State Opioid Stimulus (SOS) Response 3.2 Grant Year 2 from OhioMHAS.	<ul style="list-style-type: none"> The ADAMHS Board received \$2,709,542.95 for a grant period of 9/30/23-9/29/24. 	13 providers are providing Substance Use Disorder (SUD) services such as Medication-Assisted Treatment (MAT), recovery housing and harm reduction in the community.
	Awarded a Youth Suicide Prevention grant from the Public Health Foundation of Ohio (PHFO)	<ul style="list-style-type: none"> The ADAMHS Board received \$50,000 for a grant period of 11/15/23-11/14/24 with a possibility of a second year in funding. 	Two providers will provide suicide prevention programming to African-American and LGBTQ+ youth.
	Met with state Opportunities for Ohioans with Disabilities (OOD) representatives regarding FFY2024 contract.	<ul style="list-style-type: none"> OOD contract was signed in advance of project start date. Revised contract language and new payment methodology for FFY2024 project. 	FFY2024 OOD project contract and requirements.
Strategy 3.2 Budgeting and Resource Allocation	Completed CY2024 budget and presented to Board of Directors on 10/18/23,10/25/23. 11/8/23 with final Board approval on 11/15/23.	<ul style="list-style-type: none"> All deadlines regarding ADAMHS Board budget processes and County processes were met. The CY2024 budget was completed and presented. 	Approved and balanced CY2024 budget.
	CEO, CFO and COO met with various members of County Council in advance of hearings to answer financial and operating questions.	<ul style="list-style-type: none"> Follow up conversations and information provided regarding the Board’s cash balance. 	Approved and balanced CY2024 budget.

Strategies	Action(s)	Performance Measures	Outcomes
	<p>CEO and CFO presented budget proposal to County Council during the 10/23/23 Cuyahoga County Council Committee of the Whole.</p>	<ul style="list-style-type: none"> Follow up discussions were held to discuss changes to the Health and Human Services Levies subsidy for 2024. Unfortunately, Cuyahoga County Council reduced allocation by \$2.5 million. 	<p>Approved and balanced CY2024 budget.</p>

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 system and provider agencies.	<ul style="list-style-type: none"> Held quarterly meeting with the Cuyahoga County Office of Budget and Management to discuss the ADAMHS Board allocation from the Health and Human Services Levies and discuss how levy funds are utilized to meet the needs Cuyahoga County residents. 	Enhance understanding of the ADAMHS Board and collaboration with the County Fiscal Office.
	Participated in the Ohio Association Of County Behavioral Health Authorities (OACBHA) Fiscal Committee meeting.	<ul style="list-style-type: none"> Discussed need for statewide fiscal training and potential establishment of “Fiscal Academy.” OhioMHAS discussed how the data modernization project will affect fiscal reporting to the state and stressed the need for changes to the 040 reporting process. 	Enhanced collaboration with OACBHA and county Boards across the state.
	Participated in OhioMHAS Data Modernization meeting regarding the Reverse Member Extract process to share client data between Board and OhioMHAS.	<ul style="list-style-type: none"> Discussed reverse extract and the need for information regarding Medicaid eligibility with OhioMHAS selected vendor overseeing data modernization project. Discussed outcomes measures utilized by other Boards and information sharing with OhioMHAS. 	Enhance collaboration and sharing of data among Boards and OhioMHAS.
	<p>Standardized and secured social media account access by transitioning all account credentials to a shared email address and updated all associated passwords.</p> <p>Multifactor authentication (MFA) was enabled wherever feasible to bolster security awareness.</p>	<ul style="list-style-type: none"> Six attempted security breaches were mitigated through monitoring and recording any attempted unauthorized access or breaches to social medical accounts. 54 attempted account take-overs have been mitigated through monitoring of real time alerts and response to any suspicious activities related to social medial accounts. Approximately 30,000 blocked emails including malicious attacks and unsolicited sales through improved security measures. 	Secure IT infrastructure through enhanced security, uniform access control, compliance best practices, industry best practices and regulatory requirements.

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Saved administrative time during onboarding and offboarding process by utilizing shared email credentials as opposed to creating new accounts for each staff change. 	
Strategy 4.2 Professional Development and Training	Held Board of Director Retreat.	<ul style="list-style-type: none"> • Board of Directors and Executive Staff participated in the annual Board Retreat that focused on Roles and Responsibilities, ORC 340 and Statutory Changes, OhioMHAS focus, ADAMHS Table of Organization, OACBHA and other educational moments. 	<p>Board of Directors knowledgeable about the ADAMHS Board and behavioral health issues to assist in governing the Board.</p> <p>Enhanced relationships between Board of Directors and Board of Directors and Executive Staff.</p>
	Staff participated in trainings for further professional development.	<ul style="list-style-type: none"> • Staff participated in various trainings: <ul style="list-style-type: none"> • The VA’s COMPACT Act webinar. • Ohio’s SFY24 Crisis Academy Series: Ohio’s Crisis Systems Landscape- Stabilize and Thrive. • Crisis Consultation Session with RI International hosted by OACBHA. • Microsoft certified training courses. 	An educated staff on statewide and local current and upcoming initiatives.
	Needs Assessment Planning	<ul style="list-style-type: none"> • CEO, CSPO and Assistant CCO participated in planning meetings with RAMA Consulting to identify timeline and action steps. 	Conduct valuable Needs Assessment.
	Staff Holiday Training	<ul style="list-style-type: none"> • Nearly all staff participated in the annual Staff Holiday Training focused on Coping with the Holidays presented by staff of the Training Institute. 	Staff able to cope with stress during the holidays.
Strategy 4.3 Succession Planning	Created documentation on metric tool submission processes to provide clarity to staff at both ADAMHS and provider agencies.	<ul style="list-style-type: none"> • Documents created and distributed. 	Documented institutional knowledge to prevent loss during staff transitions and retirements.

Strategies	Action(s)	Performance Measures	Outcomes
	Created Director of Finance and Business Operations.	<ul style="list-style-type: none"> • Collaborated with Chief Financial Officer and the Director of Human Resources to develop Director of Finance and Business Operations position that includes finance and duties related to GOSH and claims and membership. • Promoted Director of Finance to the Director of Finance and Business Management. 	Able to transition GOSH and claims and membership area of operations if and when the Director of Claims and retires.
	Leadership Development Training Opportunity	<ul style="list-style-type: none"> • COO graduated from Cleveland State University Leadership Academy: Class 33, joining other ADAMHS Board of Directors, Executive and Management staff who also graduated from the Academy. 	ADAMHS Board has qualified public sector leaders with the ability to oversee the operations of the Board and advance throughout the organization.

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	Conducted five career-awareness student tours at three provider agencies, in partnership with the Greater Cleveland Career Consortium (GCCC).	<ul style="list-style-type: none"> 52 students met mental health professionals, along with staff from the Pharmacy, Clinical, Communication, Hospitality, Fiscal, Front Desk, and the Sales Shop Departments. Magnolia Clubhouse hosted Lincoln-West School of Global Studies and Davis Aerospace and Maritime High School, Applewood Centers, Inc., hosted Bard High School Early College. Murtis Taylor Human Services System hosted Rhodes High School and Bard High School Early College. 	Prepared and engaged future behavioral health workforce.
	Staff led “Career Chat” opportunities for ten schools, in partnership with the Greater Cleveland Career Consortium (GCCC).	<ul style="list-style-type: none"> 104 students participated in chat sessions at the following schools: Charles A. Mooney, Stonebrook-White Montessori, Oliver H. Perry Elementary, Dennison Elementary, Orchard S.T.E.M., William C. Bryant Elementary, Wade Park, Benjamin Franklin Elementary, Anton Grdina, and Daniel E. Morgan. 	Prepared and engaged future behavioral health workforce.
	Staff joined the Career Leaders Network of the Educational Service Center (ESC) of Northeast Ohio to explore career awareness opportunities and career pathways for local students.	<ul style="list-style-type: none"> Membership in Career Leaders Network. 	Prepared and engaged future behavioral health workforce.
Strategy 5.2 Diverse Recruitment and Retention Strategies	Staff contributed to multiple coalitions and workforce meetings with: OhioMeansJobs and IECMH Funders Group.	<ul style="list-style-type: none"> Meetings attended and reports written. 	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
Strategy 6.1 Strengthen Brand Awareness	Client Rights Officers hosted a bus trip to the OACBHA Recovery Celebration in Columbus.	<ul style="list-style-type: none"> • 45 clients participated in the bus trip for the Recovery Celebration. 	Clients were exposed to presenters focusing on topics related to recovery and had the opportunity to network with clients from all over the state.
	CEO and staff represent the Board at various community events.	<ul style="list-style-type: none"> • CEO provided opening comments at the Front Steps All About the Arts event. • Board Chair, First Vice-Chair, members of the Board of Directors, CEO, COO, Assistant CCO, CFO, and CSPO participated in the Mental Health & Addiction Advocacy Coalition (MHAC) 9th Annual Northeast Hub Public Officials Breakfast Reception. • External Affairs Officer staffed tables: <ul style="list-style-type: none"> ○ St. Edward High School Mental Health Awareness Week ○ Cuyahoga County Juvenile Court Resource Fair ○ Teen Mental Health Summit at Cleveland State University ○ Out of the Darkness Walk by the American Foundation for Suicide Prevention ○ Scoring for Safety Conference ○ Edna House Recovery Race 	
	Distributed <i>Coping with the Holidays</i> booklet.	<ul style="list-style-type: none"> • Issued News Release about <i>Coping with the Holidays</i> Booklet • Posted <i>Coping with the Holidays</i> Booklet on adamhsc.org. 	ADAMHS Board is viewed as an authority on behavioral health issues.
	Held Appreciation for Individuals Working in Mental Health & Addiction Services	<ul style="list-style-type: none"> • Providers nominated frontline staff to be recognized by the ADAMHS Board during an appreciation reception where Happy Thoughts 	ADAMHS Board acknowledges the dedication and hard work of provider staff.

Strategies	Action(s)	Performance Measures	Outcomes
		candles and refreshments were provided to recipients.	
Strategy 6.2 Advocacy and Thought Leadership	Hosted monthly client Lunch and Learn sessions at B. Riley and Future Directions, including the annual Thanksgiving Celebration.	<ul style="list-style-type: none"> • Presentations from Catholic Charities and the ADAMHS Board educated clients on employment opportunities and client rights. 	Clients are better educated on resources and agencies available in the community.
	Chief Strategy and Performance Officer joined a roundtable with U.S. Senator Sherrod Brown to introduce a new Health Equity Research and Education Institute at Baldwin Wallace University.	<ul style="list-style-type: none"> • Event attended. 	ADAMHS Board is viewed as an authority and is consistently asked to present and inform on key issues.
	Chief Strategy and Performance Officer joined an effort by the Center for Health Affairs and Amazon Web Services (AWS) called " Social Determinants of Health Innovation Hub: Using a Framework of Structural Racism to Address Youth Violence, " which includes a focus on suicide by firearm.	<ul style="list-style-type: none"> • Membership on Social Determinants of Health (SDOH) Advisory Committee. 	ADAMHS Board is viewed as an authority and is consistently asked to present and inform on key issues.
	The Director of Special Projects participated in a panel discussion on Cultural Supports for African Americans At Risk of Fatal Overdose during the US Attorney's Office Heroin and Opioid Task Force Data Subcommittee Meeting, and shared information regarding the ADAMHS Board's Faith-based Program, SUD Treatment/Supports Services and Harm Reduction Program.	<ul style="list-style-type: none"> • Event attended. 	ADAMHS Board is viewed as an authority and is consistently asked to present and inform on key issues.
	Staff and Board members attended the Mental Health and Addiction Advocacy	<ul style="list-style-type: none"> • Event attended. 	ADAMHS Board is viewed as an authority and is consistently asked to present and inform on key issues.

Strategies	Action(s)	Performance Measures	Outcomes
	Coalition (MHAC)'s 19 Annual Northeast Hub Public Officials Breakfast Reception.		
	CEO and staff presented to the Cleveland City Council Health, Human Services, and the Arts (HHS) Committee on the topic of youth minority suicide.	<ul style="list-style-type: none"> • Event attended. 	ADAMHS Board is viewed as an authority and is consistently asked to present and inform on key issues.
	Staff served as topic experts.	<ul style="list-style-type: none"> • Staff were topic experts/presentations given: <ul style="list-style-type: none"> ○ Joined Stella Maris in presenting on Opioids & Fentanyl's impact on the community at November's Cuyahoga Fatherhood Initiative Steering Committee. ○ Trainer for the Comprehensive Opioid, Stimulant, and Substance Use Program's (COSSUP) Overdose Fatality Review (OFR) Next of Kin (NOK) Interview Training. Staff taught attendees from more than 20 states best practices in the process. ○ Planning the Hoarding Connection of Cuyahoga County Annual Conference on Animal Hoarding 104 people were in attendance. ○ Presented Peer Recovery Services and Employment Services in partnership with Catholic Charities to B. Riley House. ○ Chief Strategy & Performance Officer participated with My Recovery Day fellow panelists. ○ CEO participated on and moderated panels at the Recovery Within Reach - Cleveland Training Event. ○ CEO was a presenter at the Child Wellness press conference 	Informed community and partners about behavioral health and the ADAMHS Board of Cuyahoga County.

Strategies	Action(s)	Performance Measures	Outcomes
	<p>ADAMHS Board of Directors, CEO and staff were visible in the community.</p>	<ul style="list-style-type: none"> • Continued leadership in state, county, and local coalitions and task forces: <ul style="list-style-type: none"> ○ Cuyahoga County Suicide Prevention Coalition ○ Northeast Ohio Suicide Prevention Coalition Leaders meetings ○ Ohio Suicide Prevention Foundation Coalition Leader meetings ○ Fetal Infant Mortality Review ○ Cuyahoga Fatherhood Initiative Steering Committee ○ Safe Babies Court Active Community Team ○ Educational Stability Network meetings ○ Cuyahoga College Campus Mental Health Coalition ○ OhioMHAS Advisory Board for Strategic Prevention Framework for Prescription Drug Misuse (SPF Rx) ○ Ohio Mental Health Network for School Success ○ The AIDS Funding Collaborative ○ The Greater Cleveland Coordinating Response to Human Trafficking ○ Healing Community Study Advisory Board ○ Cuyahoga County Problem Gambling Coalition ○ Cuyahoga County Opiate Task Force ○ The Hoarding Connection of Cuyahoga County ○ Ohio Aging & Behavioral Health Alliance ○ Trauma Collaborative ○ Behavioral Health Juvenile Justice and RECLAIM local and statewide workgroups ○ Child Fatality Review Committee Meetings ○ FCFC Placement Crisis Subcommittee ○ DCFS Safe Kids, Safe Families: Community Conversation & Resources 	<p>The ADAMHS Board is viewed as an authority on behavioral health issues and a resource in making local and statewide decisions.</p>

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> ○ CEO on OACBHA Executive Committee ○ CEO on OACBHA CEO Search Committee ○ CEO on CBCF Facility Board and Bylaws Committee ○ CEO on One Ohio: Region 3 Board ○ CEO on Cuyahoga County Corrections Planning Board ○ CEO on Cuyahoga County Drug Court Advisory Board ○ CEO on Cleveland Drug Court Advisory Board 	
	<p>Actively engage in and contribute to quarterly Internet of Things (IoC) Public Sector Advisory Board meetings, fostering collaboration and sharing insights with fellow IT professionals from the public sector.</p>	<ul style="list-style-type: none"> ● Meeting participation, collaborative initiatives, feedback collection, knowledge transfer 	<p>Enhanced visibility as a thought leader within the public sector IoC domain, positioning the Board at the forefront of technological advancements and trends.</p> <p>Strengthen relationships with key IT professionals.</p> <p>Informed decision making by having access to a broader range of perspectives, insights, best practices, enriching the Board’s strategic planning and operational initiatives.</p>