



Central Florida Behavioral Health Network, Inc.

2014 – 2015 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*. 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 includes 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 lives. We accomplish our mission by seeking, developing, and nurturing partnerships with high performing providers of high quality compassionate services. Working with our partners, CFBHN continually meets the changing needs of public sector leadership by providing for those individuals who require public services. To support this network, CFBHN manages all facets of the service delivery system providing oversight, education and training, implementation of treatment best practices, coordination with community partners and stakeholders as well as leading and encouraging inspirational advocacy support.

** CARF is the Commission on Accreditation of Rehabilitation Facilities*



Collaborating for Excellence

“Recovery Points are clear milestones on the road to a happy and healthy future. Our system of care ensures that the keys to success are provided to those who need this opportunity. We encourage hope, support choice and strive to bridge system gaps.”

We are pleased to present our 2014-2015 Annual Report to the community. Having completed our fifth year as your Managing Entity for Substance Abuse and Mental Health Services in the Suncoast Region and Circuit 10, I am pleased to report that the Department of Children and Families has exercised their option to renew our contract for an additional five years.

Our contracted provider organizations continue to excel and we are proud to be able to host a special awards luncheon in honor of this year's Five Star Incentive Performance Awards recipients on October 27, 2015.

During the previous year we continued to focus on families and children who are served in the child welfare system, working diligently with our partners to focus on prevention and intervention initiatives and services.

The Florida Managing Entity Association (FAME) that was formed the previous year continues to provide leadership and is working closely with the Department of Children and Families as well as the two statewide professional organizations FADAA and FCCMH, to improve our publically funded system of care. I am proud to continue service as the Board Chair of this organization.

Please feel free to contact me with your feedback and comments. I can be reached at lmckinnon@cfbhn.org. I would love to hear from you.

Linda McKinnon, President & CEO



It has been a distinct honor and privilege to have served as Chair of CFBHN's Board of Directors since 2013. Our Board consists of many talented individuals dedicated to the mission of ensuring public services are available to those in need. We do this by faithfully executing the mission of CFBHN according to Corporate Bylaws and Governance Policies.

I am very pleased to participate in this year's October luncheon event honoring those outstanding provider organizations who earned incentive awards through CFBHN's Five Star Incentive Performance Award Program. Our Board has been very supportive of the concept and is excited about the results it has generated. Most gratifying is hearing the real success stories of persons served through these programs as well as having the opportunity to personally meet them at the luncheon. We know there are countless other stories waiting to be shared as well as more waiting to be made.

Moving forward, I am encouraged by the continued growth and development of CFBHN as a leader in Florida public service. The processes and expertise that have been developed are of the highest caliber and will ensure all funds are efficiently and effectively used for those most in need.

This year it is my honor to pass the Board Chair position to The Honorable Paula O'Neil. I know she will continue to faithfully execute the CFBHN mission through her guidance and leadership. Our pledge to the citizens we serve – to work diligently on their behalf through the operations of CFBHN and the governance provided by 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

Current Snapshot

\$164,836,198
TOTAL CONTRACT FUNDS

99% | Expenditure Rate
on Services

119,493
Numbers Served in Treatment

327,200 | Numbers Served
in Prevention

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.

July 1, 2014, began our fifth 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 \$164,836,198 contracting with community organizations serving 119,493 persons with a full array of services including acute care, residential, housing, medical, outpatient, and recovery support while reaching 327,200 through prevention. We efficiently and effectively managed all contracted funds with an expended rate of 99% and a total administrative cost of less than 4% – a good value for taxpayer funded services.

Top Leadership Reports to Florida Legislature

Linda McKinnon, President & CEO, prepared and presented a very in depth and comprehensive report on the effectiveness of the Managing Entity Model to the Florida Senate during the 2014–2015 session. She clearly outlined the benefits accruing to Florida relative to behavioral health services managed by CFBHN in the SunCoast Region and Circuit 10 and what could be expected as the Managing Entity model matured. The Florida Legislature had specific goals: ensuring that maximum resources were available for services, services were delivered by a high quality network, reduce reliance on deep end costly service while increasing community capacity to provide effective lower cost services, prioritizing needs of families served in the child welfare system to ensure safety, ensuring local community voices are heard, and finally that employment opportunities for individuals receiving services were a focus. The full report can be found at www.cfbhn.org. Briefly CFBHN accomplished:

- Reduced operational costs from 14% to 3.5%. 96% of funds go to services
- Maintained CARF accreditation as the only Florida Accredited Services Management Network and required accreditation of network subcontractors. Additionally, the CFBHN Board initiated a Five Star Incentive Award program for those subcontractors who achieved and surpassed quality measures providing earned incentive awards from reinvestment funds
- Met 100% of all quality measures required by contract
- Successfully diverted from State Hospital admission 40% of referrals representing a cost savings to the state of approximately \$7,162,315. Reduced CSU readmissions within 30 days to below 10%. Increased FACT Team admissions by 140 persons and reduced Residential Level 1 services by 48% by placing individuals in less costly housing options.
- Since 2010 increased funding targeted to families in crisis by \$3,840,983 and this year diverted 93% of potential lockout calls from home placement
- Included stakeholders from throughout the region on the CFBHN Board of Directors and used a structured approach that engages communities via Consortiums, Coalitions, Regional Councils, and Acute Care Committees
- Supported Peer Specialist training and funded new employment initiatives
- Developed a robust IT infrastructure for sharing data and business intelligence which is transparent and available for on demand viewing

Florida TaxWatch Says ME's A Great Value

"Ensuring that the delivery of government services is efficient and effective is a core function of Florida TaxWatch. Along with promoting and protecting

budget integrity, improving taxpayer value and government accountability, and educating citizens on the activity of their government, analyzing government service delivery models is the mission of Florida TaxWatch as a nonpartisan, nonprofit public policy research institute,” says President and CEO Dominic M. Calabro. The March 2015 report details their research and analysis of the Florida Behavioral Health System finding it a good model for delivering services. The complete report can be found at floridataxwatch.org.



Marcia Gonzalez Monroe Honored with National Award

The National Council of Behavioral Health recognized Marcia Gonzalez Monroe, CFBHN Vice President of Network Development & Clinical Service, as the Mental Health Professional of the Year. She received the Inspiring Hope Award, supported by Eli Lilly and Company, at the 2015 National Conference held this year in Orlando, Florida. She has graciously given her \$10,000 award from Eli Lilly to establish the Arthur Gonzalez & Marcia Gonzalez Monroe Scholarship Fund. Proceeds will be awarded to ten deserving first time professional attendees to the 2016 National Council Conference and is being supplemented by the



National Council with discount conference rates for those attendees who are selected. Her award acceptance speech can be viewed on our website at www.cfbhn.org. Ms. Monroe also currently serves on the Board of Directors for the Florida School of Addictions and is widely recognized as one of the national leaders in co-occurring system development.

5-Star Performance Award Recognition Program

Every year CFBHN contracted providers participate in a process that analyzes their 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 2014–2015 was \$400,000, and providers who earned performance awards will be recognized at the first annual Award Recognition Luncheon October 27, 2015. A complete list of award winners can be viewed at www.cfbhn.org.



Managing Transition in an Emergency

What happens when a long time community behavioral health provider organization is no longer able to sustain themselves and decides to abruptly close their doors? CFBHN faced this dilemma early in 2015 for a remote rural area in southwest Florida – Hendry and Glades counties. CFBHN stepped up to work with the closing organization’s Board of Directors to ensure a smooth, seamless transition of services until a new subcontractor organization could be secured. The goal was to sustain and transfer services but make the process appear seamless to the general public. Offices were never closed and

staff were transitioned, maintaining continuity of care. However, a big part of the solution was to use a telemedicine service called “Click A Clinic”. It proved so successful “Click A Clinic” has been retained as a permanent part of the service array for the new provider and is now being looked at as a model to replicate across the state in both rural and urban areas. Cost effective and responsive, “Click A Clinic” has been praised by both professionals and those individuals receiving services. Success was measured by the high number of scheduled appointments kept, return follow-up appointments and positive client satisfaction surveys.

Families Get Help with FIT and Make Great Strides with Family Court

FIT Teams work to keep families and children safe. CFBHN manages four providers in our network and a total of 247 families were served this fiscal year. During that time families were successfully discharged and many elected to maintain contact for support and aftercare services. Additional program success includes; improved communication between all stakeholders, availability of incidental funds to enable families to purchase clothes for job interviews and material fees for vocational school and being able to provide emergency rent and utility payments to ensure a stable home environment is maintained. Many families with prior unsuccessful child welfare histories were able to successfully complete the FIT Program and because of the intensive treatment level plus peer support and follow-up, many children were able to safely remain with family and not be removed from their home. And with FIT Team counselors in court, the judicial system has become an active partner who is critically engaged in program success.

