



2010 Annual Report



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www.parkcenter.org

Mission:

The mission of Park Center is to restore lives. By partnering with consumers, we strive to support and facilitate their journey toward health.

a circle of support - renewing hope, restoring lives

Board Chairperson

I will soon leave my position as a member (and Chairperson) of Park Center's Board. Term limits mandate that after nine years on the Board, it is time to go and make room for someone with a fresh perspective.

In my final message to the Board, staff and community, I would like to share with you some closing thoughts. My role of being one of the leaders of the CIT program gives me an "up close" chance to observe what has happened in mental health in this community.

I have seen the community come together in many ways over the last nine years. During that time, the CIT program has matured, Judge Avery's Mental Health Court was implemented, and the role of the Carriage House has expanded. During my tenure, Park Center has built several apartment buildings, offering safe and supportive housing to over a hundred consumers. Additions services have expanded significantly and now provide immediate access. Linkages to DCS and juvenile courts have expanded, including new services at Redwoods. A partnership to integrate physical health has taken place in conjunction with Neighborhood Health. Linkages between Park Center and Parkview continue to grow stronger.

While all these system changes are interesting, they would mean nothing if it were not for the impact made on the life of consumers. Consumers are now seeing the Police as a support, instead of a threat. They are meeting their friends at the Carriage House and returning to their safe apartment. They are volunteering and getting jobs. In summary, their lives are being restored.

It has been a privilege to be a part of what has happened in this community. I want to sincerely thank the consumers, Board, staff and other community members who have all worked together to make this happen.

Dottie Davis, Board Chairperson

CEO

Retrenchment

We envision a future when everyone with a mental illness will recover, a future when mental illnesses can be prevented or cured, a future when mental illnesses are detected early, and a future when everyone with a mental illness at any stage of life has access to effective treatment and supports - essentials for living, working, learning, and participating fully in the community.

You have probably seen this quote before. It is the vision statement from the President's New Freedom Commission on Mental Illness and was released in 2003. The Commission's report was comprehensive and bold in setting goals. Yet over the last few years, funding for mental health centers around the country has generally decreased. In Indiana, the state's new funding mechanism has resulted in very significant losses for most centers, including Park Center. It seems rather odd to have bold and comprehensive goals for how services should be offered, and yet the funds to achieve those goals have been reduced. In light of the funding cut backs and with the goal of a stronger recovery focus, this last year has been one where Park Center has re-evaluated services, and "retrenched." Below are some possible ways that retrenchment might unfold as we move forward:

- For the next few years, we will have reduced revenue and fewer services for consumers. That dip in services will bottom out within a few years and gradually begin to bounce back. Our ability to expand services will be based on efficiency,
- We will work more closely with consumers to help them achieve the goals they set in the various roles of their lives – "living, working, learning, and participating fully in the community,"
- As we improve at helping consumers find a fuller life in the community, they will need us less and we will be able to reach out to an expanding client base.
- By 2014, parts of the recent health care reform legislation will kick in and a higher percentage of the population will have Medicaid, leading more people to our door.
- Park Center will likely form close relations with one or more Accountable Care Organizations, likely changing payment channels for Medicaid and Medicare clients by 2014.
- Over time, we will work with more consumers through their primary care physician office.
- Likewise, Park Center will expand the primary care provided here and we will become the "medical home" for many consumers.

Clearly there are many opportunities to reach out in new ways to provide care. Those will unfold over the next few years. Our task will be to integrate those macro funding trends with the profound efforts staff make each day to stand side by side as individual consumers work to improve their lives.

Paul Wilson, President and CEO

YEAR IN REVIEW

Returning an individual to a healthier state is the driving force behind Park Center's services. Despite a challenging fiscal environment, Park Center remains committed to a mental health recovery approach - the foundation of all services we provide. Our dedicated staff believes in the potential of every consumer.

The following are some highlights of FY 2010:

