

# 2019 ANNUAL REPORT



**Trillium**  
HEALTH RESOURCES

Transforming Lives,  
Adapting to Succeed.

"Innovation" is a word typically associated with business, health care, and industry. Companies must employ creative ideas and abandon outdated processes to remain competitive in fluid work environments. Those who refuse to accept "change is constant" usually find themselves standing alone. Trillium Health Resources has certainly incorporated innovative technology into our daily operations, but we have also completely adapted to our circumstances rather than just utilize tools to engage within it. Through redesigning department functions, creating new roles, and increasing our training goals, we have proven we are ready to serve in the emerging world of NC Medicaid Managed Care.

We hired staff dedicated to reviewing all requirements and preparing Trillium for Medicaid Transformation and the launch of Standard and Tailored Plans. Our care coordination staff uses software for complex care coordination that relies on population health data to drive positive outcomes. We completely redesigned our region-wide disaster response plan after Hurricane Matthew in 2017, and our call center remained active during all of Hurricane Florence in 2018. Our new Neighborhood Connections Department engages with local communities to educate about the social determinants of health and resources available to improve overall wellness.

Other achievements we accomplished in the past year helped us advance our mission to improve the well-being of the communities we serve:

- We welcomed Columbus County to our catchment area, opened an office in Whiteville, and increased our number of counties served to 26.
- We launched a new program, Future Planning, to assist families to continue to provide for their children with disabilities after they are no longer able to do so.
- We awarded 63 Peloton® bikes to 55 locations in 20 counties so people can improve their physical fitness while engaging with others - in person and virtually.

We feel so strongly about the need to adapt that we even unveiled our revamped mission statement recently:

**MISSION:**

Transforming lives and building community well-being through partnership and proven solutions.

**VISION:**

For every community and individual we serve to reach their fullest potential.

Transforming Lives.  
Building Community Well-Being.



Trillium's staff exemplify these values each day in partnership with our supportive network of contracted providers, the Consumer and Family Advisory Committee, committed regional boards, local agencies, and government officials and representatives. We appreciate their willingness to adapt, grow, and thrive alongside us.



*Leza Wainwright*  
Leza Wainwright  
Chief Executive Officer



*Mary Ann Furniss*  
Mary Ann Furniss  
Chair, Governing Board of Directors



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**EXECUTIVE TEAM**



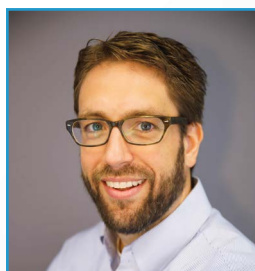
Leza Wainwright  
Chief Executive Officer



Cindy Ehlers  
Executive Vice President  
Clinical Operations



Joy Futrell  
Executive Vice President  
Business Operations



Richard Leissner  
General Counsel and  
Chief Compliance Officer



Mike Lewis  
Chief Information Officer



Dr. Michael Smith  
Chief Medical Officer

## 8.3% Access, Quality, and Administration

Call Center, Quality Management, Network, and other departmental costs including marketing and overhead

DOLLAR AMOUNT: \$41,051,905

## 2.4% Care Coordination

Trillium staff who work directly with members to link them to appropriate services and supports and monitor their health outcomes.

DOLLAR AMOUNT: \$11,924,678

## 89.3% Provider Payments

Money going directly to services for individuals

DOLLAR AMOUNT: \$440,217,691\*

\*BREAKDOWN OF PROVIDER PAYMENTS

County: \$4,014,939 | State: \$80,137,731 | Medicaid: \$356,065,021

404,532

count of Medicaid members and uninsured citizens in catchment area

52,936

authorization requests (Medicaid and State)

56,523

total individuals served (Medicaid and State/Federal block grant)

# WE ARE PART OF YOUR COMMUNITY



## WHITEVILLE LOCATION

Trillium continues to grow and evolve to meet the needs of the counties we serve. The Whiteville office was opened in March 2019 to serve the behavioral health needs of Columbus County. Staff at this location include care coordinators for Intellectual/Developmental Disability (I/DD), health specialists for social determinants of health, and System of Care (SOC).

The physical location allows Trillium and its staff members to establish positive, professional relationships with community organizations and leaders and be accessible to the community.

Trillium is excited to now be a part of Columbus County, and the feedback from members and the community has been positive.



At Trillium, we prioritize the connection between our communities and individualized care. We are trusted experts with deep roots and relationships within the counties we serve. We are proud to work together within each of our 26 counties to make a difference in the lives of our citizens.

Trillium helps enhance accessibility, maintain open conversations, and improve community well-being. To do this, we have three regional offices, each with a regional operations director dedicated to your area.

Each region has a Regional Advisory Board to ensure the needs of every county are heard. The Governing Board is comprised of members chosen by each Regional Board.



**NORTHERN REGION**  
Bland Baker, Regional Director

**SYSTEM OF CARE COORDINATORS**

Hope Eley - Bertie, Gates, Hertford, Martin, and Northampton

Tracey Webster - Camden, Chowan, Currituck, Pasquotank, and Perquimans



**CENTRAL REGION**  
Dave Peterson, Regional Director

**SYSTEM OF CARE COORDINATORS**

Jean Kenefick - Beaufort, Craven, and Pamlico

Chinita Vaughan - Hyde, Tyrrell, and Washington

Keith Letchworth - Dare, Nash, and Pitt



**SOUTHERN REGION**  
David Tart, Regional Director

**SYSTEM OF CARE COORDINATORS**

Kim Heck - New Hanover and Pender

Dena Hamilton - Brunswick and Columbus

Karen Reaves - Carteret, Jones, and Onslow

## SYSTEM OF CARE (SOC)

System of Care (SOC) is a coordinated network of community services and supports organized to meet the challenges of serving children with mental health needs and their families.

The System of Care model is not a program; it is a philosophy of how supports and services should be delivered. This approach recognizes the importance of family, school, and community. It promotes each child's full potential by building on the strengths of the child, family, and community to address physical, emotional, intellectual, cultural, and social needs.

Each county in the Trillium area is served by a System of Care Coordinator. System of Care Coordinators are knowledgeable about county services and supports available in that particular area.

The 11 staff in Regional Operations cover a lot of ground, literally and figuratively. They are involved in almost 400 work groups, regularly scheduled meetings, task forces, and special events throughout the year. They each put thousands of miles on their vehicles, traveling to interact in the 17,000+ square miles in our catchment area... including Ocracoke in Hyde County, accessible only by ferry or boat. But most importantly, they are a first point of contact for many of the agencies and organizations who serve our younger members, and collaborate with them all to help everyone reach their fullest potential.



