

MECKLENBURG COUNTY Area Mental Health



We Make the Difference Every Day!

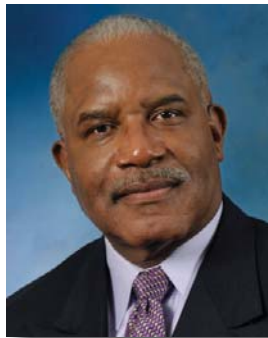


FY2008-2009

Mecklenburg Board of County Commissioners



Front row (from left): Vilma Leake,
Harold Cogdell Jr. (Vice-Chairman),
Jennifer Roberts (Chairman),
Dan Murrey and Karen Bentley
Back row (from left): George Dunlap,
Dumont Clarke, Bill James and Neil Cooksey



County Manager
Harry L. Jones Sr.

Director's Message

January 2010

Welcome to Mecklenburg County Area Mental Health, Developmental Disabilities and Substance Abuse Services (AMH). The vision of AMH is to be a community that supports individuals and families who are fully empowered to lead healthy and independent lives.

The economic crisis facing the nation and Mecklenburg County has impacted service delivery during 2009. AMH saw an increase in the number of consumers served as individuals struggled to adapt to the changing economy. Our mandate is to serve those individuals most severely disabled and those most in need. The number of individuals served during Fiscal Year (FY) 2009 was 52,465, a 25 percent increase from the prior year.

Suicide prevention was a major focus during the year. AMH partnered with the Mental Health Association of Central Carolinas to train Mecklenburg County employees and other community groups on how to recognize someone who is potentially suicidal and what resources are available to help.

Budget reductions played a major role in the 2010 budget. AMH experienced state and county budget reductions of \$5,807,741. Staff are monitoring provider contracts closely to ensure that the reductions have minimal impact on consumers and the community.

AMH has two distinct entities under our umbrella. The Local Management Entity (LME) provides oversight and management of the public mental health, substance abuse and developmental disability service system in Mecklenburg County. This oversight is accomplished through provider development, provider monitoring, provider contracting, Best Practice implementation and care coordination for individuals who receive public sector services. The LME operates MeckLINK, a 24/7/365 referral and service line so that residents can be connected to services at any time.



Area Mental Health Director
Grayce Crockett

The Provided Services Organization (PSO) directly provides a limited number of highly specialized “safety net” services to consumers. It was the decision of our Consumer and Family Advisory Committee and the community Planning and Collaboration Committee that AMH would continue to directly provide some services for those residents who are most vulnerable. For example, the PSO provides services to children and adults in custody of the Department of Social Services. The PSO also provides Substance Abuse services in the jails and homeless shelters and operates the Child Development Community Policing (CDCP) program, which sends licensed clinicians on site to work with children and families who have witnessed some type of violence.

Highlights for the 2009 budget year include:

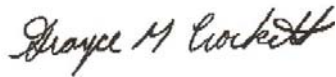
- Community Alternatives and Employment Transition: a best practice service that integrates supported employment and inclusive community-based services moved out of the pilot phase into full implementation; 83 individuals with disabilities are now employed, either part time or full time and another 42 are in the process of job exploration or are engaged in volunteer activities.
- Four 40 hour Crisis Intervention Training (CIT) classes were held. One hundred and fifty officers from four Mecklenburg County law enforcement departments are now CIT certified (Charlotte-Mecklenburg Police Department, Mecklenburg County Sheriff’s Office, Matthews Police Department and Huntersville Police Department). This results in improved law enforcement responses to individuals experiencing a mental health crisis.
- The Substance Abuse Services Center reconfigured its bed allocation, reducing detoxification beds from 44 to 36 and increasing the number of residential treatment beds from 32 to 40. This change resulted in cost reduction due to changes in staffing.



- For the 2009 funding cycle of the Continuum of Care, the Shelter-Plus Care project received about \$1,543,776 in new and renewal funding.
 - This funding provides rental subsidy for about 200 housing units in the Charlotte-Mecklenburg area.
 - The grant award allows funding for about 170 housing units.
 - Through close fiscal grant monitoring we have been able to serve more than 200 housing units.
- Received new state funding:
 - \$500,000 for additional residential treatment beds for specialized women’s substance abuse program
 - \$148,735 to create a walk-in clinic
 - \$155,166 to expand mobile crisis services

The State Division of Mental Health, Developmental Disabilities and Substance Abuse Services continues its transformation. AMH will partner with stakeholders and consumers to mitigate the turmoil’s effect on the community. Employees are working hard to ensure that all of our consumers “reach their maximum potential.”

Sincerely,



Grayce M. Crockett, FACHE
Area Director



Area Mental Health Vision

To be a community that supports individuals and families who are fully empowered to lead healthy and independent lives.

LME Mission

To assist persons, families and communities affected by mental illness, substance abuse, or developmental disabilities to achieve their life goals.

PSO Mission

To partner with consumers in reaching their highest potential by providing a range of effective mental health, developmental disability and substance abuse services.



