

*Providing Locally Responsive Services
Through a Unique Management Model:
Local Control & Local Authority*

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Management Model:
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5 YEAR REPORT TO THE COMMUNITY
1997-2002



Jan Kasofsky, PhD
JAN KASOFSKY, PHD
EXECUTIVE DIRECTOR

Message From the Capital Area Human Services Executive Director

- ▶ It is with great pride that I present our first five year progress report demonstrating the effective utilization of a district structure designed to respond to the community's serious needs for human services. This report is strictly focused on achievements we have made because of our structure and local authority. I have not included any achievements here that could have been made by state run regions given their current management structure and level of authority.

The Capital Area Human Services District was created by the Louisiana Legislature, with unanimous approval in 1996, and made operational in July, 1997. We have enhanced the depth and/or variety of services, as well as the direct access to services, for citizens living with mental illness, developmental disabilities and/or addictive disorders.

Our goals have been to demonstrate how the District could provide more services for the tax dollars invested, take the services to where people in need live, make services available at convenient times, and implement a preventive early intervention approach.

The District includes the seven parishes of Ascension, East Baton Rouge, East Feliciana, Iberville, Pointe Coupee, West Baton Rouge, and West Feliciana. It is held accountable through all the typical monitoring/auditing processes required of public agencies. The District is respected for its collaborative efforts and speed of program and process implementation, due largely to its local board governance which holds members individually accountable to their own parishes, and the local authority vested in the District's administration.

Some of our most innovative and important programs made possible due to our legislation and local authority include:

- ❖ Collecting and reinvesting \$2 million of non-appropriated funds into the seven parishes.
- ❖ Expansion of access to full-time social workers in schools from 3 to 19.
- ❖ Establishment of a jointly funded, full-time, intensive substance abuse treatment program in Iberville Parish.
- ❖ Training of over 1,200 law enforcement officers and 4,000 staff and community professionals.
- ❖ Establishing a full-time treatment professional at Earl K. Long Hospital's Prenatal Clinic for assessment and treatment referral to decrease fetal exposure to alcohol, tobacco, and other drugs.
- ❖ Expanding distribution of addictive disorders prevention funding from one parish to six.

I believe that this report demonstrates the importance and validity of the district model and its utility in delivering responsive human services. It promotes an environment that supports fast response and innovative solutions. This model has enabled the types of successes outlined in this report and demonstrated in the communities we serve while ensuring fiscal accountability.

We continually welcome your input and suggestions, and we thank you for your continued support.



ADDICTIVE DISORDERS
DEVELOPMENTAL DISABILITIES
MENTAL HEALTH

Local Control Local Authority Local Control Local Authority

Unique Management Structures and Authority Created by the Louisiana Legislature to Enhance Services ◀

Below is a list of the structural and legal efficiencies afforded to the District through its enabling legislation. The following pages in this booklet will document how the District was able to use these efficiencies to provide localized human services based on the identified needs of the seven parishes. To learn more about this successful model, read the following pages about the efficiencies listed below.

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1. OVERSIGHT BY BOARD OF DIRECTORS
 2. FINANCIAL FLEXIBILITY
 3. STREAMLINED CONTRACT APPROVAL AND PAYMENT
 4. HIRING FLEXIBILITY
 5. MULTI-DISCIPLINARY, CROSS PROGRAM PLANNING TO ADDRESS MULTIPLE AND CO-OCCURRING DISORDERS
 - GEOGRAPHIC ACCESS
 - PREVENTION FOCUS AND EARLY INTERVENTION
 - STRATEGICALLY SEEKS COMMUNITY INPUT
 6. COMMUNITY PARTNERSHIPS INCLUDING COLLABORATIVE VENTURES, CONTRACTS AND GRANTS
 7. STAFF, PROVIDER AND COMMUNITY TRAINING

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Oversight by Board of Directors

- ▶ Provides accountability and responsiveness to local communities

Management and oversight are provided by a board of community volunteers, recommended by their local parish government and appointed by the governor, representing each parish within the District. This structure provides greater accountability and responsiveness to the local communities. At the heart of the agency's design is the understanding that local control and accountability are the underlying reasons for its success.

Unique Management Tools

- Management and oversight are provided by a board, selected from community volunteers and appointed by the governor, representing each parish within the District.
- Executive Director is hired, reports to, and is annually evaluated by Board of Directors.

Results

- The structure provides greater accountability and responsiveness to the local communities.
- Local control and accountability optimize management efficiency.
- Board approves and holds Executive Director accountable for implementation of the mission and the strategic plan.

