

# REACH Healthcare Foundation

## Mental Health Initiative

### Overview

Significant changes lie ahead for the financing and accountability of community mental health care. Whether through insurance exchanges, co-ops, or expansion of Medicaid managed care, health reform will drastically shift financing of uninsured populations to public-private partnerships that build upon commercial insurance products. The National Council of Community Behavioral Health estimates that market expansions could increase the number of individuals seeking services from America's public mental health system by 50 percent. In addition, with implementation of the new mental health parity law occurring concurrently with health reform activities, we can expect the federal government and Congress to utilize all policy and legislative opportunities to introduce greater accountability into the health care system while promoting initiatives that increase efficiency and reduce variations in care.

A key purpose of the Affordable Care Act (ACA) is health care cost reduction through implementation of primary and specialty integrated service delivery models. Several models were identified in the ACA that incorporate shared provider risk and outcome incentives (i.e. Accountable Care Organizations (ACOs), Person-Centered Healthcare Homes, Primary Care Practice Medical Homes, Community Behavioral Health Homes, etc.). These models, along with the parity law, will place a much greater emphasis in community health systems on the integration of primary and mental health care.

Community Mental Health Centers (CMHCs) have an opportunity to participate in the new service delivery models if they have the capacity to meet three core requirements:

1. Be accessible (fast access to all needed services)
2. Be efficient (provide high quality services at lowest possible cost)
3. Produce measurable outcomes in the following areas:
  - Engage clients and natural support network
  - Help clients self manage their wellness and recovery
  - Reduce need for disruptive/high-cost services

These service delivery components are integral to a patient-centered health care home model of care and an integrated primary and mental health system of care. The Missouri Department of Mental Health is currently developing a Missouri Medicaid Health Home model that will establish a policy, service delivery and reimbursement framework for Medicaid-reimbursable health home services that are expected to improve the health of the target populations; enhance clients' experience of care; and reduce or control the per capita growth of the cost of care. CMHCs will serve as the designated health home provider for children with serious emotional disturbance (SED) and adults with serious mental illness (SMI).

Section 2703 of the ACA provides enhanced federal funding for two years for "health homes" serving Medicaid beneficiaries with chronic conditions. Under Section 2703, states can offer health home services to Medicaid beneficiaries with chronic conditions who select a designated health home provider. These chronic conditions include a mental health condition, a substance use disorder, asthma, diabetes, heart disease, and overweight. A state's

designated health home population must include individuals who have at least two of these chronic conditions, or have one chronic condition and be at risk for another, or have one serious and persistent mental health condition.

The State Option to Provide Health Homes for Enrollees with Chronic Conditions, Section 2703 of the ACA, establishes that beginning in January 2011, states can use a State Plan Amendment to obtain, if approved by the Centers for Medicare and Medicaid Services (CMS), Medicaid matching funds for eight consecutive quarters to reimburse the health home services delineated above. This opportunity provides a financial incentive to expand or modify medical home programs or develop a new approach to managing care for an expensive and challenging Medicaid population.

To ensure that the eight participating mental health centers (Comprehensive Mental Health Services, Johnson County Mental Health Center, Pathways Behavioral Health, ReDiscover, Swope Health Services, Tri County Mental Health, Truman Medical Centers, and Wyandot Center for Community Behavioral Healthcare) in Missouri and Kansas have adequate capacity to participate in these health care reform opportunities, MTM Services will provide training and onsite technical assistance related to the scope of work outlined below.

### **Scope of Work**

The eight identified CMHCs participate in the Metropolitan Mental Health Stakeholders Group that is part of the Regional Health Care Initiative at the Mid-America Regional Council (MARC) and are members of the National Council of Community Behavioral Health.

MARC has outlined an initiative to provide training and technical assistance to a group of eight CMHCs to prepare them for opportunities related to the ACA and strengthen their capacity to increase access to care, improve service delivery and achieve patient-centered medical home outcomes.

MARC will contract with MTM Services for training and technical assistance. MTM Services has extensive experience in designing and implementing access to care, service process, outcome measurement and quality improvement initiatives for over 500 community mental health organizations nationwide. David Lloyd, President of MTM Services, LLC, a consultant for the national council, conducted a workshop in November 2010 for the mental health community and other relevant stakeholders. The workshop covered organizational restructuring, including ACOs, health homes and tools to move organizations forward. This proposed initiative will deepen the work introduced in this workshop. See Appendix E for MTM Services professional biographies.

The identified scope of work is outlined below:

1. The eight CMHCs will participate in a Health Reform Readiness Assessment to inform the development of a curriculum and identify specific training needs.
2. MTM Services will provide training for the eight centers on key topics that address integration and patient-centered care:
  - a. A same day access to care model that supports enhanced access to treatment for clients. The training will address how to implement an access system that opens

access to care and improves timeliness of initial services; and methods for assessing caseload management levels and ways to design and implement Internal Levels of Care/Benefit Package Design Models and re-engagement and transition procedures for current cases not actively in treatment.

- b. The patient-centered medical home model and how it works in a mental health setting. The training will examine specialty care and ways to integrate medical services into a health care home or create referral pathways. Technical assistance will include a “train the trainer” curriculum model that each center can use for follow up training with staff.
  - c. Introduction to Accountable Care Organizations (ACOs) and the service delivery requirements each CMHC needs to have in order to partner with an ACO.
3. MTM Services will provide technical assistance to launch a Learning Collaborative that will offer a vehicle for ongoing networking and support.
  4. At the completion of training and technical assistance, MTM Services will use the Patient-Centered Medical Home (PCMH) NCQA Self-Assessment to measure compliance with the six required PCMH areas and the specific performance indicators within each area. MTM Services will assist each center with completion of the self-assessment tool and provide onsite review of the assessment results to determine each center’s next steps.

The mental health initiative will follow NCQA PCMH Standards (see list below) in providing support and evaluating the progress of each of the centers. The six NCQA standards identified below also complement the proposed Missouri Medicaid Health Home model so as to enable Missouri CMHCs to obtain reimbursement for medical services. It is anticipated that the state of Kansas will adopt a similar framework.

PCMH 1: Enhance Access and Continuity – the organization provides patient access during and after regular business hours, and communicates with patients effectively.

PCMH 2: Identify and Manage Patient Populations – the organization has readily accessible, clinically useful information on patients that enables it to treat patients comprehensively and systematically.

PCMH 3: Plan and Manage Care – the organization maintains continuous relationships with patients by implementing evidence-based guidelines and applying them to the identified needs of individualized patients over time and with the intensity needed by the patients.

