

# **Division of Behavioral Health and Public Fiduciary Strategic Business Plan**

## **Vision**

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

### **COUNTY MISSION**

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

### **DEPARTMENT MISSION**

The mission of the Division of Behavioral Health and Public Fiduciary is to provide advocacy and protection services to vulnerable Pinal County residents so they can retain their dignity and self respect.

### **ISSUE STATEMENTS**

#### **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 and increased liability to the County
- Shift from reactive management to proactive management
- Decreased safety of clients (vulnerable adults and severely mentally ill) and the public\*

\* 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 Staff Training**

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

- Certification standards for Public Fiduciaries have increased trainee periods for potential fiduciaries while the number of certified Fiduciaries has decreased in Arizona.
- Loss of institutional knowledge/expertise
- Decrease in timely service delivery and a lack of knowledgeable coverage during staff unavailability

## STRATEGIC GOALS

### **Strategic Goal 1 – Client Safety and Welfare through Comprehensive Services (Issue 1 & 2)**

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, 90% of clients in need of continued court ordered treatment will have their human service agency notified of the need to initiate Title 36 rollover proceedings\*\* 4 weeks prior to the deadline to file for continued court ordered treatment.

\* 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.

\*\*Title 36 rollover is the legal process to continue an order for civil commitment that is set to expire.

### **Strategic Goal 2 – Timely and Accurate Information (Issue 1 & 2)**

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

- By 2012, 80% of all Public Fiduciary referrals\* will come to a disposition (decision) within an average of one month from receipt of referral
- By 2012, 90% of all Rule 11 Evaluations\*\* will be completed within 6 weeks from the time of the appointment of a Mental Health Expert.
- By 2012 100 % of all clients who are enrolled in a benefits program with a financial eligibility requirement will be monitored\* on a monthly basis to verify they are not risking benefit loss.

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

\*\*Rule 11 evaluations are psychological evaluations intended to determine the ability of a criminal defendant to stand trial.

## CROSS-CUTTING ISSUES

**Issue Statement:** #1 – Increasing Population and Changing Demographics;

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

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

**Need(s):** Development of additional in-County placement opportunities, easier access to low-income housing, development of new services/providers within the County

**Issue Statement(s):** #1 – Increasing Population and Changing Demographics;

**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; increased communications between the departments

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 9
- 1.2. Reserved, page 9
- 1.3. Training Activity, page 10
- 1.4. Records Management Activity, page 11
- 1.5. Vehicle Management Activity, page 12
- 1.6. Financial Services Activity, page 13
- 1.7. Department Director Activity, page 14

### **2. Behavioral Health Program**

- 2.1. Behavioral Health Activity, page 15
- 2.2. Behavioral Health Title 36 (Civil Commitment) Activity, page 16

### **3. Fiduciary Program**

- 3.1. Fiduciary Activity, page 17
- 3.2. Client Financial Services Activity, page 18

## PROGRAMS

### *Program One: Administrative*

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### **Key Results**

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals.
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Division of Behavioral Health and Public Fiduciary.

***Program Two: Behavioral Health***

**Purpose Statement** The purpose of the Behavioral Health Program is to provide coordination and quality control of court ordered psychological evaluations, and to facilitate persons undergoing the civil commitment process so the courts can make appropriate judgments and mentally ill individuals can receive the appropriate care in a timely and efficient manner.

**Key Results** 80% of court ordered evaluations for Restoration to Competency will be completed and submitted within 6 weeks of the date of order. (# of evaluations submitted within 6 weeks / total # of evaluations ordered)

80% of persons identified as needing emergency commitment, will be placed in an evaluation hospital within 48 hours. (# of clients being placed in an evaluation hospital within 48 hours / total # of clients needing emergency evaluation)

75% of clients in need of continued court ordered treatment will have their human service agency notified of the need to initiate Title 36 rollover proceedings\*\* 4 weeks prior to the deadline to file for continued court ordered treatment.

### ***Program Three: Fiduciary***

**Purpose Statement** The purpose of the Fiduciary Program is to provide case and asset management services to incapacitated and vulnerable individuals so they can live safely and as independently as possible with comprehensive asset protection.

