

Fremont Counseling Service  
Annual Management Report  
FY12

Fremont Counseling Service, a community-based, non-profit organization exists to meet the needs of all peoples of Fremont County in all areas of mental health and substance abuse; our mission is to provide accessible, affordable, high quality services through education, counseling, treatment and crisis intervention.

**Mission**

To provide the highest quality mental health and substance abuse services to enhance people's lives and enrich our communities.

**Vision**

Healthy minds for all.

**Belief Statements**

- Fremont Counseling Service (FCS) has a caring, highly skilled staff.
- Fremont Counseling Service provides our clients prompt, thorough, attentive care.
- Treatment from Fremont Counseling Service results in healthier citizens and a healthier community.

**Fremont Counseling Service Values**

- Strive to create environments that promote professional, safe and accessible services for those served.
- Advocate for programs where those served, their significant others and staff feel respected and valued.
- Recognize and value each team member's gifts offered.
- Support the need for agency growth
- Maintain a unified vision that enhances partnerships.
- Maintain consumer-friendly attitude and services.

**Strengths**

- We are a highly skilled, well trained staff.
- Fremont Counseling Service has a positive image in the community for providing other services that enhance the therapeutic process.
- Fremont Counseling Service staff is committed, experienced and pro-active.
- Fremont Counseling Service provides quality care accessible to those in need of mental health and substance abuse treatment services.
- Fremont Counseling Service is dedicated to developing and maintaining partnerships with other community agencies.
- Fremont Counseling Service provides services in the community as well as in the office.
- Fremont Counseling Service provides consultation and education services to many community programs.
- We use supportive data to make wise (management and service) decisions.

**Challenges and Opportunities**

- Maintaining CARF accreditation and State Certifications.
- Retention and Recruitment of qualified staff.
- Continue developing a local/regional system of care for all populations served.
- Strengthen the commitment of community collaboration.
- Management of Information.
- Increasing cost of doing business.
- Increased local competition for resources (Local, State and Federal).
- Increased competition locally for funding.

**Fremont Counseling Service Goals for FY2012/FY2013**

- Develop a Marketing Plan to effectively promote Fremont Counseling Services

- Develop a Financial Plan to assist in the investing of Fremont Counseling Services funds to insure the best possible financial return on funds invested
- Recruit and Retain Board Members

**Service Locations**

Fremont Counseling Service provides services at two (2) office locations as well as community-based services in most Fremont County communities. Fremont Counseling Service’s main locations are:

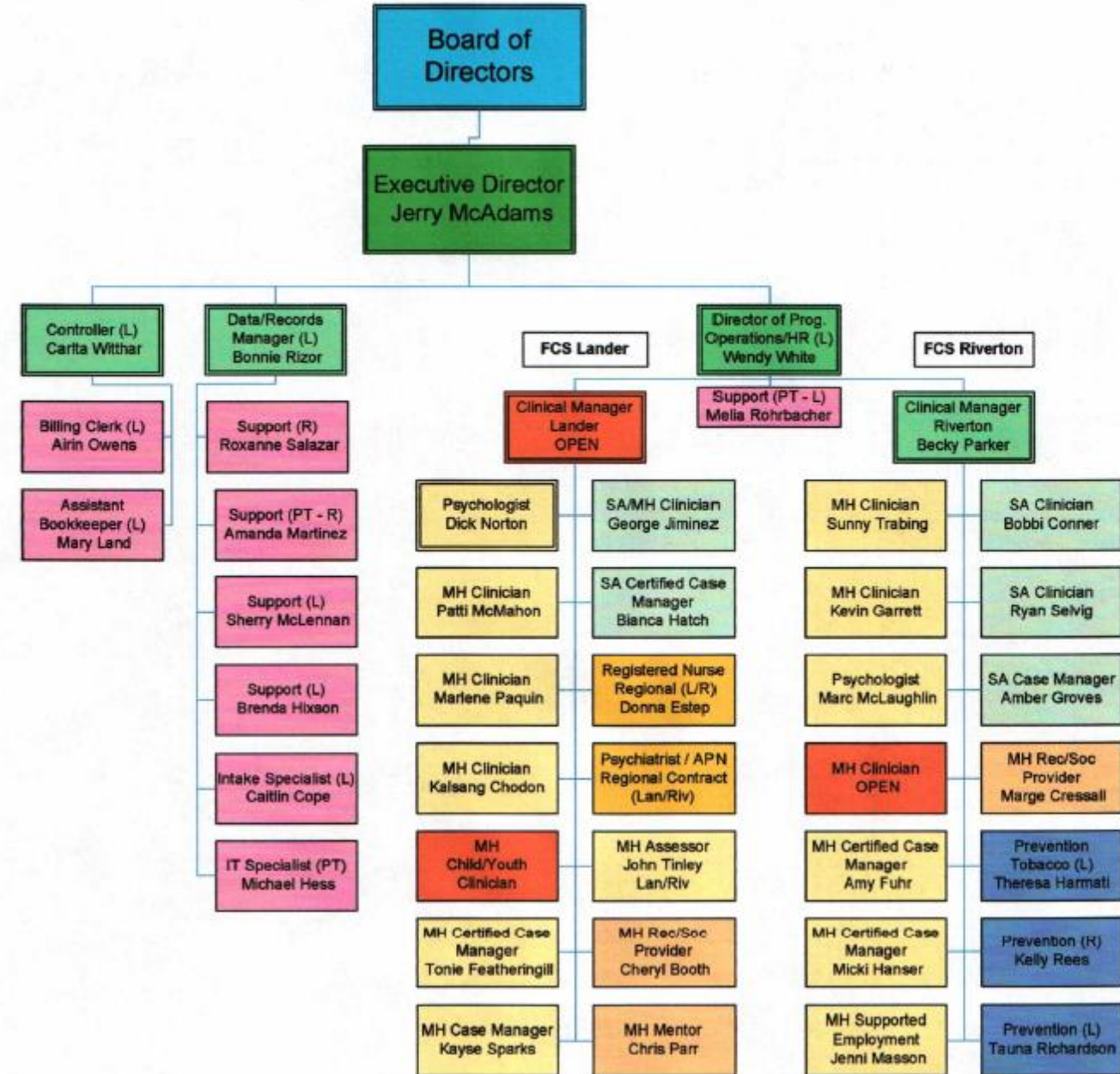
- 748 Main Street                   Lander, WY 82520
- 1110 Major Avenue               Riverton, WY 82501