Board Member Selection Process



Board of Directors

Board of Directors 2002-2003



Chris Matassa
Ascension



Clarence Speed
Ascension



Marilyn Hines Burgess
East Baton Rouge



Dr. Dana Carpenter
East Baton Rouge



Sr. Linda Constantin
East Baton Rouge



Judy Ewell Day
East Baton Rouge



Rev. Larry Smith
East Baton Rouge



Kay Andrews
East Feliciana



Melanie Vines
East Feliciana



Rev. Louis Askins*
Iberville



William Dupont
Iberville



Mildred Duhe
Pointe Coupee



Gail Hurst
Pointe Coupee



Larry Durbin
West Baton Rouge



Doug Wilkinson
West Baton Rouge



Amy Betts
West Feliciana



Mark Chustz
West Feliciana

Board of Directors 1996 - 2002

Ascension

Debbie Braud	1996-98
Frances Martine	1996-98
Marvin Gros	1999-2001
Chris Matassa	1999-Present
Clarence Speed	2002-Present

East Baton Rouge

Pat Seiter	1996-2001, Chair
Robert Eichelberger	1996-98
Willie C. Johnson	1996-98, Chair
Jack Parker, Ph.D.	1996-98, Chair
Margaret Womack	1999-2001
Dana Carpenter, Ph.D.	1999-Present, Chair
Rev. Larry Smith	1999-Present
Judy Ewell Day	1999-Present, Chair
Marilyn Hines Burgess	2002-Present
Sr. Linda Constantin, OSF	2002-Present

East Feliciana

Melanie Vines	2002-Present
Kay Andrews	2002-Present

Iberville

Rev. Lionel Johnson	1996-98
Judge William Dupont	1996-98, Chair; 2002-Present
Jim Evans	1999-2001
*Rev. Louis Askins	1999-Present, Current Chair

Pointe Coupee

Annelle Fontenot	1996-98
Gail Hurst	1999-Present
Mildred Duhe	2002-Present
Eloise Wells	1996-2001

West Baton Rouge

Dean Hotard	1996-98
Emma Lefebvre	1996-98
Doug Wilkinson	1998-Present
Kyle Ardoin	1999-2001
Larry Durbin	2002-Present

West Feliciana

Colleen Arceneaux, PhD	2002
Amy Betts	2002-Present
Mark Chustz	2002-Present

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Financial Flexibility

- ▶ Through our enabling legislation, La. R. S. 46:2664C, the District is allowed to retain all federal funds, self-generated funds and any funds collected under the Medical Assistance Program (Title XIX-Medicaid) in excess of funds provided in the general appropriation act which are collected for the provision of services. These funds are placed in a separate account (Escrow), and use of these funds is determined based on recommendations from CAHSD staff and approval of the Board of Directors. The District, which combines three service disciplines under one operational budget, is allowed to manage its state general fund dollars differently than traditional state government offices by applying funds based on overall needs.

Unique Management Tools

- Increases revenue streams through an Escrow account within the State Treasury set up to receive new funds that can be collected/generated from Medicaid, grants, and private donations.



- Funds utilized within the District across the disciplines without budget adjustments.

Results

- Collected over \$2.25 million non-appropriated funds for re-investment into the community for addictive disorders, developmental disabilities, and mental health services.
- Annually funded* personal care services (\$20,669) to prevent institutionalization for developmentally disabled; funded inclusive recreation (\$33,222) for developmentally disabled; funded wraparound services (\$46,260) for seriously mentally ill; funded LaHIRE programs (\$37,600) for CAHSD consumers, funded ISC Coordinator (\$44,600); funded staff physician to reduce client waiting time (\$153,389).
- Medicaid collections for school-based social workers (\$486,990) provided funding for expansion of service to six additional parishes.
- Received TANF funding (\$149,017) for two substance abuse counselors housed in two parish Offices of Community Services to screen and serve on care team.
- Accepted Frost Foundation funding (\$65,302) for intensive case management for children with emotional disturbance; Baton Rouge Area Foundation (\$20,000) and March of Dimes (\$6,367) to partially fund salary for substance abuse/ social worker in Earl K. Long Hospital's Prenatal Clinic; three years of Susan B. Komen Foundation funding (\$18,000) to provide breast health education to underserved populations.
- Held two successful fundraisers receiving donations (\$23,065) to renovate Children's Unit and other projects.
- The agency is able to manage cost, reduce the burden of budget cuts in specific program offices, fund/unfund vacancies across disciplines and develop multi-disciplinary treatment programs.

