

**THE APA-ACCREDITED  
PRE-DOCTORAL INTERNSHIP IN  
COUNSELING AND CLINICAL PSYCHOLOGY**

**2011-2012**

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“Accredited by the American Psychological Association Since 1987”

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**INTRODUCTION**

The psychology internship program at Park Center, Inc., was established in August of 1987. This internship, developed within the context of a community mental health center, affords the intern with a broad continuum of clinical training opportunities including assessment, evaluation, consultation, planning, and direct treatment in a multi-disciplinary, culturally diverse setting. The interns work with a widely varied client population in different service modalities, as well as, receive training through weekly supervision and didactic seminars. Park Center's psychology internship provides broad-based eclectic training in clinical work with children, adolescents, adults, their families, as well as training in supervision, consultation, and program planning in step with today's changing healthcare requirements.

Current healthcare and political changes necessitate careful preparation in order to practice effectively in this changing milieu. Park Center is a forerunner in staying informed of changes and in assuring that interns understand the implications of these changes and are prepared to practice accordingly.

The theoretical orientation of the psychology internship reflects the diversity of the internship training staff. Cognitive-behavioral, psychodynamic, systemic, gestalt, feminist, trans-theoretical, and developmental orientations are represented among the supervisory staff. Short-term and brief psychotherapies are emphasized though not to the exclusion of appropriate long-term modalities. Understanding of, and being responsible for, effectively working within a multi-disciplinary setting is emphasized.

Using a scholar-practitioner paradigm, interns are facilitated in developing a range of applied skills as they integrate their clinical experiences with theory and empirical research. Understanding and demonstrating the ethical practice of psychology is paramount.

Expectations of Applicants: Internship applicants must have a significant interest in clinical practice with a diverse population, beginning to intermediate level clinical skills, strong commitment to the professional practice of psychology, and a substantial background in psychological testing and evaluation, including coursework and practicum. Additional prerequisites include:

Required prerequisites for application:

- 1) A Master's degree in a behavioral health discipline (e.g. psychology, social work, mental health counseling).
- 2) A minimum number of 600 intervention and assessment hours accrued by November 1 of the year you are applying for internship.

- 3) Completion of coursework or a seminar/training workshop on administration and interpretation of the Rorschach. Experience administering the instrument with actual clinical populations is strongly preferred.
- 4) If you match with Park Center, in accordance with Park Center policy, at the beginning of internship in September, the intern must submit to a urine drug screen during the first work day of internship or as soon as possible thereafter.

The psychology internship program at Park Center is fully accredited by the American Psychological Association and is a member of the Association of Psychology Post-Doctoral and Internship Centers. Park Center, Inc is also accredited by CARF.

## PRIMARY INTERNSHIP FACULTY



O. Hernandez, Ph.D., Melissa McDaniel, Psy.D.,  
Amanda Mayle, Psy.D., Richard Hite, Ph.D.;  
Back row (left to right) Danielle Wardell, Psy.D., Tim Ostrich, Psy.D.,  
Ina Carlson, Ph.D., ABPP, Jason Cook, Psy.D.  
Not pictured: Scott Lee, Psy.D., Kimberly Harrison, Psy.D.

### **Ina S. Carlson, Ph.D., ABPP, HSPP, Training Director**

Purdue University, 1982

Counseling Psychology

Indiana License #20090244 (HSPP)

AAMFT member

Areas of Interest and Research: Clinical supervision, psychological testing, program planning and coordination, community intervention, family issues.

Theoretical Orientation: Cognitive-behavioral, feminist, systemic, psychodynamic.

### **Jason Cook, Psy.D.**

Forest Institute of Professional Psychology – FIPP, 1999

Clinical Psychology

Areas of Interest and Research: DBT Dialectical Behavior Therapy

Theoretical Orientation: Cognitive Behavioral / Systems / Existential

**Kimberly Harrison, Psy.D.**

Roosevelt University, 2009

Clinical Psychology

Indiana Licensed Mental Health Counselor #39002158A

Areas of Interest and Research: Psychological testing, treatment with adolescents and children, self-injury

Theoretical Orientation: Psychodynamic, attachment theory, interpersonal

**Vivian O. Hernandez, Ph.D.**

Ball State University, 1981

Counseling Psychology

Indiana License # 20040516 (HSPP)

Areas of Interest and Research: Depression, anxiety, women's issues, multicultural counseling.

Theoretical Orientation: Eclectic, humanistic, brief solution-focused therapy.

Note: Not available as a primary supervisor for the internship year.

**Richard L Hite, Ph.D.**

Purdue University, 1987

Clinical Psychology with sub-specialty areas in health psychology and organizational development

Indiana license # 20040394A (HSPP)

Areas of Interest: Positive psychology/strength-based treatment, individual evidence-based approaches, health psychology, organizational behavior and systems, consultation/coaching, mediation.

**Scott Lee, Psy.D.**

Argosy University/Twin Cities, 2002

Clinical Psychology

Indiana License # 20041911A (HSPP)

Areas of Interest and Research: Chemical dependency, sex offender treatment, anger management, adolescent psychotherapy

Theoretical Orientation: Cognitive Behavioral/Interpersonal, relapse prevention

**Melissa McDaniel, Psy.D.**

Indiana University, 2010

Clinical Psychology

Not yet licensed

**Amanda Mayle, Psy.D.**

Wright State School of Professional Psychology, 2002

Clinical Psychology

Indiana License # 20042046A (HSPP)

Areas of Interest and Research: Children, family, development, domestic violence, program development, school/community/organizational development

Theoretical Orientation: Cognitive behavioral

**Danielle R. Wardell, Psy.D.**

Argosy University, Washington DC Campus, 2007

Clinical Psychology

Indiana License #20042299A

Areas of Interest and Research: Adolescents

Theoretic Orientation: CBT and DBT

**Tim Ostrich, Psy.D.**

Indiana University of Pennsylvania, 2007

Clinical Psychology

Indiana License #20042242A (HSPP)

Areas of Interest: Psychological Testing and Assessments, Rural Mental Health, Adult Psychotherapy, Mental Health Factors Affecting Obesity.

Theoretical Orientation: Primarily Cognitive with a Transtheoretical Conceptualization.

# The Pre-Doctoral Counseling and Clinical Psychology Internship

## Mission, Goals and Model

**Mission:** It is the mission of the Park Center, Inc. Pre-doctoral Clinical and Counseling Psychology Internship Program to prepare interning psychologists for ethical, competent and culturally sensitive practice in a multidisciplinary community mental health setting. It is our goal for interns to complete our program with competence in assessment, evaluation and treatment of a community population of children through adults and to be excellent models of professional psychologists. Further, it is our goal that interns be capable of planning, implementing and evaluating treatment as direct providers, supervisors and consultants. It is our intent that the interning psychologist graduate from our program with a clear sense of self as a professional psychologist in a changing political healthcare environment.

**Goals:** Each goal listed below is developed throughout the internship year with specific objectives, requirements and methods of evaluation to insure that the intern demonstrates accomplishment in each area on completion of the program.

*Interns will leave our program with the following:*

1. Awareness of their own cultural biases and with demonstrated ability to function with sensitivity and competence with those of other cultures.

*Requirements:* Seminar participation, discussions in individual and group clinical supervision, documentation of diverse caseload, case presentation demonstrating ability to integrate and conceptualize a case incorporating diversity variables.

2. Professional competency in preparing integrated psychological testing reports, utilizing objective and projective measures, at a professional level of competence.

*Requirements:* Seminar participation, individual clinical supervision, case presentations demonstrating ability to select appropriate measures and the rationale for testing selection and ability to integrate test data, completion of at least 12 psychological testing batteries incorporating objective and projective measures, documentation of satisfactory evaluation by supervisory staff.

3. Professional competency in assessment and diagnosis of clients in all diagnostic categories and of all ages.

*Requirements:* Seminar participation, completion of intake assessments and treatment plans, documentation of a varied caseload, documentation of satisfactory evaluation by supervisory staff, case presentations demonstrating ability to assess and diagnose clients.

