



Central Florida Behavioral Health Network, Inc.

2013 – 2014 Annual Report

CFBHN is a not for profit 501 (c) (3) community services network and the only CARF International Accredited Services Management Network in Florida*. Currently CFBHN contracts with community service organizations to provide a full array of publically funded mental health and substance abuse services in the SunCoast Region and Circuit 10. The geographic service area covers the following fourteen counties: Charlotte, Collier, Desoto, Glades, Hardee, Hendry, Highlands, Hillsborough, Lee, Manatee, Pasco, Pinellas, Polk, and Sarasota. Range of services include: acute care, residential treatment, housing, medical, outpatient, recovery support, and prevention.

CFBHN's transformational influence empowers local communities to develop, advocate for, and implement innovative solutions to social, economic, health, and wellness problems individuals may encounter that adversely impact their lives. We accomplish our mission by seeking, developing, and nurturing partnerships with high performing providers of compassionate and quality services. Working together, this partnership continually works to meet the changing needs of public sector leadership, private sector employers and employees, and individuals who require services. To support this network, CFBHN manages total system development while providing education, training, and advocacy support as well as research, development, and implementation of best-practices in the treatment field.



* CARF is the Commission on Accreditation of Rehabilitation Facilities.

Collaborating for Excellence

We support the opportunity for every individual and family member to thrive in their own community. To that end we encourage hope, support choice and strive to bridge gaps.”

Thank you for taking time to review our Annual Report to the community. We are proud to be in our fourth year as your Managing Entity for Substance Abuse and Mental Health Services in the fourteen counties we serve. Our contracted provider organizations continue to excel and we are proud of the recipients of this year's 5 Star Incentive Performance Awards.

This past year we have been actively engaged with the implementation of the new Child Protection Safety Methodology System as well as supporting families as they have transitioned to the Medicaid Managed Care program in Florida. This year also saw the formation of the Florida Managing Entity Association (FAME) and I am proud to serve as the Board of Director's Chairperson. FAME is working closely with the two statewide professional organizations, FADAA and FCCMH, to improve our publically funded system of care.

We look forward to continuing our work of improving the lives of those who seek care on their road to recovery. As I recently read on the National Council website, General Colin Powell said "Always focus on the front windshield, not the rear view mirror". I wholeheartedly agree.

We are always interested to hear feedback about our progress and the care we provide as we move forward. I can be reached at lmckinnon@cfbhn.org. We would love to hear from you.

Linda McKinnon, President & CEO



Thank you for the opportunity to serve as President of CFBHN's Board of Directors. This year has brought many challenges and opportunities our way. I am pleased our Board consists of many talented individuals from throughout the region who are both compassionate and caring. Our focus is to faithfully execute the mission of CFBHN according to Corporate Bylaws and Governance Policies.

To that end we work to ensure that the highest quality of service is delivered in a fair and equitable manner to every community in our region. We also support the concept of rewarding outstanding provider organizations and fully endorse CFBHN's 5 Star Incentive Performance Award Program.

I credit my previous career experience of 35 years in law enforcement, first as a crime scene investigator then later in supervision of homicide and major crime investigations, as the catalyst for deepening my understanding of issues many individuals face. I saw first-hand the impacts of substance abuse and mental health in my work then and was fortunate to be able to implement a countywide system for child protection investigations in Hillsborough County that improved child safety. I believe in the value of this work and what CFBHN is doing.

This is our pledge to the citizens we serve - we will continue to work diligently on your behalf through the operations of CFBHN and the governance of this Board of Directors.

Craig Latimer, Chair of the Board



Vision

Central Florida Behavioral Health Network, Inc. envisions communities where wellness and integrated healthcare enhance the whole life of every community member.

Mission

Central Florida Behavioral Health Network, Inc. is a cost conscious integrator of high quality behavioral and whole health systems and a recognized innovator in creating community solutions.



Community Focus... Individual Results

99.4% | Expenditure
Rate on
Services

128,514 | Numbers
Served in
Treatment

241,844 | Numbers
Served in
Prevention

\$163,499,653 | Total
Contract
Funds

Values

Innovation: We commit to provide creative and breakthrough solutions for our communities.

Agility: We commit to use our capacity for rapid change and flexibility to quickly produce desired results.

