



# **MCES**

*Building Better Tomorrows*

# ***2010/2011***

# ***ANNUAL***

# ***REPORT***

A JCAHO Accredited

Emergency Behavioral Health Center and Hospital

A Nationally Recognized Model for the Provision of Crisis Intervention Services

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# Montgomery County Emergency Service, Inc.

## BOARD MEMBERS

as of June 30, 2011

### Officers

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Thomas Marrone, M.D., *President*  
Joan Johnston-Stern, *Vice President*  
Hudson B. Scattergood, *Vice President*  
Margaret A. Bailey, *Secretary*  
Neal Basile, *Treasurer*

### Members

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Brad Barry	Michael Kennedy
Carol Caruso	Marvin Levitties
Caroline Ellison, Ph.D.	Faith Millen
Linda Farestad	Barbara Watson Rawls
Randall Floyd	Clifford Rogers, Ed.D.

### Consultants

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Harold Borek, Esq., Board Solicitor  
George Saitta, CPA  
Tom Gailey, Gailey-Murray Communications

### Administration

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Rocio Nell, M.D., C.P.E., *CEO/Medical Director*  
William Myers, M.B.A., *Chief Operating Officer*  
Consolacion Alcantara, M.D., *Medical Staff President*  
Gary Bilski, R.N., *Nurse Executive*

**FROM THE BOARD PRESIDENT  
AND THE CEO/MEDICAL DIRECTOR**

The fiscal year of 2010/2011, from many aspects of its performance, has been a very successful one for MCES. For the first time in its history, MCES met all the standards of the Department of Public Welfare for all its programs: inpatient, outpatient, crisis, mobile/medical mobile and crisis residential were found in full compliance.

MCES' Crisis/Outreach Program was featured in the Spring issue of *People First* published by the Mental Health Association of Southeastern Pennsylvania. It was described as a best practice model by the OMHSAS workgroup seeking to improve crisis intervention in Pennsylvania.

We have continued to embrace a culture of safety and trauma awareness. These efforts have now permeated through all aspects of MCES.

We responded to an increased need for our services. We attended to a patient population higher than what we had budgeted for. We continued to make efforts to divert from inpatient care and provide psychiatric intervention in the least restrictive setting.

As we ended the year, we felt reaffirmed in the quality of our services provided and in a financial position that allowed us to look into the future with optimism in spite of the ongoing nation's financial crisis.

We embark in the new year with awareness that we live in a time of change that we have no control of and that there may be expectations placed on us that will call for flexibility and further growth.

The Board, staff and volunteers of MCES look forward to the future with the intent of continuing making our mission a reality and bringing to others a message of hope.

Thomas Marrone, M.D.  
President of the Board

Rocio Nell, M.D., C.P.E.  
CEO/Medical Director

# **2010/2011 IN SUMMARY**

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## **ACCOMPLISHMENTS & GOALS**

- A Customer Service Philosophy was developed as MCES is dedicated to providing exceptional customer service consistently. Our philosophy is that all customers are valued, treated with respect and will have their needs recognized and responded to as promptly as possible.
- In 2010, MCES obtained full compliance with all five Department of Public Welfare licenses, inpatient, outpatient, crisis, mobile/medical mobile and crisis residential.
- Community Lecture Series continued through the Fall and Spring. NAMI Montgomery County and Life Tree Pharmacy graciously agreed to sponsor the MCES Lecture Series. Also, we were able to get approved credits from the American Psychological Association (in cooperation with Norristown State Hospital), which includes credits for psychologists, nurses and licensed social workers. We also offer credits for the Pennsylvania Certification Board.
- With the assistance of Tom Gailey from Gailey-Murray Communications, MCES has done the following:
  - Developed a new logo and tag line...“Building Better Tomorrows.”
  - Redesigned the MCES website.
  - Begun distribution of an e-newsletter routinely throughout the year.
  - Television and radio interviews regarding MCES.
  - Given interviews and background information on newspaper coverage of mental health issues.
- Dr. Nell participated in a campaign against drugs and violence in Pottstown with a presentation on local TV and participation in a forum at the Pottstown Middle School.
- MCES has continued to develop trauma awareness with all clinical staff. Three task forces continue to work on the environment, programs and culture. Outside consultants were utilized for training and case consultations.
- As part of the trauma training and at the request of staff, case conferences have been held weekly with participation by Dr. Nell and other members of the Medical Staff. The purpose is to better understand the people we serve and identify interventions to help them embark on the path of recovery.
- Former MCES patients returned to spread their message of hope and discuss their recovery in therapeutic group settings.
- MCES continues to work towards, along with the Integrated Dual Diagnosis Treatment Workgroup, becoming co-occurring competent. Co-Occurring consults are being done on all patients admitted to MCES with co-occurring diagnoses.