# Fremont Counseling Service

## Organizational Chart

July 1, 2011

FY12: Approved for 41 positions (38 FT, 3 PT)



**Change to Clinical Manager in each location that manages all staff in each location (MH and SA) Effective October 1, 2011**

**OPEN POSITIONS To Be Filled**

### Accomplishments

- Fremont Counseling Services was able to exceed the direct service hours as required by the State of Wyoming.
- Fremont Counseling Services was able to hire and maintained a full staff (Substance Abuse & Mental Health) through FY12.
- The occupancy rate of the SIP apartments was 85%.
- Fremont Counseling Services continues the implementation process for the Anasazi software (Electronic Medical Records).

### **Program Sustainability**

During Fiscal Year 2012 the funding streams for the mental health and substance abuse service areas remained stable. Fremont Counseling Service exceeded service hour expectations for the mental health and substance abuse State contracts.

Expectations for Fiscal Year 2013 include continued review and implementation of operations; fine-tuning and improving outcome measures; increasing input from those served, their family members and stakeholders regarding satisfaction with services; improving access and continued improvement in clinical documentation.

### **Accessibility Plan FY12**

#### Access Issue – Attitudes

Lack of follow-up with emergency contacts

- All emergency contacts will be given the clinician's business card with phone numbers - ongoing
- Call the emergency contact the next day to inquire on status - ongoing

Reduce stigma associated with mental health and substance abuse treatment

- Sponsor or Co-sponsor community events – ongoing
- Speaking to groups - ongoing

#### Access Issue - Financial:

Clients/community members feeling financially unable to seek and receive services

- FCS staff will assist clients in applying for third party assistance (i.e. Medicaid, Kid Care) - ongoing
- Changes in the State of Wyoming, Division of Mental Health and Substance Abuse requirements for performance payments
- Report on accomplishments of the requirements given to the Leadership team regularly – ongoing
- Reconciliation with WCIS (State System) - ongoing

#### Access Issue – Architectural:

Riverton public restrooms

- One staff restroom was converted to a public restroom in FY 2012

#### Access Issue – Environmental

- No deficiencies noted at time of review at any location

#### Access Issue - Transportation

- No deficiencies noted at time of review at any location

#### Access Issue – Communication

- No deficiencies noted at time of review at any location

#### Access Issue – Other:

Long wait for next appointment for psychiatric medication services.

- Collaborate with primary care physicians in the Community – ongoing
- Employ an APN or Physicians Assistant

### **Risk Management**

Fremont Counseling Service has insurance coverage that adequately protects all the agency's assets including coverage for professional liability, Directors and Officers, buildings, equipment and inventory, worker's compensation and vehicles. Fremont Counseling Service maintains coverage against claims from persons served, personnel, visitors, volunteers and other associates.

When, upon investigation, issues of risk to persons served, personnel, visitors and the organization are found to exist, FCS will act as quickly as possible to take corrective actions and make changes so the identified risk is minimized (or removed) and the potential for loss is decreased. Corrective actions will be reviewed to ensure that the actions are or will be effective.

All staff adhere to the confidentiality rules outlined in 42 CFR, part 2 and 45 CFR (HIPAA).

All risks continue to be assessed and updated on a regular basis. In all instances, FCS has done everything within reason to ensure that all risks to the agency are minimized.

### **Persons Served Fiscal Year 2012**

- A total of 1,241 persons received clinical services; 799 persons received mental health services and 442 persons received substance abuse treatment services.
- Of those served, 542 were female and 699 were male.
- Of those served, 75% were Caucasian, 18% were American Indian, and 7% were of other race or nationality. Of those served 7% were also of Hispanic origin.
- Of those receiving Mental Health and Substance Abuse Services 187 were under the age of 18 and 1054 were 18 and older.
- The need for substance abuse treatment services continues to greatly exceed service availability.

### **Prevention Services**

Fremont Counseling no longer receives Prevention or Tobacco Grant funds. The State of Wyoming reorganized these monies and services.

