

Guilford Center Local Business Plan

Quarterly Report

Third Quarter 2004-2005

<u>Area Authority:</u>	Guilford
<u>Director's Name:</u>	Billie M. Pierce
<u>LBP Contact Person:</u>	Ida Glasgow, Deputy Director
<u>DMH Team Liaison:</u>	Mark O'Donnell
<u>Submission Date:</u>	3rd Quarter 2004-2005

I. Planning

- Technical Assistance Collaborative, Inc. completed an assessment of Crisis/Emergency Services, including fourteen recommendations for improvement/enhancement of services. The recommendations have been reviewed by the Management Team and Board. Implementation is in process.
- The Guilford Center's Divestiture Plan has been revised. The proposed revisions were approved by the Management Team on March 3rd and will be presented for approval to the CFAC on April 26th and the Board on May 10th.
- Guilford Center's Community Partners group met on February 25, 2005 with 60 people in attendance. The agenda included an update on System Reform from Mark O'Donnell, the Guilford Center's Division Liaison, and an update on the Local Business Plan from Ida Glasgow, Deputy Director of the Guilford Center. Paul Evans, Provider Services Manager provided information on the new State Definitions and on Crisis/Emergency Services, and Heather Krauss of the Contracts Unit shared information about the two substance abuse collaboratives and about the Request for Proposal processes underway. Rick Hylton, Vice Chair of CFAC updated the group about the Committee's work.

IA. CFAC Involvement

- A portion of each meeting of Guilford Center's Consumer & Family Advisory Committee continues to be dedicated to continuing education for Members and Associates. At the January 2005 meeting, Dr. Margaret Arbuckle and CFAC member Libby Jones provided training on System of Care. Christopher Egan, Assistant Director of DDTI lectured on Person-Centered Planning in February, and Andee Gable, Client Rights Coordinator for the Guilford Center provided information on the complaint process during the March meeting.

- CFAC members voted to approve the Guilford Center's budget for 2005-2006 at the committee's March 22, 2005 meeting. Also at that meeting, the committee voted to approve the CFAC budget for the upcoming fiscal year. Glenna Harford, Guilford Center's Business Manager presented both budgets to CFAC for approval.
- CFAC's Finance Coordinator, Carla Steiner, has been elected President of the Guilford chapter of NAMI.
- CFAC members were given copies of the Revised Service Definitions draft, and asked to provide any feedback to the State prior to the closing of the public comment period.
- Glenn Capel joined the Guilford Center's CFAC as a member at the committee's January meeting. He represents the substance abuse area.
- CFAC members continue to provide input on Guilford Center committees. A CFAC member participated in the workgroup to develop the RFP for vocational services for adults with developmental disabilities.

II. Governance, Management, and Administration

- The Guilford Center's 2005-2006 budget request has been submitted to Guilford County. The budget includes severance pay for staff who will be divested by the end of the fiscal year.

The following training programs were provided during the third quarter:

- "North Carolina Interventions – Part A" preventive classes were offered on March 11th and March 29th for Guilford Center staff.
- "Documentation Training" was held on January 7th for Guilford Center staff.
- Two sessions of "Best Practices in Substance Abuse Treatment: An Overview for Addiction Treatment Professionals (Part I) were held on January 14th for contract providers and Guilford Center staff.
- Two sessions of "Best Practices in Substance Abuse treatment: An Overview for Addiction Treatment Professionals (Part II) were held on February 11th for contract providers and Guilford Center staff.
- Three "Enhanced Web-Based NC-TOPPS for Substance Abuse and Mental Health Consumers" training sessions were held. One "train-the-trainer" session was held on January 18th. Two additional information sessions were held on February 4th. All three of these were attended by contract providers and Guilford Center staff.
- "System of Care Advanced Training" was held on January 20th for Guilford Center staff and outside providers.
- A survey of outside Mental Health providers was prepared, mailed and tabulated to introduce the new Best Practice Manager and determine interest in Best Practice Training/Consultation.
- A Medical Grand Rounds entitled "Updates and Advances in Depression" was held for Guilford Center Medical Staff on January 28th.
- Personal safety training was provided for Guilford Center staff.
- Guilford Center staff researched *Essential Learning* as an online training option for the Guilford Center and provider organizations.

