

Consolidation Survey Results

1. Please tell us who is completing the survey (Check all that apply).		
Answer Options	Response Percent	Response Count
ODADAS Staff	3.5%	47
ODMH Staff	9.3%	126
ADAMHS/ADAS/CMH Board	9.5%	129
ODMH Certified Treatment Agency	17.3%	235
ODADAS Certified Treatment Agency	17.1%	233
ODADAS Certified Prevention Agency	8.4%	114
Alcohol/Drug Treatment Consumer	2.8%	38
Mental Health Consumer	10.2%	139
Family Member	22.0%	300
Association/Constituency Group/Key Stakeholder	27.6%	375
	<i>answered question</i>	1361
	<i>skipped question</i>	13

2. Department consolidation will improve timely and effective access to services. Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	20	14	4	0	0	3.4%	38
ODMH Staff	67	33	7	0	0	9.5%	107
ADAMHS/ADAS/CMH Board	69	27	7	0	0	9.1%	103
ODMH Certified Treatment Agency	129	63	15	4	1	18.8%	212
ODADAS Certified Treatment Agency	131	61	17	0	1	18.6%	210
ODADAS Certified Prevention Agency	57	33	10	2	0	9.0%	102
Alcohol/Drug Treatment Consumer	21	2	4	0	2	2.6%	29
Mental Health Consumer	77	18	23	1	2	10.7%	121
Family Member	178	32	36	0	2	22.0%	248
Association/Constituency Group/Key Stakeholder	207	65	22	1	5	26.6%	300
<i>answered question</i>							1128
<i>skipped question</i>							10

3. Department consolidation will improve timely and effective access to services. Likelihood:

	Very likely to be achieved	Somewhat likely to be achieved	Not sure	Somewhat unlikely to be achieved	Very unlikely to be achieved	Response Percent	Response Count
ODADAS Staff	6	9	12	9	2	3.4%	38
ODMH Staff	19	30	44	14	1	9.6%	108
ADAMHS/ADAS/CMH Board	7	27	43	22	4	9.1%	103
ODMH Certified Treatment Agency	20	66	88	29	9	18.8%	212
ODADAS Certified Treatment Agency	22	60	86	30	10	18.5%	208
ODADAS Certified Prevention Agency	9	35	37	17	4	9.1%	102
Alcohol/Drug Treatment Consumer	6	6	7	5	5	2.6%	29
Mental Health Consumer	11	27	50	19	13	10.6%	120
Family Member	26	70	109	32	12	22.1%	249
Association/Constituency Group/Key Stakeholder	29	94	122	39	16	26.6%	300
<i>answered question</i>							1127
<i>skipped question</i>							9

4. Department consolidation will enhance client outcomes. Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	21	10	7	0	0	3.4%	38
ODMH Staff	69	29	8	0	0	9.5%	106
ADAMHS/ADAS/CMH Board	69	25	8	0	1	9.2%	103
ODMH Certified Treatment Agency	120	65	25	0	1	18.9%	211
ODADAS Certified Treatment Agency	121	63	22	2	0	18.6%	208
ODADAS Certified Prevention Agency	58	32	9	0	0	8.8%	99
Alcohol/Drug Treatment Consumer	22	2	2	0	3	2.6%	29
Mental Health Consumer	78	22	13	1	4	10.5%	118
Family Member	190	23	29	2	2	22.0%	246
Association/Constituency Group/Key Stakeholder	213	58	22	2	4	26.7%	299
<i>answered question</i>							1119
<i>skipped question</i>							9

5. Department consolidation will enhance client outcomes. Likelihood:

	Very likely to be achieved	Somewhat likely to be achieved	Not sure	Somewhat unlikely to be achieved	Very unlikely to be achieved	Response Percent	Response Count
ODADAS Staff	4	8	15	8	2	3.3%	37
ODMH Staff	16	42	32	11	4	9.4%	105
ADAMHS/ADAS/CMH Board	7	24	49	20	3	9.2%	103
ODMH Certified Treatment Agency	25	69	81	25	11	18.9%	211
ODADAS Certified Treatment Agency	24	70	78	30	7	18.7%	209
ODADAS Certified Prevention Agency	9	37	33	17	5	9.0%	101
Alcohol/Drug Treatment Consumer	8	4	8	3	6	2.6%	29
Mental Health Consumer	13	29	49	12	16	10.6%	119
Family Member	35	66	104	30	12	22.1%	247
Association/Constituency Group/Key Stakeholder	30	106	106	41	16	26.7%	299
<i>answered question</i>							1119
<i>skipped question</i>							9

