

## **DHHS FACILITY MANAGEMENT**

Secretary Dempsey Benton

January 3, 2008

### Introduction

The department of HHS has as a core primary mission the service to 25,000 individuals each year through its 14 facilities.

The structure of the psychiatric hospitals is undergoing major adjustment as part of the Mental Health Transformation program initiated several years ago. A new hospital is being built to replace two existing hospitals (Dix and Umstead). The overall service capacity of the hospitals has been modified to reflect the plan to shift services to community-based facilities. In the past 6 months, inspections by federal and national accreditation organizations have identified operational problems in the hospitals which require the department's attention.

The department is undertaking the following actions to:

assure the facilities meet their on-going responsibilities for providing safe and effective patient care to those being served;

assure the public that quality services will be provided and share with them a continuing report of activities at the facilities; and

support current services that are effective and facilitate the development of cost effective community based services.

### Actions

1. The closing of Dorothea Dix and Umstead Hospitals will be delayed for 60 days to allow for the new Broughton management to improve operations and to assure sufficient time to address any remaining construction issues with the new hospital.

2. Regarding the new Central hospital, an external work group will be convened to assess the construction and operational questions associated with opening of the hospital. The group will meet with the architect and project manager to review these questioned areas. In addition, the group will review the plan for the transition of services from Dorothea Dix Hospital and John Umstead Hospital to the new hospital. The time line for this group's work is 30 days for the new facility review and 45 days for the transition of services review.

Members are:

Dr. Marvin Swartz – Duke University Department of Psychiatry

UNC – School of Medicine Representatives (2)

Mary Silverman, Director, Behavioral Health, First Health of Carolinas

The groups will consult with the Dorothea Dix and Umstead Management teams.

3. A Hospital Management and Operations work group will be convened to work with the State Hospital Directors. The Committee will be comprised of individuals external to the department and will include members from:

- UNC School of Medicine, Department of Psychiatry
- N.C. Hospital Association
- Former State Facility Managers
- Representative from National Alliance on Mental Illness
- Private Providers

The group will work with the State Hospital directors to address programmatic and operations issues associated with patient treatment, facility safety, and level of services. Those issues associated with the noncompliance inspection reports will be addressed.

It is expected that the combined efforts will enhance the use of best practices and a standardization of policies and processes among the hospitals.

Areas of review will include protocols for violence, for placement of restraints, and administrative guidelines that can be consistently implemented throughout the state hospital system. A thorough review of current operational challenges will be undertaken including adequacy of qualified staffing.

It is expected that this group will work for up to six months and would remain in place for another 6 months to monitor progress and provide advice.

#### 4. Crisis Services Advisory Group

A work group will be established to review the implementation of the state's Crisis Service System, and the state's overall strategy for providing inpatient services (beds) across the state.

In the crisis services area, the group would review the current implementation activities and refine the definition of the core level of crisis services that should exist in all areas of the state. The group will review current inpatient bed capacity (used and unused) and operational factors that are associated with successful LME crisis services.

The Inpatient services area would involve a review of current and programmed capacities at both state and community level. It would then involve crafting a strategy for "delivery" of the requisite levels of capacity. This would be a results driven strategy to guide state hospital construction as well as the community systems.

The committee would have representation as follows:

- UNC School of Medicine, Department of Psychiatry
- N.C. Hospital Association
- Local Management Entities
- NC County Commissioners Association
- NC Mental Health Association
- NC Psychiatric Association
- Dr. Marvin Swartz, Mental Health Commission
- Private Provider

This group would work on issues that involve coordination between LMEs and public/private hospitals in crisis services, strategies for hospitals to provide inpatient services, and the requisite financial/management structure to facilitate implementation.

5. To improve public understanding of the activities in the State operated facilities, an information website will be activated in early January, 2008. It will provide up to date information for each facility including:

- Admissions/discharge data
- Admissions/delay data
- Inspection survey results and reports as well as notice when they are ongoing
- Deaths – actual and trends
- Significant injuries
- Staff injuries
- New programs
- Volunteer work
- Staff training

Time: Start first week in January and be fully operational by January 22, 2008.

#### 6. Facilities Management

A. Because of its importance to the department's core responsibilities, the State Operated Services Section will be reporting directly to the Secretary's Office for the next 6 months. This group currently is a section of the Division of Mental Health, Development Disabilities, and Substance Abuse Services. The Facility Directors will have direct access to the Secretary's Office as the department focuses on adjusting overall operating practices.

#### B. Staffing

Psychiatrists. OSP has approved a range revision of an average of 5% (September, 2007). The department will make budget adjustments to implement this pay adjustment which has an annualized cost of \$900,000. This should be implemented in January, 2008.

The DHHS Human Resources Division will undertake a salary study for major staff classes in the hospitals, primarily Nurses and Health Care Techs. The study will address pay comparability with other facilities in North Carolina, and options to secure staff, especially in Cherry and Broughton Hospital areas.

7. The three working groups will serve in an advisory capacity to the Secretary's office. The charge to each will be to

- delineate problems within their respective scope of work
- identify additional information that may be needed to generate solutions
- provide recommendations for operational, structural, or financial adjustments
- provide the requisite reports and serve in advisory role to monitor progress in areas approved by Secretary for implementation.

## 2008 DHHS Facility Management Working Group Membership

### *A. Central Hospital Construction Review Group*

Dr. Marvin Swartz	Duke
Mary Silverman	First Health of Carolinas (Moore/Richmond)
Mary Beck and Eileen Spahl	UNC
Tony Lindsay	UNC

### *B. Management and Operations Work Group*

NCHA	Peter Mumma	New Hanover Health Network
	Laura Thomas	Carolinas Health Care – Mecklenburg
	Carmen R. Vincent	University Health Systems of Eastern Carolina
UNC	Dr. David Rubinow	
Dept of Psychiatry	Dr. Tony Lindsay	
	Dr. Eileen Spahl	
Former State Managers	Mike Pedneau	Former Dorothea Dix Director
	Mike Hennike	Former Section Head, State Operated Services
	Dr. Ranata Hall	Former Director, Umstead Child and Adolescent Section
NAMI	Debbie Dihoff	
Private	Dr. Michael Zarzar	Psychiatrist, Raleigh
	Donald H. Baucom	NC Psychological Association

### *C. Crisis Services Group*

NCHA	Amy Blackwell	Wake Medical
	Wendy Webster	Duke University Hospital
	Sarah Wiltgen	Brynn Mar Hospital, Onslow
UNC	David Rubinow	
Dept. of Psychiatry	Jack Naftel	
	Tony Lindsay	
Local Mgmt Entities	Ellen Holloman	Durham
	Mike Watson	Sandhills
	Foster Norman	Five County-Vance-Granville
NC County Commissioner Association	Barbara Beatty	Catawba County
	Patrice Reesler	Deputy Director, NCCCA

NC Mental Health Association

John Tote

NC Psychiatric Association

Robin Huffman

Mental Health Commission

Dr. Marvin Swartz

College of Emergency Physicians

Brent Myers

Private Provider

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NC Medical Society

Dr. Darlyne Menscer

State Consumer Family  
Advisory Committee

Carl Britton-Watkins