

Pacific Clinics

Leading Innovation That Transforms Lives
Winter 2018

ADVANCES

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Consumer Quality
Assurance Board**

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Our Commitment to Enhancing Services:

A MESSAGE FROM THE PRESIDENT AND CEO



James J. Balla, MBA
President & CEO

Pacific Clinics' primary purpose is to help individuals with mental illness – many with a co-occurring substance use disorder – achieve healthier, more fulfilling lives. To achieve this, we focus on continuous program improvement, a commitment that takes many forms and occurs throughout each level of our organization. In fact, enhancing services is one of the core initiatives of our strategic plan, PC 2020.

In this issue of *Advances*, we look at three areas in particular where we are enhancing services:

- The expansion of service sites within our Substance Use Disorder Treatment program aimed at creating better access to care and improving quality of services.
- The creation of an Outcomes and Evaluation Department (OED) to implement data-driven evaluations that lead to continuous improvements in client services, program cost-effectiveness, and staff satisfaction.
- The enhanced training of our nursing staff who are an essential part of the team driving the agency's integrated behavioral health and medical care systems.

In a time when our communities and the behavioral health field face uncertain funding, policy changes, a growing opioid crisis, and stressful social issues that threaten the mental well-being of many in our society, our commitment to providing high-quality services remains unwavering. This can only be achieved by the remarkable work of our devoted staff. Each day, they provide invaluable constancy to our clients. Our staff are integral to achieving our strategic goals and therein, fulfill Pacific Clinics' mission. In return, Pacific Clinics is committed to our staff to be an employer of choice for the professionals in our field.

Also in this issue of *Advances*, we proudly celebrate the 10th anniversary of several of our programs, recognize staff for receiving distinguished service awards, and highlight the important role of partnership support through new grants that fuel our innovative work. In this regard, we deeply appreciate our partners, funders, supporters, and elected officials for supporting our work and committing to improving the lives of individuals with mental illness.

We hope you enjoy reading this issue of *Advances*. Please follow us on Facebook, Twitter, Instagram, and LinkedIn to stay up to date on our life-changing work.

Sincerely,

“We focus on continuous program improvement, a commitment that takes many forms and occurs throughout each level of our organization.”



MEET OUR EXPERTS



Nurses are Critical to Our Whole-Person Care

Andrew Sanchez, Director of Nursing

Andrew wears many hats. He is Pacific Clinics’ Director of Nursing and Director of Nurse Training, and has taught at Mt. San Antonio College for the past 15 years. He’s passionate about his work and infuses every interaction with humor.

As the Director of Nursing, Andrew oversees Pacific Clinics’ team of psychiatric technicians (PT), licensed vocational nurses (LVN), and nurse practitioners (NP). He is working to improve Pacific Clinics’ provision of whole-person care. “I know what the psych techs need – I’ve been in their position, so I understand how to best support them.” He is streamlining and standardizing the process to involve LVNs and PTs in treatment plans throughout Pacific Clinics. He’s encouraging more inclusive interdisciplinary team meetings to yield better treatment recommendations for clients.

“I’ve always wanted to help others. It’s part of who I am. I fell in love with the mental health field because I like making it easier for individuals who don’t understand their mental health issues.”

As the Director of Nurse Training since 2015, Andrew integrates the preceptorship for NPs. He coordinates with the schools, clinics, physicians, NPs, supervisors, and interns to ensure that the placement of psychiatric mental health NPs at our clinical sites runs smoothly. He also provides direct training around PT mental health.

In his 30-year career, he has earned the titles of FNP-BC, MSN/Ed, RN, PT, DNPs, and Family Nurse Practitioner.

Vicki Broussard, Coordinator of Nursing

Vicki has wanted to be a nurse since childhood. For her kindergarten graduation, she remembers making a sign with a big, silver “N” that she wore around her neck. As a licensed psychiatric technician for over 30 years, Vicki has worked with children and adults, at psychiatric facilities and outpatient clinics, and has called Pacific Clinics home for 13 years.

At Pacific Clinics, nurses support clients and parents with medication support. They listen to concerns, provide reassurances, answer questions, and act as the glue between the families, therapists, mental health counselors, and other treatment team members. Nurses play an important communication role between families and doctors by monitoring medications and symptoms and building relationships.