- In order to better serve our consumers, two of our adult residential group homes moved locations. The Haven House move into a remodeled building on our main campus location allows for consumers to make better use of the main Park Center service continuum, as well as providing for additional occupancy. The subsequent Quinn House move into the refurbished former Haven House provided a more accessible setting that was needed for the current residents.
 - Park Center was designated as one of the research sites for the Recovery After an Initial Schizophrenia Episode (RAISE) - a National Institute of Mental Health (NIMH) research project that seeks to fundamentally change the trajectory and prognosis of schizophrenia through coordinated and aggressive treatment in the earliest stages of the illness.
 - Park Center received a \$270,000 grant from the City of Fort Wayne for the prevention of homelessness. This grant was designed to provide temporary financial assistance and housing relocation/stabilization services to Park Center consumers who were at-risk of becoming homeless.
 - Further opportunity for integrated healthcare became a reality. Previously, one day per week of primary care physician services was available on-site at our main location, funded by a grant awarded to Neighborhood Health Clinics, Inc. As demand continued to increase for those services, an additional day per week was added to allow for further health care services to our consumers.
 - As programs continued to be modified to meet the 2010 Indiana Department of Mental Health and Addiction service guidelines, streamlining of services was a major theme in many departments. Fort Wayne Addictions was able to positively impact no-show and decrease wait times for appointments, as was Medical Services. As a result, increased efficiency was evidenced while maintaining a high level of care.
 - While seeking funds from the community, preparations for an affirmative business, Apple Spice Junction, were being pursued. 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 job opportunities for consumers. The projected opening is November of 2010.
- Other major activities included:
- Adjustment to the new billing codes and service packages.
 - Redesigning of programs according to the new system.
 - Shifting staff to align with the new programming.
 - Working within the new structures to further promote recovery.
 - Developing new protocols to guide treatment.
 - Explaining the new system to our consumers, while continuing to provide great service.



2010 FINANCIAL STATEMENT

ASSETS

OPERATING FUND:

| | |
|-----------------------------|------------------|
| Cash & Investments | \$5,304,484 |
| Net Client Accounts Recv | 1,422,254 |
| Other Receivables | 963,845 |
| Inventories and Prepaid Exp | 341,587 |
| Due from other Funds | 50,000 |
| Property and Equipment | <u>5,858,528</u> |
| Net of Accum Deprec | |
| Total Operating Fund | \$13,940,698 |

DESIGNATED FUNDS:

| | |
|---------------------------------|-----------|
| Replacement and Expansion Fund: | 1,750,626 |
| Cash and Investments | 84,824 |
| Projects in Progress | 513 |
| Due from Other Funds & A/R | |

Specific Purpose Funds:

| | |
|----------------------|-----------|
| Cash and Investments | 2,401,467 |
| Accounts Receivable | 0 |
| Due from Other Funds | 0 |

Total Center Assets \$18,178,128

LIABILITIES

OPERATING FUND:

| | |
|-------------------------------------|------------------|
| Accounts Payable and Long-Term Debt | \$1,086,693 |
| Accrued Compensation (PTO, etc) | 1,776,538 |
| Deferred Income | 150,000 |
| Due to Restricted Funds | 481 |
| Long-Term Debt | 2,067,500 |
| Net Assets | <u>8,859,486</u> |
| Total Operating Fund | \$13,940,698 |

DESIGNATED FUNDS:

| | |
|--|-----------|
| Replacement and Expansion Fund: | 6,325 |
| Accounts Payable and Due to Operating Fund | 1,807 |
| Net Assets | 7,843 |
| Net Assets | 50,000 |
| | 1,785,963 |

Specific Purpose Funds:

| | |
|--|-----------|
| Accounts Payable and Due to Operating Fund | 0 |
| Net Assets | 2,401,467 |

Total Center Liabilities & Net Assets \$18,178,128

REVENUE/EXPENSES

REVENUE:

| | |
|----------------------------------|--------------------|
| Gross Charges | \$22,578,466 |
| Less: Charity Care & Contractual | <u>(7,873,977)</u> |
| Net Service Revenue | \$14,704,489 |

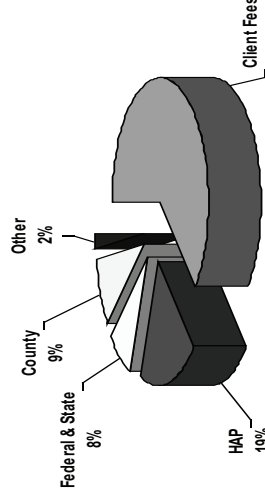
EXPENSES:

| | |
|-------------------------------|------------------|
| Salaries, Wages, & Fringe | \$17,482,542 |
| Bldg. & Interest Expense | 1,063,747 |
| Purchased Services | 1,654,828 |
| Office Exp. & Misc. | 620,202 |
| Provision for Bad Debt | 582,028 |
| Depreciation Expense | 861,304 |
| Operation Exp. & Travel | <u>1,633,575</u> |
| Total Operating Expenses | \$23,898,226 |
| Net Service Revenue Over Exp. | (\$9,193,737) |