## 2010/2011 IN SUMMARY

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- Staff formed a team and participated in the annual NAMI Walk in May 2011.
- A new camera system was purchased and installed to assist with monitoring the facility and preventing security and safety issues.
- A contract was signed with Sequest for an electronic medical record system. A task force has been formed to work on MCES becoming paperless with regards to medical records. This project received financial assistance from the Montgomery County Department of Behavioral Health and Developmental Disabilities.
- With the assistance of MCES, Montgomery County established a Veterans Treatment Court to more effectively address the special needs of military veterans who find themselves in the court system or in prison.
- MCES Forensic Liaison, John Fulford, received NAMI Montgomery County's 2011 Criminal Justice Award.
- MCES continued to provide support and leadership in suicide prevention in Montgomery County. MCES is now a participant on the Pennsylvania Youth Suicide Prevention Advisory Committee. MCES has initiated an application to join LifeLine, a national network of suicide prevention hot lines.
- MCES participated in the Crisis Intervention Work Group of the PA Office of Mental Health and Substance Abuse Services (OMHSAS) which reviewed county level crisis services state-wide and issued recommendations for improving standards and practices.
- Straininger Behavioral Care, from New Jersey, visited to learn about our crisis services as they were looking to expand their crisis services.
- State Senator Daylin Leach (17th District) was instrumental in getting MCES a grant to post signs near the Dannehower Bridge regarding the MCES suicide hotline.
- MCES joined the Montgomery County Chamber of Commerce.

# **2010/2011 IN SUMMARY**

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## **Operating and Financial Information**

The following statistics indicate the continued ease of access for clients in need of MCES:

- Our 24-hour Hotline and emergency outpatient program serviced over 4,600 clients
- The average number of patients per day = 61.1
- Total discharges = 2,044
- The average length of stay = 10.9 days
- Total admissions to Crisis Residential Program = 323
- Total developmental disability evaluations = 14

MCES is independently audited on an annual basis by an external certified public accounting firm.

For year ending 6/30/11: (Effective 8/4/11. These figures are unaudited. Audited figures will be added when complete.)

- Total Revenue: \$17,791,452
- Total Expenses: \$16,738,715
- Increase (decrease) in Net Assets: (\$901,132)
- Charity Care: \$968,765

## **Community Outreach—Calendar Year 2010**

- Mobile Crisis Intervention Service provided:
  - Total community outreaches = 2,933
  - Total referrals (consumers - new referrals) = 435
  - Face-to-Face contacts = 3,870
  - Calls and Disposition Planning = 10,125
  - Voluntary hospitalizations = 13
  - Involuntary hospitalizations = 7 (3.2% of the 435 referrals)
  - Mobile Medical Outreaches with Registered Nurse = 56
  - Site visits (court, law enforcement, or criminal justice agency visits) = 586
- Law Enforcement and Criminal Justice Involved Trainings
  - Total trainings = 43
  - Total hours = 338
  - Total participants = 1,315

## 2010/2011 IN SUMMARY

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- Dr. Kline provided:
  - Crisis Intervention Specialist (One Day) training = 3
  - Half Day—Various & Advanced Topics training = 25
  - MDJ Training = 1
  - Non-Law Enforcement CIS training:
    - Crisis Intervention Specialist (Two Day) training = 1
- Crisis Intervention School (Law Enforcement & Criminal Justice Personnel Only)
  - Total trainings = 52
  - Total participants = 502
- Michelle Monzo provided:
  - Total Three Day Basic trainings = 18
  - Total Three Day Advanced trainings = 4
  - Total One Day Basic trainings = 21
  - Total One Day Advanced trainings = 9
- Crisis Intervention School (Non-Law Enforcement)
  - Total trainings = 24
  - Total participants = 312
- Total One Day Advanced trainings = 9
- Total One Day Basic trainings = 7
- Total Two Day Basic trainings = 9
- Total MCES Lectures = 5

### Competency Evaluations

#### (Assessment of Criminal Responsibility and/or Aid in Sentencing)

- Conducted by Dr. Rocio Nell, CEO/Medical Director
- 104 evaluations completed in 2010 (calendar year)
- Available for professional testimony as requested
- Assessment of treatment needs as an aid in disposition
- MCES follow up via Criminal Justice and Forensic Liaison to bring about resolutions of criminal matters that prevent criminalization and promote recovery when appropriate.



