EXECUTIVE SUMMARY

BLACK HILLS MENTAL HEALTH AND SUBSTANCE ABUSE SYSTEMS CHANGE COLLABORATIVE
<table>
<thead>
<tr>
<th>Collaborative Planning Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavior Management Systems</td>
</tr>
<tr>
<td>Catholic Social Services</td>
</tr>
<tr>
<td>City/County Alcohol Drug</td>
</tr>
<tr>
<td>Cornerstone Rescue Mission</td>
</tr>
<tr>
<td>Community Health of the Black Hills</td>
</tr>
<tr>
<td>Community Services Connection</td>
</tr>
<tr>
<td>Department of Corrections</td>
</tr>
<tr>
<td>Department of Social Services</td>
</tr>
<tr>
<td>Ft. Meade VA</td>
</tr>
<tr>
<td>Front Porch Coalition</td>
</tr>
<tr>
<td>Governors Kids Cabinet</td>
</tr>
<tr>
<td>John T. Vucurevich Foundation</td>
</tr>
<tr>
<td>Juvenile Services Center</td>
</tr>
<tr>
<td>Lifeways</td>
</tr>
<tr>
<td>Lutheran Social Services</td>
</tr>
<tr>
<td>NAMI</td>
</tr>
<tr>
<td>Northern Hills Alcohol and Drug</td>
</tr>
<tr>
<td>Pennington County Health and Human Services</td>
</tr>
<tr>
<td>Pennington County Juvenile Diversion</td>
</tr>
<tr>
<td>Pennington County Sheriff</td>
</tr>
<tr>
<td>Rapid City, SD City Council</td>
</tr>
<tr>
<td>Rapid City Community Development</td>
</tr>
<tr>
<td>Rapid City Police Department</td>
</tr>
<tr>
<td>Rapid City Regional Hospital Behavioral Health Center</td>
</tr>
<tr>
<td>Rapid City Regional Hospital Emergency Department</td>
</tr>
<tr>
<td>Regional Health</td>
</tr>
<tr>
<td>Rapid City School District &amp; Prevention Program</td>
</tr>
<tr>
<td>SANI-T</td>
</tr>
<tr>
<td>South Dakota Advocacy</td>
</tr>
<tr>
<td>South Dakota Co-Occurring Disorder Initiative</td>
</tr>
<tr>
<td>South Dakota School of Mines and Technology</td>
</tr>
<tr>
<td>South Dakota Voices for Children</td>
</tr>
<tr>
<td>Southern Hills Alcohol and Drug</td>
</tr>
<tr>
<td>Teton Coalition</td>
</tr>
<tr>
<td>Unified Judicial System</td>
</tr>
<tr>
<td>United Way of the Black Hills</td>
</tr>
<tr>
<td>Volunteers of America</td>
</tr>
<tr>
<td>Wellspring</td>
</tr>
<tr>
<td>Western Prevention Resource Center</td>
</tr>
<tr>
<td>Youth and Family Services</td>
</tr>
</tbody>
</table>
History and Vision of the Black Hills Mental Health/Substance Abuse Systems Change Collaborative

The Black Hills Mental Health/Substance Abuse Systems Change Collaborative (The Collaborative) was initiated by the John T. Vucurevich Foundation (JTVF) in response to a January 2007 Black Hills Community Needs Assessment. The report indicated serious gaps in access to mental health and substance abuse services for low and middle-income people and uncovered alarming suicide rates in Butte, Lawrence, Meade and Pennington counties.

These issues were not necessarily new, but they had not historically been addressed in a systematic way. Various, but nascent, systems changes were underway at the South Dakota Department of Human Services, and Rapid City had adopted a National League of Cities Platform, Strengthening Families and Improving Outcomes for Children and Families (Mayor’s Task Force on Strengthening Families), which included mental health and substance abuse provisions. As a result, a number of discrete community initiatives in the Rapid City area were identifying system-wide issues and simultaneously developing their own approaches to fill gaps in services. Staff from JTVF attended many of these respective meetings and determined that these disparate efforts needed to be coordinated to have the greatest impact on the community.

