



Where Better Begins.

CEO Search

Executive Profile



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Introducing the Alcohol, Drug and Mental Health (ADAMH) Board of Franklin County

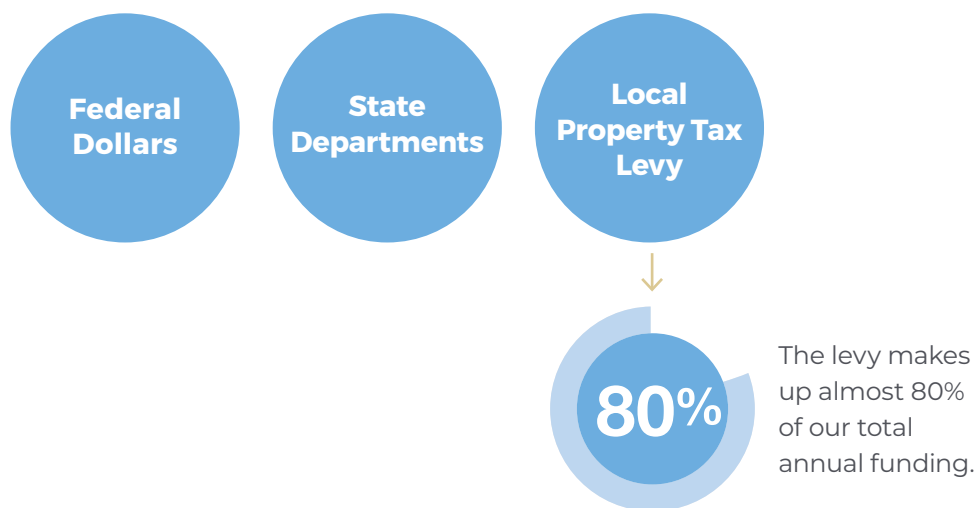
ADAMH is not a single building on East Broad Street, downtown Columbus, Ohio. ADAMH is an entire, comprehensive system of providers, programs and, most importantly, people who are committed to supporting all of the residents within Franklin County. The organization is the planning entity responsible for planning, funding and evaluating publicly-funded mental health and alcohol and drug treatment services, as outlined by Ohio Revised Code Chapter 340: Alcohol, Drug Addiction and Mental Health Services.

ADAMH is a Franklin County government agency directed by an 18-member Board of Trustees. ADAMH has two appointing authorities for board members, the Franklin County Board of Commissioners and the Ohio Department of Mental Health and Addiction Services.

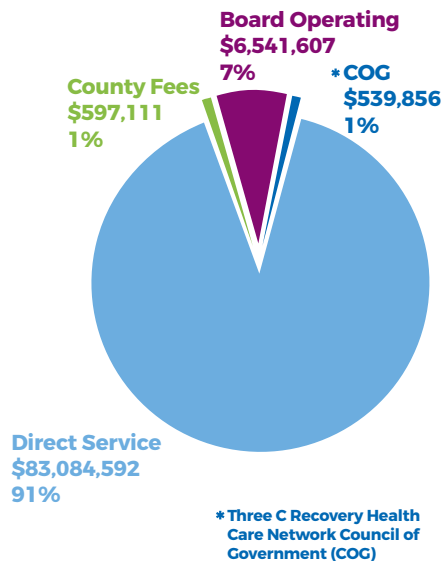
ADAMH does not provide any direct service, but instead contracts with more than 30 non-profit community organizations that offer mental health, substance use disorder treatment, and prevention programs to Franklin County residents.

As part of Franklin County government, the Board of Commissioners provide budget oversight through the Office of Management and Budget. ADAMH staff work closely with the Office of Management and Budget to develop and manage the annual budget. The Board of Commissioners vote on ADAMH's budget appropriations on an annual basis.

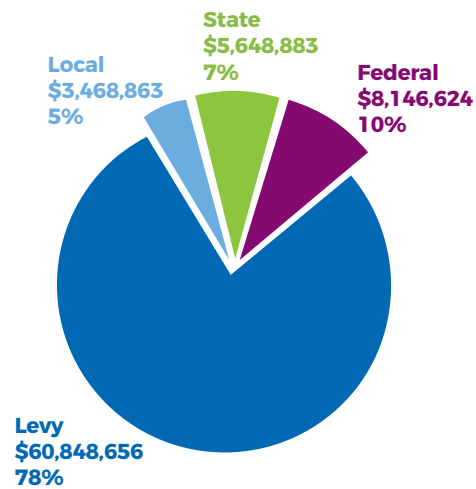
ADAMH receives funding from the following three key sources:



2018 EXPENSES



2018 REVENUES



Local Property Tax Levy

ADAMH currently has one local property tax levy. It is a 5-year, 2.2 mill levy. The current levy cycle is 2017 – 2021. The earliest ADAMH may go on the ballot is November 2020. For a levy request to be placed on the ballot, ADAMH makes a levy recommendation to the Franklin County Board of Commissioners. The Franklin County Board of Commissioners forwards the request on to the Human Services Levy Review Committee. The Human Services Levy Review Committee is an independent group of seven members that evaluates levy requests from both a financial and programmatic perspective to assure that information provided by human services agencies that seek levy approved funding have demonstrated prudent program and financial planning. After the review, the Human Services Levy Review Committee issues a report with its recommendations to the Franklin County Board of Commissioners. Ultimately, the Commissioners vote on a resolution that includes the type of levy and the duration. The ballot issue is then submitted to the Board of Elections to be placed on the upcoming ballot.