* Not all programs funded by escrow are listed.

Streamlined Contract Approval

Contractual Flexibility Title 38 vs Title 39 ◀

The La. R.S. 39:1481; Louisiana's Procurement Code, applies to every expenditure of public funds by the executive branch of state government and dictates that the letting of contracts exceeding established thresholds by category be governed by the Division of Administration's Office of Contractual Review. The La. R.S. 38:2211 and 38:2212 allow for the letting of contracts directly by "public entities." In its definition of public entities is included, "any political subdivision of the state." In La. R.S. 46:2664(D) which created the district, CAHSD is designated as a political subdivision of the state and therefore allowed to let contracts internally.

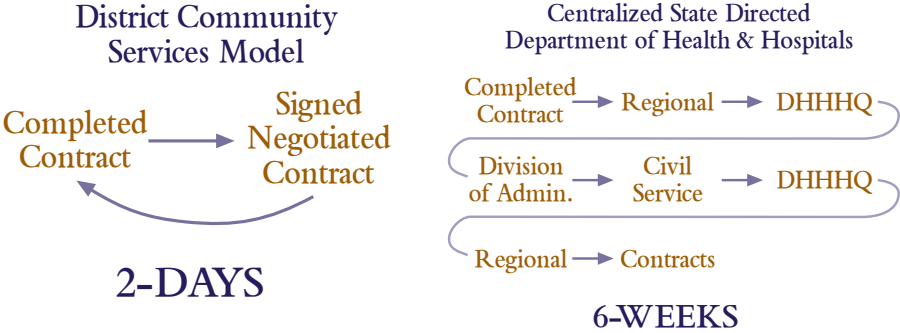
Unique Management Tools

- Faster contract approval

Results

- CAHSD can approve contracts in-house and enter directly into state payment system. Average implementation time is two days.
- Greater satisfaction by clients and providers
- Increases efficiency of CAHSD and contract administrative staff

Typical Professional Services Contract



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Hiring Flexibility

- ▶ Operates without Limitations of Table of Organization

Pre-established tables of organization (T.O.) formulated by the Division of Administration through the budget development process limits the number of employee positions an organization can have at any given time. The CAHSD is exempted from this limitation and is allowed to create essential operational and services positions as needed and as funding allows. All CAHSD employees are civil service employees and all civil service rules apply.

Unique Management Tools

- CAHSD is able to create and fill positions responsive to funding availability and based upon critical clinical staffing needs of our clients without acquiring prior approval from the Division of Administration.

Results

- Provided options for extending, enhancing, and expanding services.
- Expanded access to full-time social workers from 3 schools to 19 schools.
- Established a full-time treatment professional at Earl K. Long Hospital's Prenatal Clinic for assessment and treatment referral to decrease fetal exposure to alcohol, tobacco, and other drugs.
- Broadened access to psychological services by expanding staff.
- Expanded psychological services to include a sexual trauma specialist.
- Added positions for two psychiatrists within clinics to decrease waiting time for clients.

Multi-disciplinary, Cross Program Planning

Management/community driven, Board directed strategy

Enhanced management efficiency by shifting from program-segregated, competing funding needs, to a highly efficient, integrated management structure which streamlined three offices into one, with one executive director as lead administrator to oversee the agency.

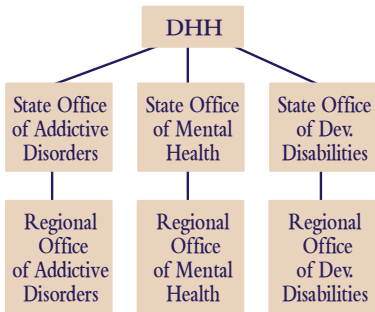
Unique Management Tools

- Systematic clinical decision-making across all clinics.
- Information systems are utilized by all management, creating a holistic approach to staffing and strategic planning.

