


 California Institute for Mental Health

Mental Health Board 101:

Roles and Responsibilities
And
 Building an Effective Local Mental Health Board or Commission

February 11, 2012
 10:00 am – 12:30 pm
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Purpose of Training

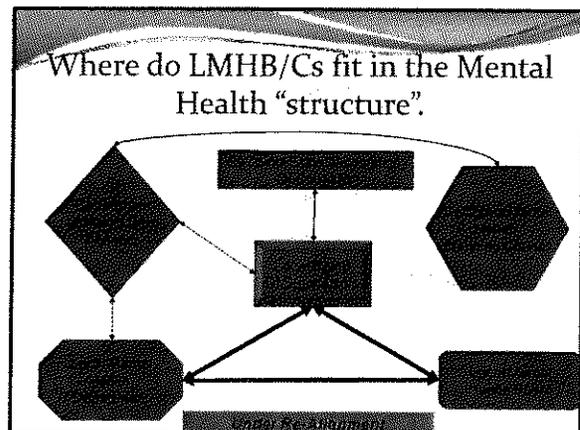
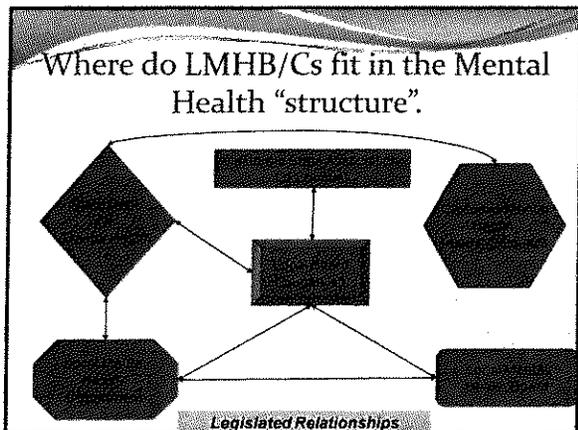
1. Understand the Mental Health Services Act (MHSA) and its impact on Local Mental Health Boards and Commissions (LMHB/C).
2. Increase awareness of the Roles and Responsibilities of LMHB/C.
3. Develop strategies for Increased Effectiveness of LMHB/C.

Why do LMHB/C Exist?

In enacting this chapter, the Legislature finds and declares that the public commissions, boards, councils and other public agencies, in this state **exist to aid in the conduct of the people's business.** It is the intent of the law that their actions be taken openly and that their deliberations be conducted openly.

Who do LMHB/C serve?

The people of this State do not yield their sovereignty to the agencies which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people *insist on remaining informed* so that they may retain control over the instruments they have created.



Authority, Obligation and Relationship

The *statutory authority* duties of LMHB/Cs are outlined in Welfare and Institutions Code Section 5604.2. The *Brown Act* is the law which guarantees the public's right to attend and participate in meetings of local legislative bodies. It governs the actions of LMHB/Cs. Refer to:
www.thefirstamendment.org/brownact.html

Authority, Obligation and Relationship

The LMHB/C:

- Is a citizen board mandated by State law.
- Members are appointed by the local county governing body (i.e. Board of Supervisors).
- Is advisory to both the BOS and the local mental health director regarding any aspect of local MH programs.

LMHB/C function to:

- Oversee and monitor the local mental health system
- Advocate for individuals with serious mental illness
- Provide advice to the BOS and the local mental health director
- Ensure the development of improved services, access to services and the best mental health program possible.
- Review, evaluation and advise on recommendations

Part One: Understanding the Mental Health Services Act (MHSA) and its impact on LMHB/C.

Background

In November 2004, voters in the state of California passed Proposition 63, the Mental Health Services Act (MHSA), which was designed to expand and transform California's county mental health service systems by increasing the state income taxes for high-income individuals. MHSA is funded by imposing an additional one percent tax on individual, but not corporate, taxable income in excess of one million dollars.

