

METROCARE
SERVICES

Local Service Area Plan

FY 2011

Texas Department of Aging and Disability Services

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I. INTRODUCTION

Metrocare's Intellectual and Developmental Disabilities Local Service Area Plan is comprised of various components that come together to support the Local Plan. These are the Business Plan and Quality Management Plan. Revisions to the plan occur throughout the year with updates completed as changes occur. The Quality Management Plan has been updated as part of the FY 2011 contract process with the Department of Aging and Disability Services. The Jail and Detention Diversion Action Plan is from the Authority Plan developed by the North Texas Behavioral Health Authority (NTBA) and Value Options.

The Local Planning Process is outlined in the Plan in conjunction with the data that was received through the information gathering that occurred this past year.

The plan identifies and addresses the local needs and priorities for persons with Intellectual and Developmental Disabilities in Dallas County. It reflects the participation of consumers, families, advocates and stakeholders in the Local Service Area. Included in the Plan are descriptions of services provided by Metrocare Services.

The Business Plan provides a framework for the Center to provide superior stewardship of limited public funds.

The Provider Network Plan provides the framework for the development of our network of providers. The process is included in the Plan.

Finally, the Quality Management Plan is to ensure Metrocare Services will provide oversight and deliver quality services and take effective action when improvement is needed. The focus is to prevent or eliminate barriers to good consumer services and supports.

The Plan is a continuous work that is updated as changes occur and needs are identified.

II. MISSION, OBJECTIVE AND STRATEGY

Mission:

To serve our neighbors with developmental or mental health challenges by helping them live lives that are meaningful and satisfying.

Objective:

To achieve the highest standards of care by increasing access to services, improving quality, reducing costs and providing options along an integrated continuum of services; by offering a coordinated network of providers, systems, processes, assets, and solutions, both internal and external, to effectively deliver value to the customer at the lowest cost.

Strategy:

To establish 1) a local Intellectual and Developmental Disability Authority structure that plans, develops policy, coordinates services, allocates and develops resources within the designated area; 2) a customer focused infrastructure, which provides effective access and availability to Intellectual and Developmental Disability services and meets the customers' requirements for accessibility, quality, choice and cost effectiveness; 3) a flexible variety of services and supports structured to meet the needs of customers and families; and 4) a seamless mechanism for delivering and managing services for each customer.

III. LOCAL PLANNING PROCESS

The planning process for individuals with Intellectual and Developmental Disabilities begins with the needs of the consumers it services and realities of funding resources. The Center gathers information from consumers, families, advocacy groups, internal groups and the community at large to assist in the planning process.

Once this information is gathered and analyzed, it is presented to the Planning/Network Advisory Committee (PNAC) for final prioritization. The PNAC meets on a quarterly basis. Once this is completed the information is presented to the Provider Services Committee, an ad hoc committee of the Board of Trustees before the final review.

The Board receives reports from the Senior Management Team regarding the recommendations for service delivery, program improvements, expenditures, cost reports and budgets. All board meetings present an opportunity for public comment.

Prior to development of the annual budget, the program staff meets with financial services to identify program needs, changes and contract requirements to build the budget.

Annually, Center employees present the annual budget to the PNAC prior to board approval. The FY10 Budget was presented to the PNAC prior to the Board's approval.

Due to limited funding and resources the Center has strived to enhance and maintain their current services.

Metrocare's Local Plan review is ongoing and part of the activities that review progress of contract requirements. The total process for review incorporates the PNAC, Provider Services Committee, Quality Management Division, as well as the involvement of staff, consumers, board and community stakeholders.

The PNAC meets quarterly for updates and reviews as well as special meetings. The PNAC Chair makes a quarterly update to the Board. External and internal auditors conduct additional reviews.

IV. LOCAL AUTHORITY AND SERVICE COMPONENTS

Metrocare Services, formerly Dallas County Mental Health and Mental Retardation Center is a public, non-profit organization. The Center was established in 1965 by the Community MHMR Center Act of the 1965 legislation to provide comprehensive mental health and mental retardation services to the citizens of Dallas County. A nine-person board of trustees appointed by the Dallas County Commissioners Court governs the Center. The board has financial and policy responsibilities through the Center's Chief Executive Officer, whom the board hires.

In July of 1999, the Mental Health Services Division for the Center became part of the NorthSTAR Medicaid carved out waiver for seven counties in the North Texas area. Funding for NorthSTAR is managed by ValueOptions a Behavioral Managed Care organization. The Texas Department of Aging and Disability Services (DADS) contracts with the Center to function as the Mental Retardation Authority for Dallas County. The Center also contracts with private providers for mental retardation services as well as being a provider of services. Mrs. Linda Thompson, Deputy CEO provides oversight for the Authority Services and Mrs. Brenda Cosens, RN is the Director of Developmental Disability Services.

The Center's main administrative offices are located at 1380 River Bend Drive, Dallas, Texas 75247. There are additional program sites located throughout the county. The Center serves approximately 32,000 individuals in Adult Mental Health, Children/Adolescent Mental Health Services and approximately 6,000 in Developmental Disabilities each year. Historically the Center exceeds service category targets as required by the Performance Contract.

Developmental Disabilities Services include the following programs: Eligibility and Determination, Service Planning and Coordination, Behavioral and Psychiatric Services, In Home Family Support, Supported Employment, Vocational and Training Services, Home Community Based Services, Supported Home Living Services, Texas Home Living Waiver Services, Early Childhood Intervention Services, and Center for Children with Autism. Funding for the Center is provided by county funds, state contracts, state and federal grants and fees for services paid by consumers and third party payers such as Medicare, Medicaid and private insurance carriers. Additional funds are procured by the Development Department to enhance services and improve capital needs.

Metrocare Services provides mental retardation services to the following individuals who possess one or more of the following conditions:

1. Mental Retardation, as defined by section 591.003 (13), Title 7, Health and Safety Code.
2. Autism as defined in the current edition of the Diagnostic and Statistical Manual.

3. Pervasive Developmental Disorder (PDD) as defined in the current edition of DSM.
4. Eligibility for Early childhood Intervention Services.
5. Eligibility for OBRA '87 mandated services for mental retardation or a related condition.

The Center serves children ages 0-3 in Early Childhood Intervention Services through a contract with the Interagency Council on Early Childhood Intervention Services. Other individuals may receive services through full fee payment arrangements, including third party payers.

Eligibility Determination

The Eligibility Determination Unit (EDU) serves as the central intake for mental retardation services. This is the entry point for services for all residents with mental retardation, autism or other pervasive developmental disorders of Dallas County. Intake Specialists are available to process calls or walk-ins Monday through Friday from 8:00am to 5:00pm.

The unit provides the following services: processes intake requests, determines eligibility for services and initiates referrals to the Service Planning and Coordination Unit.

For information contact: Dr. Jason Mishalanie, 214.333.7000

Service Planning and Coordination

Service Planning is accessed through a referral from the Eligibility Determination Unit (EDU). A person seeking service planning must first have been determined eligible to receive services. Once a Service Coordinator is assigned, a comprehensive self-assessment is conducted and a service plan is developed. The service philosophy uses Person Centered Planning and empowers the consumer to achieve life goals.

It is also here that a consumer takes the service plan just developed and begins working with the Service Coordinator (formerly known as a caseworker or case manager) to achieve identified outcomes and eventually life goals. This service is accessible upon completion of an eligibility determination by EDU.

For information contact: Wendell Owens, 214.948.9950

In Home Family Support

In fiscal year 2004 the In Home Family Support Program was integrated into the Service Coordination Unit. This service is a consumer driven program, which provides a maximum of \$2,500 per fiscal year to eligible individuals and/or their families, to assist with the purchase of goods and services related to a disability. To be eligible, an individual must:

- Have a diagnosis of mental retardation, autism or other pervasive developmental disorders.
- Reside in Dallas County
- Meet the sliding scale income criteria
- Exhibit a need for assistance

Examples of specific services include:

- Medical, dental or therapeutic services
- Counseling
- Attendant/home health care
- Caregiver relief (Respite)
- Special adaptive equipment and architectural modifications
- Other unique services related to the disability

For information contact: Wendell Owens, 214.948.9950

Home and Community Based Services (HCS)

HCS is a Medicaid waiver program designed to build support services based on an individual's needs. Services may be provided in the natural home or within an alternative living residence. An individual must be eligible for Medicaid and have a diagnosis of mental retardation. A full array of habilitative and support services are provided including: respite care, supervised residential services, supported home living services, psychological services, nursing services and foster/companion care services.

For information contact: Steffanie Daniel, 214.948.9950

Supported Home Living, Respite and Texas Home Living Waiver

Supported Home Living provides support services consistent with the individual person centered plan. The service provides habilitation or support activities that foster improvements of or facilitate an individuals' ability to perform functional living skills and other daily living skills. Respite services are provided to families and individuals to maintain the individual in the family home.

The Texas Home Living Program provides a core of services ranging from habilitation, respite, supported employment and select specialized therapies. These services may be accessed through Service Planning and Service Coordination.

For information contact: Keisha Manahan, 214.948.9950

Behavioral Psychiatric Services

The Behavioral and Psychiatric Services (BPS) program is designed to provide support to people over the age of three who have mental retardation and mental illness or severe behavioral challenges, so they may successfully live and work in the community.

Evaluation Services – All new referrals receive evaluation services to identify primary areas of need. Further assessment is available when a need exists such as a significant change in behavior or functioning capacity.

Crisis Services – A clinical staff member is available for consultation 24 hours per day, seven days per week.

Outpatient Services – Clinic visits with the consumer's team members and psychiatrist are available for psychiatric evaluation and psychoactive medication monitoring.

Behavior Services - Behavioral training and support is available for families and consumers to assist with identifying and reducing rates of maladaptive behaviors. Behavioral recommendations are developed and families/caregivers trained to carry out the recommendations in the home, work, or school setting.

Counseling Services – Individual, family, and group counseling are available to those identified as able to benefit from this service.

The goals of BPS are:

- To promote individuals and their families to stay together in order to maintain the family unit,
- Minimization of placement loss and number of re-hospitalizations,
- Assistance to school districts and other areas of Metrocare, and
- Efficient and quality clinical services to a difficult to serve population.

For information contact: Dr. Amanda Smith, 214.743.6188

Vocational and Supported Employment

Career Design and Development Services (CDDS) offers vocational services to adults (age 18 and older) with mental retardation, a pervasive developmental disorder, or any disability who desire to work.

The Service Center provides an array of services designed to meet the unique needs of adults who are diagnosed with developmental disabilities. Training in the areas of Daily Living Skills, Work Adjustment, Personal/Social Adjustment and Job Readiness is achieved using paid work experience.

Community Inclusion Services provides individuals with experiences in social, civic, leisure and recreational settings. Individuals participate in a wide variety of activities designed to identify and strengthen personal interests and ultimately integrate these into their daily lives.

Work Experience Group participants are supervised by CDDS staff.

Employment Services develop career opportunities in the competitive work force for people with disabilities by focusing on the choices of the individual. Preferences in the areas of interest, goals, abilities and skills are matched with an employer's needs. Job coaching and follow along services are also provided.

This service is accessed through a referral from Service Planning and Coordination, Texas Rehabilitation Commission, school districts in Dallas County and NorthSTAR.

For information contact: Carrie Parks, 214.333.7000

Early Childhood Intervention Services

This program provides Early Childhood Intervention (ECI), a state and federally funded program through the Individuals with Disabilities Education Act. ECI supports families to help their children reach their potential through developmental services. ECI of Metrocare provides a home and community based program of supports and services for eligible families and children ages birth through two years old. Core services include an array of direct treatment to the child, family support services, and linking services. Eligible children are children under the age of three with a developmental delay, a physical or mental condition that will probably result in a delay, and those children whose developmental is "atypical". Services are provided in the child's natural environment (where the child lives, grows and plays) and include, but are not necessarily limited to:

- Family Support and Training Services
- Linking Services
- Direct Services
- Screening and Assessment
- Specialized Therapies
- Instructional Services

ECI is provided at no cost to families, regardless of incomer.

For information contact: Yvette Serventi-Aguilar, 214.331.0109

Contracted Services

Metrocare contracts with a number of private providers in the community for various services. These services include:

- Respite
- Supported Home Living
- Day Habilitation
- Supported Employment
- Vocational
- Specialized Therapies (physical, occupational & speech therapy)
- Dietary Services
- Audiological Services
- Nursing, dental and other medical services
- Behavioral services

For information contact: Shannon Brent, 214.743.1200

V. RESOURCE DEVELOPMENT AND ALLOCATION

In September 2003 fiscal year 2004, Mental Retardation Services implemented a Fee for Service Model for internal and external providers. The model has a utilization process similar to other managed care models. Funding for Metrocare's Developmental Disability Services comes from the State's General Revenue Fund and Medicaid earned revenue. The county provides limited funding for Behavior Psychiatric Services supported home living and day care services. Funding for "discretionary" spending for implementing new programs or enhancing current services is limited as general revenue dollars and reduced Medicaid rates provide the funding stream.

Developmental Disability Services strives to provide it's current level of services, seek ways to maximize revenues, and look for creative and new means of revenue enhancement.

The Fee for Service Model has allowed the Center to provide services to individuals on the Home and Community Based Services Interest List who otherwise would not receive any services. This model has increased the number of individuals receiving services substantially from previous years.

VI. COMMUNITY NEEDS AND PRIORITIES

Metrocare has used a number of methods to gather community input. Needs and Priorities are identified below and information gathering outlined in chart.

ADULTS WITH DEVELOPMENTAL DISABILITIES

Community Needs and Priorities

Local Authority Service Priorities

- | | |
|--|-------------|
| <ol style="list-style-type: none"> 1. Service Coordination (Case Management) 2. In Home Training 3. Respite 4. Supported Employment 5. Transportation 6. Psychology/Counseling | <p>Same</p> |
|--|-------------|

CHILDREN WITH DEVELOPMENTAL DISABILITIES

Community Needs and Priorities

Local Authority Service Priorities

- | | |
|--|-------------|
| <ol style="list-style-type: none"> 1. Service Coordination (Case Management) 2. Respite 3. In Home Training 4. Other Therapies 5. Psychology/Counseling 6. Day Program | <p>Same</p> |
|--|-------------|

Forum	# Participants	Surveys	Participants	Meetings	Participants
Bachman	20	Consumer/Family Survey	554	Board	2
				CRCG	15
				Region 10	6
				PNAC meetings for planning	6
				Provider	30

The above methods were used to gather input from the community. Once the information was gathered and formatted, it was reviewed by the Planning/Network Advisory Committee, Provider Services Committee and presented to the Board as part of the Local Plan supplement.