- An eight-week “Basic Spanish for Mental Health and Substance Abuse Treatment Providers” training was begun for contract providers and Guilford Center staff on March 3rd.
- Guilford Center staff participated in the statewide training coordinators forum to collaborate on training issues relevant to mental health reform and its effects on LMEs and providers.
- A handout entitled “Basic Recordkeeping Guidelines” was developed for use by outside providers.

III. Qualified Provider Network Development

- Contracts staff participated in a work group to develop a Provider Section on the Guilford Center website. Information on the following topics has been developed for providers and potential providers of services: *Procedures: Becoming a Provider: Contract Providers and Directly Enrolled Providers; Insurance Requirements for Providers; Provider Complaints or Concerns; Appeals Processes including Denial of Claim for Payment, Request for Proposal Appeals Process, Conflict Resolution Between Providers and Guilford Center, Medicaid Appeals Process for Consumers, Process for Terminating Services.*
- Request for Proposal Process was completed for new Medicaid providers who contract with the Guilford Center and are not directly enrolled. The process consisted of a review of written applications by an evaluation committee, using published evaluation criteria, and a clinical interview for applications with an average score of 70 or higher.
- A CAP Provider Fair was held on February 15, 2005. Twenty-nine CAP providers participated in the fair and CAP consumers and their guardians and CAP case managers were invited to attend. The purpose of the fair is to provide a forum for CAP consumers, their guardians and case managers to have an opportunity to meet face-to-face with service providers in order to enhance consumer choice.

The following Request for Proposals are underway:

- *Respite Services:* These services will be re-bid with a tentative start date of late fall 2005. A survey will be sent to consumers, guardians, case managers and advocacy groups to gather information about consumer needs and preferences. A work group of Guilford Center staff and a Consumer and Family Advisory Committee (CFAC) representative will develop the program requirements of the Request for Proposal.
- *Substance Abuse Prevention Services:* The Best Practice consultant, Carl Shantzis, Ed.D., CSAPC, has been selected, and the work group has been formed with CFAC and community representation. Dr. Shantzis will give a Best Practices Overview to the work group on April 29th. In preparation for the RFP, a series of discussion groups will be facilitated with community stakeholders. Guilford Center staff will compile the results of the discussion group responses, and the work group will use this information to help develop the program requirements of the RFP. Planned program start date will be early 2006.
- *Vocational Services for Individuals with Developmental Disabilities:* Katherine Miller, M.Ed., Program Chair of the Department of Developmental Disabilities of Piedmont Community College has been selected as the Best Practices consultant for

- this RFP process. Ms. Miller presented a Best Practices Overview to the workgroup of Guilford Center staff and CFAC representative on April 8th. The RFP will be advertised in the *Greensboro News & Record*, *The Peacemaker*, “*Que Pasa*” and the Guilford County and Guilford Center web pages, and interest letters will be mailed. The Guilford Center will contract with Ms. Miller to give another Best Practices Overview to potential applicants as the initial step of the RFP process. Planned program start date is early 2006.
- *Supported Employment Services for At Risk Youth*: This service will be re-bid late summer with a planned service start date of late winter 2005.
 - *Crisis Bed Facility Services*: The Guilford Center applied for State Mental Health Community Capacity Expansion funds and was allocated start up and recurring monies for these services. A work group of Guilford Center staff and CFAC representative has been formed. John O’Brien from the Technical Assistance Collaborative will be available for consultation. The RFP will be advertised in late April and proposed program start date is late summer.
 - *Multi-Systemic Therapy (MST)*: The Guilford Center applied for Trust Fund monies for two MST teams. This team service approach is designed for high-risk youth and their families. The work group consists of Guilford Center staff and representatives from CFAC, Guilford County Schools, parents and youth. The RFP will be advertised in late April and the proposed service start date is mid-summer.

IV. Service Management

- Established work group to examine services for adults with mental illness and plan changes in service system reflective of Evidence-Based Best Practice models.
- Care Management staff completed 1970 adult authorizations and 1950 child authorizations. There were three adult denials of authorizations and nine child denials of authorizations. Two appeals were filed during this quarter.
- The Guilford Center received two Evidence-Based Practice Awards of Excellence at the Clinical Update Conference in Southern Pines on March 8th – one as the Local Management Entity winner and one for Tara Hodge as individual winner.

V. Access to Care

- Access Call Center received 6,034 calls during the 3rd quarter.
- 2,298 calls were requests for services and 3,736 calls were informational in nature.
- All Access and Crisis/Emergency staff as well as key support staff have been equipped with telephones that support three way conference calling and speaker phone capacity to facilitate the use of phone interpreting services. A contract is in place for phone interpreter services.