In 2008, the Board of JTVF authorized a planning grant to convene key stakeholders to identify areas for systems change, policy and knowledge development, public engagement and evaluation of the mental health/substance abuse systems in Western South Dakota. Modeled after a similar services coordination project in Larimer County, Colorado, 48 people representing 36 diverse agencies came together to develop an organized approach (“The Plan”) to improve access to affordable and effective mental health and substance abuse services in the area. The plan neither duplicates nor eliminates any ongoing efforts, but corrals the resources and expertise of key leaders to create a more responsive mental health and substance abuse service delivery system in Western South Dakota. Thus, the Collaborative was born, and took shape in the form of four committees with diverse membership: Service Infrastructure, Service Collaboration, Prevention and Family Advocacy.

THE WORK OF THE COLLABORATIVE
JTVF facilitated the committees to develop a mission and priority focus areas as part of The Plan, and assisted the Collaborative in raising funds. The
strategic work of the Collaborative gained the attention of the Bush Foundation as they prepared to launch their “Goals for a Decade.” The Bush Foundation was looking for partners to help them achieve one of its new goals – develop courageous leaders to engage entire communities to solve their own problems. The result is now a partnership between JTVF and the Bush Foundation with an investment from the Bush Foundation to develop the infrastructure of the Collaborative.

To date, the four committees have achieved varying degrees of fundraising, planning and execution activities. The major work of the Collaborative culminated in the establishment of a 24-Hour Crisis Care Center in Rapid City designed to eliminate the “revolving door” of care for mental health and substance abuse patients and ensure a person can enter the system with the right service, at the right time, and at the right price.

1,147 of 1,391 (82%) of people held through involuntary commitments in 2008 were released in less than 24 hours, creating this revolving door within the mental health/substance abuse system. People suffering from these illnesses moved through their crisis in the hospital, jail and detox or received no care at all. In response to the overwhelming need for improved access and referral for mental health/substance abuse services identified through the planning process, the Collaborative has established a 24-Hour Mental Health and Substance Abuse Assessment and Crisis Intervention Center (24-Hour Crisis Center) to increase access and referral of appropriate services. Care is coordinated among law enforcement, medical teams and mental health professionals and addresses the medical, financial, social services, housing and transportation needs of patients to improve recovery outcomes.

**OBJECTIVES:**

1. Reduce inappropriate admissions to the hospital, jail, and detox;
2. Improve access to after-crisis follow-up and mental health and substance abuse treatment;
3. Improve service integration and coordination among agencies and providers to help patients better navigate complex systems;
4. Improve awareness about and access to services to assist people in entering the health care system for mental health and substance abuse services prior to the crisis state.

On January 31, 2011, the Crisis Care Center saw its first patient. While the Crisis Care Center is a major cornerstone for the systemic improvements that will take place in the coming months and years, it is truly the collective work of all the members of the Committees in the Collaborative that will determine the success of the Crisis Care Center and make the necessary changes to improve the lives of some of our most vulnerable people in western South Dakota. The mission and goals of these Committees are included in this report. 
**Service Infrastructure Committee**

Mission:
Take action to develop a responsive mental health/substance abuse system that will sustain and promote resources for prevention and service collaboration to strengthen and empower individuals and families in Rapid City.

Goals:
» Develop integrated demographic needs assessment
» Implement a Community Education Plan
» Develop Public Policy Plan to better align regulatory and funding policy

**Service Coordination and Systems Change Committee**

Mission:
Ensure collaboration, coordination and integration of sustainable partnerships in providing easily accessible mental health/substance abuse services to empower and strengthen families and individuals in Rapid City to achieve their highest potential.

Goals:
» Evaluate access to services
» Improve consistency of collaboration and integration between agencies
» Develop client needs assessment
» Identify training needs for agencies to implement systems change

**Prevention Committee**

Mission:
Support intentional unified community efforts through a comprehensive and collaborative prevention and wellness framework that empowers and strengthens families in Rapid City: “ONE VOICE” in Prevention.

Goals:
» Improve knowledge and collaboration of prevention resources and issues among prevention providers, other agencies and the general public
» Identify, prioritize and educate current high need issues and the risk and protective factors to focus prevention and wellness efforts
» Improve screening and early detection of suicide risk factors
» Improve early intervention rates and have crisis options available
» Ensure follow-up processes are established and implemented

**Family Advocacy Committee**

Mission:
Provide support and education to individuals and families giving them a voice in the access and delivery of behavioral health services leading to positive outcomes both personally and systemically.

