

**ANNUAL REVIEW 2013**

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community  
UNC's psychiatric  
street medicine program

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administrative  
growth  
connecting to the community



## letter from the director



The UNC Center for Excellence in Community Mental Health was developed to help improve care in our local community and throughout the state. While change and uncertainty continues to define North Carolina's mental health system, we at the Center continue to believe that the system should rely on treatment we know works, treatment that promotes individual recovery as much as possible, and in this fiscal environment, treatment that is cost-effective. The Center continues to grow to meet a variety of needs in central North Carolina and across the state.

Our highlights include:

The Schizophrenia Treatment and Evaluation Program (STEP) has expanded to serve Wake County in five locations, and we've added a new Assertive Community Treatment (ACT) team there, too.

Our new Assertive Community Treatment (ACT) technical assistance center will assist the state in assessing and consulting with ACT teams across North Carolina to help ensure that individuals with severe mental illness are receiving person-centered, recovery-oriented services in their communities.

The Center recently received a grant to pilot a new supported employment program, which holds the promise of significantly improving one's ability to enter the workforce after a serious mental illness.

We now have over 80 dedicated faculty and staff at the Center. I invite you to peruse this *Annual Review* and read about our collaborations.

Recently, a columnist for the *New York Times* suggested that 2014 should be a year in which we focus on the "crucial-but-neglected" issue of mental health. I hope you'll agree that we are off to a good start!

Sincerely,

*John Gilmore, MD*

## mission

The mission of the UNC Center for Excellence in Community Mental Health is to promote the recovery of persons with mental illness in North Carolina through evidence-based and cost-effective treatment, training, research and community education.



*L-R Front Row:*

*Diana Perkins, MD, MPH; Kelty-Brook Bailey, MS, CRC, LPCA; Shane Rau, MD, PhD; John Gilmore, MD; Elizabeth Rossi, BA; and Lorna Moser, PhD.*

*L-R Standing:*

*Sylvia Saade, PhD; Thava Mahadevan, MS; Caroline Ginley, MSW, LCSW-A; Kelly Smedley, RN, MSN, CNS; Selden Holt, LCSW; and Kristin Lukasiewicz, MSW.*

*Not Pictured: Carol VanderZwaag, MD; Deborah Lawson, LCSW, MSW, LMFT; Troy Mclean, LCSW, MSW, CCS; and Alice Lockhart, BA*

## UNC Center for Excellence in Community Mental Health Leadership and Programs

John Gilmore, MD, Director of Center  
Thava Mahadevan, MS, Director of Operations  
Carol VanderZwaag, MD, Medical Director, Community Services  
Robin Reed, MD, Medical Director, Integrated Care  
Kelly Smedley, RN, MSW, CNS, Director of Clinical Services  
Elizabeth Rossi, BA, Director of Quality Assurance and Compliance  
Alice Lockhart, BA, Director of Communications

### STEP (Schizophrenia Treatment Evaluation Program) Clinic

John Gilmore, MD, Medical Director  
Kelly Smedley, RN, MSW, CNS, Director of Clinical Services

### Wake STEP Community Clinic

Shane Rau, MD, PhD, Associate Medical Director  
Deborah Lawson, LCSW, MSW, LMFT, Director of Clinical Services

### OASIS (Outreach and Support Intervention Services)

Diana Perkins, MD, MPH, Medical Director  
Sylvia Saade, PhD, Director

## Community Programs

### Orange/Chatham XDS ACT Team

Carol VanderZwaag, MD, Medical Director  
Kristin Lukasiewicz, MSW, Team Leader

### Wake ACT Team

Carrie Brown, MD, Medical Director  
Troy McLean, LCSW, MSW, CCS, Team Leader

### Critical Time Intervention and Hospital Transition

Annie Kelly, MD, Medical Director  
Janice Bainbridge, MSW, LCSW, Team Leader

### Community Resource Court

Caroline Ginley, MSW, LCSW, Program Coordinator

### Community Support Team

Kelty-Brooke Bailey, MS, CRC, LPCA, Team Leader

## Recovery Programs

Thava Mahadevan, MS, Director

### The Farm at Penny Lane

### Brushes with Life

### UNC PAWS

### Supported Employment

## North Carolina Psychiatric Research Center

Shane Rau, MD, PhD, Clinical Director  
Fred Jarskog, MD, Research Director  
Gary Cuddeback, PhD, MPH, Director, Community Outcomes Research and Evaluation Center

