Harbor City Behavioral
Health Center

Harbor City Behavioral Health Center

OVERVIEW

Harbor City Behavioral Health Center (HCBHC) was established in 1988 as Harbor City Mental Health Clinic. It was purchased by Harbor City Medical Group in 2008 and changed its name to Harbor City Behavioral Health Center. The center provides a comprehensive array of mental health services to individuals and families. HCBHC consists of a collaborative group of collegial and skilled behavioral health practitioners providing compassionate care to patients throughout the metropolitan area. The Harbor City Medical Group is the umbrella organization that maintains administrative oversight of the center, but the center retains a separate operating budget.

The center consists of the following six departments each with its own Director who reports directly to the Executive Director:

1) Adult Clinical Services and Mental Health Department
2) Community-Based Services Department
3) IT Department
4) Finance Department
5) Human Resources
6) Regulatory Affairs and Compliance

This report summarizes the yearly activity in each area.

1. Adult Clinical Services and Mental Health Department (ACSMH)

The ACSMH Department services are designed to promote recovery, increase independence, improve quality of life, and support community integration and inclusion.

Services include: Outpatient Clinical Services, Crisis/Hospitalization Services, Adult and Family Counseling Services, Professional Consultation and Evaluation, Rehabilitation, Vocational Services, Residential Referral Services, and Prevention Services.

All services and programs, new and ongoing, continue to embrace HCBHC's commitment to being high quality, comprehensive, culturally competent, recovery focused, and trauma informed. Services include:

- Adult outpatient services for mental health problems; psychiatry services are integrated into treatment. Counseling and psychiatry services may be offered for individuals who struggle to maintain psychiatric stability in the community.

- Family services for behavioral and mental health problems use service modalities including family therapy and individual and group work. Psychiatry services are integrated into treatment interventions. Supportive counseling and psychiatry services may be offered for children/youth who struggle to maintain psychiatric stability in the community. Evidence-based practices

include Cognitive Behavioral Therapy, Motivational Interviewing, Trauma Focused Cognitive Behavioral Therapy (TF-CBT), EMDR, and culturally specific services. Services are provided in English and Spanish.

- Assessment services provide comprehensive, objective, and cost-effective clinical assessments and evaluations.

- Emergency services include responses to suicide attempts and situations that include a high-risk threat to self and/or others; short term outpatient stabilization and case management until a transfer can be made to long term services; treatment for acute psychiatric problems; monitoring of hospitalized clients; crisis stabilization services; consultation to other community professionals, including law enforcement; and survivor of suicide services to those affected by a death by suicide.

Persons served during the previous year:

Persons Served: Adult Clinical Services

- Adult Outpatient Services
- Family/Group Counseling
- Assessment Services
- Emergency Services
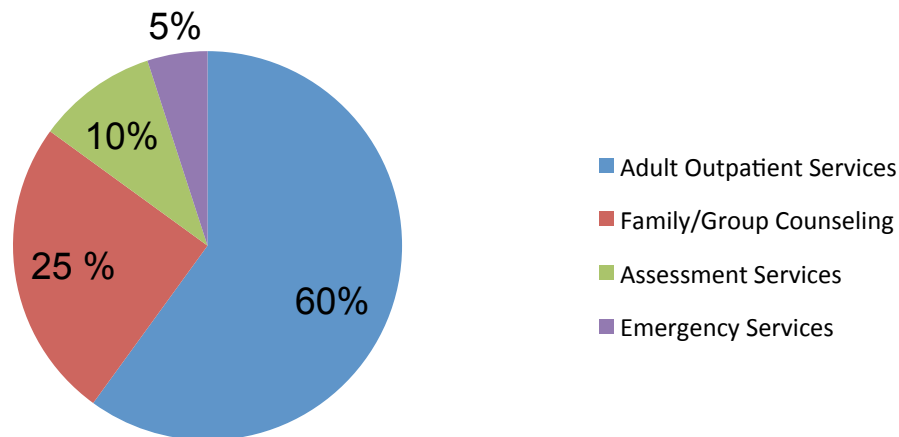
Recommendations:

- Consider departmental staff cuts
- More group sessions, less individual counseling
- Increase assessment services

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2. Community-Based Services Department (CBSD)

The CBSD consists of a multi-disciplinary team of behavioral health care professionals who are either a part of the home health care specialist team or the outreach team.

