



**FISCAL YEAR 2010 ANNUAL REPORT**

INNOVATION. LEADERSHIP.

COLLABORATION. COMMITMENT.

# A MESSAGE FROM OUR DIRECTOR & BOARD CHAIR



DEAR FRIENDS:



Ellen S. Holliman  
Area Director

**The Durham Center** is proud of the innovation and dedication that helped us provide the best possible services and supports to the citizens of Durham County touched by mental illness, developmental disability and substance abuse over the past year despite a continued challenging funding climate.

We are pleased to report to you on some of the highlights of this innovation during Fiscal Year 2010, and as last year we will group our activities under three core strategic outcome areas derived from Durham's Results-Based Accountability Initiative – creating healthy consumers, ensuring that the youth we serve are ready for and succeeding in school, and helping provide our consumers with access to adequate, safe and affordable housing.

You'll hear more about Durham County's outstanding continuum of crisis services, including the Durham Assessment Team that helped us absorb significant budget cuts without placing a single consumer on a waiting list for needed services. We'll tell you about the exciting care coordination activities that resulted in improved quality of life for many high-utilizers of behavioral healthcare and helped reduce admissions to State hospitals and discharges from those hospitals into homelessness. And we'll report on how The Durham Center has been recognized with new responsibilities and opportunities that hold the promise for great things to come in FY11.

As always, we thank our Area Board and the Durham County Board of Commissioners, as well as the Durham Consumer and Family Advisory Committee, our wonderful staff, and our providers, partners and colleagues throughout the Durham community for their continued support.



Earl Phillips  
Board Chair

# WHO WE SERVE



## FISCAL YEAR 2010 DEMOGRAPHICS

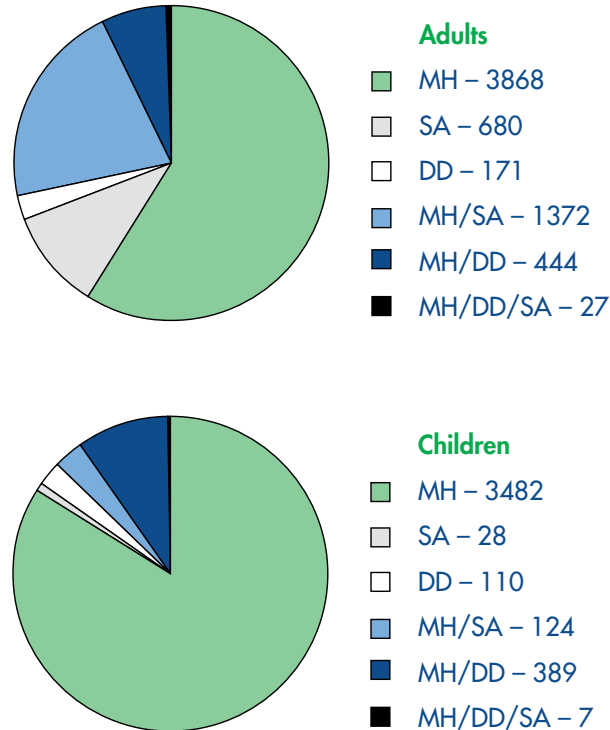
### RESPONDING TO THE NEED:

Continued to expand the continuum of crisis services responding to Durham County citizens with behavioral health concerns.

Hispanic Care Review developed by a diverse team from across the community providing culturally-competent Care Review for Spanish-speaking individuals, modeled after our Care Review for English-speaking children and adults.

High-risk youth aged 16-21 with serious mental illness will receive the comprehensive services and supports they need to be able to make a successful transition into adulthood through the BECOMING Project.

### BREAKDOWN BY DISABILITY AREA, adults and children



We pursue a community effort dedicated to supporting the lives of citizens affected by mental illness, developmental disabilities and substance abuse by assuring a collaborative, accessible, responsive and efficient system of services and supports.



# Helping Our Consumers Be Healthy

## CARE COORDINATION: PROACTIVE. EFFECTIVE.

### Professionals in the Care Coordination

Unit work with Durham County citizens with a history of multiple behavioral health crises. They pool their resources with those of other organizations and agencies throughout the community to ensure that these people are connected to the services and supports that can help them achieve a higher quality of life. At the same time, the cost of their care to the community decreases as their engagement in treatment increases.



### Analyzing the Highest Utilizers

The Care Coordination Unit at The Durham Center identified Durham County's highest utilizers of emergency services, including psychiatric inpatient units, emergency department beds and the jail system. Many of these individuals receive intensive care management, increased resources, and enhanced community collaboration to help ensure better outcomes, improved quality of life and overall cost savings to the County's crisis response system.