The MHSA addresses six components:

- Community Program Planning
- Community Services and Supports
- Capital (buildings) and Information Technology
- Workforce Education and Training (human resources)
- Prevention and Early Intervention
- Innovation

The MHSA

- Stipulates that the California State Department of Mental Health (DMH) will contract with county mental health departments to develop and manage the implementation of its provisions.
- Specifies requirements for service delivery and supports for children, youth, families, adults and older adults with serious emotional disturbances and/or severe mental illnesses.

MHSA funding is allocated annually to counties to:

- Define serious mental illness among children, adults and seniors as a condition deserving priority attention, including prevention and early intervention services and medical and supportive care.
- Reduce the long-term adverse impact on individuals, families and state and local budgets resulting from untreated serious mental illness.

- Expand the kinds of successful, innovative service programs for children, adults and seniors already established in California, including culturally and linguistically competent approaches for underserved populations.
- Provide state and local funds to adequately meet the needs of all children and adults who can be identified and enrolled in programs under this measure.

And to...

- Ensure all funds are expended in the most cost-effective manner and services are provided in accordance with recommended best practices, subject to local and state oversight to ensure accountability to taxpayers and to the public.

The five fundamental concepts inherent in the MHSA:

- Community collaboration
- Cultural competence
- Client and family driven mental health system
- **Wellness focus, which includes the concepts of recovery and resilience**
- Integrated service experiences for clients and families throughout their interactions with the mental health system

The PEI guidelines added a sixth:

- Outcomes based program design

Part Two: Roles and Responsibilities of LMHB/C

CALIFORNIA CODES WELFARE AND INSTITUTIONS CODE SECTION 5650-5667

5650. (a) The board of supervisors of each county, or boards of supervisors of counties acting jointly, shall adopt, and submit to the Director of Mental Health in the form and according to the procedures specified by the director, a proposed annual county mental health services performance contract for mental health services in the county or counties.

Purpose, Powers, and Authority

Per Welfare and Institutions Code Section 5664.2 (a)

The local mental health board **shall do all of the following:**

- 1) Review and evaluate the community's mental health needs, services, facilities and special problems;
- 2) Review any County agreements entered into pursuant to Welfare and Institutions Code Section 5650;
- 3) Advise the governing body and the local mental health director as to any aspect of the local mental health program;
- 4) Review and approve the procedures used to ensure citizen and professional involvement at all stages of the planning process
- 5) Submit an annual report to the governing body on the needs and performance of the County's mental health system;

The local mental health board shall do all of the following (continued)

6. Review and make recommendations on applicants for the appointment of the local director of mental health services. The Commission shall be included in the selection process prior to the vote of the governing body;
7. Review and comment on the County's performance outcome data and communicate its findings to the California Mental Health Planning Council;
8. Perform additional duties and / or exercise additional authority transferred to the Mental Health Board by the governing body.

(b) It is the intent of the Legislature that, as part of its duties pursuant to subdivision (a), the board shall assess the impact of the realignment of services from the state to the county, on services delivered to the clients and on the local community.

Purpose, Powers, and Authority

Per Welfare and Institutions Code Section 5664.2

Note:

Each year the mental health program shall prepare and submit a three-year plan that shall be updated at least annually and approved by the department after review and comment by the Oversight and Accountability Commission.

The LMHB/C shall conduct a public hearing on the draft plan and Annual updates at the close of the 30 day comment period...(and) shall review and make recommendations for revisions to all draft plans and plan updates to The county mental health department.

1) Review and Evaluate

Review the mental needs of the community

Ways to review and evaluate community's mental health needs are:

- Hold community forums
- Conduct community surveys
- Interview key stakeholders/informants
- Conduct focus groups
- Review community data
- Review previous needs assessments

1) Review and Evaluate

Evaluate the public mental health services to assure they will meet the needs of the community

Ways to review and evaluate community's mental health services

- Have presentations by various agencies, contractors, community groups, program managers
- Participate on the county mental health program's QI Committee and other special task groups
- Review facilities and services through site visits
- Review results of existing surveys and assessments
- Survey service recipients
- Survey service providers

2) Review any County agreements

County Annual Performance Contract

This is the report which covers the current mental health programs for Sacramento County.

