

# FY 2018 EXPENSE WORKSHEET

Fund	Budget Unit	Budget Unit Title	Account	Account Title	FY 16		FY 17		FY 18	
					Final Budget	Current Actual	Current Budget	Requested Amount	Increase (Decrease)	
100	5170	Health Centers & Clinics	52.2224	R & M Health Department	\$7,760	\$3,930	\$7,760	\$7,760	\$0	
100	5170	Health Centers & Clinics	53.1140	Building Materials	\$2,400	\$11	\$2,400	\$2,400	\$0	
100	5170	Health Centers & Clinics	57.2030	WC Health Department	\$406,400	\$203,200	\$406,400	\$406,400	\$0	
100	5170	Health Centers & Clinics	57.2100	Advantage Behavioral	\$92,197	\$23,049	\$92,197	\$92,197	\$0	
					<b>\$508,757</b>	<b>\$230,190</b>	<b>\$508,757</b>	<b>\$508,757</b>	<b>\$0</b>	



February 24, 2017

Walton County Board of Commissioners  
Ms. Linda J. Hanna  
Finance Director  
303 South Hammond Drive  
Monroe, GA 30655

Dear Ms. Hanna:

Advantage Behavioral Health Systems is a \$24 million, 385 FTE, not-for-profit state instrumentality that provides mental health, substance abuse and developmental disability services to 9,637 clients in FY2016 in a 10-county catchment area. One of the largest of 26 state Community Service Boards, Advantage is the official Safety Net Provider of behavioral health services for Walton County as well as the other 9 counties in its catchment area.

In FY2016, our agency served 9,637 total clients. 1,440 (15%) of those served were Walton County residents. Our total expenses for FY2016, per our audited financial statement, were \$23,883,620. The cost of serving the 1,440 Walton County residents in FY2016 was \$2,521,982. During our most recently ended operating year, we did not pledge Walton County funds as matching or leveraged funds for any grant funded programs. However, we reserve the right to do so as the need arises. Per the instructions outlined within your initial letter, we are requesting a level amount of funds equal to the amount received in the previous year's request.

For fiscal year 2018, we respectfully request the Walton Board of Commissioners to contribute \$92,197 to help us continue to serve Walton County residents.

For your information, please find enclosed our budget request and supporting documentation.

Respectfully,

Oliver J. Booker  
Chief Executive Officer  
Advantage Behavioral Health Systems

Enclosure

**ADVANTAGE BEHAVIORAL HEALTH SYSTEMS  
SUPPLEMENTAL BUDGET INFORMATION FOR WALTON COUNTY**

**MISSION STATEMENT**

It is the mission of Advantage Behavioral Health Systems to provide person-centered community-based services and treatment to individuals and families experiencing mental illness, developmental disabilities, and addictions, by collaboratively using personal, community and organizational resources.

**VISION**

We at Advantage Behavioral Health Systems envision a community wherein people receive support in dealing with the effects of mental illness, developmental disabilities, and alcohol and other drug abuse.

**VALUES**

- **QUALITY:** We uphold high professional standards. We practice continuous quality improvement.
- **RESPONSIBILITY:** We advocate for access to care for all people and support public efforts to fund services for vulnerable people who cannot pay. We believe that people served have personal responsibility as part of the interdisciplinary team; employees have personal responsibility for achieving the agency's mission. Employees and persons served must be given authority commensurate with their responsibilities.
- **GROWTH:** We believe all people should have opportunities for development at all stages of life, and we support learning that promotes healthy growth and well-being. We create a workplace that supports and nurtures employees.
- **PERSONS SERVED:** We help people in ways that uphold dignity and choice. We believe employment and meaningful activities are beneficial for all people.
- **COMMUNITY:** We believe community support is critical to our success, and we appreciate others who assist us in our mission. We believe the use of community-based family and family-like supports is the best way of helping people with problems caused by mental illness, developmental disabilities, alcohol and other drug abuse.

