

THE DURHAM CENTER
Managing Behavioral Health & Disability Services

AREA BOARD MEETING

Thursday, August 4, 2011
4:00pm Regular Session

MINUTES

PLACE: The Durham Center, 414 E. Main St., 2nd floor

MEMBERS PRESENT: Lascel Webley, Jr., Chairman
Amir Berhannu
Phillip Golden
Nancy Henley, M.D.
Monique Holsey Hyman
Betsy MacMichael
Rev. Michael D. Page
George Quick
Amelia Thorpe (arrived 4:45)

MEMBERS EXCUSED: John Barry

MEMBERS ABSENT:

GUESTS PRESENT:

STAFF PRESENT: Rob Robinson, Susan Knox, Bill Smith, Doug Fuller,

OTHERS PRESENT: Yvonne French, DMH/DD/SAS; Bryan Wardell

1. CALL TO ORDER: Chairman Lascel Webley, Jr. called the meeting to order at 4:10 pm.

2. ANNOUNCEMENTS:

Chairman Webley asked if there were any announcements.

He welcomed Ms. Holliman back and offered her condolences. She thanks the Board members.

Ms. Holliman also announced that the Charity Softball Challenge with the Public Health Department has been scheduled for September 21 at the Durham Athletic Park. Raffle tickets will be sold and the proceeds will go to Stewards of Children, a program to prevent child sexual abuse, and the Homeless

Program. She will be going before the Board of County Commissioners to recognize the donations. The gates will open at 5 and the game will be at 6. Durham County HR will also be including an Employee Appreciation Event to go with it.

3. AGENDA ADJUSTMENTS:

Chairman Webley asked if there were any agenda adjustments. There were none.

4. FINANCE COMMITTEE

Chairman Webley asked Kelly Goodfellow to give a report on the Finance Committee meeting that was held at 3:00 today.

Ms. Goodfellow reported that the committee met at 3:00, but quorum was not present. They discussed the end of year finances. A summary of revenue and expenditures was provided to Board members for review.

The following notes were made by Ms. Goodfellow.

At the time the books were closed, expenditures exceeded revenues by \$2,047,000.

\$2,007,109 in revenue for FY11 was received after July 1 and had not posted.

Additional revenue is expected from the state, but the state has frozen payment on all claims.

There are also additional anticipated expenses that have not posted.

George Quick added that it is common for expenditures to exceed revenues at the end of the year, because revenue may not be received until after the time the service is performed. That happens throughout the year, but on June 30, they are required to report the money that is on hand.

He also noted that for projecting and planning purposes there are two numbers that they look at, the \$800,000 reserve for Mental Health that is noted on the summary sheet. For budgeting purposes The Durham Center uses \$1.4 million. The other number they look at is the fund balance for Mental Health, which is approximately \$600,000. They expect that number to be higher this year. He concludes that they have projected sufficient funds to fund both of those categories and have a small amount that would allow the County fund balance to grow. He concludes that they have projected sufficient funds to fund both of those categories and have a small amount that would allow the County fund balance to grow. He concludes that they have projected sufficient funds to fund both of those categories and have a small amount that would allow the County fund balance to grow.

Ms. Goodfellow also reported that The Durham Center was recently audited for FY2008, FY2009, and FY2010. There were no paybacks required. The areas audited included:

- LME Expenses
- Non-UCR Expense based invoices
- Single Stream

There were some recommendations, but no problems noted and no paybacks.

5. COMMITTEE REPORTS

- A. Quality Management Committee Report
- B. Human Rights Committee Report
- C. Consumer and Family Advisory Committee Report
- D. Executive Committee Report

Chairman Webley asked if there were any questions or discussion of the committee reports.

Betsy MacMichael noted that she has not been receiving the meeting reminders for the Human Rights Committee. Ellen Holliman asked that staff update the membership list and ensure that Ms. MacMichael receive all meeting reminders.

6. CONSENT AGENDA

A. June 2, 2011 Area Board Regular Meeting Minutes

Chairman Webley asked if there was any discussion of the Consent Agenda. There was none.

Phil Golden moved to approve the Consent Agenda. **Seconded by Monique Holsey-Hyman.** **Motion approved unanimously.**

7. PUBLIC COMMENT

There were no public comments.