3) Advise Governing Body

- Advise the governing body (Board of Supervisors) and the local mental health director as to any aspect of the local mental health program;
- Provides the MHB with a platform to advocate [i.e. Resources; Policies Practices]
 - Testify at Board of Supervisors meetings and workshops
 - Advocate with individual supervisors
 - Provide written reports and advice
 - Review and comment on community planning processes and plans
- ◊ This is one of the most critical responsibilities

4) Ensure citizen and professional involvement by:

- Holding public meetings and hearings
- Encouraging community input at Board meetings
- Participating as partners with the local mental health program in all aspects of community planning processes
- Holding focus groups on program and service planning
- Serving on health and human service committees, both internal and external to the local mental health program

5) Annual Reporting

Submit an annual report to the governing body

- State the MHB/C's goals and objectives for the year.
- Provide description of the Board's activities and any findings resulting from these activities.
- Focus of review and evaluation for the year.
- Highlighting of exemplary practices or services.
- Recommendations to improve and strengthen the mental health program.
- Goals and objectives for the coming year.
- Some personal "success" stories from consumers help to make the annual report more "real", interesting and meaningful.

6) Mental Health Director

- Review and make recommendations on applicants for the appointment of the local director of mental health services.
- The Commission shall be included in the selection process prior to the vote of the governing body.

7) Comment on Performance Data

Review and comment on the County's performance outcome data and communicate its findings to the California Mental Health Planning Council.

8) Limitations

Nothing in this part shall be construed to limit the ability of the governing body to transfer additional duties or authority to the Mental Health Commission.

Realignment Services

(b) It is the intent of the Legislature that, as part of its duties pursuant to subdivision (a), the board shall assess the impact of the realignment of services from the state to the county, on services delivered to the clients and on the local community.



California Institute for Mental Health

Practical "Need to know" Topics related to Roles and Responsibilities

Roles and Responsibilities provide the foundation for how mental health board members identify their primary duties.

Primary duties are to:

_____ and _____
the effectiveness of services and make recommendations.

Reviewing County Agreements

- Review State Hospital bed contracts
- Review performance measures
 - County Annual Performance Contract
 - Performance Outcome Data

Working with Board of Supervisors

Key Points

- Communication is most effective when the Board speaks as one voice.
- Common courtesy calls for notifying the Mental Health Director before approaching the Board of Supervisors. (Law also requires that the Chairman on the Board be in communication with the Mental Health Director.)

Working with Mental Health Director and Department

Key Points

- A collaborative approach can be used when satisfying reporting requirements.
- Multiple viewpoints can be held / documented with rationale to support them (i.e. annual report).
- Law requires that the Chairperson on the Board be in communication with the Mental Health Director.

Individual Board Member Key Requirements

- Attendance
- Ethics training
- Familiarity with laws
- Self-evaluation

Attendance:

Local boards establish within their bylaws the requirements for attendance of mental health board:
(*Sacramento County Mental Health Bylaws, Section 7*)

A member who is absent, whether it be excused or unexcused, from five (5) Board meetings in any twelve-month period shall be deemed to have automatically resigned from the Board. In such event the member's status will be noted at the next scheduled Board meeting and shall be recorded in the Board's minutes. The Chairperson shall, without further direction from the Board, apprise the Board of Supervisors of the member's resignation and request the appointment of a replacement.

Compliance with Mandatory Ethics Training

AB 1234: Ethics training

Requires that all members of LMHB/C's receive training in ethics.