The home health care specialist team provides home health care visits and in-home follow-up care to patients residing in Harbor City and the surrounding area.
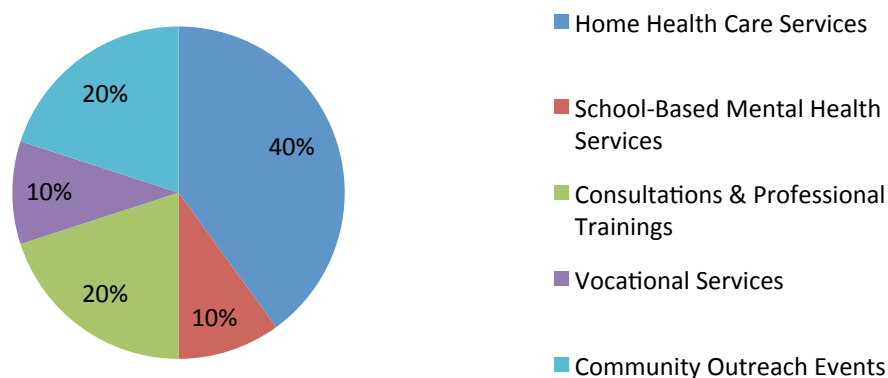
The outreach team coordinates all outreach and advocacy services designed to educate and promote the center's program offerings while supporting and inspiring positive behavior changes that result in lasting healthy lifestyle choices. This includes establishing partnerships with area schools to identify student group needs and promote positive mental health and wellness.

The department also offers trainings and consultations for other behavioral health care providers, primary medical care providers, and community agencies and groups. Topics include implementation and integration of evidence-based practices, rapid change cycle process improvement, electronic health record systems, cultural competence training and practices, Motivational Interviewing, Cognitive Behavioral Therapy applications, suicide risk assessment, trauma informed services, culturally specific services for different populations, substance use disorders, co-occurring disorders, and many others.

The department coordinates the center's participation and representation in the community and organizes charitable activities, volunteer events, projects, and organizations. It fosters a positive image by providing strategic and tactical support related to behavioral health issues, in order to build strong and supportive partnerships with local elected officials, community organizations, civic/business groups, and the local community.

Community services offered during the previous year:

Community Services

- Home Health Care Services
- School-Based Mental Health Services
- Consultations & Professional Trainings
- Vocational Services
- Community Outreach Events

For this calendar year, the home health care team made 5 visits per week from January to April; there was an increase in demand for services from May to December. This increase resulted in 8 visits per week.

For this calendar year, various members of the outreach team provided presentations to the local community. These presentations focused on issues and topics relating to mental health and wellness including suicide awareness, anti-bullying, mental health first aid training, nonviolent crisis intervention, back-to-work training, and lifestyle transitioning. There were 20 presentations for the community, 10 professional trainings and consultations, and 10 school-based trainings.

In addition to behavioral health outreach, the community-based services team worked with over 150 individuals on developing resumes for employment, securing housing, and identifying sustainable food resources.

Recommendations:
- Evaluate presentation topics
- Investigate service increase for home health care – survey
- For the upcoming year, work on fundraising and grants
- Raise the center's profile in the community

3. IT Department

The IT Department enables cross-functional productivity of all HCBHC employees and is responsible for overseeing the daily IT functions of the center. The IT team provides operational and system support to all HCBHC departments. It is also responsible for maintaining the patient database and service portal. The team develops and executes plans for managing information technology and security for the center, including activities to be performed in-house or through third-party relationships to best manage the center's information systems.

This year, there was an increase in patient messaging, general questions asked via e-mail, specific e-mails to center workers, and website traffic.

Also this year, the IT team transitioned to a new web-based HIPAA compliant hosting service *SingleHop* because of complaints with the old system.

https://www.singlehop.com/managed-hosting/solutions/compliance/hipaa/

Recommendations:

- Review patient engagement strategies and possibly update patient portal as there was an increase in usage.

- Implement secure patient messaging service.

- Integrate patient system that tracks and saves patient data and center usage activities.

- Develop training for better use of Outlook Scheduling for teams and departments.

- Consider IT staff cuts.