6. Department consolidation will streamline regulations. Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	16	15	7	0	0	3.4%	38
ODMH Staff	42	44	19	2	0	9.6%	107
ADAMHS/ADAS/CMH Board	61	35	5	1	0	9.1%	102
ODMH Certified Treatment Agency	146	49	12	2	1	18.8%	210
ODADAS Certified Treatment Agency	143	56	9	0	0	18.6%	208
ODADAS Certified Prevention Agency	64	29	7	0	0	8.9%	100
Alcohol/Drug Treatment Consumer	17	8	2	0	2	2.6%	29
Mental Health Consumer	50	40	20	6	5	10.8%	121
Family Member	131	74	37	3	3	22.2%	248
Association/Constituency Group/Key Stakeholder	145	106	33	9	3	26.5%	296
<i>answered question</i>							1119
<i>skipped question</i>							9

7. Department consolidation will streamline regulations. Likelihood:

	Very likely to be achieved	Somewhat likely to be achieved	Not sure	Somewhat unlikely to be achieved	Very unlikely to be achieved	Response Percent	Response Count
ODADAS Staff	8	14	10	4	2	3.4%	38
ODMH Staff	24	42	32	7	2	9.5%	107
ADAMHS/ADAS/CMH Board	27	43	24	8	0	9.1%	102
ODMH Certified Treatment Agency	40	89	51	23	8	18.8%	211
ODADAS Certified Treatment Agency	40	84	49	25	11	18.6%	209
ODADAS Certified Prevention Agency	22	37	24	16	3	9.1%	102
Alcohol/Drug Treatment Consumer	8	6	7	2	6	2.6%	29
Mental Health Consumer	14	46	38	11	12	10.8%	121
Family Member	36	77	95	28	12	22.0%	248
Association/Constituency Group/Key Stakeholder	52	108	83	36	20	26.6%	299
<i>answered question</i>							1125
<i>skipped question</i>							9

8. Department consolidation will improve accountability to stakeholders and the general public. Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	14	18	5	1	0	3.4%	38
ODMH Staff	37	49	17	3	0	9.4%	106
ADAMHS/ADAS/CMH Board	59	35	7	0	0	9.0%	101
ODMH Certified Treatment Agency	95	89	26	1	1	18.9%	212
ODADAS Certified Treatment Agency	100	88	17	4	0	18.6%	209
ODADAS Certified Prevention Agency	49	44	6	2	0	9.0%	101
Alcohol/Drug Treatment Consumer	18	6	2	1	2	2.6%	29
Mental Health Consumer	59	34	21	3	4	10.8%	121
Family Member	146	69	28	1	3	22.0%	247
Association/Constituency Group/Key Stakeholder	152	108	32	5	2	26.6%	299
<i>answered question</i>							1122
<i>skipped question</i>							9

9. Department consolidation will improve accountability to stakeholders and the general public. Likelihood:

	Very likely to be achieved	Somewhat likely to be achieved	Not sure	Somewhat unlikely to be achieved	Very unlikely to be achieved	Response Percent	Response Count
ODADAS Staff	3	15	14	3	3	3.4%	38
ODMH Staff	15	38	44	10	1	9.6%	108
ADAMHS/ADAS/CMH Board	10	45	28	17	2	9.1%	102
ODMH Certified Treatment Agency	18	70	87	28	8	18.8%	211
ODADAS Certified Treatment Agency	22	66	89	25	8	18.7%	210
ODADAS Certified Prevention Agency	9	38	32	16	7	9.1%	102
Alcohol/Drug Treatment Consumer	7	7	8	0	7	2.6%	29
Mental Health Consumer	7	32	53	12	16	10.7%	120
Family Member	29	66	108	26	17	21.9%	246
Association/Constituency Group/Key Stakeholder	29	100	116	34	21	26.7%	300
<i>answered question</i>							1124
<i>skipped question</i>							9

