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TO: Wesley Prater, Chair
Ways & Means Committee

THROUGH: Robert E. Guenzel
County Administrator

FROM: Donna Sabourin, Director
Community Support & Treatment Services

DATE: August 6, 2003

SUBJECT: Approving the 2003-04 Community Support & Treatment Services
Department Budget

BOARD ACTION REQUESTED:

It is requested that the Washtenaw County Board of Commissioners approve a budget for the Community Support and Treatment Services Department for the fiscal year 2003-2004. CSTS operates on an October through September fiscal year, based on state funding cycles for mental health services.

BACKGROUND:

The Community Support and Treatment Services Department provides community mental health services to residents of Washtenaw County. CSTS also provides substance abuse treatment services to individuals with both mental health and substance abuse treatment needs. In addition, CSTS now provides mental health services to some Medicaid eligible individuals who do not meet the criteria for services under the mental health code as a provider for Cape Health.

The Community Support and Treatment Services Department initial budget projection for 2003-2004 indicated a shortfall of \$1,005,372.

Factors resulting in this projected shortfall included:

- Continuation of 3% reduction in revenue from WCHO
- Full year impact of 2003 three percent negotiated salary increases
- Included county increased general fund appropriations to offset 04, 3% negotiated increase
- Included long term deficit payment being resumed at planned level
- Estimated additional fringe increase for Oct-Dec
- Attrition calculated at 6% rather than 9%
- Other misc. revenue and expense adjustments

The CSTS management team has worked closely with the Internal Support Group and other Departments to develop a balanced budget for the upcoming year, with an emphasis on minimizing the impact on direct consumer services.

The total projected budget for CSTS for the fiscal year is \$17,184,449.

DISCUSSION:

The Community Support and Treatment Services Department will continue to function as the Comprehensive Support Services Provider for the WCHO for individuals who meet eligibility criteria for community mental health services. CSTS obtained a substance abuse license during 2003 as planned and is now an approved substance abuse services provider for WCHO. CSTS continues to provide mental health services to Medicaid consumers through the Cape Health plan, and is scheduled to provide mental health services under the Third Share Program.

CSTS has addressed the potential financial shortfall through a number of strategies. Budget recommendations were developed in keeping with the principles developed by the Human Services Director in 2003. The CSTS leadership team's goal is to continue to move forward with strategic initiatives and accomplish needed efficiencies within the context of still advancing best practice. The leadership team identified several areas of focus in order to achieve needed efficiencies, while preserving the basic integrity of services provided.

Restructuring of office management and supports: A workgroup has been formed with the Director and the Office Supervisors. The charge is to develop a proposal for the realignment of office management and support functions that support these functions across the department, makes maximum use of available resources and reduces duplication or replication of functions across sites or programs. The workgroup will build upon the efficiencies created in the workplace through the County's investments in technology over the last several years. In addition, office support functions will be significantly impacted by the introduction of an electronic clinical record. The group has established a baseline target budget and number of positions for the department is proceeding with the realignment process.

Evaluation of psychiatry and nursing resources In light of current client needs, implementation of clinical best practice models such as multi-family groups and the primary care integration initiatives. Evaluation has included consideration of a potential role for Clinical Nurse Practitioners within CSTS as clinically and cost effective addition to our medical staffing.

Exit criteria: Across all programs we are re-examining exit criteria and assuring consistency in clinical practice. Reasons for reluctance to discharge clients have been explored. There is concern that if the “carve-in” or primary care system does not adequately meet client needs, then clients will decompensate and have negative outcomes. For clients without Medicaid, lack of prescription drug coverage is often the concern. We are evaluating a range of options including:

- Transfer of Medicaid consumers back to Primary care or “carve-in” services, with some availability of time limited Client Service Management interventions for assistance with urgent needs that might arise
- CSTS MD’s providing the Carve- in service, with fee for service billings to M-Care and Cape Health offsetting some of the cost. Again very limited CSM or therapist interventions could be available.
- For non-Medicaid clients, evaluate how many have WHP or State Medical Plan benefits. For WHP clients explore a “blended” benefit where WHP covers the cost of MD services and WCHO continues to fund indigent meds (this would be only for individuals who had “completed” services at CSTS

Continuum of Care/Service Array: Each major CSTS program has been charged with completing an assessment of their current service array, current caseloads and staffing distribution. These assessments are being completed in light of:

- Serving consumers in the least restrictive setting
- Continuing implementation of best practice models
- Integrated models of care
- Alignment of staff to maximize fee for service billings (Medicare, Commercial)
- Eliminating duplication or redundancies between programs
- Interface with rest of provider network, including recommendations regarding respite, supported living and residential resources for WCHO

