



## **Annual Performance Report: 2011**

2011 continued to be a year of growth for FOCUS Behavioral Health Services, LLC. The growth that we have experienced has been successful and has provided additional mental health services to the surrounding counties. We continue to be proud of the accomplishments that we made in 2011 and strive to maintain a high quality of service delivery to the youth and families that we serve.

### **Level 3 Residential Services**

FOCUS started 2011 with two eight bed facilities. This was the outcome of consolidation that was started during 2010. The agency previously had four facilities that each had the capacity to serve 4 clients per facility. The consolidation process was ultimately a decision that was made in response to the constant rate reductions that we being made. FOCUS continues to have the ability to serve 16 consumers in their residential program. Another area of change that took place in 2011 for the residential program was the reconfiguration of management structure. Once again, we have found that this re-structuring has been successful and has benefited the staff and the youth served tremendously. We currently have one qualified staff that over sees both residential programs and well as the managers in the each facility. This change has proven to have improved the overall continuity for both facilities. Also, the licensed clinicians that work with the youth and staff in these facilities started a training series that will ultimately certify them to deliver Trauma Focused Cognitive Behavioral Therapy. This evidenced based practice will be a good partner with our current Cognitive Behavior Model that is present in all of our facilities.

**Total Clients Served: 25**

**Total Discharges: 12**

**Total Successful Discharges: 6**

**Average Length of Stay for Successful Discharges: 15 months**

**Successful Discharge Rate: 50%**

**Total Number of Clients that went AWOL from facility: 1**

**Total Number of incidents in the facility that required safety holds: 4**

**Level 2 Incident Reports: 3**

## **Day Treatment**

FOCUS Behavioral Health Services continues to provide quality day treatment services through partnership with the county school system as well with the NC Department of Non-Public Schools. For the majority of the year, FOCUS maintained 2 separate day treatment facilities. This year, we were able to locate a new facility that was big enough to house both of the programs. Due to the structure of the facility, the programs can continue to operate as 2 separate programs with the benefit of sharing management and support. FOCUS Behavioral has also entered into a partnership with Caldwell County School System in order to begin providing day treatment services to their students. This is a partnership that FOCUS has been attempting to establish over the last 2 years. At the end of 2011, 1 of the 2 facilities that has been secured to provide day treatment services in the county has been licensed and is anticipating the start of service delivery in late January 2012.

**Total Clients Served: 62**

**Total Discharges: 39**

**Total Successful Discharges: 21**

**Average Length of Stay for Successful Discharges: 11.85 months**

**Successful Discharge Rate: 54%**

**Total Number of Clients that went AWOL from facility: 0**

**Total Number of incidents that required a Safety Hold: 0**

**Level 2 Incident Reports: 8**

## **Intensive In-Home**

In 2011, FOCUS Behavioral Health Services started to provide Intensive In-Home services to youth and families in neighboring counties. To date, we have served families from 4 counties. This service started out with one three person team and by the end of the year we had grown the service and currently have three teams that have the capacity to serve a total of 24 youth and families. Intensive in home is a time limited enhanced service that assists youth in families that are in crisis. The three person team works with the family in the home and community. The assigned team is also available 24 hours a day to assist the family is a crisis arrives. FOCUS Behavioral was also able to secure a contract with Burke County Schools that would guarantee FOCUS to provide Intensive In-Home services for their students and families that meet criteria for the service.

**Total Clients Served: 33**

**Total Discharges: 20**

**Total Successful Discharges: 10**

**Average Length of Stay for Successful Discharges: 5 months**

**Successful Discharge Rate: 50%**

## **Targeted Case Management**

Another addition in 2011 to our service continuum was targeted case management. This service has benefited the community as well as our agency. This service is mainly targeted to assist in linking youth and families to services that would benefit them as well as reduce episodes of crisis. This service also strive to work with youth's primary care physicians and assuring that medical care and mental health care are working in tandem.

