

JOHNSON COUNTY  
MENTAL HEALTH AND  
DISABILITY SERVICES

**STRATEGIC PLAN**

FY 2010 – FY 2012



**JOHNSON COUNTY  
MH/DS**

**SERVICES MANAGEMENT PLAN**

**SECTION III:**

**STRATEGIC PLAN**

**FY 2010 – FY 2012**

**STRATEGIC PLAN 441—25.18 (331)**

Johnson County's Services Management Plan for mental health, mental retardation, and developmental disability services is a collaborative effort which includes consumers, family members, service providers, advocates, MH/DS Department staff members, governmental officials, and the general public. The Plan is designed to embody the principles of *Choice*, *Empowerment*, and *Community*. Likewise, development of the Johnson County Strategic Plan involves the same stakeholders.

Our *Vision* is to empower individuals with disabilities in Johnson County to maximize their quality of life and reach their fullest potential.

Based on formal needs assessment tools, (consumer, family, and provider) satisfaction surveys, stakeholder input and statistical trends, the Johnson County Planning Council and the Targeted Case Management Advisory Board identify unmet needs, develop strategies to address those areas within the constraints of the approved Mental Health Services Budget, and make their recommendations to the Johnson County Board of Supervisors.

For the development of the FY2010 – FY2012 Strategic Plan, the Planning Council assigned the responsibility of identifying opportunities for improvement and developing goals to a Strategic Plan Task Force. This group was comprised of consumers, family members, service providers, and MH/DS personnel.

Identified goals and objectives were incorporated into the FY10 – FY12 Strategic Plan and presented at Public Hearing on March 19, 2009.

The Planning Council reviewed the strategic initiatives identified by the Task Force, analyzed the committee recommendations from a system-wide perspective, received input resulting from the Public Hearing, and made recommendation to support the FY10 – FY12 Strategic Plan to the Johnson County Board of Supervisors.

The Johnson County Board of Supervisors took formal action for approval of the Johnson County FY10 – FY12 Strategic Plan on March 26, 2009.

## **441-25.18 (1) Needs assessment**

The Johnson County Planning Council assigned a specific group of volunteers as a Task Force for the purpose of reviewing and evaluating the current mental health services system, the past system and its accomplishments, and where Johnson County should concentrate its efforts in the future. In the process of evaluating services, and the provision thereof, committee members carefully reviewed the results of the Needs Assessment completed in 2003 by Triumph Consulting, Inc. of Bettendorf, Iowa. While much progress has ensued during the past six years, many identified issues are still present in our service system due to lack of funding.

The FY10 – FY12 Strategic Plan Task Force reviewed progress on past established goals and determined that for the next strategic plan, a more concerted effort should be pursued utilizing a limited number of goals. Four meetings of the Strategic Plan Task Force were held and an additional meeting was held with the Board of Directors and Executive Director of a major, local service provider.

The FY10 – FY12 Task Force recommended that Johnson County focus on the following identified goals:

1. *To assure the future financial viability of the Johnson County MH/DS fund*
2. *To review the local vocational service system as relates to service definitions*
3. *To market Johnson County MH/DS in a cognizant manner*

## **441-25.18 (2) Goals and objectives**

***Area of Focus:***        ***Mental Health system solvency***

***Issue:***                To date, Johnson County has been able to provide needed mental health and disability services in a manner which meets the needs of eligible clients served. However, significant county population growth in the past eight and one-half years, the State's lack of appropriate funding for growth, proposed revenue reductions by the State, non-reimbursement for out of state clients, increased costs for providers (minimum wage law increases, health insurance for staff, multiple cost-report preparations), lack of mid-level community settings for persons with challenging behaviors, lack of parity, and lack of hospital beds are causing severe stress to the Johnson County MH/DS budget. With fund balances statewide having decreased to a critical level, great care needs to be taken in order for Johnson County to sustain its service system in a viable manner.

