

**ADAMHS Board of Cuyahoga County 2021-2025 Strategic Plan**  
**2<sup>nd</sup> Quarter 2024 Progress Report: April, May & June 2024**  
**July 31, 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	RAMA Consulting facilitated a Community Needs Assessment Summit on June 6	<ul style="list-style-type: none"> <li>Approximately 115 participants representing a cross section of providers, clients, family members and partner agencies.</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> .
	Collaborated with partner agencies, led various meetings, and provided technical assistance as needed.	<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 barriers within the Behavioral Health system related to availability of civil beds in Cuyahoga County.</li> <li>Collaborated with MetroHealth to assist with the planning of a Psychiatric Emergency Department (PED), attending collaborative meeting with MetroHealth staff and Cuyahoga County Probate Court Magistrate to provide guidance related to warrant of detention (WOD) admissions.</li> <li>Collaborated with Cuyahoga County Probate Court to discuss/monitor clients enrolled into the Assisted Outpatient Treatment (A.O.T.) program. Attend monthly meetings with Probate Court A.O.T. coordinator to discuss client progress as it relates to A.O.T. clients.</li> <li>Coordinate/assist area hospitals in applying for Hospital Access Funds through OhioMHAS to</li> </ul>	Enhanced services to clients through partnerships, collaboration and removal of barriers.

Strategies	Action(s)	Performance Measures	Outcomes
		<p>assist in defraying inpatient behavioral health cost when the regional psychiatric hospital (RPH) is unable to admit uninsured clients due to no available beds at the RPH.</p> <ul style="list-style-type: none"> <li>• Director of Prevention &amp; Children’s BH Programs participated in discussion with Ohio Department of Medicaid, Cuyahoga County OhioRISE Care Management Entities (CME’s), child-serving systems (DCFS, JC, CCBDD, FCFC) school representatives and BH providers to have a constructive, solutions-oriented discussion to provide feedback related to how OhioRISE is working in Cuyahoga County to inform OhioRISE program improvements.</li> <li>• Represented the ADAMHS Board on Family &amp; Children First Council’s System Coordination, Full Council and Service Coordination Team.</li> <li>• Represented the ADAMHS Board on The Children’s Wellness Campus Workgroup meetings comprised of Cuyahoga County’s child-serving systems, BH providers and local hospital system partners.</li> <li>• 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 85 clients, with 79 youths maintained in their homes with a safety plan during their involvement with MRSS from March 2024 and April 2024.</li> <li>• Facilitated quarterly meetings with OhioMHAS, Ohio Department of Youth Services (ODYS) and Frontline to coordinate referral and linkage to community behavioral health services for clients re-entering the community from ODYS</li> </ul>	

Strategies	Action(s)	Performance Measures	Outcomes
		<p>juvenile correctional facilities to help remove barriers to services.</p> <ul style="list-style-type: none"> <li>• Facilitated quarterly Children’s Crisis Services meeting to coordinate referral and linkage to programs and services for clients re-entering the community from crisis stabilization units.</li> <li>• Facilitated Children’s Crisis Subcommittee meetings with Frontline and residential service providers to reduce barriers to accessing crisis stabilization units or community-based services.</li> <li>• Partnered with Early Childhood Mental Health (ECMH) Providers, Invest In Children, and Starting Point to reduce ECHM wait times, streamline early childhood services, and increase access to ECMH consultation services for families.</li> <li>• Collaborated with Safe Babies, Bright Beginnings, Invest In Children, Cuyahoga Board of Developmental Disabilities, and other local and state partners to discuss the redesign and relaunch of Cuyahoga’s Safe Babies program.</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.</li> <li>• Facilitated quarterly meeting with SUD and Community Prevention Providers. Connected Providers to My Recovery Day to learn about how they can get involved with the My Recovery Day Jam event, which is designed to deliver messages of hope, reduce stigma, and show recovery is possible.</li> <li>• Collaborated with Removing the Stigma, Colors+, and the Cuyahoga County Suicide</li> </ul>	

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		<p>Prevention Coalition to continue planning and implementation for the coalition program funded by The Public Health Fund of Ohio. The grant program provides suicide prevention services embedded in the community, particularly focused on African American and LGBTQ+ youth and families in zip codes 44102, 44105, 44108.</p> <ul style="list-style-type: none"> <li>• 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.”</li> <li>• Staff facilitated quarterly Addiction Treatment Program (ATP) meeting with representatives from OhioMHAS, Cuyahoga County Common Pleas Court, Cleveland Municipal Court, and the Corrections Planning Board. The meeting assists as a collaborative effort in sharing ideas, questions, and group discussion around the topic of addiction. It also covers financial discussions around each program's funding.</li> <li>• Staff facilitated bi-monthly Behavioral Health Supervisors Meeting with representatives from 10 different Behavioral Health agencies in Cuyahoga County. The meeting serves as a way to learn about new programs in the Behavioral Health system as well as a way for the group to come together to share and discuss new areas/ideas in Behavioral Health.</li> <li>• Staff oversaw the development of Signature Health Step Up/Step Down Class 1 Residential Facility. Staff engaged with Signature Health in 8 meetings (including 2 site visits), Ribbon Cutting Ceremony which took place April 19th and numerous phone calls/emails. ORCA received their Class 1 Residential license from</li> </ul>	

