



HEALTH
SYSTEMS

Innovating to Help Others Heal

"It's like the butterfly effect, knowing little things we do have a greater impact."

- Certified Recovery Peer Specialist, John Corprew

2020 IMPACT REPORT



Thank you for your interest in LSF Health Systems, the second largest of the seven behavioral health managing entities contracted by Florida's Department of Children and Families to manage state-funded behavioral health care for those who are poor or without insurance.

LSF Health Systems serves a 23-county region in Northeast and North Central Florida. The providers we support care for some of the state's most vulnerable citizens. This includes children, adults, and families who lack the financial resources to afford care. Our goal is to ensure that every child and adult in need receive the right service, at the right time, and in the right setting.

We work in partnership with state officials to ensure access to evidence-based behavioral health care services in our region that includes Alachua, Baker, Bradford, Citrus, Clay, Columbia, Dixie, Duval, Flagler, Gilchrist, Hamilton, Hernando, Lake, Lafayette, Levy, Marion, Nassau, Putnam, St. Johns, Sumter, Suwannee, Union and Volusia counties.

Our system-wide approach helps people at risk for or diagnosed with mental health and/or substance use disorders find the help they need. Services provided through contracted behavioral healthcare providers include prevention, intervention, treatment and care coordination to support optimal recovery.

This report, covering Fiscal Year 2019-20, details an extraordinary amount of progress and the success we achieved under some of the most trying of circumstances. I'm extremely proud of how our team and our partners responded during the pandemic. We clearly demonstrated how Florida's managing entity model works to innovate and solve problems at the local level with evidenced-based solutions customized for each unique community we serve.

I hope you enjoy this brief presentation covering some of the highlights of our accomplishments. We truly appreciate your support.

Sincerely

Dr. Christine Cauffield
CEO, LSF Health Systems

Our Vision

We create a world of safe children, strong families, and vibrant communities. We envision communities where every child, adult, and family have access to the behavioral health care services they need to live well and be well.

Our Mission

Our mission is to develop and sustain an integrated system of behavioral health care through a network of services built on integrity, innovation, and collaboration.

Our Values

Compassionate,
Generous, Honest,
Open-Minded, and
Visionary

LSF Health Systems Board of Directors (2019-2021)

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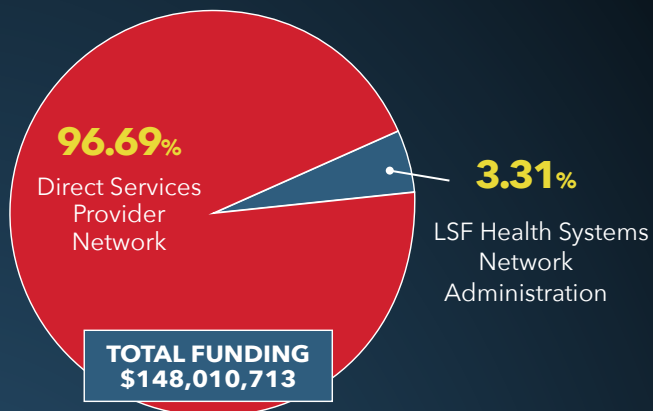
Suicide Prevention Expert
Girls Scouts of the Gateway Council

LSF HEALTH SYSTEMS FY 2019-2020 BY THE NUMBERS

DCF SAMH FUNDING*

REVENUE

DCF-SAMH	\$148,010,713
Other revenue	\$1,752,714
State Grants/Local Match	\$416,834
Federal Grants	\$689,695
Foundation Grants	\$628,594
Sponsorships and Contributions	\$11,194
Trainings	\$6,398
TOTAL	\$149,763,427



58

Provider organizations contracted with us to provide a comprehensive range of state-funded mental health and substance abuse programs in a 23-county region.

549

Callers served by our Access to Care Line, a free resource that offers 24/7 screenings, referrals and information about mental health and substance use programs in Northeast and North Central Florida.

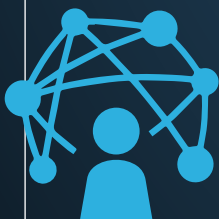


57

Monitoring events conducted by our interdisciplinary monitoring team as part of our network oversight role. This includes welcome aboard and start-up technical assistance and follow-up monitoring events.

1,280,816

Individuals served by our network of contracted behavioral health organizations through prevention, outreach, and mental health and substance abuse treatment and recovery programs.