“It takes everyone working together as a treatment team to get clients what they need to get healthy and live a quality life.”

As the Coordinator of Nursing, Vicki serves as a resource to the other nurses and consults on how to handle situations. She also reinforces a holistic treatment approach, which is why she loves Pacific Clinics’ focus on whole-person care. Vicki manages nurse recruitment, training, and dissemination of information to Pacific Clinics’ team of 50 nurses. Each Spring and Fall, she coordinates a psychiatric rotation of students from Mt. Sac who shadow nurses for three weeks. She works closely with Andrew Sanchez, Director of Nursing, and Dr. Ranganath, Medical Director, to develop strategies and implement and streamline collaborative team processes to provide medication support. ■



EXPANDING OUR CONSUMER QUALITY ASSURANCE BOARD

Setting a New Direction

The Role of C-QAB

In 1996, Pacific Clinics recruited consumers—our internal term for clients—who were interested in making positive changes in the organization to form a consumer advisory group called the Consumer Quality Assurance Board (C-QAB). Today, the C-QAB has about 30 members, made up of current clients from several different program sites. Some of the founding members are still on the board!

Program sites have a mini-QAB, which meets monthly to discuss and address program and service issues and new program developments. Representatives from each mini-QAB make up the full C-QAB, which also meets monthly. C-QAB members are encouraged to participate in committees, including Advocacy, Policies & Procedures, Budget, Events, and Newsletter.

Consumer advisory groups help to develop consumers' leadership skills – an important part of their recovery journey – and provide a feedback loop about our programs and services. It gives our clients a voice, ensures quality

services, and empowers clients to promote hope, recovery, and personal growth.

The C-QAB members make decisions about program enhancements and changes and participate in program and service evaluation, strategic planning, and the identification of barriers to service accessibility. The C-QAB plays an important liaison role between the individual program sites and executive management. Beyond our agency, C-QAB members also participate in advocacy efforts on the local, state and national level. C-QAB members represent Pacific Clinics in the larger mental health community, regularly interacting with Los Angeles County Department of Mental Health, Los Angeles County Client Coalition (LACCC), Project Return Peer Support Network, and the National Alliance on Mental Illness (NAMI).

“I want to make the board stronger. I want more members, more committees, and I want to do more fundraising activities to get donations for program events.” – Genevieve Jordan, C-QAB Vice President



Anti-Stigma Group Shares Recovery Stories

One of the biggest barriers to understanding and accepting mental health – and seeking treatment – is the stigma around it. As a society, we don't treat mental health with the same care, respect, or acceptance as physical health issues. People with mental illness have been misperceived and misrepresented as being violent or at fault for their disease.

"The negativity and misunderstanding that often surrounds mental illness can create fear and cause shame. On average, the time between presenting symptoms and getting help is one year. That's far too long. By reducing stigma, we hope to encourage people to get help faster." – Rose Lopez, PhD, Director of Wellness & Recovery Training.

Recognizing the need to fight stigma in the community, Pacific Clinics established the Anti-Stigma Group 18 years ago. Dr. Lopez has run this peer advocacy group since its founding. The mission of Pacific Clinics' Anti-Stigma Group is to raise awareness about the discrimination and stigma that people with mental illness face, to speak out for those who cannot speak for themselves, and to educate people that recovery is possible.

Membership is open to any Pacific Clinics mental health client or family member interested in developing their public speaking skills and raising community awareness about stigma. The group of 15 members meets once a month to practice public speaking skills. In community presentations, members share their recovery stories—their struggles with mental health issues and how finding treatment and learning coping skills have improved their lives—in hopes that audiences better understand mental health. To date, the group has provided 350 presentations given at schools and colleges, churches, the Los Angeles Police Department, and other groups across Los Angeles and Orange Counties.

Anti-Stigma Group President Dave Martinez shares why he is committed to the group: "Every recovery story is different." And they all need to be told.

Similarly, Debra Isham, an Anti-Stigma Group member for 10 years, inspires audiences with her words: "Don't let your illness control you. You're not alone. You have to get help. I learned coping skills, which make me stronger. Recovery happens every day."

If you are interested in joining the Anti-Stigma Group, contact Rose Lopez at rlopez@pacificclinics.org.

