

Sunburst  
Mental  
Health  
Services

June 28 & 29

2012

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A Site Review Report of the services provided by  
Sunburst Mental Health Services in Kalispell and  
Polson.

Mental Disabilities Board of  
Visitors

## SUMMARY

Sunburst Mental Health Services was licensed in January 2010. This is a young program with exceptional vision for the services it provides. Staff is well trained and generally has clear understanding about mental illness and the mental health services provided by the agency. The line of supervision is clear and well understood by all staff. Direct care staff demonstrated respect for the individuals served, and saw each person as an individual with individual treatment needs. This focus on the needs of each individual is reflected in the treatment plans reviewed by the team.

The agency has a clearly articulated mission and all staff appeared to know and understand the mission. Staff demonstrated respect for co-workers, the agency mission and above all the individuals served. Staff to staff communication is strong and valued by agency leadership, supervisors and direct care staff alike.

Individuals served are surveyed regularly to identify other services/therapy groups they would find useful and the agency attempts to meet those requests. Therapists and case managers communicate regularly with clients to assure satisfaction with the services.

The site review team observed that the individuals served, are the first priority for the program. Services are low-key, oriented to the needs of each individual consumer, and the treatment planning process appeared to be excellent. Individuals served are key members of the treatment planning team, treatment goals are established based on the needs and objectives of the individual. Services are focused on recovery-oriented outcomes.

New staff orientation is thorough; continuing education for existing staff is ongoing and high quality. The program benefits from the ability of the leadership to recruit new staff members who have mental health services experience.

As Sunburst matures, the challenge for leadership will be to maintain the effective communication structure it now enjoys because the program is still small, with staff who know each other and are well acquainted with each other. This challenge can be met by the agency if leadership and staff establish a strong inclusive strategic planning process; that examines and analyzes proposals for agency growth and identifies the best course of services to the community it serves.

Another challenge will be to assure that the delicate balance between the recovery-orientated treatment planning process and the role of the therapist does not diminish the ability of the therapist to guide the individual served through treatment.

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# OVERVIEW

## Mental Health Facility reviewed:

Sunburst Mental Health Services  
Kalispell/Polson

## Authority for review:

Montana Code Annotated, 53-21-104

## Purpose of review:

- 1) To learn about the services provided by Sunburst Mental Health Services.
- 2) To assess the degree to which the services provided are humane, consistent with professional standards, and incorporate Board of Visitors standards for mental health services.
- 3) To recognize excellent services.
- 4) To make recommendations for improvement of services.
- 5) To report to the Governor regarding the status of services.

## BOV review team:

### Board:

Brodie Moll, Board Chair

### Consultants:

Adele Furby, LCPC

### Staff:

Craig Fitch  
Alicia Pichette

## Review process:

- Interviews with Sunburst staff in Kalispell and Polson
- Observation of treatment activities
- Review of written descriptions of treatment programs
- Informal discussions with client/youth
- Inspection of outpatient services/offices
- Review of treatment records

# QUESTIONS - STANDARDS

## Organizational Planning and Quality Improvement

### *Organizational Planning:*

**Does Sunburst Mental Health Services have a Strategic Plan?**

**Strengths/Observations:**

The strategic plan is more of a statement of purpose and identifies a variety of Goals, Strategies, an Action Plan, and includes the Agency's Core Values.

**Suggestions:**

Consider expanding the strategic plan to include who will be responsible to carry out the actions and a timeline for completing the stated goals.

**Is Sunburst Mental Health Services strategic plan developed and reviewed through a process of consultation with staff, clients, family members, other appropriate service providers, and community stakeholders?**

**Strengths/Observations:**

The plan is developed by the administrative staff and Board of Directors in a planning session that apparently did not include stakeholders. Staff did identify key issues for consideration and those issues were considered during the meeting. The single most important factor of the strategic plan is that the agency will provide the 'best possible services to SMHS (Sunburst Mental Health Services) consumers'.

**Suggestions:**

Consider the benefits of involving/engaging a larger group of stakeholders in this process that could include: individuals served; ancillary services providers and all members of the staff. This inclusion may benefit from surveying individuals served and other agencies that collaborate with SMHS in providing mental health services.

**Note: The agency convened a Strategic Planning meeting October 6, 2012 and with involvement of all staff and information from stakeholders created a document that reflected the collaborative efforts of many interested parties.**

**Does Sunburst Mental Health Services have operational plans based on the strategic plans, which establish time frames and responsibilities for implementation of the objectives?**

**Strengths/Observations:**

The Action Plan may be considered an operational plan, but it does not include time frames and responsible individuals for implementation of the identified objectives.

**Suggestions:**

As Sunburst Mental Health Services moves forward with their strategic planning process they should include an operational plan that would provide information about who is responsible for the action and in what time frame.

