

## **Accountability Report Transmittal Form**

**Agency Name:** South Carolina Department of Mental Health

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# Accountability Report

FY 2013

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## **Section 1 – Executive Summary**

### **1. Mission and Values**

The South Carolina Department of Mental Health's (SCDMH, the Department) mission is to support the recovery of people with mental illnesses. Its priority is serving adults and children affected by serious mental illnesses and significant emotional disorders.

We are committed to eliminating stigma, promoting recovery, achieving our goals in collaboration with all stakeholders, and in assuring the highest quality of culturally competent services possible. Our values are respect for the individual, support for local care, commitment to quality, and dedication to improved public awareness and knowledge.

### **2. Major Achievements**

SCDMH has existed since 1828, and has served over 3.8 million South Carolinians during that period. We are proud to continue to meet the behavioral health needs of our citizens. Despite reductions in state funding, the department continues its effort to maintain quality services and evidenced-based best practices.

In support of our mission, the State Director, John H. Magill and other members of the leadership team embarked on a second statewide behavior healthcare forum tour to reinforce the department's partnership with the community. These efforts were a continuation of the department's goal of highlighting the great work the local community mental health centers and facilities perform within their respective communities.

The forums are well attended by people who affect or are affected by mental health services. They focus upon mental health and long-term care issues, and provide opportunities to identify available services within the community. Areas of excellence

and areas in need of improvement, as well as unmet needs in the community, are discussed; frequently, ideas and offers of collaboration and sharing of resources are developed. It is apparent that the leadership and staff of these centers and facilities have the close working relationships within their community that make it possible to accomplish the Department's mission to support the recovery of people with mental illness.

Each forum addresses both local and state-wide issues. State-wide issues typically include reducing crowding in emergency rooms, the need to increase training for law enforcement, meeting the needs of veterans, providing school-based services, the budget, and the need for effective advocacy. Action plans are developed at the conclusion of each forum to maintain focus upon issues raised in the community.

In an effort to prepare for changes being brought about by Medicaid, the Affordable Care Act, and other considerations affecting health care, SCDMH launched an initiative in August, 2012, known now as the Future is Now (FIN). The FIN Group has been tasked with redesigning and realigning the Community Mental Health System to increase access, service capacity, and to improve the timeliness of earlier treatment of South Carolina citizens with mental illness. All SCDMH Community Mental Health Centers and Mental Health Clinics will implement the same access requirements and, with broader access, more individuals seeking assistance will be assessed and offered the type and frequency of services appropriate to the seriousness of their condition.

As the Department continues to meet the challenge of recruiting professional staff, especially in inpatient settings, new alliances and initiatives are developing. In March 2013

the SCDMH initiated a contract with AnMed Health for their four private psychiatrists to provide coverage for patients admitted to Patrick B. Harris Psychiatric Hospital in Anderson, SC. The four psychiatrists cover patients admitted from four Upstate hospitals to include: AnMed, Oconee Memorial, Cannon Memorial, and Baptist-Easley. This coverage contains all the hospitals in Anderson, Oconee, and Pickens counties and reduces the length of stay for those patients waiting in emergency departments for admission to Harris Hospital. This is the first public-private partnership of its kind where private psychiatrists from community settings are involved in caring for inpatients in a state hospital.

Another initiative planned throughout FY2013, will launch on July 1, 2013, is the Behavioral Health Support for First Responders. This South Carolina Pilot Project will be the first in the nation. The South Carolina Department of Mental Health joined the South Carolina State Firefighters' Association (SCSFA), the South Carolina Fire Academy (SCFA), and the National Fallen Firefighters Foundation (NFFF), in launching a pilot program to provide behavioral health support to South Carolina's 17,500 firefighters. The program will serve as a national and international model. It is led by the SCSFA's Firefighters Assistance and Support Team (FAST) and clinicians from SCDMH's Columbia Area, Beckman, Berkeley, Charleston, and Pee Dee community mental health centers. Upon completion of the pilot, the program will be implemented across South Carolina.

Since the inception of the South Carolina Enterprise Information System (SCEIS), the SCDMH Human Resources Office is continuing to grow in knowledge of the system and in our ability to use the system more efficiently. We continue to review and make changes in processes that help us

better manage our day-to-day operations. We continue to provide training to users of the system to enhance skills. All community mental health center employees and central office staff utilize the automated system to request leave and to enter working time. We have gained functionality in our reporting capability and are now able to generate and send various reports to our field financial and human resources offices to assist them in better managing their areas of responsibility. Vital to SCEIS is the creation by the Budget and Control Board of a Change Advisory Board which is responsible for recommending changes to the system that will impact how agencies continue to use the system. SCDMH is fortunate to be one of the agencies to have representation on this committee.

Because of our limited ability to hire new staff, or to replace seasoned managers who have retired, the department implemented an Executive Leadership Development Program in 2008 to groom new leadership candidates.

The FY2013/2014 program is focusing on developing leaders for the agency's Community Mental Health Centers. The purpose of this nine month long, ten session series is to groom thirteen potential leaders for the Mental Health Centers. This series is taking a more hands on, case management approach. The intent of this approach is to expose the class participants to the real day-to-day issues that Center Directors must be prepared to address. Each participant will be required to develop a written Management Improvement Project which will target an area for improvement in the Mental Health Center to which they are assigned. Each participant will present the initiative they selected to the other class participants and ultimately to the Mental Health Commission.

It is the department's hope that it gleans a wealth of information about and innovative approaches to the system of care. As in years past, these chosen few will participate and

meet for seven sessions over four months and each one will present on an area in which they have expertise and knowledge from which others can benefit. We will continue to use a manual that was developed containing all the presentations and supporting documents. This manual will be made available for the agency's future leaders for their reference and use.

School-based services remain a key focus for mental health interventions. Due to budget reductions, SCDMH lost 79 school programs over a five-year period. FY2013 brought a reversal of this trend, adding twelve new programs.

We continue to help people with mental illnesses find jobs and places to live. For example, our supported employment program for adults with serious mental illnesses continued to garner national acclaim. Working with our partner, the South Carolina Vocational Rehabilitation Department, we now have over fifty percent of our clients in the program gainfully employed. In a twelve state study of IPS programs across the country South Carolina had the second highest percent of people in the IPS gainfully employed. We have achieved a 50% employment rate for the past six years.

In addition, the SCDMH Housing and Homeless Program has funded over 1,600 housing units, including some units for clients in the Towards Local Care (TLC) program. While budget reductions have prevented the development of additional units in each of the past three fiscal years, several positives continue, including:

- Program continued to administer five HUD Shelter Plus Care grants (consolidated eight grants into five last year to streamline grant administration) that fund nine programs located in eleven counties. One additional program that SCDMH supports

with matching funds is administered by the Myrtle Beach Housing Authority and operates in Horry, Georgetown, and Williamsburg Counties. These programs provide permanent supportive housing to over 300 formerly homeless clients and their family members.

- Program continued to administer the HHS PATH (Projects for Assistance in Transition from Homelessness) Formula Grant Program. The current PATH program allocation is \$565,000. The PATH Program provides funding for outreach and clinical services for persons with serious mental illnesses and co-occurring disorders who are homeless. South Carolina currently has five PATH providers-- Columbia Area MHC, Waccamaw MHC, Greenville MHC, Spartanburg Area MHC, and Crisis Ministries in Charleston. Last year, PATH program staff provided services to over 2,800 people who are homeless. Of this total, 62% became active mental health clients.

- Implemented a SOAR (SSI/SSDI Outreach, Access and Recovery) Initiative in South Carolina with three pilot sites – Charleston, Columbia, and Greenville. The purpose of SOAR is to provide states the technical assistance and training needed to increase access to Social Security disability benefits for people who are homeless or at risk of homelessness and have mental illnesses and co-occurring disorders. Last year, SC SOAR achieved a 52% approval rate with an average decision time of 81 days for initial applications. SOAR is a collaboration between SCDMH, Social Security Administration, SC Disability Determination Services, and local homeless service provider agencies.

TLC (Toward Local Care) Programs fund various community programs capable of serving the long-term inpatients with challenging behaviors or those clients who

over-utilize local hospital emergency departments with frequent admissions. This collection of services has served a total of 3,550 clients since 1991. Data reflects an overall reduction in hospital utilization for admissions of 60% and reduction in hospital days of 74% for TLC participants. Some pertinent points about the TLC program and its participants:

- 2,197 (70%) have entered the program from a hospital setting.
- Vacancy rate, for TLC programs, is approximately 2% per month, which is between five to twelve vacancies throughout the state.
- The predominant age of the clients is between 35 and 64 years old.
- 93 percent have a major mental illness (psychotic and/or mood disorder).

The Deaf Services Program continues to be a national model and has been used as an example by other states in trying to meet the mental health treatment needs of this population. Despite increasing budgetary pressures the Department has worked hard to ensure that deaf clients still have access to mental health services.

In late 2011, an eight member subcommittee was formed to explore how agency data is presented. The subcommittee felt it was critical to develop data that not only communicates what the agency does, but illustrates service volume and productivity, as well as the level of resources needed to provide these services. The subcommittee discovered over 42,000 instances SCDMH provided services to people held in detention centers, consultations in school settings, emergency departments, or in situations where mental health staff are co-located at another state or private agency or federally qualified health center (FQHC). In FY2013, over 60,500 people, neither billed nor entered

into the SCDMH database, received services from the Department.

The South Carolina Department of Mental Health Department (SCDMH) recognizes that understanding the importance of culture enhances the treatment of its clients and generally improves clinical outcomes. Organized under the Division of Community Mental Health Services, the Statewide Multi-Cultural Council and Center/Facility Multi-Cultural Committees are charged with the responsibility to advise and guide the department's leadership in the creation and maintenance of a linguistically and culturally competent workforce, service divisions, programs, and collaborative endeavors reflective of the diversity of the population served and the community. The SCDMH recognizes that understanding the importance of culture enhances teaching, administrative, research and/or clinical outcomes.

At the close of FY2013, the Bull Street Property remains under contract to Hughes Development Corporation (Hughes) of Greenville, SC. SCDMH continues to finalize plans for the relocation of the offices and services remaining on the property.

Although South Carolina has a significant number of psychiatric units for adults located in private and public hospitals, in addition to those that SCDMH operates, the timely access to adult inpatient psychiatric care remains a chronic problem in some areas of the State. Emergency department patients are frequently not receiving the level of psychiatric services they need, and are generally waiting in confined rooms not designed or intended for prolonged care. SCDMH has several crisis initiatives to assist emergency rooms with appropriate discharge planning and treatment. SCDMH purchases local inpatient psychiatric beds, supports additional hospital and jail liaisons, maintains crisis and co-occurring

stabilization teams, and staffs SCDMH Emergency Department Telepsychiatry consultation program to assist emergency room demands for assessing and appropriately treating individuals with mental health needs.

Within available funding, the agency continues to address these issues. Most recently with a continued grant funding from The Duke Endowment, appropriations from the General Assembly and additional funding from the Department of Health and Human Services, SCDMH has maintained its innovative and successful Emergency Department Telepsychiatry Consultation Program. Using real-time, state-of-the-art HD video-and-voice technology, SCDMH psychiatrists are connected to participating hospital emergency departments throughout South Carolina, sixteen hours a day, and seven days per week. The program is currently being utilized in eighteen hospital emergency rooms. For those participating emergency departments, consultations with SCDMH psychiatrists have increased the quality and timeliness of triage, assessment and initial treatment of patients; reduced the length of stay for many individuals in emergency departments; and allowed participating hospitals to direct critical personnel and financial resources to other needs; thus, realizing considerable financial savings for hospitals.

The program has enabled many of the patients to return home the same day of the consultation and participating hospitals have experienced an average reduction of fifty-three percent in the Emergency Department length of stay of patients being treated for behavioral health reasons. Meera Narasimhan, MD, and her research partners at the University of South Carolina School Of Medicine have determined that the reduction in use of statewide medical

services amounts to a savings of \$1700 per episode of care.

SCDMH has a commitment to staff development and training. There is an online learning management system in place which allows staff to take trainings that are required by regulatory and accrediting agencies. One hundred thirty-three training modules are offered online. Of these, twenty-nine are mandatory and are offered on an annual basis to meet The Joint Commission (TJC), the Commission on Accreditation of Rehabilitation Facilities (CARF) and Occupational Safety and Health Administration (OSHA) standards. Forty two additional modules are required for clinical staff that provide direct patient care. If the trainings were not offered online, staff would have to travel to attend trainings in a classroom setting. These online trainings allow staff to take the required training at their offices as their schedules permit. SCDMH has estimated that the man hour cost savings for the online learning modules for FY2013 were more than \$5 million. The cost savings are realized when employees remain in place for training and the loss of revenue-producing hours, due to training, is reduced.

In the area of grants management, the Office of Grants Administration was created in July 2008 to manage grants and to continually look at grant opportunities to bring new funding dollars into the SCDMH. The Grants Administration not only manages the requirements of the Center for Mental Health Services (CMHS) Block Grant, but also manages thirty-one Federal grants and five non-Federal grants with a total portfolio value of over \$22 million.

The State has a Co-Occurring State Infrastructure Grant from the Substance Abuse and Mental Health Services Administration

(SAMHSA) for \$3.7 million. This grant was awarded to improve the capacity of SCDMH and the Department of Alcohol and Other Drug Abuse Services and the South Carolina Department of Vocational Rehabilitation to serve individuals with co-occurring mental health and substance abuse disorders.

The SCDMH has eleven programs included as “Blue Ribbon” Programs. Seven of these programs have a direct impact on children and families. The Blue Ribbon Programs include telepsychiatry, Deaf Services, Towards Local Care, Multi-Systemic Therapy for youth, school-based services, housing and homeless services, and the Assessment and Resource Center (ARC). The ARC is a Children’s Advocacy Center accredited through the National Children’s Alliance in Washington, DC. Towards Local Care is a program to assist patients transitioning from inpatient institutions to community-based care. Dialectical Behavior Therapy is offered in seven Community Mental Health Centers (CMHCs) to offer treatment for people with borderline personality disorders.

Carolina’s peer support initiative began as a collaborative effort between the Department of Mental Health and SC SHARE (Self Help Association Regarding Emotions). The developmental work of this initiative began in 2001 and in 2004 South Carolina became the second state in the country to have a mental health peer support service approved as a medically necessary and available service by Medicaid. In the summer of 2008 Medicaid formally approved a peer support service for the Department of Alcohol and Other Drug Abuse Services (DAODAS). Mental Health and DADOAS agreed to work collaboratively on the certification training

for them and the Veterans Administration in Columbia requested that we include their peer candidates in a collective effort to train certified peer support specialists in South Carolina.

In 2011, a peer support service evaluation was conducted looking at service patterns usage, inpatient admissions and length of stay to determine and describe the impact of the service on clients. Results indicate that clients receiving peer support appear to use behavioral health services quite differently than clients who do not. When clients receive between 50 and 75 hours of peer support services per year the need for costly community services; physician, nursing, and crisis services as well as the need for inpatient care is significantly reduced, regardless of what other services they might receive.

The South Carolina Mental Health State Planning Council members are active and involved in their role of advocating for the mental health system. The Council membership reflects the stakeholder community. The Council includes adult consumers, family members of children, representatives from advocacy organizations, and representatives from all required state agencies.

In FY2011, SCDMH reached its goal of implementing the Electronic Medical Record (EMR) in all of our community mental health centers. The EMR enables clinical staff to review and share up-to-date information about the patient with others involved in the patient’s care and furthers the agency’s efforts to improve patient care outcomes by improving communication and coordination of care among clinical staff. The EMR also enables the agency to realize greater efficiencies and effectiveness in administrative areas of patient care, such as the scheduling and billing of its services.



As previously mentioned, the SCDMH Telepsychiatry Consultation Program is helping to address the problem of timely access to adult inpatient psychiatric care in some areas of the State. The Program provided the first live consultation on March 27, 2009. Since that date, SCDMH has provided more than 16,200 behavioral health consultations to patients in participating hospital emergency departments. An ongoing study of the Program's impact on medical costs by the University of South Carolina School of Medicine determined that there is a cost savings to the participating hospital and other community agencies of at least \$1,700 per episode of care for patients receiving a SCDMH telepsychiatry consultation. Another finding of the ongoing study is that patients discharged following a SCDMH telepsychiatry consultation had a significantly higher rate of accessing mental health aftercare in the community; thereby, reducing their risk of readmission to an emergency department.

The Art of Recovery, which recognizes the talents of clients recovering from mental illnesses, celebrated its 12th anniversary this year. This was the first year that the Art of Recovery had an exhibit at the S & S Art Supply, Main Street, Columbia which also included a fund raiser to support the Art of Recovery and was invited by the prestigious Piccolo Spoleto to exhibit in Charleston. The Art of Recovery traveled to Hartsville for the third year to the Governor's School and partnered with the advocacy group, Protection and Advocacy for People with Disabilities for its annual event. Forty-one artists sold sixty-three pieces of artwork for a total of \$6,075.00. All proceeds go directly to the artists.

Charleston Dorchester Mental Health held their second annual mental health conference, showcasing "Changing Landscape of Mental Healthcare." The event was co-sponsored by a local non-profit, Mental Health Heroes, whose mission is to support the services of the mental health center. The workshop was attended by some 400 persons and raised \$34,000 which will provide supports to mental health clients.

### 3. Key Goals

The primary focus for the Department for FY2013 can be summarized as follows:

- Support the recovery of people with mental illnesses by:
  - Preparing them to find meaningful jobs;
  - Providing safe, affordable places to live;
  - Continuing to help eliminate the stigma of mental illness.
- Finalizing plans for relocating personnel from the remaining buildings in use on the Bull Street property.
- Maintaining or increasing services in the community for children and adolescents by:
  - Continuing school-based services;
  - Placing staff in the offices of other human service state agencies;
  - Adding more intensive services;
  - Maintaining the number of children in out-of-home placements at less than one half of one percent of all children served by the Department.
- Alleviate the crisis in local emergency rooms by:
  - Implementing the grants for community crisis services awarded to community mental health centers;
  - Implementing the Telepsychiatry Consultation Program in emergency rooms around the state;
  - Transitioning patients into the community from beds in the Department's psychiatric hospitals.

