



# Opioids: A Crisis Still Facing Our Entire Community

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U.S. Department of Justice

*United States Attorney  
Northern District of Ohio*

United States Court House  
801 West Superior Avenue, Suite 400  
Cleveland, Ohio 44113-1852

September 6, 2018

Five years ago, in response to a then-unprecedented increase in fatal heroin overdoses, Cleveland's leaders from the law enforcement, health care, recovery, judicial, education, and social service communities came together for a daylong conference in an effort to find solutions to this problem.

The day resulted in the formulation of *The Heroin and Opioid Epidemic in Northeast Ohio – Our Community's Action Plan*. This document laid out a series of responses in four different areas: education and prevention, law enforcement, treatment, and healthcare policy.

Since then, several important steps forward have been achieved, thanks in part to the efforts of what came to be known as the U.S. Attorney's Task Force on Heroin and Opioids. Narcan is more readily available and its use is much more widely accepted. The region's largest hospital systems have come together to work collaboratively to educate doctors and change prescribing practices. Law enforcement has embraced new protocols and techniques, resulting in long prison sentences for drug traffickers and indictments of individuals across the globe. Hundreds of community meetings, combined with multimedia public awareness campaigns, have informed virtually everyone in Northeast Ohio that this is a crisis in their own backyard and it affects friends, neighbors and relatives.

There are numerous other areas of progress. Some action items withered on the vine. Still others were adjusted based on time and experience. In terms of the most important measure of success, though, we have not ever lost sight of the fact that deaths have increased, due in large part to the influx of fentanyl and related analogues. We have never lost sight of the fact that far too many people are dying, and that one person's struggle with addiction has a ripple effect that impacts their family and community. We have never lost sight of the fact that the social cost of this epidemic, as well as the cost in actual dollars, is staggering and will reverberate for years.

We know too that this epidemic is very different today than it was five years ago. Fentanyl, not heroin, is what is driving the vast majority of the deaths in recent years. Just this year, we have seen a surge in deaths involving fentanyl-laced cocaine or even cocaine on its own. In fact, recent trends indicate that for 2018, cocaine will rival fentanyl as the number one drug on overdose death certificates in Cuyahoga County. The only guarantee is the threat to our community will continue to evolve and so too must our responses.

Today's conference will offer insights and perspectives from experts trying every day to find sustainable solutions to this epidemic. The pages that follow are a working draft of *The Drug Overdose Epidemic in Northeast Ohio – Our Community's Action Plan Revisited*.

It is a starting point in a discussion about how we will work together in the coming days, weeks and months to address this challenge. The subcommittees have evolved slightly over the years and now consist of 1) Education and Prevention 2) Law Enforcement 3) Treatment and Healthcare Policy and 4) Data and Analytics. Data and Analytics is our new subcommittee and is a reflection of the need for all sectors to communicate more quickly and openly in an effort to fully understand the scope of the problem in real-time and to work toward data-driven solutions.

This afternoon, you will be asked to select a breakout session in one of these four subcommittees. Please review the attached draft and, during the breakouts, join in the discussion. We will be looking for answers to questions like these: What in this plan makes sense? What is missing? Who else needs to be at the table? What needs to be adjusted? Also, perhaps most importantly, who will be responsible for implementing these goals and what is a realistic timeline for doing so?

Our objective then will be to take this input, adjust the plan as appropriate, present it to the broader community and get to the hard work of implementation.

This is an unprecedented public health crisis and an unprecedented law enforcement crisis for our community. We know that every death we learn about is not just a statistic on a chart – it is someone's son or daughter, mother or father, brother or sister. Their loss will forever impact that family. Only by working together and constantly striving for comprehensive solutions can we hope to turn the tide on this epidemic and heal our community.

Thank you for your interest and participation in this effort and in today's conference.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Herdman', with a long horizontal flourish extending to the right.