VII. PROVIDER NETWORK

Metrocare Services endeavors to fulfill its mission to provide a network of professional and paraprofessionals to support, treat, and assist people who live with the challenges of mental illness and mental retardation.

For over 40 years Metrocare Services has provided services for individuals with Intellectual and Developmental Disabilities. Currently Metrocare provides services over strategically located and accessible sites. The Center is committed to providing quality services and supports at the most reasonable cost possible. Service access is simple, and consistently meets or exceeds the expectations of the people we serve and their families. Our employees are highly skilled and proficient in the most current diagnostic, treatment, and support technologies, and are energized by the work environment.

The development of a network essentially means that we bring together a number of providers that offer the various services needed by the consumers in our community and keep them coordinated and interconnected.

For guiding principles for the network development are:

- Development of network
- Evaluate for Best Value
- Prioritize services to be obtained
- Use objective mechanisms and criteria
- Regularly evaluate the network and the providers
- Provide access, choice, and quality of services for best value
- Objectivity and the avoidance of conflict of interest
- Identification of service needs and criteria for selection service provision
- Maintain performance expectations of network providers'
- Monitor/evaluate services of the network providers.

Currently Metrocare is involved in the development and execution of its network. The following is an outline of the network development process and network management process.

Network Development Process

Current Providers

Planning/Network Advisory Committee (PNAC)

The Network Development Process begins with public input based upon needs to the PNAC. Once the PNAC has evaluated for Best Value and other criteria, recommendation are made to the Board of Trustees.

Three processes are used to develop the network of providers. These are *Open Enrollment, Request for Proposal (RFP Process) and Sole Source*.
 Network Management and Oversight

The Quality Management Plan ensures that Metrocare Services will provide oversight to deliver quality services and take effective action when improvement is needed. The focus is to prevent or eliminate barriers to good consumer services and supports.

Additional processes included in the Network Management are:

- Utilization Management
- Contract Monitoring
- Sanctions
- Stakeholders

The policy of Metrocare is to provide equal access to all potential providers to become part of the network. We currently accept new providers year-round.

Event	Who
Open Enrollment packets available to potential providers	Metrocare Services (MS)
Completed packets returned to MS	Provider
Application review	MS, PNAC
Contracts awarded and composed	MS
Contracts distributed to eligible providers	MS
Signed contracts due to MS	Providers
Signed contracts presented to the PNAC	MS
MS signs and returns copies of executed contracts	MS

Developmental Disability Services

The following has been identified as priority population:

- Persons with Mental Retardation (Developmental Disabilities)
- Persons with Pervasive Developmental Disorder (PDD)/Autism
- Transition Population (Persons leaving the school system)

The following services are provided by Developmental Disability Services:

- Authority Services
- Eligibility Determination
- Service Coordination

Provider and Contract Services

- Behavioral Psychiatric Services
- Community Living Support
- Early Childhood Intervention

- Home and Community Based Services (HCS)
- In Home Family Support
- Specialized Therapies
- Supported Home Living
- Texas Home Living
- Vocational Supports (Supported Employment)

NETWORK DEVELOPMENT

A network is an interwoven, interrelated system, resembling a web that consists of many parts that interconnect. Developing a network of mental retardation services essentially means that we coordinate the connecting of a number of service agencies that will provide supports and services needed by the consumers of Dallas County.

Metrocare Service stakeholders, Board of Trustees, Chief Executive Officer (CEO) and PNAC members believe in the importance of network development. Developing a network is necessary to increase accessibility and availability of services, increase choices for consumers, improve the quality of services and decrease the cost of services by increasing competition.

The Planning/Network Advisory Committee

The Planning/Network Advisory Committee (PNAC) is appointed by the Board of Trustees and is composed of at least nine members, of which a minimum of 50% is made up of consumers and/or family members. Recruitment of the PNAC members is an on-going process, which includes active outreach to consumers, family members, advocates, providers and other interested citizens. Recruitment of membership encompasses efforts to include broad-based ethnic and cultural representation.

The Board of Trustees recognizes the fact that community involvement in planning and policy development is essential to Metrocare's role as a Community Mental Retardation Authority. Easy and accessible avenues for communication exist to encourage broad advocate, professional, cultural, and ethnic stakeholder participation.

The role of the PNAC is to:

- A. Assist the Board of Trustees in an advisory capacity.
- B. Make recommendations concerning local service delivery, reflecting the perspectives of consumers and their families on the provision of services and supports.
- C. Make recommendations concerning the development of the local strategic plan and the network plan.
- D. Review reports regarding Local Plan implementation
- E. Report to the Board on issues related to the needs and priorities of the local serviced area and implementation of plans and contracts.
- F. Respond to special assignments from the Board of Trustees.

Developmental Disability Planning Advisory Committee

Planning Advisory Committee	*Sub-committee forms Network Advisory Committee	Occupation
Marylynne Broomfield	PAC	Parent
Quinelle Dalton	PAC	Consumer
Agnes Ann Keller	PAC	Consumer
Michael Jones	PAC	Consumer
Madaland Jones	PAC	Consumer
Ralph Long*	NAC	Parent/Professional
Mary Patterson	PAC	Grandparent
Gracie Sifuentez*	NAC	Parent/Professional
Marian Bradley	PAC	Parent
Drew Dixon*	NAC	Advocate

Network Advisory Committee (NAC)

The Board of Trustees appoints the PNAC members with the NAC being a sub-committee. The NAC must have at least 50% consumer and family member representation. Additional community representatives are recruited on an ad hoc basis by the Chair to complete the membership.

The NAC is required to have representation by persons knowledgeable and experienced in the following:

- Purchasing and proposal review
- Contract review
- Budgeting and financial analysis
- Quality reviews of services
- Policy and program development
- Resource development
- Community based services
- Advocacy and consumer needs
- Governmental processes
- Knowledge and experience in developmental disabilities

In selecting the Committee, the Board of Trustees considers the individual's expertise. Recruitment of the PNAC members is an on-going process, which includes active outreach to consumers, family members, advocates, providers and other interested citizens.

Network Advisory Committee Membership

Name	Representation	Occupation/Employer
Ralph Long*	Family –(Adult)	Professor
Gracie Sifuentez*	Family – (Adult)	Deloitte & Touche
Drew Dixon	Advocate	Arc of Dallas

Process for Network Development

The process used by Metrocare to develop its network involves input from community agencies, and the Denton State School. It also includes the utilization of internal initiatives and procurement processes.

Metrocare Services has a relationship with many agencies located within Dallas County and nationwide. These agencies assist Metrocare with obtaining public input and other support used in developing our network. A few of the agencies are listed below:

- The Arc of Dallas
- Padres Latinos Ayudando a Niños Especiales (P.L.A.N.E.S.)
- Educational Providers, All Dallas County Independent School Districts
- State Supported Living Center linkage through Service Coordination Unit
- Community Living and Support Services
- Self-Advocacy Groups
- Contract Providers

DENTON STATE SCHOOL

The Denton State Supported Living Center (DSSLC) currently serves the Dallas County catchment area, providing residential supports when required by residents. Referrals have been made to other state supported living centers when DSSLC is unavailable to provide services. DSSLC reports their emphasis for the next biennium will include:

- Provision of beds for residents of state hospitals with a Developmental Disability diagnosis
- Emergency admissions
- Transfers from other state supported living centers

For Metrocare, the development of new community placements is dependent on the availability of new appropriated funds. State Supported Living Center residents recommended for community placement will continue to be considered for openings as they become available.