Inspiration: Curiosity, a willingness to embrace possibilities, and a commitment to meaningful change are the hallmarks of our work. Learning and sharing of knowledge continually lead to new goals and opportunities.

Accountability: We commit to the maximization of all resources with which we are entrusted.

Guiding Principles

We understand every community is unique. That is why we emphasize strengthening the existing system of care by working in true collaboration.

Our integrated approach philosophy views a community's delivery of wellness and healthcare services holistically and seeks to ensure all parts of that delivery system are interconnected; balancing what is good for parts within the system as well as the community as a whole. High performing partnerships have historically been the driving core component of our success in delivering quality services. We routinely partner with those that share our commitment to constantly drive increasing levels of performance in order to attain community wellness goals that support integrated healthcare. We actively engage consumers and families to deepen our understanding of their expectations and to anticipate emerging needs. Finally we employ technology as a powerful tool for driving performance while above all delivering personalized care that is convenient, timely, and effective.

Current Snapshot

July 1, 2013, began our fourth year of managing the network of safety net substance abuse and mental health services funded through Florida's Department of Children & Families (DCF). Community voices continue to be heard and supported via Coalitions, Consortiums, and Regional Councils throughout all fourteen counties. CFBHN managed \$163,499,653 through contracting with community organizations

servicing 128,514 persons with a full array of services including acute care, residential treatment, housing, medical, outpatient, and recovery support services and reached 241,844 individuals through Prevention programs. We efficiently and effectively managed all contracted funds with an expended rate of 99.4% and a total administrative cost of less than 4% – a good value for taxpayer funded services.

CFBHN has a highly qualified and dedicated workforce consisting of doctoral and master's level degreed professionals as well as licensed and certified managers. Many CFBHN staff "Give Back" to their communities in a variety of ways. Neal Dwyer, Community Manager, serves on the Florida Center Advisory Board, Nijja Jackson, Prevention, serves on the Sacred Recovery System Board, Rich Rolfes, Program Manager Specialized Services, serves on the Circuit 13 Juvenile Justice Board, Armandina Shanahan serves on the Suncoast Community Health Center Board, and Dr. Tonicia Freeman-Foster serves on the West Central Ryan White Care Council. Others donate hours of their time for worthy community causes like loan Fernandez, Senior Systems Administrator, Andrea Butler Fernandez,

Contract Manager supporting the Alzheimer's Run and Joanne Szocinski, Senior Systems Support Analyst, who trains loving therapy dogs. CFBHN staff collectively has done their part to help families in need through support of Thanksgiving Food Drives sponsored by Metropolitan Ministries and Christmas Toy Collections for children in foster care.

CFBHN is also proud to employ United States veterans; including Joseph Ahrens, System Administrator, Larry Allen, COO, Tony Collera, Senior Quality and Risk Manager, Neal Dwyer, Community Manager, and Michael Krause, Director of Contracts. They have served our country and now proudly serve our local communities as part of the CFBHN team.

CFBHN's Annual Employee Survey shows that 100% of staff care about CFBHN's future and are willing to put in a great deal of effort to ensure success, 93% are satisfied with their job and 98% wish to stay with CFBHN until they retire!

Collaboration with Juvenile Welfare Board (JWB) of Pinellas Helps Families

The Family Services Initiative is a collaboration among four partner agencies: Juvenile Welfare Board (JWB), CFBHN, 211 Tampa Bay Cares, and Personal Enrichment through Mental Health Services (PEMHS). Along with this core group, many other community providers as well as the Pinellas County School System are accessed to provide for local families in need. The focus is on prevention and providing families the right service, at the right time, and for the right need. Essential supports and wrap around services are provided in a timely manner and meeting basic needs empowers families to become self-sufficient. CFBHN's IT System manages and tracks service requests and ensures efficient and timely access to necessary resources. An in-depth video was created this past year to illustrate program advantages, and can be accessed through the CFBHN website. Also, a recent ROI Case Study clearly illustrates that by investing as little as \$2,700 to a family in need avoided \$50,000 in Child Welfare costs.

