

**LAKE COUNTY ADAMHS BOARD**

Regular Board Meeting  
Monday, September 20, 2021  
6:00 p.m.

Lake County ADAMHS Board, One Victoria Place, Suite 201, Painesville

Mr. Sabo called the meeting to order 6:00 p.m.

**ROLL CALL:**

Members Present: Acting Chair -- Matt Sabo

Nancy Brown                 Dave Enzerra  
Curtis Lau                     Jim McBride  
Julia McGruder             Amber Torres Gonzalez  
Joanne Zeroske

Members Excused:

Kim Collise                 Roberta Kalb  
Andy Meinhold             Pam Kurt

Staff Present:

Kim Fraser, Executive Director  
Greg Markell, Director of Community and Public Relations  
Jackie Bruner, Director of Business Operations  
Christine Lakomiak, Director of Quality and Clinical Operations  
Kelly Tuttle, Secretary/Receptionist  
Eryn Medved, Staff Accountant

Guests:

Nicole Parker	Board Member Elect	Melanie Blasko	Lake-Geauga
Damir Pavicic	Bridges	Jackie Smith	Lake Health/UH
Jessica Martin	Cleveland Rape Crisis	Carrie Dotson	Lifeline, Inc.
Mike Matoney	Crossroads Health	Katie Jenkins	NAMI of Lake County
Karen McLeod	Extended Housing	Jonathan Lee	Signature Health

**SWEARING IN OF NEW BOARD MEMBERS**

Commissioner Hamercheck administered the Oath of Office to Nicole Parker; recently appointed by the Ohio Department of Mental Health and Addiction Services for terms effective immediately and terminating June 30, 2025. She was welcomed and warmly applauded.

**MINUTES OF MEETING:**

Mr. McBride moved to accept the minutes of the August 16, 2021 regular Board meeting as mailed. The motion was seconded by Ms. Zeroske and the Motion Passed Unanimously. (22-009)

**CORRESPONDENCE:**

There was no correspondence.

**FINANCIAL REPORT:**

Ms. Medved read the financial report of Board operations for the month of August 2021 as follows:

Beginning Cash Balance .....	\$3,474,503.03
Plus: Cash Receipts for the Month .....	\$4,793,165.79
Total to Account For .....	\$8,267,668.82
Minus: Cash Disbursements for the Month .....	\$1,137,926.69
Ending Period Adjustments	\$ 0.00

Ending Cash Journal Balance . . . . . \$7,129,742.13

Discussion: What is the Crisis Services Infrastructure dollars used for? The dollars are used for the First Responder Program that was awarded to Crossroads Health it is in the second year of a grant received from the state.

Mr. McBride moved to accept the financial report for the month of August 2021 as read. The motion was seconded by Mr. Lau. After discussion the Board voted and the Motion Passed Unanimously. (22-010)

**PUBLIC COMMENT ON AGENDA ITEMS & INTRODUCTIONS OF GUESTS:**

Guests were welcomed and invited to comment on any agenda items.

**EXECUTIVE DIRECTOR'S REPORT:**

Ms. Fraser welcomed back everyone to our office for the second month. The mask requirement put in place in an effort to keep Board members, staff and provider partners safe. She thanked everyone for their patience. As COVID numbers continue to climb, it is staff's recommendation that moving forward we suspend committee meetings until further notice. The full Board will continue to meet monthly and more business will come out of Executive Committee. Board staff will continue to provide information prior to meetings.

Ms. Fraser stated that materials from Long-Range Planning will be posted on the Board member portal. One area in particular we are working on has to do with our providers experiencing workforce challenges. A small committee was formed to identify questions to ask the provider agencies so that we can determine how workforce challenges present from one agency to the next. A questionnaire was developed and sent out. Board staff will analyze the data and develop an RFP. Staff will then make a recommendation to infuse ongoing dollars into the system next month. The waiting lists are growing at agencies and the ability to retain staff is challenging. We want to be good partners and help our providers to meet those needs. Ms. Fraser is working to secure additional dollars from the state slated for workforce development. We may have to delve in our cash reserves and lower our minimum cash balance. This is an investment we need to make.