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		<p>OhioMHAS and opened to clients on May 24, 2024.</p> <ul style="list-style-type: none"> <li>• Collaborated with Eden and Northcoast Community Support Network (CSN) on major renovations taking place at ADAMHS owned property Franklin TC. Staff participated in 7 meetings, numerous phone calls and emails and 3 site visits.</li> <li>• Program staff collaborated with ADAMHS Training Unit to develop/host an in person training (offered in person on 3 different dates, 6 different times) for Class 2 Residential facility operators and Recovery Housing providers with the goal of providing education around Substance Use Disorders (SUD's) and Harm Reduction.</li> <li>• Collaborated with Thrive Peer Recovery Services and offered two online OhioMHAS 40-Hour Peer Recovery Supporter Trainings (one in April and one in June) to individuals throughout the state. Eighteen (18) individuals participated in the April series and 18 individuals participated in the June series.</li> <li>• Facilitated the Quarterly Peer Run Organizations and Peer Recovery Support Providers meeting with 20 peers and providers. Board staff presented the 811 Housing Program which helps individuals with low-income access affordable housing.</li> <li>• 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</li> </ul>	

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		<p>trends and patterns they see with their residents and in the community.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Facilitated weekly meetings with NORA EmpowerHer for Women Recovery House as a new program to ensure providers were meeting their goals and providing services according to their description. Provided technical assistance to providers and individuals about peer support training, certification, renewal, and employment options for individuals with mental illness and substance use disorders.</li> <li>• Participated in quarterly statewide Opportunities for Ohioans with Disabilities Case Management Contracts Meeting. The meeting provided successful employment outcomes and status of contract performance.</li> <li>• ADAMHS Board Residential Adult Behavioral Health Specialist conducted education presentation with staff from The Centers for Families &amp; Children. Education included information about ADAMHS Board Residential Assistance Program (RAP) resource, qualifications and expectations from the referring agency and referral process.</li> <li>• Staff conducted an in person RAP presentation for the Magnolia Clubhouse. Assisted staff with ways to advocate for their members who need housing, explained the different tiers and ways to apply for housing and how referrals are appropriately made.</li> </ul>	

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		<ul style="list-style-type: none"> <li>ADAMHS Residential Adult Behavioral Health Specialist served as presenter at Frontline Services weekly CPST meeting. Discussed agency expectations for clients who are living in Class 1 and Class 2 Residential Facilities and overview of referral process.</li> <li>Planned with the Hoarding Connection and ADAMHS training department 2 Trainings with treatment professionals and EMS.</li> </ul>	
	<p>Client Rights Staff conducted focus discussions during monthly client rights officers' meetings.</p>	<ul style="list-style-type: none"> <li>Client Rights Officers facilitated client rights-related case discussions and provided guidance and education to agency Client Rights Officer to appropriately respond to client complaints/grievances.</li> </ul>	<p>Board Client Rights Officers facilitated client rights-related case discussions which ensure that agency Client Rights Officers uphold all established client rights and ensure effective resolutions for clients.</p>
	<p>Client Rights Staff participated in monthly Adult Protective Services (APS) Collaborative meetings with diverse professionals.</p>	<ul style="list-style-type: none"> <li>Client Rights Officers used their expertise to assist APS staff with case discussions regarding vulnerable clients.</li> </ul>	<p>County clients received case resolution and resource access.</p>
	<p>Client Rights Staff continued serving on the Cuyahoga County Advisory Committee on Persons with Disabilities, including the Developmental Disabilities and Mental Health Subcommittee and Voter Engagement Subcommittee.</p> <p>Client Rights Staff continued serving on the Advocacy Committee and Education and Resource Development Committee through the Division of Senior and Adult Services (DSAS).</p>	<ul style="list-style-type: none"> <li>Client Rights Officer offered expertise and knowledge of the behavioral health system to advance the work of the committees.</li> </ul>	<p>A separate subcommittee focusing on equitable access to behavioral health resources was created. Social media campaigns aimed at increasing voter participation and access to voting for members of the disability community were completed.</p> <p>Progress is made in the planning of the 2024 Aging and Disability Summit. Advocacy opportunities are currently being implemented.</p>
<p>Strategy 1.2 Provider</p>	<p>IT Staff collaborated with other Boards to assess the impact of the sudden inability to access Medicaid data and</p>	<ul style="list-style-type: none"> <li>Attended monthly developer and user meetings with GOSH vendor and other Boards within Ohio.</li> </ul>	<p>Received a temporary stay of access to eligibility checks while new solutions are being developed.</p>

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Collaboration and Partnerships	actively participate in GOSH developer and user meetings to address and mitigate these challenges.		
	Met with Cuyahoga County ECMH leadership to discuss enhanced partnership.	<ul style="list-style-type: none"> <li>• Discussed proposal to change program structure and responsibilities.</li> </ul>	ADAMHS provided a counter proposal to fund ½ of a ECMH staff position and ½ data collection system. Meeting to finalize in August.
	Submitted First Quarter 2024 Subsidy Agreement Report to County Council and County Executive	<ul style="list-style-type: none"> <li>• As required by Cuyahoga County the First Quarter 2024 Health and Human Services Subsidy Agreement Report was developed including finances/budget documents and illustrating client counts for the months of January, February and March 2024.</li> <li>• Report was e-mailed to Cuyahoga County Council and Cuyahoga County Executive and respective staff on May 29, 2024.</li> </ul>	ADAMHS Board provides information to Cuyahoga County on funding and clients services on a regular basis.
	Partner with police departments and other organizations throughout the County to identify individuals living with mental illness and/or substance abuse issues and equip officers with de-escalation techniques.	<ul style="list-style-type: none"> <li>• April: <ul style="list-style-type: none"> <li>○ 40-hour Community CIT Class: <ul style="list-style-type: none"> <li>▪ 18 Attendees total</li> <li>▪ 13 sworn officers representing; Ohio Adult Parole Authority (2), Lakewood PD (2), MetroHealth PD (2), North Olmsted PD (2), South Euclid PD (2), Garfield Hts. PD (2), Strongsville PD (1)</li> <li>▪ 5 non-sworn personnel representing; Cuyahoga County Sheriff's Dept Corrections Officers (4), Cleveland EMS (1)</li> </ul> </li> <li>○ 32-hr Community Partners Class: <ul style="list-style-type: none"> <li>▪ 20 Attendees total</li> <li>▪ Agencies represented; Cuyahoga County Library (11), City of Cleveland (8), Cleveland Public Library (1)</li> </ul> </li> </ul> </li> </ul>	Police and other organizations are trained to handle interactions with people living with mental illness and/or substance use disorder.



Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>○ Special CIT Class with Cleveland Division of Police: <ul style="list-style-type: none"> <li>▪ 19 Attendees total</li> <li>▪ 15 Officers</li> <li>▪ 4 Dispatchers</li> </ul> </li> <li>○ Dispatcher CIT: <ul style="list-style-type: none"> <li>▪ 20 dispatchers representing; Cleveland EMS (5), Parma Regional Dispatch (4), Strongsville PD (4), Warrensville Hts. PD (2), Westlake PD (2), Mayfield Village PD (1), Mayfield Heights PD (1)</li> </ul> </li> <li>● May: <ul style="list-style-type: none"> <li>○ 40-hour Community CIT Class: <ul style="list-style-type: none"> <li>▪ 20 Attendees total</li> <li>▪ 9 sworn officers representing; MetroHealth PD (4), Dept. of Veteran’s Affairs PD, Erie PA. (2) Independence PD (2), Euclid PD (1)</li> <li>▪ 11 non-sworn personnel representing; Cuyahoga County Sheriff’s Dept Corrections Officers (4), Cleveland EMS (4), University Hospital’s Protective Services (3)</li> </ul> </li> <li>○ 32-hr Community Partners Class: <ul style="list-style-type: none"> <li>▪ 12 Attendees total</li> <li>▪ Agencies represented; Cuyahoga County Library (10), Cleveland Public Library Protective Services (2)</li> </ul> </li> <li>○ Dispatcher CIT: <ul style="list-style-type: none"> <li>▪ 5 dispatchers representing; CWRU PD (2), Lyndhurst PD (2), GCRTA (1)</li> </ul> </li> </ul> </li> </ul>	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>○ Community Outreach &amp; Training Roll Calls: <ul style="list-style-type: none"> <li>▪ Invictus HS staff trauma informed training</li> <li>▪ 7 total attendees</li> </ul> </li> <li>• June 2024: <ul style="list-style-type: none"> <li>○ 40-hour Community CIT Class: <ul style="list-style-type: none"> <li>▪ 16 Attendees total</li> <li>▪ 6 sworn Officers representing; MetroHealth PD (4), University Hospital PD (1), Berea PD (1)</li> <li>▪ 10 non-sworn personnel representing; University Hospitals Protective Services (3), Cuyahoga County Sheriff's Dept Corrections Officers (3), Cuyahoga County Sheriff's Dept. Protective Services (1), North Olmsted Fire Dept (2), Rocky River PD Dispatch (1)</li> </ul> </li> <li>○ 32-hr Community Partners Class: <ul style="list-style-type: none"> <li>▪ 15 Attendees total</li> <li>▪ Agencies represented; Step Forward (4), Cuyahoga County Library (3), Cleveland Public Library (3), Ohio Means Jobs (2), CWRU PD (1), Cleveland Clinic (1), and 1 community member.</li> </ul> </li> <li>○ 4-hr CIT Refresher: <ul style="list-style-type: none"> <li>▪ 4 Attendees total</li> <li>▪ Agencies represented; GCRTA (2), Bay Village (1) Cuyahoga County Sheriff's Dept (1)</li> </ul> </li> </ul> </li> <li>• SUMMARY OF PEOPLE TRAINED: <ul style="list-style-type: none"> <li>○ Total Number of CIT Officers: 54 Officer</li> <li>○ Total Number of People Trained: 47 People</li> </ul> </li> </ul>	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>○ Total Number of Dispatchers: 25 People</li> <li>○ Total Number of Roll Call People: 7 People</li> <li>○ Total Number of Advanced Training: 10 People</li> </ul>	
	Facilitated Quarterly Faith-based Provider meeting.	<ul style="list-style-type: none"> <li>● Discussed data and reporting requirements and shared upcoming events. Answered questions regarding outcome submissions and provided technical assistance.</li> </ul>	Enhanced services to clients through partnerships, collaboration and removal of barriers.
	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"> <li>● Chaired the Monitoring and Evaluation Workgroup with providers.</li> <li>● Distributed harm reduction resources: <ul style="list-style-type: none"> <li>○ Vending Machines Distribution: <ul style="list-style-type: none"> <li>▪ 227 Naloxone kits dispensed</li> <li>▪ 195 Individuals accessing kits</li> </ul> </li> <li>○ Naloxone Emergency Cabinets “NaloxBoxes”: <ul style="list-style-type: none"> <li>▪ 63 Emergency Cabinets installed</li> <li>▪ 95 Naloxone Kits dispensed</li> </ul> </li> <li>○ Community Distribution: <ul style="list-style-type: none"> <li>▪ 5,368 Fentanyl Test Strips</li> <li>▪ 460 Xylazine Test Strips</li> <li>▪ 362 Naloxone Kits</li> <li>▪ 58 Detera Bags</li> </ul> </li> <li>○ Patient Distribution - Circle Health: <ul style="list-style-type: none"> <li>▪ 1,070 Fentanyl Test Strips offered</li> <li>▪ 18,058 Fentanyl Test Strips distributed</li> </ul> </li> </ul> </li> </ul>	<p>Enhanced services to clients through partnerships, collaboration and removal of barriers.</p> <p>Reduce the number of overdose deaths in Cuyahoga County through partnerships and collaborations.</p>
	Participated in IECMH Project Director proposal review panel.	<ul style="list-style-type: none"> <li>● Proposals received, reviewed, and interviews conducted.</li> </ul>	