Justin E. Herdman  
United States Attorney  
Northern District of Ohio

# ***OPIOIDS: A CRISIS STILL FACING OUR ENTIRE COMMUNITY***

Thursday, Sept. 6, 2018  
InterContinental Hotel, Cleveland

**8:00 - 8:30 a.m.      Registration**

**8:30 - 8:50 a.m.      Welcome**

- Cleveland Clinic Chief Legal Officer; Chief Governance Officer and Secretary David W. Rowan
- United States Attorney Justin Herdman
- Cuyahoga County Executive Armond Budish

**8:50 - 9:35 a.m.      Community Accomplishments**

*Moderator: Bridget Brennan, U.S. Attorney's Office*

- Law Enforcement: Timothy Plancon (Drug Enforcement Administration)
- The Office of Opioid Safety: Dr. Joan Papp (MetroHealth)
- Treatment and Recovery: Scott Osiecki (Alcohol, Drug Addiction and Mental Health Services Board of Cuyahoga County)
- Hospitals and Medical Community: Dr. Randy Jernejcic (University Hospitals)
- Medically Assisted Treatment: Dr. Robert Bales (Cleveland Clinic)
- The Judicial System: Judge Joan Synenberg (Cuyahoga County Common Pleas Court)

**9:35 - 10:00 a.m.      The Evolving Nature of the Problem**

- Dr. Thomas Gilson (Cuyahoga County Medical Examiner)

**10:00 - 10:15 a.m.      Perspectives from the Cleveland Clinic**

- Dr. Tom Mihaljevic (Cleveland Clinic)

**10:15 - 10:30 a.m.      Break**



**10:30 - 11:15 a.m.**

**The Need for Common and Shareable Data**

*Moderator: U.S. Attorney Justin Herdman*

- Daniel Flannery (Case Western Reserve University)
- Hugh Shannon (Cuyahoga County Medical Examiner's Office)
- Nick Zingale (Cleveland State University)
- Mark Richey (BioEnterprise)
- John Garrity (Alcohol, Drug Addiction and Mental Health Services Board of Cuyahoga County)
- Frank Perhacs (Ohio HIDTA)

**11:15 - noon**

**The Northeast Ohio Hospital Consortium**

*Moderator: Dr. Randy Jernejcic, Physician Chair, Northeast Ohio Hospital Opioid Consortium*

- Dr. Tom Collins (The Academy of Medicine of Cleveland & Northern Ohio)
- Dr. David Stroom (Cleveland Clinic)
- Dr. Joan Papp (MetroHealth)
- Dr. Ted Parran (St. Vincent Charity)
- Dr. Jeanne Lackamp (University Hospitals)
- Dr. Kevin Smith (VA)

**Noon - 1:00 p.m.**

**Lunch and Keynote Speaker: *Aaron D. Marks***

**1:00 - 2:00 p.m.**

**What's Working Here**

*Moderator: Elizabeth Newman, The Centers for Families and Children*

- Needle Exchange: Lisa M. Fair (Circle Health)
- Project SOAR: Erin Helms (The Woodrow Project)
- Drug Courts: Judge David Matia (Cuyahoga County Common Pleas Court)
- Recovery Coaches: Brian Bailys (Ascent)
- Transportation Program: Thom Olmstead (St. Vincent Charity)
- Recovery: Pam Gill (Recovery Resources)

**2:00 - 3:30 p.m.**

**Community Action Plan Breakouts**

- Law Enforcement -- Room 201
- Treatment and Healthcare Policy -- Six Continents Room
- Education and Prevention -- Room 204
- Data and Analytics -- Room 207

**3:30 - 4:00 p.m.**

**Report Out from Breakouts and Adjourn**

Written questions for our speakers can be submitted to facilitators around the room, or via Twitter using the hashtag **#OpioidSummitCLE**

## TODAY'S PRESENTERS, SPEAKERS AND MODERATORS

**Brian Bailys** is a person in recovery from a co-occurring disorder and the CEO of Ascent, a mobile recovery community that provides virtual peer coaching and CEO of Thrive Peer support an in person peer coaching services for individuals with mental health diagnosis and Substance use disorders. Brian began his career in public accounting and then opened a consulting practice working with many early-stage companies. In 2014 after a debilitating relapse and a life-changing experience in treatment, Brian's goal was to develop the best in class and most comprehensive continuing care solution in the country.

