

**PIEDMONT CENTER for MENTAL HEALTH SERVICES  
STRATEGIC PLANNING PROCESS  
FY11-12**

## **Executive Summary**

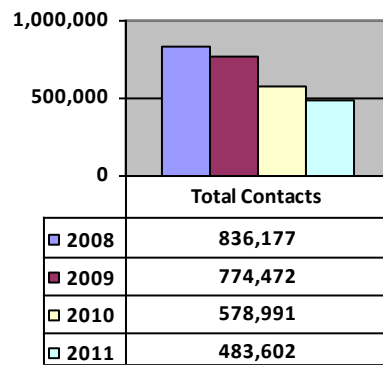
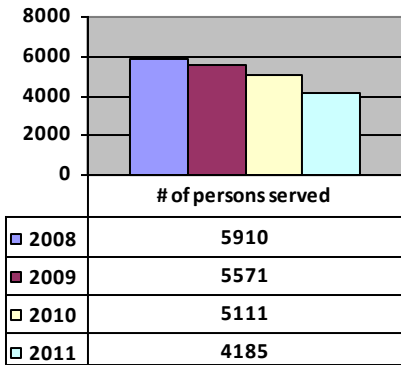
### ***Service Area and Overview***

The Piedmont Center for Mental Health Services (PCMHS), established in 1977, serves southern and eastern Greenville County, a rapidly growing area in South Carolina with a wide diversity of industries and businesses. The area continues to experience a tremendous influx of new businesses and technological industries with much of the growth occurring along the I-85 and I-385 corridor. Our catchment area includes several of the most rapidly growing municipalities in South Carolina. Our defined catchment area has an estimated population of 208,693 and covers 325.3 square miles (based on 2008-2009 census projections).

A division of the South Carolina Department of Mental health our mission is to support the recovery of people with mental illness.

The PCMHS has a history of leadership in providing innovative and consumer driven community mental health programs. In 1987, we were the first community mental health center in the state to begin the process of transition for long-term patients from the South Carolina State Hospital to community rehabilitative programs. In the area of services to Children and Adolescents, we were pioneers collaborating with the Department of Juvenile Justice to provide Family Preservation Services to children at risk of out of home placement. Our school based mental health programs are among the first implemented in the state. We are national leaders in providing a full array of specialized mental health rehabilitative services to persons who are deaf and/or hard of hearing. Because of our experience with Residential Treatment, the SCDMH requested that we manage the Department's CRCF Forensic programs. We currently operate two licensed facilities in various parts of the state that serve this specialized population.

We experienced a reduction in our base budget over the past three years resulting in the retraction of some service areas. This is the third-consecutive year that we have experienced a decline in the total number of contacts and total number of persons served.



**Staff and Consumer Demographics  
Unduplicated Contacts FY10-11**

<b>Contacts by Race</b>	<i>African American</i>	1184
	<i>American Indian</i>	22
	<i>Asian American</i>	27
	<i>More than one race</i>	173
	<i>Other</i>	37
	<i>Hispanic</i>	146
	<i>Unknown</i>	37
	<i>White</i>	3503
	<i>Native Hawaiian</i>	2

<b>Contacts by Gender</b>	<i>Female</i>	2698
	<i>Male</i>	2287

<b>Contacts by Age</b>	<i>18 and Under</i>	1664
	<i>Over 18</i>	3394

## STAFF-CONSUMER COMPARISON

	Male	Female	White	African-American and other minorities
<b>*Greenville County</b>			78%	22%
<b>PCMHS Staff</b>	24%	76%	66%	34%
<b>Consumers</b>	46%	54%	68%	32%

\*2008-09 Census projections

## PERSONS SERVED BY DIAGNOSIS

Major Mental Illness	
Adults (295/296/297/298)	2302/46%
Adults (other)	1019/21%
Children (295/296/297/298/314)	842/17%
Children (other)	822/16%

## SERVICE DELIVERY SYSTEM

### *Adult Service Programs*

Serving the seriously mentally ill continues to be a top priority of the PCMHS. Community integration that includes Psychosocial Rehabilitation and the Toward Local Care program are the core services offered to this population.

We currently operate two Psychosocial Rehabilitation clubhouse programs; Sunshine House in Simpsonville and Rainbow House located in Greer. Both programs provide an array of services including, but not limited to, individual living skills training, pre-vocational training, housing assistance, social skills development, and the Recovery for Life Curriculum. For consumers who prefer and can benefit from a pure Fountain House Model clubhouse, we contract with Gateway House, Inc., in Greenville, SC, to provide this service. Gateway House is a nationally recognized program operated by a not-for-profit board.

Psychosocial Rehabilitation is provided at residential sites including McKinney House located in Mauldin, SC; Piedmont Pathways located in Hopkins, SC; Turning Point in Hopkins, SC; and Generations in Monetta, SC.

The recovery focused curricula, Team Solutions and Solutions for Health are utilized in our Psychosocial Rehabilitation Programs for adults.

