

# Greenville County Commission on Alcohol and Drug Abuse – The Phoenix Center

## **Priority Service Areas**

Fiscal Year 2017



## Strengthen Recovery Oriented Systems of Care and Increase Capacity

**Strategies:**

1. Maintain and expand all Prevention and Early Intervention programs.
2. Maintain and expand all Treatment programs for children, adolescents, and adults including: Children’s Therapeutic Services, Adult and Adolescent Outpatient Services, Detoxification Services, Women and Adolescent Residential Services, and Medication Assisted Treatment Services.
3. Maintain and expand all recovery focused partnerships including 12-Step recovery groups, FAVOR coaching and mentorship, Celebrate Recovery or other faith based support as identified by the client.

Fiscal Year 2014 Baseline		Goal		Fiscal Year 2015 Actual		Fiscal Year 2016 YTD Actual	
Prevention and Early Intervention Participants	Treatment Clients	Prevention and Early Intervention Participants	Treatment Clients	Prevention and Early Intervention Participants	Treatment Clients	Prevention and Early Intervention Participants	Treatment Clients
10,000	5,665	5% Increase		14,276 (43% ↑)	5,159 (9% ↓)	7,679	5,168

## Quality Treatment and Initiation into Recovery

**Strategies:**

1. Implement the Family Effect Integrated Treatment Model (formerly called the Family Transformation Model) in Outpatient and Residential Services.
2. Incorporate a variety of therapeutic interventions into all programs.
3. Utilize gender-specific programming in a consistent manner across all programs as appropriate.
4. Maintain relationships with community recovery partners and provide on-site access to recovery resources.
5. Obtain consistent feedback from clients, staff, and other community partners to identify issues related to access, retention, effectiveness, and satisfaction.
6. Maintain an Information and Technology Plan which is reviewed at least annually and updated as needed.

Fiscal Year 2015 Baseline	Goal	Fiscal Year 2016 YTD Actual
Completion of Services 62%	Completion of Services 65%	Completion of Services 56%

Fiscal Year 2015 Baseline	Goal
Completion of Services 62%	Completion of Services 65%
Reduction in Alcohol Use 66% ↓	Reduction in Alcohol Use 40% ↓
Reduction in Alcohol Use to Intoxication 74% ↓	Reduction in Alcohol Use to Intoxication 85% ↓
Reduction in Other Drug Use 67% ↓	Reduction in Other Drug Use 40% ↓
Reduction in Tobacco Use 46% ↓	Reduction in Tobacco Use 25% ↓

Fiscal Year 2015 Baseline	Goal
Reduction in Arrests	Reduction in Arrests
91%↓	75%↓
Reduction in Unemployment	Reduction in Unemployment
17%↓	20%↓
Reduction in Homelessness	Reduction in Homelessness
89%↓	40%↓
Reduction in ED Visits	Reduction in ED Visits
46%↓	40%↓

## Dependent Children of Parents with a Substance Use Disorder

### Strategies:

1. Implement Master Plan to expand children’s therapeutic services by increasing licensed capacity and enhancing the therapeutic environment.
2. Complete a child developmental screening or child assessment on all children under the age of seven who are living in the home of an adult with an open DSS case.
3. Complete a child developmental screening or child assessment on all children under the age of seven who are living in the home of an adult who is participating in a Phoenix Center program.
4. Implement Motivational Interviewing training for staff who interact with parents of potential clients during the screening and assessment process.
5. Designate a staff member to attend regularly scheduled meetings with partner agencies including DSS, pediatric service providers, and OB/GYN clinics to collaborate on referrals.

Fiscal Year 2014 Baseline	Goal	Fiscal Year 2015 Actual	Fiscal Year 2016 YTD Actual
Preschool Clients Served	Preschool Clients Served	Preschool Clients Served	Preschool Clients Served
43	10% Increase	49 (14% ↑)	49

## Adolescents with a Substance Use Disorder

### Strategies:

1. Designate a staff member to attend regularly scheduled meetings with partner agencies including DSS and DJJ to collaborate on referrals.
2. Complete an assessment on any student who is suspended from school due to an incident related to alcohol or other drugs.
3. Complete an assessment on any individual under the age of eighteen who appears in front of a magistrate due to an alcohol or other drug related incident.
4. Utilize evidence based programs specifically for adolescents under the age of eighteen.
5. Continue with Prevention and Early Intervention programs such as Why Try, Alcohol Education Program, and Tobacco Education Program as described in Prevention Impact Work Plans.

