

**MCES**

**Montgomery County Emergency Service, Inc.**  
*Comprehensive Behavioral Health Services*

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***2009/2010***

***ANNUAL***

***REPORT***

A JCAHO Accredited  
Emergency Behavioral Health Center and Hospital  
A Nationally Recognized Model for the Provision of Crisis Intervention Services

# Contents

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List of Board Members .....	3
Letter from the President of the Board and the CEO/Medical Director.....	4
2009/2010 in Summary .....	5
Operating and Financial Information .....	6
MCES Endowment.....	7
List of Donors.....	8
Mission Statement .....	9
Table of Organization.....	10
Quality Information Flow and Committee Structure .....	13
Total Quality Management.....	14
Consumer Services .....	15
Outreach/Forensic Services Outline.....	16
Statistics/Graphs.....	17

# Montgomery County Emergency Service, Inc.

## BOARD MEMBERS

as of June 30, 2010

### 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.

### Advisory Board

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Clark Bromberg, Ph.D.	Edward Scolnick, M.D.
Honorable Rhonda Lee Daniele	Terrence P. Thompson
Peter Hasson	Rodgers Wilson, M.D.
Honorable William T. Nicholas	

### Consultants

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Harold Borek, Esq., Board Solicitor  
George Saitta, CPA

### 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*

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

Amidst the worldwide financial crisis, the fiscal year of 2009-10 has concluded. Yes, like many others, MCES is surviving these difficult times but with the realization of needing to become leaner and meaner. By this, what is meant is that we have cut costs and controlled expenses while staying effective. In this way we can continue providing the same excellence in performance within a more restricted budget. We continue to explore the possibility of relocation or making improvements to our current building so the quality of the programs offered will be housed in better quarters. During the year we contracted with consultants on development and marketing with the expectation that by increasing our visibility, our services will be more utilized and hopefully MCES will receive more back up from grants and donations. During this year we have continued implementing a culture of safety and trauma awareness. The staff has been outstanding in this process of transformation and that has been recognized by the different surveys, including TJC. We move on with confidence that we will be able to weather the storm and come out stronger in the efficiency of what we do and in being a voice that promotes mental health. We thank the Board and staff of MCES for their commitment to the implementation of its mission.

Thomas Marrone, M.D.  
President of the Board

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

## 2009/2010 IN SUMMARY

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- Peer Support Activities: MCES has two Certified Peer Specialists who provide peer counseling to patients and share their experiences in trainings of provider and law enforcement personnel as well as in MCES staff inservices. Bryce Holton also leads an inpatient suicide prevention group; Fred McLaren is helping make W.R.A.P. (Wellness Recovery Action Plan) available to inpatients. Both serve on MCES committees.
- MCES developed several suicide prevention educational booklets for consumers, family, peer specialists and behavioral health providers. Other educational materials were developed and presentations were conducted throughout the county and in other counties by Tony Salvatore, Development Director.
- Video arraignments are conducted at MCES in conjunction with Montgomery County Courts for consumers with criminal charges.
- Discharge suicide risk assessment was developed by the Medical Staff to be used for all consumers being discharged from MCES.
- MCES continues to work extensively on becoming a trauma informed care provider. Three task forces are working on the environment, programs and culture. Training continues for all staff.
- MCES held a 30th Anniversary Symposium in October 2009, attended by outside providers to review the services MCES provides.
- MCES participated with the Montgomery County Court System in establishing behavioral health court.
- MCES had their tri-annual Joint Commission in December 2009 and received the Gold Seal.
- An architect was hired to look at the current building and recommend changes to the building.
- A Marketing and Public Relations firm was hired to look at MCES and determine marketing and public relations needs.
- Dr. Rocio Nell conducted an interview with Comcast regarding the need to decrease the stigma attached to mental illness.
- Work continues with the Integrated Dual Diagnosis Treatment Workgroup on the facility being co-occurring competent.
- The annual Lecture Series was held with new topics being added and increased attendance.
- Mr. Mark Hansen was hired as the Director of the Continuity of Care Department.

## **2009/2010 IN SUMMARY**

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- MCES, in conjunction with NAMI, presented the Criminal Justice Award to the Honorable Joseph A. Smyth.
- Mr. Tony Salvatore and Ms. Jessica Celestin received awards from the Montgomery County Office of Behavioral Health at their annual Mental Health luncheon. Mr. Salvatore received the Distinguished Community or Programmatic Leadership Award for his work on suicide prevention and postvention. Ms. Celestin received the Caring & Commitment Award for her work with consumers on recovery, co-occurring disorders and trauma.