## Technical Assistance Programs

### UNC Medical Directors' Network

Alice Lockhart, BA, Director of Communications, Program Coordinator

### UNC ACT Technical Assistance Center

Lorna Moser, PhD, Director

### UNC GHEST

Selden Holt, MSW, LCSW, Program Coordinator

*Additional program information [unccmh.org](http://unccmh.org)*

## editorial

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*Photography:* Charles Thayer, MS; Thava Mahadevan, MS; Will Owen Photography • © Copyright UNC Center for Excellence in Community Mental Health

## Funding Sources

The Center was created in 2009 with a generous three-year grant from The Duke Endowment. The Center is partnering with a broad group of organizations and government agencies dedicated to improving the care of people with mental illness. Current support for Center programs includes private donations and grants from the following:

- The Duke Endowment
- The Kate B. Reynolds Foundation
- North Carolina Division of Mental Health, Developmental Disabilities and Substance Abuse Services
- North Carolina Division of Medical Assistance
- Cardinal Innovations Healthcare Solutions
- Access Care Network, Community Care of North Carolina
- U.S. Department of Housing and Urban Development
- North Carolina Area Health Education Centers

\* Alliance Behavioral Healthcare

## Donate

If you wish to donate: [unccmh.org](http://unccmh.org)



Ariel Reynolds, social worker intern at The Farm at Penny Lane, staffs booth at the Chatham Market.

## Trainees gain valuable experience in community mental health

The Center's in-house training opportunities are designed for individuals who want to specialize in a recovery-oriented, multidisciplinary team process for addressing psychotic disorders in a community setting. This year psychiatry residents, along with 11 interns from the UNC's nursing, social work, and psychology departments and schools, worked with various programs in the Center.

## ACT Technical Assistance Center launches state-wide program evaluations

After launching a state-wide screening of ACT teams in February in collaboration with the North Carolina Division of Mental Health, Developmental Disabilities and Substance Abuse Services (NCMHDDAS), the ACT Technical Assistance (TA) Center officially began evaluating and consulting with North Carolina ACT teams in August.

"We went from a grassroots effort with the NC ACT Coalition to the ACT TA Center, which continues to work collaboratively with providers and the division. We evaluate ACT practice and offer training and guidance," says Lorna L. Moser, PhD, director of the TA Center and co-founder of the nationally recognized measuring standard called Tool for Measurement of ACT (TMACT).

ACT teams are comprised of a variety of behavioral health professionals who help adults with severe mental illness reach their personal goals, such as keeping an apartment and getting a job. ACT services are intensive, with many individuals being seen two times a week in their home.

Last year's U.S. Department of Justice (DOJ) settlement with North Carolina included a requirement that individuals with severe mental illness receive a continuum of community-based care, which is to include high performing ACT teams. The state has approximately 85 ACT teams; until now, there has been no comprehensive evaluation.

"High-fidelity teams are person-centered and recovery-oriented. Assessing program fidelity is critical as it is linked to improved outcomes," Moser explains. The ACT TA Center is overseeing the training of a pool of TMACT evaluators, which includes service providers. "Providers serving in the evaluator role allows them to hone their own expertise," says Moser.

The DOJ settlement's July 1, 2014 goal requires that at least 3,467 individuals are receiving services from a minimum of 34 ACT teams who demonstrate program fidelity.

"That's an achievable milestone. We already have many good teams in North Carolina."

Contact [lorna\\_moser@med.unc.edu](mailto:lorna_moser@med.unc.edu) or [stacy\\_smith@med.unc.edu](mailto:stacy_smith@med.unc.edu) for information.





**Deborah Lawson, LCSW, MSW, LMFT, Director of Clinical Services**



**Shane Rau, MD, PhD  
Associate Medical Director**

### **STEP services expand to Wake County**

The Center's newest outpatient clinic will serve approximately 500 Wake County patients with serious mental illness who were transferred from the Wake County Human Services Department to UNC Healthcare on July 1, 2013. UNC Schizophrenia Treatment and Evaluation Program (STEP) Community Clinic of Wake County, also called Wake STEP Clinic, brings the services of the Center's well-respected STEP clinic to Wake County.

Patients will be seen at the main clinic on Falstaff Road in Raleigh and at regional offices in Wake Forest, Zebulon, Fuquay Varina, and at the Rex Hospital campus. The program works closely with Wake County and Alliance Behavioral Healthcare.

John H. Gilmore, MD, is the medical director of the Wake STEP Clinic. He is also medical director of the Center, vice chair, and the Thad and Alice Eure Professor in the Department of Psychiatry. Shane W. Rau, MD, PhD, clinical director for the North Carolina Psychiatric Research Center and assistant professor in psychiatry, serves as the associate medical director. Deborah L. Lawson, LCSW, MSW, LMFT, director of clinical services, oversees the day-to-day clinical operations.

