

**DALLAS METROCARE SERVICES**

**BOARD OF TRUSTEES  
MEETING MINUTES OF**

**February 24, 2005**

# **DALLAS METROCARE SERVICES**

## **REGULAR MONTHLY MEETING of the BOARD OF TRUSTEES**

### **MINUTES OF February 24, 2005**

A Regular Meeting of the Board of Trustees of Dallas Metrocare Services convened at 1:40 p.m. in the Board Room on February 24, 2004 at 1360 River Bend Drive, Dallas, Texas.

#### **I. Call To Order/Roll Call**

Mr. Cooper called the meeting to order at 1:40 pm, a quorum was present.

The following Trustees were present:

Mr. Cooper  
Mr. Driver  
Mr. Garza  
Ms. Green  
Mr. Martinez  
Mr. Migl  
Mr. Orr  
Mr. Poffenbarger

The following Trustees were absent: Dr. Nace

**Staff Present:** Dr. James Baker, Linda Thompson, Kyle Munson, José Evans, D. Cavaness, Jesse Aguilera, John Luna, David Aston and other DMS staff.

**II. INVOCATION:** Mrs. Cynthia Ridge, present employee of Dallas Metrocare Services, gave the invocation.

**III. CITIZENS' COMMENTS:** The procedure for Public Comments was available at the meeting for those interested. No public comment was received.

#### **IV. ISSUES TO BE CONSIDERED:**

**1. Approval of the meeting Minutes of January 27, 2005 – Regular Board Meeting:**

Mr. Cooper called for any comments or corrections to the meeting Minutes of January 27, 2005. There were no comments or corrections presented. Mr. Orr made motion to approve. The Minutes were approved as written.

**2. Chairman's Report** – Mr. Cooper reported.

- **Presentation of Plaque to Ms. Gee:** Mr. Cooper said that Ms. Gee was not able to be here today to receive her plaque due to illness, therefore the presentation will be postponed until our next Board meeting.
  
- **Swearing In of New Board Member:** Mr. Cooper swore in Mr. Rene Martinez as the newest member of the DMS Board. Mr. Martinez was appointed by Commissioner Dickey to replace Ms. Gee.
- **Committee Assignments:** Mr. Cooper said that Board Policy 1.06 calls for Committee appointments to be made each year. There are 3 positions that need to be appointed, Chair, Vice Chair and Secretary.
  - ✓ Mr. Orr nominated Mr. Cooper as Board Chairperson, there were no other nominations, Mr. Garza 2<sup>nd</sup>, motion carried.
  - ✓ Mr. Driver nominated Ms. Green as Vice Chair, there were no other nominations, Mr. Orr 2<sup>nd</sup>, motion carried.
  - ✓ Mr. Garza nominated Mr. Poffenbarger as Board Secretary, there were no other nominations, Mr. Orr 2<sup>nd</sup>, motion carried.
- **Appointment of Board Committee Assignments by the Board Chair:** Mr. Cooper said that the Committee Assignments will remain as they are with the exception of Mr. Martinez. He will be added to serve in the Service and Program Committee Meeting.
  - ✓ Service and Program:  
 Dr. Nace, Chair  
 Ms. Green, Vice Chair  
 Mr. Martinez  
 Mr. Cooper, ex officio
  - ✓ Business and Finance:  
 Mr. Orr, Chair  
 Mr. Poffenbarger, Vice-Chair  
 Mr. Driver  
 Mr. Cooper, ex officio
  - ✓ Audit  
 Mr. Garza, Chair  
 Mr. Migl  
 Mr. Cooper, ex officio
- **Internal Auditor Selection:** Mr. Garza said that Mr. Migl and he went through the process of filtering several candidates to fill the vacant position of the Internal Auditor. They were both impressed with Mr. Hosea during the interview process. Mr. Garza said that the position was offered to Mr. Hosea and he accepted. He will start his new position with the Center on February 28<sup>th</sup>.
- **Board Liaison Reports:** Mr. Dave Hogan reported:
  - ✓ On October 11<sup>th</sup>, 2004, the MH Advisory Committee held another Town Hall meeting this time at the Altshuler clinic. It was the recommendation of the MH Advisory Committee that the concept of the Town Hall Meetings continue with the next possible location being at the Dallas Life Foundation. It was suggested by several of the committee members that volunteers be placed in several of the

clinics to help with the daily activities of the clinic and to monitor some of the activities that take place there.