## CONSUMER AND FAMILY ADVISORY COMMITTEE (CFAC)

The Consumer and Family Advisory Committee (CFAC) is an advisory group for our communities dedicated to enhancing care and reducing stigma for individuals with mental health, intellectual/developmental disabilities, and substance use disorders. Each member has lived experience or family with mental health, intellectual and/or developmental disabilities (I/DD), or substance use.

In keeping with the regional structure, Trillium has three Regional CFAC Committees: northern, central, and southern regions. Each committee has representation from among the three disability groups: Mental Health, I/DD, and Substance Use. CFACs should be self-governing and self-directed, in accordance with G.S. 122C-170 Directives.

Trillium recognizes the valuable insight and experience that CFAC members can contribute to our decision-making process. Representatives from CFAC comprise 25% of our governing board members.

The CFAC member shall undertake all of the following:

1. Review, comment on, and monitor the implementation of the local business plan.
2. Identify service gaps and underserved populations.
3. Make recommendations regarding the service array and monitor the development of additional services.
4. Review and comment on the area authority or county program budget.
5. Participate in all quality improvement measures and performance indicators.
6. Submit findings and recommendations to the State Consumer and Family Advisory Committee regarding ways to improve the delivery of mental health, developmental disabilities, and substance abuse services.



**Ronald (Ron) Lowe, Northern Region CFAC Chair**

*What goals or initiatives would you like to accomplish during your tenure on the board?*

As a member of the Northern CFAC, one of our obligations is to identify the gaps and needs in our communities, make recommendations as a board member, and to advocate for the members that receive behavioral health care services. I hope to continue to be involved in reducing stigma concerning suicide, mental illness, as well as recovery education.

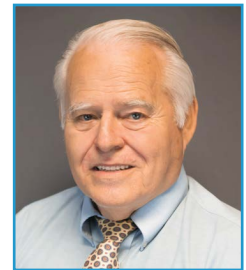
*How does serving on the board allow you to make an impact on Trillium's members?*

As a result of being a board member and working with various community collaboratives, attending health fairs, conferences, and more, I am able to pass on information concerning changes in various programs, new programs, and changes in Medicaid concerning behavioral health care services.

**Ed Masters, Central Region CFAC Chair**

*Why is it important for you to serve on the board?*

To disseminate information and educate communities about the valuable resources and services that are available. Ensuring communities are aware of new laws and changes that may affect them and/or family members at the local, state, and federal levels. Well-served members make stronger, healthier, and safer communities.



*How does serving on the board allow you to make an impact on Trillium's members?*

Not all members have family or friends that can be an advocate for them. The CFAC allows members to have a seat at the table and be an active participant in their health care. It affords me the opportunity to be the voice for those whom are seldom heard; and to share thoughts, ideas, and experiences that have a positive impact in the lives of members.



**Debbie Eden, Southern Region CFAC Chair**

*Why is it important to you to belong to CFAC?*

It is important for me to serve on CFAC because I can further advocate for already marginalized persons in my community. As an advocate for my two children who have mental health issues, one being on the autism spectrum, I have a voice that I can use for those who cannot speak up for themselves.

*Can you share a project or initiative that has personal meaning?*

Bringing the Healing Place to Wilmington is very personal for me. As a person in long-term recovery, I understand how hard it is for people with substance use disorders to get treatment. Having a viable treatment option for the uninsured is necessary if we are going to make an impact on the number of lives we are losing to opiates and other drugs.

TRILLIUM GOVERNING BOARD



Ernestine Bazemore



David Creech  
Vice Chair



Ron Lowe



Jimmy Farrington  
Commissioner



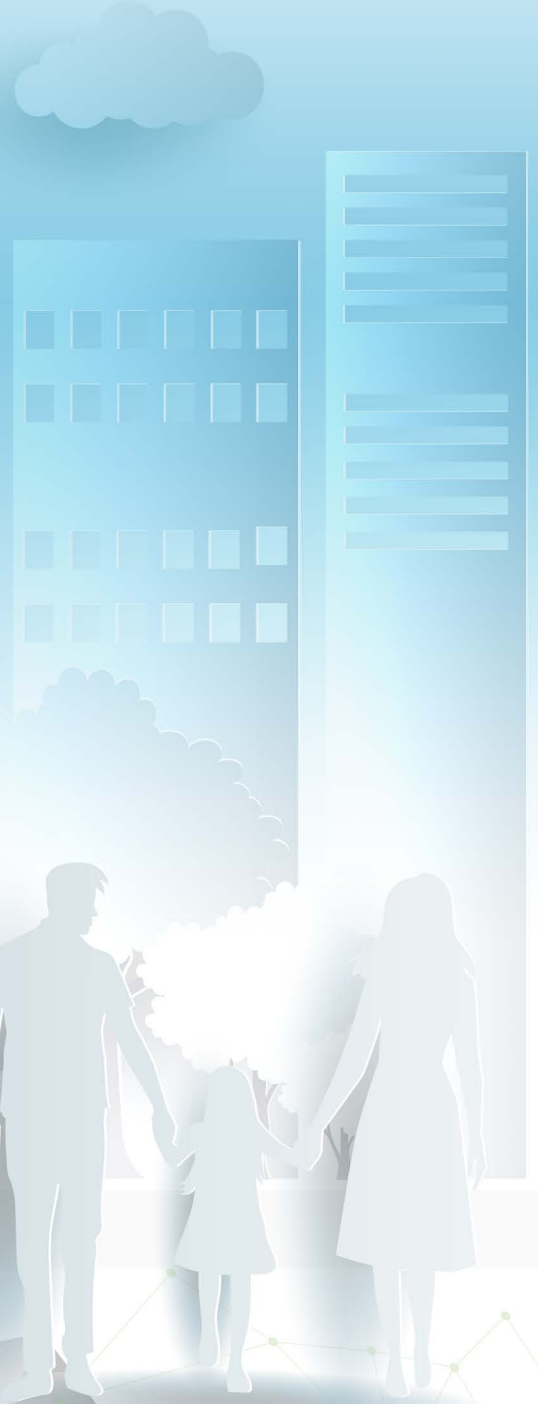
Mary Ann Furniss  
Governing Board Chair



Tracey Johnson  
Commissioner



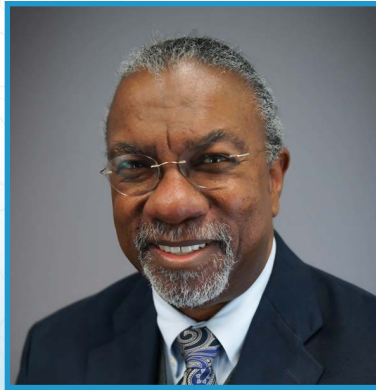
Jim Madson







Ed Masters



Dr. Denauvo Robinson



Sheri Slater

## NEW BOARD MEMBER

Why is it important to you to sit on the Trillium Governing Board?