- Collaborating among the grantees and with community partners such as South Carolina hospitals, the Department of Alcohol and Other Drug Services, local private and public community resources and client advocacy groups to identify needs, review past accomplishments, determine programmatic effectiveness, and develop funding mechanisms for future action plans.
- Provide workforce development initiatives through the following means:
  - Continuing the mentoring program;
  - Continuing the Certified Nursing Assistant Training Program
  - Continuing the executive leadership development program;
  - Continuing to develop online learning modules to enhance the competency of staff while meeting regulatory and accrediting standards.
  - Implementing a Leadership Development Program for Community Mental Health Centers to prepare future leaders within SCDMH.
- Grow revenue opportunities through financial grants by:
  - Improving development of grants' management office;
  - Identifying grant opportunities and assisting appropriate staff complete applications;
- Implement procedures for monitoring all Sub-Recipients at least yearly to be in compliance with OMB-A133 (a standard for auditing States, Local Governments and Non-Profit Organizations). SCDMH is in the process of establishing a monitoring process for recipients of PATH funding. This includes verifying eligibility of expenditures and, if payroll is part of the contract, requiring timesheets be filled out and signed by employee and supervisor for the hours worked that are reimbursed by PATH funds. This process begins the first day of FY2014 with the exception of one piece to coincide with the new PATH Grant in September.
- Implement procedures to request, analyze and process Annual Audit Reports for Sub-Recipients for their fiscal year end. Requests of Annual Audit Reports will ensure Grants Administration is in compliance with OMB-A133. SCDMH is examining all of our Grant Contracts to determine if other Sub-Recipients might qualify.
- Continuation of "town hall" style Community Forums - facilitated by State Director John H. Magill. The Department held 25 community forums statewide during FY2011 and the forums have continued throughout FY2012. The forums take place at each of the Department's seventeen community mental health centers, four hospitals, and four nursing homes. Audience sizes have ranged from 25 to 103 people who affect, or are affected by, mental health services. Elected officials, state agency representatives, doctors, clinicians, clergy, teachers, police, judges, social workers, parents, advocates, federal, state, and city officials and others have attended as either audience members or speakers. Due to the success of the forums, each facility will hold similar forums yearly to monitor program progress, assess needs, and keep stakeholders in the community informed and involved.
- Continue the support of the South Carolina Mental Health State Planning Council especially related to its current deliberations around the significant changes mandated by SAMHSA related to the Block Grant.

#### 4. Key Strategic Challenges

The Department faces many strategic challenges as it continues to move forward and offer services. Among these challenges are the following:

- **Managing Financial Resources Wisely.**

After four straight years of reductions in the Department's State appropriations, lowering the agency's State funding by nearly \$88 million dollars – a reduction of almost 40% -- the agency received almost \$18 million in additional State funding for FY2012 / 2013.

- Due to a change in Medicaid Reimbursement rules for services delivered in our community mental health centers over the years, the Department has continued to experience a decrease in Medicaid revenue.

- **Recruiting and Retaining Key Clinical Staff.** A 2007 study by the South Carolina Budget and Control Board indicated that our clinical positions pay ranges 13-20 percent (depending upon position) less than the market average for staff such as registered nurses, licensed practical nurses, and mental health counselors. Being unable to recruit full-time staff for key positions SCDMH must rely heavily upon locum tenens physicians to provide psychiatric services, a major expense for the department. There is also a shortage of nurses and social workers who are willing to work in the public mental health system.

- **Enhancing Our Services in the Community for Children and Adolescents.** We must find ways to improve screening and diagnostic practices to appropriately identify and

treat trauma-related symptomatology in children and adolescents. We need to maintain (and increase as funds become available) the number of our school-based mental health programs, especially in rural areas where mental health services are limited. Further, we need to improve accessibility to services by out-stationing our staff in social services offices and juvenile justice offices.

- A 2011 study ranked South Carolina 45<sup>th</sup> in the country in child well being based on national KidsCount data. The state is 40<sup>th</sup> in the number of children in poverty, 47<sup>th</sup> in single parent families, 39<sup>th</sup> in teen death rate, 38<sup>th</sup> in teen birth rate, and 38<sup>th</sup> where no parent has full time employment. For the past four years, the Joint Council for Children and Adolescents, a multi-agency partnership including the South Carolina Department of Juvenile Justice, Social Services, and Department of Alcohol and Other Drug Abuse Services, has led efforts to improve services for children and youth needing treatment services, specifically for mental health, substance abuse and co-occurring disorders. The Joint Council provides a mechanism for transforming the service delivery system for youth and their families initially in the area of behavioral health interventions.

Finally, we need to continue the reduction in the use of out-of-home placements for children in need of treatment and help them receive necessary mental health treatment within or as close to home as possible.

- **Providing Safe, Affordable Housing and Supported Employment** Programs in the community for our clients. We are challenged to develop additional supportive housing options for clients living in the community as well as more specialized housing for clients in our Towards Local Care (TLC) program.

Further, we need to expand our supported employment program for seriously mentally ill adults through an evidence-based best practice program called Individual Placement and Support (IPS).

- **Strengthening Staff Competencies.** Because of our limited ability to hire new staff, or to replace seasoned managers who have retired, SCDMH will continue the Executive Leadership Development Program to groom new leadership candidates.
- The agency continues to implement programs to develop future physician and nurse leaders. This is in addition to the ongoing Mentoring Program and a program for first-time supervisors, the Supervisory Mini-Series. SCDMH will also provide staff continuing education on Psychiatric Best Practices through the monthly grand rounds, on line learning modules, in-services and the annual “Psychiatric Update.”
- **Providing Effective Treatment for Sexually Violent Predators.** By law, the Department must provide treatment for those persons civilly committed under South Carolina’s Sexually Violent Predator Act (SVPA). People committed to SCDMH under the SVPA “must be kept in a secure facility, and the person must be segregated at all times from other patients under the supervision of the Department of Mental Health.” Since the inception of the program in 1998, the location has been in a unit at the Broad River Correctional Institution, a South Carolina Department of Corrections (SCDOC) prison.

A major challenge facing SCDMH is that the available space in the unit at the Broad River Correctional Institution is inadequate for the current and projected

census of the Sexually Violent Predator Treatment Program. SCDMH will continue to work with the Department of Corrections to obtain additional secure space to house and treat persons committed under the SVPA, and will continue studying options for meeting the programs future needs.

- **Offering More Psychiatric Crisis Services in the Community.** Still looming as a challenge for the Department is the continued presence of behavioral health care patients in emergency rooms around the state, approximately three-fourths of whom have had no previous ongoing treatment in a Department facility.

As the census and the current economic conditions of the state increase, so do the number of people in the emergency room waiting for evaluation, treatment and, perhaps, an admission to one of the Department’s inpatient programs.

We continue to respond to this challenge by:

- Increasing the availability and diversity of crisis services in the community (as funding is available);
- Contracting for more privately operated hospital beds for acute care patients;
- Working with our public and private community partners who have a stake in finding a solution;
- Using innovations like telemedicine technology statewide to provide timely psychiatric consultations in emergency rooms
- Developing local private/public funding sources in the forty-six counties of South Carolina to assist with the need to offer expanded services in the community; and

- Educating the public on the benefits of early mental health treatment and costs associated with limited availability of mental health treatment.

- **Evaluating the Needs of SCDMH's Physical Plant.** The Department has over 120 buildings located throughout the state totaling over 2.2 million square feet. The average age of agency buildings in inpatient is 40+ years old. SCDMH community mental health services buildings average age is 20 years old. The deferred maintenance backlog is over \$50 million. This presents an enormous challenge to keep these facilities and the supporting infrastructure in satisfactory condition. The limited dollars are being used to address building code, licensing and life safety issues in the buildings along with necessary deferred maintenance issues. The Department is attempting to ensure buildings are properly maintained through sound, daily in-house maintenance operations and through Permanent Improvement Project renovations. In-house maintenance staff is concentrating on preventative maintenance programs in an attempt to stabilize the building conditions as funds allow, but each year deferred maintenance has increased. In newer community buildings, an aggressive mechanical preventative maintenance program is in place via contracts with local vendors with oversight by SCDMH facilities personnel. Physical Plant Services conducts building evaluations periodically to identify maintenance and repair needs. These needs are prioritized with clinical needs. Health and safety concerns are given top priorities and funds are allocated to address these issues as budgets

allow. SCDMH was successful in getting a Proviso approved this past legislative session to establish an interest bearing account with the State Treasurer to deposit funds to address deferred maintenance issues. That account is now being set up and once established, deposits will be made from various sources.

- **Eliminating Stigma.** We are committed to eliminating stigma and to educating the public about mental illnesses; to that end, SCDMH has created Palmetto Media Watch. An e-mail list of individuals dedicated to fighting stigma, Palmetto Media Watch focuses on incidents of stigma in the media. Media Watchers are alerted about, and encouraged to respond to, positive and negative portrayals of mental illness.
- **Providing Integrated Services.** Finally, the Department is challenged by the breadth of its mission. The South Carolina Department of Mental Health is unique among other states' departments of mental health in that we are mandated by state laws to serve a wide variety of patient populations. Included under the umbrella of our services are inpatient and outpatient services for adults and children; services to a forensics population including sexually violent predators; services to people with a substance abuse disorder; services to patients in our nursing care center; and nursing home services for South Carolina's veterans.

In spite of diminishing resources, we continue to meet this challenge daily. We serve some of the most vulnerable citizens in our state, helping them recover from their illnesses and instilling within them hope for the future.

## Section II – Organizational Profile

### 1. Main Products and Services and Primary Delivery Mechanisms

The Department of Mental Health provides psychiatric services to adults and children through seventeen comprehensive community mental health centers (CMHCs) and forty-four mental health clinics with offices in all forty-six counties. It provides inpatient psychiatric treatment to adults through two facilities and to children through a third. It operates an alcohol/drug addiction treatment facility, a community nursing home, and contracts with private entities for the operation of a forensic facility and three veterans' nursing homes.

### 2. Primary Client Segments and their Key Requirements/ Expectations

SCDMH's key clients are adults, children, and their families who are affected by serious and persistent mental illnesses and/or significant emotional disorders. Their key requirements and how SCDMH measures success in meeting their requirements are presented in Table 1. The key processes are assessment, diagnosis, and treatment designed to meet the key requirements of our clients.

### 3. Key Stakeholders

Groups that have a stake in the success of SCDMH include other state agencies, in particular the Departments of Alcohol and Other Drug Abuse Services, Disabilities and Special Needs, Health and Human Services, Vocational Rehabilitation, Social Services, Corrections, Juvenile Justice, Health and Environmental Control, Continuum of Care, and local school districts.

The legislative, executive, and judicial branches of government are also special

stakeholders as they make decisions that impact individuals with persistent and serious mental illness and/or significant emotional disorders.

Other key stakeholders are public health systems, especially hospital emergency staff, law enforcement, and jails as they work together with SCDMH to identify and support clients in crisis.

Nonprofit entities, such as the National Alliance on Mental Illness, the Federation of Families, Mental Health America of SC, Protection & Advocacy for People with Disabilities, and SC SHARE (Self-Help Association Regarding Emotions), which advocate for clients, are key stakeholders. SAMHSA (Substance Abuse and Mental Health Services Administration), the Veterans' Administration, and other federal funding sources are also stakeholders.

### 4. Key Suppliers and Partners

SCDMH contracts with several major vendors to provide services to our clients. The Campbell Veterans Nursing Home in Anderson and the Veterans Victory House Nursing Home in Walterboro, each a 220-bed facility, are operated through contract. SCDMH also contracts with Geo Care, Inc. for significant segments of the agency's inpatient forensic services. Located on SCDMH property leased to this provider, SCDMH provides some of the professional treatment staff, while the vendor provides security, general nursing care, and room and board.

Table 1 <b>KEY CLIENT PERFORMANCE MEASURES</b>			
<b>Client</b>	<b>Key Requirements</b>	<b>Key Measures</b>	<b>Results Cross-Reference</b>
Adults with Serious Mental Illnesses	Satisfaction	Client Perception of Care (MHSIP)	7.2-1
	Functional Improvement	Clinical Assessment (GAF)	7.1-3
	Symptom Reduction		
	Employment	Number/Percent Employed	7.1-4, & 7.1-5
	Housing	No. of Units	7.1-6
Nursing Home Residents	Satisfaction	Resident & Family Survey	7.2-4
	Health & Safety	Life Expectancy Rate Decrease Fall Rate	7.1-7 7.1-8
Children with Severe Emotional Disturbances	Functional Improvement	Clinical Assessment (CBCL)	7.1-1 & 7.1-2
	Symptom Reduction		
	Parental Satisfaction	Parent's Survey (MHSIP)	7.2-3
	Youth Satisfaction	Youth Survey (MHSIP)	7.2-2
<b>KEY MEASURES OF ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY</b>			
<b>Domain</b>	<b>Measures</b>		<b>Results Category Chart</b>
Community Mental Health Centers	Number Served		7.5-6
	% of Services to Clients with Major Mental Illness		7.5-2 & 7.5-4
	Hospital Admissions Rate		7.5-7
	Avg. Days Btw Hospital Discharge & Date Seen by CMHC		7.5-13
	Emergency Room: Decreasing Waits		7.5-9
Psychiatric Inpatient	30 Day Readmission Rate		7.5-14
	Restraint Rate		7.5-15
	Seclusion Rate		7.5-16
	Increasing >90-Day Length of Stay		7.5-17
	Forensic Admissions		7.5-18
Administrative and Financial	Medicaid Revenue		7.3-2
	Bed-Day Costs		7.3-7
	Regulatory Compliance and Audits		7.6-1



## **5. Location of Operations**

The South Carolina Department of Mental Health (SCDMH) main administrative offices are located in Columbia – as are the

- William S. Hall Psychiatric Institute
- G. Werber Bryan Adult Psychiatric Hospital
- G. Werber Bryan Psychiatric Hospital Forensic Division
- Morris Village Alcohol and Drug Addiction Treatment Center
- C.M. Tucker Nursing Care Center: Stone Pavilion (Veteran's Nursing Home)
- C.M. Tucker Nursing Care Center: Roddey Pavilion
- Sexually Violent Predator Treatment Program.

Located in Anderson are the

- Patrick B. Harris Psychiatric Hospital and the
- Richard M. Campbell State Veterans Nursing Home

In Walterboro, SC is the Veterans Victory House State Nursing Home.

SCDMH contracts with HMR Veterans Services, Inc. and Advantage Veterans Services (AVS) of Walterboro to maintain and operate Richard Campbell and Veterans Victory House. These partnerships provide cost-effective services and a continuum of care to meet all of the needs of the residents: physical, emotional, social, rehabilitative, and spiritual. Thanks to AVS and HMR, these veterans' homes are premier programs within the state veterans' nursing home community.

The G. Weber Bryan Psychiatric Hospital Forensic Division is operated under a contract with GEO Care Inc. where they

supply nursing services, the physical plant, food services, housekeeping, and pharmacy. SCDMH is responsible for all other clinical treatment including psychiatric services, social work, psychology, activity therapy, rehabilitation and admissions and discharges. SCDMH also operates seventeen community mental health centers (CMHCs) around the state, which serve all forty-six counties. The centers include:

- Aiken-Barnwell MHC
- Anderson-Oconee-Pickens MHC
- Beckman MHC (Greenwood)
- Berkeley MHC
- Catawba MHC (Rock Hill)
- Charleston/ Dorchester MHC
- Coastal Empire MHC (Beaufort)
- Columbia Area MHC
- Greenville MHC
- Lexington MHC
- Orangeburg MHC
- Pee Dee MHC (Florence)
- Piedmont MHC (Simpsonville)
- Santee-Wateree MHC (Sumter)
- Spartanburg Area MHC
- Tri-County MHC (Bennettsville)
- Waccamaw MHC (Conway).

## **6. Number of Employees**

At the beginning of FY2013, the SCDMH workforce consisted of 4297 full-time employees. Of these 8.7%% are administrative, 43.9%% in the community system, and 47.4% in our inpatient settings. Ninety-seven percent are in classified positions and 3% in unclassified or contractual positions. 44.6% percent of our employees are White, 52.8% are African-American, and 2.6% are of other ethnic nationalities. (Percentages do not equal one hundred due to rounding).

## **7. Regulatory Environment**

As a medical treatment provider expending state and federal funds, the Department of Mental Health is heavily regulated. See Figure 7.6-1 for a full listing.



## 8. Performance Improvement Systems

Table 2 identifies key elements of the SCDMH Performance Improvement System.

Table 2 <b>The SCDMH Performance Improvement System</b>			
	<b>Quality Improvement</b>	<b>Performance Improvement</b>	<b>Quality Assurance</b>
<i>Focus:</i>	Current	Prospective	Retrospective
<i>Initiated by:</i>	Any Level	Upper Management	Management
<i>Mechanisms:</i>	Performance Improvement Teams	Performance Improvement Teams	Risk Management System
	Program Fidelity Monitoring	Key Performance Indicators	Facility Accreditation
		Outcomes Committee	Corporate Compliance
			Medicaid Audits
			Internal Audit
			Utilization Review