"UNC's presence in Wake County is a synergy of multiple programs designed to create a continuum of evidence-based, recovery-oriented high quality care for our Wake County patients," says Rau.

"Besides Wake STEP, our programs include the new Wake ACT Team, which provides enhanced services care to individuals out in the community on a 24/7 basis; WakeBrook, which provides crisis and assessment

and multiple levels of inpatient care; and the NC Psychiatric Research Center (NCPRC), which conducts clinical trials and engages in community outcomes research."

### **NCPRC plans new outcomes unit**

NCPRC has a rich research history. Developing from the former Dorothea Dix Hospital's inpatient Clinical Research Unit (CRU), it has operated as an outpatient research clinic yielding state-of-the-art clinical trials, focusing on individuals with severe mental illness.

Now, NCPRC has expanded its research program to include a new unit called the Community Outcomes Research and Evaluation Center (COREC), which will focus on outcomes and program evaluation, quality improvement, and intervention research. Gary S. Cuddeback, PhD, MPH, assistant professor of social work and psychiatry, and research fellow at the Cecil G. Sheps Center (SHEPS), is director of the new unit.

### **Center named a Dartmouth Research Site for supported employment**

In the fall, the Center was selected as one of four research sites in North Carolina and will collaborate with Dartmouth's Psychiatric Research Center to develop an evidence-based IPS model of supported employment.

During the four-year pilot program, the Center will also partner with the North Carolina Division of Mental Health, Developmental Disabilities, and Substance Abuse Services, the North Carolina Division of Vocational Rehabilitation and a number of other organizations to improve employment for individuals with mental illness.

According to a National Alliance for Mental Illness (NAMI) report, unemployment rates for people living with severe mental illness can be as high as 90 percent.

### Thanksgiving Dinner supports patients/clients in the community

The Center continued a Thanksgiving tradition that was started by Thava Mahadevan, MS, current director of the Center's operations, 16 years ago when he was executive director of XDS Inc., a nonprofit organization that is now merged with the Center.

Nearly 70 patients/clients from UNC and the community enjoyed a Thanksgiving meal, hosted at Chapel in the Pines Presbyterian Church. Center staff and volunteers served lunch.

The meal cost was underwritten by a generous and anonymous donor, and the food was prepared by Whole Foods.



### Saade provides training for police officers in Lebanon

Sylvia B. Saade, PhD, LCSW, director of Outreach and Support Intervention Services (OASIS) at the Center, traveled in March to her home country of Lebanon to provide training for 2,000 police officers in specialized police units to help them deal effectively with domestic violence.

Saade presented this training at the invitation of the Lebanon Ministry of Defense, the Internal Security Forces, the Lebanon American Embassy and a non-profit organization.

### Center hosts 20th Annual STEP Symposium

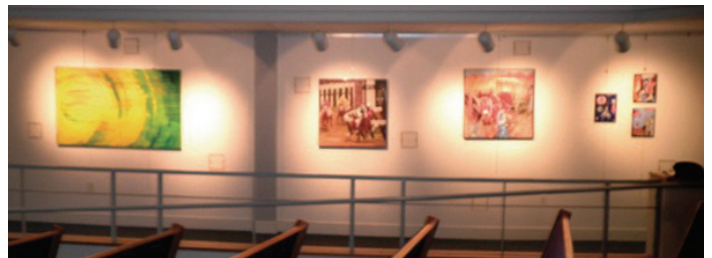
The Center celebrated its 20th Annual STEP Symposium, Saturday, April 13, 2013, at the William and Ida Friday Center in Chapel Hill. "What's New in Treatment and Recovery" focused on treatment and recovery for individuals with schizophrenia.

Keynote Speaker Nanette V. Larson, BA, CRSS, director of Recovery Support Services at the Illinois Department of Human Services/Division of Mental Health, shared her recovery experience, "Recovery: The Journey," with the 100 program participants.

STEP is a specialized treatment program for adults with schizophrenia and other severe mental disorders. Outpatient clinics are located in Orange and Wake counties. An inpatient unit is located at the N.C. Neurosciences Hospital.

"It is exciting to realize that the STEP program has been around for more than 20 years and has grown and thrived," says John Gilmore, MD, director of the Center and founding director of the STEP program in 1992.

"We've made a significant contribution to the care of patients with schizophrenia in our community and around the state, and look forward to the next 20 years," he continues.



Art featured at Community Church of Chapel Hill-Unitarian Universalist

### Brushes with Life traveling exhibits move around the Triangle

The 2013 Brushes with Life: Art, Artists, and Mental Illness traveling exhibit stopped at the Raleigh Brewing Company, August 17 and at the Community Church of Chapel Hill-Unitarian Universalist, September-October 2013. The next stop is scheduled for the UNC Health Affairs Library in January.