PCMH 4: Provide Self-Care Support and Community Resources – the organization collaborates with patients and families to pursue the goals for optimal achievable health.

PCMH 5: Track and Coordinate Care – the organization seeks to reduce medical errors and improve efficiency by eliminating handwritten prescriptions and by using drug safety checks and cost information when prescribing.

PCMH 6: Measure and Improve Performance – the organization works to improve effectiveness of care, patient safety and efficiency by using timely information on all tests and results.

### Fit with REACH 2011-2015 Strategic Plan

The Mental Health Initiative aligns with the Foundation's strategic plan in the following areas:

- Health care organizations that are working toward patient-centered medical home standards as set forth by the National Committee on Quality Assurance (NCQA).
- Programs that seek to build a single point of access for patients seeking care, and promote continuity of care through formal relationships with other care providers or by providing a "robust referral" process.
- Mental health services that use evidence-based practices in their treatment approaches and work to integrate mental health services with physical health care.
- Efforts to support effective implementation of the Affordable Care Act.

### Anticipated Outcomes

The overall benefits for participating CMHCs to become health homes will be improved coordination of care for their clients, opportunities to enhance the array of services for the targeted population, and improved health outcomes, in addition to receiving financial reimbursement for their work.

Training and technical assistance is designed to yield the following outcomes:

1. **Enhanced access to care:** In prior work with other CMHCs nationally, those that implemented enhanced access to care processes were able to decrease wait time from first contact to treatment plan completion by an average of 42%. Each participating organization will be required to submit supporting data that indicates the level of wait time improvement achieved and identify action steps to achieve this target.
2. **Enhanced engagement in treatment:** CMHCs that have successfully implemented patient-centered engagement processes along with centralized managed scheduling have decreased their no-show rates for therapy and medication checks by an average of 50%. Each participating organization will be required to submit supporting data on no-show rates and identify action steps to achieve this target.
3. **Improved system for specialty capacity referral:** Participating CMHCs will have completed an assessment of medical specialty capacity in their catchment area and a plan for how to utilize those resources.
4. **Health home requirements:** CMHCs will complete a NCQA Patient Centered Medical Home self assessment of readiness with a goal of scoring at least 70 out of 100 possible points, indicating achievement of basic medical home standards. CMHCs that do not meet this standard will develop a plan for increasing their levels of readiness for each standard below 70.
5. **Creation of referral pathways:** CMHCs will establish at least two clinical referral pathways with primary care providers as strategy for improving coordination of care.

6. **Identification of Accountable Care Organizations in Kansas City area:** CMHCs will be able to identify potential ACO partners in the Kansas City metropolitan area and have a plan for how to identify an appropriate ACO partner and begin engagement.

Development Phases	Months						
	1	2	3	4	5	6	7
1. Onsite visit to each of the eight centers							
2. Provide onsite training for same day enhanced access to care models							
3. Provide onsite training on person-centered healthcare home requirements							
4. Provide onsite training on the core requirements that need to be developed to participate in an accountable care organization							
5. Provide Internet based consultation support for centers related to access to care, healthcare home requirements and ACOs							
6. Evaluate outcomes achieved by centers on implementing information presented in training							

<b>Budget</b>
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The projected total budget for the Mental Health Initiative is \$169,034. MARC is requesting \$69,034 from REACH and the remainder from the Healthcare Foundation of Greater Kansas City. MARC will serve as fiscal agent and assume all grant reporting responsibilities. MARC's Government Training Institute (GTI) will coordinate the trainings and webinars with MTM Services and the CMHCs. GTI is designed to provide a consistent and responsive mechanism for meeting the training and organizational development needs of public organizations.

**Total Grant Request: \$169,034**

- \$100,000 request to the Health Care Foundation of Greater Kansas City with an estimated approval in June 2011.
- \$69,034 request to the REACH Healthcare Foundation.

**Salary – Total: \$0**

- No salary expenses are requested for this project.

**Benefits & Payroll Taxes – Total: \$0**

- No Benefits & Payroll Taxes expenses are requested for this project.

**Equipment – Total: \$0**

- No equipment costs are requested for this project.

**Supplies – Total: \$0**


- No supplies costs are requested for this project.

**Other direct expenses – Total: \$169,034**

- 1) Consultant Fees: \$94,415

Speaker Fees (see chart below)	\$74,950.00
General expenses (meals at \$61 per day for 2 people @ 15 visits, long distance charges, copy costs)	\$3,085.00
Speaker airline costs (one-stop, round trip, refundable rates from Expedia @ \$400/2 people/ 15 trips)	\$12,000.00
Speaker ground transportation @ \$46/ 2 people/15 trips	\$1,380.00
Speaker lodging @ \$100/ 2 people/room night/15 visits	\$3,000.00
<b>Total</b>	<b>\$94,415.00</b>

**Speaker Fee Detail:**

 <b>Consultant</b>	Up to a Maximum Number of On Site Consult Days	Rate Per On Site Consult Day	Total Maximum On Site Consult Contract Payment	Up to a Maximum Number of Off Site Consult Hours	Rate Per Consult Hour Off Site	Total Maximum Contract Amount for Off Site Consult Hour	Total Maximum Contract Payment
David Lloyd	3	\$3,400	\$10,200	20	\$275	\$5,500	\$15,700
Scott Lloyd	2	\$2,750	\$5,500	20	\$250	\$5,000	\$10,500
Michael Flora	6	\$2,750	\$16,500	30	\$250	\$7,500	\$24,000
David Swann	3	\$2,750	\$8,250	25	\$250	\$6,250	\$14,500
Bill Schmelter, Ph.D.	1	\$2,750	\$2,750	30	\$250	\$7,500	\$10,250
<b>Consult Totals</b>	<b>15</b>		<b>\$43,200</b>	<b>125</b>		<b>\$31,750</b>	<b>\$74,950</b>
<p><b>* Note:</b> The total consultation fees indicated above do not include travel expenses, meal per diems, rental cars, long distance phone toll charges, copy costs, etc. that will be billed on a monthly pro-rata basis.</p>							

2) CMHC Assessments: \$56,000

These will be assessments conducted by MTM Services consultants on eight CMHCs at \$7,000 per center.

3) Breakfast, lunch and room rental expenses for 40 attendees, 1 x per month for 12 months: \$12,000

Training is all day, therefore breakfast and lunch will be provided for attendees.

