

ADAMHS Board of Cuyahoga County 2021-2025 Strategic Plan
3rd Quarter 2024 Progress Report: July, August, September 2024
October 23, 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	Community Needs Assessment was completed and published.	<ul style="list-style-type: none"> Complete report available to the public online. 	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 .
	Collaborated with partner agencies, led various meetings and provided technical assistance as needed.	<ul style="list-style-type: none"> 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 juvenile correctional facilities to help remove barriers to services. Facilitated quarterly Children’s Crisis Services and weekly Subcommittee meeting to coordinate referral and linkage to programs and services for clients re-entering the community from crisis stabilization units. Partnered with Early Childhood Mental Health (ECMH) Providers, Invest In Children, Starting Point, and the Ohio Department of Children and Youth to reduce ECMH and Whole Child Matters wait times, streamline early childhood services, and increase access to ECMH prevention and consultation services for families. Participated in OhioMHAS Certification Site Visit review at YMCA Y-Haven for SUD Residential Treatment (ASAM 3.5) and 	Enhanced services to clients through partnerships, collaboration and removal of barriers.

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		<p>Transitional Housing with Treatment and Supports (ASAM 21. and 1.0)</p> <ul style="list-style-type: none"> • 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. • Collaborated with School Based Mental Health Providers, school district representatives, and the Educational Service Center of Northeast Ohio to coordinate and improve delivery of school-based prevention and consultation services. • Facilitated quarterly meetings with SUD and Community Prevention Providers to coordinate prevention services in the schools and communities. • Collaborated with Removing the Stigma, Colors+, and the Cuyahoga County Suicide Prevention Coalition to continue implementation of the coalition’s grant program funded by the Public Health Fund of Ohio. The program provided suicide prevention services embedded in zip codes 44102, 44105, and 44108 that focused on African-American and LGBTQ+ youth and families. • Collaborated with You Thrive Training and Consulting LLC to enhance capacity for Cuyahoga County’s Suicide Prevention Coalition. • Staff coordinated the Adult Care Facility (ACF) Peer Seal of Quality process with Thrive Peer Support. As of September 30, 55/60 currently contracted ACF’s received the Peer Seal of Quality. The remainder will be completed in early October. 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Staff conducted housing (Residential Assistance Program - RAP and Coordinated Adult Residential Referral – CARR) presentations for case management and Supervisor staff at Signature Health Outpatient and ORCA Step Up Step Down Class 1 Residential Facility. • Staff Coordinated with Cuyahoga Specialty Court Administrator on reviving Cuyahoga’s Stepping Up Initiative • Facilitated Bi-monthly Behavioral Health Supervisor meeting. Presentations included Signature Health presenting on the ORCA House program as well as the ADAMHS Board presenting on class 1 and 2 housing. • Facilitated quarterly ATP meeting with providers and officials from the Corrections Planning Board, Cuyahoga County Common Pleas Court, and Cleveland Municipal Court. • Collaborated with OhioMHAS and Thrive Peer Recovery Services and offered online OhioMHAS 40-Hour Peer Recovery Supporter (PRS) Training to individuals throughout the state. Training was held in August and 18 individuals participated. Another PRS training will be held in October, with registration already underway. • Facilitated the Quarterly Peer Run Organizations and Peer Recovery Support Providers meeting with 25 peers and providers. FrontLine Service presented the Care Response Team. • Participated in the Opportunities for Ohioans with Disabilities (OOD) Case Management Contracts Meeting, along with subcontractor Recovery Resources. The meeting discussed strategies to increase successful employment outcomes and overall contract performance. 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • 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. Discussed barriers and problem solving as a group. Receive updates on any current trends and patterns they see with clients and in the community. • Facilitated monthly 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 program description. In addition, provided support and technical assistance through the ORH certification process. • Monthly meetings with Cuyahoga County Probate court to discuss AOT participants and make recommendations for improved outcomes. • Conducted a bi-monthly psychiatric emergency service provider (PESP) meeting to discuss system issues and discuss resolutions. • Provided technical assistance to MetroHealth in the development of the Psychiatric Emergency Department (PED). • Facilitated quarterly Faith-based Provider meetings to discuss data and reporting requirements/changes and to share upcoming 	