10. Department consolidation will rely on implementation of a combined agency culture based on the principles of transparency, communication, inclusion and employee buy-in. Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	25	7	5	0	0	3.4%	37
ODMH Staff	74	24	9	0	0	9.7%	107
ADAMHS/ADAS/CMH Board	55	38	7	1	0	9.1%	101
ODMH Certified Treatment Agency	123	63	18	4	0	18.8%	208
ODADAS Certified Treatment Agency	118	73	15	2	0	18.8%	208
ODADAS Certified Prevention Agency	57	37	5	3	0	9.2%	102
Alcohol/Drug Treatment Consumer	18	6	2	1	2	2.6%	29
Mental Health Consumer	72	24	14	3	4	10.6%	117
Family Member	147	64	24	2	4	21.8%	241
Association/Constituency Group/Key Stakeholder	186	87	14	3	3	26.5%	293
<i>answered question</i>							1104
<i>skipped question</i>							9

11. Department consolidation will rely on implementation of a combined agency culture based on the principles of transparency, communication, inclusion and employee buy-in. Likelihood:

	Very likely to be achieved	Somewhat likely to be achieved	Not sure	Somewhat unlikely to be achieved	Very unlikely to be achieved	Response Percent	Response Count
ODADAS Staff	4	12	11	7	4	3.4%	38
ODMH Staff	15	42	28	17	4	9.5%	106
ADAMHS/ADAS/CMH Board	7	37	41	14	3	9.1%	102
ODMH Certified Treatment Agency	16	67	89	28	11	18.9%	211
ODADAS Certified Treatment Agency	14	64	82	38	11	18.7%	209
ODADAS Certified Prevention Agency	6	31	35	25	5	9.1%	102
Alcohol/Drug Treatment Consumer	5	6	8	4	6	2.6%	29
Mental Health Consumer	11	30	44	18	17	10.8%	120
Family Member	25	62	106	37	16	22.1%	246
Association/Constituency Group/Key Stakeholder	23	100	100	48	23	26.4%	294
<i>answered question</i>							1115
<i>skipped question</i>							9

12. Please rank the preliminary high value targets in order of importance, with 1 being most important and 5 being least important.		
	Response Average	Response Count
Timely and effective access to services	1.86	1119
Enhance client outcomes	2.09	1117
Streamline regulations	3.53	1120
Improve accountability	3.46	1118
Implementation of combined agency culture	4.08	1120
	<i>answered question</i>	1120
	<i>skipped question</i>	254

13. Are there additional consolidation targets that you would like to propose (up to three)?	
Most frequent responses:	
<ol style="list-style-type: none"> 1. Improve client access to treatment, and improve treatment outcomes 2. Improve internal efficiency through effective consolidation, reduction of duplicated services and work 3. Increase knowledge, public awareness, and treatment/administrative handling of clients affected by co-morbid conditions 4. Maintain or increase local funding 5. Communicate definitions, policies and expectations clearly 6. Improve technology, infrastructure 7. Increase of evidence-based practice 8. Maintain equality between AOD and Mental Health issues/needs 	
	<i>answered question</i>
	<i>skipped question</i>
	280
	1094

14. Prevention - (Including but not limited to the following considerations: general policy approach; external partnerships and technical assistance/sharing of best practices; opportunities for improvement; child/youth specific approach). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	21	10	3	2	0	3.4%	36
ODMH Staff	52	43	5	0	0	9.5%	100
ADAMHS/ADAS/CMH Board	53	40	4	1	0	9.3%	98
ODMH Certified Treatment Agency	81	102	12	5	2	19.1%	202
ODADAS Certified Treatment Agency	76	104	16	4	2	19.1%	202
ODADAS Certified Prevention Agency	56	35	4	2	0	9.2%	97
Alcohol/Drug Treatment Consumer	17	11	0	0	1	2.7%	29
Mental Health Consumer	73	32	6	1	1	10.7%	113
Family Member	137	67	15	6	1	21.4%	226
Association/Constituency Group/Key Stakeholder	173	95	14	3	0	27.0%	285
<i>answered question</i>							1057
<i>skipped question</i>							7