Goals:
» Serve as a resource for individuals and families looking for education, information, services and support
» Increase public awareness of the Parent Support Group and resources available
» Identify and train advocates in specialty areas to assist in a peer support system
» Help families be part of decision making at all levels by being the point of contact for a collective voice and a feedback loop to providers
» Advocate for systemic, legislative and/or funding changes to benefit families

*All the members of the Committees in the Collaborative will determine the success of the Crisis Care Center and make the necessary changes to improve the lives of some of our most vulnerable people in western South Dakota.*
Moving Forward in 2011 and Beyond

A Community Engagement Plan will be developed in 2011 to bring other community stakeholders into the work of the Crisis Care Center, and to help hone the identity, purpose and success of the Collaborative’s initiatives and intended outcomes. Stakeholders may include additional representatives from the medical and judicial fields, Indian Health Service, South Dakota Department of Social Services and Human Services, Human Services Center, potential funding partners, county commissioners and city representatives outside of Pennington County and Rapid City, as well as the direct consumers and potential consumers of services.

The level of passion, energy and commitment of the members of the Collaborative is inspiring and they have accomplished much since the first planning meeting in 2008. But there is much left to do. The Collaborative will constantly evolve and change in membership and committee structure as projects are implemented and new projects identified to help build a sustainable model where a broad and diverse range of stakeholders, including funders, take ownership of problems and work collaboratively to influence change.
Committee Members of the Black Hills Mental Health/Substance Abuse Systems Change Collaborative

**SERVICE INFRASTRUCTURE COMMITTEE**

**FACILITATOR:** Sandy Diegel, Executive Director, John T. Vucurevich Foundation

**INITIAL MEMBERS:**

» **Katie Bray**, Assistant Superintendent, Rapid City Schools

» **Kay Ermish**, Coordinator, SD Co-Occurring Initiative

» **Mary Wood Fossen**, Executive Director, Northern Hills Alcohol and Drug

» **Doug Herrmann**, Administrator, Dept. of Corrections – West River

» **Don Holloway**, then Pennington County Sheriff

» **Crystal Jordan**, then CEO, Community Health of the Black Hills

» **Jim Kinyon**, Executive Director, Catholic Social Services

» **Carla LeVeque**, then Administrator, Juvenile Service Center

» **Renee Parker**, Executive Director, United Way of the Black Hills

» **Karen Romey**, Administrator, Pennington County Health and Human Services

» **Alan Solano**, CEO, Behavior Management Systems

» **Heather Smith**, Vice President of Professional Services, Rapid City Regional Hospital

» **Merton Tice**, then Circuit Court Judge

» **Judd Thompson**, Chief Court Service Officer, Unified Judicial System

» **Jay Van Hunnik**, Executive Director, Wellspring
**CRISIS CARE CENTER STEERING COMMITTEE:**

» **Alan Solano**, CEO, Behavior Management Systems
» **Heather Smith**, VP Professional Services, Rapid City Regional Hospital and then Acting CEO of Community Health of the Black Hills
» **Karen Romey**, Administrator, Pennington County Health and Human Services
» **Don Holloway**, Pennington County Commissioner
» **Steve Allender**, Rapid City Police Chief
» **Sandy Diegel**, Executive Director, JTVF
» **Tim Trithart**, CEO, Community Health of the Black Hills
» **Kevin Thom**, Pennington County Sheriff

**CRISIS CARE CENTER PLANNING AND IMPLEMENTATION TEAM MEMBERS:**

» **Lead Agency, Behavior Management Systems**
  - Alan Solano, CEO
  - Randy Allen, Clinical Director
  - Teri Corrigan, Project Manager

» **Regional Health/Rapid City Regional Hospital**
  - Heather Smith, VP Professional Services
  - Dr. Mark Garry, Psychiatrist
  - Dr. Jim Gilbert, Director Emergency Department
  - Janel Brown, Director Regional Behavioral Health
  - John Carlson, Coordinator of Social Services
  - Louie Feterl, Director of Emergency Services

» **Pennington County**
  - Karen Romey, Administrator, Health and Human Services
  - Don Holloway, County Commissioner
  - Brenda Boetel, Director, City/County Alcohol/Drug
  - Jay Alderman, State’s Attorney
  - Kevin Thom, Sheriff
  - Brian Mueller, Chief Deputy

» **Community Health Center of the Black Hills**
  - Tim Trithart, CEO

» **Rapid City Police Department**
  - Steve Allender, Police Chief
  - Karl Jegeris Lieutenant

» **MH/SA Providers**
  - Alan McCoy, West River Coordinator, LSS
  - Burke Eilers, Director of Counseling Center, YFS
  - Jay Van Hunnik, Executive Director, Wellspring
  - Jim Kinyon, Executive Director, CSS
  - Paulette Cuny, Social Worker, IHS

