# Strategic Plan

# THREE-QUARTERS PROGRESS REPORT - July 2024

# 1. Strengthening Service Delivery System

Ensuring a collaborative and diverse behavioral health service delivery system that prioritizes equity and inclusion and meets needs.

#### 2. Measuring Impact

Measure and evaluate our performance and impact through stronger partnerships with our clients and providers.

#### 3. Maximizing Available Funding

Maximize available funding to ensure that services are provided to the community in an effective and efficient manner.

#### 4. Maintaining a High-Performing Organization

Maintain a high-performing organization with solid systems support

## 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.

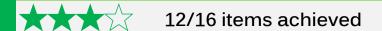
## 6. Sharing Information

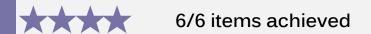
Maximize public awareness of behavioral health services and agencies through comprehensive marketing and communications strategies.



47 of 62 action items have been achieved

PROGRESS
15/20 items achieved











1. Strengthening Service Delivery System		PROGRESS
Ensuring a collaborative and diverse behavioral health service delivery	y system that prioritizes equity and inclusion and meets needs.	***
STRATEGY 1.1: System Level Coordination and Planning		15/20 items achieved
ACTION ITEM	EVIDENCE of PROGRESS	STATUS
1. Identify and gauge client and community needs.	Community Needs Assessment; Client Satisfaction Surveys	Achieved - Ongoing
2. Engage providers and clients in development of Board priorities.	Community Needs Assessment; Eliminating Structural Racism and DEI surveys; Law Enforcement Surveys	Achieved - Ongoing
3. Serve county residents living with mental illness and/or substance use disorders who qualify for ADAMHS Board funded services.	Total served 2023: 208,595 (treatment services- unduplicated: 7,387; non-treatment services - duplicated: 201,208)	Achieved - Ongoing
4. Reduce the time between crisis stabilization and initial office visit.	CSU plans discharges to ensure the best ongoing care. However, there is not yet a mechanism to track time before an office visit.	On hold
5. Evaluate if the CPST system is meeting its objectives and reimagine the CPST system, where necessary.	Issued a point-in-time survey to providers that asked specifically about current capacity for CPST for adults and children	In progress
6. Encourage more providers to offer non-traditional hours to ensure availability of more services.	CEO encourages this at All Provider meetings and other forums; has written grant letters of support for providers to extend hours	Achieved - Ongoing
7. Expand the crisis system to include easy access for all individuals.	Diversion Center; Coordination with MRSS, OhioRISE and other Boards for multi-system youth; Care Response pilot planning; PED planning	Achieved - Ongoing
STRATEGY 1.2: Provider Collaboration and Partnerships		
Evaluate the effectiveness of individual providers and overall service areas.	Re-organized data team to improve processes, monitoring and analysis.  Developing reporting and information sharing processes.	In progress
2. Utilize partnerships with children's MH agencies to increase availability	Partnering to create Child Wellness Campus; addressed staffing crisis with	Achieved -
of placement for children with DCFS, Juvenile Court, etc.  3. Promote the utilization of evidence-based practices in behavioral health	funding to retain staff at three children/youth providers  Professional development through the Training Institute; tracking sheet in	Ongoing Achieved -
treatment and recovery support services.	planning/programs specifies EBPs	Ongoing
4. Partner with police departments to identify individuals living with mental llness and/or SUD and equip officers with de-escalation.	Ongoing Crisis Intervention Team (CIT) training for Cleveland, plus 1,285 individuals trained through the Diversion Center contract	Achieved - Ongoing
STRATEGY 1.3: Provider Diversity, Equity and Inclusion		
Identify diversity, equity, and inclusion issues in the community to develop a baseline reference for behavioral health.	Diversity, Equity and Inclusion Strategic Implementation Plan; Racial Health Equity Analysis of Services	Achieved - Completed
2. Provide targeted training through the Training Institute for providers to meet the needs of a diverse community.	Training Institute; DEI consultant offered a four-session series of trainings in 2023	Achieved - Completed
3. Build system capacity to address diversity, equity, and inclusion issues.	DEI Plan; Developed Minority Candidate Recruitment document; DEI consultant reviewed job descriptions and policies	In progress

4. Expose agencies to a broader range of treatment modalities, specifically including those for diverse communities.	Training Institute; Peer Recovery Certification support	In progress
5. Assess the diversity of board members and leadership of provider	Infographic created for Board and staff; integrated client/staff	Achieved -
agencies.	demographics into 6/12 month report for providers	Ongoing
6. Evaluate current cultural competency practices and outcomes.	DEI Plan; Policy Review by DEI consultant; RFP rubric updated with DEI	Achieved -
	principles	Ongoing
STRATEGY 1.4: Ongoing Technical Assistance		
1 Educate providers on the ADAMHS Board funding and billing procedures.	Ongoing TA on Board and Medicaid billing procedures; special monthly	Achieved -
	support for Diversion Center fiscal staff	Ongoing
2. Evaluate new providers for key skills and competencies.	Probation review implemented	Achieved -
		Completed
3. Continually educate providers on service delivery requirements.	Meetings: All-Provider, CFO, QI, CRO Orientation; Program reports and	Achieved -
	monitoring; Documentation of processes	Ongoing