Strategies	Action(s)	Performance Measures	Outcomes
		events. Answered questions regarding outcome submissions and provided technical assistance.	
	Client Rights 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 regarding vulnerable clients. 	County clients received case resolution and resource access.
	Client Rights continued serving on the Cuyahoga County Advisory Committee on Persons with Disabilities, including the Developmental Disabilities and Mental Health Subcommittee and Voter Engagement Subcommittee.	<ul style="list-style-type: none"> Client Rights Officer offered expertise and knowledge of the behavioral health system to advance the work of the committees. 	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.
	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 guidance and education to agency Client Rights Officer to appropriately respond to client complaints/grievances. 	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.
	Client Rights continued serving on the Advocacy Committee and Education and Resource Development Committee through the Division of Senior and Adult Services (DSAS).	<ul style="list-style-type: none"> Client Rights Officers offered expertise and knowledge of the behavioral health system to advance the work of the committees. 	Progress was made in the planning of the 2024 Aging and Disability Summit which was successfully held in September 2024. Advocacy opportunities are currently being implemented.
	Client Rights conducted Major Unusual Incident Training for all Client Rights Officers in September 2024.	<ul style="list-style-type: none"> 50 agency Client Rights Officers attended the training that reviewed all OhioMHAS and ADAMHS Board criteria for submitting Major Unusual Incident reports 	Agencies have a detailed understanding of the OhioMHAS rules and ADAMHS Board policies governing the submission of Major Unusual Incident reports.

Strategies	Action(s)	Performance Measures	Outcomes
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 Distribution: <ul style="list-style-type: none"> ▪ 115 Naloxone kits dispensed ▪ 99 Individuals accessing kits ○ Naloxone Emergency Cabinets/NaloxBoxes: <ul style="list-style-type: none"> ▪ 42 Emergency Cabinets installed ▪ 52 Naloxone Kits dispensed ○ Community Distribution: <ul style="list-style-type: none"> ▪ 1,021 Fentanyl Test Strips ▪ 451 Xylazine Test Strips ▪ 111 Naloxone Kits ▪ 2 Detera Bags ○ Patient Distribution - Circle Health: <ul style="list-style-type: none"> ▪ 1,256 Fentanyl Test Strips offered ▪ 6,709 Fentanyl Test Strips distributed 	<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>
	Held an <i>Informational and Feedback Session on Emotional & Psychological Trauma</i> for recognized community/ spiritual leaders on August 20, 2024.	<ul style="list-style-type: none"> • Dr. Joan Evelyn Duvall-Flynn Ed.D., Chair of Trauma-Informed Education Coalition of Philadelphia, was the facilitator. • Explored the possibility of a larger educational event to help equip spiritual leaders and others with the tools needed to recognize and mitigate the impact of psycho-social, emotional, and neuropsychological trauma amongst their congregants. 	A larger educational event will take place in March or April 2025
	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.	<p>July:</p> <ul style="list-style-type: none"> • 40-hour Community CIT Class <ul style="list-style-type: none"> ○ 13 Attendees total ○ 7 sworn officers representing; MetroHealth PD (4), University Hospitals PD (2) Independence PD (1) ○ 6 non-sworn personnel representing; Cuyahoga County Sheriff's Dept Corrections Officers (4), Cleveland EMS (1) University Hospitals Protective Services (1) 	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"> • 32-hr Community Partners Class <ul style="list-style-type: none"> ○ 8 Attendees total ○ Agencies represented; Ohio Means Jobs (4), CMSD (1), Families Impacted by Opioids (1), May Dugan Center (1), The Edna House for Women (1) • 4-Hr CIT Refresher <ul style="list-style-type: none"> ○ 6 Attendees total ○ Agencies represented, Beachwood PD (1), University Hts. PD (1), Euclid PD (1), South Euclid PD (2), Shaker Hts. PD (1) <p>August:</p> <ul style="list-style-type: none"> • 40-hour Community CIT Class <ul style="list-style-type: none"> ○ Note: No 40-hr Community CIT Class for August. Class was canceled halfway through due to weather and power outages. Attendees made up second half of class in later classes and were counted in those later classes. • 40-hour SCIT Class <ul style="list-style-type: none"> ○ 14 CDP Officers attended • 32-hr Community Partners Class <ul style="list-style-type: none"> ○ 11 Attendees total ○ Agencies represented; Cuyahoga County Library (6), Ohio Means Jobs (3), The Edna House for Women, (1) CWRU (1) • 4-hr CIT Refresher <ul style="list-style-type: none"> ○ 13 Attendees total ○ Agencies represented; ODRC (4), CSU PD (4), CWRU PD (4), Mayfield Hts. PD (1) • Dispatcher CIT <ul style="list-style-type: none"> ○ 17 dispatchers representing; CMHA PD (8), CSU PD (4), MetroHealth PD 	

