

# Strategic Plan

THREE-QUARTERS PROGRESS REPORT - July 2024



47 of 62 action items have been achieved

## 1. Strengthening Service Delivery System

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

### PROGRESS



15/20 items achieved

## 2. Measuring Impact

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



12/16 items achieved

## 3. Maximizing Available Funding

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



6/6 items achieved

## 4. Maintaining a High-Performing Organization

Maintain a high-performing organization with solid systems support



4/8 items achieved

## 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.



4/4 items achieved

## 6. Sharing Information

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



6/8 items achieved

# 1. Strengthening Service Delivery System

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

## PROGRESS



15/20 items achieved

### STRATEGY 1.1: System Level Coordination and Planning

#### 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

1. 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 of placement for children with DCFS, Juvenile Court, etc.

Partnering to create Child Wellness Campus; addressed staffing crisis with funding to retain staff at three children/youth providers

Achieved - Ongoing



3. Promote the utilization of evidence-based practices in behavioral health treatment and recovery support services.

Professional development through the Training Institute; tracking sheet in planning/programs specifies EBPs

Achieved - Ongoing



4. Partner with police departments to identify individuals living with mental illness 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

1. 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 agencies.	Infographic created for Board and staff; integrated client/staff demographics into 6/12 month report for providers	Achieved - Ongoing	
6. Evaluate current cultural competency practices and outcomes.	DEI Plan; Policy Review by DEI consultant; RFP rubric updated with DEI principles	Achieved - Ongoing	
<b>STRATEGY 1.4: Ongoing Technical Assistance</b>			
1 Educate providers on the ADAMHS Board funding and billing procedures.	Ongoing TA on Board and Medicaid billing procedures; special monthly support for Diversion Center fiscal staff	Achieved - 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 monitoring; Documentation of processes	Achieved - Ongoing	

## 2. Measuring Impact

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

### PROGRESS



12/16 items achieved

### STRATEGY 2.1: Utilization of Client Feedback

#### ACTION ITEM

1. Conduct annual, independent client and family feedback and satisfaction surveys.
2. Utilize existing client feedback from the ACAC (Action Committee Advocating Change) focus groups for qualitative feedback.
3. Communicate results and trend data to providers.
4. Evaluate opportunities to modify training plans based on client feedback.
5. Evaluate changes made at the provider level based on client feedback.
6. Compare Board data versus provider data and evaluate trends and variations.
7. Utilize data to continually strengthen service delivery and coordination.

#### EVIDENCE of PROGRESS

- Community Needs Assessment; Client Satisfaction Surveys; Implemented new client satisfaction data tool (MHSIP) for some providers
- ACAC provides feedback on a monthly basis, and participates in an annual event and focus groups on various topics like DEI
- Reports available online at adamhsc.org/about-us/budgets-reports; Presentations provided in various meetings
- Client Rights team provides training based on feedback in monthly Client Rights Officer (CRO) meetings and ACAC meetings
- Client Rights reports; CRO meetings
- Cleaned 2023 data to identify inconsistencies. Conducted data inventory; eliminated WizeHive system; updated 6/12 month reporting template.
- Re-organized data team to improve processes, monitoring and analysis. Developing reporting and information sharing processes.

#### STATUS








- Achieved -
- Ongoing
- Achieved -
- Ongoing
- Achieved -
- Ongoing
- Achieved -
- Ongoing
- Achieved -
- Ongoing
- In progress










### STRATEGY 2.2: Provider Accountability, Data Collection, and Analysis

1. Research data systems that will allow the tracking of universal performance and outcome measures across all providers.
2. Ensure provider understanding of requirements and financial procedures of Board grants and contracts.
3. Communicate the consequences of lack of compliance and adherence to monthly reports, data and outcome requirements.
4. Increase requirements for grants and cost reimbursement funding to ensure that qualified clients are being served.
5. Build internal capacity to conduct compliance/financial audits.
6. Increase analysis of program reports and reviews.
7. Evaluate the effectiveness of individual providers and overall service areas.
8. Evaluate the completeness and usability of data collected to ensure it serves our program and system goals.
9. Ensure program and resource allocations are informed by data collected.

- Researched systems including Clear Impact, GOSH, WizeHive, CHES Health Connections App, Eleos Health, Anchor4me App, Qualtrics
- Chief Financial Officer (CFO) meetings; Ongoing technical assistance from finance staff; Compliance audits
- Meetings: All-Provider, CFO, QI, CRO Orientation; Program reports and monitoring
- Program staff develops APS specifications and monitors monthly progress
- Restructured a finance directorship and promoted within; restructured Compliance area
- Program staff collects and reviews monthly reports based on contract Attachment 1s
- Re-organized data team to improve processes, monitoring and analysis. Developing reporting and information sharing processes.
- Review of metrics submissions; recovered missing data; updated 6/12 month reporting template
- Re-organized data team to improve processes, monitoring and analysis. Developing reporting and information sharing processes.

- In progress
- Achieved -
- Ongoing
- Achieved -
- Ongoing
- Achieved -
- Ongoing
- Achieved -
- Completed
- Achieved -
- Ongoing
- In progress
- In progress
- Achieved -
- Ongoing
- In progress

3. Maximizing Available Funding		PROGRESS
Maximize available funding to ensure that services are provided to the community in an effective and efficient manner.		 6/6 items achieved
STRATEGY 3.1: Funding Diversification		STATUS
ACTION ITEM	EVIDENCE of PROGRESS	
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		
1. 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		PROGRESS
Maintain a high- performing organization with solid systems support		 4/8 items achieved
STRATEGY 4.1: Systems and Infrastructure		STATUS
ACTION ITEM	EVIDENCE of PROGRESS	
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		
1. 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 behavioral health to fill staffing needs for the Board and our providers.

### PROGRESS



4/4 items achieved

### STRATEGY 5.1: Strengthen the Talent Recruitment Pipeline

#### ACTION ITEM

#### EVIDENCE of PROGRESS

#### STATUS

1. 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 agencies through comprehensive marketing and communications strategies.

### PROGRESS



6/8 items achieved

### STRATEGY 6.1: Strengthen Brand Awareness

#### ACTION ITEM

1. Re-design the website to reflect current technology with searchable and timely content.
2. Enforce the logo and affiliation requirement on provider collateral materials.
3. Ensure Board continues as expert on Behavioral Health.

#### EVIDENCE of PROGRESS

- Re-designed adamhsc.org completed in 2021
- Contracts/agreements specify logo usage, and both Program staff and External Affairs staff provide guidance on logo usage
- Media mentions, speaking engagements as reported to Community Relations and Advocacy Committee

#### STATUS

- Achieved - Completed
- Achieved - Ongoing
- Achieved - Ongoing

### STRATEGY 6.2: Advocacy and Thought Leadership

1. Continue Recovery in Action newsletter and emails from the CEO.
2. Seek new and/or strengthen opportunities to collaborate with community groups and organizations.
3. Build a grassroots system to support and disseminate Behavioral Health information to the community.
4. Create relationships with influencers to better communicate the work and impact of ADAMHS Board.
5. Strengthen the understanding of media and providers about recovery and best practices in public health messaging.

- Newsletters and emails continue on a routine basis: adamhsc.org/about-us/budgets-reports/newsletters
- Staff contributes expertise to various coalitions
- Expanded faith-based outreach using grant funding; continued harm reduction distribution
- Utilize the annual Helping Hands awards to highlight the work of influencers
- Media relationships, as reported to Community Relations and Advocacy Committee

- Achieved - Ongoing
- Achieved - Ongoing
- In progress
- In progress
- Achieved - Ongoing