

AltaPointe Health Systems, Inc.

310 Board Plan for Services

Fiscal Years 2017 and 2018

Counties Served

Mobile, Baldwin, Washington, Clay, Coosa, Randolph, and Talladega counties in Alabama

Description of Services/Supports Provided

Mental Illness

AltaPointe Health Systems (AltaPointe or AHS) serves as the 310 Authority for planning and services provision to the mentally ill, developmentally disabled and those with a substance use disorder in a seven-county region of Alabama. The 310 Board is a comprehensive community mental health center that has provided services to the mentally ill in the Mobile area since 1957 and expanded services to the developmentally disabled and those with substance use disorders throughout the seven-county region.

Services provided directly by AltaPointe are:

- 24-hour crisis/emergency services
- After-hours mobile crisis response team
- Adult inpatient psychiatric services for Probate Court evaluation, crisis stabilization and treatment
- Adult residential services including intermediate care facilities with partial hospitalization services, medical group homes, group homes with specialized behavioral services, small capacity group homes including one for deaf consumers, basic group homes, semi-independent living apartments, Shelter Plus care, permanent housing for the homeless, and other community based residential care designed to assist consumers in various phases of recovery from mental illness
- Adult outpatient services for seriously mentally ill adults including psychiatric, nursing, counseling, case management, ACT, and Bridge team services provided throughout the regions served
- Adult day treatment and rehabilitative day programs
- Supported housing
- Supported employment

- Jail diversion services for seriously mentally ill adults
- Transitional age residential group homes
- Independent living program for transitional age youth
- Intensive in-home intervention teams for children, adolescents, and adults
- Specialized intensive in-home intervention teams for adolescents with juvenile justice involvement
- Specialized intensive in-home intervention teams for adolescents with truancy issues
- Mental health assessment services provided in local health department and juvenile court
- Outpatient services for seriously emotionally disturbed children and adolescents including psychiatric, nursing, counseling and case management services
- Child and adolescent day treatment/educational services
- Specialized child and adolescent intensive after school services for the dually diagnosed DD/SED population
- School-based mental health services in area school systems
- Child and adolescent inpatient psychiatric services
- Child and adolescent intensive residential services
- 52-desk educational day treatment program for SED children in partnership with Mobile County Public School System
- In-house pharmacy services

Sub-contracted services to the mentally ill

AltaPointe also provides foster home and assisted living home services to adults through sub-contracts with Bayou Oaks, Dailey Foster Homes, G&M Homes, Taylor Foster Home, Carrington Place and Carrington Specialty.

Substance Abuse Services

AltaPointe provides treatment for adults with substance use disorders on an outpatient basis. Specific services include:

- Methadone maintenance/medication assisted treatment
- Outpatient program including services to the dually diagnosed
- Specialized services for women with children
- HIV early intervention services

Prevention Services

AltaPointe provides substance abuse prevention services in Baldwin County. A variety of programs are provided aimed at specific target populations and addressing specific risk factors in the community. Prevention services in Mobile, Washington and the Cheaha service region are provided through other prevention providers.

Sub-contracted Substance Abuse Services

AltaPointe sub-contracts for adolescent substance abuse services provided through The Bridge, Inc. which provides an outpatient program and a residential program for males.

Developmental Disabilities

Services to persons with developmental disabilities are provided directly by AltaPointe; through sub-contracts with independent providers, Tajuacha and Polly Stewart Home; as well as through other private providers throughout the regions served, as contracted through the DMH regional offices.

AltaPointe Health Systems offers two day habilitation programs for individuals with disabilities in Sylacauga (Talladega County) and Lineville (Clay County).

Residential opportunities include staffed residential homes and supported living arrangements.

The service array includes:

- Early intervention services
- Day habilitation
- Residential services
- Skilled nursing
- Behavior therapy
- Physical therapy
- Occupational therapy
- Speech therapy
- Respite care
- Case management

Although not affiliated with AltaPointe, additional services including a summer day camp for school age children, day habilitation services, and grant opportunities to programs and schools serving individuals with developmental disabilities are available through the Arc of South

Talladega County (Sylacauga), the Randolph County Learning Center (Roanoke) and the Arc of North Talladega County.

Rainbow Omega, located in Talladega County, is a faith based non-profit organization that provides vocational and residential programs to adults with developmental disabilities.

The Mobile region is served by MARC, VOA, L'Arche, as well as a host of independent providers who provide day habilitation, residential, and related services.

Population Served

AltaPointe provides or ensures the provision of services in the regions served to seriously mentally adults; seriously emotionally disturbed children and adolescents; developmentally disabled children and adults; and those adults and adolescents with a substance use disorder.

