



Eastern New Mexico Regional Behavioral Health Center

October 15, 2024

Initium is a public benefit corporation committed to using innovation to improve human health.





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using innovation
to improve
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JAMES CORBETT, MDiv, JD
Principal

As a former healthcare leader and executive, James's 20+ years of experience and background in behavioral health will be crucial to support this engagement. James has experience in leading mental health and substance use disorder (SUD) efforts in multiple states for health systems including Colorado, Kansas, Maine, and Massachusetts. Balancing community needs with behavioral health resources, capacities, and strategies will be an integral part of the work needed for a crisis stabilization project vision. James's expertise in this area is strong, proven, and replicable. He has also facilitated stakeholder engagement meetings with a variety of stakeholders in numerous states including California, Maine, New Hampshire, New Mexico, Ohio, Florida and Massachusetts. James will work closely and collaboratively with the project team on all aspects of the project. James received a Bachelor of Arts from Syracuse University, a Juris Doctor from Saint John's University, a Master of Divinity from Duke University, and a Master of Applied Research from Denver University, and he was a Bioethics Fellow at Harvard Medical School. James founded Initium Health in 2018.

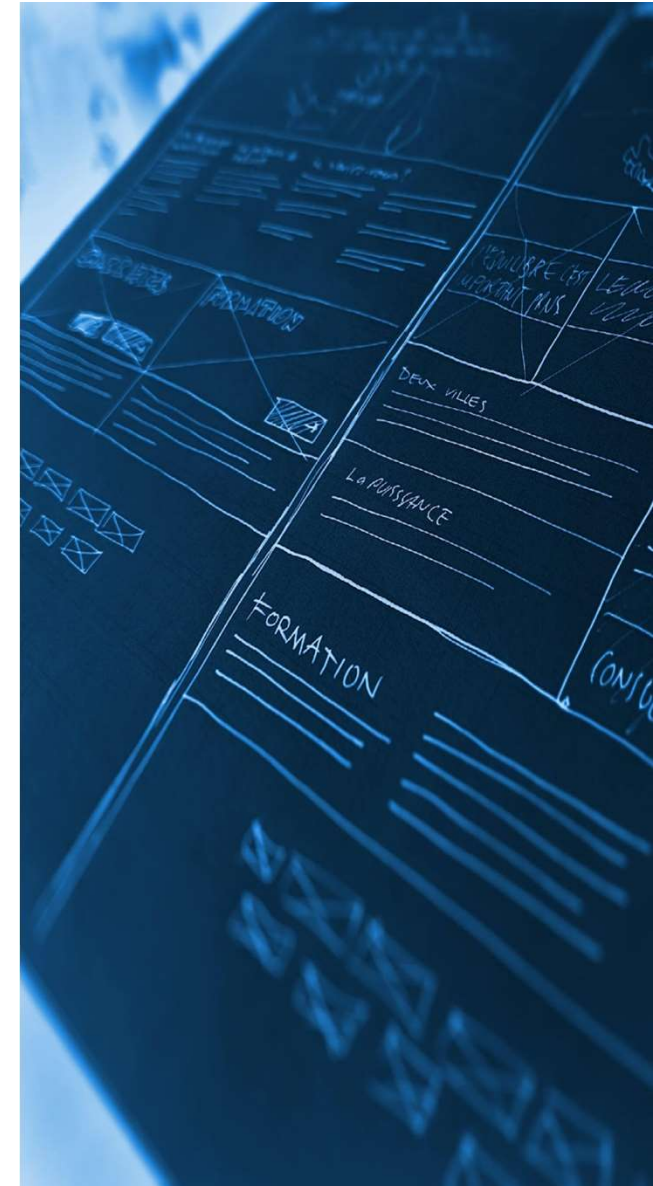


BRIAN FERRANS, MS
Consultant

Brian Ferrans has spent the past fifteen years working on systems level change in order to increase capacity for behavioral health care and harm reduction, enhance services for justice-involved populations, and to reduce stigma about substance use disorders. Brian has been involved in community needs assessments related to behavioral health services, helped to build Medication-Assisted Treatment (MAT) programming into criminal justice settings, and most recently planned and opened a new 64-bed crisis facility in partnership with regional county governments and municipalities. Brian currently works for SummitStone Health Partners, a community mental health center, serving as the Deputy Executive Director for their crisis and residential services and manages a \$30 million budget in contracts and grants. He has an undergraduate degree in Sociology/Criminal Justice from Colorado State University and also a Master of Science degree in Criminal Justice/Healthcare Administration.

Agenda 10.15.24

- I. Crisis System Transformation
- II. Regional Crisis Center
- III. Workforce Development
- IV. Funding & Financial Projections
- V. Q & A