## 9. Organizational Structure

See Table 3

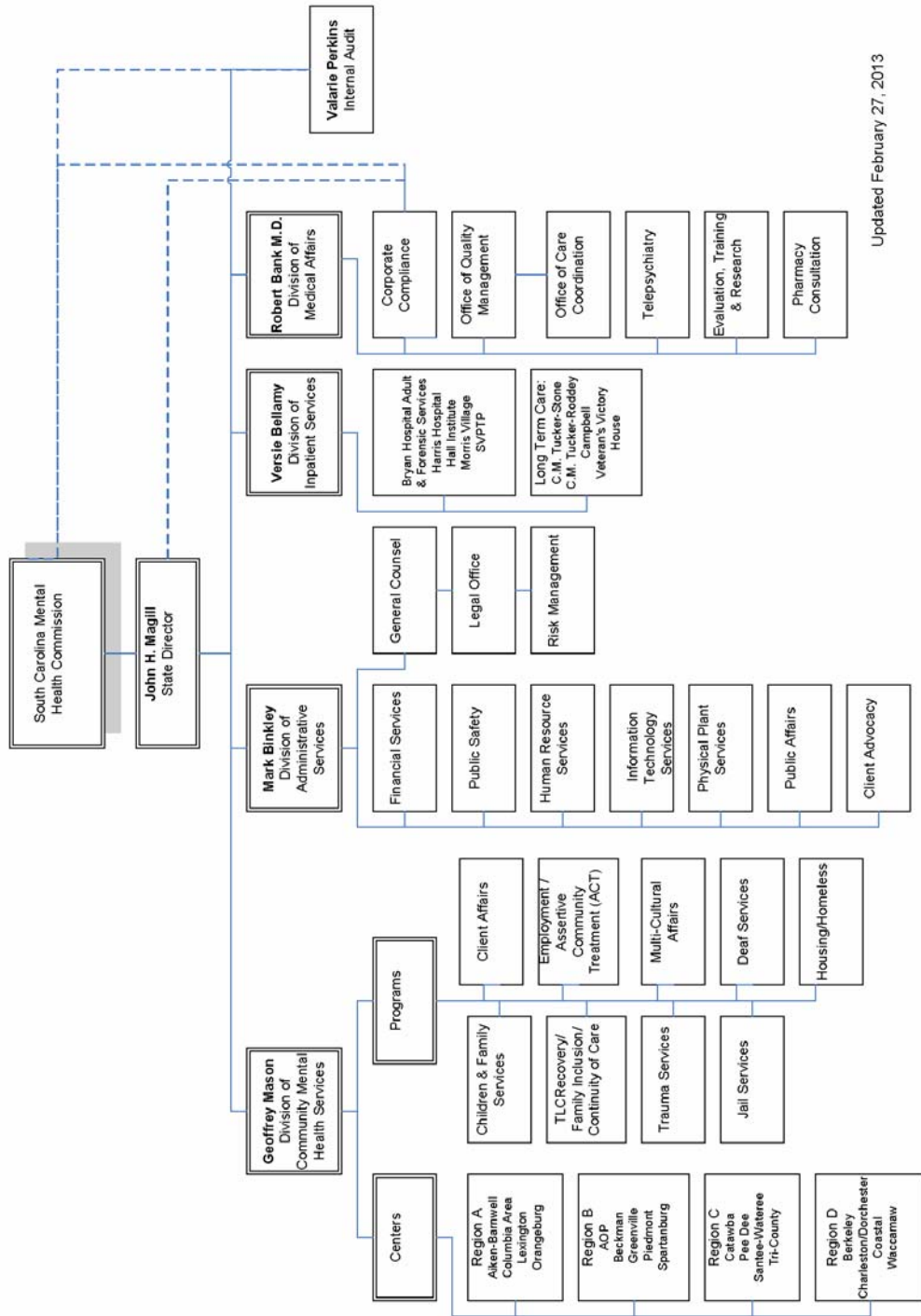
## 11. Major Program Areas Chart

See Table 5

## 10. Expenditure/Appropriations Chart

See Table 4

# S.C. Department of Mental Health Organizational Chart



Updated February 27, 2013

## Accountability Report Appropriations/Expenditures Chart

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 11-12 Actual Expenditures		FY 12-13 Actual Expenditures		FY 13-14 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 158,281,185	\$ 81,197,434	\$ 159,308,545	\$ 84,596,292	\$ 183,224,030	\$ 96,034,357
Other Operating	\$ 106,689,215	\$ 20,148,213	\$ 64,151,753	\$ 16,580,797	\$ 136,469,954	\$ 31,135,769
Special Items	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -
Permanent Improvements	\$ 1,666,763	\$ -	\$ 1,490,962	\$ -	\$ -	\$ -
Case Services	\$ 10,300,410	\$ 3,266,032	\$ 55,856,713	\$ 20,067,609	\$ 13,010,870	\$ 5,936,258
Distributions to Subdivisions	\$ 207,857	\$ -	\$ 81,058	\$ -	\$ -	\$ -
Fringe Benefits	\$ 53,596,322	\$ 28,355,855	\$ 58,276,100	\$ 31,730,262	\$ 68,906,665	\$ 36,583,563
Non-recurring	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 330,741,753</b>	<b>\$ 132,967,535</b>	<b>\$ 339,165,132</b>	<b>\$ 152,974,959</b>	<b>\$ 401,911,519</b>	<b>\$ 169,689,947</b>

Sources of Funds	FY 11-12 Actual Expenditures	FY 12-13 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

Major Program Areas				
Program Number and Title	Major Program Area Purpose (Brief)	FY 11-12 Budget Expenditures		FY 12-13 Budget Expenditures
II. A. Community Mental Health Centers	Services delivered from the 17 mental health centers that include: evaluation, assessment, and intake of consumers; short-term outpatient treatment; and continuing support services.	State: 42,148,203.89 Federal: 10,841,965.03 Other: 64,032,373.22 Total: 117,022,542.14		State: 47,253,001.64 Federal: 8,544,140.44 Other: 61,075,154.51 Total: 116,872,296.59
		% of Total Budget: 36%		% of Total Budget: 35%
II. B. Inpatient psych	Services delivered in a hospital setting for adult and child consumers whose conditions are severe enough that they are not able to be treated in the community.	State: 29,489,487.65 Federal: 254,540.45 Other: 47,940,483.00 Total: 77,684,511.10		State: 30,945,406.95 Federal: 287,055.04 Other: 45,946,591.41 Total: 77,179,053.40
		% of Total Budget: 24%		% of Total Budget: 23%
II. D. Tucker/Dowdy	Residential care for individuals with mental illness whose medical conditions are persistently fragile enough to require long-term nursing care.	State: 2,613,817.75 Federal: 0.00 Other: 11,795,430.52 Total: 14,409,248.27		State: 3,745,724.69 Federal: 0.00 Other: 11,114,538.10 Total: 14,860,262.79
		% of Total Budget: 4%		% of Total Budget: 4%
II. F. Support	Nutritional services for inpatient facilities, public safety, information technology, financial and human resources and other support services	State: 14,874,696.72 Federal: 1,855.85 Other: 6,205,962.79 Total: 21,082,515.36		State: 16,520,801.04 Federal: 0.00 Other: 4,938,700.08 Total: 21,459,501.12
		% of Total Budget: 6%		% of Total Budget: 6%
II. G. Veterans	Originally residential nursing care for veterans who also have a mental illness; role has now expanded beyond that so that any veteran is eligible who meets the admission criteria.	State: 8,063,884.21 Federal: 0.00 Other: 26,009,354.50 Total: 34,073,238.71		State: 9,491,962.98 Federal: 0.00 Other: 25,850,904.20 Total: 35,342,867.18
		% of Total Budget: 10%		% of Total Budget: 10%
II. H. Sexual Predator	Treatment for civilly-committed individuals found by the courts to be sexually violent predators. Mandated by the Sexually Violent Predator Act, Section 44-48-10 et al.	State: 4,489,069.02 Federal: 0.00 Other: 3,704,420.84 Total: 8,193,489.86		State: 10,453,605.63 Federal: 0.00 Other: 3,384.57 Total: 10,456,990.20
		% of Total Budget: 3%		% of Total Budget: 3%
III. Employer Contributions	Fringe benefits for allSCDMH employees	State: 28,355,855.43 Federal: 935,971.12 Other: 24,304,495.42 Total: 53,596,321.97		State: 31,730,261.92 Federal: 816,766.19 Other: 25,729,071.72 Total: 58,276,099.83
		% of Total Budget: 16%		% of Total Budget: 17%
Below: List any programs not included above and show the remainder of expenditures by source of funds.				

<b>Remainder of Expenditures:</b>	State: 2,932,520.47	State: 2,834,194.64
I. Administration	Federal: 0.00	Federal: 0.00
	Other: 80,601.50	Other: 392,903.40
	Total: 3,013,121.97	Total: 3,227,098.04
	% of Total Budget: 1%	% of Total Budget: 1%

## Section III

### Category 1 – Leadership

#### 1.1 Senior Leadership Direction

*How do senior leaders set, deploy, and ensure two-way communication for:*

*a) Short and long term direction and organizational priorities*

SCDMH has developed clear mission/values/ priorities statements, a responsive set of strategic priorities, and an ambitious, coherent strategic plan. From these documents and guiding principles, the Mental Health Commission (The Commission) and senior leadership set the short- and long-term direction of the agency.

Some noteworthy examples of SCDMH leadership's alignment of mission, values, priorities, and performance include:

- a strategic plan that focuses on development of a community-based system as the primary locus of care;
- inclusion of key stakeholders in planning and policy development;
- including clients and family members on mental health center leadership teams and local mental health center boards;
- hiring clients as employees of the Department;
- publishing the minutes of all governance meetings;
- publishing newsletters and monthly internal publications;
- posting information and news articles on the Intranet and Internet sites;
- meeting with newspaper editorial boards and legislators.

These avenues of communication provide a rich engagement between leadership, stakeholders, and employees. They provide channels of information for communication up, as well as down and across, the chain of command. The bottom line is that while leadership has responsibility for promoting

knowledge, setting priorities, establishing core measures, and evaluating performance, it also must ensure that all voices have a place at the table.

*b) Performance expectations*

Department managers are required to have clear performance goals, aligned with agency priorities, and are formally evaluated annually based upon these goals. Individual managers are similarly rated on their contribution to division expectations linked to SCDMH goals.

*c) Organizational values*

Senior leadership and the Commission's commitment to organizational values are most clearly communicated by their behavior. It has been their effort that has aligned goals, priorities, outcomes, and funding with core values: Respect for the Individual, Support for Local Care, a Commitment to Quality, and Improving Public Awareness and Knowledge about Mental Illness.

Two-way communication is best represented by examples that are indicative of leadership's approach/deployment behavior.

- The Commission holds six of its twelve monthly meetings in a local mental health center or inpatient facility. With two of the seven-person Commission members being a family member of a SCDMH client, there is a clear commitment to open discussion between stakeholders and the administration.
- Mental health clients, family members, advocates, and other stakeholders are invited and encouraged to be part of policy discussion, priority-setting, and program development.
- Clients of mental health services are employed as Peer Support Specialists,

serve on management teams of centers/hospitals, and participate on quality improvement teams. The mantra espoused by our client advocates – “Nothing about Us, Without Us” aptly represents the inclusive philosophy of SCDMH.

#### *d) Ethical behavior*

As a healthcare organization, the Department is fortunate to have codes of ethical behavior for all disciplines, giving a solid basis upon which to build agency expectations for employees. These are augmented by formal policies and standards.

### **1.2 Focus on Clients**

#### *How do senior leaders establish and promote a focus on clients and other stakeholders?*

At SCDMH, promoting client recovery is the agency’s mission, and the “inclusive philosophy” of senior leaders ensures that clients and other stakeholders remain central to our efforts. Through client advisory boards, client employees, and direct client/family involvement in major policy and program development, the agency maintains its focus on providing excellence in client satisfaction. Further, as described in Table 1, senior management is able to review key measures to determine how well the agency, and each component, is doing with client satisfaction and client services.

### **1.3 Impact on Public**

#### *How does the organization address the current and potential impact on the public of its programs, services, facilities and operations, including associated risks?*

All inpatient facilities of the Department are licensed by the South Carolina Department of Health and Environmental Control (SCDHEC) as specialized hospitals, and all are fully accredited by either the Joint Commission or the Commission on the

#### Accreditation of Rehabilitation Facilities (CARF).

Each year the Office of Inspector General of the federal Department of Health and Human Services identifies vulnerabilities in Medicare/Medicaid funded programs and other activities that are the focus of their program audits for the year. The SCDMH Corporate Compliance Committee reviews this document to determine auditing procedures that may need to be strengthened.

Further, our Office of Internal Audit regularly reviews all SCDMH activities (administration, inpatient, and community) to ensure fiscal responsibility, ethical behavior, accountability, and legal compliance.

SCDMH is very sensitive to its responsibilities regarding the treatment and care of the citizens we serve. They are a vulnerable population, some seeking help voluntarily and some under court order. There are issues of stigma, public acceptance, legal rights, and moral imperatives. The Department’s commitment to the state of South Carolina is to provide the best possible care and treatment in an environment which ensures the safety of staff, patients, and the public.

- Individuals are rigorously assessed prior to their discharge from inpatient care;
- Clients found Not Competent to Stand Trial or Not Guilty by Reason of Insanity are treated in secure settings. Their gradual reintegration into the community is closely monitored by trained staff who are very knowledgeable of each client’s treatment needs;
- An integrated system of community-based treatment with inpatient support to ensure the safety, continuity of care, and well-being of the citizens we serve.

Also helping the Department assess its impact on the public are local CMHC boards, advocacy groups, and the South Carolina Hospital Association.

The Department subscribes to a “press summaries” service and runs a volunteer “media watch,” reviewing all newspaper articles/editorials in the state to maintain an awareness of public concerns and opinions. Periodic meetings are held with probate judges and the South Carolina Hospital Association across the state to address issues and concerns. The state director meets regularly with news media, editorial boards, members of the legislature, advocacy groups, and other community leaders to provide information about the Department and hear concerns and recommendations.

#### **1.4 Maintaining Fiscal, Legal, and Regulatory Accountability**

*How do senior leaders maintain fiscal, legal, and regulatory accountability?*

The state director, senior leadership, and the Commission review data and written evaluations on fiscal, legal, and regulatory compliance regularly. Also, the Internal Audit Division, as an independent appraisal function, assists members of management and the Commission in the effective discharge of their responsibilities. To this end, Internal Audit furnishes them with analyses, recommendations, counsel and information concerning activities reviewed. In FY2009 the Department established a Grants Management Office to provide increased regulatory oversight for all grants.

#### **1.5 Key Performance Measures**

*What key performance measures are regularly reviewed by your senior leaders?*

Client satisfaction, symptom reduction, functional improvement, housing and employment – all indicators deemed important by clients – are part of the key

measures reviewed annually by leadership. In addition, every quarter the Commission and senior leaders review specific data on organizational efficiency and effectiveness. Table 1 presents both of these sets of measures. Copies of the performance reports are provided to all SCDMH management, CMHC and inpatient facility directors, CMHC board chairs, and are available to the public.

#### **1.6 Performance Review/Feedback**

*How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization? How do their personal actions reflect a commitment to the organizational values?*

The performance of all managers and administrators is evaluated annually. The state director’s goals cascade into the deputy director’s goals and to center/facility director’s goals, creating a tiered system of alignment. Senior leadership also assesses its own performance, individually and as a group.

#### **1.7 Succession Planning**

*How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?*

With an aging workforce and a large number of senior staff in the TERI Program, SCDMH responded proactively to ensure a smooth transition to a new cadre of agency leaders.

Initially, an in-house Mentoring/Succession Program was implemented. This is a ten month long program that includes monthly classroom instruction lead by SCDMH senior leaders. Participants also spend time each month with their mentor working on



the program objectives and completing written assignments.

The department has also initiated an Executive Leadership Development Program to groom a new generation of senior management and a program entitled the Supervisory Mini-Series, for first-time supervisors or individuals who are new to the agency and will be in a supervisory role.

### **1.8 Performance Improvement**

*How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?*

Clear outcome measures set the stage for an environment that promotes performance-driven behavior. In addition, strategic goals have defined targets, and Employee Performance Management System (EPMS) goals, linked to strategic goals, assist staff in remaining focused on accomplishing assignments. While the Department has promoted evidence-based practices, it has allowed programmatic freedoms to managers as long as they have outcome measures that respond to client requirements. This “freedom to innovate” has encouraged managers who believe their home-grown programs to be equally effective in producing outcomes that equal, or exceed, the evidence-based outcomes.

### **1.9 Organizational and Workforce Learning Environment**

There is a concerted emphasis by the Department to transfer learning from one part of the system to other applicable areas. Senior leadership publishes outcome data, including comparative results, for use by local CMHC Boards, organizational components, and managers in improving performance. Findings from investigations of adverse events result in corrective action

plans and are transferred into system-wide improvements.

At the individual employee level, senior leadership has promoted the development of on-line staff training programs, linked employee education more closely to strategic priorities, and instituted specific programs to prepare the next generation of managers, administrators, and clinicians.

### **1.10 Empowering and Communicating with Employees**

To encourage innovation in program development, research projects are conducted to compare the outcomes of local programs to the outcomes of evidence-based practices. Conferences and stakeholder meetings feature educational reports on state-of-the-art treatment approaches, and the Department’s quarterly publication, Images, routinely features model SCDMH programs.

### **1.11 Strengthening the Community**

*How does senior leadership actively support and strengthen the communities in which your organization operates?*

The South Carolina Department of Mental Health is committed to the support of the communities it serves. As a community-based, public mental health system, its primary role is to serve persons who suffer from mental illnesses. Where possible, however, the Department extends itself to be a system of support for the non-mentally ill by:

- providing education, counseling, and public information for persons dealing with life stressors;
- supporting volunteer activities by employees and senior leaders that further our stated mission; and
- developing public service announcements about mental illness and maintaining educational websites.



## Category 2 – Strategic Planning

### 2.1 Strategic Planning Process

*What is your Strategic Planning process, including KEY participants, and how does it address:*

- a. Organizational strengths, weaknesses, opportunities and threats*
- b. Financial, regulatory, societal and other potential risks*
- c. Shifts in technology or the regulatory environment*
- d. Workforce capabilities and needs*
- e. Organizational continuity in emergencies*
- f. Ability to execute the strategic plan*

The Strategic Planning Process for the South Carolina Department of Mental Health (“Department”) changed in FY2011. In an effort to address the prevailing and imminent issues of the times, including the changing landscape of behavioral health in the climate of the healthcare reform under the Patient Protection and Affordable Care Act, and budgetary considerations as the State of South Carolina continued to evaluate the allocation of limited resources, amongst other critically relevant issues, the Department elected to anchor its plans to four major strategically-oriented, and timely, efforts simultaneously afoot. These efforts are listed below.

- Formation of the Agency Long-Term Planning Committee;
- Continuation of “town hall” style Community Forums;
- Participation in the triennial visit of a Monitoring Team from SAMHSA specifically related to the Community Mental Health Services Block Grant (“Block Grant”); and,
- Recognition of the perpetual guidance offered by the South Carolina Mental Health State Planning Council (“State Planning Council”), especially related to its current deliberations around the

significant changes mandated by SAMHSA related to the Block Grant. These deliberations culminated in a list of priority funding areas for the Department to consider.

SCDMH leadership and the Commission make the final decision on strategic goals, subject to modifications based on annual budget request approvals.

### 2.2 Addressing Challenges through the Strategic Goals

FY2013 reversed a several-year decline in state appropriations for SCDMH. Senior management carefully considered the needs expressed by internal entities and external stakeholders in addition to specific expectations of the legislature. Therefore, it is intentional that not all challenges (identified in the Organizational Profile – Section I, Question 4) fully correspond to goals presented in Figure 2.1-5 and several that are included remain contingent upon funds being available.

### 2.3 Developing and Tracking Action Plans

*How do you develop and track action plans that address your key strategic objectives and how do you allocate resources to ensure accomplishment of the plan?*

Statewide action plans include specification of budget and human resource requirements and measurable outcomes to evaluate the final product. The draft plan flags any goal that is “funding dependent.”

Senior leadership assumes individual responsibility for statewide implementation and deployment of specific goals, and has a designated program staff member who assumes day-to-day oversight for the initiative. The State Planning Council, the

Commission, and senior leadership receive progress reports on the goals on a schedule dictated by the nature of the goal.

## **2.4 Communication and Deployment**

*How do you communicate and deploy your strategic objectives, action plans and related performance measures?*

Each division, community mental health center, and inpatient facility assigned to contribute to a particular objective has a designated person responsible for accomplishing that portion of the objective. State-wide program staff work closely with the organizational components to ensure that the action plan is on track for completion.

To communicate the plan to staff and stakeholders, the agency has a broad-based educational effort. Articles in the agency newsletter Images, discussions at Center/Facility directors' meetings, presentations at Quarterly Stakeholder Meetings, and Internet and Intranet web postings are a few of the avenues that SCDMH leadership uses to keep all staff and management teams aware of activities and progress toward goals.

## **2.5 Measuring Progress**

*How do you measure progress on your action plans?*

All strategic plan goals have a defined, measurable outcome, a timetable for implementation, and specified key deliverables. The lead staff for each goal assists the owner of said goal in state-wide coordination and tracking.