# **2010/2011 IN SUMMARY**

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## **MCES Endowment**

The Medical Assistance litigation settlement between the Department of Public Welfare and the Hospital Association of Pennsylvania provided MCES with excess capital in 1992. The Board of Directors, exercising great fiduciary responsibility, used these funds to establish an MCES endowment which demonstrates our commitment to the long term financial viability of the organization. We encourage all to share in this commitment by making contributions directly to the endowment.

## **Donations**

You can help MCES help our indigent and uninsured patients by going to [www.mces.org](http://www.mces.org) and then to "How you can help" and making an online contribution through Google Checkout.

Other ways to help are:

- Designating Montgomery County Emergency Service for your United Way of SE PA contribution. Our donor choice number is 01801.
- Shopping at Redner's Markets, join the Save-a-Tape Program, and send us your cash register tapes.
- Ordering your floral pieces through Plaza Flower, 417 Egypt Road (610-630-8825) and tell them that you support MCES or use code "MCE" if ordering on-line.
- Using Goodsearch ([www.goodsearch.com](http://www.goodsearch.com)), just enter "MCES" at "Who do you search for?" and hit ENTER.

## **Contributors**

A special thanks to all the listed MCES staff who contribute to the Patient Fund through a bi-weekly withdrawal from their paychecks as well as to those who contribute by participating in the in-house fundraising events.

Thank you to all of these donors, friends, local businesses and vendors who have contributed through United Way Donor Choice pledges the GoodSearch.com, donations to our Patient Fund, and other fund raising events sponsored by MCES in the past year.

# LIST OF CONTRIBUTORS

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Allstate Giving Campaign  
Consolacion Alcantara, MD  
Charlotte D. Altieri  
“Ambler Owlreach”  
in Memory of Jeremy Degler  
Amedeos Too  
Arnold’s Go-Karts  
Margaret Bailey  
Barra Foundation  
Brad Barry  
Mr. & Mrs. Neal Basile  
Colleen Bieber  
BNY Mellon Community Partnership  
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Karen Gallagher, RN  
Jane Gering  
Giant Supermarket, Trooper  
Virginia Graves, RN  
Hatfield Quality Meats  
Hatfield Township  
Heffler, Radetich & Saitta LLP  
Houhlihans  
John T. Fretz Insurance  
Violet Henighan, DO  
Luann Johnson  
Michael Kennedy  
Marvin Levitties  
Konica Minolta  
Farrah Lewis  
Life Tree Pharmacy Services Inc.  
Lintons Managed Services  
Township of Lower Merion  
The Mary Daly MacFarland Foundation  
Mama Venezias Pizzeria  
R. Thomas Marrone, MD  
W. B. Mason  
Merck Partnership for Giving  
Faith Millen  
Millersville University  
Montgomery County Behavioral Health/  
Developmental Disabilities Department  
William Myers  
NAMI Montgomery County  
Rocio Nell, MD  
The Honorable & Mrs. William T. Nicholas  
Office Basics  
PA Department of Community & Economic  
Development  
Israel Paltin  
Beth Pavlock  
Maryann Perna, PA-C  
Philadelphia Eagles  
Plaza Flowers  
Plymouth Township  
PNC Bank  
Principal Wealth Solutions, LLC  
Barbara Rawls  
Reading Phillies  
Redner’s Markets, Inc.  
Mr. & Mrs. Clifford Rogers  
Saloon Bar & Grill, The  
Anthony Salvatore  
Mr. & Mrs. Hudson B. Scattergood  
The Scholler Foundation  
Penny Sejda  
Deborah Shanley  
Maryann Slater  
Borough of Souderton  
Sprint Nextel  
Staples Business Advantage  
Joan Johnston-Stern  
Kathleen Stevenson, RN  
Marybeth Supplee  
Temple University, English Dept, Ambler  
Campus, In Memory of Jeremy Degler  
United Way  
United Way of North Penn  
United Way of Southeast PA  
Upper Dublin Township  
Wal-Mart, Trooper  
Karen Zucker, Esq.