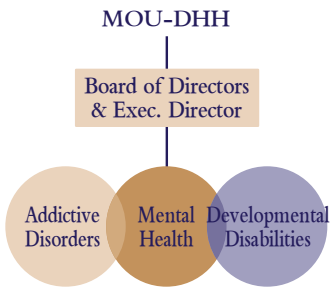
Results

- Organized management team and medical staff.
- Developed an Integrated Multi-disciplinary Committee that crosses the three programs and is able to systematically respond to clients with co-occurring disorders.
- All physicians belong to medical staff organization and are required to provide services in multiple settings to address co-occurring disorders.
- The District operates and expands based upon strict adherence to an integrated four year plan that benefits all program areas and has priority with regard to expenditures of new funds.
- Annual Family Forum for consumers living in the community with developmental disabilities, addictive disorders, or mental illness has drawn from 300 to over 400 consumers yearly to learn about, "Making It On Your Own", "Abuse and Neglect", and other topics.
- Combined mental health and substance abuse services for children into one location and added evening hours.

Centralized State Directed Department of Health & Hospitals



District Community Services Model

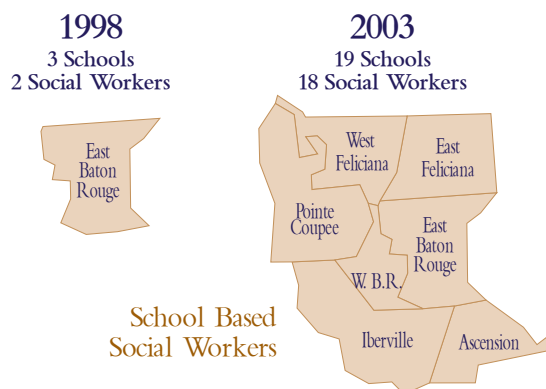


Multi-disciplinary, Cross Program Planning

► Geographic Access Expanded Access to Services

Unique Management Tools

- Local accountability to all 7 parishes through Board oversight expands service access.



Results

- Increased number of schools served by school-based social workers from 3 to 19. Adding an adult satellite in East Feliciana Parish. In the process of expanding access for adults and adolescents to mental health and addictive disorder treatment in towns throughout the six rural parishes.
- Redistributed prevention contract funding to 6 of 7 parishes to expand service access. Previously only East Baton Rouge was served.
- Established a jointly funded, full-time, intensive substance abuse treatment program in Iberville Parish.

► Prevention Focus and Early Intervention Saves Lives and Prevents Disabilities

Unique Management Tools

- Responsive to local needs, implement strategies to prevent disabilities and initiate intervention strategies both independently and in collaboration with multiple community, state and federal partners.

Results

- Trained over 1,200 law enforcement professionals and 4,000 community-based service providers on mental health, addictive disorders, and developmental disabilities.
- Developed and distributed over 5,000 copies of an Emergency Services Manual in response to needs expressed by police department and other service agencies.
- Identified the need for and implemented both a parenting program and a low literacy reading program for men in the District's inpatient substance abuse treatment unit.
- Established a full-time treatment professional at Earl K. Long's Prenatal Unit for screening and treatment referral to decrease fetal exposure to alcohol, tobacco and other drugs.

Multi-disciplinary, Cross Program Planning

Strategically Seeks Community Input ◀

Community driven planning to: identify needs and resources, and to implement needed services

Unique Management Tools

- Held 6 town meetings in rural parishes to gather community input on addictive disorders, developmental disabilities and mental health. Implemented a community-wide survey tool in one town as follow-up to town meeting there.
- Implemented annual programmatic needs surveys with customers identifying 10 educational topics for presentations.
- Of the District's 50 contract agencies, several have identified a need to expand or create a new service. Through collaboration, innovative approaches have been developed.

Results

- Each school-based mental health counselor in all parishes provides a minimum of two educational presentations to parents and others in response to community requests. Topics include anger management, effective communication, and symptoms of troubled youth. To date, 76 sessions have been held and 1,788 participated.
- The Board and administration are in the process of expanding access to mental health and substance abuse treatment for adults and adolescents residing in the six rural parishes, based on town meeting dialogs.
- Administration is currently working with consumers, family members and providers to enhance dissemination of information about supports for persons with developmental disabilities.
- Provided workshops based on topics identified by client surveys and hired nurse health educator to provide group and personal health services.
- Increased social detoxification beds from 24 to 36.
- Sought and received TANF grant to increase residential treatment beds for women with addictions and their children.
- Funded Inclusive Recreation programs with ARC of Baton Rouge to provide program expansion and increased assistance to children and adults with developmental disabilities.
- Funded four newly created post-detoxification, pre-inpatient beds for substance abusers waiting for inpatient treatment. With the Office of Addictive Disorders, expanded residential post-inpatient beds to relieve backup of clients waiting for discharge.
- Funded and collaborated with O'Brien House to provide a family celebration of recovery, called "Hot Dogs in the Park," and established an indigent client transportation fund.

