

310 Board Plan

**Northwest Alabama Mental
Health Center**

**Fayette, Lamar, Marion, Walker, Winston
Counties**

M-4

2025

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Northwest Alabama Mental Health Center

310 Board Plan

2025

Name of 310 Board: The Northwest Alabama Mental Health Center
302 14th Avenue, West, Jasper, Alabama 35501

Counties Served: Fayette, Lamar, Marion, Walker, and Winston (Catchment M-4)
Populations Served: Mental Illness, Intellectual Disability, Substance Abuse Services
(Adult and Children)

MISSION STATEMENT

“Enriching Lives Through Quality Care”

The Board of Directors of the Northwest Alabama Mental Health Center (NWAMHC, Northwest), in response to needs presented by clients, families, advisory boards, other agencies, and governmental institutions, have committed the Center, its staff, and resources to the mission of providing a comprehensive, effective continuum of care.

This continuum of care addresses the needs of individuals, groups, and families and actively seeks to improve the quality of their lives. Our commitment to this mission is as follows:

To Provide accessible, cost-effective, high-quality, and goal-oriented outcome-based behavioral health services to the people of Fayette, Lamar, Marion, Walker, and Winston Counties.

To Provide accessible, appropriate, and person-centered services to persons and families with identified behavioral health needs in the least restrictive settings and locations of their choice and language preference.

To Prioritize services to those who suffer from severe mental illnesses, children who experience severe emotional disturbances, individuals who suffer from intellectual disabilities, and individuals who seek recovery or are recovering from addictions or abuse of alcohol/drugs. These health services would assist consumers in improving the quality of their lives and the general population as resources allow.

To Base services on individually assessed needs, consumer choices, and the least restrictive environment.

To Guarantee quality through the utilization of a program of continuous improvement.

To Assist all staff in functioning as professionally capable and responsive caregivers to ensure an appropriate response to consumer needs for as long as requested and need is present.

To Work and Grow in a collaborative partnership with the community and be recognized as the leader in providing the highest quality of behavioral health services available.

To Conduct all our activities in the highest ethical and professional manner; by attracting and retaining honest, qualified, caring, dependable, and committed employees; by offering opportunities for personal and professional growth; and by creating safe, clean, therapeutic, and positive environments.

VISION STATEMENT

To be an organization known for integrity, accessibility professionalism, and making a difference in the lives of the clients we serve delivering valued community-integrated behavioral health services in Walker, Winston, Marion, Lamar, and Fayette Counties.

We Value and Believe in:

- Being compassionate, understanding, and responsive to the opinions and needs of our clients
- Exceeding the expectations of our clients, families, and communities
- Being creative and innovative in providing services for trauma.
- Providing an environment of empowerment for employees to make a difference and achieve personal growth
- Promoting teamwork and collaborative working relationships
- Managing resources to ensure the financial security, integrity, and cost-effectiveness of resources
- Empowerment of people by recognizing their worth, dignity, strengths, and ability to make informed decisions and decisions about services
- Delivering services at the earliest possible time to prevent or reduce traumatic interventions in the person's future
- Promoting the participation of all people in the life of their communities and be fully integrated as possible
- Promoting the traditions of community service
- Enhancing collaborations with our alliance community behavioral health centers, the Alabama Department of Mental Health, and local partnerships with complementary goals
- Develop trauma-informed care principles to enhance the overall health and quality of life of the communities we serve
- Promote wellness and focus on an integrated system of care that enhances the overall health of the people we serve
- Be a responsible community partner to the communities in which we provide services.

I. ROLES OF KEY STAKEHOLDERS

The Northwest Board of Directors (comprised of and appointed by local and county governments) solicits and obtains information through regularly scheduled meetings and surveys with stakeholders. Using the information gathered from these meetings and surveys, the Board identifies both met and unmet community behavioral health needs. The Board prioritizes the needs of the clients, staff, and communities we serve, with critical stakeholders impacted by the specific need having an opportunity to provide feedback. Because of the widely diverse group of stakeholders, the Board's plan reflects the community. Clients, individuals, and families impact specialized programs' decision-making, planning, and development. Surveys and meetings to identify specific needs and strengths prioritize planning areas.