- Training once every two years.
- Free online training course which meets the requirement.
<http://ag.ca.gov/ethics/interactive.php>

Awareness of Laws and Policies

Important laws and policies to review

- W&I Section 5604.5 - MHB/Cs shall develop by-laws and requires certain elements to be included in them.
 - number of members consistent with the subdivision (a) of Section 5605.
 - composition of the mental health board represents the demographics of the county as a whole to the extent feasible.
 - quorum be one person more than one-half of the appointed members.
 - the chairperson of the mental health board be in consultation with the local mental health director.
 - The Board may establish that there be an executive committee
- Board of Supervisors Policies
- Mental Health Policies

Awareness of By-Laws

By-laws are:

- The ruling documents of the board.
- Tell the board how to conduct business.
- Because by-laws are more or less set in stone, it is in the interest of the board to keep them as brief as possible.
- Should set forth the basic structure and abilities of the board. Everything else, such as policy recommendations, should be kept elsewhere.
- It is strongly recommended that all board members be familiar with the by-laws.

Stretch Break!!!



Part Three: Developing strategies to increase effectiveness of LMHB/C.

"It's easier to get there if you know where you are going."

Effective Boards attend to:

- Membership and Recruitment
- Getting Organized
 - Agendas; Agenda Calendars; Checklist
 - Establishing Goals and Objectives
 - Establishing By-Laws; Policy and Procedure Manual
- Getting Work Done
- Making Meetings Work
- Handling Conflict Constructively
- Active Listening
- Positive Advocacy
- Self-Evaluation by Board

Mental Health Board Membership

Per Welfare and Institutions Code Section 5604

- a) Each community mental health services shall have a board consisting of 10-15 members.
 - o Appointed by Governing Body (i.e. BOS)
 - o Small Counties Exception: If less than 80,000 population, *may* have a board consisting of 5 members.
 - o 50% of members shall be consumers or the parents, spouses, siblings or adult children of consumers, who are receiving or have received mental health services.
 - o 20% of total members shall be consumers.
 - o 20% of total members shall be families of consumers.
- b) The term of each member shall be 3 years and terms will be staggered by the governing body.

Getting Organized

Board Chairperson and Members identify and share:

- Updated rosters of board members & committee list
- Awareness if all Board member positions are filled and support recruitment of unfilled positions
- Understand and comply with Robert's Rules of Order; Brown Act
- Oversee / participate in preparation of Agendas & Calendars
- (Chair) Establishes Executive Committee to work with MH Director
- Identify Secretary for the Board (staff liaison or recruited by Board)

Getting Organized

Board Chair and Members Develop Board Goals and Objectives

- Allows Board to focus on what it wants to accomplish
- Establish annual expectations of Board
- Translate into annual work plan for Board and committees
- Work plan is primary tool to anticipate matters and track status of matters at the Board and standing Committee levels.
- Agendas should align with Roles and Responsibilities
- Board work plan, along with Board goals, provide benchmark for annual evaluation of the Board.

Understand and comply with Policies and Procedures

- Establish, understand and comply with Board By-Laws

Getting Work Done

Use of Committees:

Permit Board members to service according to their strengths
Allow Board members to become more knowledgeable about specific areas.

Two types of committees:

Standing – Ongoing related to continuing roles and responsibilities of Board (i.e. Executive, Membership, Budget, Data Committees)

Ad Hoc – Time limited and formed to accomplish specific task (Community Assessment, Community raised issue)

What are the current committees of the Sacramento County Mental Health Board?

Which are Standing Committees?
Which are Ad hoc Committees?

How does each committee function... what occurs at each committee and who attends?

For Example-
Executive Committee; Membership Committee; Children's Committee

Making Meetings Work

Meetings are effective when:

They achieve their objective

- Is objective to make a decision, generate ideas, get information?

They use time efficiently

- Prepare an agenda that factors in:
 - Priorities; Sequence of events; Timing; Preparation and sharing of information to discuss; Invitations to needed attendees.
- Successfully manage time in meeting
 - Move discussion; Push for decision; Assign issue to subcommittee.