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Our Community Integration Program also includes a specialized unit serving a distinct set of consumers identified as high risk for re-hospitalization. Persons served who have had in-patient stays greater than 90 days or three in-patient episodes of care during the past 12 months are eligible to receive this level of care. The program, identified as the Toward Local Care (TLC) initiative, consists of a program coordinator, four clinical counselors and a registered nurse working full time with consumers identified as needing this level of service. The focus of this program is to provide assistance with daily living to include housing and employment when indicated. We currently serve 123 adults in this program.

Our TLC program includes two licensed Community Residential Care Facilities that provide intensive, structured services 24/7. McKinney House, 10 beds, is the only residential program in the Southeast United States that serves the deaf mentally ill. Piedmont Pathways, 15 beds, is a step down program assisting persons in the transition from hospitalization to community living.

Providing a variety of housing options to our consumers is also a priority of the PCMHS. In partnership with Mental Health America of Greenville County and The Upstate Homeless Coalition, we provide supported independent living at several locations: Victor Village, 18 apartments located in Greer, SC; Hillcrest Heights, 12 apartments located in Simpsonville, SC; and Sunset Village, 18 apartment located in Fountain Inn, SC. In addition, the TLC program coordinator has forged partnerships with private property owners to provide scattered housing throughout Greenville County.

PCMHS provides Crisis services 24/7 through a partnership with Mental Health America. Together, we support CrisisLine, a 24/7 suicide prevention hotline. PCMHS also has mental health professionals on-call 24/7 that provide crisis services.

Out-Patient services, both adult and children and adolescents, are provided at two clinic locations; 20 Powderhorn Dr. Simpsonville, SC and 220 Executive Dr. Greer, SC. Outpatient services include Psychiatric Medical Assessment, Nursing Services, Crisis Intervention, Assessment and Individual and Group therapy. Dialectical Behavioral Therapy (DBT) groups are available at both Outpatient locations.

Through a collaboration with the Greenville County Probate Court, The Greenville County Detention Center, the Greenville County Solicitor's Office, and the Greenville Mental Health Center we established a Mental Health Court in Greenville County. This diversion program allows persons with mental illness to avoid having a criminal record when they have been arrested for behaviors attributed to their illness.

### ***Specialty Programs***

PCMHS provides two statewide specialty programs: services to the deaf mentally ill and residential treatment for the forensic population.

The PCMHS provides leadership in serving the deaf mentally ill. The J. Charlie McKinney House, a 10-bed community residential program for the deaf mentally ill, was completed and opened with 10 residents in

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July 1994. Full ranges of rehabilitative services are provided for these consumers with specialized staff on site 24/7. In addition, the PCMHS employs professional staff to provide mental health treatment services to the deaf mentally ill, both adults and children, statewide. Our professional staff provides specialized services to deaf and hard of hearing consumers on an in-patient basis at Harris Psychiatric Hospital. The PCMHS utilizes Tele-Psychiatry in order to provide access to psychiatric care for deaf consumers statewide. We employ the only psychiatrist in the state who is fluent in American Sign Language. All staff members in our deaf services division are fluent in American Sign Language and have extensive experience in serving this population.

The PCMHS also operates two licensed residential care facilities that serve as step down programs for the forensic population: Generations of Monetta, 16 beds, located in Monetta, SC; and Turning Point, 10 beds, located in Hopkins, SC. These programs are commonly referred to as the Midlands Residential Services Program. PCMHS works closely with Geo Care, the state's in-patient forensic hospital, to transition adults with a NGRI designation from a locked in-patient setting to an unlocked community setting then into independent living. This program requires close cooperation with multiple partners including various county solicitor's offices, general sessions and probate courts and the statewide forensic review board. Since its inception in 2003, our forensic program has transitioned over 200 individuals from in-patient to community living.

### ***Children, Adolescents and their Families***

PCMHS provides mental health programs that are non-stigmatizing and easily accessible to children and their families in the local community. Our goal is to identify and intervene at early points in emotional disturbances and assist parents, teachers, and other stakeholders in developing comprehensive strategies for resolving these disturbances. Services are provided in our out-patient clinics, schools, and other community settings. Our clinics provide emergency services, assessment and referral, psychiatric assessment and individual and group therapies. In addition school based locations also provide educational workshops for teachers and parents, after school programs and violence prevention programs.

A culturally competent staff with emphasis on best practice models provides Child and adolescent services. Our Strategic Initiatives program specializes in working with children who are at risk of out-of-home placement. Many of these children come to us through the Department of Juvenile Justice and the Department of Social Services. Community-Based Wraparound Services (WRAPS) are provided to children with special emotional and/or behavioral needs and their families and are designed to stabilize or strengthen the child's home environment.

Our child and adolescent program has a strong commitment to building community coalitions to strengthen families in our community. Our staff members are represented on numerous boards and task forces: Safe and Drug Free Schools, Greenville Technical College Human Services Department Advisory Board, Safe Community's Coalition, Enforcement of Underage Drinking Laws Advisory Board, Project Reach Advisory

Board, Prevent Crime Coalition, Substance Abuse Service Alliance, Emergency Preparedness Task Force and Mental Health America. We also have partnerships with Clemson University's Institute on Family and Neighborhood Life and the Duke Endowment.

