

# **AltaPointe Health Systems, Inc.**

## **Strategic Plan**

**October 1, 2019 – September 30, 2021**

### **Counties Served**

Mobile, Baldwin, Clay, Coosa, Randolph, Talladega and Washington counties in Alabama

### **Brief History**

AltaPointe Health Systems, “AltaPointe” (formerly Mobile Mental Health Center) was established in 1957 as the primary provider of services to the mentally ill in Mobile County, Alabama. In the late 1990s, the corporation set about strategically to design a course of development to meet the current and future service needs of its patient base including expansion of service array, diversification of funding streams, and strategic partnerships with other healthcare entities. Today, AltaPointe operates two hospitals, thirty one (31) residential group homes, six foster homes, seven independent living homes, and nineteen (19) outpatient facilities that provide mental health, substance abuse, developmental disabilities, and primary care services to individuals living in South and East-Central Alabama.

AltaPointe is the 310 Authority for planning and service provision to persons with mental illness, developmental disabilities, and substance abuse disorders.

In 2019, HRSA granted AltaPointe status as a public entity Federally Qualified Health Center (FQHC) with two sites: Bayou la Batre (Mobile County) doing business as Accordia Health.

### **Description of Services/Supports Provided**

#### **Mental Illness**

Services provided directly by AltaPointe are:

- 24-hour crisis/emergency services
- After-hours mobile crisis response team
- Adult inpatient psychiatric services for Probate Court evaluation, crisis stabilization and treatment
- Adult residential services including intermediate care facilities with partial hospitalization services, medical group homes, group homes with specialized behavioral services, small capacity group homes including one for deaf patients, basic group homes, semi-independent living apartments, Shelter Plus care, permanent housing for the homeless, and other community based residential care designed to assist patients in various phases of recovery from mental illness

- Adult outpatient services for seriously mentally ill adults including psychiatric, nursing, counseling, case management, ACT, and Bridge team services provided through 12 sites in Mobile, Baldwin, Clay, Coosa, Randolph, Talladega and Washington counties
- Integrated services for adults in local federally qualified health center
- On-site behavioral health/substance abuse assessments and brief counseling in local FQ look-alike
- On-campus behavioral health referral and treatment services at local FQ look-alike
- Adult day treatment and rehabilitative day programs
- Supportive housing
- Supported employment
- Jail diversion services for seriously mentally ill adults
- Transitional age residential group homes
- Independent living program for transitional age youth
- Intensive in-home intervention teams for children, adolescents, and adults
- Specialized intensive in-home intervention teams for adolescents with juvenile justice involvement
- Specialized intensive in-home intervention teams for the dually diagnosed and intellectual disabilities/serious emotional disturbance population
- Specialized intensive in-home intervention teams for transitional age youth
- Mental health assessment services provided in local health department and juvenile court
- Outpatient services for seriously emotionally disturbed children and adolescents at seven sites in Mobile, Baldwin and Washington counties
- Child and adolescent day treatment/educational services
- Child and Adolescent afterschool day treatment
- Specialized child and adolescent intensive after school services for the dually diagnosed DD/SED population
- School-based mental health services in 151 sites over 13 school districts
- Child and adolescent inpatient psychiatric services
- Child and adolescent intensive residential services
- 75-desk educational day treatment program for SED children in partnership with Mobile County Public School System, Baldwin County Public School System and other local school systems in the Mobile County region
- In-house full service pharmacy services

Sub-contracted services to the mentally ill

AltaPointe also provides foster home and assisted living home services to adults through sub-contracts with Bayou Oaks, Tajuacha I and II, G&M House, Carrington Place and Carrington Specialty.

