

Guilford Center Local Business Plan

Quarterly Report

Fourth Quarter 2004-2005

<u>Area Authority:</u>	Guilford
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<u>Submission Date:</u>	4th Quarter 2004-2005

I. Planning

- The Guilford Center's Divestiture Plan has been revised. The plan was approved by the Consumer and Family Advisory Committee (CFAC) on April 26th and the Board on May 10th.
- The Guilford County Substance Abuse Coalition and the Moses Cone – Wesley Long Community Health Foundation hosted two town hall meetings in May to obtain community input on substance abuse issues. The Coalition Board is chaired by the Guilford Center's Community Relations Manager and the Coalition's Executive Director is a member of the Guilford Center Board. The Coalition has 94 members with representation from consumers, families, criminal justice system, law enforcement, treatment and prevention providers, faith community, schools, and the county's health, mental health, and social services systems. In addition to the town hall meetings, the Coalition is currently updating needs assessment information, conducting a study on prior illegal drug use by incarcerated individuals, and analyzing substance abuse treatment and facility needs in the County.
- A new section, the Provider Corner, was added to the Guilford Center's website. It includes information on client rights, how to become a provider of services, and quality assurance and monitoring. We have also developed an e-newsletter for providers, giving them time-sensitive information and announcements.
- Guilford Center staff participated in a panel presentation on the Behavioral Health Initiative "Integrating Behavioral Health and Primary Care" at the NC Council's Spring Policy Forum.
- On April 8, Kay Miller, M.Ed., Piedmont Community College, conducted a Best Practices Overview on Vocational Services for Individuals with Developmental Disabilities for members of the Vocational Services Workgroup, in preparation for an upcoming Request for Proposal (RFP) process.

- On June 24, Kay Miller conducted a Best Practices Overview for agencies interested in responding to the Vocational Services RFP.
- On April 29, Carl Shantzis, Ed.D. conducted a Best Practices Overview on Prevention for members of the Prevention Workgroup in preparation for an upcoming RFP process.
- During the month of June, fifteen community discussion groups were held with community stakeholders to assist in identifying and prioritizing top needs and strategies on issues related to prevention. This community input will help to define requirements for the Prevention RFP.
- The DD Vocational Contracts Administrator organized tours for Guilford Center Authorization staff to observe services provided by members of the Guilford Community Employment Partners Forum (LifeSpan, ARC of Greensboro, ARC of High Point, UNC-TEACCH, UCP-Easter Seals), in preparation for services being authorized in the new fiscal year.

IA. CFAC Involvement

- CFAC members and associates continue to provide significant input on Guilford Center committees, including workgroups to develop and evaluate Requests for Proposals. Libby Jones, CFAC member, served on the RFP for Respite Services; Rick Hylton and Carla Steiner, members, served on the RFP for Substance Abuse Prevention Services; Carla Steiner, member, and Kim Gromko, associate, served on the RFP for Vocational Services for Individuals with Developmental Disabilities; Ray Pysheer, member, served on the RFP for Crisis Bed Facility Services; and Libby Jones, member, served on the RFP for Multi-Systemic Therapy.
- CFAC members voted to approve the Guilford Center's revised divestiture plan as presented by Paul Evans, Provider Services Director at the April meeting.
- CFAC members voted to adopt a Conflict of Interest statement.
- CFAC members voted to revise the Committee's Standing Rules to reflect a procedure related to speakers from the floor.
- CFAC members and associates attended several training events during the period: Spring Regional CFAC meeting, Consumer Spokesperson training related to the Eliminating Barriers Initiative (EBI), Person Centered Planning Conference, Best Practices in Community Support, Creating a Peer Workforce, Personal Outcomes Training, and the NC Council's Spring Policy Forum.
- CFAC officers for FY 2005-06 were elected at the June 2005 meeting. They are: Rick Hylton, Chair; Ann-Marie Dooley, Vice Chair; Carla Steiner, Finance Coordinator; Libby Jones, Member/Orientation Coordinator; Greta Platt, Program/Education Coordinator. Ray Pysheer, current Chair has been appointed to the Guilford Center Board.

II. Governance, Management, and Administration

- The Guilford Center Board and the Guilford County Board of Commissioners approved the 2005-06 budget for the Guilford Center that includes an additional \$338,000 to cover severance costs for staff positions that will be eliminated based on the divestiture plan.

