

Ohio Department of Mental Health

Division and Office Descriptions

Director's Office

Responsible for overall management of Ohio's mental health system, the Director's Office leads policy formulation, public mental health planning, budget development, and resource management to ensure high-quality mental-health services in Ohio.

Legislation and Policy

The Legislative Liaison analyzes proposed legislation affecting the department, formulates position responses and communicates department positions to the legislature.

Communications

The Communications Director promotes public awareness and understanding of mental health issues via print documents and the agency website; responds to inquiries from the news media and the general public; advises hospital and central office staff on communications issues and media relations.

Medical Director

Pursuant to ORC 5119.07, the Medical Director exercises behavioral healthcare leadership and responsibility for decisions relating to medical diagnosis, treatment, rehabilitation, quality assurance, and the clinical aspects of the following: licensure of hospitals and residential facilities, research, community mental health plans, and delivery of mental health services; supervises the Chief Clinical Officers of the ODMH Regional Psychiatric Hospitals and reviews and approves decisions relating to the employment of the chief clinical officers; provides clinical oversight of ODMH policies, procedures, guidelines, research, psychiatric hospital and residential facility licensure, community mental health plans, and the delivery of community mental health services; and participates in the development of guidelines for community mental health plans, and performs other duties as assigned by the Director.

Administrative Services

The Administrative Services Division oversees Fiscal Administration, Information Services, Capital Planning and Management, Support Services, and the Office of Medicaid.

Capital Planning and Management

Capital Planning and Management involves the planning, development, and funding of community and inpatient facilities to serve persons with a severe mental disability by providing project management, engineering and architectural consultation, preventive maintenance and hazardous material consultation and funding reimbursement to community boards/agencies. The goal of Capital Planning and Management Office is to support the clinically safe and efficient operation of the Department's inpatient facilities by assuring compliance with federal, state, and local requirements and by consolidating buildings to develop community-based capital projects which provide mental health services.

Fiscal Administration

Fiscal Administration is responsible for ensuring the financial integrity and accountability in budgeting, managing and monitoring the department's funds, performing the business administration functions for Central Office, and maximizing access, use and coordination of non-GRF revenue and resources. Fiscal Administration prepares the department's biennial budget; performs fiscal analysis,

audits and monitoring; allocates the department's fiscal resources; and coordinates appropriation and reimbursement operations and accounting.

Information Services

The Office of Information Services identifies and analyzes the Department's need for administrative, management and data processing systems and manages the development of such systems. This office also provides leadership and formulates policies to insure that data is available for the planning, monitoring and development of quality mental health services in the community and to support the provision of quality hospital programs.

Health Integration

The Office of Health Integration promotes state-wide efforts in integration of behavioral health and primary care, adoption of clinical best practices, and mental health workforce development and training programs to promote high quality services to Ohioans with serious mental illness.

The office also administers the Ohio community **Medicaid** mental health and Title XX programs as a sub-recipient of the Department of Job and Family Services. It oversees local management of the program by county mental health and ADAMH boards, and assures compliance with all federal and state Medicaid requirements. Operational support is also provided by the office, including contracting, dispute resolution, auditing and compliance, reimbursement management and policy development. Staff members support clinical system improvement and client protections, as well as consumer and family member participation.

Staff in this section also oversee the **Pediatric Psychiatry Network (PPN)** -- a private-public partnership allowing for efficient, cost effective access to timely psychiatric screening, diagnosis and treatment for youth throughout Ohio within their medical homes -- and manage federal incentives to increase access to mental health providers in underserved areas of Ohio.

Support Services

Support Services provides a diverse array of auxiliary services to state institutional agencies, county health departments, and selected community mental health agencies. It procures and provides pharmaceuticals and food products, as well as laboratory, medical and pharmacy supplies, medical records, forms, personal care and housekeeping products.

Human Resources

The Human Resources Division administers all workforce administration functions for the Department, this includes: human capital management and processing, labor relations, equal employment opportunity, worker's compensation. This office directly administers these functions at the central office level and provides human resources strategic leadership and operational guidance for the Department's regional psychiatric hospitals, and Community Service Network (CSN) programs.

Equal Employment Opportunity

The Equal Employment Opportunity (EEO) section develops, modifies and maintains employment practices to support equal employment opportunity and to ensure compliance with the associated regulatory and business requirements. The EEO/Affirmative Action section collaborates with the Legal Division to manage complaints and litigation and has taken significant actions to ensure employee rights in this arena. Additionally, this section provides a link to the Ohio Employee Assistance Program including training, information and intervention when appropriate.