Fiscal Year 2014 Baseline	Goal	Fiscal Year 2015 Actual	Fiscal Year 2016 YTD Actual
School Age Clients Served	School Age Clients Served	School Age Clients Served	School Age Clients Served
464	10% Increase	462 (<1% ↓)	517

## Pregnant Women

### Strategies:

1. Continue to provide Motivational Interviewing training and proficiency training for all direct care staff.
2. Implement Motivational Interviewing training for non-direct care staff who interact with potential clients during the screening and assessment process.
3. Continue ASAM training for clinical staff to ensure that clients are admitted to the appropriate level of care and to increase success with the Managed Care Organizations' prior authorization process.
4. Initiate weekly contact with clients who are on the waiting list and offer interim services as needed.
5. Maintain trauma informed care and gender specific services in planned regimen along with other evidence based practices.
6. Implement Master Plan to include improvements to the facility which provide increased privacy for services and increased living space for each family unit.
7. Designate a staff member to attend regularly scheduled meetings with partner agencies including DSS and Adult Probation to collaborate on referrals.
8. Complete an assessment on any pregnant woman with an open DSS case where there is suspicion of alcohol or other drug use.
9. Complete an assessment on any pregnant woman who appears in front of a magistrate due to an alcohol or other drug related incident.
10. Complete an assessment on any pregnant woman who is on probation due to an alcohol or other drug related incident and/or where there is suspicion of alcohol or other drug use.

Fiscal Year 2014 Baseline	Goal	Fiscal Year 2015 Actual	Fiscal Year 2016 YTD Actual
Pregnant Women	Pregnant Women	Pregnant Women	Pregnant Women
84	10% Increase	105 (25% ↑)	40
Residential Utilization	Residential Utilization	Residential Utilization	Residential Utilization
94%	90%	90%	97%
Drug Free Births	Drug Free Births	Drug Free Births	Drug Free Births
100%	100%	100%*	93%**

\*In Fiscal Year 2015, 1 of 13 babies tested positive for drugs at birth. However, this baby was born to a mother who was on a medication assisted therapy protocol during pregnancy and was closely monitored by her physician throughout pregnancy. Upon birth, the baby began a withdrawal protocol.

\*\*In Fiscal Year 2014, 1 of 14 babies tested positive for an illegal substance upon birth.

## Treatment on Request

**Strategies:**

1. Monitor the point of entry process to ensure accessibility and efficiency.
2. Publicize priority admission status for pregnant and intravenous substance users.
3. Provide access to interim services to individuals placed on a waiting list.

Fiscal Year 2013 Baseline	Goal	Fiscal Year 2016 YTD Actual
Assessment Within 2 Days of Entry	Assessment Within 2 Days of Entry	Assessment Within 2 Days of Entry
89%	75%	81%
Treatment Within 6 Days of Assessment	Treatment Within 6 Days of Assessment	Treatment Within 6 Days of Assessment
89%	50%	40%
Service Gaps >30 Days	Service Gaps >30 Days	Service Gaps >30 Days
0%	<1%	1.6%

## Medication Assisted Treatment

**Strategies:**

1. Implement community education campaign to increase referrals and access of services.
2. Maintain a Diversion Control Plan which is reviewed at least annually and updated as needed.

Fiscal Year 2014 Baseline	Goal	Fiscal Year 2015 Actual	Fiscal Year 2016 YTD Actual
Patients Served	Patients Served	Patients Served	Patients Served
0	50	0	9

## Interim Housing

**Strategies:**

1. Provide stable housing for women and their children following completion of residential services at Serenity Place as they prepare for self-sufficiency.
2. Enter into partnerships with community housing resources to provide stable housing to active clients who are participating in treatment or graduates of a Phoenix Center program.

Fiscal Year 2014 Baseline	Goal	Fiscal Year 2015 Actual	Fiscal Year 2016 YTD Actual
Families Served	Families Served	Families Served	Families Served
40	15% Increase	48 (20%↑)	28*

\*Contract with Solutions Recovery Center ended 3/1/16

## Financial Stability and Diversity

**Strategies:**

1. Maintain a Risk Management Plan which is reviewed at least annually and updated as needed.
2. Maintain fiscal solvency.
3. Maximize community financial support and engagement through The Family Effect.
4. Strengthen the budget allocation process.
5. Strengthen cash management and investment control.
6. Maintain a Capital Spending Plan which is reviewed at least annually and updated as needed.

Fiscal Year 2015 Baseline	Goal	Fiscal Year 2016 YTD Actual
Budget to Net Surplus	Budget to Net Surplus	Budget to Net Surplus
+4%	+/- 4%	-7%
End of Year Cash and Accounts Receivable	End of Year Cash and Accounts Receivable	End of Year Cash and Accounts Receivable
\$1,404,000	\$1,500,000	\$340,000

## Staff Development and Training

**Strategies:**

1. Maintain a comprehensive Training Plan which is reviewed at least annually and updated as needed.
2. Maintain a Cultural Competence and Diversity Plan which is reviewed at least annually and updated as needed.
3. Implement a strong workforce development plan.
4. Develop a comprehensive succession plan.
5. Maintain an equitable incentives plan.

Fiscal Year 2015 Baseline	Goal	Fiscal Year 2016 YTD Actual
Staff Turnover	Staff Turnover	Staff Turnover
27%	<19%	15%
OSHA Incidents	OSHA Incidents	OSHA Incidents
3%	<9%	0%