## **BUSINESS FUNCTIONS and PERFORMANCE IMPROVEMENT ACTIVITIES**

### ***Operational Structure/Information Management***

The PCMHS has an organizational chart that provides clear lines of supervision and responsibility. The Executive Director reports directly to the Board of Directors that consists of a diverse group of community leaders recommended by the Greenville County Legislative Delegation and appointed by the Governor.

The PCMHS has three clinical divisions; Adult Services; Children, Adolescents and their Families and Deaf and Hard of Hearing Services. Each division has a program manager who is responsible for the overall operation of his/her clinical area. Program managers report directly to the Assistant Director. The Director of Administration, Human Resources Director, Quality Improvement Coordinator and the Medical Director round out the management team and report directly to the Executive Director.

### ***Input from Persons Served, Stakeholders and Personnel***

PCMHS uses a variety of mechanisms to make sure that our programs and services are in line with the expectations of persons served, stakeholders and personnel.

#### **Persons Served**

- Suggestion boxes conveniently placed at all program locations, with pre-printed forms
- Post-discharge telephone surveys
- Annual center wide consumer satisfaction surveys
- Periodic review of complaints/client rights allegations
- Public webpage with a link for comments and questions

#### **Stakeholders**

- Specific staff members are assigned as liaisons for identified stakeholders and other community committees or taskforces, findings are reported monthly in the Utilization Management meeting
- At least once every three years we host a Stakeholder Community Forum

#### **Personnel**

- Annual review of all position descriptions
- Annual staff survey
- Review of grievances

### ***Financial Planning***

The Piedmont Center for Mental Health Services develops the Center budget along major program lines.  
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This is the procedure used by the South Carolina Department of Mental Health and is consistent for all seventeen Community Mental Health Centers in the state. The Center Director and Administrator coordinate the budget process with input from all service chiefs. The budget includes state and county appropriations, grants, federal block grant funds, revenue generated through direct service provision and contractual revenues.

Our projected budget for FY11-12 is \$9,928,536. This represents funding from grants and other foundations, state monies and anticipated fee for service revenue. The FY11=12 budget represents a 34% cut in state funds accumulated over the past three fiscal years. Executive staff and the Board of Directors review the operating budget monthly. Adjustments, as required, due to changes in revenues, personnel needs, operational expenses or mid-year state funding cuts are made as needed.

### ***Access to Care***

To serve the growing population, the PCMHS has two full-time Mental Health Clinics, one in Simpsonville and one in Greer. These clinics provide the hub of our service delivery system as most consumers access our services through these locations. Crisis services along with screening and initial clinical assessment of children and adults takes place at these locations. Other intake sites include our 4 residential programs and 11 schools located in our catchment area.

There is a structured screening process to assure the applicant's needs are within the scope of our mission and that resources exist for the organization to meet the needs of the persons seeking services. Those not accepted for services receive referrals to appropriate service providers. The screening process is reviewed annually for effectiveness and as a means of identifying community needs. Last year the most prevalent referrals were for drug and alcohol treatment and family/marital counseling.

### ***Health and Safety***

PCMHS has a comprehensive health and safety program that includes competency training for all employees. Our designated safety officer chairs the Health and Safety Committee. This committee meets quarterly and has representatives from each center location. The safety officer is also responsible for updating the PCMHS Accessibility plan on an annual basis.

### ***Technology and Support***

The System Administrator is responsible for updating, on an annual basis, an analysis of our technology assets and needs. Several years ago, we began the process of preparing for the implementation of an electronic medical record: purchasing the necessary hardware and providing high-speed internet service to all remote locations. PCMHS went live with the EMR in November 2010.

### ***Quality Performance/Improvement***

PCMHS has a multi-faceted Performance Improvement Program. Managed by the Quality Assurance Coordinator, the QI/PI program encompasses Risk Management, Health and Safety, Staff Development,  
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Licensure, Peer Review, Credentialing, Administrative Support, Utilization Management, Cultural Action and Corporate Compliance. The purpose of the QI/PI program is to improve efficient utilization of resources, manage risk, identify quality of care issues in need of improvement and provide training and consultation to administrative and clinical staff. Information collected and analyzed by the various components of the QI/PI program is reported quarterly. This information is utilized to make adjustments in the day-to-day operation of the organization. It is also incorporated into the strategic planning process.

### ***Human Resources***

Program Managers are responsible for determining their Human Resource needs. Program descriptions are reviewed annually and updated as the needs of the organization evolve. Our Human Resources policies and procedures allow for recruitment of experienced personnel, as well as entry-level staff members, based on the current market and the needs of the organization. Entry-level personnel are mentored by supervisors or other experienced staff members and training relevant to their job duties is available through the SCDMH Division of Evaluation, Training and Research.

The greatest challenge for Human Resource is recruitment of medical personnel: registered nurses advance practice nurses and physicians. The organization has utilized staffing agencies and locum tenens to fill key vacancies in these areas. Recruitment of full-time medical personnel and less reliance on temporary/contractual positions remains an important goal of the organization.