### *Quality Improvement:*

**Does Sunburst Mental Health Services have a quality improvement plan to evaluate and improve all of its activities related to services to clients and families?**

**Strengths/Observations:**

Sunburst does have a Quality Improvement Plan and Quality Assurance is described in the agency's policies and procedures. Individuals receiving services complete surveys yearly and/or when they exit services. Staff meetings

have program improvement on the agenda and the management team holds program improvement discussions during monthly management meetings.

**Is designated staff of Sunburst Mental Health Services accountable and responsible for the continuous quality improvement process?**

**Strengths/Observations:**

Sunburst has staff designated to coordinate the quality improvement plan; this is an added responsibility. As part of their contract with AMDD the agency is involved with a Recovery Marker Analysis, which measures a variety of information such as employment status of people served, housing, symptom interference and so on. The information gathered by this analysis and the consumer survey information are used by the quality assurance staff to open discussions with management and to address program improvements.

**Is Sunburst Mental Health Services able to demonstrate a process of continuous quality improvement that directly affects health and functional outcomes for individual clients?**

**Strengths/Observations:**

This program is young and has grown quickly and agency leadership is focused on ensuring that they are meeting the needs of all of the people served. The process for continuous quality improvement is not as formal for this organization as the BOV has seen in other more established organizations. Currently the program appears to be proactively developing and hiring managers to help them move forward and properly manage the agency's growth in the communities it serves. Chart reviews are done monthly assure that the plans are current and being implemented. Individuals served complete satisfaction surveys regularly about the services the agency provides and this information is used during the annual planning process

The structure of the quality improvement plan should and will improve as the agency grows. Reliance on Recovery Markers and Treatment Outcome data is useful but must link to staff and consumer satisfaction.

**Suggestions:**

A more formal quality improvement process could include satisfaction survey information from a variety of stakeholders. Using a quality assurance process that continues to link staff training to best practices and consumer satisfaction is the strongest way to assure a quality program.

## **Rights, Responsibilities, and Safety**

### ***Rights, Responsibilities:***

**Does Sunburst Mental Health Services define the rights and responsibilities of and provide verbal and written information about rights and responsibilities to clients and family members?**

**Strengths/Observations:**

Sunburst has a complete list of the information on rights and responsibilities for clients and family members that is presented in written form at admission and/or intake. A review of client charts shows that consumers are consistently receiving the Bill of Rights. A check list is completed by the client and family members who initial and date the form to confirm that the information has been presented. A copy of this intake acknowledgement was located in every client file which was examined.

**Does Sunburst Mental Health Services actively promote client access to independent advocacy services?**

**Strengths/Observations:**

Sunburst provides this information in the intake handout "Consumer Grievance Procedure". Information sheets were posted that outlined independent advocacy services and made reference to DRM, BOV, and MHO in a couple of the documents provided to clients (most importantly the grievance form). During the course of staff interviews the team

observed that the staff didn't appear to have any significant, direct knowledge of independent advocacy services prior the site review.

**Suggestions:**

Prominently display posters and brochures that promote independent advocacy services including the Mental Disabilities Board of Visitors, the Mental Health Ombudsman, and Disability Rights Montana.

**Does Sunburst Mental Health Services have an easily accessed, responsive, and fair complaint / grievance procedure for clients and their family members to follow?**

**Strengths/Observations:**

The Consumer Grievance Procedure handout spells out the policy clearly and appears responsive. BOV observed that the process appears to be well understood by staff and is written in a way that appears thorough and easily understood by clients/ family members. The entire process appears to be responsive, thorough, and fair. Each step of the process is described completely in the agency's policies and procedures.

**Does Sunburst Mental Health Services provide to clients and their family members at the time of entering services written and verbal information about assistance available from the Mental Disabilities Board of Visitors in filing and resolving grievances?**

**Strengths/Observations:**

While information about BOV and the Mental Health Ombudsman is provided on the form, it is limited to the name, phone number and e-mail for the Board of Visitors. Staff interviewed did not display a knowledge of the assistance available from the Board of Visitors.

**Suggestions:**

Educate staff on the assistance available from the Board of Visitors and include more specific information in written form in the Consumer Grievance Procedure info which is provided and discussed at admission/intake. BOV will provide updated brochures and information regularly.

***Safety:***

**Does Sunburst Mental Health Services protect clients from abuse, neglect, and exploitation by its staff or agents?**

**Strengths/Observations:**

There is a process, but staff interviewed did not have thorough experience reporting incidents, very few incidents had occurred. Staff is most familiar with the child protective services reporting requirements, less so with adults. As the organization grows and moves into more remote supervision of staff it will become important that systems are in place to assure quality control/consumer health and safety with strong and well understood reporting procedures.

**Suggestions:**

Ensure that all staff are properly trained at orientation and that continuing education is provided about the reporting and investigative processes surrounding abuse, neglect, and exploitation.