8. RFI/RFP SELECTION

Chairman Webley recognized Bill Smith to present the Request for Application results and committee recommendation to select Carolina Outreach.

Mr. Smith discussed how the RFI process was completed and provided a summary of the RFI committee's selection process.

The RFI was posted on June 14. A question and answer conference was held on June 21 with 13 providers attending. The final deadline for receipt of responses was June 28. They received responses from six providers. The summary of the selection process includes the final scores for all providers who responded. Carolina Outreach scored highest and is recommended by the RFI/RFP Committee. The rationale for the recommendation is included in the summary.

The RFI/RFA was for Medication Management, Outpatient Therapy, and Mental Health Substance Abuse Targeted Case Management. Approximately 80% of individuals entering the mental health system are referred to a combination of these services. In April 2011 an emergency contract for these basic benefit services was issued to provide immediate capacity for those services and reduce the waitlist. Wait times for new appointments for medication management were 45-60 days. The addition of a provider for these services decreased wait times to 7-14 days to enter service.

The selection met on two separate dates. In addition scoring the highest, the committee felt Carolina Outreach had several other advantages. They have a local presence in Durham, they are a locally based Critical Access Behavioral Health Agency (CABHA), they have already provided IPRS Services very effectively in the past, and they have two full time Board Certified Psychiatrists which means that they have immediate capacity to provide medication management. They are ready to start providing services. They have met with the emergency service provider and are working on transition plans.

Mr. Smith is the point of contact with the LME. He asked if there were any questions.

Dr. Nancy Henley inquired about the existing contractor for these services. Mr. Smith responded that there is currently one provider of these services, in addition to the provider that has an emergency contract.

Commissioner Page asked how long Carolina Outreach has been established in Durham. Rob Robinson responded that they had been in Durham six to seven years. Commissioner Page asked whether that was the norm for mental health providers. Mr. Smith responded that in the current climate, six to seven years is excellent and shows that the provider is able to sustain themselves.

Monique Holsey-Hyman inquired about their location. Mr. Smith responded that they are located on Hwy. 15/501.

Sean Schreiber added that Carolina Outreach also has a Transition Age Youth program, so having more resources will be helpful. They are also one of the only providers that is able to provide outpatient therapy in the community. They can travel to the consumer.

Commissioner Page asked whether we allow the consumers to meet with the providers at The Durham Center.

George Quick moved to approve the selection of. **Seconded by Phil Golden.** **Motion approved unanimously.**

9. MEDICAID WAIVER UPDATE

Chairman Webley reported that earlier in the week, the Board Members were e-mailed a letter that Ms. Holliman sent to Mike Watson on behalf of The Durham Center (TDC).

He recognized Ellen Holliman to update the Board on The Durham Center's Waiver application.

Ms. Holliman reported that they received a letter from Mike Watson along with the report from Mercer. The Durham Center was not selected as a Waiver site but has been given a Plan of Correction. The response to the Plan of Correction is due by September 15. She provided the Board with the letter of response to Mike Watson informing him that The Durham Center was interested in remaining in the process.

The letter outlines at we have started to put in place some of the recommendations and issues that were identified. She feels comfortable that The Durham Center will be able to move forward.

She believes that they key factor for The Durham Center not being selected was the lack of an inter-local agreement. It was a decision to make the planning process very deliberate, but it did hurt us at the Review. The State decision to only give one chance to apply to be a Waiver Site was a surprise and Durham had to find partners and craft their RFA response in just six weeks. At the site review staff had difficulty discussing what the relationship with the other counties would look like because it had not been developed at that point. She believe that was the key factor for not being selected.

This inter-local agreement will be unique in North Carolina. The Durham Center will be the Managed Care Organization (MCO) and will be responsible for all Medicaid and State dollars. She is estimating that TDC will be responsible for approximately \$300 million. TDC staff is working with Johnston and Cumberland County staffs to get the information that will be necessary. Next week, a consultant will be crafting the initial draft of the Memorandum of Understanding (MOU). Bryan Wardell from the County Attorney's office will be working with them to finalize the MOU.

Staff will return to the Board on September 1, 2011 for approval of the inter-local agreement. Johnston County's Board will meet on August 30, 2011 and Cumberland on August 31 and they will be asked to approve the agreement also. The Inter-local agreement will be included with the Plan of Correction response.

