

From: DMH Communications
Sent: Wednesday, July 07, 2010 5:35 PM
Subject: ~ A MESSAGE FROM COMMISSIONER LEADHOLM ~

**Message from
Commissioner Barbara Leadholm, M.S., M.B.A.
July 7, 2010**

Implementation of the DMH Redesign continues on track and I am pleased to announce that we have achieved several further milestones. The organizational restructure of an agency the size and scope of DMH is a significant and complex undertaking. I want to commend the many staff through the Areas and in Central Office who committed time, energy and their best thinking to this important initiative.

I cannot stress enough that the most immediate changes in the Department are organizational and not operational. With our new Area configuration now in place, we will phase in gradually operational changes in the months to come, with a target completion date of December, 2010. There are many details to work out – from letterhead to more complicated business processes and all of this work is ongoing.

When we began the strategic planning two years ago for the transformation and restructure of the Department, the priority focus was on the goals of supporting recovery, consumer empowerment and choice. Enormous fiscal challenges continue to impact us significantly as we implement our plans. Our aggressive implementation schedule for the Redesign Initiative is also necessary to meet our budget realities. The Governor has signed the FY2011 budget and we are facing larger reductions than originally anticipated. The General Appropriation for DMH is \$621,868,708. As much as we can, our challenge is to support the full spectrum of services, staff and organizational structure while living within our reduced appropriation. We continue to plan to best meet our current budget realities and as our plans take shape I will keep you informed.

As announced, the Department's new Area configuration is as follows:

**Central-West Area – Theodore Kirousis, Area Director
Northeast-Suburban Area – Susan Wing, Area Director
Metro-Southeast Area – Clifford Robinson, Area Director**

I also announced the new psychiatric leadership teams for the Area. Effective July 1, they are:

Metro-Southeast Area

Dr. Susan Skea, Area Medical Director
Dr. Robert Karr, Senior Psychiatrist

Northeast-Suburban Area

Dr. David Hoffman, Area Medical Director
Dr. Ken Mitchell, Senior Psychiatrist

Central-West Area

Dr. Dale Rauch, Area Medical Director

Dr. Stuart Anfang, Area Medical Director for the former Western Massachusetts Area, is leaving the Department as of July 31. Dr Anfang has agreed to provide clinical consultation and support to Dr. Rauch and the Central-West Area until a senior psychiatrist is named.

The following updates and announcements provide the latest progress on important aspects of the DMH Redesign Initiative:

Business Bureau

The structure and staffing model of the Business Bureau is in the final stages of development. As previously announced, Ann Scott will serve as Director of the Business Bureau. One Business Bureau will support all of the three Areas and will serve to manage all aspects of Area-specific business functions including contracting, fiscal and, eventually, facilities services. We are committed to maintaining a position that operates in a similar capacity as the current Operations Manager for each of the three Areas. These Area Administrative Directors will report to the Director of the Business Bureau while playing a critical role as a direct partner to the Area Directors and their senior staff.

The Business Bureau structure also includes senior staff for the functional units within the Bureau, overseeing finance, procurement, and business strategy and workforce development. Business Bureau leadership staff assignments are:

Mike McNamara, Business Bureau Area Administrative Director for Central-West Area
Ann Dellabitta, Business Bureau Area Administrative Director for Northeast-Suburban Area
Ron Dailey, Business Bureau Area Administrative Director for Metro-Southeast Area
Kevin Guiney, Business Bureau Director of Fiscal Affairs and Resource Management
Tony Castiglione, Business Bureau Director of Procurement Services
Lynn Hoffman, Business Bureau Director of Business Strategy and Workforce Development

These assignments are effective September 1, 2010 and transition activities will occur over the summer months. Other staff assignments are in the planning stages as we work with the unions on the redesign implementation through December.

Forensic Services

As part of the DMH Redesign, one of our operational goals related to forensic services has been to shift Forensic Transition Team (FTT) Services to meet the evolving needs of our clients who are re-entering the community from jails and prisons across the Commonwealth. In doing so, we are transferring administrative supervision of FTT staff to Paul Benedict, LICSW, who will be assuming the role of the Deputy Director of Forensic Operations. With that, FTT staffing assignments have been re-aligned based on a recent review of geographic trends for correctional releases of persons served by the Department of Mental Health.

The Redesign Initiative also acknowledges the major shifts that have occurred in the DMH inpatient system since the closure of Westborough State Hospital and Quincy Mental Health Center . Dr. Debra Pinals, Assistant Commissioner for Forensic Services, with the help of the Community First workgroup, have studied the use of forensic evaluation beds and patterns and based on these reviews, we will implement the following:

- As noted previously, forensic evaluation services will be consolidated to three inpatient sites.
- Effective July 19, 2010, all forensic evaluation admissions will take place at Taunton State Hospital , Worcester State Hospital and Solomon Carter Fuller Mental Health Center .

With this transition, I want to recognize the years of dedication and hard work of the staff involved with individuals in DMH facilities for forensic evaluations. We look forward to furthering our ongoing efforts to support these individuals and at the same time meet the needs of the courts in conducting these evaluations.

Investigations

The Investigations Division organizational structure has been realigned to integrate with the new Areas and reflects a clinical, quality and risk management approach to the important work of the Investigations team in the field and in Central Office. Cherylanne Mealhow will serve as Administrative Services Manager and Michael Bogosian will serve as Field Manager, both reporting to Regina Marshall, Chief of Staff. An Investigations Manager will be assigned to each of the three Areas and the field organization will include a Clinical Specialist who will be responsible for ensuring that the DMH investigations process is supported by appropriate attention to the clinical aspects of critical incident reporting, management and analysis. The Area Investigations Managers are Stephen Napolitano, Northeast-Suburban Area; Mark Signore, Metro-Suburban Area; and Dennis Griffin, Central-West Area; Richard Ruel will serve as the Clinical Specialist for all Areas.

As the DMH Redesign Initiative continues to be implemented and our new structure takes shape, I will continue to communicate the changes as they occur.

As always, and most importantly, please accept my ongoing gratitude and admiration for the work you do every day. Especially during transitions of this magnitude, the constancy of your effort and your dedication to the consumers who rely on DMH services continue to inspire us all.

Sincerely,
Commissioner Leadholm