VI. Service Monitoring and Oversight: Quality Management

- Activities involving training and technical assistance for Providers:
 - QI Specialist continues to provide individual instruction and technical assistance on Incident Reporting to an average of three external providers each week.
 - QM staff participated in three planning meetings for upcoming Contractor Orientation sessions where we will explain updates in contract expectations

involving Complaint Management, Incident Reporting, Routine Monitoring visits and Client Rights protections.

- Client Rights Coordinator met with the Directors of the ARC of Greensboro, the Institute of Family-Centered Services, Youth Focus and the Autism Society of NC to become more familiar with these providers and to discuss Client Rights Committees and complaint management processes.
 - Client Rights Coordinator provided one “NCI Training” to internal providers.
 - QM staff mailed information on “The Rights and Empowerment Conference 2005” to be held in April, to approximately 400 Guilford County providers.
 - QM staff provided Quality Improvement/Client Rights training to eight new Guilford Center employees.
- Additional activities addressing provider monitoring:
 - Supervisors of Guilford Center work areas involved in external provider relations met to discuss re-deployment of staff to increase our resources for Routine Monitoring.
 - Routine Monitoring was completed on twenty-four Guilford County providers. Sixteen were preplanned and scheduled, while eight were in response to complaints. Of the twenty-four, six were in compliance with no deficiencies noted and eighteen received reports of corrective actions needed for deficiencies found. Of these eighteen, fifteen resolved the deficiencies by their deadline; two did not and were reported to the Division of Facility Services; and one is continuing to work on compliance issues. These monitoring activities were reported monthly to the DMH Quality Management Team as required by the State Performance Contract.
- Progress in developing a communication system for providers to access and receive information and materials that they need:
 - Staff participated in four planning meetings on the development of a Provider section of our website and worked on writing sections on QI, Complaints, Client Rights Committees, Incident Reporting, Routine Monitoring, Accreditation and Endorsement.
- Work with CFAC
 - Client Rights Coordinator presented information on our Complaint Management procedures to CFAC members on March 22, 2005. This presentation was made to help CFAC members know how to help others who express concerns to them and to know how to register a complaint with the Guilford Center.
- Activities supporting a culture of Continuous Quality Improvement:
 - The Quality Improvement Contractors Committee met three times this quarter. We continue to work on improving the coordination of information regarding provider issues.
 - QI Specialist met twice with our internal Incident Review Committee. Members continue to discuss root causes and to brainstorm ideas for the management of Incidents in ways that prevent recurrences.

- Both the Quality Council and the Client Rights Committee met in February. They reviewed and discussed information based on the Quarterly QI Report. In addition to meeting the oversight responsibilities of these two groups, these discussions are used to develop ideas for changes in this quarterly report as we adapt to our role as an LME.
- Activities involved in planning for national accreditation:
 - QI Specialist and QI Coordinator attended the NC Council LME Academy training on “Considerations for Accreditation” where we received information from six organizations that provide national accreditation.
- QM staff participated in two NC Council Forum meetings focused on statewide MH Reform implementation. The Client Rights Forum focused on customer services and new complaint reporting requirements. The QI Forum focused on Incident Reporting and data collection issues.
- The QM Coordinator participated in three sessions of the NC Council Rules Work Group (RWG) that focuses on rules changes related to MH Reform. RWG members met with Division staff to discuss the significance of compliance with Rules vs. Service Definitions and to discuss “endorsement” planning. We also worked on proposed changes in residential rules and service definitions. We discussed the need for training on the rule-making process and as a result, the council will be offering this training in the next quarter.
- QM staff attended the NC Council’s LME Academy trainings on “Using Data to Drive Quality” and “Orientation to New and Modified Service Definitions.”

Activities involving training and technical assistance for Providers included:

- Contracts staff participated in monthly Quality Improvement Contracts Committee (QICC) meetings to track, coordinate and resolve complaints/concerns that have been reported about providers. These meetings are attended by key Guilford Center stakeholders and representatives from the Department of Social Services.
- Monthly meetings were held with our two substance abuse collaborations, Substance Abuse Solutions and Triad Treatment. These meetings are facilitated by our Substance Abuse Contracts Administrator and Best Practices Manager and Consultant and include administrative and Best Practices/clinical training components. Representatives from the Guilford Center Authorization Unit attended several of these meetings to train and answer questions about the Authorization process.
- The DD Vocational Contracts Administrator facilitated a quarterly meeting with the Guilford Community Employment Partners Forum (LifeSpan, ARC of Greensboro, ARC of High Point, UNC-TEACCH, UCP-Easter Seals) to discuss on-going services and the upcoming RFP process.
- Two sessions of NC TOPPS training were held for substance abuse providers: January 18th, “Train the Trainer for Enhanced Web-based NC TOPPS for Substance Abuse and MH Consumers,” and February 4th NC TOPPS training.