**GOAL:** *To assure the future financial viability of the Johnson County MH/DS fund.*

**Objective:** *To maintain service provision at a level which will continue to support client need.*

- Action Steps:**
- 1. Review and monitor pending legislation and assess its impact on Johnson County MH/DS each legislative session for FY10 – FY12 and keep local interested parties apprised. Create a subcommittee to meet at least annually, to review the service matrix for updates on mandated services, and how legislative actions affect the fund balance and services.
    - *On-going*
  - 2. Review Judicial Referee contract based on Johnson County's actual usage of service.
    - *FY10 and on-going*
  - 3. Encourage providers to be certified and promote usage of any and all waiver services to the greatest degree possible.
    - *On-going*
  - 4. Encourage providers to expand their array of services in a cost-efficient manner.
    - *On-going*
  - 5. Explore processes to promote and support recovery, and reduce hospitalizations.
    - *6/30/10*
  - 6. Review each client for appropriate service referral.
    - *On-going*

**Projected Costs:** *Staff time*

**Area of Focus:** *Vocational Services*

**Issue:** Consumers have multiple entities involved with the development of their service plan. Due to the lack of clear definitions of vocational services, various perspectives and interpretations of what vocational services entail are brought to the table. There is a lack of consensus regarding the purpose and the expectation of achievement for clientele. The current service system does not necessarily promote self-sufficiency when warranted.

**GOAL:** *To review the local vocational service system as relates to service definitions.*

**Objective:** *To support Johnson County clientele with the service(s) that best meet their need.*

- Action Steps:**
1. Set up a meeting for dialogue with area vocational providers and Vocational Rehabilitation Counselors to review and discuss service options and their purpose.  
- 3/31/10
  2. Define vocational abilities/capabilities versus need for quality of life activities.  
- 3/31/10
  3. Assess impact of establishing a definitive number of service hours for a work-week.  
- 6/30/10
  4. Develop a consensus of interpretation of work service definitions among Johnson County providers.  
- 6/30/10
  5. Explore individual clients' service packages per the determined definitions.  
- On-going
  6. Encourage providers to re-evaluate their service programming and align clientele with appropriate service.  
- 12/31/10 & On-going

**Projected Costs:** *Staff time*

**Area of Focus:** *Mental Health system marketing*

**Issue:** *In the 2003 Needs Assessment survey, conducted by Triumph Consulting, Inc., a major issue was determined to be the need to establish a clearer identity for Johnson County MH/DS. Due to co-location with the Iowa Department of Human Services in a building separate from most county departments and the utilization of shared reception staff, the public was often confused regarding through which entity it should request assistance. Additionally, other service agencies would frequently refer their clientele to Johnson County MH/DS without the knowledge of eligibility and service criteria. The services of Johnson County MH/DS need to be marketed in a manner which generates public awareness and which helps to alleviate unnecessary contact with our agency when a client's needs are better served elsewhere.*

**GOAL:** *To market Johnson County MH/DS in a cognizant manner.*

**Objective:** *To create public awareness of the services available through MH/DS and the eligibility criteria to access various services.*

- Action Steps:**
1. Create a Johnson County MH/DS brochure that describes MH/DS services, eligibility criteria, and contact information.  
- 3/31/10
  2. Develop a website that clearly defines Johnson County MH/DS eligibility criteria, services, and includes resource information as well as the MH/DS CPC application.  
- 6/30/10
  3. Distribution of Johnson County MH/DS information to referral sources.  
- Ongoing
  4. Annually, MH/DS will participate in community outreach and awareness regarding the services available for funding and the appropriate methods of referral.  
- Ongoing

**Projected Costs:** *\$1,000 for printing expenses and Staff time*

### **441-25.18 (3) Services and supports**

Johnson County funds those services and supports which are authorized under the State approved provision of the (MH/DS) Services Management Plan. For individuals with legal settlement in Johnson County who are residents of Johnson County, the Johnson County Services Management Plan and Service Matrix is followed. For individuals with legal settlement in Johnson County who reside in another Iowa county, the provisions of that county's State approved Management Plan are followed for eligibility determination and funding of services.

The Johnson County Matrix identifies mandated and optional services for four diagnostic categories: a) persons with mental illness, b) persons with chronic mental illness, c) persons with mental retardation, and d) persons with developmental disabilities.