The metropolitan area including Mobile County is 2,828 square miles. The City of Mobile is the dominant urban area in the county with cities of Saraland, Prichard, Chickasaw, Bayou la Batre and other townships lying north and south of Mobile. The most recent estimated population for the Mobile SMSA is 607,696 with a median age of 35.7. The population is 68% Caucasian, 28% African-American, 1.7% Hispanic and 0.5% other origin. Median household income for the area is \$43,876.

Baldwin County, one of the fastest growing counties in Alabama, is a mixed rural, urban and Gulf Coast tourist area of 1,590 square miles bordering Mobile, Clarke, Escambia and Monroe counties of Alabama and the Florida state line. The county seat is in Bay Minette; other municipalities include Daphne, Fairhope, Foley, Spanish Fort and the Gulf Shores/Orange Beach area. The most recent census places the population at 200,111 of which 83% are Caucasian, 9.5% African-American, 4.6% Hispanic and 3% other origin. There is a heavy influx of "snowbirds" or retirees from northern states and Canada who reside in the coastal region during the winter season.

Washington County is located in southwest Alabama and enclosed by the Mississippi state line, Choctaw County, the Tombigbee River and Mobile County. The county is 682,000 acres and about 1,065 square miles. About 88% of the land is situated forest and pine plantations. Urban areas include the towns of Chatom (where a satellite office of AltaPointe is located), McIntosh and Millry. Washington County's population is approximately 17,069. Farming is an important aspect of rural Washington County.

The service area formerly served by Cheaha Regional Mental Health Center, including Clay, Coosa, Randolph and Talladega counties, is a mostly rural and timberland area of Alabama, southeast of Birmingham and stretching as far as the Georgia border. The population of the 4-county area is approximately 131,000, 64% Caucasian. The median household income is

\$35,000 and approximately 18% of the population lives below the poverty level. The largest city in the region is Talladega that boasts the home of the Talladega Nascar Speedway and the various specialized schools for the deaf/blind and otherwise disabled. Transportation is a major issue in this service area where Interstate and U.S. highway access is limited.

Mission Statement

AltaPointe Health Systems plans and facilitates a comprehensive healthcare system that promotes the wellness and recovery of people living with mental illness, substance abuse and developmental disability.

Vision Statement

AltaPointe will be recognized as an industry leader in providing an innovative and comprehensive healthcare system that promotes and advances best clinical practices, education, staff development and satisfaction, strategic partnerships, and advanced technology.

Planning Cycle

As the 310 agency for Mobile, Baldwin, Washington, Clay, Coosa, Randolph and Talladega counties, AltaPointe continuously gathers information to assess needs in the community and plans for services to the mentally ill, the developmentally disabled, and those with substance use disorders. A formal plan for services is developed no less than every two years.

Key Stakeholders and their Roles

Community providers provide information on services currently being performed as well as information on consumer demographics, funding sources, development opportunities, barriers to services and consumer needs for services.

Consumer and family input provides primary source information on services provided and is sought primarily through consumer Perception of Care Surveys distributed monthly by AltaPointe's Performance & Improvement department and other providers. The surveys solicit specific suggestions and comments on care and treatment from consumers and their family members.

The Consumer Council for AltaPointe, consisting of consumers and/or legal guardians of child or adolescent consumers who have volunteered to work with AltaPointe administration, provides a

consumer's perspective on the quality of services provided and suggestions for programmatic or operational modifications to better serve consumers. The Council was founded on the premise that consumers of AltaPointe should have input into matters concerning consumer care. The Council meets with AltaPointe Performance Improvement staff and provides suggestions for improvement. The Performance Improvement Department takes the ideas and suggestions to the Performance Improvement Committee, consisting of the 310 Leadership team, for consideration, implementation or feedback.

Leadership and management staff of AHS meet monthly with, and play an active role in, the local affiliates of the National Alliance on Mental Illness (NAMI). Topics addressed include consumer and family needs for services, access to care, barriers to services and other issues that impact effective service delivery to the mentally ill. All information received is reported to the appropriate member of the leadership staff of AHS immediately following each meeting for problem resolution and exploration of ideas. Over the years, the NAMI membership has provided AHS with valuable information on access to care, crisis intervention services, residential care needs and other service needs of the seriously mentally ill.

The Regional offices of the Alabama Department of Mental Health (DMH) serve the local areas for services to the developmentally disabled and are responsible for the monitoring and evaluation of services to this population. Through contract with DMH, AltaPointe's DD case management department provides the initial assessment of persons seeking services, assists DMH in management of the waiting list for services provided through the various Medicaid waivers, monitors services provided to persons receiving waiver services, and provides monitoring of the group homes providing dual DD/MI services in Mobile.