- A two-part “Best Practices in Substance Abuse Treatment: An Overview for Addiction Treatment Professionals,” was conducted by Paul Nagy, LPC, CCAS, CCS, for our substance abuse providers. Training dates were January 14 and February 11, 2005.

VII. Evaluation

- The Program Evaluator attended monthly Substance Abuse Collaborative meetings to work with providers on developing tracking and outcome measures, in addition to State-required outcome measures.

VIII. Financial Management and Accountability

- Staff in the Contracts and Network Operations units provided individual consultation to providers as they transitioned to direct billing in February 2005.
- Technical assistance on financial issues is provided monthly to both Substance Abuse Collaboratives.

IX. Information Systems and Data Management

- The Guilford Center has continued preparations for the implementation of a comprehensive LME solution, the MSO product by the Creative Socio-Medics Corporation, to integrate all business functions and to allow for electronic transactions with contract providers. July 1, 2005 will be the effective date of the implementation.
- The Guilford Center has participated in the UR Pilot Project and the Information Systems Department has prepared a number of reports for this project.
- The Information Systems Department of the Guilford Center has begun full implementation of HIPAA security requirements.
- Contracts staff entered information concerning 563 contracts in the contracts database system developed in coordination with the IS Manager and a consultant.

X. Collaboration

- Guilford Center staff members are involved in 30 community coalitions. These activities promote Guilford Center’s ongoing participation and leadership in organizations working collaboratively to address issues related to consumer needs and service delivery.

Most Coalitions have met during this past quarter to continue ongoing work.

Coalitions that have returned specific reports this quarter include the following:

- Denise Price, A Guilford Center Quality Assurance Specialist, serves as Chair of the Guilford Community Collaborative (System of Care).
- The Guilford County Substance Abuse Coalition – Five Guilford Center staff members serve on this coalition, including our Best Practices Manager for Substance Abuse. During this quarter, the Coalition initiated an update of its 2003 Needs Assessment (with funding from the County), and a treatment facility/needs study with funding provided by the Guilford Center. There were several meetings of the Coalition during this quarter, including the Training/Education Committee, chaired by Guilford Center’s Mental Health

Services Supervisor; the Board of Directors, on which two Guilford Center staff serve; the Needs Assessment Committee, on which one Guilford Center staff member serves; and the Community Awareness & Advocacy Committee, on which one Guilford Center staff member serves.

- The School Health Advisory Council for the Guilford County Schools – A Guilford Center staff member serves as Chair of this committee which provides recommendations to the Superintendent of Schools related to adolescent health and mental health care. There were two meetings of this Council during this past quarter.
- Brenden Hargett, Guilford Center’s Mental Health Services Supervisor, serves on the Advisory Board for the Human Services Technology Program of Guilford Technical Community College. This degree-program offers training related to the mental health and substance abuse prevention/treatment fields.
- Guilford Center staff participated in the ARC of High Point’s Disability Fair at Oak Hollow Mall, and in a Health Fair at Kernodle Middle School.
- Guilford Center staff worked in conjunction with the ARC of Greensboro, the ARC of High Point, and LifeSpan to have a proclamation signed by the Board of County Commissioners in observance of Mental Disabilities Month.
- Paul Evans, Provider Services Manager presented information on divestiture to the NAMI Education Committee at their March meeting.

Communication Bulletin #003

Management of State Plan Target and Non-Target Populations

- Referrals of non-target population consumers are 12.5% of requests for services made through Guilford Center’s Call Center.
- Of the 1,017 non-target population consumers identified as being served by the Guilford Center, 61% have been transitioned to community services. The breakdown of these consumers is as follows: AMTNC = **288**, CMTNC = **111**, ADTNC = **2**, and CDTNC = **0**.
- It appears that a significant number of the TNC population is only receiving medication services from the Guilford Center.



Guilford Center Director

Date: April 21, 2005