2. Measuring Impact		PROGRESS
Measure and evaluate our performance and impact through stronger p	partnerships with our clients and providers.	***
STRATEGY 2.1: Utilization of Client Feedback		12/16 items achieved
ACTION ITEM	EVIDENCE of PROGRESS	STATUS
Conduct annual, independent client and family feedback and satisfaction	Community Needs Assessment; Client Satisfaction Surveys; Implemented	Achieved -
urveys.	new client satisfaction data tool (MHSIP) for some providers	Ongoing
Utilize existing client feedback from the ACAC (Action Committee	ACAC provides feedback on a montly basis, and participates in an annual	Achieved -
dvocating Change) focus groups for qualitative feedback.	event and focus groups on various topics like DEI	Ongoing
	Reports available online at adamhscc.org/about-us/budgets-reports;	Achieved -
. Communicate results and trend data to providers.	Presentations provided in various meetings	Ongoing
. Evaluate opportunities to modify training plans based on client feedback.	Client Rights team provides training based on feedback in monthly Client	Achieved -
	Rights Officer (CRO) meetings and ACAC meetings	Ongoing
Evaluate changes made at the provider level based on client feedback.	Client Rights reports; CRO meetings	Achieved -
. Evaluate changes made at the provider level based on client leedback.	Client Rights reports, CRO meetings	Ongoing
. Compare Board data versus provider data and evaluate trends and	Cleaned 2023 data to identify inconsistencies. Conducted data inventory;	Achieved -
ariations.	eliminated WizeHive system; updated 6/12 month reporting template.	Ongoing
A LICE CO. L. C.	Re-organized data team to improve processes, monitoring and analysis.	la aragraga
. Utilize data to continually strengthen service delivery and coordination.	Developing reporting and information sharing processes.	In progress
STRATEGY 2.2: Provider Accountability, Data Collection, and Ar	nalysis	
. Research data systems that will allow the tracking of universal	Researched systems including Clear Impact, GOSH, WizeHive, CHESS Health	
performance and outcome measures across all providers.	Connections App, Eleos Health, Anchor4me App, Qualtrics	In progress
Ensure provider understanding of requirements and financial procedures	Chief Financial Officer (CFO) meetings; Ongoing technical assistance from	Achieved -
of Board grants and contracts.	finance staff; Compliance audits	Ongoing
3. Communicate the consequences of lack of compliance and adherence to	Meetings: All-Provider, CFO, QI, CRO Orientation; Program reports and	Achieved -
nonthly reports, data and outcome requirements.	monitoring	Ongoing
Increase requirements for grants and cost reimbursement funding to	- v	Achieved -
nsure that qualified clients are being served.	Program staff develops APS specifications and monitors monthly progress	Ongoing
Puild internal canacity to conduct compliance /financial audita	Restructured a finance directorship and promoted within; restructured	Achieved -
i. Build internal capacity to conduct compliance/financial audits.	Compliance area	Completed
Ingrance analysis of program reports and ravious	Program staff collects and reviews monthly reports based on contract	Achieved -
. Increase analysis of program reports and reviews.	Attachment 1s	Ongoing
Evaluate the effectiveness of individual providers and everall consider areas	Re-organized data team to improve processes, monitoring and analysis.	
7. Evaluate the effectiveness of individual providers and overall service areas.	Developing reporting and information sharing processes.	In progress
. Evaluate the completeness and usability of data collected to ensure it	Review of metrics submissions; recovered missing data; updated 6/12 month	Achieved -
erves our program and system goals.	reporting template	Ongoing
9. Ensure program and resource allocations are informed by data collected.	Re-organized data team to improve processes, monitoring and analysis.	
	Developing reporting and information sharing processes.	In progress

3. Maximizing Available Funding		PROGRESS
Maximize available funding to ensure that services are provided to the c	community in an effective and efficient manner.	***
STRATEGY 3.1: Funding Diversification		6/6 items achieved
ACTION ITEM	EVIDENCE of PROGRESS	STATUS
1. Request and advocate for funding as needed to best meet ever-changing behavioral health needs.	State Budget advocacy; Medicaid rate increase; levy campaign	Achieved - Ongoing
2. Continue to research and identify private foundations that will support government agencies.	Staff serves on various Coalitions, Funders groups in partnership with philanthropic community	Achieved - Ongoing
3. Partner with providers in grant and other revenue generating opportunities	CEO provides letters of support for grant applications; Staff serves on various Coalitions, Funders groups and RFP review teams	Achieved - Ongoing
4. Encourage providers to seek additional funding streams other than ADAMHS.	CEO regularly encourages this at All Provider meetings; Opportunities provided regularly to faith-based providers	Achieved - Ongoing
STRATEGY 1.2: Budgeting and Resource Allocation		
Explore expanding the pooled funding model for funding other services.	Finance utilized pooled funding to fullest during each budget cycle	Achieved - Ongoing
2. Continue to partner with systems and organizations to share cost.	Shared costs for the Child Wellness Campus, youth workforce	Achieved - Ongoing