# MONTGOMERY COUNTY EMERGENCY SERVICE, INC.

## Mission Statement

*MCES provides round-the-clock intensive and comprehensive behavioral health services to all in need in our community while advocating for their rights, individual dignity, and recovery.*

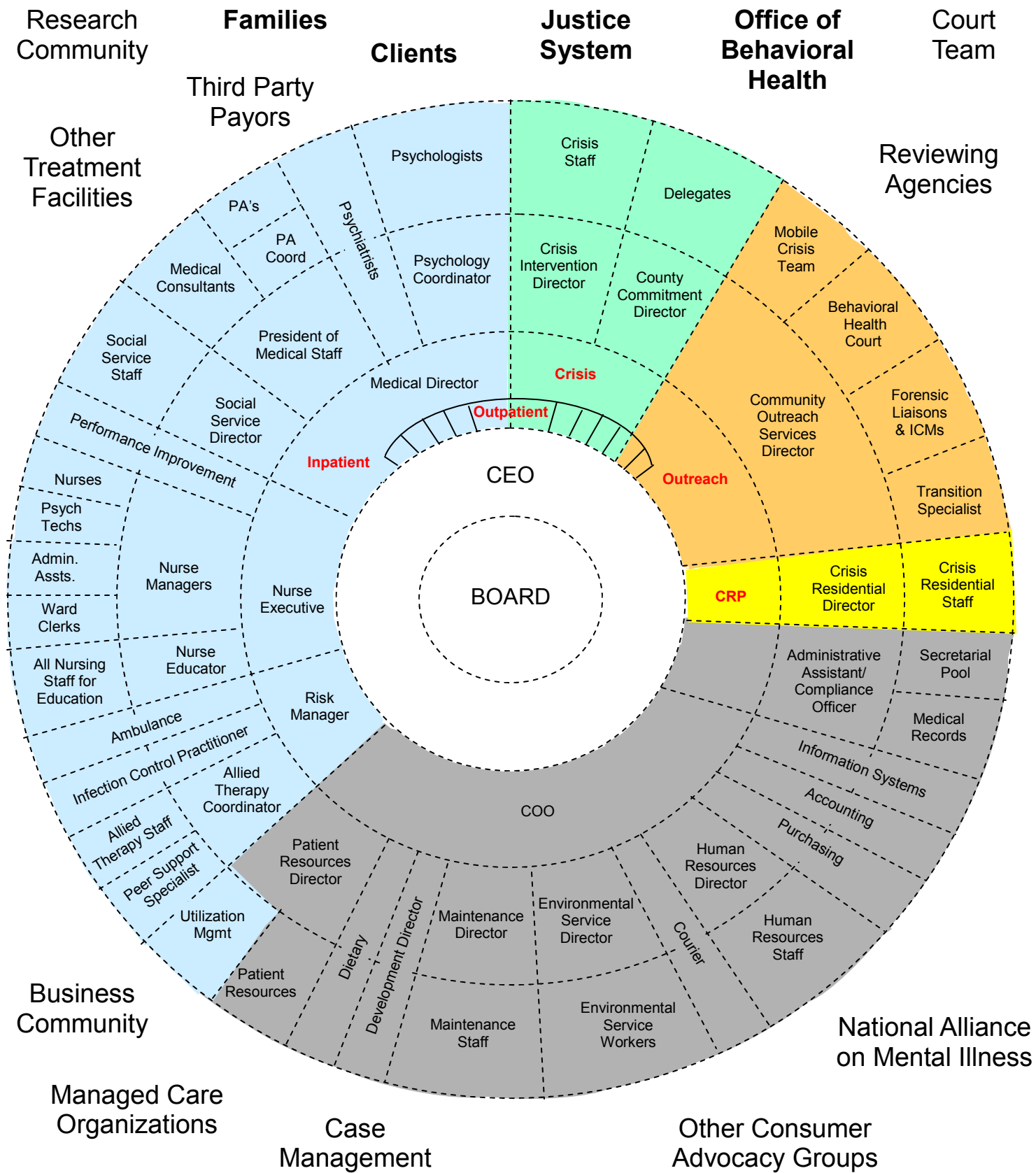
## Vision Statement

*The staff, Board and volunteers of MCES pledge to promote mental health in our community and to provide excellent intervention in a safe and compassionate environment through innovation, teamwork, and a commitment to assist our clients in their recovery.*

## Welcoming Statement

*In accordance with our mission/vision and values, Montgomery County Emergency Service, Inc. welcomes all individuals with or without co-occurring disorders. MCES provides integrated screening and treatment services for mental health disorders, drug and/or alcohol problems and co-occurring disorders.*

*All individuals seeking services at MCES will be welcomed and treated in a respectful, professional manner regardless of presenting needs, symptoms or illness. We will assist all individuals in getting the services they need and for which they are eligible and educate them on the Mental Health, Drug and Alcohol and Medical treatment systems. MCES is dedicated to providing an environment of hope and life-enhancing recovery options specific to each individual.*



# MCES TABLE OF ORGANIZATION

# TABLE OF ORGANIZATION

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## Board

- The Board of Directors of Montgomery County Emergency Service is comprised of volunteers from the community who are interested in and active in the care/treatment of the mentally ill. These highly committed individuals help to keep the organization true to its mission and solidly holds MCES to the purpose that it was originally created for as advocates to keep the mentally ill patient out of our prisons.