- Guilford Center staff have conducted four orientation sessions for community providers to prepare them for the endorsement process. Information about the endorsement process and new service definitions has been sent to providers through an e-newsletter and through the mail.

The following training programs were provided during the third quarter:

- Five HIPAA Security training sessions were offered to Guilford Center staff in April 2005; plus an online training was developed as a mechanism to train additional staff as needed.
- Two sessions of “The Science Based Perspective of Addiction: A Review of the Bio-psychosocial – spiritual Model” (Part I) were held on April 1 for contract providers and Guilford Center staff.
- Two sessions of “The Science Based Perspective of Addiction: A Review of the Bio-psychosocial – spiritual Model” (Part II) were held on April 29 for contract providers and Guilford Center staff.
- Two 3-day sessions of “Personal Outcomes Training” were offered to Guilford Center staff on April 4-6 and June 1-3.
- “Introduction to System of Care” training was held on May 17 for Guilford Center staff and outside providers.
- An 8-week “Basic Spanish for Mental Health and Substance Abuse Treatment Providers” training for contract providers and Guilford Center staff was completed.
- “Latino Culture” training was held on April 7 for contract providers and Guilford Center staff.
- Twelve sessions of Phone Interpreting training were offered to 55 Guilford Center staff on May 2 and May 10 as an additional resource to ensure that the Guilford Center is prepared to communicate with non-English speaking individuals seeking services when bilingual staff or live interpreters are unavailable.
- 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 broad range of Computer training classes were scheduled July through December 2005 with New Horizons for Guilford Center staff’s continual skill development.
- A meeting was held with a World Relief representative regarding efforts to inform human service staff about the practice of human trafficking and ways to identify victims.
- Two sessions of “Multi-systems Interventions in Community Mental Health” (Part I) were held on May 13 for contract providers and Guilford Center staff.
- Two sessions of “Multi-systems Interventions in Community Mental Health” (Part II) were held on June 10 for contract providers and Guilford Center staff.
- Two sessions of “Indicators of Abuse & Neglect for Mental Health Professionals” training were offered on May 13 and June 16 for contract providers and Guilford Center staff.

- Planning was done for outplacement training/consultation services that will be offered through 2005-06 as needed to assist staff identified for RIFs as part of divestiture.
- “Closets are for Clothes: Supporting Lesbian, Gay, Bisexual and Transgender Youth – Strategies to Foster Strength and Resilience” training was offered on June 7 to contract providers and Guilford Center staff.
- A teambuilding session was provided to Guilford Center Health Information Services staff on June 22.
- Interviews were held with national programs that offer Recovery Training. A training group has been identified and a training plan developed. Planning continues.
- Training was offered on June 27 and June 30 to anyone interested in offering the following services in Guilford County: Community Support, Community Support Teams, Diagnostic Assessment, Mobile Crisis, Intensive In-home and Multi-systemic Therapy. Additional training will be offered in the future.

III. Qualified Provider Network Development

The following trainings were offered to contractors:

- During the months of April and May, Guilford Center staff from Access & Authorization, Network Operations, Medical Records, Contracts and Quality Improvement offered eight different sessions with contractors to review and answer questions about the upcoming FY 2005-06 contracts.
- On May 10 and May 13, service documentation training was offered to IPRS funded contractors. The training also included sections on person-centered planning, establishing medical necessity, fee sets, and IPRS registration.
- On April 1 and April 29, “Science Based Overview of Addictions” training was conducted by Jeff Georgi for substance abuse treatment providers.
- On May 13 and June 10, “Multi-Systemic Interventions for Substance Abusers” training was conducted by John Edwards for substance abuse treatment providers.

Additional activities:

- Contract boilerplates for FY 2005-06 were developed and the renewal of over 450 written agreements with service providers is in process.
- The first e-mail distribution of the Provider Corner of the Guilford Center’s website was completed and survey responses have been very positive to date.

The following Request for Proposals are underway:

- **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. The RFP has been advertised in the *Greensboro News & Record*, *Que Pasa*, and *The Peacemaker*, as well as the Guilford County and Guilford Center webpages. Planned program start date is 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, is the Best Practices consultant for the RFP process. The RFP has been advertised in the *Greensboro News & Record*, *Que Pasa*, and *The*

- Peacemaker*, as well as the Guilford County and Guilford Center webpages, and interest letters will be mailed. Planned program start date is early 2006.
- **Supported Employment Services for At-Risk Youth and Respite Services:** These services will be re-bid late summer with a planned service start date of late winter 2005.
 - **Crisis Bed Facility Services:** The RFP has been advertised and interest letters mailed. A Question and Answer Session was held June 13.
 - **Multi-Systemic Therapy (MST):** The work group consists of Guilford Center staff and representatives from CFAC, Guilford County Schools, parents and youth. The RFP has been advertised and interest letters mailed. A Question and Answer Session was held June 17. Applications are due July 26.