## **2.6 Evaluation of Planning Process**

*How do you evaluate and improve your strategic planning process?*

SCDMH leadership, center/facility directors, lead staff, the State Planning Council, and stakeholder-participants critique each strategic planning cycle. Significant improvements to the planning process in the past three years include:

- Bringing the plan development timetable into line with the state's annual budget request timetable;
- Sponsoring childcare facilities at local meeting sites and providing transportation to clients to promote participation; and

## **2.7 Strategic Plan Availability**

The SCDMH homepage includes a link to the strategic plan (<http://www.state.sc.us/dmh/>). Other homepage links are to client resources, clinical information, clinical services, career opportunities, and timely events and news.

## **FY2012 Strategic Goals**

The 14 Priority State Planning Activities are listed below.

- 1) Self-Directed Recovery: The intent is to increase participant choice, control, and flexibility in selecting services to be rendered on the client's behalf. Through empowerment, and the ability to match perceived needs

and desires with services received, clients are engaged and recovery is facilitated.

- 2) Prevention and Promotion: It is the intent to facilitate the promotion of positive mental health to reduce the impact of mental illnesses on American communities. This will

occur by creating communities where individuals, families, schools, faith-based organizations, and workplaces take action to promote emotional health and reduce the likelihood of mental illness.

- 3) Collaboration: The intent is to seek partnerships among like-minded organizations to evaluate opportunities for enhancing services for such efforts as co-occurring disorders, physical health, employment, peer workforce, homelessness, returning veterans, youth in transition, reducing disparities, older adults, and employing and deploying technology. Through its myriad of partnerships, the South Carolina Department of Mental Health will evaluate the needs, resources, gaps, and solutions of the mental health continuum of care.
- 4) Integrating Primary Care and Behavioral Health Care: The intent is to place mental health and substance abuse services in primary care settings, and place primary care services in mental health and substance abuse settings. The South Carolina Department of Mental Health has experimented in the past with these concepts and currently has a grant to explore these partnerships in the present.
- 5) Strengthen Agency Position as State Mental Health Authority: The intent is to emphasize and exercise the primary role the South Carolina Department of Mental Health plays in the delivery of mental health services within the mental health continuum of care.
- 6) Control Expenditures and/or Increase Efficiency of Operations: The intent is to evaluate the current operational environment of the South Carolina Department of Mental Health in order to identify areas of increased efficiency with the purpose of maximizing the return on investment of limited resources.
- 7) Expand Funding/Revenue Opportunities: The intent is to evaluate the current revenue and funding streams of the South Carolina Department of Mental Health in order to identify areas of increased reimbursement with the purpose of maximizing the use of limited resources to achieve the greatest benefit for clients.
- 8) Improve Access to Care for Targeted Populations: The intent is to evaluate the current access to care for clients and potential clients of the South Carolina Department of Mental Health in order to identify areas of need, and corresponding gaps in access, with the purpose of maximizing the use of limited resources so that the Department can continue to impact the prevalence rate of mental illness in the State.
- 9) Enhance Efficiency of Clinical Service Delivery: The intent is to evaluate the current clinical service delivery model of the South Carolina Department of Mental Health in order to identify areas of increased efficiency with the purpose of maximizing the use of limited resources. This may be achieved through enhancement of the Department's internally-developed

electronic medical record, addressing barriers to treatment, or deployment of other evidenced efficiencies.

- 10) Enhance Treatment Effectiveness: The intent is to evaluate the current treatment effectiveness of the South Carolina Department of Mental Health in order to refine treatment services with the purpose of supporting the recovery of people with mental illnesses.
- 11) Budget Preservation: The intent is to prevent the further degradation of funding for the South Carolina Department of Mental Health so that it will be able to continue to address the demand for mental health services across the State of South Carolina.
- 12) Recruitment and Retention: The intent is to address the shortage of clinical staff across the provider spectrum of the South Carolina Department of Mental Health and to ameliorate the significant disparities

in compensation between the public and private sectors.

- 13) Accreditation: The intent is to maintain the high-quality level and types of services provided by the South Carolina Department of Mental Health as evidenced by the standards set forth by the accrediting bodies with which the Department is affiliated, and by which all of its Community Mental Health Centers and Inpatient Facilities are accredited.
- 14) Address Issues and Concerns Raised by Behavioral Health Continuum of Care Stakeholders: The intent is to ensure that the issues and concerns raised by participants in feedback processes, such as the Community Forums, are reviewed, and, when appropriate, acted upon in order to affect positive change, and ensure a dynamic environment, for behavioral health services in the State of South Carolina.

## Category 3 – Customer Focus

### 3.1 Determining Key Clients and their Requirements

*How do you determine who your clients are and what their key requirements are?*

Our client base is defined, in part, by legislative mandates and the SC Code of Laws which gives the Department jurisdiction over the state's mental hospitals and community mental health centers. We receive our clients voluntarily and involuntarily, through family members, through the court system, and through law enforcement. We also embed staff into schools, other agencies, and hospital emergency rooms to promote ease of access and reduce the stigma often associated with receiving mental health services. To become a client of the SCDMH, one must have a diagnosable mental illness.

Our key clients are adults, children, and their families who are affected by serious mental illnesses and significant emotional disorders. These priority populations, established by stakeholders through the strategic planning process, were affirmed by senior management and the Commission who adopted federal definitions of specific diagnostic categories for serious mental illness and significant emotional disorder.

The key client requirements for adults with severe mental illness have been defined by our clients through focus groups, needs assessments, and satisfaction surveys and are consistent with what is reported in the literature: regaining a sense of self-worth and dignity; having a hopeful outlook on life; achieving functional improvement; actively pursuing goals and aspirations in the areas of affordable housing, education, employment and social supports; and living a higher quality life.

These requirements are operationalized by SCDMH as: symptom reduction, functional

improvement; satisfaction; meaningful employment; and housing which is safe, affordable, and decent.

Although recovery can begin, or continue, in inpatient care, the heart of recovery is community-based, and the Department is committed to a community-based system of care that meets the requirements of its clients.

Recovery and resiliency for children means increasing self-esteem, dignity, and school performance; remaining in their home; and working with the families to resolve issues and preserve the integrity of the family unit. These requirements are operationalized by SCDMH as: symptom reduction and functional improvement and parental/youth satisfaction.

### 3.2 Keeping Current with Changing Needs

*How do you keep your listening and learning methods current with changing client/business needs and expectations?*

The Department believes that to promote recovery for people with mental illnesses, it is essential to have clients – people with mental illnesses and their families – involved in the planning, evaluation, and delivery of care. All major planning committees of the Department have clients, family members, and advocacy organization representatives.

Several CMHCs have a Client Affairs Coordinator, a self-identified mental health client who participates in management meetings and decision-making to provide a voice for the client and there is a statewide Client Advisory Committee operated by the Office of Client Affairs.

To gain a broader perspective on evolving health care service needs and directions, the agency participates in national forums, has

representatives on health care measurement task forces, and has senior leaders who hold offices in national bodies that help set the direction of health care delivery systems.

A “Legislative Update” is published monthly during the legislative session to keep stakeholders, internal and external, aware of issues and events. Their feedback to the agency offers insight into current perspectives on health care trends. Additionally, many staff are surveyors for major accrediting bodies, bringing innovative approaches back to South Carolina, and training other staff in new approaches to service delivery.

The Department has established a presence on the Internet and uses this medium to receive questions, concerns, and comments about the Department’s services. The webmaster brings each of these to the attention of the director of the appropriate division, as well as the state director. The mechanism for contacting the webmaster can be found at the bottom of most SCDMH internet pages.

### **3.3 Key Client Access Mechanisms**

*What are your Key Client access mechanisms, and how do these access mechanisms enable clients to seek information, conduct business, and make complaints?*

In keeping with the department’s value of “Support for Local Care,” primary access to SCDMH services is through 17 strategically placed Community Mental Health Centers and forty-four mental health clinics with offices in every county.

In addition, SCDMH is steadily attempting to expand services into the natural environment of the child and their families. Staff is out-stationed in 397 of South Carolina’s public schools, in twelve county DSS offices and four county DJJ offices.

Further, Assertive Community Treatment-Like (ACT-Like) Teams, Family Preservation and MultiSystemic Therapy Programs deliver case management and direct treatment in the client’s home.

SCDMH is available to clients 24/7 via telephone, in emergency rooms across the state, and through evening appointments at most CMHCs. All CMHCs and inpatient hospitals have client advocates available to resolve complaints not satisfied by local staff, and the state office has a toll-free hot-line manned by a clinician during normal business hours and a statewide client advocate available during normal business hours.

### **3.4 Measuring Satisfaction**

*How do you measure client/stakeholder satisfaction and dissatisfaction, and use this information to improve?*

The Department collects data on key indicators that reflect client satisfaction. We were initial participants in the Mental Health Statistical Improvement Project (MHSIP) to develop national comparative data on client perceptions of satisfaction with access to services, appropriateness of services, and outcomes. The MHSIP Surveys are conducted annually with clients, youth, and family members.

A patient complaint system tracks client dissatisfaction. All CMHC and inpatient facilities have client/patient advocates who receive complaints, pursue incident details, and follow to resolution.

The data is analyzed, stratified, and aggregated to promote systems knowledge, and the SCDMH Commission reviews summary information monthly on Client Advocate interventions and resolutions.

### 3.5 Using Feedback Information

*How do you use information from clients/stakeholders to keep services or programs relevant and provide for continuous improvement?*

The state director and other senior leaders engage in “Listening and Learning” meetings with stakeholders at each of the seventeen community mental health centers.

In addition to participation in all policy and program development committees and task forces, advocacy stakeholders are invited to private meetings and discussions to address concerns and strategies for problem resolution. By including stakeholders in the fabric of the Department’s operations, stakeholder satisfaction levels are assessed more diligently than could be obtained simply through periodic surveys, or questionnaires.

SCDMH is only the second state in the country to have peer-support services as a Medicaid billable service. A peer support person is a self-identified client of mental health with a diagnosed mental illness who delivers mental health services to other adult clients. At the close of FY2013, twenty-eight peer support specialists were employed in community mental health centers, an

increase of almost 40% from the previous FY.

### 3.6 Building Positive Relationships

*How do you build positive relationships with clients and stakeholders? Indicate any key distinctions between different client groups.*

The culture of the Department is one of *inclusion*. Advocates, clients, family members, and all stakeholders have an active place at the SCDMH table. Members from all major stakeholder groups are represented in the State Planning Council and other planning/policy bodies.

The Department has a patient advocacy system with representatives in every hospital and community mental health center. These advocates ensure that clients/patients are presented with their “bill of rights” during orientation, intervene on behalf of clients in complaint/grievance issues, and report complaints (resolved and unresolved) to Center/Facility leadership and SCDMH senior leadership.

The Department actively encourages employees to participate in advocacy groups and stakeholder organizations at the state and local level. It believes in partnerships - each organization contributing to the effectiveness of the other.



## Category 4 – Measurement, Analysis, and Knowledge Management

### 4.1 Determination of Measures

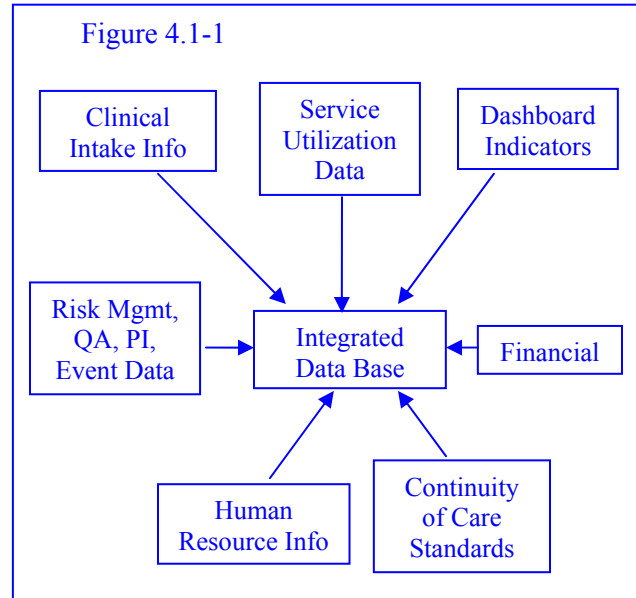
*How do you decide which operations, processes and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?*

The Department's Management Information System (MIS) includes an integrated database consisting of data on all clients served by its hospitals and CMHCs. This includes demographic and clinical data on clients, service utilization, expenditures, event data, human resource data, and operational costs (Figure 4.1-1)

Senior leadership, with affirmation of the SCDMH Commission, decides which operations and/or processes to measure at the Departmental level. At the division, center, and hospital levels, the manager may make decisions on additional data elements to collect and aggregate to help track daily operations.

Clearly, the Department chooses to measure key requirements of the client, program performance and client outcomes. These are the services and programs most important to the stakeholders.

Accrediting bodies mandate many of our performance measures for our inpatient system. These measures, called ORYX, give us the ability to compare SCDMH inpatient facilities with other public mental health facilities nationally on key performance measures such as readmission rates and the use of seclusion and restraints. SCDMH leadership reviews this comparative data quarterly, and South Carolina has volunteered to be a pilot site for the development of national normative outcome data sets for an ORYX community mental health system.



### 4.2 Using Data and Information in Decision Making

*How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making and innovation throughout your organization?*

Centralized data is compiled on a weekly, monthly, quarterly, and/or yearly basis, and then disseminated on the Department's internal (Intranet) website and through various publications. The objective is to provide the right information to the right people at the right time to improve client care and organizational performance.

The Department's Key Performance Measures identified in Table 1 provide both trend and comparative data across time and against standards. These elements, combined with the risk management analysis described in Category 6, provide managers with measures on key client requirements for client groups and measures on program effectiveness, and efficiency.



Management staff in CMHCs, hospitals, and administration also produces reports of their choosing from a large selection of “canned” programs on financial, human resource, and clinical performance of the agency.

Best Practice Programs are also measured for “fidelity to the model,” since research indicates that key factors such as staffing patterns, service configuration, and treatment regimen equate to treatment outcomes.

#### **4.3 Key Measures**

*What are your key measures, how do you review them, and how do you keep them current with business needs and direction?*

Table 1 identifies key measures. Senior leadership, using input from CMHC and hospital directors, local Boards, the State Planning Council, and advocacy groups, routinely assesses the utility of the measures.

The SCDMH Outcomes Office participates in national forums to develop and improve the core performance measures for public mental health systems across the country. Our criteria include areas such as client perception of care, penetration rates, populations served, service utilization, and program performance data.

#### **4.4 Comparative Data Use**

*How do you select and use key comparative data and information to support operational and strategic decision making and innovation?*

ORYX provides comparative data on inpatient measures, and sponsors of the MHSIP provide comparative client satisfaction data. Evidence-based practices are detailed in “toolkits” which contain the program standards as well as key measures and comparative data.

For other measures, finding comparative data becomes very difficult because each state defines its programs differently and assesses them with different standards.

#### **4.5 Data Quality, Reliability, Availability**

*How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?*

A client information system provides individual data sets on clients. It allows managers to monitor program performance and provides administrators with decision-making tools to manage by fact. A Master Patient Index (MPI) ties the inpatient (AVATAR) and outpatient (CIS) databases together, resulting in a major reduction in duplicate client identifiers and facilitating the tracking of clients across all service programs.

All organizational component sites have T-1 communication circuits, providing improved performance support for software applications.

A report-generating software package is available to clinicians and managers system-wide with canned or customized reports generated from the agency databases. Reports can be obtained on any variable, or combination of variables, as delineated in Figure 4.1-1.

Access to the Department’s database is strictly monitored and controlled. Authorizations must be provided through supervisory channels, and all programs are password protected.

Patient confidentiality has always been a priority for the Department. New employees receive extensive training in this area and must sign a “Confidentiality of Medical Information” form prior to patient contact. SCDMH has fully implemented HIPAA requirements.

Computer programs assess the completeness of data elements to ensure that data is accurate and reliable, and all computers have anti-virus software. Information Technology (IT) backs up all critical files on prescribed schedules and has disaster recovery capabilities per industry standards.

The entire SCDMH data communication network sits behind a Check-Point firewall. SCDMH also uses 128-bit encryption to protect SCDMH e-mail access. IT monitors all network devices (routers, switches, servers) for reliable and continuous connectivity.

The IT Division maintains a hotline for reporting problems with hardware and software, and each organizational component has a Systems Administrator with designated responsibilities for installing new software, trouble-shooting the system, and securing appropriate training for division staff.

#### **4.6 Priorities for Improvement**

*How do you translate organizational performance review findings into priorities for continuous improvement?*

In its monthly review of Key Performance Indicators, the Department uses a three-month trend standard for initiating a corrective action. Any measure (statewide, CMHC, or inpatient) which exceeds standards for three consecutive months triggers an automatic performance improvement response. Additionally, any negative internal audit finding requires a corrective action plan and includes a follow-up report to the Commission on corrections achieved.

Other components of the performance improvement system are identified in Table 2 of Section II.

#### **4.7 Management of Organizational Knowledge/Best Practices**

*How do you collect, transfer, and maintain organizational and employee knowledge (your knowledge assets)? How do you identify and share best practices?*

The Department continues to focus on best practices for ongoing improvement in the quality of services provided. Organizational information regarding best practices is routed to general or specific audiences utilizing various methods.

- The Key Performance Indicator Report is sent to senior leadership, CMHC board chairs, the Commission, center and facility directors, and other SCDMH management. It is then discussed at various meetings.
- In FY2004, SCDMH senior leadership implemented an in-house Mentoring/Succession Program. This ten-month program includes monthly classroom instruction lead by SCDMH senior leaders and homework supervised by mentors at their home facility.
- An Executive Leadership Development Program began in FY08 to prepare a new generation of senior leaders.
- In FY2013 a Community Mental Health Leadership Development Program was implemented to prepare clinicians for leadership roles in SCDMH.
- The SCDMH Risk Manager has made presentations to the center directors and the Commission on key findings, recommendations, and actions.
- Progress reports on clinical and administrative initiatives are made at quarterly CMHC/Inpatient Directors' meetings.
- Reports are available on the Intranet for key indicators, hospital data, service data, center data, CAFAS, GAF, MHSIP, etc

- Best practice programs are featured in Images, the SCDMH newsletter

published quarterly.

## Category 5 – Human Resources

### 5.1 Organization of Work Systems

*How do you organize and measure work: to enable workforce to develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation and your desired organizational culture?*

Job classifications and position descriptions are designed to support service delivery and the needs of the agency's clients. The work of employees is monitored by supervisors and managers to ensure that employee job classifications reflect the level of work that is done. Position descriptions reflect job responsibilities and are used to reinforce job classifications.

The Employee Performance Management System (EPMS) is the measurement tool that is used to define and track an employees' job performance on an annual basis. This tool sets forth measurable success criteria that enable the employee and the supervisor to document expectations for good performance. If, at any time during the review period, the supervisor detects that the employee is not meeting expectations, a meeting is held to counsel the employee regarding those deficiencies and an improvement plan is implemented.

