

***Franklin County Mental Health
and Addiction Crisis Center***

Communications and Engagement Plan

December 2020

Background or Situational Analysis

Roughly 21 percent of Franklin County's 1.3 million residents will experience mental illness in a given year, and another 10 percent will abuse or be dependent on drugs or alcohol. The number of Franklin County residents is expected to grow by 8 percent over the next 10 years. During that same period, we anticipate a 23 percent increase in for mental health and substance abuse disorder services

Currently, nearly 70 percent of all crisis encounters related to mental health and addiction are currently treated in hospital emergency departments despite evidence outcomes are better when services are provided in a community-based setting. As part of a commitment to improving the continuum of crisis care in our community, the Alcohol, Drug and Mental Health Board of Franklin County (ADAMH) is partnering with the Central Ohio Hospital Council and other community stakeholders to plan and construct a comprehensive center intended to support adults in Franklin County experiencing (or at risk of experiencing) a crisis associated with their mental health and/or substance use disorder.

The new Franklin County Mental Health and Addiction Crisis Center will be the central and primary destination in Franklin County for mental health and addiction crisis needs and will offer a no-wrong-door-philosophy to ensure that anyone who arrives at the center receives services

A communications strategy is needed to support engagement of key stakeholders throughout the funding, construction and opening of this new facility in order to garner financial support, educate the entire community on the benefits and encourage individuals to seek out the center even before they find themselves in crisis.

Key Audiences

- Elected officials
- Community leaders
- Hospital systems
- First responders
- Behavioral health providers
- Peer support specialists
- Primary healthcare providers in underserved communities

- Community associations near proposed site
- Corporate and foundation funders
- Business community
- New Americans communities
- Faith community leaders
- Residents in neighborhoods near the center
- Prospective patients and their families
- General community

Challenges and Underlying Assumptions

- Communities near the proposed site of the new crisis may be wary of a crisis facility near their neighborhood.
- Many of the individuals who may benefit from the center are hard to reach through traditional communication channels and language and cultural barriers must be identified and managed to in all outreach and communications.
- There is a long lead time until the crisis center opens its doors, making it critical to identify points along the way to create energy, provide information and highlight progress being made in construction.
- Community-wide collaboration must continue throughout the funding, construction and opening of the center and must inform outreach strategies.
- Lack of clarity of the role the operator will have in community and patient communications prior to grand opening and the anticipation that the operator will be the primary communicator for the Center after opening.
- ADAMH has not yet allocated funding to support marketing and communication needs for launching the Center.

Timing

January 2021 through the grand opening of the new Crisis Center in 2023.

Key Messages

1. The need for mental health and substance use crisis care continues to grow in Franklin County.
 - Roughly 21 percent of Franklin County’s 1.3 million residents will experience mental illness in a given year, and another 10 percent will abuse or be dependent on drugs or alcohol.
 - The number of Franklin County residents is expected to grow by 8 percent over the next 10 years. During that same period, we anticipate a 23 percent increase in for mental health and substance abuse disorder services over the next 10 years.

- Almost 30,000 mental health crisis episodes are treated in Franklin County annually. The vast majority of these episodes are addressed in hospital emergency departments instead of a clinically appropriate crisis center.
 - Approximately 70 percent of all crisis encounters related to mental health and addiction are currently treated in hospital emergency departments despite evidence outcomes are better when services are provided in a community-based setting
2. ADAMH and its partners are committed to improving crisis care in Franklin County and a cornerstone of that commitment is the development of a centrally located crisis care center where services are available in one place.
- The center will serve adults age 18 and over who are experiencing a mental health or addiction-related crisis.
 - The center will be open 24 hours a day, seven days a week and include a public walk-in entrance and an entrance for first responders.
 - The estimated patient volume in year one is 30,000 encounters.
 - ADAMH owns a parcel of land on Harmon Avenue in the West Edge area, which had been evaluated and determined viable for the new Crisis Center.
 - Construction is anticipated to begin in Fall 2021 and is targeted for opening in 2023.
3. Improved behavioral health crisis care benefits everyone – from the person in crisis and their family to first responders and hospital systems.
- Patients will have access to a full array of clinic services, including walk-in clinic services for those not yet in crisis.
 - The Crisis Center will have capacity to meet community needs and is viewed by law enforcement as the preferred facility for individuals in need of emergency crisis care.
 - The Crisis Center is viewed by first responders as the preferred facility for individuals in need of emergency psychiatric and crisis care.
 - Patients with both mental health and substance use disorders will receive coordinated care at the Crisis Center.
 - Patients with coexisting medical issues will be evaluated and treated at the Crisis Center, eliminating the need to transport patients to emergency departments.
 - Patients will be safely secured at the Crisis Center.
 - Patients will be linked to services and follow-up care before being discharged.
 - Families will be provided with education and tools to help their loved one succeed after discharge from the Center.

