

# **Guilford Center Local Business Plan**

## **Quarterly Report**

### **Second Quarter 2005-2006**

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#### **I. Planning**

- Technical Assistance Collaborative, Inc. continued their housing study. A final report and recommendations are due in the third quarter.
- The Guilford County Substance Abuse Coalition completed a report on the results of its updated needs assessment, survey of incarcerated individuals and treatment/facility needs. A report will be presented to the Guilford County Commissioners on January 19<sup>th</sup>.

#### **IA. CFAC Involvement**

- CFAC met twice during this quarter. The Committee does not meet in December.
- The Guilford Center's Deputy Director gave a substantive presentation to CFAC in October, sharing information and gathering feedback on several topics including:
  - a. Director's Goals for 2005-2006
  - b. Development of a peer specialist program within the Guilford Center.
  - c. Flexible funding pilot site
  - d. Electronic authorization and claims processing
- At the November CFAC meeting, staff of the Guilford Center provided information to and solicited input from CFAC about the restructuring of adult mental health services around the Recovery Model, including the peer specialist program, as well as about Integrated Dual Disorders Treatment (IDDT).
- Also at the November meeting, CFAC members and associates gave the Guilford Center's Public Information Specialist direction regarding enhancement of the Consumer Corner of the Center's public website. Development of this site will continue at the January meeting.
- Carla Steiner, CFAC member, and the Guilford Center's Staff Liaison to CFAC continue participation in the planning grant activities associated with Weaver Foundation funding. This grant will provide funding for a gap and asset analysis of

mental health services in the Greater Greensboro area, along with formation of a Mental Health Advisory Committee.

- Two CFAC members graduated from the first Peer Support Specialist Employment Training offered through the Guilford Center. Robin Hamilton and Carla Steiner completed the 70-hour training program taught by Chris Martin of META Services of Phoenix, Arizona.
- The CFAC Chair and Vice Chair composed and submitted a Letter to the Editor of the *Greensboro News and Record* pointing out the Guilford Center's success in implementing mental health reform.

## **II. Governance, Management, and Administration**

- A Reduction-In-Force plan for the Accounts Receivable Unit has been implemented. The number of positions in this unit was reduced by four FTEs. This reduction in FTEs is a result of efficiencies gained from the installation of an electronic claims processing software system.
- The Guilford Center entered into a contract, effective November 2005, to conduct CAP plan approvals and authorizations for CenterPoint.
- The Guilford Center has signed a Letter of Intent with CenterPoint to form a partnership in response to the Secretary's LME cost efficiency proposal. The Guilford Center will be performing utilization management and access functions for both LMEs. Each LME has formed a workgroup to create and implement an action plan for the proposal. The work groups had two joint meetings in December.

The following training programs were provided during the first quarter:

- "Indicators of Abuse and Neglect for Mental Health Professionals" was held on October 6, 2005 for Guilford Center staff and outside providers.
- NCI Part A recertification annual testing was held during October 2005 for Guilford Center staff who were eligible for renewal.
- Guilford Center New Employee Orientation was offered on November 16.
- "Medicare Prescription Drug Benefit" training was offered on October 21 for Guilford Center staff and CFAC.
- Two sessions of "The Riddle of Dual Diagnosis: Coexisting Substance Abuse and Mental Health Disorders" (Part II) were held on October 21 for contract providers and Guilford Center staff.
- "Managing Change" training was held on October 5 and 7 for Support staff, Accounts Receivable staff, Business office and Medical Records staff.
- Guilford Center staff participated in the statewide Workforce Development Forum to collaborate on training issues relevant to mental health reform and its effects on LMEs and providers.
- Two sessions of "Personality Disorders and Co-Morbid Substance Abuse Treatment" (Part I) were held on November 4 for contract providers and Guilford Center staff.
- Recovery Training was conducted by META Services from Phoenix, Arizona on October 18, 19 and 20. This training was attended by Guilford Center adult mental health staff, administration, management team, consumers, family members and provider agency staff. In addition Peer Employment training was

held for two weeks (November 28 – December 9, 2005) for 18 individuals with a history of mental illness that are interested in becoming Peer Support Specialists.