4. Maintaining a High-Performing Organization  Maintain a high- performing organization with solid systems support		PROGRESS
STRATEGY 4.1: Systems and Infrastructure		4/8 items achieved
ACTION ITEM	EVIDENCE of PROGRESS	STATUS
1. Improve systems to support data collection, analysis, and reporting.	Re-organized data team to improve processes, monitoring and analysis; developing reporting and information sharing processes	Achieved - Ongoing
2. Improve technology and support for remote work.	IT support and technology for remote work for all departments, improved cyber-security	Achieved - Ongoing
3. Reevaluate internal policies for work flexibility.	Developed hybrid work model that emphasizes both flexibility and continued teamwork, along with in-person staff meetings	Achieved - Ongoing
4. Evaluate the need to do a compensation study for Board staff.	On hold	On hold
STRATEGY 4.2: Professional Development and Training		
Evolve leadership development and team building activities to remain effective in the new environment.	On hold	On hold
2. Create team building opportunities across disciplines and organizational units.	Implemented department highlight presentations during staff meetings	In progress
STRATEGY 4.3: Succession Planning		
1. Document institutional knowledge to prevent loss during staff transitions and retirements.	Repository created of Standard Operating Procedures (SOPs); review of job descriptions	In progress
2. Review internal policies and practices around document retention and storage.	Records Retention Policy was updated in 2021	Achieved - Completed

5. Strengthening Behavioral Health Workforce Attract and retain the most motivated and competent professionals in b	pehavioral health to fill staffing needs for the Board and our providers.	PROGRESS **
STRATEGY 5.1: Strengthen the Talent Recruitment Pipeline		4/4 items achieved
ACTION ITEM	EVIDENCE of PROGRESS	STATUS
Establish partnerships with universities, health systems to introduce careers to students in middle school through college.	Developed workforce video series for students; Provided content for ESCNEOWorks.org; Serve as Community Preceptor for university Capstone projects; Sector Implementation Partner in Greater Cleveland Career Consortium with local middle/high schools (hosting career chats, student tours)	Achieved - Ongoing
2. Offer financial incentives for high school internships at provider agencies.	Collected data about paid/unpaid internships at provider agencies through a workforce survey; In lieu of a financial incentive paid by the Board, we are connecting providers and universities to the state-funded workforce initiatives like the Great Minds Fellowship.	Achieved - Ongoing
STRATEGY 5.2: Diverse Recruitment and Retention Strategies		
1. Communicate importance of behavioral health in everyday life to attract interest in working in the behavioral health system.	Developed workforce video series for students; attend student career fairs	Achieved - Ongoing
2. Advocate for pay equal to the responsibility and importance of the profession.	Ongoing advocacy to elevate rates paid to providers or promote wage equity, like the 10% increase through Medicaid FY24-25 budget	Achieved - Ongoing

6. Sharing Information  Maximize public awareness of behavioral health services and agencie  STRATEGY 6.1: Strengthen Brand Awareness	s through comprehensive marketing and communications strategies.	PROGRESS  6/8 items achieved
ACTION ITEM	EVIDENCE of PROGRESS	STATUS
Re-design the website to reflect current technology with searchable and timely content.	Re-designed adamhscc.org completed in 2021	Achieved - Completed
2. Enforce the logo and affiliation requirement on provider collateral materials.	Contracts/agreements specify logo usage, and both Program staff and External Affairs staff provide guidance on logo usage	Achieved - Ongoing
3. Ensure Board continues as expert on Behavioral Health.	Media mentions, speaking engagements as reported to Community Relations and Advocacy Committee	Achieved - Ongoing
STRATEGY 6.2: Advocacy and Thought Leadership		
1. Continue Recovery in Action newsletter and emails from the CEO.	Newsletters and emails continue on a routine basis: adamhscc.org/about-us/budgets-reports/newsletters	Achieved - Ongoing
2. Seek new and/or strengthen opportunities to collaborate with community groups and organizations.	Staff contributes expertise to various coalitions	Achieved - Ongoing
3. Build a grassroots system to support and disseminate Behavioral Health information to the community.	Expanded faith-based outreach using grant funding; continued harm reduction distribution	In progress
4. Create relationships with influencers to better communicate the work and mpact of ADAMHS Board.	Utilize the annual Helping Hands awards to highlight the work of influencers	In progress
5. Strengthen the understanding of media and providers about recovery and pest practices in public health messaging.	Media relationships, as reported to Community Relations and Advocacy Committee	Achieved - Ongoing