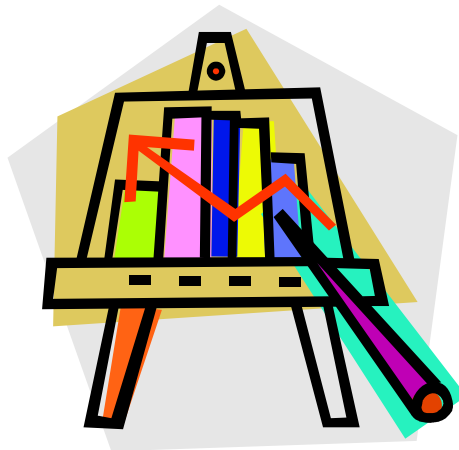


Impact of Economic Uncertainty on Community Mental Health Providers



ORGANIZATION NAME: _____

Return Completed Survey To:

Helen Anne Sweeney
Ohio Department of Mental Health
Office of Research and Evaluation Room 819
30 East Broad Street
Columbus OH 43215

**Ohio Department of Mental Health (ODMH)
Survey Instructions
Community Mental Health Agencies**

Thank you in advance for completing the following ODMH survey that focuses on how challenging economic times are affecting community mental health agencies.

Instructions

Please answer the questions to the best of your ability. Keep in mind that there are not any right or wrong answers. We value your input and are eager to learn what you have to tell us.

This survey should take between 60 and 90 minutes to complete. In responding, feel free to confer with others in your organization or consult your records. Also, remember that your responses will be kept confidential; any data reported will be in aggregate. If you prefer not to answer a particular question, please leave it blank.

As you will see, there are three sections in the survey:

- I. Agency Demographic Information (general background items about the agency),
- II. Resources (items concerning the agency's general, financial, personnel, and service resources), and
- III. Strategies (items about the agency's approaches to staff, services and operations).

Please complete all sections of the survey and return it in the addressed, business reply envelope within 15 working days. Please write or print legibly. If you have any questions or do not wish to participate, please contact Helen Anne Sweeney at 614.466.9981 or HelenAnne.Sweeney@mh.ohio.gov.

Again, thank you for your participation in this ODMH Office of Research and Evaluation study. We will share the results of the study with you when it is complete. We expect this study will make an important contribution to understanding the financial challenges of mental health organizations.

Section I. Agency Demographics Information

For Section I, please write-in or circle your response(s).

1	What is the size of the agency's total annual operating budget?	<i>Check one response.</i>												
		<table border="1" style="width: 100%; border-collapse: collapse; margin: 0 auto;"> <tr> <th style="width: 16.6%;">Less than \$2.7 million</th> <th style="width: 16.6%;">\$2.7 million to \$7.9 million</th> <th style="width: 16.6%;">\$8.0 million to \$11.9 million</th> <th style="width: 16.6%;">\$12.0 million to \$19.9 million</th> <th style="width: 16.6%;">\$20.0 million or greater</th> <th style="width: 16.6%;">Don't Know</th> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>	Less than \$2.7 million	\$2.7 million to \$7.9 million	\$8.0 million to \$11.9 million	\$12.0 million to \$19.9 million	\$20.0 million or greater	Don't Know						
Less than \$2.7 million	\$2.7 million to \$7.9 million	\$8.0 million to \$11.9 million	\$12.0 million to \$19.9 million	\$20.0 million or greater	Don't Know									
2	How long have you worked for the agency?	____/____ (Years/Months)												
3	How long have you been the CFO of the agency?	____/____ (Years/Months)												
4	Is the agency operating with a current allocation plan?	<i>Circle one response.</i> Yes No Don't Know												
4a	If "Yes" to Question 4, when is the last time it was updated?	____/____ Month)/(Year)												

5 **The decision-making process used by the agency's top management team can be best characterized as:**

Characteristic	Yes/No/Don't Know (DK)		
	<i>Circle one response for each characteristic.</i>		
Rule-oriented	Yes	No	DK
Interactive	Yes	No	DK
Participative	Yes	No	DK
Democratic	Yes	No	DK
Authoritative	Yes	No	DK
Consensus-building	Yes	No	DK
Facilitative	Yes	No	DK

Section I. Agency Demographics Information

6 **When making decisions and dealing with important issues, the agency's top management team:**

	Yes/No/Don't Know (DK) <i>Circle one response for each statement.</i>		
Follows written rules and procedures when addressing an important issue.	Yes	No	DK
Forms committees, such as ad hoc task groups, to deal with important issues.	Yes	No	DK
Has all top manager team members participate in decision making on important issues on a regular basis.	Yes	No	DK
Typically has one or two people on the top management team handle important issues.	Yes	No	DK
Has a free and open exchange of ideas among team members about any important issues.	Yes	No	DK