Revenue generation: The Program Management Team has been charged with assuring that current revenue sources are maximized, replacement funding is sought for expiring grants and new revenue opportunities are developed. There is already close coordination with WCHO in this area, and during the Health Care for the Homeless initiative there was close cooperation between PH, WHP, WCHO and CSTS. Current avenues include:

- Coordination of block grant applications with WCHO
- Joint work with WCHO and U of M on SAMSA application
- Joint examination of potential foundation grants with WCHO
- Internal development of standards and avenues for fund development
- Evaluation of current process of assigning staff to cases to assure staff credentials match the requirements of each clients insurance source
- Evaluation of current pre-authorization process for M-Care commercial to eliminate rejected billing
- Identification of additional potential commercial insurance carriers and completion of applications to provider panels
- Implementation of Substance Abuse billing to WCHO and other insurers

Additionally, the Program Management Team has identified supports that will reduce the impact of a reduced workforce. These include:

- Implementation of electronic clinical record
- Implementation of a comprehensive communication plan
- Assure that professional development requirements are aligned between Washtenaw County Professional Development, CSTS professional development and the requirements of funding sources.
- Re-evaluation of current committees and workgroups for necessity and efficient use of staff time
- Realign performance/quality improvement process to centralize data collection and reporting, minimize time burden on programs while maximizing their input into the analysis of data and recommendations for improvement
- Management and supervisory staff to assume some clinical functions (lectures, co-leading groups, managing 1-2 high profile cases)

Proposed reductions have been made in keeping with these strategies.

IMPACT ON HUMAN RESOURCES

The CSTS program management team has evaluated available resources and evaluated staff capacity as outlined in the strategies discussed above. CSTS has identified the need to upgrade two existing positions. One Mental Health Professional (social work) position will be upgraded to a Clinical Nurse Specialist. A Clinical Nurse Specialist will be qualified to provide prescribing and nursing services, as well as mental health interventions, creating efficiencies within the team structure. One Mental Health Professional will also be upgraded to a fully licensed psychologist, eliminating the need for an outside contractual relationship to provide required oversight of certain psychological services. In addition, CSTS management has identified the need to eliminate 13 positions. Emphasis has been placed on retaining direct service positions wherever possible. All positions identified are vacant at this time.

IMPACT ON BUDGET:

All proposed changes; including position upgrades and position eliminations result in a balanced budget of \$17,184,449.

IMPACT ON INDIRECT COSTS:

None

IMPACT ON OTHER COUNTY DEPARTMENTS OR AGENCIES:

CSTS will continue to collaborate closely with Public Health, WCHO and WHP in the development and implementation of a comprehensive vision of health for our community.

CONFORMITY TO COUNTY POLICIES:

This action conforms to all appropriate County Policies.

ATTACHMENTS:

Budget document

A RESOLUTION APPROVING THE BUDGET FOR THE COMMUNITY
SUPPORT AND TREATMENT SERVICES DEPARTMENT FOR THE FISCAL
YEAR 2003-2004 AND CREATING ELIMINATING POSITIONS

WASHTENAW COUNTY BOARD OF COMMISSIONERS

August 6, 2003

WHEREAS, the Community Support and Treatment Services Department (CSTS) had projected a potential shortfall of \$1,005,372 for the next fiscal year, and

WHEREAS, CSTS is committed to maintaining a balanced budget while focusing on maintaining and enhancing direct services to the greatest extent possible, and

WHEREAS, CSTS has identified the need to upgrade one Mental Health Professional to a Clinical Nurse Specialist and one Mental Health Professional to a Fully Licensed Psychologist, and

WHEREAS CSTS has identified the need to eliminate a net of 13 vacant positions, and

WHEREAS, this matter has been reviewed by the County Administration, the Finance Department, Human Resources, Corporation Counsel, and the Washtenaw County Ways and Means Committee

NOW THEREFORE BE IT RESOLVED that the Washtenaw County Board of Commissioners hereby approves the Community Support & Treatment Services Department Budget for Fiscal Year 2003-2004 as attached hereto and made a part hereof

BE IT FURTHER RESOLVED the Board of Commissioners hereby creates and elimination the following positions and adopts the job descriptions for Licensed Psychologist and Clinical Nurse Specialist, as attached hereto and made a part hereof