Labor Relations

The Labor Relations section collaborates with DAS Office of Collective Bargaining to negotiate and administer the four collective bargaining agreements covering employees of the Department These

services include technical assistance and advice on issues such as contract interpretation, discipline and labor/management relations. The Labor Relations section represents ODMH management in negotiations, mediations, and arbitrations, and participates in the development and presentation of training on topics related to labor relations and employment law.

Human Capital Management

The Ohio Department of Mental Health's Human Capital Management (HCM) section is responsible for the all traditional personnel functions for ODMH employees under Ohio Law and Regulation. The HCM section leads the recruitment, selection, on-boarding, separation, and classification and compensation activity for all ODMH employees. The HCM section also assists with the personal service contract function for ODMH including functioning as the liaison with the State of Ohio Controlling Board.

Training and Education

This section provides leadership and direction for all departmental training and education efforts. The Training and Education section maintains an accredited Continuing Education Unit (CEU) function and grants approval of CEUs for training. The training function provides a link between ODMH administration and the Hospital Services in-service educators as well as a link with Workforce Development and Professional Development programs.

Workers' Compensation

The Workers' Compensation section is responsible for monitoring the prompt and efficient processing of claims. This section is responsible for monitoring the prompt and efficient processing of claims and providing technical support and training the regional psychiatric hospital staff.

Hospital Services

The department operates six regional psychiatric hospitals that provide comprehensive in-patient treatment to people with severe mental disorders and community-support services to people served by local mental-health systems. The hospitals serve civil patients with acute care needs and forensic patients referred by criminal courts.

A Clinical Safety Director works with the Chief Clinical Officers in the development of clinical policies, rules, and guidelines to improve patient care; works with ODMH hospital services and communities to help safely discharge patients who need additional resources; serves as liaison with DODD; assists in the inter-departmental development of long-term care policy; and assists with Initial and Safety Alerts to protect patients in state hospitals.

A Quality Improvement Director manages quality assurance/improvement activities in Ohio Regional Psychiatric Hospitals and supports data-driven decision making throughout the Ohio mental health system. Pursuant to 5122-2-25, manages the ODMH Morbidity & Mortality committee and annual morbidity and mortality report; manages the Initial and Safety Alert system to immediately communicate risk interventions to clinical leaders in state hospitals to protect the safety of patients and staff.

Legal Services

The Office of Legal Services provides support and guidance to the Department on a variety of matters, which in general relate to the following legal issues: enterprise risk management, policy development, regulatory and oversight authority, licensure and certification, contracts and legal agreements, capital construction projects, administrative rules, public records, employment issues, and all pending lawsuits and administrative proceedings. The Office of Legal Services has grown as an active business partner with Department leadership to better provide proactive and strategic legal advice and

solutions. Through these enhanced efforts, the Department: has obtained a higher awareness of enterprise risk management issues, is better equipped to proactively address issues to minimize risk and exposure to liability, and is actively engaged with legal counsel as a member of the leadership team directing daily operations and formulating future Department goals and priorities.

Standards

This office licenses private hospitals' psychiatric units and community-residential programs and certifies community mental-health agencies. Regulatory activities include on-site surveys, inspections and reviews to determine compliance with the applicable administrative rules. Agencies are certified every three years, private psychiatric units/hospitals are licensed annually, and residential facilities are licensed every two years. Entities in compliance are issued a certificate and/or license to conduct specific mental health services and activities.

Licensure & Certification

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Pre-Admission Screening and Resident Review (PASRR)

Federally mandated in Section 1919 (E)(7) of the Social Security Act, the PASRR Office determines if an applicant seeking admission into (or seeking remainder within) a Medicaid-certified nursing facility (NF) has a serious mental illness. Subsequently, two concurrent determinations are made as to whether the applicant requires the level of services provided in a NF, and whether the applicant requires specialized services for mental illness.

Program and Policy Development

This division develops and implements programs in Ohio's mental-health system through coordination with Ohio's 50 community mental health boards and other stakeholder groups, such as child-serving entities, consumer-operated services and the criminal justice system. The division collaborates with other ODMH Divisions, ADMAHS/CMH Boards, and other community stakeholders to ensure a quality cost efficient mental health system is available for all Ohioans.