4. Professional competency to develop and execute a treatment plan utilizing research supported methods of treatment.

*Requirements:* Seminar participation, discussion in individual and group clinical supervision, review of treatment plan documentation, case presentation demonstrating relevant literature supporting treatment approach, documentation of average caseload of 12-15 clients weekly in

group and individual psychotherapy, leadership or co-leadership of at least 1 adult and at least 1 child group during the year, documentation of satisfactory evaluation by supervisory staff.

5. Professional competency in providing pragmatic consultation and research assistance to programs in a community mental health care setting.

*Requirements:* Development of a consultation project with an internal department demonstrating consultation and research skills, seminar participation, presentation of consultation project process and results.

6. Beginning competency in an area of specialization.

*Requirements:* Selection of at least 1 area of specialization and satisfactory completion of all requirements, documentation of satisfactory evaluation by supervisory staff, presentation to psychology staff and interns.

7. Professional competency in providing supervision to others.

*Requirements:* Participation in supervision seminars and practicum in the provision of supervision to peers and other professionals.

8. A clear sense of identity as an ethical and professional psychologist, knowledgeable of the current mental health milieu.

*Requirements:* Participation in group professional development supervision, individual clinical supervision, seminar attendance, presentation of relevant articles at case staffing, presentation of dissertation or other research, preparation of theory of change papers, documentation of satisfactory evaluation by supervisory staff.

Training Model: Our training model is best described as Scholar-Practitioner, utilizing a developmental and mentoring approach in supervision. Components include:

A. Supervision: This is a core element of the internship. Each intern receives a minimum 4 hours of supervision per week (2 hours individual clinical case supervision, 1 hour individual testing supervision, 1 hour group supervision). Psychologist supervisors actively supervise within the context of a scholar-practitioner model, utilizing research supported interventions and theoretical source information. Through a close supervisory relationship, the intern develops both professional self confidence and a meaningful integration of theory with practice.

B. Professional Development Supervision: Rotating members of the psychology training staff meet weekly with the interns for a one hour supervisory experience focused on consultation, supervision of other staff, and supervision of group therapy.

C. Broad Based Training: Broad based training takes place in a multidisciplinary milieu with a wide ranging community mental health population. This population includes seriously and emotionally disturbed adolescents and children and their families, seriously and persistently mentally ill adults from early adulthood to geriatric, and individuals and families with less serious problems. Treatment settings include a sub-acute transitional care unit, outpatient, residential, home-based and day treatment. Treatment modalities include group, individual, couples and family therapy. Psychological testing, consultation with medical services and case

management services are also important modalities of assessment and connection with multiple disciplines.

D. Areas of Specialization: Each intern identifies a specific, topic-based area of practice in which to focus and obtain beginning competence and knowledge. Topics may change from year to year but usually include the following areas:

Forensic Psychology  
Dialectical Behavior Therapy  
Working with a specific minority population, i.e. Burmese  
Addictions  
Juvenile Sexual Perpetrators

E. Alternate weekly site placement: Interns select a site outside of the child and adult outpatient division for 1 day weekly throughout the internship year to broaden the clinical experience. Sites may vary from year to year but usually include the following:

Preschool Services (Family Education Center)  
Family Education Center  
High School Day  
Rural Outpatient Offices (Bluffton or Decatur, IN)  
Dialectical Behavior Therapy

F. Psychology Seminars: A seminar series is provided specifically for psychology interns which consist of a 2 hour weekly seminar meeting September through July. Topic areas include professional ethics, diagnosis and treatment planning, diversity and cultural issues, case presentations, and are arranged throughout the year from beginning to intermediate to advanced skill levels.

While the majority of seminars are presented by psychologists from positions within and outside of Park Center, other professionals are also included. Presentations are didactic and interactive in nature and research based. Seminars are evaluated at the conclusion with feedback provided to the presenters as well as used to determine what will be offered in the following year.

G. Consultation: Each intern develops a consultation project in which she or he will consult internally at Park Center, utilizing research and programming skills. Her/His contribution is expected to reflect the unique skills of research and planning and should contribute positively to the growth and improvement of Park Center.

H. Supervision: Each intern provides ongoing weekly supervision with a Park Center staff member who is providing direct services to our clientele. The experience level of the staff member varies and his or her participation is optional. This opportunity provides the intern with hands on experience providing supervision from several theoretical perspectives while being supervised.

H. Evaluation: Each intern is formally evaluated twice yearly with written evaluations provided to the intern's school. At these times, the intern also evaluates her/his supervisor. In addition interns receive written feedback on their presentations. Participation in seminars, case and other material presentations, interaction in supervision and interaction with peers and other staff on the multidisciplinary team all contribute to the evaluation process. The evaluation process is designed to compliment and encourage the intern in achieving competence in the goals we have established for the internship and the personal goals the intern has established. Interns' feedback about the quality of supervision and seminars is valued and actively utilized in making changes to the internship to enrich the learning experience. Interns provide written evaluations following each seminar and give written and verbal feedback of the program as a whole, both while in internship and after internship is completed.

Additional Features:

Intern Support: The intern class is encouraged to support each other as a cohort and are encouraged to meet at least weekly for lunch. Alternately, an optional support group is offered upon request to those who wish to participate. This group would be provided by an experienced clinician who is not connected in any other way to the internship. This format is confidential and non-evaluative.

Dissertation support: Interns are encouraged by psychology staff to make progress on the dissertation. After all paperwork and clinical hours for the week (e.g. 12-15 face to clinical hours) are up to date, interns may use spare time to work on the dissertation during time at the office or while working from home and interns may take time during the work week to defend the dissertation. In the event that an intern has already completed his or her dissertation or completes the dissertation during the internship year, time may be taken to complete interviews for employment for the following year.

Attendance to the APA Annual Convention is encouraged!: Park Center will pay the registration fee and selected expenses (e.g. travel, lodging, food).

## Summary of Internship Expectations

1. Conduct therapy with an average of 12-15 clients per week and demonstrate proficiency in psychotherapy. Interns are expected to complete initial intake assessments on at least 25% of their caseload. Interns are expected to complete a total of 2000 total internship hours during the year.
2. Complete at least 12 full testing batteries and demonstrate proficiency in testing.
3. Lead or co-lead at least 2 psychotherapy groups, one for children and one for adults.
4. Satisfactory completion of the consultation project.
5. Video or audiotape approximately 50% of all client therapy including group therapy. For psychological testing interns, will provide taped samples of test administration and feedback sessions.
6. Present cases at seminar demonstrating cultural understanding and knowledge of relevant research and literature.
7. Complete requirements for supervision of staff.
8. Select an area of specialization and complete all requirements.
9. Attend all psychology seminars.
10. Obtain a minimum of 4 hours supervision per week.
11. Work one day per week at an alternative site.
12. Exhibit professional and ethical conduct in the workplace.
13. Complete medical records in a timely and professional manner.
14. In accordance with Park Center policy, the intern must submit to a urine drug screen during the first work day of internship or as soon as possible thereafter.

## OVERVIEW OF INTERNSHIP YEAR

The internship program is designed to allow for flexibility in meeting requirements and intern special interests. Each intern works with his or her supervisor to develop a program and time schedule that will fill in any training gaps, expand current skills, and develop expertise in new areas. Below is a very general guide to give the prospective intern some idea of how the year will unfold.

September-December:

- Orientation to Park Center and the Internship
- Selection of primary supervisor
- Develop goals for the internship with supervisor
- Begin developing a caseload
- Begin co-leading groups
- Begin providing supervision to clinical staff member
- Begin assessment batteries
- Begin attending seminars
- Begin working at an alternative site

January:       Begin selection of area of specialization  
                  Begin consultation project

February-March:

- Evaluation of progress sent to academic institution

April-June:    Start presentations of dissertation or other research for seminar

July:           Present outcome of consultation with Park Center department for seminar.  
                  Final evaluation of progress sent to academic institutions

August:        Graduation Party!: Receive Certificate of Completion

### **INTERNSHIP BENEFITS**

Park Center will award three - \$24,000 per annum Pre-Doctoral Clinical and Counseling Psychology Internship Program stipends.