**Tom Savidge,**  
*CEO of PORT Health Services, Network Council Chair*

I am a member of the board representing the Trillium provider council and the entire provider network. This is of significant importance because it demonstrates Trillium's commitment to transparency and the value they place on continuously soliciting feedback aimed at improving the overall quality of services provided.



Tom Savidge  
Network Council Chair/Nonvoting



Emmie Taylor



Lea Wolf



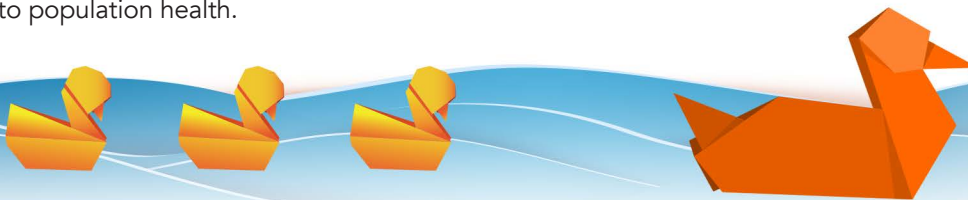
### Increasing communications for integrated care

Care coordination has long been a primary purpose for Trillium. Care coordinators work with members to focus on their strengths and goals, identify community supports, link them with medically necessary treatments, and monitor the person-centered plan. Care coordinators have completed training in complex care, co-occurring disorders, and preventive health to help improve outcomes for members across the region.

With the changes to come in Medicaid Transformation, Trillium's Clinical Operations Department has transformed as well. We have removed organizational divisions so that staff can work in a unified manner to serve all aspects of our members' well-being. Physical and behavioral health, food insecurities, transportation needs, and more are all assisted by a variety of new staff roles.

We redesigned our Care Management Department to include three regional teams with integrated staff serving members with mental health, substance use, and intellectual/developmental disabilities. This arrangement allows for a cohesive structure to facilitate communication around a variety of issues and identify any barriers to a successful recovery. Our new Neighborhood Connections team has health specialists dedicated to researching local supports and healthy opportunities for members to focus on social determinants of health - factors beyond physical elements that contribute to overall health and well-being. Specialty care staff research technology and home modifications to allow members to live as independently as they choose. A registered nurse assists staff in all three regions to review medications, consult on prospective treatments, and address all primary and physical care needs.

Trillium has advanced our technology and software systems to enhance how we help individual members and our communities. Care teams comprised of nurses, clinicians, and provider representatives collaborate through technology to better serve members. Trillium staff complete ongoing training on our complex care coordination platform that utilizes a health risk assessment (HRA) to suggest potential courses of treatment. It also alerts to issues that may result from dual diagnoses and co-morbid conditions. Since September 2017 when Trillium launched the system internally, staff have completed **4,602 HRAs** for members. Sample questions on the HRA focus on topics such as physical activity, usage of tobacco products, and adverse childhood experiences (ACEs). Eventually, this data will have distinct impacts on making predictions related to population health.



### Data Analytics: Big Data to Help See the Big Picture

Trillium's Business Informatics Department in our Information Technology team is tasked with a large job: analyzing the thousands of data sets collected each year in order to process the necessary reports required by the state, External Quality Review (EQR), accreditations, and more. In addition, we often need charts presented in an engaging style to help deliver the message we want to convey.

Our data analytics staff have worked with students from North Carolina State University's Institute for Advanced Analytics in the Master of Science in Analytics program since 2017. Students have collaborated with us on a variety of projects including predicting the risk of opioid addiction (achieved 84% accuracy) and predicting the risk of alcohol addiction (achieved 86% accuracy). They are currently working on predicting the risk of suicide or harm to self. In 2019, staff teamed up with students at the University of North Carolina Wilmington's Department of Mathematics and Statistics' Data Science Program. These students will predict the risk of an untoward event for members with a severe and persistent mental illness diagnosis not taking psychotropic medications. Eventually, the predictive models will have powerful outcomes for our communities as we help assess risks and develop solutions prior to a potential crisis situation.

## Transitions to Community Living

The Trillium Transitions to Community Living Initiative (TCLI) Department, in addition to other managed care organizations across the state, works to meet the goals specified in the Department of Justice (DOJ) Settlement Agreement with DHHS. The TCLI staff ensure individuals with serious mental illness identified within the DOJ Settlement Agreement are:

- Given choice in determining where they would like to live.
- Provided access to supports and services to assist with safe and successful transitions into the community.
- Linked to evidence-based, person-centered, recovery-focused, and community-based supports and services.

Trillium develops relationships with landlords across the region to secure leasing agreements suitable for TCLI residents. Landlords must pass a housing quality standard inspection and accept rental amounts within fair market rates.

Once housed, residents receive ongoing support from Trillium staff to coordinate setting up household supplies and furniture, and explain what to do in an emergency. Individual Placement and Support-Supported Employment services help residents obtain competitive employment in an integrated work setting.

### From Numbers to Impact



Camico, an I/DD care coordinator with Trillium, shared how the HRA technology improved a member's dental health. During the HRA, it was discovered that the child had not been able to see a dentist in a while due to aggressive behaviors and noncompliance with health care treatment. Camico helped secure an appointment at a dentist with experience serving people with I/DD who could offer special accommodations including a "get to know you" initial visit. The mother was thrilled ... her child maintained eye contact with everyone during the visit, gave a verbal response, and reciprocated a high-five (and even an elbow bump!). The HRA successfully identifies members' needs and prompts care coordinators to find necessary solutions ... in this case, a dentist who takes extra steps to make a connection.

### TCLI Landlord Peggy Schupp shares her positive experience housing Trillium members.

How long have you been involved in the TCLI program?

I have directly worked with Trillium for at least two years and have had rental properties for about 30 years. I have around 38 tenants.

Why do you believe stable housing is so vital?

I try to give everyone the benefit of the doubt and help them when they need it; sometimes people just need to get one break to get back on their feet.

What is a misperception the public has about individuals who are either short-term or chronically homeless?

All of us have something that we must deal with. I don't think any of us are perfect ... everyone has challenges they must work through. As far as the individuals I work with through Trillium, I don't find much different [with them] from what I deal with compared to the general public. Members with Trillium are tagged with a label they have to work against. I use the same interview process when I rent to Trillium or other organizations as I do with the general public.

What is one thing about TCLI you would want the public to know?

Trillium has been great and easy to work with, whether it is addressing concerns or answering questions. I don't see that same response with other agencies I work with. Trillium and other agencies see better outcomes with members they work with to help address anything that may arise. I see more issues with tenants who don't have any kind of community support they are working with.