Strategies	Action(s)	Performance Measures	Outcomes
		<p>(2), Lakewood PD (2), Strongsville PD (1)</p> <p>September:</p> <ul style="list-style-type: none"> • 40-hour Community CIT Class <ul style="list-style-type: none"> ○ 20 Attendees total ○ 13 sworn Officers representing; MetroHealth PD (4), University Hospital PD (3), Independence PD (3), Bay Village PD (1), CMHA PD (1), Cuyahoga Hts. PD (1), ○ 7 non-sworn personnel representing; Cuyahoga County Sheriff's Dept Corrections Officers (4), NASA Protective Services (1), North Olmsted Fire Dept (1), Lakewood PD Dispatch (1) • 32-hr Community Partners Class <ul style="list-style-type: none"> ○ 14 Attendees total ○ Agencies represented; City of Cleveland (5), Cuyahoga County Library (5), Ohio Means Jobs (2), The May Dugan Center (2) <p>Summary of individuals trained:</p> <ul style="list-style-type: none"> • Total Number of CIT Officers: 66 • Total Number of Civilians: 33 • Total Number of Dispatchers: 17 	
<p>Strategy 1.3 Provider Diversity, Equity, and Inclusion</p>	<p>Developed non-English 988 and crisis information through the <i>Bipartisan Safer Community Project Initiative</i> grant, continuing the Cuyahoga County Faith Based Community Crisis Outreach Initiative.</p>	<ul style="list-style-type: none"> • Providing non-English individuals, communities and faith communities with information to support a crisis. 	<p>Increased non-English information on our website by including 988 and crisis information in Spanish, Arabic and Ukrainian, which allows the Board to reach diverse populations.</p>