1. Eight holidays and 13 days off (vacation/sick) for a total of 21 paid leave days.
2. Health insurance, including optional dental. **Note: Health care benefits are effective 30 days from internship start date.**
3. Participation in Park Center's 403B Diversified Retirement Plan.
4. Coverage by Park Center's liability/malpractice insurance policy.
5. Mileage payment for approved Park Center business-related travel.
6. Use of Park Center's facilities (e.g., library, staff lounge, fitness center).
7. Private office space with computer.

8. Access to equipment (e.g., copier, audio-visual, computer).
9. Support services (e.g. general secretarial services).
10. Participation in staff training activities (e.g., in-house training events and Professional Training Series).
11. Participation in Park Center staff activities (holiday luncheon, annual picnic, etc.)

### **APPLICATION PROCEDURE**

To request a copy of the Pre-Doctoral Clinical and Counseling Psychology Internship Program manual, or if you have any questions about the internship process, please contact:

Ina S. Carlson, Ph.D., ABPP, HSPP  
Psychology Training Director  
Park Center, Inc.  
909 E. State Blvd.  
Fort Wayne, Indiana 46805  
(260) 481-2700 ext. 2144  
Fax (260) 481-2717  
Email: [icarlson@parkcenter.org](mailto:icarlson@parkcenter.org)

**The preferred method of communication is via email.**

Before any internal action will be initiated, the applicant must electronically submit the following data to the Psychology Training Director.

1. A completed APPIC Application for Psychology Internship (AAPI), Parts 1 and 2 (Part 2 is the verification of readiness for internship).
2. An official transcript(s) of academic record(s) of all graduate work.
3. A vitae or resume.
4. Three (3) letters of recommendation from:
  - a. major professor
  - b. practicum supervisor
  - c. other faculty members who are familiar with applicant's academic and applied performance.

## **INTERNSHIP TIME FRAME**

Application deadline: November 15

Notification of interview: December 15

Notification of acceptance: APPIC guidelines. (see appendix)

Internship period: From September 1 through August 31.

## **SCREENING AND SELECTION PROCEDURES**

1. All prospective interns will submit the electronically completed internship application packet to the Psychology Training Director by November 15.
2. The Psychology Training Director will notify prospective interns about their interview status by December 15.
3. Those selected for an interview will be invited to attend a half day individual interview in January. (Note: alternative dates or phone interviews can be arranged.)
4. APPIC's match policies will be followed.

## **INTERNSHIP PROCEDURES AND GUIDELINES**

1. Interns must comply with all Park Center personnel policies and procedures, including a urine drug screen upon the start of the internship year.
2. Students accepted for internship shall report to the Psychology Training Director on the agreed upon date and time. Interns will be provided with orientations to the Internship as well as to Park Center, Inc as an agency. A written copy of Internship and agency policies will be provided to interns or made available to interns via Park Center intranet (e.g. computerized files)
3. Interns must sign and submit the Confidentiality Statement and Health Certification forms to the Psychology Training Director on the first day of their internship.
4. Interns and their supervisors shall complete and submit the intern's mid term and final evaluation reports to the Psychology Training Director.
5. The Psychology Training Director is responsible for completing and forwarding any materials required by the school regarding the intern's performance to the intern's Director of Clinical Training.
6. The intern's supervisors are responsible for providing ongoing supervision and monitoring of the intern's performance.
7. Interns shall attend department/program meetings, case conferences, and staff training events deemed appropriate by their supervisors. Students are strongly encouraged to attend Park Center's staff training events free of charge during their internship. The interns shall attend all Internship Seminars.
8. The Psychology Training Director shall be immediately informed by the intern and/or the intern's supervisor of any problem(s) or potential problem(s) between Park Center, the intern and/or the academic institution. The intern's Director of Clinical Training shall be invited, in writing and through informal telephone contacts, to provide information regarding their expectations for the internship and to visit the training site in order to see the facility, meet the staff and become better informed about the training program.
9. At the end of the internship interns shall complete and submit a student Internship Evaluation Form to their supervisor and the Psychology Training Director.
10. All licensed psychologists shall participate in the internship program in order to provide the interns with a variety of role models. Further, the intern may elect, and the Psychology Internship Committee may request that the intern change/add psychologist supervisors in order to expand their experience base.

## **PARK CENTER, INC.**

### **MISSION, HISTORY, AND SERVICES**

**July 2010**

Park Center is the largest Mental Health Center in Northeast Indiana, established 60 years ago. With an annual budget of more than 25 million dollars and over 420 employees, Park Center served over 8,053 clients last fiscal year through 35 client service programs. Services are provided through three clinical service centers: Managed Care Services, Adult Community Services, and Child and Adult Services. In addition, Medical Services, which is staffed by five psychiatrists and three clinical nurse specialists, provides psychiatric and medical services to these clinical service centers. Support for the clinical service centers is provided by Administrative and Corporate Services staff.

#### **PARK CENTER MISSION, AND VALUES:**

Park Center's Mission: The mission of Park Center is to restore lives. By partnering with consumers, we strive to support and facilitate their journey towards health.

#### Supporting Values:

- **Listening to Consumers:** We recognize that our customers are in charge of their recovery journey. Whenever possible, we will arrange services dictated by their strengths, dreams and desires.
- **Commitment to Excellence:** We are committed to excellence in every part of our organization and in our relationships to the communities and the clients we serve.
- **Most In Need As Priority:** Park Center places those consumers who are most in need as our highest priority.
- **Customer Satisfaction:** We are committed to customer satisfaction by being flexible, responsive, friendly, and by placing the customer first.
- **Mutual Respect:** We respect staff in a way that promotes a sense of ownership, motivation, growth, trust, and shared responsibility for creating our own future.
- **Financial Strength:** Park Center is best able to fulfill its mission through a position of financial strength. Strong business practices will promote a healthy bottom line.

## **HISTORY OF PARK CENTER:**

Park Center, Inc., (formerly the Mental Health Center at Fort Wayne) has a long history of providing mental health services and collaborating with other organizations to improve the system of care in the community. Significant events include:

- 1947: Volunteer community group formed the first Board of Directors for the Fort Wayne Child Guidance Clinic.
- 1950: Staff were hired and services began at the first Fort Wayne Child Guidance Clinic.
- 1954: The Child Guidance Clinic was reorganized under standards established by the American Association of Psychiatric Clinics for Children. Robert L. Greenlee, M.D., Child Psychiatrist, was hired as Executive Director.
- 1959: Adult Psychiatric Clinic was formed separately from the Child Guidance Clinic under the direction of a volunteer Board of Directors.
- 1962: Services began at the Adult Psychiatric Clinic with the mission to serve seriously mentally ill adults.
- 1967: Child Guidance Clinic and Adult Psychiatric Clinic were merged into a single entity, The Mental Health Center at Fort Wayne, as the first step toward becoming a comprehensive mental health center under the 1963 Federal Mental Health Centers Act.
- 1975: The Mental Health Center was designated a comprehensive mental health center by the State of Indiana and services were expanded significantly to include five basic services required by federal legislation. Allen, Wells and Adams counties were designated as the primary service area for the Center.
- 1976: The present building complex at 909 East State Boulevard in Fort Wayne was completed and occupied by the Mental Health Center.
- 1977: Funding was obtained through an eight-year declining Federal Operations Grant which allowed the Center to significantly expand services.
- 1982: A new Chief Executive Officer, James L. McKee, Ph.D., was hired to lead the Center through its next developmental phases. Dr. Robert Greenlee, previous Chief Executive Officer, became the Medical Director.
- 1983: The corporate name was changed to Park Center, Inc., consistent with the goal of reaching all at-risk populations, including those who were unable to pay. The previous name was perceived by many as a barrier to requesting services.
- 1985: Daybreak, Inc., was acquired and incorporated into the Child and Adolescent Division of Park Center, Inc.

