

THE DURHAM CENTER
Managing Behavioral Health & Disability Services

AREA BOARD MEETING
Minutes
Thursday, January 3rd, 2008

The Durham Center Area Board met at 4:00 pm, January 3rd, 2008 at 501 Willard Street.

MEMBERS PRESENT:

Doug Wright, Colleen Kilsheimer, Karen Crumbliss, Matthew Wallace, Earl Phillips, Melvin Whitley, Phil Golden, Ellen Reckhow

MEMBERS EXCUSED:

George Quick

MEMBERS ABSENT:

Amelia Thorpe, Tom Owens, Eureka Daye

GUESTS PRESENT:

Alicia Camacho DECI

STAFF PRESENT:

Ellen Holliman, Rob Robinson, Michelle Zechmann, Doug Fuller, Kelly Goodfellow, Terry Ames, Tina Howard, Jim Kinnan, Carla Alston-Daye, Tonya VanDeinse, May Alexander, Lisa Jackson, Jennifer Meade, Ann Oshel, Denene Hinton, LisaCaitlin Perri, Tamira White, Nancye Bryan

OTHERS PRESENT: Lowell Siler

Call to Order Area Board Chair Doug Wright called the meeting to order at 4:00 p.m.

Agenda Adjustment Ms. Holliman noted that the LME Review would be added at the end of the meeting.

Finance Committee Report In the absence of committee chairman George Quick, the report was given by Mr. Wright. Referring to November and December financial statements, Mr. Wright noted a change between the two reports, with \$1.8M excess of revenues over expenditures in November and \$1.3M in December.

Ms. Holliman discussed the LME allocation letter from the Division, dated October 31st (received November 7th) noting an additional \$274,679 going to the LME. As a result of newly legislated and contract responsibilities for care coordination these funds will be used for four new contract positions: one Hospital Liaison and three care coordinators who will work with people who are discharged from DCA (Durham Center Access), local and state hospitals as well as the state alcohol treatment facility, jail and other crisis/high

cost services. There was also an additional \$618, 000 in service dollars to be split between Crisis Services (\$463,000), Supported Employment (\$74,000) and Treatment Court Programs (\$80,000).

Overall, from the state, in FY 07 Durham received \$15,110,366 and is budgeted at \$15,963,235 for FY 08. These figures will be discussed more extensively at the upcoming budget retreat in February.

The attached Provider Summary gives information as to what figures have been budgeted for each provider and where expenditures stand. December claims are not complete on this report.

Mr. Wright reported two financial reviews were completed for Freedom House and with Partnership for a Drug Free N.C. Neither agency had any major findings.

A budget retreat is scheduled tentatively for February 20th, from noon until 3 pm at the Durham Center. All area board members are encouraged to participate. Final date will be set after consulting with the Finance Chair, Mr. Quick.

Commissioner Reckhow raised a question regarding minutes of the November Finance Committee meeting: She asked whether Dominion Ministries has paid back monies owed to the Durham Center. Ms. Holliman noted that Dominion Ministries has provided information regarding their plans to repay the funds. Currently the Durham Center awaits an opportunity to review this proposal with deputy county attorney Lowell Siler. The plan involves selling property, the proceeds of which will be used to settle the debt. The Finance Committee will continue their meeting immediately following today's Area Board meeting as the time had expired before discussing the Dominion Ministries item.

Ms. Reckhow also reflected on Executive Committee minutes that reported Dominion Ministries used this money for operational expenses. She noted the misuse of these funds raises broader questions regarding the agency's reliability and fiduciary responsibility in connection with other contracts the Durham Center has with this agency. Based on this concern, Ms. Reckhow asked that staff monitor the activities of Dominion Ministries more closely, placing the agency in a kind of probationary status. Ms. Holliman agreed, noting this agency is due to be considered in an upcoming corporate compliance committee meeting.

Ms. Reckhow suggested a potential need for the Durham Center to work with agencies to enhance their financial know-how, looking for ways to provide workshops and information sessions to ensure they are prepared for a working relationship with the county. Ms. Holliman agreed that the financial side of many of our contracting non-profit organizations is weak. There was a suggestion that this issue be a topic of discussion during the budget retreat.

Executive Committee Report Board Chairman Doug Wright reported that the Executive Committee voted in December to contract with Durham TRY for Community Engagement Services.

Commissioner Reckhow noted the Durham TRY application was scored at 46 and that other RFI's and RFP's are evaluated on varying scales. She asked that the staff look for a method of putting all applications on an identical scale to facilitate comparisons among applicants. The Contract Procedures document is still in process. This new document will reflect grading all new contracts to a percentage scale, 1 to 100.