Community Agencies and Advocacy Groups

Capstone Rural Health Program, Health Clinics – "F.Q.H.C."
Alabama Head Injury Foundation
Area Agency on Aging
Children's Advocacy Center
Children's Policy Council – Walker County/Fayette County
The Coalition of Alzheimer's and Related Disorders (C.A.R.D.)
Facilitation/Multi Needs Teams
Walker County Non-Profits

Legal Authorities

Juvenile Court Judges – Fayette, Lamar, Marion, Walker, Winston Counties
Juvenile Probation - Fayette, Lamar, Marion, Walker, Winston Counties
Probate Judges - Fayette, Lamar, Marion, Walker, Winston Counties
District and City Judges - Fayette, Lamar, Marion, Walker, Winston Counties
Circuit Court Judges - Fayette, Lamar, Marion, Walker, Winston Counties
Sheriffs in Fayette, Lamar, Marion, Walker, Winston Counties

II. PLAN DEVELOPMENT

The Planning Cycle is every two years, following the Development of Mental Health Administrative Code- Administrative Standards for 310 Boards, Northwest Alabama Mental Health Center's Board of Directors develops and adapts a services plan. This plan specifies the type, quantity, and location of services to be provided to the populations defined by D.M.H. as Seriously Mentally Ill Adults/Elderly (S.M.I.), Severely Emotionally Disturbed Children & Adolescents (S.E.D), Intellectually Disabled (I.D.), and those in need of substance abuse (S.A.) Prevention and treatment.

A. Implementation Monitoring and Evaluation of Plan

The plan is developed for presentation and adoption by the Northwest Board of Directors by the Leadership of Northwest Alabama Mental Health Center under the direction of the Executive Director.

Implementation: Following the Board's adoption of the plan, the administrative and program service area responsible for implementation meets with key stakeholders to address the needs identified. As the organization receives resources, necessary actions to implement local, regional, and state funding occur. The planning process included grants and alternative funding sources within the planning process.

Monitoring: Northwest's Performance Improvement Program measures the two-year plan performance and reports results to Northwest's Executive Director by utilizing written monthly information reports and oral monitoring reports are shared and recorded in the Executive Board minutes.

Evaluation: Quality of service is paramount to the NWAMHC board and staff. The Board receives updates regularly during scheduled Board meetings, surveys, PI (Performance Improvement) summaries, and informal individual findings. With the information gathered by Northwest's Performance Improvement Program, this information is presented to the Board for discussion and use in future planning. Evaluation is ongoing and a part of the Center's Performance Improvement Committee. Changes are commonplace to meet consumer and community needs.

B. Plan Components

1. Population

Description of type of populations served:
 Seriously Mentally Ill Adults (SMI)
 Seriously Emotionally Disturbed Children and Adolescents (SED)
 Substance Use Disorder Prevention and Treatment (SUD)
 Intellectually Disabled (ID/DD)

2. Population of Northwest Alabama counties by Race **2022 Census**

<u>County</u>	<u>Total</u>	<u>%White</u>	<u>%Black</u>	<u>%Other</u>
Fayette	16,118	85.9	11.2	7.9
Lamar	13,705	87.2	10.3	2.5
Marion	29,156	93.6	4.1	2.3
Walker	64,339	90.7	6.3	3
Winston	23,755	95.7	1.2	3.1

3. Northwest Alabama Mental Health Center Consumers (2023)

Mental Illness (MI)

MI	Fayette County	Adult	615	Child/Adolescents	292
MI	Lamar County	Adult	417	Child/Adolescents	352
MI	Marion County	Adult	1222	Child/Adolescents	711
MI	Walker County	Adult	3081	Child/Adolescents	803
MI	Winston County	Adult	1114	Child/Adolescents	31
				<u>TOTAL:</u>	<u>MI Adults 6,449</u>
					<u>Children 2,189</u>

Substance Use Disorder (SUD)

SUD All Counties TOTAL: SUD 1,420

Intellectual Disability (ID/DD)

Case Management	158
Residential Habilitation	50
Windows W/O Walls	24
Windows Unlimited	26
Personal Care	01
<u>Total:</u>	<u>ID/DD 259</u>

Total Consumers 10, 317

III. Locations/Services (Adult/Child/Adolescent/SA)

Outpatient Offices in ALL counties served (Fayette, Lamar, Marion, Walker, Winston)

Mental Illness Adult and Child/Adolescent Day Programs and Locations

Fayette Rehabilitation Day	Fayette County (Fayette)
Fayette Intensive Day	Fayette County (Fayette)
Cornerstone PHP*	Fayette County (Fayette)
Winston County PHP*	Winston County (Haleyville)
Winston Rehabilitation Day	Winston County (Haleyville)
Marion PHP*	Marion County (Hamilton)
Marion Rehabilitation Day	Marion County (Hamilton) @ Hamilton Manor
Marion Intensive Day	Marion County (Hamilton)
Hamilton Preschool	Marion County (Hamilton) Military Street Office
Walker PHP*	Walker County (Jasper)
Walker Rehab Day	Walker County (Jasper)
ABC Preschool Day	Walker County (Jasper) Adam Bishop Center
ABC Afterschool	Walker County (Jasper) Adam Bishop Center
Fayette Preschool	Fayette County (Fayette) Academy Drive
Fayette Afterschool	Fayette County (Fayette) Academy Drive
Lamar Afterschool	Lamar County (Vernon) Rogers-Elbert Center
Crisis Residential Unit PHP*	Walker County (Townley) Serves Region 1
<i>*Partial Hospitalization Program</i>	

