

**310 Board Plan**

**Northwest Alabama Mental  
Health Center**

**Fayette, Lamar, Marion, Walker, Winston  
Counties**

**M-4**

**2016**

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205-302-9017**

# 310 Board Plan 2016

**Name of 310 Board:** The Northwest Alabama Mental Health Center  
302 14<sup>th</sup> Avenue West, Jasper, Alabama 35501

**Counties Served:** Fayette, Lamar, Marion, Walker and Winston  
(Catchment M-4)

**Populations Served:** Mentally Ill, Intellectually Disabled, Substance Abuse Services  
(Adult and Children)

## Vision Statement and Beliefs

### MISSION STATEMENT

#### *“Enriching Lives Through Quality Care”*

The Board of Directors of the Northwest Alabama Mental Health Center (NWAMHC, Northwest), in response to needs presented by consumers, families, advisory boards, other agencies and governmental institutions, have committed the Center, its staff and resources, to the mission of providing a comprehensive, effective continuum of care. This continuum of care would address the needs of individuals, groups, and families and actively seek to assist in improving the quality of life for the consumers and families we serve.

**To provide** accessible cost-effective, high quality and outcome based behavioral health services to the people of Fayette, Lamar, Marion, Walker and Winston Counties.

**To provide** accessible and appropriate services to persons and/or families based on assessed and communicated needs and choices of the consumers and families.

**To prioritize** services to those who suffer from severe mental illnesses, children who experience severe emotional disturbances, individuals who suffer from intellectual disabilities, individuals who seek recovery or are recovering from addictions or abuse of alcohol/drugs. These behavioral health services would assist in consumers bettering the quality of their lives, and to the general populations as resources allow.

**To assess** services to attain the highest level of independent living and functioning delivered in the least restrictive environment.

**To guarantee** quality through utilization of a program of continuous quality/performance improvement.

**To encourage** consumers choices for the services needed and as to the environments where they want to live and work.

**To assist** all staff in developing their individual skills by providing opportunities for professional growth and development.

**To work and grow** in a caring partnership with the community and to be recognized as the leader in providing the highest quality of behavioral health services.

**To conduct** all our activities to the highest ethical standards; by and for the benefit of the individuals and families we serve.

## **Northwest Alabama Mental Health Center VISION Statement**

To be a model behavioral health services system known for its integrity, professionalism, and commitment to our consumers and their families. To be the service provider of choice in the delivery of valued community services and adapting to the changing needs of our consumers and our communities.

### **BELIEFS**

We value and believe in:

- Being compassionate, understanding, and responsive to the opinions and needs of our consumers
- Exceeding the expectations of our consumers and communities
- Providing an environment in which all employees can excel and achieve personal growth
- Promote teamwork and a cooperative working relationship
- Managing resources to ensure financial security and integrity
- Empowerment of people by recognizing their worth, dignity, strengths, and ability to make informed decisions
- Delivering services at the earliest possible time to prevent or reduce traumatic interventions in the person's future
- Promoting the participation of all people in the life of the community to the best of their abilities and desires
- Promoting the traditions of community service
- Enhancing partnership with Alabama Council of Community Mental Health Boards, the Alabama Department of Mental Health, and other agencies with complementary goals
- Consumer choice
- Promote the overall health and wellness of the individuals we serve
- Development of integrated care for our consumers

**I. Plan Development**

**1. Planning Cycle**

Every two years in accordance with the Department of Mental Health Administrative Code – Administrative Standards for 310 Boards, Northwest Alabama Mental Health Center’s Board of Directors develop and adopt a plan of services. This plan specifies the type, the quantity and location of services to be provided to the populations defined by DMH as Seriously Mentally Ill Adults/Elderly (SMI), Severely Emotionally Disturbed Children & Adolescents (SED), Intellectually Disabled (ID), and /or those in need of substance abuse (SA) Prevention and/or Treatment.

**2. Roles of Key Stakeholders**

NWAMHC Board of Directors (comprised of and appointed by local and county governments) solicits and obtains information through participation in regularly scheduled meetings and/or surveys with a wide range of key stakeholders. Using the information gathered from these meetings and surveys the Board identifies both met and unmet community behavioral health needs. The needs are prioritized by the Board, with key stakeholders impacted by the specific need having an opportunity to provide feedback. Because of the widely diverse group of stakeholders the Board’s plan is reflective of the community as a whole. Stakeholders are also solicited regarding the development and sharing of resources to meet identified needs. Consumers, individuals, and families impact decision making, planning and development of specialized programs. Surveys and meetings to identify specific needs and strengths prioritize planning areas.

**Community Agencies and Advocacy Groups**

Capstone Rural Health Program, Health Clinics – “FQHC”  
Alabama Council of Community Mental Health Boards  
Alabama Head Injury Foundation  
Area Agency on Aging  
Children’s Advocacy Center  
Children’s Policy Council – Walker County/Fayette County  
Coalition of Alzheimer’s and Related Disorders (C.A.R.D.)  
Facilitation/Multi-Needs Teams  
Walker County Non-Profits Board

**Legal Authorities**

Juvenile Court Judges - Fayette, Lamar, Marion, Walker, Winston Counties  
Juvenile Probation - Fayette, Lamar, Marion, Walker, Winston Counties  
Probate Judges - Fayette, Lamar, Marion, Walker, Winston Counties  
District and City Judges- Fayette, Lamar, Marion, Walker, Winston Counties  
Circuit Court Judges- Fayette, Lamar, Marion, Walker, Winston Counties  
Sheriffs in Fayette, Lamar, Marion, Walker and Winston Counties

### 3. Implementation Monitoring and Evaluation of Plan

The plan is developed for presentation and adoption by the Northwest Board of Directors by the Management Team of Northwest Alabama Mental Health Center under the direction of the Executive Director.

**Implementation:** Following Board adoption of the plan, the administrative and/or program service area responsible for implementation meets with key stakeholders to address the goals of the plan. As resources are realized, necessary actions are then taken to begin implementation through local, regional and state funding. Grants and alternative funding sources are considered within the planning process.

**Monitoring:** Monitoring of the two-year plan is accomplished through Northwest's Performance Improvement Program. The results of the monitoring of the plan are reported to Northwest's Executive Board by the Executive Director's utilizing written monthly information reports and oral monitoring reports. Any additional information is also presented and recorded in the Executive Board minutes.

**Evaluation:** Evaluation is accomplished by feedback given from key stakeholders during the regularly scheduled meetings, surveys, QA summaries, and informal individual findings. This information along with information gathered by Northwest's Performance Improvement Program, is presented to the Board for discussion and use in future planning. Evaluation is ongoing and a part of the Center's Performance Improvement Committee. Changes are commonplace to meet consumer and community needs. Quality of service is paramount to the NWAMHC board and staff.

## II. Plan Components

### 1. Population

- **Description of type of populations served:** (Adult and Children)  
Seriously Mentally Ill Adults (SMI)  
Seriously Emotionally Disturbed Children and Adolescents (SED)  
Substance Abuse Prevention and Treatment (SA)  
Intellectually Disabled (ID)

Population of Northwest Alabama counties by Race 2010 Census

<u>County</u>	<u>Total</u>	<u>%white</u>	<u>%black</u>	<u>%other</u>
Fayette	17,241	86.5	11.4	2.1
Lamar	14,564	86.7	11.3	2.0
Marion	30,776	93.6	3.8	2.6
Walker	67,023	91.2	5.9	2.9
Winston	24,484	95.6	0.5	3.9

Northwest Alabama Mental Health Center  
Consumers (2014)

MI	Fayette County	Adult	403	
		Adol	297	
MI	Lamar County	Adult	271	
		Adol	141	
MI	Marion County	Adult	442	
		Adol	192	
MI	Walker County	Adult	1423	
		Adol	674	
MI	Winston County	Adult	252	
		Adol	120	
<b>TOTAL MI</b>				<b>4,215</b>
SA		Adult	718	
		Adol	127	
<b>TOTAL SA</b>				<b>845</b>
<b>Grand Total ID</b>				<b>200</b>
<b>TOTAL CONSUMERS</b>				<b>5,260</b>

## **Northwest Alabama Mental Health Center..... locations/services (Adult / Child/Adolescent/SA)**

**Outpatient Offices** in all counties served (Fayette, Lamar, Marion, Walker, Winston)

<b>MI Adult and C/A Day Programs</b>	<b>Serving</b>
Cheatham-Williamson	Walker County
Fayette Rehab Day	Fayette County (Fayette)
Fayette Intensive Day	Fayette County (Fayette)
Cornerstone PHP	Fayette County (Fayette)
Winston County PHP	Winston County (Haleyville)
Winston Rehab @ Seymour	Winston County (Double Springs)
Marion PHP	Marion County (Hamilton)
Marion Rehab Day	Marion County (Hamilton) @ Hamilton Manor
Marion Intensive Day	Marion County (Hamilton) @ Outpatient Office
Hamilton Children's Services	Marion County (Hamilton) Military Street Office
Walker PHP	Walker County (Jasper)
Walker Rehab Day	Walker County (Jasper)
ABC Preschool Day	Walker County (Jasper) Adam Bishop Center
ABC Murphy	Walker County (Jasper) Adam Bishop Center
ABC Pre-Anchor	Walker County (Jasper) Adam Bishop Center
Fayette Children's (beginner)	Fayette County (Fayette) Academy Drive
Fayette Children's (Pre-K)	Fayette County (Fayette) Academy Drive
Fayette Children's (Adolescent)	Fayette County (Fayette) Academy Drive
Lamar Children's (Pre-K)	Lamar County (Vernon) Rogers-Elbert Center
Lamar Children's (Adolescent)	Lamar County (Vernon) Rogers-Elbert Center
O'Kelley Center (Pre/Day)	Winston County (Haleyville)
Crisis Residential PHP	Walker County (Townley) Serves Region I

### **ID Day Habilitation Programs**

Window's Without Walls	Walker County (Parrish)
Window's Unlimited	Marion/Fayette/Winston (Winfield)

### **ID Adult Residential -- (66 beds)**

Adolescent Home -- AD Home	Walker County (Oakman)
Avalon	Winston County (Haleyville)
CAPE-Pine Haven	Walker County (Townley)
Destiny	Marion County (Winfield)
Genesis House	Winston County (Haleyville)
Haleyville Apartments	Winston County (Haleyville)

**ID Residential (continued from previously page)**

Ivy Glen	Marion County (Hamilton)
Keith's House	Walker County (Jasper)
Lakewood	Walker County (Jasper)
Magnolia	Winston County (Haleyville)
Navalu	Walker County (Jasper)
Rita and Christine's	Walker County (Oakman)
Willowbee	Marion County (Hamilton)
Willowbrooke	Marion County (Hamilton)
Winfrey	Walker County (Cordova)

**MI Adult Residential – (116 beds) Specialized Behavioral**

Highlands	Fayette County (Fayette)
Discovery	Lamar County (Sulligent)
Winfield Group Home	Marion County (Winfield)
Guin Group Home	Marion County (Guin)
Hamilton Group Home	Marion County (Hamilton)
Lakeside	Walker County (Jasper) Smith Lake Area
Cheatham-Williamson	Walker County (Jasper) Smith Lake Area
Seymour Group Home	Winston County (Double Springs)
Three-Bed Home	Marion County (Winfield)

**Walker Baptist Medical Center / Inpatient / Designated Mental Health Facility (DMHF)**

Behavioral Medicine Unit (BMU) – 24 Beds – Walker County (Jasper)  
Management Contract with NWAMHC since 2001

**Crisis Residential (Adolescent Females) – (16 beds) State-Wide Referral**

START Fayette County

**Crisis Residential (SMI Adult) (16 Bed) – State wide Referral (Emphasis Region I, II)**

CRU Walker County

**MI – Adult - Apartments - ( 66 beds)**

Berry Manor Apartments	Fayette, Alabama
Springhill Apartments	Fayette, Alabama
Pathways (Sulligent Apartments)	Sulligent, Alabama
Hamilton Manor Apartments	Hamilton, Alabama
Jasper Apartments	Jasper, Alabama

## 2. Community Needs/Service Priorities

### a) How needs are assessed:

Information is obtained from regularly scheduled meetings with stakeholders regarding community needs/services, and is reviewed by the Northwest Alabama Mental Health Center's Management Team, the Executive Committee of the Northwest Center's Board of Directors, and compared with the adopted Mission Statement, Vision and Beliefs. Interaction with consumers and families is strongly encouraged with their involvement in committee meetings. Presently, local and county government is well represented on our Board of Directors by Probate Judges (2), commissioners, circuit clerks (2), mayors, city councilmen, and family members. Needs assessments are acquired by formal and informal, verbal and written means. Alabama Department of Mental Health trends in service provision are shared monthly, during formal Board meetings.

### Accessibility to Services:

- Citizens of Northwest come from diverse backgrounds and experience varied behavioral health needs of the community. Organization-wide services will be coordinated to insure continuity with other community resources, without duplication. Availability of services, in close proximity to consumers helps increase chances of rehabilitation or recovery. Our service delivery processes will be monitored to ensure they remain appropriate, effective and available in the changing healthcare environment, both financially and clinically to meet the needs of our consumers and families.
- Consumers with serious mental illness and substance abuse disorders will be provided levels of care which meet individual needs and are based on nationally established medically necessary criteria. All services will be evaluated for medical necessity and continue according to clinical judgments. Individual considerations are given to those in financial need. Sliding scales may apply.
- Expressed and anticipated needs of consumers, families and referral sources will have primary consideration when designing services and establishing policies and procedures. We will encourage feedback and respond appropriately.
- A formal performance improvement process in all areas (MI/ID/SA) will be maintained in order to assure that consumers receive the highest quality of services possible. Responsiveness at every level of the organization will be our goal.
- There will be an ongoing assessment of personnel policies to insure fair treatment of the individual employed. We will strive to see that our staff is well trained. Staff performance that is superior will be recognized by annual reviews.

- The financial stability of Northwest must be of primary consideration; services will be based on the identified needs and principals and delivered as standards and funding allows.

**a. Areas of Focus and unmet needs:**

- Use of telepsychiatry to expand access and availability of quality psychiatric consultation for children and adults in a conventional and cost effective manner.
- Continued development of Children's services; Day and Evening programming in all counties. Free-standing facilities have been developed in all five counties.
- Development of wellness program to facilitate whole person health with a focus on diet, smoking cessation and coordination with primary care.
- Facility management; ongoing maintenance and renovations provide for the safety and security of residents. Life Safety and Technical Services (ADMH) is consulted on a regular basis to provide and exceed standards.
- Comprehensive array of residential care to meet individual consumers level of need, from Specialized Behavioral to single occupancy apartments, and monitored as needed.
- Telepsychiatry available at all adult and children/adolescent outpatient locations.
- NWAMHC provides transportation through ALDOT acquired vehicles and center owned vehicles (120 vehicles, combined)
- Opening of onsite primary care and pharmacy services at our Walker County location

**3. Description of Services/Supports provided and needed expansions:**

**Mental Illness Services** – The Northwest Alabama Mental Health Center is responsible for the development and implementation of service plans, as a comprehensive 310 agency, serving individuals and families, with issues associated with Mental Illness, Intellectual Disability, or Substance Abuse. The NWAMHC directly provides the following services for all counties in the catchment area.

**Adult / C/A Mental Illness Programs/Direct Services**

MI/SA Outpatient Assessment/Intake  
 Psychiatric Medical Assessment and Treatment  
 Individual and Family Therapy  
 Day Treatment Programs (Partial Hospitalization, Intensive, and Rehabilitative Programs)  
 MI Residential Programs (Specialized Behavioral)  
 Supervised Apartments (Single and Double-Occupancy)  
 Basic – Living Skills

Family Support and Education  
In-Home Intervention  
Crisis Intervention/Resolution  
Nurse Delegation Services  
Medication Administration  
Case Management  
Inpatient Services at Walker Baptist – 24 beds (Management Contract)  
Consultations with Collateral Agencies/Agents  
Referral  
Probate Involuntary Commitment Screening/Consultation  
Transportation Services .... all Divisions .... dedicated vehicles/program  
Emergency Services.... After hours... in all locations, plus 205 387-0541 or  
1-800-489-3971  
Crisis Residential Treatment for SMI Adults

### **Adult / C/A Substance Abuse Programs**

Intensive Outpatient:

Assessments/ Services

Intensive Outpatient Programs (all counties)

Individual and Group Therapy

Case Management

Crisis Residential ... State-Wide Referral for Female Adolescents (16 beds)

Special Programming (Domestic Violence, Anger Management, DUI Level I  
and Level II, and Defensive Driving)

### **Intellectual Disability Programming**

Residential Services ... Specialized to individual needs

Case Management

Personal Care

Day Habilitation Programs (2)

Family Support

Transition Programs (2)

#### **4. Resource Development and Allocation-Current and future funding resources for planned expanded capacity.**

- Development of web based telepsychiatry and teleconferencing at all outpatient locations.
- Electronic Health Records have been implemented and will continue to expand until the entire system is fully electronic.
- NWAMHC has applied and been funded for a Wellness Grant for development of the “My Strength” program to promote overall health and wellness with our consumers. Funding provided by Walker Area Community Foundation.

- Enhance special programs, in all counties, focusing on court ordered treatment and identified areas of need. Examples of unresolved cases in areas of domestic violence, DUI, parenting education, etc. are commonplace. Judges, Court Referral Officers' (CRO's), and Juvenile Probation Officer's (JPO's) are requesting a continuation of noted programs and expanded agendas. The NWAMHC is determined to coordinate these plans with collateral agents.
- Continued development and use of our Crisis Residential Treatment program to avoid state hospitalization and provide treatment at the local level.
- Development of integrated healthcare options with our partners at Capstone Health to develop services in their clinic locations in Walker and Winston Counties.
- Continued focus of Preventive Services contacting schools and addressing sensitive topics identified by Children's Services providers and state initiatives.

**III. Goals and Objectives:**

1. Goal: Develop a Wellness Program that focuses on the overall health of our consumers.

Objective:

- a) Develop and implement the "My Strength" program as a tool to facilitate self-help, evidence based treatment and communication with consumers.
- b) Develop healthy menus and implement access to all residential and day programs attended by SMI adults at Northwest.
- c) Develop a smoking cessation program to offer to all consumers of services at Northwest.

2. Goal: Integrate primary care and behavioral healthcare services with our partner The Capstone Rural Health Clinic (FQHC).

Objective:

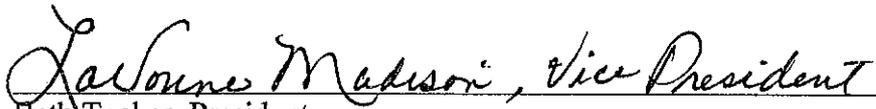
- a) Open one primary care clinic in one of our locations.
- b) Offer behavioral health (counseling/referral services) at one Capstone Primary Care Clinic.

- c) Offer psychiatric consultation at all Capstone Clinic sites for adults and children.
- 3) Obtain funding to develop a Dental Clinic for our adult consumers. Our adult consumers have no coverage by and large for dental issues. It has been identified as a significant health issue by our staff and stakeholders.
    - a) Explore grant options
    - b) Assess willingness of local dentists to participate
    - c) Explore dental hygiene services that might work with this project
  - 4) Continue development of our electronic health record system
    - a) Expand to all outpatient locations for children
    - b) Expand to all substance abuse locations and service sites
  - 5) Develop and complete contracts with all Regional Care Organizations to sustain funding for the Medicaid consumers we serve
    - a) Ensure adequate funding to maintain our array of comprehensive services for all consumers including the non-Medicaid populations
    - b) Adjust the system of services as needed to meet the goals and objectives of both the Department of Mental Health and the Regional Care Organizations
  - 6) Maintain our transportation system to ensure access to care for all consumers in all five counties Northwest serves
    - a) Develop new contracts with community partners to enhance access to care for the geriatric population along with our partner at Walker Baptist Medical Center
    - b) Maintain our existing vehicle fleet to ensure access to behavioral and primary care at the Capstone Clinics
    - c) Develop new transportation options for our consumers to gain increased access to primary care

These goals and objectives will be monitored and evaluated by the Executive Director and Management Team at Northwest. Progress will be reported to the Board of Directors of Northwest Alabama Mental Health Center at regular monthly board meetings. Additional meetings will be conducted with the Capstone Health Clinic and with Walker Baptist Medical Center along with other community partners to facilitate the accomplishment of these goals and objectives. Priorities will be given in these uncertain times to maintaining existing services with expansion and development of new

opportunities and services for our consumers and families as funding and unknown mandates allow.

Copy/file  
Cc: Board of Directors

  
Beth Tucker, President  
Board of Directors/NWAMHC

Date: 1-11-16 Reviewed and Approved by Board of Directors