928

Clients served by our Care Coordination program that promotes seamless care transitions for individuals with complex behavioral health needs. The team works with at-risk children and adults to reduce repeat admissions to acute or inpatient behavioral health services, support continuity of care and improve outcomes.

4% Recidivism rate for acute levels of care following enrollment in the program.

2,179

People who participated in more than 60 distinct training sessions offered by our Training Institute that provides behavioral health professionals and those in primary care and criminal justice settings with best practice trainings to address pressing community issues.



260+

Individuals we trained to become certified as recovery peer specialists to date.

55%

Percent decrease in substance use related ER visits at AdventHealth Waterman Hospital following participant enrollment in our Florida Blue Foundation SETS grant project.

584

Law enforcement officers, veterans, and others participating in our Clay County Mental Health Awareness Training project.

These innovative training sessions included cutting edge information on Mental Health First Aid, De-Escalation and Suicide Prevention.

1,328

Law enforcement calls in 2020 that included mental health co-responders through three co-responder programs that we fund. The co-responder programs help law enforcement offices provide timely assistance to individuals in crisis and deescalate challenging situations.

94% average diverted from jail into treatment
81% average diverted from involuntary inpatient crisis admissions to community-based care

WEATHERING THE 2020 PANDEMIC

By Adapting Services to Meet Growing Demands

The COVID-19 pandemic challenged LSF Health Systems (LSFHS) in ways the organization could never have imagined and radically changed how its staff and providers deliver services.

Since March 2020, LSFHS's 55 staff members and 60 provider partners have led efforts to adapt and continue state-funded behavioral health services for more than 1 million people in 23 counties amidst the pandemic, the threat of budget cuts and skyrocketing demands.

Innovation was key to survival, said CEO Dr. Christine Cauffield.

"There was no compass to help us navigate this crisis," Cauffield said. "Many life-and-death decisions had to be made on a daily basis. We had to trust our guts and stay focused on our mission."

To adapt, LSFHS rapidly transitioned to telehealth services that were previously provided in-person.. Staff accomplished this

"There was no compass to help us navigate this crisis,"

— DR. CHRISTINE CAUFFIELD —

challenge while demand for services rose to unprecedented levels. Suicides rose 30 percent as the pandemic set in, and overdoses rose 40 percent in a state already ranked dead last in the nation in terms of funding for mental healthcare.

Strong relationships with state officials were crucial. Cauffield knew before LSFHS could change how services were provided, rules in Tallahassee had to change.

"We knew the social isolation of the quarantine would really impact individuals' mental health," Cauffield said. "We also knew there were real barriers with regulations and funding that would keep us from the ability to offer both telehealth and telephonic services. We worked with the state to relax regulations and adapt funding rules to ensure our providers would be reimbursed."

LSFHS staff worked overtime for months, coordinating with providers to identify facilities that had empty units and were

accepting COVID-positive in-patient clients. Double occupancy rooms had to be switched to single rooms, which further reduced existing capacity even as more in-patient mental health clients began testing positive for COVID-19.

They established quarantine units and found personal protection equipment for providers. Then, staff members at LSFHS, and at their providers, started falling ill to the virus. They coordinated with staffing agencies to fill growing gaps.

As the quarantine dragged on, many smaller facilities providing outpatient services faced financial collapse.

"We didn't want our providers to be penalized because they weren't able to treat patients," Cauffield said. "We advocated for flexible funding so our providers would not be penalized if their outpatient services went down. The flexible funding payment methodology we fought for helped them achieve some steady income to replace what they lost. That kept a lot of doors open."

Cauffield said staff members at LSFHS, "who wear many hats under normal circumstances" took on many extra responsibilities to ensure providers were paid in a timely manner. "Communication was the key," she said.

"I learned how important selfcare messages were in our own organization," she said. "It was as important for us to offer health education for reducing anxiety among our own staff as it was to get that information out to the community."

The trials LSFHS endured are producing positive changes that Cauffield says will continue long after the crisis subsides. Providers learned how readily clients accepted and used the telehealth modality. Appointment no-shows fell drastically because clients had fewer problems with transportation and childcare issues.

"I see our business model changing in the future because of what we've learned," Cauffield said. "I see us moving toward a hybrid model with more telehealth options for those who embrace it and in-person options for those who prefer that choice."