4) MARC’s Government Training Institute Fee: \$6,619

MARC’s Government Training Institute (GTI) will coordinate the ongoing trainings and conference calls, secure a training facility for each month, coordinate meals, pay consultant and facility invoices, coordinate travel and manage monthly training notices.

**Indirect Expenses – Total: \$0**

- There are no indirect expenses for this project.
- The staff of the MARC Regional Health Care Initiative will provide fiscal, grant and administrative support.

## Professional Biographies for MTM Services Consultants



**David R. Lloyd**  
*Founder*  
M.T.M. Services &  
Senior National Council Consultant



David R. Lloyd, President of M.T.M. (Management, Training and Marketing) Services, LLC based in the Raleigh, North Carolina area brings new healthcare management, training and community relations/marketing initiatives to Community Behavioral Healthcare Organizations nationally. Mr. Lloyd is the author of ***How to Maximize Service Capacity*** and ***How to Deliver Accountable Care*** that have been very helpful to Community Behavioral Healthcare Organizations nationally. In his books, Mr. Lloyd has developed principles and solutions about how CBHOs can deliver “Best Value” accountable care.

David Lloyd has been a featured presenter at numerous national, regional, state and local workshops and conferences. His strength lies in his energetic, motivational and focused “We Can Do This” consultation style. Mr. Lloyd’s management expertise is built on a foundation of over thirty-five years experience in both private-for-profit and Community Behavioral Healthcare Organization (CBHO) settings.

Mr. Lloyd has successfully adapted his management, training and marketing private-for-profit experience to CBHO service delivery care management needs, which has proven to create more cost-effective and accessible behavioral healthcare services. He has extensive experience in developing standardized behavioral health clinical forms that support Medical Necessity documentation linkage requirements for Medicaid and Medicare including Diagnostic Assessments, Diagnostic Assessment Updates, Initial Psychiatric Evaluations, Individual Service Plans, Service Plan Review/Revisions, Psychiatric Progress Notes, Nursing Progress Notes, Individual Therapy Progress Notes, Group Progress Notes, Community Support Staff Progress Notes, Partial Hospital Progress Notes, Residential Progress Notes and Discharge/Transfer Summary. Specific standardized clinical documentation design and development consultation initiatives/projects include:

- 1996 – North Carolina MH/DD/SA Providers
- 1996 – Alabama Statewide MH/MR/SA Boards
- 1999 – Georgia Statewide MH/DD/SA Community Service Boards
- 2000 – Northern Affiliation of Six MH/DD/SA Provider Boards in Michigan
- 2001 – Three MH/DD/SA Provider Agencies in Allegheny County, Pennsylvania
- 2001 – Three MH/SA Provider Agencies in Southern Indiana
- 2001 – 2004 Ohio Department of Mental Health and Ohio Department of Alcohol and Substance Abuse Services Statewide Standardized Documentation Initiative (SOQIC)
- 2004 – 2005 DuPage County Public Health Department
- 2004 – 2005 Mental Health Council of Arkansas Statewide Documentation Initiative
- 2007 – 2008 Statewide Massachusetts Standardized Documentation Project (MSDP)
- 2009 Blank CMHC New York Coalition of Behavioral Healthcare Providers

Experience indicates that the most challenging part of the conversion to a more accountable care model for CBHO’s is not necessarily the design, development and initial planning phases of a re-engineering process. The complete implementation of all developed care management initiatives organization-wide at both the management team and direct care/line staff levels has proven to be a major challenge for most CBHOs. Issues such as staff resistance, staff feeling lack of empowerment, established “fiefdoms” or “tribes” and vertical accountability sub-organizational culture have proven to be formidable barriers to implementing long-term permanent change. Mr. Lloyd shares in his books how he has successfully facilitated development and implementation of reengineering initiatives with hundreds of CBHOs throughout the nation. His collective management consultations experiences can help respond to the challenges in your organization.





**Scott C. Lloyd**  
*President*  
M.T.M. Services &  
National Council Consultant



**Overview:**

Scott Lloyd, the author of Using Data to Drive Your Service Delivery Strategies: A Toolkit for Healthcare Organizations, works with an approach grounded in an accountable care philosophy. Scott's work has focused on helping behavioral healthcare organizations analyze their performance data to establish system wide changes that work improve the overall quality of the services being delivered. Some of the change focus areas include:

- 1) Documentation Redesign: Streamlining, standardizing, minimizing completion time, and working towards compliance with all regulatory standards. (Local and Statewide Efforts)
- 2) Concurrent documentation training and full system wide implementation.
- 3) Review and set the organization's direct staff productivity levels and Performance Standards.
- 4) Establishment of an organization's cost per service delivered for all services.
- 5) Establishment of the organization's proper case load size for direct service staff.
- 6) Establishment of an organization's total service capacity available to deliver service.
- 7) Measuring and adjusting an Organization's staff structure.
- 8) Streamlining an organization's current intake process and client flow. (Total number of processes, staff time required, client time required, and cost.)
- 9) Creation of bonus pay structures

Since the end of 2003, Scott has worked with providers in Alabama, Arizona, California, Colorado, Connecticut, Florida, Georgia, Illinois, Indiana, Kentucky, Louisiana, Maine, Massachusetts, Michigan, Minnesota, New Mexico, New York, North Carolina, Ohio, Missouri, Texas, Utah, Vermont, Virginia, Washington and Wyoming, typically as the lead consultant and/or project manager carrying out full system conversion change efforts.

**Background:**

Scott began his career at a large international franchise company and was successful at improving face-to-face sales processes and staff productivity. Scott developed an expertise in solving operational problems, retaining staff and increasing performance and service quality. One location he managed enjoyed a 35% sales increase during his first year as manager. This dramatic turnaround tapped Scott for a position with this company in Jakarta, Indonesia as the general manager of the new Asian division. He flourished in that position and was able to lower salary costs by 50 percent without any lay-offs.

After returning from Asia in 1998, Scott used his experience to help community behavioral healthcare organizations prepare for changes in their funding environments, working hand-in-hand with David Lloyd at MTM Services for over ten years. During this time, Scott also earned a four-year bachelor of science degree in business management and operations from North Carolina State University, wrote the workbook that complements David Lloyd's How to Deliver Accountable Care, and his own book Using Data to Drive Your Service Delivery Strategies: A Toolkit for Healthcare Organizations.



**Willa Presmanes M.Ed., M. A.**  
M.T.M. Services &  
National Council Consultant



**Overview:**

**Education:**

- M.A., Community & Organizational Psychology, 1980, Georgia State University
- M.Ed., Counseling Psychology, 1975, Georgia State University, Atlanta, Georgia
- BA in Psychology and Child Development, 1970, University of Georgia.

**Professional Experience and Positions Held:**

- Outcomes Researcher, Educator, Consultant in Behavioral Health, Adult, Child, Developmental Disabilities, Alcohol/Drug. MTM Services, 2004-Present
- Behavioral Healthcare Program Analyst, Continuing Quality Improvement and Program Evaluations, DeKalb Community Service Board, previously DeKalb County Health Department, Division of Mental Health, Mental Retardation and Substance Abuse (DMH/MR/SA, 1980-2005).  
Consultant to State of Georgia, Division MH/DD/SA Quality Improvement (1980 – 2005).
- Research Associate, Program Research & Development, 1975- 1980, Georgia Mental Health Institute (GMHI), Atlanta, Georgia.
- Counselor/Therapist, 1975-1976, Adolescent Mental Health Services, Griffin, Ga. pilot program under State authorized Health Dept.
- Mental Health Associate, 1970 – 1973, Northside Hospital Mental Health/Crisis Services.

**Published:**

- Daily Living Activities, Journal of Social Work Practice & Research, April, 2001 (Evaluation forms, methodology implemented statewide in Georgia for assessment and outcomes research, July, 2003).
- THE MILLIONAIRE CODE: UNLOCKING YOUR FINANCIAL PERSONALITY (2003), Southern Mountains Press, University of North Carolina, Chapel Hill, Asheville, NC
- Tailor evaluation tools to your needs. Behavioral Health Accreditation & Accountability Alert, March, 2000.
- Daily Living Activities, Reliability and Validity, 1998, International Society for Quality in Healthcare (ISQUA)/Joint Commission on Accreditation Healthcare Organizations (JCAHO), Congress for Performance Measurement and Improvement Publications.
- Daily Living Activities for Adults and Youth, 1998, Approved by Scientific Committee for National Library of Healthcare Indicators (NLHI), Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
- Georgia Role Functioning Scale for Adults and Youth, 1980, a training manual and rating scale for clinical use in public, not for profit, statewide mental health, mental retardation, substance abuse centers in Georgia, published by Ga. Department of Human Resources. Note: The GRFS or RFS was implemented in Baton Rouge, Louisiana and Boston, Massachusetts and multiple authors published outcomes in Community Mental Health Journal (1984, 1987, 1993, 1998).
- Behavioral Rating Scale for Measuring Lawyers' Courtroom Performance, 1980.

**Additional Information/Awards:**

- Daily Living Activities (DLA) won the outcome measurement award for the Southern Associate Developmental Disabilities/Mental Retardation, 2002.
- DLA is JCAHO innovative outcome measurement for National Library Healthcare Indicators, 1998, Chicago, IL;
- CARF supports 2005-present
- Marriage and Family Counseling, 2005-2007
- Member, Renaissance Institute, Charleston, SC, 1998-present
- Governor's Roundtable, State of Georgia, 2000 – 2002.

Appendix E

- Who's Who in Finances, 2002-2007.
- Who's Who in Medicine and Healthcare, 1998-2007
- Who's Who of American Women, 1998-2001.



**Michael Flora, MBA, M.A.Ed, LCPC, LSW**  
MTM Services, LLC &  
National Council Consultant



**OVERVIEW**

Mr. Flora is the President and CEO of the Ben Gordon Center in DeKalb Illinois. He is also a National Council Consultant, Lead Operational Consultant for MTM Services, and Adjunct Faculty at the Northern Illinois University. He has over 25 years experience in clinical practice and mental health administration. He has had extensive experience in Strategic Planning, Performance Improvement, Workforce Development, Diversity Training, Clinical Re-Engineering, Marketing, Business Planning, Leadership Training, Board and Executive Training, Evaluation and Development, Project Management and Mergers and Acquisitions in healthcare. He has lectured throughout the state and on the national conference level on behalf of treatment and administrative issues. Most recently Mr. Flora's work has been highlighted in *Behavioral Healthcare*, *Behavioral Healthcare Technology*, *Mental Health Weekly*, *Health Care Technology*, CMHC's *One Magazine*, *MD News Magazine* and *the National Council News*. He is a frequent contributor to the *NI Business News* and has authored a chapter featured in the 2002 book ***How to Deliver Accountable Care*** by National Consultant David R. Lloyd. In 2007, Mr. Flora's work has been featured in the National Council for Community Behavioral Healthcare's publication ***How to get and Keep the Best Employees: a Guide to Workforce Innovation***. *This Year Mr. Flora was recognized as one of Behavioral Healthcare Magazine 2008 Champion's in Behavioral Health.*

Mr. Flora is a graduate of the University of Findlay and the University of Akron, Akron, Ohio. He received a Bachelor of Arts Degree in Psychology and a Masters of Arts in Education (M.A.Ed.) specializing in Community Counseling. He received his Masters of Business Administration (MBA) in Health Care Administration from the University of Findlay. He holds the highest level of clinical licensure in Counseling as a Licensed Clinical Professional Counselor and is a member of the American College of Healthcare Executives.

Areas of Practice Expertise for Michael Flora,

Strategic Planning  
Business Planning  
Product Line Development  
Clinical Capacity Analysis  
Market Analysis and Planning  
Marketing Development  
Fundraising  
Emergency Preparedness  
Diversity Training and Evaluation  
Project Management  
Concurrent Documentation  
Organizational Analysis  
Incentive and Productivity Models

Workforce Development  
Performance Improvement and Assessment  
Utilization Review and Utilization Management  
Supervision and Coaching of Team Members  
Customer Service evaluation and training  
Policy and Procedure Analysis and Evaluation  
Revenue Cycle Management  
Succession Planning  
Leadership and Executive Coaching  
Board Development and Training  
CEO/Board Relationship  
Succession Planning



**Bill Schmelter Ph.D.**  
M.T.M. Services &  
National Council Consultant



### Overview

Dr. Schmelter has more than 30 years of experience in the behavioral health field. A licensed psychologist, his career roles have included therapist, researcher, quality management executive, psychiatric hospital administrator, community services director and Director of the Long Island Regional Office of the New York State Office of Mental Health. His professional experience includes the private, not-for-profit and governmental service sectors.