**Has Sunburst Mental Health Services fully implemented the requirements of 53-21-107, Montana Code Annotated (2011) with regard to reporting on and investigating allegations of abuse and neglect?**

**Strengths/Observations:**

Abuse and neglect trainings and policies appear to focus on the requirements found in the 'reporting' statutes in titles 41 and 52. However, at the time of the review, the requirements and procedures outlined in 53-21-107, MCA, were not adequately addressed by Sunburst.

**Suggestions:**

Formalize the process of reporting incidents/allegations. Establish training for new employees on the process and provide continuing education annually and review at staff meetings monthly.

**In investigations of allegations of abuse, neglect or exploitation of clients by its staff or agents, does Sunburst Mental Health Services thoroughly analyze the events and actions that preceded the alleged abuse, neglect or exploitation – including actions and/or non-actions of its staff or agents?**

**Strengths/Observations:**

Through staff and leadership interviews the BOV was informed that the agency has not had an incident/allegation of abuse, neglect, or exploitation. The policy/procedures manual addresses reporting requirements if staff believe clients are being neglected or abused outside of the agency but nothing to address if an incident/allegation would occur alleging Sunburst staff involvement.

**Suggestions:**

While incidents are uncommon and staff is trusted, a policy/procedure for analyzing any allegation would provide the agency a good foundation for quality assurance and training.

**After an allegation of abuse, neglect, or exploitation of a client by its staff or agents is determined to be substantiated, does Sunburst Mental Health Services debrief all related circumstances – including all staff and supervisory actions or non-actions that could have contributed to the abuse, neglect, or exploitation – what steps are taken to decrease the potential for future recurrence?**

**Strengths/Observations:**

There were no incidents reported to BOV.

**Suggestions:**

While incidents are uncommon and staff is trusted, a policy/procedure for analyzing any allegation would provide the agency a good foundation for quality assurance and training.

**Is the staff of Sunburst Mental Health Services regularly trained to understand and to skillfully and safely respond to aggressive and other difficult client behaviors?**

**Strengths/Observations:**

Staff receives Mandt<sup>1</sup> training, and the agency has established protocols for staff who enter client homes, which should address the need to use the Mandt Training and the training is provided as required by Mandt.

**Does Sunburst Mental Health Services give clients access to staff of their own gender?**

**Strengths/Observations:**

People served have a choice of whom they work with, but in some cases there may not be someone of the same gender available. The agency attempts to meet this standard as possible.

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<sup>1</sup> The Mandt System – training program: <http://www.mandtsystem.com/>



## Client / Family Member Participation

**Does Sunburst Mental Health Services identify in the service record a client's family members/guardians and describe the parameters for communication with them regarding treatment and for their involvement in treatment and support?**

**Strengths/Observations:**

Every chart had releases of information, which is consistent with the organization being proactive in soliciting family member contact and participation. Therapists are the direct contact for clients and when they are involved families/guardians. Family engagement occurs through intake, and interactions with case managers, and community support workers.

**Do Sunburst Mental Health Services assessments, treatment planning sessions, and treatment reviews proactively include the participation of clients and family members/guardians?**

**Strengths/Observations:**

Thoroughly, every treatment plan reviewed showed clear indications that the client had direct input into their treatment plan from the beginning of the process. The treatment team included family, guardians and/or friends, identified by the person served to participate in the process. The treatment plans clearly supported Sunburst's stated commitment to client-centered treatment. This is a strength for Sunburst, the agency works hard at this higher level of collaboration and communication with the person served and the people in their lives to create a positive treatment environment.

**When a diagnosis is made, does Sunburst Mental Health Services provide the client and – with consent – family members with information on the diagnosis, options for treatment and possible prognoses?**

**Strengths/Observations:**

Yes, Sunburst is very proactive in engaging individuals served. The community support program is very orientated toward community engagement with the person served in their home and community. The agency is very person centered and strength based.

**Does Sunburst Mental Health Services proactively provide clients, and family members/guardians a copy of the treatment plan?**

**Strengths/Observations:**

The client and any person identified by the client to participate in the process of creating a treatment plan are actively engaged in every step of creating the plan. This approach to the process is a true strength for this agency. The plan is available to the client and any other person the client wants to have the plan, Sunburst is proactive in making the plan available, as the client chooses.

**Does Sunburst Mental Health Services review exit plans in collaboration with clients and family members/guardians as part of each review of the individual service plan?**

**Strengths/Observations:**

Yes, although Sunburst is a young service provider and may not yet have graduated many consumers from services, case managers interviewed clearly indicated that they take responsibility for establishing exit and transition services consistent with the client requests.

**Does Sunburst Mental Health Services promote, encourage, and provide opportunities for client and family member/guardian participation in the evaluation of components of the services, client satisfaction with services, effectiveness of communication with clients and families and that treatment outcomes are measured?**

**Strengths/Observations:**

Sunburst has regular customer satisfaction surveys and a strong grievance process for formalized feedback. However, it is clear that the facility's philosophy emphasizes a strong relationship with their clients that includes effective communication through regular, less structured, discussions regarding services. The conversations that we had with people served indicated that people were very satisfied with services.