ID/DD Day Habilitation Programs

Window's Without Walls	Walker County (West Jasper)
Window's Unlimited	Marion/Fayette/Winston (Winfield)

ID Adult Residential – (56 beds)

Adolescent Home – AD Home	Walker County (Oakman)
Avalon	Winston County (Haleyville)
CAPE-Pine Haven	Walker County (Townley)
Destiny	Marion County (Winfield)
Genesis House	Winston County (Haleyville)
Ivy Glen	Marion County (Winfield)
Lakewood	Walker County (Jasper)
Magnolia	Winston County (Haleyville)
Rita and Christine's	Walker County (Oakman)
Willowbee	Marion County (Hamilton)
Winfrey	Walker County (Cordova)

MI Adult Residential - (116 beds Specialized Behavioral)

Highlands	Fayette County (Fayette)
Discovery	Lamar County (Sulligent)
Winfield Group Home	Marion County (Winfield)
Guin Group Home	Marion County (Guin)
Lakeside	Walker County (Jasper) Smith Lake Area

Seymour Group Home	Winston County (Double Springs)
Three-Bed Home	Marion County (Winfield)
Navalou Group Home	Walker County
Lamar County 3 Bed	Lamar County
Marion Forensic Therapeutic Group Home	Marion County (Hamilton)

Walker Baptist Medical Center Inpatient Designated Mental Health Facility (DMHF)

Behavioral Medicine Unit (**BMU**) – **24 Beds** – Walker County (Jasper)
 Management Contract with NWAMHC, since 2001
 River Region Psychiatric Associates (Contract)

Crisis Residential Unit (SMI Adult) (16 bed): Statewide Referral (Emphasis Regions I, II)

Crisis Residential Unit	Walker County (Townley)
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MI – Adult – Semi-Intensive Living and Supervised Apartments - (66 beds)

Berry Manor Apartments	Fayette County (Berry)
Springhill Apartments	Fayette County (Fayette)
Pathways (Sulligent Apartments)	Lamar County (Sulligent)
Hamilton Manor Apartments	Marion County (Hamilton)
Jasper Apartments (Sunburst)	Walker County (Jasper)

Crisis Residential (Adolescent Females) - (16 bed): Statewide Referral

START	Fayette County (Fayette)
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IV. COMMUNITY NEEDS AND SERVICE PRIORITIES (How We Assess Needs)

Information obtained from regularly scheduled meetings with stakeholders regarding community needs/services is reviewed by the Northwest Alabama Mental Health Center's Management Team, and the Executive Committee of the Northwest Center's Board of Directors, and compared with the Mission Statement, Vision, and Beliefs. Interaction with consumers and families is strongly encouraged with their involvement in committee meetings. Presently, local and county government is well represented on our Board of Directors by Probate Judges (3), commissioners, circuit clerks (2), mayors, city council, and family members. The organization gathers needs assessments through formal and informal, verbal and written means. The Board of Directors discusses trends in services and needs of the clients and The Alabama Department of Mental Health during formal Board meetings.

A. Accessibility to Services:

Northwest Alabama Mental Health Center serves a diverse background of clients who experience varied behavioral health needs in the community. Our staff coordinates the services to ensure continuity with other community resources without duplication.

- Providing services near clients increases the chances of rehabilitation or recovery. Monitoring our service delivery processes to ensure they remain appropriate, effective, and available in the changing healthcare environment, both financially and clinically, to meet the needs of our consumers and families.
- Our priority is to provide clients with serious mental illness and substance abuse disorders at appropriate levels of care that also meet individual needs and delivered on nationally established medically necessary criteria is our focus. All services will be evaluated for medical necessity and continue according to clinical judgments. We proactively provide consideration to those in financial need. Sliding scales may apply.
- Expressed and anticipated needs of consumers, families, and referral sources have primary consideration when designing services and establishing policies and procedures. We encourage feedback and respond appropriately.
- A formal performance improvement process in all areas (MI/ID/SA) ensures that consumers receive the highest quality services. Our goal is to be responsive at every level of the organization.
- The financial stability of Northwest must be of primary consideration; services will be based on the identified needs and principles and delivered as standards as funding allows.

B. Description of Services/Supports Provided and Needed Expansions:

The Northwest Alabama Mental Health Center is responsible for developing and implementing service plans. As a comprehensive 310 agency serving individuals and families with mental illness, Intellectual Disability, or substance use issues, we directly provide the following services for all counties in the catchment area.