Ms. Fraser advised that we are working with Willoughby and Painesville municipal courts. The judges are willing and eager to partner with us on creating a liaison program to the courts so we can provide behavioral supports on site in the courts. More information to follow.

Ms. Fraser noted that the state-wide Stepping Up Initiative led by retired Judge Stratton will be reconvening in late October looking at mental health in the criminal justice system and where we can develop more comprehensive services addressing behavioral health needs of those in the criminal justice system.

Ms. Fraser announced the Data Spotlight for this month is on the Supported Employment program. Board staff highlights a new program or initiative each month with a focus on data. Supported Employment is operated by Crossroads Health. The program grew out of a CCOE through Case Western Reserve. It is targeted to individuals who have severe persistent mental illness who have been unsuccessful obtaining or maintaining employment. There is a fidelity scale standard by which Crossroads Health has to meet in order to continue to operate the program. In 2019 they had a fidelity visit and received an exemplary rating. It is only one of two programs in the state that was rated exemplary. Consumers have been paid above minimum wage. There was a slight decline in consumers due to COVID the past couple of years but it is still a robust program. Consumers are working more than 20 hours per week and there is longevity in job duration. A more detailed power point can be found on the Board portal.

Discussion: In the past Lakeland and Lake Erie were involved in the program. Is there a plan to reengage? One of the responsibilities of the employment specialist is to reach out to 3-4 new employers per week. They certainly can be potential employers.

Does the program provide training? The only qualification to be in this program is the desire to work. You don't have to pass a vocational screening. They look for employers who put the energy and effort into a training program. Giant Eagle, for example, does a good job of training and onboarding. They rely on the employer to get consumers involved in training to fit the jobs that they are doing.

Have you worked with Nextwork? Mr. Matoney will check into this and follow-up.

Ms. Fraser noted that this is considered a supplemental program. The Board is responsible for ensuring clients have counseling, psychiatry and case management. Things like housing, employment and peer support services that the board invests in provide quality of life for individuals. We are fortunate this Board is driven to not just provide basic clinical care but find ways to serve the individual as a whole.

#### **EXECUTIVE COMMITTEE REPORT:**

Mr. Sabo reported that the Executive Committee met prior to the Board meeting and the following items were discussed:

Mr. Sabo appointed Ms. Parker to the Program Committee.

On behalf of the Executive Committee, Ms. Zeroske moved that the full Board approve the Table of Organization for the Lake County ADAMHS Board as presented by the Executive Director. The motion was seconded by Ms. Brown. After discussion the Board voted and the Motion Passed Unanimously. (22-011)

Ms. Fraser stated that she sent information prior to the meeting about creating a new position. She is proposing that the Program Manager report directly to the Executive Director. The number of grants that we are managing has gone from five to twenty-five and still growing. There are a number of grants that we do not write because we don't have someone in that position here at the Board. This position will help manage the current workload and expand funding.

On behalf of the Executive Committee, Mr. Enzerra moved that the full Board approve the following budget neutral line item adjustments to the Board Operating budget: Increase Salary \$48,750; Increase Employer's Share PERS (FICA) \$6,825; Increase Medicare \$ 707; Increase Hospitalization \$7,320; Increase Life Insurance \$18; Increase Liability Insurance \$10,000; and Decrease Capital Account \$73,620. The motion was seconded by Ms. Zeroske. After discussion the Board voted and the Motion Passed Unanimously. (22-012)

Ms. Fraser noted that this would be the budget to support the position through the remainder of the fiscal year. This is budget neutral. We have the dollars in capital funds and have been fortunate to receive some state capital dollars to offset the need to use local dollars. The liability insurance is for cyber liability insurance. There are a number of organizations that are falling victim of ransomware attacks. This is specifically for cyber insurance.