\$5 Million Grant for Healthy Transitions Moving Forward

In 2013-2014, 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 is responsible for implementation of the grant and led a team last August to meet with the other grantees in Bethesda, MD. This meeting enabled all to network, learn about best practices and meet their federal grant officers. Upon returning to Tampa, Dr. Freeman-Foster held a planning meeting with all partners and stakeholders to share information received at the grantee meeting and began work on the Communication Plan which included a required Social Marketing component. The Local Evaluation Team was also created whose task is reviewing program outcomes, identifying measures and selecting measuring tools. Both the “Transition to Independence Process” and “Wraparound Models” will be used in this program to address the wide variety of youth needs. Currently, all providers have signed contracts, are in the process of hiring professional staff, and have hired the young adults who will be part of the team. Plus, all local 211 Centers are working together to streamline their processes. Everything is a go!

Consumer & Family Affairs Leads the Way in Expanding Knowledge

Carol Eloian, Director, and her department are leading the way in helping communities understand behavioral health issues while focusing on reducing



stigma and discrimination. They provide educational events including; training for over 100 Bay Area Legal, Inc. attorneys in Mental Health Sensitivity to empower them to separate myths from facts when working with mentally ill individuals and families, conducting Webinars on how to best use Peer Specialists services to increase recovery opportunities, and engaging with college psychology students in open forum discussions about family perspectives and needs. Ms. Eloian also played a key role in the 13th Judicial Circuit updating of the 5-Year Sequential Intercept Mapping Project identifying system gaps and proposing solutions.

Engaging with consumers who have achieved recovery is also a key focus. They are leading and supporting development of Peer Advocacy Councils throughout the region bringing in special kick-off speakers. These councils will become a key to success as members mentor those just beginning recovery and are new to the Recovery Oriented System of Care concept.

Finally, they are spearheading an initiative with local National Alliance on Mental Illness (NAMI) affiliates to join together with the hope each affiliate will become stronger through sharing. Collaborative goals include sharing signature trainings, increasing membership, participating in fundraisers, focusing communication efforts, supporting advocacy for younger consumers and advocating filling service gaps in housing, respite care and short-term residential treatment while also focusing on the need for increased base funding.

IT Expands Capacity and Delivers

CFBHN is committed to providing timely and accurate information. Presently there are approximately eight hundred active end users on the network both internal and external. This year CFBHN has increased the number of servers to forty-two with twenty-five virtualized. While operating “In The Cloud” on three major applications, data warehousing enables CFBHN to provide mission critical reporting. Client information is secure and protected in the network. The CFBHN systems conform to all Security and HIPAA standards. This past year saw the call for CFBHN to step up and provide reporting for the entire state for the FIT program and with the robust nature of the CFBHN IT system there are many future opportunities available for service of Florida needs.

Future Focus is on Recovery Points and Communication

CFBHN does a very good job of developing and maintaining an efficient and effective system of care. People are receiving high quality services and are achieving recovery. In an effort to share this information in a more



personal way CFBHN is launching a series of Success Stories which will be available through various communication channels including our website, social media accounts and YouTube. The world of communication is changing rapidly and if we want to stay ahead of the curve we need to employ means of communication people like to use. Please visit our website often, subscribe to our ENewsletters, and connect with us through social media. Let us hear from you with thoughts, suggestions and ideas.

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

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

Ray Gadd, Treasurer, Community/Elected Official
Assistant Superintendent Administration & Operation, Pasco County School Board

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

- Social media presence expanding with Facebook Friends and Twitter launch
- Constant Contact expanded ENews reach providing tracking to gauge effectiveness
- Presented workshops and posters at national and state conferences; National Council, FCCMH/FADAA, FJJA, and Florida School of Addictions
- Published Annual Report/Managing Entity/FACT brochures, Quick Reference Card for Law Enforcement and banners. Produced Electronic Consumer Handbook, FACT Family Guide, Child Service Packet, Legislative Toolkits, state and federal district specific Legislative information, Funding Infographic and new branded templates. Produced PSA's for editorial boards, Hendry/Glades and RX Drop Off day.
- CFBHN named Finalist for Tampa Bay Non Profit of the Year 2015
- Linda McKinnon, President & CEO, is Board Chair of the Florida Association of Managing Entities (FAME), serves on the Boards of Florida Council of Behavioral Health, the Florida Alcohol and Drug Abuse Association, and the Executive Board of the Tampa Bay Regional Domestic Security Task Force Health & Medical Coalition.
- Business Manager Doris Nardelli serves on the Boards of Florida Partners in Crisis, Polk NAMI, and Polk State College Advisory Council