Laura Pancake, Vice President of Wellness, Recovery, Integrated Care and Training, who is the executive management liaison to the C-QAB, reflects that "C-QAB members are a great source of feedback and help improve the way we provide services. As clients, they have a finger on the pulse of what clients really need and want. Their passion and dedication to give back to Pacific Clinics and the broader mental health community is truly inspiring."

The Future of C-QAB

Over the next few years, C-QAB is planning to grow the number of mini-QABs – ensuring that one is established at each program site. With more C-QAB members, Pacific Clinics will ensure that every client has a voice in helping to improve our services, and more experienced leaders will be actively engaged in the community, such as with Los Angeles County Department of Mental Health Service Area Advisory Committees and in local leadership positions. The C-QAB executive committee also plans to increase engagement within the group by becoming more active on social media and sharing resources online.

Clients who are interested in developing their leadership skills and advocating for quality programs and services are encouraged to attend and participate on the C-QAB.

For questions, contact C-QAB Assistant Susan Barrozo at sbarrozo@pacificclinics.org ■

HOW THE OUTCOMES AND EVALUATION DEPARTMENT IS IMPROVING CARE

Evaluation Data Drives Improvements in the Health and Well-Being of Clients and Staff, Client and Staff Satisfaction, and the Cost-Effectiveness of Programs

Not many people geek out about evaluations and data as much as Kristopher Stevens, PhD, Manager of Pacific Clinics' Outcomes and Evaluation Department. Kris started at Pacific Clinics eight years ago as a psychology intern. Pacific Clinics didn't have an evaluation arm at the time, so Kris used his background training as a research psychologist to help advocate, along with others, for the creation of a new department. He is extremely excited about the new Outcomes and Evaluation Department (OED) because "It has the potential to impact every department, site, staff member, and client, and improve the work that we do."

Kris is also the Co-Developer and Advisor of the Psychology Internship Research Program at Pacific

"I started conducting research studies at Pacific Clinics because I saw a lot of possibilities to learn what makes a program successful and how we can translate that information to improve the health of the agency and those we serve." – Kris Stevens, PhD, Manager, Outcomes and Evaluation Department.

Clinics. He guides the interns to design projects that help to better understand areas where the organization is doing well, gaps, and areas for improvement. Interns also learn how to translate the results back to the consumers, programs and departments through various methods. This is a unique opportunity for psychology interns.

Using Outcomes to Drive Treatment Decisions, Improve Service Delivery and Uptake, and Retain Quality Employees

Kris is shaping the Outcomes and Evaluation Department to encompass both client-centered outcomes and staff-centered solutions. The OED will conduct programmatic and organizational evaluations, develop and implement trainings, and disseminate actionable findings through consultations, presentations, and in easily accessible reports and dashboards.

The OED's work is critical to fueling many of Pacific Clinics' PC2020 Strategic Initiatives, such as enhancing service delivery, enriching workforce development, and strengthening internal operations. To enhance service delivery, OED examines the effectiveness, availability, accessibility, and utilization of services; identifies and addresses service gaps; assesses client experiences with services; and supports enhanced supervision efforts. To enrich the workforce, OED looks to collaborate with HR to examine methods to attract, obtain, and retain high

Direct Service Provider Dashboard:

On October 5, 2017, Kris Stevens, PhD, co-presented a session titled “Outcomes Woven into Treatment” with Scott Fairhurst, PhD, Program Director, at the Transformational Collaborative Outcomes Management (TCOM) conference in San Antonio, TX.

Kris and Scott presented their findings from a pilot project conducted at our Monrovia site since June 2016. The treatment teams used the Child and Adolescent Needs and Strengths (CANS), several standardized measures, and measures of client satisfaction at intake, reassessment, and every six months thereafter to gauge how the

client and family were doing. Clinicians sent the measures to Kris in the Outcomes and Evaluation Department (OED), who created dashboards of the assessment scores and funding wheel (how much was spent on each type of treatment) for the treatment team to review and discuss with the client and family during disposition sessions. These data dashboards informed the treatment, and provided an easy-to-understand view of treatment progress.