The Brushes with Life program provides a venue for to artists recovering from mental illness to exhibit their work.





*Alicia Watson, MD; Annie Kelly, MD; and Anisha Gulati, MD*

### **UNC's psychiatric street medicine program provides assistance for Chapel Hill's homeless**

Homeless individuals with mental illness who are in and around Chapel Hill have another option for comfort items, medication and a connection to other community resources, thanks to a new UNC psychiatric street medicine program.

The UNC Homeless Support Program (UNCHSP) began last year when Sheryl B. Fleisch, MD, a UNC psychosomatic medicine fellow, took the lead in developing a psychiatric street medicine program. Partnering with Housing for New Hope's (HNH) outreach coordinator, based at the University United Methodist Church on Franklin Street in Chapel Hill, she developed pilot programs in the Chapel Hill area.

The Center's Annie C. Kelly, MD, then, a UNC community psychiatry fellow, provided connections to community resources such as the Center's new Critical Time Intervention (CTI) program, which assists homeless individuals transition from homelessness to living in the community.

A year later, Kelly, a clinical assistant professor, heads the street medicine program, which has been designated an Area Health Center (AHEC) psychiatric outreach site.

Psychiatry Residents Anisha Gulati, MD, and Alicia I. Watson, MD, under the direction of Kelly, work one-day-a-week helping homeless individuals through the CTI program and on the streets of Chapel Hill.

"They conduct psychiatric street rounds with the HNH outreach worker and engage homeless individuals on and around Franklin Street, providing needed items such as socks and hygiene products," says Kelly.

"They inquire about mental health needs and offer comprehensive psychiatric assessments and linkage to community resources through appointments conducted at the HNH office at the University United Methodist Church," she continues.

During the program's first official quarter as an outreach site, Kelly reported a total of 10 active patients/clients; 17 office visits at the church; and 28 psychiatric street outreach contacts.

### **Update from Penny Lane**

Each Friday approximately 10 individuals with severe mental illness arrive at The Farm at Penny Lane in



Chatham County and work in the Community Garden as part of a developing horticulture therapy program.

Assisted by Center staff and volunteers, they learn about gardening, exercise and nutrition, and enjoy the socializing. Vegetables from the

garden are distributed to the community.

The program is one of the Center's developing recovery and rehabilitation services at Penny Lane. The Community Garden, which is at the center of the horticulture therapy, was launched in the fall of 2012 in collaboration with the North Carolina Botanical Gardens at UNC and continues to grow. Beehives, aquaponics and greenhouses have been added. Volunteers will set-up an additional greenhouse with solar panels during a spring planting event.

Plans are underway for the development of UNC PAWS, peer-assisted wellness support, a program in which individuals with severe mental illness train dogs that will be used as assistance dogs for people with disabilities.

For additional information contact Thava Mahadevan, MS, at [thava@unc.edu](mailto:thava@unc.edu).



### Third Annual Medical Directors' Symposium features new Medicaid director



*Shane Rau, MD, PhD; Carol Steckel, MPH; John Gilmore, MD; and Thava Mahadevan, MS*

Carol Steckel, MPH, the state's new Medicaid director, updated medical directors on proposed Medicaid changes in the new administration and their impact on the public mental health system at the Third Annual Medical Directors' Network Symposium. (Steckel has resigned her position as Medicaid Director.)

Nearly 80 medical directors from Critical Access Behavioral Health Agencies (CABHAs) and Managed Care Organizations (MCOs), Carolina Care North Carolina (CCNC) psychiatrists and other medical health

professionals from around the state attended the day-long meeting at the UNC Friday Center, June 1, 2013.

Benson Rosen, PhD, MA, Robert March and Mildred Borden Hanes Professor of Organizational Behavior at the UNC Kenan Flagler Business School, presented a morning leadership and management seminar titled "Setting Priorities and Empowering Employees."

In the afternoon, a panel of medical directors discussed their specific responsibilities.

"The North Carolina Mental Health System is undergoing constant change," says John Gilmore, MD, director of the Center and the Network. "Medical leadership is critical for good care, regardless of what the system ultimately looks like."

"Through the Network we will continue to help psychiatrists develop the skills they need to provide good leadership."

The program was a collaboration of the North Carolina Area Health Education Centers (NCAHEC), the North Carolina Psychiatric Association (NCPA) and NCMHDDSAS. Wake AHEC sponsored the continuing education credit.

Contact Alice Lockhart at [alice\\_lockhart@med.unc.edu](mailto:alice_lockhart@med.unc.edu) for information.