- ✓ At the last meeting of the MH Advisory Dr. Graves spoke of the re-organization the Center had to make due to rate cuts from ValueOptions and the financial loss the Center took. He also spoke of the “one stop shop” concept that the Center desires to move towards. .
- ✓ Mr. Hogan said that the MH Advisory Committee is looking for volunteers to serve in this Committee. Any interested parties can contact either Dr. Graves or Martha Toscano here at DMS for additional information.

- **Next meetings:** Mr. Cooper announced that the next Committee meetings will take place on Thursday, March 17, 2005. The full Board will meet on Thursday, March 24, 2005.

**3. Chief Executive Officer’s Report:** Dr. Baker welcomed Mr. Martinez to our Board and thanked him for his willingness to serve in this capacity.

- **Program Presentation:**

Jail Diversion: Presenter – Cecilia (CC) Castillo

Dr. Baker introduced Ms. Ceci Castillo. Dr. Baker said that Ms. Castillo would be speaking of Judge Keliher’s Jail Diversion efforts. Ms. Castillo said that the primary concept behind the program was to simply divert clients from jail and prevent a criminal record. The Pilot Program began in July 2004 and the official program was implemented in September 2004. The Jail Diversion Coordinator is employed by a DANSA staff and is funded by the Texas Correctional Office of Offenders with Medical and Mental Impairments. The agencies involved in this program are the County and District Court Judges, the District Attorney’s Office (DA’s), the Public Defenders Office, the Sheriff’s Department, the Probation Department, the Jail Psych Department, the County and District Clerk’s Office, all of the Treatment Providers in the Dallas County Area and DANSA. This is a huge collaborative effort to attempt to divert these clients from jail. Right now the focus is on misdemeanor clients and correctional felony violators. At the present time approximately 60% of the clients are coming to Dallas Metrocare Services for the intensive Case Management. Several of these offenders have graduated from this program after completing six months. The goal for completion of this Program is that they be involved with their treatment provider in getting medications, their criminal offenses are dismissed as agreed by the District Attorney’s Office upon completion of this program. Discussion ensued.

- ✓ **Diversity Presentation:** Mr. Jonathan McNorton read a poem written by his grandmother, the poet Rita Johnson Berry, as encouragement for Dr. W.E.B. Dubois, as moral support to encourage him with his work.
- ✓ **Centerwide Benchmarks:** Dr. Baker referred to page 8410 and he said that the Center has a series of benchmarks that are used to gauge the overall performance/function of the Center. They mirror the benchmarks that are in place through out the rest of all levels of the organization and they reflect the goals for the Center as a whole. These measures are about where they were last month. There are eleven financial measures that are below goal. These again are related to the same problems that have been discussed. The Center showed a net negative income for the first 5 months of 1.3 million dollars almost all related to the under performance

of mental health services. Efforts to deal with this include significant number of terminations, about 50 full time staff fiscal year to date. This has an annualized value of approximately 2.0 million dollars. Another effort is ongoing discussions with the MCO around a win-win solution that will allow the Center to function and allow the MCO to do the same and to have cost certainty. Other efforts include improving staff productivity, reducing denial rates, and increasing the amount of group rehabilitation services that are incentivized by MCO. Dr. Baker said that the Center has been successful in presenting the equity agenda (shared with the Mental Health Association, The Arc of Dallas, and NAMI Dallas) to all of the County Legislators. The Center has also been successful in engaging other people in this platform. Mr. John Luna was able to get the Greater Irving Las Colinas Chamber of Commerce to include the equity agenda in their Legislative Platform and present it to the Capital the past week.

There were no questions posed for this item. (Please refer to the February 24, 2005 Board packet for a detailed account).

