



## **Alcohol, Drug and Mental Health Board of Franklin County, OH**

### **How to align Contractors to Achieve Your Strategic Results**

***"We have relied on the Weidner Team for more than ten years to focus on results for the customer in every aspect of our work. As a result of our work with the Weidner Team, we have changed every planning, monitoring and contracting process to focus on measuring results. The impact has been dramatic for our staff, but more importantly, for the customers that we are here to serve."***

**—Susan Lewis Kaylor, Former VP, Performance and Management**

#### **Results as written by ADAMH**

[Click here](#) for more information on ADAMH's Managing for Results efforts.

Results achieved by ADAMH using Managing for Results are well documented and impressive. The report below outlines those results from 2006-2009.

Before reading their report, there is one result not included in the report that we would like to share. It is an extraordinary example of how to use your Strategic Plan and performance information to tell your story of challenges and achievements.



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The ADAMH Board receives its funding for services to individuals and families experiencing alcohol and drug addictions as well as mental health issues. To address these chronic and recurring illnesses, the ADAMH must receive a majority vote from the taxpayers of Franklin County to levy their property taxes for these services.

In 2005, the Board asked taxpayers to raise their taxes by an additional \$65 Million dollars. CEO David Royer and the Board treated it like a campaign and provided many years worth of performance information related to recovery rates and how the Board spends its money. Their story includes how ADAMH uses only 5% of its funds for administration and contracts out for all of its \$135 Million for services on a performance basis.

An editorial in the Columbus Dispatch sited ADAMH as “an agency that is run with an efficiency not always found in government organizations” and “Money provided through ADAMH helps turn lives around”.

The good people of Franklin County passed the levy by over 60%. To quote Susan Lewis Kaylor “...we passed a 10-year replacement levy that generates \$65 million, per year. We believe that success, in part, is because we were able to effectively tell our story and do it in partnership with contract providers.”

‘Telling your story’ is fundamental to MFR and ADAMH does it as well as it gets done.

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*Dear Supporter,*

*We would like to share our ADAMH Report of Accomplishments with you. The report is a summary of the results accomplished during the last five years, concluding in 2009, based on the strategic results set by the ADAMH Board of Trustees.*

*These results were managed by ADAMH staff members and contract providers as part of our Managing for Results Strategic Performance Plan, which has been the guiding road map for our operations for the past nine years.*

*One particular note is the significant accomplishments on behalf of ADAMH consumers that were attained from the collective work with our contract providers. We are proud of the collaborative work that continues with ADAMH contract providers who directly serve mental health and alcohol/drug consumers.*

*We are thankful to our Board of Trustees for setting strategic results that stretch us and align with our mission, vision and core values, which guides our work.*

*We are also very grateful for the public trust given to ADAMH to ensure quality public behavioral healthcare system exists for those most in need in Franklin County.*



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*We remain committed to our pledge to invest 95 cents of every dollar to direct services to the community as illustrated in our annual expenditures and revenue reports.*

*Thank you for your support of the ADAMH System of Care. Because of your support, we know treatment works and recovery happens.*

*Sincerely,*

*David A. Royer  
CEO  
ADAMH Board of Franklin County*

### **Project Description**

#### **Written by Managing Results, LLC (formerly Weidner, Inc.)**

As part of the Franklin County project MR worked with all Franklin County agencies, including those funded by the general fund and those funded through property tax levy's voted on by Franklin taxpayers. The ADAMH Board is a levy-funded agency.

In 2001, CEO David Royer began the development of the Board's Strategic Business Plan. The 18-member Board was directly involved in the development of the strategic elements of the Plan, including Issue Statements, Strategic Goals, Mission and Vision.

The staff, led by Susan Lewis Kaylor completed the business elements of the Plan, which was later approved by the Board.

One noteworthy change in the culture of the organization was the identification of the customer. Prior to engaging in MFR, most of the staff viewed contractors, and treated contractors, as the customer. During the MFR process, Ms Kaylor and Mr. Royer, working with MR facilitators, was able to shift the organizational perspective to see contractors as performance partners and the individuals and families experiencing substance abuse or mental illness as the customer. This cultural shift provided the foundation for shifting to a performance based contracting process.

Each year, ADAMH reviews the business portion of the Strategic Business Plan, updating a revising performance measures or targets as needed and placed into their budget. In 2005, ADAMH engaged MR in a very thorough review of their performance measures and the facilitation of revisions.

On several occasions, Mr. Royer and Ms. Kaylor have presented their MFR efforts at conferences and workshops nationally.



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In context of the 2010 budget crisis, the State of Ohio chose to deny ADAMH \$9 million in Medicaid match funds. The ADAMH Board filed suit, remarkably staking their claim and all of their arguments on the basis of the ADAMH Strategic Plan. The Board made their case that the State's action would deny ADAMH the ability to generate results for their customers in terms of recovery from mental illness and substance abuse. The Board prevailed and was awarded the \$9 million.

ADAMH relentlessly uses MFR to manage and tell its story. Several times over the past decade Susan or David and Weidner's CEO, Marv Weidner have co-presented at Governing and other national conferences. In 2011, Susan Lewis-Kaylor was the featured speaker on a Weidner sponsored webinar –Performance Contracting: Delivering Results That Matter.

In 2016, MR facilitated the ADAMH Board and Executive Leadership as they updated their Strategic Priorities and Strategic Results for 2017-2021.



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