**Robert Bales, MD**, is a Staffs physician in Family Medicine at Cleveland Clinic. He is certified in Addiction Medicine and has served as Assistant Professor in Family Medicine at Case Western University. Dr. Bales received a Bachelor of Arts degree in Biology at Syracuse University, and his Medical Degree from Thomas Jefferson College of Medicine in Philadelphia.

**Bridget M. Brennan** is the First Assistant U.S. Attorney. She previously served as the Chief of the Criminal Division and was lead counsel on several high-profile criminal trials involving human trafficking, hate crimes and financial fraud.

**Armond D. Budish** is currently serving as Cuyahoga County Executive. A member of the Democratic Party, he represented Ohio's 8th District in the state House of Representatives, and served as Speaker of the House from 2009 to 2011. He was re-elected to the House in 2010 and 2012, and thereafter was term-limited. Before his entry into politics in 2006, he was an attorney specializing in consumer and elder law with Budish, Solomon, Steiner & Peck and has written on the subject.

**Thomas E. Collins, MD, FACEP, FAEMS**, is the Medical Director for the City of Cleveland's Emergency Medical Services, Fire and Police, as well as EMS Director, Emergency Medicine Attending Physician, and Medical Director, Office of Professional Affairs at the MetroHealth System. Dr. Collins serves on the Executive Board of the Academy of Medicine of Cleveland and Northern Ohio and is an Associate Professor of Emergency Medicine at the CWRU School of Medicine. He is a graduate of the St. Louis University School of Medicine, M.D., 1993, and John Carroll University, B.S., 1987.

**Lisa Michelle Fair** is the Associate Director of HIV Prevention and Outreach at Circle Health Services (formerly the Free Medical Clinic of Greater Cleveland). She manages HIV testing and Prevention as well as the Syringe Service Program. Lisa is a certified HIV Prevention Specialist as well as a state certified HIV Couples Counseling Prevention Specialist. She has received commendations from Senator Rob Portman in support of her work on advocacy related to combating the harmful effects of the opioid epidemic and promoting Syringe Service Programs in Ohio. Lisa has presented at local and national conferences on the subject of HIV Testing and Prevention. In addition, she has been a pioneer in the area of harm reduction as it relates to intravenous drug use in Northeast Ohio.

**Daniel Flannery, PhD** is the Dr. Semi J. and Ruth W. Begun Professor and Director of the Begun Center for Violence Prevention, Research and Education at the Jack, Joseph and Morton Mandel School of Applied Social Sciences at Case Western Reserve University and Professor of Psychiatry and Pediatrics at University Hospitals of Cleveland. He publishes primarily on youth violence prevention, the link between violence and mental health, and community-based program evaluation.

**John Garrity** is the Chief Quality Officer for the Alcohol, Drug Addition, and Mental Health Services Board of Cuyahoga County. Dr. Garrity received his PhD from Case Western Reserve University in Medical Anthropology with a specialization in culture and psychiatry focusing on mental illness and addiction disorders across cultural and ethnic groups. He also completed a National Institute of Mental Health postdoctoral fellowship in Behavioral Science at the University of Kentucky College of Medicine with a focus on behavioral health and treatment evaluation.

**Pamela Gill** is the President and CEO of Recovery Resources, a comprehensive non-profit behavioral health care agency which helps people triumph over mental illness, alcoholism, drug and other addictions. Pam joined the agency in 2015. Pam previously had an extensive career at the Cleveland Clinic where she held multiple leadership



roles, and previously served as the Healthcare Administrator for the Lake County Board of Developmental Disabilities. Pam is a registered nurse and her clinical background is in neurology and community-based programs.