**FY 2012**

**Breakdown of State Mental Health Direct Service Hours Provided**

<b>Service Type</b>	<b>State Contract</b>
Clinical Assessment (Intake)	1,118.50
Agency Based Therapy	4,432.25
Community Based Therapy -	30.50
Psychiatric Services - Psychiatrist	288.00
Psychiatric Services – APN/PA	35.50
Medication Case Management - RN	554.00
Group Therapy	3,992.50
Case Management	1,814.75
Individual/Group Rehabilitative Service	726.50
Group- Recreation/Socialization	2,973.75
Individual Recreation/Socialization	1,284.00
Emergency Services	87.25
Supported Education/Employment	161.25
<b>Total Hours of MH Services Provided</b>	<b>17,498.75</b>

**Breakdown of State Substance Abuse Direct Service Hours Provided**

<b>Service Type</b>	<b>State Contract</b>
Clinical Assessments	696.75
Client Engagement Services	134.25
Agency-based Individual/Family	627.00
Group Therapy	1,594.00
Intensive Outpatient Treatment	4,721.75
Medication Management- Dr.	1.00
Medication Management – APN	.50
Medication Case Management	2.25
Case Management	529.75
<b>Total Hrs of SA Services Provided</b>	<b>8,307.25</b>

**Outcome Measures**

**Fremont Counseling Service -  
Data Dashboard**

**Mental Health Outpatient Outcomes**

	FY10			FY11			FY12		
	Count	% at Admit	% at Discharge	Count	% at Admit	% at Discharge	Count	% at Admit	% at Discharge
Are Not Homeless	734	97.55 %	99.32 %	809	98.52 %	99.01 %	594	99.66 %	99.49 %
Are Not Homeless - Not SPMI/SED/SMI	652	97.55 %	99.39 %	655	98.78 %	99.24 %	376	100.00 %	99.73 %
Are Not Homeless - SPMI	55	96.36 %	98.18 %	94	95.74 %	96.81 %	65	98.46 %	98.46 %
Are Not Homeless - SED	27	100.00 %	100.00 %	60	100.00 %	100.00 %	64	100.00 %	100.00 %
Are Not Homeless - SMI		-	-		-	-	89	98.88 %	98.88 %
Are Homeless	734	2.45 %	0.68 %	809	1.48 %	0.99 %	594	0.34 %	0.51 %
Are Homeless - Not SPMI/SED/SMI	652	2.45 %	0.61 %	655	1.22 %	0.76 %		-	-
Are Homeless - SPMI	55	3.64 %	1.82 %	94	4.26 %	3.19 %	65	1.54 %	1.54 %
Are Homeless - SMI		-	-		-	-	89	1.12 %	1.12 %
Are Employed	349	58.45 %	51.00 %	359	63.51 %	69.08 %	235	67.66 %	68.94 %
Are Employed - Not SPMI/SED/SMI	322	59.63 %	51.86 %	317	67.51 %	71.92 %	147	74.83 %	74.83 %
Are Employed - SPMI	26	46.15 %	38.46 %	42	33.33 %	47.62 %	32	43.75 %	59.38 %
Are Employed - SED		-	-		-	-	2	100.00 %	50.00 %
Are Employed - SMI		-	-		-	-	54	61.11 %	59.26 %
Are Not Employed	349	41.55 %	49.00 %	359	36.49 %	30.92 %	235	32.34 %	31.06 %
Are Not Employed - Not SPMI/SED/SMI	322	40.37 %	48.14 %	317	32.49 %	28.08 %	147	25.17 %	25.17 %
Are Not Employed - SPMI	26	53.85 %	61.54 %	42	66.67 %	52.38 %	32	56.25 %	40.63 %
Are Not Employed - SMI		-	-		-	-	54	38.89 %	40.74 %

	FY10		FY11		FY12	
	Count	% Improvement	Count	% Improvement	Count	% Improvement
No Recent Criminal Justice Involvement		-		-	28	21.43 %
No Recent Juvenile Justice Involvement		-		-	42	21.43 %
Improved Functioning GAF - Tx Completed Only	128	33.59 %	197	75.13 %	95	62.11 %
Treatment Complete	734	17.44 %	809	24.35 %	594	15.99 %

**Fremont Counseling Service -  
Data Dashboard**

**Substance Abuse Outpatient Outcomes**

	FY10			FY11			FY12		
	Count	% at Admit	% at Discharge	Count	% at Admit	% at Discharge	Count	% at Admit	% at Discharge
Are Not Homeless	450	97.56 %	99.11 %	519	99.42 %	99.23 %	363	99.17 %	99.45 %
Are Homeless	450	2.44 %	0.89 %	519	0.58 %	0.77 %	363	0.83 %	0.55 %
Are Employed	292	52.74 %	50.68 %	322	52.80 %	64.60 %	224	60.71 %	76.79 %
Are Not Employed	292	47.26 %	49.32 %	322	47.20 %	35.40 %	224	39.29 %	23.21 %

	FY10		FY11		FY12	
	Count	% Improvement	Count	% Improvement	Count	% Improvement
No Recent Criminal Justice Involvement	56	44.64 %	68	69.12 %	34	67.65 %
No Recent Juvenile Justice Involvement	66	43.94 %	76	65.79 %	36	69.44 %
Improved Functioning GAF - Tx Completed Only	92	42.39 %	120	45.83 %	89	67.42 %
Frequency of Use of Drugs Decreased- Tx Completed Only	70	14.29 %	88	7.95 %	68	2.94 %
Frequency of Use of Alcohol Decreased- Tx Completed Only	20	15.00 %	32	6.25 %	21	4.76 %
Treatment Complete	450	20.44 %	519	23.12 %	363	24.52 %

**Satisfaction Surveys**

Fremont Counseling Service has a systematic method for gathering input from those served and/or their family members at intake, discharge and post discharge. The data gathered is analyzed and discussed by the Consumer/Stakeholder Satisfaction Committee and the results/conclusions are brought before the Leadership Team.