## Substance Use Disorders

AltaPointe provides treatment for adults with substance use disorders and prevention services for adolescents and transitional age youth on an outreach basis. Specific services include:

- Medication assisted treatment
- Intensive outpatient program including services to the dually diagnosed
- Special Women's intensive outpatient program
- Prevention services in Baldwin County
- Adult outpatient treatment – north region

AltaPointe provides prevention services directly in Baldwin County. A variety of programs are provided aimed at specific target populations and addressing specific risk factors in the community. In addition, the Baldwin County prevention program acts as a bridge builder to improve prevention services for Perry, Wilcox, Marengo, Sumter, Greene, Lowndes, and Washington Counties through the Partnership for Success grant. Prevention services are discussed more fully in the Prevention Plan for AltaPointe.

## Developmental Disabilities

Services to persons with developmental disabilities in Mobile County are developed and provided through sub-contracts issued by Region III of the Alabama Department of Mental Health (DMH). DMH contracts directly with and provides oversight of services provided by Volunteers of America, The Learning Tree, AltaPointe, L'Arche, ECI, Inc., as well as several independent contractors providing foster home services. A comprehensive array of services and supports are developed and provided to individuals with intellectual and developmental disabilities and their families who reside in Mobile, Talladega, Clay, Coosa and Randolph Counties. These services are provided through contractual arrangements with the Department of Mental Health Developmental Disabilities Division. Developmental disabilities services and supports may range from information and referral, to case management or hourly services, to maximum supports that provide 24 hour care.

The service array includes:

- Day habilitation
- Residential services
- Skilled nursing
- Behavior therapy
- Physical therapy
- Occupational therapy
- Respite care
- Case management
- Supported employment
- Community experience

## **Federally Qualified Health Center (FQHC)**

AltaPointe owns and operates a Federally Qualified Health Center with a current site in Bayou la Batre, Alabama and a site scheduled to open in Rockford, Alabama in late 2019. The purpose of initiating an FQHC is to develop a care delivery system that shares a joint culture and mission to provide mental health and primary care in an integrated setting. An integrated setting can help minimize stigma and discrimination, while providing opportunities to improve overall health outcomes.

Accordia Health's current service area includes ten Zip Code Tabulation Areas (ZCTAs) along the Southern Alabama Gulf Coast in Mobile County. These ZCTAs include the towns/cities of Bayou La Batre, Coden, Irvington, Grand Bay, Theodore, Saint Elmo, and a portion of Mobile.

Services provided directly by Accordia Health are:

- General Primary Medical Care
- Diagnostic Laboratory
- Diagnostic X-ray
- Screenings
- Voluntary Family Planning
- Coverage for Emergencies During and After Hours
- Immunizations
- Well Child Services
- Gynecological Care
- Obstetrical Care (Prenatal, Intrapartum, and Postpartum): Accordia has collaborative relationships with area hospitals for obstetrical care.
- Preventive Dental through referral arrangements with local dentists
- Patient Education
- Pharmacy through contract with local pharmacy programs
- Mental Health and Substance Abuse
- Case Management
- Health Education
- Outreach
- Assistance coordinating transportation
- Interpretation and Translation services

## **Population Served**

AltaPointe provides or ensures the provision of services to seriously mentally ill adults; seriously emotionally disturbed children and adolescents; developmentally disabled children and adults; and those adults and adolescents with a substance use disorder in the service area.

The metropolitan area including Mobile County is 2,828 square miles. The City of Mobile is the dominant urban area in the county with cities of Saraland, Prichard, Chickasaw, Bayou la Batre and other townships lying north and south of Mobile. The most recent estimated population for the Mobile SMSA is 607,696 with a median age of 35.7. The population is 68% Caucasian, 28% African-American, 1.7% Hispanic and 0.5% other origin. Median household income for the area is \$43,876.

Baldwin County, one of the fastest growing counties in Alabama, is a mixed rural, urban and Gulf Coast tourist area of 1,590 square miles bordering Mobile, Clarke, Escambia and Monroe counties of Alabama and the Florida state line. The county seat is in Bay Minette; other municipalities include Daphne, Fairhope, Foley, Spanish Fort and the Gulf Shores/Orange Beach area. The most recent census places the population at 200,111 of which 83% are Caucasian, 9.5% African-American, 4.6% Hispanic and 3% other origin. There is a heavy influx of “snowbirds” or retirees from northern states and Canada who reside in the coastal region during the winter season.