#### **BUSINESS AND FINANCE COMMITTEE**

**Chair Reports:** Mr. Orr, Chairperson of the Business and Finance Committee, referred the presentation to Mr. Poffenbarger, Vice Chairperson. Mr. Poffenbarger said that on Thursday, February 17<sup>th</sup>, the Business and Finance Committee met and reviewed the January Financial Statement, the Human Resources Management Report, with two Action Items from this department. Mr. Poffenbarger said even though the Center showed a loss during January, it could of just as easily have gone the other way. He said that the Center is literally right on the verge of saving enough cost to turn this Center into a profitable operation again. He said he was confident that the actions the Center has taken are starting to show. He asked that Mr. Munson briefly summarized his financial report(s).

#### **❖ RECOMMENDATION(S) FOR APPROVAL:**

After discussion and upon motion duly made the following item(s) were approved.

#### **4. Consideration of Approval of Financial Report for January 2005 (Unaudited):**

Mr. Munson reported that for the month there was a lost of \$105,000. This was somewhat less than previous periods. There is still over a \$1 million loss for the year. As of early February the Center has reduced its expenses by almost 2 million dollars on an annualized basis. Mr. Munson said that the January financials do not yet reflect the expense reductions. Mr. Munson said that Dr. Graves, with D's and Dr. Baker's help, is seeing some very positive improvements in the quantity and also the quality of the group services being provided in the field. In the Resiliency Disease Management model (RDM) increasing the group services is critical. Mr. Garza noted that earned revenues showed the biggest variance from budget year-to-date. Mr. Munson responded that this has to do with rate decreases, rule changes in the types and the quantity of the services the Center can provide. Denial rates were also very high in September through November, sand remain higher than desired even in January and February. Constant improvement is being seen. Discussion ensued. There were no questions posed for this item. (Please refer to the February 24, 2005 Board packet for a detailed account).

#### **Recommendation of Approval of Financial Reports for January 2005 (Unaudited):**

**BE IT RESOLVED** that the Board of Trustees of Dallas Metrocare MHMR Services hereby approves the **January 2005 Financial Statements (Unaudited)**

There were no questions posed for these item(s). This was a Committee recommendation.

All were in favor, motion carried.

5. **Human Resources Management Report:** Mr. Evans reported that training was below goals and that TB Testing compliance was down. The HR Department will be bringing the TB testing in-house to reduce cost and improve these numbers. In the month of February the hiring process was slowed down to reduce cost. Voluntary turnover was up and this is associated with the many changes the Center is going through at this time. The language-testing program is being revised to place greater emphasis on oral proficiency and interpreting. Last month the Center held a very successful Diversity Celebration at Bachman Recreation Center in commemoration of Dr. Martin Luther King and featured a facilitator to present a session in understanding cultural and ethnic differences. Mr. Evans said that on page 8420 this metrics reflect what Mr. Munson said on his financial report. There were no questions posed for this item. (Please refer to the February 24, 2005, Board packet for a detailed account).

❖ **RECOMMENDATION(s) FOR APPROVAL:**

After discussion and upon motion duly made the following item(s) were approved.

6. **Consideration of Approval to Authorize Individuals to Act on Behalf of DMS 401 (a) and 403(b) Savings and Retirement Plans:** Mr. Evans said that AIG Valic, the Retirement Agency representing DMS, recently reviewed our Plan and recommended more than one person be authorized to sign documents in the event that one person is unavailable. Currently, the CEO's signature serves as the only individual to sign as "Employer" and the "Plan Administrator". It was recommended that the Benefits Specialist (Shay Clemons) serve as the daily "Plan Administrator" and that the HR Director (José Evans) serve as the alternate Plan Administrator", both authorized to sign daily participant transactions.

**BE IT RESOLVED** that the Board of Trustees of Dallas Metrocare Services hereby approves the **Authorization of Individuals to Act on Behalf of DMS 401a and 403b Savings and Retirement Plans**

This was a Committee recommendation. All were in favor, motion carried.