LSF Health Systems staff adapted and improvised to help keep provider organizations afloat during the pandemic.

HEALING Through Innovation

LSF Health Systems Training Those in Recovery to Help Others

LSF Health Systems is a national leader in training peers with personal lived experience to help others in recovery from substance misuse and/or mental health challenges.

Demand for the expertise is rising as leaders in healthcare, law enforcement and other fields increasingly see the value of certified recovery peer specialists or CRPS's.

CRPS's have become a powerful weapon in fighting the epidemics of opioid abuse and mental illness, said Dr. Christine Cauffield, CEO of LSF Health Systems (LSFHS), one of Florida's largest behavioral healthcare provider networks.

"The early success we've seen in pilot programs has shown that certified recovery peer specialists can finally give us the upper hand in these fights," Cauffield said.

LSFHS worked with Jacksonville's Gateway Community Services and Ascension St. Vincent's Hospital on a pilot program using CRPS's as part of integrated emergency room teams. The tremendous success of the pilot led to expansions in Northeast and North Central Florida.

and are stabilized, they meet with CRPS's who provide person-centered options of recovery programs while connecting with individuals through similar lived experiences of recovery. The results have been impressive, said Christi Smith, nurse manager of the emergency department at St. Vincent's.

"Certified recovery peer specialists provide our nurses and physicians with a valuable new service that helps us provide compassionate, personalized care to patients who have overdosed," Smith said.

LSFHS is working to expand its CRPS program to more hospitals and areas of the state to meet a growing demand. The Duval pilot project has expanded to hospitals in Volusia and Orange counties. CRPS have become as a game-changer in Florida's fight against the opioid epidemic, Cauffield said.

"We have an important destination, and we can only get there by creating innovations driven from our organization's mission, vision and values," she said. "Expanding this program will reach more clients and help answer their prayers. That's why it's important."

A Unique and Important Role

Helping people succeed in their work as recovery peer specialists is all about allowing them to find what works for them, according to Carson Pennypacker.

Pennypacker is the director of the Substance Use Recovery Program with LSFHS's partner provider, Meridian Behavioral Healthcare in Gainesville. She's played a crucial role working with LSFHS to implement the use of CRPS's in Alachua County.

Pennypacker, who also leads an Opioid Crisis Team, says peers play a unique and increasingly important role for those battling Florida's opioid epidemic.

"The peers I have on my team each have their own unique personalities," Pennypacker said. "It doesn't matter if you are an introvert or an extrovert. You just need to be able to have the conversations and be willing to help."

Pennypacker deals daily with those on the journey to recovery. She coordinates the work of integrated teams that work to help those struggling with addiction. She's found the CRPS's to be a powerful component of such teams.

"Peer specialists are not case managers," Pennypacker said. "They are not care coordinators. They are not clinicians. They are their own unique role that can be implemented into any level of care for a client."



Carson Pennypacker, director of Meridian Behavioral Healthcare's Substance Use Recovery Program, says peer specialists bring unique perspectives to the recovery process.

LSFHS developed its CRPS training program, now in its fifth year. The course provides state-required training, testing and experience for participants. LSFHS has trained more than 260 peer specialists.

One of the areas CRPS's work is alongside ER doctors and nurses serving as advocates for patients as they progress through treatment programs. When overdose patients arrive in ERs

Finding Purpose in the World

His journey to recovery led John Corprew from a troubled past where he grew up in Virginia to a new life and a new career in Florida. Now he's finding his purpose in life helping others going through similar journeys.

"When I was asked if I would ever work in recovery, I didn't understand where I was yet," Corprew said. "Now, living a program of sobriety, I understand my purpose in the world is to help others."

Corprew says he's found his calling working as a CRPS, using his lived experiences to guide others toward the place of peace he found. And, he says that helping others who are where he was, has become his best way to find his own spiritual affirmation.

Corprew came to Florida to complete a rehab program, but while here one of his case managers suggested he look into the CRPS training program offered by LSFHS.

Completing the program has opened new doors of redemption, Corprew said. "I'm excited about helping others know that there is hope in recovery. Seeing the light come on in someone's eyes, it reminds me of the butterfly effect - knowing little things we do have a greater impact."

Guiding The Journey to Recovery

Sherry Warner has lived experience providing and supporting families through mental health challenges. As a mother of five, Warner said she understands well about helping family members struggling with mental health issues.

"I have a lot I can relate to with the parents," said Warner who completed her CRPS training in 2018 and is now an active member of the CRPS Training Team providing coaching and program coordination efforts in training, facilitating and supporting peers. "When you see somebody go from looking at you for advice to deciding this is what I want to do, and then taking those steps in that journey, it's a wonderful feeling of connection."

Warner is among a growing cadre of those who survived family addiction and mental health challenges before completing LSFHS's unique peer specialist certification program. She now helps others going through the journey she completed.

"Throughout that journey, my children and I were able to see psychiatrists and therapists, but in between those visits you need support," Warner said. "That's where the peer specialists come in and fill the gap."

"Now, living a program of sobriety,
I understand my purpose in the world
is to help others."

— JOHN CORPREW —



Certified Recovery Peer Specialist John Corprew facilitates a peer group session at Gateway Community Services in Jacksonville.

What I Can Do to Help Others

How to overcome addiction is not something you can learn from books, says Gary Spears, who is in recovery and working as a recovery peer specialist.

"I don't know how the people I work with can learn from someone who learned from books," Spears said. "Someone in recovery can't really talk to a person who's not been there."

Spears is using what he learned before, during and after his recovery to help others

as a CRPS. "This is something I wish dearly would have happened to me," he said. "I would probably have been more receptive (to those trying to help) if I had been speaking to someone who had gone through what I had gone through."

Focusing on Wellbeing

Laura Lane discovered the power of planning while she was going through her own recovery. She now teaches others how to write and follow personalized wellness and recovery plans on their journeys to wellbeing.

Lane is a certified recovery peer specialist and WRAP facilitator who completed the program developed and offered by LSF Health Systems.

WRAP stands for wellness recovery action plan. The system helps people decrease intrusive or troubling feelings and behaviors while increasing their personal empowerment and quality of life.

"It's really a tool I and other people use in recovery," Lane said. "The idea behind WRAP is to identify what people use daily to continue and maintain their wellness. And, when a crisis happens, how to they respond to that, and how they make sure they have all the support they need."

"It's really putting people in the driver's seat of their own recovery," Lane said.

Through her personalized WRAP plan, Lane tracks what she eats and when she sleeps as well as her social habits and work schedules. "WRAP helps me do that," she said. "It's a plan for maintaining my wellness, including my mental health."



Laura Lane

Doing the Work

Emma* came to a counseling program that LSFHS supports as a domestic violence victim with substance use problems. The state had custody of her four children.

Family Intensive Treatment (FIT) team members worked with her through the process of reunification with her children, but her oldest son still struggled with mental and emotional challenges, so they continued counseling her. Soon after her homelife stabilized, Emma's car was totaled. Without transportation, she lost her job.

FIT staff continued to work with Emma to help her overcome obstacles on the road to recovery from the problems that threatened her family. Today she says the FIT program saved her life. Staff members, however, give her the credit.

"Emma came to FIT broken and abused by her paramour," her counselor said. "Today she's a productive member of society and an amazing, sober mother. The FIT team supported her through all her trials, but Amber did the work."

**name changed to protect subject's identity*

Recovery as a Life Mission

Maryanne says her recovery was not a storybook tale of redemption. "While I can't say I am perfect in recovery, I will say I have done my very best to take suggestions and work the program," she says.

Sixteen years after coming to LSF for help, her fight for recovery has evolved into a life mission. She now helps guide others in their programs. She's worked with others in recovery at Daytona area hospitals and jails for the past 15 years. She earned her certification as a peer recovery specialists as well as a recovery coach and WRAP facilitator.

With help from the experts at LSFHS, Maryanne is using her life experiences to help others overcome their challenges.

SETS Program Helping Reduce Overdoses and Addiction

Stephanie Mooneyham says she's seen drug overdose patients come through emergency rooms repeatedly – even twice the same day. And, while the pandemic has dramatically increased the number of overdose patients in Florida ERs, Mooneyham is optimistic about the results of a new program expanding in Central and North Florida.

LSF Health Systems' innovative Screen, Engage and Treat for Success (SETS) program has been working since 2018 in counties including Alachua, Columbia, Lake, Marion and Sumter. SETS uses trained Certified Recovery Peer Specialists (CRPS) who are recovering from substance use disorders to help engage and support overdose survivors and those at risk for overdose in treatment and recovery.

In a state where repeat visits account for more than 10 percent of the 20,000 annual overdose ER visits, SETS has proven effective in cutting such recidivism by more than half. At \$6,000 to \$100,000 for treating overdose patients in the ER, the financial savings from the SETS program are significant. The human lives saved are even more impressive, said Mooneyham, LSFHS's SETS project coordinator.

"This program is a game-changer," Mooneyham said. "We're adding it in health departments, OBGYN clinics, HIV clinics and community clinics with the goal of decreasing overdose deaths through early intervention and engagement."

Florida Blue Foundation funded the initial 2018 pilot program as well as this year's expansion of SETS into Marion County where overdoses skyrocketed 934 percent from 2014 to 2018.



Teaming with Law Enforcement

LSF Health Systems, Meridian Behavioral Healthcare and Mental Health Resource Center are working with law enforcement offices in Duval and Alachua counties on an innovative program that pairs law enforcement officers with certified mental health clinicians on patrols.

The successful pilot projects have saved taxpayers hundreds of thousands of dollars by diverting contacts with mental health issues from jails and emergency rooms.

The co-responder teams include an officer and a mental health clinician who ride together in police cars. They provide individuals with mental health issues services necessary to get them needed help.

The program goes beyond standard police intervention, focusing on early intervention and connecting individuals to mental health services to prevent arrests and keep those in need out of the criminal justice system, said Dr. Christine Cauffield, CEO of LSFHS.

SPONSORS AND PARTNERS

State of Florida, Department of
Children and Families
Substance Abuse and Mental Health
Services Administration
Health Resources & Services Admin
Florida Blue Foundation
Hernando County Commissioners

Marion County Commissioners
Bureau of Justice Assistance
U.S. Department of Justice
City of Jacksonville
Jacksonville Sheriff's Office
University of South Florida

University of Central Florida
National Institute of Mental Health
University of Illinois - Chicago
The Early Learning Coalition of Flagler
and Volusia Counties
Volusia County Commissioners

**LSF Health Systems is proud to partner with many more organizations than can be fully represented here.*

CONTRACTED NETWORK SERVICE PROVIDER AGENCIES

Ability Housing of Northeast Florida
Alachua County Commissioners
BayCare Behavioral Health
Camelot Community Care
Cathedral Foundation, DBA Aging True
CDS Family & Behavioral Health Svcs
Child Guidance Center
Children's Home Society of Florida
Clay Behavioral Health Center
Community Coalition Alliance
Community Rehabilitation Center
Daniel Memorial
DaySpring Village
Delores Barr Weaver Policy Center
Eckerd Youth Alternatives
EPIC Community Services
Flagler Hospital
Florida United Methodist Children's Home
Fresh Ministries
Gainesville Opportunity Center
Gainesville Peer Respite
Gateway Community Services
Gulf Coast Jewish Family and Comm Svcs

Halifax Hospital Medical Center
Hanley Center Foundation
Healthy Start Coalition of Flagler & Volusia
Hernando Community Anti-Drug Coalition
I.M. Sulzbacher Homeless Center
Inspire to Rise
LifeStream Behavioral Center
Marlyn Behavioral Health System DBA
Quality Resource Center
Mental Health America of East Central FL
Mental Health Resource Center
Meridian Behavioral Healthcare
Metro Treatment of Florida
Jacksonville Metro Treatment Center,
Quad Metro Treatment Center,
St. Augustine Treatment Center
Mid Florida Homeless Coalition
NAMI Gainesville
NAMI Hernando
Nassau County Mental Health, Alcoholism &
Drug Council
National Alliance on Mental Illness of
Marion County

New Hope Education and Addiction
Services DBA Florida Recovery Schools
Northwest Behavioral Health Services
Operation PAR
Orange Park Medical Center
Outreach Community Care Network
Phoenix Programs of Florida DBA Phoenix
Houses of Florida
River Region Human Services
School District of Clay County, SEDNET
Sinfonia Family Services of Florida
SMA Healthcare
St. Augustine Youth Services
Starting Point Behavioral Healthcare
The Centers
The House Next Door
United Way of Suwannee Valley
Urban Jacksonville DBA Aging True
Van Gogh's Palette DBA Vincent House
Volunteers of America of Florida
Youth Crisis Center

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Other Drug Prevention Coalition



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*publication writing and design
by Daigle Creative*