7 **With regard to external developments, problems, crises, or events, the agency:**

	Yes/No/Don't Know (DK) <i>Circle one response for each statement.</i>		
Actively collects information (e.g., regulations, best practices, technology, and fiscal data).	Yes	No	DK
Has internal experts that collect and analyze information.	Yes	No	DK
Only collects information that may potentially affect the agency.	Yes	No	DK
Collects information on a regular basis that may or may not potentially affect business operations.	Yes	No	DK
Has access to external experts that provide information.	Yes	No	DK
Monitors changes on a continuous basis.	Yes	No	DK
Have subordinates that intensively use information (e.g., regulations, best practices, technology, fiscal data) that is collected from external sources.	Yes	No	DK

Section II. Resources

Part A: General Resource Questions

For *Section II, Part A*, please indicate your level of agreement with the following statements. Circle the number that most closely reflects your response using the scale below.

Strongly Disagree (SD)	Disagree (D)	Somewhat Disagree (SWD)	Neither Agree Or Disagree (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)	Don't Know (DK)	Not Applicable (NA)					
1	2	3	4	5	6	7	DK	NA					
The agency:					<i>Circle one response for each statement.</i>								
					SD	D	SWD	N	SWA	A	SA	DK	NA
8	Has a choice about whether or not to address economic situations.				1	2	3	4	5	6	7	DK	NA
9	Relies on in-house experts to help address economic situations.				1	2	3	4	5	6	7	DK	NA
10	Has access to resources that can be used to resolve most economic situations.				1	2	3	4	5	6	7	DK	NA
11	Manages most economic situations instead of economic situations managing it.				1	2	3	4	5	6	7	DK	NA
12	Thinks that most economic situations can be controlled.				1	2	3	4	5	6	7	DK	NA
13	Is constrained in its ability to manage economic situations by other organizations, groups, or individuals.				1	2	3	4	5	6	7	DK	NA
14	Relies on outside experts to address most economic situations.				1	2	3	4	5	6	7	DK	NA
15	Feels that economic situations will be resolved as a matter of chance.				1	2	3	4	5	6	7	DK	NA
16	Seems to be in a better financial position to respond to economic situations than other mental health agencies.				1	2	3	4	5	6	7	DK	NA
17	Has been able to set money aside for emergencies.				1	2	3	4	5	6	7	DK	NA
18	Cannot generate spare funds regardless of how carefully resources (e.g., staff, technology, training, funding) are managed.				1	2	3	4	5	6	7	DK	NA
19	Has found that its level of funding is not keeping pace with the rising costs of mental health care delivery.				1	2	3	4	5	6	7	DK	NA
20	Must frequently change the way services are delivered in order to be competitive with other mental health providers.				1	2	3	4	5	6	7	DK	NA
21	Manages to find extra resources that allow staff to try out some new services and programming concepts.				1	2	3	4	5	6	7	DK	NA
22	Cuts key programs and services because of lack of funds.				1	2	3	4	5	6	7	DK	NA
23	Does not have excess funds to allow staff to experiment with new programs and services.				1	2	3	4	5	6	7	DK	NA
24	Frequently changes technology in order to stay competitive.				1	2	3	4	5	6	7	DK	NA
25	Is struggling to survive financially.				1	2	3	4	5	6	7	DK	NA
26	Is in a state of decline.				1	2	3	4	5	6	7	DK	NA

Section II. Resources

Part B: Financial Resources

For Section II, Part B, please write-in or circle your response(s) regarding the agency's financial resources.

Please indicate your level of agreement with the following statements. Circle the number that number that most closely reflects your response using the scale below.

Better Off (B)	Somewhat Better Off (SB)	Slightly Better Off (SLB)	About the Same (A)	Slightly Worse (SL)	Somewhat Worse (SW)	Worse Off (W)	Don't Know (DK)	Not Applicable (NA)					
<i>Circle one response for each statement.</i>													
	B	SB	SLB	A	SLW	SW	W	DK	NA				
27	Compared to other mental health agencies, the agency's finances seem to be:				1	2	3	4	5	6	7	DK	NA
28	When compared to FY 2009, the agency's ability to acquire resources (e.g., staff, technology, training, funding) over the next 12 months is expected to be:				1	2	3	4	5	6	7	DK	NA
29	Does the agency have a bank line of credit to help manage cash flow?				<i>Circle one response.</i>								
					Yes		No		Don't Know				
29a	If you answered "Yes" to Question 29, over the last 12 months, has the bank changed the line of credit terms in any of the following ways:				<i>Circle all that apply.</i>								
					1. Pulled line of credit 2. Raised interest rates 3. Lowered the credit limit 4. Other (Please specify): 5. Don't Know 6. Not Applicable								