4. Finance Department

The Finance Department oversees all agency fiscal activities under the direct supervision of the Finance Director who reports directly to the Executive Director. The department compiles and prepares accounting and finance reports, organization-wide budgets, and treasury in accordance with generally accepted accounting principles and organization/contract policies and procedures, and safeguards assets through the maintenance of proper controls. The Director is a member of the senior management team and oversees monthly cost allocation, reconciliation, and financial statement preparation; budget preparation and monitoring; quarterly audit work as required by various funding agencies; the annual company audit; and all required tax filings.

Financial information:

Overall Revenue and Expenses for Entire Center

Revenue	Actual Year	Budget Year	Variance	
Patients Served ($)	$1,000,000	$950,000	$50,000	10,000 patients served at $100 each
Private Donations	$ 550,000	$300,000	$250,000	
In Kind				
Events	$450,00	$350,000	$100,000	
Consultation	$250,000	$300,000	$50,000	
TOTAL	$2,250,000	$1,900,000	$450,000	

Expense	Actual Year	Budget Year	Variance	
Salaries	$1,200,000	$1,500,000	$300,000	
Benefits				

	$ 600,000	$400,000	$200,000	
Telephone/Internet	$ 250,000	$225,000	$25,000	
Webhosting	$ 84,000	$60,000	$14,000	
Supplies/Assessments	$450,000	$350,000	$100,000	
Printing	$150,000	$100,000	$50,000	
Postage/Delivery	$25,000	$35,000	$10,000	
Meetings	$12,000	$16,000	$4000	
Travel	$60,000	$50,000	$10,000	
Staff Training & Development	$11,000	$25,000	$14,000	
Dues & Subscriptions	$8,000	$5,000	$3,000	
Catering	$60,000	$40,000	$20,000	
Building Maintenance Fees	$150,000	$75,000	$75,000	
TOTAL	$2,910,000	$2,881,000	$29,000	

Recommendations:

- Increase budget through federal funding, grants, and private donations.

5. HR Department

The HR Department oversees all agency personnel activities under the direct supervision of the HR Director. The department maintains and enhances the organization's strategic plan by evaluating employee relations and human resources policies, programs, and practices. The department manages the development and implementation of various benefit programs by evaluating effectiveness and giving cost considerations. The HR team assists in building and maintaining a high-performance culture that is strong in decision making and is customer/patient focused.

Employees:

Full-Time = 46; Part-Time = 4; (Four positions currently vacant in IT, HR, CBS & ACS)

6. Regulatory Affairs and Compliance Office

This office researches, plans, implements, and monitors a broad portfolio of compliance systems and initiatives in order to enable organizational compliance with all applicable federal, state, and local regulations/laws. The Regulatory Affairs and Compliance Office also oversees the protection of organizational assets. On an ongoing basis, the office researches and interprets regulations and laws to establish compliance standards and develops and/or delivers training and communications relative to new standards. The office also assesses organizational systems (both physical and process or data-

related) to reveal gaps in compliance and determine opportunities for remediation. The Director of the office advises the agency on all compliance matters. The office is responsible for investigating violations of compliance policy, laws, regulations, etc., and conducts ongoing monitoring and reporting to ensure remediation. The Director is responsible for project management relative to new compliance initiatives, products, and annual processes.

Training Provided to Center Staff by Compliance Director
HIPAA Privacy/Confidentiality
Patient Rights
HIPAA for Behavioral Health Provider
Federal and State Laws Refresher
Organizational Compliance and Responsibilities

Complaints Received
Three complaints were received that related to HIPAA violations.

Harbor City Demographic Facts and Figures

Harbor City is located in south Florida and is surrounded by coastal byways and orange groves. The most recent Census Bureau report indicates that the city's population was approximately 65,000.

The Census Bureau also reports that the city's ethnic breakdown was 70% Caucasian, 23% Latino, 3% Native American, and 1% African American. The city's one threshold language is Spanish.

SUMMARY

HCBHC has remained actively engaged in behavioral health initiatives. Over the past year, there has been an increase in collaboration with the community. HCBHC looks with anticipation to the new year, where we will increase this collaboration even further. We continue to acclimate ourselves to the new IT system. We will seek new funding streams and hope to continue to provide current levels of service.