

**THE DURHAM CENTER**  
**Managing Behavioral Health & Disability Services**

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**AREA BOARD MEETING**

**Thursday, April 2, 2009**  
**4:00pm Regular Session**

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**MINUTES**

**PLACE:** 501 Willard St. Durham, NC  
Conference Room 100

**MEMBERS PRESENT:** Earl Phillips, Chairman  
Karen Crumbliss, Vice-Chairman  
John Barry  
Phil Golden  
Dr. Nancy Henley  
Colleen Kilsheimer  
Dr. Tom Owens  
Rev. Michael D. Page  
George Quick  
Amelia Thorpe  
Rev. Melvin Whitley  
Doug Wright

**MEMBERS EXCUSED:** None

**MEMBERS ABSENT:** None

**GUESTS PRESENT:** Monique Holsey-Hyman, Lascel A. Webley Jr.

**STAFF PRESENT:** Ellen Holliman, Susan Knox, Carla Alston-Daye, Monica Portugal, Dr. Margie Sved, Rob Robinson, Doug Fuller

**OTHERS PRESENT:** Yvonne French, DMH/DD/SAS

**1. CALL TO ORDER:** Chairman Earl Phillips called the meeting to order at 4:10 pm.

**2. ANNOUNCEMENTS:**

Chairman Earl Phillips asked Board members to return the Area Director evaluations to him.

The North Carolina Center for Public Policy Research has released part one of their report, "Reforming Mental Health Reform". Chairman Phillips asked that if any Board members would like a copy of the report to inform Ellen Holliman or Susan Knox.

Board members asked that the Executive Summary of the report be e-mailed to them.

### **3. INTRODUCTION OF PROSPECTIVE BOARD MEMBERS**

Chairman Phillips announced that two people have applied for the vacancy on the Board created by the resignation of Eureka Capri-Daye, Monique Holsey-Hyman and Lascel Webley Jr.

He asked each Board member to introduce themselves to the two prospective Board members.

Chairman Phillips introduced Monique Holsey-Hyman and asked her to tell the Board members more about herself. Ms. Hyman introduced herself and gave the Board more information about her background and why she is interested in the vacancy. She is Assistant Professor of Social Work at Shaw University and is a licensed clinical social worker in New York with Psychotherapy privilege. She received a scholarship at Columbia University to pursue her Master's Degree. She was hired to start the first Case Management program for Mental Health for children with Axis I diagnosis in the Bronx area. The program came out of a collaboration of wrap around services. She has been in Academia for three years and her students have encouraged her to get involved and share her ideas.

Chairman Phillips introduced Lascel Webley. Mr. Webley has Master's degrees in Business Administration and Health Administration. He currently works for Laboratory Corporation of America (Labcorp). He is a Corporate Compliance auditor and Environmental Health and Safety auditor. He also directs a mentoring program at R.N. Harris Elementary School. While working with the children he felt that there was more he could do in the community and wanted to offer his services.

### **4. AGENDA ADJUSTMENTS**

Chairman Phillips asked that a Legislative Update be added to the agenda as item 12. He asked if there were any other agenda adjustments. There were no other adjustments.

### **5. FINANCE COMMITTEE REPORT**

Chairman Phillips recognized George Quick to present the Finance Committee report. Mr. Quick reported that the Finance Committee met today, April 2, 2009 at 3:00 pm. The committee reviewed the Budget and the summary of year-to-date expenses and revenues. While there is some excess of revenues over expenses, we should finish the year within budget.

The committee has an item that came before them. Mr. Quick asked that the Board address the item at this time.

At the beginning of each fiscal year The Durham Center must budget for Medicaid pass through dollars. This year that budget was \$8.3 million. After reviewing the budget at the end of the third quarter, the committee determined that there will be an excess that requires a budget adjustment that brings the actual dollars received in line with the budget.. Management has asked that there be a \$2.3 million reduction in that budget.

The committee is asking the Board to approve a \$2.3 million dollar budget reduction in Medicaid pass through dollars, bringing the final budget amount to \$6 million.

Chairman Phillips called for discussion of the request.

Commissioner Michael Page asked if the reduction would impact services. Board members discussed that the budgeted dollars are Medicaid dollars that come through the LME to the providers. The LME has no control over the Medicaid services that are authorized or the dollars that pass through. Kelly Goodfellow, Finance Director, sets the budget at a high enough level at the beginning of the year for those dollars to come in and then go back out to the providers. These are for services that cannot be direct billed to Medicaid.

**George Quick moved** approval of a \$2.3 million budget reduction in Medicaid pass through dollars. **Seconded by Karen Crumbliss. Passed unanimously.**

## **6. CONSENT AGENDA**

Chairman Phillips presented the following items to be approved on consent and asked if there was any discussion on the items.