IV. Service Management

- A work group continues to review services for adults with mental illness and to plan service system changes based on evidence-based best practice models and the Recovery Model as the core service philosophy.
- The Guilford Center is developing a contract with Meta Services, Inc. to provide Recovery training for community providers, LME staff, and internal providers. The contract will also include Peer Employment training for consumers who are interested in employment as Peer Specialists and WRAP training (Wellness Recovery Plan) for staff, peer specialists and consumers.
- Two staff members have been trained in the evidence-based best practice Integrated Dual Disorders Treatment. These two staff members have been designated as IDDT Trainers for the NC Evidence-based Practice Center.
- The Guilford Center currently contracts with a national expert on substance abuse to assist the Guilford Center's Best Practice Manager in working with community providers.
- Over 90% of the Guilford Center's Adult Services staff have attended training sessions on evidence-based best practice models including Assertive Community Treatment, Supported Employment, Wellness Management and Recovery, and Family Psychoeducation.
- Three of the four Adult Services team leaders attended week long training on peer support and peer specialist training This training focused on employing consumers and former consumers as peer specialists assisting consumers to set up peer operated services, and expanding consumers' roles in developing Person-Centered Plans focused on wellness.
- Four Guilford Center Adult Services Staff were trained as state-wide trainers in evidence-based best practices.
- The Guilford Center submitted a proposal to the State for a six-bed Community Crisis service in line with community needs and best practice. The Guilford Center was awarded funds to contract for this service.
- The Guilford Center submitted a proposal to the State for Multi-Systemic Therapy, a child evidence-based practice, and received funds to contract for this service.
- The Guilford Center was recognized at a State conference on Evidence-based Practice as the LME that best promoted evidence-based practices. A Guilford Center staff

member was recognized as the individual who best promoted evidenced-based best practice.

V. Access to Care

- All Access and Crisis/Emergency staff, as well as key Support staff, have been trained to use a telephone interpreting service for consumers who have limited English proficiency. This service is available 24 hours per day, 365 days per year for any language when bilingual staff or live interpreters are not available.
- All Guilford Center contracts have been amended to reflect new State reporting requirements on Access to Care.
- Access Call Center received 5478 calls during the 4th quarter.
- 2016 calls were requests for services and 3462 calls were informational in nature.
- Care Management staff completed 1858 adult authorizations and 1391 child authorizations. There were two adult denials of authorizations and ten child denials of authorizations. Two appeals were filed during this quarter.
- The Guilford Center placed an intake/therapist position at Health Serve to provide better access to behavioral health services for their patients. HealthServe is a primary care provider for indigent consumers.
- Non-target population referrals are 13.2% of requests for services made through Guilford Center's Call Center.
- Of the 1017 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, CDTNC = 0. The majority of the TNC population are receiving only medication services from the Guilford Center.

Access – Cultural Competency

- The Cultural Competence Committee, in partnership with the Management Team, is taking an active role in assuring compliance with the organization's Title VI Plan.
- A subcommittee of the Cultural Competence Committee is planning a training series that will focus on cultural groups living in Guilford County – their cultural norms and their impact on access to care and treatment effectiveness.
- A representative of the Cultural Competence Committee presented a workshop on cultural disparities in mental health care during the Moses Cone – Wesley Long Community Health Foundation's Community Health Forum.
- *Kaleidoscope*, a compilation of materials about the many different cultures living and seeking services in Guilford County, has been distributed throughout the organization as well as made a direct link on the Guilford Center's intranet and external webpage.
- The Guilford Center has successfully implemented telephone interpreter services, and a Cultural Competence subcommittee has been established to prepare a data collection system to evaluate both onsite and telephonic interpreting services.
- Training was offered to Guilford Center staff and outside providers in June entitled "Closets are for Clothes: Supporting Lesbian, Gay, Bisexual and Transgender Youth – Strategies to Foster Strength and Resilience."