30 In the last 12 months, with respect to the agency's finances, I have been:

	Yes/No/Don't Know		
	<i>Circle one response for each statement.</i>		
Very concerned	Yes	No	Don't Know
Content	Yes	No	Don't Know
Worried	Yes	No	Don't Know
Frustrated	Yes	No	Don't Know
Pleased	Yes	No	Don't Know
Relieved	Yes	No	Don't Know

Section II. Resources

Part B: Financial Resources

31 **How will changes in the Medicaid fee schedule affect the agency's ability to deliver services in the next 12 months?**

32 **How will changes in the Medicaid fee schedule impact the agency's administrative burden?**

Section II. Resources
Part B: Financial Resources

33 In the table below for FY 2010, please indicate the agency's funding sources.

- 1) For FY 2009, identify whether the agency had the funding source.
- 2) For *Increase/Decrease/Remain Unchanged*, circle the response that indicates the direction of change for the funding source from FY 2009 to FY 2010.
- 3) For *% Change from FY 2009*, enter the estimated percent of the change from FY 2009 to FY 2010.

Funding Source	(1) Had Funding Source in FY 2009 Yes/No/Don't Know <i>Circle one response for each funding source.</i>	(2) Change from FY 2009 to FY 2010 Increase/Decrease/ No Change/Don't Know (DK) <i>Circle one response for each funding source.</i>	(3) % Change from FY 2009 to FY 2010 <i>Enter %.</i>
Local MH Board	Yes No DK	Increase Decrease No Change DK	
Endowments	Yes No DK	Increase Decrease No Change DK	
Donations	Yes No DK	Increase Decrease No Change DK	
Foundation Grants	Yes No DK	Increase Decrease No Change DK	
Government Grants (e.g., federal, ODMH)	Yes No DK	Increase Decrease No Change DK	
Fundraising	Yes No DK	Increase Decrease No Change DK	
Other Government Entities or Agencies (e.g., Courts, ODJFS)	Yes No DK	Increase Decrease No Change DK	
Community Organizations (e.g., United Way)	Yes No DK	Increase Decrease No Change DK	
Medicaid	Yes No DK	Increase Decrease No Change DK	
Private Insurance	Yes No DK	Increase Decrease No Change DK	
Other: (Please specify)	Yes No DK	Increase Decrease No Change DK	

Section II. Resources
Part B: Financial Resources

34 In the table below, for each of the last five fiscal years (FY), please respond to the following questions:

- 1) For *Deficit Position*, has the agency ended the fiscal year in a deficit position?

- 2) For *Net Worth Change from Previous Fiscal Year*, how did the agency's net worth compare at the end of the fiscal year to net worth of the proceeding fiscal year?

FY	(1) Deficit Position <i>Circle one response for each FY.</i>			(2) Net Worth Change from Previous Fiscal Year <i>Circle one response for each FY.</i>			
	Yes	No	DK	Increase	Decrease	No Change	DK
2005							
2006							
2007							
2008							

Section II. Resources
Part C. Staff Resources
For Section II, Part C, please write-in or circle your response(s) regarding staff resource changes.

35 **In the table below, indicate the percent of and the direction of the change for each cost from FY 2009 to FY 2010.**

- 1) For *% of FY 2009 Budget*, enter the percent of the agency's budget that was used to pay for each personnel cost in FY 2009.
- 2) For *Increase/Decrease/No Change/Don't Know (DK)*, circle the response you anticipate each cost will change in FY 2010 when compared to FY 2009 costs.
- 3) For *% of FY 2010 Budget*, enter the estimated percent of the agency's budget that you anticipate to expend for each cost in FY 2010. If you are unable to provide an estimated percent, enter DK.

	(1)	(2)	(3)
Personnel Cost	% of FY 2009 Budget <i>Enter % for each cost.</i>	Change from FY '09 to FY '10 Increase/Decrease/ No Change/ Don't Know (DK) <i>Circle one response for each cost.</i>	Estimated % of FY 2010 Budget <i>Enter % for each cost.</i>
Health Insurance		Increase Decrease No Change DK	
New Staff Training/Orientation		Increase Decrease No Change DK	
Other Benefits		Increase Decrease No Change DK	

III. Strategies

Part A: Staff and Service Strategies

For Section III, Part A, please write-in or circle your response(s) regarding the agency's strategies to reduce staff expenses and whether the strategy minimized or prevented reductions in clinical services.