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 1.3 Provider Diversity, Equity, and Inclusion	Met with Multiethnic Advocates for Cultural Competency (MACC) to discuss the cultural competency needs of the behavioral health system.	<ul style="list-style-type: none"> <li>Meeting participation by multiple staff.</li> </ul>	Informed ADAMHS Board staff, Board of Directors, provider network, and statewide partners on DEI.
	Presented “Integrating diversity, equity and inclusion in mental health, addiction and recovery systems” at Ohio’s 2024 Mental Health & Addiction Conference.	Approximately 120 attendees.	Informed ADAMHS Board staff, Board Directors, provider network, and statewide partners on DEI.
Strategy 1.4 Ongoing Technical Assistance	Provided technical assistance to various contract providers regarding proper billing and reconciliation procedures and ADAMHS Board requirements.	<ul style="list-style-type: none"> <li>Resolved billing and allocation matters with OhioGuidestone regarding crisis bed funding.</li> <li>Provided guidance regarding Y-Haven Residential treatment and sober living funding.</li> <li>Met with Stella Maris to discuss Sober Housing billing and answered questions about changing the billing methodology.</li> <li>Met with NORA to discuss indirect costs and the Crisis funding for 2024. Also provided GOSH training to NORA staff regarding clinician credentials, enrollment and available reports in the system.</li> <li>Met with Applewood and resolved billing questions and explained GOSH payment reports.</li> <li>Resolved billing questions from New Directions/Crossroads</li> <li>Assisted May Dugan related to overall billing process and electronic billing procedures.</li> </ul>	Providers maintain fiscal stability through timely billing and adherence to billing procedures.

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Provided technical assistance to Faith-based, Harm Reduction and Special Project providers regarding reporting requirements, programming and outcomes.</p>	<ul style="list-style-type: none"> <li>• Provided clarity and information on meeting program requirements.</li> </ul>	<p>Ensuring accurate program processes.</p>
	<p>Clients Rights Staff conducted quarterly New Client Rights Officer orientation.</p>	<ul style="list-style-type: none"> <li>• Educated 50 new agency CROs and staff interested in learning about client rights.</li> </ul>	<p>Agency staff are educated and prepared to address client rights issues at their agency.</p>
	<p>Client Rights Staff conducted training with Adult Protective Service (APS) staff highlighting community resources and the roles and responsibilities of ADAMHS Board Client Rights Officers.</p>	<ul style="list-style-type: none"> <li>• Over 25 APS staff members participated in the training to learn community resources and when to contact the Client Rights Division.</li> </ul>	<p>APS staff are better equipped to provide resources to vulnerable community members and have knowledge of when to involve the Client Rights Division.</p>
	<p>IT Staff conducted an access review for all shared email accounts among staff, removing access for individuals who do not require it for their job functions</p>	<ul style="list-style-type: none"> <li>• Verified by members of the management team that access review has been completed.</li> <li>• Removed 16 users from various shared mail accounts and added 2.</li> </ul>	<p>Improved security of shared email accounts by ensuring that only authorized personnel have access.</p> <p>Streamlined email account management, reducing unnecessary access and potential information overload for staff.</p> <p>Better compliance with data protection and privacy regulations by limiting access to sensitive information.</p>
	<p>Operations Staff conducted the 5-Month Probationary Period Review for New Programs to ensure successful implementation of new programs. Presented findings in the June Finance &amp; Oversight Committee.</p>	<ul style="list-style-type: none"> <li>• New programs were assessed as ‘progressing sufficiently’ or ‘needs improvement’ based on a variety of factors.</li> </ul>	<p>The two new programs are progressing sufficiently and have had their probationary status removed.</p>

Strategies	Action(s)	Performance Measures	Outcomes
	Created an online repository of data tools and templates at adamhsc.org/outcomes.	<ul style="list-style-type: none"> <li>Outcomes submissions as required through Attachment 4 of the CY24 contracts.</li> </ul>	Informed QI staff at provider network on measurement and outcomes submission processes.

**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	Reviewed 2023 metrics data from providers.	<ul style="list-style-type: none"> <li>Outcomes submissions as required through Attachment 4 of the CY23 contracts.</li> </ul>	Ensuring complete and accurate ongoing data collection.
	Updated 6- and 12-month data reporting template based on review of past submissions and collaboration with the Council of Agency Directors (CAD).	<ul style="list-style-type: none"> <li>Outcomes submissions as required through Attachment 4 of the CY24 contracts.</li> </ul>	
	Developed and conducted Case Management, Credentials and Training Survey of providers.	<ul style="list-style-type: none"> <li>Completion by provider agencies.</li> </ul>	
	Contracted with a Project Management Consultant to COSSAP Grant for Enhanced Data for Improved Substance Use Surveillance, Prevention, and Recovery on Re-entry in Cuyahoga County.	<ul style="list-style-type: none"> <li>Outcomes as required by the grant.</li> </ul>	
	Client Rights Staff continued with the Action Committee Advocating Change (ACAC) client-led workgroup focused on advocating for issues impacting the behavioral health system.	<ul style="list-style-type: none"> <li>ACAC officers run the monthly meetings and direct attendees to develop action items for advocacy.</li> </ul>	ACAC members began working on a resource guide for community members highlighting behavioral health resources and other basic community resources to assist clients as they navigate community systems.
	Held quarterly Agency Chief Financial Officer Meeting	<ul style="list-style-type: none"> <li>Discussed final submissions for previous year.</li> </ul>	Provider agencies are empowered to adhere to current financial requirements.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 2.2 Provider Accountability, Data Collection, and Analysis		<ul style="list-style-type: none"> <li>Discussed payment timelines for provider agency submissions.</li> <li>Notified providers of County implemented changes.</li> </ul>	
	Held several meetings with MetroHealth System financial and billing representatives to continue discussions regarding billing for the PED	<ul style="list-style-type: none"> <li>Establish billing protocols related to the transition of the PED to MetroHealth.</li> </ul>	Enhance collaboration with MetroHealth System and clear establishment of expectations
	IT Staff Updated and implemented the GOSH User Access Form and GOSH Agency Account Form	<ul style="list-style-type: none"> <li>Enforce provider access from locations with a static IP address, ensuring greater accountability and security.</li> </ul>	Improved provider accountability and data security.
	Compliance Staff completed the Staffing Assessment and started the Clients Records Assessment as part of the CY24 Annual Compliance Assessment	<ul style="list-style-type: none"> <li>Various components of the Client Records Assessment include client records storage, posting of client rights policy, policy against termination, payment responsibility, initial/comprehensive assessment &amp; clear diagnosis and Individual treatment plan and/or progress notes, etc., on a scale of does not meet, meets, and exceeds.</li> </ul>	Five programs were rated “Needs Improvements” in the S, but overall, all Providers were rated at least “Meets.”