- A. March 5, 2009 Regular Board Meeting Minutes
- B. Quality Management Report
  - 1. Minutes from the March 19, 2009 meeting
- C. Human Rights Committee Report
  - 1. Minutes for the February 24, 2009 meeting
- D. Consumer and Family Advisory Committee Report
- E. Executive Committee Report
  - 1. Draft minutes of the March 17, 2009 meeting

There was no discussion.

**Dr. Tom Owens moved** approval of the reports. **Seconded by Phil Golden. Passed unanimously.**

## **7. PUBLIC COMMENT**

There were no public comments.

## **8. FY10 BUDGET**

Chairman Phillips introduced Kelly Goodfellow to review the budget that was sent to the Board members in their packets.

Ms. Goodfellow thanked the Board members that attended the Budget Retreat on February 17, 2009 and provided feedback. She invited Board members to continue making suggestions over the course of the year in preparation for the next budget process.

The focus of the budget was preserving the safety net programs that are vital to the community. During the Budget Retreat, board members requested a summary of the budget. Highlights of the summary include:

- Decrease in psychiatric services, \$276,000. Part of the decrease is due to the \$95,000 that was available for start up in FY09 only. That money was not carried over to FY10.
- Assertive Community Treatment Team (ACTT) and Community Support Team service reduction. These two services are high priority for staff members. These are services that are provided to consumers with high intensive needs.
- Child Mental Health Flex funds. These dollars come from an allocation specifically for flex funds to be used in a non-unit cost reimbursement way for services that cannot be billed to the state. In FY09 these funds were used for Rapid Response, programming, supervisor support, technical assistance, and training. The focus in FY10 will be on treatment rather than training.
- Changes to Developmental Disability programs-Programs that received decreased funding in FY09 also received decreases in FY10. Voucher Respite and Community bridging will not be funded in FY10.

Colleen Kilsheimer asked about the decrease in the day activity program. The Program decreased from \$184,000 to \$162,000.

- Reduction of SA Transitional Living/Halfway House beds. A final decision on reductions will be postponed until after the first quarter of FY10.

Reverend Whitley asked whether the reduction indicated a decrease in the need for those beds. While there is no decrease in need, the reduction reflects budget cuts from the State.

Chairman Phillips asked that staff report to the Board before the final decision is made on the transition living/halfway house beds.

Discussion included:

- When the budget will be actualized and whether dollars can be put back in to the submitted budget is approved.
- Concerns regarding the percentage of decrease in this one program versus other programs.
- Decrease in county and State dollars.
- Other SA programs that were not cut or not cut as much.
- Staff planning for expected cuts. Actual cuts may be different.
- Substance Abuse budget for Adults and Children. Total reduction is \$200,000 with the majority in transitional beds.
- Prioritizing budget items when state allocations are finalized.
- Number of providers and beds affected by the proposed cut in SA transitional beds and halfway house beds.

Page 6 begins the program budgets for FY09 and Page 22 begins the Program budgets for FY10. On the FY10 budget increases over the FY09 budget are in blue and decreases from the FY09 budget are in red.

Ms. Goodfellow reiterated that decisions on the budget cuts were very difficult to make. It is incumbent on her as the Finance Director to budget responsibly within the funds that she knows will be available.

Karen Crumbliss noted that the staff has spent enormous amount of time and thought in to the budget and every area has had program cuts. She feels that Board members and staff are being responsible when everybody is suffering budget cuts.

Reverend Whitley wanted to note that he has all confidence in the staff and he knows that they worked hard on the budget. He just knows that the need is still there and he feels that now is not the time to be cutting substance abuse beds.

**George Quick moved** approval of the budget. **Seconded by Karen Crumbliss**.

**The motion carried with the following vote:**

Ayes: Earl Phillips, Karen Crumbliss, John Barry, Phil Golden, Dr. Nancy Henley, Colleen Kilsheimer, Dr. Tom Owens, Rev. Michael D. Page, George Quick, Amelia Thorpe, Doug Wright

Nays: Rev. Melvin Whitley

## **9. UPDATE MEDICAID UTILIZATION REVIEW (UR)**

Chairman Phillips asked Area Director Ellen Holliman to give the Board an update on the Medicaid UR project.

Ms. Holliman reported that she met with Secretary Lanier Cansler today, April 2, 2009, as well as, the three other Local Management Entity (LME) Directors involved in the project. The meeting was called to discuss the current status of the LMEs. In addition, staff members attended a week along training the previous week.

Items discussed at the meeting with Secretary Cansler included:

- The scheduled start date for LMEs to take over Medicaid UR is July 1, 2009.
- Suggestion to move the start date to January 1, 2010.
- Transition to new IT system, which is critical for transition to Medicaid UR.
- Start up money-None available in FY09.

Ms. Holliman reported that Medicaid UR has been included in the FY10 budget. Seven additional staff positions have been budgeted, although hiring will not begin until a firm date has been set for the transition.