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	Met with faith-based organizations/ community organization leaders.	<ul style="list-style-type: none"> Discussed partnerships to reach the non-English faiths/communities and other faiths. 	Building relationships with non-English faith-based/community organizations in order to share behavioral health/crisis resources.
	Maura Maher Waymire from RAMA Consulting joined the Eliminating Structural Racism (ESR) Advisory Group to discuss the process and results of the ADAMHS Board Community Needs Assessment.	<ul style="list-style-type: none"> Information focused on marginalized communities shared. 	Informed provider network.
Strategy 1.4 Ongoing Technical Assistance	Data team conducted and recorded a training on the Devereux Student Strengths Assessment (DESSA), which a behavior rating scale that assesses skills related to social-emotional competence, resilience, and academic success.	<ul style="list-style-type: none"> Training conducted and video of training made available online for providers using this measurement tool. 	Improved overall data reporting submissions and provider accountability.
	Clients Rights conducted quarterly New 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 educated and prepared to address client rights issues at their agency.
	Client Rights Officers conducted training with Addiction Psychiatry Fellows at University Hospitals.	<ul style="list-style-type: none"> 15 Addiction Psychiatry Fellows participated in the training to learn about the function of the ADAMHS Board, available community resources for University Hospital’s patients, and the role of the Client Rights Officer at the ADAMHS Board. 	Addiction Psychiatry Fellows are well versed in community resources available to clients, including 988 and how the ADAMHS Board and the Client Rights Division can assist hospital staff.
	Provided technical assistance to various contract providers regarding proper billing and reconciliation procedures and ADAMHS Board requirements.	<ul style="list-style-type: none"> Met with Wingspan to discuss guidance regarding ECMH billing Met with Cuyahoga Invest in Children, Starting Point and Ohio Department of Children and Youth (ODCY) to discuss new protocols and policies with transition of funding and oversight from OhioMHAS to ODCY 	Providers maintain fiscal stability through timely billing and adherence to billing procedures.

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	Provided technical assistance to Faith-based, Harm Reduction and Special Project providers regarding reporting requirements, programming and outcomes.	<ul style="list-style-type: none"> Provided clarity and information on meeting program requirements. 	Ensuring accurate program processes and program success.

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	Action Committee Advocating Change (ACAC) client-led workgroup focused on advocating for issues impacting the behavioral health system.	<ul style="list-style-type: none"> ACAC officers run the monthly meetings and direct attendees to develop action items for advocacy. 	ACAC members continued working on a resource guide for community members highlighting behavioral health resources and other basic community resources.
	Tested a “community review” process for proposals involving Youth Move and the ACAC.	<ul style="list-style-type: none"> Proposal review sessions held. 	Elevated youth voice and client voice in decision-making.
	Data team encouraged providers to begin using the Mental Health Statistics Improvement Program (MHSIP) client satisfaction survey.	<ul style="list-style-type: none"> Will implement this measurement tool more widely in 2025. 	Ongoing client satisfaction measures are recommended for program quality and racial and health equity.
Strategy 2.2 Provider Accountability, Data Collection, and Analysis	Held several meetings with MetroHealth System financial and billing representatives to continue discussions regarding billing for the PED	<ul style="list-style-type: none"> Discuss PED billing, establishing codes, and allowable diagnosis. 	Enhance collaboration with MetroHealth System and clear establishment of expectations.
	Held quarterly Agency Chief Financial Officer Meeting	<ul style="list-style-type: none"> Updated agencies on RFP and CY 2025 Funding Discussed payment timelines for provider agency submissions. Notified providers of County implemented changes. 	Provider agencies are empowered to adhere to current financial requirements.
	Compliance Staff collaborated with the Data Team to inform agencies of outstanding narrative reports and metrics.	<ul style="list-style-type: none"> Reviewed internal database tracker to ensure Providers adhere to the outcomes and metric requirements, as specified in the Attachment 4 of the core contract. 	Improved overall data reporting submissions and provider accountability.

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	Compliance Staff completed the second phase, known as the Client Records Assessment, and progressed to the third phase, which combined Financial elements and Outcomes reporting.	<ul style="list-style-type: none"> Providers were assessed based on criteria primarily outlined in the core contract and client records standards, which were reviewed according to the program type. The financial elements and outcomes were evaluated at the agency level and included the annual fiscal year audit requirement, certification of liability insurance and adherence to data reporting requirements. 	Improved compliance to standards.

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 The Centers to discuss establishment of Crisis Center	<ul style="list-style-type: none"> Finalized budget plan for capital and non-capital portions of the project Reviewed operational plan and timelines 	Continued collaboration regarding the County-wide Crisis Center.
Strategy 3.2 Budgeting and Resource Allocation	Request for Proposal (RFP) released for the following services: Certified Prevention Services, Children’s Behavioral Health Services, and Class 2 Residential Facilities/ACFs.	<ul style="list-style-type: none"> 38 proposals for ACFs were received, along with 35 proposals for Certified Prevention with an additional 13 for Faith Based, and 12 for Children’s Behavioral Health. Selection is in process. 	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 .