Washington County is located in southwest Alabama and enclosed by the Mississippi state line, Choctaw County, the Tombigbee River and Mobile County. The county is 682,000 acres and about 1,065 square miles. About 88% of the land is situated forest and pine plantations. Urban areas include the towns of Chatom (where a satellite office of AltaPointe is located), McIntosh and Millry. Washington County’s population is approximately 17,069. Farming is an important aspect of rural Washington County.

The counties in the north region of Clay, Coosa, Randolph and Talladega are largely rural with a total population of approximately 129,000. The racial makeup in the region is primarily Caucasian and approximately 30% Black or African American. AltaPointe has outpatient offices in Sylacauga, Talladega, Lineville, and Roanoke communities and other residential and day habilitation services throughout three of the four counties.

## **Mission Statement**

AltaPointe Health Systems plans and facilitates a comprehensive behavioral and primary care healthcare system that promotes the wellness of people living with mental illness, substance use disorders and developmental disabilities.

## **Vision Statement**

AltaPointe will be recognized as an industry leader in providing an innovative and comprehensive healthcare system that promotes and advances best clinical practices, education, staff development and satisfaction, strategic partnerships, and advanced technology.

## **Planning Cycle**

As the 310 Authority board for the region served, AltaPointe continuously gathers information to assess needs in the community and plan for services to the mentally ill, the developmentally disabled, and those with substance use disorders. A formal plan for services is developed no less than every two years.

## **Key Stakeholders and their Roles**

Community providers provide information on services currently being performed as well as information on patient demographics, funding sources, development opportunities, barriers to services and patient needs for services.

Patient and family input provides primary source information on services provided and is sought primarily through patient Perception of Care Surveys distributed monthly by AltaPointe's Performance & Improvement department and other providers. The surveys solicit specific suggestions and comments on care and treatment from patients and their family members.

AltaPointe's Regional Consumer Councils consist of patients and/or legal guardians of child or adolescent patients who have volunteered to work with AltaPointe's administration, provide a patient's perspective on the quality of services provided and suggestions for programmatic or operational modifications to better serve patients. The Councils were founded on the premise that patients of AltaPointe should have input into matters concerning patient care. The Councils meet with AltaPointe Performance Improvement staff and provide suggestions for improvement. The Performance Improvement Department takes the ideas and suggestions to the Performance Improvement Committee, consisting of the 310 Leadership team, for consideration, implementation or feedback.

Leadership and management staff of AltaPointe meet monthly with, and play an active role in, the local affiliate of the National Alliance on Mental Illness (NAMI). Topics addressed include patient and family needs for services, access to care, barriers to services and other issues that impact effective service delivery to the mentally ill. All information received is reported to the appropriate member of the leadership staff of AltaPointe immediately following each meeting for problem resolution and exploration of ideas. Over the years, the NAMI membership has provided AltaPointe with valuable information on access to care, crisis intervention services, residential care needs and other service needs of the seriously mentally ill.

The Region III and V offices of the Alabama Department of Mental Health (DMH) serve the local areas for services to the developmentally disabled and are fully responsible for the monitoring and evaluation of services to this population. Through contract with DMH, AltaPointe's north region provides DD case management services to individuals in the region.

## **Method of Needs Assessment**

AltaPointe meets as needed with each of the major providers under contract with the 310 Board for state or local funding, as well as several other agencies and stakeholders in the communities served, to review current service provision and to assist in the assessment of service needs for the area. Those participating in the assessment process include community providers that provide services funded by DMH, patients, family members, the AltaPointe Consumer Councils, the local affiliate of NAMI, the Regional offices for Developmental Disabilities Services for the State of Alabama, as well as other agencies in the community providing services to our patients such as local primary care providers, federally qualified health centers, hospitals, jails, DHR offices, and school systems.