**Suggestions:**

As the agency grows, the challenge will be to continue adding options for keeping lines of communication about client satisfaction open. Continue exploring ways for clients to communicate information about the ways the agency can continue to improve services.

## **Cultural Effectiveness**

**Does Sunburst Mental Health Services have a Cultural Effectiveness Plan – developed with the assistance of recognized experts - that includes defined steps for its integration at every level of organizational planning and emphasizes working with American Indian people?**

**Strengths/Observations:**

Yes. Sunburst has two offices located on a reservation and serves a large number of individuals who are either tribally enrolled or who identify themselves as American Indian. The current Cultural Competency Plan adequately addresses the need for the organization to be educated and sensitive to the clientele that they serve. One recently hired staff member works with cultural experts from a nearby tribal community and Tribal College to further define steps for emphasizing a cultural emphasis in the organization.

**Suggestions:**

The agency is doing very good work to reflect the cultural competence of the program, consider reflecting the annual cultural competence progress in the strategic/organizational plan to further integrate both aspects of the services.

**Does Sunburst Mental Health Services define expectations for staff knowledge about cultural, ethnic, social, historical, and spiritual issues relevant to the mental health treatment of the people served, with an emphasis on American Indian people?**

**Strengths/Observations:**

The Value Statement included in the Cultural Competence Plan includes a commitment to educating staff about the clients served who are Native American; training staff to respond using culturally appropriate interventions and attempting to recruit, employ and retain staff who are Native American.

**Does Sunburst Mental Health Services provide staff training conducted by recognized experts that enables staff to meet expectations for knowledge about cultural, ethnic, social, historical, and spiritual issues relevant to the provision of mental health treatment of the people served, with an emphasis on American Indian people?**

**Strengths/Observations:**

The Polson and St. Ignatius offices have a relationship with representatives/clinical professionals at Confederated Salish Kootenai Tribes, who are available both for training and for clinical consulting.

**Do treatment plans take into account individually-identified cultural issues, and are they developed by a culturally competent clinician or in consultation with such a clinician?**

**Strengths/Observations:**

One clinician on staff is Native American and when needed Sunburst will employ the assistance of IHS staff, the agency does attempt to make this access available as needed.

**With regard to its own staff, does the leadership at Sunburst Mental Health Services monitor and address issues associated with cultural / ethnic / religious / racial prejudice and misunderstanding, with an emphasis on prejudice toward and misunderstanding of American Indian people?**

**Strengths/Observations:**

Issues associated with cultural/ethnic/religious and racial prejudice and misunderstanding are addressed during regular staff meetings by leadership and a staff member identified to monitor the cultural competence of the agency is an advisor available to any staff member who has questions.

**Does Sunburst Mental Health Services assess the demographics of its catchment area and identify underserved cultural groups, with an emphasis on American Indian people?**

**Strengths/Observations:**

It appears that an informal assessment occurs, the agency is making serious efforts to address the needs of underserved cultural groups; a significant percentage of the clients served by the agency are American Indian. At this point in time the agency seems to be addressing the needs of underserved American Indian people using an informal process to assess community demographics.

## **Staff Competence, Training, Supervision, and Relationships with Clients**

### ***Competence and Training:***

**Does Sunburst Mental Health Services define minimum knowledge and competence expectations specific to working with people with mental illnesses for each staff position providing services to clients?**

**Strengths/Observations:**

Minimum knowledge and competence expectations specific to working with individuals who have mental illness are defined for staff, and training is provided. Sunburst has been very fortunate to hire a number of staff who are experienced in providing mental health services.

**Does Sunburst Mental Health Services have written training curricula for new staff focused on achieving optimum knowledge and competence expectations specific to working with people with mental illnesses for each position providing services to clients?**

**Strengths/Observations:**

The Employee Orientation Training Checklist and the materials provided to the site review team indicate a focus on treatment, mental illness, co-occurring disorders and a Wraparound module. Some training materials were provided to BOV and those answered this standard.

**Suggestion:**

Continue working on formalizing the training and new staff orientation process to assure new staff to achieve optimum knowledge and competence before providing services to clients.

**Note:** The agency adopted and began using an updated training manual/format in September Of 2012.

**Does Sunburst Mental Health Services train new staff in job-specific knowledge and competence prior to working with clients OR requires new staff to demonstrate defined optimum knowledge and competence specific to working with people with mental illnesses**

**Strengths/Observations:**

Staff interviewed came to Sunburst with a significant amount of experience in providing services to individuals with mental illnesses. Inexperienced staff spent a significant amount of time shadowing others, and other on the job type

training. No one mentioned a set of defined expectations or any activity associated with demonstrating such competencies before starting their employment or by a set time period. The working environment is small, as a result staff is easy to supervise, monitor and provide 'in the moment' training when it is needed.