There are still some issues with Finance that have to be worked out, but George Quick and the County Finance staff are working with TDC staff.

George Quick asked whether the LME dollars that currently go to Cumberland and Johnson Counties will come to The Durham Center. Ms. Holliman responded that all the State and Medicaid dollars for all three counties will come to The Durham Center, the MCO. The relationship will be through an inter-local agreement between the Area Authorities. The Durham Center will authorize all services. The Durham Mental Health Area Board will be the governing Board.

Betsy MacMichael asked whether services, particularly hard to get services will be cross-county or will they be siloed by County. Ms. Holliman responded that because of the distance between the counties, she projects that those services will have to be in each county if they are needed. The counties will still have their local dollars. The local dollars will go to support the services where the State and Medicaid dollars stop.

Phil Golden asked whether the system can be set up to ensure that each Counties dollars are being spent locally. Kelly Goodfellow responded that the financial system can be structured to account for the dollars spent by County.

Commissioner Page asked that Ms. Holliman meet with the County Commissioners individually to discuss the process. Ms. Holliman responded that she will meet with them. Mr. Quick added that it will be important to let them know that legislation has structured the Waiver so that the State has the liability, instead of the MCO. Reserves will have to be set up and for claims beyond that the State will pay. The county funds will not be put in jeopardy.

Nancy Henley noted that the staff will be responding to the Mercer report and the Plan of Correction

Ms. MacMichael asked if Johnston and Cumberland Counties have CAP waiting lists. Ms. Holliman responded that staff were in the process of collecting that information from Johnston and Cumberland counties. Sean Schreiber added that Terry Ames has been working on that information for the Plan of Correction (POC) response. The three counties combined have approximately 500 people on the CAP waiting list. Those individuals will have to be reevaluated to determine if they will move to an Innovations slot and at what level of service. Durham is approximately 300 of that.

Bryan Wardell noted that The Durham Center seems poised to do this work. He asked what other Local Management Entities (LMEs) would be more qualified at this point to do this in such a tight time frame. Ms. Holliman responded that there were four LMEs that passed the desk review. Three of those also passed the On-site Review. Wake County did not pass the desk review. She added that with that is the concern about what happens if we don't pass the On-site Review. Control over what happens with Durham County services would no longer be in the hands of The Durham Center and the staff of approximately 85 would probably fall to about 20-25. It is possible that Durham could be assigned to another LME and they would control State and Federal dollars for Durham.

George Quick asked that since Durham does not meet the population requirements in legislation and because The Durham Center did not have an Inter-local agreement in place with Johnston and Cumberland Counties if that was the problem with the On-Site Review.

Ms. Holliman responded that she believes the lack of the Inter-Local agreement was the biggest reason. She also noted that The Durham Center will be charged \$69,500 for the next On-Site Review and she has asked that Mike Watson wait until the Plan of Correction is submitted and reviewed before determining whether another site review is needed. The Durham Center is also asking Cumberland and Johnston counties to help with that cost.

10. AREA BOARD REPORT

Chairman Webley recognized Dr. Klumper to present the third quarter Dashboard.

Dr. Klumper presented the third quarter Dashboard data. The Dashboard contains the outcome data that the Quality Management staff is tracking. They are in the process of developing the Dashboard for Fiscal Year 2012. With the Waiver they are also looking at what data they will need to collect from Cumberland and Johnston counties.

She highlighted the following items in the report-

- Performance Contract Outcomes-This covers the data that TDC submits to the state. TDC has done very well overall. In the second quarter of FY11 TDC had its highest score.

What is keeping TDC from reaching 100% is the NC Topps accounting system compliance. Providers enter data on every client they serve. TDC is continually working on this and following up with providers.