### TCLI Stats for FY2019:

For fiscal year 2019, **171 individuals were transitioned to independent housing - 114 people within 90 days.** In addition, **87 found supported employment.** Since the project inception in 2015, Trillium has helped to **transition 415 individuals.**



**Hudson – finding health and healing**

“They say that when the student is ready, the teacher appears. I was ready.” Diagnosed with alcohol dependence, PTSD, and major depressive disorder, Hudson has been involved with Alcoholics Anonymous (AA) for more than 30 years. Trillium helps ensure he has the health care resources he needed – both mental and physical. He now maintains sobriety with the support a network of care from both the AA community and local treatment providers. Hudson continues to lead a healthier life integrated within his community.

**Christina – riding a new wave**

Christina’s face lights up when she talks about her new wheelchair. Diagnosed with spina bifida, she requires leg braces and crutches to help her walk. During family visits to the beach, she used to sit under the pier while everyone else enjoyed the water. As a participant in Innovations Waiver Services, she received an all-terrain wheelchair. Now, Christina can get in the water and enjoy the waves, experiencing the beach in a way that she never had before. With expanded mobility, she can’t wait to go back. The chair also has the capability to attach skis and work on snowy terrain. Christina says, “maybe one day!”



**Michelle – empowered to live life on her own terms**

Diagnosed with cerebral palsy, esophageal spasms, and intellectual disabilities, Michelle requires the use of a power wheelchair and a communication device. With a stylus attached to her hat, she can type into her cell phone and converse with others. Although she is unable to speak, she has mastered the art of communicating – like asking to include her two dogs, Boss and Princess, in this story. As an Innovations Waiver participant, Michelle directs her own care services by recruiting, training, and supervising her employees. She has battled through years of spastic muscles, muscle loss, and pain. Innovations Waiver services empowers her to maintain her health, be a part of the community, and live in her own home with her husband and two dogs.



**34**

members self-directing services through Employment of Record

**34**

members receiving Supported Living services

**1,110**

people on Innovations Waiver waitlist\*

\*Trillium has highest rate of members receiving other services while on the waitlist compared to other MCOs: average of 54% compared to other MCO average of 34.7%.



# NEIGHBORHOOD CONNECTIONS

A PART OF TRILLIUM HEALTH RESOURCES

Trillium has been addressing healthy opportunities in our communities for years. We focus on employment, community inclusion, housing, and more through work with other local agencies around Eastern North Carolina. Social determinants of health (SDoH) are these factors beyond physical or mental health that can impact a person’s well-being.

With the launch of our Neighborhood Connections Department, we have staff dedicated to addressing SDoH so everyone can have the chance to reach their fullest potential. Neighborhood Connections also supports orientations, trainings, and sharing resources with our members.

Three Trillium Neighborhood Connections managers cover the Southern, Central, and Northern Regions of Trillium. Eleven health specialists report to the managers and are spread around the three regions. Neighborhood Connections provides a personal, face-to-face presence for Trillium in all 26 counties to help familiarize members with the services available. We address specific issues for each area and provide solutions based on localized need.

## Community Education:

Neighborhood Connections staff attend events in the community to help build awareness around behavioral health issues, reduce the stigma, and educate the public on the impact of SDoH and how Trillium is working to address them. In fiscal year 2019, Neighborhood Connections was represented at:

- Nine health fairs in eight counties, reaching 446 people
- 25 community events (Special Olympics, run/walks for autism, farmers market openings, and others), reaching 844 community members and 131 stakeholders
- 32 meetings with stakeholders to establish resource/referral partnerships
- 97 member orientation sessions conducted
- 194 members/caregivers oriented
- 284 stakeholders educated

## The Neighborhood Connections team will:

- Maintain relationships with local agencies and community supports offering resources related to SDoH, and keep NC Medicaid informed of gaps and needs related to SDoH.
- Work with regional partners to lead in-person orientations for new and existing members. These orientations will introduce Trillium and the behavioral health system, explain how to access services, and introduce local supports available.
- Provide information to members on resources available to access food, transportation, employment training, chances for social integration, and housing.
- Coordinate or promote activities to increase awareness and engagement among members; examples are cooking classes, neighborhood walks, new parent classes, and more.

## Eat the Rainbow

Nutrition is a basic, physiological need. Food insecurity makes it difficult to achieve any other goals. Food deserts (where there is a lack of grocery stores and fresh foods in a neighborhood) and food swamps (the only food sources readily available are fast-food restaurants or convenience stores) are common in both urban areas with lack of transportation and rural areas where it is miles to the nearest town.

Since February 2019, Trillium has offered "Eat the Rainbow," educational classes on healthy eating. Each month focuses on a different color of the rainbow and the variety of fruits and vegetables in that color.

The course is taught at after-school programs hosted at specialized inclusive programs, along with adult day programs, psychosocial rehab programs, and Wellness Cities. Participants go home with a selection of produce to share what they have learned with their families or roommates. In May, several programs picked strawberries at local farms after learning valuable and fun information about the fruit.



DEAR TRILLIUM TO US AND EATING PRODUCE

**"Dear Trillium, We all wanted to thank you for helping us to eat more fruits and vegetables. Eating fruits and vegetables are very important for keeping us all healthy. I am very happy that you all are very dedicated to people that have disabilities ... Thank you for all the colors of the rainbow."**

- Members served from all 26 counties
- Approximately 270 classes held
- About 5,000 pieces of produce were provided to about 1,000 members each month

## Healthy Movement Program

Trillium cycled in technology and exercise for an exciting new opportunity for members to reach goals in their health plans. Through the Healthy Movement Program, we delivered Peloton® stationary bicycles to day programs, Wellness Cities, group homes, and EMPOWER programs. Members are encouraged to make physical activity a part of their daily routine, either through the virtual classes or competing against others online. Members can track progress with detailed performance metrics and stay motivated as they climb the live Leaderboard.

**59** BIKES      **52** LOCATIONS      **20** COUNTIES



**775** MEMBERS HAVE ACCESS AT LEAST FIVE DAYS A WEEK



## Victory Junction

Children with serious medical conditions sometimes miss out on the activities that enrich many childhood experiences, such as summer camp. When they learn how to fish or get to swim, they can build confidence that follows them the rest of their lives.

Trillium partnered with Victory Junction, an inclusive camp located on 84 acres in Randleman, North Carolina, to offer family weekends for children with I/DD and in therapeutic foster care. Victory Junction enriches the lives of children with serious illnesses by providing life-changing camping experiences that are exciting, fun, and empowering, at no cost to children or their families.

Weekends that host families of a child with I/DD cater to experiential opportunities - allowing them to experience activities they may not have the chance to anywhere else in their lives. Therapeutic foster care families will enjoy unique bonding opportunities through a trauma-informed approach sensitive to their needs and recovery.



