

**Emotional**

**Environmental**

**Financial**

**Intellectual**

**Happiness lies, first of all, in health.**

**—George William Curtis**

**Occupational**

**Physical**

**Social**

**Spiritual**

**Community  
Mental  
Health  
Center, Inc.**



**Annual Report to  
the Community  
2015**

## **Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life.**

### **From the Executive Director**

Community Mental Health Center, Inc. continues its march toward excellence, having completed another successful year. We have adopted a strategic plan agenda which we believe puts CMHC on a continuous track to excellence, focusing on demands of today while looking to position ourselves well for the future. Our strategic plan agenda focuses on: providing the best care in the most ethical, legal, and efficient manner; enhancing external communication and increasing awareness of the agency and its services; enhancing our organizational culture and being the employer of choice; establishing financial stability and a financial growth environment; developing and maintaining technology infrastructure that meets our needs, and improving wellness through clinical excellence. We have taken important steps to bring our values to the present and the future, as we position the organization to meet anticipated demands.

As we work to transform toward excellence, we continue daily to live our mission statement, "Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life." We continue to use this mission framework to partner with our consumers, to focus on their recovery and their journey toward wellness. The Eight Dimensions of Wellness are: Financial, Emotional, Environmental, Intellectual, Physical, Occupational, Spiritual, and Social. By making these concepts real and actionable activities on a daily basis, we emphasize their importance for our consumers, our staff members, and our communities we serve. CMHC also uses this framework to focus us clinically and operationally on the future. It provides us with great purpose as we move toward a time when wellness, integrated care, access, and valuable clinical outcomes will be the pillars of excellence. The future holds much promise and many challenges. Models of care delivery and reimbursement models are constantly being put forward at national and state levels. By keeping our fingers on the pulse of the future, we will be prepared to meet challenges that the days ahead will bring.

The past year has been filled with accomplishments: a positive year financially, expanded services and access to services, consolidation of office facilities, and enhanced community engagement. Many of these activities are detailed in this Annual Report. I invite you to read about our achievements. We place great value on the hard work, energy, creativity, and sincere passion and desire of CMHC's staff members to transform the lives of those we serve. I am proud that our staff members demonstrate compassionate professionalism and sound stewardship for the good of consumers, communities, and the agency as a whole.

As we continue to move into the future, we will face challenges, seek opportunities, encourage collaboration, promote innovation, and demand the highest level of integrity, transparency, and performance, while honoring CMHC's distinguished legacy of service. On behalf of CMHC's Board of Directors, our leadership team, our staff members, and our community partners, thank you for your continued support of our efforts to meet the behavioral health and physical health needs of the individuals, families, and communities of Southeastern Indiana.



Tom Talbot  
Executive Director

### **From the President of the Board of Directors**

A wise man once said the only constant in life is change. Seldom has this been truer than it is now. We wake up daily to challenging, sometimes seemingly overwhelming developments in the healthcare world. The desire and the ability to keep up with these changes are critical to maintaining a presence as a provider in our service area, our region and our state.

One distinct advantage Community Mental Health Center, Inc. has is that our staff members clearly demonstrate that desire and ability to meet the challenges that face us. Our staff members embrace the concept of integrated care, knowing that it is one of the driving factors behind what is happening in the healthcare world. Our staff members understand that this approach is essential to developing the best services and delivering the best treatment results for our consumers.

With the support of our Board of Directors, whom I am privileged to lead, CMHC, Inc. is resolutely moving forward into the future of healthcare. We are proud to be your provider of choice in behavioral health. We hope you will continue to partner with us as together we explore what tomorrow has in store.



Bob Bischoff  
President, Board of Directors

**Your Partner for Behavioral Health Since 1967**

## Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life.

### Financial Report

The following financial report is from the unaudited records of Community Mental Health Center, Inc. as of June 30, 2015. Audited financial statements will be available after November 18, 2015.

#### Revenues

**Total Value of Services Provided** \$19,234,808

Less Charity Care (\$1,560,176)

Less Contractual Adjustments (\$4,268,494)

Less Bad Debt (\$609,113)

**Net Patient Service Revenue** \$12,797,025

Public Support

State Funds \$1,761,928

County and Local Funds \$615,778

Federal Funds \$1,240,746

Medicaid Funds Recovery \$907,696

Other Funding Sources \$124,846

Total Public Support \$4,650,994

Other Revenues \$291,516

**Total Revenues** \$17,739,535

#### Expenses

Wages and Benefits \$12,231,047

Operating Expenses \$1,654,198

Facilities, Transportation, Contractual \$2,172,580

Depreciation \$522,030

**Total Expenses** \$16,579,855

**Increase in Net Assets** \$1,159,680

### Highlights of our past year . . .

There have been many exciting and significant developments in our programs during the past year. Please read on to learn more!