**Does Sunburst Mental Health Services provide staff opportunities for ongoing training including NAMI-MT Provider Training, NAMI-MT Mental Illness Conference, Mental Health Association trainings, Department of Public Health and Human Services trainings, and professional conferences?**

**Strengths/Observations:**

Yes, this agency is very proactive in its efforts to provide varied, ongoing training to staff using all resources available. Staff seemed genuinely pleased at the training opportunities available to them.

**Does Sunburst Mental Health Services periodically assess current staff and identify and address knowledge and competence deficiencies?**

**Strengths/Observations:**

There are obvious efforts to proactively hire appropriate management personnel and other personnel to meet the needs of the agency as the agency continues to grow

***Supervision:***

**Does Sunburst Mental Health Services train supervisors and hold them accountable for appropriately monitoring and overseeing the way clients are treated by line staff?**

**Strengths/Observations:**

Supervision of Service Coordinator and Community Support Workers occurs during bi-weekly meetings with treatment team, or "as needed". This 'direct' staff receives supervision as part of the treatment team, where staff is encouraged to share information in a team environment with a collaborative atmosphere.

BOV observed that the agency has been proactively hiring managers with experience in the mental health field and developing managers from within the agency.

**Suggestions:**

Sunburst would benefit from accessing and/or creating a more formal management training program for managers.

**Does Sunburst Mental Health Services train supervisors and hold them accountable for appropriately monitoring, overseeing, and ensuring that treatment and support is provided effectively to clients by line staff according to their responsibilities as defined in treatment plans?**

**Strengths/Observations:**

Community Support Workers work directly with consumers in the community. Through collaboration with the treatment team they create a case plan with goals, objectives and activities for each consumer. They are active participants when the treatment plan is being designed and attend treatment team meetings with consumers. These CSWs work with clients who are adults, children and their families. The agency requires that a CSW must work directly with clients for a minimum of 32 hours per week.

Service Coordinators lead and coordinate the activities of the treatment team and assists with community resources that promote recovery. They work directly with clients and the treatment team to carry out the range of treatment plan goals.

Both positions work with the treatment team, either by reporting information to the team or by directly participating as members of the team to create the treatment plan. This 'direct' staff is required to document every staff/consumer contact utilizing a standardized format which is concise and understandable, and which is reviewed by treatment team staff regularly. These positions require staff to work flexible schedules to meet consumer scheduling needs.

**Suggestion:**

The agency would benefit from establishing a supervisory structure for CSW and SC who work directly with clients that allows occasional supervision in the field as a way to mentor 'in the moment' during home visits.

***Relationships with Clients:***

**Does Sunburst Mental Health Services staff demonstrate respect for clients by actively engaging; demonstrating a positive demeanor; expressing empathy, and calmness; and, validating the wishes of the clients?**

**Strengths/Observations:**

This is an area of strength for the Sunburst program. The staff is encouraged develop supportive relationships with clients, and the staff, at all levels, excels. If an issue or concern of a staff member failing to set appropriate boundaries with clients, the matter will be addressed either in the group meeting/supervision or in individual supervision.

**Is the mental health professional staff consistently present in all treatment environments interacting with direct care staff and clients teaching, modeling, and reinforcing healthy, constructive, respectful interactions?**

**Strengths/Observations:**

This standard is less appropriate for Sunburst than a residential/inpatient program since there really aren't open spaced client settings like a day treatment center or 'patient' areas. Staff did report that supervisors are readily accessible, that they do stop and talk with clients and other staff in the outpatient waiting areas.

**Do Sunburst Mental Health Services supervisors ensure that direct care staff spend their time with clients engaged in consistently positive, recovery-oriented incidental interactions?**

**Strengths/Observations:**

This standard is less appropriate for Sunburst than other mental health centers that have large day centers. Individual therapy or group therapy occurs in the program center, without a "day center" or "day program" and physical spaces for consumers to congregate together is limited. Much of the contact between 'direct' staff and consumers does not occur in a location which is observable to supervisors. Staff interviewed noted that supervisors did not often make home visits.

**Suggestions:**

Consider establishing a supervision model when the 'direct' line staff is one-on-one with consumers, such as drop-in visits.

**Does Sunburst Mental Health Services train supervisors and hold them accountable for appropriately monitoring, overseeing, and ensuring that treatment and support is provided effectively to clients by line staff according to their responsibilities as defined in treatment plans?**

**Strengths/Observations:**

At this point, training for supervisors appears to be informal. This program is just under 3 years old, members of the management/leadership team have had several years experience before coming to Sunburst. Supervisory training appears to be a team/mentor approach with all members of the management team working closely together as a team and learning from each other. The agency appears to value training and provides liberal access to it for all staff.

**Suggestions:**

Consider establishing a structured formal supervisor training program to assure that as the agency prepares staff so they are well prepared to move to supervisory positions.