### **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 = 57.2
- total discharges = 2,092
- the average length of stay = 9.9 days
- total admissions to Crisis Residential Program = 319
- total developmental disability evaluations = 8
- total Children & Youth consultations = 2
- total Drug Court evaluations = 1

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

For year ending 6/30/10: (Effective 8/3/10. These figures are unaudited. Audited figures will be added when complete.)

- Total Revenue: \$16,844,787
- Total Expenses: \$16,572,308
- Increase (decrease) in Net Assets: (\$272,479)
- Charity Care: \$1,022,800

# **2009/2010 in Summary**

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## **Calendar Year 2009 - Community Outreach**

- Mobile Crisis Intervention Service provided\*:
  - Total community outreaches = 1,180
  - Total referrals (consumers - new referrals) = 360
  - Face-to-Face contacts = 1,900
  - Calls and Disposition Planning = 7,200
  - Voluntary hospitalizations were 13 and Involuntary hospitalizations were 4 (4.72% of the 360 referrals)
  
- Crisis Intervention Specialist (CIS or “Police School”) Training provided by the Training and Education Specialist only: Three Day Basic and Advanced: 20, Two Day Modified: 3, One Day lectures on a wide variety of topics to meet the needs of an individual Law Enforcement Agency: 19 and one half day lecture. Total 43 trainings with 472 participants.
  
- \* Department was short two full-time staff members for seven months. The Director was on medical leave for four weeks.

## **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.

# LIST OF DONORS

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Allstate Giving Campaign	Merck Partnership for Giving
Charlotte D. Altieri	Faith Millen
Amedeos Too	Millersville University
Applebees	Montgomery County Behavioral Health/ Developmental Disabilities Department
Arnold's Go-Karts	William Myers
Margaret Bailey	Rocio Nell, MD
Brad Barry	The Honorable & Mrs. William T. Nicholas
Mr. & Mrs. Neal Basile	North Penn United Way
Colleen Bieber	Israel Paltin
Harold Borek, Esq.	Maryann Perna, PA-C
Carol Caruso	Plaza Flowers
CMX Community Foundation	Plymouth Township
Creekside Custom Framing	Barbara Rawls
Elizabeth Crockett	Ray's Restaurant & Malt Shop
Linda Farestad	Reading Phillies
Karen Gallagher, RN	Renue Glass & Screen Repair
Jane Gering	Mr. & Mrs. Clifford Rogers
Virginia Graves, RN	Anthony Salvatore
Hatfield Quality Meats	Mr. & Mrs. Hudson B. Scattergood
Hatfield Township	The Scholler Foundation
Heffler, Radetich & Saitta LLP	Penny Sejda
John T. Fretz Insurance	Deborah Shanley
Violet Henighan, DO	Borough of Souderton
Luann Johnson	Sprint Nextel
Michael Kennedy	Joan Johnston-Stern
The Patricia Kind Family Foundation	Steven Stern
Mary Kline	Kathleen Stevenson, RN
Farrah Lewis	Jackie Szakal
Life Tree Pharmacy Services Inc.	United Way
Lintons Managed Services	United Way of Southeast PA
Township of Lower Merion	Upper Dublin Township
The Mary Daly MacFarland Foundation	Karen Zucker, Esq.
R. Thomas Marrone, MD	

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 (our Donor Option Number is 01801), The e-Scrip Program (our number is 2140536), GoodSearch.com, donations to our Patient Fund, and other fund raising events sponsored by MCES in the past year.



# 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.*

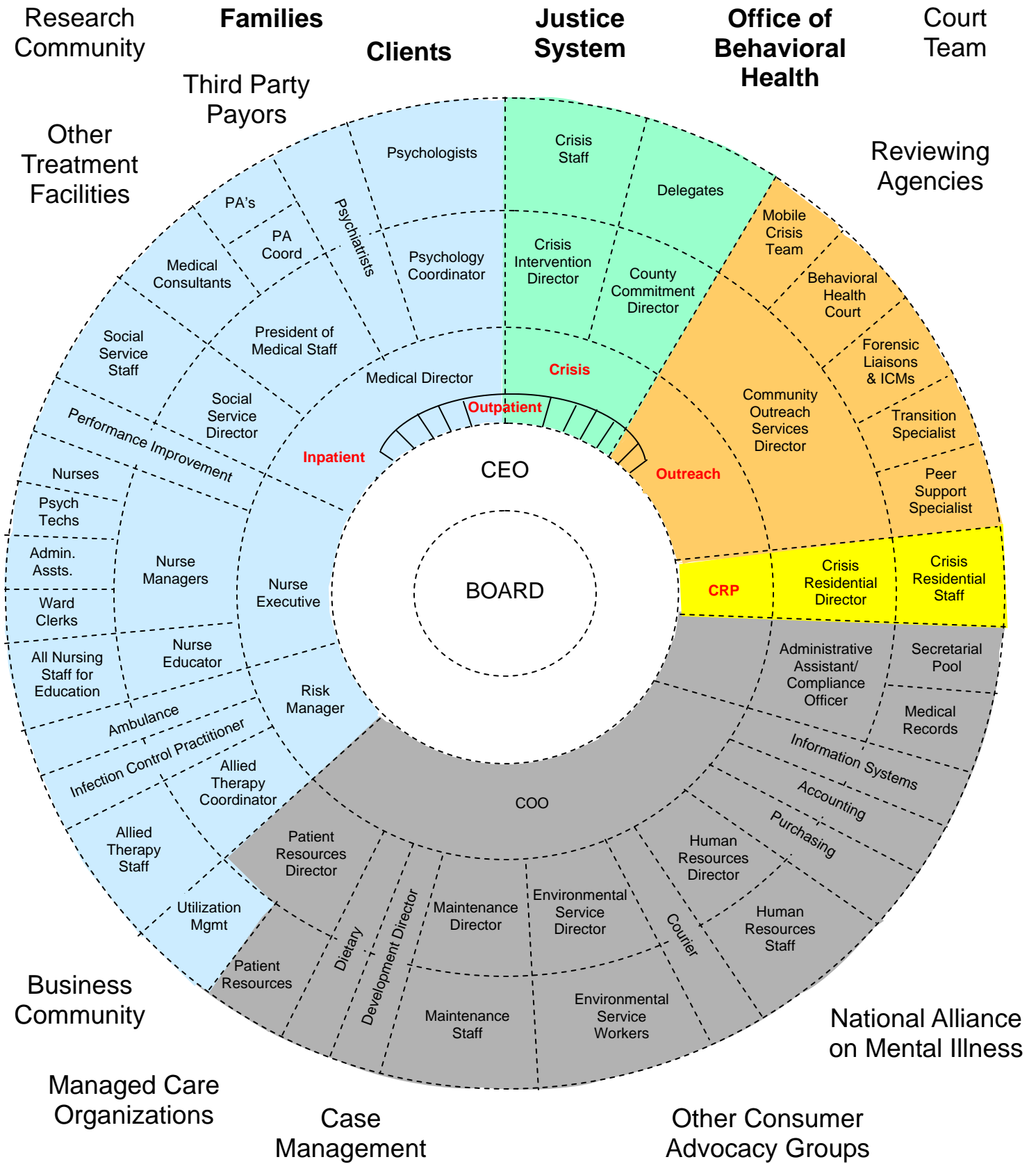
## **Vision Statement**

*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

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## Board

- The Board of Directors of Montgomery County Emergency Service are 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 Administrator

- 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 has the role of Medical Director as well, but 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

- This includes individuals who 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 make 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

(continued from pg. 11)

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## General Concepts

- Each circle supports the next from the center out.
- The role of the Board is to anchor MCES to its purpose which is the implementation of its Mission and Vision. But then from there, every circle supports the next. In general, everyone in the organization supports each other.
- 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 services provided.



# 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.



# **OUTREACH/FORENSIC SERVICES OUTLINE**

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MCES has a program that is nationally renowned and considered a model program by the United States Department of Justice, the Law Enforcement Assistance Agency, and the Public Citizen's Health Research Group. We set the highest standards for care and continue to develop new and innovative programs to assist law enforcement agencies in dealing with mental health issues. Vital services available 24 hours a day include: crisis hotline (on line with 911), walk-in service, emergency evaluations, inpatient care, community outreach (licensed mobile crisis unit), licensed mobile medical crisis, and ambulance services.

## **Justice Related Cases in 2009 (calendar year)**

- Admissions: 1,009 (48.07%)
- Evaluations Only: 389
- Contacts Only: 378
- Working with all criminal justice and law enforcement agencies
- Treating consumers regardless of their legal status
- Short and long term forensic case management

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

- Conducted by Dr. Rocio Nell, CEO/Medical Director
- 81 evaluations completed in 2009 (calendar year)
- Available for professional testimony as requested
- MCES follow up via Criminal Justice and Forensic Liaison
- Assessment of treatment needs as an aid in disposition

## **Education**

- Community education programs via poster, police card, emergency room manual, participation in community events, and MCES Lecture Series
- Crisis Intervention School (Police School), hands-on assistance, and a 3-day Advanced School
- One Day Police School

## **Forensic Task Force**

- Multidisciplinary and multiagency team with increased participation from agencies in the forensic system
- Increased cooperation between mental health and legal systems
- Standardize court orders (i.e. 304G, 402B, and 405)
- Training of all agencies including Montgomery County court system, i.e., District Attorneys, Judges, Public Defenders