ADAMH Mission, Vision and Core Values

Mission Statement

Our mission is to improve the well-being of our community by reducing the incidence of mental health problems and eliminating the abuse of alcohol and other drugs in Franklin County.

Vision Statement

Residents in need of care will receive the most progressive and effective mental health and addiction treatment and prevention services available. The unique cultural and individual needs of each client will guide how the services are provided, and treatment will always be provided in a timely manner. ADAMH's commitment to these goals establishes its role as a vital partner in Franklin County's healthcare network and will help to de-stigmatize mental illness.

Core Values

We believe that the following are important in accomplishing our mission and fulfilling our vision:

- 1. Listening** – to our clients and their families needs;
- 2. Collaborating** – with other systems of care in the community;
- 3. Educating** – thereby erasing the stigma of mental illness and addiction;
- 4. Stewardship** – of resources entrusted to our care;
- 5. Creativity** – look for new and better ways to solve problems and ways to serve;
- 6. Respect** – assign value to the cultural, educational, or cognitive perspectives offered by others;
- 7. Humility** – willingness to learn from our mistakes;
- 8. Compassion** – remember that we exist to help others in need;
- 9. Diversity** – recognizing uniqueness in everyone we serve; and
- 10. Learning and Growth** – creating a culture that grows and develops our staff and provider employees' talents and abilities.



“Today I am a certified peer supporter at Twin Valley Behavioral Hospital’s Community Support Network. When people tell me about issues that they have, I share my experience, strength and hope. **Recovery isn’t an instant thing. It’s a lifelong journey but it is worth it. Anyone else who feels that way, keep coming. It gets better.**”

– Leon

ADAMH Strategic Priorities and Annual Performance Plan

ADAMH's Managing for Results (MFR) performance system is designed to ensure that public resources are used in the most efficient and effective manner to serve as many consumers (i.e. customers) as possible with quality alcohol/drug and mental health treatment and prevention services. Services are funded by a combination of federal and state revenues and a single property tax levy approved by Franklin County voters.

The annual strategic performance plan is the cornerstone of the MFR performance system, and incorporates both internal performance measures (i.e. administrative functions) as well as external performance measures (i.e. evaluation of contract services). While these results are collected and measured by ADAMH in its role as the planner, funder and evaluator of behavioral health services, they are just a small representation of the hard work of hundreds of professionals working in provider contract agencies that deliver quality care. ADAMH Board recognizes and thanks all those who work in the ADAMH system of care to help Franklin County residents with their recovery.

The strategic performance plan is designed around the customers that we serve. Each program result is designed to measure the most important aspect of ADAMH's statutory responsibilities with a focus on recovery and the belief that treatment does work.

ADAMH's annual performance plan can be found on the website at:
<https://adamhfranklin.org/about-us/managing-for-results/>



Strategic Priorities 2017-2021

Every three to five years the ADAMH Board of Trustees close out the previous strategic results and set the new over-arching strategic results for the ADAMH system of care based on the business environment issues that face Franklin County. The strategic results are stretching – not business as usual. Strategic results may take the entire five years to work on incrementally and provides a guidepost to allocate staff and funding resources.

ACCESS TO QUALITY CARE SERVICES

Results-oriented, value-based contracting and reporting is foundational. The partner organizations that provide direct services and care to clients and their families are the core strength of ADAMH's system of service delivery. Taking services to where people choose to receive them will be a hallmark of future service delivery.

HEALTHY FAMILIES

Many committed families and caregivers carry significant challenges to care for their loved ones who may not acknowledge their illnesses. They need support as critical, primary care givers. Family education and support services should be informed by diverse cultural perspectives on mental illness and substance use disorders.

INNOVATION TO EMERGING NEEDS

Franklin County is a diverse community. We expect continuous changes in healthcare and will build the capacity to serve consumers within an innovative and culturally appropriate continuum of care that meets both present needs and emerging needs.

PREVENTION AND COMMUNITY ENGAGEMENT

Community members at risk and especially those who are in the early stages of substance use disorders or mental health conditions are often isolated and lack resources. Health education, outreach, early identification, and early intervention are essential elements to reducing risk and the time it takes for an individual to achieve recovery. Community engagement and public education will be designed to eliminate misunderstanding and the stigma often attached to the people experiencing the chronic, recurring illnesses served by ADAMH.

