

# **AltaPointe Health Systems, Inc.**

## **Strategic Plan**

**2022-2023**

### **Counties Served**

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

### **Brief History**

AltaPointe Health Systems, “AltaPointe” 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 consumer base including expansion of service array, diversification of funding streams, and strategic partnerships with other healthcare entities. Today, AltaPointe operates two psychiatric hospitals, residential group homes, foster homes, independent living homes, and various outpatient facilities that provide mental health, substance use, developmental disabilities, and primary care services to individuals living in South and East-Central Alabama in addition to its role as the 310 Authority Board for needs assessment.

In the early 2000’s, the University of South Alabama College of Medicine (USACOM) partnered with AltaPointe to assume the teaching of third-year medical student clerkship in psychiatry. After several years of dramatic improvement in medical students’ test scores in psychiatry, USACOM approached AltaPointe once again, to assume the psychiatric residency program for the university. With residency and fellowship trainings in adult psychiatry, child & adolescent psychiatry, and addiction medicine, psychiatrists across the country are now attracted to the opportunity to be a part of a system of care that allows for the training of future physicians while maintaining a medical practice. Over the years, AltaPointe has played a significant role in the recruitment, training, and retention of numerous psychiatry residents who go on to become full-time providers in and around the state of Alabama and the AltaPointe service area.

In 2019, HRSA granted AltaPointe status as a public entity Federally Qualified Health Center (FQHC). Initially, offering services in two sites, the FQHC d/b/a Accordia Health, now operates in five clinic sites, including a site in Coosa County, a vastly underserved county with minimal access to healthcare.

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

#### **Mental Illness**

Services provided directly by AltaPointe are:

- 24-hour crisis/emergency services
- After-hours crisis response

- Mobile crisis teams
- Adult inpatient psychiatric services for Probate Court evaluation, crisis stabilization and treatment, and voluntary admission
- Adult residential services including medical group homes, group homes with specialized behavioral services, specialized group home for deaf consumers, basic group homes, independent living apartments, Shelter Plus care, permanent housing for the homeless, supportive housing, and other community based residential care designed to assist consumers in various phases of recovery from mental illness
- Behavioral health crisis center for rapid stabilization – 15 temporary observation beds; 6 extended observation beds
- Adult outpatient services for seriously mentally ill adults including psychiatric, nursing, counseling, case management, Assertive Community Treatment, Assisted Outpatient Treatment, and Bridge team services provided through multiple sites in Mobile, Baldwin, Clay, Coosa, Randolph, Talladega and Washington counties
- Integrated behavioral and primary healthcare services for adults and children in federally qualified health center and SAMHSA-supported Promoting the Integration of Primary and Behavioral Health Care
- Care coordination, adolescent substance abuse treatment, and expanded primary care through SAMHSA-supported Certified Community Behavioral Health Center grant funding
- On-campus behavioral health referral and treatment services at local FQHC
- Adult day treatment and rehabilitative day programs
- Supported employment
- Stepping Up – jail diversion services for seriously mentally ill adults
- Co-response pilot project with local law enforcement – Bureau of Justice Administration
- Participation in mental health and drug courts – Baldwin County
- 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
- Juvenile Court liaison services
- Outpatient services for seriously emotionally disturbed children and adolescents
- 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
- Extensive school-based mental health services
- Child and adolescent inpatient psychiatric services
- Child and adolescent intensive residential services
- First Episode Psychosis services

- 150-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, and G&M House.

#### Substance Use Services

AltaPointe provides treatment for adults and adolescents with substance use disorders. Specific services include:

- Medication assisted treatment to include methadone maintenance, Suboxone, and Vivitrol
- Intensive outpatient program including services to the dually diagnosed
- Special Women's intensive outpatient program
- Outpatient treatment

#### Prevention Services

AltaPointe provides substance use prevention services 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, and Lowndes Counties through the Partnership for Success grant. Prevention services are discussed more fully in the Prevention Plan for AltaPointe.

#### Developmental Disabilities

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, Baldwin, Washington, Talladega, Clay, Coosa and Randolph Counties. Services to persons with developmental disabilities are developed and provided through contracts issued by the Alabama Department of Mental Health (DMH). Service coordination, which is a separate and distinct service is responsible for identifying and locating the desired services for persons authorized by DMH to receive services. DMH contracts directly with and provides oversight of the service providers.