Ms. Reckhow raised again concern that any provider whose status is deemed to be marginal, reflected in a low score on their proposal, be placed in a probationary status subject to closer monitoring.

Mr. Whitley moved that Durham TRY be accepted as provider for Community Engagement Services. **Seconded by Ms. Reckhow. Passed unanimously.**

Quality Management Committee Report Committee chairman Phil Golden referred board members to QM committee minutes of the November 29th meeting. Among key items of business: Concurring with the staff recommendation to withdraw the endorsement for Unity and Love, a Residential Level III provider, and a withdrawal of endorsement for B & D Behavioral Services. The committee was also informed that Wake County has withdrawn corporate endorsement of Dominion Healthcare.

In response to a question from the board, it was noted that this latter withdrawal is still in appeal.

QM committee reviewed other reports to be presented later in today's meeting.

Human Rights Committee Report Committee chairman Colleen Kilsheimer reported no meeting in November or December. The Human Rights Committee will meet in January.

Consumer and Family Advisory Committee Report Minutes of the December CFAC meeting are included in the board packet. Officers of the CFAC will meet with the Area Board Executive Committee on January 15, 2008.

Minutes of November 1st Meeting, Closed Session June 21st and Closed Session October 5th Chairman Doug Wright identified a correction: Matthew Wallace was absent for the November 1st meeting. Commissioner Reckhow noted that, while she was absent in November, she had emailed to give notice of her planned absence. She asked that minutes reflect excused absences when they occur. She also suggested that staff send an email to board members two days ahead of meeting dates as a reminder about monthly meetings. **Ms. Reckhow moved and Mr. Whitley seconded** approval with correction as noted. **Passed unanimously.**

Public Comment: N/A

FY 08 Gap Analysis Presentation Michelle Zechmann, LisaCaitlin Perri, Tonya Van Deinse and Jim Kinnan reviewed the process and outcomes of the gap analysis process the LME has undertaken. Many efforts were made to be sure that the process was widely inclusive of all stakeholders. The process began in August, with three principal areas of interest: Access to Services, Quality of Services and How Well are Services Meeting Client Needs.

LisaCaitlin Perri noted the two means of input: paper-and-pencil surveys and electronic, computer-based surveys, utilizing Survey Monkey. Three hundred seventy-five surveys were completed between September 7th and October 15th. Overall, mental health services achieved the highest ratings, followed by services for the developmentally disabled population, substance abuse services third highest and the dual diagnosis services had the lowest ratings. Among the developmentally disabled, there were higher ratings for adult services and lower ratings for services for children who are developmentally disabled.

Among the Other Services category, the highest ratings went to Crisis Services and Case Management/Community Support and lowest ratings were assigned to Housing and Employment/Vocational Services.

Regarding **barriers to service**, all respondent groups rated transportation a problem. Insurance coverage and lack of awareness of service availability were high on the lists. Others were wait lists, potential financial issues and scheduling issues.

In response to questions, Ms. Perri said that overall she thought the survey process had good reliability. Consumers constituted 36% of those surveyed. Jim Kinnan noted that the data gathered via surveys matched well with that from focus groups, heightening his confidence in the validity of each of the processes used.

Michelle Zechmann introduced Tonya VanDeinse, an MSW intern who analyzed the data gathered in the focus groups. Some issues that were identified in this analysis, in order of prevalence:

- Workforce—high rate of turnover
- Perceived lack of responsiveness to consumer & family needs
- Inadequate level of knowledge & expertise in the workforce, especially among Developmentally Disabled respondents
- Negative worker attitudes and stigma among staff, especially among substance abuse staff

State level of funding for services is inadequate.
System strengths:

- Agencies are willing to refer consumers to appropriate services.
- Individual providers and Durham Center staff seen as a strength
- The value of person centered planning

Quality Management Director Jim Kinnan gave information on the work of the Data Committee and the data analysis process. There were meetings that focused on:

- State hospitals and crisis services
- Adult mental health
- Adult substance abuse
- Developmental disabilities
- Youth

Geographic mapping reflected the location of providers. In general providers were well dispersed throughout the county with the exception of the northern tier of the county, which is more rural, and the most eastern section, which includes the Research Triangle. Another map reflects Durham Center consumer concentrations by census blocks.