**STRATEGIC DIRECTIONS**

Advantage Behavioral Health Systems implements its mission by...

- Assembling a diverse, qualified staff trained to function in interdisciplinary teams.
- Making it easy for people with problems, especially those most in need, to access someone who can help them.
- Collaboratively planning cost-effective solutions to problems, efficiently implementing the plan, and revising it as necessary to achieve the best results.

- Maintaining accountable management and administrative systems that support our work with people keeping us financially sound, appropriately staffed, and adaptive to change.

Operating in the public interest, we provide leadership in collaborative community efforts to achieve positive outcomes at a reasonable cost. We will always endeavor to gain greater community acceptance of persons with disabilities. We will continue to evaluate our clients in order to better match our services to their needs. We strive to maintain a balanced budget, a high degree of productivity, and results oriented accountability.

**OPERATIONAL GOALS FOR FY17-18:**

1. Completion of revenue cycle restructuring to yield higher cash flow, reach more clients and improve job satisfaction for all employees.
2. Improve internal ability to retain well-trained, competent physicians and other allied health personnel.
3. Improve community collaboration and communication to yield more opportunities for quality client care.
4. Maintenance of the restructured risk management, reporting and tracking system.
5. Improvement of the revenue cycle due to implementation of changes incurred by the FY 16 State-imposed move from grant in aid funding to fee-for-service. **This has proven to have significant negative financial implications for Advantage, as was anticipated in 2015.**

**CLIENTS SERVED IN WALTON COUNTY**

The following table illustrates the volume of services we have provided, and continue to provide, to the residents of Walton County.

Service Delivery	FY 2016	FY 2017 July-January 2017	FY 2017 Annualized	Increase FY2017 vs. FY2016
Mental Health	1,156	882	1,242	86 / 7%
Child & Adolescent	163	87	172	9 / 6%
Substance Abuse	72	36	79	7 / 10%
Developmental Disabilities	49	47	51	2 / 4%
Total	1,440	1,052	1,544	104 / 7%

Advantage provides services both in facilities and in the community (mobile services) in Walton County that are available to residents of the county.

## WALTON COUNTY BEHAVIORAL HEALTH CENTER

834 Highway 11 South

770-267-8302

Monday - Thursday 8:30am to 6:30pm

Friday 8:30am to 6:00pm

Adult Behavioral Health Core Services include group therapy, individual therapy, MD evaluations, nursing assessments, psychiatric testing, psychosocial, PSR-Individual, case management, mental health groups and skills building. Support groups vary but include:

- Mental Health 101
- Depression & Anxiety
- Dialectical Behavioral Therapy
- Men's Support Group
- Global Arts
- Psychosis Support
- Mood Disorders
- Women's Support Group
- Mind Body Health
- Anger Management
- Dual Diagnosis

### Performance Outcomes:

1. ABHS is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). Advantage is due for re-accreditation in the fall of 2017. Policies and procedures are in place to be continually survey-ready. Continued survey readiness is an ongoing performance objective for our Compliance Department.
2. Combined Outpatient Behavioral Health Services Review in 2016 = 93% overall score
  - a. 97% = Billing Validation
  - b. 94% = Focused Outcome Areas
  - c. 88% = Assessment & Treatment Planning
  - d. 93% = Compliance w/Service Guidelines

## ADVANTAGE UNLIMITED SERVICES

Walton-Morgan Service Center

Developmental Disabilities

*Open Monday - Friday from 8:00 AM - 4:00 PM*

226 Leroy Anderson Road | P. O. Box 1540 | Monroe, GA 30655

Phone: (770) 267-8391 | FAX: (770) 207-4070

We offer community-based services for individuals living with Intellectual and Developmental Disabilities. Services are tailored to the individual's interests to establish/sustain/extend independent functioning in the community to the extent possible via the following programs:

Pre-Vocational Program	Aimed at developing work readiness at whatever level matches the individual's capabilities.
Supported Employment	Once engaged in "work", clients are provided the level of support needed to ensure successful outcomes on the job.
Community Residential	We provide residential placement and services for clients whose support needs require

Alternatives	24/7 supervision.
Community Access	One-on-one and group opportunities for clients to identify, use, extend, and sustain resources, connections, and relationships in the community.
Community Living Skills	We provide skill building opportunities via modeling, repetition, practice opportunities, or other teaching methods to ensure needs are met.
Family Support	We provide specialized medical equipment and supplies, environmental modifications for client access, and assistive technology.