On behalf of the Executive Committee, Ms. Zeroske moved that the full Board enter into a one-time non-Medicaid grant contract with Signature for Multi-System Adult (MSA) funding for an amount not to exceed \$76,270.95. The motion was seconded by Mr. Enzerra. After discussion the Board voted and the Motion Passed Unanimously. (22-013)

This is a grant that will be used system wide to target individuals who meet certain criteria as multi system adults. These are individuals who have experienced three hospitalizations in the last month or four in the last year and have involvement in multiple systems (senior, veteran, DD). These dollars can be used specifically to stabilize an individual such as housing, employment, transportation. Signature Health's Behavioral Health Liaison program will handle the funding on behalf of the system.

On behalf of the Executive Committee, Mr. Enzerra moved that the full Board enter into a one-time non-Medicaid grant contract with Crossroads Health for Trauma Sensitive Schools (TSS) for an amount not to exceed \$119,000. The motion was seconded by Ms. Torres Gonzalez. After discussion the Board voted and the Motion Passed Unanimously. (22-014)

Ms. Fraser reminded that last year we received a one-time \$300,000 plus grant from the state to provide trauma trainings for educators. Crossroads Health was able to partner with every school system in the county. The grant expired at end of June and there were a number of schools who came back and said this was valuable and we would really like to continue. Crossroads Health came back to Board staff and talked about the added value to schools. This smaller funding will enable them to continue programs in the schools.

Ms. Torres Gonzalez reviewed the materials and school staff stated the program was very helpful.

On behalf of the Executive Committee, Ms. Zeroske moved that the full Board approve the FY22 Health Officers as recommended by the Director of Quality and Clinical Operations, and pending successful completion of training. The motion was seconded by Mr. McBride. After discussion the Board voted and the Motion Passed Unanimously. (22-015)

Ms. Fraser advised that under the authority of the Ohio Revised Code; behavioral health professionals with the right training and designation by an ADAMHS Board are able to involuntarily pink slip an individual based on specific criteria.

*As the **EVALUATION/QUALITY IMPROVEMENT COMMITTEE** did not meet since the last full Board meeting, the Board moved on to the next agenda item*

*As the **PROGRAM COMMITTEE** did not meet since the last full Board meeting, the Board moved on to the next agenda item*

*As the **ALLOCATION COMMITTEE** did not meet since the last full Board meeting, the Board moved on to the next agenda item*

#### **LONG-RANGE PLANNING COMMITTEE REPORT:**

Mr. Zeroske reported that the Long-Range Planning Committee met on September 15th and the following items were discussed:

FY2022' goals/progress is reviewed every six months to make sure we are on track. This evening she will be reviewing updates from our team and system on each of the major goals we have established over the last 1-2 years; hi-lighting where we have made movement, areas we have things on hold and areas where we should perhaps remove some things. This plan is through the end of FY22, which means at the end of the fiscal year it expires. We need to make the decision on how we would like to move forward with this plan.

Ms. Fraser reviewed the 'Lake County ADAMHS Board Strategic Plan FY2018-2022' noting that the major changes are in red.

### **Goal 1: Restructuring of System**

- ADAMHS staff actively participates in the Reentry Coalition which is led by the Reentry Coordinator. The ADAMHS Board puts funding towards this position through Lifeline.
- Quick Response Team goes out in response after an overdose. We have regrouped and updated the program. It is meaningful and productive but we have changed the scope.
- The mobile crisis team has expanded to provide youth mobile crisis in 2021.
- Crossroads Health secured CCBHC which will allow the mobile crisis team to expand to 24/7/365 in 2022.
- Held a meeting to discuss a Crisis Stabilization Center in July 2021; partnering with local network, Peg's Foundation and UH to explore opportunities.
  - The workgroup is exploring opportunities to visit existing crisis stabilization facilities, both out of state and in Ohio. Peg's Foundation is providing consultation to help lead our group and drive the initiative forward.
- Opportunity to align efforts around crisis services and criminal justice/re-entry/recidivism.
  - Collaborating with LC Corrections Board members – efforts to establish new jail.
  - Meeting with LC Commissioners Office to examine crisis care and criminal justice continuum.
  - The state-wide stepping up initiative led by retired Judge Stratton will be reconvening in October looking at mental health in the criminal justice system; looking at gaps, and ways to help with technical support, financial support and ideas to help us.

Discussion: In terms of Lake Health being part of University Hospitals where do you see this partnership. Is it the same? The anticipation is it is going to be a stronger relationship; UH has a more robust behavioral health system. UH has been at the table of our planning group and want to be at the creation of a crisis center.

### **Goal 2: Outreach**

- Expand overall awareness of ADAMHS Network and Resources.
  - Brought peer support into our system.
  - We have found new ways to connect with the community and it is on the forefront of our minds making sure we are aggressively marketing. We need to continue to focus on this area. This is a continual push to make sure people recognize the value of ADAMHS.
- Provided outreach at Lake County Captains games.
- Provided outreach to churches, libraries and food pantries.
- Created and distributed monthly newsletters starting in June 2021.
- Provided outreach at Live Well Willoughby.
- Outreach will be provided at Eastlake's National Night Out.
- Provided ADAMHS Resource training to clinicians at Lake Health.
- Laketrans bus signs campaign with strong emphasis on west end routes.
- Wellness guides published in Winter 2020 and Spring 2021.
- System-wide participation in World Mental Health Day event at Great Lakes Mall.
- Many more presentations, virtual as warranted.
- Many presentation PowerPoint updates (better consistency, info updates)
- Held two OhioMHAS Peer Recovery Support Trainings
- Partnered with Lakeland on Campus Community Partnership grant
- Expanded partnership with Fine Arts Association; Creative Arts Therapies.

- ADAMHS 101 has resumed.
- Established Naloxone distribution plan in partnership with OhioMHAS – addressing “hot spot” overdose areas.

Discussion: Is there any outreach to Lake Erie College? We have had periodic interaction with the college; but it is something we can more aggressively focus on. Ms. Tenkku is tied in with some of the classes but we have opportunity to do more partnership with them.

### **Goal 2a: Suicide Prevention/Trauma**

- AMSR (assessing and managing suicide risk) training – all crisis clinicians have completed the training in 2021.
- Strengthen Suicide Prevention Coalition- utilize OSPF RFP for funding (completed)
- Suicide awareness materials were handed out to all PCPs and family medicine groups within Lake County. (completed)
- Crossroads staff will be trained in QPR. (completed)
- Participate in community events. (ongoing)
- Complete application for OSPF’s SPC Initiative. (completed)
- Partnered with LLC to provide suicide prevention materials to specialized populations. (completed)
- Continue to distribute crisis text line materials.
- Yard signs with positive messaging displayed throughout Lake County.
- GAHTAH rebooted in Mentor Schools (paused during COVID).
- S.O.S. is being offered to all school districts with the K-12 program. (completed with six school districts)
  - We have developed strong relationships in the schools
- Crisis infrastructure investment – RFP for Crisis Program for First Responders (RFP Completed and program is in progress)
  - Worked with Crossroads Health to develop this program. The program was revamped. Pulled in non-behavioral health partners to make it a more meaningful program. In the next 2-3 months expect to see major progress.
- QPR Held for first responders at Eastlake Victims PD, Lake Metroparks Rangers, and Lake County Sheriff School Resource officers.
- Training on mental health, substance abuse and problem gambling/gaming provided to Lake County Sheriff school resource officers.
- Crisis awareness training for first responders (Steve Click event)
- Began work on a campaign encouraging first responders to reach out for help if they are experiencing job-related stress. (On hold during pandemic)
- Continue to provide updates and resources via email to those from the faith-based community who participated in past trainings.
  - Some of the work was moved through Extended Housing and their outreach. Tapping into partners to help strengthen relationships.
- Began work on an initiative to reach out to overworked, stressed out church front liners. (on hold during pandemic)

### **Goal 3: Expand Housing Services**

- Recovery Housing in Grand River. (completed)
- 16-bed men’s residential facility in Chardon. (completed)
- 16-bed men’s residential facility in Painesville – entering next phase toward completion.
- Potential Supportive Housing at west end of county – continue to have zoning challenges.

- Extended Housing is still pursuing this; it is not off the table.

#### **Goal 4: Expand Substance Abuse Services/Detox Services**

- Expanded Opiate Recovery Transition Program to include alcohol use disorder.
  - The alcohol management withdrawal program established - we need to continue to update the community that this program is available.
- Expand Opiate Recovery Transition Program – incorporated additional site (Signature Health facility: Mentor). SOR 2.0 dollars will help expand in that area. (Workforce challenges delaying progress)
- Incorporate detox/medication assisted treatment in county jail.

#### **Goal 5: Integration of Physical and Behavioral Health**

- Incorporate exercise therapy and yoga in SUD residential treatment program. (completed)
- Co-location of physical healthcare providers within network behavioral health agencies.
  - Continue to shine light on need. Other counties have the same challenges in getting the true integration. This might be another area where the switch from Lake Health to UH might help us move forward.

#### **Goal 6: Technology**

- Utilize claim information for non-Medicaid contracts along with MITS (Medicaid) claim information to find gaps in demographics served programs under and/or over utilized, and gaps in services needed.
  - Moving forward we are positioned to use data in a more meaningful way. We are going to be able to create reports that allow us to more accurately analyze who we are serving, how impactful it is. We will be able to use this to more accurately measure our success.
- Evaluation of current reports available in GOSH (non-Medicaid) and Data Warehouse available reports.
- Working with contract agencies on reports available to make processes more efficient for enrolling and billing. Less denied claims because of staffing credential updates and data entry errors.
- Analysis of reports (non-Medicaid): claims entered for a particular fiscal year, average lag time of date of service and entry into GOSH, claim status breakdown, contract usage by agency, demographic claim breakdown, episode gaps, and client counts in several different scenarios.
- Report creation for gaps of information. (on-going)
- Working with GOSH Data Warehouse to convert reports from GOSH to incorporate Medicaid data.
- Working with all GOSH boards and user group for canned reports based on each Board's needs.
- New FileMaker database being created to collect and manage data reported to the Board by provider agencies. Agencies will be able to upload their reports directly to FileMaker. Dashboards within the program will make reporting smooth, concise, and consistent.

Discussion: What extent are organizations using these databases? These are databases we are using internally. We are using the data from provider's billing files submitted weekly in GOSH. The data is pulled out of GOSH and MITS to populate the GOSH Warehouse. It is able to pull from Medicaid and non-Medicaid services. This is in its' infancy working with the developer on reports. The GOSH database is driven by financial and Adatasol is driven by clinical and quality.

#### **Goal 7A: Special Populations/Aging**

- Expand prevention/education for seniors.
  - Programs are established and ongoing.
- Partner with County providers to improve awareness of programs and mental health amongst seniors. (completed)

- Provide trainings to Directors of Senior Centers, RSVP, and APS about the effects of COVID-19 and services available within our system. (completed)
- Training with Association of Specialists in Aging about mental health in seniors and services available within our system. (completed)
- Provide QPR trainings to above mentioned groups. (completed)
- Trainings have been completed and continue to be scheduled on an ongoing basis.
- Live radio interview with head of LC Council on Aging.

### **Goal 7B: Special Populations/LGBTQ**

- Established LGBTQ workgroup addressing specific needs of LGBTQ in the community and how ADAMHS can be responsive.
- Support the establishment of LGBTQ+ Lake County a 501C(3) – focused on creating a network of services and support for the LGBTQ community.

### **Goal 7C: Youth**

- Reached out to all nine public school systems to explore partnerships relative to the “Student Wellness and Success” initiative and ADAMHS school-specific prevention funding. All county school districts have committed to participating. This is working well and moving in the right direction. Relationships with schools are as strong as it has ever been. (completed)
  - State funds were received to create targeted prevention trainings for educators. It was successful and several schools asked to continue this program. The grant ran out so Board staff will be bringing a request before the Board to use local dollars.

### **Goal 8: Health Equity – Black, Indigenous, People of Color**

- Identify internal health equity lead (Christine Lakomiak has been appointed)
  - Have done some good work in this area and need to continue.
- Diversity, Equity and Inclusion policy created June 2021.
- ADAMHS Board continues to identify training opportunities for staff.