## Treatment and Support

### *General:*

**Is a written treatment plan in place and being implemented for every client receiving services from Sunburst Mental Health Services?**

#### **Strengths/Observations:**

The treatment plan is developed with the client, the therapist and the case manager as the primary participants, with family, prescriber, and program supervisor input, along with input from anyone the client views as part of his/her support system. Sunburst has a strong client-driven orientation in the development of treatment plans.

**Is a written discharge plan in place for every client receiving services from Sunburst Mental Health Services?**

#### **Strengths/Observations:**

A discharge plan is included in the original treatment plan and it is reviewed every 90 days when the treatment plan is reviewed.

**Does Sunburst Mental Health Services provider link all clients to primary health services and ensure that clients have access to needed health care?**

#### **Strengths/Observations:**

There is an adequate written policy and medical history is included in the treatment plan to demonstrate that the agency assures clients do access medical care when needed.

**Does Sunburst Mental Health Services provider proactively rule out medical conditions that may be responsible for presenting psychiatric symptoms?**

#### **Strengths/Observations:**

A medical survey is conducted when an individual enters services. A nurse is on staff to ensure that medical needs are addressed.

### *Evidence-Based Services:*

**Does Sunburst Mental Health Services provider provide treatment and support to clients that incorporates the following SAMHSA-identified evidence-based practices: Illness Management and Recovery, Family Psychoeducation, Integrated Treatment for Co-occurring psychiatric and substance use disorders?**

#### **Strengths/Observations:**

Staff training information and staff interviews demonstrate that Sunburst is utilizing training which reflects the use of currently mainstream evidence-based practices. A strength of Sunburst's core values and approach is that it is positive and recovery oriented.

### *Medication:*

**Is the medication prescription protocol evidence-based and reflect internationally accepted medical standards?**

#### **Strengths/Observations:**

Prescribers are appropriately trained and have access to a consulting psychiatrist. The recent addition of an RN will help to further consolidate procedures.

**Is medication prescribed, stored, transported, administered, and reviewed by authorized persons in a manner consistent with laws, regulations, and professional guidelines?**

**Strengths/Observations:**

The recently hired RN is in the process of consolidating all of these procedures to assure complete compliance.

**Are clients and family members/guardians provided with understandable written and verbal information about the potential benefits, adverse effects, and costs related to the use of medication?**

**Strengths/Observations:**

Yes, evidence that this information is provided to individuals served and family members as appropriate is in the client's file.

**Does Sunburst Mental Health Services ensure access for clients to the safest, most effective, and most appropriate medication and/or other technology?**

**Strengths/Observations:**

Yes, the psychiatrist, nurse practitioners and therapists provide this access as part of the clinical services team which also includes service coordinators and personal coaches.

**Where appropriate, does Sunburst Mental Health Services actively promote adherence to medication through negotiation and education?**

**Strengths/Observations:**

A specific strength of the Psychiatric Nurse Practitioner appeared to be her respect for clients; she actively insures that individuals served are on board with the medications which are prescribed.

**When legitimate concerns or problems arise with prescriptions, do clients have immediate access to a psychiatrist or mid-level practitioner?**

**Strengths/Observations:**

Yes, a PMHNP and RN are available as is access to the psychiatrist in the event a concern should arise with prescribed medications.

**Are medication allergies, side effects, adverse medication reactions, and abnormal movement disorders well documented, monitored, and promptly treated?**

**Strengths/Observations:**

The recent addition of an RN to the staff will serve to strengthen this ability.

**Are clients taking antipsychotic medication monitored according to the consensus guidelines of the American Diabetes Association and American Psychiatric Association?**

**Strengths/Observations:**

A review of the files for the individuals served confirms that the psychiatrist assures this monitoring occurs.

**Are medication errors documented?**

**Strengths/Observations:**

Yes, the policy and procedures manual establishes the protocol and errors are charted adequately.

**Is there a quality improvement process in place for assessing ways to decrease medication errors?**

**Strengths/Observations:**

Medication errors are completed as incident reports. Program supervisors review the reports, implement safety workplace policies and the reports are forwarded to the Quality Assurance Committee.

**Is the rationale for prescribing and changing prescriptions for medications documented in the clinical record?**

**Strengths/Observations:**

Yes, per the Medication Services Policy rationale for prescribing and changing prescriptions is documented in the client's medication records.

**Is there a clear procedure for the use of medication samples?**

**Strengths/Observations:**

At this time it appears the "gatekeeper" is the PMHNP on staff. There is no written policy

**Are unused portions of medications and expired medications disposed of appropriately after expiration dates using – when resources are available - the protocols described in SMAR<sub>x</sub>T DISPOSAL™ 1 ?**

**Strengths/Observations:**

Staff interviewed noted that the system is under review and a process is being improved and implemented by Nursing staff.

**Is there a clear procedure for using and documenting emergency medication use, including documentation of rationale, efficacy, and side effects?**

**Strengths/Observations:**

None noted/observed

**Does the agency have a clear procedure for using and documenting 'involuntary' medication use, including documentation of rationale, efficacy, and side effects?**

**Strengths/Observations:**

Involuntary medication is not used by this agency in this setting.