Key Performance Indicators:

1. 100% fidelity to person-centered activity plan and goal development
2. 100% maintenance of steady employment
3. 4 individuals found and maintained employment during the operating year\*

\*Advantage is currently pursuing the implementation of the evidence-based model known as Project Search that incorporates a total immersion employee training program for individuals with developmental disabilities with partnering employers.

**WALTON COUNTY RESIDENTIAL PROGRAMS**

Advantage’s Residential Services program provides housing to homeless individuals and families with severe and persistent mental illness who need supportive services in order to live as independently as possible. We offer different levels of support, based on their level of assessed need. Funding for supported housing comes from federal grant programs through the Department of Housing and Urban Development. Within Walton County, we work with six different landlords to provide 31 units of housing to 17 families with children and 14 individuals. The federal grant programs pay for the rent and utilities of each unit. We utilize a portion of the county funds to pay for treatment services in combination with funds from other grant programs.

Key Performance Indicators:

1. Maintained a 92% residential stability rate among program residents. (State average is 88%)
2. 52% of households increased or maintained their income during the operating year.

**WALTON COUNTY TREATMENT COURT PROGRAMS**

Our Walton County Mental Health Court works to offer people with mental illness an alternative to the traditional court system, jail, fines and probation. Mental Health Court Programs are approximately 18 to 24 months in duration and require treatment, random drug tests, and community supervision. The individual has frequent contact with the treatment court staff who work in collaboration with Advantage clinicians to hold the participant accountable for following treatment recommendations as well as continuing to follow the law.

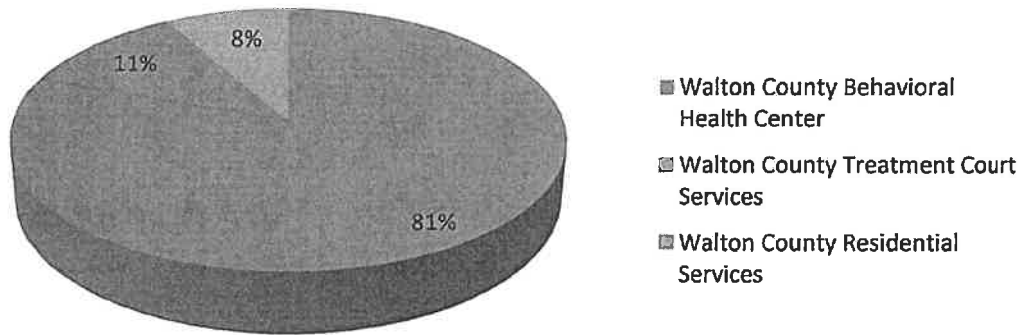
Key Performance Indicators:

1. Total program participants in 2016 – 30

2. Total program graduates in 2016 – 8 (Please note the program lasts up to 24 months. Many of the program participants are still active and working through the program).