#### **Education and Credentials:**

- PhD in Applied Research and Evaluation in Psychology (September 1979)
- Post Doctoral Study in Clinical Psychology (1982 – 1984)
- New York State License to Practice Psychology (License # 8048-1) (Voluntary temp inactive)

#### **Professional Experience:**

- Senior Clinical Consultant MTM Services and The National Council of Behavioral Healthcare (March 2006 – Present)
- Consultant to New York State Office of Mental Health in the areas of improving access to acute and intermediate psychiatric care and housing for individuals with psychiatric disabilities (October 2004 – April 2005)
- Director of The Long Island Regional Office – NYS Office of Mental Health (October 1999 – September 2004)
- Crossings Recovery Center: Staff Psychologist. Provided psychological services to individuals with co-occurring Mental Health and Substance Abuse disorders. (January 1991 – June 2005)
- Special Advisor to the Executive Deputy Commissioner, New York State Office of Mental Health (November 1997 – October 1999)
- Senior Deputy Director for Community Services, New York State Office of Mental Health, Pilgrim Psychiatric Center (February 1997 – October 1999)

#### **Other Work Experience Includes:**

- Director for Quality Improvement & Director of Program Evaluation for the NYS Office of Mental Health and Special Assistant to the Commissioner of Nassau County Department of Drug and Alcohol Addiction.
- Member of New York State and Suffolk County Disaster Mental Health Teams. (January 1996 – June 2005) (MH responder to TWA Flight 800 crash; MH responder and MH deployment coordinator for Sept. 11th Twin Towers attack and assisted in the development of Project Liberty; numerous local responses to traumatic events).
- Chairman, Departmental Institutional Review Board, Nassau County Department of Drug and Alcohol Addiction (July 1981 – January 1987)
- Member of the Editorial Board, Journal of Psychiatric Treatment and Evaluation (Pergamon Press; June 1980 – December 1983)

#### **Consulting Focus Areas:**

- Training and consultation in “Worthwhile Documentation” that supports compliance, person driven services, and efficiency
- Training and consultation in “Collaborative Concurrent Documentation”
- Empowered Team, Data Driven Project Management and Facilitation
- Clinical documentation forms design and standardization
- Consultation in Person Centered Access and Engagement Strategies

#### **Most Recent Publications and Presentations:**

Schmelter, W.R., (ed.) How to Get and Keep the Best Employees: A Guide to Workforce Innovation, Rockville, Md., National Council for Community Behavioral Healthcare, 2007.

Implementing Collaborative Documentation – New York Association for Psychiatric Rehabilitation Services (NYAPRS) (April 21, 2010)

Co Presentation of Half Day University: “ David Lloyd’s Solutions to the Compliance Challenge (National Council for Community Behavioral Healthcare 2010 Conference) (March 15, 2010)

Better Service Planning Leads to Better Quality (National Council for Community Behavioral Healthcare 2010 Conference) (March 15, 2010)



**David R. Swann, MA, LCAS, CCS, LPC, NCC**  
Senior Integrated Healthcare Consultant &  
National Council Consultant



## **OVERVIEW**

David Swann has over 27 years experience in clinical practice and behavioral health administration. He currently serves as Chief Executive Officer of a public Local Management Entity in North Carolina that manages the behavioral healthcare across multiple counties.

David has extensive experience providing consultation on Behavioral Health Program Development, Creating Systems of Care, Strategic Planning, Performance Improvement, Access to Care, Leadership Training, Board Governance Training, and Integrating Behavioral Health and Primary Care.

He is a well-known public speaker and group facilitator. He provides seminars in the areas of addictions, group and family therapy, systems therapy, clinical supervision, integrated care, ethics, collaboration building, and management and personnel training for both behavioral health and general health professionals.

David is a Licensed Clinical Addictions Specialist, Certified Clinical Supervisor, Licensed Professional Counselor, and is a National Board Certified Counselor. He also serves on numerous national, state and local boards whose programs are designed to deliver high quality health and behavioral healthcare.

David contributed to a chapter featured in the 1998 Book *How to Maximize Service Capacity by National Consultant David R. Lloyd*. Most recently, David Swann's work has been highlighted in the manual *The Integration of a Mental Health Professional into the Primary Care Setting: A Manual For Pediatric Providers (2009)*, and the *Open Minds Industry Feature: A Commitment to Make A Difference – Mental Health Reform in North Carolina (2007)*.



**Noel Clark, MA**  
M.T.M. Services &  
National Council Consultant



## Overview

Noel Clark has 25 years of experience working in New Mexico community mental health programs, 15 of which have at the executive level.

Mr. Clark and his Management Team at Carlsbad Mental Health Center (Carlsbad MHC) have developed and implemented standards related to open (same day) access, customer engagement, episode of care standards, and practice expectations.

These standards, as they currently exist and continue to evolve, serve as the focal points of Clark's service capacity enhancement initiatives.

Clark focuses on the use of objective reporting mechanisms to provide timely information related to access to care and clinical care standards and expectations. This process has been designed to help each employee maintain their designated perspective whether that's ground level or 30,000 feet. Linking these practice management strategies with innovative performance based incentives and other identified market opportunities, has worked to expand access and improve revenue production.

Additionally, Clark has also received recognition for his contributions in the development of innovative public-private local statewide partnerships that expand access to integrated behavioral health services. Under his direction, Carlsbad MHC formed business relationships with other community providers, New Mexico's largest fqhc, school districts, New Mexico State University-Carlsbad and the University of New Mexico. Recent articles that highlight his work include, *Mental Health Weekly*, *SAMHSA News*, *Acumen LLC*, *for CMS: Promising Practices in HCBS*: and the *National Council Magazine*. He has also served as a presenter at the National Council's Annual Convention, SAMHSA's Center for Mental Health Services and the National Council's Practice Improvement Forum, and Arizona State University's 2009 Summer Institute – Center for Applied Psychology.

Mr. Clark is actively involved in policy development at the state and national level. He currently serves as a member of the New Mexico Medicaid Advisory Committee, the New Mexico Provider Council, the New Mexico Human Services Health Care Advisory Committee, and in 2010 was elected to the Board of Directors of the National Council for Region 6. He is also a participant in a risk sharing pilot project in New Mexico that offers performance based financial incentives.

Noel is a graduate of New Mexico State University and Eastern New Mexico University. He holds a Bachelor's of Criminal Justice Degree and Master's of Arts Degree in Guidance and Counseling. Noel has 15 years of experience as a chief executive officer in behavioral health in New Mexico and is committed to CMHC's mission to Enhance, Change and Lives.