**Total Clients Served: 37**

## **Outpatient Program:**

Since the addition of our outpatient clinic in 2010, the agency was able to provide more clinical resources to better serve the clients within our continuum of care. During 2011, FOCUS continued to see tremendous growth within the outpatient clinic. We started out with 1 clinician and 1 doctor. This year our growth has resulted in the addition of 3 licensed clinicians as well as the addition of 1 clinician to support the access to care process. Late in the year, we also were able to identify a Nurse Practitioner to join our clinic in the new year. This was an identified need in our area and we look forward to the ability to serve, prescribe and monitor psychiatric medications for consumers. FOCUS' licensed clinicians were chosen, out of a large pool of clinicians, to participate in a yearlong educational program that will result in them becoming certified to provide trauma focused cognitive behavior therapy. This is an evidenced based practice that is highly recognized model across the United States which has created a demand in our area. We feel like the addition of trauma focused services to our agency will only help build the numbers of youth and families that we serve as well as the ability to provide them with a highly recognized treatment model.

**Total Clients Served: 189**

## **Monitoring Outcomes**

As a licensed mental health provider in the state of North Carolina, FOCUS Behavioral Health Services is monitored, endorsed and accredited by numerous outside agencies. For the year 2011 FOCUS Behavioral Health Services was monitored a total of 9 times by the following agencies: North Carolina Division of Health Service Regulation, Mental Health Partners, our Local Management Entity, and the North Carolina Division of Health and Human Services: MH/SA/DD. The above agencies conducted various types of monitoring visits throughout the year. All the monitoring visits that took place this year for FOCUS were all routine and were not complaint driven.

**North Carolina Division of Health Service Regulation:** Conducted a total of 4 annual reviews in our residential and day treatment programs. All four surveys required a standard Plan of Correction. No citations were issued on any of the reviews and no significant health and safety deficiencies were cited.

**Local Management Entity: Mental Health Partners:** MHP visited and conducted a total of 4 reviews this year. 2 of the reviews were standard reviews for the renewal of endorsements and the other 2 reviews were follow up reviews since the initial reviews required plans of corrections.

**North Carolina Division of health and Human Services, MH/SA/DD section:** DHHS conducted 1 monitoring visit during 2011. Since the achievement of CABHA status in 2010, FOCUS was randomly selected to participate in the first monitoring process of certified CABHAs across the state.

**Satisfaction Outcomes.** During 2011, FOCUS Behavioral Health Services provided clients, guardians, other stakeholders, and employees with satisfaction surveys to complete. FBHS staff distributes satisfaction surveys during the months of April and October. Participants were encouraged to complete and submit surveys back to the agency via self-addressed stamped envelopes or they have the option to turn surveys back into a designated box. Surveys are completely anonymous. Below are the outcomes of these surveys for 2011.

<b>Satisfaction Outcomes: Consumer 2011</b>	<b>Agree</b>	<b>Disagree</b>	<b>Overall Satisfaction</b>
<b>Do you feel that the service that you are receiving is helping you?</b>	97.0%	3.0%	97.0%
<b>Do you feel that you are given the opportunity to share concerns</b>	97.0%	3.0%	97.0%
<b>Are you treated with respect from your staff</b>	97.0%	3.0%	97.0%
<b>Do you feel that the facility in which you receive services is nice and clean?</b>	94.0%	6.0%	94.0%
<b>Do you feel that you have input into your person centered plan?</b>	98.5%	1.5%	98.5%

<b>Satisfaction Outcomes: Employees 2011</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Disagree</b>	<b>Disagree</b>	<b>Overall Satisfaction</b>
<b>I feel that I have adequate supervisions to perform my job functions</b>	55.5%	41.0%	3.5%	0.0%	96.5%
<b>I feel that I have adequate support from my supervisor</b>	59.5%	31.5%	9.0%	0.0%	91.0%
<b>I have a concern, I know I can speak with someone and find a resolution</b>	53.5%	41.0%	3.5%	2.0%	94.5%
<b>I feel that my concerns are addressed or resolved in a timely manner</b>	33.0%	52.0%	13.0%	2.0%	85.0%
<b>I fully understand my job duties</b>	40.5%	57.5%	2.0%	0.0%	98.0%
<b>I feel capable of completing all my job functions adequately in the time I am given to do</b>	39.0%	53.5%	7.5%	0.0%	92.5%
<b>I am satisfied with my rate of pay</b>	7.5%	29.5%	31.5%	31.5%	37.0%
<b>I am satisfied with benefits package, holiday, etc. offered by FOCUS</b>	9.0%	31.5%	37.0%	22.5%	40.5%