SAFETY, SECURITY, AND STABILITY

The safety, security, and stability of community members experiencing mental health conditions and substance use disorders is foundational to their ability to move, live, work, learn, and participate in their recovery. These most basic needs, especially safe, affordable housing, require substantive attention by ADAMH and essential community partners.

Introducing the Opportunity

For this process, ADAMH's CEO Search Committee engaged in extensive discussion with representatives from ADAMH constituents: funders, providers, clients, public and private sector leaders, board and staff to seek input on the most critical priorities for the next ADAMH CEO. The following priorities and characteristics were communicated as most important to the success of the next leader, the organization and the community.

– This profile has been endorsed by the Board and will guide recruitment and evaluation of the next leader. –

VISIONARY AND TRANSFORMATIONAL LEADERSHIP

Exhibiting a genuine compassion for people who are affected by addiction and/or mental illness, the CEO of ADAMH will understand and articulate a strategic and comprehensive role for the organization to provide the community with high quality services focused on prevention, treatment and recovery. Understanding the constantly changing environment of substance use and mental health at the system level, this inspirational thought-leader will proactively partner with the Board and inclusively convene partners and providers to refine, focus and thoughtfully transform strategies that are reflective of the needs of the community. Key to the overall success will be cultural competence and an inclusive approach to provide sustainable solutions for a broad and diverse community.

COMMUNITY PARTNERSHIPS AND COLLABORATION

The CEO will foster collaboration and build purposeful relationships with diverse stakeholders to advance complex initiatives and achieve community-wide impact while appreciating that each of our clients has unique cultural and individual needs. This caring, charismatic leader will serve as the spokesperson and ambassador for ADAMH and its partner organizations, as well as an advocate for individuals affected by mental illness and addiction. As a compassionate, reasoned and informed public speaker, the CEO will create authentic partnerships and be considered a peer to leaders in business, civic and nonprofit communities. The CEO will build rapport by clearly articulating the needs of the communities we serve and identifying the optimal role of community partners in advancing their collective work while navigating the political landscape inherent in a publicly funded entity. To enable broad support, this servant leader will elevate brand awareness and inform key constituents of the impact of ADAMH to assure its long-term sustainability.

ORGANIZATIONAL EFFECTIVENESS

Given the importance and breadth of the mission, the CEO will continue to thoughtfully and decisively establish priorities, allocate finite resources, and assure accountability for

ORGANIZATIONAL EFFECTIVENESS (continued)

impact and overall alignment to identified strategic priorities. A trusted partner and confident leader, the CEO will be accountable for high standards, fiscal integrity and overall compliance with all ADAMH policies.

As an innovative and creative problem solver, s/he will courageously challenge the status quo, responsibly take calculated risks, and inspire ADAMH's diverse stakeholders to achieve community-wide impact through progressive and effective mental health and addiction prevention and treatment.

FINANCIAL PERFORMANCE AND SUSTAINABILITY

With prior demonstrated experience in oversight of financial management and an astute understanding of the public sector, the CEO will hold ultimate responsibility for the fiscal performance and long term sustainability of ADAMH. Using financial acumen and a keen ability to set priorities decisively and assure accountability for results, the CEO will ensure best management practices are in place and that overall financials are aligned with strategic priorities. This leader will require and demonstrate full transparency for financial matters to maintain ongoing public trust and voter support in a levy cycle funding model, and to ensure those results are communicated on an ongoing basis to the Franklin County Board of Commissioners, the County Administrator, and the Office of Management and Budget.

TEAM LEADERSHIP AND DEVELOPMENT

The CEO will be an inspirational, mission-focused leader who communicates transparently and creates a high performance culture characterized by openness, collaboration, optimism and trust. The CEO will retain and attract a mission focused team and ensure that they have the support needed to achieve the vision of ADAMH. The CEO will have a track record of motivating and inspiring others to achieve impact through creativity, teamwork and leveraging individuals' strengths to meet organizational goals.

BOARD GOVERNANCE

The CEO will collaborate with the Board to achieve the organization's primary responsibility of service to community through best practice governance and model fiduciary diligence in alignment with our mission, vision and core values. Overall strategic direction will be established by the board in concert with CEO and ADAMH team and based on broad community input. The CEO will clearly and consistently communicate the impact of the agency to the Board supported by robust data analysis required for strategic policy decision-making. In addition, the CEO will serve as the primary liaison between the Board, staff, funders, and partners such that mutually beneficial exchanges will enable all groups to be energized and purposefully engaged in the process of delivering the ADAMH mission and strategic priorities.

ADAMH Board of Trustees and Senior Staff Members

Board of Trustees

Peggy Anderson, Chair

Sharon McCloy-Reichard, Vice Chair

Nathan Wymer, Treasurer

Trudy Bartley, Secretary

Carole Anderson, Ph. D.

Audrey Begun, Ph. D.

Scott Doran

Karri Dosmann

Bipender Jindal

Mitzi Kirkbride

Rory McGuiness

Damon Muldoon

Irma Phillips-Carmichael, Ph.D.

Jennifer (Eisenahauer) Richardson, Ph. D.