7. **Consideration of Approval of Dallas Metrocare Services Savings & Retirement Plans' First Amendment: Reduce Waiting Period to Enroll in the Plan:** Mr. Evans said that it was the recommendation of the Center's Retirement Committee that the waiting period for enrollment be reduced from six months to 2 months to encourage participation and promote employee retention. The "Adoption Resolution" must be adopted by the Board as the "Employer," authorizing the signature of the CEO.

This was a Committee recommendation. All were in favor, motion carried.

**SERVICE AND PROGRAM COMMITTEE**

**Chair Reports:** Ms. Green presented these report in the absence of Dr. Nace. Ms. Green asked Ms. Thompson to present her report.

- 8. Report on Mental Retardation Authorization Services:** Ms. Thompson reported that consumers in general revenue remains unchanged since the last report. They continue efforts to add an additional 200 people into service to reduce the number of people waiting for community supports. Notification was received that there are probably an additional 70 people for the Texas Home Living Waiver. People are being removed from General Revenue and being refinanced into this program. The Eligibility Determination Unit has met their performance targets for the month of January. The new goal of 10 waiting days from intake to assessments (previously set at 14 days) was not met. Ms. Thompson spoke of the regionalization and reorganization of the Service Coordination Unit and how this will provide efficiencies. Service Coordinators have been deployed across all of the out-patient-clinics, along with the 10<sup>th</sup> and Zang location and three teams placed closer to the ICF/MR program to increase accessibility to the clients as well as the providers in the community. Discussion ensued. There were no questions posed for this item. (Please refer to the February 24, 2005 Board packet for a detailed account).
  
- 9. Review of Data Verification Processes:** Ms. Thompson presented a report of the initiatives put in place to monitor the rate cuts since September 1<sup>st</sup>, 2004. Rate reductions create a catch-22 for the Center and its staff, in which we work harder performing more billable revenue because the effective “pay” the Center gets from the MCO per hour of work has gone down by 20% over the past eighteen months. Leadership believes that this leaves clinicians in the field more tempted to cheat on billing. One responsibility of Ms.

Thompson’s department is to assure that services billed have charting that supports the billing. On a weekly basis notes are reviewed to monitor data reported by staff out in the field. The Behavior Intervention Response and Plan (BIRP) format is being used. This plan allows the Center to capture all of the information that is required not only by the managed care company, but also as a requirement of Medicaid. Ms. Thompson presented a second program, a “call-behind” that verifies if the service took place by calling the consumer and verifying the length and the nature of the intervention. On a monthly basis a number of consumers are selected and called to validate the billing records for high-dollar single visits and other suspicious patterns. If the information is not valid and payment has been received the payment gets reversed back to ValueOptions. If a staff member reports services not provided this is cause for disciplinary action. There were no questions posed for this item. (Please refer to the February 24, 2005 Board packet for a detailed account).

- 10. Quality Management Report:** Ms. Thompson presented a written report and said that there were no significant incidents in this month’s report. There was one allegation of sexual abuse and that investigation is on going at this time. There were no confirmed complaints during the month of January. There were 5 deaths reported, 4 in mental health and one individual in mental retardation services. A report was included with information on each of the Quality Improvement Activities by each of the Local Teams and Records Data. There were no questions posed for this item. (Please refer to the February 24, 2005 Board packet for a detailed account).
  
- 11. Provider Services Monthly Report:** D. Cavaness presented this report in the absence of Dr. Graves. Ms. Cavaness said that this is a combined report of provider services. As mentioned earlier there has been a integration of the MH and MR provider programs. All these programs now fall under the direction of Dr. Graves.