Participants feel satisfied that a sensible fair process occurred.

- Ensure agenda stays on topic; No one dominates; Watch body language; Take breaks as needed; Summarize decisions.

Rules of conducting meetings:

See <http://www.robertsrules.com>

- Part I: Why Have Rules?
- Part II: So You're Going to a Meeting
- Part III: Voting and Elections
- Part IV: Bylaws and Other Rules and How to Use Them
- Part V: Beyond the Basics
- Part VI: So You've Been Elected (or Appointed)

Being familiar with organizational acronyms...

- AAA... *it's not about your car!*
- CALMB/C
- CNMHC
- IDDT
- MHSA
- NAMI
- SU
- *What other acronyms have you seen?*

Also ask: How does our Board help community members to understand the "lingo"?

Handling Conflict Constructively

Steps in Conflict Resolution:

- Pick your battles
- Make sure good relationships are the first priority
- Keep people and problems separate
- Listen first; Talk second
- Set out the facts
- Find Solutions

Active Listening

"I"-Rationale vs. "You"-Blaming Approach:

"I feel upset....." - States message in a non-blaming manner by providing explanation of what is upsetting.

"You make me upset....." - Labels behaviors and/or people as good or bad.

Positive Advocacy

Mental Health Board Member Role:

Advocate for a strong and effective local mental health system.

Perceptions of "Advocacy"

- Negative connotation when using confrontational or blaming approaches or statements.
- Positive connotation when strength-based and an inclusive approach is used.

Positive Advocacy

Tips and Tools:

- Advocate for what will make things better, stronger, more effective.
- Be clear about your message
- Know what you want to accomplish as a result of advocating
- Do your homework
- Develop strategic partnerships*
- Speak from personal experience
- Show passion, but control emotions
- Listen actively
- Be respectful and courteous
- Know when and how to negotiate and compromise

*As a mental health board member, encourage community members to speak for themselves!

Self Evaluation by Board

Just as the Board reviews and evaluates the progress of their mental health system, they must also assess the operation of the Board.

See "The Mental Health Board Evaluates Itself" handout.

Questions... thoughts?



Please join us for the next Webinar on:

**Wednesday, 3/7/2012
Advanced Mental Health Board 101:
Evaluating Mental Health Programs and
Developing Annual Board Reports
5:00 PM – 7:30 PM**

Reserve your Webinar seat now at:
<https://www1.gotomeeting.com/register/769883137>

A Mental Health Board Evaluation of Meetings

The outcome of any meeting depends heavily on the process. A well-organized and well-managed meeting produces good results. A disorganized meeting produces frustration and anger and does nothing for your mental health department or the goals of your board.

By having *each board member* answer the following questions, your board will know the areas that need improvement.

Circle the response that best describes your meeting:

- | | | | | |
|-----|---|-----|----|-----------|
| 1. | Do meetings begin and end on time? | YES | NO | SOMETIMES |
| 2. | Do meetings have a positive tone?..... | YES | NO | SOMETIMES |
| 3. | Does the board chairperson lead the meetings? | YES | NO | SOMETIMES |
| 4. | Does everyone come prepared? | YES | NO | SOMETIMES |
| 5. | Do board members stick to the agenda? | YES | NO | SOMETIMES |
| 6. | Does the board work for consensus? | YES | NO | SOMETIMES |
| 7. | Do all members participate in discussions? | YES | NO | SOMETIMES |
| 8. | Are all meetings completed in less than two hours? | YES | NO | SOMETIMES |
| 9. | Is the Mental Health Director encouraged to participate? | YES | NO | SOMETIMES |
| 10. | Is the meeting room comfortable? | YES | NO | SOMETIMES |
| 11. | Has the board agreed on a parliamentary resource such as Robert's Rule of Order? | YES | NO | SOMETIMES |
| 12. | Does the board have enough information to make decisions about agenda items? | YES | NO | SOMETIMES |
| 13. | Do at least 90-95% of the members attend? | YES | NO | SOMETIMES |
| 14. | Does the agenda focus on policy issues rather than management issues? | YES | NO | SOMETIMES |
| 15. | Are board members equal in the discussions and not dominated by one or two members? | YES | NO | SOMETIMES |
| 16. | Do board committees demonstrate that they are working and producing results? | YES | NO | SOMETIMES |
| 17. | Is discussion cordial and does it avoid personal attacks? | YES | NO | SOMETIMES |
| 18. | Do board members feel free to express even dissenting viewpoints? | YES | NO | SOMETIMES |
| 19. | Do board members leave the meeting still feeling like a team? | YES | NO | SOMETIMES |
| 20. | Do board members leave the meeting with a feeling of accomplishment? | YES | NO | SOMETIMES |