## **10. AREA BOARD REPORT**

Chairman Phillips asked Michelle Zechmann to present the Area Board reports, "Summary of State Reported Outcomes-Third Quarter FY08-Second Quarter FY09" and "Trends for Key Indicators for the Second Quarter 2008-2009" to Board members.

Discussion of the report "Summary of State Reported Outcomes-Third Quarter FY08-Second Quarter FY09 included:

- The report is given to the Board several times during the year based on data reported from the State.
- The first half of the report is based on the Progress Indicator report and includes items such as timely engagement.
- Increase in Adult Substance Abuse engagement numbers due to changes in billing.
- Effective Use of State Hospital Beds-Targets set for percentages of consumers that are there for short stays. The Hospital Committee reviews reports weekly and the percentage is decreasing.
- Page 8-Timely Inpatient Follow-up: Increase in target percentage from 42% in FY08 to 70% in FY09 for follow-up within seven days. Importance of timely follow-up in reducing recidivism.
- Incentives to Providers to engage consumers at the hospital before discharge.

A suggestion was made by Ms. Holliman to have the Care Coordination unit make a presentation to the Board outlining the plan to improve follow-up rates.

- Page 6-Ms. Crumbliss asked about the timely initiation and engagement of services in the Developmental Disabilities (DD) population. Durham does not meet the state target in this area. Ms. Zechmann reported that one of Durham's largest DD providers is contributing significantly to this number. Staff is working with them to improve. Turnover of Case Managers is a concern.
- Page 7-Effective use of hospital beds, short term use: Durham is slightly over the target percentage and Mr. Quick asked how many consumers that percentage represented. The number of consumers from Durham utilizing hospital beds has ranged from 33-52 per month. Over a quarter, a small change in the number of consumers can significantly affect the percentage.
- Dr. Margie Sved reported that there has been an increase in the number of new consumers being admitted to the State hospital. Engaging these new consumers is more challenging because they

are not open to the system and are harder to find once they are discharged. The Hospital Liaison is now meeting weekly with providers to facilitate the engagement. Calls are also made to all consumers who miss their first appointment.

- Page 9-Durham continues to do well in child services-Children being served in non-family settings. Durham has been #1 in the state in the last few quarter with the lowest out of home placement rate for children. Ms. Zechmann believes this is a result of the System of Care work that is done. All children that may be placed in residential facilities go through the care review process.
- The second half of the report deals primarily with LME reports to the State.
- Questions brought up at the QM Committee
  - Pg. 14-Drop in percentage for the 1<sup>st</sup> quarter on Client Data Warehouse (CDW) reporting. This was due to a change in policy related to family size and family income.
  - Page 16-CDW Episode Completion record. There is no data for the 1<sup>st</sup> quarter. No data was published by the State for the 1<sup>st</sup> quarter.

Discussion of “Trends of Key Indicators for Second Quarter FY2008-2009” report included the following:

- Data was provided to the QM Committee, the QM committee provided feedback and the report was updated with more data, explanation, and analysis.
- Four areas are covered; State Hospitals, Service Authorizations, Incident Reports, and Consumer Complaints.
- Page 3-Hospital Admissions have been significantly reduced over the last year.
- Other data on hospital admissions includes who is going to the state hospital from the Hospital Emergency Department (ED).
- Page 6-Service Authorizations: The large spike in authorizations was due to new services that were approved in December. The state standard for authorization completion is 14 days. The Durham Center stays well below the state average. The internal goal is five days. Variations in the number of days to complete appear to be due to staffing patterns.
- Incident Reports- Dr. Henley asked for an explanation of the spike in Medication Errors in the first quarter of FY09. Monica Portugal responded that those numbers vary from quarter to quarter and that is typically due to a fewer number of consumers who have had a large number of errors. A consumer may refuse to take prescribed medication for a prolonged period of time. The example give was of a consumer who may be on several different types of medication and may take them several different times a day. Each refusal is treated as an incident. Quality Management staff follow-up with providers for information on the trends and what action is taken and may refer incidents to the Compliance Committee.
- Page 15-Consumer complaints. Data includes who is making complaints, the number of complaints, resolution time, nature of complaint, and how resolved.
- Authorizations/Billing and Quality of Care make up the majority of complaints.
- Durham is slightly higher than the state average on rate of complaints. Ms. Zechmann noted though that these numbers are self-reported by the LMEs and there may be discrepancies in how the data is collected by the LME.

## **11. NEEDS ASSESSMENT**

Chairman Phillips asked Ms. Zechmann to present the Needs Assessment Report. The report is a follow-up to the report that was done in January 2008.

Karen Crumbliss complimented the staff on the report.

Ms. Zechmann reminded the Board that the Needs Assessment is done annually and the Area board is updated in the third quarter of each year.