Ann Seren

Terree Stevenson

Ron Walters

Senior Staff Members

Dr. Kevin Dixon, Ph. D.

Vice President of Community Collaboration &
Cultural Engagement

Kythryn Carr Harris, M.S.W., L.I.S.W-S.

Vice President of Clinical Services

Dr. Delaney Smith, M.D.

Systems Chief Clinical Officer

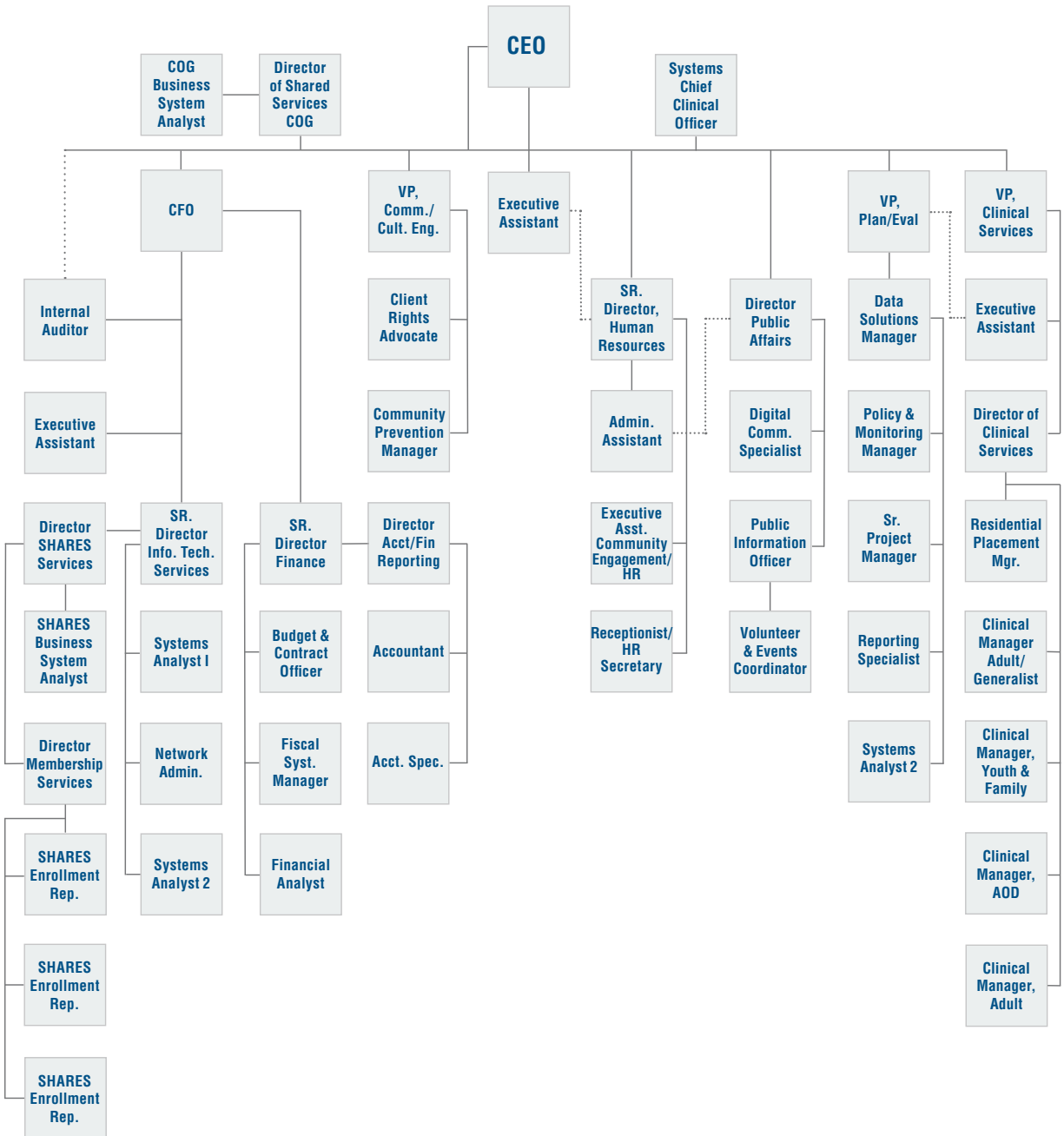
Jonathan Thomas

Vice President of Planning & Evaluation

Jonathan Wyllly

Chief Financial Officer

ADAMH Table of Organization





“The beginning of the healing for me was being honest about it. I want all moms struggling with postpartum depression to know that there is support out there. There are so many resources and so many people going through the same thing that they can reach out to. **They don’t have to do it alone. They don’t have to be ashamed of it. It’s going to get better.**”

– Sarah

ADAMH System's Focus Areas

ADAMH is mandated by Ohio Revised Code Chapter 340 to provide a full continuum of mental health and substance use services (as allowed by available resources). ADAMH's key focus areas include: crisis services, mental health services, substance use services, prevention and early intervention services, housing, job training, peer support and community education.