**Dr. Thomas Gilson** is the Medical Examiner and Crime Laboratory Director for Cuyahoga County. He was appointed in 2011 and previously served as Chief Medical Examiner for the State of Rhode Island and Deputy Chief Medical Examiner for the City of New York, the State of New Hampshire and the State of Connecticut. Dr. Gilson received his degree from the Medical College of Pennsylvania and completed his forensic pathology training in the Office of Chief Medical Examiner for the City of New York. He is a Fellow of the National Association of Medical Examiners, the American Academy of Forensic Sciences and the College of American Pathologists.

**Erin Helms** is the Executive Director at The Woodrow Project and Briermost Foundation, a recovery housing and workforce training program for women. She is a LICDC and Peer Supervisor in the State of Ohio. The Woodrow Project provides peer support to Project SOAR in Lakewood as well as Safe Passages for Berea, Middleburg Heights, Strongsville, Olmsted Township, Newburg and Southwest General. Ms. Helms completed her undergraduate education at The Ohio State University and earned her master's degree in Addiction Counseling at Hazelden Graduate School of Addiction Studies.

**Justin E. Herdman** is the United States Attorney for the Northern District of Ohio. He was previously a partner at Jones Day and an Assistant U.S. Attorney, where he prosecuted national security cases. He began his career in the Manhattan District Attorney's Office.

**Randy M. Jernejcic, MD, MMM**, is Vice President, Clinical Integration, for University Hospitals, where he directs UH system-wide physician alignment and physician relations, and manages the implementation of projects that support the system's clinical integration strategy. In this role, he collaborates with physicians, operational partners and leadership teams to achieve quality and patient-experience objectives. Since coming to UH in 2017, Dr. Jernejcic formed the UH Patient Safety Opioid Steering Committee, a collaborative system-wide effort to increase awareness and accountability and drive meaningful change in the war against opioid overuse. To date, efforts have resulted in meaningful reductions across the UH system for opioid units prescribed in Internal and Family Medicine – the first two areas targeted. Dr. Jernejcic also serves as the Physician Chair for the Northeast Ohio Hospital Opioid Consortium.

**Jeanne Lackamp, MD**, is Director of the University Hospitals Pain Management Institute. Dr. Lackamp worked with leaders from across the UH system to form the UH Pain Management Institute in 2018 to help patients address their pain in an effective, holistic and safe manner. In addition to medical treatment through appropriate opioid prescription guidelines and use, the institute incorporates interventional and behavioral health components to provide alternative treatment approaches. Dr. Lackamp serves as Director of the Division of Psychiatry and Medicine at UH Cleveland Medical Center, in which she leads team-based patient care, teaching, administrative and quality initiatives. Dr. Lackamp has presented widely on psychosomatic medicine topics. As past president of the local Cleveland Consultation-Liaison Society and current president of the Cleveland Psychiatric Society, Dr. Lackamp encourages colleagues and trainees to collaborate within their healthcare communities.

**Aaron D. Marks** has been an advocate of the recovery community for over a decade. He volunteers and speaks publicly for a number of organizations and schools. He is currently the chair of the Prevention and Education Subcommittee for the U.S. Attorney's Heroin and Opioid Task Force. He serves on the Board of Directors at Recovery Resources, and Stella Maris. He currently works for American Express, and lives in Cleveland Heights with his wife Rebecca.

**Judge David T. Matia** is in his 20th year as a Cuyahoga County Common-Pleas Court Judge. He started Cuyahoga County's first felony Drug Court in 2009. Over 850 individuals have received treatment through his court. Approximately 175 individuals are currently under Judge Matia's supervision. Judge Matia is the Past President of the Ohio Common Pleas Judges Association. He has served on The Ohio Attorney General's Opiate Task Force and participated on The Cuyahoga County Medical Examiner's Poison Death Review Committee. Judge Matia coordinated the expansion of the Rx Drug Drop Box Program to nearly every police station in Cuyahoga



County. His future hope is to broaden the availability of addiction consults to emergency rooms in order to make opioid-based medication assisted treatment more widely available.