**Joy Fruth, MSW**  
Lead Access Process Consultant



**EDUCATION:**

2001 Master of Arts, Social Work, University of Denver, Denver, Colorado  
1996 Bachelor of Arts, Psychology & Gerontology (Minor), Miami University, Oxford, Ohio

**LICENSURE:**

BBS Registered (California)  
2000+ supervised hours completed toward licensure

**PROFESSIONAL EXPERIENCE:**

**March 2007- Present** Program Director,  
S+AGE™ (Specialized Ambulatory Geriatric Evaluation),  
Sherman Oaks, CA

Lead inter-disciplinary staff including: physicians, clinical neuropsychologists, nurses, licensed clinical social worker, administrative staff, and clinical pharmacist  
Increased new referrals to program by 30% annually through marketing efforts including: development of website, email marketing, social networking, targeted outreach  
Developed departmental operational policy and procedure manuals and systems

**July 2006- March 2007** Social Worker, Elder Connection,  
Motion Picture & Television Fund, Los Angeles, CA

Conducted needs assessment of Naturally Occurring Retirement Communities (NORCs)

**January 2005- July 2006** Director, Care Management,  
ONEgeneration, Van Nuys, CA

Streamlined processes and implemented new IT systems improving departmental efficiency  
Designed, planned, authored grants, prepared budgets, and implemented new fall prevention program  
Managed department of 25 with annual budget of \$500,000 consisting of private, county and federal grants  
Completely restructured department to improve efficiency and maximize client-centered approach  
Planned, organized and hosted citywide conference that was made mandatory by LA City Department of Aging

**PROFESSIONAL ACTIVITIES:**

2009-present Member, Advisory Council, Los Angeles Caregiver Resource Center  
2008-present Member, Advisory Council, Circle of Care Leeza's Place  
2007-present Facilitator, Early Memory Loss Support Group, Circle of Care Leeza's Place  
2007 & 2008 Member, Advisory Planning Committee, Early Memory Loss Forum, Alzheimer's Association  
2007-present Member, Speaker's Bureau, Alzheimer's Association  
2007-present Member, Planning Committee, Caregiver Wellness Day, Alzheimer's Association  
2007-present Event Planner & Host, S+AGE™ Professional Breakfast Series (monthly lecture series)

**ORGANIZATIONS:**

Member, National Association of Social Workers  
Associate Member, National Association of Professional Geriatric Care Managers

**LECTURES AND PRESENTATIONS:**

"Geriatric Care Management", Veterans Administration Greater Los Angeles, May 27, 2010.  
"Aging with Power" (Radio), KHTS, January 19, 2010.

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"Physician Orders for Life Sustaining Treatment", National Association of Professional Geriatric Care Management, Circle of Care Leeza's Place, September 22, 2009.

"The Senior Hour"(Radio), KHTS, July 22, 2009.

"Connecting with Community Resources", ENCORE Series, Pierce College, April 16, 2009, Woodland Hills, CA.

"Early Memory Loss Support Groups," Early Memory Loss Forum, March 28, 2009, Los Angeles, CA.

"Comprehensive Geriatric Assessment," California State University-Northridge, February 22, 2009, Northridge, CA.

"Comprehensive Geriatric Assessment," Veterans Administration Greater Los Angeles, October 23, 2008, Sepulveda, CA.

"Medical Care for the Aging: the Benefits of an Inter-disciplinary Approach", St Joseph's Hospital, September 2008, Burbank, CA.

"Depression, Dementia, and Grief: How to tell the Difference", Autumn Years, May 22, 2008, Los Angeles, CA.

"Avoiding Falls", ENCORE Series, Pierce College, April 22, 2008, Woodland Hills, CA.

"Caregiver Survival 101", Granada Hills Library, March 29, 2008, Granada Hills, CA.

"The High Costs of Caregiving," Sherman Oaks Chamber of Commerce, August 2007, Sherman Oaks, CA.

Event Planner and Host, "Stroke Prevention and Management Training," ONEgeneration, June 2, 2005, Van Nuys, CA.

Presenter, "ONEgeneration Stroke Prevention and Care Management Project: Investing in Prevention," Joint Conference of the National Council on the Aging and the American Society on Aging, March 18, 2006, Anaheim, CA.

Presenter, "Think Tank: The Link Between Violence to People and Animals," 13th National Conference on Child Abuse and Neglect, April 23-28, 2001, Albuquerque NM.



Sample List of MTM Services Clients

**Alaska**

Alaska Children's Services	Anchorage, AK
Alternatives CMHC	Anchorage, AK
Anchorage Community MH Services	Anchorage, AK
Assets	Anchorage, AK
City & Borough of Juneau Health & Services	Juneau, AK
Fairbanks Community Mental Health	Fairbanks, AK
Juneau Alliance for the Mentally Ill	Juneau, AK
Juneau Youth Services	Juneau, AK
Life Quest	Wasilla, AK
Southcentral Counseling Center	Anchorage, AK

**Alabama**

Alabama Council of Community Programs	Birmingham, AL
Baldwin County Mental Health Center	Fairhope, AL
Cahaba left for Mental Health	Selma, AL
Cullman Mental Health Center	Cullman, AL
East Alabama Mental Health Center	Opelika, AL
East Central MH/MR Center	Troy, AL
Eastside Mental Health Center	Birmingham, AL
Glenwood Mental Health Services	Birmingham, AL
Mobile Mental Health Center	Mobile, AL
Montgomery Mental Health Authority	Montgomery, AL
North Central Alabama MH Board	Decatur, AL
Riverbend MH Center	Florence, AL
South Central Alabama Mental Health Board	Andalusia, AL

**Arizona**

Arizona Association of Behavioral Health Programs	Tuscon, AZ
Excel Group	Yuma, AZ
Jewish Family Services	Phoenix, AZ
Southwest Behavioral Healthcare Center	Phoenix, AZ

**Arkansas**

Centers For Youth & Families, Inc.	Little Rock, AR
Counseling Associates, Inc.	Conway, AR
Counseling Services of Eastern Arkansas	Jonesboro, AR
Little Rock CMHC	Little Rock, AR
Mid-South Health Systems, Inc.	Jonesboro, AR
<b>Mental Health Council of Arkansas</b>	<b>Statewide Initiative</b>
Ozark Guidance	Springdale, AR

Appendix E

Professional Counseling Associates  
Southwest Arkansas Counseling & Guidance Center  
Western Arkansas Counseling & Guidance

Little Rock, AR  
Texarkana, AR  
Fort Smith, AR

**California**

CMHC Users Group  
Kings View Madera Counseling  
Victor Treatment Centers (MH & Residential)