#### **Community Support Services/Residential Services**

Staff members in Community Support Services and Residential Services participated in the following activities in the past year:

- Conducted consumer satisfaction surveys to improve the quality and responsiveness of services
- Used comprehensive computer upgrades and collaborative documentation initiatives to improve the quality and efficiency of service documentation
- Completed the Improving Care and Reducing Cost (ICRC) study. The study, which lasted about two and a half years, looked at improving disease management and the process of care in treating schizophrenia to help reduce emergency room visits and hospital days while providing better care, better health and increased consumer satisfaction. CMHC worked with 29 individuals, some of whom were control subjects and some of whom were research subjects. Nationally, about 500 individuals participated in the study. Preliminary national results have shown that there were fewer hospital days for research subjects than for control subjects
- Promoted wellness activities with consumers and staff members using the Eight Dimensions of Wellness developed and promoted by the U. S. Substance Abuse and Mental Health Services Administration (SAMHSA)
- Participated in a series of initiatives to develop and enhance leadership skills of managers in CSS programs
- Trained staff members and implemented system changes to successfully transition consumers into the various newly-created Indiana insurance programs, including the Healthy Indiana Plan and the Behavioral and Primary Healthcare Coordination Program
- Collaborated with staff members in the Community-Assisted Supported Employment (CASE) Program to promote employment and self-sufficiency for individuals with disabilities
- Established a new residential-focused case manager to help consumers develop independent living skills and housing stability
- Expanded Dialectical Behavior Therapy (DBT) services to provide more training and group therapy options for consumers. DBT helps individuals change patterns of behavior, such as self-harm, suicidal thinking and substance abuse, by identifying triggers for such behaviors and then showing individuals how to use coping skills to try to avoid those behaviors.
- Integrated mental health and physical health systems into an overall wellness approach and prepared for the re-opening of the Harmony Health Clinic. This is part of an agency-wide effort to help consumers understand that physical health and mental health affect one another in numerous ways and that being healthy in both respects contributes greatly to their overall quality of life

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### **CMHC Licenses, Certifications & Accreditations**

CMHC, Inc. is licensed as a psychiatric hospital by the Indiana Division of Mental Health and Addiction. CMHC is also certified by DMHA as a community mental health center, as a residential provider, and as a managed care provider for seriously mentally ill adults, severely emotionally disturbed children and adolescents, and individuals with substance use disorders. CMHC is endorsed by DMHA as a provider of services for pathological gambling. CMHC is accredited by CARF. CMHC is a member of the Indiana Council of Community Mental Health Centers and the National Council for Behavioral Health.

### **Affirmation of Policy**

CMHC steadfastly maintains equal opportunity in all its activities, including admission, accessibility to services and employment. All CMHC services are provided without regard to race, religion, disability, gender, color, age, national origin, ancestry, ethnicity, sexual orientation, political belief, status as a veteran, or any other characteristic protected by federal, state or local law.

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## Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life.

### CSS/Residential Services . . . Continued

- The North Residential Team continues to work to help residents gain skills and successfully move to more independent community-based housing. Several residents have found temporary or permanent employment in the last several months, as well.
- The North Continuous Treatment Team has been working to build more services for individuals with co-occurring serious mental illnesses and substance use disorders. A therapist with background in treating substance use disorders was added to the team, and the team has added group services using principles of Integrated Dual Disorders Treatment (IDDT)
- The South Continuous Treatment Team partnered with the IDDT Team and Unity House, the residential component of IDDT, to provide integrated services for individuals with co-occurring disorders.
- Unity House has had several successful graduations from its program. The IDDT Team continues to grow and develop residential housing and community-based services for individuals with co-occurring behavioral health and substance use disorders. The IDDT Team has successfully engaged consumers in development of natural supports through self-help groups and community-based healthy alternatives to substance use.
- Housing through our Residential Services is running at or near 100% capacity in most locations. All grants from the U. S. Department of Housing and Urban Development supporting housing programs were funded for the next year. Staff members have helped residents apply for benefits for which they are eligible, including Social Security, Medicaid and Supplemental Nutrition Assistance Programs.