Evaluation follow-up:

If you circled any "NO" or "SOMETIMES" responses, list below the actions you will take to correct the problem so your meeting will run better and produce better results.

NOTE: This survey was reproduced from **The Cain Consulting Group** in their *The Board Team Handbook*. It is an excellent book for boards.

The Mental Health Board Evaluates Itself

Our board prepares to do its job by...

- | | | |
|---|-----|----|
| 1. Conducting a thorough orientation for all board members. | YES | NO |
| 2. Integrating new members into the team as quickly as possible. | YES | NO |
| 3. Attending board development trainings. | YES | NO |
| 4. Performing an annual self-evaluation of board operations. | YES | NO |
| 5. Providing all board members with copies of the mission statement, bylaws, Welfare and Institutions Codes regarding the board, long-range plan, and all other documents of the organization such as, board roster, Committee list and who is on them, etc. | YES | NO |
| 6. Touring all facilities at least once a year. | YES | NO |

Our board ensures good meetings by...

- | | | |
|---|-----|----|
| 7. Limiting most meetings to two hours or less. | YES | NO |
| 8. Providing a comfortable meeting room conducive to business. | YES | NO |
| 9. Convening and adjourning on time. | YES | NO |
| 10. Sticking to the prepared agenda. | YES | NO |
| 11. Working for Consensus rather than lighting for a majority. | YES | NO |
| 12. Following a business-like system of parliamentary rules. | YES | NO |
| 13. Including the Mental Health Director as a resource for all deliberations. | YES | NO |
| 14. Confining all discussions to policy issues and avoiding management issues. | YES | NO |
| 15. Allowing encouraging all board members to participate in the discussions. | YES | NO |

Individual board members...

- | | | |
|---|-----|----|
| 16. Attend at least 90% of all board meetings and committee meetings to which they're assigned. | YES | NO |
| 17. Come to meetings prepared to discuss agenda issues. | YES | NO |
| 18. Come to meetings on time. | YES | NO |
| 19. See yourself as a part of a team effort. | YES | NO |
| 20. Act as lobbyists for the Mental Health Department. | YES | NO |
| 21. Know your responsibility as a representative of your board. | YES | NO |
| 22. Attempt to exercise authority only during official meetings of the board. | YES | NO |
| 23. Represent the board interest of all those who use the system and not just personal or special interests. | YES | NO |
| 24. Understand the most efficient way to govern is to delegate management to the Mental Health Director. | YES | NO |

Our board plans for the future of the mental health department by...

- | | | |
|--|-----|----|
| 25. Annually reviewing and approving the mission statement, the programs and services. | YES | NO |
| 26. Annually reviewing progress toward the long-range plan and modifying the long-range plan. | YES | NO |
| 27. Operating from opportunity to opportunity rather than Crisis to crisis. | YES | NO |

Reinforcements and solutions:

In which of the major categories above does your board show strength?

In which of the major categories above does our board need improvement?

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