### 5.2 Knowledge Transfer

*How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations?*

In addition to employee training events which usually include participants from

multiple locations and serve as a forum for idea exchange, the Department hosts topic-specific events focusing on best practice methodology through a monthly "Grand Rounds" lecture series, an annual day long continuing education program and multi-agency seminars.

### 5.3 Recruitment and Retention

*How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter.*

Recruitment of employees is a joint effort between the central Human Resources office and the agency's CMHCs and hospitals. In February 2008, the agency implemented an e-recruitment process that now enables the Department to respond more quickly to filling vacancies and allows for broader outreach to applicants. SCDMH Human Resources staff attends targeted job fairs. We have also redesigned our ads to better position our benefits package as an attraction to potential applicants. Participation in the Healthcare Retention and Recruitment Pilot Program continues to be instrumental in the recruitment of psychiatrists and other healthcare professionals.

The agency's most challenging barrier to recruiting, hiring, and retaining employees is a lack of competitiveness in compensation. It is increasingly difficult to attract new employees, especially nurses, psychiatrists, mental health professionals (counselors) and mental health specialists. With our primary competitors in the local markets being hospitals, we have not been able to be salary competitive.

## 5.4 Workforce Capability and Capacity Assessment

*How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?*

The Division of Evaluation, Training and Research (ETR) is responsible for meeting the training needs for strategic priorities of SCDMH and training needs of employees that exceed the expertise/capabilities of individual units. The strategic plan, accrediting body standards and identified needs drive the agency's training plan policy/priority setting. At the individual level, training and development needs are an integral part of annual employee evaluations and planning stages for the next year.

Each year ETR sends out a Needs Assessment Survey throughout the agency. Since SCDMH is a health care agency, many of the staff are clinicians. Therefore, one survey is sent out to physicians and another is sent out to non-physician clinical staff. The results of the surveys are used to develop the training calendar for the following year.

In order to meet accrediting standards, nursing staff in the inpatient facilities complete annual competency verification in a lab setting. Other staff competency is verified by their supervisor and documented in their annual performance evaluation.

## 5.5 EPMS Supports High Performance

*How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plans?*

All staff receive performance evaluations at least annually. The information included on the EPMS is developed from the position description and outlines the performance criteria that the employee is expected to

meet. The criteria conform to programmatic needs and customer requirements.

Employees and their supervisors meet at least once during the rating period to discuss the employee's performance and to identify problems that may be impeding optimum performance. Supervisors are encouraged to use this time to coach their employees and to discuss the potential they see for their employees to achieve professional goals.

## 5.6 Leadership Development

*How does your development and learning system for leaders address the following?*

*a. Development of personal leadership attributes. b. Development of organizational knowledge. c. Ethical Practices. d. Your core competencies, strategic challenges, and accomplishment of action plans*

In 2008, SCDMH developed an Executive Leadership Development Program to prepare a cadre of qualified individuals to assume executive leadership positions within the agency. This program is aimed at improving the effectiveness of both the individual and SCDMH as a whole. Two graduates from this program have assumed deputy director positions.

Since its start, twelve individuals have completed the program. In the first year, five participants completed the course. In the second year, seven participants completed the course. Since many in key leadership positions in SCDMH will most likely be leaving in the next few years, the focus of the 2010 Executive Leadership Development Program was placed on preparing our future leaders by tapping into the knowledge and expertise of our existing leaders. Those chosen to participate met once a month for four consecutive months and each one presented on an area in which

they have expertise and knowledge from which others can benefit. A manual was developed containing all the presentations and supporting documents. This manual will be made available to the agency's future leaders for their reference and use.

In 2008, a Supervisory Mini Series was developed and is held twice each year. The purpose of the program is to prepare new supervisors to function effectively in SCDMH. All of these programs use in-house resources and have remained a budget neutral endeavor for the agency.

In 2010 a Nurse Leadership Development was conducted. Eleven Registered Nurses completed the seven sessions designed to provide them with the knowledge, skills and abilities to function in a leadership role in Nursing in the Agency. This will ensure the availability of ready successors and align ready talent with the strategic direction of SCDMH.

In FY2012 a Leadership Development Program was conducted for Physicians. Ten Medical Directors completed the seven session program. Each one completed a written Management Improvement Project. The purpose of the written project was to identify an area for targeted improvement within SCDMH. Also in FY 2012, a three part Basic Management and Supervision Training Program was conducted, on three different occasions, for the Physical Plant Services Staff. The purpose was to prepare them for management and supervision duties and responsibilities.

In FY2012/2013 a fourteen hour Nursing Leadership Development Program was designed and conducted for the SCDMH Nurse Manager in the Division of Inpatient Services (DIS). The program was designed and developed specifically for the Nurse Managers in DIS. The purpose of the

program was to provide the SCDMH Nurse Manager with the knowledge, skills and abilities to perform their supervisory/management duties. The program was also intended to further develop the management/leadership skills of the nurse manager, thereby enabling them to be an effective leader and role model. Twenty-one Nurse Managers completed the program.

For FY2013/2014 a ten part Leadership Development Program for the Mental Health Centers was started. There are thirteen individuals who are in the program. The intent of the program is to groom these individuals to assume leadership positions in the centers in the near future. As part of the program they have reading assignments and must complete a written Management Improvement Project and present it to the class and the Mental Health Commission.

## **5.7 Key Developmental and Training Needs Identification**

*How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?*

Key developmental training needs for the workforce are identified and addressed statewide through strategic planning, the SCDMH Training Council and the annual needs assessment. Locally, needs are identified and addressed through the organizational component, the supervisor, and the employee. All training participants are queried to determine additional trainings that staffs need to enhance their job skills.

One hundred percent of all new employees receive new employee orientation. SCDMH also has an on-line learning system that provides 133 modules, or courses, to address



a variety of issues including fire safety, cultural competence and performance improvement. Additional training needs are identified through on-site observation of staff and through requirements of accrediting, regulatory and licensing bodies.

Opportunities for training are advertised through e-mail announcements and brochures. Staff, in consultation with their supervisor, registers for training through PATHLORE, the Department's Intranet Training Management System, which tracks all scheduled classes, enrollment, and completed training.

The Department also utilizes the traditional classroom approach to staff education and training. In FY2007, ETR began using the SCDMH videoconferencing system to provide live trainings. This, also, has reduced the need for travel and has resulted in significant cost savings for the CMHCs and facilities. In addition, the agency offers specific training for employees to prepare them for professional license exams and license renewal.

### **5.8 Transferring Training to the Job**

*How do you encourage on the job use of the new knowledge and skills?*

Supervisors are integral to the education and training of staff. Employees are encouraged not only to use the new knowledge and skills that they receive through training, but are also encouraged to share that information with other staff. Patient care is a top priority of the agency and all training efforts are tied not only to enhancing the knowledge, skills and competencies of staff, but also toward positive patient care outcomes. Staff is able to see the linkage between their knowledge and abilities and excellence in patient care delivery.

### **5.9 Training Directed Toward Goals**

*How does employee training contribute to the achievement of your action plan?*

At the end of each fiscal year, the agency sets its priorities for the coming year. The training calendar is developed using the results of the needs assessment and strategic goals. All training is two-pronged in that it is designed to meet the needs of the staff and the mission and strategic plan of the agency. Throughout the year, ETR assesses where they are in meeting those priorities and makes changes in their direction as needed.

### **5.10 Evaluating Training Effectiveness**

*How do you evaluate the effectiveness of your workforce and leader training and development system?*

Evaluation of the workforce, and the leadership training and development system, is an ongoing and multifaceted process. Participants are asked to evaluate training programs they attend. Their mentor and facilitators are also asked to evaluate the program. ETR also does periodic surveys of program participants to determine if they have had a promotion or increase in responsibilities following their completion of a particular program.

### **5.12 Employee Well-Being and Satisfaction Measures**

*What formal and/or informal assessment methods and measures do you use to determine workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?*

The Department conducts random satisfaction surveys every two years. Additionally, the state director and other members of senior management, visit the state's seventeen (17) CMHCs and the inpatient facilities during the year to speak

with staff, learn their concerns and keep them abreast of information about the Department. The most recent survey was completed during FY2011.

The SCDMH Commission conducts its monthly meeting in a community mental health center, or inpatient hospital, every other month, touring the facilities, talking with staff and hearing presentations on programmatic initiatives of the visited location. These face-to-face contacts with line staff enhance open communication between administration and employees.

The Department continues to maintain its “Hotline” that allows employees to ask questions about policies and procedures, or rumors.

The Exit Interview serves as a valuable tool in providing feedback regarding why employees leave our system. This information is provided to appropriate center/facility directors, or division deputy directors, for use in improving communication and tackling issues that may not be readily evident.

The SCDMH grievance process uses a check and balance system that affords an employee the opportunity to seek redress for grievable issues. Employee grievance panel members work independently from the location where the grievant works, and have wide discretion and latitude in making recommendations to the State Director. It is this independence that provides the employee a sense of well-being in knowing that they will be treated fairly.

### **5.13 Promoting Career Progression**

*How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?*

Career progression and succession planning is integral to the agency. The Mentoring/ Succession program prepares middle management staff for positions of increased responsibility. The Supervisory Mini-Series seeks to address the needs of new supervisors. The Executive Leadership Development Program seeks to prepare individuals to assume executive leadership positions in the agency. Participants are selected in collaboration with the leadership at the center or hospital from which the participants are chosen.

### **5.14 Maintaining Safe and Healthy Work Environment**

*How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)*

Workplace environment (safety, health, security, etc.) is important to clients, management, and staff, and considerable energy is devoted to maintaining and improving the facilities and the condition of the workplace. Employees serve on a wide variety of committees to identify workplace hazards and conditions that would improve the health and safety of clients and staff.

Accrediting bodies have explicit standards on the workplace environment and provide feedback on any deficiencies. Facilities with safety violations do not receive accreditation. The standards are segmented based on the needs of the persons served by the facility, or program, so the performance measures may differ by a “persons served” criteria. All SCDMH facilities are fully accredited.

Supplementing our own inspections, the Department takes full advantage of the health and safety inspections provided by the numerous accrediting bodies who survey each of our community mental health centers and our hospitals.

Other examples of our own initiatives in this area include:

- the development of a “Violence in the Workplace” directive;
- pre-employment tuberculosis testing;
- annual employee health screenings;
- annual employee health clinic flu shots;
- annual wellness related activities;
- a program to treat injured employees with the goal of providing them with immediate quality care and returning the employee to work as quickly as possible;
- pre-employment drug testing;
- air quality and hazardous chemical inspections of buildings;
- inspections by quality assurance teams, Internal Audit, and Public Safety;
- ongoing monitoring of community residential care facilities that provide residences for clients in local communities;
- specialized safety training conducted by safety experts from the State Accident Fund;
- preferred provider agreements with healthcare practitioners to assist employees with job related injuries;
- safety inspections of all Department facilities by fire and safety officers;
- Fire/Safety committees composed of employees and fire/safety officers; and
- Employee clinic that, in addition to caring for and tracking work related injuries

provides immunizations, vaccines, and blood pressure readings.

Facilities that require locked doors for the security of persons in treatment have “panic buttons” to summon internal staff assistance and notify our Public Safety Office who responds immediately. Receptionists in crisis areas have electronic buzzer systems to unlock doors.

All staff in treatment areas receive annual, competency-based training in de-escalation techniques and therapeutic physical intervention skills to manage potentially violent situations. Clinical staff in the children’s programs receive specialized self-defense and intervention training appropriate to the population they serve, as do employees working with the geriatric and the forensic populations. Maintenance and ancillary staff also receive training specialized to meet their need.

Workman’s compensation data and incident reports strongly influence who receives what kind of training, the frequency, and the length. In fact, the training actually exceeds the need; it is provided because staff focus groups report that when they feel competent to handle an escalating situation they are much more likely to apply de-escalation strategies, rather than over-react or call public safety.

## Category 6 – Process Management

### 6.1 Core Competencies

*How do you determine and what are your organization’s core competencies, and how do they relate to your mission, competitive environment, and action plans?*

The organization’s core competencies (those capabilities that provide a strategic

advantage in our service environment) flow from the agency’s mission, values, and legislative mandates. They are determined by assessing client expectations and by input from the organization’s State Planning Council and SCDMH Division Directors.

The core competencies are identified as:



### **1. Integrated Continuum of Care that Includes Inpatient and Outpatient Services**

SCDMH is the only provider of mental health services in South Carolina (and one of only a few in the country) with a unified system of care: both community centers and inpatient hospitals under a central authority with all staff being state employees. This promotes consistency of services provided across the state to ensure both continuity of care and standards of care.

### **2. Citizen and Stakeholder Involvement**

Embedded into the fabric of SCDMH, at the administrative and operational level, is a philosophy of inclusiveness. This includes:

- Governance by a Commission of appointed citizens
- Local mental health center Boards appointed by their Legislative Delegations.
- State Planning Council composed of clients, family members, advocates, and sister-agency service providers
- Stakeholder participation in all major policy and program development decisions

### **3. Comprehensive, Wrap-Around Programming**

As a not-for-profit, state-supported public health system, SCDMH can be much more responsive than the private sector in providing a full range of services needed by patients with severe mental illnesses.

As such, the agency can identify and do whatever has to be done to prepare long-term, institutionalized patients to return to a life in the community and prevent unnecessary re-hospitalization.

SCDMH focuses on the full scope of the client's needs, not only symptom reduction and disease management, but also housing, employment, and social skills.

The Department responds anywhere in the state, 24/7, when there is a mental health crisis, reaching into schools, homes, emergency rooms, jails, or even out-stationing our staff into sister agencies.

SCDMH hires self-identified mental health clients as Peer Support Specialists because we believe they can offer unique services, provide hope and inspiration to other clients, strengthen our knowledge of our own system, and because it is the right thing to do.

### **4. Integrated Data System**

The SCDMH data system allows the integration and retrieval of all clinical, financial, demographic, historical, and outcome data for an individual client, for a facility, or for the Department. It links the community and the inpatient systems, and the statistical software provides routine reports on performance measures within and across the Department. Implementation of the EMR will further enhance these capabilities.

These core competencies give SCDMH the ability to accomplish its mission: To support the recovery of people with mental illness – in the cities and in the rural areas of our state. We are the safety net for those less fortunate.

## **6.2 Key Processes**

*How do you determine and what are your key work processes that produce, create, or*

*add value for your clients and your organization, and how do they relate to your core competencies? How do you ensure that these processes are used?*

Key processes include assessment, diagnosis, and treatment of adults and children with serious mental illness and significant emotional disturbances.

Value is created by designing services to meet need, as defined by the client, the family, and our partners, and client perceived value is ensured by:

- including clients in their treatment planning and goal-setting process;
- continually monitoring client satisfaction and program outcomes;
- having Client Advocates in centers and hospitals to assist clients and resolve issues;
- including all stakeholders in Departmental policy and program activities;
- focusing on client recovery; and
- monitoring processes through QA audits, peer review, utilization review, and Medicaid audits.

### 6.3 Incorporating Efficiency and Effectiveness Measures into Processes

*How do you incorporate organizational knowledge, new technology, changing client and mission-related requirements, cost controls, and other efficiency and effectiveness factors such as cycle time into process design and delivery?*

The design of programs is based upon best practice, or evidence-based technology, that is proven to show improvement in the quality of life of our clients as well as reducing their symptoms in a shorter period of time than more traditional services.

The Department constructs programs based upon the reported results from research studies in the mental health field, making the

agency's design process a science-to-practice methodology (Figure 6.1-1).

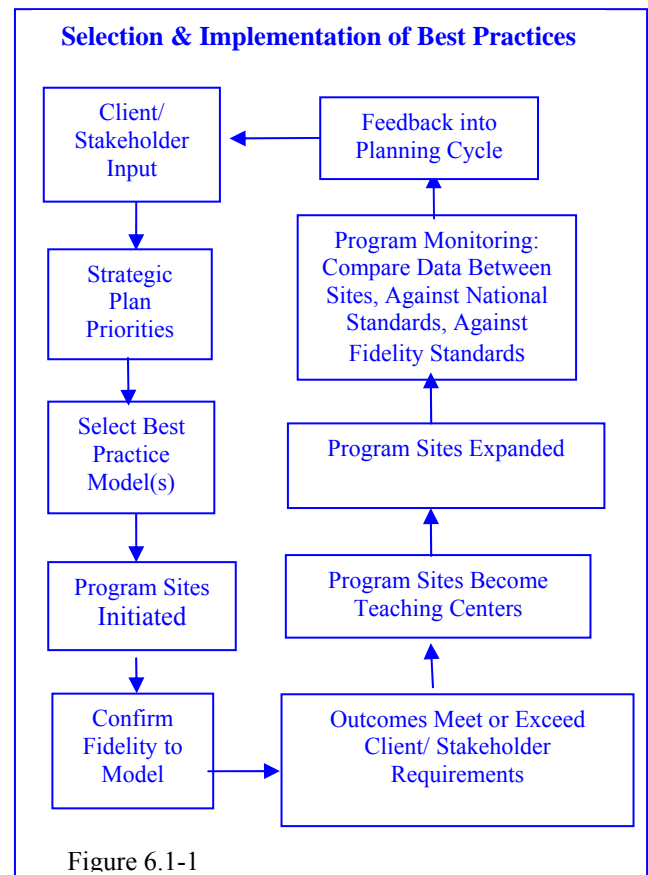


Figure 6.1-1

The Department's telepsychiatry and video conferencing system has produced substantial cost-savings (to participating hospitals and South Carolina but not to SCDMH) and has proven to be an effective means of communicating. Each SCDMH hospital and CMHC has the necessary equipment to permit proper visual and verbal communication.

The telepsychiatry system delivers one-on-one behavioral health services to clients across the state, both hearing and deaf. In FY2008 the Department received a \$3.7M grant from Duke Endowment that significantly expanded our use of telepsychiatry. Our goal is to link SCDMH to all emergency departments in the state,

using state-of-the-art video and voice equipment. SCDMH psychiatrists will be available 24/7 to provide “face-to-face” consultations to emergency room staff.

The SCDMH Intranet system augments the performance and knowledge-base of our employees. It provides secure access to clinical records of clients, a client pharmacy system that ensures that medications are compatible and within accepted dosage limits, and a complete pharmacology system to aid in medication reference. This same system provides, to the community mental health centers, discharge medications for people exiting SCDMH-operated inpatient facilities.

The Department conducts comparative studies on treatment approaches such as Multi-systemic Therapy (MST) and Family Preservation, or IPS, and other Employment models. These studies improve the cost-efficiency and effectiveness of our programs

We also look at ways to reduce barriers to the accessibility of services by developing agreements with primary health care associations, expanding service hours or locations, and by co-developing programs with sister agencies.