Fremont Counseling Service also participates in the State of Wyoming Consumer Satisfaction Survey which is completed once a year.

Stakeholder Satisfaction Surveys are mailed to Stakeholders on a yearly basis. The data gathered is analyzed and used to improve services.

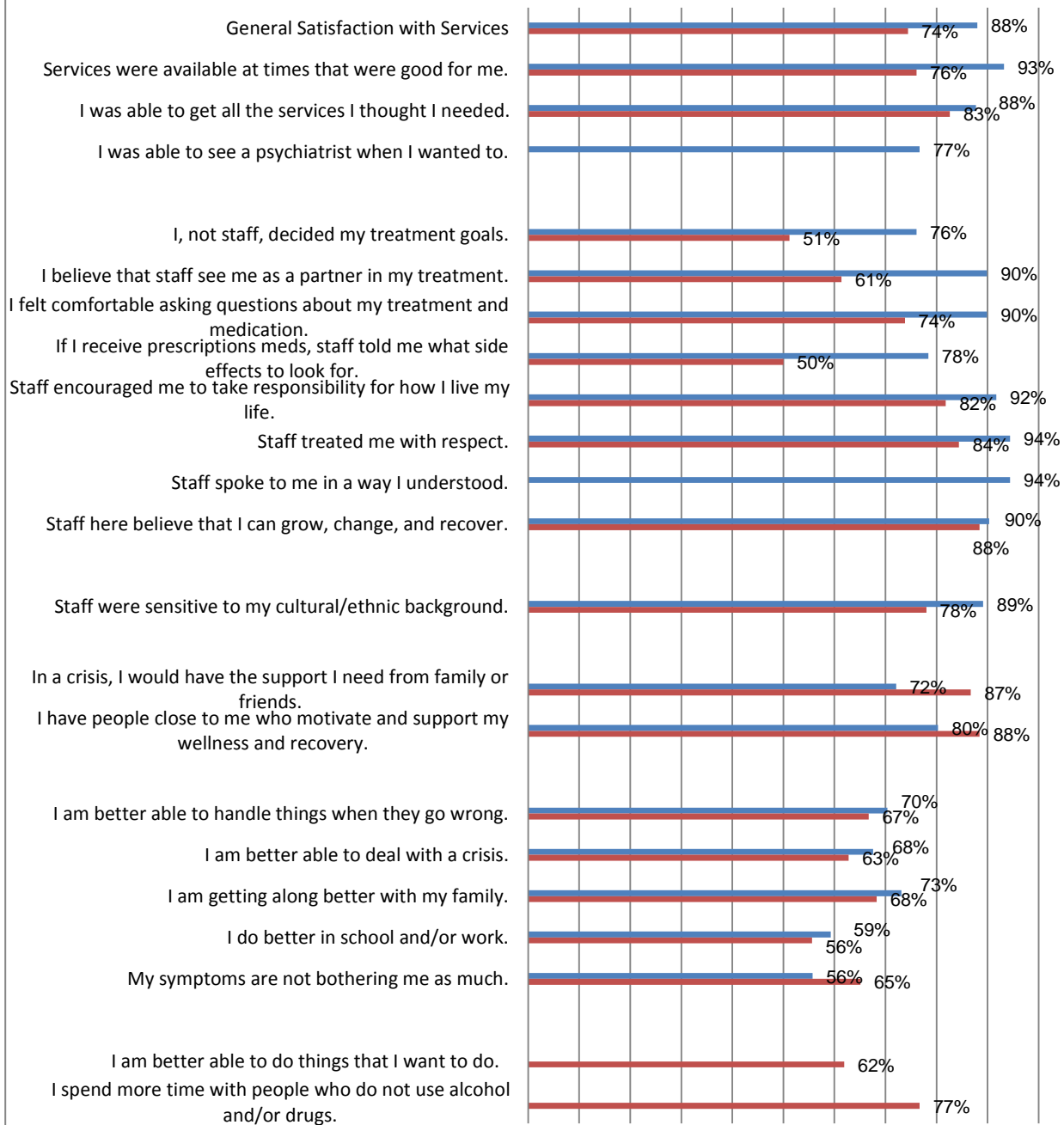
Suggestion boxes are available at all office locations. Staff, persons served and visitors are invited to provide feedback via the suggestion boxes. The Leadership team reviews the suggestions and the information gathered is used to improve services.