### Inpatient & Emergency Services

Staff members in Inpatient, Primary Care Integration and Emergency Services participated in the following activities in the past year:

- Provided services to 493 consumers in 2014 and has served 253 in the first six months of 2015
- Instituted safety plans and sobriety plans, as appropriate, for all consumers discharged from Inpatient Services
- Initiated drug and alcohol and other substance screens and tobacco use cessation practical counseling
- Hosted rotation placement for nursing students from IVY Tech
- Hosted a Master's level intern in social work and hired a Master's level social worker
- Hired and trained additional line staff members on the Unit throughout the year
- Added a new medical practitioner to assist with physical examinations on the Inpatient Unit
- Began re-modeling efforts on the Unit by replacing carpeting with laminate flooring. As well, worked with a designer to select and purchase new lounge and consumer room furniture for the Unit to promote safety and to enhance the aesthetic environment
- Converted several pieces of service documentation to electronic format to promote use of our electronic health record on the Unit

- Instituted enrollment for Presumptive Eligibility for Indiana Health Coverage Programs for all self-pay consumers

### Harmony Health Clinic/Rural Health Planning

- Awarded grant from the Indiana Division of Mental Health and Addiction for our primary care integration project
- Re-opened the Harmony Health Clinic and employed new staff members to operate the clinic
- Gave a presentation on integrated care at the annual Indiana Rural Health Conference
- Explored the feasibility of opening a Federally-Qualified Health Center in Franklin and Switzerland counties
- Continued with our work on a rural health planning grant from Interact for Health

### Health, Wellness and Training

These other projects were implemented agency-wide:

- Staff member flu vaccination clinics provided by Kroger Pharmacy
- CPR training offered through IVY Tech Community College
- Crisis Prevention Institute management of aggression training provided for all staff members
- Instituted process to report, review and follow up on all consumer deaths



### Intensive Family Services

Staff members in Intensive Family Services participated in the following activities in the past year:

- Attended the Incredible Year/Parents, Teachers and Children Training Series (certified in Babies program and Parent Group Leader Training)
- Attended the "Promoting Healthy Behavioral Change" training provided by Ohio Mental Health & Addiction Services
- Attended the Systems of Care conference hosted by the Indiana Council of Community Mental Health Centers
- Launched two highly successful school-based programs in which both skills building training and individual therapy are provided to students
- Continued to be extremely active with providing wraparound services under the Children's Mental Health Initiative, which has revolutionized access to community-based services for families with children who have various high-risk behavior factors
- Continued to provide mental health consultation to the Incredible Years group
- Wraparound facilitators began or completed the process of earning wraparound certification through training from the State of Indiana
- Attended "Strengthening Families: Living the Protective Factors" training

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## Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life.



### Intensive Family Services . . . Continued

- Attended the "Maturity and Mutuality: Pathways to Self-Regulation" conference offered by Mental Health America of Indiana and the Indiana Association for Infant and Toddler Mental Health
- Attended training in Parent-Child Interaction Therapy and for habilitation providers with DMHA's Child Mental Health Wraparound Program
- Participated on child protection teams in Dearborn and Ripley counties
- Attended ongoing wraparound supervisor training offered by the University of Maryland's Institute for Innovation and Implementation
- North Intensive Family Services continues to work toward building an integrated care model in conjunction with a pediatric physician practice in Batesville. The goal is to have a full-time therapist providing mental health services to consumers directly in the primary care office
- Stayin' Alive, the Local Coordinating Council in Franklin County, awarded a grant to the Finding Improvement by Reaching Empowerment (F.I.R.E.) Program to host a community picnic. During the picnic, staff members and volunteers provided information about substance abuse, raised awareness about mental health, and provided information about treatment options in the community. As well, additional peer engagement specialists in the F.I.R.E. Program became Certified Recovery Specialists and Certified Health Workers
- South IFS in Vevay received a grant from the Community Foundation of Switzerland County, Inc., to fund attendance for some consumers at a summer therapeutic drama camp
- The Ohio County Community Foundation and the Indiana Youth Institute awarded funding to help IFS staff members attend the Indiana Youth Institute's "Because Kids Count" conference last December
- IFS staff members hosted several family gathering events, including hiking at Clifty Falls State Park in Madison, bowling, and a harvest festival party

### Outpatient Services

Staff members in Outpatient Services participated in the following activities in the past year:

- Dr. Nancy Janszen, formerly Program Director of South Outpatient Services was promoted to become Director of Outpatient Services. Dr. Janszen is currently helping to recruit to fill her former position. The Division of Outpatient Services also is seeking additional therapist to help meet consumer demand
- The division began offering walk-in and open access services at our outpatient offices in Brookville, Lawrenceburg and Vevay. Each office

maintains days and hours during which consumers may walk in and have an assessment to initiate services. In the past year, more than 1,800 adults and children have entered services through walk-in/open access availability