36 In the table below, please indicate the following:

- 1) In FY 2009, what strategies did the agency use to reduce staff expenses?
- 2) In FY 2009, did the strategy to reduce staff expenses minimize/prevent reductions in clinical service capacity?
- 3) During Next 12 months, what strategies does the agency plan to use to reduce staff expenses?
- 4) During Next 12 months, will the strategy to reduce staff expenses, minimize/prevent reductions in clinical service capacity?

	FY 2009						Next 12 Months					
	(1) Reduce Staff Expenses <i>Circle the response for each strategy.</i>			(2) Minimize/Prevent Clinical Services Reductions <i>Circle one response for each category.</i>			(3) Reduce Staff Expenses <i>Circle one response for each category.</i>			(4) Minimize/Prevent Clinical Services Reductions <i>Circle one response for each category.</i>		
Staff Strategy												
Clinical staff re-assignments	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Higher clinical caseloads	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Clinical staff lay-offs	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Clinical staff early retirements	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Clinical staff vacant positions not filled	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Non-clinical staff lay-offs	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Non-clinical staff early retirements	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Non-clinical staff vacant positions not filled	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
No raises for clinical staff	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Small raises for clinical staff	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
No raises for non-clinical staff	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Small raises for non-clinical staff	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Changes in staff benefit packages	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK
Other (Please specify):	Yes	No	DK	Yes	No	DK	Yes	No	DK	Yes	No	DK

III. Strategies

Part B: General Information about Agency Strategies

In Section III, Part B, please indicate your level of agreement with the following statements. Circle the number that most closely reflects your response using the scale below.

Strongly Disagree (SD)	Disagree (D)	Somewhat Disagree (SWD)	Neither Agree Or Disagree (N)	Somewhat Agree (SWA)	Agree (A)	Strongly Agree (SA)	Don't Know (DK)	Not Applicable (NA)					
1	2	3	4	5	6	7	DK	NA					
<i>The agency:</i>					<i>Circle one response for each statement.</i>								
					SD	D	SWD	N	SWA	A	SA	DK	NA
37	Perceives that benefits will come from the economic situation.				1	2	3	4	5	6	7	DK	NA
38	Labels the economic situation as something negative.				1	2	3	4	5	6	7	DK	NA
39	Feels that there is a high probability of gaining a great deal as a result of the economic situation.				1	2	3	4	5	6	7	DK	NA
40	Labels the economic situation as a potential gain.				1	2	3	4	5	6	7	DK	NA
41	Sees the economic situation as having positive implications for the future.				1	2	3	4	5	6	7	DK	NA
42	Labels the economic situation as something positive.				1	2	3	4	5	6	7	DK	NA
43	Sees the economic situation has having negative implications for the future.				1	2	3	4	5	6	7	DK	NA
44	Feels that there is a high probability of losing a great deal as a result of the economic situation.				1	2	3	4	5	6	7	DK	NA
45	Feels certain about which strategies would be best for dealing with resource-related problems.				1	2	3	4	5	6	7	DK	NA
46	Has all the information necessary for making resource-related decisions (e.g., hiring, purchasing equipment/technology, starting new programs, and providing training).				1	2	3	4	5	6	7	DK	NA
47	Knows whether responses (e.g., programs, policies, cut-backs) to changes in the economy are effective.				1	2	3	4	5	6	7	DK	NA
48	Is in doubt about how to obtain the information needed for making resource-related decisions.				1	2	3	4	5	6	7	DK	NA
49	Finds that changes in the economy directly affect resource-related decisions (e.g., hiring, purchasing equipment/technology, providing training, and starting new practices).				1	2	3	4	5	6	7	DK	NA

III. Strategies

Part C: Additional General Information about Agency Strategies

In Section IV, Part C, please write-in your responses to the following questions.

50 **How and to what extent can the agency's top management team construct the agency's future?**

51 **What things might the agency's top management team do to change the mental health system to benefit consumers?**

III. Strategies

Part C: Additional General Information about Agency Strategies

In Section IV, Part C, please write-in your responses to the following questions.

52 **Please indicate the agency's priority assigned to the changes described in *Question 51* and provide a brief description of the rationale for the rankings.**

53 **What resources would the agency need to implement the top three to five priorities that were identified in *Question 52*?**

SURVEY NO: