



P I N A L • C O U N T Y

Wide open opportunity

**Pinal County Division of Behavioral Health, Medical Examiner, and Public Fiduciary
Strategic Business Plan Alignment Maps
November 21, 2008**

Behavioral Health, Medical Examiner, and Public Fiduciary Mission

The mission of the Division of Behavioral Health, Medical Examiner and Public Fiduciary is to provide investigation, advocacy, and protection services to Pinal County residents so they can retain their dignity and self respect in life and in death.



Pinal County Division of Behavioral Health, Medical Examiner, and Public Fiduciary

Strategic Business Plan Alignment Map 1 of 3

Issue #1 – Increasing Population and Changing Demographics

The growing population and changing demographics within Pinal County is leading to an increased demand for services which, if not addressed, will result in:

- Reduction in timely services
- Shift to reactive management as opposed to proactive management
- Decreased safety of clients (vulnerable adults and severely mentally ill) and the public*
- Increased liability to the County
- Lack of ability to maintain cooperation and coordination with outside agencies

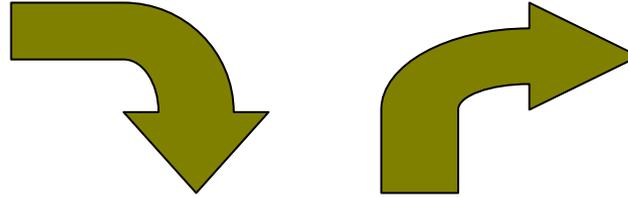
* If clients do not receive proper treatment and/or are not in the appropriate setting to have their needs addressed, they can potentially cause harm to themselves and/or the others around them

Issue #2 – Succession Planning and Training

The diversified division responsibilities and the lack of cross training, coupled with the potential loss of personnel and the increased difficulty for certification will*, if not addressed, result in:

- Loss of institutional knowledge/expertise
- Longer trainee periods
- Decrease in timely service delivery
- Lack of knowledgeable coverage during staff shortages

* Certification standards for Public Fiduciaries have increased while the number of certified Fiduciaries has decreased in Arizona



BEHAVIORAL HEALTH, MEDICAL EXAMINER, AND PUBLIC FIDUCIARY

STRATEGIC GOAL #1: Client Safety and Welfare Through Comprehensive Services

All clients will receive the appropriate services delivered by competent staff as evidenced by:

- By 2012, 90% of audited client files will show appropriate services have been identified and provided*
- By 2012, 85% of all customers will experience continuity of service regardless of staff schedule/vacancies (vacations, illness, retirement, etc.)

* The department has a specific list of criteria in place that is used to verify that all services are appropriate for clients and are actually being received.

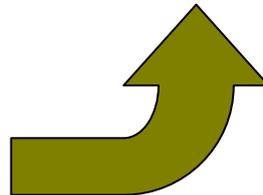
The purpose of the **Behavioral Health Activity** is to provide facilitation, coordination, and inpatient placement approval services to mentally ill individuals so they can receive the appropriate care in a timely and efficient manner.

2. 85% of customers will experience continuity of service regardless of staff schedules/vacancies

The purpose of the **Fiduciary Activity** is to provide case management services to incapacitated* and vulnerable individuals so they can have their safety and welfare needs met in a timely and comprehensive manner.

* Incapacitated as defined by Arizona State Statute

1. 90% of audited client files will show appropriate services have been identified and provided
2. 95% of referrals will come to a disposition (decision) within one month of receipt of referral



Countywide Strategic Priorities

Health Care
Accountability



Pinal County Division of Behavioral Health, Medical Examiner, and Public Fiduciary

Strategic Business Plan Alignment Map 2 of 3

Issue #1 – Increasing Population and Changing Demographics

The growing population and changing demographics within Pinal County is leading to an increased demand for services which, if not addressed, will result in:

- Reduction in timely services
- Shift to reactive management as opposed to proactive management
- Decreased safety of clients (vulnerable adults and severely mentally ill) and the public*
- Increased liability to the County
- Lack of ability to maintain cooperation and coordination with outside agencies

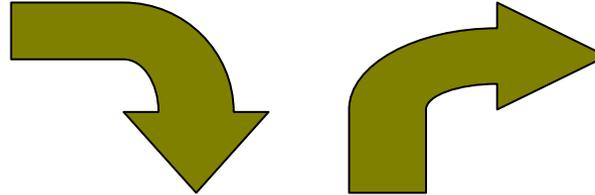
* If clients do not receive proper treatment and/or are not in the appropriate setting to have their needs addressed, they can potentially cause harm to themselves and/or the others around them

Issue #2 – Succession Planning and Training

The diversified division responsibilities and the lack of cross training, coupled with the potential loss of personnel and the increased difficulty for certification will*, if not addressed, result in:

- Loss of institutional knowledge/expertise
- Longer trainee periods
- Decrease in timely service delivery
- Lack of knowledgeable coverage during staff shortages

* Certification standards for Public Fiduciaries have increased while the number of certified Fiduciaries has decreased in Arizona



BEHAVIORAL HEALTH, MEDICAL EXAMINER, AND PUBLIC FIDUCIARY

STRATEGIC GOAL #2:

Timely and Accurate Information

All recipients of Division services will receive timely, accurate, culturally sensitive, and accountable information and services as evidenced by:

- By 2012, 95% of all referrals* will come to a disposition (decision) within an average of one month from receipt of referral
- By 2012, 80*% of all decedents in the care of the Medical Examiner's office will be released to the appropriate facility within three days

* Referrals refer to agent to client service assignments within the Division

The purpose of the **Behavioral Health Activity** is to provide facilitation, coordination, and inpatient placement approval services to mentally ill individuals so they can receive the appropriate care in a timely and efficient manner.