- 1986: Park Center acquired the Three Rivers Youth Shelter, formerly operated by Switchboard, Inc. The shelter was renamed New Directions and became part of the Child and Adolescent Division.
- 1987: Park Center's new office in Decatur was completed and occupied. Park Center's Day Therapy Building was dedicated and renamed the Greenlee Building in honor of Dr. Greenlee, who retired from Park Center after 32 years of service. Three-year accreditation by the Joint Commission on Accreditation of Health Care Organizations (JCAHO) was awarded.
- 1989: Park Center's new office in Bluffton was completed and occupied. Two new adult coed group homes, Harmony and Haven House, were opened, making a total of four adult group homes. Harmony House was staffed as a crisis stabilization setting to be used as an alternative to hospitalization.
- 1990: A third child and adolescent group home, Noel House, was opened and named after Richard W. Noel, ACSW, who retired from Park Center in 1990 after 35 years of service. The Center received a second three-year accreditation from the Joint Commission on Accreditation of Health Care Organizations (JCAHO).
- 1991: Services were reorganized into three clinical Service Centers: Managed Care Services, Adult Community Services, and Child and Adult Services. A central intake process was begun to improve client access to services. A major purpose of the reorganization was to minimize the impact of downsizing on client care.
- 1993: The Mobile Intervention Team was initiated to provide on-site emergency services to consumers in the community. A Professional Advisory Group was formed to provide direction to the service. The group was made up of community representatives including hospitals, the Alliance for the Mentally Ill, the Mental Health Association, law enforcement, and others. The initiative was part of the Center's successful effort to reduce hospital use.

Continuous Treatment Teams were initiated in Adult Community Services to better serve seriously mentally ill (SMI) adults. These teams were designed to improve continuity of care for clients receiving several different services.

Total Quality Management was initiated throughout the Center. The purpose was to support continuous quality improvement. The Center received a third three-year accreditation from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO).

- 1994: Inpatient Service was closed and Park Center entered into an agreement with Lindenview Regional Behavioral Services (Parkview Behavioral Health) for inpatient care to Park Center clients.

1995: The Crisis Center was opened in the building previously used for Inpatient Services. The Crisis Center added 23-hour services, respite care for seriously mentally ill adults, and short-term housing for homeless mentally persons. The Mobile Intervention Team also became part of the Crisis Center to better integrate emergency services.

1996: Paul Wilson, ACSW, was named to the position of President and CEO after the departure of Dr. McKee in 1995. Park Center successfully completed and was awarded a fourth three-year accreditation by the Joint Commission on Accreditation of Health Care Organizations (JCAHO).

Woodside Apartments, the first of three federally funded subsidized apartment buildings sponsored by Park Center, opened on the south side of Fort Wayne to very favorable review by consumers.

1997: Waynedale Apartments, the second federally subsidized apartment building, opened to 24 consumers in October.

Family Education Services began.

1998: A new structure for Daybreak was constructed at 909 East State Boulevard. The Family Education Center began operation as a joint effort between Park Center and Fort Wayne Community Schools.

Park Center worked to develop, with the Fort Wayne Alliance for the Mentally Ill, the Carriage House Clubhouse. The Clubhouse was incorporated separately and opened its doors for members in early 1998. The Clubhouse provides psychosocial rehabilitation for the seriously mentally ill.

Park Center became a member of the Associated Service Providers of Indiana (ASPIN), an accredited statewide behavioral health network.

1999: Park Center acquired a contract to manage the psychiatric services of Parkview Hospital. Paul Wilson, CEO of Park Center, was appointed as Executive Director of Parkview Behavioral Health and became a member of Parkview's senior management team.

A major integrated management information system was developed and implemented to enhance the quality and effectiveness of the Center's operations.

Indiana Vocational Rehabilitation Services awarded Park Center a grant for the development of Supported Employment Services.

2000: Saddlemeier Apartments opened, providing 18 consumers with their own long-term homes.

Daybreak, Park Center's shelter for abused and neglected children, opened a respite program to house infants and their teenage mothers.

A grant was awarded by the Indiana Division of Mental Health and Addiction Services (DMHA) for intensive community-based services for individuals coming from the State Operated Facilities (SOF), and led to the redesign of Haven House to serve these individuals.

The Family Education Series for the significant others of SMI clients was initiated.

The grant for Supported Employment (SE) was awarded for the second year to Indiana Vocational Rehabilitation Services. The Commission of Accreditation Rehabilitation Facilities (CARF) awarded the SE program three-year accreditation for the Employment and Community Services.

Park Center was awarded three-year accreditation by the Joint Commission of Accredited Healthcare Organizations (JCAHO). The Affiliated Service Providers of Indiana (ASPIN), of which Park Center is a member, was awarded network accreditation by JCAHO.

2001: Continued efforts to deinstitutionalize patients from the State Operated Facilities (SOF) were made with the establishment of the Community Reintegration Program.

An Assertive Community Treatment (ACT) team was established to provide additional intensive outreach for SMI clients in the community.

The Indiana Mental Health Funds Recovery Program was implemented by Medicaid, and is to provide revenue for administrative outreach.

Park Center was instrumental in establishing a partnership that provides training for Fort Wayne's City Police Department in the "Memphis Model", forming the Crisis Intervention Team (CTT).

Day Treatment at Byron Health Center was established.

Collaboration to provide treatment services to those on Work Release began.

2002: The Family Education Center (FEC) expanded their programming in a new building, at 3225 North Wells Street. The services expanded to include adolescents, Head Start children, elementary on-site at school, and day treatment to children and adolescents.

Summer Day Treatment programs for children were developed in both Decatur and Fort Wayne.

Leslie House developed a collaborative effort with Phoenix Associates for services to sexually acting out boys.

A collaborative effort with Fort Wayne Women's Bureau was initiated to address the clinical needs of their residential program for addicted women with children.

Gambling Addiction Treatment Program was developed as an additional outpatient service.

2003: The Commission on Rehabilitation Facilities (CARF) conducted a site visit to provide accreditation of the Center and a three-year accreditation was awarded.

Transitional Care Services (TCS) opened on Carew Street, providing additional space to double the capacity of the former Crisis Center to 30.

The Assertive Community Treatment (ACT) team was certified by the State of Indiana and moved to the same facility as TCS, so that a coordinated continuum of services is provided.

2004: New Freedom, a day treatment program, was established at the Wells Street facility for those with co-occurring mental illness and chemical abuse or addiction.

The Family Education Program moved to the State Boulevard campus, and grew significantly, serving more children and adolescents, and coordinating transportation with several schools.

Noel House shifted populations due to increased demand for sexual offender services.

Administrative Services led the charge to comply with federal laws regarding protected health information through the Health Insurance Portability and Accountability Act (HIPAA).

As a result of grants awarded by HUD, Richardville I and Richardville II Community Housing apartments were opened, adding an additional 28 units to the community housing continuum, bringing a total of 85 units in this program.

A partnership with Whittington was established to provide treatment services for their residential programs.

Daybreak Children's Shelter was closed and assumed by SCAN with major program modifications.

Three Wishes Early Childhood Therapeutic Day Treatment was established as a program of the Family Education Center. It is licensed therapeutic program serving preschool children with significant behavioral and psychiatric disorders.

2005: An Adolescent Day Treatment program was established to meet the needs of youth as a step-down from hospitalization or hospitalization prevention.

Evidence-Based Practices (EBPs) have been implemented in the following areas: Illness Management and Recovery (IMR), Assertive Community Treatment (ACT), Supported Employment (Eagle Employment Services) and Integrated Dual Diagnosis Treatment (IDDT).

Lee House, Park Center's residential group home for adolescent females, was closed.

New Hope was developed in conjunction with the New Freedom Dual Diagnosis Day Treatment program that serves the treatment needs of consumers with less severe psychiatric and addiction issues that those who were currently served by the New Freedom program.

Ground was broken in Bluffton, IN as a result of a sixth HUD grant being awarded for a 14 unit community housing apartment building. Completion is anticipated by winter of 2006.

2006: Ouabache Village Apartments, community housing for SMI with 14 individual units, officially opened in February of 2006 in Bluffton.

The Chemical Dependency Assertive Community Treatment Team (CD-ACT) was certified from the State of Indiana.