# Consumer Satisfaction Survey

FY12

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%



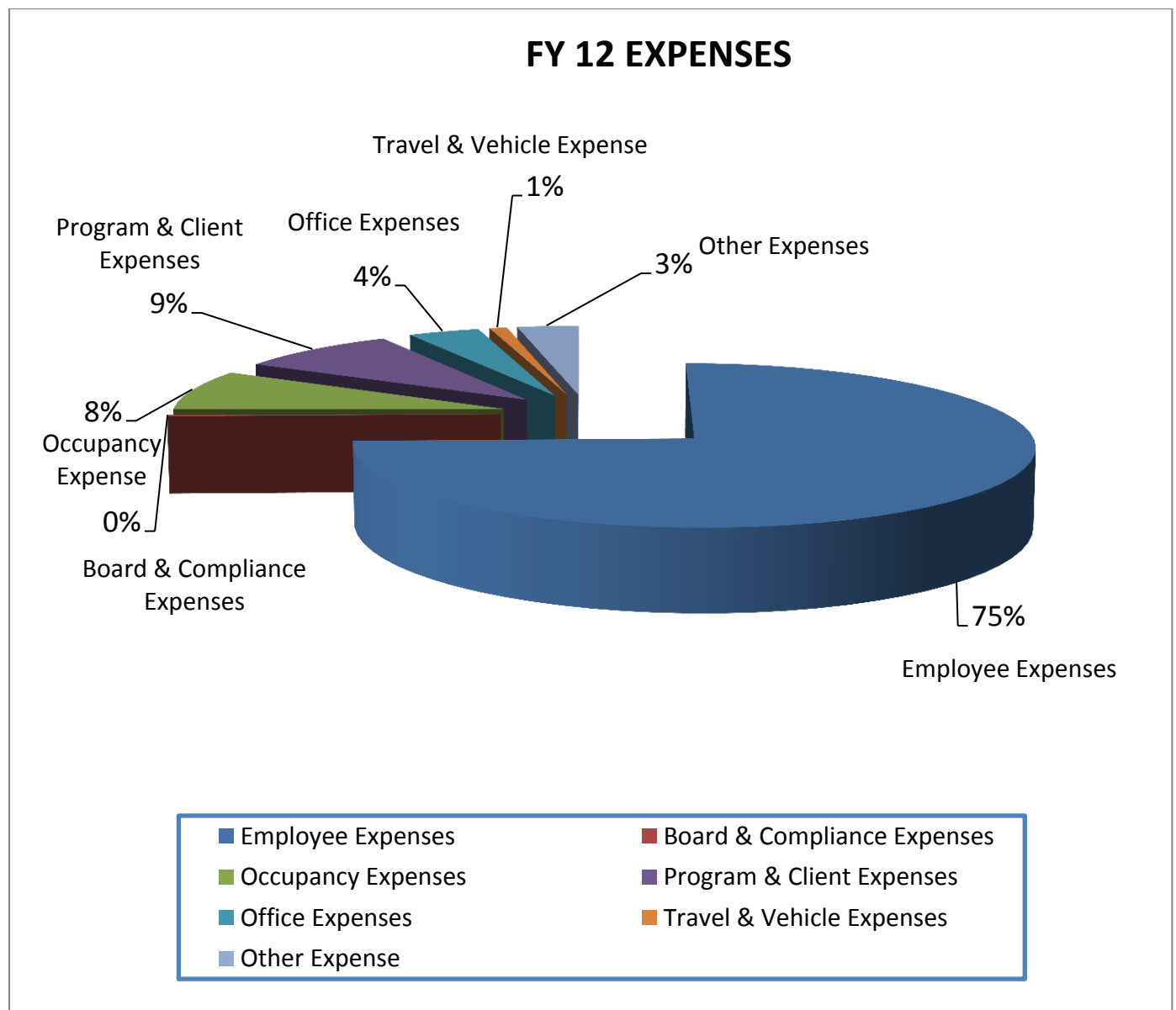
■ Mental Health

■ Substance Abuse

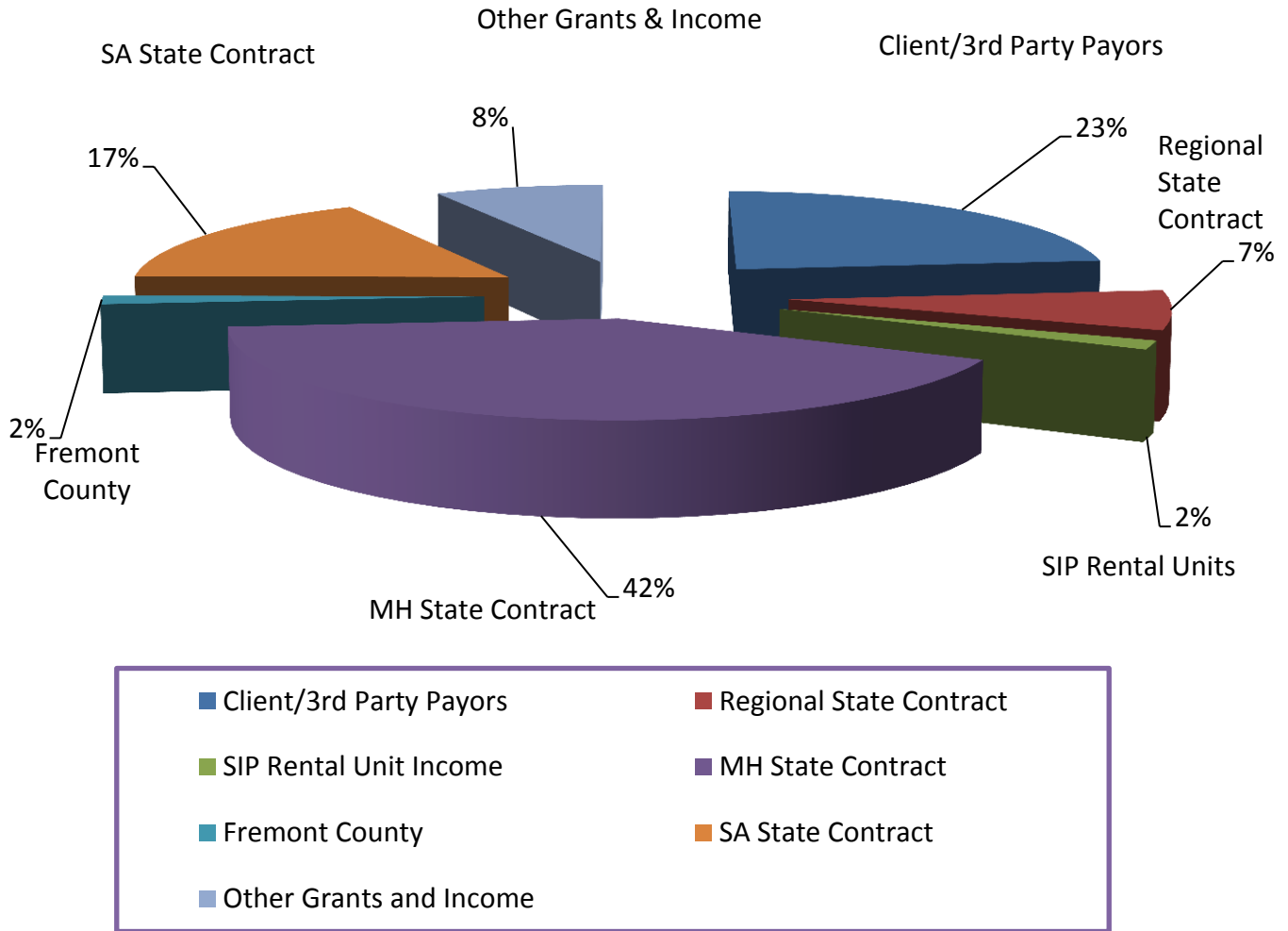
## Financial Operations

Financial operations consist of policies and procedures that insure the continued financial success of Fremont Counseling Service through prudent financial management. Financial management is the process of controlling and utilizing resources to best achieve agency goals. This type of management consists of the following principles:

1. liquidity (ability to meet short-term financial obligations such as monthly agency expenses)
2. solvency (ability to meet long-term obligations)
3. stewardship (use of assets, specifically public funds, in compliance with grants and contracts and in the best interest of the community and our clients)
4. efficiency (ability to obtain the maximum output possible from our limited resources)
5. fidelity (any appearance of conflict of interest will be identified and reported immediately to the Executive Director).