**Clovis, New Mexico Library Shooting Leaves Two Dead,
Four Wounded - NBC News**

Traditional Crisis Flow

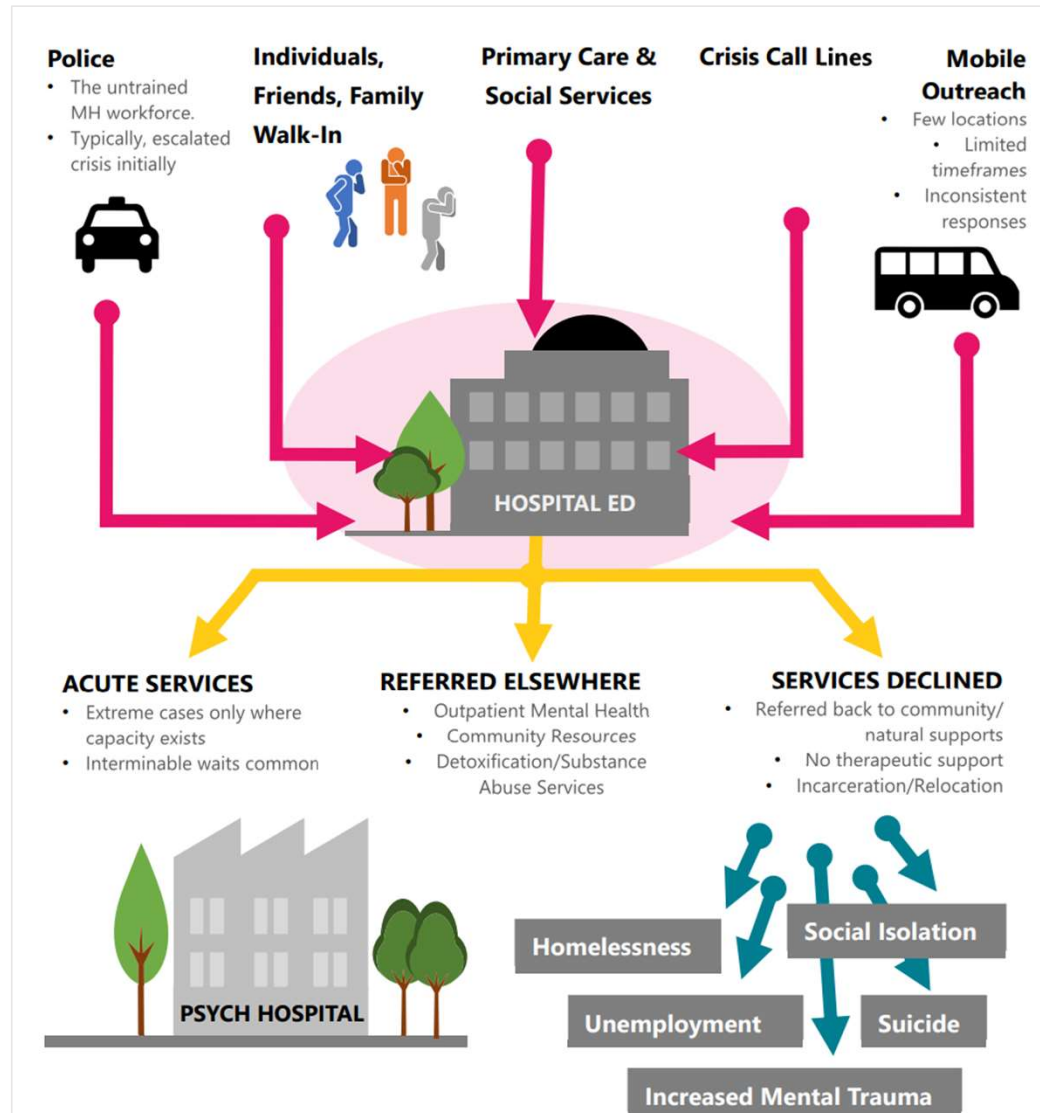
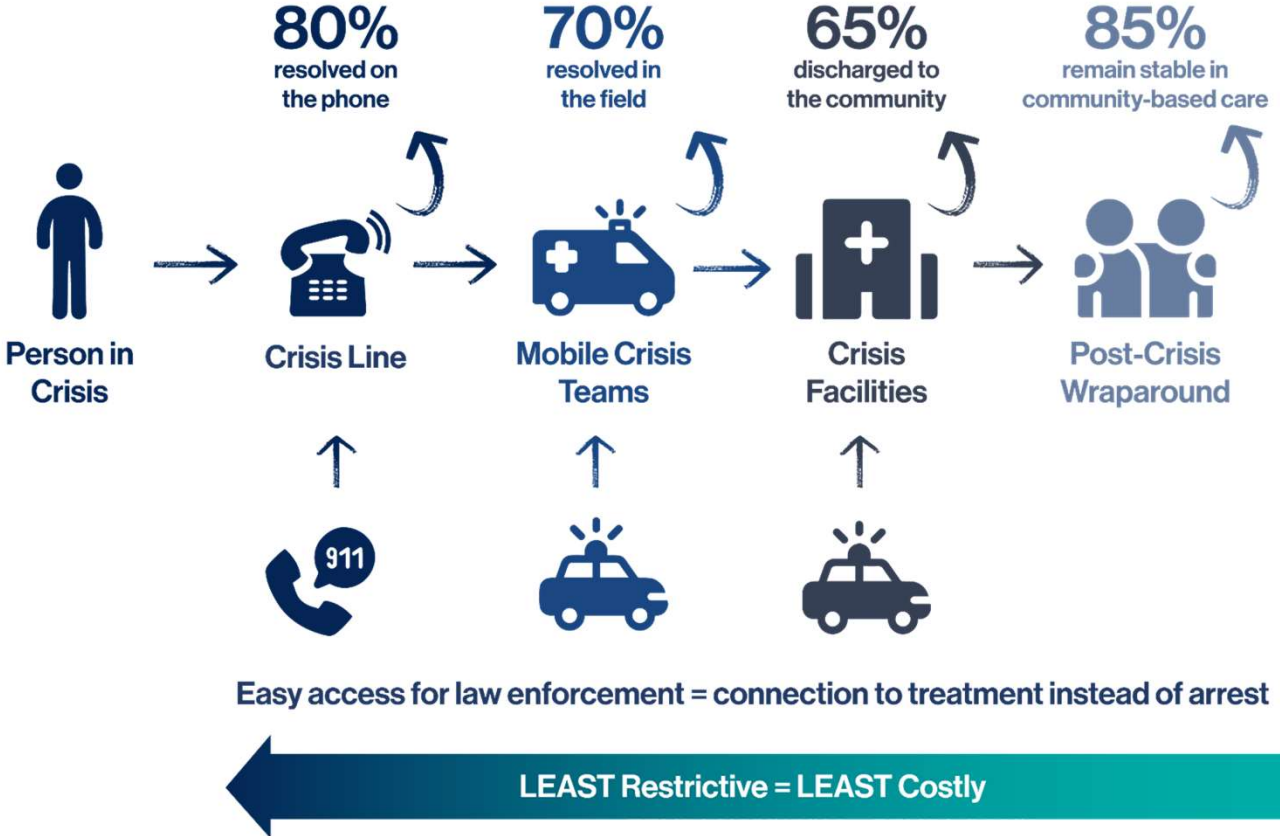