Initiatives that have been taken to improve access to services include the commitment to hiring bilingual employees through the system, inter-agency collaborations, and

decreasing the average amount of time between a consumer's initial point of contact and entry into the service delivery system.

OPEN ENROLLMENT

The open enrollment process allows for the expansion of the provider network. The Department of Aging and Disability Services (DADS) has modified the contracts rule to add open enrollment as a form of procurement of contractors. This has enabled the Local Authority to more efficiently add providers to its Network. Open enrollment is a systematic process that may assist with determining "best value" needs for further network development.

REQUEST FOR PROPOSAL

Request for Proposals (RFP) requires information from the applicant. The RFP includes:

- A. An RFP identification number so that suppliers can refer to the number when making inquiries and purchasing employees may be able to trace all transactions to determine their status.
- B. A brief description of the goods or services to be provided.
- C. The closing date and hour for receiving bids. This shall state that the time is determined by a designated time source, such as the purchasing office's clock.
- D. The place where bids are to be sent, including the address and office.
- E. Information on where specifications may be obtained if not in the package.
- F. Information on person to contact.

INVITATION TO BID

The Invitation to Bid (ITB) is the cover form for the bid package. It requires information from the bidder. The ITB includes:

- A. An ITB identification number so that suppliers can refer to the number when making inquiries and purchasing employees may be able to trace all transactions to determine their status.
- B. A brief description of the goods or services to be provided.
- C. The closing date and hour for receiving bids. This shall state that the time is determined by a designated time source, such as the purchasing office's clock.
- D. The place where bids are to be sent, including the address and office.
- E. Information on where specifications may be obtained if not in the package.
- F. Information on person to contact.
- G. Instructions to bidders.

*Notice of advertisement of Invitation to Bid- all contracts requiring formal sealed competitive bids will be advertised in a newspaper of general circulation in the county and in two or more minority newspapers.

SOLE SOURCE

Sole source refers to the situation when there is only one provider of a desired service in the area. The interested party must provide proof and meet the established criteria for service delivery to be selected.

Current Network of Providers

<p>A Service That Cares Kelly Lane 119 Executive Way #304 Desoto, TX 75115 <i>[Mailing: 512 Hidden Meadow Ct. Desoto, TX 75115]</i> Fax: 214-853-4897 Cell: 214-218-5375 aservicethatcares1@yahoo.com</p>	<p>Community Support Respite Site Based Habilitation</p>
<p>Access Medical Supply Moses Madubuike 2307 Oak Lane #205 Grand Prairie, TX 75051 Phone: 972-237-9066 Fax: 972-237-9056 accessmedical3829@sbcglobal.net</p>	<p>Durable Medical Equipment Adaptive Aids Incontinence Supplies Nutritional Supplies</p>
<p>Affirmative Business Group Jon Kennedy 2716 Cullen Street Ft. Worth TX 76107 Phone: 817-569-4800 Fax: 817-569-4830 Jonathan.kennedy@mhmrtc.org</p>	<p>Day Habilitation</p>

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<p>All Saints Care Injury and Rehab Clinic, Inc. Jackson Ehioguh 606 Oriole Blvd. Suite 102 Duncanville, TX 75116 Phone: 972-708-9191 Fax: 972-708-9292 asrci@sbcglobal.net</p>	<p>Respite Community Support Employment Assistance Supported Employment Physical Therapy Occupational Therapy Speech Therapy</p>
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<p>A. M. Webb Counseling Services Albert Webb, M.S., LPC 413 W. Bethel Road Suite#100 Coppell, TX 75019 Phone: 972-393-1596 ext.55 Fax: 972-304-0400 amwebbcounseling@yahoo.com</p>	<p>Counseling</p>
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<p>A Therapy Connection Traci Redding 1112 N. Floyd Rd. Ste.#9 Richardson, TX 75080 Phone: 972-470-5855 Fax: 972-470-5875 info@therapyconnection.com</p>	<p>Speech Therapy Occupational Therapy</p>
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<p>Autistic Treatment Center Carolyn Garver 10503 Metric Drive Dallas, TX 75243 Phone: 972-644-2076 Fax: 972-644-5650 ttomilli@atcoftexas.org mroy@atcoftexas.org cgarver@atcoftexas.org</p>	<p>Vocational Training Employment Assistance Job Coaching</p>
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<p>Berry Family Services Andy McLane- Cell: 214-316-9514 4702 Rowlett Road Rowlett, TX 75088 Phone: 972-412-4707 Fax: 972-202-0314 Brad Aldridge- Cell: 214-288-8180 andy@berryfamilyservices.com brad@berryfamilyservices.com</p>	<p>Community Support Respite</p> <p>** Must provide own caregiver</p>
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<p>Brain Training Assoc. Inc. Dr. Michelle MacAlpine 2301 Ohio Drive, Suite 130, Plano, TX 75093 <i>[Mailing: 2305 Choctaw Dr., Plano 75093]</i> Phone: 972-964-8510 braintrain@aol.com www.braintraining.com</p>	<p>Cognitive Rehab Sensory Processing Rehab Specialized Therapies</p>
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<p>Brown Consultants and Associates, Inc. Bettina Brown or Wanda Johnson 307 Center Street Grand Prairie TX 75050 <i>[Mail: P.O. Box 530652, Grand Prairie, TX 75053]</i></p>	<p>Respite Community Support Day Habilitation (601 N Beltline Rd Irving, TX 214-596-0275)</p>
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Fax: 972-237-2931
bbrownsims@yahoo.com
wanda@brownconsultantsassoc.com

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Tricia Evans-Davis
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Fort Worth, TX 76164
Phone: 817-707-5296
Fax: 214-377-8453
c3_academy@yahoo.com
www.c3christianacademy.com

Respite
Community Support Services
Day Habilitation
Employment Support Assistance

Citizens Development Center (CDC)
Diane Jones
8800 Ambassador Row
Dallas, TX 75247
Phone: 214-637-2911 Ext 110
Fax: 214-637-2929
djones@cdcdallas.org
www.cdcdallas.org

Vocational Training,
Day Habilitation
Transportation
Employment Assistance
Supported Employment

Comforcare Senior Services
Vikas Shyam
3400 Silverstone Dr. Ste.134
Plano TX 75023
Phone: 469-361-1330
Fax: 469-361-1332
northdallas@comforcare.com

Community Support
Respite

<p>Community Homes For Adults, Inc. (CHAI) Lea Rosenthal-Bond or Mary Ann Quimby 634 Preston Royal Shopping Center, Suite 214 Dallas, TX 75230-3856 Phone: 214-373-8600 Fax: 214-373-8601 lbond@chai18.net mquimby@chai18.net</p> <p>Community Support-Heather Canteberry</p>	<p>Residential Living, Community Support, Supported Employment Habilitation Training Respite</p>
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<p>Consulting 4 the Spectrum, LLC. Nikki Moses, M.Ed., BCBA P.O. Box 250543 Plano, TX 75025 Phone: 214-498-3778 Fax: 972-346-8036 nmoses@4thespectrum.com www.4thespectrum.com</p>	<p>Behavioral Intervention ABA Therapy</p>
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<p>Dallas Center For Developmentally Disabled (DCDD) Gayle Stinson 8550 Cadenza Lane Dallas, TX 75228-4999 Phone: 214-328-4309 Fax: 214-328-7486 gstinson@dallascenterfordd.org dallascenter@dallcenterfordd.org www.dallascenterfordd.org</p>	<p>Day Habilitation, Vocational Services,</p>
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<p>Dallas Sigma Counseling Services, Inc. Pyeong-Soo Jung, LPC 3530 Forest Lane, Suite 255 Dallas, TX 75234 Phone: 214-358-7533</p>	<p>Counseling Respite Community Support</p>
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Fax: 214-358-6433
sigmacounseling@gmail.com
www.sigmacounseling.com