San Diego, CA  
Madera, CA  
Chico, CA

**Colorado**

Adam Community MHC  
Arapahoe-Douglas  
Aurora CMHC  
Colorado West  
Community Reach Center  
Jefferson Center for Mental Health  
Larmier Center  
Mental Health Corporation of Denver  
Midwestern Colorado  
North Range Behavioral Health  
Southwest Colorado  
San Luis Valley MHC

Thornton, CO  
Centennial, CO  
Aurora, CO  
Glenwood Springs, CO  
Thornton, CO  
Arvada, CO  
Fort Collins, CO  
Denver, CO  
Montrose, CO  
Greeley, CO  
Durango, CO  
Alamosa, CO

**Connecticut**

Bridges CSS, Inc.  
Connecticut Community Providers Association (CCPA)  
Wheeler Clinic

Milford, CT  
Rocky Hill, CT  
Plainville, CT

**Florida**

Bridgeway  
Clay Behavioral Health Center, Inc.  
Guidance Clinic of the Middle Keys  
Lakeside Behavioral Healthcare  
Lee Mental Health  
LifeStream Behavioral Center  
Meridian Behavioral Healthcare, Inc.  
Manatee Glens Corporation  
Mental Health Care  
Northside  
Oakwood Center of the Palm Beaches  
Suncoast Center  
Winter Haven Hospital, Inc.

Fort Walton Beach, FL  
Middleburg, FL  
Key West, FL  
Orlando, FL  
Ft. Myers, FL  
Leesburg, FL  
Gainesville, FL  
Bradenton, FL  
Tampa, FL  
Tampa, FL  
West Palm Beach, FL  
St. Petersburg, FL  
Winter Haven, FL

**Georgia**

Advantage Behavioral Health	Athens, GA
Dekalb Community Service Board	Decatur, GA
Gateway Behavioral Healthcare	Brunswick, GA
Highland Rivers	Dalton, GA
Georgia Mountain Community Service Board	Gainesville, GA
Select Systems, LLC	Atlanta, GA

**Illinois**

Ada S. McKinley	Chicago, IL
Ben Gordon Center	Dekalb, IL
DuPage County Health Department	Wheaton, IL
Franklin-Williamson Center	West Fankfort, IL
Illinois Association of CMH Agencies	Springfield, IL
Illinois Association of Rehabilitation Facilities (IARF)	Springfield, IL
Kreider Services	Dixon, IL
Marc Center	Normal, IL
Mental Health Centers of Central Illinois	Springfield, IL
Metropolitan Family Services	Chicago, IL
North Central Behavioral Health Systems	Lasalle, IL
Provena	Champaign, IL
Robert Young Center	Moline, IL
Sinnissippi Center	Dixon, IL
Southern Regional Social Services	Carbondale, IL

**Indiana**

Adult & Child Mental Health Center, Inc.	Indianapolis, IN
Behavioral Health Orgs. of IN, LLC	Columbus, IN
Center for Behavioral Health	Bloomington, IN
Center for Mental Health	Anderson, IN
The Dunn Center	Richmond, IN
Four County Counseling Center	Logansport, IN
Geminus Corporation	Crownpoint, IN
Indiana Division of Mental Health	Indianapolis, IN
Indiana Council of CMHCs	Indianapolis, IN
Ottis R. Bowen Center for Human Services	Warsaw, IN
Quinco Behavioral Health System	Columbus, IN
South Central Community Mental Health	Bloomington, IN
Southlake Center for Mental Health	Merrillville, IN

**Iowa**

CMHC Association of Iowa	Des Moines, IA
Iowa Association of Community Providers	Urbandale, IA

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The Richmond Center

Ames, IA

**Kansas**

The Association of CMHCs of Kansas Inc.,  
Family Service & Guidance Center  
Four County MH  
Pawnee Mental Health Services  
The Center for Counseling - GB

Topeka, KS  
Topeka, KS  
Independence, KS  
Manhattan, KS  
Great Bend, KS

**Kansas Statewide Costing Project with the following Providers:**

Area Mental Health Center  
Bert Nash CMHC  
CENTRAL KANSAS MHC  
CMHC of Crawford County  
Comcare of Sedgwick  
Cowley County MHC  
Elizabeth Layton Center  
Family Life Center  
Four County MHC  
FSGFC of Topeka  
High Plains MHC  
Horizons MHC  
Iroquois  
Johnson County MHC  
Kanza MH  
Labette CMH  
MHC East Central Kansas  
Pawnee  
Prairie View  
South Central MH  
SE Kansas MHC  
Sumner MHC  
SW Guidance Center  
The Center for Counseling - GB  
The Guidance Center  
Valeo  
Wynadot

**Kentucky**

Communicare  
Cumberland River  
Pathways  
The Horseshoe Alliance

Elizabethtown, KY  
Corbin, KY  
Ashland, KY  
Jackson, KY

**Louisiana**

Appendix E

Jefferson Parish Human Service Authority

Metairie, LA

**Maine**

Sweetser

Saco, ME

**Maryland**

MD Council of CMH Programs

Baltimore, MD

National Council for Community Behavioral Healthcare

Rockville, MD

**Massachusetts**

**MHSACM Statewide Documentation Effort (MSDP)**

Sisters of Providence

**Natick, MA**

Springfield, MA

**Michigan**

Antrim Kalkaska

Bellaire, MI

CMH of Clinton Eaton and Ingram

Lansing, MI

CMH Services of St. Joesph County

Tree Rivers, MI

Detroit East Community Mental Health Center

Detroit, MI

Downriver Guidance Clinic

Southgate, MI

Great Lakes CMH

Traverse City, MI

Hegira Programs, Inc.

Westland, MI

Lifeways

Jackson, MI

Manistee-Benzie CMH Services Board

Manistee, MI

Michigan Association of CMH Boards

Lansing, MI

Monroe CMH Authority

Monroe, MI

Northeast Michigan CMH Services

Alpena, MI

Oakland County CMH Authority

Pontiac, MI

SW Detroit Community Mental Health Center

Detroit, MI

Tuscola Behavioral Health Systems

Caro, MI

West Michigan Community Mental Health

Ludington, MI

**Minnesota**

Lakeland Mental Health, Inc.