## Access and Entry

**Is Sunburst Mental Health Services convenient to the community and linked to primary medical care providers?**

**Does Sunburst Mental Health Services inform the community of its availability, range of services, and process for establishing contact?**

**Strengths/Observations:**

Sunburst office in Polson is convenient to the community, the offices in Kalispell less so, not being on the public bus line. The team understood that those Kalispell offices would be moving in the near future to a location more easily accessible to the individuals served.

**Note: The Kalispell office will be relocated in November 2012 to a location and building more accessible to clients.**

Interviewees stated their desire to disseminate such information and had many contacts with outside providers, but efforts in this area appear to be incomplete. The list of services available in each community Sunburst serves appeared to be incomplete to the team. Service coordinators interviewed were not adequately acquainted with the CSCT programs available for youth/adolescents through the schools in each of the communities served.

This is a young program that is growing rapidly, adding new clients weekly. In light of this fact, the agency will be challenged to closely monitor growth to assure services continue to be adequate to meet demand.

**Suggestions:**

Consider adding a section in employee training to identify other therapeutic services available in the community to provide to individuals who are seeking services in the event Sunburst cannot provide the needed service and update the services information regularly.

**For new clients, is there timely access to psychiatric assessment and service plan development and implementation within a time period that does not, by its delay, exacerbate illness or prolong distress?**

**Strengths/Observations:**

The timetable established through policy/procedure is adequate, meets standards and appears to be adhered to effectively.

**Does Sunburst Mental Health Services ensure that clients and their family members/guardians are able to, from the time of their first contact with the agency, identify and contact a single mental health professional responsible for coordinating their care?**

**Strengths/Observations:**

Yes, service coordinators are trained to take on this responsibility and form a close relationship with clients and their family members.

**Does Sunburst Mental Health Services have a system for prioritizing referrals according to risk, urgency, distress, dysfunction, and disability, and for commencing initial assessments and services accordingly?**

**Strengths/Observations:**

The team did not find a written protocol for prioritizing clients during the site review. As Sunburst appears to be growing rapidly enough to be experiencing some growth pains, developing a system could prove necessary and helpful.

## Continuity of Services Through Transitions

**Does Sunburst Mental Health Services ensure smooth transitions of children into adult services?**

**Strengths/Observations:**

Sunburst provides both children and adult based services, so transition in-house is pretty seamless, especially since service coordinators, prescribers and therapists pretty much all work with both children and adults.

**Does Sunburst Mental Health Services review the outcomes of treatment and support as well as ongoing follow-up arrangements with each client and family members/guardians prior to their exit from the service?**

**Strengths/Observations:**

Therapists, community support workers and service coordinators all have a role to prepare clients and family members/guardians during the transition to other services or exit from Sunburst services.

**Does Sunburst Mental Health Services provide clients and their family members with information on the range of relevant services and supports available in the community when they exit from the service?**

**Strengths/Observations:**

Yes. Service coordinators and community support workers take responsibility for ensuring a smooth transition between services when someone leaves Sunburst for another provider, even out of state placements. Case managers are expected to determine what options exist for the client, and assist in setting up services with the new provider.

**When a client is transitioning to another service provider, does Sunburst Mental Health Services proactively facilitate involvement by that service provider in transition planning?**

**Strengths/Observations:**

Yes, transition planning does include staff from both services during transitions.

**Does Sunburst Mental Health Services ensure that clients referred to other service providers have established contact following exit from Sunburst Mental Health Services?**

**Strengths/Observations:**

Review of position descriptions and treatment plans did not identify staff that would have the responsibility to assure that individuals served by Sunburst would have a contact after referral.

**Suggestion:**

Consider identifying which staff would have the responsibility to contact individuals served after transition to assure that they have established contact following exit. Note in the intake materials/handbook the role Sunburst will have after an individual transfers to another service provider.

**If a client was receiving community mental health services prior to an inpatient or residential treatment admission, does the community mental health service assume primary responsibility for continuity of care between Sunburst Mental Health Services treatment and community-based treatment?**

**Strengths/Observations:**

Yes. Staff firmly stated that Sunburst staff assumes responsibility for their clients while they are temporarily at any other facility.

**Leading up to and at the time of discharge from inpatient / residential treatment, do both the community service and Sunburst Mental Health Services communicate and coordinate in such a way as to ensure continuity of care? Does this coordination include involvement of family members/guardians?**

**Strengths/Observations:**

Sunburst staff unhesitatingly affirmed the organization's commitment to continuing their responsibilities for people who are at an inpatient facility and coordinating with the facility staff to ensure a smooth transition into, and back out of inpatient services.