1. 90% of competency evaluations distributed to appropriate attorneys within the next business day following receipt

The purpose of the **Medical Examiner Services Activity** is to provide death investigation, evidence preservation, decedent transportation, and autopsy services to victims of unexplained* deaths within Pinal County and to victims' families so they can have a timely determination of cause and manner of death.

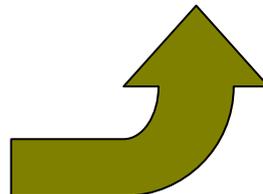
* As defined by state statute; may also include unnatural and unattended deaths

2. 80*% of all decedents in the care of the Medical Examiner's office will be released to the appropriate facility within three days

The purpose of the **Fiduciary Activity** is to provide case management services to incapacitated* and vulnerable individuals so they can have their safety and welfare needs met in a timely and comprehensive manner.

* Incapacitated as defined by Arizona State Statute

2. 95% of referrals will come to a disposition (decision) within one month of receipt of referral



Countywide Strategic Priorities

Accountability



Pinal County Division of Behavioral Health, Medical Examiner, and Public Fiduciary

Strategic Business Plan Alignment Map 3 of 3

Issue #1 – Increasing Population and Changing Demographics

The growing population and changing demographics within Pinal County is leading to an increased demand for services which, if not addressed, will result in:

- Reduction in timely services
- Shift to reactive management as opposed to proactive management
- Decreased safety of clients (vulnerable adults and severely mentally ill) and the public*
- Increased liability to the County
- Lack of ability to maintain cooperation and coordination with outside agencies

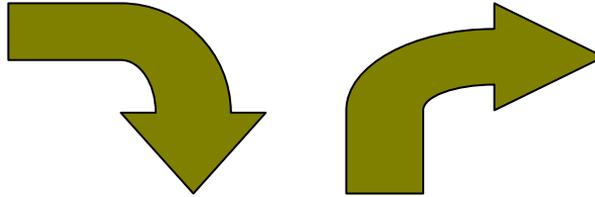
* If clients do not receive proper treatment and/or are not in the appropriate setting to have their needs addressed, they can potentially cause harm to themselves and/or the others around them

Issue #3 – Insufficient County Resources

The increasing lack of community/County resources, such as medical examiner and residential placement services, couple with the continued reliance on out-of-county providers creates difficulty in meeting customer needs and will, if not addressed, result in:

- Resident tax dollars leaving the County*
- Increased burden on care providers and families
- Increase in demands on county staff to fill previously covered gaps
- Increase in dollars spent on transportation to out-of-County providers**

* Currently all autopsies are conducted in Pima County. In addition to the cost per autopsy, there is a cost to transport the deceased to Pima County. The minimal fee for this is \$1.75 per mile, leading to a total transportation cost of \$200-\$300 per body, on average.



BEHAVIORAL HEALTH, MEDICAL EXAMINER, AND PUBLIC FIDUCIARY

STRATEGIC GOAL #3:

County Resource Development

The Division will develop more resources within Pinal County as evidenced by:

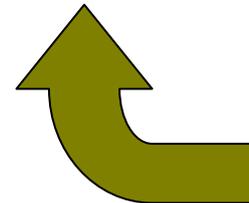
- By 2012, 90*% of autopsies will be performed in Pinal County *

* In-County autopsies is a new service that will be offered by the beginning of 2009.

The purpose of the **Medical Examiner Services Activity** is to provide death investigation, evidence preservation, decedent transportation, and autopsy services to victims of unexplained* deaths within Pinal County and to victims' families so they can have a timely determination of cause and manner of death.

* As defined by state statute; may also include unnatural and unattended deaths

1. 90*% of autopsies performed in Pinal County



Countywide Strategic Priorities

Growth
Public Safety



Pinal County Division of Behavioral Health, Medical Examiner, and Public Fiduciary

Cross Cutting Issues

Issue Statement: #2 – Succession Planning and Training

Strategic Goal: N/A

Department(s): Human Resources

Need(s): Development of a career ladder within the Department and the County organization as a whole, to provide adequate advancement opportunities to staff at all levels. Provide additional training opportunities within Pinal County for existing staff members.

Issue Statement: #1 – Increasing Population and Changing Demographics; #3 – Insufficient County Resources

Strategic Goal: #4 – County Resource Development

Department(s): Long Term Care, Housing, Health and Human Services Administration

Need(s): Promotion and development of additional client resources within the County such as additional in-county placement locations and new services/providers and increased low income housing opportunities. Development and staffing of a fully functional Medical Examiner office within Pinal County.

Issue Statement(s): #1 – Increasing Population and Changing Demographics; #2 – Succession Planning and Training;

Strategic Goal: # 1 – Client Safety and Welfare Through Comprehensive Services

Department(s): Health and Human Services Administration; Pinal County Attorney's Office, Public Defender's Office, Sheriff's Office, Pinal County Courts, Long Term Care, Correctional Health, Clerk of the Court

Need(s): Better recognition of individuals' mental health, incapacity, and incompetence issues and increased communication and collaboration between the departments to more effectively service this specific customer demographic