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

AltaPointe operates a Federally Qualified Health Center, d/b/a Accordia Health with five clinic sites. AltaPointe recognized that, for a variety of reasons, many of its consumers were not accessing

primary medical care sufficiently to manage overall health. It is well-recognized that fully integrated behavioral and primary medical care vastly improves access to primary care for our consumers and overall health outcomes. AltaPointe has long partnered to embed behavioral health in local FQHC's as requested.

Accordia Health, a division of AltaPointe Health, is the FQHC developed through special funding from the Health Resources Services Administration (HRSA) to develop a care delivery system to provide mental health and primary care in an integrated setting.

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
- Preventive dental through referral arrangements with local dentists
- Patient Education
- Pharmacy through contract with local pharmacy programs
- Mental Health and Substance Abuse
- Care Management
- Health Education
- HIV testing and education
- Outreach
- Assistance coordinating transportation
- Interpretation and Translation services

## **Population Served**

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’s mission is to improve the health and wellness of people living with mental illness, intellectual disabilities, or substance use disorders across its seven-county service area.

### **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 plans for services to the mentally ill, the developmentally disabled, and those with substance use disorders.

### **Key Stakeholders and their Roles**

Consumer and family input provides primary source information on services provided and is sought primarily through consumer Perception of Care Surveys distributed monthly by AltaPointe’s Quality Assurance department. The surveys solicit specific suggestions and comments on care and treatment from consumers and their family members.

AltaPointe’s Regional Peer Councils consist of consumers and/or legal guardians of child or adolescent consumers who have volunteered to work with AltaPointe’s administration, provide a consumer’s perspective on the quality of services provided and suggestions for programmatic or

operational modifications to better serve consumers. The Councils were founded on the premise that consumers of AltaPointe should have input for improvement. The Quality Assurance 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 consumer 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.

### **Method of Needs Assessment**

AltaPointe meets as needed with major providers 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, consumers, family members, the AltaPointe Peer 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 consumers such as local primary care providers, federally qualified health centers, hospitals, DHR offices, school systems, law enforcement, and the judicial system.

Periodically, 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.

The AltaPointe Peer Councils, the local affiliate of NAMI, consumers 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 consumers, consumer knowledge of service provision, access to services, and involvement in the treatment plan.

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 its 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 mental health needs as identified.

Finally, AltaPointe's certification, accreditation and licensing bodies provide valuable input particularly in regard to emerging best practices in service provision.

### 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

### Intellectual and Developmental Disabilities

Services to I/DD recipients are largely dependent upon referral from a waiting list maintained by the Alabama Department of Mental Health based on criticality of need and appropriate funding provided through various waivers approved by the Centers for Medicare and Medicaid Services and the Alabama Medicaid Agency. AltaPointe participates in regional planning meetings as well as statewide sub-committees providing input in the development of an appropriate service array.

## **Areas of Need**

### Mental Illness

AltaPointe continues to acknowledge the importance of ensuring its consumers receive proper attention to their medical care needs. AltaPointe has entered the primary care arena, through its primary care division, Accordia Health. AltaPointe will continue to explore various partnership arrangements with primary care providers up to and including full integration of behavioral health and primary medical care services.

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

The COVID-19 pandemic placed a spotlight on the mental health needs of children and adolescents. BayPointe Hospital expects a return to increased average daily census of children. We need to ensure there are sufficient numbers of staffed inpatient and residential care beds for children and adolescents in need of psychiatric care.

AltaPointe is continuously seeking to provide services to children where they are, especially within the various school systems and through the use of mobile crisis teams.

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 opportunities to integrate behavioral and primary care. Recruitment continues in the Clay County area to employ a primary care provider to anchor the state-of-the-art integrated clinic in Ashland, Alabama. Upon initiation of services in the new facility, outpatient mental health services in Clay County will be re-located to the Ashland clinic.

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

Expand the use of transcranial magnetic stimulation and ketamine treatment for treatment-resistant depression.

### Substance Use Disorders

Public education regarding available community services to combat the opioid crisis

Additional residential treatment capacity for adults, particularly women.

Additional psychiatric services to address psychotropic medication needs.