Our Values

- We are consumer-driven
- We are a diverse organization
- We have integrity
- We seek quality
- We are accountable
- We seek partnerships
- We are strength-based and outcome-focused



LME Management Team:

Front row (from left): Jill Dineen-Scott, Carlos Hernandez, Grayce Crockett, Kimm Campbell, Dennis Knasel
Back row (from left): Barbara Cross, Julie Daughety, Sandra Pizarro, Elizabeth Nurkin, Octavio Salazar, James Cochran, Bill Battaile, Martha Joslin, Jan Sisk



PSO Management Team:

From left: Sarah Greene, Dellyne Samuel, Jonathan Myers, Connie Mele, Sharon Stone, Tony Beatty
Not pictured: John Ellis, Elizabeth Peterson-Vita, Yvonne Ward

What We Do

Area Mental Health (AMH) is Mecklenburg County's human service agency that manages and provides an array of mental illness, substance abuse and developmental disability services. The Local Management Entity (LME) oversees and monitors services offered by our community of providers. AMH directly provides a limited number of services to a small group of individuals with specific needs.

Individuals and families receiving services from any provider help develop unique person-centered plans to support their recovery and growth. Person-centered plans are based on an individual's particular goals and their choice of providers and supports.

Each individual consumer has rights and responsibilities for his or her own recovery. If a consumer is dissatisfied with services or cannot resolve a concern, he or she may contact the AMH Consumer Representative. Consumers can reach the consumer representative by calling (704) 336-6027. The representative assists consumers in resolving concerns and complaints.

Our Goals for 2009-10

- Increase Scope and Availability of Evidence Based or Best Practices within our provider community.
- Meet or exceed the Division of Mental Health (DMH) targets for treated prevalence (increasing numbers of consumers served).
- Streamline business processes to eliminate inefficiencies.
- Strengthen the quality of the provider network.
- Deepen our consumer focus.
- Manage dollars based on our Mission and Vision.



Build Partnerships

One of our primary goals is to establish and deepen community partnerships with government agencies, private organizations, nonprofits, the faith community, stakeholders, advocacy groups and consumers.

Partnership Highlights

[Mecklenburg County Department of Social Services \(DSS\)](#)

- Co-marketing services to DSS consumers

[MedLink](#)

- Community Health Collaborative

[MeckCARES](#)

- Community Collaborative

[Charlotte-Mecklenburg Schools](#)

- Parent University

[Mecklenburg County Public Health Department](#)

- Co-marketing services through their Outreach/Prevention Division

[CMC-Randolph Psychiatric Emergency Department](#)

[Community Care Partners of Greater Mecklenburg Law Enforcement](#)

- CMPD, District Attorney's Office, Sheriff's Office, Public Defender's Office

Strengthen Our Commitment to the Community

AMH is committed to offering excellence in the management and delivery of mental health, substance abuse and developmental disability services, and remaining consumer and family centered.



Featured Initiatives

Cultural Competence

As Mecklenburg County's population continues to expand in size, so too does its cultural diversity. Title VI of the Civil Rights Act mandates that agencies receiving federal funding meet the statutory requirements for serving individuals with Limited English Proficiency (LEP). In 2005, AMH established a Cultural Competence Committee to help guide the organization in meeting those needs, and has since launched a vibrant Cultural Competence movement to increase awareness and promote cultural competence, and to better respond to shifting demographics and consumer needs throughout the community.

Strategies for increasing cultural and linguistic awareness and competence for AMH staff and our community of providers include:

- A comprehensive Cultural Competence Plan.
- A training plan using a train-the-trainer model resulting in initial training to 100 percent of AMH staff.
- A series of monthly Lunch and Learn discussions and presentations focused on cultural-specific topics and guests.
- The development of a community Cultural Competence Advisory Committee (CCAC).



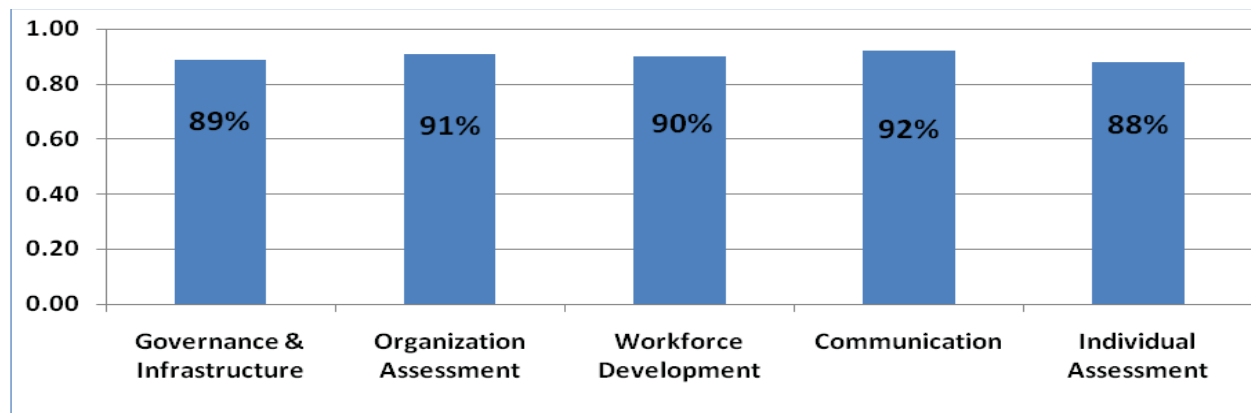
Cultural Competence Committee:

*Front row (from left): Denise Polk, Jelese Jones,
Jim Cunningham, Otis Stroud
Back row (from left): Miguel Sabillon, Gayle Butterfield,
Carlos Martinez, Rebeca Melendez, Charmaine Carter
Not pictured: Carlos Hernandez*

Employee Survey

AMH recently conducted a Cultural Competence organizational assessment and the results strongly suggest a positive trend toward the commitment and further development of cultural and linguistic capacity among all levels of AMH staff.

The survey elicited responses in five general areas:



Combining responses from all five areas resulted in a ninety percent positive rating. The achievement of a 90 percent positive rating is indicative of an organizational climate that supports and embraces cultural and linguistic awareness, understanding and integration.

Cultural Competence Advisory Committee-CCAC

- Serves as a community-based advisory group.
- Provides insight, feedback and support.
- Ensures community involvement, input and participation.
- Uses specific skills to ensure consumer and community interests are reflected in the Cultural Competence Plan.
- Assists in sponsoring and facilitating community-wide discussions and forums to educate the community about culturally competent service delivery.

MeckCARES Training Institute

MeckCARES.CharMeck.org

MeckCARES is the System of Care partnership among local child-serving agencies, families and the community. Its purpose is to improve outcomes for youth ages 10-21 who have a severe emotional problem and improve the lives of their families. MeckCARES adopts a unified approach across provider organizations and government agencies. By enrolling in MeckCARES, families participate as partners in planning, delivery and evaluation of services.

MeckCARES works to ensure that services are:

- Family-Driven and Youth-Guided
- Natural Supports
- Persistence
- Culturally and Linguistically Competent
- Collaboration
- Community-Based
- Individualized
- Child and Family Team-Based
- Strengths-Based
- Outcomes-Based and Data-Driven



The MeckCARES System of Care has launched a comprehensive Training Institute to build and support a local network of first-rate trainers, coaches, peer mentors and case consultants to educate youth, families and organizations to effectively integrate System of Care principles, the Wraparound approach and evidence-based practices into their work and their daily lives. It provides convenient meeting locations, offers a certification option, and provides cutting-edge, replicable training that meets state certification requirements with diverse, local trainers, and ultimately improves consumer outcomes.



Since its inception, the MeckCARES Training Institute has trained more than 1,373 individuals, and the numbers increase each month.

MeckCARES Training Institute courses include:

- Time for Court — A Worker’s Practical Guide to Juvenile Court in Mecklenburg County
- Introduction to System of Care and Child and Family Teams
- Introduction to Child and Family Team Coordination
- Strengths, Needs, and Cultural Discovery for Child and Family Teams
- Creating Natural Supports Through Child and Family Team Planning
- Plan Development for Child and Family Teams
- Crisis Planning for Child and Family Teams

Who We Serve

Services offered to:

- Adults and children with mental illness
- Adults and children with developmental disabilities
- Adults and children with substance abuse problems

Types of services include:

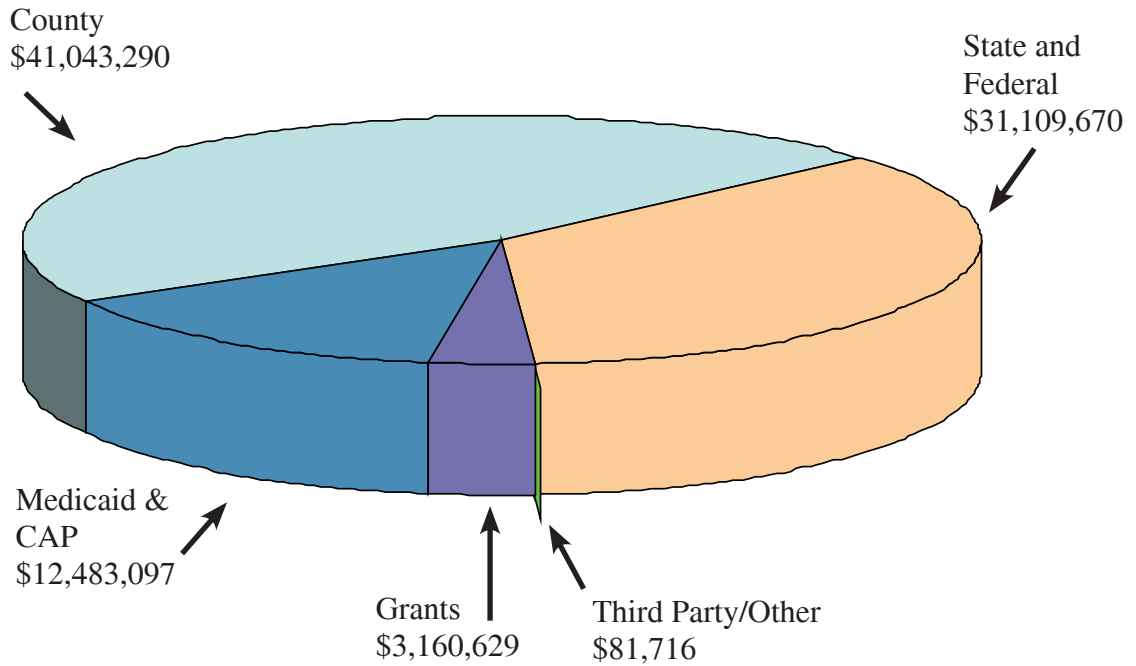
- Early Childhood Intervention
- Substance Abuse Prevention
- Screening and Evaluation
- Emergency and Mobile Crisis services
- Community Support and In-home Support
- Peer Support
- Outreach, Skill Development
- Social Setting Detoxification
- Residential, Inpatient and Outpatient Treatment



Financials

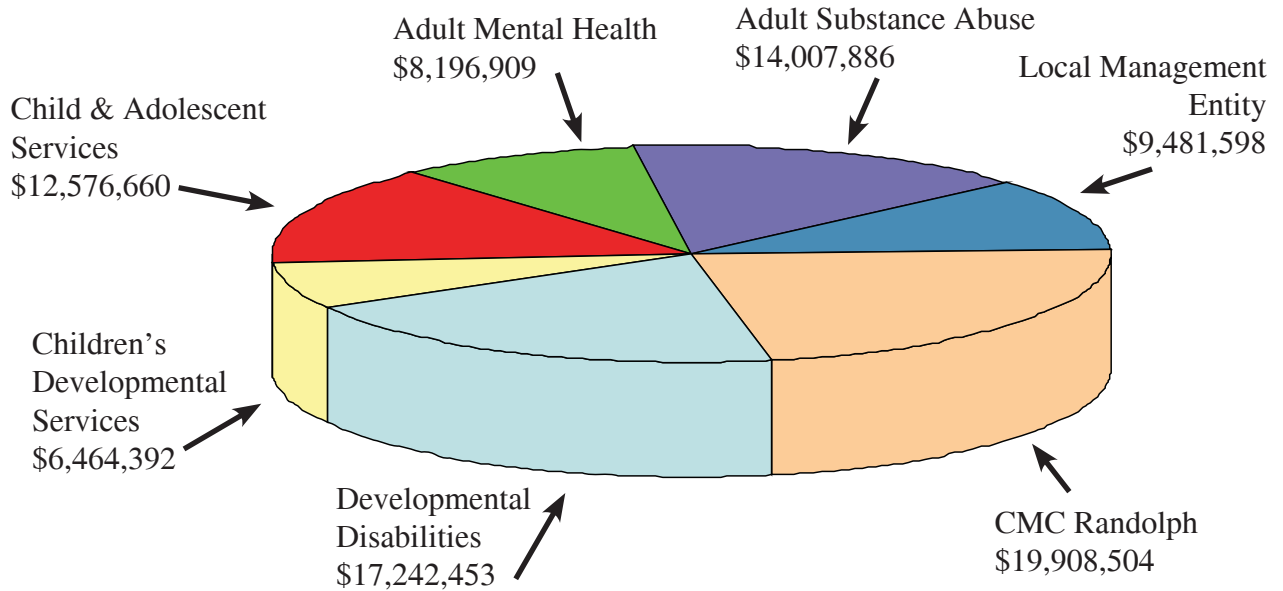
FY08-09 ACTUAL REVENUES by SOURCE

\$87,878,402



FY08-09 ACTUAL EXPENDITURES by CONTINUUM

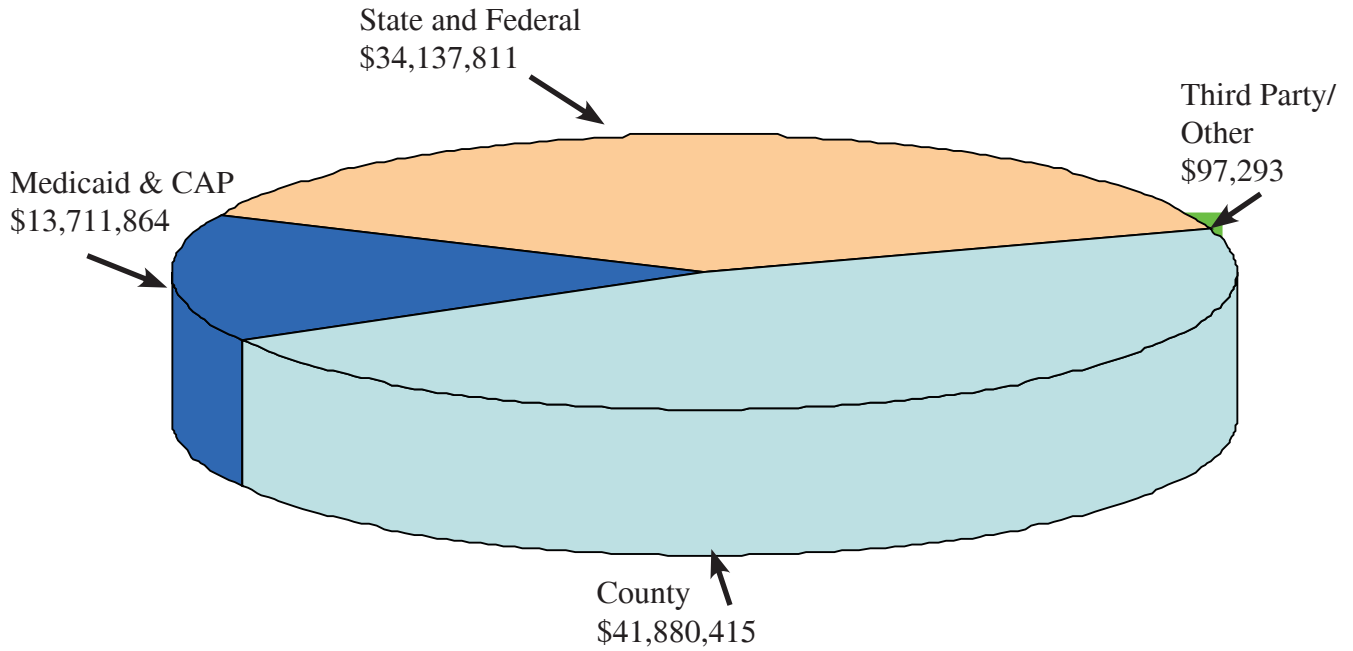
\$87,878,402



*State funds in the amount of \$2,522,740 were carried forward from FY09 to FY10 for start up of a Crisis Stabilization Unit. Due to the economic downturn, Mecklenburg County instituted a hiring freeze mid-way through the fiscal year which reduced expenditures. In addition, Area Mental Health instituted a freeze on non-essential printing, supplies, travel and training.

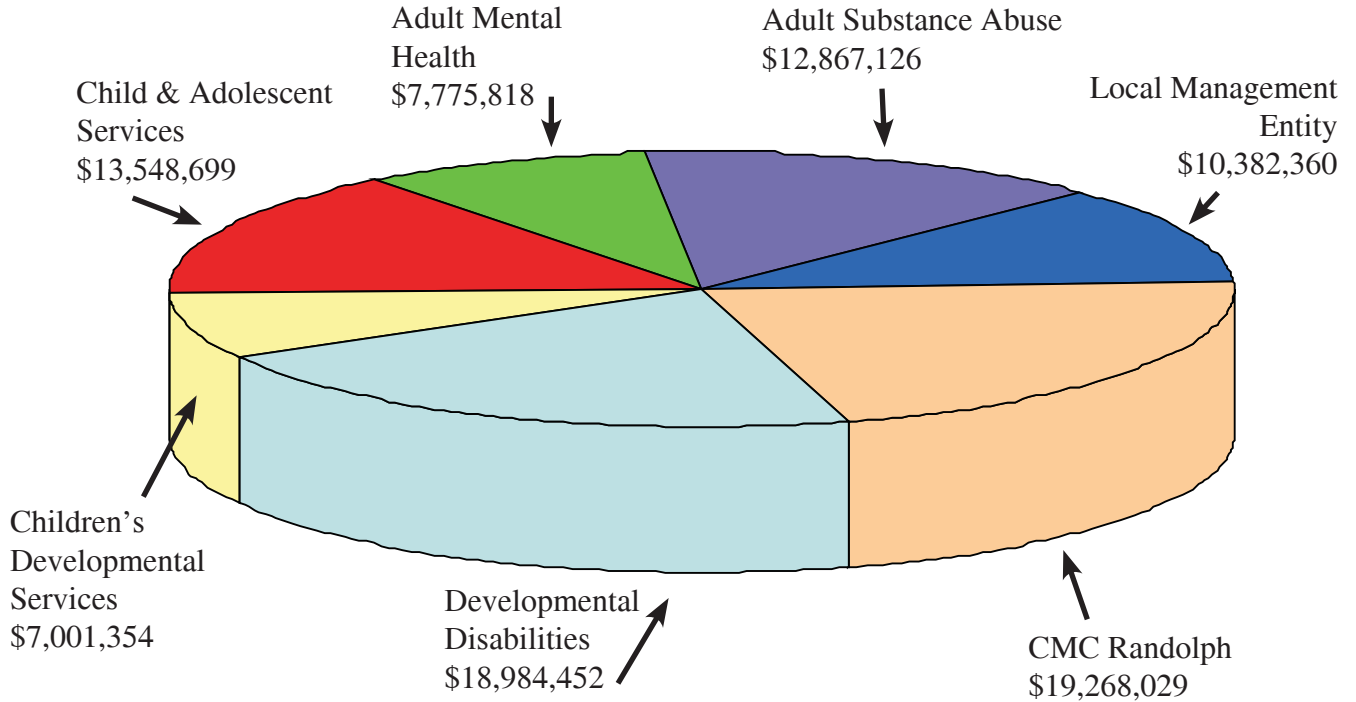
**FY09-10 ADOPTED BUDGET
REVENUES**

\$89,827,383



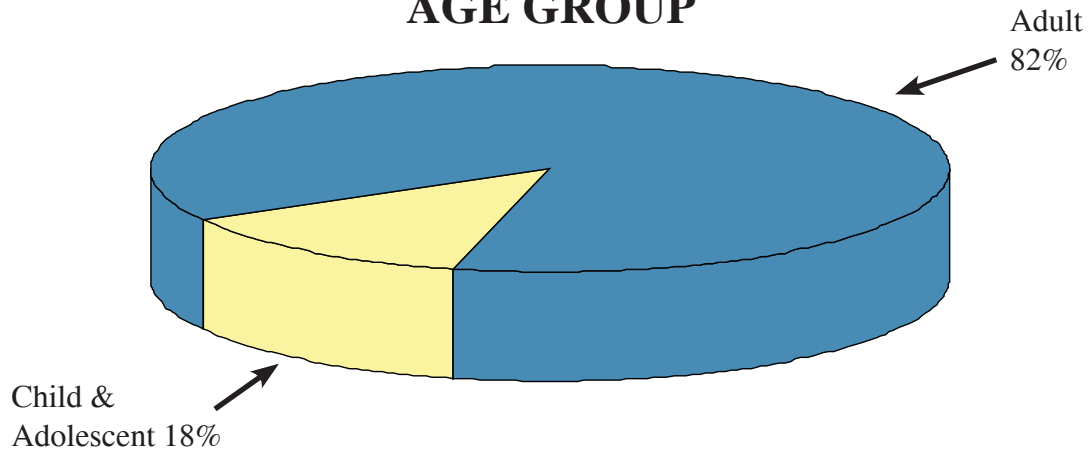
FY09-10 ADOPTED BUDGET EXPENDITURES

\$89,827,383

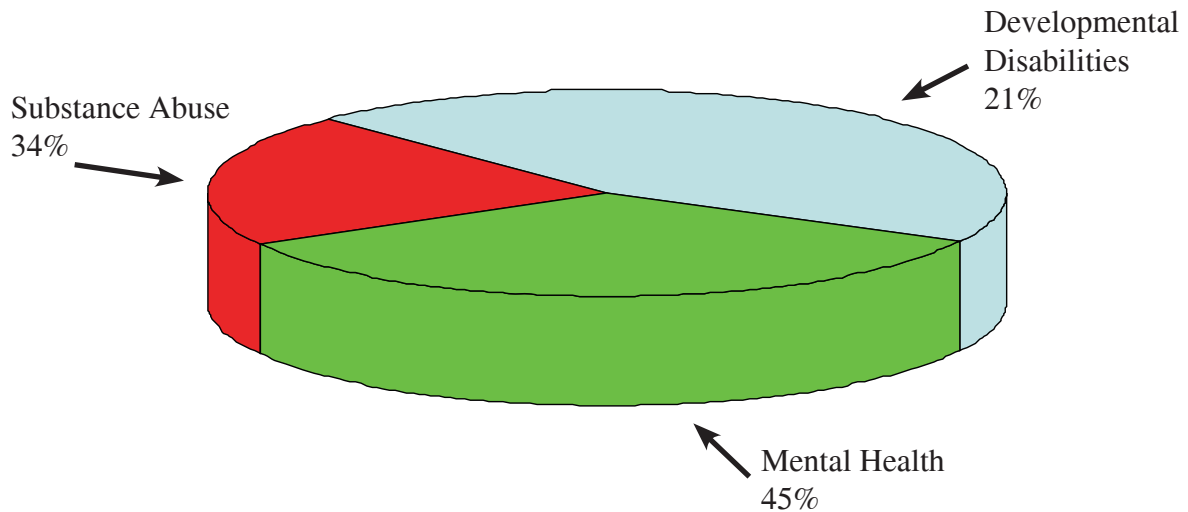


WHO WE SERVE

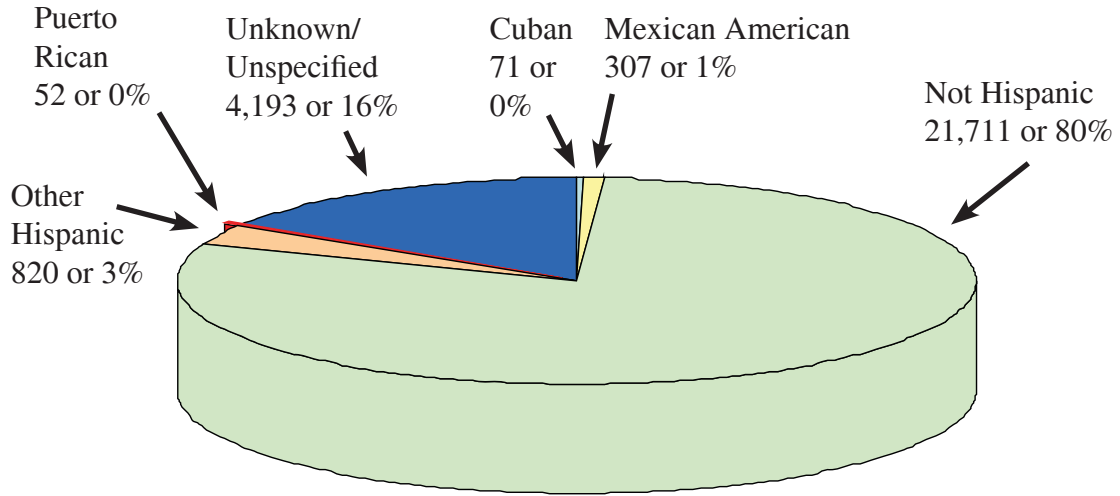
Consumers Served by AGE GROUP



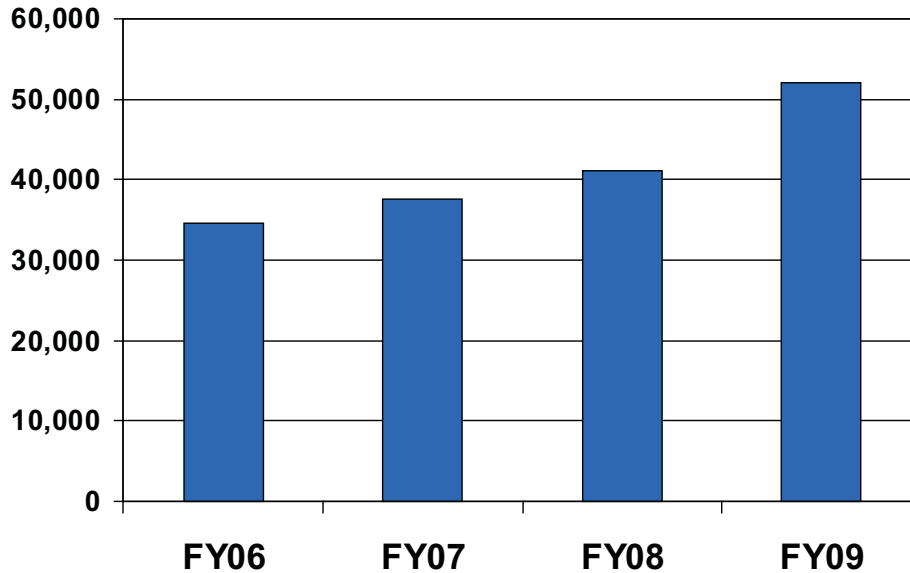
Consumers Served by DISABILITY GROUP



Consumers Served by ETHNICITY



TOTAL CONSUMERS SERVED



ACCOMPLISHMENTS 2008-09

- Increased the number of consumers served by 25 percent.
- Crisis Intervention Team (CIT) is a community-based collaboration between Area Mental Health, the Mecklenburg County Sheriff's Office, Charlotte-Mecklenburg Police Department, CMC-Randolph, the Mental Health Court, Mecklenburg County Public Defender's Office, the local chapter of the National Alliance for the Mentally Ill, and the Homeless Services Network. CIT offers intensive detention officer and law enforcement training. Officers receive up to 40 hours of training about mental illness and response strategies. To date, more than 150 enforcement and detention officers have been trained in CIT.
- 90 percent overall customer satisfaction.
- Successful in helping consumers to feel more comfortable about voicing concerns, and the number of complaints exceeded that of the prior fiscal year.
- Initiated two ongoing improvement projects designed to improve services for Spanish-speaking residents in Mecklenburg County.
- Mecklenburg County and Carolinas HealthCare System completed the CMC-Randolph Psychiatric Emergency Department expansion in October 2008. To date, the Emergency Department has served more than 15,500 consumers.
- In January 2008, the LME was selected as a participant in a state pilot project to reduce the utilization of state hospital bed days. Since the implementation of the Pilot Project, Mecklenburg has decreased the use of allocated bed days by 4.5 percent. The components of the project include:
 - expansion of community support services;
 - on-site screening for community support services in the emergency department, inpatient and crisis stabilization units;
 - a supervised housing program for discharged state hospital patients; and
 - assignment of a second State Facility Liaison to Broughton State Hospital.



MENTAL HEALTH INDEX

Desired Outcome	Measure	FY08	FY09
Access to Services			
Increase access to services by decreasing wait time	Emergency services — face-to-face care within 2 hours after request	99%	100%
	Routine services — consumers with routine needs offered appt. within 7 days	97%	94%
Consumer Self-Reliance			
Increase number of consumers staying in the community in home like settings	Decrease day bed usage at State Hospital Facilities, reported as State Allocation to Mecklenburg	63%	62%
	Increase percent of Severely Emotionally Disabled Children and adolescents receiving services at home or in homelike settings	69%	88%
Personal Growth, Learning and Development for Consumers			
Increase Preventative Health	Consumers served by Substance Abuse Prevention Services	34,641	4,834
	Consumers served by Children's Developmental Services	2,348	2,232

CONSUMER AND FAMILY ADVISORY COMMITTEE

The Consumer and Family Advisory Committee (CFAC) monitors and advises on Area Mental Health planning and implementation of services. The role of CFAC is to provide a voice for consumers and families in all activities of the LME and its community of providers, to include developing policies specific to consumers, selecting new providers and/or services, the allocation for these services and involvement in Quality Improvement activities.



*Ron Reeve,
CFAC Chair*

Key Initiatives:

- Developing a four-star Performance Rating System for Mecklenburg County providers.
- Conducting a “Mystery Shopper” study to rate crisis response capabilities in meeting consumer needs throughout the County.

For more information about membership, residents should visit the AMH Web site, <http://MeckLINK.CharMeck.org>, or call Dennis Knasel at (704) 336-4441.

OUR COMMUNITY OF PROVIDERS

The LME monitors providers to ensure compliance with contract requirements, memoranda of agreement and all applicable federal and state rules and regulations; and requests Plans of Correction when providers are found to be out of compliance with contract requirements, agreement terms or applicable rules or regulations.

Provider totals for FY2008-09:

- | | | | |
|---------------------------------------|-----|--|-----|
| • Child Mental Health Providers: | 122 | • Credentialing Visits: | 22 |
| • Adult Mental Health Providers: | 81 | • Endorsement Visits: | 247 |
| • Developmental Disability Providers: | 34 | • Plans of Correction Issues: | 134 |
| • Substance Abuse Providers: | 28 | • Plans of Correction Deficiencies Resolved: | 56 |
| • CAP MR/DD Providers: | 73 | • Total Number Denied for Initial Endorsement: | 9 |
| • Monitoring Visits: | 307 | • Total Number Voluntarily Withdrawn: | 21 |
| • MR/DD Monitoring Visits: | 229 | • Total Number Involuntarily Withdrawn: | 20 |

Provider Council

The Provider Council addresses some common needs that all providers share, including general training and Cultural Competence initiative planning and implementation.

The roles and responsibilities of the Provider Council include:

- Serve as a representative of all service providers.
- Provide insight, feedback and support.
- Promote collaboration and accountability among providers.

The activities of the Provider Council include:

- Advise the LME regarding network plans, goals and objectives.
- Recommend new service initiatives to address gaps.
- Assess and provide for staff training and education needs.
- Collaborate with the LME to develop strategies to address funding and finances.



BEST PRACTICES

Mecklenburg County Area Mental Health adheres to Best Practice approaches. In order to offer quality, evidence-based services and support through our community of providers, we partner with consumers, families, stakeholders and community members to promote national standards and Best Practice approaches toward consumer treatment and ensure that providers operate accordingly. The following committees help Area Mental Health in achieving its mission to produce a quality provider network and a collaborative community system that partners with individuals and families:

- Recovery Model Best Practice Committee
- Substance Abuse Best Practice Committee
- Self-Determination Best Practice Committee
- Consumer and Family Advisory Committee
- Cultural Competence Advisory Committee
- System of Care Community Collaborative



ACCREDITATION

Mecklenburg County Area Mental Health's Provided Services Organization received a three-year accreditation from the Commission on the Accreditation of Rehabilitation Facilities (CARF), which is a nationally recognized accrediting entity for behavioral health care.

HOUSING AND HOMELESS MENTAL HEALTH SERVICES

In these tough economic times, the need for homeless support only continues to rise. Adult consumers identify affordable, safe and supervised housing as one of their most significant needs.

The Department of Housing and Urban Development (HUD) awarded recurring and new funding to Mecklenburg County and the City of Charlotte to assist homeless and disabled residents with housing. Area Mental Health received \$1,904,903 of that funding to continue supporting the community's Shelter Plus Care and ACCESS programs – \$260,532 of which is brand-new funding through the Samaritan Bonus award. This new money provides additional permanent housing subsidies for the chronically homeless.

ACCESS is an integrated multidisciplinary System of Care for people who are homeless and severely mentally ill and for those with co-occurring mental health and substance abuse disorders. ACCESS provides outreach, assessment and case management services.

Shelter Plus Care is a tenant-based rental assistance program funded through HUD that provides rental subsidies for people who are considered to be chronically homeless and disabled.

Throughout FY2008-09, Area Mental Health assisted more than 200 individuals to prevent loss of housing and extended assistance to 208 homeless households.



MeckLINK

Area Mental Health has been successfully marketing its newly named call center, MeckLINK, throughout the community to raise awareness about mental health services and reduce the stigma associated with seeking those services in Mecklenburg County.

We've seen a 20 percent increase in our call volume throughout 2008-09, a 250 percent increase in Spanish language call volume, and have increased the number of consumers served by more than 25 percent.

To contact MeckLINK for services, call (704) 336-6404 or visit <http://MeckLINK.CharMeck.org>.

MeckLINK[®]
Call. Connect. Care.





MECKLENBURG COUNTY
Area Mental Health

We Make the Difference Every Day!

429 Billingsley Road
Charlotte, NC 28211

(704) 336-6404

MeckLINK.CharMeck.org