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 Culture of Quality (COQ) assessment by the Ohio Association of County Behavioral Health Authorities (OACBHA).	<ul style="list-style-type: none"> Documented and presented evidence of meeting or exceeding all 142 standards of excellence to the OACBHA site visit team. 	THE COQ is a set of 142 standards for Boards, meant to improve the quality of the statutorily mandated functions of county Boards administering local alcohol, drug addiction and mental health services for Ohioans.
	Developed and implemented an All-Staff SharePoint site as a central hub for internal communications and resources	<ul style="list-style-type: none"> Site has been accessed 303 times by 64% of the staff from its launch date (Sept 25) until Oct 7 Continue to collect feedback and suggestions 	Increased staff engagement with internal communications; increased access to resources and operational information,

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	access with regular updates to internal news, operations information, and Board-specific events		reducing administrative burden; enhanced awareness of Board events and internal updates, fostering a more informed workforce
	Implemented and automated email notification system to alert managers when their staff members are due for annual reviews within 30 days with attached revised annual review form, ensuring managers have the necessary documentation readily available	<ul style="list-style-type: none"> • Tracked percentage of managers who receive timely notifications: 100% receive notifications • Continue to collect feedback from managers and utilize suggestions • Monitor completion rate of reviews compared to previous years 	Increased awareness; Timeliness of reviews; Enhanced documentation; Positive impact on employee development; Streamlined process
	Digitized the compensatory time request process by replacing the paper-based form with a fillable PDF featuring digital signatures, made available on the All-Staff SharePoint site for easy access, and enabled staff and supervisors to complete, sign, and submit the form electronically, reducing manual handling and delays	<ul style="list-style-type: none"> • Monitor early usage of the fillable PDF form by tracking digital submissions compared to the previous paper process, observe submission-to-approval times to establish baseline data, solicit initial feedback from staff and supervisors on usability, and track form accessibility via SharePoint 	Streamlined the compensatory time request process, resulting in faster submission and approval times, increased accuracy and consistency with standardized digital forms and signatures, improved staff access via SharePoint, reduced paper usage for environmental sustainability, and simplified record-keeping with easily stored and retrievable digital submissions
Strategy 4.2 Professional Development and Training	Management staff participated in a 360-degree leadership development opportunity and related trainings	<ul style="list-style-type: none"> • The Board contracted with Consultant Damaris Patterson Price of Working River to facilitate leadership development opportunities 	Enhance management and leadership skills for staff
	Organized an ergonomic training session led by a specialist to provide staff with knowledge on creating a comfortable and productive workspace, covering ergonomic best practices, tips, and tools to enhance comfort, reduce strain, and improve productivity in the workplace	<ul style="list-style-type: none"> • 75% of staff attended the optional ergonomic training • Continue to monitor future requests for ergonomic assessments and improvements in comfort and productivity 	Purchased new office chairs for all staff that accommodate ergonomic requirements; Potential reduction in workplace discomfort and related issues; Increased awareness and application of ergonomic practices