Crisis Services

Franklin County Psychiatric Crisis Center

As the population of Franklin County continues to grow, the need for emergency psychiatric services continues to increase. The local crisis center, Netcare, and local emergency rooms are overwhelmed by people in need of help.

In 2016, the Franklin County Psychiatric Crisis and Emergency System Task Force (PCES) released recommendations to improve the psychiatric emergency system in Central Ohio. Creating a comprehensive, collaborative system of crisis care for people experiencing mental health and addiction emergencies is the main recommendation of the report.

With that recommendation in mind, ADAMH is leading the work of the Franklin County Mental Health Crisis Care Center Steering Committee to build and open a new mental health facility for the residents of Franklin County to provide a complete crisis care continuum for adult consumers by 2021.

The new facility will be designed to provide 24/7 access to care through the first responder system, law enforcement, community care providers and self-referrals providing a safe, therapeutic setting which stabilizes the consumer and links them to the least restrictive treatment options that lead to recovery.



Mental Health Services

24/7 Crisis Hotlines

There are two crisis hotlines available in Franklin County, one for adults and one for youth. They are both available 24 hours a day, seven days a week, 365 days a year.

Netcare's Crisis Hotline

Adults in Franklin County can call Netcare's crisis hotline and a licensed and experienced crisis clinician will direct the caller to the most appropriate means of assistance. Netcare also has a chat feature available on their website and some partner websites (ADAMH, Syntero and Concord Counseling). In 2018, the hotline received 102,445 calls and chats to the crisis line.

Nationwide Children's Hospital

Youth in Franklin County can call Nationwide Children's Hospital and staff will connect the young person and their family to specialized services for youth and adolescents at Nationwide Children's Hospital or OSU Harding Hospital.



Substance Use Services

Addiction Stabilization Center

An innovative project that was established as part of the Franklin County Opiate Action Plan was the opening of the Addiction Stabilization Center.

It opened in January 2018 and has already served more than 1,800 people. The center is operated by Maryhaven. It is located on South High Street and has 55 beds. It can serve an estimated 5,000 people per year.

The Addiction Stabilization Center has three levels of care:

1. Triage and Admission

2. Detoxification

3. Residential Treatment

The center has a doctor, nurse practitioners, clinical staff and peer recovery specialists.

Many people have come to the center through the Mobile Opiate Response Team which connects a person who has just overdosed with a clinician onsite or in the emergency department to engage them in treatment.



Prevention and Early Intervention

Ohio Avenue Youth Center

The Ohio Avenue Youth Center provides a safe, positive environment where young people are encouraged to think creatively, try new experiences, develop tools for self-expression and give back to their community through the arts or service projects. In a high risk neighborhood with few opportunities, the center offers a safe and trusting environment where positive relationships are built.

The Directions for Youth & Families prevention staff instruct youth while allowing them to discuss issues important to them so they can make informed decisions about positive decision-making, peer pressure and healthy behaviors. Center activities are provided free of charge to youth, removing any financial barriers for families.



School Investments

Research shows that 1 in 5 youth have a diagnosable mental health disorder. Only 20% of those receive treatment. Also, 50% of lifetime mental health disorders start by age 14. Early identification and intervention is essential for positive outcomes.



ADAMH has partnered with all 16 public school districts in Franklin County to provide prevention, early intervention and treatment services to students by providing funding for certified mental health and addiction providers to be available for support in each district.

Through this partnership, ADAMH aims to reduce the incidents of mental health disorders and the onset of substance use in youth. In 2018, ADAMH allocated almost \$5 million to provide prevention, early intervention and treatment services through an ADAMH provider in Franklin County public schools and more than \$1 million went to programs in Columbus City Schools. The ADAMH providers include Concord Counseling Services, Directions for Youth & Families, Nationwide Children's Hospital, North Community Counseling Centers, Southeast, Syntero and OhioGuidestone.



Housing

Hawthorn Grove

ADAMH is committed to collaborating with the community to provide affordable housing that offers the safety, security and stability essential to recovery success. Hawthorn Grove apartment community provides 39 one-bedroom units of housing for people disabled by mental illness and one resident manager's unit. All 40 units are rent-subsidized to limit the rent burden on residents to 30 percent of their income. Community Housing Network (CHN) and its partner organizations invested approximately \$6 million into this quality structure. CHN manages the property and coordinates community services. Concord Counseling Services offers onsite supportive services, including recovery, wellness and employment-related programs.



Job Training

Peer Support Trainings

ADAMH supports the inclusion of peer support through the continuum of care. With ADAMH funding, Mental Health America of Franklin County provides trainings and support for peers to navigate the state's peer certification process. The training series has been highly successful. In 2018, three trainings were held with a total of 63 peers trained.