Dallas 911 Care
Michelle Armour
13330 Noel Rd. #624
Dallas, TX 75240
Phone: 214-295-2974
Cell: 972-880-9558
Fax: 214-295-2974
tlc@tx.rr.com
www.Dallas911Care.com

Respite
Community Support

Dr. Annette Jerome, Licensed Psychologist
6407 Daisy Dr.
Denton, TX 76208
Phone: 940-594-8487
Fax: 940-271-0909
annette.jerome@gmail.com

Behavior Intervention
Counseling

Easter Seals North Texas, Inc.
Mike Shillings
4443 N. Josey Ln. Ste#100
Carrollton, TX 75010
Phone: 972-939-3919
Fax: 972-394-6266
mshillings@ntx.easterseals.com

Respite
Community Support

<p>Envision Home Health Services Chinasa Madumere 777 S. Central Expressway, Suite 6D Richardson, TX 75080 Phone: 214-881-3633 Fax: 972-918-9229 Chinasa2000@hotmail.com</p>	<p>Community Support, Respite, Supported Employment, Speech, Occupational and Physical Therapies Medical Equipment, Adaptive Aids, Incontinent, Nutritionals External Supplies</p>
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<p>Equest Therapeutic Horsemanship Susan Liepins 3800 Troy Road Wylie, TX 75098 <i>[Mailing address: P.O. Box 461571, Garland, TX 75046]</i> Phone: 972-412-1099 Fax: 972-412-5040 sliepins@equest.org www.equest.org</p>	<p>Therapy</p>
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<p>Genesis Mental Health and Group Home Gregory B. Olu 10990 Switzer Ave. Suite 302 Dallas, TX 75238 Phone: 214-221-0277 Cell: 214-418-9915 Fax: 214-221-0858 genesishlth@msn.com</p>	<p>Community Support Respite Supported Employment Vocational Training Residential Living Adaptive Aids, Dart Services Speech & Occupational & Physical Therapies ** Provides caregivers for services</p>
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<p>Goodwill Industries of Dallas, Inc. Kamala Kannan or Josh Burrell 3020 N. Westmoreland Dallas, TX 75212 Phone: 214-638-2800</p>	<p>Vocational Training Supported Employment</p>
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Fax: 214-638-7926
KKannan@goodwilldallas.org
JBurrell@goodwilldallas.org

Helping Restore Ability (HRA)
Emily Price or Vicki Niedermayer
1635 A.W. Division
Arlington, TX 76012-3821
Phone: 817-469-1977 x 122
Fax: 817-461-2334
eprice@hratexas.org
vniedermayer@hratexas.org

Community Support
Day Habilitation

** Must provide own caregiver

Hope Horizon
Barbara Grayson
2007 S. Ervay St. Ste 100
Dallas, TX 75215
Phone: 214-426-0000
Fax: 214-426-0002
Bagrayson75123@yahoo.com

Community Support
Respite
Employment Assistance

** Provides caregivers for services

Mary's House Inc.
Michelle Mills
1611 W. Sanford St.
Arlington, TX 76012
Phone: 817-226-1022
Fax: 817-274-8311
michelle@maryshouseinc.org