AltaPointe is actively working with the regional care organizations in regions B and E of the state to develop a managed care approach to service delivery for those Medicaid recipients in the initial statewide managed care project. AltaPointe will play a pivotal role in coordinating and providing an integrated system of healthcare that addresses the mental and physical health of Medicaid recipients.

Method of Needs Assessment

AHS meets as needed with each of the major providers under contract with the 310 Board for state or local funding, as well as several other agencies and stakeholders in the community, to review current service provision and to assist in the assessment of service needs for the area. Those participating in the assessment process include community providers that provide services funded by DMH, consumers, family members, the AHS Consumer Council, local NAMI affiliates, the Regional offices for Developmental Disabilities Services for the State of Alabama, as well as other agencies in the community providing services to our consumers such as school systems, local jails, acute care hospitals, and local DHR offices.

Annually, the AHS Leadership Team reviews its Strategic Plan including the mission and vision statements, budget, clinical and administrative programming and staffing in light of service needs, emerging trends, new treatment alternatives, and program funding for specific community needs.

When a specific service need is noted and funding identified, the Division Director, program manager and other clinical or administrative personnel design a program to meet the need, developing the program description for approval by leadership and DMH or other funding source.

The AHS Consumer Council, local NAMI affiliates, consumers and families provide additional sources of information to assist in the assessment of needs for mental illness services. Surveys elicit information on meeting the treatment needs of the consumers, consumer knowledge of service provision and access to services, involvement in the treatment plan, etc.

Often needs are identified through contact with other agencies in the community that call on AltaPointe to address a particular need. AltaPointe enjoys a respectful working relationship with the Mobile County Public School System, Strickland Youth Center, various federally qualified health centers, DHR, and other agencies and service providers in Mobile and surrounding community where needs and resources are identified and explored. With the recent merger in the Cheaha region, AltaPointe will assess community involvement and interactions and either establish a relationship or encourage continued relationships with the various agencies in the region that serve our consumer population.

Because of our proximity to the Gulf of Mexico and its related industries, AltaPointe is often called upon to assist in needed crisis response and disaster relief services. In cooperation with local, state and federal authorities, AltaPointe develops programming to address the mental health needs for disasters as identified.

AltaPointe's certification, accreditation and licensing processes occasionally identify areas of weakness in addressing a particular need in the community.

Information gathered from each of the areas above is reported to the various leadership team members and considered in the annual review of the Strategic Plan.

Prevention Services

Needs for the proposed prevention services (identified in the Strategic Plan for Substance Abuse Prevention Services) are identified by compiling and analyzing available information regarding demographic data, youth survey data, and risk and protective factor data for the catchment area. This process solicits input and involvement from key leaders in the community, in addition to service providers.

Other assessment tools/data sources utilized to identify substance abuse prevention and treatment needs for adolescents include:

- 2010 Census Data
- Alabama Kids Count Data
- Alabama DMH Youth Survey Data
- Alabama DMH Risk & Protective Factors Data
- Alabama DMH Indicators of Prevention Need

Developmental Disabilities Services

The waiting list for consumers seeking services for developmental disabilities is the primary basis for assessing the service needs of this population. The case management staff, through its intake process, performs a criticality review that identifies day habilitation, residential and support services needed for each individual to be served. Needs are addressed with service providers to determine service capacity. In all instances, individual choice is the driving force in identification of the service provider.

Areas of Greatest Unmet Need and/or Needed Expansions

Establish an outpatient clinic for child and adult mental health services in Coosa County

Establish strong working relationship with acute care hospital systems in Cheaha region

Establish mobile crisis team in Baldwin County

Continue managed care preparation in RCO regions B and E, collaborating with other community mental health centers and establishing seamless network of behavioral healthcare

Achieve “triple aim” of healthcare service provision by a) improving the patient experience of care (including quality and satisfaction); b) improving the health of populations; and c) reducing the per capita cost of health care

Expand psychiatric consultation services for hospitals, especially in newly-acquired Cheaha region

Expand psychiatric and mental health services for children and adolescents in the Cheaha region

In preparation for managed care, need to enhance level of intensive services provision, particularly for adult population, throughout the organization

Continue to work with Alabama Department of Mental Health to minimize utilization of Bryce Hospital for inpatient care

Continue focus on trauma-informed care

Continue to develop sufficient psychiatric service capacity particularly for children and persons with developmental disabilities

Residential crisis stabilization and respite services for the developmentally disabled are needed

Need medically supervised and non-medical detox program

Need to expand peer support, especially with substance abuse services

The Mobile area continues to look for ways to expand its jail diversion program to divert mentally ill adults who do not meet the definition of SMI or those with primary substance abuse issues toward treatment services rather than incarceration, when appropriate.