Areas covered in the assessment included:

- Access to Care
- Quality of Care
- Service Needs

The first part is the progress report based upon the recommendations from last year's report. Part two discussed the methodology, surveys, focus groups, and a town hall meeting. 131 people attended the focus groups. Part three begins the results. Areas discussed included:

- System strengths-one area highlighted was the increased collaboration among agencies.
- Service Findings
  - Hospital and Crisis Services-Hospital plan develop and identified some of the strategies used.
  - Crisis plan approved by state-Some of the needs in the crisis continuum filled, Mobile Crisis and DCA expanded.
  - CAP/MR/DD data was not in the last report, but the data was reviewed this year. 339 adults and children are receiving CAP/MR/DD. 47 are on supports waiver and 112 are on a comprehensive waiver. This is reversed from other LMEs in the state.
  - Adult substance abuse (SA) 19,000 Durham residents identified as being in need of treatment based on federal prevalence rates.  
Reverend Whitley inquired about the number identified vs. treatment capacity, 2800. Has the capacity increased? There has been an increase in the need for substance abuse assessments in the last calendar year. There has been a waitlist in outpatient services. Staff has looked at increasing outpatient service funding in the budget because of this waitlist, which has been consistent since October.
  - Continuing need for Level IV facilities for children and services for children with multiple and dual diagnosis.
- Breakdown of State and Local funding by population and disability area.
- Survey and Focus Group results-Last year 375 individuals responded. This year 311 responded. The following areas were highlighted.
  - Access to services-Slight improvement overall in the average for access to services for nearly all disability groups. Access to mental health services shows the highest overall scores for Child and Adults
  - Barriers were discussed. The most frequent barrier reported this year was wait lists, which were not reported at all last year. John Barry inquired whether the data on barriers was broken down by disability. It was not in this survey, but the team will consider that when designing the next assessment.
  - There was a slight improvement in the perceived quality of services. The report contains a list of items that were noted in quality of care.
  - There was no appreciable difference in scores in meeting the needs of consumers.

Ms. Zechmann also reported that staff conducted a Provider Capacity Survey at the same time. There was poor response to the Provider Capacity Survey because both surveys were sent at the same time. Information from the Survey report included:

- There are 207 providers endorsed or contracted for services. There are 120 that are endorsed or contracted for State and Local services only.

- Number of licenses facilities and beds in Durham County with the number of facilities that are at capacity. The Board discussed how many of the beds are occupied by Durham citizens.

The Needs Assessment Work Group also asked the Team to look at other areas affecting the provider network. Information included:

- Frequency and Extent of Monitoring (FEM) Tool
- Community Emergency Response efforts

The last section of the assessment addresses recommendations. The Work Group incorporated changes in wording for last year's recommendations.

**Karen Crumbliss moved** to accept the report as received and commend staff and CFAC members for their work on the assessment. **Seconded by Doug Wright.** Passed unanimously.

### **11. CHAIRMAN'S REPORT**

Chairman Phillips asked Michael Page to talk to the Board about an event he will be attending.

Mr. Page announced that Durham Rescue Mission in conjunction with University of North Carolina-Chapel Hill, Duke, and North Carolina Central University will be having a sleep-in on Friday April 3, 2009 beginning at 3:00PM. They will be teaching students about what it is to live homeless. There will also be a vigil later tonight.

Chairman Phillips recognized Lowell Siler. Mr. Siler expressed his thanks to Michelle Zechmann. The Durham Center received a grant for a Jail Diversion project for individuals with mental illness. Mr. Siler attended a meeting with Ms. Zechmann and he is very optimistic about the future of the program and the stakeholders that were involved.

Chairman Phillips announced that he and Ms. Holliman have been sitting on the Duke-Duke RFP Oversight Committee. The committee was formed to award one million dollars in planning grants for health issues that will make Durham a healthier community.

### **12. LEGISLATIVE UPDATE**

Chairman Phillips directed the Board members to the summary of 2009-2010 legislation that is in the notebooks.

He asked that Board members review the update and the Board will discuss at a future meeting.

### **13. ADJOURNMENT**

Chairman Phillips announced that if there was no more business he would entertain a motion to adjourn the meeting. **Dr. Nancy Henley moved and Doug Wright seconded** that the meeting adjourn. **Passed unanimously.** Meeting adjourned at 6:10 PM

**Respectfully submitted:**



Ellen Holliman, Executive Director

5-7-09

Date

**Material included in Notebooks:**

2009 Bill Tracking For the NC Council of Community Programs

North Carolina Center for Public Policy Research Inc. News Release: Governance, Coverage, Work Force, and Funding: 4 Problems vex Mental Health Reform over the Years, says Policy Center March 31, 2009

**Articles:**

TN Editorial: Reforming “reform” won’t be easy, BlueRidgeNow.com, April 1, 2009