**Tom Mihaljevic, MD**, is CEO and President of Cleveland Clinic. He leads an \$8 billion medical system, including a main campus, 10 regional hospitals, 18 family health centers, and healthcare facilities in Florida, Nevada, Toronto, Abu Dhabi and London. He previously served as CEO of Cleveland Clinic Abu Dhabi (CCAD), where he served as Chief of Staff and Chairman of its Heart & Vascular Institute. Dr. Mihaljevic led the opening of CCAD in 2015, and built its growing reputation for clinical excellence, research, education and patient experience. As Chief of Staff and Chair of the CCAD Heart & Vascular Institute from 2010 to 2015, he led a major international physician recruitment effort and oversaw the launch of the most advanced cardiovascular program in the Middle East. Dr. Mihaljevic came to Cleveland Clinic in 2004 as a surgeon in the Department of Thoracic and Cardiovascular Surgery. He was previously on staff at Brigham and Women's Hospital, Boston, with an academic appointment at Harvard Medical School. Dr. Mihaljevic received his medical degree from the Medical School, University of Zagreb, Croatia. He trained at the University of Zurich and did residencies in general and cardiovascular surgery at Brigham and Women's Hospital, and Boston Children's Hospital. A native of Croatia and U.S. citizen, Dr. Mihaljevic speaks English, German and Croatian.

**Elizabeth Newman** is the President and CEO of The Centers for Families and Children (The Centers), one of the oldest and largest health and human service organizations in Northeast Ohio. The Centers' mission is to improve the lives of those we serve through integrated behavioral health, primary care, early learning and workforce services. Newman was appointed to this position in May 2015 after serving as The Centers' Chief Operating Officer. Ms. Newman brings over 15 years of varied and diverse leadership experience in the non-profit, for profit, and government sectors. Prior to joining The Centers, she was a strategic consultant with KPMG specializing in transforming operations and driving change to enable growth, improve performance and maximize resources, serving federal agencies, state and local governments and global corporations. Newman is a Leadership Cleveland (Class of 2016) and Cleveland Bridge Builders (Class of 2004) alumnus and was recently honored as a Crain's Cleveland Woman of Note (2017). Newman holds a Bachelor of Arts from Brown University, a Master of Science from the Levin College of Urban Affairs at Cleveland State University and a Master of Business Administration from The Ohio State University Fisher College of Business.

**Thom Olmstead** is the Director of External Affairs for St. Vincent Charity Medical Center. Thom leads St. Vincent Charity's efforts to connect with local, regional, national and global audiences, representing the Medical Center before a wide range of constituencies, including local and State government, academic and corporate institutions, research partners and other organizations within the public and private sectors. He is involved in developing strategy for St. Vincent Charity's expansion of resources associated with its history of providing treatment for the disease of addiction. Thom also represents St. Vincent Charity as a member of the Northeast Ohio Hospital Opioid Consortium and is a Member of the Board of Directors of the Campus District Inc., and Catholic Community Connections.

**Scott S. Osiecki** is the Chief Executive Officer for the Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County and was appointed on March 1, 2018. He has been employed with the Board in executive leadership capacities for nearly 24 years. As CEO, Scott leads and oversees the staff of the ADAMHS Board and is responsible for advocacy, planning, and management of a recovery oriented system of care that delivers quality treatment and recovery services through its contract agencies. Since earning a Bachelor of Arts Degree in Communication from Cleveland State University in 1987, Mr. Osiecki has held several leadership positions in the communication/public relations/non-profit and government fields. Scott is a graduate of the 2004 Cleveland State University Leadership Academy – Class XIII, and is the past Secretary/Treasurer, Vice-President and President of the Leadership Academy Society's Board. He was also the recipient of the Academy's 2008 Distinguished Community/Non-profit Leader Award.