## CEO

- The MCES CEO is under contract and is responsible for the implementation of the mission and vision of MCES, as well as being responsible for the efficient day-to-day running of the inpatient unit, outpatient services, and ambulance service. The CEO is also responsible for promoting development and long-term viability of MCES.

## Medical Director, Nursing Executive Team and COO

- The next circle represents the Senior Management Team who, from their key positions, oversee the hospital's effective functioning through a commitment to excellence and implementation of CQI/TQM principles.
- The COO acts as CEO in his/her absence, and although directly only supervises non-clinical staff, works with the CEO in the overall effective functioning of the hospital.
- The Medical Director supervises the Medical Staff and oversees deliverance of clinical services. In the current structure, the CEO serves as Medical Director as well, with two clearly defined and different functions.
- The Nurse Executive provides leadership and supervision to all nursing staff and functions.
- The Assistant Nurse Executive is the Risk Manager and acts as Nurse Executive in his/her absence.

## Department Heads

- These individuals are responsible for specific areas of service. According to the scope of their job, they are supervised by the Medical Director, Nurse Executive, COO or directly by the CEO. Together they insure the collaboration of all departments and lead to the effective functioning of MCES.

## Direct Line Staff

- These individuals are responsible to attend to the direct hands-on care of our external consumers. The direct line staff makes a reality of the organization's performance with their attitude and actions with the consumers that set the tone for quality care on a day-to-day basis. In their day-to-day work, they represent the Board and Administrative Team. Their feedback is crucial to promote change and to help plan for future improvements.

## Outside Customers

- The main groups identified in bold are the key people we serve; our clients, their families, the Office of Behavioral Health, and the Justice System. Other customers identified represent other people/organizations we serve.

# TABLE OF ORGANIZATION

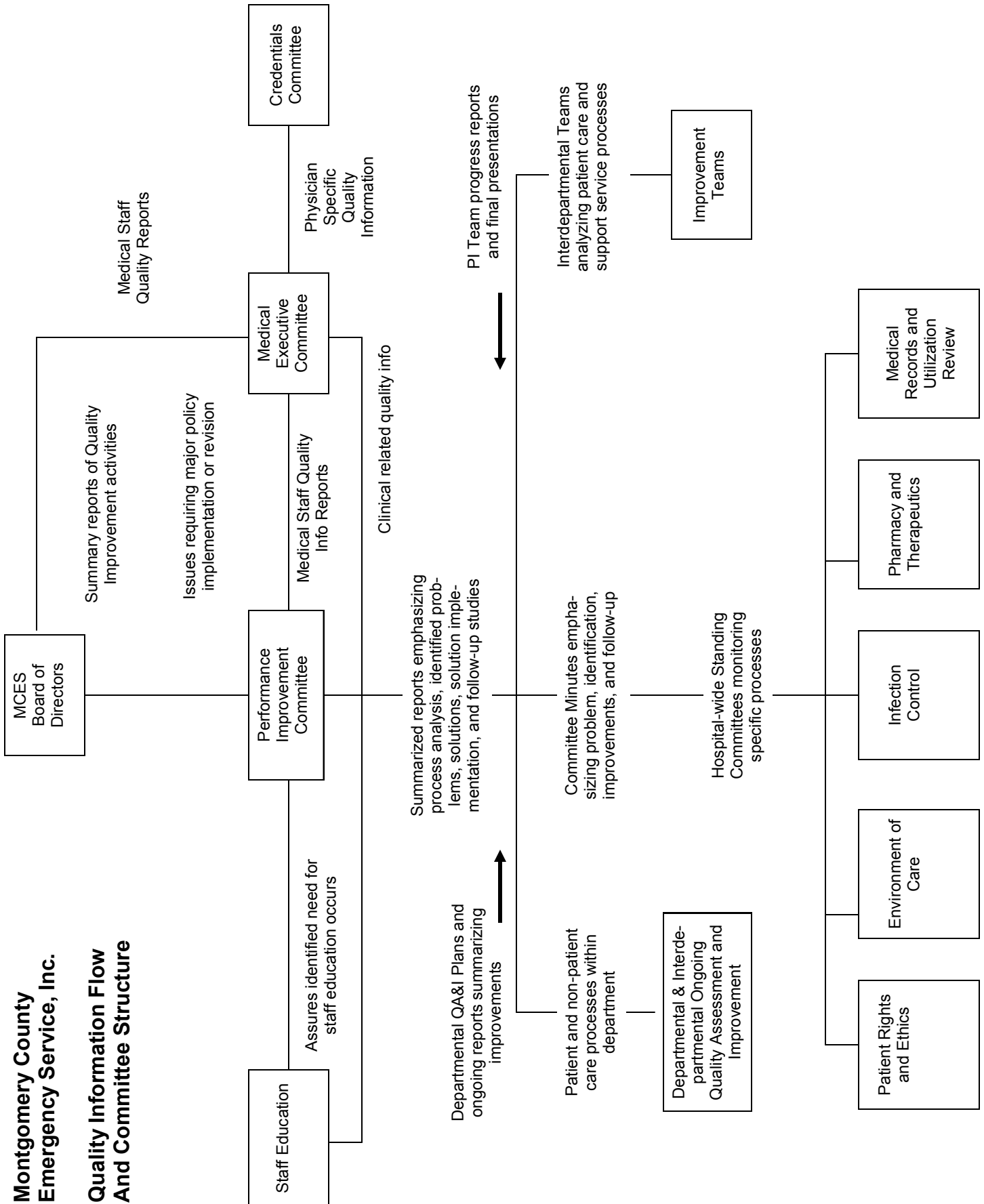
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## General Concepts