Fergus Falls, MN

Minnesota Association of CMH Programs

Minneapolis, MN

**New Hampshire**

CLM Behavioral Health

Salem, NH

Genesis Behavioral Health

Laconia, NH

The Mental Health Center of Greater Manchester

Manchester, NH

**State Association**

**Concord, NH**

West Central Behavioral Health

Lebanon, NH

**New Jersey**

AtlantiCare Behavioral Health	Northfield, NJ
New Jersey Association of Mental Health	Manasquan, NJ
SERV Centers of New Jersey	West Trenton, NJ

**New Mexico**

Carlsbad Mental Health Center	Carlsbad, NM
Southwest Counseling Center	Las Cruces, NM

**New York**

Astors of the Bronx	Bronx, NY
Astors of the Dutchess County	Poughkeepsie, NY
Behavioral Health Services North	Plattsburgh, NY
Human Technology Corporation	Utica, NY
<b>New York State Clinical Record Initiative (NYSCRI)</b>	
Orange County DMH	Goshen, NY
Service Providers for Older People	New York, NY
Spetrum Human Services	Buffalo, NY
The Coalition of Behavioral Health Agencies	New York, NY

**North Carolina**

Cape Fear Valley Health Systems	Fayetteville, NC
Catawba County Area MH/DD/SA	Hickory, NC
CenterPoint Human Services	Winston-Salem, NC
Crossroads Behavioral Healthcare	Dobson, NC
Edgecombe-Nash Area MH/DD/SA	Rocky Mount, NC
Fayetteville Area Health Education	Fayetteville, NC
Foothills Area MH/DD/SA Program	Morganton, NC
Gaston-Lincoln Area MH/DD/SA	Gastonia, NC
Guilford County Area MH/DD/SA	Greensboro, NC
Lenoir County MH/DD/SA	Kinston, NC
New River Area MH/DD/SA	Boone, NC
North Carolina ASO	Greenville, NC
North Carolina Council of CMH/DD/SA	Raleigh, NC
North Carolina Dept. of Corrections - CJPP	Raleigh, NC
OPC Area MH/DD/SA Program	Carrboro, NC
Randolph County Area MH/DD/SA Program	Asheboro, NC
Riverstone Counseling and Personal Development	Roanoke Rapids, NC
Roanoke-Chowan Human Services Center	Ahoskie, NC
Rutherford-Polk Area MH/DD/SA Authority	Spindale, NC
Smoky Mountain Area MH/DD/SA	Sylva, NC
Southern Regional AHEC	Fayetteville, NC
Southeastern Regional Medical Center	Lumberton, NC

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Wayne County Mental Health Center

Goldsboro, NC

**Ohio**

Alcoholism Council of the Cincinnati Area

Cincinnati, OH

Alcohol, Drug Addiction & MH Board

Columbus, OH

Beech Brook

Cleveland, OH

CMHC Systems, Inc.

Dublin, OH

Coleman Professional Services

Kent, OH

Consolidated Care

West Liberty, OH

Community Support Services, Inc.

Akron, OH

Council of Agency Directors

Cleveland, OH

CRI, Inc.

Cincinnati, OH

Crossroads

Mentor, OH

Delaware-Morrow MH & RSB

Delaware, OH

Hill House

Cleveland, OH

Huckleberry House

Columbus, OH

Marion Area Counseling Center

Marion, OH

New Horizons Youth and Family Center

Lancaster, OH

North Community Counseling Center

Columbus, OH

Nova Behavioral Healthcare

Canton, OH

Ohio Council of Behavioral Health Providers

Columbus, OH

**Ohio Department of Mental Health**

**Columbus, OH**

Ohio Northeast Network

Youngstown, OH

Recovery Resources

Cleveland, OH

St. Vincent Family Centers

Columbus, OH

University Hospital Case Medical Center

Cleveland, OH

Valley Counseling Services

Warren, OH

**Missouri**

Albertina Kerr

Portland, OR

Cascadia

Portland, OR

Jackson County Mental Health Center

Medford, OR

Jefferson Behavioral Health

Grants Pass, OR

Lifeworks

Portland, OR

Trillium

Portland & Corvallis, OR

**Pennsylvania**

Allegheny Health Choices

Pittsburgh, PA

Children's Service Center of Wyoming Valley

Wilkes-Barre, PA

Mercy Behavioral Healthcare

Pittsburgh, PA

**Rhode Island**

South Shore MHC

Charlestown, RI

**Tennessee**

CMHC National User Group	Johnston City, TN
Fortwood Center	Chattanooga, TN
Tennessee Association	Nashville, TN

**Texas**

Abilene Regional MH/MR Center	Abilene, TX
The Burke Center	Lufkin, TX
Center for Health Care Services	San Antonio, TX
East Texas Behavioral Healthcare	Fort Worth, TX
The Gulf Coast Center	Galveston, TX
Helen-Farabee Regional MHMR Centers	Wichita Falls, TX
Life Resource	Beaumont, TX
Lubbock Regional MHMR Center	Lubbock, TX
Riceland Regional MH Authority	Wharton, TX
Texas Community Solutions, Inc.	Austin, TX
Texas Council of Community MH/MR Centers	Austin, TX
Texas Division of MH/MR	Austin, TX
Tri-County MHMR Services	Conroe, TX

**Utah**

Davis Behavioral Health	Farmington, UT
Valley Mental Health	Salt Lake City, UT
Weber Human Services	Provo & Ogden, UT

**Virginia**

Central Virginia Community Services	Lynchburg, VA
HCS	Bristol, VA
Mt. Rogers CSB	Whyteville, VA
New River Valley	Blacksburg, VA
Norfolk CSB	Norfolk, VA
Peidmont Behavioral Healthcare	Martinsville, VA
Region Ten CSB	Charlottesville, VA
Virginia Association	Virginia Beach, VA

**Washington**

Children's Center	Vancouver, WA
Good Samaritan Behavioral Healthcare	Puyallup, WA
Grant Mental Healthcare	Moses Lake, WA
Mentor Health Northwest	Seattle, WA
Washington CMH Council	Seattle, WA



Appendix E

**West Virginia**

Prestera Center

Huntington, WV

**Wyoming**

Carbon County Counseling Center

Rawlins, WY

Cloud Peak Counseling Center

Worland, WY

Curran/Seeley

Jackson, WY

Behavioral Health Services of Campbell County

Gillette, WY

Fremont Counseling Service

Lander, WY

High Country Counseling and Resource Centers

Afton, WY

Jackson Hole Community Counseling Center

Jackson, WY

Northern Wyoming MHC

Sheridan, WY

Solutions For Life

Douglas, WY

Southwest Counseling Service

Rock Springs, WY

Yellowstone Behavioral Health Center

Cody, WY

Volunteers of America

Sheridan, WY