## Future Planning

The Future Planning project provides education and financial assistance to set up a Special Needs Trust to support members after the death of a primary caregiver and/or assist members with saving money for their future through special types of accounts. Without the correct financial planning, a loved one could be subject to repayment of Medicaid or other government benefits.

By collaborating with attorneys in each of our regions, we hosted seminars for interested members and their families. Trillium paid the attorney fees for completing the Special Needs Trust or ABLE account applications. These attorneys:

- Assist families with setting up Special Needs Trusts and/or ABLE accounts.
- Work with families of members with I/DD and/or mental health conditions that require long-term care, and who are receiving services managed by Trillium.
- Offer services at no cost to members and their families/guardians.

Future Planning offered eight sessions at eight locations this spring to help educate members and guardians about the availability of ABLE accounts and Special Needs Trusts. Both can help provide a secure financial future for adult individuals with I/DD. Assistance is available without attending a session.



### FUTURE PLANNING

#### What is a Special Needs Trust?

A type of trust specifically for persons with disabilities that provides goods and services while maintaining the eligibility or current level of needs-based public benefits.

#### What is an ABLE account?

A tax-advantaged savings account for individuals with disabilities and their families.

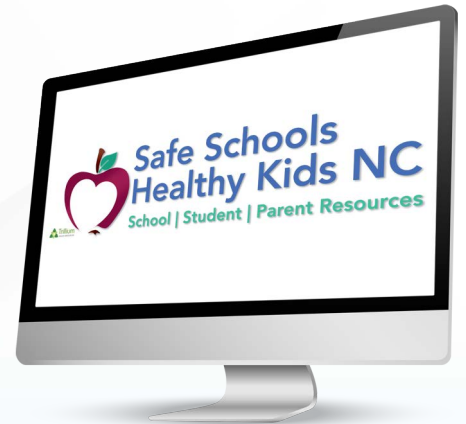
## Safe Schools Healthy Kids NC

Trillium launched the SafeSchoolsHealthyKidsNC.org website in spring 2019. Safe Schools Healthy Kids NC is an online portal that provides web-based access to evidence-based practice (EBP) models, resources, and materials. Trillium polled schools in our 26-county region to help determine what information is needed both for staff training and to share with parents.

After receiving over 800 survey responses from school personnel on potentially useful topics, Trillium staff developed curriculum that is easy to understand with direct signs to be aware of. Specific programs available include:

- The Trevor Project (safe, confidential lifeline for LGBTQ young people)
- Red Flags for School Shootings
- Signs of Substance Use
- Anger Management for Children and Youth
- Supporting Children Who Have Been Bullied
- Recognizing Warning Signs of Children in Distress

Addressing children's mental health needs helps improve academic performance and can help reduce behavior problems, school violence, dropout rates, substance use, suicide, and criminal activity. Trainings and tip sheets are targeted to parents, students, or school staff, and can be accessed at any time of day. Trillium plans to add further trainings to the portal in the years to come and launched an incentive plan to help drive traffic to the website.





# MyLearningCampus.org

Complete online courses related to health and well-being.

Registration is free and can be canceled at any time.



## My Learning Campus Launch

**Trillium launched My Learning Campus in June 2019.** The free, online website hosts trainings and tip sheets for anyone to access. Trillium helps our communities build the necessary foundations to help improve well-being, provide solutions, and recognize the potential we all offer. Courses will cover a wide range of topics including:

- An introduction to Trillium, behavioral health, and how we operate
- Updates to service offerings such as the Innovations Waiver
- Reducing stress

The website, located at [www.MyLearningCampus.org](http://www.MyLearningCampus.org), is available to the public with a short registration process.

## MEDICAID TRANSFORMATION

Trillium continues to focus on and refine our strategic planning to ensure we become a successful Tailored Plan (TP) in July 2021. This transition will be a massive undertaking for our entire organization and continues the ongoing changes felt by our local communities, providers, members, and other stakeholders.

Trillium's Executive Management created a Transition Team in 2018 to help direct Trillium staff during this process. The Transition Team's purpose is to adjust our organization policies, systems, and structures to allow us to be not only successful, but to excel in our transition to a TP. The seven-member team represents the functional areas needed for a TP and works agency-wide on these important tasks.

The Transition Team focuses on Trillium's "future state" requirements by analyzing policy issued by NC DHHS, researching new lines of business, and studying similar implementations in other states. The team has determined additional positions Trillium needs to fill along with what protocols should be adjusted to incorporate whole-person health into all clinical operational practices. Having this dedicated team allows the rest of the organization to keep our current business running smoothly while we work simultaneously to plan and implement new processes and activities.



The seven Transition Team members represent the following functional areas: Project Manager, Financial, Clinical (two staff), Systems, Network, and Administration. Even though each position has distinct expertise, all seven members consider the TP transition as a whole, rather than targeting their distinct area. Team members also contributed to an education plan to ensure Trillium staff, board members, CFAC members, and other stakeholders are knowledgeable about the transition and the activities to occur.

Number of RFPs/RFIs/RFAs developed, issued, and scored:

**three**

Presentations to Trillium staff:

**four**

Internal newsletter articles prepared:

**six**

Number of new or revamped staff roles:

**42**



## HURRICANE FLORENCE

### ADAPTING & RECOVERING: Connecting Survivors to Vital Resources Before, During, and After the Storm

When Hurricane Florence hit North Carolina on September 14, 2018, it caused billions of dollars in physical damage across the state. Some of the emotional impacts that the storm left were far greater than the physical damage. Over a year later, many are still experiencing the aftermath of the storm. Trillium has been present in the 12 counties declared disaster zones to offer emotional support and resources to anyone impacted during and after the storm.

On September 10, 2018, Trillium began emergency operations and activated our emergency operations center. Each one of Trillium's 400+ employees played a role in hurricane preparedness, making sure that all Trillium members, providers, and stakeholders were properly prepared. Trillium's 24-Hour Access to Care Line was operated by remote staff if necessary and remained available day and night, seven days a week, for those requiring assistance. **The call center handled a total of 913 calls in 10 days throughout the storm.**

In the days following the storm, Trillium checked in on our members and providers and began community outreach to affected areas. Trillium's disaster assistance response team provided members with essential resources including food, housing, clothing, medication, supplies, and equipment. When members had exhausted resources for lodging and transportation, Trillium stepped in and assisted – ultimately **providing over \$25,000 in aid** to those members in need.

Trillium had a major presence in all of the impacted communities. Staff worked in many open shelters, assisted at food distribution centers, and partnered with Integrated Family Services and the Department of Social Services to talk with members of the community to determine unmet needs. The Blooming Again grant was implemented to help Exceptional Children teachers replace damaged materials and equipment. Trillium staff **distributed 1,000 backpacks full of supplies** to help children in affected areas feel some sense of normalcy after such a traumatic event.