<b>Satisfaction Outcomes: Parent/Guardian 2011</b>	<b>Agree</b>	<b>Disagree</b>	<b>N/A</b>	<b>Overall Satisfaction</b>
<b>FBHS staff maintain positive and professional demeanor</b>	100.0%	0.0%	0.0%	<b>100.0%</b>
<b>FBHS staff treats me with respect</b>	100.0%	0.0%	0.0%	<b>100.0%</b>
<b>FBHS staff accepts feedback appropriately</b>	97.0%	3.0%	0.0%	<b>100.0%</b>
<b>FBHS staff responds to crisis in a timely manner</b>	97.0%	3.0%	0.0%	<b>100.0%</b>
<b>FBHS helped me achieve goals that were important to me and/or my family</b>	92.5%	3.0%	4.5%	<b>95.6%</b>
<b>FBHS staff taught me/my family life skills needed in order to be independent of services</b>	88.0%	4.5%	7.5%	<b>92.5%</b>
<b>FBHS front office staff are professional</b>	86.5%	3.0%	10.5%	<b>94.0%</b>
<b>FBHS front office staff are responsive to my needs</b>	84.0%	3.0%	13.0%	<b>87.0%</b>
<b>FBHS medical staff educated me and/family on prescribed medications</b>	62.5%	1.5%	36.0%	<b>64.0%</b>
<b>FBHS medical staff were able to answer my questions about prescribed medications</b>	62.5%	0.0%	37.5%	<b>62.5%</b>
<b>Overall I have seen improvement in my child's behavior</b>	91.0%	3.0%	6.0%	<b>91.0%</b>
<b>Staff is sensitive to my child's ethnic/cultural background</b>	100.0%	0.0%	0.0%	<b>100.0%</b>
<b>I would recommend FOCUS Behavioral Health Services to others</b>	100.0%	0.0%	0.0%	<b>100.0%</b>

<b>Satisfaction Outcomes: Stakeholders 2011</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Overall Satisfaction</b>
<b>FBHS staff maintain a positive demeanor</b>	72.5%	27.5%	0.0%	0.0%	<b>100.0%</b>
<b>FBHS staff accept feedback appropriately</b>	63.5%	36.5%	0.0%	0.0%	<b>100.0%</b>
<b>FBHS staff demonstrate knowledge of the consumer's mental health needs</b>	72.5%	25.0%	0.0%	2.5%	<b>97.5%</b>
<b>FBHS appear well trained and suited for the job</b>	66.0%	32.0%	2.0%	0.0%	<b>98.0%</b>
<b>FBHS staff respond to crisis in a timely manner</b>	57.0%	43.0%	0.0%	0.0%	<b>100.0%</b>
<b>Pertinent client issues are brought forward at CFT meetings are resolved</b>	66.0%	31.5%	0.0%	2.5%	<b>97.5%</b>
<b>FBHS staff make sure that the client is a part of each CFT mtg</b>	73.0%	27.0%	0.0%	0.0%	<b>100.0%</b>
<b>As a member of the CFT, I feel that I have the opportunity to voice any concerns that I may have and that my concerns are addressed.</b>	74.5%	25.5%	0.0%	0.0%	<b>100.0%</b>
<b>FBHS front office staff are professional</b>	70.5%	29.5%	0.0%	0.0%	<b>100.0%</b>
<b>FBHS front office staff are responsive to my needs</b>	63.5%	34.0%	2.5%	0.0%	<b>95.0%</b>
<b>Overall, FBHS have been effective</b>	64.0%	36.0%	0.0%	0.0%	<b>100.0%</b>
<b>I would recommend FBHS to others</b>	66.0%	34.0%	0.0%	0.0%	<b>100.0%</b>

**Personnel & Training Competency Outcomes:** During 2011 Focus Behavioral Health Services, hired **31** new employees. All background and pre-employment screenings, mandatory trainings and orientations were conducted successfully with all new employees. All new and existing employees were required trainings as outlined within their training plans. Below is a list of all trainings that were available for FOCUS staff. Trainings were either facilitated by FOCUS staff or were arranged to be provided by outside qualified trainers.