1. Adult/Child/Adolescent Mental Illness Programs and Direct Services

MI Outpatient Assessment/Intake
Psychiatric Medical Assessment and Treatment
Individual and Family Therapy
Day Treatment Programs (Partial Hospitalization, Intensive, and Rehabilitative Programs)
MI Residential Programs (Specialized Behavioral)
Supervised Apartments (Single and Double-Occupancy)
Basic Living Skills
Family Support and Education
In-Home Intervention
Crisis Intervention/Resolution (Mobile, in Marion and Winston County)

Nurse Delegation Services
Medication Administration
Case Management
Inpatient Services at Walker Baptist – 24 beds (Management Contract) with River Region
Psychiatric Association
Consultations with Collateral Agencies/Agents
Referral
Probate Involuntary Commitment Screening/Consultation
Transportation Services all Divisions dedicated vehicles/program
After Hours Emergency Services in all locations, 1-800-489-3971.
Crisis Residential Treatment for SMI Adults
Children's Care Coordination
SED Therapeutic Mentoring
MI Adult Peer Support
SED Parent Peer Support
SED Youth Peer Support
Equine Therapeutic Services

2. Adult / Adolescent Substance Abuse Programs

Outpatient Assessment/Intake
Individual and Group Therapy
Case Management
Peer Support
Psychoeducational Groups
Crisis Residential State-Wide Referral for Female Adolescents (16 beds)
Special Programming (Domestic Violence, Anger Management, DUI Level I and Level II, and Defensive Driving)

3. Intellectual Disability Programming

Residential Services Specialized to individual needs.
Case Management
Personal Care
Day Habilitation Programs (2)
Family Support

4. Areas of Focus and Unmet Needs:

- Continued expansion of Children's services with in-home intervention teams, care coordination, and greater involvement in school-based services is a priority.
- Maintaining a comprehensive array of residential care to meet individual consumers' needs including Specialized Behavioral Group Homes and Supported Housing apartment settings, is a priority.
- Funding facility management and ongoing maintenance and renovations for the safety and security of residents is a priority.
- Providing transportation through a collaboration with ALDOT-acquired vehicles and Center owned vehicles (144 vehicles, combined) is a priority.

- Providing wellness programs to facilitate whole-person health, focusing on a diet, smoking cessation, and coordination with primary care is a priority.
- Exploring funding opportunities for client's benefit is a priority.
- Expanding Prevention Services and targeting underage drinking and the Prescription Drug Misuse Prevention Grant are priorities.
- Community Outreach and Education through programs such as Mental Health First Aid.
- Continued exploration and expansion of integrated health opportunities.

V. RESOURCE DEVELOPMENT AND ALLOCATION (Current and future funding resources for planned expanded capacity.

- Implemented a new Electronic Medical Records system and expanded this system to encompass all programs including residential services.
- Continued development and use of our Crisis Residential program to divert state hospitalizations.
- Continued development of integrated healthcare options like CCBHCs.
- Expansion of Prevention Services with Opioid Settlement Funds and Prescription Drug Misuse Prevention Grant
- Partnership with Jasper Family Resource Center to house ID Day Habilitation Program, Windows Without Walls.

The Executive Director and Leadership Team at Northwest monitor performance and evaluate these goals and objectives. Progress reported to the Board of Directors of Northwest Alabama Mental Health Center at regular monthly board meetings. The Leadership Team gives attention to maintaining existing services with the expansion and development of new opportunities and services for our clients, families, and staff as funding and unknown mandates allow.

Goals and Objectives:

1. Continue ensuring all NWAMHC facilities remain smoke-free.
2. Continued refinement and improvements of our electronic medical record system.
3. Continue improvements of information systems and computer upgrades/installations
4. Expansion of child services to address the needs of the communities served.
5. Expansion of in-home and crisis intervention teams.
6. Continue providing school-based services with the goal of expansion to all five counties.
7. Maintain our transportation system to ensure access to care for consumers in all five counties served by NWAMHC.
8. Maintain our existing vehicle fleet to ensure access to behavioral care.
9. Educate the organization and Board on CCBHC and work toward the implementation of services.
10. Increase workforce development and retention.

11. Develop new transportation options for our consumers to gain increased access to primary care.
12. Expand the SUD services to address the opioid crisis in our catchment area, specifically in Walker County through grants and Prevention Services.
13. Increase access to care by offering assessment within 24 hours of contact.
14. Increase the availability of peer support services.
15. Increase awareness and enrollment through community education and outreach.
16. Prevention Services focus related to the opioid crisis through Prescription Drug takebacks and education.
17. Collaborate with communities through training and education with CIT and Prevention Services.

Cc: Board of Directors
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