**Joan Papp, MD FACEP** is an Assistant Professor in the Department of Emergency Medicine at MetroHealth Medical Center since 2007. She graduated from the Medical College of Ohio in Toledo in 2000 and the MetroHealth Case Western Reserve University residency program in Emergency Medicine in 2004. She is the founder and Medical Director for the MetroHealth Office of Opioid Safety. Dr. Papp is Chair of both the Policy Subcommittee of the U.S. Attorney's Office Heroin Action Plan Committee and the Opioid Response Initiative for



the Ohio Hospital Association. She is the recipient of the Crain's Cleveland Healthcare Heroes, Advancements in Healthcare award in 2014, the Ohio Injury Prevention Partnership Award in 2015 and the 2016 Ohio ACEP Award for Advocacy in Emergency Medicine.

**Dr. Ted Parran** is the medical director of the Program in Continuing Medical Education, and in 2007 was named as the Isabel and Carter Wang Professor and Chair in Medical Education, all at CWRU School of Medicine. Dr. Parran is currently the Co-Medical Director at St. Vincent Charity Medical Center (Rosary Hall) and has been affiliated with St. Vincent Charity since 1988. Dr. Parran graduated from Kenyon College and the Case Western Reserve University School of Medicine. He completed his residency in Internal Medicine at the Baltimore City Hospital of Johns Hopkins University School of Medicine. Following his residency, Dr. Parran was selected to be the Medical Chief Resident. In 1987, he received the Outstanding Faculty Teacher Award from the Department of Medicine. In 1988 he returned to Cleveland and CWRU School of Medicine. Dr. Parran pursues several areas of interest in medical education including Doctor-Patient Communication, Faculty Development, Continuing Medical Education, and Addiction Medicine. In addition, Dr. Parran is board certified in Internal medicine and Addiction Medicine, and his group practice provides medical directorship services to several Substance Abuse treatment programs in northeast Ohio. He is widely published and has been an invited speaker at national and international conferences. He established the Addiction Fellowship Program at CWRU School of Medicine in 1994, teaches on the Addiction Psychiatry Fellowship faculty and co-directs the current Addiction Medicine Fellowship Program at St. Vincent Charity Hospital.

**Frank Perhacs** is the Senior Intelligence Analyst for the Ohio High Intensity Drug Trafficking Area (HIDTA). Mr. Perhacs is responsible for leading a team of analysts in providing tactical and operational intelligence to local, state, and federal task force officers. Through his continued support of both HIDTA and non-HIDTA task forces within the state, Mr. Perhacs has become recognized as a leader in the fields of cell tower mapping, phone toll analysis, i2 chart creation, social network monitoring, ping analysis and GPS device plotting. Additionally, Mr. Perhacs oversees the implementation and training of various deconfliction and overdose applications developed by the nationwide HIDTA program. These technologies allow investigators to quickly and systematically deconflict information in order to more efficiently combat the growing opioid epidemic within the Ohio HIDTA's area of responsibility.

**Timothy J. Plancon** was appointed as Special Agent in Charge of the Detroit Field Division of the Drug Enforcement Administration in 2016. He is responsible for all DEA operations throughout Michigan, Ohio and northern Kentucky. Under Mr. Plancon's leadership, DEA restructured the Detroit Field Division to address the current opioid epidemic and future drug threats. Mr. Plancon previously served as Assistant Special Agent in Charge of the Columbus, Ohio District Office, as Senior Inspector in the DEA Headquarters Office of Inspections, and various positions in the New York and Detroit Field Divisions. Prior to joining the DEA, Mr. Plancon was a police officer in Michigan. He received a Bachelor of Arts degree from Michigan State University and a Master of Liberal Studies degree from Eastern Michigan University.

**Mark Richey** is an experienced technologist, executive, founder, and private equity investor. He currently serves as BioEnterprise Vice President, The Global Center for Health Innovation and Venture Partner, Medical Growth Fund. Previously he was founder/Managing Director of West Capital Advisors, a corporate innovation and venture investment advisory firm. Mark also served as a Managing Director in Draper Triangle Ventures, an early stage venture fund. Mark has been involved in many entrepreneurial ventures. He founded Synchrony Communications in 1997. In prior years Mark served in management roles with a series of venture backed Silicon Valley companies. Mark holds an M.B.A. from The Kellogg Graduate School of Management, Northwestern University and a BS Systems Analysis from Miami University.