15. Treatment and Community Supports - (Including but not limited to the following considerations: policy objectives; opportunities to augment our support of integrated dual diagnosis services; external partnerships and technical assistance/sharing of best practices, including separate models and those for dual diagnosis; criminal justice re-entry & diversion; child/youth specific approach; peer/recovery support services; housing; employment; use of technology in service delivery; emergency preparedness, Medication Assisted Treatment). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	28	6	2	0	0	3.4%	36
ODMH Staff	74	25	0	0	0	9.4%	99
ADAMHS/ADAS/CMH Board	76	19	1	0	1	9.2%	97
ODMH Certified Treatment Agency	149	46	3	2	1	19.1%	201
ODADAS Certified Treatment Agency	150	45	6	1	1	19.3%	203
ODADAS Certified Prevention Agency	69	24	3	0	1	9.2%	97
Alcohol/Drug Treatment Consumer	25	2	0	1	1	2.8%	29
Mental Health Consumer	89	18	4	0	0	10.6%	111
Family Member	193	27	7	0	0	21.6%	227
Association/Constituency Group/Key Stakeholder	233	47	2	0	1	26.9%	283
<i>answered question</i>							1052
<i>skipped question</i>							7

16. Regulation - (Including but not limited to the following considerations: licensure and certification; standards; monitoring tools (IT, communication mechanisms with providers, etc.); opportunities for improvement; provider support; confidentiality; documentation requirements; service definitions for behavioral health; policy interface with Medicaid). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	16	16	4	0	0	3.4%	36
ODMH Staff	28	65	6	1	0	9.5%	100
ADAMHS/ADAS/CMH Board	41	48	6	1	0	9.2%	96
ODMH Certified Treatment Agency	89	93	11	6	1	19.1%	200
ODADAS Certified Treatment Agency	93	91	11	4	1	19.1%	200
ODADAS Certified Prevention Agency	43	48	4	1	0	9.2%	96
Alcohol/Drug Treatment Consumer	14	12	3	0	0	2.8%	29
Mental Health Consumer	42	53	9	7	0	10.6%	111
Family Member	80	112	22	12	0	21.5%	226
Association/Constituency Group/Key Stakeholder	93	158	27	6	0	27.1%	284
<i>answered question</i>							1049
<i>skipped question</i>							7

17. State-Local Board Relationships - (Including but not limited to the following considerations: statutory reform and requirements; board appointments; AOD standing committees; block grant assurances; contracts; community plan). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	13	18	3	1	1	3.4%	36
ODMH Staff	23	46	29	1	0	9.5%	99
ADAMHS/ADAS/CMH Board	55	35	3	4	0	9.3%	97
ODMH Certified Treatment Agency	55	89	37	12	4	18.9%	197
ODADAS Certified Treatment Agency	65	86	32	13	4	19.1%	200
ODADAS Certified Prevention Agency	36	40	11	5	3	9.1%	95
Alcohol/Drug Treatment Consumer	12	11	5	0	1	2.8%	29
Mental Health Consumer	41	50	15	3	1	10.5%	110
Family Member	82	87	49	4	2	21.4%	224
Association/Constituency Group/Key Stakeholder	83	139	44	16	0	27.0%	282
<i>answered question</i>							1045
<i>skipped question</i>							6

18. Fiscal - (Including but not limited to the following considerations: funding; allocations; payment methods; grants management; incentivizing performance). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	16	16	3	0	0	3.3%	35
ODMH Staff	42	40	16	1	0	9.5%	99
ADAMHS/ADAS/CMH Board	70	23	4	0	0	9.3%	97
ODMH Certified Treatment Agency	121	67	9	2	0	19.0%	199
ODADAS Certified Treatment Agency	123	71	6	0	1	19.2%	201
ODADAS Certified Prevention Agency	59	34	3	0	1	9.3%	97
Alcohol/Drug Treatment Consumer	16	11	1	1	0	2.8%	29
Mental Health Consumer	59	38	12	2	0	10.6%	111
Family Member	119	89	12	3	1	21.4%	224
Association/Constituency Group/Key Stakeholder	146	117	18	3	0	27.2%	284
<i>answered question</i>							1046
<i>skipped question</i>							7