**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	Met with OhioMHAS regarding ARPA funding awarded to ADAMHS Board.	<ul style="list-style-type: none"> <li>Clarified regulations and requirements for 2 ARPA projects awarded to ADAMHS Board.</li> </ul>	Collaborated with provide to obtain licensure to open ORCA House.
	Met with representative from Ohio Infant and Early Childhood Mental Health department to discuss Whole Child Matters program.	<ul style="list-style-type: none"> <li>Discussed SFY2025 awards and changing requirements due to establishment of new state department</li> </ul>	Enhanced collaboration with new state agency
	Grant Staff applied for “Bipartisan Safer Community Project Initiative” RFI for the Cuyahoga County Faith Based Community Crisis Outreach Initiative.	<ul style="list-style-type: none"> <li>Board was awarded \$25,000 to distribute behavioral health resource bags to faith leaders and their congregants.</li> </ul>	250 resource bags will be distributed to faith leaders.
Strategy 3.2 Budgeting and Resource Allocation	IT Staff relocated and optimized the use of existing security cameras	<ul style="list-style-type: none"> <li>Increased camera coverage, enhanced security monitoring, and efficient resource utilization</li> </ul>	Achieved 100% camera coverage in high-traffic and previously unmonitored areas, leading to a safer environment for staff and visitors.

**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	Participated in the Board Assistance Review (BAR) with OhioMHAS.	<ul style="list-style-type: none"> <li>Provided requested documentation to facilitate the OhioMHAS review of ADAMHS Board funding and utilization of funds.</li> </ul>	BAR is ongoing due to complex nature and volume of ADAMHS Board expenditures.
	Participated in meeting with partner system.	<ul style="list-style-type: none"> <li>Held quarterly meeting with the Cuyahoga County Office of Budget and Management (OBM) and provided feedback and analysis of OBM projections regarding ADAMHS Board spending patterns.</li> </ul>	Enhanced collaboration with the County Fiscal Office.



Strategies	Action(s)	Performance Measures	Outcomes
	Attended OACBHA Fiscal Committee Meeting.	<ul style="list-style-type: none"> <li>Discussed upcoming Board Assistance Review process.</li> </ul>	Enhanced collaboration with OACBHA and other county Boards across the state.
	Participated in statewide meetings regarding the shutdown of the iPortal for retrieving Medicaid eligibility information.	<ul style="list-style-type: none"> <li>Provided feedback to statewide questions and explained impact of losing access to Medicaid eligibility information.</li> <li>Participated in trading partner training regarding 270/271 eligibility files.</li> </ul>	Ohio Department of Medicaid restored access for 90 days to allow for transition to new information gathering methods. This will greatly impact our ability to ensure that we are only paying for services for Cuyahoga County residents.
	Met with GOSH Administrator to discuss systemwide issues.	<ul style="list-style-type: none"> <li>Discussed methods to obtain real time eligibility data.</li> </ul>	Issue is still pending feedback from OhioMHAS and Ohio Department of Medicaid.
	IT Staff upgraded to GOSH 3.1 for security enhancement including MFA for all users.	<ul style="list-style-type: none"> <li>Successful Implementation of GOSH 3.1: Confirmation of upgrade completion</li> <li>Security Vulnerabilities Resolved: Number of security issues addressed in the upgrade</li> <li>100% of GOSH users successfully enrolled in Multi-Factor Authentication (MFA)</li> </ul>	<ul style="list-style-type: none"> <li>Improved System Security: Enhanced protection against vulnerabilities</li> <li>Enhanced Account Security: Reduced risk of unauthorized access and account breaches</li> <li>Increased User Accountability: Higher responsibility among users for securing their accounts</li> </ul>
	IT Staff replaced outdated network switches: Identified and replaced network switches that were over 12 years old, including the failed unit, to ensure reliability and performance.	<ul style="list-style-type: none"> <li>Reduction in network downtime incidents due to switch failures.</li> <li>Improvement in network stability metrics</li> </ul>	<ul style="list-style-type: none"> <li>Installed switches with a lifetime warranty, ensuring minimal downtime and rapid replacement in case of failure.</li> <li>Adopted state-of-the-art switch technology, resulting in a 30% increase in network speed, lower power usage, and efficiency metrics.</li> </ul>
	IT Staff consistently monitored the email gateway, paying close attention to logs and potential threats, as numerous security incidents can arise from malicious emails.	<ul style="list-style-type: none"> <li>Reduction in security incidents</li> <li>Improved thread detection and response</li> </ul>	<ul style="list-style-type: none"> <li>Phishing attempts blocked: 102</li> <li>Total emails blocked: 7819</li> <li>Advanced Threat Protection (ATP) incidents blocked: 113</li> <li>Fewer disruptions due to email threats, leading to smoother business operations</li> <li>Improved adherence to data protection and cybersecurity regulations, minimizing legal risks</li> </ul>