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Community Partnerships

► Enhance system of care

Partnerships or collaborations have been instrumental in the District's successes. They have increased awareness of, and referrals to, CAHSD's services, helped to address the stigma associated with disabilities, and served as a means to implement prevention and early intervention strategies. Many of our partners have identified new ways to better serve our clients and been a source of new funding.

Unique Management Tools

- Serves as community convener, developing a system of care.

Results

- Provided direction to Children's Advocacy Center through founding Board membership.
- Implemented an Adult Interagency Services Committee (ISC) process to better coordinate services.
- Partnered with the YMCA to provide Community Living Program and Dually Diagnosed Group clients with access to YMCA fitness services.
- Worked with YMCA and BREC to offer summer camps for children with behavioral health problems.
- Worked with Operation Upgrade to provide low literacy skills training at Capital Area Recovery Program, a CAHSD inpatient unit for adult male substance abusers.
- Worked with Department of Social Services to obtain a TANF grant to provide substance screening and referrals for OCS clients.
- Worked with Family Road to obtain location for women's substance abuse treatment services as well as substance abuse and mental health screenings.
- Working with The Federal Center for Substance Abuse Prevention (CSAP) in 4-city partnership development to decrease Fetal Alcohol Syndrome through pilot program (1 of 4 locations nationally).
- Worked with March of Dimes to bring national speaker to CAHSD on prenatal substance abuse.
- Participated in multiple community educational events throughout the year.
- Supported by a printing donation from Woman's Hospital, CAHSD produced a brochure on substance abuse and pregnancy; reprinted in kind by CSAP.
- Supported by Blue Cross/Blue Shield as a partner to provide printing for Emergency Referral Manual written by CAHSD, distributed district-wide.

Staff & Provider Training/Community Training

Saves lives and prevents disabilities ◀

The purpose of the Staff Development Program is to provide: training to meet professional licensure and certification requirements; cross training across the three disability areas; "best practice" approaches to address client needs; and other training to fulfill objectives identified in the Strategic Plan.

Unique Management Tools

- Systemic workforce training to implement strategic goals.

Results

- Implemented Clinical Grand Rounds training series.
- Presented "Undoing Racism" training for entire staff; ongoing staff follow-up.
- Held 108 training sessions in a four year period for mental health, substance abuse and developmental disabilities. Over 4,000 community-based professionals attended.
- A sample of topics includes:
 - Relapse Prevention
 - Compulsive Gambling
 - Overview of Developmental Disabilities Services: Who is Eligible and How to Assess Them
 - Side Effects of Medication and Adverse Drug Reactions
 - Treatment of the African American Client
 - Working with Intravenous Drug Abusers
 - Confidentiality
 - Assessing the Suicidal Client
 - Working with Clients in Spiritual Crisis
 - Child Abuse/Neglect Reporting Laws
 - Undoing Racism
 - Treatment of Clients with Co-occurring Disorders
 - Implementing the Carver Model: Board Governance

Facts

► About the Capital Area Human Services District

Serving the Parishes of:

Ascension	East Feliciana	Pointe Coupee	West Baton Rouge
East Baton Rouge	West Feliciana	Iberville	

The District's Mission

To enhance the availability of support services leading to a satisfying and productive life for persons living with developmental disabilities, addictions and mental illness.

Legislative Innovations

- Board Governance—local input and design, increased equity and geographic access
- Three program integration—multi-specialty appropriate to co-occurring disorders
- Authority to collect/retain funds—innovation and reinvestment into local programs
- Title 38 vs. 39 under the Procurement Code

Annual CAHSD Average Number of Clients Served for Behavioral Health Needs

Mental Health	adult outpatient	4,676
	child/adolescent outpatient	1,248
Addictive Disorders	adult outpatient	4,551
	child/adolescent outpatient	346
Average Served in Adult Male Inpatient Unit		650

Typical Annual Developmental Disabilities Services

Persons provided family supports	241	Persons provided vocational services	229
Persons provided cash subsidies	214	Infants/toddlers provided habilitative services	263
Persons certified for waiver services	40		

CAHSD Resources

\$20 million annual budget and 200 Staff Members
 Operates 1 and funds 3 rural substance abuse clinics
 Operates 3 mental health centers and 1 clinic
 Operates 3 adult mental health and 19 school-based Mental Health Satellite Clinics
 Operates 1 (40 bed) inpatient drug treatment facility for adult males
 Manages 50 agency service contracts



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