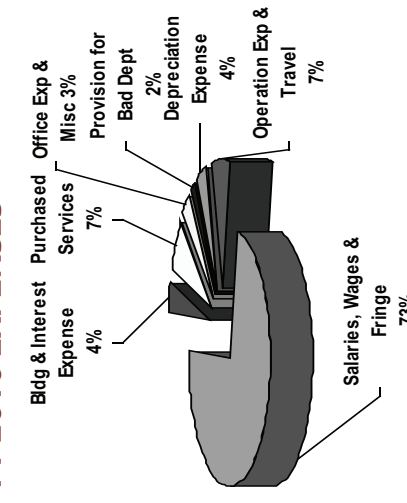
NON-SERVICE REVENUE:

| | |
|--|----------------|
| Government Funding | \$8,350,398 |
| Local, Interest, Contributions & Other | <u>489,501</u> |
| Change in Net Assets (Loss) | (\$353,838) |

FY 2010 REVENUE



FY 2010 EXPENSES



CONSUMER SERVICES/STATISTICS

SERVICES PROVIDED

UNITS OF SERVICE:

| | 2008 | 2009 | 2010 |
|------------------------------------|---------|--------|--------|
| C & E Hours | 1,841 | 1,593 | 1,799 |
| Day Treatment Days | 31,993 | 32,746 | 25,019 |
| Residential Days | 46,282 | 48,349 | 45,966 |
| Inpatient Days | 4,946 | 4,242 | 4,296 |
| Outpatient & Case Management Hours | 111,674 | 99,169 | 90,236 |

TOTAL PEOPLE SERVED:

| | |
|-----------------|-------|
| Mental Health | 6,325 |
| Substance Abuse | 1,807 |
| Total | 8,053 |

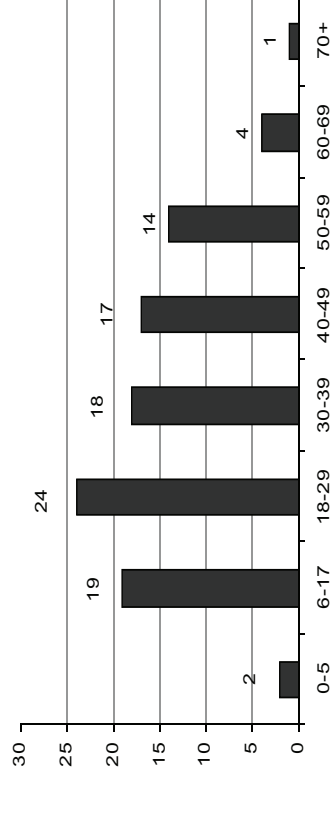
INCOME

| | |
|---------------------|-----|
| 0 - \$10,800 | 80% |
| \$10,801 - \$21,600 | 12% |
| \$21,601 - \$27,000 | 3% |
| \$27,001 and above | 5% |

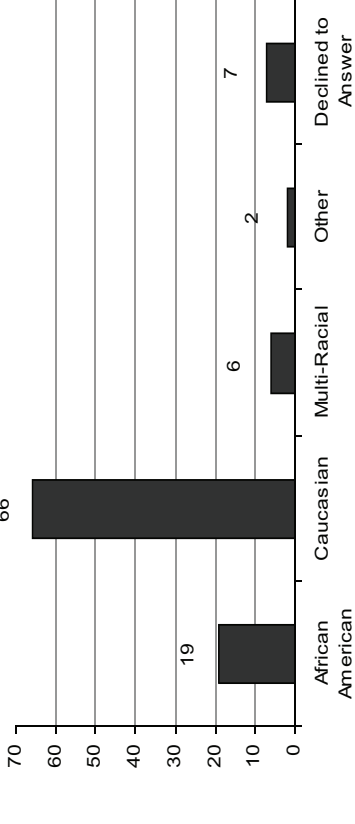
GENDER

| | |
|--------|-----|
| Male | 51% |
| Female | 49% |

AGE (percent)



RACE (percent)



FY 2010 BOARD OF DIRECTORS

Deputy Chief Dottie Davis, Chairperson
Phillip Tyndall, MD, Vice Chairperson

Carolyn Brody
Bill Brown
Lanni Connelly
Rikki Goldstein

Teresa Hatten
Larry Mayers
Brad Nussbaum
Bill Seck

Tom Hannie, Secretary

Warren Stuart
Greg Werich
Renetta Williams
Paul Wilson

EXECUTIVE MANAGEMENT

Paul Wilson, MSSW, MHA, President, CEO
Brad Altevogt, MPA, VP Administrative Services
Rebecca Bouse, BS, CFO
Ina Carlson, Ph.D., VP Child & Adult Services
Brian Flesch, MSW, VP Managed Care Services
Richard Hite, Ph.D., VP Adult Community Services
Larry Lambertson, MD, Medical Director
Roxsandra McFarthing, MSW, VP Corporate Services