Effective September 1, 2008, the services available to residents of Johnson County are: (see Service Matrix on following pages)

# Johnson County MH/DS Service Matrix

## County Funded Services & Eligibility Categories

Effective September 1, 2008

ELIGIBLE SERVICES	PERSONS WITH MENTAL ILLNESS	PERSONS WITH CHRONIC MENTAL ILLNESS	PERSONS WITH MENTAL RETARDATION	PERSONS WITH DEVELOPMENTAL DISABILITIES
<b>INFORMATION &amp; EDUCATION SERVICES</b>				
4x03 – 000 Information & Referral	0	0		
4x04 – 000 Consultation	0	0		
4x05 – 000 Public Education Services	0	0	0	0
4x06 – 000 Academic Services				
<b>GENERAL ADMINISTRATION</b>				
4x11 – 000 Direct Administrative (Chapter 25)	X	X	X	X
4x12 – 000 Purchased Administrative				
<b>COORDINATION SERVICES</b>				
4x21 – 374 Case Mgmt – Medicaid Match (Chapter 24)		X	X	X
4x21 – 375 Case Mgmt – 100% County Funded		0	0	0
4x21 – 399 Other Case Mgmt (CCMS)		0	0	0
4x22 – 000 Service Mgmt (Social Work)	JA	JA/O	0	0
<b>PERSONAL &amp; ENVIRONMENTAL SUPPORT</b>				
4x31 – 000 Transportation (Non-Sheriff)		0	X/O	0
4x32 – 320 Homemaker/Home Health Aides (HCBS)			X	0
4x32 – 321 Chore Services (HCBS)				
4x32 – 322 Home Management Services (HCBS)			X	
4x32 – 325 Respite (HCBS)			X/O	0
4x32 – 326 Guardian/Conservator				
4x32 – 327 Representative Payee				
4x32 – 328 Home/Vehicle Modification (HCBS)			X	
4x32 – 329 SCL Hourly (HCBS/ HAB)		X/O	X/O	0
4x32 – 399 Other (HCBS)		0	X	0
4x33 – 345 Ongoing Rent Subsidy		0	0	0
4x33 – 399 Other Basic Needs		0	0	0
<b>TREATMENT SERVICES</b>				
4x41 – 305 Outpatient Physiological Treatment	0	0	0	0
4x41 – 306 Prescription Medication	0	0	0	0
4x41 – 307 In-Home Nursing			X	
4x41 – 399 Other Physiological Treatment		0	0	0
4x42 – 305 Outpatient Psychotherapy & Psychiatry	0	0	0	0
4x42 – 309 Partial Hospitalization		0		
4x42 – 399 Other Psychotherapeutic Treatment				
4x43 – 000 Evaluation	0	0	0	0
4x44 – 363 Day Treatment Services		X		
4x44 – 396 Community Support Programs				
4x44 – 397 Psychiatric Rehabilitation		0		
4x44 – 399 Other Rehab Treatment		0		
<b>VOCATIONAL &amp; DAY SERVICES</b>				
4x50 – 360 Sheltered Workshop Services		0	0	0
4x50 – 362 Work Activity Services (HCBS/HAB-PreVoc)		X	X/O	0
4x50 – 364 Job Placement Services (HCBS)			X	
4x50 – 367 Adult Day Care (HCBS)			X/O	0
4x50 – 368 Supported Employment Services (HCBS/HAB)		X/O	X	0
4x50 – 369 Enclave (HCBS/HAB)		X/O	X	0
4x50 – 399 Other Vocational & Day Services (Clubhouse; HCBS/HAB-DAY HAB)		X/O	X/O	0
<b>LICENSED/CERTIFIED LIVING ARRANGEMENTS</b>				
4x63 – 310 Community Supervised Apartment Living				
4x63 – 314 Residential Care Facility (RCF License) 1 – 5		0	0	