# FY 12 REVENUE



**Human Resources**

**Fremont Counseling Service**

Trends Assessment - Complaints.Grievances

FY12

July 2011 - June 2012

**Complaints Filed:**

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Filed
FY12	2	1	3	2	8
FY11	1	2	6	3	12
FY10	1	0	2	3	6
FY09	5	1	3	3	12
<b>Total</b>	<b>9</b>	<b>4</b>	<b>14</b>	<b>11</b>	<b>38</b>

	Date	Submitted by	Regarding	Resolution
1	7/7/2011	Tenant	Apartment complaint - noise	Founded, eviction
2	8/10/2011	Consumer	Medical services - inaccurate appointment scheduling	Founded, apology
3	12/16/2011	Consumer	Medical services - access to services	Founded, allowed appt.
4	2/13/2012	Consumer	Services - conduct of specific provider	Founded, apology
5	2/13/2012	Consumer	Medical services - conduct of specific provider	Founded, apology
6	3/7/2012	Consumer	Services - confidentiality	Unfounded.
7	5/4/2012	Consumer	Expection re: availability of on-call staff for non-emergencies.	Unfounded, clarification
8	6/27/2012	Consumer	Services - access to services.	Consumer rescinded.

There are no obvious trends, patterns, or areas of concern noted in the submitted complaints/grievances that need to be addressed further beyond the appropriate review.