- The Employee Wellness Committee planned and sponsored two “Healthy Eating” sessions that were held on November 3, 2005 for 27 Guilford Center staff. A planning group is putting together additional wellness programs to be offered between January and June 2006 that will focus on exercise and stress management.
- Three Guilford Center staff are preparing to be Service Definition Trainers. Their training is in process and a plan to utilize these instructors for Guilford Center and provider staff is in development.
- Planning continued between the Guilford Center and the UNCG Center for New North Carolinians regarding training for Guilford Center staff in the spring and fall of 2006 to assist staff in understanding cultural groups in Guilford County. Our plan is to offer training on Latino and African immigrants in the spring. Fall sessions are expected to be on Asian and Eastern European immigrants.
- Annual OSHA self-study training was held in November and December 2005 for all Guilford Center staff.
- Planning was done for CAP Case Management Training to begin in January 2006.

### **III. Qualified Provider Network Development**

- The Request for Proposals (RFP) for Substance Abuse Prevention Services has been concluded. Four (4) agencies were selected for funding for Prevention Services: Alcohol & Drug Services, Family Life Council, Centro de Accion Latino, and Behavioral Health Services. These agencies will meet monthly with the Prevention Best Practices consultant, Dr. Carl Shantzis, and the Prevention Contracts Administrator to discuss administrative issues and on-going Best Practices issues in Prevention.
- Guilford Community Employment Partners, a partnership comprising LifeSpan, Inc., the ARC of Greensboro, and the ARC of High Point, were selected for funding by the DD Vocational Services RFP evaluation committee. This partnership will also meet monthly with the DD Vocational Services consultant and the Vocational Services Contract Administrator around contractual and Best Practices issues.
- October 26, 2006: All contractors were invited to a Contractor Orientation on use of client enrollment packets and use of CareLink software for authorization and billing.
- October 27, 2005 was the first meeting in new format for our CAP Case Management Contract Providers. The Guilford Center has made arrangement with a CAP consultant to begin training contractor staff in Best Practices of CAP Case Management in January, 2006.
- November 10, 2005: Training on ADVP and Long-Term Support for DD Vocational Services.
- November 15, 2005: Two Provider Fairs were held. The Direct Enrolled Residential Provider Fair was attended by 43 MH case managers and 45 DSS social workers. Attendance at the CAP Provider Fair was 52 providers, 27 CAP case managers, and 10 CAP consumers. In an effort to increase CAP consumer and guardian participation, we are planning to offer an educational seminar/training to CAP guardians during our next Provider Fair.

- December 7, 2005: “Making the Case for Medical Necessity” training was conducted for DD Vocational Services providers, including ADVP services and Long-Term Support.
- Request for Proposal for Respite Services was mailed December 1, 2005 and the Question and Answer Session took place on December 15, 2005.

#### **IV. Service Management**

- Adult Services new clinical model and structure implemented. Clinical model is based on evidence based practices with the structure designed to support best practices.
- Recovery training, with META Services, completed to all clinical staff in Adult Services.
- Peer Specialist training, with META Services, completed with 18 graduates.
- Job descriptions and job classification changes completed to establish Peer Specialist positions for Adult Services.
- 4 FTE’s identified for Peer Specialist positions.
- Workgroup established to explore the creation of a peer owned, peer operated Wellness and Recovery Center.
- Child Services workgroup established to identify services, consistent with safety net concept, as well as priority population to be served.
- Child Services restructured to include a Court Services Unit that includes MAJORS sex offender program and court liaison program.
- Developmental Disabilities Services workgroup established to identify priority for population served.
- Workgroup established to identify a Person Centered Plan format for agency use. Recommendations to be made by March 1, 2006.
- Selected a provider for Multi-systemic Therapy model. Provider conducted training on MST service model for Guilford Center staff.