- Plans continue to relocate the Inwood and Forest homes ICF homes. Focus primarily to move this programs into operating within their reimbursement rates.
- One HCS home remains to be closed by the end of March.
- The Supported Employment Program is focusing on meeting productivity targets and improving the rate of service denial due to no authorization from the MR authority.
- The Early Childhood Intervention Program (ECI) has developed and implemented an action plan to increase enrollments and market the program.
- MH Services is showing progress in implementing group rehabilitation groups. The Group Development Leader has been hired and she will be providing on-site training for group rehab services.
- Focus continues in the five target areas in adult mental health and child and adolescent services: 1) insuring authorizations are requested timely; 2) insuring productivity meets and/or exceeds target; 3) monitoring denials and factors that may contribute to denial increases; 4) insuring services are charted when they are provided but no later than end of next day; 5) improvement in quality of documentation.
- MH Services shows continued growth over the same period last year for the last 3 months.
- Caserate Programs – closed one ACT Team. The SNOP showed gains for this period.
- Continue consumer patient education program as far as group intervention.
- Provider Services Initiative: Medical Staff is doing a survey for a two-week period to find out what our consumers think about this one-stop-shop service. So far the response has been favorable.

**Southwest Region Report:** Ms. Cavaness introduced Mr. David Aston and Dr. Phillip Balleza from the Southwest Region. Mr. Aston called everyone's attention to mainly four things

- They are working on the one stop shop at 10<sup>th</sup> and Zang.
- MR Services had previously conducted a survey about this type of service and approximately 70% of the responses were in favor of bringing aboard a Primary Care Physician
- Ms. Thompson has moved some of her Service Coordinators to the 10<sup>th</sup> and Zang location
- Continue to develop a partnership with other groups in the Community. Mr. Aston met with Mr. Doug Denton from Homeward Bound to discuss the possibility of pharmacy services there.

**South Region:** Ms. Naomi Perkins said that a full report was presented at the Service and Program Committee. She very briefly summarized her report.

- Last week they concentrated on increasing their group rehabilitation volume and concentrating on improving their charting timeliness. Both these areas showed an improvement.
- The Lancaster Kiest clinic has a huge office space issue. They are looking at trying to find different places to conduct daily business whether at a business site or at a church it doesn't matter as long as they can make it more convenient for the population served.

**12. Report on Development Activities:** Mr. Jesse Aguilera presented a written report and said that as they tie into the regions what they will be looking at as they start developing additional funds for the agency is to make sure that these regions are community oriented, family friendly and that they are client centered. They will be looking at an approach to raising funds that will be at a National level. To do this you have to have collaborative efforts. Mr. Aguilera showed a Certificate of Appreciation presented to DMS by the Veterans Administration for the participation of DMS in the Dallas Stand Down for 2004. DMS was involved in the planning of this event. The newest award received that is a big pride for the Metro Dallas Homeless Alliance is DMS receiving 1,218,185 dollars for a Safe Haven. The Safe Haven will be providing emergency assistance and permanent housing for 25 mentally ill individuals. The intent is that if they are not currently receiving services this housing incentive will bring these homeless individuals into services. This is an effective approach nationally and this will be the first one in Dallas. There were no questions posed for this item. (Please refer to the February 24, 2005 Board packet for a detailed account).

**13. Report on Community Affairs Activities:** Mr. John Luna referred to page 8448 of his written report. Mr. Luna said that a couple of weeks ago DMS participated in the Dallas Business Journal Best-Places-To-Work Survey as one of the ten best non-profit-organizations in the Dallas, Fort Worth area. Mr. Luna has provided Equity information to all of our Legislators, on Mental Retardation Rally day, and on Mental Health Day. Mr. Luna said that he would be contacting each individual Board member to set up a day to contact their respective Local District Representative. Mr. Luna will be more than happy to accompany each Board member to present the Equity information to them. Mr. Luna made an invitation to the Board to come and join the DMS staff in the March for Respect walk taking place on April the 2<sup>nd</sup> and the NAMI Walks on May the 7<sup>th</sup>. Mr. Luna thanked Mr. Martinez for the time he spent with Mr. Aguilera and himself and for the contacts provided by Mr. Martinez. There were no questions posed for this item.

**V. EXECUTIVE SESSION:** There were no issues to discuss

**VI. MEETING ADJOURNMENT:** There being no further business to come before the meeting, on motion duly made, seconded and carried, the meeting adjourned at 2:45 pm.

Minutes approved by:

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Charles M. Cooper, Chairperson

Minutes recorded, transcribed  
and distributed by:  
Martha L. Toscano  
Assistant to the CEO and  
DMS Board of Trustees