## RECOMMENDATIONS

1. Create a process to evaluate that treatment goals are realistic and appropriate to the client, while preserving the role of the therapist as the treatment professional in the treatment relationship while maintaining the active role of the individual served in the process .
2. Establish a written policy and procedure for the use of medication samples.
3. Add steps to create a more comprehensive plan for integrating with other services providers in the communities Sunburst serves.

## SUNBURST RESPONSE

### **Sunburst Mental Health Services Response to Board of Visitors Site Review Document Dated 10/31/12**

**Sunburst Mental Health Services has incorporated a variety of changes since the Board of Visitors site review on June 28 and June 29, 2012. These changes include:**

- 1) A new training manual for support staff has been developed and 2 full days of training have been conducted with support staff. These trainings will be held every 6 months or as needed. The training manual has the correct language for reporting incidents of abuse/neglect or consumer grievances.
- 2) All support staff have received CPR and MANDT training
- 3) Sunburst had a strategic planning meeting which incorporated feedback from all staff, consumers and community stakeholders to delineate plans for the future, tasks, persons responsible and timelines to achieve plans set forth.
- 4) The Kalispell site has moved to a facility which has increased accessibility and a floor plan to increase consumer "clubhouse" activities.

**Responses to the Recommendations made by the Board of Visitors on 10/31/12 are as follows:**

- 1) The process for evaluating treatment plan goals to insure that goals are appropriate, realistic, therapist and consumer driven will be: Program Supervisors will pull 5 charts per therapist per quarter and review to insure that goals are appropriate, realistic, therapist and consumer driven. Goal and objective development and interventions for guiding goal attainment will be assessed to insure that they are strength based and measurable. The importance of having treatment plan goals to insure that goals are appropriate, realistic, therapist and consumer driven will be discussed at several staff meetings over the next several months. Goal and objective development and interventions for guiding meeting to be strength based and measurable has been added to training manual. Each staff person hired before October 15th has received this training, and each site has received it's own 'service plan development' in-service meeting.
- 2) The written policy and procedures for the use of medication samples is attached.
- 3) The plan for integrating with other service providers in the communities that Sunburst serves is attached.

## SUNBURST MENTAL HEALTH SERVICES

### MEDICATION SAMPLES

#### **POLICY AND PROCEDURES:**

- 1) Medication samples will be signed in by the Nurse Practitioners, RN or Psychiatrist on the Medication Log
- 2) All Samples will be reviewed monthly to identify expired medications
- 3) Expired medications will be transported by professional staff to disposal sites (County Courthouse, Sykes)
- 4) Samples will only be provided to consumers by the Nurse Practitioners, Psychiatrist or by the RN at the direction of the Nurse Practitioners or Psychiatrist and be signed out
- 5) Samples will be stored and the inventory log for samples will be posted in the locked sample cabinet

### PLAN FOR INTEGRATION WITH OTHER COMMUNITY PROVIDERS

#### **LAKE COUNTY:**

- 1) Sunburst staff will attend the AltaCare Community Provider Luncheon Yearly and meet with Alta Care staff on an ongoing basis:
  - Bria Effertz attended 10/2012
  - Tara Starkel met with AltaCare 10/2012
  - Megan Bailey met with AltaCare 10/2012
- 2) Sunburst staff will attend the monthly Tribal CPS Meetings
  - Tara Starkel has attended monthly since 6/12, brought other staff to meetings:  
Ferdinand Shay, Julie Fleck, Judy Dark, Bria Effertz
- 3) Sunburst staff will attend DOVES Community Meetings
  - Patty Murrin 10/2012
  - Sandy Farrell 10/2012
- 4) Sunburst staff will meet once monthly with Lake County Group Home and Lake County Youth Court
  - Tara Starkel has done so since 6/12
- 5) Sunburst staff will attend LAC or WSAA meetings twice per year
- 6) Sunburst staff will attend ADRT meetings twice per year
  - Julie Fleck 2012
  - Tara Starkel 2012
- 7) Sunburst staff will meet with the Best Beginning counsel once a month
  - Lisa Thiel or Emily Pray
- 8) Sunburst staff will meet with Probation and Parole monthly
  - Lisa Thiel or Emily Pray
- 9) Sunburst staff will attend NAMI meetings
  - Clayton Griesback
- 10) Sunburst staff will attend Youth Advisory Council Meetings
  - Marcia Tharp has done so since 2009
  - Lisa Thiel will do so from 10/2012 on
- 11) Sunburst staff will meet monthly with Flathead County CPS staff
  - Marcia Tharp has done so since 2009
  - Lisa Thiel began in 10/2012 and will continue
- 12) Sunburst staff attended a hospital meeting to coordinate services to the mentally ill
  - Linda Meccia 10/2012
- 13) Sunburst Staff will be on the Advisory Board for the CSKT Suicide Prevention Project
  - Julie Fleck began 10/2012 and will be a member of this board
- 14) Sunburst staff will meet with Kalispell DOC staff once per month
  - Emily Pray will begin 11/2012