- The Indiana Department of Child Services continues to be one of the largest referral sources for Outpatient Services. At this time, the Division is working with 134 families referred by DCS offices in CMHC's service area (Dearborn, Franklin, Ohio, Ripley and Switzerland counties), as well as additional families from Decatur and Jennings counties. Families referred by DCS come to CMHC for assessments to determine treatment needs, then typically use therapy, substance abuse services, parent education, and case management to meet goals established by DCS
- The division has continued to expand options and availability for treatment of substance use disorders. At our Dearborn Plaza Office, there now are three Intensive Outpatient Programs, which include group services three times a week as well as individual counseling. On days when groups are offered, as many as 45 to 50 consumers are attending. A variety of evidence-based practices are being used for treatment of substance use disorders. Similar services are provided at our offices in Batesville and Brookville. Dearborn County recently initiated a diversion program in its courts and selected CMHC as one of its providers for assessment and treatment recommendations. In all, 116 consumers are engaged in treatment through IOP groups and an additional 220 consumers are receiving services in other substance use disorder programming
- CMHC was honored by Dearborn County Citizens Against Substance Abuse during CASA's 25-Year Coalition Celebration in August. The Center received a Partner in Treatment Award. Last fall, Martin Justice, Coordinator of South Recovery Services, received one of CASA's Making a Difference awards at its annual event
- Outpatient Services sees about 540 children and adolescents during a typical year. To remain current with evidence-based practices, several therapists have trained in trauma-focused cognitive behavioral therapy and two therapists trained in parent-child interactive therapy. More training is planned for the coming year. Outpatient therapists work in schools in Dearborn County and in Franklin County. Managers are working also to establish services in schools in Switzerland County
- Outpatient staff members are working with staff members in our Primary Care Integration initiative to continue to advance care integration. CMHC has an agreement with Rising Sun Medical Center to have a therapist placed in its practice. We also are working to partner with the Occupational Health and Wellness Center at Dearborn County Hospital to provide behavioral health services
- Nancy Pieper, Program Director of North Outpatient Services, provided training to staff members with LifeTime Resources on depression in older adults
- Demand continues to be strong for our services to individuals who are Deaf or hard of hearing. Under a contract with DMHA, CMHC provides these services to the southern third of the state

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**Health is a state of complete physical, mental and social well-being, and not merely the absence of disease or infirmity.**  
**—World Health Organization, 1948**

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## Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life.

### Who We Served in 2014-2015

Community Mental Health Center, Inc. provides comprehensive behavioral health services to consumers in Dearborn, Franklin, Ohio, Ripley and Switzerland counties in Southeastern Indiana. Services range from case management to inpatient hospitalization to intensive family and outpatient services to residential services. Our consumers receive services for a variety of reasons, including: depression, bipolar disorder, schizophrenia and schizoaffective disorders, substance use disorders, anxiety disorders, stress-related problems, post-traumatic stress, borderline personality disorders, problem gambling, family relationship issues, anger management, and school-related issues.

We work with the Indiana Division of Mental Health and Addiction to serve a variety of key population groups, including children and adolescents with severe emotional disabilities and their families, youths and adults with chronic addictions, and adults with serious mental illnesses. CMHC and DMHA strive to use available resources to produce the best possible outcomes for our consumers.

In State Fiscal Year 2015 (July 1, 2014, through June 30, 2015), CMHC served more than 5,000 consumers from Dearborn, Franklin, Ohio, Ripley and Switzerland counties, from other counties in Indiana, and from out of state. Of those clients, about 51% were female and about 49% were male. Consumers served ranged in age from infant to 65 years and older. Most were adults between the ages of 18 and 64 years.

We are your partner for behavioral health, and we emphasize a wellness-based approach in line with our mission statement — Partnering for Wellness: Healthy Mind. Healthy Body. Healthy Life.



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**Wellness is the complete integration of body, mind, and spirit - the realization that everything we do, think, feel, and believe has an effect on our state of well-being.**

**—Greg Anderson**

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### The Eight Dimensions of Wellness

One of the primary sources of CMHC's philosophy regarding wellness is the U. S. Substance Abuse and Mental Health Services Administration (SAMHSA), which has developed a meaningful definition of wellness and how it can affect the lives of individuals and communities. According to SAMHSA, "wellness refers to overall well-being and involves having a healthy body and living environment, active involvement in satisfying work and play, purpose in life, joyful relationships, and happiness."

SAMHSA's wellness approach supports embracing their Eight Dimensions of Wellness, which are: Emotional, Environmental, Financial, Intellectual, Occupational, Physical, Social and Spiritual. Attention to each of these dimensions helps individuals achieve longevity and improved quality of life.

**Emotional Wellness** — coping effectively with life and creating satisfying relationships

**Environmental Wellness** — good health by occupying pleasant, stimulating environments that support well-being

**Financial Wellness** — satisfaction with current and future financial situations

**Intellectual Wellness** — recognizing creative abilities and finding ways to expand knowledge and skills

**Occupational Wellness** — personal satisfaction and enrichment from one's work

**Physical Wellness** — recognizing the need for physical activity, healthy foods and sleep

**Social Wellness** — developing a sense of connection, belonging, and a well-developed support system

**Spiritual Wellness** — expanding a sense of purpose and meaning in life

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