On October 23, 2018, the Federal Emergency Management Agency (FEMA) initiated the Hope4NC program. Hope4NC is a free and anonymous crisis counseling program funded by FEMA and the National Substance Abuse and Mental Health Services Administration. The mission of Hope4NC is to assist individuals in communities as they recover from the devastating impacts of a hurricane or a natural disaster.

Hope4NC crisis counselors traveled door-to-door in the affected communities within Trillium's catchment area, finding ways to connect survivors to vital resources and lending an ear for emotional support. Hope4NC linked survivors with organizations that could assist with shelter, clothing, food, and repairs.

According to Lauren Swain, Hope4NC project lead, the most common problems following Hurricane Florence were mold remediation and structural repairs needed to fix uninhabitable homes. Many survivors found themselves displaced and on long waitlists to receive assistance with repairs and housing, if needed. Hope4NC remained a constant source of emotional support during times of frustration and difficulty.

"To listen to a survivor's story, to be welcomed in their homes and communities, is truly an honor," said Swain. "We (Hope4NC) share in the disappointment when there are barriers. We walk alongside them through times of fear and doubt. We celebrate in their success."

Above all, Swain said the mood of those they encountered was "resilient." The crisis counselors witnessed neighbors connecting with one another in new ways and saw communities that rallied together to emerge stronger than before.

Survivors were also grateful for the counseling and support that Hope4NC offered. One survivor said, "you (Hope4NC) were my guardian angels through all of this."

In addition to crisis counseling, Trillium partnered with Back@Home, a North Carolina Department of Health and Human Services initiative to provide rehousing assistance to those in need. According to Back@Home, more than 22,000 North Carolinians sought refuge at disaster shelters during Hurricane Florence and the devastating flooding that followed. Back@Home has housed 170 families since the program began in September 2018, including 183 adults and 130 children.

### Angela's Story – Back@Home

Angela and her son, Chance, are no strangers to overcoming difficult obstacles. Chance was born with a rare syndrome called Walker-Warburg syndrome, an inherited disorder that affects development of the muscles, brain, and eyes.

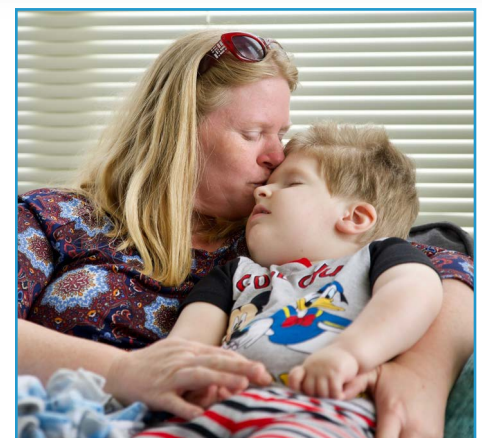
As Hurricane Florence approached, Angela made sure she and Chance were well prepared. She gathered medications, food, and the essentials to make sure that she and Chance had everything they needed. They took shelter in the closet of their home for nine days. When she felt that it was finally safe to come out, she found that everything she had was gone and the home was uninhabitable. "I didn't know what I was going to do. I didn't know where we were going to (live)," said Angela.

On the verge of homelessness after moving 14 times, Angela called 2-1-1, United Way of North Carolina's health and human services hotline. She was connected to Trillium who led her to the Back@Home program. Back@Home was able to provide her housing assistance for six months while she got back on her feet. "I could have never done it on my own," said Angela. "I felt like the weight of the world was lifted off of me. I don't have to worry about where we're going next. I'm extremely grateful for the Back@Home program and for Trillium. They're family to me now."



Hope4NC links survivors with resources that assist in recovery and rebuilding, help with disaster preparedness, and offer emotional and educational support. Vital resources that Hope4NC coordinates include:

- Crisis counseling, personal and group
- Local charitable organizations for:
  - Replacing belongings
  - Home repairs
  - Clothing
  - Shelter
  - Food banks
- Voluntary organizations active in disaster
- Long-term case management
- 2-1-1 and Back@Home
- Mobile crisis
- Education on hurricane preparedness



Angela and her son, Chance, are grateful to be in their new home thanks to the Back@Home program.

Trillium's data analytics, IT, claims, and care coordination teams have compiled more than 9.2 million data elements after recent storms including Matthew and Florence. This claims data offers insights that will help guide us in future hurricane seasons and also better inform our disaster response preparations.