Peer Support

Netcare Peer Support

Netcare has hired peers supporters for its crisis center, crisis stabilization unit (CSU) and transitional facility. They are working to get 24/7 crisis coverage with current coverage of first shift and second shift on weekdays and midnight to noon on weekends. The CSU and Miles House each have a peer covering 40 hours a week. They are seeking additional coverage for 36 hours on weekends.

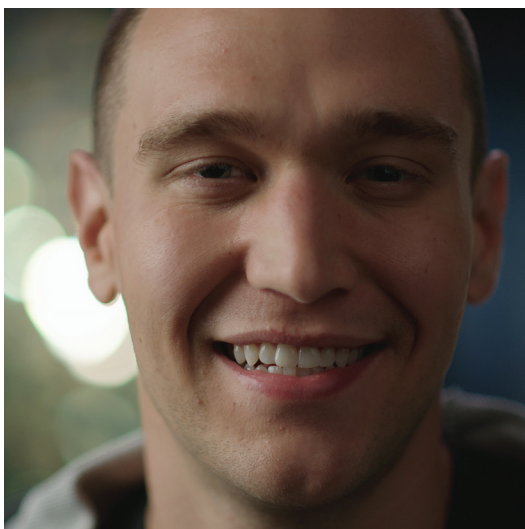
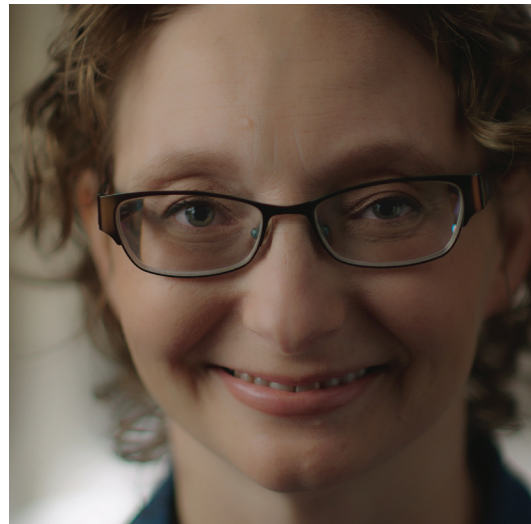


Community Education

ADAMH. Where Better Begins. Paid Advertising Campaign

Better. It's what we do at ADAMH.

In 2018, ADAMH developed a community education campaign featuring 31 people who are living fuller, healthier, happier lives thanks to the 30 plus not-for-profit agencies in our Franklin County system of care. This campaign uses digital, television, radio, and print advertising to raise awareness of ADAMH and our system of care while working to reduce the stigma that prevents people from seeking the treatment and support they need.



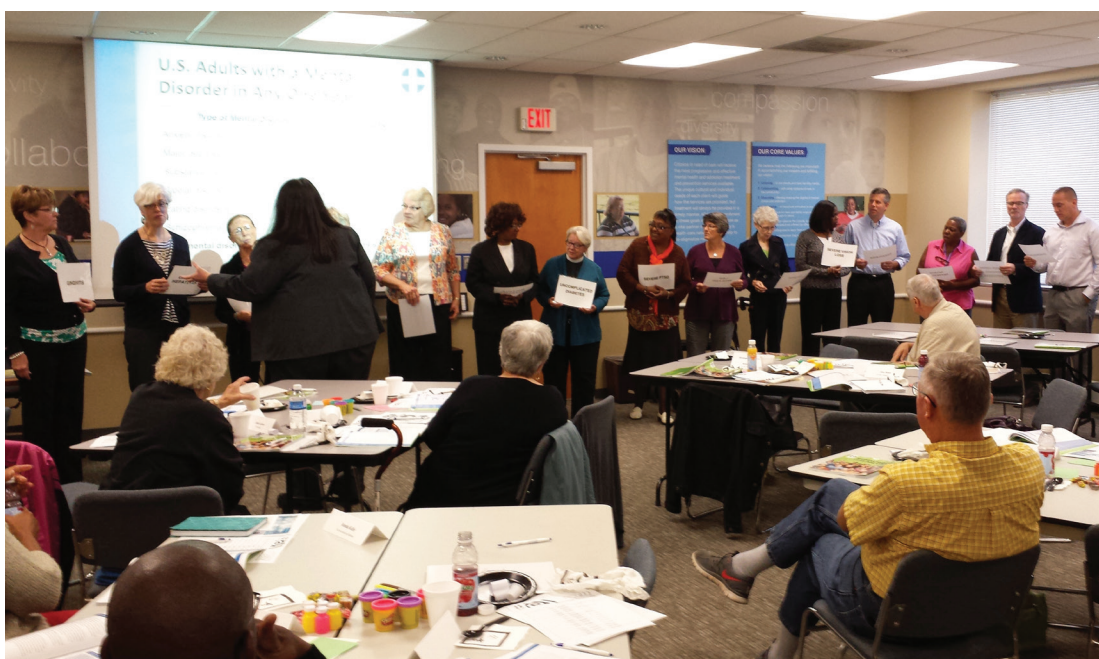
Adult and Youth Mental Health First Aid

Since ADAMH began offering the Adult Mental Health First Aid trainings in 2013, we have received positive feedback from participants. As evidenced by the continued wait list for the trainings, there continues to be a desire from community members to participate in the trainings.