Consumer & Family Affairs

- Worked with NAMI Hillsborough and Grace Point Wellness Foundation to produce communications brochure providing insight on living with mental illness and impacts family members and caregivers experience due to HIPAA privacy rule when communicating critical health information
- Trained over 200 Hillsborough County Sheriff Officers in 40 hour Crisis Intervention Training (CIT) program that helps officers called to a mental health emergency
- Florida Leadership Academy training provided to 30 Recovery Peer Specialists to strengthen leadership, networking and advocacy skills enabling them to earn CEU credits for certification
- Carol Eloian, Director, serves on the Florida Certification Board Behavioral Health Advisory Council where she made curriculum standardization recommendations for updated Peer Recovery Specialist certification to include additional substance abuse training
- Trained on SAMHSA recovery oriented evidenced based practice "Whole Health Action Management" that teaches self-management skills for community mental health centers, health homes and group settings
- Participated in statewide DCF "Recovery Oriented System of Care" forum to create shared vision to shape prevention, treatment and recovery support systems in Florida

Financial Management

- CFBHN received outstanding audit from DCF Contracting Oversight Unit. No reported findings.
- CFBHN implemented Finance and Contracts central depository which allows subcontractors to submit reports electronically thereby improving efficiency
- Enhanced CAFÉ system by automating additional contracting processes creating efficiencies for CFBHN and subcontractors who can now complete their funding tool, auto calculate match and receive post award notices
- In the 2014–2015 FY, CFBHN purchased an additional \$1,068,093 in services from carry forward 2013–2014 FY funds

Information Management

- Developed Statewide IT solution for Family Intensive Treatment funding
- Automated reports; Performance Measures (under new algorithms and contract), Block Grant, Quarterly, Alliance, and Real Time Access
- Developed Network Security Enhancements to infrastructure and policies, Data Warehouse and High Availability
- Automated; Specific Appropriation 375 MSA81 subcontractor reports on SharePoint integrated with Integrated Human Services Information System service data to increase efficiency by automatically populating and eliminating duplicated data entry (Reports are dynamic and can be monitored by levels and performance), Child Welfare Registrations so Child Protection Investigators can refer families, and Reconciliation/Expenditure reports
- Received Sheriff Booking Data, compared to persons served, and reporting to subcontractors
- Managed 100% standard data validation to invoice
- Heather Hains, CIO, participates on IS Strategic Committee, ME IT Committee and IM Project Team

Network Development & Clinical Services

Overall System

- Delivered 70 trainings including; Seven Evidenced Based Practices (Motivational Interviewing/Stages of Change), Four Trauma Informed Care System Change and Practice, Two Co-Occurring Disorders, Eight Limited Mental Health for Assisted Living Facilities, Five Children Mental Health, One NIATx collaboration with QI Department, Five Mental Health First Aide, and Nineteen Continuing Education

Child System of Care

- Managed 167 Child Welfare Interagency/Lockout calls resulting in 142 children diverted from placement (increase of 27 calls over previous year with 12 additional cases diverted),

- 12 Interagency calls to identify options for non-Medicaid at risk children, and 24 placement calls for Statewide Inpatient Psychiatric Program (SIPP) and Specialized Therapeutic Group Homes (STGH)
- Participated in 5 statewide Child Welfare Work Groups. New Program Manager's focus for coming year will be integration
- Created Child Welfare parent survey that assesses unmet needs and identifies system improvement and "Youth At Risk Staffing Process Models" that link high risk youth to community resources and divert from deep end care
- Used \$472,283 for private residential non-Medicaid placement services
- FIT (Family Intensive Treatment) teams met all deliverables

Adult System of Care

- Care Coordination key to maximizing resources by monitoring service access and assuring clinical appropriateness. Focusing on "High Need/High Utilizers", individuals realize improved outcomes, reduced readmissions, and reduced care costs. Conducted 681 consumer resource calls for linkage to community resource, developed Non Priority/Priority Call tool for tracking and trending, and resolved 59 consumer complaints.
- CFBHN has lowest rate per 1000 in Florida State Hospitals. FACT served 148 "new" clients with yearend census at 99.6% capacity, implemented computerized process for monthly FACT Team reports, facilitated monthly State Hospital discharge planning calls with 38% of admissions diverted, implemented new client interview process, and trained teams on role and purpose of Peer Specialist.

Prevention

- Lisa Jones, Program Manager, provided KIT training to providers and ME managers. Worked with coalitions to increase numbers served using evidenced based practices. Is Prevention Partnership Grant Review Team member.

Quality Improvement

- Improved SharePoint site organization making it more "user friendly" for subcontractors and CFBHN
- Developed monitoring systems to reward subcontractors based on performance in full reviews, limited, modified limited and a "skip" year
- Provided training to subcontractors on TANF, Pregnant Women and Prevention services
- Revised scoring and monitoring tools to include "service bundling"
- Sponsored NIATx training to improve process efficiencies and produce cost savings
- Surveyed subcontractors after monitoring visits for improvement feedback
- Launched monitoring tool quality initiatives to get baseline information on items like integration of behavioral and primary healthcare