- Key Results**
- 90% of audited client files will show appropriate services have been identified and provided
  - 75% of all Public Fiduciary referrals\* will come to a disposition (decision) within one month of receipt of referral (# of referrals coming to a disposition within one month of receipt/total of referrals)
  - 95% of all clients who are enrolled in a benefits program with a financial eligibility requirement will be monitored\* on a monthly basis to verify they are not risking benefit loss. (# of clients enrolled in a benefit program with financial eligibility requirements/ total number who are at risk of losing benefit.)

# ACTIVITIES

## 1. Administrative Program

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### Section 1.1: Human Resources Activity

**Activity Purpose Statement** The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Candidate Selection Recommendations</li><li>• Job Postings</li><li>• Policy Interpretations</li><li>• Employee Relations Management</li><li>• Employee Interviews</li><li>• Grievance hearings</li><li>• Employee Inquiry Responses</li></ul>	<ul style="list-style-type: none"><li>• Performance Appraisals/ Evaluations</li><li>• Employee Assistance Referrals</li><li>• Employee Orientation Sessions</li><li>• Exit Interviews</li><li>• Personnel Reports</li><li>• Police and Procedure Updates</li><li>• Employee Awards</li><li>• “Silent Whistle” Investigations</li></ul>
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**Family of Measures** Results  
1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date  
(# of employee appraisals submitted by due date/total of appraisals)

Outputs  
1. 11employee appraisals submitted on/by due date

Demands  
1. 11employee appraisals anticipated to be submitted

Efficiencies  
N/A

**Activity Manager(s)**

- Joan Sacramento

**Activity Budget** \$x,xxx,xxx

### Section 1.2: Reserved

## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.3: Training Activity***

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li></ul>	<ul style="list-style-type: none"><li>• Training Assessments</li><li>• Training Records</li><li>• Training Schedules/Arrangements</li></ul>
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**Family of Measures** Results  
1. 85% of training dollars spent that directly align to County or Department strategic goals.

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Outputs  
1. Training \$ spent that directly align to County or Department strategic goals

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Demands  
1. Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

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Efficiencies  
Training Activity \$ spent that directly align to County or Department strategic goals

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**Activity Manager(s)**

- Shellie Hills

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**Activity Budget** \$x,xxx,xxx

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.4: Records Management Activity**

**Activity Purpose Statement** The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Record Archives</li><li>• Record Disposals</li><li>• Record Disposition Authorizations</li><li>• Records Destruction List</li></ul>	<ul style="list-style-type: none"><li>• Records Inventory</li><li>• Records Requests Responses</li><li>• Medical Examiner Statistical Data Reports</li></ul>
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**Family of Measures** Results  
1. 100% of records managed in compliance with legal and policy requirements  
( # of records managed in compliance with legal and policy requirements/ total # of records managed)

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Outputs  
1. # of record series in compliance with legal and policy requirements

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Demands  
1. #-of records anticipated to be in compliance with legal and policy requirements

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Efficiencies  
1. \$ Records Management Activity expenditure per record series in compliance with legal and policy requirements

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**Activity Manager(s)** • **Pat Carter**

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**Activity Budget** \$x,xxx,xxx

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.5: Vehicle Management Activity**

**Activity Purpose Statement** The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

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**Activity Services**

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

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**Family of Measures**

**Results**

1. 95% of department vehicles with preventative maintenance performed as scheduled  
(# of department vehicles with preventative maintenance performed as scheduled/ #total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year  
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

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**Outputs**

1. 3 of department vehicles operated

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**Demands**

1. 3 of department vehicles anticipated to be operated  
2. 3 of department vehicles operated more than 10000 miles a year

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**Efficiencies**

1. \$ Vehicle Management Activity expenditure per vehicle operated

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**Activity Manager(s)** • **Pat Carter**

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**Activity Budget** \$x,xxx,xxx

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## ***1. Administrative Program***

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### ***Section 1.6: Financial Services Activity***

**Activity Purpose Statement** The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul>	<ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports</li></ul>
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**Family of Measures** **Results**  
1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods. (# of payment authorizations entered on the date of receipt of goods/ # total payment authorizations)

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**Outputs**  
1. 20 of payment authorizations received within three business days of physical receipt of item(s)

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**Demands**  
1. 25 of payment authorizations anticipated to be entered into the system

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**Efficiencies**  
1. \$ Financial Services Activity per payment authorization entered within three business days