#### **V. Access to Care**

- Access Call Center received 5189 calls during the 2<sup>nd</sup> quarter.
- 1380 calls were requests for services and 3809 calls were informational in nature.
- Care Management staff completed 2517 adult authorizations and 2031 child authorizations. There were two adult denials of authorizations and two child denials of authorizations. Seven appeals were filed during this quarter.
- Continue to monitor services that have patterns of high utilization through the Care Management System.
- Continue process of reviewing MR/MI consumer cost.
- The Guilford Center LME assumed responsibility for CAP local approval for CenterPoint LME on November 28, 2005.
- The Access Unit conducted a customer satisfaction survey in November 2005. Findings were positive and recommendations have been implemented.
- Recruitment for MI/SA and DD Best Practice Specialists began in December 2005.

#### **Access to Care – Cultural Competency**

- The Guilford Center's Cultural Competence Committee, along with the Center's Management Team, works to ensure ongoing compliance with the Title VI Plan.
- The Cultural Competence Committee met twice during this quarter.
- The Committee Co-Chairs are in receipt of the draft report from the Division of MH/DD/SAS entitled "Cultural and Linguistic Competency Action Plan, Recommendations for Moving from Thought to Practice."
- A plan is in place for staff to evaluate outside interpreters used with consumers. Completed evaluations will be forwarded to the Guilford Center's Title VI Compliance Officer for review. A report of any identified trends will be made by the Title VI Compliance Officer to the Cultural Competency Committee on a quarterly basis.
- A Guilford Center representative serves on the City of Greensboro's Committee of 100, a group of 50 community agencies, social welfare, and governmental bodies, whose primary purpose is to improve human relations by conducting forums related to multiculturalism and diversity issues. The Committee's next project is a panel discussion on Long-Term Care for the Elderly.
- Staff participated in the Health and Hispanic/Latino Culture Festival.
- A representative of the Mental Health Association in Greensboro's African American Mental Health Awareness Campaign presented a program to the Cultural Competence Committee about this initiative, and solicited staff input into a report on possible barriers to care for the African American population. The Guilford Center has staff representation on the Advisory Committee for this awareness campaign.
- An annual report for 2005 was developed and distributed to the Committee, outlining its accomplishments for the calendar year. Input is currently being sought as to goals for 2006.
- Committee membership now stands at 34.

#### **VI. Service Monitoring and Oversight: Quality Management**

- Provided technical assistance on incident reporting to an average of nine individual providers each week.
- Provided individual or small group training on Incident Reporting to staff members from the following: Mental Health Association of Greensboro; Carolina Habilitation Services; Youth Profile, Inc.; ACT Medical Group; RHA Health Services; Classic Care Family Services; Youth Focus/Mell Burton; Mental Health Association of High Point/Destiny House; and Caring Arms Youth & Family Services.
- Provided training through mediation to reach complaint resolutions for consumers and the following providers: ARC, RHA, Preferred Alternatives and Visions Youth.
- Provided small group training on Complaint Management to staff members from the Mental Health Association and RHA.
- Provided handouts and information on Guilford Center procedures for Complaint Management and Incident Reporting to contracted CAP Case Management organizations.
- Began making plans to survey providers regarding their Client Rights Committees in order to determine ways that we can best support them.
- Reviewed updated Policies and Procedures for complaint management, incident reporting and onsite monitoring with the Guilford Center Client Rights Committee.

- Updated Provider Corner webpage to make procedures for managing complaints and incident reports clearer.
- An electronic e-mail address (Provider Help Desk) has been established for providers to use to submit questions to the Guilford Center about authorizations, health information services, claims and billings processes.
- Multiple group and individual training sessions have been conducted with providers to familiarize them with CareLink, a web-based system for requesting and receiving authorizations and submitting claims. This system was implemented in November 2005. Some trainings were held at the providers' work sites.
- Completed State Consumer Satisfaction Survey in November 2005.
- Attended introductory training provided by CARF on November 2<sup>nd</sup> and began planning for steering committee/project managers.
- The Providers Quality Improvement Committee met three times this quarter to review information from monitoring visits, complaints and incident reports to determine whether investigations or corrections were needed or whether concerns had been sufficiently addressed. PQIC members also developed criteria for placing "holds" on referrals to specific providers when the quality of care is of concern.
- 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 these meetings to train and answer questions about the Authorization process.
- Endorsement and monitoring activities during the second quarter include: 13 complete endorsements, 9 corporate verifications, 11 active applications, 3 site/service requests, 5 interest letters received, and 13 monitoring reports (7 were administrative issues, 5 were client safety issues, and 1 was both). Forty-three Alternative Family Living reviews were completed on unlicensed homes as required by the State.