ELIGIBLE SERVICES	PERSONS WITH MENTAL ILLNESS	PERSONS WITH CHRONIC MENTAL ILLNESS	PERSONS WITH MENTAL RETARDATION	PERSONS WITH DEVELOPMENTAL DISABILITIES
Beds				
4x63 – 315 Residential Care Facility for the Mentally Retarded (RCF/MR License) 1 – 5 Beds			O	
4x63 – 316 Residential Care Facility for the Mentally Ill (RCF/PMI License) 1 – 5 Beds		O		
4x63 – 317 Nursing Facility (ICF, SNF or ICF/PMI License) 1 – 5 Beds				
4x63 – 318 Intermediate Care Facility for the Mentally Retarded (ICF/MR License) 1 – 5 Beds			X	X
4x63 – 329 SCL – Daily (HCBS/HAB)		X/O	X	O
4x63 – 399 Other 1 – 5 Beds				
4x64 – 310 Community Supervised Apartment Living				
4x64 – 314 Residential Care Facility (RCF License) 6 – 15 Beds		O	O	O
4x64 – 315 Residential Care Facility for the Mentally Retarded (RCF/MR License) 6 – 15 Beds			O	O
4x64 – 316 Residential Care Facility for the Mentally Ill (RCF/PMI License) 6 – 15 Beds		O		
4x64 – 317 Nursing Facility (ICF, SNF or ICF/PMI License) 6 – 15 Beds				
4x64 – 318 Intermediate Care Facility for the Mentally Retarded (ICF/MR License) 6 – 15 Beds			X	X
4x64 – 399 Other 6 – 15 Beds				
4x65 – 310 Community Supervised Apartment Living				
4x65 – 314 Residential Care Facility (RCF License) 16 and over Beds		O	O	O
4x65 – 315 Residential Care Facility for the Mentally Retarded (RCF/MR License) 16 and over Beds			O	O
4x65 – 316 Residential Care Facility for the Mentally Ill (RCF/PMI License) 16 and over Beds		O		
4x65 – 317 Nursing Facility (ICF, SNF or ICF/PMI License) 16 and over Beds				
4x65 – 318 Intermediate Care Facility for the Mentally Retarded (ICF/MR License) 16 and over Beds			X	X
4x65 – 399 Other 16 and over Beds				
<b>INSTITUTIONAL/HOSPITAL &amp; COMMITMENT SERVICES</b>				
4x71 – 319 Inpatient/State Mental Health Institutes	X	X		
4x71 – 399 Other Inpatient State MHI	X	X		
4x72 – 319 Inpatient/State Hospital Schools			X	X
4x72 – 399 Other Inpatient/State Hospital Schools			X	X
4x73 – 319 Inpatient/Community Hospital	X	X		
4x73 – 399 Other Inpatient/Community Hospital	X	X		
4x74 – 300 Diagnostic Evaluations Related to Commitment	X	X	X	X
4x74 – 353 Sheriff Transportation	X	X	X	X
4x74 – 393 Legal Representation for Commitment	X	X	X	X
4x74 – 395 Mental Health Advocates	X	X	X	X
4x74 – 399 Other	X	X	X	X

**X= Mandated Waiver or Entitlement Services**

**O=Optional, county-funded services (may have service-specific criteria and/or specific limitations)**

**JA=Jail Alternatives**

## **441-25.18 (4) Provider network**

Johnson County MH/DS contracts with a variety of local service providers to meet the service needs of individuals deemed eligible for authorization of county or state funding. A *Preferred Provider Network* is established based on a provider's willingness to contract with Johnson County, provide timely cost reports through the County Rate Information System (CRIS), apply for and maintain applicable licensures, accreditation, or certifications, maintain adequate staffing patterns to sustain the given service(s), and negotiate fair-market rates.

For FY10 – FY12, the following providers have determined they wish to pursue *Preferred Provider Network* status:

### **The Arc of Southeast Iowa**

William Reagan  
2620 Muscatine Ave.  
Iowa City, IA 52240  
319-351-5017  
[wmreagan@watelecom.net](mailto:wmreagan@watelecom.net)

### **Chatham Oaks**

Vivian Davis  
4515 Melrose Ave.  
Iowa City, IA 52246-9400  
319-887-2701  
[vdavis@chathamoaks.org](mailto:vdavis@chathamoaks.org)

### **Community Mental Health Center for Mid-Eastern Iowa**

Stephen Trefz  
507 E. College Street  
Iowa City, IA 52240  
319-338-7884  
319-330-8633 Cell [STrefz@MEIMHC.org](mailto:STrefz@MEIMHC.org)