- Developmental Disability Prevalence rates-TDC is meeting the state standard. TDC has a higher standard. Although TDC is meeting the state standard it consistently does not meet its own goal.
- Substance Abuse prevalence rates-TDC is meeting its goal of 12%. The National average is around 10%.
- Mental Health prevalence rates-TDC meets this goal quite often.
- Timely initiation of services-How soon and how often consumers are seen. TDC goals are 5% above the State standard.
 - This has improved over time slightly and TDC is meeting its goals
- Substance Abuse engagement-There is still work to do. The standard is for four visits in 45 days and TDC goal is over 55% of outcomes will meet this standard. TDC has fallen short on this standard for all three quarters.
- People served in Best Practices-The trend shows that more people are being served in Best Practice services.
- Budget expended per quarter-The Quality Management Department is looking at changing this indicator from budget expended to paid claims. This will fit more with the standards for MCO.
- Consumers waiting for services-The number of consumers waiting on CAP slots is currently just over 300 consumers. There are also 35 individuals on the waiting lists for Family Support Program, residential substance abuse treatment programs, and intensive dual-disorder program. After a decrease in the second quarter the numbers have increased again in the third quarter.
- State Hospital Length of Stay-TDC has constantly been tracking the admissions and readmissions to the State hospital. That needs to continue, but admissions and readmissions to community hospitals needs to be tracked also.

One indicator is also for the length of stay. If there are individuals that stay less than seven days, that indicates that they can probably be served in the community, so the goal is to have less than 30% stay less than 7 days. That number has fallen to within the goal in FY11.

- State Hospital readmissions-Historically, the rate of readmission for Durham County residents has been higher than the state average. TDC goal is no more than 10% for consumers re-admitted with 30 days and 22% or less for consumers re-admitted within 180 days. Dr. Klumper is working with Care Coordination to find out if the readmissions are the same every time.

Dr. Henley asked if TDC has the State average. Dr. Klumper will get that number and include it.

- Satisfaction with Services-They are currently collecting information on Consumer satisfaction. The Needs Assessment Consumer Survey showed that 90% of consumers were satisfied with their services.
- Children placed in Non-Family settings-There has been a slight increase and they will keep an eye on this, although it's still currently under 2%.
- Overall snapshot for Quarter 3 is slightly below

11. ANNUAL ACCOMPLISHMENTS

Chairman Webley introduced Doug Fuller to present the FY11 Annual Accomplishments.

Mr. Fuller referred the Board members to the list of accomplishments that was included in their packet. He noted that it has been a very significant year for TDC. The accomplishments, innovations, and responsibilities taken on have laid the groundwork and established an excellent reputation for Durham.

Some of the responsibilities-

- Resumption of Medicaid Utilization Management (UM) for Durham County
- CAP MR/DD UM for 21 counties
- Expanded capacity

Mr. Fuller told the Board that they prepare this each calendar year for the County Managers office and the Board Chairman asked staff to prepare it for the FY11 fiscal year for the Area Board.

Dr. Khalil Tanas added that they have started an Integration of Behavioral Health and Physical Health at Durham Center Access (DCA). They have identified hidden physical ailments with individuals at DCA. They are not ready yet to present a full report to the Board, but will do that soon.

Monique Holsey-Hyman suggested including this list on the website.

Dr. Henley complimented staff on the breadth of activities that have been accomplished. She noted that it points to staff quietly going ahead and doing what needs to be done for the citizens of Durham.

12. CHAIRMAN'S REPORT

Chairman Webley acknowledged the dedication of the Board members to their work on the Board. In the past month the Board has lost three board members. He will be setting up an Exploratory Committee tasked with going in to the community to find new Board members and also to help diversify the Board. The Board has spoken in the past about wanting representation from the Hispanic community on the Board.

He reported that Phil Golden has agreed to serve as Chairman of the committee and he asked that if there are any Board members interested in the committee they should contact Mr. Golden.

He reviewed the Board members assigned to each Board Committee:

- Amelia Thorpe will continue to Chair the Human Rights Committee
- John Barry will continue to Chair the Quality Management Committee

He also would like to assess the abilities and expertise of the Board. There will be a survey that will be given to Ellen so that staff can rate the Board overall on how the Board functions and if there are any areas that the Board can improve on.

13. ADJOURNMENT

All business being completed **George Quick moved** to adjourn the meeting. **Seconded by Dr. Nancy Henley.** Motion approved unanimously.

Meeting adjourned at 5:20 pm.

Respectfully submitted:



Ellen Holliman, Executive Director

9-1-11

Date

Material included in Notebooks:

NC Council Community News May/June 2011.

August 3, 2011 Ellen Holliman letter to Mike Watson

July 28, 2011 letter to Attorney General Roy Cooper re: United States' Investigation of the North Carolina Mental Health System Pursuant to the Americans with Disabilities Act.

Handouts:

Summary of Expenditures and Revenues for the Period ending June 30, 2011.