VI. Service Monitoring and Oversight: Quality Management

- Activities involving training and technical assistance for Providers:
 - Quality Management (QM) staff provided Client Rights/Quality Improvement training to nine new Guilford Center staff members.
 - QM staff participated in orientation for 116 contract providers in order to provide training on State rules and procedure changes regarding customer services as related to complaint management, incident reporting, local monitoring reviews and client rights protections.
 - Quality Improvement (QI) Specialist continues to provide individual technical assistance/training on incident reporting to an average of three external providers each week.
 - Client Rights (CR) Coordinator met with the Directors of Quality Life Services and After Gateway, Inc. and with the QDDP of Blue Skies Health Care to discuss the complaint process and client rights committees. These meetings were scheduled to learn more about these specific providers and to begin to establish supportive relationships as foundation for future coordination on client rights and monitoring issues.
 - CR Coordinator met with the Guilford Center Child & Family nurses and the supervisors of DD services to discuss our complaint process and to get their feedback as we refine our procedures in response to Communication Bulletin #38.
 - 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.
 - A provider e-newsletter and a provider page on the Guilford Center website have been launched successfully. These will provide easy access to information and materials related to State rules, trainings, and other relevant communications. The first newsletter featured information on endorsement, service definitions, and a Request for Proposal for vocational services.
 - The Network Operations unit staff attended training sessions on Person-Centered Planning so that they can provide technical assistance to providers on this subject while conducting endorsement and monitoring activities.

- Additional activities addressing provider monitoring:
 - Two QI Specialists, responsible for local monitoring reviews of external providers, met with the Guilford Center Client Rights Committee to discuss our onsite monitoring activities. This discussion served to keep this committee informed on the expansion of our monitoring activities as they provide oversight of the protection of client rights throughout Guilford County.

- Several meetings were held to plan for changes in staff assignments and duties in re-forming work areas responsible for endorsement, complaint management, incident report management, local monitoring, and the development of a provider directory database.
- Local monitoring reviews were completed on seventeen providers. Twelve reviews were pre-scheduled and five reviews were in response to complaints. Of the seventeen, three were in compliance with no deficiencies noted and fourteen required corrective actions to address the deficiencies found. Of these fourteen, eleven corrected the deficiencies by their deadlines, one is still working on some issues, one surrendered their State license and one was undergoing a change in ownership so their monitoring review will be repeated following this transition.
- Progress in developing a communication system for providers to access and receive information and materials that they need:
 - QM staff worked with our Community Relations Manager on final details for the information on Client Rights, Incident Reporting and Local Monitoring to be in the Provider Corner section of our website.
- Activities in developing an evaluation system of data collection, analysis and integration techniques incorporating Complaints, Incidents, Routine Monitoring Reviews and stakeholder input:
 - QM staff met with Program Evaluator to discuss using the provider database to integrate information from complaints, incidents and local monitoring reviews and to generate reports per facility for the Quality Improvement Contractors Committee (QICC).
- Activities supporting a culture of Continuous Quality Improvement:
 - QM staff received documentation from the Director of Access and Service Management for three quality improvement projects meeting criteria for the State Contract requirement 1.6.1 and recorded this information in the State Contract Quarterly Report for Management Team, Quality Council and the Board.
 - The QICC met three times this quarter. QI Specialist revised the committee process by adding a minutes/log system on the Shared network drive to document QICC involvement including discussions and decisions for each day between formal meetings. Also, this committee added two new members representing different staff groups serving clients receiving contract services.
 - QM staff met with our Staff Development Coordinator to share information on training modules being developed by the Division's Customer Services and Community Rights Team. These modules are resources for the Guilford Center training plans for internal staff and external providers.
 - QI Coordinator attended a presentation by a consultant on DD Best Practices in preparation for meeting next quarter with the Guilford Community Employment Partners to discuss quality improvement efforts and projects.
- Activities involved in planning for Accreditation:

- Following overview training on Accreditation options at the end of last quarter, the QI Specialist began making contact with representatives of the five approved LME accreditation organizations to obtain additional information to put together a report of comparative information for management to use in deciding our next steps toward accreditation.
- QM staff attended training specific to COA accreditation for LMEs.