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**Activity Manager(s)**

- Pat Carter

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**Activity Budget** \$x,xxx,xxx

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## **1. Administrative Program**

**Purpose Statement** The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

### **Section 1.7: Department Director Activity**

**Activity Purpose Statement** The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Reports</li><li>• Direction</li><li>• Employee Supervision Meeting</li><li>• Inquiry Responses</li><li>• Strategic Business Plans</li><li>• Issue Resolutions</li><li>• Special Projects</li></ul>	<ul style="list-style-type: none"><li>• Budgets</li><li>• Department Structures</li><li>• Policies/Procedures</li><li>• Employee Evaluations</li><li>• Program Evaluations</li><li>• Recommendations</li><li>• Leadership</li></ul>
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**Family of Measures** **Results**

1. 100% of Key Results achieved  
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Division of Behavioral Health, , and Public Fiduciary.  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

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**Outputs**

1. 150 of customers responding to the department survey

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**Demands**

1. 40 of customers expected to respond to the survey

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**Efficiencies**

1. \$ Department expenditures per customer served

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**Activity Manager(s)**

- **Joan Sacramento**

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**Activity Budget** \$X,XXX,XXX

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## 2. Behavioral Health Program

**Purpose Statement** The purpose of the Behavioral Health Program is to provide coordination and quality control of court ordered psychological evaluations, and to facilitate persons undergoing the civil commitment process so the courts can make appropriate judgments and mentally ill individuals can receive the appropriate care in a timely and efficient manner.

### Section 2.1: Behavioral Health Rule 11 (Competency to Stand Trial) Activity

**Activity Purpose Statement** The purpose of the Behavioral Health Rule 11 (Competency to Stand Trial) Activity is to provide coordination and quality control of court ordered mental health evaluations for the Pinal County Superior and Juvenile Courts so the courts can make informed decisions on mental health issues and administer timely and efficient justice.

**Activity Services**

- Office of Behavioral Health Policy and Procedure Statements
- Competency Evaluation Distributions and Coordination
- Competency Evaluator Reimbursements
- Court Hearing Attendance Sessions
- Court Procedure Inquiry Responses
- Mental Health Assessments
- Assisting With Identification and Credentialing of Providers
- Coordination of Competency Restoration Clients
- Quality Control of Mental Health Evaluations
- Quality Control of Competency Restoration Reports
- Competency Restoration Reimbursements

### Family of Measures

#### Results

1. 80% of court ordered evaluations will be completed and submitted within 6 weeks of the date of order. (# of evaluations submitted within 6 weeks / total # of evaluations ordered)

#### Outputs

1. 300 competency evaluations

#### Demands

1. 330 competency evaluations expected to be completed and distributed

#### Efficiencies

1. Total \$ Behavioral Health Activity per competency evaluations distributed

**Activity Manager(s)** • **Bill Scarber**

**Activity Budget** \$x,xxx,xxx

## **2. Behavioral Health Program**

### **Purpose Statement**

The purpose of the Behavioral Health Program is to provide coordination and quality control of court ordered psychological evaluations, and to facilitate persons undergoing the civil commitment process so the courts can make appropriate judgments and mentally ill individuals can receive the appropriate care in a timely and efficient manner

### **Section 2.2: Behavioral Health Title 36 (Civil Commitment) Activity**

### **Activity Purpose Statement**

The purpose of the Behavioral Health Title 36 (Civil Commitment) Activity is to provide coordination and quality control of the civil commitment process in Pinal County for the Pinal County Judicial System, Human Service Providers, and persons undergoing the civil commitment process so the courts can make informed decisions on mental health issues, the human service agencies can provide quality treatment, and individuals undergoing the civil commitment process will receive appropriate mental health care.

