
MEETNG NOTES
Franklin County Mental Health and Addiction Crisis Center
Steering Committee

May 28, 2020 3:00 PM – 5:00 PM

Via Videoconference

Attendees:

Beth Armstrong, OhioHealth	Gary Krafthefer, The PEER Center
Mackenzie Betts, ADAMH	Michael Krouse, Ohio Health
Kevin Dixon, PhD, ADAMH	Kris Long, Franklin County Commissioners Office
Andy Dorr, OSU Wexner Medical Center	Amanda Lucas, OSU Wexner Medical Center
Joe Florenski , ADAMH	Jennifer Mancini, Columbus Police Dept.
Annie Gallagher, Gallagher Consulting Group	Mark Hunter , Franklin County PFM
Kythryn Carr Harris, ADAMH	Joe Mazzola, Franklin County Public Health
Lt. Dennis Jeffrey, Columbus Police Dept.	Joseph Niedzwiedski, North Central Mental Health
Erika Clark Jones, ADAMH	Delaney Smith, MD, ADAMH
Katrina Kerns, North Community Counseling	Jonathan Thomas, ADAMH
Kenton Beachy, Mental Health America	
Jeff Klingler, Central Ohio Hospital Council	

I. Introduction

Annie Gallagher, Gallagher Consulting, opened the meeting and provided a few notes about the video conferencing format and informed participants that the session was being recorded. She then turned the meeting over to Erika Clark Jones, Co-chair, CEO, ADAMH Board of Franklin County and Jeff Klingler, Co-chair, President and CEO, Central Ohio Hospital Council for the official welcome. Erika welcomed participants, thanked group members, and praised them for their tenacity and dedication to the project. Erika welcomed two new members to the Steering Committee, Joe Mazolla, Health Commissioner, Franklin County and Mysheika Roberts, Health Commission, Columbus Public Health. Erika turned over the meeting to Jeff Klingler, who also thanked and welcomed committee members. He acknowledged how much has changed since the last SC meeting on February 27 because of the COVID crisis and recognized the group and ADAMH for the great progress that has been made despite the pandemic. Jeff expressed enthusiasm for the committee to hear from the workgroups on recent developments as the effort continues to advance.

II. Steering Committee / Workgroup Structure Updates

Annie explained that as the project evolves, it is necessary to tweak workgroup structures and processes to ensure equitable access to information and participation in the planning for the new crisis center. ADAMH sought legal advice about how best to structure the project work to allow all potential vendors equal opportunity in the process.

Based on consultation with the Franklin County Prosecuting Attorneys' Office, Gallagher outlined several changes to the structure and procedures. *(Note: A handout on the Updated Structures and Standard Operating Procedures can be found on the SC website.)*

A. Structure

Annie shared that some workgroups have been combined and a few of the co-chair positions have shifted. She said that there was a recent meeting of all co-chairs to discuss and advance these changes.

The new structure and co-chairs are as follows:

- **Steering Committee**
 - Co-chairs = Erika Clark Jones (ADAMH) & Jeff Klingler (Central Ohio Hospital Council)
- **Building Design Workgroup**
 - Co-chairs = Mark Hunter (Franklin County Public Facilities Management) & Mike MacKay (OhioHealth)
- **Community Access Workgroup**
 - Co-chairs = Dr. Kevin Dixon (ADAMH) & Kenton Beachy (Mental health America)
- **Consumer Care Workgroup**
 - Co-chairs = Dr. Delaney Smith (ADAMH) / Katrina Kerns (North Community Counseling)
- **Data and Technology Workgroup**
 - Co-chairs = Jonathan Thomas (ADAMH) & Andy Dorr (OSU Wexner)
- **Governance and Funding Workgroup**
 - Co-chairs = Erika Clark Jones (ADAMH) / Jeff Klingler (Central Ohio Hospital Council)

B. Updated Procedures

In addition to the structure, Gallagher said that the SC and workgroups will follow several new operational procedures. Highlights include:

- **Efforts to increase inclusiveness and transparency**

The public website will feature language for organizations that are interested in participating in a workgroup to contact Project Lead (Jonathan Thomas), who will provide a brief introduction to the project and status of the workgroup(s) of interest. Potential new organizational participants will be vetted through the Steering Committee co-chairs and applicable workgroup co-chairs. If SC members receive inquiries from interested parties, they should be referred to Jonathan. Workgroup co-chairs are still encouraged to invite new members as needed.
- **Workgroup Meetings**
 - Each workgroup should meet at least monthly
 - The Project Lead (Jonathan Thomas/or professional from ADAMH) will schedule all meetings
 - There will always be a virtual (zoom) meeting option and all meetings will be recorded
 - All meetings will have an assigned scribe (ADAMH staff member) to capture key notes on a prescribed template
 - All meetings will limit participants to the co-chairs, scribe, Project Lead, and up to two (2) additional representatives per organization
 - NOTE: identified co-chairs can allow additional representatives for organizations to assure subject matter expertise if they are presenting at a given meeting
 - NOTE: identified co-chairs should use their discretion on how to assure consumer and family representation in their meetings
- **Steering Committee Meetings**
 - 2020 Meetings: February 27 (completed), May 28, August 27, November 19

- Organizations represented on workgroups will be invited to Steering Committee meetings
- There will always be a virtual (zoom) meeting option and all meetings will be recorded
- All meetings will have an assigned scribe (ADAMH staff member) to capture key notes on a prescribed template
- All identified workgroup co-chairs, scribe, Project Lead, and Steering Committee Facilitator should participate in all Steering Committee meetings
- Organizations will be asked to limit participants to 2 representatives per organization
 - NOTE: identified co-chairs can allow additional representatives for organizations to assure subject matter expertise if they are presenting at a given meeting
 - NOTE: identified co-chairs should use their discretion on how to assure consumer and family representation in their meetings

Gallagher noted that increased documentation and recording will help track the generation of ideas and recommendations for legal purposes.

C. General Project Update and Timeline

Jonathan Thomas, Project Lead, VP Planning and Evaluation, ADAMH

Annie asked Jonathan Thomas to provide a status of the project with upcoming milestones and deliverables. Thomas said that all workgroup co-chairs were asked to review and revise their charters to reflect the evolving scope. Thomas shared a copy of the charter template and explained that it has been altered to emphasize deliverables. He said that they have created a separate, summary document that outlines workgroup milestones by month. *(Note: A copy of the Project Overview handout is available on the SC website.)*

III. Workgroup Updates

Next, Annie invited the workgroups to share their updates. The following are status highlights:

A. Building Design

Co-chairs = Mark Hunter (Franklin County Public Facilities Management) & Mike MacKay (OhioHealth) with support from Jonathan Thomas

- *Site study* – Thomas said that they received results of the study from AECOM in March. *(Copy of study is available on SC website)*. The study reviewed the viability of the Harmon Avenue site (3.4 acres). The study said that all requirements for the center could be met on this site if a parking deck was included. There is not adequate space for surface parking. The site would require rezoning. AECOM also provided recommendations for an optimal site. The findings said that an optimal site (that allows surface parking) would require at least 5 acres.
- *Schedule and Design* - Co-chair, Mark Hunter said that the workgroup has been developing a schedule and working to bring on key external partners including an owners’ rep, an architectural and engineering firm and a construction manager. They have created a schedule for civil and building design and construction based on current assumptions. They added “post-construction” activities to project timeline. He said they targeted late 2023 as the move-in time. The drafts have been shared with partners at OSU and OhioHealth.
- *Major Decisions Needed* – Mark explained that critical decisions about location and budget need to be made to move forward. Mark asked the SC to share feedback on a viable site vs. an optimal site. He also requested the SC’s thoughts on the commitment to funding post COVID-19. Mark said that the workgroup needs input and direction from the Governance and Funding

Workgroup regarding a *pro forma* to ensure that operations and staffing are incorporated into a sustainable budget.