Strategies	Action(s)	Performance Measures	Outcomes
			<ul style="list-style-type: none"> <li>• Lower demand on IT and security teams for addressing email-based threats</li> </ul>
Strategy 4.2 Professional Development and Training	IT Staff organized and delivered training to educate staff on best practices for securing Zoom meetings to prevent unauthorized access.	<ul style="list-style-type: none"> <li>• Increase in staff knowledge and awareness of Zoom security best practices post-training</li> </ul>	Reduced potential for disruption during virtual meetings, enhancing productivity and professionalism in remote interactions.
	Operations had ADAMHS Board EAP Provider, Impact Solution, conduct an in-person training related to teamwork.	<ul style="list-style-type: none"> <li>• Training focused on building good teams and teamwork</li> </ul>	Staff are more aware of what good teams and teamwork looks like.
	Training Institute offers trainings to providers and the community, and Staff participated in various raining to further professional development.	<ul style="list-style-type: none"> <li>• April Trainings: <ul style="list-style-type: none"> <li>○ SUD.MH ACF's &amp; RCF's <ul style="list-style-type: none"> <li>▪ 32 Attendees</li> </ul> </li> <li>○ Hoarding Through the Eyes of Treatment Professionals <ul style="list-style-type: none"> <li>▪ 70 Attendees</li> </ul> </li> <li>○ QPR Training <ul style="list-style-type: none"> <li>▪ 17 Attendees</li> </ul> </li> <li>○ CPD/SCIT <ul style="list-style-type: none"> <li>▪ 20 Attendees</li> </ul> </li> <li>○ DBT Skills <ul style="list-style-type: none"> <li>▪ 12 Attendees</li> </ul> </li> </ul> </li> <li>• May Trainings: <ul style="list-style-type: none"> <li>○ MH Symposium ESC <ul style="list-style-type: none"> <li>▪ 143 Attendees</li> </ul> </li> <li>○ Arranged for ADAMHS Board Annual Meeting with Dr. Degruy Keynote and provision of CEUs <ul style="list-style-type: none"> <li>▪ 593 Attendees</li> </ul> </li> <li>○ SUD/MH ACF's &amp; RCF's Training <ul style="list-style-type: none"> <li>▪ 19 Attendees</li> </ul> </li> <li>○ MHFA Eaton</li> </ul> </li> </ul>	Providers, members of the community and other organizations are trained to handle interactions with people living with mental illness and/or substance use disorder.

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>▪ 20 Attendees</li> <li>○ MH 101 Hyland Software <ul style="list-style-type: none"> <li>▪ 29 Attendees</li> </ul> </li> <li>○ The Family: The Forgotten Patient when Treating SUD <ul style="list-style-type: none"> <li>▪ 17 Attendees</li> </ul> </li> <li>• June Trainings: <ul style="list-style-type: none"> <li>○ Stimulant Use Disorders Co Occurring Disorders <ul style="list-style-type: none"> <li>▪ 18 Attendees</li> </ul> </li> <li>○ MHFA/AmeriCorp <ul style="list-style-type: none"> <li>▪ 8 Attendees</li> </ul> </li> <li>○ QPR Training <ul style="list-style-type: none"> <li>▪ 14 Attendees</li> </ul> </li> <li>○ Hoarding through the Eyes of First Responders: <ul style="list-style-type: none"> <li>▪ 99 Attendees</li> </ul> </li> <li>○ De Escalation at Dr. Martin Luther Church <ul style="list-style-type: none"> <li>▪ 15 Attendees</li> </ul> </li> <li>○ QPR/Say Yes <ul style="list-style-type: none"> <li>▪ 80 Attendees</li> </ul> </li> </ul> </li> <li>• SUMMARY OF PEOPLE TRAINED: <ul style="list-style-type: none"> <li>○ 1,206</li> </ul> </li> <li>• No Wrong Door: National Lessons Learned in 911 and 988 Collaboration</li> <li>• Onboarding and Ongoing Peer Supporter Supervision</li> <li>• Substance Use Disorder and Mental Health Training for Group Homes and Recovery Housing</li> </ul>	
Strategy 4.3 Succession Planning	Two consultants presented options for a 360° Review of the Board’s staff leadership team to the Board Directors during the June 12 Finance & Oversight Committee	<ul style="list-style-type: none"> <li>• Ms. Price-Patterson of Working River was selected by the Board Directors during the June 26, General Meeting</li> </ul>	Feedback to identify leadership competencies and training/development opportunities that may be used in succession planning and to improve employee relationships.