The OED is planning to make the Direct Service Provider Dashboards available online in a secure manner so that data loops—inputting, analyzing, and accessing the data outcomes—will be faster and improve treatment. This will also open up greater data analysis possibilities, including: viewing CANS

outcomes across caseloads by clinician; viewing CANS outcomes for whole teams or divisions or even the agency; tracking outcomes over time; and creating reports for specific audiences (parents, teachers, clinical staff). This data dashboard is a program quality assurance measure, a way to empower clients in their treatment, and a treatment improvement tool, and may soon become an agency-wide standard for treatment dispositions.

The most important lessons learned from this pilot were the importance of timely data loops (receiving and returning analyzed data), the need to change the mindset that evaluation is a chore to understanding the utility of the data, and the need to adapt the tool to programs and populations.

quality employees; workplace culture; staff satisfaction and burnout; and efforts to improve staff satisfaction and well-being. Kris is working on several clinical-level research studies—including Using Outcomes to Drive Treatment Decisions, Parental Depression in Pacific Clinics Head Start Programs, and the Pasadena Youth Violence Program—as well as organizational-level research, such as the Workplace Culture and Climate Project, the Leadership and Workforce Development Project, and Understanding Clinicians’ Barriers and Challenges to Using Outcome Measures.

Data are collaboratively collected by staff, clients, and other stakeholders. Kris oversees the data analysis and communication of effective solutions. Kris focuses on sharing OED data in order to improve clinical efficacy, support quality assurance, reduce staff burnout, and implement methods to attract and maintain quality employees by discovering what certain programs are doing well, and scaling that up across the agency. ■



Kristopher Stevens, PhD, Manager of Pacific Clinics' Outcomes and Evaluation Department

COMMUNITY INVOLVEMENT & EDUCATION

TAY Tunnel 10th Anniversary

On September 29, 2017, we celebrated the 10th anniversary of our Transitional Age Youth (TAY) Tunnel Wellness and Recovery program in Oxnard with an open house event. The TAY Tunnel program builds youth independent living skills – such as managing finances, support for finishing high school and attending college, job training and placement, and services for finding housing and paying rent. We're honored that former and past clients, partners, and elected officials – including staff representing Congresswoman Julia Brownley, Assemblymember Jacqui Irwin, and State Senator Hannah-Beth Jackson celebrated with us. The TAY Tunnel has touched over 3,000 lives over the past 10 years.



TAY Tunnel staff pose with elected official representatives at the 10th anniversary event

William H. Compton, Jr. Wellness Center 10th Anniversary

We proudly celebrated the 10th anniversary of our William H. Compton, Jr. Wellness Center in Pasadena on October 17, 2017. The “out of the darkness and into the light” event theme reflects the range of services offered that help our clients maintain recovery and wellness: medication management, peer support groups, wellness recovery action planning, housing and benefits support, education and job preparation, and recreational activities. Special thanks for the commendations presented by Christian Daly, Assistant Field Deputy representing LA County Board Supervisor Kathryn Barger, and Maila Plan representing Congresswoman Judy Chu.



Jim Balla, Shawn Caracoza, and Audrey Read Brown pose with Christian Daly representing Supervisor Kathryn Barger's office

APFC East – Multicultural Family Center Ribbon Cutting

On August 18, 2017, we celebrated the expansion of our Asian Pacific Family Center - East Multicultural Family Center office in the City of Industry. The new space – adjacent to the location that has served the community for the past 10 years – includes an area for workshops, a dedicated child therapy room, a versatile meeting room, and a meditation room. The ribbon cutting festivities included a Korean fan dance and drumming, Mexican folklorico dance, presentation of recognition certificates from elected officials, and a tour. Thank you to the community, neighbors, families, partners and elected officials who have helped us expand! “Without you, there is no us.” - Terry Gock, PhD, Divisional Director of APFC.



The Covenant Korean Dance Group performs at APFC East's Multicultural Family Center ribbon cutting



The Glendale Police Department's Mental Health Evaluation & Homeless Outreach team receives the 2017 Extra MILES Recognition Award

26th Annual MILES Conference Strengthens Partnerships

Over 200 law enforcement, behavioral health professionals, and community members attended our 26th Annual MILES Conference in San Gabriel on October 18, 2017.