- *Discussion* - The SC was asked to share opinions on viable vs. optimal sites. Jeff Klingler said that taking one last look at the site inventory would be prudent to determine if the center can ideally be developed on an optimal site to accommodate growth and expansion. Brian Stroh concurred and suggested that the workgroup may consider approaching health systems that might have available sites if the pandemic has altered their building plans. Amada Lucas also agreed with Klingler and acknowledged the reality that funding will impact the final selection. Kris Long, Franklin County also concurred with Klingler and said that moving forward on securing an owner's rep will help with the process. Thomas noted that additional site exploration has the potential to slow down the timeline.

B. Community Access

Co-chairs = Dr. Kevin Dixon (ADAMH) & Kenton Beachy (Mental health America)

- *Launch, Composition and Organization* – Kevin Dixon, Ph.D., reminded the SC of the purpose of the workgroup and said that they had initial meetings in April and May. He said they have been focused on identifying who should be included so that all key populations, consumers, family, immigrant and refugee members are represented on the workgroup. In addition, they want at least one member of the community access workgroup to serve on each of the other workgroups for integration and information sharing. The workgroup also set operational guidelines and reviewed deliverables.
- *Strategic Communications Plan Deliverable* - Kenton Beachy said that the key deliverable for the workgroup is to create a strategic communications and outreach plan, which is a formidable task. He noted that they will draw on previous research completed by the PCES (Psychiatric Crisis Emergency System) Task Force.
- *Consumer/Family Representation on all Workgroups* - Jonathan Thomas reminded the SC that we want consumer/family representation on all workgroups. If any workgroup is having difficulty securing that representation via the Community Access Workgroup.

C. Consumer Care

Co-chairs = Dr. Delaney Smith (ADAMH) / Katrina Kerns (North Community Counseling)

- *Reorganization* – Delaney Smith, MD said that the workgroup has been reorganizing since it combined the original Medical / Pharmacy, Staffing and System of Care workgroups. They are refocused and working to finalize service lines. The co-chairs have met, and a meeting of the full workgroup is scheduled for the following week. They are administering an online survey prior to the meeting regarding the continuum of care and other relevant issues. Delaney said they will use the results to guide conversation and efforts moving forward.

D. Data / Technology

Co-chairs = Jonathan Thomas (ADAMH) & Andy Dorr (OSU Wexner)

- *Status* - Thomas said that the group has been a hiatus since its initial push on developing volume estimates and related projections. He said that in the future the workgroup will need to shift its focus to technology to make recommendations about EHR. However, he still expects additional data requests from the workgroups. For example, the Governance and Funding

workgroup will likely need information on key performance indicators (KPIs)/community dashboard.

- *Post Pandemic* – Andy Dorr said the workgroup needs to step back and revisit how/if the forecasts need modified based on the impact of the pandemic.

E. Governance / Funding (includes former Regulatory/ Legislation)

Co-chairs = Erika Clark Jones (ADAMH) / Jeff Klingler (Central Ohio Hospital Council)

- *Current Funding Commitments* – Jeff Klingler reminded the group of the discussion in February about funding. The estimated cost for the center is ~ \$50M. Funding commitments as of February include; ADAMH = \$15M, Franklin County = \$10 M, Adult health systems = \$8 M and a possible commitment of \$5M from the State of Ohio *via* the capital bill. Jeff said that workgroup leaders will be reaching out in the next couple of weeks to affirm these commitments in the post-COVID world. Jeff said that the State capital budget is a complete ‘unknown’ in the current environment. He noted that even if a capital budget does not move forward in this biennium, the SC should still pursue State support, as this effort is in line with Gov. DeWine’s interests.
- *Potential Funding Commitments* – Jeff said they have been reaching out to the philanthropic community to pursue additional funding needed. He noted that pre-COVID, they had productive discussions with The Columbus Foundation and the Osteopathic Heritage Foundation. These foundations are interested in the effort and willing to help the SC connect with other potential philanthropic sources. After a few of the decisions about the center are finalized, the workgroup will advance efforts to organize a meeting with these potential funders. Jeff said that Erika has had conversations with the City of the Columbus. While there is no firm commitment, there is interest and support.
- *Financial Pro Forma* – Jeff acknowledged the importance of having a solid *pro forma* that demonstrates the operational sustainability of the center. He praised Jonathan and ADAMH on their work to disseminate an RFP to secure an expert to conduct this analysis. To date, ADAMH has received two valid proposals from vendors. This effort is a priority for the workgroup.
- *Governance* – Jeff said the SC and workgroup has had productive discussions about governance. He identified the “knowns” such as; the building will be owned by Franklin County, there will be a vendor that will operate the facility, the selection and oversight of the vendor will be handled by ADAMH, and that we want community input on the vendor selection and oversight.
- *Recap of next workgroup meeting topics* – Jeff said the next governance and funding meeting (which is happening soon) will address: funding recommitments, vendor selection input and governance recommendations.

IV. Open Discussion

Annie invited anyone on the SC to bring up topics, pose a question or share thoughts/opinions related to the effort.

- *Consumer representation* – Jeff Klingler strongly encouraged all workgroups to make sure that they review their rosters to ensure that they have consumer/family representation.
- *Keeping on track with assignments and deliverables* – Klingler also encouraged co-chairs and all SC members to complete the assignments from Jonathan so that we can accelerate progress.
- *Information and transparency* – Jonathan Thomas asked all workgroups to submit not only the revised charters, but any other workgroup materials and product that can be shared on the public website. The goal is to be as transparent as possible.

- *COVID impact* – Annie Gallagher asked the group if there are things we need to do as a Steering Committee in response to the pandemic in addition to reaffirming funding commitments and reorganizing the workgroups. Klinger noted that the SC did an excellent job pre-COVID in creating community awareness of the center *via* media relations and outreach. He suggested that we reinvigorate the effort when the timing is right. Amanda Lucas recommended either the System of Care and/or Data & Technology workgroups revisit the role of telehealth delivery of services. Delaney Smith noted that we will want to monitor reimbursement rules around telehealth. The SC agreed that both the System of Care and Data & Technology workgroups will add telehealth to their scope of work. Dennis Jeffrey emphasized the importance of the center to be open 24/7/365 despite situations like COVID.

V. Review Deliverables Dues Before Next Steering Committee Meeting

Erika Clark Jones, Co-chair, CEO, ADAMH Board of Franklin County

Jeff Klingler, Co-chair, President and CEO, Central Ohio Hospital Council

Ericka Clark Jones commented that the importance of reengaging the public in this initiative is critical and that there are several upcoming opportunities as she participates in discussions with the Franklin County Commissioners about a new levy.

Ericka recapped the following deliverables due before the next Steering Committee in August.

- Building Design workgroup will produce duration schedule and Gantt chart
- Consumer Care workgroup will strive to get final programming recommendation and staffing plans
- Governance and funding workgroup will deliver draft operating budget analysis, reaffirm funding commitments and a fundraising and development plan to close the budget gap. The workgroup will also provide recommendations to SC on a proposed governance structure and processes to support advancing it.

VI. Schedule and Communications

Gallagher announced that the next Steering Committee meeting dates are August 27th and November 19th. While she is hopeful that they can be in person, Zoom format will still be used for both sessions.

Gallagher asked Joe Florenski, ADAMH, to share information about the websites. Joe requested that workgroups send all information and other materials *via* email for the websites.

Joe Florenski, ADAMH jflorenski@adamhfranklin.org administering websites

- Public website: www.fcmhacc.com
- Steering Committee website: www.fccrisis.com password: crisis

Jonathan invited all to contact him with question and concerns.

VII. Wrap Up Adjourn

Annie commended participants for their efforts to persevere despite pandemics and other bumps in the road. Gallagher adjourned the meeting.