## **VII. Evaluation**

- Customer satisfaction survey was conducted for consumers and providers using the Call Center. The results indicate the Call Center staff is meeting the needs of callers in a professional, friendly and knowledgeable manner. Three recommendations were developed based on the results of the analysis. Those recommendations have been implemented. Additionally, the survey instrument was revised to gather more quantitative data.
- A UM/UR customer satisfaction survey was developed to measure the quality of service given consumers and providers in need of UM/UR services. That survey will be conducted in the next quarter.
- Preparations began to conduct a fidelity review of ACT and IDDT. Background information is being reviewed with the actual study and consumer interviews to begin in the next quarter.
- A pre-program evaluation has been developed to collect baseline data for the new peer specialist program. The survey will be taken immediately prior to the implementation of the program to measure the current level of service to consumers

with another survey taken at the six-month to one-year interval to measure the change in service quality with the addition of peer specialists. A concurrent survey has been developed to measure pre-program staff perceptions with an additional six-month to one-year follow-up survey.

- Flexible funding pilot projects were developed and outcome measures established for each project. These outcome measures will be effective in measuring the success of the participants as well as measuring the effectiveness the flexible funding pilot has in meeting statewide program outcomes.

#### **VIII. Financial Management and Accountability**

- The Guilford Center submitted a proposal to the Division for participation in the Flexible Funding Realignment Project. As a participant in this project, the Guilford Center will be given the ability to realign its state funding allocation within disability categories in order to better meet the needs of consumers within this catchment area.
- The FY 2005-06 Budget includes severance pay for staff in positions to be divested.
- A class code for Community Support has been established to track costs of this new service. This will help determine cost parameters and the viability of successfully divesting this service to a community provider.
- Administrative meetings to provide technical assistance are being conducted monthly with both substance abuse collaboratives.

#### **IX. Information Systems and Data Management**

- The Guilford Center has completed the implementation of a comprehensive LME solution, the MSO and CareLink products by Netsmart Technologies, to integrate all business functions and to allow for electronic transactions with contract providers. The providers have been trained and, consistent with the implementation plan, have managed authorization requests and submission of claims electronically via CareLink.
- The Guilford Center has served as a Beta site on behalf of all CSM users in the State to test the development of the new 837 transactions that accommodate the requirements imposed by billing with Medicaid DEP numbers. The tests have been successfully completed and we have begun to submit live claims with the modified 837 transaction set.

#### **X. Collaboration**

- The Guilford Center continues to participate in numerous community events focused on mental health issues. During this quarter there were four events involving staff, parents and students of the Guilford County Schools, including one with the Exceptional Children's Department staff and one with school counselors. Staff also participated in a health fair for AARP members, the Children's Health Festival at the University of North Carolina at Greensboro, and a class at UNC-G.
- The Guilford Center staff holds leadership positions in several community initiatives, among them being the Guilford County Substance Abuse Coalition. The Coalition expects to soon release results of three studies – treatment/facility status, updated needs assessment, and a study of past substance abuse by currently incarcerated individuals in Guilford County.

- One of the Guilford Center's staff was recently named to the School Health Advisory Council for the Guilford County Schools. Staff members from the Guilford Center also hold leadership positions on the Board of the Guilford Community AIDS Partnership, on the Homeless Coalition, and on the Steering Committee of Guilford Health Partnership.
- Guilford Center staff is participating in planning meetings for the Mental Health Association's annual Mental Health Conference, scheduled for April 2006 in Greensboro.
- The Guilford Center's Community Relations Manager is a voting member and LME representative of the Provider Relations Leadership Forum of the NC Council.

*Billie M. Perce*

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Guilford Center Director

Date: January 12, 2006