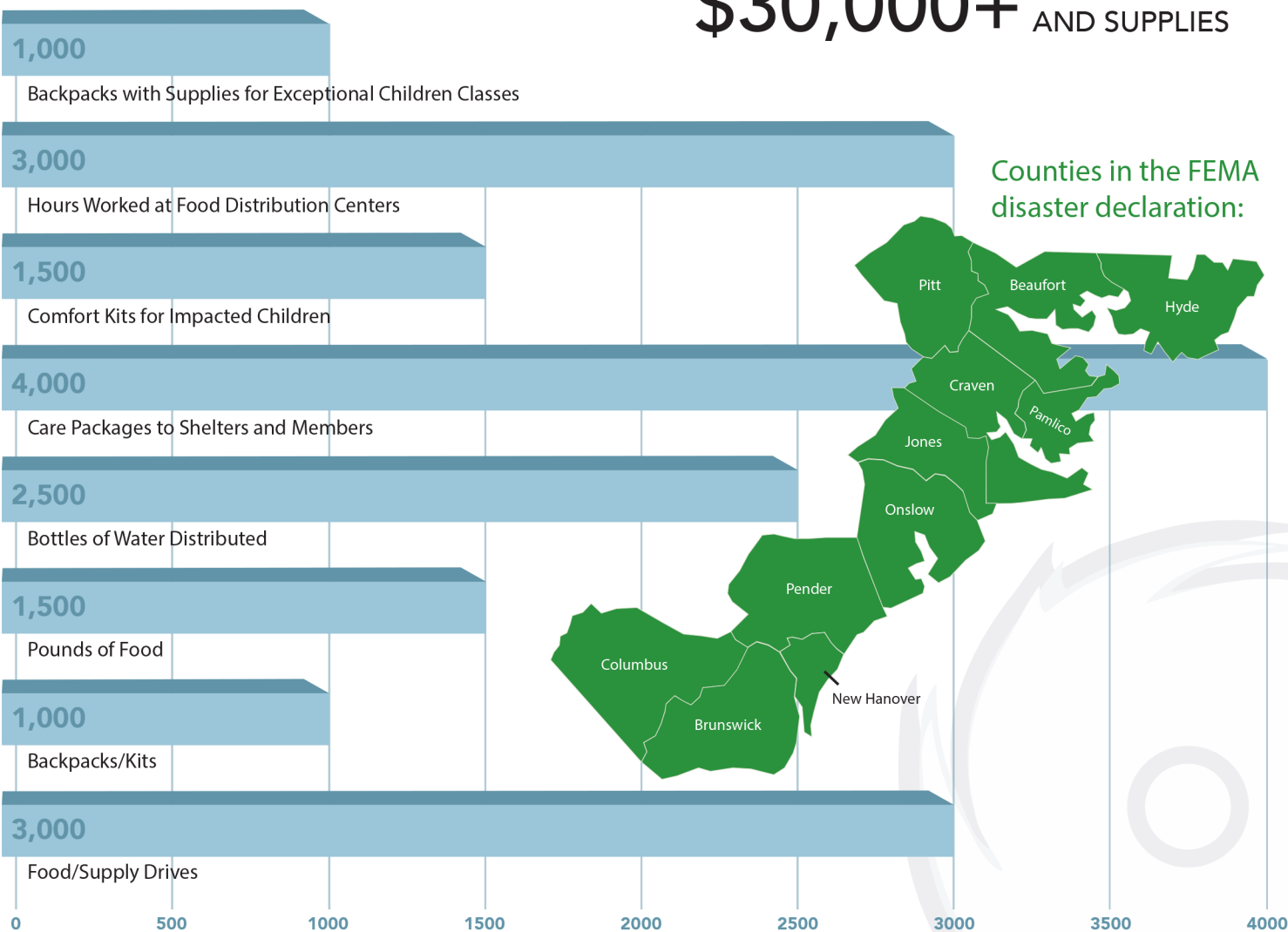
**210,000+** CONTACTS



**30** SHELTERS VISITED



**\$30,000+** DONATED FOOD AND SUPPLIES



### Provider Network

Trillium partners with health care providers and community stakeholders to build and strengthen foundations of well-being and help deepen connections between citizens and their communities. Together with health care providers, our partners, and state leadership, we are invested in the future of the public behavioral health system for the benefit of the individuals and communities we serve, because building well-being in our communities depends on many people working together.

Trillium’s network includes 494 providers operating 2,156 sites in the catchment area. We are proud to work together with a network of incredible health care providers to provide the right, individualized care for the people we serve. Our collective community-based approach focuses on meeting people’s unique needs because a person’s overall well-being is dependent upon so much more than just health care. The public behavioral health system is successful because of the dedicated, local providers who are deeply rooted in our communities.

Trillium’s network includes **494 providers operating 2,156 sites** in the catchment area.

Type	# of Providers
Hospitals	25
Licensed Independent Practitioners (LIPs)	222
Agencies	247
Total	494

In fiscal year 2019, the Network Management Department implemented numerous reorganizations so that we can operate more efficiently to serve our providers. These adjustments will also prepare ourselves for the changes to come when we will operate as a Tailored Plan in 2021.

### Network Accountability

To continue Trillium’s strategic vision, the Program Integrity team has joined Network Auditing and Contract managers on the Accountability team. This group enforces contractual obligations, investigates fraud or abuse allegations, and works with providers on corrective action plans. The primary goals for Accountability is to give our providers the tools to safeguard member health and safety while operating under the required regulations, while also providing technical assistance opportunities to support providers.

### Engagement

The staff in Engagement are dedicated to ensuring high satisfaction levels for our providers. We value the partnerships we have with our providers and want to help them serve our members successfully. Our ticketing system allows one point of contact for requests or questions, allowing Engagement staff to swiftly answer questions or follow up on the phone for more detailed responses. The Engagement team welcomes providers to the Trillium Network, develops surveys to evaluate customer service, and offers technical assistance when needed.

### Practice Management

A new unit, this team will encourage best practices and promote industry standards. Practice Management will help providers navigate to new systems and methods, such as value-based purchasing. They will also help develop key performance indications and metrics to guide improvements.

## Early Intervention

Medicaid typically does not reimburse for services for children aged 3 years old and younger (outside of Episode and Periodic Screening, Diagnostic, and Treatment or EPSDT). However, many intellectual/developmental disabilities are present from birth and there are treatments available that can help lessen the impact of some conditions later in life. Our new Early Intervention unit identifies potential initiatives to improve health outcomes and increase access to care for our youngest members. They also collaborate with community stakeholders along with providers to help build up the network offerings for young children and their families through integrated, person-centered care.

### Key Request for Proposals (RFPs) and Contracts Awarded in FY 2019

Trillium's Network Development Unit utilizes a variety of methods to determine how we can better serve our members through new and expanded services across our 26-county catchment area. Our Network Adequacy & Accessibility Report reveals where we may have gaps in services. Our ongoing conversations with elected officials and CFAC groups inform us when particular services may be lacking. Care coordinators and call center staff add first-person narratives to the discussion as well. Trillium is committed to continuing to work with our providers to care and fight for the well-being of these individuals and communities.

#### 1) Psychotherapy for Children and Adolescents in Therapeutic Foster Care

- Integrate Family Services
- Access Family Services
- Advantage Behavioral Health

#### 2) Integrated Opioid Program (2nd Round)

- Methadone Tx Today: Carteret and Dare
- JK2CLLC: Hertford and Martin

#### 3) School-Based Therapy Services

- Port Health Services

#### 4) Substance Abuse Comprehensive Outpatient Treatment

- PORT Health: Nash County
- Coastal Horizons: Pender County

#### 5) Community Support Team

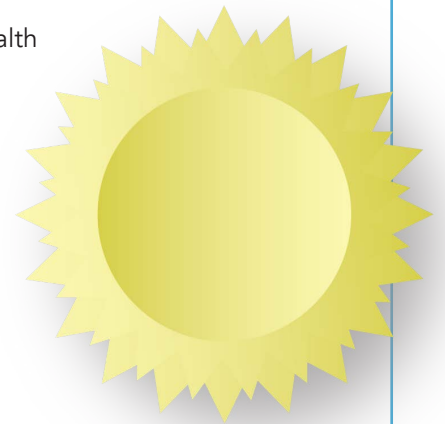
- Progressive Care Services, Inc.: Nash County

#### 6) (b)(3) Supported Employment Services for I/DD Providers

- A Small Miracle: Bertie, Camden, Chowan, Currituck, Gates, Hertford, Martin, Northampton, Pasquotank, Perquimans, Dare, Hyde, Nash, Tyrell, Washington, Brunswick, Carteret, and Pender
- All Ways Caring Homecare: Bertie, Camden, Chowan, Currituck, Gates, Hertford, Pasquotank, Dare, Nash, Brunswick, Carteret, and Pender

#### 7) Day Treatment, Craven County

- Coastal Horizons



### Changing the way our communities respond to mental health needs *Crisis Intervention Team and Mental Health First Aid Training*

Identify. Understand. Respond. Trillium supports law enforcement and improves community well-being by providing both Crisis Intervention Team (CIT) Training and Youth and Adult Mental Health First Aid (MHFA). These training courses work to reduce the stigma around behavioral health by changing the way that individuals and professionals respond to a crisis or mental health condition.