Annually, the AltaPointe Leadership Team reviews its Strategic Plan including the mission and vision statements, budget, clinical and administrative programming and staffing in light of service needs, emerging trends, new treatment alternatives, and program funding for specific community needs.

When a specific service need is noted and funding identified, the Division Director, program manager and other clinical or administrative personnel design a program to meet the need, developing the program description for approval by leadership and third-party funding source, where applicable.

The AltaPointe Consumer Councils, the local affiliate of NAMI, patients and families provide additional sources of information to assist in the assessment of needs for mental illness services. Surveys elicit information on meeting the treatment needs of the patients, patient knowledge of service provision and access to services, involvement in the treatment plan, etc.

Often needs are identified through contact with other agencies in the community that call on AltaPointe to address a particular need. AltaPointe enjoys a respectful working relationship with the various local public school systems, Strickland Youth Center of Mobile, various federally qualified health centers, local and state DHR, and other agencies and healthcare providers in the community where needs and resources are identified and explored.

Because of our proximity to the Gulf of Mexico and its related industries, AltaPointe is often called upon to assist in needed crisis response and disaster relief services. In cooperation with local, state and federal authorities, AltaPointe develops programming to address the mental health needs as identified.

Finally, AltaPointe's certification, accreditation and licensing processes occasionally identify areas of weakness in addressing a particular need in the community.

Information gathered from each of the areas above is reported to the various leadership team members and considered in the annual review of the Strategic Plan.

### Prevention Services

Needs for the proposed prevention services (identified in the Strategic Plan for Prevention Services) are identified by compiling and analyzing available information regarding demographic data, youth survey data, and risk and protective factor data for the catchment area. This process solicits input and involvement from key leaders in the community, in addition to service providers.

Other assessment tools/data sources utilized to identify prevention and treatment needs for adolescents include:

- Most recent Census Data for Baldwin, Mobile, and Washington counties
- Alabama Kids Count Data for Baldwin, Mobile, and Washington counties
- Alabama DMH Youth Survey Data for Baldwin, Mobile, and Washington counties
- Alabama DMH Risk & Protective Factors Data for Baldwin, Mobile, and Washington counties
- Alabama DMH Indicators of Prevention Need for Baldwin, Mobile, and Washington counties
- Alabama DMH Epidemiological Profile for Baldwin County
- PRIDE Surveys for Baldwin County for Baldwin County
- Alabama Alcoholic Beverage Control Board Compliance Data for Baldwin County

- Children’s Policy Council Needs Assessment for Baldwin County
- Student Incident Reports from Baldwin County Public School data.
- Other data collected from juvenile courts and other youth serving agencies.

AltaPointe provides a comprehensive spectrum of services to persons with developmental disabilities throughout the counties served. Services include residential day habilitation, supported employment, community experience, and other supports. The person centered plan approach is utilized to allow for the choice of services. This approach is the driving force to insure individualized services are provided. Services are provided in conjunction with the Alabama Department of Mental Health and Case Management.

## **Areas of Greatest Unmet Need**

### **Mental Illness**

For a variety of reasons, many persons with serious mental health issues do not receive adequate medical care for their primary care needs. Many of AltaPointe’s adult mentally ill patients do not see a primary care physician on a regular basis. Consequently, serious medical issues may be going undiagnosed and untreated.

Medication non-compliance is particularly prevalent among the seriously mentally ill leading to inconsistent treatment compliance and a revolving door of recidivism in inpatient and residential placements.

There is a need for an Extended Observation Unit for individuals in need of intensive observation and assessment in a calming, supportive environment. Such a unit would help achieve the Triple Aim of Healthcare - an enhanced patient experience, improved population health and reduced costs by avoiding unnecessary hospitalizations.