Through our evaluations and feedback from community members, ADAMH identified the need to expand our Mental Health First Aid trainings and include youth curriculum. In 2019, Mental Health America of Franklin County will host adult and youth Mental Health First Aid trainings across the county for Franklin County residents.

One qualitative and three quantitative studies have shown that the Mental Health First Aid program:

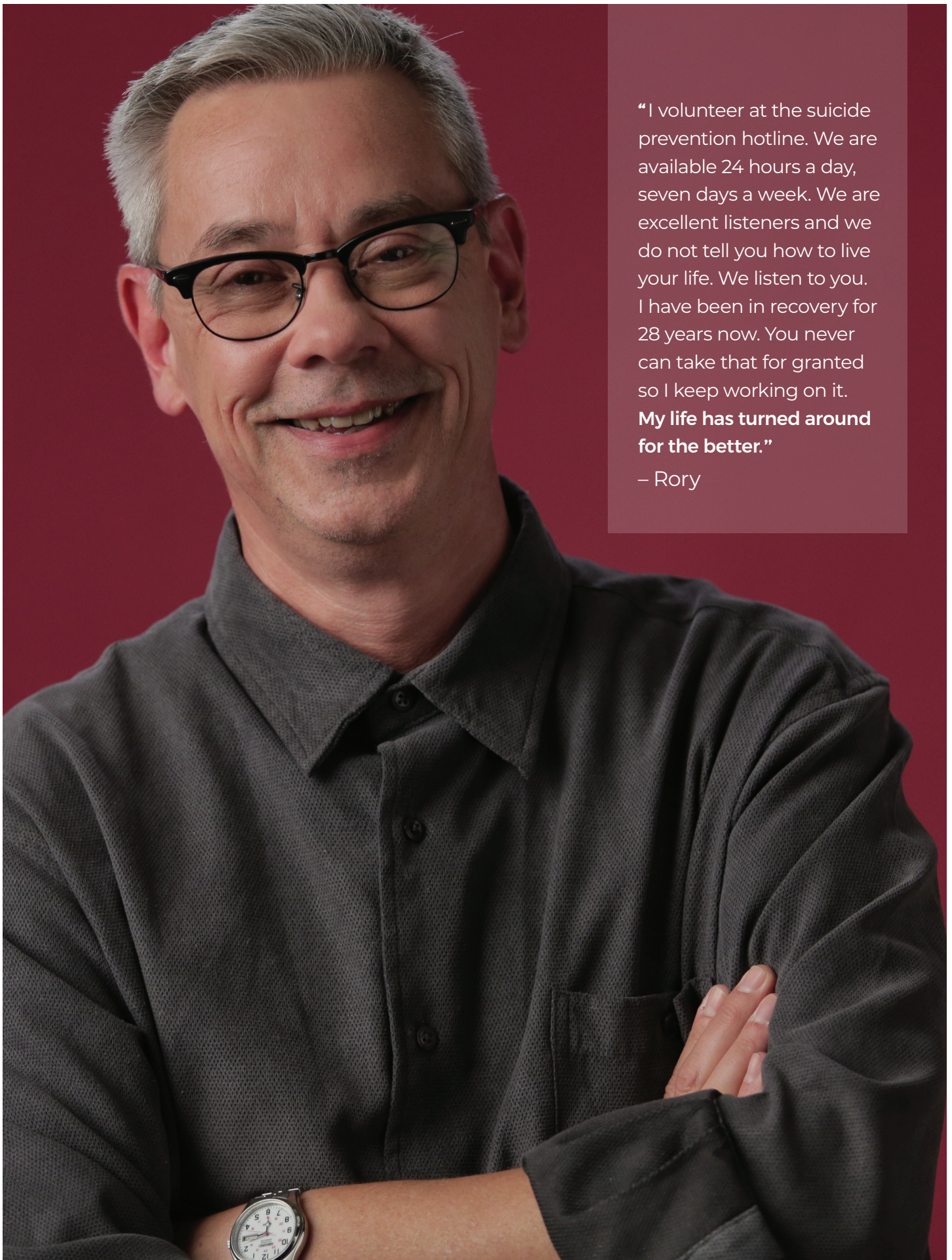
- 1. Improves people's mental health;**
- 2. Increases understanding of mental health issues and treatments;**
- 3. Connects more people with care; and**
- 4. Reduces stigma.**



ADAMH Network of Care

ADAMH does not provide direct care. ADAMH contracts with more than 30 non-profit organizations to provide high quality, expert mental health and substance use treatment and prevention services to Franklin County residents. ADAMH is proud to partner with these organizations to meet the needs of our residents.