Children, Families and Prevention

This office provides leadership to improve and expand comprehensive community systems of mental health care for children and youth statewide. Staff members focus on involving families as partners in the planning, implementing and evaluating of the system of care. Interdepartmental policy-making, collaborative funding strategies and promotion of best practices and are all part of staff efforts to achieve the best results for children, youth and family members.

Forensic Services

The Office of Forensic Services (OFS) administers the system of services provided to people with mental illness involved in Ohio's criminal justice system by working with ADAMHS/CMH Boards, community agencies, regional psychiatric hospitals, other state agencies, judges and criminal justice system staff, and various state legislators on issues that impact the forensic population. The office has four primary areas of responsibility. The Community Linkage Program promotes continuity of care for mentally ill persons who are incarcerated at Ohio Department of Rehabilitation and Correction facilities. The focus is on reducing recidivism, facilitating the transition for persons with mental illness

from prison into the community and from the community into prison, and increasing individual and public safety by providing uninterrupted mental health services. The Regional Psychiatric Hospital (RPH)/Community Mental Health Services function of the office works with the ODMH psychiatric hospitals, Community Forensic Psychiatry Centers, ADAMHS/CMH Boards and community mental health agencies to develop consistent and effective forensic evaluation and treatment. The Mental Health Reentry and Diversion Alternatives function promotes jail diversion and reentry programs for persons with mental illness through several means, inclusive of directing the Criminal Justice Coordinating Center of Excellence. Finally, the Community Forensic Monitoring Program provides oversight of, and gathers data from, the Community Forensic Monitors to track and evaluate the effectiveness of community forensic programs, specifically the Forensic Tracking and Monitoring System, pursuant to ORC 5119.57.

Community Planning, Client Rights and Recovery Initiatives

The Office of Community Planning and Recovery Initiatives supports the department's legally mandated processes of the Community Plan, the SAMHSA Community Block Grant, Allocation Guidelines, and the planning for the mental health portion of the Community Social Services Block Grant (Title XX) with the goal of improving the quality and efficiency of mental health services and supports.

This office also strives to uphold the protection of consumer rights when receiving care in our hospitals and in the community. A client rights specialist is available within Central Office and at each of the state's seven Regional Psychiatric Hospitals. Staff members also advocate for consumer rights and access to disability benefits, and develop initiatives and policies related to consumer employment, trauma-informed care and aging. This office operates the Toll-Free Bridge which consists of free access phone lines to assist consumers and family members with their mental health resource needs.

Additionally, the office provides education and technical support for recovery programs and/or activities that reach beyond the critical issues of assuring personal safety and managing symptoms and focus on the restoration of full, productive lives despite a mental disorder.

develop networks to bring people together and share expertise, and spread the word that recovery is possible.

Community Supports and Emergency Preparedness

Staff members in the Office of Community Supports and Emergency Preparedness collaborate with consumers, families, boards, agencies, statewide advocacy groups, state and national organizations and other ODMH offices to promote trauma informed, culturally competent services, adequate and appropriate housing, and initiatives to combat homelessness.

The office is also responsible for providing statewide leadership, and initiatives to address issues of cultural competence and diversity service needs in Ohio's behavioral healthcare system. The Office is also responsible for Emergency planning and developing state's behavioral healthcare system capacity to prepare for, respond to, and recover from local, regional, statewide and national disaster and emergency including man made and natural events. Cultural Diversity Initiatives include development of Veteran, Service Member and Family Service, Cultural Social Interactions and Study Circles, Technical Assistance to ADAMHS Board to support integrate cultural competency in mental health programs, -Asian American Mental Health Gap Assessment, Assessing minority barriers to Access and Deaf Hard of Hearing. Emergency Preparedness initiatives include behavioral health planning for Community Mass Care, Pandemics, Alternative Care, Education and Training, Psychological First Aid, and College and University Campus Safety.

Research and Evaluation

The Office of Research and Evaluation identifies questions of importance to the mental-health system and funds and implements evaluation and research projects to address these questions and priorities. The office evaluates Department program and policy initiatives, and manages the Ohio Treatment Episodes Outcomes (TEO) System. Research projects currently underway, include: morbidity and mortality of persons with mental illness, integrated care, cost effectiveness of Consumer Operated Services, access to child psychiatric specialty care in Ohio, and the impact of the recession on Ohio's mental health services.