- Additional activities related to System Reform:
 - QM staff participated in two NC Council QI Forum meetings focused on endorsement, local monitoring, electronic submissions of outcome measures, incident reporting and accreditation issues.
 - CR Coordinator participated in one NC Council CR Forum meeting focused on Medicaid Appeals, non-Medicaid Appeals, resources for Customer Services/Rights/Advocacy training, new state complaint policy, quarterly reports to the State on complaints, planning for endorsement procedures, Rights Committees, rights restrictions vs. restrictive interventions, informing consumers of their rights, and case management complaints. This Forum changed its name to Advocacy and Customer Services
 - QM staff attended training on Rule-Making to help in understanding this process as we experience changes in rules related to State MH Reform.
 - The QM Coordinator participated in one NC Council Rules Work Group meeting where we focused on changes in rules related to Child Residential services and on Fiscal rules.
 - CR Coordinator attended training on “Ethics and Cultural Competency.”
 - QM staff attended “The Rights and Empowerment Conference 2005.” The purpose of this conference was to promote the exchange of information regarding the rights of all people and to offer an opportunity for consumers and family members to be involved in all aspects of system reform from policy development to service delivery. Our staff shared information from this conference on the Recovery Model with our Clients Rights Committee to keep them up-to-date on rights issues in State Reform and to get their thoughts on these issues.
 - QM staff met to discuss changes in our complaint management procedures based on Communication Bulletin #38 and wrote a first draft to update Policy/Procedure L-7.

VII. Evaluation

- The Guilford Center has continued to develop formal Program Evaluation activities with principal focus on outcome assessment and service delivery system re-design as well as service utilization monitoring.

VIII. Financial Management and Accountability

- The Guilford Center’s 2005-06 budget was approved by the Area Board and Board of County Commissioners.

- A class code for Community Support has been established to track costs of this new service when it is implemented. This will help determine cost parameters and the viability of successfully divesting this service to a community provider.
- On-going technical assistance on financial issues is provided to both substance abuse collaboratives at monthly meetings.

IX. Information Systems and Data Management

- A new software system has been installed and tested which will enable the Guilford Center to electronically link with community providers for claims submissions and service authorizations. This system will be implemented for all providers in FY 2005-06.
- Data entry continues for the Contracts Database, which was expanded to include provider registration.

X. Collaboration

- Guilford Center staff members are involved in over 30 different community collaborations. 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 or collaborations have met during this past quarter to continue ongoing work. Coalitions that have returned specific reports during this quarter include the following:

- Disaster Relief and Bioterrorism – Debbie Knox, RN and Paula Snipes, RN work with the County and Greensboro and High Point Emergency Operations Center regarding disaster response. The Department of Social Services, the Salvation Army, and the Red Cross of High Point and Greensboro also participate. Guilford Center staff also collaborate with the Department of Public Health for sharing of nursing staff in the event it becomes necessary to give prophylactic vaccinations or other medications in the event of a biological occurrence in Guilford County.
- Partnerships for Consumer Care – Paula Snipes, RN, Larry Ray, MD, and Connie Hallman, RN are working with the Partnership for Health Management (P4HM) and Guilford Child Health on a project to develop mechanisms for collaboration related to shared consumers. There are plans to link with the Care Manager data system to allow access to services received by all Medicaid recipients in Guilford County. This group is also working toward a telephonic consultation service with area psychiatrists for case-specific and general consultation, and planning a monthly “brown bag” in-service for primary care providers and psychiatrists related to best practice care in both areas for shared consumers with co-morbid illnesses.
- The Guilford County Substance Abuse Coalition – Five Guilford Center staff members serve on this coalition, including our Best Practices Manager for Substance Abuse. The Coalition is in the process of conducting a treatment/facility needs study, a community needs assessment, and is planning for a symposium to be held in September. A Guilford Center staff person

chairs the Education & Training Subcommittee of the Coalition's Board, and is in charge of planning the symposium. Another Guilford Center staff person chairs the Awareness & Advocacy Committee, and is leading efforts to develop a website and e-newsletter for the Coalition.

- 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.
- Children's Initiatives – A Guilford Center staff member serves on the Board of Smart Start.
- Diversity & Cultural Competence – Guilford Center staff serve on the City of Greensboro's Committee of 100. The Committee sponsored a forum in April regarding youth violence.
- Geriatric Services – Members of Guilford Center's Geriatric Nursing Team participated in several community events during the quarter, including having provided presentations on social skills, self-esteem, stress management, and anger management, and educational sessions about schizophrenia and depression.
- Community-Building – The Guilford Center participated in the Welfare Reform Liaison Project's "2005 Biennial Guilford County Community Faith Summit."



Guilford Center Director

Date: July 11, 2005