19. External relations/client involvement - (Including but not limited to the following considerations: advocacy; how we support and engage; opportunities for improvement; consumer issues/stigma; communicating with the field; change management). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	17	15	2	1	0	3.4%	35
ODMH Staff	50	44	5	1	0	9.6%	100
ADAMHS/ADAS/CMH Board	50	38	7	2	0	9.3%	97
ODMH Certified Treatment Agency	72	103	18	4	0	18.9%	197
ODADAS Certified Treatment Agency	71	105	19	3	1	19.1%	199
ODADAS Certified Prevention Agency	36	46	10	3	1	9.2%	96
Alcohol/Drug Treatment Consumer	16	12	0	1	0	2.8%	29
Mental Health Consumer	72	31	3	2	0	10.4%	108
Family Member	135	79	9	1	0	21.5%	224
Association/Constituency Group/Key Stakeholder	139	121	17	7	0	27.2%	284
<i>answered question</i>							1043
<i>skipped question</i>							7

20. Evaluation - (Including but not limited to the following considerations: information agencies must collect, E.g., outcomes and common data sets; federal NOMs; federal relationship; relating information back to the field). Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	20	13	3	0	0	3.4%	36
ODMH Staff	26	57	14	2	1	9.5%	100
ADAMHS/ADAS/CMH Board	41	45	9	1	1	9.2%	97
ODMH Certified Treatment Agency	41	111	33	13	1	18.9%	199
ODADAS Certified Treatment Agency	49	117	25	9	2	19.2%	202
ODADAS Certified Prevention Agency	26	52	11	6	1	9.1%	96
Alcohol/Drug Treatment Consumer	10	13	5	1	0	2.8%	29
Mental Health Consumer	40	48	20	3	1	10.7%	112
Family Member	83	100	38	4	1	21.5%	226
Association/Constituency Group/Key Stakeholder	108	135	32	9	0	27.0%	284
<i>answered question</i>							1051
<i>skipped question</i>							7

21. Workforce Development. Importance:

	Very Important	Important	Not sure	Unimportant	Very Unimportant	Response Percent	Response Count
ODADAS Staff	19	10	4	2	1	3.4%	36
ODMH Staff	42	48	7	2	1	9.5%	100
ADAMHS/ADAS/CMH Board	35	48	9	4	1	9.2%	97
ODMH Certified Treatment Agency	81	77	24	15	2	18.9%	199
ODADAS Certified Treatment Agency	83	84	23	11	2	19.3%	203
ODADAS Certified Prevention Agency	37	41	9	8	2	9.2%	97
Alcohol/Drug Treatment Consumer	17	10	1	1	0	2.8%	29
Mental Health Consumer	61	34	13	2	2	10.7%	112
Family Member	112	86	23	3	1	21.4%	225
Association/Constituency Group/Key Stakeholder	113	123	36	10	2	27.0%	284
<i>answered question</i>							1051
<i>skipped question</i>							7

22. Are there other key department functions or examples not identified above that you believe should be prioritized in the consolidation process?

Most frequent responses:

1. Educating employees on combined mission, population needs and policies
2. Increasing access to treatment
3. Raising the standard of care
4. Focusing AOD and MH services/attention
5. Improving technology, infrastructure
6. Increasing or maintaining funding for local providers
7. Increasing focus toward underserved (youth and older adults, etc.) and indigenous populations
8. Increasing local funding, public access to policy changes/funding issues
9. Changes within the board/local relationship
10. Evaluating of the current board system

<i>answered question</i>	149
--------------------------	------------

<i>skipped question</i>	1225
-------------------------	-------------

23. What do you believe are the three most important opportunities that department consolidation can produce?

Most frequent responses:

1. Streamlining department activities and services, consistency in meeting client needs
2. Improving client outcomes
3. Cost savings
4. Reducing duplications and separations of rules, regulations within the new department
5. Timely access to services, continuity of care
6. Putting additional funds toward direct services
7. Better services and outcomes for the dually diagnosed
8. Raise visibility, accountability to client base, families and public

<i>answered question</i>	776
--------------------------	------------

<i>skipped question</i>	598
-------------------------	------------

24. What do you see as the top three challenges resulting from department consolidation?

Most frequent responses:

1. Resolving cultural differences
2. Fear of consolidation affecting direct services, ability to serve clients
3. Agreeing upon new policy, reducing red tape, political issues blockading consolidation
4. Cost savings
5. Difficulties due to streamlining, loss of qualified staff, lack of necessary workforce development
6. Transition issues (Maintaining funds, policy, communication between groups, fearful staff)
7. Maintaining current specialization, focuses
8. Staff buy-in, turf wars
9. Staying accountable to stakeholders and public, reducing stigma for those receiving treatment

answered question **765**

skipped question **609**