Respite
Day Habilitation

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<p>Medco Medical Supply Andrew Wallick 4360 Western Center Blvd. #170 Fort Worth, TX 76137 Phone: 866-956-1435 Fax: 866-956-1435 awallick@e-medco.com www.e-medco.com</p>	<p>Medical Supplies</p>
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<p>Metrocare Services- BPS Brenda Cosens 1340 River Bend Drive Dallas, TX 75247 Phone: 214-743-1216 Fax 214-743-6194 Brenda.Cosens@metrocareservices.org</p>	<p>Behavioral Intervention Counseling</p>
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<p>Metrocare Services- Career Design and Development Services (CDDS) Carrie Parks 1353 N. Westmoreland, Building C Dallas, TX, 75212 Phone: 214-331-011 Carrie.Parks@metrocareservices.org</p>	<p>Day Habilitation, Vocational Training Employment Assistance Job Coaching</p>
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<p>Metrocare Services- Community Support - Keisha Manahan 101 N. Zang</p>	<p>Community Support Respite</p>
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<p>Dallas, TX 75208 Phone: 214-948-2416 Fax: 214-948-2475 Keisha.Manahan@metrocareservices.org</p>	<p>** Provides caregivers for services</p>
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<p>Millrose Center Samir Naja 4242 Rosehill Road Garland, TX 75043 Phone: 214-703-3737 Fax: 214-716-7408 millrosecenter@gmail.com www.millrosecenter.com</p>	<p>Respite Day Habilitation</p>
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<p>My Possibilities Robin LeoGrande 1301 Custer Rd. Ste#616 Plano, TX 75075 Phone: 469-241-9100 Fax: 469-241-9020 director@mypossibilities.org</p>	<p>Day Habilitation Respite **Respite is provided between 3pm-6pm at the day habilitation</p>
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<p>North Texas Rehabilitation Services, Inc Stacey Rogers 3910 Cavalier OR 1467 LeMay Ste 108 Garland, TX 75042 Carrollton, TX 75007 Phone: 972-272-6526 972-323-1220 Fax: 972-245-6645 972-272-4809 srogers@ntrsinc.com</p>	<p>Day Habilitation Vocational Training Supported Employment</p>
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<p>Pettis & Associates, Inc Rilda Lemons 1231 E. Pleasant Run Suite. 111 Desoto, TX 75115 <i>[Mail: 5956 Sherry Lane #1000 Dallas, TX 75225]</i> Phone: 469-567-2100 Ext 305 Fax: 469-567-2102 rlemons@pettisinc.com</p>	<p>Community Support Respite Employment Assistance Job Coaching</p> <p>** Provides caregivers for services</p>
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<p>Quest Counseling Services Kathryn Wall, M.Ed, LPC 1221 Abrams Rd. Suite. 235 Richardson, TX 75081 Phone: 972-234-5770 Fax: 972-234-2503 kquest1@juno.com</p>	<p>Counseling</p>
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<p>Ratcliff Youth & Family Services Tammi Abney 619 Mercury #105 Duncanville, TX 75137 <i>[Mailing Address: P.O. Box 380391, Duncanville, TX 75138]</i> Phone: 972-298-0200 Fax: 972-298-0248 Ryfs1@aol.com</p>	<p>Community Support Respite Day Habilitation Vocational Training Employment Assistance</p> <p>** Provides caregivers for services</p>
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<p>Rodcor. LLC</p>	<p>Community Support</p>
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<p>Sheryl Jones 4545 Fuller, Suite 415 Irving, TX 75038 Phone: 972-650-3527 Fax: 972-650-6835 Rodcoreenterprise@yahoo.com www.rodcor.com</p>	<p>Respite</p> <p>** Provides caregivers for services</p>
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<p>Sarver, Keri 557 Edgeview Dr. Grand Prairie, TX 75052 Phone: 972-264-8216 Keri.Sarver@GPISD.org</p>	<p>Speech Evaluation Speech Therapy</p>
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<p>2nd Chance Rehabilitation & Behavioral Service, Inc. Dwanna Swan 3309 Sedona Lane McKinney, TX 75070 Phone: 214-552-8128 Spanish Phone: 214-558-0413 Fax: 972-542-8799 dwannals@msn.com Scrabs05@yahoo.com 2ndchanceservice.com</p>	<p>Community Support Respite</p> <p>Occupational Therapy Speech Therapy Physical Therapy</p> <p>** Provides caregivers for services</p>
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<p>Speechcare, Inc. Kristi Robertson 14911 Quorum Drive Ste#150 Dallas, TX 75254 Phone: 972-934-2807 Fax: 972-934-9349 Speechcare@msn.com</p>	<p>Speech Therapy</p>
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<p>Steadfast Mental Health Service Bibiana Morgan 10990 Switzer Ave. Suite 303 Dallas, TX 75238 Phone: 214-221-7575 Cell: 214-924-2030 Fax: 214-221-0858 steadfasthlth@hotmail.com</p>	<p>Community Support Respite Employment Services Adaptive Aids Occupational Therapy Physical Therapy Speech Therapy</p> <p>** Provides caregivers for services</p>
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<p>Stellar Healthcare Laura Stellar 2100 N. Highway 360, Suite 1105 Grand Prairie, TX 75050 Phone: 214-412-3528 Fax: 214-412-3548 lsstellarhealthcare@gmail.com</p>	<p>Day Habilitation Respite Community Support Behavioral Intervention Counseling Physical Therapy Occupational Therapy Speech Therapy Employment Assistance</p> <p>** Provides caregivers for services</p>
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<p>The ARC of Dallas April Allen 12700 Hillcrest, Ste 200 Dallas, TX 75230 Phone: 214-634-9810 Fax: 214-634-9815 aallen@arcDallas.org www.arcDallas.org/eart.htm</p>	<p>Respite Community Support Day Habilitation</p>
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<p>The Brent Woodall Foundation for Exceptional Children</p>	<p>Respite Speech Therapy</p>
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<p>Carley Waltenburg, BCBA 3021 Gateway Dr. Suite #295 Irving, TX 75063 Phone: 972-756-9170 Fax: 972-893-4604 carley@woodallkids.org www.woodallkids.org</p>	<p>Behavioral Intervention</p> <p>** Provides caregivers for services</p>
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<p>The Wesley Place Kamel Wesley 2200 East Ledbetter Dallas, TX 75216 Phone: 214-376-7050 Fax: 214-372-1434 thewesleyplace@yahoo.com</p>	<p>Community Support Respite Day Habilitation Vocational Training Employment Assistance Supported Employment</p>
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<p>United Cerebral Palsy Teresa Wilson or Susie Barnes 8802 Harry Hine Dallas, TX 75235 Phone: 214-247-4512 Fax: 214-351-2610 TeresaWilson@ucpdallas.org SusieBarnes@ucpdallas.org</p>	<p>Day Habilitation Supported Employment</p> <p>**Currently not accepting new referrals</p>
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<p>Victory Health Services Victoria Obasuyi-Oguntula 3342 Broadway Blvd. Ste.#124 Garland, TX 75043 <i>[Mailing Address: 5704 Stowell Dr, Frisco, TX 75035]</i> Phone: 972-271-8000 Fax: 972-271-6000 After Hours 214-454-6086</p>	<p>Community Support Respite Day Habilitation Employment Assistance Job Coaching Supported Employment Physical Therapy Speech Therapy</p>
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victoryhealth1@aol.com	Transportation ** Provide caregivers for services
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VTO Inc Victoria Johnson 3243 Bellville Dr. Dallas, TX 75228 Phone: 214-405-8523 Fax: 214-660-9098 vto8827@yahoo.com	Respite Community Support
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NETWORK MANAGEMENT AND OVERSIGHT

Quality Management

Metrocare Services’ principal goal in the Quality Management (QM) process is to facilitate the improvement of those processes that most affect consumer outcomes. To this end, the Center will work toward improving the appropriateness and effectiveness of its services, outcomes, and satisfaction of consumers.

The QM Plan serves as a blueprint for Metrocare’s System wide effort to assess and improve the quality of its service delivery. The system-wide improvement process assists in increasing promoting the role of employees and leaders in the assessment and improvement of service delivery and consumer outcomes. It effectively evaluates the quality of consumer services and supports through a continuous, coordinated, integrated process that identifies opportunities to improve consumer services and outcomes.

Metrocare continues to implement system changes that will support outcomes, input and ongoing learning. This is accomplished by hiring and retaining qualified employees, there by reducing turnover. Organizational performance measures include practices that promote continuity and security.

Contract Monitoring

Monitoring to be conducted in accordance with DADS Performance Contract by the Local Authority.

Sanctions (As identified in the DADS Performance Contract and Center contracts)

Oversight – Oversight is accomplished by a collaborative effort involving all stakeholders in conjunction with Metrocare’s quality Management Department.

- Stakeholders
- All consumers
- Family members
- Advocates
- Employees
- Board of Trustees
- Planning/Network Advisory Committee
- Contracted Agencies
- Any and all others interested in the care of our consumers.

BOARD OF TRUSTEES 2011

Julia (Julie) P. Noble, Madame Chair
Sue Ringle, Vice Chair
Verlean Walton-Brooks, Secretary
Gregory (Greg) Albright
Craig Jeffery
Carol S. North, MD
Candy Sheehan
Herbert Kamm
Jill Martinez

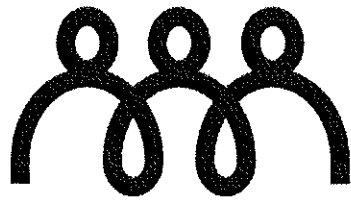
COUNTY COMMISSIONERS

Jim Foster, County Judge
Mike Cantrell
Maurine Dickey
Kenneth Mayfield
John Wiley Price

VIII. BUSINESS PLAN
(Exhibit A.)

IX. QUALITY MANAGEMENT PLAN
(Exhibit B.)

X. JAIL AND DENTITION DIVERSIO ACTION PLAN
(Refer to Authority Plan by NTBHA and Value Options)



Metrocare
SERVICES

BUSINESS PLAN

FY 2010

Our Mission:

**Metrocare's mission is to serve our neighbors
with developmental or mental health challenges
by helping them find lives
that are meaningful and satisfying.**

Our Vision:

Metrocare's vision is that, regardless of challenges faced, the people we serve are able to find the meaning and satisfaction that they choose for their lives.

Our Values:

Integrity:

We are accountable to those we serve, and to those from whom we receive support.

Quality:

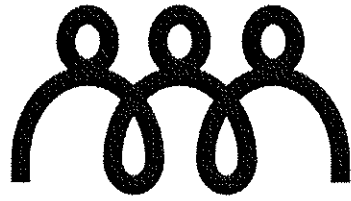
We pursue quality of life for those we serve, and therefore require quality of services from our staff.