4. This new crisis center is a community-wide project and a community-wide investment.
 - Voices from every part of the community are being included in the center’s development, including community providers, hospitals, law enforcement, advocacy organizations, Mental Health American and NAMI Franklin County.
 - Most importantly, we are listening to the voices of people who use the behavioral health system and their families.
 - Funding for the estimated \$50 million in construction costs is coming from public and private commitments:
 - As of December 2020, the following commitments have been made to support capital costs:
 - \$8 million – ADAMH
 - \$8 million – Adult service hospitals (OSU Wexner Medical Center, Mount Carmel, OhioHealth)
 - \$10 million – City of Columbus
 - \$10 million – Franklin County Commissioners

Communication Strategies

1. Generate ongoing support for the new Crisis Center through ongoing education and communications highlighting the benefits the new center will bring to Franklin County.
2. Mitigate any potential criticism or concerns in the community by maintaining transparency in all matters relating the Crisis Center planning, location, construction, funding and operations.
3. Leverage the development of the crisis center as a way to lead the conversation on strategies to continually improve the continuum of crisis care in Franklin County.
4. Establish the new Center a first-choice crisis resource throughout the community and the primary destination for individuals and families during and before they experience a behavioral health crisis.

Communication Tactics

Strategy #1: Generate ongoing support for the new Crisis Center through ongoing education and communications highlighting the benefits the new center will bring to Franklin County and leveraging key points in the timeline to show progress.

Tactics

- Revise collateral materials to assist with engaging with community and securing additional funding
 - Overarching branding as an ADAMH project
 - Fact sheet

- PowerPoint
- E-newsletter with monthly updates
 - Develop strategy for growing newsletter distribution list (will be needed for other tactics like grand opening events)
- Enhance website content (timeline, construction cam, information translated into other languages as needed)
- Develop and train speakers' bureau, with diverse partners to speak to community groups
- Identify groups to speak to and schedule speakers
- Develop a list of key stakeholders, their contact information and who "owns" that relationship
- Highlight key milestones on the Crisis Center timeline as opportunities for media coverage, social media posts, e-newsletter updates, presentations before key stakeholder groups:
 - Operator selection
 - Site selection confirmation
 - Architectural plans unveiled
 - Hitting fundraising goal – announcing all funders, named spaces, etc.
 - Naming the entire Center in honor/memory of an important leader in this space
- Hold a major groundbreaking event to garner media coverage and bring partners together
- Media, VIP and key stakeholder tours at key points during construction
- Beam signing with all the partners for the last beam/topping off ceremony
- Grand opening week with multiple touchpoints for key stakeholders, multiple opportunities for media coverage:
 - Ribbon cutting event
 - Provider tours
 - First responder tours
 - Community tours
 - Media Tours
 - Welcome signage in various languages

Strategy #2:

Mitigate any potential criticism or concerns in the community by maintaining transparency in all matters relating the Crisis Center planning, location, construction, funding, and operations.