#### Crisis Intervention Team Training

Crisis Intervention Team (CIT) training is a jail-diversion and de-escalation model to give sworn law enforcement officers a better understanding of the needs of individuals with mental illness, substance use disorders, and/or I/DD. Developed by Memphis police officers in 1998 as a way to respond to mental health needs in the community, the CIT program has now served 402 agencies in Eastern North Carolina.

While Trillium facilitates these trainings, it is very much a community collaboration with help from the local National Alliance of Mental Health (NAMI) chapter, community colleges, providers, hospitals, and law enforcement officials. The entities work together to ensure that proper resources are available and action is taken to best support an individual in crisis while maintaining safety for all.

CIT provides 40 hours of specialized training where officers gain skills in:

- De-escalation techniques using Mental Health First Aid strategies
- Intellectual and developmental disabilities (I/DD)
- Substance use and co-occurring disorders
- Brain theory
- Risk assessment and intervention for suicide and trauma
- Medication management

Between July 1, 2018, and June 30, 2019, Trillium held **53 CIT trainings** and **trained 662 officers** through the CIT program. The Trillium program is unique in that most of our CIT trainings also include a full day of a Public Safety MHFA training created specifically for law enforcement. Participants who complete the week receive their CIT certification and their MHFA certification. With the use of their crisis intervention training, CIT officers have been able to see a decrease in the incidents of incarceration of persons with mental illness, officer and subject injuries during crisis moments, and the necessity for use of force. While additional research is needed to consider CIT an evidence-based practice, it is certainly considered a “best practice” among law enforcement as it has been shown to improve attitudes and knowledge about mental illness, as well as officers’ overall confidence in responding to persons with mental illness.



## Mental Health First Aid (MHFA)

Mental Health First Aid (MHFA) is an 8-hour course that teaches you how to help someone who may be experiencing a mental health or substance use challenge. The training helps you identify, understand, and respond to signs of addictions and mental illnesses. Just as CPR helps you assist an individual having a heart attack, MHFA helps you assist someone experiencing a mental health or substance use-related crisis, including:

- Panic attacks
- Suicidal thoughts or behaviors
- Nonsuicidal self-injury
- Acute psychosis (e.g., hallucinations or delusions)
- Overdose or withdrawal from alcohol or drug use
- Reaction to a traumatic event

The opportunity to practice — through role play, scenarios, and activities — makes it easier to apply these skills in a real-life situation. Unexpected events cannot be avoided and these events challenge us and force us to step out of our comfort zone.

In 2018, **79 Adult MHFA courses** were held, allowing **1,217 individuals** to become certified. Youth Mental Health First Aid (YMHFA) is primarily designed for adults who regularly interact with young people, ages 12 to 18. Trillium held **41 YMHFA courses** last year, allowing **789 education professionals** to earn YMHFA certification. These individuals can take their knowledge into the community and adapt to rapidly changing situations and crises.



Instructors are the backbone of MHFA training. Only certified instructors can teach MHFA to the public. Putting on a course involves much more than just showing up and teaching it. It involves community outreach efforts, involvement, strategic planning, and much more.

Three of Trillium's MHFA instructors – Carlos Mirodipini, Lyn Keating, and Amy Corbitt – were ranked in the Top 20 instructors worldwide, out of over 17,000 instructors in the MHFA program.



Carlos Mirodipini



Lyn Keating



Amy Corbitt



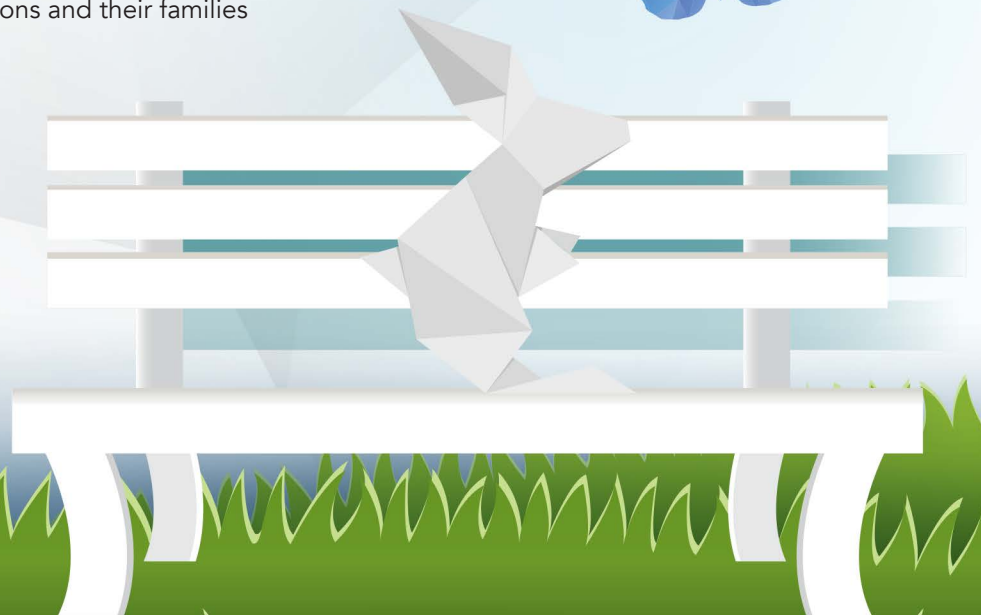
Trillium led a Youth Mental Health First Aid course for high-school juniors and seniors on February 16, 2019. Collaborating with the Health Sciences Academy of Pitt County Schools, the course aimed to educate high-school students on recognizing when their peers may be experiencing a mental health crisis and how to offer support in those kinds of situations.



Whatever role you play in someone's life, these trainings can help you do a better job of effectively responding to mental health needs. Mental Health First Aid training arms you with the skills you need to reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis.

**Anyone can earn a Mental Health First Aid certification:**

- Educators and school administrators
- Human resources professionals
- Members of faith communities
- Homeless shelter workers
- Health and human services workers
- Nurses/physician assistants/primary care workers
- Police, first responders, and security personnel
- Mental health authorities
- Policymakers
- Substance use treatment professionals
- Social workers
- Persons with mental illness/addictions and their families
- Caring citizens



100%

of claims processed  
within 30 days

99.9%

of authorizations  
processed  
within 14 days

4.8 seconds

average speed to  
answer calls

*(Call Center)*

99%

of complaints resolved  
in 30 days



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