- Africentric Personal Development Shop, Inc.**
- Alvis House**
- Amethyst**
- Buckeye Ranch**
- Central Ohio Area on Aging**
- Columbus Area Integrated Health Services, Inc.**
- Columbus Public Health**
- Columbus Urban League**
- Community for New Direction**
- Community Housing Network**
- CompDrug**
- Concord Counseling Services**
- Directions for Youth & Families**
- Franklin County LOSS (Local Outreach to Suicide Survivors)**
- HandsOn Central Ohio, Inc.**
- House of Hope**
- Huckleberry House**
- LifeTown – Friendship Circle**
- LSS CHOICES for Victims of Domestic Violence**
- Maryhaven**
- Mental Health America of Franklin County**
- NAMI Franklin County**
- National Church Residences**
- Nationwide Children’s Hospital’s Big Lots Behavioral Health Services**
- Netcare Access**
- North Central Mental Health Services**
- North Community Counseling Centers**
- OhioGuidestone**
- Southeast, Inc.**
- St. Vincent Family Center**
- Syntero**
- The Heritage of Hannah Neil**
- The Ohio State University Wexner Medical Center**
- The P.E.E.R. Center (Peers Enriching Each Others’ Recovery)**
- The Village Network**
- Twin Valley Behavioral Healthcare (TVBH)**
- Urban Minority Alcoholism & Drug Abuse Outreach Program (UMADAOP)**



“I volunteer at the suicide prevention hotline. We are available 24 hours a day, seven days a week. We are excellent listeners and we do not tell you how to live your life. We listen to you. I have been in recovery for 28 years now. You never can take that for granted so I keep working on it.

My life has turned around for the better.”

– Rory

About Columbus, Ohio

Columbus, one of the fastest growing cities in the country, offers the amenities of a big city with the accessibility, charm and community of a small town. As the 14th largest city in the country, right behind San Francisco, Columbus boasts renowned culinary, fashion, music and entertainment scenes, exciting collegiate and professional sports and a vibrant, entrepreneurial spirit. With a burgeoning downtown and a diverse array of welcoming neighborhoods, it's a great place to live, work, play and raise a family.



Dynamic Communities

The region offers a wide variety of housing options, from charming historic neighborhoods and downtown lofts to new suburban developments and multi-acre living just beyond the city limits. Nearly 70% of Columbus residents earning the median income can afford home ownership – an incredible number compared to Chicago's 47% or New York's 57%.



Diverse, Strong Economy

Columbus ranks seventh in economic strength among the 102 largest metropolitan cities in the country. Columbus benefits from a dynamic yet stable economy, with a collaborative business environment earning it recognition as one of the top metros for job creation. As an emerging tech city, its research and technology institutions attract the brightest minds from around the world.



Arts and Culture

Fueled by a workforce more educated than the national average, Columbus has an energy that radiates throughout thriving industries, communities and educational institutions. Art lovers will savor the collections at the Columbus Museum of Art and revel in Gallery Hop, a monthly celebration of culture in the Short North Arts District.



Education

The Columbus region's K-12 education options include *U.S. News & World Report* top ranked high schools as well as U.S. Department of Education Blue Ribbon schools. The region has excellent public schools, 140 private institutions and 54 higher education campuses, with nearly 150,000 college students.



Columbus Highlights

Top 50

Cities in America

– *Bloomberg Businessweek*



Top 7

**Intelligent
Communities
in the World**

– *Intelligent Communities
Foundation, 2015*

Cost of Living

**11%
LOWER**

**than the
National Average**

#9

**Best City for Young
Professionals**

– *Forbes.com*

1st

**In the nation for
public library system,
museum of art, zoo
and aquarium and
COSI science center**

#8

**Best City in the
Nation for African
American Families**

Top 10

**City for Women-
Owned Businesses**



87 Miles

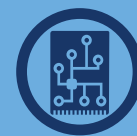
**of bike lanes, paths
and trails**



#1

**U.S. Tech City for
high wages and low
cost of living**

– *SmartAsset*



Learn more about Columbus at www.experiencecolumbus.com



Process for Candidacy

ADAMH provides equal employment opportunity to all employees regardless of race, color, religion, sex, sexual orientation, gender identity, genetic information, national origin, age, disability and military or veteran status, except where a bona fide occupational qualification exists for a specified position. This policy affects all employment practices, including recruitment, selection, promotions, terminations, transfers, layoffs, compensation, training, benefits and other terms and conditions of employment.

Under ADAMH's Affirmative Action Plan, discrimination in any terms, conditions, and/or privileges of employment is forbidden.

BeecherHill is pleased to partner with the ADAMH Board and the ADAMH CEO Selection Committee to identify and attract candidates for this critical role.

Please submit nominations, referrals and resumes with preferred contact information to:
ADAMHCEO@beecherhillsearch.com

Or mail to:

BeecherHill, 250 Civic Center Drive Suite 100, Columbus, Ohio 43215

ADAMH is a public entity subject to Sunshine Law per Ohio Revised code section 121.22 and the Ohio Public Records Law. All materials submitted to BeecherHill related to the ADAMH CEO search are subject to public records request.