5-Star Performance Award Recognition Program

Every year CFBHN contracted providers participate in a process that analyzes performance by category according to a "Scorecard". The highest performers in each category can earn a performance incentive financial award. The total amount available for distribution in 2013–2014 was \$321,392, and those providers who earned performance awards were recognized at the Annual Board meeting October 20, 2014. Award winners can be viewed on the CFBHN website.



Reinvestment Funds Help Families Get the Help They Need Via "Speed Pass"

For the second year in a row, dedicated funds were available to help families with children involved in the child welfare system get the help they needed as quickly as possible. The total amount of funds dedicated was \$567,000. Dubbed internally as "Speed Pass", families in need of services were quickly

identified and referred to contracted providers to receive a wide range of mental health or substance abuse services. Vouchers were issued through the CFBHN IHSIS system which enabled accurate tracking, monitoring, and reporting. The concept proved so valuable the state funded the creation of treatment teams to serve this population using CFBHN's established model.

\$5 Million Grant for Healthy Transitions Awarded

In partnership with the DCF SAMH Program Office, CFBHN was awarded a \$5 million/5 year "Now Is the Time: Healthy Transitions Grant" from SAMHSA to focus on early intervention and treatment for youth/young adults 16-25 at risk of or diagnosed with a serious mental illness. Dr. Tonicia Freeman-Foster, Senior Program Manager, will be responsible for implementation of the grant.

CFBHN Assumes Responsibility for Required Survey Processing

The QI Department assumed responsibility for the submission process of the required Consumer Satisfaction Surveys to DCF this past year. In total thirty-five contracted provider organizations submitted 12,340 collected surveys of which 11,459 were deemed usable (not missing any required data). Surveys included demographic data such as program where services were received, race, sex, and age. Questions covered such topics as access to care, quality of care, general satisfaction, outcomes, and social connectedness and were ranked on a scale producing a satisfaction score percentage. As this was the first year data was collected, it will be considered a "baseline" year for information. All results were shared with individual providers so they could assess if specific areas needed additional attention for process improvement. Internally, other CFBHN departments such as Network Development & Clinical Services will be using the data for future planning purposes.

Major IT Initiatives Builds Crucial Infrastructure

CFBHN is committed to providing timely and detailed information necessary to improve outcomes and support community planning. To that end, CFBHN's robust infrastructure is designed to allow for rapid expansion, system redundancy, data resiliency, information security, and maximum system availability. There are approximately six hundred active end users on the network including internal staff, subcontractors, and DCF personnel. CFBHN hosts various on-demand or software as a service (SaaS) applications that increase staff productivity for the entire region. Operating on thirty-four servers (twenty of which are Virtualized) plus five Storage Area Networks (SAN) CFBHN can immediately expand as needed and achieve high input/output operations per second (IOPS). This ensures fast data file uploads and query retrieval.

CFBHN operates "In the Cloud" with three major applications including the Contracts and Finance Exchange website (CAFE) developed by



Lightwave Management Services, the Integrated Human Services Information System website (IHSIS) developed by Tidgewell Associates Inc. (TAI), and SharePoint (Data and Business Intelligence Sharing). Systems are configured in clustered servers which utilize Microsoft's latest technologies to provide high availability and maintain optimum functionality.

Data Warehousing is used for mission critical reporting and business intelligence forecasting against disparate data sources which are combined together for a clearer picture of overall business operations used in critical decision making. SharePoint is used within the network to allow for easy sharing of data in a secure and privilege-based environment, protecting client information and data. This allows users to exchange data securely in an environment where all transactions are tracked. Also available through the SharePoint portal is our Business Intelligence Dashboard, which provides reports providers can use to manage their data and review utilization in the following categories: contracts/finance, provider data reporting, utilization management, scorecards, and performance measurement.

Utilizing the SQL Server Reporting Services (SSRS) and Analysis Services (SSAS) CFBHN is able to provide diverse platforms for higher interoperability across many devices and platforms for reporting purposes. By utilizing data cubes we offer full ad-hoc reporting across disparate data sources that can be customized fully by the end user without having the technical knowledge to create meaningful reports. Both SSRS and SSAS allow for automated processes on required reporting elements to be built that can be run on demand against real time data allowing for aggregate data views where the end user can drill down to the specific records that make up the global view. CFBHN systems conform to all Security and HIPAA standards.