**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	Met with Erin M. West Ph.D., LPCC, Chair of the Department of Counseling at Baldwin Wallace University to discuss the new Master’s in Clinical Mental Health Counseling launching in fall 2024.	<ul style="list-style-type: none"> <li>Participated in the meeting and received information on the first ever Master’s in Clinical Mental Health Counseling at Baldwin Wallace University.</li> </ul>	Prepared and engaged future behavioral health workforce.
	Scheduled “Career Chat” opportunities with local school districts through the Greater Cleveland Career Consortium.	<ul style="list-style-type: none"> <li>Staff from three providers conducted 30-minute Zoom calls with students to talk about their profession.                             <ul style="list-style-type: none"> <li>56 students/5 classrooms/2 schools participated.</li> </ul> </li> </ul>	Prepared and engaged future behavioral health workforce.
	Provide education around careers in the behavioral health field.	<ul style="list-style-type: none"> <li>Directors of Adult and Children’s &amp; Prevention Programs met with two local high school students completing a 40-hour program to become certified as a mental health technicians through the Ohio Department of Education. Education was provided around working in the Behavioral Health System and the diverse type of jobs available in Behavioral Health. The meeting was facilitated by the Executive Director of NAMI Cleveland.</li> <li>Director of Prevention &amp; Children’s BH Programs met with CWRU fellowship students for a Q&amp;A session about the behavioral health field following the City Club of Cleveland’s panel on “The Truth About Lethal Means, Suicide Prevention &amp; Mental Health.”</li> </ul>	Educated individuals with interest in behavioral health-oriented careers.
Strategy 5.2 Diverse Recruitment	Staff contributed to multiple coalitions and workforce meetings with: OhioMeansJobs, IECMH Funders Group.	<ul style="list-style-type: none"> <li>Participated in meetings and assisted with written reports.</li> </ul>	Recruit and retain a strong behavioral health workforce.

Strategies	Action(s)	Performance Measures	Outcomes
and Retention Strategies	Participated in the Youth Mental Health Workforce Sprint Task Force rollout with Cuyahoga County and the City of Cleveland.		

**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	ADAMHS Board promoted/participation with media.	<ul style="list-style-type: none"> <li>37 Media appearances (as of June 30)</li> <li>993,111 Social media impressions (as of June 30).</li> </ul>	Community awareness of the ADAMHS Board and its programs/services.
	Executed multi-media (radio, digital, streaming, print, social media, billboards, transit and television) public awareness campaign related to gambling, suicide prevention, and harm reduction	<ul style="list-style-type: none"> <li>April-June advertising focused on 988, gambling and harm reduction.</li> </ul>	Over 1.7 million impressions across Q2.
	Elevated the position of Director of External Affairs to a Chief-level position	<ul style="list-style-type: none"> <li>Hired Latoya Hunter Hayes, an experienced government communications professional at the Chief External Affairs Officer</li> </ul>	Community awareness of the ADAMHS Board and its programs/services and ability to elevate the Board’s communication and reach a diverse audience.
	Annual meeting was held on May 13, 2024 that featured keynote speaker focused on cultural diversity and offered CEUs. CY2023 Annual Report was also accepted.	<ul style="list-style-type: none"> <li>Dr. Joy DeGruy spoke on the impacts of racism, trauma, and slavery on African Americans during the May 13 Annual Meeting. The keynote theme was “Be the Healing.”</li> <li>Helping Hand Award recipients: News 5 Cleveland WEWS; Ms. Mikki Smith; City Councilwoman Rebecca Mauer and CMHA CEO</li> </ul>	Attendees, Board, and staff will be more familiar with the impacts of racism and trauma.  ADAMHS Board is transparent in its action by publishing and distributing its Annual Report.

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Six Helping Hand Awards were presented to community members/organizations who embodied the Board’s mission and have positively impacted the lives of people living with mental illness and/or substance use disorders, and/or helped to alleviate stigma and bring awareness to important behavioral health issues in Cuyahoga County.</p>	<p>Jeffrey Patterson, and Youth Advocates Jason Rossi and Lily Jade Goodwin</p>	<p>ADAMHS Board recognizes exceptional individuals/organization that make an impact in the community and for individuals.</p>
	<p>Strengthened or created opportunities to collaborate with community groups and organizations through forums, speaking engagements and events.</p>	<ul style="list-style-type: none"> <li>• Sponsorships: <ul style="list-style-type: none"> <li>○ Boy Scouts of America Youth Resilience Summit (April 19) at which we had a resource table</li> <li>○ Removing the Sigma’s Bowling to remove Stigma (May 19)</li> <li>○ Pride in the CLE (June 1) at which we had a resource table</li> <li>○ Cuy. County National Council of Negro Women, Inc.’s Family Fun &amp; Fitness Skate Jam (June 15) at which we had a resource table</li> <li>○ Recovery Resources’ Problem Gambling Symposium (June 20-21) at which we had a resource table; Leshia Yarbrough-Franklin attended</li> <li>○ Taking Back Our Youth’s Protecting Mental Health Series (June 25)</li> </ul> </li> <li>• Held April’s General Board meeting at Northern Ohio Recovery Association (NORA) to increase Board knowledge of the provider and introduce provider to the Board.</li> </ul>	<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>

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 6.2 Advocacy and Thought Leadership	Participated in the Behavioral Health Transitions of Care Quality Improvement Collaborative Steering Committee with Better Health Partnership.	<ul style="list-style-type: none"> <li>Participation in meetings and sharing and receiving information.</li> </ul>	ADAMHS Board is viewed as an authority and is consistently asked to present and inform on key issues.
	Client Rights Staff hosted monthly Client Lunch and Learn session at The Centers for Families and Children.	<ul style="list-style-type: none"> <li>Presentation on service offerings at The Centers for Families and Children educated clients on agency service offerings with 40 clients in attendance.</li> </ul>	Clients are better educated on resources and agencies available in the community.
	Client Rights Staff hosted Lunch and Learn at Life Exchange Center for Mental Health Awareness Month in May.	<ul style="list-style-type: none"> <li>Life Exchange Center staff hosted an art therapy program for over 50 clients in attendance.</li> </ul>	Clients participated in programming aimed at improving wellness and enhancing positive social interactions through art therapy programming.
	ADAMHS Board of Directors, CEO and staff are visible in the community sharing expertise on various topics in the behavioral health field.	<ul style="list-style-type: none"> <li>Board Director Bishara Addison and Chief Strategy and Performance Officer (CSPO) attended Youth Mental Health Workforce Development Sprint Task Force on April 11. The County Executive and Cleveland's Mayor were also present.</li> <li>CEO, Board Directors and staff members attended Signature Health's ORCA House ribbon cutting on April 18.</li> <li>CEO participated in press event with representatives from Cuyahoga County, Shaker Heights, University Heights, South Euclid, Cleveland Heights, Richmond Heights, and more to announce the county's newest crisis response program, First CALL, on May 7.</li> <li>The Care Response Community Pilot Report was released on May 29.</li> <li>On May 31, Erin DiVincenzo participated in a conversation hosted by the City Club of Cleveland informative conversation about efforts to address lethal means, improve suicide</li> </ul>	ADAMHS Board Directors, CEO and staff are viewed as an authority on behavioral health issues