Diversity:

We seek a diverse and inclusive workplace in which to fulfill our mission.

Perseverance:

As advocates, when we lose, we don't give up; and when we win, we raise the bar.



Metrocare
SERVICES

BUSINESS PRINCIPLES & GOALS

Business Principles

- ❖ Ethical Conduct
- ❖ Stakeholder Focus
- ❖ Superior Stewardship
- ❖ Win-Win Partnerships
- ❖ Process Approach to Operations
- ❖ Systems Approach to Management
- ❖ Fact-based, Best-Value Approach to Decision-making
- ❖ Involvement of Staff
- ❖ Continuous Improvement

FY10 Business Goals

Grow and diversify our provider services

- Pilot a self-pay medical services model
- Open four new provider sites: S Dallas, Collin, 2nd nursery, group home
- Consistently serve 600 DD consumers monthly (GR+THL+HCS)
- Maintain 10,500 MH consumers in active care each month (VO-funded)
- Maintain 14,000 MH consumers in active care each month (all payors)

Develop community partnerships

- Grow active unique private donors by 25% during the year
- Grow contact list by 50% during the year
- Develop an outreach initiative that reaches 12 corporations during the year
- Develop strong working relationships with the local delegation from Board member districts

Pursue operational excellence

- Stay on budget enterprise-wide
- Achieve 18 days in reserves
- 100% of provider services authorized
- MH billing validity scores $\geq 95\%$
- MH audit results of 3 or better for RDM
- DD audit results $\geq 95\%$

Pursue excellent and demonstrable clinical outcomes

- Next-day physician appointment availability in all MH clinics
- 90% of patients received psychiatric evaluation within seven days of inquiry
- EDU evaluation availability within 5 workdays
- MH clinical outcomes consistent with stakeholder goals
- “Overall” consumer satisfaction rate > 4.0
- Consistent progress towards accreditation

Invest in our human assets

- Maintain voluntary employee turnover below 20% annually
- Maintain training-completed at 90%
- Maintain time-to-hire at less than 30 days
- 70% of staff participates in benefits program

I. The Business

A. Description of business

Metrocare is an agent of local governmental established by the Dallas County Commissioners Court through the appointment of its first Board of Trustees on May 18, 1967. Metrocare was established to provide community-based service to people who live with the challenges of developmental disorders or mental illness. Originally recognized as “Dallas County Mental Health and Mental Retardation Center,” Metrocare has served the people of our community since September 1968.

Today Metrocare provides three roles in the community:

First, it is the “authority” in Dallas County for determining access to certain State- and Federally-funded services for people with developmental disabilities.

Second, it is a provider of services for people who live with developmental disabilities. Metrocare also has a full array of services competitively priced with those of other community providers. It maintains an early childhood intervention program for west Dallas County, as well.

Third, it is a provider of services for adults who live with mental illness, and to children and adolescents who are suffering from severe emotional disturbances. For adults, the Center’s primary niche is managing the physical and psychosocial sequelae of severe, persistent mental illness. The Center also has a strong array of services for children and adolescents who are at-risk for placement outside of their homes.

B. Services

Metrocare’s developmental disability authority functions are provided as “The Dallas County Mental Retardation Authority, a part of Metrocare.” Services are provided through a contract with the Texas Department of Aging and Disability Services (DADS) that is renewed bi-annually. The contract provides funding for the authority role, as well as for the portion of provider services not funded by federal programs (particularly Medicaid), collectively known as “safety-net services.” Metrocare has a staff of assessment specialists and service coordinators who function as the front door to services for people with developmental disorders.

Metrocare’s provider services to people who live with developmental disabilities and their families include home-based service and support, clinic-based services and vocational services. These are provided by a number of operating units, and the nature of the staffing varies with the type of service provided, and include:

- In Home & Family Support
- Community Living
- Behavioral & Psychiatric Services
- Vocational Development & Supported Employment

Metrocare also provides services to infants with multiple developmental challenges in its West Dallas County catchment area for Early Childhood Intervention, through a contract with the Department of Assistive and Rehabilitative Services (DARS).

Metrocare's provider services to people with mental illness are provided primarily through nine clinics throughout the County. In addition, a variety of home- and community-based services are offered. Services include:

- Outpatient Services
- Homeless Outreach
- Homeless Housing Services
- Services for Mentally Ill Offenders
- Assertive Community Treatment
- Supported Employment
- Therapeutic Nursery
- Family Preservation Program
- Therapeutic Foster Care
- Program for Juvenile Offenders

C. Competition

Metrocare is the sole authority for access to DADS-managed public funds for services to people with developmental disorders. The North Texas Behavioral Health Authority provides a similar role for people with mental illness, although it has delegated most of its authority function to a private, for-profit behavioral health organization, ValueOptions.

Metrocare is just one of several providers of publicly funded services to people with developmental disorders. Its market share in FY07 and FY08 is estimated at about 12-13%, but grew to 20% in the first three quarters of FY09 due to increased demand for behavioral and psychiatric services, particular among primarily Spanish speaking families. This followed Metrocare efforts to recruit and retain staff to serve this population.

Likewise, Metrocare is just one of several providers of publicly funded services to adults with mental illness and children with severe emotional disturbances. During the first two quarters of FY08, Metrocare estimates that it touched 43% of the consumers served by NorthSTAR (up from 39% the prior year), and 53% of those served in Dallas County (up from 50%).

Metrocare's business plan for its authority services is focused upon assuring best value to developmental disorder service consumers while maintaining its own financial self-sufficiency. Anticipating growth in authority services due to changes made in the last legislative session, the authority is developing a model to improve customer service. Our plan for developmental disorders provider services is to be competitive with other providers from a best-value perspective. Anticipating enhanced funding for Dallas County, our provider services seeks to increase the number of consumers that it serves by

10% during the next year, and to offer a group home for certain Medicaid waiver consumers. Our plan for mental health services is to continue to expand our market share in public-sector service, to diversify our sources of funding for those services, and to begin to develop a private-pay market. Metrocare intends to continue to grow its market share by demonstrating best value to community stakeholders, especially by providing the easiest access to care and the highest consumer satisfaction in its market. In FY10, Metrocare also hopes to participate in three new sites for providing public sector services, and pilot a low-cost, self-pay model for psychiatric services.

D. Pricing

Metrocare intends to demonstrate superior stewardship in its use of limited taxpayer dollars.

Authority services are funded by state grant-in-aid funds and Medicaid at prices guided by Medicaid rates.

Developmental disorders provider services are funded by state grant-in-aid funds and by Medicaid. The Medicaid prices are set by that agency. Grant-in-aid pricing is set by the authority, and is generally consistent with Medicaid pricing. For FY10, The Center anticipates modest rate increases for Medicaid-funded services, and it anticipates an increase in dollars available for general-revenue-funded, safety net services.

Mental health provider services are primarily funded through a service contract with the behavioral health organization (ValueOptions), which in turn contracts with the Department of State Health Services (DSHS) to administer state and federal (Medicaid) funding services in the county. In FY08, Metrocare returned to a fee-for-service arrangement with ValueOptions for most services, but it is anticipated that a modification of the payment structure will result in a per-consumer limit on available dollars in FY10. Small contracts are also in force with Children's Health Insurance Program vendors. Some funding is obtained from Medicare at its set rates. Metrocare also has several grants, primarily for housing for the homeless mentally ill.