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### **Activity Services**

- Office of Behavioral Health Policy and Procedure Statements
- Title 36 Case Management Coordination
- Title 36 Hospital Reimbursements
- Court Hearing Attendance Sessions
- Court Procedure Inquiry Responses
- Follow Up Care Coordination
- Inpatient Placement Approvals
- 24/7 Behavioral Health On-Call Response
- Letter of Intent Coordination
- Quality Control of Mental Health Care
- Patient Advocacy Services
- Criminal Justice Diversion Facilitations

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### **Family of Measures**

#### **Results**

1. 80% of persons identified as needing emergency commitment, will be placed in an evaluation hospital within 48 hours. (# of clients being placed in an evaluation hospital within 48 hours / total # of clients needing emergency evaluation)
2. 75% of clients in need of continued court ordered treatment will have their human service agency notified of the need to initiate T36 rollover proceedings \*\* 4 weeks prior to the deadline to file for continued court ordered treatment. (# of roll-over notifications sent 4 weeks prior to deadline / total # of appropriate roll-over eligible clients)

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#### **Outputs**

1. 60 persons placed on court ordered treatment
2. 50 roll-over notifications

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#### **Demands**

1. 70 persons expected to be placed on court ordered treatment
2. 60 roll over notifications expected to be needed

**Efficiencies**

1. Total \$ Behavioral Health – Title 36 Activity per Civil Commitment Time Efficiencies (Less Time in Judicial System)

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**Activity Manager(s)** • **Bill Scarber**

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**Activity Budget** \$x,xxx,xxx

**3. Fiduciary Program**

**Purpose Statement** The purpose of the Fiduciary Program is to provide case and asset management services to incapacitated and vulnerable individuals so they can live safely and as independently as possible with comprehensive asset protection.

**Section 3.1: Fiduciary Activity**

**Purpose Statement** 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

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**Activity Services**

- Client Transportations
- Client Budget Preparations
- Asset Removal Sessions
- Legal Representations
- Client Evaluations
- Legal Pleadings and Documentation Preparations
- Decedent Estate Administrations
- Client Decisions
- Guardianship Investigations
- Telephone Inquiry Responses
- Service Needs Assessments
- Family Support Consultations
- Client Daily Living Activity Decisions
- Medical Treatment Approvals
- Asset Disposal Sales
- Client Service Plans
- Conservatorship Investigation
- Client Asset Inventories
- Service Plan Reviews
- Estate Investigations
- Client Support Case Notes
- Client Consultations
- 24/7 On-Call Responses
- Indigent Burials
- Client Visits

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**Family of Measures**

**Results**

1. 90% of audited client files will show appropriate services have been identified and provided\* (# of audited files with appropriate services identified/Total of audited files)
2. 75% of all Public Fiduciary referrals\* will come to a disposition (decision) within one month of receipt of referral (# of referrals coming to a disposition within one month of receipt/total of referrals)

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**Outputs**

1. 195 of client files audited

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**Demands**

1. 195 of client files expected to be audited

Efficiencies

1. Total \$ Fiduciary Activity expenditure per client file audited

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<b>Activity Manager(s)</b>	• Shellie Hills
<b>Activity Budget</b>	\$X,XXX,XXX

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**3. Fiduciary Program**

**Purpose Statement** The purpose of the Fiduciary Program is to provide case and asset management services to incapacitated and vulnerable individuals so they can live safely and as independently as possible with comprehensive asset protection.

**Section 3.2: Client Financial Services Activity**

**Activity Purpose Statement** The purpose of the Client Financial Services Activity is to provide asset and eligible benefit management services to Public Fiduciary clients so they can receive timely and accurate asset protection while living as independently as possible.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Client Bill Payments</li><li>• Client Checks</li><li>• Client Tax Returns</li><li>• Client Account Reconciliations</li><li>• Client Benefit Reports</li></ul>	<ul style="list-style-type: none"><li>• Client Asset Protections</li><li>• Client Benefit Management Oversight</li><li>• Government Benefit Applications</li></ul>
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**Family of Measures**

Results

1. 95% of all clients who are enrolled in a benefits program with a financial eligibility requirement will be monitored\* on a monthly basis to verify they are not risking benefit loss. (# of clients enrolled in a benefit program with financial eligibility requirements/ total number who are at risk of losing benefit.)

\* Monitoring is defined as identifying the clients enrolled in a benefit program with financial eligibility requirement and checking the monthly bank statements to ensure the financial limit is not exceeded. Case Managers can, when warned of a potential benefit loss, take action to resolve the issue.

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Outputs

1. 195 clients enrolled in a benefits program with financial eligibility requirements

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Demands

1. 195 clients expected to be enrolled in a benefits program with a financial eligibility requirement

**Efficiencies**

1. Total \$ Client Financial Services Activity expenditure per financial file audited

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**Activity**                      • **Pat Carter**

**Manager(s)**

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**Activity Budget**    \$X,XXX,XXX

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