Tactics:

- Enhance website as the central repository of all public documents, announcements, and updates

- Develop, regularly update a Q& A to house on the website
- Identify, confirm Crisis Center spokespeople: Erika Clark Jones, Jonathan Thomas, Jeff Klingler
- Meet with Westside community groups on regular intervals to keep the abreast of the center’s construction, timeline for opening.
- Regularly meet with key government partners at the city and county levels.
- Secure third-party advocates who will talk with the community groups and media to provide support the for center; provide them with regularly updated talking points and other information on Center.

Strategy #3:

Leverage the development of the crisis center as a way to lead the conversation on strategies to continually improve the continuum of crisis care in Franklin County.

Tactics:

- Clearly brand the new Crisis Center as an ADAMH project.
- Integrate advocacy for improving the continuum of crisis care into the overall ADAMH thought leadership strategy with major elements to include:
 - Metropolitan Club program – panel discussion ADAMH and key partners
 - Columbus Chamber of Commerce
 - Dispatch editorial board
 - All Sides with Ann Fisher
 - Op-ed placements
 - Radio PA shows
 - Host community forum(s)
 - Outreach to elected officials

5. Strategy #4: Establish the new Center a first-choice crisis resource throughout the community and the primary destination for individuals and families during and before they experience a behavioral health crisis.

Tactics (in partnership with Center operator):

- Conduct focus group research to guide communications with target audiences.

- Create a network of trusted friends and advisors including faith leaders, non-profit leaders, peers, etc. who can serve as educators and advocates for directing those in need of crisis intervention to the center. Schedule regular update calls and meetings, and provide them with leave-behind information.
- Develop culturally-appropriate collateral materials explaining what the center is, benefits of using it, how to access care through postcard mailers, brochures, other leave behinds – translated as needed.
- Develop a virtual tour of the Crisis Center that can be leveraged on multiple platforms to help familiarize the community with the facility.
- Develop a targeted social media campaign.
- Outreach to area hospital systems – provide collateral materials for EDs.
- Outreach to primary healthcare centers/doctors in targeted zip codes – provide collateral materials they can use with patients/families.
- Literature drops in targeted communities.
- Place stories in diverse print media; secure radio interviews on stations reaching diverse audiences.

Paid media plan – combination of digital and print (budget needed, estimate: \$50k)

Measures of Success:

- Develop a dashboard that includes:
 - Number of touches, hitting targeted communities
 - Social media metrics
 - Achieving fundraising goal
 - Earned media placements
 - Hitting timelines

Crisis Center Communications Major Milestone Timeline – Tentative –will be guided by overall planning process

Timeframe	Tactic	Responsible	Notes
Q1 2021	Revise collateral materials – rebranding an ADAMH initiative	Leah Hooks	Includes fact sheets, PPT, e-newsletter
Q1 2021	Begin work enhancing website	Leah Hooks	This will be ongoing
Q1 2021	Compile key stakeholder lists	Shelly Hoffman/Mackenzie Betts	Working with community outreach subcommittee
Q1 2021	Funding commitment secured	Shelly Hoffman	
Q2 2021	Develop plan for community outreach/engagement	Shelly Hoffman/Mackenzie Betts	
Q2 2021	Operator selection announcement	Shelly Hoffman/Mackenzie Betts	
Q2/3 2021	Site selection confirmation/announcement	Shelly Hoffman/Mackenzie Betts	
Q3 2021	Architectural firm selection	Shelly Hoffman/Mackenzie Betts	
Q4 3&4 2021	Development of speakers’ bureau	Diane Peterson	
Q4 2021	Architectural design unveiled	Shelly Hoffman/Mackenzie Betts	
Q4 2021	Groundbreaking	PA Team	
2022	Beam signing/topping off ceremony	PA Team	
2022	Conduct focus group research to guide communications with target audience	PA Team	Will need to bring on outside resource
2022	Construction tours	TBD	Dependent on construction tours
2022	Development of a virtual tour	PA Team	In conjunction with architect, need budget
2022	Step up speakers’ bureau deployment	Diane Peterson	
2023	Launch comprehensive strategy for grand opening	Shelly Hoffman	Role of operator?