1. Medication Administration for Unlicensed Staff, (Internal Training)
2. North Carolina Interventions, (Internal Training)
3. CPR and First Aid, (Internal Training)
4. Cognitive Behavioral Therapy: For adolescents with complex trauma including interventions for sex offending youth (Internal Training)
5. Client Rights in Community Mental Health (Internal Trainings)
6. Cultural Diversity (Internal Training)
7. Sexual Harassment (Internal Training)
8. Crisis Response (Internal Training)
9. Health and Safety Training (Internal Training)
10. Prevention of Disease Transmission (Internal Training)
11. HIPAA and Client Confidentiality (Internal Training)
12. Documentation (Internal Training)
13. Client Incident Reporting (Internal Training)
14. Person Centered Plan Instructional Elements (Internal Training)
15. System of Care Training (outside agency training)
16. Person Centered Thinking (outside agency training)
17. Introduction Motivational Interviewing (outside agency training)
18. Day Treatment Service Definition Training (internal training)

During 2011 Focus had a turnover of **17** staff. According to the data collected in 2011, the average length of employment with FOCUS Behavioral Health is approximately **3 years**. FBHS acknowledges that we put a lot of time, resources and effort into recruiting, hiring, training and mentoring all employees and consider them our greatest asset. We would like to continue to see the average length of employment with our agency increase. The most senior employee for the agency has been here for over **11 years**.

**Financial (Revenues/Expenditures) Outcomes:**

Focus Behavioral Health Services, LLC managed to manage a financially viable agency during 2011. This has been a huge effort on the part of all program leaders and staff working together as a team.

1. Continued to maintain set activities and petty cash amounts for every facility of \$135.00 to \$165.00/monthly.
2. We continued being more proactive in requiring legally responsible persons to be financially accountable for ensuring that clients clothing and personal spending money expense needs were met.
3. The hiring of the reimbursement officer continues to assist in drastically increasing the agencies room and board revenues by 50%.
4. The Reimbursement Officer continues to be responsible for looking at methods for saving monies – car, programs, billing, maintenance, etc.
5. All staff continued to work successfully to decrease overtime which has cut our payroll considerably.
6. Maintain company cell phone plans and made changes in the plans when needed in order to save cost.
7. Purchased an additional company vehicle which has reduced the number of gas stipends that are given to staff.
8. Continued setting limits on travel distance for client activities unless planned in advance and preapproved.
9. Ensuring that all referrals are admitted in a timely manner and all consents, authorization and admission paperwork is in place prior to the date of discharge.
10. Having one single position to have oversight for authorizations in order to coordinate and ensure there are no lapses in authorizations.

11. Purchased one of the facilities in order to eliminate a lease and benefit financially from the ownership of the property.

**Achieved Goals for 2011**

- Maintained our current three year National CARF accreditation
- Maintained our current CABHA certification
- Increased the number of teams providing IIH services.
- Established a team of licensed clinicians that were chosen to participate in Trauma Focused CBT Training/Certification
- Increased the number of agency vehicles that are available for staff
- Consolidated 2 of the day treatment programs into 1 facility that is large enough to accommodate both programs
- Added 2 new day treatment facilities in Caldwell County
- Increased the number of licensed clinicians in the Outpatient Clinic
- Secured a contract with a Nurse Practitioner to assist in serving youth in the Outpatient Clinic
- Purchased an electronic billing system
- Maintained all state facility licenses and maintain in good standing
- Awarded a Therapeutic Foster Care Child Placement License

Completed By:	Date:
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