### Fewer State Psychiatric Hospital Admissions

We collaborated with State psychiatric hospitals and local providers to address inpatient admissions, helping to reduce these admissions by 71% since 2007. More consumers are being served in the community in closer touch with their families and other natural supports, resulting in cost savings that allow resources to be allocated to developing additional services.



### Fewer Discharges from State Facilities into Homelessness

We worked closely with State hospitals, Urban Ministries and our community partners in FY10 to link 84% of the consumers destined for discharge into homelessness with housing resources. Linking inpatient consumers to housing resources helps ensure basic needs are being met at discharge and makes them more likely to engage in the services necessary to continue their recovery. Follow up in their home communities provides support to keep their conditions stabilized.



# Helping Our Consumers Be Healthy

## DURHAM SYSTEM OF CARE: BUILDING A FOUNDATION FOR COMMUNITY CHANGE

### Flowing logically from the full integration

of our community's child and adult system of care structures, in FY10

Durham System of Care unified under the administrative and financial oversight of The Durham Center. It modified its operating structure to reduce duplication, diversify partnerships and focus on priority areas.

**Care Review** teams multiple partners with individuals and families with complex needs to develop coordinated and holistic plans for improving quality of life.

**Eight Care Review Teams** focusing on children and families, transition age youth, and adults hosted 274 Care Reviews.

**System of Care staff** provided technical assistance to 135 provider agencies and attended 471 Child and Family Team meetings.

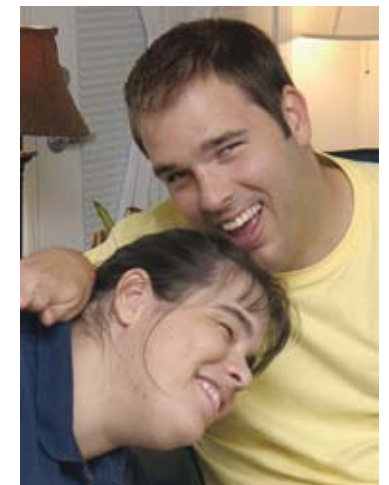
**A foundational study** of the Top 10% of users of the Durham County jail drew attention to the prevalence of people incarcerated with mental illness and substance use disorders. As a result, a task force was

appointed by the Durham Crime Cabinet to suggest possible solutions to the Board of County Commissioners.

**System of Care developed a Common Consent** that enhances the communication between child-serving agencies and the coordination and continuity of services provided to children and their families.

**A successful FY10 proposal** to the U.S. Substance Abuse and Mental Health Services Administration resulted in \$5.4 million over six years to work with high-risk, disconnected Durham youth aged 16-21 with serious mental illness to assist them in making successful transitions to adulthood. Stay tuned for exciting progress reports on this groundbreaking project!

**A grant from the U.S. Bureau of Justice Assistance** will fund a Mental Health Outreach Program designed to reduce re-arrest for non-violent offenses, increase the number of court-involved individuals engaged in mental health treatment, and further increase the number of patrol officers who receive mental health training.





# Helping Our Consumers Be Healthy

## PROVIDING HELP IN TIMES OF CRISIS

The Durham Center continued to enhance Durham County's continuum of crisis services, providing critical resources for citizens when the need is greatest.

### Durham Center Access Crisis Facility:

AVAILABLE TO HELP 24/7/365

- 2155 admissions to short-term crisis evaluation and observation services, translating to 45,650 hours of assessment, stabilization and referral to appropriate services
- 1463 admissions to facility-based crisis services, resulting in 4732 days of medical and social detoxification, psychiatric medication, stabilization and outpatient referral

### DURHAM CENTER ACCESS

309 CRUTCHFIELD STREET

next to Durham Regional Hospital

### Award-Winning Clinical Assessment

The Durham Center Access Assessment Team was recognized with a 2010 Employee Productivity Award by the North Carolina Association of County Commissioners. The Team's goal is to rapidly and accurately evaluate and connect individuals to appropriate services based on clinical need. Since its inception in July 2009, The Durham Center has absorbed a \$1.4+ million dollar budget reduction without placing any consumer on a waitlist for needed services, and reallocated funds to providing more intensive services for individuals with severe and chronic mental health and substance abuse disabilities.