#### **6.4 Daily Operations: Meeting Key Performance Requirements**

*How does your day-to-day operation of these processes ensure meeting key performance requirements?*

All of our service processes are defined, measured, and managed through our Quality Assurance and Performance Improvement programs, underpinned by the accreditation standards of the Joint Commission, CARF, and Medicaid requirements.

The elements of accreditation standards are made operational through policy documents, the Continuity of Care Standards Manual, case record reviews, Quality Assurance

(QA), local and state office level audits, corporate compliance audits, risk management system, and utilization review. Our standards are frequently higher than those set by accrediting bodies.

Electronic transactions between hospitals and CMHCs on client discharge information are monitored daily by the Department with same day corrective actions initiated on any errors noted. This helps to ensure discharge medications and other information is accurate.

#### **6.5 Process Evaluation and Improvement**

*How do you systematically evaluate and improve your key product and service related processes?*

The QA process retrospectively assesses the appropriateness of care, conformance to accreditation, corporate compliance, and utilization review standards, and SCDMH/ DHHS (Department of Health and Human Services) contract stipulations on an annual basis. The results of the reviews identify strengths in the clinical operations at the inpatient and CMHC levels, as well as opportunities for improvements.

Facilities and centers generate corrective actions plans based on their audit reports. The implementation of their corrective actions is monitored every six months.

In addition to front-end performance improvement efforts and back-end quality assurance audits, the Department has a comprehensive Risk Management Information System that tracks all adverse incidents in the Department. Any event in over 20 categories (attacks, deaths, injury, contraband, medical emergency, elopements, etc) is reported immediately to the departmental risk management office.

The event investigations are tracked, and a determination is made whether to initiate a Quality of Care Review Board (QCRB).

These ad hoc boards, composed of SCDMH professionals and advocacy representatives, assess the root cause of the occurrence and make recommendations for corrective actions.

The state director, the medical director, the director of community mental health services, the risk manager, or any facility or CMHC director may initiate a QCRB. All QCRB recommendations are tracked, and experiences from one part of the system are applied to all other appropriate components.

## **6.6 Key Support Processes**

*What are your key support processes, and how do you improve and update these processes to achieve better performance?*

Key support processes include:

- Finance
- Human Resources
- Information Technology
- Nutritional Services
- Physical Plant
- Vehicle Management
- Special Programs

All key processes are designed based on end-user requirements and state government standards as a starting point. While some processes may be “off the shelf” purchases, most processes are designed by employees, with assistance from end-users and, sometimes, consultants. All key processes undergo field-testing prior to implementation.

## Category 7 – Results

### 7.1 Mission Accomplishment Results

SCDMH measures for mission accomplishment may be grouped, as follows:

- a) *Child & Adolescent Clinical Outcomes*
- b) *Adult Clinical Outcomes*
- c) *Client Quality Of Life Outcomes and*
- d) *Nursing Home Clinical Outcomes*

#### a) *Clinical Outcomes: Child and Adolescent Services*

For well over a decade, the Department has been measuring treatment outcomes that are critical to children and families. How is the child functioning in his/her world? Is the child living at home with family? Are they in school? Are they out of trouble? How are their symptoms responding to treatment?

Beginning in FY2009, the Department began using Achenbach's Child Behavior Checklist (CBCL) to assess symptoms in children. The instrument is completed by parents, caregivers, and/or teachers. Assessments are done at intake, six-months and again at discharge. The CBCL yields standardized scores in four areas: Total Competence, Total Problems, Internalizing and Externalizing. Each area has a specific range which indicates the presence of clinical syndromes, as well as sub-clinical syndromes, meaning their symptoms fall just below the level of clinical severity.

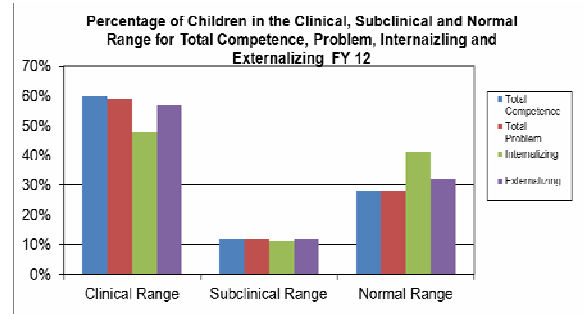


Figure 7.1-1 (FY2013 data not yet available)

Figure 7.1-1 shows the percentage of children assessed with the CBCL who fell into the clinical, sub-clinical or normal range for each of the four domains. Sixty percent (60%) of children scored in the clinical range for Total Competence, 59% scored in the clinical range for Total Problems, 48% scored in the clinical range for Internalizing and 57% scored in the clinical range for Externalizing. As has been the case since FY 2009 the majority of the children served by SCDMH fell into either the clinical or sub-clinical categories, indicating that we are serving children with significant emotional disorders, our target population.

Figure 7.1-2 shows the percentage of children in the most severe category (clinical range) that showed improvement on a second CBCL for each of the domains measured in FY2010, FY2011, and FY2012.

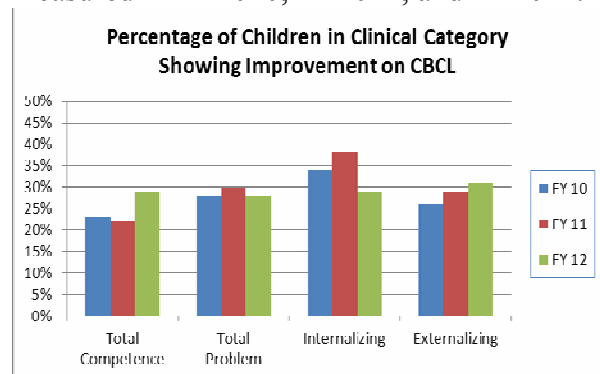


Figure 7.1-2 (FY2013 data not yet available)

**b) Clinical Outcomes: Adults Services.**

Adult clients are clinically assessed using the GAF (Global Assessment of Functioning Scale) at admission, six or twelve-month intervals (depending on how long the person is in treatment), and discharge.

Figure 7.1-3 shows the percentage of adults with an improved GAF score at discharge. GAF assesses the psychological, social and occupational functioning of adults.

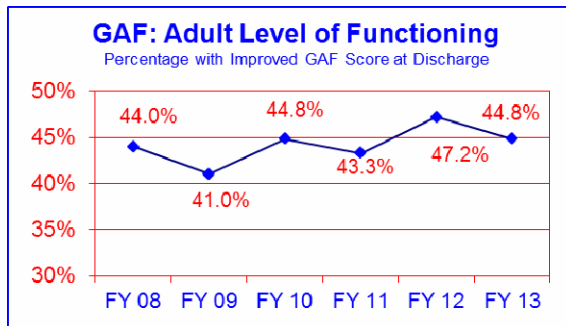


Figure 7.1-3 (Higher is Better)

**c) Client Quality of Life Outcomes**

Client recovery is closely tied to quality of life. Clients need housing that is safe, affordable, and decent and employment that is meaningful. These two factors are major contributors to a client's transition from a life of dependency on the mental health system to independence, self-reliance, and feelings of self-worth.

In FY2013, SCDMH the employment rate for mentally ill clients ended a three year decline and remained stable for FY2013. (Figure 7.1-4). Depending upon how data is measured in other states, the national average ranges between 10-15%.

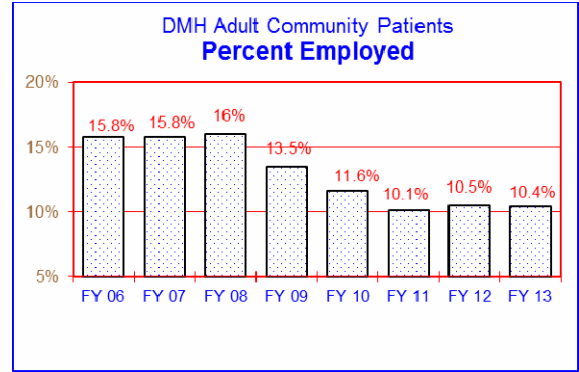


Figure 7.1-4 (Higher is Better)

In addition to standard employment programs for all clients, SCDMH has initiated evidence-based employment programs (IPS) designed for severely mentally ill clients who are unemployed and want to work.

The IPS Employment Programs produce an employment rate two and a half times that of traditional employment programs (Figure 7.1-5).

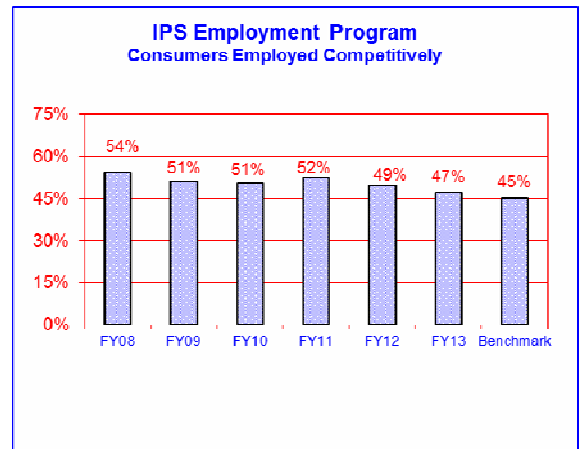


Figure 7.1-5 (Higher is Better)

Working through partnerships with private nonprofits and local CMHCs, the Department's Housing and Homeless Program has provided state matching funds for approximately twenty years for the development of new supportive housing that is affordable for clients living in the community. Due to budget constraints, SCDMH has not provided state matching funds for the development of additional



housing units through the Housing and Homeless Program since FY2011. (Figure 7.1-6)

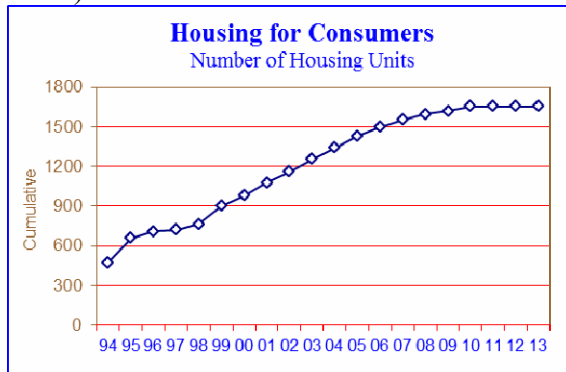


Figure 7.1-6 (Higher is Better)

While not all clients require assistance with housing or employment, many do. Having support in these areas can improve their likelihood of successfully living in the community.

This program also administers and monitors ten HUD Shelter Plus Care (SPC) programs that provide rental assistance each night for almost 300 clients and their family members in fourteen counties.

The SPC programs are partnerships between SCDMH, private nonprofit sponsors, and CMHCs located in the program areas. The Housing and Homeless Program also administers the HHS Projects for Assistance in Transition from Homelessness (PATH) Formula Grant Program, which provides funding for homeless outreach and other clinical services for homeless individuals. Both SPC and PATH specifically target homeless individuals with mental illnesses and co-occurring disorders and their family members.

#### ***d) Clinical Outcomes: Nursing Home Residents.***

The most fundamental measure of clinical effectiveness for a nursing home is that of Health/Safety. Nationally, life expectancy following admission to a nursing care facility is slightly over two years. At C.M. Tucker Nursing Care Center (Tucker

Center), residents average over 5.2 years over the past ten years. (Figure 7.1-7).

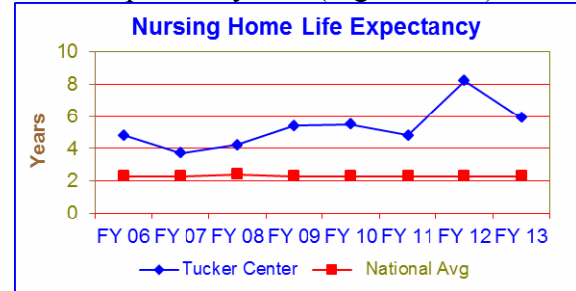


Figure 7.1-7

Two critical factors impacting the increased longevity of Tucker Center residents are the low incidence of bed sores (below both state and national averages) and the low rate of falls with serious injuries, both common occurrences in homes for the elderly, and both life-threatening.

Tucker Center implemented a Fall Prevention and Management Program in December of 2010. Each fall is investigated and discussed in a weekly meeting and interventions are put in place. This has greatly reduced the number of falls and minimizes our injury rate which is at 3.9% for the FY2013. (Figure 7.1-8)

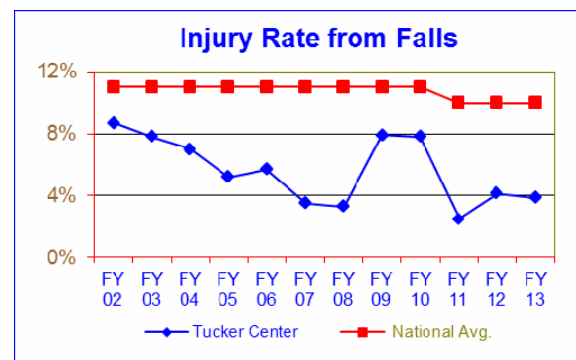


Figure 7.1-8 (Lower is Better)

## **7.2 Client Satisfaction Results**

SCDMH measures client satisfaction through:

- a) Adult Perception of Care;
  - b) Youth and Family Perception of Care;
- and

c) Nursing Home Resident and Family Satisfaction.

**a) Adult Client Perception of Care:**

Client perception of care is assessed with the MHSIP Client Satisfaction Survey, and SCDMH has been consistently rated highly by clients (Figure 7.2-1). Data from the MHSIP is shared with all centers and hospitals.

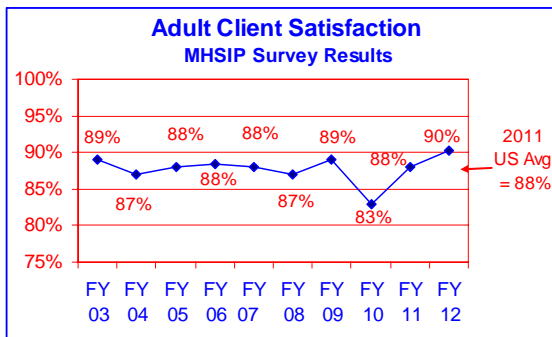


Figure 7.2-1 (Higher is Better) (FY2013 not yet available)

**b) Youth and Family Perception of Care:**

The MHSIP Youth Services Survey and the Family Satisfaction Survey were introduced in FY2005. The SCDMH Youth Survey (Figure 7.2-2) shows the satisfaction level remains high for FY2012. National Youth MHSIP comparison data has not yet been released.

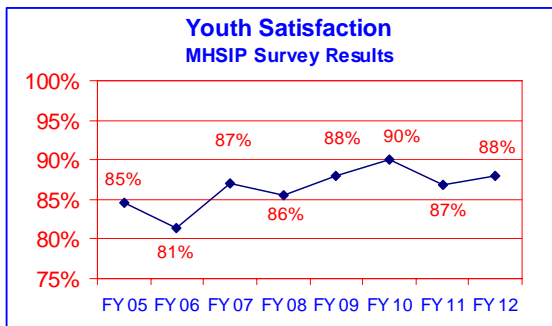


Figure 7.2-2 (Higher is Better) (FY2013 not yet available)

The Family Satisfaction score, for FY2012, is at the second-highest level since survey was first conducted. (Figure 7.2-3).

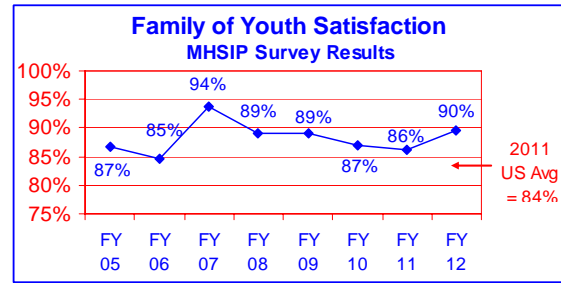


Figure 7.2-3 (Higher is Better) (FY2013 not yet available)

**c) Nursing Home Resident and Family Satisfaction**

Both residents and their family members are assessed at C.M. Tucker Nursing Care Center for level of satisfaction. Results (“Usually Satisfied” or “Exceptionally Satisfied”) have increased in the past two years of available data (Figure 7.2-4).

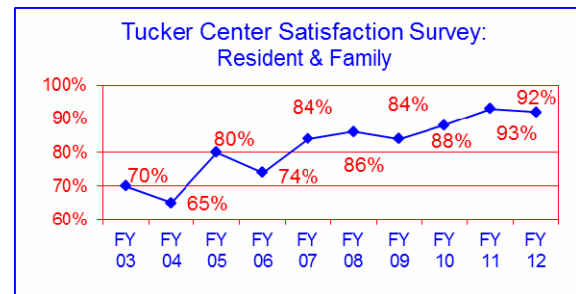


Figure 7.2-4 (Higher is Better) (FY2013 not yet available)

### 7.3 Financial Performance Results

For FY2012, the Department’s operating revenue (all fund sources) fell to its lowest level since FY2005. FY2013 marked the first increase since FY2010 and most substantial increase since FY2008 (Figure 7.3-1).

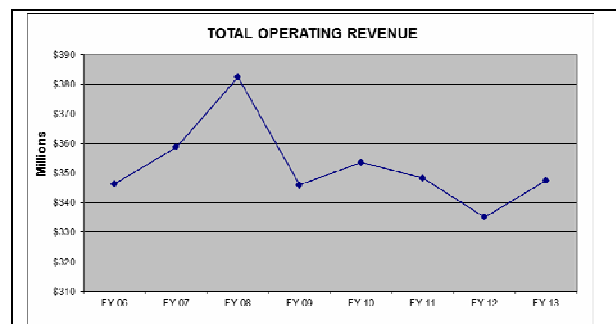




Figure 7.3-1 (Higher is Better)

Figure 7.3-2 shows the relative magnitude of the different funding sources and how the levels of all major sources of revenue for the Department have changed over the last several years.

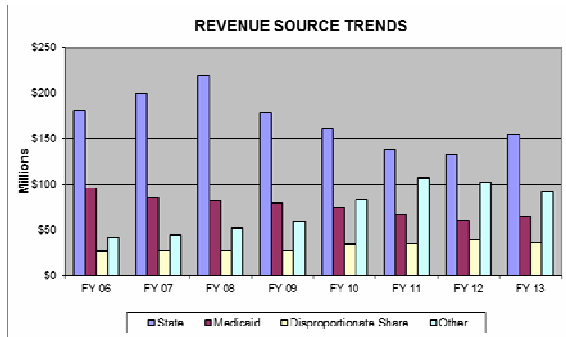


Figure 7.3-2 (Higher is Better)

In FY2012, SCDMH was awarded \$28,272,067 in grant dollars. (Figure 7.3-3).