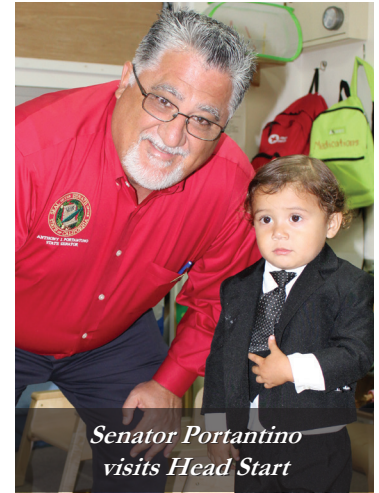
The MILES (Mental Illness and Law Enforcement Systems) coalition is a partnership of Pacific Clinics, the San Gabriel Police Chiefs Association, and the Los Angeles County Sheriff's Department. We work together to better understand how both law enforcement and behavioral health professionals can better address the complex needs of people with mental illness. MILES conference co-chairs Jim Balla, Pacific Clinics President & CEO, and Chief Jim Smith, Monterey Park Police Department, work with a committee throughout the year to select a relevant topic and coordinate expert speakers.

This year's theme was "Today's Pot: A Discussion About Marijuana." As California speculates about the pros and cons of legalized marijuana and the impact it will have on our work as law enforcement and behavioral health professionals, the MILES committee invited a range of speakers to share their perspectives on the impact of marijuana legalization across the fields of law enforcement and mental health/substance use treatment.

Foundation Grants Expand Services

Pacific Clinics will launch a research-based bullying prevention program at our Family Resource Center in Yucca Valley, thanks to an \$8,000 grant from The Community Foundation, Strengthening Inland Southern California through Philanthropy. The Second Step curriculum focuses on core social-emotional skills shown to be effective in bullying prevention, including empathy, emotion management, and social problem solving, as well as intervention techniques.

A \$30,000 grant from The Green Foundation will support a part-time Housing Specialist to serve Pacific Clinics' growing number of housing clients in the San Gabriel Valley. Housing Specialists engage and empower clients to regain self-sufficiency by providing case management and linkage to needed housing and income resources as well as integrated treatment services for their mental illnesses and co-occurring substance abuse or other medical issues.



Senator Portantino visits Head Start

State Senator Portantino Kicks Off Head Start School Year

State Senator Anthony Portantino, a champion of early childhood development and early literacy, kicked off the new school year by reading to our Head Start/ Early Head Start students at our Nesbitt Center in Altadena on August 25, 2017. The State Senator also toured the site and learned more about early learning. The event was even covered in the *Pasadena Now* newspaper!

LEADERSHIP IN ACTION



Laura Pancake (2nd to left) poses with Charlene Lewis, (PC, left), Maria A. Audero and Jacqueline J. Harding (right) from ERTSE

Laura Pancake Receives Workplace Diversity Leadership Award

Congratulations to Laura Pancake, our Vice President of Wellness, Recovery, Integrated Care and Training, on receiving the Workplace Diversity Leadership Award from the Employment Round Table of Southern California (ERTSC)! Each year ERTSC honors several community members in the areas of Civil Rights and Workplace Diversity at their Annual Conference Leadership Luncheons. Charlene Lewis, our Employee Relations Manager, nominated Laura. “[ERTSC] works to eliminate discrimination in the workplace, and Laura’s many years of work as an advocate for the employment of those receiving supportive services and her leadership in the Mental Health field is so commendable,” Charlene says, “I am very proud that they have selected Laura as an honoree.” Many colleagues attended the luncheon in Los Angeles on November 9 to honor Laura.

CEO Named 40 Over 40 Alumni – Pepperdine

Congratulations to Jim Balla, President & CEO, on being named one of Pepperdine University’s 40 Over 40 Alumni! Read about how his experience at Pepperdine impacted his personal and professional success, as well as what inspires him and how he unplugs, at www.pepperdine.edu/alumni/40over40



Dawn Montanez (left) and Anna Mouradian, Chief Deputy to Supervisor Kathryn Barger

Finalist for ACHSA Consumer Award

Dawn Montanez, a former consumer and peer partner, was a finalist for the Association for Community Human Services Agency (ACHSA) Consumer Award. Dawn was honored at the ACHSA luncheon on October 9, 2017 at the Biltmore Hotel in Los Angeles. Several staff members attended the event in support of Dawn’s contributions to Pacific Clinics.