- The role of the Board is to anchor MCES to its purpose which is the implementation of its Mission and Vision.
- Every circle supports the next from the center out. In general, everyone in the organization supports each other.
- The role of the CEO is to serve as the “hub” who attaches MCES to the values established by the Board.
- Think of this Table of Organization as an analogy of a tire that needs to keep its pressure to be effective. Even if they have different compartments they are interconnected. If an area is weak, the wheel will be out of balance, or we could even become a flat tire that may be perceived as non-effective by our customers.
- The dotted lines represent that all MCES Board and Staff are in this together. We need to communicate with each other and think of job functions and not departments. Ideally, with education, the staff needs to be cross-trained on different functions and be able to perform them as needs arise. All staff needs to operate with an awareness of the whole.
- The intent of MCES is to generate energy that supports the recovery movement. To do this the wheel needs to move in one direction, that is towards the deliverance of excellence in the implementation of its mission.

# Montgomery County Emergency Service, Inc.

## Quality Information Flow And Committee Structure



# Montgomery County Emergency Service, Inc.

## *Committed to the Principles of Total Quality Management*

- Strive for service excellence.
- Provide leadership with a clear vision and the ability to empower.
- Establish a continuous process for hospital-wide improvement.
- Emphasize a total customer focus.
- Encourage all staff to work as an effective team.
- Make no assumptions. Utilize data gathering and analysis in decision making.
- Promote a learning environment whereby staff engage in a process of acquiring knowledge and improving their skills.
- Seek out and implement the best practices in our field.



**Co-Occurring Disorders & Secondary Treatment**

- MH/MR/D&A - Intensive Outpatient
- Sexual - Forensic ICM
- AA/NA - Partial
- Aftercare Treatment
- "Double Teaming" Problematic Cases

**Pre-Booking Diversion**

- Crisis Intervention
- Criminal Justice/Forensic Outreach
  - Mobile Crisis Outreach Service
    - Intervention, Assessment & Referral
  - Referral to Traditional Treatment

Police

**MCES**

Alternative Sentencing

- Probation/Parole
- Tx Options vs Incarceration

Sentence

1. County
2. State

Common Pleas

- Arraignment
- Trials
- Aid in Disposition

Diversion Team (ICMs)

- Forensic Liaison Services
- Forensic Transition Case Manager

**POST-BOOKING DIVERSION**

**CONSUMER**

**SERVICES**

District Justice

1. Arraignment (Incarceration?)
2. Preliminary

Public Defender

- Competency Evaluations

Long-Term Hospitalization

- Pre-Booking
  - Civil Commitments (i.e. 201, 302, 303, 304, 305)
- Post Booking
  - RFU (i.e. 304, 305, 402, 405, 304 (G2))

District Attorney