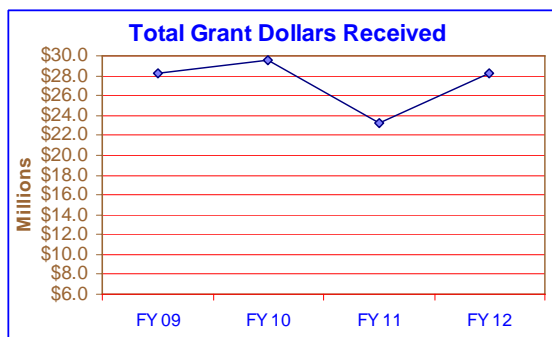


Figure 7.3-3 (Higher is Better)

While State Accident Fund Premiums have decreased in the past three years (Figure 7.3-4), the number of claims is down well over 50% since FY2001 (see Figure 7.4-2).

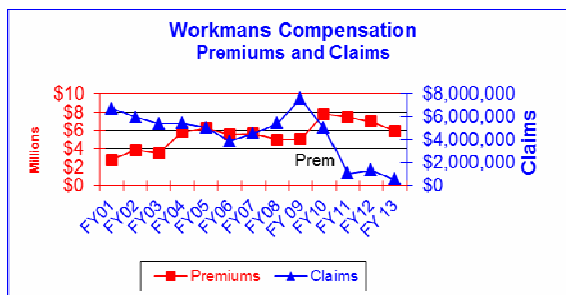


Figure 7.3-4 (Lower is Better)

The TLC program, which began in 1991, is designed to return long-term psychiatric inpatient clients to live in the community through intensive support from CMHCs. To date, over 3,550 clients with serious and persistent mental illness have participated in the program.

Not only is community-based treatment the right thing to do, it is also a much more efficient use of fiscal resources. A comparison of pre and post-TLC placement demonstrates a reduction in hospital admissions by 72% and hospital days by 77% for TLC participants. It is for these reasons that the Department aggressively promotes crisis programs in the community to prevent unnecessary hospitalizations and promotes community preparation programs in the inpatient facilities to assist clients in learning the life skills they need to succeed in their community transition.

Despite continued efforts to better serve clients in outpatient settings, funds supporting those services have declined. Inpatient expenditures have remained relatively stable, as shown in Figure 7.3-6.

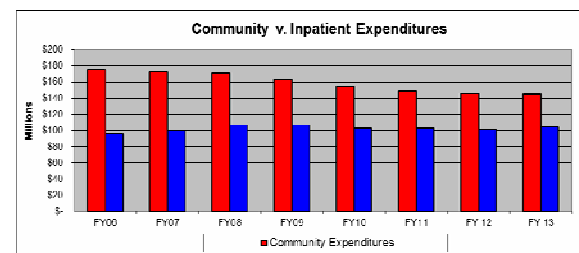


Figure 7.3-6 (Higher is Better for Community; Lower is Better for Inpatient)

The Department actively seeks to contain the costs associated with inpatient care. Bed-Day costs (Figure 7.3-7) reflect the expenses of providing inpatient care within the specialized facilities.

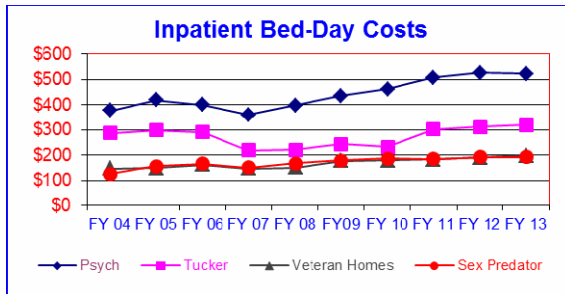


Figure 7.3-7 (Lower is Better)

While budget constraints have impacted decisions, commitment to community-based services has allowed SCDMH to reduce hospital beds and close wards. Reduced funds and rising costs also contribute to a reliance on private hospitals for short-term psychiatric admissions.

For approximately twenty years, the commitment to a community system spurred SCDMH to enter into housing development by partnering with housing authorities and non-profit organizations to create single and multi-family residences for clients who, otherwise, may have no housing alternative outside of institutional life. SCDMH has achieved a 4:1 leveraging of its housing funds. Funds for this purpose were not available in FY2012, and not planned for FY2013. (Figure 7.1-6).

Finally, the commitment to community care means decreasing the number of children who are placed in out-of-home care and the dollars associated with this level of care. The over 70% reduction in the number of children placed in out-of-home care (Figure 7.3-8) has resulted in more than an 85% reduction in the overall costs (Figure 7.5-5).

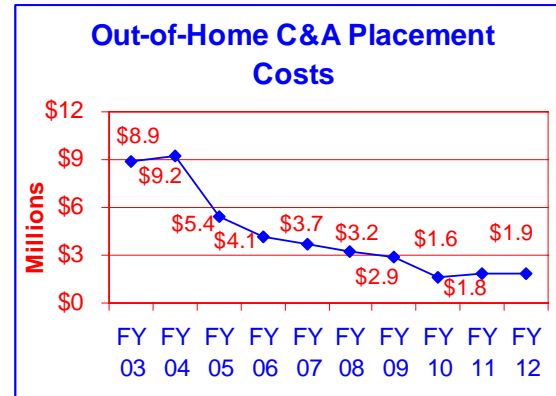


Figure 7.3-8 (Lower is Better) (FY2013 data unavailable)

## 7.4 Workforce Results

In January, 2011 SCDMH implemented a Nursing Assistant program, which has been certified by the SC Department of Health and Human Services, at the C.M. Tucker Nursing Care Center. Since January, 2011, the program graduated sixty-three Certified Nursing Assistants (CNAs). The program has reduced dependency on outside staffing agencies, thereby reducing costs for Tucker Center.

SCDMH has an on-line learning system in place which allows staff to take training, which is required by regulatory and accrediting agencies, on line. SCDMH currently has over 100 tailored curriculums which have been developed for staff that provide care to meet the special needs of our patients. Of these, 29 are mandatory for all staff annually to meet CARF, TJC, DHEC, OSHA and/or requirements of other regulatory agencies. In addition there are 55 other modules that are required to be taken by the clinical staff.

If the modules were not available on-line, each staff member would be required to take training in the classroom. For clinical staff, this would have a negative impact on their productivity and ability to bill for services.

The estimated man-hour cost savings to SCDMH for the on-line learning modules for FY2011 was \$5,128,775. This does not include travel time to and from Columbia. This man hour cost savings is realized when employees remain in place for training and the loss of revenue producing hours due to training is reduced.

In addition, SCDMH provided almost 3,100 hours of employee training directly related to meeting the goals of the agency's Strategic Plan in FY2013.



Figure 7.4-1 (Higher is Better)

SCDMH's actions to improve the working environment are reflected in reduced workers' compensation claims. Figure 7.4-2 shows a drop by over 50% in the number of claims since FY2002.

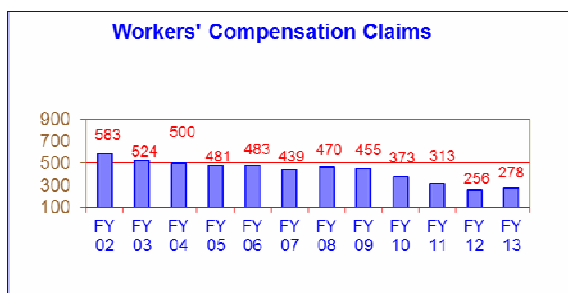


Figure 7.4-2 (Lower is Better)

The employee turn-over rate decreased in FY2012 and remains well below average for similar agencies (Figure 7.4-3). Data for comparable agencies is based upon FY2011 data.

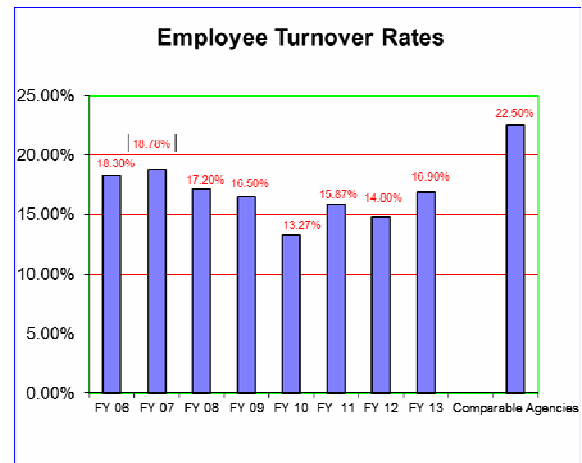


Figure 7.4-3 (Lower is Better)

Figure 7.4-4 shows the percent of affirmative action goals met by the agency each year since FY2004.

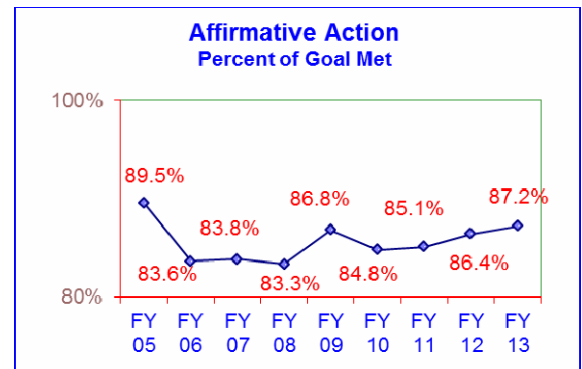


Figure 7.4-7 (Higher is Better)

## 7.5 Organizational Effectiveness and Efficiency Results

The SCDMH measures for organizational effectiveness may be grouped as follows:

- a) *Community Services to Priority Populations*
- b) *CMHC Services Clinical Effectiveness*
- c) *Inpatient Services Clinical Effectiveness*
- d) *Support Processes Outcomes*

### a) Community Services to Priority Populations:

Development of a community-based system of care is core to the Department's philosophy and has been a driving force in program development since early in the 1990s. SCDMH assesses the extent to

which it reaches the adults and children who need mental health services (penetration rate), and compares its efforts to the “level of penetration” of other states.

SCDMH has, for the past several years, hovered at slightly less than the national average in the number of adults served per 1,000 population (Figure 7.5-1).

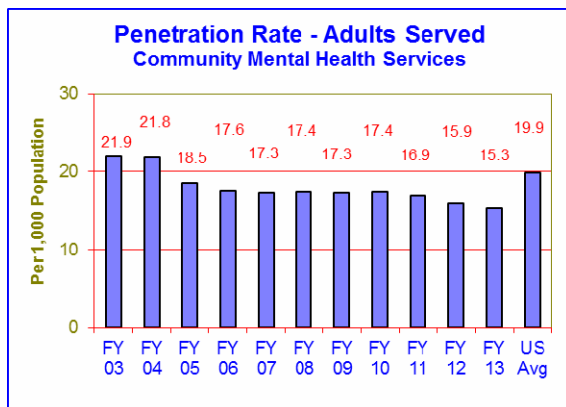


Figure 7.5-1 (Higher is Better)

The gradual decrease in the adult penetration rate most likely reflects the Department’s focused reduction in treating persons who are not severely mentally ill and intensifying services to those who meet the criteria for severely mentally ill (SMI) and seriously and persistently mentally ill (SPMI). Alternatively, these numbers may reflect the growing population vs. the relatively stable number of adults we have served over the years.

Eighty-eight percent of all SCDMH adult clients meet the definition of SMI, and 85% of all FY2013 adult client contacts are with SMI clients (Figure 7.5-2).

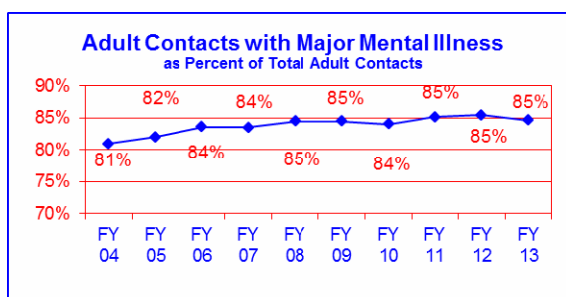


Figure 7.5-2 (Higher is Better)

SCDMH has also continued to increase its focus on providing services to children and adolescents. Penetration data (Figure 7.5-3) has typically shown we exceed the national average in children served under the age of seventeen.

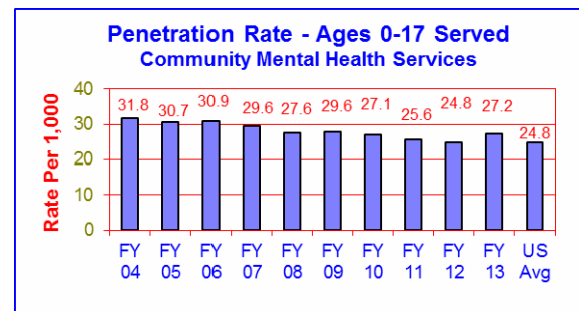


Figure 7.5-3 (Higher is Better)

As with adults, SCDMH continues to increase its focus on services to the more seriously disturbed children (Figure 7.5-4). Over fifty percent of all C&A clinical contacts are with seriously emotionally disturbed children.

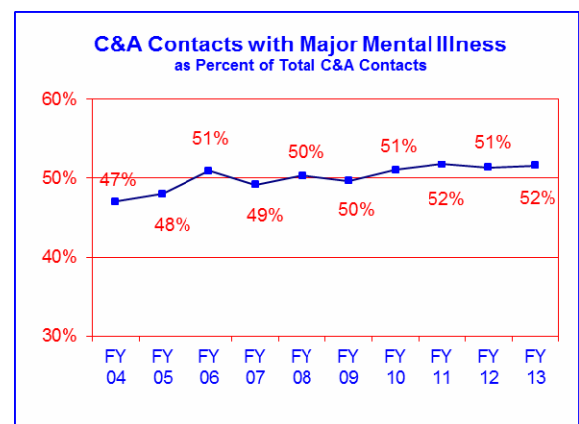


Figure 7.5-4 (Higher is Better)

SCDMH believes that children should be treated within the family system, and removing the child from the family unit should be a last resort. As such, reducing out-of-home placements has been a goal across all CMHCs. Figure 7.5-5 shows a decrease of over 70% in the number of children in out-of-home placements over the past ten years.

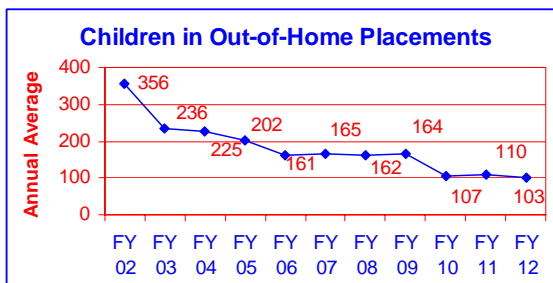


Figure 7.5-5 (Lower is Better) (FY2013 data not available)

The total number of persons, all ages, served throughout the community centers from FY2005 – FY2013 is shown in Figure 7.5-6. FY2013 marked the first significant increase in out-patient clients in several years, possibly due to an increase in state appropriations.

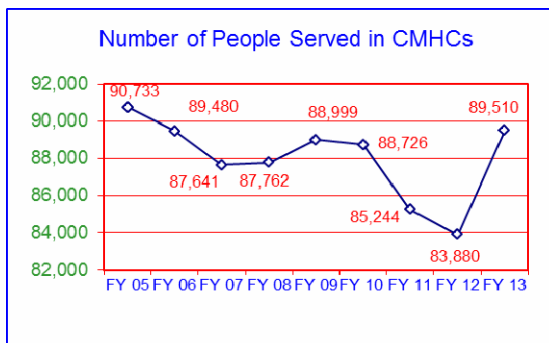


Figure 7.5-6

#### b) CMHC Services: Clinical Effectiveness

In a community-based system of care, it is important for CMHCs to have an array of services to stabilize individuals in crisis and divert admissions to hospitals when clinically appropriate. As such, the Department monitors inpatient admissions weekly and has viewed their reduction (Figure 7.5-7) as evidence of expanded community capabilities.

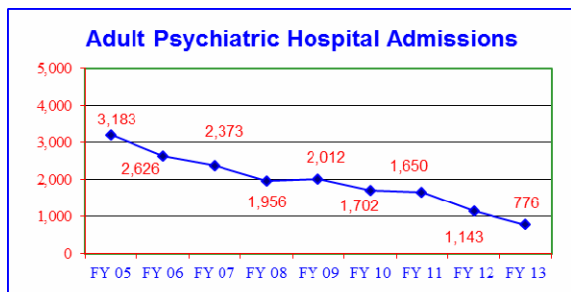


Figure 7.5-7 (Lower is Better)

In fact, there are probably multiple reasons for over a 75% decrease in psychiatric hospital admissions since FY2005:

- The agency is operating fewer in-patient beds than in previous years (Eighty beds were closed in FY2009 alone). In addition, lack of physicians in the Anderson area forced the closing of beds at Patrick Harris Hospital until this summer.
- Improved crisis diversion programs in the community;
- The ongoing departmental funding of community based, inpatient treatment, both substance abuse and psychiatric, for those in crisis; and
- The increase in the percentage of patients who stay in the hospital longer than 90 days, resulting in a decrease in acute care beds available to admit short-term patients (Figure 7.5-17).

The Department has a limited number of beds and these remain at near 100% occupancy. For many people requiring an inpatient admission, a SCDMH hospital is not a readily available option.

South Carolina has paralleled the country with a phenomenal growth in Emergency Department (ED) use by persons in crisis, both behavioral health and all other categories. This increase in emergency department use has had a major impact on the public healthcare system and SCDMH.

While the number of persons waiting is important, it is the length of any wait that is even more important to the client and to our ED partners.

In FY2013, SCDMH funded special initiatives totaling over \$5.5M to assist hospital emergency departments with addressing an increase in behavioral health care urgent needs. The funding is dedicated

to a variety of crisis initiatives throughout the state. These programs consist of crisis stabilization teams.

Additionally, dedicated crisis funding can be utilized to divert those in emergency departments to local private inpatient facilities for short-term stabilization. Contracting for short-term use of beds in non-SCDMH hospitals not only effectively utilizes limited SCDMH inpatient beds; it also provides crisis care near the patient's home and enhances local, community-based options. Figure 7.5-8 shows the continuing trend in this treatment option while figure 7.5-9 demonstrates SCDMH staff activity in utilizing these contract beds to divert individuals from the ED and out of the ED.

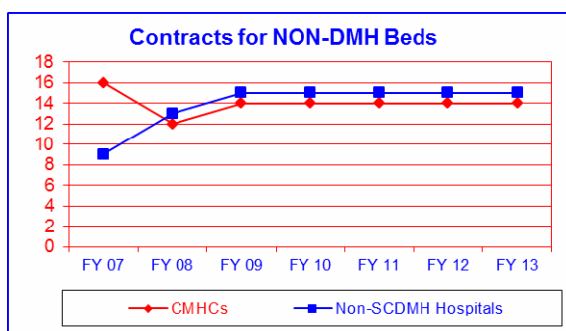


Figure 7.5-8 (Higher is Better)

As a result of these and other efforts, the average total number of persons waiting in ERs decreased by 14% From FY2009- FY2011. During the same time period, the average number of persons waiting in the ER more than 24 hours decreased 17% as well (Figure 7.5-9).