BayPointe Hospital has seen a dramatic increase in average daily census of children. We need to ensure there are sufficient numbers of inpatient and residential care beds for children and adolescents in need of psychiatric care.

There is a need to provide specialized services for persons dealing with trauma, especially with returning veterans.

With very little private psychiatry throughout the service area, there is an increasing demand for outpatient child and adolescent psychiatry services.

## Substance Use Disorders

Residential or inpatient treatment for women

Medically supervised and non-medical detox program

Public education regarding available community services available to combat the opioid crisis

Peer specialists

## Developmental Disabilities

There is a continued need for sufficient psychiatric services

Residential crisis stabilization and respite services are needed especially with recent and expected future moves of individuals to the community

Summer programming for school-age children is needed to ensure skills are maintained

Transportation is needed to support employment and community integration

Services for people on the Alabama Department of Mental Health waiting list are needed

## Prevention

Funding for evidence-based student alcohol and drug surveys for data collection and evaluation purposes

Funding for an evidence-based curriculum targeted for transitional age students

Funding to address underage use of e-cigarettes and marijuana

Funding for recovery support

## **Needed Expansions**

### Mental Illness and Primary Care

AltaPointe continues to acknowledge the importance of ensuring its population served receives proper attention to their medical care needs. To this end, AltaPointe has entered the primary care arena, through its primary care arm, Accordia Health. AltaPointe will continue to explore various partnership arrangements with primary care providers up to and including full integration of services and stand-alone primary care services.

With the acquisition of Cheaha Regional Mental Health Center, AltaPointe continues to assess the adequacy of services provided in the north region with special attention to increased psychiatric time, expansion of school-based programming and adequacy of outpatient facilities.

Additional psychiatric time for children and adolescents is needed throughout the service areas.

The south region continues to look for ways to expand its jail diversion program to divert mentally ill adults who do not meet the definition of SMI or those with primary substance use disorders toward treatment services rather than incarceration, when appropriate.

Continue to review treatment needs of the medically fragile including care coordination through local Alabama Coordinated Health Network (ACHN).

Continue to explore need for expanded telehealth in order to make services more accessible, particularly in the more remote areas of the catchment areas served.

Development of specialized services for transitional age youth experiencing a first episode of psychosis to provide early intervention and improve outcomes.

Expand the use of transcranial magnetic stimulation as an intervention for treatment-resistant depression.

Explore telecare and remote support for individuals who desire to live more independently

Explore development of community residential services for individuals who are deaf or hard of hearing.

#### Substance Use Disorders

Expansions in outpatient services to adolescents including individual, group and family counseling could be utilized.

Additional residential treatment capacity for adults.

There is additional need for psychiatric services for the dually diagnosed to address the needs of those who have non-SMI mental health issues but who need psychotropic medication.

Medication assisted treatment for north region.

#### Developmental Disabilities

With the recent merger with the Mobile ARC, AltaPointe is assessing needed services and the adequacy of facilities.

Personal care services.

Respite care services.

Additional psychiatric services in the community.

Skilled nursing services

Supported employment

Community integration

#### Prevention Services

Additional funds for prevention services would allow for expansions in current prevention services and the student drug testing program in Mobile County.

Additional funding for Baldwin County prevention services would be used to help educate parents and youth on the importance of disposing unused prescriptions, decreasing access and availability of alcohol and other drugs, and improved data collection to address drug trends.

#### FQHC – Accordia Health

Maximize fully integrated service delivery in Bayou la Batre office.

Open newly funded office in Rockford to provide fully integrated primary and behavioral healthcare services.

#### **Current Funding Resources**

AltaPointe receives funding from various federal, state and local sources through contracts and grants as well as Medicaid, Medicare, SEIB, PEEHIP, private insurance and private pay.