## Fremont Counseling Service

Trends Assessment - Incident Reports

FY12

July 2011 - June 2012

### Incident Reports Filed:

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total Filed
FY12	6	3	5	0	<b>14</b>
FY11	6	7	8	6	<b>27</b>
FY10	9	7	10	8	<b>34</b>
FY09	4	8	10	4	<b>26</b>
<b>Total</b>	<b>25</b>	<b>25</b>	<b>33</b>	<b>18</b>	<b>101</b>

	Date	Summary of Incident	Forwarded
1	7/25/2011	Agency vehicle accident - no fault.	H/S - Riverton
2	8/2/2011	Client aware of staff whereabouts.	QA - Riverton
3	9/7/2011	Staff fell in off-site training exercise. Reportable injury.	H/S - Lander
4	9/17/2011	Accident in employee vehicle. No injuries. No fault.	H/S - Lander
5	9/27/2011	Unusual behavior reported by non-client in parking lot.	H/S - Lander
6	9/29/2013	Employee injury. Not reportable, employee at fault.	H/S - Riverton
7	10/27/2013	Law enforcement called for wellness check.	H/S - Lander
8	12/1/2011	Client fell on ice in parking lot. No injury.	H/S - Lander
9	12/6/2011	Client injured upon standing. Not reportable.	H/S - Lander
10	1/18/2012	Client needing medical attention. Ambulance called.	H/S - Riverton
11	1/24/2012	Employee fall on ice. Reportable.	H/S - Riverton
12	2/11/2012	Employee received inappropriate mail from client.	QA - Lander
13	2/23/2012	Vehicle accident - no fault, no injuries.	H/S - Riverton
14	3/20/2012	Diabetic client required first aid for low blood sugar.	H/S - Riverton

There are no obvious trends, patterns, or areas of concern noted in the reported incidents that need to be addressed further beyond the appropriate review.

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**Fremont Counseling Service**  
**Comparison Report - Terminations/New Hires**  
**(Full-time Positions Only)**

	FY09	FY10	FY11	FY12
<b>Terminations</b>	12	12	7	7
Voluntary	12	8	7	7
Involuntary	0	4	0	0
<b>New Hires</b>	5	8	1	3
<b>Employees Completing Exit Interview</b>	9	10	4	0
Rate of Return	75%	83%	57%	0%

<b><u>TERMINATIONS BY</u></b>				
<b>Service Area</b>				
Mental Health	6	6	2	1
Substance Abuse	2	2	2	3
SPMI	2	2	1	1
Admin	2	2	2	2
<b>Employment Category</b>				
Clerical	2	2	2	1
Non-Clinical	6	6	1	3
Clinical	3	3	4	0
Manager	1	1	0	2
<b>Location</b>				
Lander	6	6	3	4
Riverton	6	6	4	3

<b><u>NEW HIRES BY</u></b>				
<b>Service Area</b>				
Mental Health	1	1	0	2
Substance Abuse	3	3	1	1
SPMI	0	0	0	0
Admin	1	1	0	0
<b>Employment Category</b>				
Clerical	1	1	0	0
Non-Clinical	2	2	0	0
Clinical	2	2	1	3
Manager	0	0	0	0
<b>Location</b>				
Lander	2	2	1	2
Riverton	3	3	0	1

**Fremont Counseling Service  
Quality Assurance Review  
Fiscal Year 2012  
September 12, 2012**

**Impressions**

Based on the information collected over the course of the year, primary deficiencies of records include:

- Periodic updates of clinical assessments.
- Certain required elements (urgent needs, abuse or trauma – experienced or witness, etc.) are not included in clinical assessment.
- No measureable progress on goals during episode of treatment.
- Goals in treatment plan are outdated and not noted as completed or discontinued.
- Releases of information are not current.
- Client's medical history is not included in client chart or addressed in clinical assessment.
- Treatment plans are not signed by clients.
- Transition/discharge forms are not signed by clients.
- Notification of Treatment Team form not included and/or signed by client.
- Medical records were lacking progress notes that discuss effectiveness, side effects, etc of medications prescribed.
- Use of medication by pregnant (or women who could become pregnant) was not addressed.

Primary deficiencies were reviewed in appropriate group and individual staff meetings and improvements were noted towards the end of the fiscal year.

Deficiencies in records were reported to the staff member responsible for the record and were corrected and returned for review in an acceptable amount of time.

The Quality Assurance Review will continue and will evolve in the next year to become more focused to provide better feedback and a tool for improving documentation for clinical staff in order to better meet the needs of FCS, our clients and staff.

**Fremont Counseling Service**  
**Annual Quality Assurance Report**

Fiscal Year 2012  
 Data Summary

<b>Quality Assurance Review</b>	<b>Total</b>	<b>%</b>
Number of charts reviewed	220	-
Open	187	85%
Closed	33	15%
Mental Health	204	93%
Substance Abuse	9	4%
Dual-Diagnosed	7	3%
<b>Medicaid (Total Medicaid Clients = 206)</b>	<b>110</b>	<b>50%</b>
Mental Health	105	95%
Substance Abuse	1	1%
Dual Diagnosis	4	4%
No Concerns with Chart	92	42%
Minor Concerns with Chart	70	32%
Major Concerns with Chart	58	26%

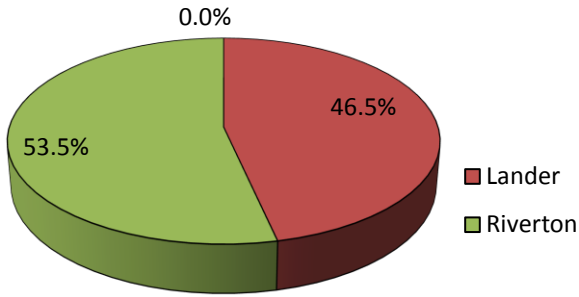
<b>Medical Services Review</b>	<b>Total</b>	<b>%</b>
Number of charts reviewed	29	-
Open	21	72%
Closed	8	28%
<b>Medicaid</b>	<b>7</b>	<b>24%</b>
No Concerns with Chart	21	72%
Minor Concerns with Chart	7	24%
Major Concerns with Chart	1	3%