**WALTON COUNTY GOVERNMENT EXPENDITURE – FY 2016**

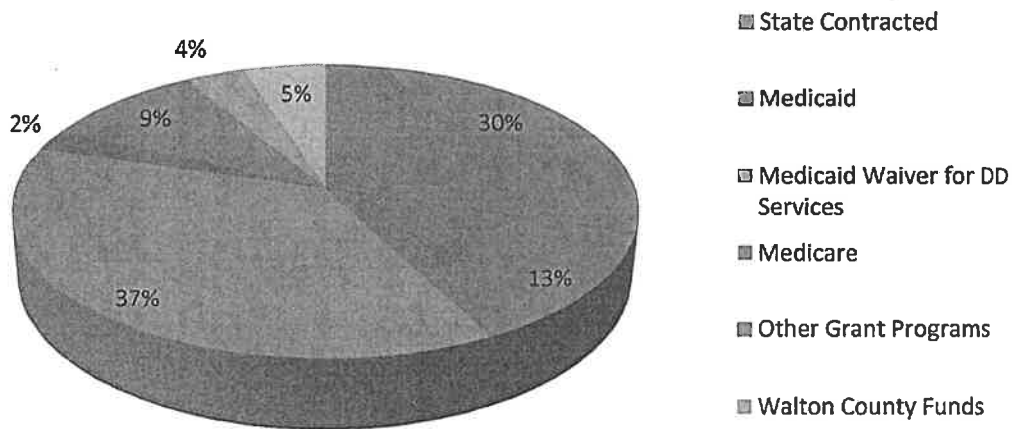
**General Program Allocation**



**Total Allocation for FY 2016  
\$92,197**

**ADVANTAGE REVENUE BREAKDOWN FOR WALTON-2016**

**Revenue Source**



**Total Revenue for FY2016  
\$2,521,982**

## **ADVANTAGE HIGHLIGHTS**

- Advantage has begun renovation of the former Clarke County Schools Administrative Offices at 240 Mitchell Bridge Road. This will become the new Advantage Pavilion for Behavioral Health and will consolidate our Athens Based services to more efficiently streamline programming. For Walton County residents\*, this is important because many of the services provided to our counties are based from an administrative and operations support center that up until now has been split into 3 separate locations. The consolidation of services will occur in May of 2017. The facility will house a new Behavioral Health Crisis Center (BHCC), which will include 30 crisis stabilization beds and a walk-in 23-hour observation unit. The Pavilion will consolidate the following clinical programs under one roof:
  - Clarke adult mental health clinic
  - Full retail pharmacy (Village Drug will continue to be our partner)
  - Clarke developmental disabilities program
  - Behavioral Health Crisis Center (formerly Miles Street CSU): this will be an increase from 14 beds to 30 crisis beds, an 8-bed 23-hour observation unit, and a 24/7 crisis walk-in unit
  - Child and adolescent services (substance abuse and mental health outpatient clinic and EPIC and APEX programs)
  - Day programs (Psychosocial Rehabilitation and Peer Recovery)
  - Supportive Employment
  - Supportive Housing
  - Community Programs (Assertive Community Treatment and Community Service Team)

\*All of the above mentioned programs will be available to Walton County residents as needed.

### **Additional Advantage Highlights:**

- Advantage won the statewide Peer Support Program of the Year, awarded by the Georgia Mental Health Consumer Network.
- In 2016 we received our first independent Federal grant from SAMHSA. We were awarded \$1.4 Million for a 3 year grant period to expand outreach and addictive disease support for African American Women living in Athens-Clarke County with or at-risk of HIV/AIDS.
- Advantage was recognized by the State of Georgia as a pioneer in the efforts of training and developing State Certified Peer Specialists (CPS) in the areas of Addictive Disease and Mental Health. Currently we have over 20 CPS staff that provide support and encouragement to clients by sharing their success stories and lived experience. We will continue to expand our Peer Programming in 2017-18 in the new Behavioral Health Crisis Center and Observation Unit.



- Advantage was awarded a \$400,000 grant from DBHDD to create Athens' first youth mental health clubhouse. Located in a 10,000 SF facility at 130 Mill Center Boulevard, this resiliency leadership model will conduct after-school activities that work toward recovery by engaging youth and help manage behaviors and symptoms. Programs will include peer support, family engagement and social activities. We anticipate opening "Club Remix" in March 2017.