Ms. Fraser stated that the Strategic Plan was created in a comprehensive way; pulling together all stakeholders deciding what we wanted to focus on. This plan expires in June 2022. Following are some recommendations staff has come up with that will help to propel us forward:

### **Preliminary Recommendations for next meeting:**

1. Streamline Goals to capture greater range of action
  - a. Continue to monitor Strategic Alignment
  - b. Continue to align with ROSC principles
2. Move Established/Operational Goals to separate section
  - a. Monitor continued effectiveness/compliance
3. Identify opportunities to incorporate data into Action Steps
  - a. Utilize GOSH and AdataSol to track outcomes
4. Determine next steps: current plan expires 6/30/22
  - a. How do we identify and prioritize substantive changes/additions?
  - b. Do we need a facilitated strategic planning process?
  - c. Can we utilize current/updated plan through the next biennium?
  - d. How will be gather additional input from consumers/families, providers, stakeholders?



Discussion: Think we are on track; the level of efficiency adds value; visual evidence the plan is working; don't need to start with a blank sheet; like the idea to consolidate or move things to the side that are well established; rather than using a facilitator, we could come up with four well worded questions that might generate new ideas; high level debrief – what is working well and what new opportunities exist; integrate into our existing plan -- target a Board meeting to spend some time having that conversation – what jumps out from provider – board member perspective.

**Diversity, Equity and Inclusion Plan Update** Ms. Fraser stated that the Lake County ADAMHS Board Diversity, Equity and Inclusion plan was created by Ms. Lakomiak, Health Equity lead and her team. The plan ensures that health equity is at the forefront of our minds. This is a new initiative and information in the plan was received through a number of trainings through OhioMHAS and the Mental Health Advocacy Coalition. This document is a work in progress and we will bring an update when we regroup.

**Work Force Issues** Ms. Fraser reported that in talking with agency directors she was hearing a reoccurring theme involving workforce challenges. Approximately 15 years ago the Board infused dollars to provider agencies to increase salaries. Today the challenges facing providers vary; the Board has an opportunity to provide financial support to help agencies address those challenges. A small committee was formed (including Mr. Matoney, Ms. Dotson and Mr. Kehres) to identify questions to ask the provider agencies, to determine how is workforce challenges present from one agency to the next? A questionnaire was developed and sent out. It is due this Friday. The next step is Board staff will analyze the data and develop an RFP. Staff will then make a recommendation to infuse ongoing dollars into the system. This needs to be targeted and planful. We need to know how this is going to improve our system and the delivery of services. Ideally we would like to have funding start January 1<sup>st</sup>. The state has said that workforce is a priority and they plan to infuse dollars in five years. Ms. Fraser plans to provide information to the state showing the thorough job analyzing what the needs are in Lake County. We also have funding in reserves.

Discussion: This is a great idea. It isn't always about the salary; could be tuition reimbursement, health insurance or benefits. The open ended questions are great at the end of the survey.

Next Meeting Date: Plan to regroup in six months

**OLD BUSINESS:**

There was no old business.

**NEW BUSINESS:**

**Payment of Bills** Ms. Zeroske moved that the Board approve the August bills totaling \$956,541.38 be paid as presented. The motion was seconded by Mr. Lau. After discussion the Board voted and **the Motion Passed Unanimously.** (22-016)

**GOOD OF THE GROUP:**

Mr. McBride wanted to thank those who prayed for him when he had his heart valve replacement three weeks ago. Mr. Sabo welcomed him back stating it was good to see him.

Ms. McLeod shared that Extended Housing was holding an Open House on Thursday, September 23<sup>rd</sup> from 4:00-7:00 p.m.

As there was no further business, Mr. McBride moved for adjournment at 6:40 p.m. The motion was seconded by Ms. Zeroske and the Motion Passed Unanimously. (22-017)

Respectfully submitted,

Andy Meinhold  
Chair

Joanne Zeroske  
Secretary