Shaping the Future

We are challenged to provide for our most vulnerable fellow citizens in their most desperate hours of need. Good health and well-being is a precious gift, one we strive to make available to those we serve. We know a solid infrastructure is essential to meet this goal. We will continue to work diligently to be good stewards of the resources entrusted to us for support of this safety net of publically funded services and look forward to continuing our work.

We also believe in working smarter. To that end we apply analytics to every part of our administrative operation – changing how we drive efficiency, increasing the effectiveness of our services, and improving risk management. Daily we drive productivity and streamline processes with our partners, striving to be a leader, and an innovative model for our industry. We know the world is becoming more mobile and better connected through technology. In the year ahead, CFBHN plans to leverage the power of technology to improve outcomes and benchmark performance and will continue to pursue the latest in service technology both for our internal performance and to provide better services.

We welcome you to visit our website often, invite you to subscribe to our ENewsletters, and connect with us through social media. Thank you for reviewing our 2013–2014 Annual Report.

Board of Directors

The governing board is inclusive of consumers, family members, community stakeholders and partners. Regional Council representatives serve geographical circuits and represent local concerns.

Officers

Craig Latimer, Chair, Community/Law Enforcement/Elected Official
Supervisor of Elections/Retired Major Hillsborough County Sheriff's Office

Ray Gadd, Vice Chair, Community
Assistant Superintendent Administration & Operation,
Pasco County School Board

Paula O'Neil, Treasurer, Community/Elected Official
Pasco County Clerk and Recorder

Judy Turnbaugh, Secretary, Community/Family Advocate
National Alliance for Mental Illness (NAMI) Pinellas

Dr. Robert Nixon, Immediate Past Chair, Community/Business
Strategic Planning and Solutions/Professor Emeritus USF Tampa

Community & Stakeholder Directors

Ann Arnall, Governance Committee Chair/Community
Director Lee County Human Services

David Beesley, Provider
CEO First Step of Sarasota

Susan Benton, Community/Law Enforcement
Sheriff Highlands County & Past President Florida Sheriff's Association

Maureen Coble, Community
Retired COO, Sarasota YMCA Partnership for Safe Families

April Dean, Community/Family Advocacy & Faith Based
Outreach Director Grace Family Church

Ray Fischer, Community/Community Based Care
Children's Network of Southwest

Nancy Hamilton, Provider
CEO Operation PAR

Kevin Lewis, Quality Committee Chair/Provider
CEO Saluscare Inc.

Larry Lumpee, Community
Past Assistant Secretary for Department of Juvenile Justice & Retired CFBHN COO

Dr. Subhakararao Medidi, MD, Community/Public Health
Medical Director Suncoast Community Health Centers

Wendy Merson, Community/Private Receiving Facility
CEO Windmoor Healthcare

Walter Niles, Community/Public Health
Director Health Equity Office Hillsborough County Health Department

Robert Rihn, Provider
CEO Tri-County Human Services

Terri Saunders, Community/Community Based Care
CEO Heartland for Children

Mary Lynn Ulrey, Provider
CEO Drug Abuse Comprehensive Coordinating Office (DACCO)

Karen Windon, Community
Deputy Court Administrator Manatee County

Dr. Alvin Wolfe, Community/Child Advocacy
Distinguished Professor Emeritus USF Department of Anthropology



What is This?

A QR code. Download and install a QR code reader on your smart device. Then simply take a picture to get more information about CFBHN.

Bridging Gaps with Management Solutions

Business Development & Marketing

- CFBHN grows social media with Facebook Friends
- Corporate and Prevention Partners ENewsletters expanded reach via Constant Contact. Transition automated production and improved appearance. Tracking reports gauge communication effectiveness
- Setting standards as the “Go-To” field expert, staff presented at national and state conferences including The National Council, Florida Council on Community Mental Health/Florida Alcohol and Drug Abuse Association (FCCMH/FADAA), Florida Juvenile Justice Association (FJJA), and Florida School of Addictions
- Produced Care Coordination and Consumer & Family Affairs brochures, Consumer Handbook and Legislative Packets
- Supported National RX Take Back Day via CW44 TV “Bayside” interview featuring Linda McKinnon, CEO & President
- Named Tampa Bay Non Profit of the Year Finalist
- Received Pearl Logic Certificate of Operating Cost Efficiency Recognition Award
- Linda McKinnon, CEO & President, named Professional of the Year by FADAA and Administrator of the Year by FCCMH. She serves as Board Chair of the Florida Association of Managing Entities (FAME) and on the Boards of FCCMH, FADAA and Executive Board of the Tampa Bay Regional Domestic Security Task Force Health & Medical Coalition