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	The Director of IT completed the Certified in Cybersecurity certification from ISC2, enhancing knowledge and skills in cybersecurity fundamentals and best practices	<ul style="list-style-type: none"> Observing the application of new cybersecurity practices and strategies learned during the certification in daily operations and long-term IT planning, while measuring the increase in internal cybersecurity initiatives or improvements following the certification 	The Board’s cybersecurity posture was strengthened through enhanced knowledge and leadership, increasing awareness of cybersecurity best practices across the IT team and broader organization, while reinforcing a commitment to continuous professional development and industry standards
	Conducted an “Email Security and Awareness” training for all staff, covering various types of email attacks (phishing, spear-phishing, malware, etc.), necessary security measures, and focusing on user awareness to mitigate associated risks	<ul style="list-style-type: none"> 100% of on-premise staff in attendance Continue to monitor reported malicious emails from staff 	Increased staff awareness; enhanced security posture; improved organizational resilience
	Participated in the Board Assistance Review (BAR) with OhioMHAS	<ul style="list-style-type: none"> Provided requested documentation to facilitate the OhioMHAS review of ADAMHS Board funding and utilization of funds. Concluded BAR with recommendations for continuous improvements from OhioMHAS 	Enhanced fiscal oversight and practices for State allocations and grant awards
	Attended OACBHA Fiscal Committee Meeting	<ul style="list-style-type: none"> Discussed streamlining budgetary lines from the State Discussion surrounding subrecipient monitoring Discussed Board Questionnaire with OhioMHAS CFO 	Enhance collaboration with OACBHA and other county Boards across the state
	Met with GOSH Administrator and new parent-company Cantata Health Solutions to discuss transition	<ul style="list-style-type: none"> Discussed transition of GOSH system to the Cantata Health Solutions platform, including any possible impacts to local providers 	New collaborative partnership, enhanced system capabilities and technical assistance
	Training Institute offered trainings to providers and the community	<p>July:</p> <ul style="list-style-type: none"> Hyland Software-Mental Health 101 attendees) Hoops After Dark-City of Cleveland <p>August:</p> <ul style="list-style-type: none"> Cleveland Metropolitan School District-MH Hyland Software-MHFA Eaton Corp.-MHFA NOVA Trainings-Facilitator 	Informed and educated community, staff, and provider network

Strategies	Action(s)	Performance Measures	Outcomes
		September: <ul style="list-style-type: none"> • Restorative Practices • Educational Service Center-Suicide Prevention Conference; CEU Support • Hyland Software-QPR • QPR • Restorative Practices Part 2 • CBHC-QPR • Dept. Of Aging; Aging and Disability Summit-CEU Support • Cleveland Heights Library Staff-QPR Total number of individuals trained: 710	
	Staff participated in external trainings to further professional development	<ul style="list-style-type: none"> • Attended Impact Solutions – Family and Friends: Relationship Training & How Stress Impacts Wellness in Minorities. • OhioMHAS: EpiCare training for ADAMHS Boards • Attended OhioMHAS training on the Ohio Healthy Youth Environments Survey (OHYES!). • Attended SAMSHA Recovery Housing Informational Session on Diversity 	Informed ADAMHS Board staff
Strategy 4.3 Succession Planning	Developed and implemented an All-Staff SharePoint site as a central hub for internal communications and resources	<ul style="list-style-type: none"> • Site has been accessed 303 times by 64% of the staff from its launch date (Sept 25) until Oct 7 • Continue to collect feedback and suggestions 	Documentation of processes to support daily operations

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	Connected a Cleveland State University student with two providers to assist with a project: Trinity Outreach Ministries and Stella Maris.	<ul style="list-style-type: none"> • Assisted with Capstone Project: Determining the potential barriers to harm reduction services use among African American men in Cleveland. 	Build relationships/partnerships with local educational institutions and their students.

Strategies	Action(s)	Performance Measures	Outcomes
Strategy 5.2 Diverse Recruitment and Retention Strategies	Joined the Northeast Behavioral Health Workforce Coalition as a charter member	<ul style="list-style-type: none"> Coalition meetings attended 	Align various workforce-related efforts for the behavioral health field
	Formalized support of Youth Mental Health Workforce Strategies by adopting resolution to support Ohio Means Jobs hiring a strategist	<ul style="list-style-type: none"> Agreement to be drafted and signed. 	Align various workforce-related efforts for the behavioral health field