#### **Future Funding Resources**

In addition to the above resources:

AltaPointe is always open to pursuing additional programming and related funding of services offered through the Alabama Department of Mental Health and looks forward to the funding that will be available in 2019-2020 for Therapeutic Mentoring, In Home Services expansion for children, EPSDT and Peer Support.

Although not currently being actively pursued, AltaPointe plans to remain vigilant about changes to the Medicaid funding mechanism since this represents a significant portion of its revenue stream.

A return to the Medicaid Emergency Psychiatric Demonstration project or alternative method of Medicaid reimbursement for the IMD (Institute for Mental Disease) operated by AltaPointe at its EastPointe facility would allow for much-needed Medicaid reimbursement for inpatient services to adults 21-65 years of age.

AltaPointe has had a modest positive response recently to requests for federal and state grant funding in various services to adults. It is anticipated that continued success with grant funding will support many of the additional needed services that have been identified.

AltaPointe will continue to pursue funding to support integrated care models and an Extended Observation Unit.

## **Goals/Objectives**

### **Goal**

Expand child and adult inpatient capacity.

#### **Objectives**

- a. Fully implement newly acquired certificate of need (CON) for sixteen (16) child and adolescent and eighteen (18) adult inpatient beds at BayPointe Hospital.
- b. Increase adult inpatient capacity.
- c. Increase children's residential bed capacity at BayPointe Hospital.
- d. Continue to educate local officials regarding adequacy of resources for inpatient evaluations.
- e. Continuously assess and develop clinical programming to ensure treatment interventions address the intensity of the clinical presentation of patients while ensuring patient and staff safety.
- f. Continue to work with marketing staff to facilitate appropriate referrals and discharge follow-up with referral services.
- g. Collaborate with the Department of Mental Health, the Alabama Hospital Association, and Medicaid to develop and submit an 1115a Waiver for the purpose of securing inpatient reimbursement for adults ages 22-64 with Medicaid insurance.

### **Goal**

Maintain corporate readiness for changes in healthcare delivery and reimbursement.

#### **Objectives**

- a. Stay abreast of national and statewide trends in healthcare financing with particular attention to pressures on state, Medicaid and Medicare funding sources.
- b. Advocate at local and state level for reimbursement models designed to maximize treatment outcomes and efficient delivery of care.
- c. Continue to work closely with the Alabama Coordinated Health Network (ACHN) to provide co-morbid care coordination of services to Medicaid recipients in Regions B and E.

## **Goal**

Work with healthcare community to achieve triple aim of improving the patient experience of care, improving the health of populations, and reducing the per capita cost of health care.

### **Objectives**

- a. Explore funding options and best practices for an Extended Observation Unit for patients presenting with primary psychiatric complaints.
- b. Maximize fully integrated services in two Accordia Health FQHC sites.
- c. Explore ways to capture the patient experience of care in real time so that improvements can be made in real time.
- d. Explore opportunities for expansion through mergers and acquisitions with the goal of achieving maximum efficiencies.
- e. Pursue available opportunities for behaviorally-led integration of primary care, particularly for the specialty populations served.
- f. Work in concert with local federally qualified health centers, FQ look-alike organizations, and independent providers to coordinate care for specialty populations.

## **Goal**

Strengthen partnerships with local law enforcement agencies.

### **Objectives**

- a. Promote successful interactions with police departments and persons affected by mental illness through education.
- b. Seek funding to support onsite crisis response assistance to law enforcement.

## **Goal**

Expand service capacity in north region of AltaPointe Health.

### **Objectives**

- a. Purchase or construct new outpatient offices in Clay and Randolph counties and renovate the existing outpatient office in city of Sylacauga to be more conducive to mental health service provision and accessible to population served.
- b. Establish more mobile service provision for patients living in Coosa County.
- c. Continue to expand school-based and day treatment services throughout the service area.
- d. Explore opportunities to repurpose and put into service the vacant sixteen (16) bed facility on the Sylacauga campus.