» **Cornerstone Mission**
  - Jim Castleberry, Executive Director
  - Andrea Denke, Program Director

» **Funding Partners (JTVF)**
  - Sandy Diegel, Executive Director
  - Alys Ratigan, Collaborative Coordinator

» **Referrals In Team:** Lead–Dr. Mark Garry, Alan McCoy, Randy Allen, Dr. Robert Phares (Ft. Meade VA), Don Holloway, Steve Allender, Brenda Boetel, Jay Alderman

» **Referrals Out Team:** Lead–Tim Trithart, Alan McCoy, Alan Solano, Brenda Boetel, Jay Van Hunnik, Burke Eilers, Jim Kinyon, Andrea Denke, John Carlson, Karen Romey

» **Medical Triage Team Members:** Lead–Dr. Jim Gilbert, Dr. Mark Garry, Heather Smith, Janel Brown, Louie Feterl, Lisa Field (BMS psychiatric nurse)
SERVICE COORDINATION AND SYSTEMS CHANGE COMMITTEE

FACILITATOR: Sandy Diegel, Executive Director, John T. Vucurevich Foundation

INITIAL MEMBERS:
- Tammi Archbold, Dept. of Corrections
- Doug Austin, Counselor, Southern Hills Alcohol Drug
- Randy Allen, Clinical Director, Behavior Management Systems
- Brenda Boetel, Director, City/County Alcohol/Drug
- John Carlson, Coordinator of Social Services, Regional Behavioral Health
- Kay Ermish, Coordinator of the SD Co-Occurring Initiative
- Crystal Jordan, then CEO, Community Health of the Black Hills
- Eileen Leir, Director of Western Region Services, Volunteers of America
- Carla LeVeque, then Administrator, Juvenile Service Center
- Alan McCoy, West River Coordinator, Lutheran Social Services
- Laurette Pourier, Director SANI-T (Society for Advancement of Native Interests Today)
- Karen Romey, Administrator, Pennington County Health and Human Services
- Jim Ruhe, Family Pathways Director, Behavior Management Systems
- Judd Thompson, Chief Court Service Officer, Unified Judicial System
- Jay Van Hunnik, Executive Director, Wellspring
- LuAnn Van Hunnik, West River Supervisor, Department of Social Services
- Cindy Wald, Social Worker Rapid City School District
- Paula Wilkinson-Smith, Executive Director, Lifeways

PREVENTION COMMITTEE

FACILITATOR: Sandy Diegel, Executive Director, John T. Vucurevich Foundation

INITIAL MEMBERS:
- Vonnie Ackerman, Coordinator for Western Prevention Resource Center at Youth and Family Services
- Rebecca Andrew, then West River Coordinator, SD Voices for Children
- Michelle Brink, Juvenile Diversion
- Harriet Brings, Counselor, Rapid City Schools Indian Education
- Linda Colhoff Glover, Prevention Specialist, City/County Alcohol & Drug
- Stephanie Schweitzer Dixon, Executive Director, Front Porch Coalition
- Nancy Fleming, Counselor, Suicide Awareness Partnership Program
- Gail Gray, Dept. of Health, Governors’ Kids Cabinet
- Jill Krush, Counselor, Lifeways
- Lloyd LaCroix, Rapid City Councilman
- Eileen Leir, Director Western Region Services, Volunteers of America
- Tammy Lunderman, SANI-T
- Jolie McCoy, Counselor, SD School of Mines and Technology
- Helen Merriman, Prevention Specialist, Catholic Social Services
- Crystal Mulloy, Prevention Specialist, Western Prevention Resource Center
- Pam Teaney Thomas, Prevention Specialist for the RC Schools
- Paula Wilkinson-Smith, Executive Director, Lifeways