AltaPointe continues to work with local primary care providers to develop effective integration of care

Continue to explore need for expanded telehealth in order to make services more accessible, particularly in the more remote areas of the catchment areas served

There is additional need for psychiatric services for the dually diagnosed to address the needs of those with substance abuse issues who have non-SMI mental health issues but who need psychotropic medication

With the termination of the Medicaid Emergency Psychiatric Demonstration project, we need to explore reimbursement opportunities for inpatient services to adults 21-65 years of age

Current Funding Resources

AltaPointe receives funding from various federal, state and local sources through contracts and grants as well as Medicaid, Medicare, SEIB, PEEHIP, private insurance and private pay.

Future Funding Resources

In addition to the above resources:

Medicaid managed care will allow flexibility in the design of treatment services specific to the needs of the members.

It is anticipated that grant funding, if received, will support many of the additional needed services that have been identified.

Goal

Adopt managed care principles throughout organization

Objectives

- a. Participate in RCO planning in Regions B and E
- b. Ready organization to implement managed systems of care
 - i. Clinical programming
 - ii. Financial systems
 - iii. Reporting
 - iv. Access to care
 - v. Utilization review and utilization management
 - vi. Care management

Goal

Establish a working system of integrated service provision within at least one service area

Objectives

- a. Work with various local Federally Qualified Health Centers and/or FQ look-alikes to determine best fit for integration with primary care
- b. Assess need to establish medical home within AltaPointe for SMI population with co-morbidities

Goal

Achieve appropriate level of service provision throughout service area to meet the need

Objectives

- a. Establish clinical office for children and adults in Coosa County

- b. Increase school-based services in Cheaha region and throughout Mobile and Baldwin counties as requested
- c. Continue to work on jail diversion strategies to provide appropriate service in least restrictive environment
- d. Maintain Bryce placements at or below level allocated

Goal

Achieve sufficient funding of all inpatient operations

Objectives

- a. Renegotiate contractual rates for inpatient services to be consistent with current cost structure
- b. Secure adequate funding of inpatient care for committed patients

Plan Monitoring & Evaluation

Mental Illness and Substance Abuse

AltaPointe Health Systems, Inc., the primary service provider for services to the mentally ill, is certified by the Alabama Department of Mental Health, accredited by The Joint Commission and licensed by the Alabama Department of Public Health. These regulatory bodies monitor the quality of services provided to AltaPointe consumers against standards of care promulgated by each certifying body.

Through its Performance Improvement Department, consumer and family surveys provide timely monitoring of services provided by AltaPointe. Results of the surveys are forwarded through the various sub-committees of AltaPointe's Performance Improvement program to the Performance Improvement Committee which consists of the top management of the corporation. In addition, AltaPointe employs Consumer Needs Specialists whose primary responsibilities are to assist consumers and families with problem resolution. As a member of the Performance Improvement department, the Consumer Needs Specialist has direct contact with the Director of Performance Improvement allowing a free exchange of suggestions, recommendations and complaints made by our consumers.

During the periodic Strategic Planning meeting, AHS' leadership team evaluates the organization's performance during the recent past, in terms of resource allocation, service provision and consumer satisfaction. This organization-wide review is followed by individual program and departmental reviews and goal-setting, steering the various components of the

organization toward congruent goals and objectives. Specific review of programming is conducted to ensure that they meet the current needs of the community.

Our service provision is addressed and programs evaluated for efficacy, comprehensiveness, viability and need. Throughout the year, review of clinical programming and the administrative infrastructure needed to manage the organization is continuous and dynamic to avail AltaPointe of emerging opportunities for advancements in the field of behavioral healthcare and to evaluate its performance in meeting the needs of its consumers.

Sub-contractors of services for substance abuse treatment and prevention services conduct independent satisfaction surveys of recipients of services and conduct pre-and-post-service tests to monitor individual programs' effectiveness with a specific target population.

Consumers serving on the Consumer Council of AltaPointe provide direct input and evaluative services to the organization's leadership on the services they receive. The Director of Performance Improvement works directly with the Consumer Council to explore and evaluate service provision and access to services.

Developmental Disability

The Region III office conducts an annual survey developed by the National Association of State Directors of Developmental Disabilities Service and Human Services Research Institute of 100 individuals receiving services throughout the region. The survey seeks direct input from individuals on such matters as provider courtesy, safety and environment, service satisfaction, personal satisfaction, community inclusion, and consumer rights. The results are compared with national norms through the National Core Indicator project.

In addition, individual providers of services to the developmentally disabled conduct surveys of consumers served to determine consumer satisfaction with services/supports and staff.