### **First Resource Corp.**

Tim Bedford  
1700 S. 1<sup>st</sup> Avenue  
Iowa City, IA 52240  
319-337-2210  
[tbedf@firstresources.us](mailto:tbedf@firstresources.us)

## **Goodwill Industries**

Jeff Nock  
Mike Townsend  
1410 S. First Ave.  
P.O. Box 1696  
Iowa City, Iowa 52244  
319-337-4158  
[jnock@goodwillheartland.org](mailto:jnock@goodwillheartland.org)  
[mtownsend@goodwillheartland.org](mailto:mtownsend@goodwillheartland.org)

## **Hillcrest Family Services**

Kevin Ewinger  
449 Highway 1 West  
Iowa City, IA 52246  
319-337-4204  
[Kevin.ewinger@hillcrest-fs.org](mailto:Kevin.ewinger@hillcrest-fs.org)

## **Life Skills**

Gillian Fox  
483 Highway 1 West  
Iowa City, IA 52246  
319-354-2121  
[gfox@lifeskills-inc.com](mailto:gfox@lifeskills-inc.com)

## **Mayor's Youth Empowerment Program**

Roger Lusala  
1060 Cross Park Ave.  
Iowa City, IA 52240  
319-341-0060  
[r.lusala@myep.us](mailto:r.lusala@myep.us)

## **Reach for Your Potential**

Ron Schieffer  
1705 South 1st Avenue, Ste#1  
Iowa City, IA 52240  
319-354-2983  
[rschieffer@reachforyourpotential.org](mailto:rschieffer@reachforyourpotential.org)

## **REM**

Patrick Costigan  
402 Westcor Drive, Unit A  
Coralville, IA 52241  
319-545-1227  
[Patrick.Costigan@TheMentorNetwork.com](mailto:Patrick.Costigan@TheMentorNetwork.com)

## **ResCare**

Mick Bowers  
1121 Shirken Drive  
Iowa City, IA 52246  
319- 337-2008  
[mbowers@iowarescare.com](mailto:mbowers@iowarescare.com)

## **Successful Living**

Steve Noack  
409 Hwy 1 West  
Iowa City, IA 52246  
319-358-6800  
[Successfulliving52246@gmail.com](mailto:Successfulliving52246@gmail.com)

## **Systems Unlimited**

Dion Williams  
2533 S. Scott Blvd.  
Iowa City, IA 52240  
319-338-9212 x126  
[d.williams@sui.org](mailto:d.williams@sui.org)

## **University of Iowa Hospital & Clinics**

Stephen C. Blanchard  
Clinical Outreach C 506 GH  
200 Hawkins Drive  
Iowa City, Iowa 52242  
319-356-1574  
[steve-blanchard@uiowa.edu](mailto:steve-blanchard@uiowa.edu)

D. Lowell Yoder  
319-353-7934  
[d-lowell-yoder@uiowa.edu](mailto:d-lowell-yoder@uiowa.edu)

*NOTE: Hospitals and state run facilities are exempt from the CRIS reporting contracting process. Johnson County reserves the right to negotiate new contracts at any time it is deemed advisable to do so.*

## **441-25.18 (5) Access points**

The Director of MH/DS will approve and authorize Access Points.

Any individual or agency may refer an applicant to a Johnson County MH/DS Access Point. Access Points will assist the applicant in completing the Johnson County Central Point of Coordination (CPC) Application.

Johnson County Access Points include:

- Johnson County MH/DS
  - In-take staff
  - Jail Alternatives program staff
- Community Mental Health Center for Mid-Eastern Iowa (for mental health center clients only)
- University of Iowa Health Care (for emergency services)
- Any CPC office in the state of Iowa

Non-Emergency applications will be accepted during normal business hours. Applications completed by an Access Point will be forwarded to the applicant's county of residence by the end of the working day in which it is received.

Applicants in need of assistance with language translation will be provided interpreter assistance upon request.

Access Point responsibilities may be delegated to another entity if it appears to be in the best interests of the applicant, and if the designated entity agrees to assume the responsibilities of an Access Point.