Ohio Family and Children First

Ohio Family and Children First is the Children's Cabinet for Ohio. In 1993 under the leadership of then Governor Voinovich, Ohio Family and Children First (OFCF) Cabinet Council was created in statute to help families and their children by coordinating and streamlining government services, systems, and resources. Made up of eleven children, youth, and family serving state agencies (departments of Aging, Alcohol and Drug Addiction Services, Developmental Disabilities, Education, Health, Job and Family Services, Mental Health, Rehabilitation and Correction, Youth Services, Office of Budget and Management, and the Rehabilitation Services Commission), the OFCF Cabinet Council oversees the local Family and Children First Councils (FCFC) which coordinates services in each of Ohio's 88 counties.

This partnership brings community leaders together to align systems, services, and resources around a shared vision for Ohio's families and children (ages 0 to 25).

The county FCF councils are responsible for:

- Mobilizing child and family serving partners to address the needs of children and families through comprehensive planning to identify, prioritize, and implement needed services to fill the gaps. FCF councils must annually monitor, evaluate, and communicate progress to improving the well-being of children and families to the OFCF Cabinet.
- Aligning services, resources, initiatives, and policies/rules to reduce the duplication of efforts that often occurs from the state level and at the local level.
- Coordinating services and supports for individual families that require family-centered team planning, community involvement, pooled resources, and identification of existing and needed services.
- Recruiting and supporting families to be active contributing members on council and advocate on behalf of children and families.

Public Mental Health System Structure

The Ohio Department of Mental Health is responsible to establish and support a program at the state level to promote a community support system in accordance to section 340.03 of the Ohio Revised Code to be available for every alcohol drug addiction, and mental health service district. The essential elements of a community support system shall assist in identifying resources and coordinating the planning, evaluation and delivery of services to facilitate the access of persons with a mental illness to public services at federal, state, and local levels and shall operate inpatient and other mental health services pursuant to the approved community mental health plan. To carry out its responsibilities the Department:

Funds, reviews and monitors community mental health programs, in part, through 50 county-level boards. Each board is required to submit an annual community plan to the Department. These boards, which in most cases oversee both mental health and addiction services, do not directly provide services. They act as local authorities, contracting for services provided by private organizations and the public psychiatric hospitals operated by ODMH. These local systems of care contract with more than 400 local agencies/providers of behavioral health services.

In addition, the Department funds a consumer (Ohio Empowerment Coalition) and a family (NAMI of Ohio) advocacy organization as well as a variety of initiatives that support and promote the access to quality treatment and services that are responsive to culture, preferences and values.

Block Grant funded Coordinating Centers of Excellence (CCOEs) - Coordinating Centers of Excellence assist local communities to implement Evidence Based Practices and promising practices while emphasizing the use of Ohio Consumer Outcome data and continuous quality improvement. These CCOEs, which are often based in university settings, have statewide responsibility to deliver best practice training and technical assistance approaches:

- **Center for Innovative Practice (CIP)** - Kent State University - provides statewide support for the development and implementation of MST (multi-systemic therapy), IHBT (intensive home-based treatment), and ICT (intensive co-occurring treatment) for youth and their families.
- **Substance Abuse/Mental Illness (SAMI/MISA)** - Case Western University - promotes clinical quality through implementation of Integrated Dual Disorder Treatment (IDDT) in Ohio's community mental health system.
- **Supported Employment** - promotes the development and maintenance of integrated supported employment services for people with mental health and substance abuse disorders.
- **Wellness Management and Recovery** - disseminates a curriculum that promotes good health and recovery by teaching skills that empower individuals to identify and achieve personal goals and develop informed collaborative approaches to selecting and managing medications effectively to achieve an overall healthier lifestyle.
- **Criminal Justice CCOE** - provides crisis intervention training (CIT) for law enforcement officers and uses the Sequential Intercept Model to assist communities to systematically utilize efforts to divert people with mental disorders from unnecessary arrest and incarceration.
- **Mental Illness/Developmental Disabilities (MI/DD)** - Approximately 40% of individuals with intellectual disabilities also have mental illness. This partnership of ODMH, DODD, and the Ohio DD Council develops local integrated dual diagnosis teams, assists with discharge planning from institutional care, and consults on diagnostic and treatment statewide.