Illustration of an Effective Continuum

Crisis System: Alignment of services toward a common goal



Decreased Use of Jail, ED, Inpatient

The vertical bar contains a downward-pointing arrow and three icons: a jail cell, an ambulance, and a hospital bed, representing a decrease in the use of these services.

Adapted from Balfour, et al. 2020.

Traditional Crisis Flow





Commission and Council Presentations

Local Government	Date
10th Judicial District Behavioral Health Committee	6/17/24
Roosevelt County Commission	7/2/24
Quay County Commission	8/12/24
Union County Commission	8/13/24
Clovis City Commission	8/22/24
Curry County Commission	8/27/24
Portales City Council	9/10/24
De Baca County Commission & Ft. Sumner City Council	10/14/24

Quay County gets look at behavioral health facility

Quay County Sun

SERVING THE HIGH PLAINS

Home News Sports Opinion Obituaries Puzzles



Courtesy photo

An artist's rendering by Initium Health of several recliners in the proposed Crisis Triage Center at the Eastern New Mexico Behavioral Health Facility in Clovis.

The forthcoming Eastern New Mexico Behavioral Health Facility in Clovis will include a Crisis Triage Center of 12 short-term beds in the first phase of the project.

Kate Bailey, a partner for the Denver-based Initium Health consulting firm, gave details about the facility to the Quay County Commission during a virtual presentation on Monday.

The behavioral health facility near Plains Regional Medical Center in Clovis would serve five eastern New Mexico counties, including Quay.

Bailey said later she hoped the facility would be operating in 18 to 24 months.

Bailey said the Crisis Triage Center would contain 10 recliners where patients could be assessed by staff and stay up to 24 hours.

The 12 short-term beds would allow patients to stay up to two weeks if they didn't require inpatient hospital care.

She said construction is expected to cost between \$6.8 million and \$8.5 million for the 12,500-square-foot facility, plus \$425,000 in land costs. A total of \$10 million is available from a state capital outlay.

Bailey said a design/build proposal for the facility is expected soon, with a meeting scheduled in October to provide more updates.

2023 Legislative Change for CTCs

Involuntary admissions previously were only to inpatient psychiatric hospitals

Crisis Triage Centers can provide up to 14 days of stabilization outside of an inpatient hospital setting

CTCs are now able to accept law-enforcement drop-offs without rejection

11 BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF NEW MEXICO:
12 SECTION 1. A new section of the Mental Health and
13 Developmental Disabilities Code is enacted to read:
14 "CRISIS TRIAGE CENTERS--ADMISSION OR TREATMENT.--A
15 crisis triage center may accept:
16 A. voluntary admissions;
17 B. individuals who are voluntarily seeking
18 treatment;
19 C. involuntary admissions; and
20 D. individuals who are not voluntarily seeking
21 treatment."

Crisis Triage Centers in New Mexico

- Doña Ana County Crisis Triage Center: Re-launching with Local Operator
- Crisis Response of Santa Fe: Commencing opioid treatment at CTC in partnership with SFFD
- Behavioral Health Crisis Center: UNM & Bernalillo County: Ribbon Cutting for Crisis Triage Center on June 14, 2024