Park Center purchased the former Lindenvue building on Carew Street from Parkview Health systems in March. This structure currently houses Transitional Care Services (30 bed sub-acute unit), and the Assertive Community Treatment Team. Opening occurred in July, and other CD/Additions Services are now offered at that site.

The Commission of Rehabilitation Facilities (CARF) conducted their second site visit to provide accreditation of the Center and a second three-year accreditation was awarded. Several programs and processes received exemplary commendations.

Park Center signed a contract with Genoa Pharmacy to establish an on-site Pharmacy to serve consumers. The pharmacy offers consumers increased convenience and is an opportunity for medical staff to spend less time tracking medications and more time focusing on patient care. The pharmacy was open for services in August.

The Bluffton office opened an early childhood therapeutic day treatment program, modeled after Ft. Wayne program.

2007: In collaboration with Neighborhood Health Clinics, Inc., Park Center began primary care services on a part-time basis on-site to Park Center clients, with physician and staff provided by Neighborhood Health Clinics. Our goal with the integration of primary care

and mental health is improved care for consumers, who benefit from the collaborative treatment of their physical and mental health.

The Chemical Dependency Assertive Community Treatment Team clients were transitioned to receive services from the Assertive Community Treatment Team.

A new residential facility, The Redwoods, began treatment for adolescent males having sexually maladaptive behaviors. Community safety and prevention of future abuses is the number one priority of treatment programming for this population. This staff secure program is a collaborative effort with Phoenix Associates, Inc.

Park Center's three year development process of an Electronic Medical Record is fully designed and has now moved from a project to the implementation phase. Efficiency and effectiveness continue to be realized as all phases have become a reality.

2008: As a result of another grant awarded by HUD, a Community Housing apartment will be built next to one of Park Center's existing apartment buildings, adding an additional 10 units to the community housing continuum. This brings a total of 7 apartment buildings with a collective 109 units in this program.

The Drop-In Center on S. Calhoun was closed in July, with a modified program established at the Greenlee building, named the Greenlee Resource Center, to focus on ancillary, pre-vocational activity options for consumers.

The Decatur office established an early childhood day treatment program in conjunction with the Decatur are school district, modeled after the Three Wishes program in Fort Wayne, which is part of the Family Education Center.

2009: Waynedale II HUD 811 Apartment construction was completed and occupied in May.

Park Center contracted with Essential Learning (EL), one of the few cost-effective learning management system (LMS) exclusively focused on e-learning for behavioral health organizations, to help meet their training and accreditation requirements.

Park Center was again awarded a three-year accreditation through the Commission on Accreditation of Rehabilitation Facilities.

Two Adult Residential group homes moved locations to better serve their consumers. The Haven House move enabled those residents to make better use of main campus services as well as allowing for the space for three additional residential placements. After Haven House residents moved, then the former Haven House was refurbished to become Quinn House. Our lease term was ending for the original Quinn House location, and a more accessible setting was needed to meet the needs of current residents.

2010: Park Center designated as one of the research sites for the *Recovery After an Initial Schizophrenia Episode* (RAISE) NIMH research project that seeks to fundamentally change the trajectory and prognosis of schizophrenia through coordinated and aggressive treatment in the earliest stages of illness. RAISE is designed to reduce the likelihood of long-term disability that people with schizophrenia often experience. It aims to help

people with the disorder lead productive, independent lives. At the same time, it aims to reduce the financial impact on the public systems often tapped to pay for the care of people with schizophrenia.

Several programs were modified to meet new 07/01/2010 DMHA service guidelines. Major changes included:

- Day Treatment is no longer an offered service. Three Wishes (Ft. Wayne), Treasure Chest (Decatur), and Bright Beginnings (Bluffton) Early Childhood Treatment will be offered on an individual basis at some community sites. New Freedom (day treatment for dually diagnosed) and on-site Outpatient Stabilization Services programs were closed.
- Adult Intensive Rehabilitative Services (AIRS program) was established
- ACT Services transitioned to become the Comprehensive Community Recovery team.

Apple Spice Junction, an affirmative business, was launched. This business will provide catering services to corporate customers, and will operate out of a remodeled kitchen at the Park Center Carew location. When fully operational, the goal is to have up to 20 different job slots for consumers. Projected opening month: October 2010.

## **PARK CENTER SERVICES**

Park Center is dedicated to providing high quality mental health services to provide individualized and appropriate care.

The Indiana Division of Mental Health and Addictions (DMHA) requires Community Mental Health Centers and Managed Care Providers to have a continuum of care which is defined in the Indiana Administrative Code (440 IAC 9) to include:

- Individualized treatment planning,
- 24-hour crisis intervention,
- Case management,
- Outpatient services (including intensive outpatient services, substance abuse services, counseling and treatment),
- Acute stabilization (including detox),
- Residential services,
- Day treatment for adults
- Family support services,
- Medication evaluation and monitoring, and
- Services to prevent unnecessary and inappropriate treatment and hospitalization and the deprivation of a person's liberty (including commitment review, gatekeeping, UM).

The following describes the continuum of care provided by Park Center. Three exceptions from the list above are not specific to any program(s) and have been outlined in Section I (individualized treatment planning, 24-hour crisis intervention, and family support services).

The continuum of clinical services is organized primarily by three Clinical Service Centers: Managed Care Services, Adult Community Services, and Child and Adolescent Services. Park Center received a three-year accreditation from CARF in 2003, 2006, and 2009 and had previously been accredited by the Joint Commission of Accredited Healthcare Organizations (JCAHO). The specific programs for which the 2009 CARF accreditation was awarded were:

- Assertive Community Treatment (ACT),
- Case Management,
- Community Based Rehabilitation,
- Community Employment Services,
- Community Housing,
- Crisis Stabilization,

- Day Treatment,
- Intensive Family-Based Services.
- Outpatient Treatment, and
- Residential Treatment.

The PSP integrates the CARF program designations with the Park Center Service Centers and program titles. Some CARF programs are provided in more than one Service Center, under different Park Center program titles (i.e. Day Treatment is provided in Adult Community Services' Outpatient Stabilization program, as well as in Child and Adolescent Services' Family Education Center). Programs are offered in a variety of locations in order to be accessible to diverse populations. The individual programs are detailed in the following descriptions and Section II.

### **MANAGED CARE SERVICES:**

Medical Services: Medical Services is staffed by licensed nurses, clinical nurse specialists and psychiatrists. Park Center provides comprehensive medication services; including assessments, medication reviews, and injections, as well as health education. Nursing Services are organized to provide quality nursing care to all clients served by assisting in the identification of medical issues and consultation on appropriate medical care. The Nursing Coordinator is responsible for obtaining appropriate dietary and pharmacy consultation and services, as well as assuring infection control processes are implemented. Through a grant award, Park Center offers primary care services in the medical services location 2 days per week. The physician is affiliated with Neighborhood Health Clinic. Park Center contracts with Geonox for pharmacy needs, with a retail site located at Park Center.

Addictions Services: Addiction Treatment Services provides recovery and client-focused care to individuals who abuse or are addicted to alcohol, prescription drugs or other drugs. Also served are those who may have co-existing psychiatric conditions and those who have problem gambling concerns. A multi-disciplinary team provides full diagnostic evaluations and uses well established psychiatric and medical treatment methods.

- *Structured Addictions Outpatient Program* - helps individuals maintain abstinence, learn about the addictive disease process, utilize 12-Step recovery resources and tools, develop abstinence-based skills and behaviors, and establish an effective program of recovery. Targeted groups, such as a Women in Recovery group, address unique concerns. Family members and/or significant others are encouraged to become involved.
- *Random Drug Testing Services* – an array of cost-effective alcohol and drug testing is offered for the purpose of helping the individual gain and maintain abstinence for all non-prescribed mood altering substances.
- *Saturday Education Course* - Park Center offers a 12 topic Saturday education course that can be completed in 16 hours over two separate Saturdays. The purpose of the program is to disseminate addiction recovery information to the individual that has a

substance abuse diagnosis or may have a substance dependence diagnosis, but could benefit from the course.