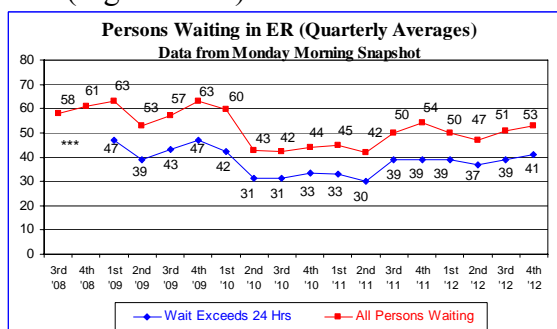


Figure 7.5-9 (Lower is Better) (FY2013 Data not yet available)

Particularly challenging to SCDMH is that a significant number of persons who present themselves in the EDs with a primary diagnosis of mental illness and/or alcohol/drug are unknown to SCDMH. Figure 7.5-10 shows a continuing trend that roughly three-fourths of people presenting for ED services were not previously treated, in any capacity, by SCDMH.

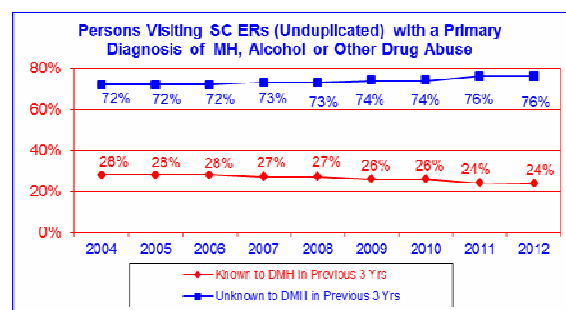


Figure 7.5-10

While advances in community crisis stabilization programs and increased staffing in the EDs help to control the hospital admissions, the Department has also concentrated on assisting long-term psychiatric inpatients move out of the hospital into less restrictive community settings.

Individuals identified for the TLC Program receive intensive support through the CMHCs, helping them adjust to community life and secure daily living skills. Figure 7.5-11 shows the capacity of the TLC program.

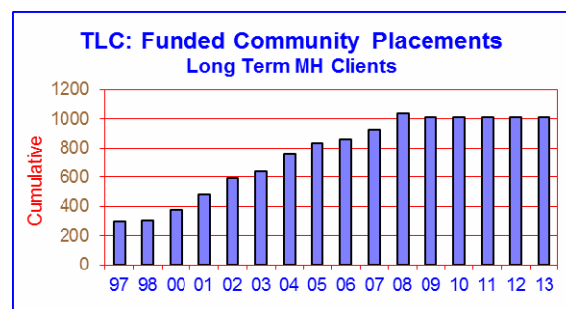


Figure 7.5-11 (Higher is Better)

TLC continues to serve over a thousand long-term, severely mentally ill clients in the



community (Figure 7.5-12). To date, 3,550 patients have benefitted from TLC programs. With effective outpatient services, most TLC clients do not present in emergency departments nor occupy limited hospital beds.

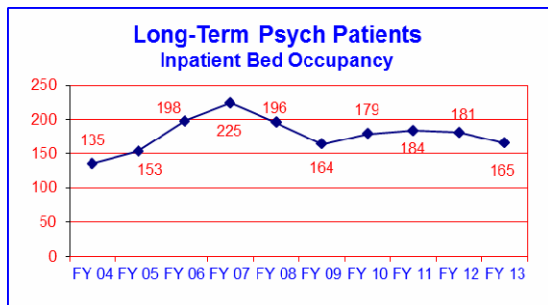


Figure 7.5-12 (Lower is Better)

When persons do require hospitalization, research indicates that the sooner the person is seen by the community mental health center following discharge from an inpatient facility, the less likely the client will be readmitted for subsequent inpatient care.

The SCDMH Continuity of Care Manual sets our standard as “clients will be seen by a CMHC for a follow-up appointment within seven days of discharge from an inpatient facility.”

Senior management and the Commission review data quarterly on the number of days between inpatient discharge and the date of their first appointment at a local community mental health center (Figure 7.5-13).

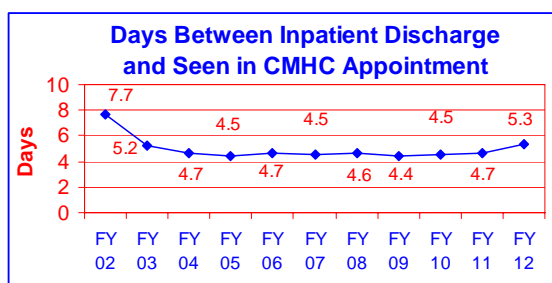


Figure 7.5-13 (Lower is Better) (FY2013 data not yet available)

SCDMH’s average of 5.3 days remains well under our seven-day standard.

### c) Inpatient Services: Clinical Effectiveness

Senior leadership reviews key performance data for each inpatient facility. The measures are broad indicators of the quality of inpatient care and are part of the ORYX measures emphasized by accrediting bodies.

A low 30-day psychiatric re-admission rate reflects adequacy of inpatient treatment, as well as effective follow-up and maintenance in the community following discharge.

Figure 7.5-14 shows that SCDMH remains below the national average. (Note: Data submitted for FY2012 was marked as incomplete for the FY for all ORYX measures. FY2012 data presented below is updated for all of the FY but FY2013 data is not yet available.)

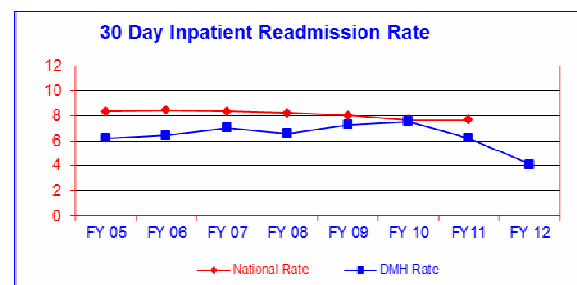


Figure 7.5-14 (Lower is Better)

Other key ORYX measures for inpatient facilities include the use of restraint and seclusion, defined as the number of hours clients spent in restraint or seclusion for every 1,000 inpatient patient hours (Figures 7.5-15 and 16).

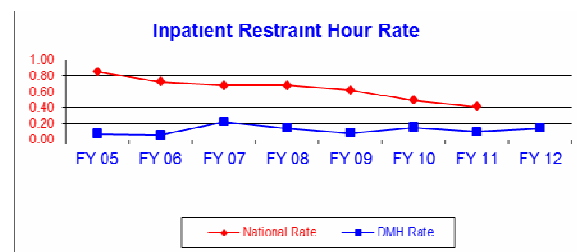


Figure 7.5-15 (Lower is Better)



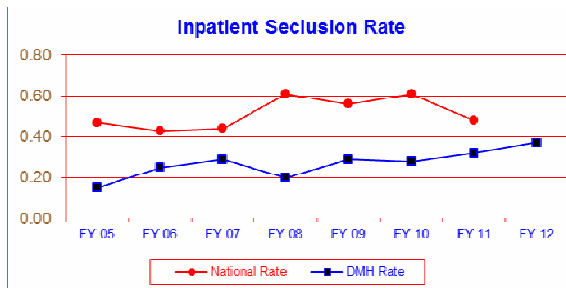


Figure 7.5-16 (Lower is Better)

Senior leadership also monitors inpatient bed availability weekly. The impact of long-term patients in short-term beds erodes SCDMH's capacity to admit new patients, creates problems for EDs, and raises the costs of inpatient services (Figure 7.5-17). The percentage of SCDMH's inpatient population, remaining longer than ninety days, has been trending upwards for several years.

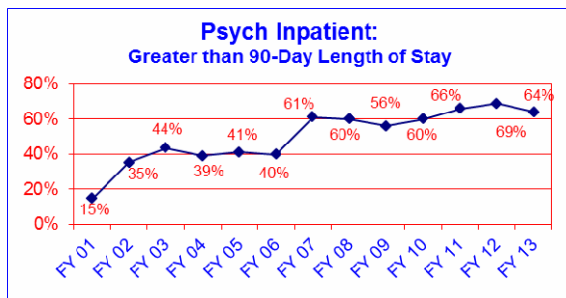


Figure 7.5-17 (Lower is Better)

The Department also monitors the waiting list for persons being held in jails who are in need of inpatient services. The two primary groups are: 1) those needing Pre-Trial Evaluation or who have been referred for acute treatment in an effort to restore their competency to stand trial; and 2) those committed for longer-term treatment (Psychosocial Rehabilitation Program: PRP) after being deemed incompetent and unlikely to be restored or being found not guilty by reason of insanity.

At the end of FY2011, support for counties and detention centers was cut significantly resulting in decreased funding for mental health services. Consequently, the number

of people being referred and their acuity increased noticeably. (Figure 7.5-18).

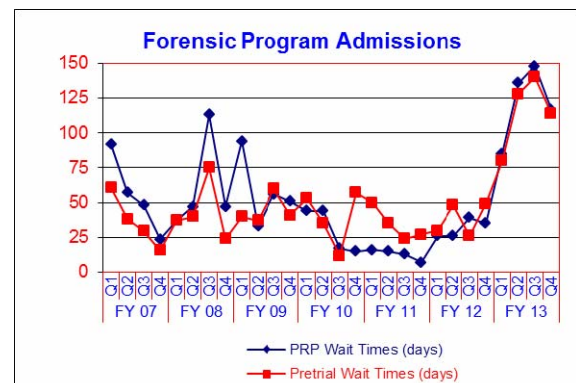


Figure 7.5-18 (Lower is Better)

Telepsychiatry has proven an effective option for hospital emergency departments without a psychiatrist on staff or not readily available. Initially and still largely funded by the Duke Endowment Foundation, the Department of Mental Health employs psychiatric staff who remain available for long-distance consultations to both speed the effective placement or release of people in emergency departments and at a reduced cost per visit. Further, data shows that, on average, telepsychiatry consultations result in lengthier periods between emergency room visits for participating clients.

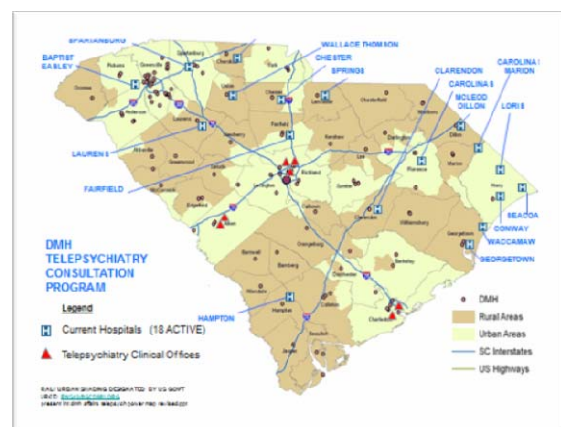


Figure 7.5-19

Figure 7.5-19 shows the hospital emergency departments participating in telepsychiatry at the end of FY2012.

d) Support Processes Outcomes

Figure 7.5-20 identifies the Department's key support/business processes and the performance level of each.

Figure 7.5-20

**Key Business and Support Processes**

<b>Process</b>	<b>Key Requirements</b>	<b>Status</b>
DOAS (as a whole)	The Division of Administrative Services (DOAS) will not overspend its budget.	Goal met.
Finance	No significant audit findings by State Auditors	No significant findings in most recent SFY audit.
	Invoices paid with 3 business days	Goal met.
	Limit of 5 payroll errors per pay period	Goal met.
	Composite bank account reconciliation's are performed within 30 days after receipt of the bank statement.	Goal met.
	Process procurement request up to \$10k within 5 working days; \$10k and \$25k within 15 working days; and above \$25k within 28 working days	Goals being met when necessary purchasing information is furnished by the requestor.
Information Technology	Database applications will be backed up sufficient to recover any database up to the most recent log file.	No significant data losses reported.
	Protect user data from virus infection using real-time virus protection software.	100% of infected files are cleaned, quarantined or deleted.
	Archive vital medical and financial records.	Goal met.
	User satisfaction	Most categories of users in the 2006 survey show improvement over 2004 survey. Overall satisfaction is 89%
Nutritional Services	Provide nutritious, appetizing and satisfying meals for all of SCDMH clients within annual budget.	Goal met.
	Provide up-to date, culturally sensitive patient/ family nutrition opportunities and materials per Joint Commission standards.	Goal met.
	Complete nutrient analysis of current menus and assure that therapeutic menus are consistent with SC Dietetic Association diet manual.	Goal met.
	Maximize sales (revenue) for department through providing/selling meal service to other state agencies / private sector organization.	Goal met.
Physical Plant	Insure that all capital projects are completed within approved budgets.	Goal met.
	Provide living environments in compliance with all regulatory requirements and standards.	There were no JOINT COMMISSION surveys during this time frame. Results of DHEC surveys were satisfactory.
	Provide efficient, cost effective building and grounds maintenance.	Building maintenance costs per square foot were 8.5% less than the national average. Grounds maintenance & custodial costs were significantly less than industry average due to the use of inmate labor.
Vehicle Management	Ensure that all vehicles and equipment repairs are conducted in the most cost efficient manner.	The Vehicle Maintenance Shop passed State Fleet certification for 2009 with no issues
Human Resources	See Category 7.4 for HR discussion	See Category 7.4 for HR results.

Figure 7.6-1

**Legal and Regulatory Compliance**

<b>AGENCY OR ENTITY</b>	<b>FUNCTION</b>	<b>Current Status</b>
CARE/Joint Commission	National Accreditation	All CMHCs & Inpatient accredited
VA	National Accreditation of Veterans' Nursing Homes	In compliance
HHS Program Integrity Audit	Medicaid Division of Corporate Compliance	In compliance
HHS Program Field Review	Review of programs and documentation to identify training and compliance issues.	In compliance
DMH Quality Assurance Team	Review of client care practices and medical records documentation for quality of care, accreditation and corporate compliance issues.	In compliance or action plan to achieve compliance
DMH Internal Audit	Review of administrative practices, policies and procedures for compliance with DoFS, Human Resources, and other regulations.	In compliance or action plan to achieve compliance
DMH Corporate Compliance	Regular review by SCDMH for conformance with SCDMH Corporate Compliance Plan	In compliance
DHEC	Inspection of CRCFs operated by Centers for conformance with regulations.	In compliance
DHEC	Inspection of day programs preparing food for conformance with sanitation regulations.	In compliance
DHEC	Inspection of inpatient facilities for compliance with regulations.	In compliance
Fire Marshal	Inspection of facilities for fire safety	In compliance
Medicare Professional Review Organization	Review of medical records to determine appropriateness of Medicare reimbursement—contract organization of SC Blue Cross Blue Shield	In compliance
ADA	Regulation of access for disabled	In compliance

## Glossary of Terms and Abbreviations

- ACT/PACT/RBHS – a set of case management programs delivered out of the CMHC offices, in the natural living environment of the client, urban or rural.
- Assembly – State Director’s monthly meeting of CMHC/facility directors, advocacy representatives and senior leadership. Quarterly, the Assembly includes CMHC Board representatives.
- BPH – Bryan Psychiatric Hospital, an acute care inpatient facility in the Columbia area.
- CAFAS – Child and Adolescent Functional Assessment Scale, used by the clinician to evaluate the level of functioning and degree of symptoms in children and adolescents.
- CARF – Commission on Accreditation of Rehabilitation Facilities, one of the bodies which accredit SCDMH facilities.
- CIS – Client Information System, data-base containing client information.
- CLM – Computer Learning Modules, a computerized system for presenting and evaluating knowledge of standardized educational materials.
- CME – Continuing Medical Education, physician continuing education credits.
- CMHC – Community Mental Health Center.
- CRCF – Community Care Residential Facility
- Commission – a seven-member body designated by the state to oversee the Department of Mental Health.
- Client – person with mental illness served by the SCDMH.
- Continuity of Care – a set of standards governing the provision of treatment to ensure seamless care is provided through hospital and community based care.
- Co-Occurring Disorder – client diagnosed with more than one major psychiatric disorder: mental illness and alcohol/drug addiction.
- Corporate Compliance – process by which third party payers are assured that reimbursed clinical services are delivered as described.
- CPM – Certified Public Manager, a managerial training program offered through state government.
- CRCF – Community Care Residential Facility, a DHEC licensed facility providing room, board, and personal assistance to persons 18 years old, or older.
- DMH – South Carolina Department of Mental Health.
- ETR – Evaluation, Training and Research, the agency’s division for outcomes, training, research, and best practice development.
- EPMS – Employee Performance management System, the state’s annual employee appraisal system.
- FY – Fiscal Year is the period beginning July 1 and ending June 30 of the following calendar year.
- GAF – Global Assessment of Functioning, a clinical evaluation instrument used by the clinician to assess client level of functioning and symptoms.
- HPH – Harris Psychiatric Hospital, an acute care inpatient facility in the Anderson area.
- IPS – Individual Placement and Support.
- IT – Information Technology, the mainframe, area networks, and data systems of the agency.
- Joint Commission – a hospital accrediting body formerly called Joint Commission on Accreditation of Healthcare Organizations or JCAHCO.
- MHA – Mental Health Association.
- MST – Multi-Systemic Therapy, an in-home, intensive service to children and their families.
- MHSIP – Mental Health Statistical Improvement Project, a multi-state project to design satisfaction surveys for mental health clients, youth, and family members.
- ORYX – Joint Commission required set of data required to be submitted monthly on the performance of inpatient facilities.
- Pathlore – a computerized employee training registration and documentation system.

QCRB – Quality of Care Review Board, a convened group of experts charged with analyzing an adverse event and making recommendations to the Department to prevent the event from recurring at the original site and throughout the agency.

QA – Quality Assurance, the process by which clinical services or documentation is monitored for adherence to standards, e.g., Medicaid, CARF, JOINT COMMISSION.

Recovery – a process by which a person overcomes the challenges presented by a mental illness to live a life of meaning and purpose

Risk Management – the process by which potential clinical adverse outcomes are minimized in frequency or severity, or actual adverse outcomes are appropriately responded to as opportunities to improve services (root cause analysis, QCRBs, etc.).

SAMHSA – Substance Abuse and Mental Health Services Administration.

SAP – computerized financial management system.

School-Based – services delivered by mental health professionals within the walls of the school system.

SHARE – Self-Help Association Regarding Emotion, a client advocacy and self-help organization.

State Plan – document required annually by federal government that specifies specific goals for expenditure of Block Grant monies.

State Planning Council – stakeholder group who plans expenditures of federal Block Grant funds. The council is required to have at least 50% of its membership be non-DMH stakeholders.

TLC – Toward Local Care, a program to return long term psychiatric inpatient clients to life in the community with intensive support from CMHCs

Utilization Review – the process by which clinical services or documentation are monitored to assure delivery of clinically appropriate treatment (a.k.a., clinical pertinence).

WSHPI – William S. Hall Psychiatric Institute, a specialty inpatient facility in the Columbia area, serving children and forensic populations.