Medication assisted treatment for north region

Peer specialists

### Developmental Disabilities

The COVID-19 pandemic seriously impacted service delivery to this vulnerable population. In particular, services in congregate settings were suspended and a return to services was delayed numerous times, contributing to loss of connection with the individuals served, staff retention issues,



and a significant reduction in individual willingness to return to facility-based care.

Compliance with the Home and Community-Based Services waiver settings rule will further impact the service delivery model.

An array of community experience and supported employment opportunities to meet the needs of individuals

### Prevention

Funding for evidence-based student alcohol and drug surveys for data collection and evaluation purposes for 10-17 year-old youth

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

Additional funding for Baldwin County prevention services to educate parents and youth on the importance of disposing unused prescriptions and decreasing access to alcohol and other drugs.

### **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, HRSA, and SAMHSA.

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

AltaPointe has received grant funding through various federal and state programs for services for children and adults, particularly through the Health Resources and Services Administration and SAMHSA's Promoting the Integration of Primary and Behavioral Healthcare and Certified Community Behavioral Health Clinic funding. AltaPointe will continue to pursue grant funding particularly to support integrated primary and behavioral healthcare services throughout the continuum. In

addition, the company will work closely with the Alabama Department of Mental Health toward financial sustainability of these integrated care initiatives.

Most recently, AltaPointe was awarded a planning grant through the Health Resources and Services Administration for Teaching Health Center Graduate Medical Education to support the development of a new accredited primary care residency program in family medicine.

## **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. Continuously assess and develop clinical programming to ensure treatment interventions to address the intensity of the clinical presentation of consumers while ensuring consumer and staff safety.
- e. Continue to work with staff to facilitate appropriate referrals and discharge follow-up with referral services.

### **Goal**

In concert with the State of Alabama's 9-8-8 plan, fully implement a crisis call center for the state's Region IV area.

#### **Objectives**

- a. Meet National Suicide Prevention Lifeline (NSPL) standards and obtain certification.
- b. Build 9-8-8 comprehensive 24-hour crisis call workforce.
- c. Leverage technology to assess and connect callers with support and enable call center reporting capability.
- d. Collect and monitor call volume and resulting dispositions to assess impact.

### **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 Department of Mental Health toward financial sustainability of the various integrated care delivery initiatives, particularly PIPBHC and CCBHC.
- d. Continue to work with Alabama Department of Mental Health toward expansion of the CCBHC throughout the AltaPointe continuum.
- e. Continue toward full development of the Teaching Health Center (THC) for family medicine and readiness for THC expansion grant funding.
- f. 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**

Continue to develop effective utilization of Behavioral Health Crisis Center (BHCC) in 7-county service area.

### **Objectives**

- a. Educate law enforcement agencies in service area on role of BHCC in jail and emergency department diversion.
- b. Work toward sustainability and expansion of co-response assistance to law enforcement.
- c. Continue to educate community on role of BHCC.

## **Goal**

Expand service capacity in north region of AltaPointe Health.

### **Objectives**

- a. Purchase or construct new outpatient office in Randolph County for integrated care.
- b. Renovate interior of Sylacauga office to support integrated care.
- c. Expand FQHC in Coosa County to include behavioral health services.
- d. Continue to expand school-based mental health counseling and child & adolescent day treatment services throughout the service area.
- e. Provide mental health and substance abuse training to law enforcement and first responders.

## **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 consumers against standards of care promulgated by each certifying or accrediting body.

Through its Quality Assurance Department, consumer 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 Consumer Needs Specialists whose primary responsibilities are to assist consumers and families with problem resolution. As a member of the Consumer Relations department, the Consumer Needs Specialist has direct contact with the Director of Quality Assurance allowing a free exchange of suggestions, recommendations and concerns made by consumers.

Annually, AHS' leadership team evaluates the organization's performance during the past year, in terms of resource allocation, service provision and consumer 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.

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 consumers.

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.

Consumers serving on the Peer Councils of AltaPointe provide direct input and evaluative services to the organization's leadership on the services they receive. The Consumer Relations staff works directly with the Peer Councils to explore and evaluate service provision and access to services.

#### Developmental Disabilities

The Alabama Department of Mental Health Regional offices conduct a periodic 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 consumer 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 individuals served to determine satisfaction with services/supports and staff.



