- *Early Recovery Skills Training* – is a topic and a skills-based service. It is intended to help a person learn and apply information on topics such as refusal skills, recognizing and managing cravings and withdrawal, developing healthy coping strategies, and exploring relational issues that may impact a person’s recovery effort.
- *Recovery Specialist Services* – for those individuals who require more intense and individualized assistance with treatment issues. The Recovery Specialist provides community-based treatment services and makes referrals to appropriate community agencies as needed. Additionally, the Recovery Specialist offers individual and group skill training on activities of daily living to help the individual with mental illness and substance abuse and/or dependence pursue their recovery.
- *Residential Programs* – Harmony House and independent living options provide residential services to those individuals needing therapeutic supervision in their lives and a safe environment while in their recovery process.
- *Gambling Addiction Services* - offers a comprehensive treatment program that will help those affected recognize the problem, develop coping techniques, change the behavior, re-organize debt, re-establish family relationships and prevent relapse.
- *Addiction Psychiatric Services* - Consumers receiving Addictions Services, who have co-occurring psychiatric problems or who may need some medication to assist them with the withdrawal process, may be seen by a board certified addictionologist.

## **ADULT COMMUNITY SERVICES**

The primary goal of Adult Community Services is to stabilize adult clients experiencing serious mental illness and to assist each in achieving the fullest and most productive life possible.

Inpatient Services: Park Center contracts with Parkview Behavioral Health for inpatient services. Park Center has an average daily census of 15 clients in Parkview Beacon, most of whom are seriously mentally ill adults. The focus is on stabilization and short lengths of stay. Clients are actively linked with Park Center’s services to enable a successful and quick return to the community.

Court Liaison: The Court Liaison service assists clients and the court in dealing with a variety of psychiatric and legal issues such as involuntary hospitalization and guardianship.

Hospital Liaison: Hospital Liaison staff are responsible for the case management of clients’ flow through the state and local hospital system. These services prevent unnecessary and inappropriate treatment and hospitalization and the deprivation of a person’s liberty. The Hospital Liaison works closely with the Court Liaison, as well as the continuum of care in order to assure the most appropriate treatment for clients.

Transitional Care Services: The Transitional Care Services (TCS) is a Crisis Stabilization program. TCS is a 24 hour, 30 bed, sub-acute, transitional, residential unit designed to assist

Seriously Mentally Ill (SMI), and/or Substance Abusing (SA) clients in remaining in the least restrictive environment during episodes of psychiatric decompensation. This program is designed to reduce hospitalizations and prevent further psychiatric decompensation. It also provides respite placement for family caregivers, temporary shelter for mentally ill homeless and placement for clients discharged from State Operated Facilities or local hospitals. Emergency services are also coordinated at TCS.

Comprehensive Community Recovery (CCR) Team: Located on the same site as TCS, the CCR Team coordinates closely with emergency services and crisis stabilization services to provide intensive community-based services for the most severely impaired adults. The team focuses on recovery planning and skills training and includes a wide range of staff, including psychiatric and nursing staff, a care coordinator, as well as recovery and peer specialists.

Adult Intensive Rehabilitation Services (AIRS): Adult Intensive Resiliency Services (AIRS) is an adult, structured group program designed to provide short-term, intensive services to individuals in need of stabilization and supportive services to assist in the successful transition from acute hospital care to outpatient services, or for individuals already in outpatient care. AIRS can provide a daily intensity of services to prevent the need for acute care services. As part of providing AIRS, staff will provide rapid linkage and coordination of the services a consumer might require to expedite their timely discharge from acute care services. AIRS is based at the Park Center Carew Street location.

Residential Treatment: Three group homes are available for adults with SMI diagnoses: Haven House, Quinn House, and Unity House. These group homes provide structure and counseling to persons in need of residential services because of emotional or psychiatric problems. Haven House is a coed facility primarily for former patients of a State Operated Facility (SOF), and much of the program takes place at that location. Quinn House (for women) and Unity House (for men) assist residents in participating in programs in the Park Center continuum and in the community.

Community Housing: Seddlemeyer, Ouabache Village, Richardville I and II, Waynedale I and II, and Woodside Apartments: In coordination with a federally subsidized apartment living program (Housing and Urban Development or HUD 811), the Seddlemeyer, Waynedale I, Waynedale II, Woodside, Ouabache Village, Richardville I and Richardville II apartments provide independent and financially assisted living, with close supervision and on-site support, to foster the resident's quality of life in the least restrictive environment possible. There are a total of 109 HUD 811 apartments. Ouabache Village is located in Bluffton.

Case Management: The Continuous Treatment Team (CTT) and the Homeless Team assure continuity of care for seriously and persistently mentally ill adults. They consist of Recovery Specialists and a Community Care Specialist. These services are designed to support independent living and to enhance the clients' quality of life. Services include monitoring treatment, contact with community resources, counseling, and helping clients cope with the demands of day-to-day living. The Homeless Team Liaisons provide psychosocial assessment and referral and support services to homeless persons who have serious mental health problems.

Adult Rehabilitation: This program offers rehabilitation services to adult consumers with acute or chronic emotional problems at select community settings. Individual and group, as well as services to family members are available.

Dialectical Behavior Therapy (DBT) is an outpatient service that is a specific cognitive-behavioral treatment methodology for individuals diagnosed with Borderline Personality Disorder. DBT teaches emotional and interpersonal management skills in individual and group therapies. There are specific protocols for crisis intervention as well. This evidence-based therapy has been expanded to the adolescent population.

Eagle Employment Services: Community Employment Services are available from Eagle Employment Services (EES), a supported employment program operating under a Purchase of Service Agreement with the Indiana Department of Vocational Rehabilitation Services. Individualized assessment, goal development, job seeking, on-the-job coaching, and follow-along services are provided to customers who choose EES. EES staff are embedded in other Park Center programs to facilitate access and support of consumer efforts toward vocational goals.

Compeer: This is a program to match community volunteers in one-to-one friendships with adults who are suffering from mental illness. Volunteers are required to participate in a five-hour training program and spend a minimum of one hour per week with their assigned adult.

Community-Based Rehabilitation: The Carriage House Clubhouse provides rehabilitation services to optimize their personal, social, and vocational competency in order to live successfully in the community. The setting of this program is informal, and a high degree of participation is encouraged, in order to reduce barriers between staff and members who participate in the programs. Transitional Employment is also available through the Carriage House.

Greenlee Resource Center: An ancillary program that strives to provide recovery and support to adult clients who are working toward vocational readiness and/or community volunteerism. Services are non-billable, open to any adult client in a pre-vocational readiness stage.

## **CHILD AND ADULT SERVICES**

The Child and Adult Services Center provides a wide array of services to adults and Severely Emotionally Disturbed (SED) children 1 – 18 years of age who required outpatient mental health service. Helping children and adolescents through the stresses of growing up often includes counseling for parents and other family members.

Residential: Park Center offers three residential options for youth: Leslie House for adolescent males 12-18 years old; and Noel House for boys 7-12 years of age, and the Redwoods for adolescent males 12- 18 years old. The Leslie House and Noel House group home treatment programs are focused on youth needing treatment for sexual abuse/perpetration issues. The Redwoods is a more restrictive staff secure facility for adolescent males with the same treatment issues as those who reside in Leslie House and Noel House who are not yet ready to be integrated with the community.

Family Education Center: FEC offers intensive services for children from preschool age through high school. This program collaborates with Fort Wayne Community School's special education department for the grade school through high school program. The program provides students and their families with education, therapy, social skills training, and parent support. The Three

Wishes Early Childhood Treatment Services serves children with behavioral/psychiatric offered at select childcare sites throughout Fort Wayne. FEC also offers an afternoon treatment program for high-school age adolescents coping with emotional regulation, interpersonal problems, family stress and instability. These structured programs are designed as a step-down from hospitalization or as hospitalization prevention.

Intensive Family-Based Services: Home-based Services and Placement Diversion are two intensive programs directed toward restoration of the family.