Position #	Title	Group	Grade	Create	Eliminate
1119-0007	MH Attendant	12	11		1.0
1201-0075	Clerk Typist	12	12		1.0
1201-0113	Clerk Typist	12	12		1.0
1201-0124	Clerk Typist	12	12		1.0
1201-0125	Clerk Typist	12	12		1.0
12080009	Data Entry Clerk	12	12		1.0
1605-0011	Sr. Account Clerk	12	16		1.0
1720-0027	Client Service Mgr	12	17		1.0
1902-0013	Accountant I/II/III	11	19		1.0
2110-0002	Mental Health Professional	11	21		1.0
2110-0041*	Mental Health Professional	11	21		1.0
2110-0142	Mental Health Professional	11	21		1.0
2110-0143	Mental Health Professional	11	21		1.0
2312-0003	Behavioral. Psychologist	11	23		1.0
2346-0001	Mental Health Nurse	11	23		1.0
3357-0001	Clinical Nurse Specialist	11	33	1.0	
8002-0001	Licensed Psychologist	10	80	1.0	

*Reclassification of current occupant

Community Support & Treatment Services
Fund 2930
2003-2004 Budget

<u>Object</u>	<u>Description</u>	<u>Original Budget 2003/04</u>
Revenue:		
50000	Federal Revenue	\$465,586
54000	State Revenue	\$547,495
58000	Local Revenue	\$7,850
60000	Fees & Services	\$15,241,149
67000	Other Revenue & Reimbursement	\$589,304
69000	In-Kind Contributions	\$0
69500	Transfers In	\$333,065
	Total Revenue	\$17,184,449
Expenditures		
70050	Personal Services	\$13,752,224
72600	Supplies	\$322,371
80000	Other Services & Charges	\$1,090,392
93500	In Kind Charges	\$0
94000	Internal Service Charge	\$1,867,299
95000	Capital Outlay	\$152,163
98000	Reserves	\$0
	Total Expenditures	\$17,184,449

Washtenaw County

JOB DESCRIPTION

Job Code: 8002
Authorization: 03-
Employee Group: 10

CLASS TITLE: LICENSED PSYCHOLOGIST
DEPARTMENT: Community Support & Treatment Services
FLSA STATUS: Exempt

JOB SUMMARY:

Works under the direction of a higher classified employee. Provides psychological services and supervision of psychology staff. Conducts multimodal psychotherapy, psychological testing and assessment, advocacy, and case management for an identified CSTS caseload. Provides supervision, training and support of CSTS Temporary Limited Licensed Psychologists (TLLP). Reviews disability and guardianship assessments and psychological testing performed by CSTS Limited Licensed Psychologists and oversight of clinical work performed by limited licensed psychologists. Provides leadership and consultation in the areas of research and outcome measurement. Develops and implements special initiatives to benefit County citizens through the application of psychological principles.

EXAMPLES OF DUTIES

Essential Duties:

- Provide direct services to CSTS consumers, including individual, group and family psychotherapy, crisis intervention, behavioral analysis and intervention, psychological testing, and supports coordination as indicated.
- Participate in the recruitment and hiring of CSTS psychology staff.
- Provide individual and/or group supervision of staff TLLP's.
- Assist psychology staff to develop self-assessment, self-care and clinical skills that will enable them to function as independent professionals.
- Provide ongoing clinical consultation to LLP's.
- Facilitate compliance of psychology staff with APA ethical standards, the Michigan Mental Health Code, CSTS Recipient Rights policies and professional standards of care.
- Identify professional development needs of psychology staff.
- Provide consultation to the department on research and evaluation and program outcome measurement
- Provide consultation to the Behavior Management Committee
- Act as department liaison to psychology departments at colleges and universities.

Licensed Psychologist
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- Develop special initiatives to improve the quality of life for county citizens through the application of psychological principles.
- Completes all required documentation in compliance with departmental standards.
- Completes 20 hours per year of professional development.
- Participates on committees and workgroups as assigned.

EMPLOYMENT QUALIFICATIONS

Knowledge and skill in:

- Psychological principles and theories.
- severe and persistent mental illness, developmental disabilities and serious emotional impairment and substance abuse disorders
- Advanced psychological testing, including neuro-psychological testing.
- Psychological assessment, treatment planning and intervention.
- Principles and practice of person centered planning
- Research principles and practice
- Outcome measurement and evaluation
- Michigan Mental Health Code
- APA Ethical Standards

PHYSICAL DEMANDS

Duties require sufficient mobility to work in a normal office setting and community environments where staff are assigned and to use standard office equipment include a computer, vision to read printed materials, and VDT screen and hearing and speech sufficient to communicate in person or over the telephone. Duties require sufficient mobility to manipulate testing materials and conduct lengthy psychological testing sessions, including making observations of testees.

Duties may require employee to exert 20 to 50 pounds of force occasionally, or 10 to 25 pounds of force frequently, or greater than negligible up to 10 pounds of force constantly to move objects.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

EDUCATION

Doctoral degree in clinical or applied psychology.

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EXPERIENCE

Minimum of three years post doctoral experience. some of which shall have been with individuals qualifying for services under the Michigan Mental Health Code.

LICENSE AND CERTIFICATION

Possession of State of Michigan full licensure as a psychologist.

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all-inclusive. Incumbents may be requested to perform job-related duties other those outlined above and may be required to develop specific job-related knowledge for successful job performance.

WASHTENAW COUNTY

JOB DESCRIPTION

Job Code: 3357
Authorization: 03-
Employee Group: 11

CLASS TITLE: CLINICAL NURSE SPECIALIST (CNS)
DEPARTMENT: Community Support and Treatment Services
FLSA STATUS: Exempt

JOB SUMMARY:

Works under the supervision of a higher classified employee. The CNS is a registered nurse with advanced education and training in behavioral health. An expert practitioner, the CNS provides direct psychiatric care, included a delegated prescriptive authority under the Medical Director. The CSN also provides education and consultation to consumers and to the clinical team. The CNS also provides linkages with the consumer's primary care practitioner. The CNS is encouraged to identify research questions and to participate in research, and is expected to take a clinical leadership role within the team. The CNS may provide services in clinic, home and other community based settings.

EXAMPLE OF DUTIES:

Essential Duties:

Provides direct psychiatric services to patients assigned to him or her, including comprehensive evaluation, diagnosis, treatment planning and treatment. This includes:

- Psychiatric assessment, consultation, and/or participation in service planning for individual clients.
- Ongoing monitoring of consumer progress and mental status as indicated in the treatment plan.
- Prescribing and monitoring of psychiatric medications as determined by clinical need.
- Assessment of abnormal involuntary movements.
- Provision of individual therapy.
- Co-facilitation of group therapy.
- Education of consumers regarding at risk behaviors that predispose to medical illness or other risk.
- Health screening for symptoms indicative of active disease.
- Consultation to treatment team to inform and educate in salient aspects of consumer health, relationship between psychosocial and physical health issues, and appropriate use of psychotropic medications, their side effects, toxicity, etc;
- Community caregiver consultations.

CLINICAL NURSE SPECIALIST

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- Participates in the multidisciplinary team via team meetings, formal or informal consultation, and joint meetings with the client, etc. to ensure that consumers receive coordinated, comprehensive care.
- Prepares records and administers medication and treatment, noting and evaluating side effects.
- Engages in research endeavors undertaken by the program.
- Participates in administrative duties as assigned by the Medical Director, which include being a member of, or chairing committees.

The above statements are intended to describe the general nature and level of work being performed by employees assigned this classification. They are not to be construed as an exhaustive list of all job duties performed by personnel so classified.

EMPLOYMENT QUALIFICATIONS:

Knowledge and skill in:

- Principles of nursing practice
- Human anatomy/physiology across the age span
- Wellness and illness in all body systems
- Using sound independent judgment within established policy and procedural guidelines
- Maintaining accurate files and records
- Principles and practices, applicable laws and regulations covering health and psychiatric services
- Psychiatric diagnosis, evaluation and treatment
- Psychotropic medications; indications, contraindications, medication interactions, and monitoring
- Assessment of involuntary movements associated with medications
- Individual and group therapy modalities
- Co-occurring disorders and appropriate treatment approaches
- Approaches and techniques of psycho education
- Community resources
- Establishing and maintaining effective working relationships within a team structure
- Principles and practices of community based research

CLINICAL NURSE SPECIALIST

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PHYSICAL DEMANDS

Duties require sufficient mobility to work in a normal office setting and community environments where staff are assigned and to use standard office equipment include a computer, vision to read printed materials, and VDT screen and hearing and speech sufficient to communicate in person or over the telephone.

Duties may require employee to exert 20 to 50 pounds of force occasionally, or 10 to 25 pounds of force frequently, or greater than negligible up to 10 pounds of force constantly to move objects.

These requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

EDUCATION

Master's degree in nursing required.

EXPERIENCE

Minimum of two years of nursing experience

LICENSE AND CERTIFICATION

Licensure: Current licensures as a Register Nurse in the State of Michigan
Additional desired Qualifications: American Nurse's Association Certification as a Psychiatric Clinical Nurse Specialist

This class description intends to identify the major duties and requirements of the job and should not be interpreted as all-inclusive. Incumbents may be requested to perform job-related duties other than those outlined above and may be required to specific job-related knowledge for successful job performance.