SUICIDE PREVENTION TASKFORCE:
- Stephanie Schweitzer Dixon, Front Porch Coalition, Facilitator
- Crystal Hatcher, Youth, Front Porch Coalition Volunteer
- Patti Martinson, Black Hills Center for Equality & Suicide Survivor
- Mike Maltaverne, Rapid City Fire Chief
- Lee Sasse, Ellsworth Air Force Base Mental Health Department
- Morgan Hippen and Cheryl Michals, Ft. Meade VA Medical Center Suicide Prevention
- Alan McCoy, Lutheran Social Services
- Tamie McMeeken, Juvenile Intensive Probation Court Services
- Alan Solano, Behavior Management Systems
- Joe and Suzelle Johnston, Sanctuary Ridge Suicide Intervention Training
- Alys Ratigan, John T. Vucurevich Foundation Collaborative Coordinator
- Bill Langston, Douglas High School
- Sean Binder, Pennington County Juvenile Diversion Program
- Jolie McCoy, SD School of Mines and Technology
- Marty Graves, Pennington County Sheriff’s Office
- Kathy Kandt, Angola Himalaya, Roger Blair, Black Hills Center for Equality
- Burke Eilers, YFS Counseling and Western Prevention Resource Center
- Shawna Fullerton and Crystal Greving, SD Division of Mental Health
SUICIDE PREVENTION TASKFORCE, continued:

» **Dr. Fred Magnavito**, Psychologist, Pennington County Sheriff’s Office/RC Police Dept.
» **Jada Johns**, Director Psychological Services, SD National Guard
» **Lt. Col. Harvey L. Fitzgerald**, SD National Guard
» **Dr. Jeff Henderson**, Black Hills Center for American Indian Health
» **Dr. Mark Garry**, Psychiatrist
» **Jay Van Hunnik**, Wellspring
» **Steve Allender**, Rapid City Police Chief
» **Peggy Schlechter**, National American University
» **Ted Huffman**, Minister, UCC Church of Christ
» **Bruce Herrboldt**, Minister, South Park UCC Church
» **Beth Eilers**, Lifeways
» **Shawn Hayford**, YMCA
» **Scott Bader**, Club for Boys
» **Melissa Lowe**, Wellspring
» **Dr. Mark Kjellerson**, Ellsworth Air Force Base Family Readiness Center
» **Cathy Larsen**, Catholic Social Services
» **Janel Brown**, Regional Behavioral Health Center
» **Carrie Robley**, YFS, Girls Inc.
» **Sam Kooiker**, Rapid City Councilman
» **Jordan Mason**, Rapid City Councilman
» **Tanya Fritz**, Children’s Home Society
» **Monique M. Giago**, Black Hills Center for American Indian Health

FAMILY ADVOCACY COMMITTEE

FACILITATOR: Alys Ratigan, Collaborative Coordinator, John T. Vucurevich Foundation

INITIAL MEMBERS:

» **Martha Anderson**, Parent/Advocate
» **Dannie Dosch**, Parent/Advocate & Catholic Social Services
» **Burke Eilers**, Youth & Family Services
» **Tommie Leenknecht**, Parent/Advocate & NAMI
» **Dianna Marshall**, South Dakota Advocacy
» **Tamie McMeeken**, Court Services
» **Nicole Prairie Chicken**, SANI-T
» **Stephanie Schweitzer Dixon**, Parent/Advocate & Front Porch Coalition
» **Monica Sewell**, Parent/Advocate
Funding support to establish the Collaborative: John T. Vucurevich Foundation & Bush Foundation

The John T. Vucurevich Foundation honors and builds on the personal legacy of giving of John T. Vucurevich by facilitating solutions to key challenges facing South Dakota and the Black Hills Region in the areas of arts, education and health and human services. JTVF provides funding and human resources to make a greater impact on the community through a collaborative approach that creates a sense of shared responsibility among partners and promotes long-term change.

www.jtvf.org

The Bush Foundation was established in 1953 by 3M executive Archibald Bush and his wife, Edyth. The Foundation strives to be a catalyst to shape vibrant communities in Minnesota, North Dakota, South Dakota and the 23 Native nations that share the same geography, by investing in courageous and effective leadership that significantly strengthens and improves the well-being of people in these areas.

Since 2008, the Bush Foundation has been pursuing its Goals for a Decade-to develop courageous leaders and engage entire communities in solving problems, to increase educational achievement and to support the self-determination of Native nations.

www.bushfoundation.org
“The Crisis Care Center is a great need for Rapid City. The efforts put forth are without a doubt worth it. We all benefited: in its preparation, the creative energy, the networking, and being able to take a look at the universe of the needs in Rapid City in one of the broadest and most collaborative efforts in which it has been my pleasure to be a part. I know the effort is not at an end, but at its beginning. The wealth of talent, ideas and especially the willingness of each to cooperate and to learn from one another is the real benefit of your efforts, which has already, and will in the future be rewarding.”

— MERTON B. TICE, JR., JUDGE (RET.) AND COLLABORATIVE MEMBER