Home-based Services provides alternatives to placement of a child or adolescent in an institutional setting. Intensive case management services (for example, home visits, family counseling) are used to support highly troubled families.

Placement Diversion Program: Park Center contracts with the Allen County Office of Family and Children to divert children and adolescents from hospital and intensive residential settings. The program offers a full array of services including home based services, outpatient services, emergency intervention and emergency assessments, group homes, and brief respite care.

Outpatient: Included are the following: Individual, Group, and Family Therapy; Adolescent Addictions; Psychology Internship; Psychological Testing; and School Intervention Services. A full array of services is provided in two additional counties: the Bluffton office services Wells County, and the Decatur office services Adams County.

Individual, Group, and Family Therapy: A full array for outpatient therapy is available for all ages. The services are provided by qualified staff, many who are licensed in their profession. The goal of these services is to support the individual and/or their families to promote maximum satisfaction and functioning. The services focus on the strengths of family unity and individual functioning, and are provided in the least restrictive level of quality therapeutic care appropriate to fit their individual needs.

Adolescent Addictions: Adolescent treatment for chemical dependency focuses on the physical, emotional, family, school and social problems many adolescents face. The service is provided in a primarily group treatment modality. Adolescents are given a chance to look at issues of motivation, build skills to resist substance use, replace substance-using activities with constructive and rewarding behaviors, and improve problem solving.

Psychology Internship: The internship program offers a one year supervised internship for up to four doctoral students in counseling or clinical psychology. The internship is accredited by the American Psychological Association.

Psychological Testing: The Psychological Testing Service provides a comprehensive assessment of intellectual and personality functioning for clients as an adjunct to treatment or to assist in making a differential diagnostic and treatment plan. Assessment includes personality, intelligence, developmental, neuropsychological, and vocational testing.

Bluffton and Decatur Offices: These offices are fully staffed with professionals who provide adult and child outpatient counseling, case management, addiction services, and emergency interventions. School services focus on working with troubled children and consulting with teachers in the school setting to assist in the education process.

## **ADMINISTRATIVE SERVICES:**

The goal of this Service Center is to support clinical services and to monitor the financial and service delivery performance of Park Center.

Human Resources: Services include all personnel functions, including employee recruitment and retention, employee benefits administration, and administration of all human resources systems and processes.

Information Systems: Information Systems includes Medical Records and the Management Information System. Medical Records are designed to be clinically relevant and easy to use for clinical staff. A computerized information system and electronic medical record provides up-to-date service delivery and financial information for use in making service and management decisions.

Marketing and Public Relations: Services include community and referral source liaison, advertising, speaker's bureau, and media relations.

Purchasing: Services include centralized coordination and efficient purchasing of the organization's equipment, supplies, and services.

Word Processing: Transcription services provide standardized and expeditious clinical documentation.

Property Management: Park Center is proud of its attractive campus. Maintenance of over twenty structures and the grounds, and new building projects are managed by this team.

Risk Management/Safety: Preventative safety training, management of critical incidents, and management of the organization's corporate insurance coverage.

Volunteer Services: Coordination of numerous volunteers is managed through this office.

Accounting and Business Office: The Accounting Department handles the Center's general accounting system - general ledger, payroll, accounts payable, financial reporting and budgeting, fixed assets, depreciation, grants and contract management, and cash management. The Business Office handles client billing, claim processing, accounts receivable management, claims auditing, regulatory oversight, and billing software maintenance.

## **CORPORATE SERVICES:**

The primary role of Corporate Services is to support Park Center's vision, strategic business plan, and operational priorities.

Corporate Services supports service delivery in four primary areas:

- Professional and Management Development
- Total Quality
- Customer Relations
- Regulatory Interface (accreditation)

Professional and Management Development focuses on identifying training needs of staff and championing an annual training program that responds to the training needs within the organization. A wide variety of training opportunities is provided each year for both clinical and non-clinical staff. The Professional Development Department coordinates student training from associate through doctoral level interns. Training and other developmental opportunities are also offered to management staff.

Total Quality (TQ): Total Quality focuses on continuous quality improvement of clinical services and business processes using a variety of activities that support ongoing development evaluation, planning, and improvement of processes throughout the organization. The use of quality indicators and Quality Improvement Teams (QITs) and Project Teams are primary methods for bringing about such changes.

Customer Service: The needs and perspectives of Park Center's customers are a top priority. The active involvement and satisfaction of customers are important dimensions of meeting Park Center's objectives in providing high quality, professional and ethical services. Clinical services and business operations are regularly monitored, evaluated and improved based on customer feedback.

Regulatory Interface – Accreditation from CARF: Park Center was initially accredited by the Joint Commission on Accreditation of Health Care Organizations (JCAHO) in 1987. In 2000, the Eagle Employment Services (EES) was awarded CARF accreditation. As part of that process, the Center demonstrated compliance with their standards in Organizational leadership, Management, Quality Improvement, and General Program Standards. Following CARF accreditation of EES, the leadership of the Center made the decision to seek accreditation from CARF for the entire Center and drop the JCAHO accreditation. Following a site visit in 2003, a three year accreditation was awarded by CARF. In 2006 and in 2009, Park Center was awarded another three-year accreditation.

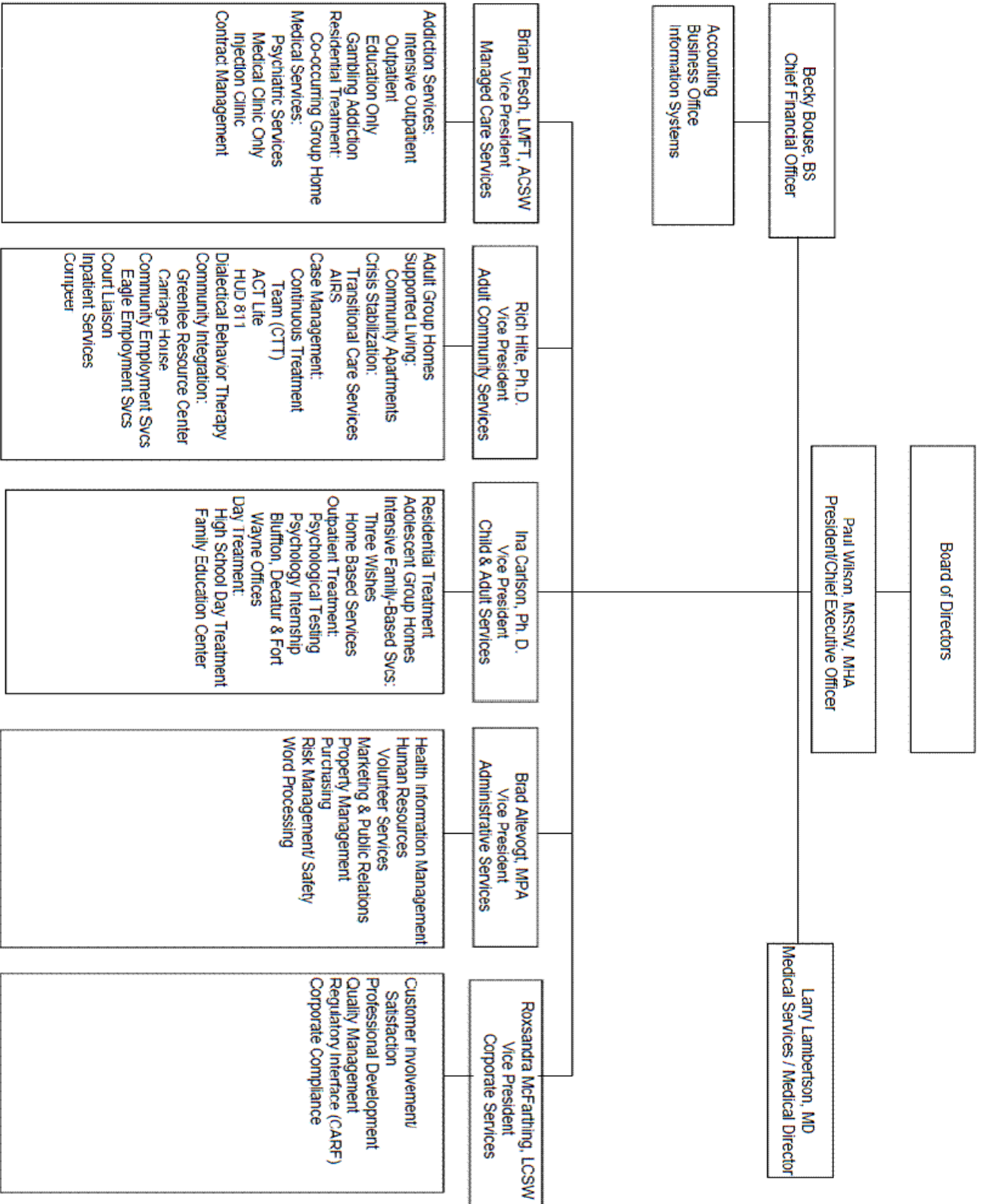
Corporate Compliance Program: Park Center is committed to conducting itself as a good organizational citizen with the utmost of professional integrity and honesty. The Center specifically recognizes a responsibility to assure that all its activities and those of its employees and agents meet the highest standards of conduct in conformity with federal and state law; and federal, state, and private payor requirements. The Corporate Compliance Program is designed to detect and advance the prevention of fraud, abuse, and waste, while at the same time furthering the quality of care of clients.