Mr. Kinnan also spoke regarding the study of State Hospital and Crisis Services, focusing on high utilizers of these and other public services. This group included people who are homeless, who have substance abuse issues or dual diagnosis. The study showed that, in general, the hospital stays of youth are shorter than in previous years, but there is a small group of youth whose stays are substantially longer. The conclusion drawn from the study was that we need more engagement and follow-up care for people coming out of hospital and people who are using crisis services. The hope is that the planned hospital team and care coordinators will address this need. And there's a recognized need for more transitional housing. Finally, there's a need for more substance abuse services, both in terms of capacity as well as a broader continuum of care.

On the positive side, in Adult Mental Health, there's been an increase in access for all consumers to evidence based practices. "A real plus."

Another positive has been the county's funding support that has made possible a wider array of substance abuse services than would have been possible with the state funding structure.

In Substance Abuse, the identified needs include:

- Residential treatment and housing options
- Access to employment services
- Engagement and outreach activities
- Treatment capacity and qualified providers

In Developmental Disabilities, the needs include:

- Residential treatment and housing options
- Access to employment services

In all areas of services housing and employment needs remain very strong.

In Youth, there's a need for more focus on prevention. While there's a fair effort regarding substance abuse prevention in place, there's a need for prevention efforts addressed to Mental Health among young people. And there is a need for dual diagnosis services among youth. Also a need to ensure a care review process before youth go into

an out-of-home placement. Finally there's an identified need to collaborate more closely with the juvenile justice system.

There was a question regarding the system capacity to treat substance abuse. Ms. Zechmann indicated she could get that information. (The number of people treated for substance abuse issues in state or county funded programs last fiscal year were 908 and individuals with both a mental health and substance abuse issue were 937.)

Some broad recommendations:

- More specialty services, especially in regard to the dually diagnosed
- Full service array for people with developmental disabilities
- Improved quality of providers
- Addressing basic needs of consumers, i.e., housing, employment
- Raise public awareness re stigma and available services and access
- The importance of including family and natural supports in treatment
- Develop prevention and early intervention services
- Improve feedback mechanisms for consumers and family

Ms. Crumbliss suggested that an effort be made to capture feedback from people who have left the service system to see what insights or experience they had that resulted in their discharge from services.

Deleted:

The information gained in this survey and analysis process will shape the Durham Center's strategic plan and budgeting in the coming months. In connection with the planned budget retreat, board members were asked to pull a pink packet, marked DRAFT.

Kelly Goodfellow went through an abbreviated version of the information that will be provided at the planned February budget retreat. This information that will form the basis for decision making, allocations for each disability group and the services offered. This planning will be discussed more at the February meeting of the area board.

Ms. Holliman and Mr. Wright expressed their appreciation to the staff for all the hard work that went into preparing the Needs Assessment/Gap Analysis report. "A tremendous amount of information that we need to know." Mr. Wright urged board members to plan to attend the budget retreat in February.

Commissioner Reckhow raised a question regarding oversight of youth who are put in out-of-home placements with direct-enroll providers, i.e. not under the auspices of the Durham Center. In particular, she questioned who or what agency monitored to be sure the placements were providing quality care and service. Ms. Holliman reported that there is an active discussion underway among LME's, Value Options and the Division of Medical Assistance to address the lack of communication that exists regarding this kind of placement. Ms. Reckhow suggested a need to write the new Secretary of Health and Human Services to draw his attention to this deficit in the current system and urging the concern that's present at the local level. Rob Robinson spoke of plans to go to the

Division of Medical Assistance to plead the case for better communication with LME's and the need for more oversight of these placements

Earl Phillips moved and **Phil Golden seconded** acceptance of the report. **Passed.**

Developmental Therapy/Personal Assistant RFP Terry Ames gave the history of this RFP for services to children and adults who have a diagnosis of autism spectrum disorder. Mr. Ames noted that the incidence of autism spectrum disorder is rising and that there are affected families moving to the Triangle Area because of the availability of services nearby. Through the recent gap analysis process, one theme that emerged was the need to develop a stronger base of providers for people who have this diagnosis. The recommendation is to contract with five agencies:

Autism Services	Bethesda Care, DBA Keston Care
Coordinated Health Services	Maxim Healthcare Services
Touchstone Residential Services	

These contracts will operate on a fee for service basis. Ms. Reckhow inquired regarding the lower scored rating for the proposal from Autism Services, suggesting a greater level of monitoring of their work, at least initially. Further, she suggested that the Durham Center and other contracting branches of county government should endeavor to provide sufficient turnaround time on RFP's to allow applicants enough time to produce a quality proposal.

Ms. Holliman commented that the provider selection policy currently in development may need to include provisions and definitions regarding a probationary status for providers that are seen as more marginally qualified.

Karen Crumbliss and Colleen Kilsheimer questioned to what extent developmental therapy was being offered to other segments of the DD population. Mr. Ames responded that increasing this provider base would provide more coverage for all persons needing developmental therapy.