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"> 108 media mentions (as of September 30) 1,933,339 social media impressions (as of September 30) 	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 campaigns related to gambling, suicide prevention, and harm reduction	<ul style="list-style-type: none"> July-September advertising focused on 988, gambling and harm reduction 	Focused community awareness on behavioral health topics
	Strengthened or created opportunities to collaborate with community groups and organizations through forums, speaking engagements and events	<ul style="list-style-type: none"> Community event sponsorships Held July's General Board Meeting at Thrive Peer Recovery Services 	<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>
Strategy 6.2 Advocacy and Thought Leadership	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"> Larry Heller, NORA Outreach Coordinator, and CEO presented a workshop titled "Meeting People Where They Are: Helping Our Most Underserved" at the Addiction Studies Institute Conference at Ohio State University on July 19. 	Informed community on behavioral health and ADAMHS Board programs

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		<ul style="list-style-type: none"> • Board Vice-Chair and CEO attended Nueva Luz Urban Resource Center’s 25th Anniversary Celebration on July 20. This celebration recognized individuals and agencies who have been instrumental in Nueva Luz’s work over the past 25 years. • CEA attended the Ohio Association of County Behavioral Health Authorities (OACBHA) General Membership Meeting on July 30. • CEO, CEA and an External Affairs Officer, attended Stella Maris’ Waves of Awareness event in Public Square. This event is hosted every year to honor Overdose Awareness Day on August 30. • Board Chair, Board Vice-Chair, CEO, CFO, CEA and an External Affairs Officer were present for the 2024 State of the County on September 4. • CEO, CEA and an External Affairs Officer attended NAMI Greater Cleveland’s NAMIWalks and Hope N Mic events on September 14. CEO delivered a keynote speech at the event. • CEO and CSPO joined the Mayor of Cleveland, and other leadership from the Cleveland Division of Police to help celebrate National Co-Responder and Crisis Responder Week on September 16. • Leshia Yarbrough-Franklin, Adult Behavioral Health Specialist I, attended the Inamori Ethics Prize Symposium at Case Western Reserve University on September 19. Dr. Anthony Fauci was awarded the 2024 Inamori Ethics Prize for his work to combat HIV/AIDS. The panel consisted of Dr. Amy Acton, LaVar Burton and Suzanne Rivera. • CSPO moderated a keynote panel focused on collaboration to address the opioid crisis which 	