**David W. Rowan** has served as Chief Legal Officer and Secretary of Cleveland Clinic since June 2005. In 2006 he was appointed to a newly-created position of Chief Governance Officer and serves on Cleveland Clinic's Board of Governors. Mr. Rowan received his JD magna cum laude from Georgetown University Law Center in 1978 and a B.A. summa cum laude from the University of Toledo in 1975. He joined the law firm of Squire, Sanders & Dempsey, LLP upon graduation from law school and became a partner in 1987. He left Squire Sanders to become

the Chief Legal Officer of Cleveland Clinic in 2005. The law department that Mr. Rowan leads is responsible for all legal matters of Cleveland Clinic and its health system. Mr. Rowan is a frequent speaker on health law and governance topics and has served on many not-for-profit boards. He currently serves as a Trustee of the Diversity Center, which is committed to social justice.

**Hugh B. Shannon** is Director of Operations, Cuyahoga County Medical Examiner's Office (CCMEO). Mr. Shannon obtained his Bachelor's of Science degree in Urban Studies from Cleveland State University in 1992. He has been at CCMEO since 2011. CCMEO currently employs 100 FTE's and has a budget of about \$12 million. Mr. Shannon recently oversaw the \$2.5 million construction expansion of the regional forensic science laboratory and its' \$1.5 million equipment upgrade and is the offices' lead liaison to the Cuyahoga Heroin Initiative. Mr. Shannon has served in Cuyahoga County government for since 2002 in various capacities, previously as Director of the Department of Justice Affairs, overseeing Emergency Management, County 911, Homeland Security and Justice Grants and other justice functions. Prior to coming to Cuyahoga County, Mr. Shannon worked in the non-profit sector for nearly a decade.

**Kevin J. Smith, PhD**, is Director of Addiction Services at Louis Stokes Cleveland VA. He has worked as a psychologist in clinical practice since 1991. He previously served as the Department Director of Psychology at Northcoast Behavioral Healthcare, supervising 20 psychologists across three campuses. He joined the Cleveland VA in 2014 as Director of Addiction Services Program, where he is responsible for administrative, clinical management and programmatic supervision to 47 staff members who work on nine treatment teams that provide residential and outpatient treatment services to assess and treat alcohol, substance use and gambling disorders.

**David W. Stroom, M.D.** is a psychiatrist in the Alcohol and Drug Recovery Center at the Cleveland Clinic. He has served as Medical Director of the ADRC since 2015. He also serves as the Quality Improvement Officer for the Department of Psychiatry and Psychology at the Cleveland Clinic, and the Compliance Office for the Neurological Institute.

**Judge Joan Synenberg** presides over Recovery Court, a specialized docket, supervising people with drug addiction and trauma. This dual diagnosis docket is the first of its kind in the State of Ohio and is certified by the Ohio Supreme Court. Judge Synenberg has served on the Cuyahoga County Court of Common Pleas bench for 12 years and previously served on the Cleveland Municipal Court for 2 years. She presided over the Mental Health/Developmental Disabilities Docket, Court of Common Pleas, from 2009-2014. Judge Synenberg is compassionate to those in need of legal advice. Under her leadership, hundreds of lawyers have participated in complimentary continuing legal education (CLE) courses, in exchange for donating their legal services to a person in need.

**Nicholas Zingale, Ph.D.**, is an associate professor at Cleveland State University's Levin College of Urban Affairs and a senior executive fellow from the Harvard University Kennedy School of Government with 23 years of academic and professional experience in public policy and management. Currently, he is also the co-director at the Institute of Applied Phenomenology in Science and Technology and the public sector liaison for the Cleveland State University – Case Western Reserve University Internet of Things Collaborative (IoT). He has published extensively in technical and academic journals and teaches courses on governance, organizational theory, phenomenological inquiry, and public management/policy.