**Advantage Behavioral Health Systems**  
250 North Avenue, Athens, Georgia 30601  
Phone: 706-389-6789 Ext. 1102 Fax: 706-389-6740  
Oliver J. Booker, Chief Executive Officer

**Community Service Board Member Mailing List - January 2017**

**Athens-Clarke County**  
**Jerry NeSmith** (White) Elected  
210 Deerhill Drive  
Bogart, GA 30622  
C: 706-248-3547  
[jerrynsmith@gmail.com](mailto:jerrynsmith@gmail.com)  
Expiration: 3/2018

**Work Groups:**  
*Strategic Planning, Chair*

**Athens-Clarke County**  
**Larry Magers** (White)  
166 Imperial Way  
Bogart, GA 30622  
C: 706-206-9616  
[ltjmagers@hotmail.com](mailto:ltjmagers@hotmail.com)  
Expiration: 8/2018

**Work Groups:**  
*Strategic Planning  
Finance & Audit*

**Barrow County**  
**Mary Lay** (African American)  
P. O. Box 352  
Statham, GA 30666  
H: 770-725-2239  
[Burks7998@bellsouth.net](mailto:Burks7998@bellsouth.net)  
Expiration: 10/2018

**Work Groups:**  
*Human Resources  
Risk Mgmt & Quality Assurance*

**Elbert County**  
**Mae Davis** (African American)  
1038 Hickory Drive  
Elberton, GA 30635  
H: 706-283-4731  
[maedavis@bellsouth.net](mailto:maedavis@bellsouth.net)  
Expiration: 4/2018

**Work Groups:**  
*Risk Management & Quality  
Assurance, Chair  
Board Recruitment & Retention  
Advocacy and Outreach*

**Greene County**  
**Vacant**

**Jackson County**  
**Patti Knick** (White)  
763 Sheep Pasture Rd.  
Commerce, GA 30529  
H: 706-336-8846  
C: 770-354-1125  
[pattiknick@gmail.com](mailto:pattiknick@gmail.com)  
Expiration: 2/2019

**Work Groups:**  
*Board Recruitment & Retention  
Risk Mgmt & Quality Assurance*

**Jackson County**  
**Kevin Poe** (White) Elected  
Vice Chairperson  
710 Traditions Way  
Jefferson, GA 30549  
C: 706-614-1567  
W: 706-367-6314  
[Kpoe@jacksoncountygov.com](mailto:Kpoe@jacksoncountygov.com)  
Expiration: 11/2017

**Work Group:**  
*Finance & Audit, Chair  
Human Resources*

**Madison County**  
**Reginald Hunter** (African American)  
276 North Second Street  
Colbert, GA 30628  
C: 706-254-9204  
[rahunter@windstream.net](mailto:rahunter@windstream.net)  
Expiration: 6/2018

**Work Groups:**  
*Finance & Audit*

**Morgan County**  
**Frusanna Hayes** (White)  
GACSB Representative  
1250 Confederate Road  
Madison, GA 30650  
H: 706-474-1091  
[fruhayes@charter.net](mailto:fruhayes@charter.net)  
Expiration: 12/2016

**Work Groups:**  
*Board Recruitment & Retention, Chair  
Advocacy and Outreach*

**Oconee County**

**Charles Hunt** (White)

Secretary

1080 Sam Cooper Road  
Watkinsville, GA 30677

H: 706-769-8076

C: 706-540-7467

[chuck@czfarms.com](mailto:chuck@czfarms.com)

Expiration: 11/2017

**Work Group:**

*Risk Mgmt & Quality Assurance*

**Oglethorpe County**

**David A. Kidd** (White)

Chairperson

1438 Comer Road  
Crawford, GA 30630

C: 706-540-6847

H: 706-783-2911

[Davidakidd@aol.com](mailto:Davidakidd@aol.com)

Expiration: 11/2017

**Work Group:**

*Human Resources, Chair*

*Finance & Audit*

*Board Recruitment & Retention*

*Advocacy and Outreach*

*Strategic Planning*

**Walton County**

**Penny Shirley** (White)

C: 404-788-9952

[poshirley555@aol.com](mailto:poshirley555@aol.com)

Expiration: 6/2018

**Walton County**

**Vacant**