### Mobile Crisis Comes to You

The Durham Center Access Mobile Crisis Team provides 24/7 integrated, short-term crisis response, stabilization and intervention to adults and children experiencing a mental health or substance abuse crisis. The Team can come to where you are, when the need arises, to provide help until the crisis is resolved, referral for appropriate follow-up services, and supportive crisis planning for solution-focused outcomes. 100% of the 204 people served in FY10 remained in the community, avoiding placement in a State psychiatric hospital.



### Psychiatric Walk-in Clinic

The Durham Center Access Psychiatric Walk-in Clinic provides face-to-face assessment and intervention services including crisis stabilization, brief treatment (including medication) and linking with community services. 100% of the 532 people served in FY10 were linked to community providers and diverted from a State psychiatric hospital.



# Helping Create Access to Adequate, Safe & Affordable Housing

## CONTINUING THE BATTLE ON HOMELESSNESS

### Safe, secure, affordable housing

is fundamental to recovery. We provided assertive homeless outreach or rental assistance to over 550 people in FY10 to assist them in moving into independent living. We trained consumers, landlords and service providers on tenant rights and worked with service providers to increase understanding of Durham housing programs, eligibility requirements and application processes.

### HUD Grant for Housing Support

The Durham Center applied for a grant that resulted in \$306,717 from the U.S. Department of Housing and Urban Development to fund two new programs. Through this funding, seven families with children headed by an adult with a disability will receive rental assistance and supportive services to help move from homelessness to permanent affordable rental housing. Five more chronically-homeless citizens will receive housing, treatment and other necessary services to promote a holistic move toward economic and social self-sufficiency.

### SOAR Essentials Training

Durham System of Care co-sponsored this training to enhance public understanding of the disability benefit process and increase the number of successful initial SSI/SSDI applications. Nationally, 93% of applications from homeless persons using this process are successful.

### Project Homeless Connect

The Durham Center supported Project Homeless Connect, a one-day, one-stop community event designed to connect people experiencing homelessness with multiple resources, by providing information on available behavioral health services and housing support. More than 150 individuals sought assistance with housing services and 35 were connected with behavioral health services.

### Impact of Care Review on Homelessness

32% of individuals were homeless at the time of Care Review

#### Three months after Care Review:

Only 5% remained homeless, a decrease of 84%

Almost 60% were in permanent housing

100% with a source of income were housed



## Serving Youth in Our Community



**Durham System of Care** attended 471 Child and Family Team meetings and hosted 174 Care Reviews for children and transition age youth.

### SUPPORTING SCHOOL READINESS AND SUCCESS

**Transition Age Youth** are 16-21 years old at transition age from child services to adulthood and often become disengaged from services and disconnected from the system.



**Care Review** tailored to transition age youth was begun, responding to the realization that neither child nor adult reviews appropriately served the unique needs of this vulnerable group.

**Care Review** was initiated for youth transitioning from the Youth Development Center to help young people being released from that facility plan in advance for ongoing mental health services and residential placements in the community. Care Review in the public schools is in the works.

A successful FY10 grant proposal to the U.S. Substance Abuse and Mental Health Services Administration will fund comprehensive support and services for this group characterized by high drop out rates, unstable family situations, unemployment issues, and involvement with the criminal justice system.

The Durham Center launched **Stewards of Children**, a proactive and pragmatic approach to preventing child sexual abuse by educating responsible adults. 74 participants received free training and 19 educators were trained in the last quarter of FY10 to conduct free workshops throughout the community.

We partnered with Durham Public Schools to plan a pilot program at **CC Spaulding Elementary** to increase access and referrals to mental health services and the mental health awareness of school professionals.

We worked with **early childhood partners** in the community to proactively address the needs of this population including parent support, illness prevention and early intervention mental health services. This work will continue to be a priority in FY11.

# OTHER ACCOMPLISHMENTS



## FISCAL YEAR 2010

### Excelling at State Performance Indicators

The Durham Center met the rigorous standards of 94% of the indicators mandated by the NC Department of Health and Human Services, ranking it in the top 10% of NC Local Management Entities.

### Creating a Culture of Recovery

Durham's fifth annual Recovery Celebration Block Party treated more than 300 people to food, entertainment, information and inspiring stories of recovery from addiction. It is Durham's marquee public event designed to reduce the stigma of substance abuse in our community.

### Recovery-Oriented Program Featured in Documentary

The Wellness Management and Recovery program in Durham County was featured in a documentary film funded by the NC Division of Mental Health/Developmental Disabilities/Substance Abuse Services designed to promote the replication of evidence-based practices.