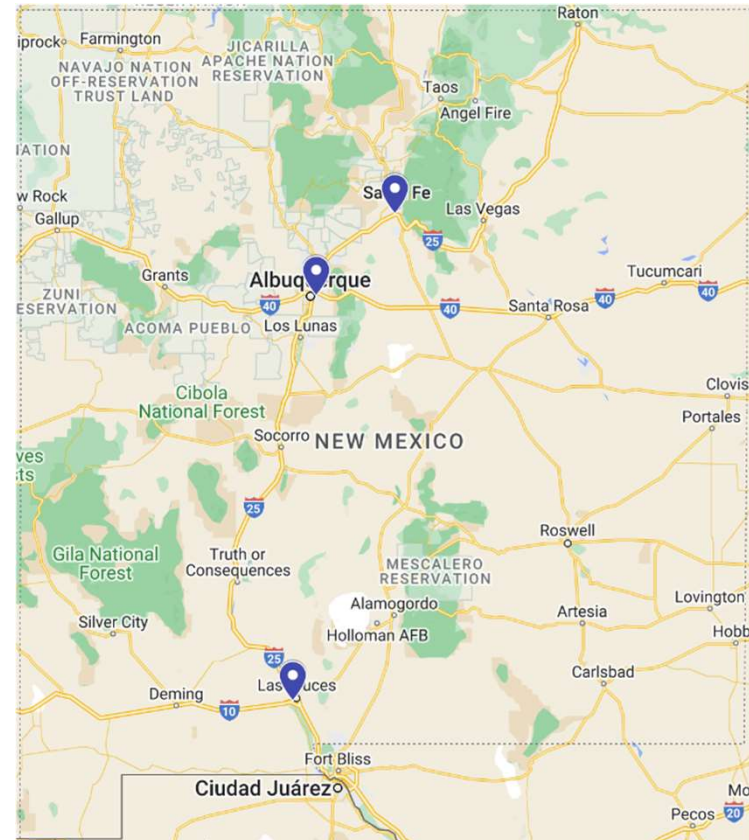
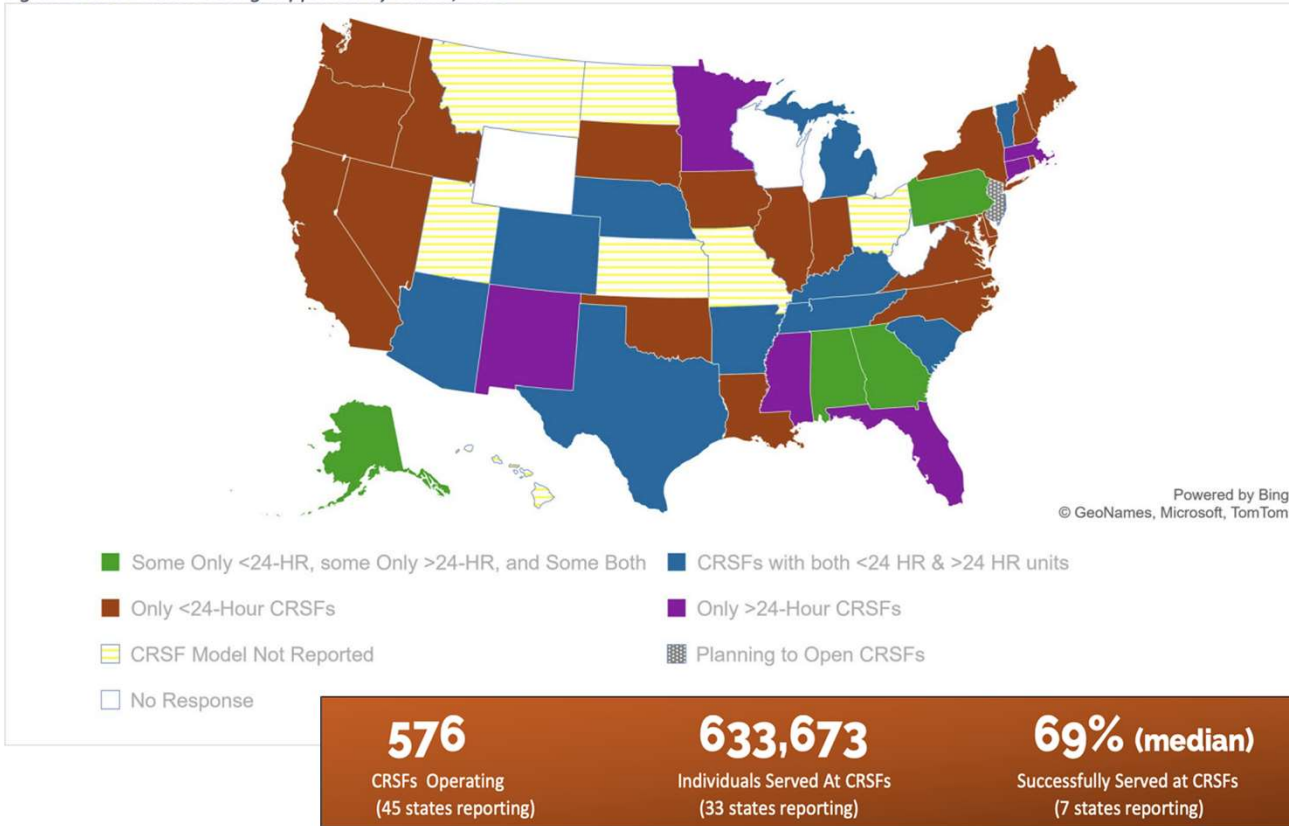


Figure 1: CRSF Models Being Supported by States, 2023



- In 2023, 44 states were operating 576 CRSF facilities, including 46 CRSFs in 13 states that are specialized for serving children and adolescents.
- Thirty-five states reported plans to open at least 180 additional CRSFs during 2024.
- Sixty percent of CRSFs are either entirely less than 24-hour programs (<24 Hour) or have a combination of <24 Hour and over 24 Hour units