Karen Crumbliss moved and **Phil Golden seconded** acceptance of the recommendation to contract with the five agencies to provide developmental therapy and personal assistant services. **Carried.**

TROSA Allocation Ms. Holliman asked the board to approve a state allocation, resulting from action taken in the General Assembly, money going to TROSA, \$150,000 in FY 08 and \$350,000 in FY 09. The letter from the state regarding this is included in the board packets.

Colleen Kilsheimer moved and **Ellen Reckhow seconded** approval. **Carried** with one nay vote.

Area Board Report Jim Kinnan summarized the report focusing on the number of persons served, how quickly people are in treatment after discharge from ADATC or

psychiatric hospitals. There are some lags in comparison to other urban settings and state averages. With the new requirements for LME care coordination, the board was informed that when the hospital team and care coordinator staff soon are hired, our performance on these indicators should improve.

Ms. Holliman noted that one problem with data on services for ADATC consumers is that the state data does not reflect consumers who leave these facilities and move into programs funded with county money (!). These reports only reflect paid claims for state and Medicaid funds. Therefore, the data is incomplete.

The General Assembly has directed the Department to come up with a way to capture all services, those supported by state money as well as those supported by local money. Durham Center staff have communicated to the state a significant need to be able to provide data on the use of county funded services for a fuller picture of services here.

Staff will strive to devise a way to capture and share the number of people served, reflecting state money and county money.

Ms. Holliman noted earlier discussion of an additional \$274,000 to the Durham LME for Care Coordination. The new staff funded with this money will be working to ensure that newly released clients move into follow-up care when they return to Durham.

This report was reviewed by the QM committee prior to presentation to the board as a whole.

Chairman's Report Mr. Wright noted that several board and staff members attended the NC Council Conference in Pinehurst in early December. In some of the breakout sessions, there was the gratifying experience of having Durham program models used to train people from other LME's in how to deliver services.

Also, on December 18th, there was an employee appreciation luncheon. Mr. Wright underscored again the Board's ongoing appreciation of the staff, their dedication and hard work.

Karen Crumbliss noted that the board training session at the Pinehurst conference yielded a notebook for area board members that has much useful information. She offered to share hers with any other interested board members.

There was a question as to whether there was any plan to honor recently resigned board member Terry McCabe.

Executive Director's Report Ms. Holliman noted the many articles regarding mental health that are in the board notebooks. She urged board members to take these articles with them and to read them.

There was a discussion of the division-mandated Mercer Group review and the work needed to assemble a response to their extensive requests for information. Two CD's were needed to transmit everything requested by this group. Onsite review is scheduled for January 10th, one week from today's meeting.

The newly published FY 06-07 Annual Report is in your packets. Calling the report "absolutely superb", Ms. Holliman expressed her thanks to all the staff and to Doug Fuller who led the effort on this project and to LisaCaitlin who was directly involved in putting the report together.

Announcement Melvin Whitley announced that he has passed his ordination examinations and is scheduled to be ordained later on in January. Mr. Whitley invited any and all board and staff to attend this service at Ebenezer Baptist Church.

Colleen Kilsheimer reported that the ARC of Durham has received an anonymous donation of \$22,000 targeted at support of advocacy and Common Ground. And there's been an additional donation of somewhere between \$5,000 and \$6,000 from a group organized by Jane Johnson Chavis' brother.

Adjourned

Respectfully submitted:

Ellen Holliman, Executive Director

Date

Materials provided in board notebooks:

Another Hospital Bites the Dust, Star News Online.com, December 7, 2007

Hospital Did Not Report 4 Deaths, The News and Observer, December 8, 2007

LME Consolidation Getting "A Hard Look", County Lines, November 2007

Feds Question Patients' Safety, The News and Observer, December 6, 2007

Speakers Cite Mental Health Reform Breakdown; Asheboro Courier-Tribune, November 11, 2007

Is Anybody Watching?, Charlotte Observer, November 20, 2007

Easley Not Lame; The News and Observer, December 12, 2007

A muddle at local levels and serious problems at state mental hospitals demand Governor Easley's focus on reforming care, The News and Observer, December 14, 2007

The Line to Easley, Fitzsimon File, December 13, 2007

Kaine to Overhaul Mental Health System, Washington Post Staff Writers, December 14, 2007

Hospital Workers Beat Patient, The News and Observer, December 13, 2007

Detox Unit to Close at Year's End, The News and Observer, December 6, 2007

Funding Bill Would Hurt SCHIP, US News, December 11, 2007