Other primary funding sources include a grant from the State's Early Childhood Intervention, a contract with Children's Protection Services for therapeutic foster care services, a contract for juvenile justice programming, and a grant from Communities Foundation for services to people with mental illness who are homeless. The County provides some funds for developmental disorders services that are not covered by State and Federal funding.

E. Community Relations

Metrocare intends to maintain a focus on community needs by maintaining strong working relationships with a variety of stakeholders. To that end, in FY09 Metrocare expanded its staff intended to help educate the community and Metrocare stakeholders about the role of Metrocare through the addition of consumer advocate positions.

Metrocare has been successful in engaging legislators and other community stakeholders through this education process.

Metrocare created a new philanthropy division in August 2006 to enhance the mission of the organization. Through various avenues and using established development techniques, this division has raised community recognition of the Center's services, increased local partnerships and built stronger relationships. The results of these efforts has garnered for Metrocare a list of 850 active donors, a mailing list of almost 4,000 names, increased in-kind donations for events and programs, and over \$1,500,000 in grant and individual contribution funding.

Regular contact is maintained with the Arc of Dallas, the Dallas affiliate of Mental Health America and the two Dallas chapters of the National Alliance on Mental Illness in order to address issues of mutual concern.

Our developmental disorders division and our child and adolescent services maintain working relationships within local school districts.

Information regarding the business of Metrocare's Board of Trustees is provided to each member of Commissioners Court on a monthly basis. Regular briefings to the full Court are also provided. Stakeholder reports go out to the entire Dallas County legislative delegation quarterly, and regular contact is maintained with many offices.

In FY10 the Center intends to continue its efforts to build new relationships in the community that will lead to increases in donor base and volunteer base. In FY10, Metrocare intends to maintain its focus on improving stakeholder relationships, with a particular focus on outreach and education to members of our local legislative delegation.

F. Human Resources

Metrocare currently employs over 600 people to serve our community through their work on behalf of people with mental health and developmental disabilities. Because we are a service business, people are Metrocare's most valuable asset. Metrocare intends to actively involve its employees in the life of the organization through good communication and through solicitation of their feedback regarding changes in the organization. Metrocare's leadership understands that employees oftentimes have excellent ideas that can lead to new lines of business or innovations to existing services.

In order to foster employee commitment and satisfaction, Metrocare has an employee relations specialist and continues to evolve its vision for its role as an employer. Metrocare has maintained a merit salary program over the past five years, and intends to assure that its salary structure is appropriate for the marketplace. Metrocare has career tracks for many of its clinical professional positions. Metrocare has also increased its services to its employees, including an enhanced wellness program, an improved benefits enrollment process to facilitate use of our matching programs, and

family company-wide outings in each of the past two years. In FY10, the Center intends to monitor the success of current programs, and modify them as needed.

II. Financial Data

Metrocare continues its recovery from its transition from a fully grant-in-aid-funded organization into a business funded, in part, by fee-for-service – a recovery that started in FY02. In FY08, the Center attained a significant milestone: positive unrestricted net assets for the first time in many years.

Metrocare continuously reviews and refines the clinical operation processes that transformed Metrocare into a competitive mental health provider. Similar workflow processes have also allowed Metrocare's developmental disorders provider services to compete in the Mental Retardation Authority's safety-net provider network. The Dallas County Mental Retardation Authority, a part of Metrocare, also uses a fee-for-service approach to allocation of general revenue service dollars, so that we can more readily show our stakeholders best values for allocated tax dollars.

Metrocare remains focused upon the following critical business improvements:

- Staff productivity requirements established and monitored in all clinical areas
- Management of the clinical services authorization process in order to reduce denial rates to our goal of 5%
- Insuring services are documented promptly
- Insuring the quality of clinical records
- Maintaining administrative overhead under 10%
- Aggressive, data-based process monitoring of multiple clinical, operational and administrative systems with data-based reporting to Board of Trustees

Diversification of revenue sources remains a long-term goal for Metrocare. In FY09, the Center will see an increase of almost \$2 million in non-traditional revenues for the second consecutive year. In FY10, The Center intends to continue to pursue new grants and expand services that are not funded by DADS and DSHS, and to market a private-pay model in mental health further enhance its diversification.

III. Summary

Over the past seven years, Metrocare has improved in many ways. Its financial picture in FY02 showed \$8 million in delinquent debts and just \$200,000 in cash on hand. Today, the Center has positive unrestricted net assets and no short-term debt.

Total (restricted and unrestricted) net assets have improved during that time by \$11 million, from -\$4 million to almost +\$7 million.

More importantly, the Center has tripled the number of people served with developmental disabilities, and it has doubled the number of people with mental illness it serves, all while keeping consumer satisfaction scores high. In addition the Center's administrative overhead is among the lowest of state MHMR Centers, on a percentage basis. Our development activities have already attained the resources to completely fund the LK/SNOP Clinic renovation, to begin renovations at Pathways and our Westside Children's Clinic, and to offer housing and intensive clinical services to 50 formerly homeless people with mental illness.

And, the Center's reputation among external stakeholders is arguably the best it has been in fifteen years. We have experienced a willingness again to partner with us in community service projects, and we have experienced traditional stakeholders once again looking to Metrocare to provide leadership on issues impacting people with developmental disorders and mental illness.

Submitted by:

James G Baker, MD, MBA
Chief Executive Officer
August 2009



METROCARE SERVICES
QUALITY MANAGEMENT
PLAN

Approved by:

A handwritten signature in blue ink, appearing to read "J. G. Baker", is written over a horizontal line.

James G. Baker, MD, MBA
Chief Executive Officer

**QUALITY MANAGEMENT PLAN
FY 2010**

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I

AUTHORITY

The Quality Management Plan of Metrocare is authorized by Section 534 of the Texas Health and Safety Code, and:

1. The Chief Executive Officer of Metrocare has the authority and responsibility to establish an integrated quality management program within the Center.
2. The Board of Trustees mandates the implementation of an effective quality management program through actions taken by the Chief Executive Officer.
3. The Chief Executive Officer of Metrocare has designated the responsibility for coordinating all quality management activities within the Center to the Director of Quality Management.
4. The Quality Management Council, with support from the Quality Management Group, serves as a mechanism for a data-based system review in order to identify needs and make recommendations to the Chief Executive Officer in areas of administrative policy and procedure. The Group offers technical assistance regarding standards compliance to the Center units; monitors individual unit and departmental performance on adherence to applicable standards, policies, procedures, laws, rules and regulations; and coordinates the monitoring and evaluation of the Center's service delivery system, including its service network, through the use of quality committees. While the department carries the title "quality management" the quality management and improvement functions are the shared responsibility of all Center staff and network providers.
5. The Quality Management Plan is developed with input from Center clinical and support staff, and with input from the Mental Health Advisory Committee and the Mental Retardation Network and Planning Advisory Committee.
6. The Quality Management Plan is applicable to all Center staff activities, and to contractors and network providers.

7. The Quality Management Plan reflects the Mission and Value Statements of the Board of Trustees of the Metrocare (see Section II).
8. The activity of the Quality Management Council and its affiliated committees, as outlined in this document, are considered Medical Peer Review Committees and Professional Review Bodies as that term is recognized and defined under Texas and federal law, including Tex. Rev. Civ. Stat. Art. 4495b. and the Health Care Quality Improvement Act, 1986, 42 USC Section 10 111.