## **Goal**

Using enhanced information technology, create updated metrics/tools that allow programs to collect, measure, and report outcomes data to enable strategic decision making and promote continuous improvement.

### **Objectives**

- a. Streamline the patient satisfaction survey process to better understand the patient's experience of care, including employee/clinician/provider engagement and the patient's perceived value of services.
- b. Identify and incorporate one centralized outcome measurement tool to utilize across all programs to measure the effectiveness of services.
- c. Collect data through a software platform to identify, enroll, and manage care planning activities for those with chronic health conditions, including those with severe mental illness.
- d. Utilize EMR data to create patient registries to monitor interventions, track progress, and improve health outcomes of patients in specific target groups, including those that face multiple conditions affecting access to healthcare.

## **Goal**

Expand Service delivery options for persons with Developmental Disabilities

### **Objectives**

- a. Explore the use of remote monitoring/support services and solutions to help individuals with developmental disabilities gain more independence in living arrangements.
- b. Expand the use of telehealth to improve and support primary health care services to individuals receiving residential services.
- c. Identify the mechanisms needed to further enhance choice and community integration for persons with developmental disabilities.
- d. Develop employment, supplemental training, and long term job site supports for persons with developmental disabilities
- e. Explore opportunities to provide skilled nursing to support persons with developmental disabilities in living at home and/or residence of choice.

## **Plan Monitoring & Evaluation**

Mental Illness and Substance Use Disorders

AltaPointe Health Systems, Inc., the primary service provider for services to the mentally ill in the seven-county region, is certified by the Alabama Department of Mental Health, accredited by The Joint Commission and licensed by the Alabama Department of Public Health. These regulatory bodies monitor

the quality of services provided to AltaPointe patients against standards of care promulgated by each certifying body.

Through its Performance Improvement Department, patient and family surveys provide timely monitoring of services provided by AltaPointe. Results of the surveys are forwarded through the various sub-committees of AltaPointe's Performance Improvement program to the Performance Improvement Committee which consists of the top management of the corporation. In addition, AltaPointe employs Patient Needs Specialists whose primary responsibilities are to assist patients and families with problem resolution. As a member of the Performance Improvement department, the Patient Needs Specialist has direct contact with the Director of Performance Improvement allowing a free exchange of suggestions, recommendations and complaints made by our patients.

Annually, AHS' leadership team evaluates the organization's performance during the past year, in terms of resource allocation, service provision and patient satisfaction. This organization-wide review is followed by individual program and departmental reviews and goal-setting, steering the various components of the organization toward congruent goals and objectives. Specific review of programming is conducted to ensure that they meet the current needs of the community.

Our service provision is addressed and programs evaluated for efficacy, comprehensiveness, viability and need. Throughout the year, review of clinical programming and the administrative infrastructure needed to manage the organization is continuous and dynamic to avail AltaPointe of emerging opportunities for advancements in the field of behavioral healthcare and to evaluate its performance in meeting the needs of its patients.

Sub-contractors of services for treatment and prevention services conduct independent satisfaction surveys of recipients of services and conduct pre-and-post-service tests to monitor individual programs' effectiveness with a specific target population.

Patients serving on the Consumer Councils of AltaPointe provide direct input and evaluative services to the organization's leadership on the services they receive. The Director of Performance Improvement works directly with the Consumer Councils to explore and evaluate service provision and access to services.

### Developmental Disabilities

The Alabama Department of Mental Health Regional offices conduct an annual survey developed by the National Association of State Directors of Developmental Disabilities Service and Human Services Research Institute of individuals receiving services throughout the regions served. The survey seeks direct input from individuals on such matters as provider courtesy, safety and environment, service satisfaction, personal satisfaction, community inclusion, and patient rights. The results are compared with national norms through the National Core Indicator project.

In addition, individual providers of services to the developmentally disabled conduct surveys of patients served to determine patient satisfaction with services/supports and staff.