David Garcia Receives Susan Mandel Leadership Award

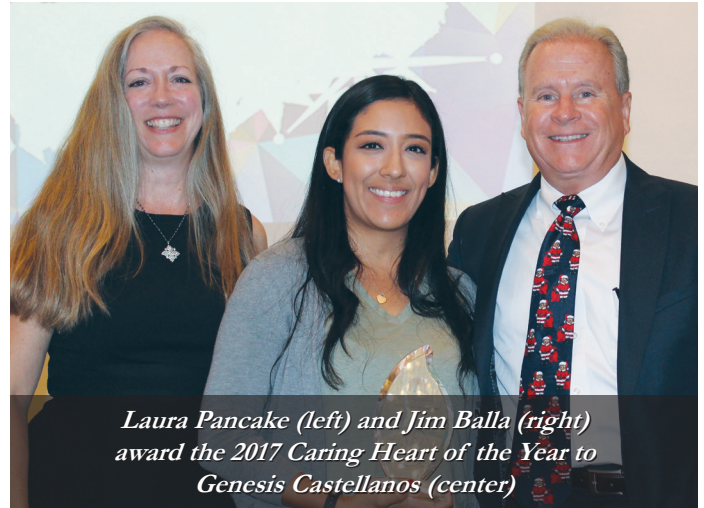
In 2010, the Susan Mandel Leadership Award was dedicated to the agency’s President Emeritus to recognize outstanding work that models the agency’s mission and embodies and promotes its core values. In December, Dr. Mandel presented the award to David Garcia, Corporate Director, Housing Services, for developing a program that today is considered a model for other agencies according to the Los Angeles County Housing Authority.

David has developed a program that provides a comprehensive array of housing resources and supportive services to our homeless clients in partnership with the agency’s clinical programs, including finding temporary and permanent housing and developing basic living skills. Today, the department of 47 staff serves approximately 1,350 homeless clients annually across all divisions.

2017 Caring Heart of the Year Winner

The Christina Cobos Treviño “Caring Heart of the Year” award is given to a Pacific Clinics employee who exemplifies exceptionally caring behavior by going above and beyond in the work they do in the Pacific Clinics community. Throughout the year, staff members are nominated by fellow staff members or by clients. Four winners are selected each quarter. At the end of the year, one person is selected as the Caring Heart of the Year.

The 2017 Caring Heart of the Year winner is Genesis Castellanos, MSW, who works at our El Camino-Older Adult FSP program. She was nominated by Irma R. Gonzalez, LCSW, Team Supervisor. Genesis worked closely with Pacific Clinics Housing Services to help a client receive placement in permanent housing. The client had been homeless for 20 years, did not have any family, and had experienced many traumatic events. For months, Genesis worked with the client, building a relationship with him and helping him to receive extensions on his Section 8 housing voucher. She continued to support the client through his transition into permanent housing by providing basic household items. With patience, compassion, creativity, hard work, and determination, Genesis helped this client start a new life.



Laura Pancake (left) and Jim Balla (right) award the 2017 Caring Heart of the Year to Genesis Castellanos (center)

21st Annual Latino Mental Health Conference

Behavioral Health Equity Services Amongst the Latino Community

Thursday, May 10, 2018, Hilton Los Angeles/San Gabriel

Presented by: Pacific Clinics

Co-Sponsored by: Kaiser Permanente

About the Conference

The focus of this year’s conference will be on mental health disparities and health care quality amongst the Latino Community to ensure equity of services in Los Angeles County, California, and the United States. The conference will discuss cultural and linguistic competent services and community health literacy. It is also expected that participants who attend this event will gain valuable information on various topics, such as: (1) Neuro-linguistic programming (2) “Ventanillas de Salud” programs, (3) Behavioral Health Resources in the LGBTQ community, and the consideration of cultural factors to help engage and retain this population for services, and (4) how the Latino community may be impacted by the legalization of recreational marijuana in California.

Conference Registration

To register go to <http://www.cvent.com/d/ctq4dt/4W>

For more information contact Blanca Padilla at bpadilla@pacificclinics.org or call (562) 907-7429





Pacific Clinics
ADVANCING BEHAVIORAL HEALTHCARE

*Providing Life-Changing
Services to Diverse
Communities*

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