Consumer & Family Affairs

- CFA serves as a hope role model and voice for those on the recovery journey. Engaging with consumers, they use input to improve the care system via education, advocacy, peer support, and resource location
- Provided phone and email assistance to 300 families and consumers
- Developed a Florida Assertive Community Treatment (FACT) family guide booklet

- Provided training for: Peer Recovery Specialists, West Virginia Leadership Academy Advocacy Program, Mental Health First Aid, NAMI Family to Family, and Wellness Recovery Action Planning (WRAP)
- Provided Technical Assistance to establish Peer Support, Vocational Rehabilitation, Peer Assisted Liaison, and Florida Veteran’s Outreach services. Established Consumer Support “Warm Line” and launched Peer Advocacy Councils in Hillsborough & Pinellas Counties
- Provided education and support materials at community health fairs and events
- Carol Eloian, CFA Liaison, served as NAMI Hillsborough President and serves on the Board of Directors for FCCMH and the Florida Certification Board Behavioral Health Advisory Council

Financial Management

- Received two outstanding Audits via DCF Contracting Oversight Unit and JWB - both reporting no findings
- Implemented enhancements to CAFÉ (contract administration) software providing additional accountability and control - Budget and Corrective Action Module and Finance Cost Reimbursement Module
- Streamlined contracted provider fiscal reports resulting in improved efficiencies, less reported errors, and enriched monitoring capabilities

Information Management

- Heather Hains, CIO, worked with DCF, Florida Managing Entities, and the Florida Council State Technology Workgroup to develop a statewide IT Committee serving as Chair
- Business Intelligence (BI) Dashboard was redesigned and expanded to include “Real Time” reporting to track performance measures and funding levels
- Launched SharePoint “Helpdesk Support” for internal staff and external contractors
- Automated: Appropriation 375 Pregnant Women Funding Data Collection & Reporting through integrating IhsIS and SharePoint, QI Monitoring Reports including Prevention Data, and new MSS Child Welfare Referral Process in IhsIS for CPI investigators and contracted providers
- Re-designed network infrastructure by expanding the HA environment and data warehouse guaranteeing minimal downtime
- Completed internal hardware and software upgrades for maximum efficiency
- Managed live daily booking and release data

import from Pinellas Sheriff Department matched against internal service system

Network Development & Clinical Services

- Took active role in preventing children from entering the child welfare system and deeper end services via collaborative interagency calls identifying child and family at risk needs
- Developed diversionary staffing process for court involved adolescents and families producing system efficiencies that broke down barriers to successful community reintegration and identified service gaps
- Facilitated community meetings during the Florida Medicaid Managed Medical Assistance Program rollout
- State Hospital Admission & Discharge Planning decreased length of stay and increased community success by planning wrap around services. Tracked Forensic Treatment Facility diversions and monitored Wait Lists
- Care Coordination maximized resources by monitoring service access and assuring clinical appropriateness. Focusing on “High Need/High Utilizers” improved quality and efficiency – realizing better outcomes, fewer readmissions, and reduced cost of care
- Lisa Jones, Prevention Program Manager, presented on Coalitions and Community Health & Wellness at the 2014 Washington DC CADCA Forum, provided KIT Solutions training to other ME’s, and Technical Assistance to Coalitions statewide
- Margo Fleisher, Training Program Manager, facilitated Mental Health First Aid training and coordinated Trauma Informed Care (TIC) efforts

Quality Improvement

- Sponsored internal and external NIATx training improving process efficiencies and producing cost savings
- After their monitoring visit, contracted providers were surveyed to solicit feedback for improvement
- Improved SharePoint site organization making it more “user friendly”
- Risk Management participated in a DCF trial improving the Incident Reporting and Analysis System (IRAS)
- Provided training to contractor providers on TANF, Pregnant Women, and Prevention services
- Became a DCF Beta test site