Health Insurance Portability and Accountability Act of 1996 (HIPAA): Park Center recognizes, through policies and procedures, that health information privacy is a fundamental right of each client. The Center is committed to preserving and protecting the privacy of all client health information to the highest degree possible. Park Center has formally adopted a HIPAA Compliance Plan (HCP) to ensure that it is in compliance with the requirements of the privacy,

security, and the transactions provision of the final HIPAA Privacy Rule, which was published in the Federal Register on December 28, 2000; certain amendments to the HIPAA Privacy Rule, which were published on August 14, 2004; and all other federal and state laws related to the privacy and security of health information.

**EXECUTIVE SERVICES:**

For a more complete description of Leadership Functions, see Section 1: Center Professional Services Plan. Executive Services includes: the Chief Executive Officer (CEO) and the Executive Secretary, and the Chief Financial Officer (CFO).



## **FORT WAYNE AREA DATA**

Fort Wayne is a progressive community of approximately 230,000 and is Indiana's second-largest city. Located in northeast Indiana, the city is an easy drive to Chicago, Cincinnati, Cleveland, Detroit and Indianapolis, all located within 225 miles.

### **HISTORY**

Fort Wayne was founded on its three rivers in 1797, near the site of the Indian village of Kekionga, when General "Mad" Anthony built a military fort. The city lies at the highest elevation of the historic Wabash and Erie Canal, hence its nickname of Summit City. The confluence of three rivers lies in the heart of downtown, where the St. Mary's and St. Joseph Rivers meet to form the Maumee, which flows northeast to Toledo and Lake Erie. At one time or another in its history, Fort Wayne has been home to such luminaries as actors Carole Lombard, Dan Butler and Shelley Long, Broadway performer and Tony Award winner Heather Headley, fashion designer Bill Blass, and Philo Farnsworth, the inventor of television, whose home lies just a block from Park Center.

### **COST OF LIVING/HOUSING**

The cost of living in the metropolitan area is about 8% lower than the national average. The cost of housing is about 10% lower than the national average.

### **EDUCATION**

Higher education opportunities in the Fort Wayne area abound. Indiana University-Purdue University at Fort Wayne (IPFW), University of Saint Francis, Ivy Tech, Indiana Institute of Technology, International Business College, Concordia Theological Seminary, and the Fort Wayne campus of Taylor University are all located within the city. Within 50 miles are Huntington University, Defiance College, Tri-State University in Angola, and the highly-regarded Manchester College in North Manchester.

### **MEDICAL**

Fort Wayne is a tri-state medical center for Indiana, Michigan and Ohio. There are five major hospitals: Parkview Memorial Hospital, Parkview North Hospital, Lutheran Hospital, Dupont Hospital and St. Joseph Medical Center. A Veterans Administration Hospital is also located in Fort Wayne and serves a 30-county area. Fort Wayne also has Charter Beacon Hospital, serving a 30-county area, is also located here. Medical costs consistently fall below the national average.

### **CLIMATE**

The area is typically Midwestern, enjoying an average of 35 inches of precipitation annually, ranging from approximately two inches in February to four inches in May, June and July. The area averages 30 snow days annually. Occasional cloudiness in winter and good to average sunshine the rest of the year is typical. There are an average of 14 days above 90 degrees Fahrenheit, with an average temperature of 74 degrees in summer and 22.9 degrees in winter. Fort Wayne lies at an elevation of 859 feet.

## CULTURE/ARTS

Fort Wayne enjoys a vibrant and diverse cultural atmosphere comparable to a much larger city. The non-profit Arts United is an umbrella support organization that encompasses the Fort Wayne Philharmonic, Youtheatre, Cinema Center, Civic Theatre, Fort Wayne Ballet and the Fort Wayne Museum of Art, among numerous others. Many of these organizations have been nationally recognized for their excellence. There is also a lively music scene featuring local and national artists of all genres.

The Allen County Public Library has an internationally-recognized reputation for its Genealogy Department, which is the second-largest repository for genealogical records in the country. The library has undergone a system-wide renovation and rebuilding program over the past several years and reopened its spectacular Main Branch in downtown Fort Wayne in January, 2007.

Downtown's primary entertainment center is the impressive Embassy Theater, built as a vaudeville and movie house in 1928, and later restored to its original glory. It is part of the National Registry of Historic Sites, and home to one of three existing Grand Page Theatre Organs. It is the primary performance venue for the Fort Wayne Philharmonic, and hosts Broadway and local theatre productions, concerts, weddings, receptions, community events, and the annual Festival of Trees as well.

Another active entertainment venue is the Arts United Center, designed by famed architect Louis Kahn and built in 1973. It is located downtown, between the Fort Wayne Museum of Art and Freimann Square, and hosts regular performances by the Fort Wayne Civic Theatre, the Fort Wayne Ballet and the Fort Wayne Philharmonic.

## RECREATION

National awards have been bestowed upon Fort Wayne's park system which encompasses 78 beautiful public parks and playgrounds covering 1,900 acres. The Lakeside Rose Garden, a national test garden for All-America Roses, is a magnet for flower-lovers and weddings, as is the Bridal Glen at Foster Park. Johnny Appleseed Park along the St. Joseph River contains the gravesite of John Chapman, the legendary Johnny Appleseed, and hosts the annual Johnny Appleseed Festival every September, which features high-quality arts and crafts, delicious food, and re-enactments of nineteenth-century frontier life.

The Fort Wayne Children's Zoo, recognized as one of the best children's zoos in the nation, is located at Franke Park, near the Foellinger Outdoor Theater. Among its highlights are the Indiana Farmstead, the African Veldt, the Australian Adventure, the Indonesian Rainforest and the one-of-a-kind Endangered Species carousel. A rare male orangutan, Dumadi, was born in the Indonesian Rainforest in October, 2006.

Sports opportunities abound in Fort Wayne, home to the Fort Wayne Komets of the United Hockey League, and the Fort Wayne Wizards, a San Diego Padres farm team. Semi-pro indoor football and basketball teams are also based into the city. The War Memorial Coliseum hosts a wide variety of sporting events from hockey to rodeo, racing, and wrestling.

Fort Wayne is the gateway to the famous northern Indiana lake region. Three hundred lakes, including Lake Wawasee, the state's largest natural lake, can be found within 50 miles of the city. Water lovers are also within 150 miles of Great Lakes Michigan and Erie.

Three Indiana State Parks, offering year-round recreational opportunities, also lie within 50 miles: Pokagon, Chain O'Lakes, and Ouabache. Pokagon's Potawatomi Inn lies on a hillside above Lake James, and is close to the Toboggan Slide, a regional winter destination. State recreational areas on the Mississinewa and Salamonie Reservoirs and at Roush Lake are also nearby.