### Resumption of Medicaid UR

Preparations were finalized to resume utilization review and authorization of services for Durham County individuals with Medicaid, enhancing our ability to ensure appropriate services and better outcomes for consumers as well as cost-effective use of Medicaid funds.

### Important Medicaid Certification

The Centers for Medicare and Medicaid Services certified The Durham Center to be a Quality Improvement Organization-like entity, an essential component to the resumption of the Medicaid utilization review function.

### Implementation of ProviderConnect

The Durham Center implemented ProviderConnect, a software enhancement to its Management Information System that allows contracted providers to request authorization for consumer services electronically, streamlining the authorization process and greatly reducing the use of paper.

# OTHER ACCOMPLISHMENTS

INNOVATION. LEADERSHIP. COLLABORATION. COMMITMENT.

## Implementation of North Carolina Incident Response Improvement System

We piloted a web-based system allowing providers to submit consumer incident reports electronically, and trained 126 provider agencies in the use of the system. NC-IRIS eliminates the use of paper forms and significantly streamlines the reporting system.

## Integrating Behavioral and Physical Healthcare

We partnered with Durham Community Health Network to help integrate behavioral and physical healthcare in Durham County, participating in the Care Partners Project that provides collaborative support to individuals who overutilize local hospital emergency departments. This significantly improved the communication between The Durham Center and Duke Medical Center.

## Seeking Safety

The Durham Center implemented this treatment model for clients with a history of trauma and substance abuse, designed for use in group or individual formats in a variety of settings and focusing on coping skills and psychoeducation.

## Project SEARCH

We teamed with Durham Public Schools, Durham Vocational Rehabilitation and other community partners on Project SEARCH, an international model for training high school seniors with developmental disabilities to succeed in high-demand, secure jobs.

## Voices Together

We supported Voices Together, an innovative program for individuals with developmental disabilities using music-based methods to strengthen social, academic and communication skills. It received the Triangle Access Award for "Removing Attitudinal Barriers" in creating accessibility and inclusion in the community. (See photo above.)

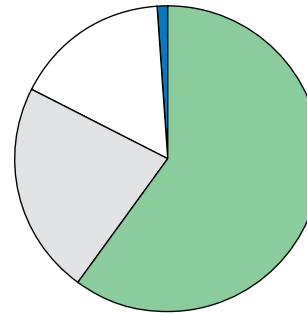


# WISE STEWARDS OF PUBLIC FUNDING

## FINANCIAL INFORMATION, FISCAL YEAR 2010

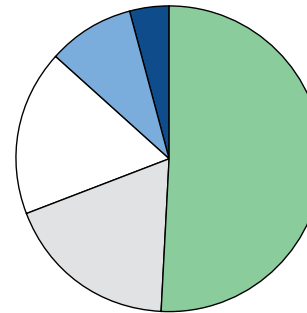


SOURCE	REVENUES	% OF TOTAL
State & Federal	\$18,456,578	59.8%
Durham County	\$6,849,389	22.2%
Medicaid	\$5,135,681	16.6%
Grants/Misc.	\$423,341	1.4%
Total Revenues	\$30,864,989	100.00%
AREA	EXPENDITURES	% OF TOTAL
Adult Services	\$14,018,012	50.5%
Child Services	\$4,998,473	18%
Administration	\$4,855,873	17.5%
Crisis Services	\$2,699,234	9.7%
Other	\$1,186,633	4.3%
Total Expenditures	\$27,758,225	100.00%
Fund Balance Change	\$3,106,764	
Grand Total	\$30,864,989	



### Revenues

- State & Federal – \$18,456,578 (59.8%)
- Durham County – \$6,849,389 (22.2%)
- Medicaid – \$5,135,681 (16.6%)
- Grants/Misc. – \$423,341 (1.4%)



### Expenditures

- Adult Services – \$14,018,012 (50.5%)
- Child Services – \$4,998,473 (18%)
- Administration – \$4,855,873 (17.5%)
- Crisis Services – \$2,699,234 (9.7%)
- Other – \$1,186,633 (4.3%)



## AREA BOARD OF DIRECTORS

Earl Phillips, Chair

Lascel Webley Jr., Vice-Chair

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Amir Berhannu

Commissioner Michael Page

Nancy S. Henley, M.D.

George Quick

Monique Holsey Hyman

Amelia Thorpe

John Giragos Jr., M.D.

Doug Wright

Ellen S. Holliman, Area Director

### ALSO SERVED DURING FY10:

Karen Crumbliss

Rev. Melvin Whitley

501 Willard Street, Durham, NC 27701 (moving in 2011 to 414 East Main Street)

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