Facility Size and Services Recommendations

Inpatient Care for Mental Health and Substance Use Disorder

Intensive Outpatient and Partial Hospitalization Programs

Outpatient Care including Medications for Opioid Use Disorder

Crisis Triage Center for Walk-in and Law-enforcement drop-off

Proprietary & Confidential



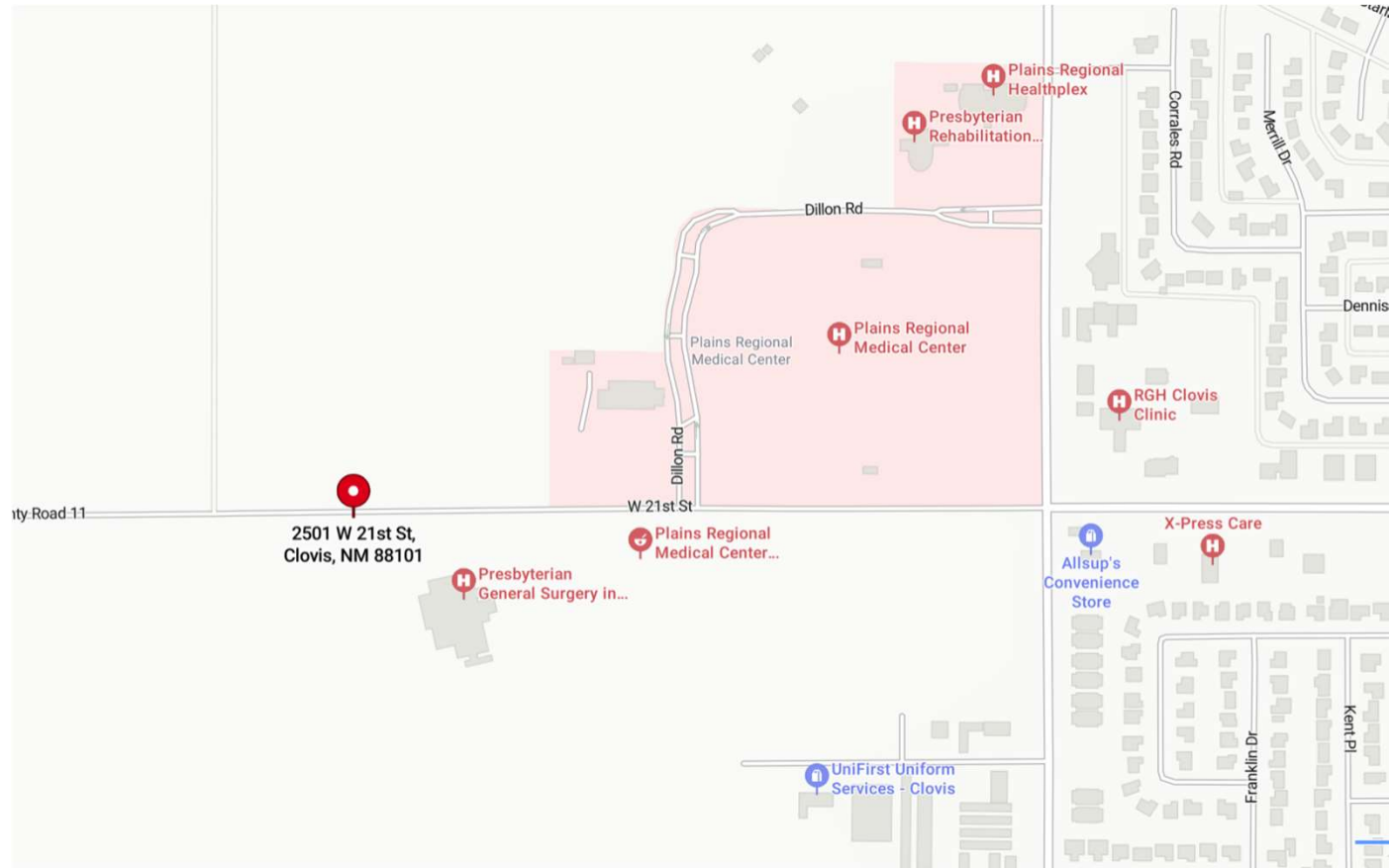
Crisis Center Services

- Short-term observation, assessment, treatment, and planning for behavioral health crisis
- Clients include individuals experiencing acute psychiatric symptoms, those under the influence of substances, and subjects of emergency detention
- CTCs facilitate efficient referrals from first responders and ensure rapid transfer of custody from law enforcement



1 Crisis Triage Center Location

- Approx 18 acres
- Near to Plains Regional Medical Center and RGH Clovis Clinic
- ER Transfers
- Medication Assisted Treatment



Slide 18

- 1 @mya@initiumhealth.org @elise@initiumhealth.org @marvin@initiumhealth.org please pull this into James's deck for tomorrow
Ivonne Hernandez, 10/14/2024
- 2 @kate@initiumhealth.org
Ivonne Hernandez, 10/14/2024
- 1 @elise@initiumhealth.org 2501 W. 21st St, Clovis NM is the exact location
Kate Bailey, 10/14/2024

Key Strategies

Occupancy

- Law Enforcement Partnership
- Transportation

Service Mix

- Detox services
- Involuntary admissions

Staffing

- Social Work Pipeline
- Peer Workforce Development
- Clinical Partnerships

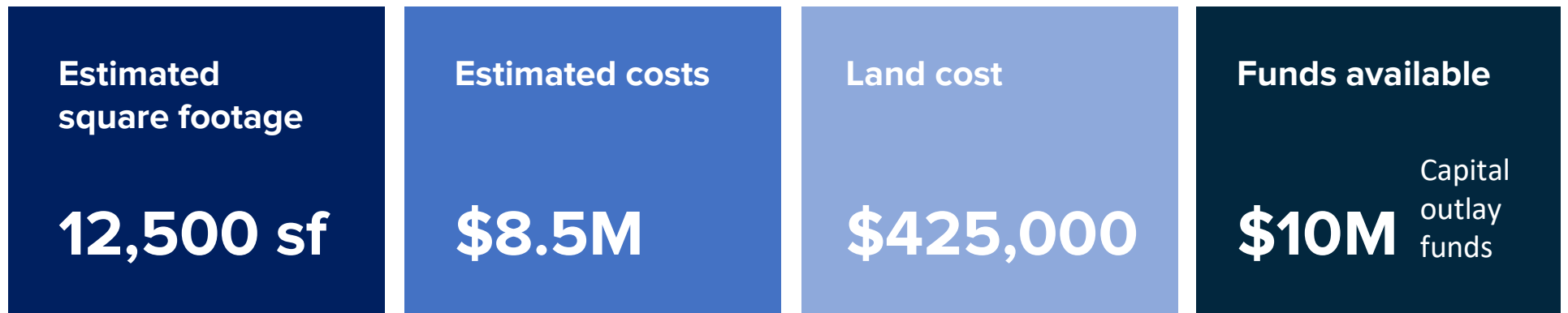
Collaboration

- Behavioral and physical healthcare providers
- Social service providers



Financial Projections

Crisis Triage Center Projected Construction Costs



Funding

Source	Amount	Purposes
Capital Outlay	\$10,000,000	Land Purchase & Facility Construction
MCO Reinvestment Funds	\$1,850,000	Contracted Services, Startup costs, Transport vans, Communications
Health Resources & Services Administration Grant	\$2,000,000	Workforce Development, Youth Mental Health Services, Care Coordination
Opioid Settlement Funding	*	Regional Behavioral Health Facility Costs

Workforce Development

Workforce Development: Eastern New Mexico University

- Expanded paid local internship opportunities for Bachelor of Social Work students
- Master's in Social Work Degree Program launches Fall 2024
- Collaboration with Clovis Community College for Behavioral Science student pathway



Workforce Development: Clovis Community College

- New Course: Introduction to Social Work and Human Services
- Launching new paid local internship opportunities for Behavioral Science students
- Complementary Psych Expansion for Nurses



Workforce Development



- Clovis High School
- April 24, 2024
- 80 students
- Panel presentation
 - Diverse backgrounds
 - Engaging speakers
 - Experienced moderator



United Way
of Eastern New Mexico

4-County Behavioral Health Partnership

- Mental health services in rural schools
- Training on mental health topics for teachers
- Parent nights
- Substance use prevention education
- Post-discharge care coordination with RGH



**United Way
of Eastern New Mexico**

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Resilience Rising:

A Symposium for Behavioral Health Collaboration

Register Today!

November 15, 2024

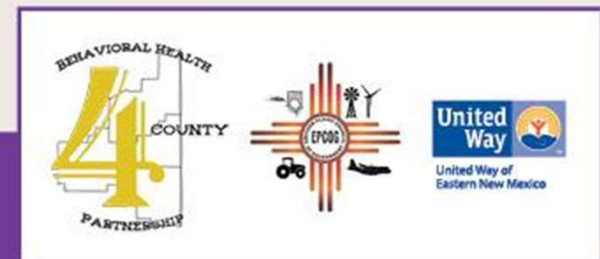
8AM-1 PM

Clovis Community College

417 Schepps Blvd, Clovis, NM 88101



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Slide 28

- 2 @james@initiumhealth.org here are the talking points for this event are in the notes section below.
Kate Bailey, 10/15/2024
- 3 @marvin@initiumhealth.org please review and move as you see fit if there's a better spot for this!
Assigned to marvin@initiumhealth.org
Kate Bailey, 10/15/2024

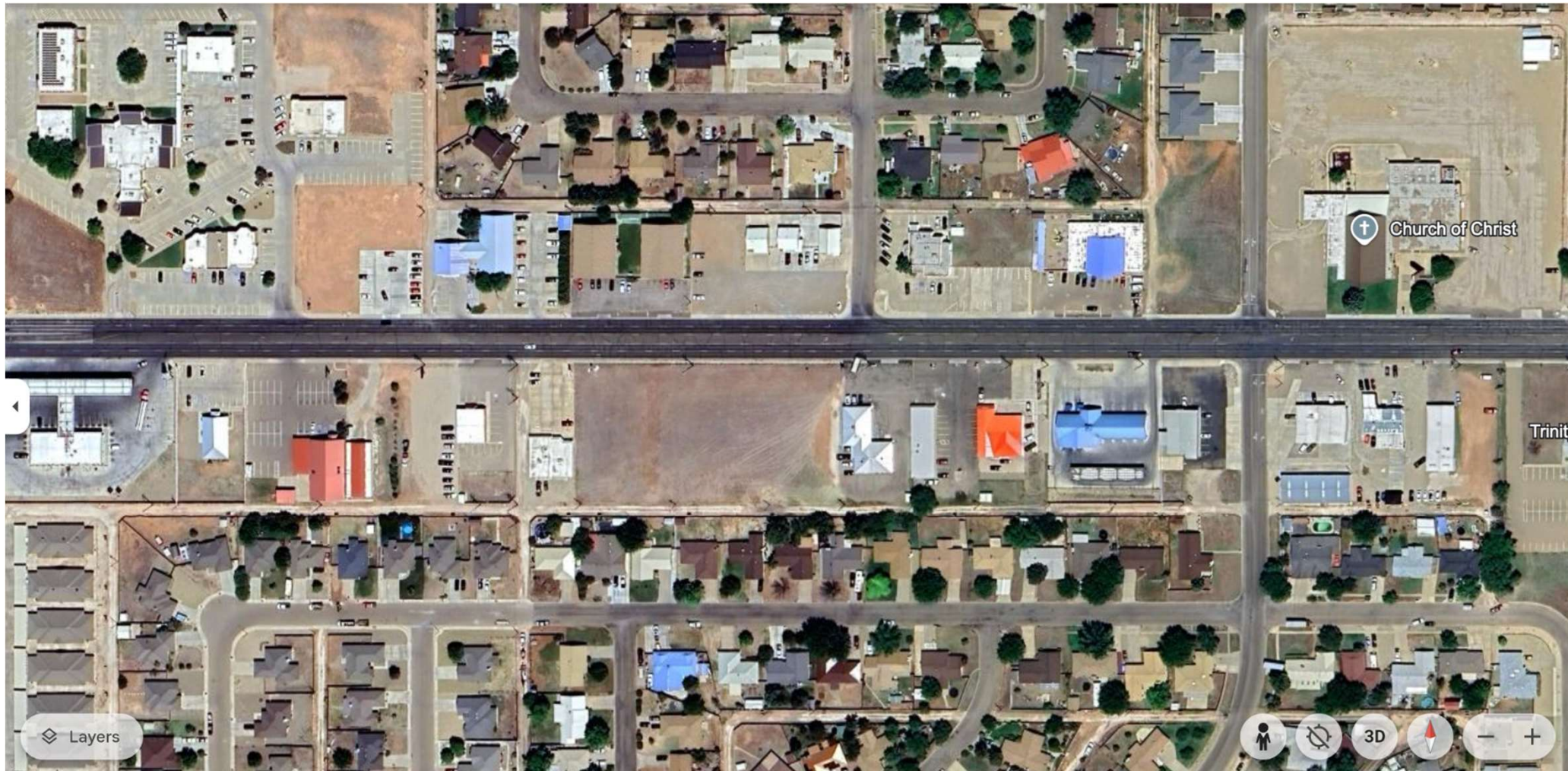


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The Facility

2501 W 21st St, Clovis, NM





Larimer County Behavioral Health Facility

Larimer County Behavioral Health Facility (LCBH) is a collaboration between Larimer County, the City of Fort Collins, Colorado, UC Health and SummitStone Partners in an effort to change the paradigm of behavioral health within their community. The County began with a community assessment, with input from their partners and the Larimer County Criminal Justice Services to redesign the way individuals with mental and behavioral health needs seek treatment.

The new LCBH facility will be located on 30+ acres of open space, allowing for inspiring yet comforting views of the Front Range and will enable campus growth for additional treatment, supportive housing and community functions. It will serve the immediate need for substance abuse withdrawal services, crisis care and short term residential beds within the new 56,000 square foot facility.



Larimer County Behavioral Health Facility



Larimer County Behavioral Health Facility



Larimer County Behavioral Health Facility



Garlington Healthcare Center

The Garlington Health Center is an innovative community-centered campus. Garlington Health Center will provide integrated healthcare – mental health, addiction treatment, primary care and wellness services – all in one location.

The new campus is also home to Garlington Place, a 52-unit affordable housing apartment building providing clients, veterans and displaced Portland community members access to affordable housing in NE Portland



Garlington Healthcare Center



Garlington Healthcare Center



Garlington Healthcare Center



Garlington Healthcare Center



Garlington Healthcare Center



Crisis Triage Center Service Overview

Observation Service

10 Receiving recliners,
up to 23 hours

Residential Care

12 Short-term beds,
up to 14 days

**Divided between
adolescent (14-17)
and adult (18+)**

SAMHSA Guidelines for Crisis Facilities

Core Elements

- **Crisis Receiving and Stabilization Facilities**
- Regional Crisis Call Center
- 24/7 Mobile Crisis Response
- Essential Crisis Care Principles and Practices

Best Practices - Crisis Receiving & Stabilization Services

- Accept all referrals
- Not require medical clearance prior to admission
- Offer walk-in and first responder drop-off options
- Be staffed 24/7 with a multidisciplinary team
- Address both mental health and substance use crisis issues

Financial Modeling

Key Drivers of Financial Performance

1. Patient Volumes (Admissions)
2. Medicaid Net Patient Service Revenue (NPSR)
3. Commercial Payer Coverage

Pro Forma Income Statement (Projected)

Description	Year 1	Year 2	Year 3	Year 4	Year 5
Total NPSR	\$ 3,967,842	\$ 4,890,987	\$ 6,117,228	\$ 6,671,377	\$ 7,435,623
Bad Debt	\$ (39,678)	\$ (48,910)	\$ (61,172)	\$ (66,714)	\$ (74,356)
Total NPSR net Bad Debt	\$ 3,928,164	\$ 4,842,077	\$ 6,056,055	\$ 6,604,663	\$ 7,361,266
Total Salaries, Wages & Benefits	\$ 3,684,741	\$ 3,795,284	\$ 4,313,775	\$ 4,576,483	\$ 4,855,191
Operating Expenses	\$ 785,061	\$ 967,711	\$ 1,210,330	\$ 1,319,971	\$ 1,471,182
Indirect Expenses	\$ 396,784	\$ 489,099	\$ 611,723	\$ 667,138	\$ 743,562
Total Expenses	\$ 4,866,586	\$ 5,252,093	\$ 6,135,827	\$ 6,563,592	\$ 7,069,935
Net Income	\$ (938,423)	\$ (410,015)	\$ (79,771)	\$ 41,071	\$ 291,331

Projected Payer Mix

Payer Group	Year 1	Year 2	Year 3	Year 4	Year 5
Commercial	0%	5%	5%	5%	10%
Medicare	5%	5%	5%	5%	5%
Medicaid	80%	80%	80%	80%	80%
Uncompensated Pool	15%	10%	10%	10%	5%

Assumes commercial payers start coverage for crisis facility services in Year 2 at 110% of Medicaid

Projected Staffing

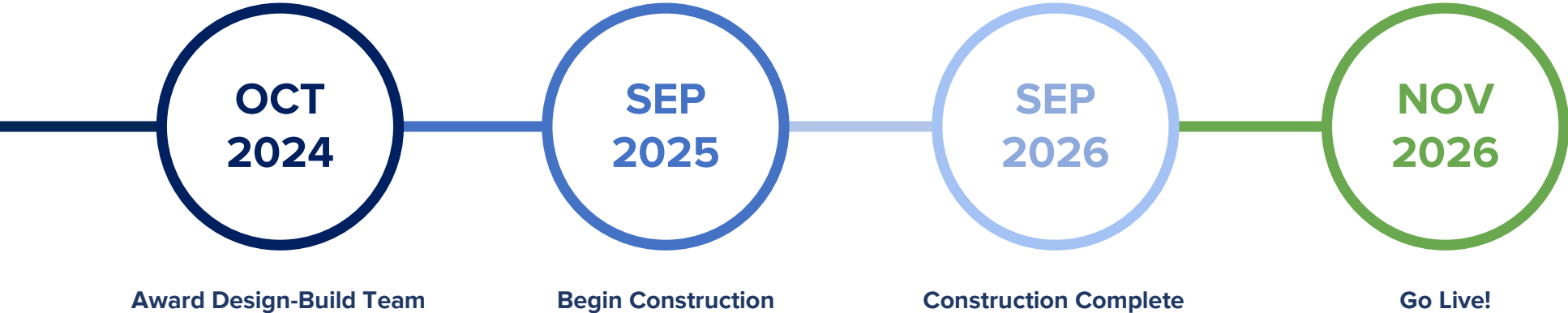
	Year 1	Year 5
RN	\$ 576,576	\$ 1,032,693
LICSW	\$ 559,104	\$ 667,599
Peer Specialist	\$ 445,536	\$ 531,993
Milieu Specialist	\$ 148,512	\$ 177,331
NP (Clinical Specialist)	\$ 727,709	\$ 868,922
Shift Supervisor (RN)	\$ 43,680	\$ 52,156
Chief Medical Officer	\$ 13,832	\$ 16,516
Medical Director	\$ 27,664	\$ 33,032
Program Director	\$ 70,720	\$ 84,443
Office Manager	\$ 43,680	\$ 52,156
Discharge Specialist	\$ 84,448	\$ 100,835
Transportation Specialist	\$ 43,680	\$ 52,156
Staff Coverage	\$ 139,257	\$ 183,492
Total Salaries & Wages	\$ 2,924,398	\$ 3,853,326

Projected Timeline

Eastern NM BH Facility Timeline
 April 2024 - December 2026
 Delivery Method: Design-Build

	2024									2025									2026	
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Phase 1: Project Initiation, Licensure Initiation	█	█	█	█	█															
RFP for Facility Operator	█	█	█																	
Award Facility Operator				█																
RFP for Design-Build Team				█																
Review proposals and notify shortlisted teams					█															
Interview Design-Build Teams						█														
Award Design-Build Team						█	█													
Initial ROM / Business Plan Documentation						█	█	█												
Site Drawing Required / Initial Test Fit						█	█	█	█											
Project Budget Request							█	█												
Conceptual Design / Programming						█	█	█												
Site Test Fit Approval								█												
Phase 2: Design / Pre-construction									█	█	█	█	█							
Schematic Design									█	█										
Review SD (5 days)										█										
Design Development											█									
Review DD (5 days)												█								
Construction Documents / Permit Set											█	█	█	█	█					
Construction Documents											█	█	█	█						
Review CD												█								
Permit submittals by Architect													█							
Permit for Construction (10 weeks)													█	█	█					
Proof of zoning approvals obtained (required for license application)														█						
Submit license application and fees with building plans and zoning approvals (prior to construction)															█					
DOH approves building plans																█	█			

Major Milestones



Questions

Someone to Call Regional Crisis Call Center

- Build upon current infrastructure to develop a regional crisis call center aligned with the National Guidelines.
- Expand the call center workforce to meet staffing needs and include clinical supervision.
- Invest in technology that allows the regional crisis call center to improve service delivery and accessibility, and enhance the interactions between callers, staff, MRTs, and providers.



Someone to Respond Mobile Crisis Teams

- Increase the number of mobile response teams in Palm Beach County in alignment with national standards.
- Align MRT composition, training, and operations with the National Guidelines.
- Collaborate with law enforcement, EMS, and other field-based programs to enhance the effectiveness of mobile crisis teams for timely and coordinated responses, and to reduce unnecessary law enforcement involvement.



Somewhere to Go Crisis Receiving and Stabilization Facilities

- Develop a crisis receiving and stabilization facility to increase the number of crisis receiving chairs and short-term crisis beds and provide services for children, youth, and adults.
- Services to include 23-hour observation, addiction receiving services, and short-term crisis stabilization.
- Gain further insight into the functionality of the recent addition of 20 crisis observation chairs into the continuum of crisis care in Palm Beach County
- Enhance access to facility-based crisis care in Palm Beach County through collaboration.