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		<p>was hosted by The Center for Health Affairs on September 20.</p> <ul style="list-style-type: none"> • CSPO serves on the Behavioral Health Transitions of Care Northeast Ohio Quality Improvement Steering Committee. • CSPO joined the Equity, Diversity, and Inclusion Community Advisory Board with the Cuyahoga County Board of Health. • CEO accepted the Hispanic Heritage Month Sankofa Award from Galilean Theological Center on September 20. Staff was present. • The Board shared information at the City Club of Cleveland’s Mental Health Matters: Youth Summit on September 24. Students from schools around Cuyahoga County visited tables and participated in workshops. CEA explained the importance of mental health, using 988 and how the ADAMHS Board serves the county. • Staff attended “I’m in Transition” Open House ceremony of new Recovery House. Renovations of the home were funded by OhioMHAS, also in attendance. • Staff attended “I’m in Transition” Client Graduation and Dinner Celebration. Ceremony and award program for clients who have graduated from their SUD Outpatient treatment program, moving on from their Recovery Housing program and/or have completed their vocational program. • Staff 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.” 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • CEA spoke at the Ward 2 Community meeting about the ADAMHS Board's Care Response Pilot Program on September 24. <p>Staff oversaw more than 30 resource table events. The most notable were:</p> <ul style="list-style-type: none"> ○ Operation BRIDGE Day ○ Cuyahoga County Family Fun Day ○ 2024 Run for Recovery ○ Move for Mental Health 5K ○ NAMIWalks/Hope N Mic ○ Stella Fest ○ City Club of Cleveland’s Mental Health Matters: Youth Summit <p>Continued leadership in state, county, and local coalitions and tasks forces:</p> <ul style="list-style-type: none"> • State-wide Department of Children and Youth’s first Kids Summit • Children’s Wellness Campus Stakeholder planning meeting and subcommittee meetings • Trauma Collaborative • Family and Children’s First Council Service Coordination Team, Full Council and Placement Crisis Subcommittees • Behavioral Health Juvenile Justice and RECLAIM local and statewide workgroups • Child Fatality Review Committee Meetings • MHRAC Youth Subcommittee Meeting • Cuyahoga County Suicide Prevention Coalition • Ohio Suicide Prevention Foundation Northeast Ohio Coalition Leader meetings • Fetal Infant Mortality Review • Cuyahoga Fatherhood Initiative Steering Committee 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Safe Babies Active Community Team and Leadership Team • Educational Stability Network • Cuyahoga Handle with Care Network • Cuyahoga College Campus Mental Health Coalition • OhioMHAS Advisory Board for Strategic Prevention Framework for Prescription Drug Misuse (SPF Rx) • Cuyahoga Office of Homeless Services (OHS) Advisory Board • Notice of Funding Availability (NOFA) Review Committee for OHS • Ohio Aging Behavioral Health (OABH) Alliance • Euclid Group Home Task Force • Attorney General’s Task Force on Competency Restoration and Probate Issues • Overdose Fatality Review (OFR) Committee • Domestic Violence Fatality Committee • Ryan White Council • The Hoarding Connection of Cuyahoga County • The Greater Cleveland Coordinating Response to Human Trafficking • Cuyahoga County Problem Gambling Coalition • Participated in the AIDS Funding Collaborative (AFC) Responsive Grants RFI review process. 21 organizations submitted Letters of Inquiry (LOI) and 8 were invited to submit grant proposals (RFI). RFPs were reviewed, discussed based on AFC Funding priority areas and mechanisms, and seven proposals were selected. • ODYS’ It Takes a Village Coordination of Services meeting • Faith-based Initiatives • Overdose Spike Response Project Planning meeting 	

Strategies	Action(s)	Performance Measures	Outcomes
		<ul style="list-style-type: none"> • Mental Health Response Advisory Committee (MHRAC) Full, Training, and Youth Committees <p>Continued participation in CIT Assist-National appointment. Assists in the development and implementation of CIT and Crisis Related resources funded by the COPS Grant:</p> <ul style="list-style-type: none"> • Continued Monthly Meetings with Cleveland Co-Responder Team • Participation in discussion on Dispatch Call Diversion with The Harris Center, Houston • Coordination of Cleveland Division of Police In-Service Training for 1200 Officers • Continued Participation on Planning Committee for Statewide 25 Years of CIT • Participation in CIT International Conference-Indianapolis as a Member of Board, Conference Committee and Moderator 	
	New Board Members were sworn in and reappointed in July	<ul style="list-style-type: none"> • Linda Johaneck was sworn in as a Board Member • Bishara W. Addison and Rev. Benjamin Gohlstin, Sr., were reappointed 	The Board has grown in size, expertise and experience
	Hosted monthly Client Lunch and Learn session at Stella Maris in September and the Client Summer Event on the Goodtime III in July.	<ul style="list-style-type: none"> • Presentation on service offerings at Stella Maris, with approximately 40 clients attendees • 85 clients attended the summer event and enjoyed lunch and social engagement with Board Members, Board staff, and other Cuyahoga County Clients. 	<p>Clients are better educated on resources and agencies available in the community</p> <p>Clients participated in a community outing and increased recreation and socialization during the summer months</p>
	Strengthened engagement of members of the US Attorney’s Heroin and Opioid Task Force Data Subcommittee by increasing communications and implementing a procedure to foster engagement with new members	<ul style="list-style-type: none"> • Disseminate information relevant to the Data Subcommittee members and the work of the agencies they represent 	Foster engagement with community members