Strategies	Action(s)	Performance Measures	Outcomes
		<p>prevention and increase mental health resources in Northeast Ohio. ADAMHS Board CEO also gave opening remarks</p> <ul style="list-style-type: none"> <li>• CEO and CSPO attended and presented, twice and once, respectively, at the 2024 OACBHA Mental Health Conference on June 3 and 4.</li> <li>• On June 26. CEO was one of the panelists for the 18<sup>th</sup> Annual Benjamin Rose Katz Policy Lecture: Mental Health and Aging.</li> <li>• On June 28, CEO, Chief External Affairs Officer and a staff member attended Hitchcock Center for Women’s Expansion Groundbreaking. The CEO gave a speech along with the Mayor of Cleveland, the County Executive and other important partners and funders.</li> <li>• Staff oversaw 24 resource table events. The most notable were: <ul style="list-style-type: none"> <li>○ 2024 Homeless Stand Down</li> <li>○ MetroHealth Men’s Health Fair</li> <li>○ Connect NEO Regional Colloquium</li> <li>○ The City Club’s ‘Truth About Lethal Means’ Panel</li> <li>○ Pride in the CLE</li> <li>○ Cuyahoga County Fatherhood Conference</li> <li>○ Juneteeth Celebration at University Heights</li> <li>○ State Representative Darnell Brewer Health Resource Fair</li> </ul> </li> <li>• Continued leadership in state, county, and local coalitions and Task Forces <ul style="list-style-type: none"> <li>○ Cuyahoga County Suicide Prevention Coalition</li> <li>○ Cuyahoga County Problem Gambling Coalition</li> <li>○ Cuyahoga County Opioid Task Force</li> </ul> </li> </ul>	



Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>○ Department of Justice Task Force on Opioids and other Drugs</li> <li>○ Faith-based initiatives</li> <li>○ The Hoarding Connection of Cuyahoga County</li> <li>○ NEO Collaborative</li> <li>○ Ohio Aging &amp; Behavioral Health Alliance</li> <li>○ OACBHA Executive Council</li> <li>○ CBCF Facility Governing Board</li> <li>○ Cuyahoga County Drug Court Advisory Board</li> <li>○ Cleveland Drug Court Advisory Board</li> <li>○ Trauma Collaborative</li> <li>● ADAMHS Board continued participation in MHRAC <ul style="list-style-type: none"> <li>○ ADAMHS Board Director of Education and Training is Chair for MHRAC Training Committee</li> <li>○ ADAMHS Board participation in MHRAC Data and Growth Committee</li> <li>○ MHRAC Youth Subcommittee</li> </ul> </li> <li>● Participated in meeting with representative from MACC</li> <li>● Human Services Committee with Tri C Metro Campus</li> <li>● Participation in City of Cleveland Data Network Meeting</li> <li>● Facilitation of staff development topic: <ul style="list-style-type: none"> <li>○ Juneteenth Celebration</li> <li>○ Overview of ADAMHS Board Training Unit</li> </ul> </li> <li>● Continued participation in CIT Assist-National appointment. Assists in the development and implementation of CIT and Crisis Related resources funded by the COPS Grant</li> </ul>	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> <li>• Continued participation in CIT Statewide Committee for 25 Years of CIT in 2025.</li> <li>• Family and Children’s First Council and Executive Committee</li> <li>• Behavioral Health Juvenile Justice and RECLAIM local and statewide workgroups</li> <li>• Child Fatality Review Committee Meetings</li> <li>• Fetal Infant Mortality Review</li> <li>• Cuyahoga Fatherhood Initiative Steering Committee</li> <li>• Safe Babies Active Community Team</li> <li>• Educational Stability Network meetings</li> <li>• Cuyahoga Handle With Care Network</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>• Domestic Violence Fatality Review Committee</li> <li>• Notice of Funding Availability (NOFA) Review Committee</li> <li>• Cuyahoga Office of Homeless Services (OHS) Advisory Board</li> <li>• Ohio Aging Behavioral Health (OABH) Alliance</li> <li>• OhioMHAS Regional Forensic Stakeholder Meeting – Northcoast Catchment</li> <li>• City of Cleveland Every Neighbor Workshop</li> <li>• Overdose Fatality Review Committee</li> <li>• The AIDS Funding Collaborative</li> <li>• Ryan White Council</li> <li>• The Greater Cleveland Coordinating Response to Human Trafficking</li> <li>• Cuyahoga County Problem Gambling Coalition</li> </ul>	

Strategies	Action(s)	Performance Measures	Outcomes
	<p>Created design/visuals for Roads to Recovery '24: Creating Healing Communities</p> <p>Created Save-the-Date for Roads to Recovery '24: Creating Healing Communities</p>	<ul style="list-style-type: none"> <li>• New and updated marketing materials.</li> <li>• Save-the-Date published on Board's website.</li> <li>• Continued to promote the "Call for Presenters" via email, website and social media</li> </ul>	<p>Clients, families, and providers are educated about culturally competent practices and programs related to recovery from mental health and substance use.</p>