<b>Emergency Services Review</b>	<b>Total</b>	<b>%</b>
Total calls	376	-
Evaluated Under T25	314	84%
Number of involuntary detentions	104	33%
Detained - Pine Ridge	95	91%
Detained - WBI	5	5%
Detained - FCDC	4	4%
Reassessments	4	-
Continued Detention	0	-
Average Response Time (minutes)	2	-
Number of T25's reviewed	376	-
No Concerns	338	90%
Minor Concerns	38	10%
Major Concerns	0	0%

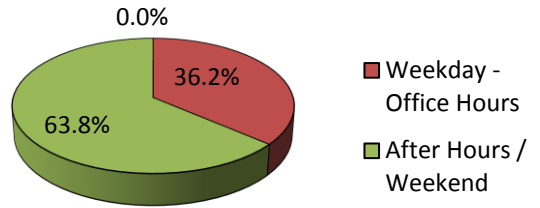


## Fremont Counseling Service FY12 Emergency Services Summary

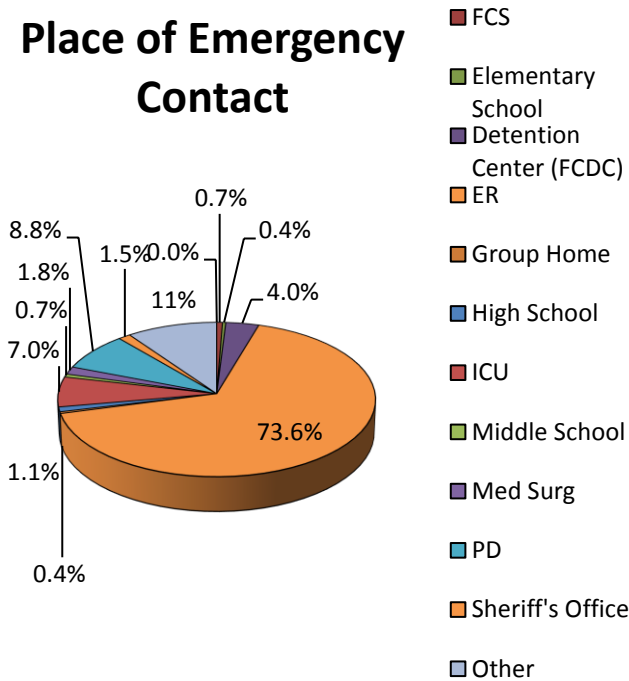
### Emergency Calls by Office



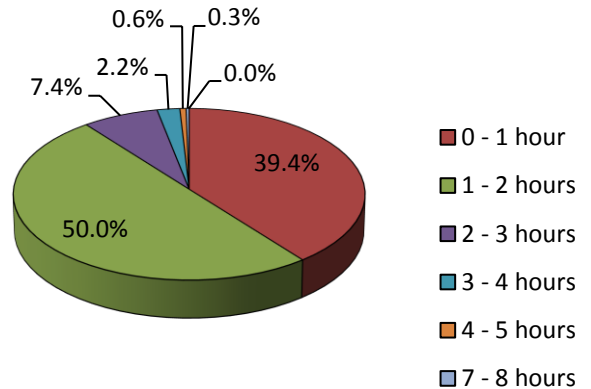
### When Emergency Calls were Received



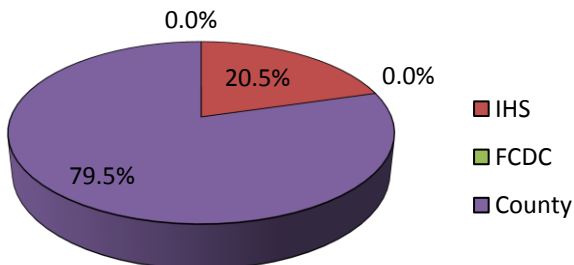
### Place of Emergency Contact



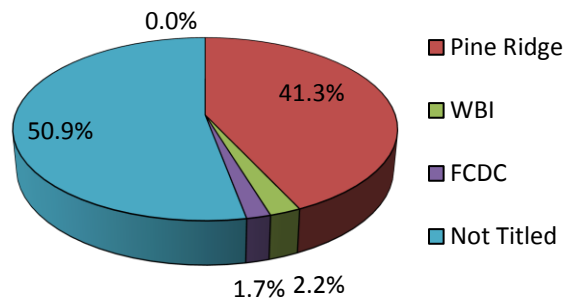
### Time Spent Per Emergency Call



### Payor Source



### Titled to:



## **Technology**

In Fiscal Year 2012, Fremont Counseling Service had only minor upgrades. All operational servers are running Windows Server 2008 and 2008 R2 with one backup legacy 2003 server.

## **Fremont Counseling Service Goals for Fiscal Year 2013**

- Develop a Marketing Plan to effectively promote Fremont Counseling Services
- Develop a Financial Plan to assist in the investing of Fremont Counseling Services funds to insure the best possible financial return on funds invested
- Recruit and Retain Board Members