

CENTRAL LOUISIANA HUMAN SERVICES DISTRICT (CLHSD)



CLHSD 5 Year Strategic Plan

July 1st 2025 to June 30th 2030



09-376

Central Louisiana Human Services District

Vision

The vision of the Central Louisiana Human Services District (CLHSD) is to provide access to care to all people in its catchment area (Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon and Winn parishes) who are in need of behavioral (mental health and addiction) and developmental disabilities programs and services.

Mission

CLHSD's mission is to increase public awareness of behavioral health disorders and to provide access for individuals with behavioral health and developmental disabilities to integrated community-based services while promoting wellness, recovery and independence through education and the choice of a broad range of programmatic and community resources.

Philosophy

CLHSD believes the people served by the District have the right to comprehensive and integrated health care of their choice that meets their individual needs and achieves the best possible outcome in terms of their recovery. CLHSD delivers and or contracts for services that take into account the cultural and social diversity of its consumers and meets their needs and those of their family and community.

We profess that helping young children and their parents manage difficulties early in life may prevent/curtail the development of disorders and that early intervention and prevention strategies minimize risk of illness and reduces, decreases, and/or curtails the cost of treatment. Our preferred treatment milieu is community based.

Organizational Goals

- I. To increase public awareness and to provide access to care for individuals and their families who are in need of behavioral health and developmental disabilities services.
- II. To ensure that services provided are responsive to client needs, based on evidence-based best practices, and that programs afford the client a continuum of care taking into consideration cultural diversity and abiding by District, Departmental, State, and Federal guidelines.
- III. To promote healthy, safe lives for people by providing leadership in educating the community on the importance of prevention, early detection and intervention, and by facilitating coalition building to address localized community problems.

Executive Summary

Our Business

House Bill 930 of the 2008 Legislative Session, signed into law as Act 373, mandates that the administration of the Louisiana mental health, addictive disorders, and developmental disability health care systems change from a centrally controlled set of Regions by the Louisiana Department of Health (LDH), to a system of independent healthcare districts or locally controlled authorities.

These districts and authorities are referred to as Local Governing Entities (LGEs). This law expands and creates standards for Human Services Districts to be locally governed and operated and to become the primary providers of behavioral health and developmental disability services on an LGE-by-LGE platform.

Each LGE is governed by a board and managed with input from the community. The Board is comprised of one resident from each parish as appointed by their parish governing authority, and three residents from the area as appointed by the Governor. Each board member must possess experience in the area(s) of behavioral health or developmental disabilities and represent parents, family members, consumers, advocacy groups, or serve as a professional in one of the areas. The human services district is headed by an Executive Director, who is selected by the Board.

LDH oversight of the LGEs is managed through a contract between LDH and each LGE. LDH through its program offices, the Office of Behavioral Health (OBH) and the Office for Citizens with Developmental Disabilities (OCDD) monitors performance through a statewide Accountability Plan (AP). According to existing guidelines, success is defined by positive individual and programmatic outcomes, consumer satisfaction, increased efficiencies and cost-effectiveness in the provision of services.

LDH's Office of Behavioral Health (OBH) remains as one of its responsibilities to be the single recipient of Federal Block Grant funds for these areas. As part of their oversight role LDH ensures compliance with federal guidelines and requirements for all LGEs that receive Block Grant funding. The LGEs must maintain Behavioral Health Regional Advisory Councils, officially linked to the State Planning and Advisory Council, to qualify for Block Grant funding.

Per Act 373 of the 2008 Legislative Session, all regions that convert to an LGE must successfully complete a readiness process that demonstrates their capability to assume the responsibility for high quality service delivery and governance. CLHSD successfully completed the process May 15, 2014.

Areas Served

- CLHSD serves Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon and Winn parishes. This service area covers approximately 71,000 square miles (approximately 17% of State total) and has a population of approximately 297,000 persons (from 2020 US Census estimates).
- All eight (8) parishes in the CLHSD service area are designated as Medically Underserved Areas. Medically Underserved Areas/Populations are areas or populations identified by the Louisiana Department of Health Surgeon General's Office, <https://wellaheadla.com/as>

having: too few primary care providers to population ratios, increased homelessness, migrant farm workers, Native Americans, or Medicaid-eligible. Avoyelles, Catahoula, Concordia, Grant, Rapides, LaSalle, Vernon, and Winn parishes are CLHSD service areas are designated as mental health shortage areas. Mental Health HPSAs are based on a psychiatrist to population ratio of 1:30,000.

Persons Served

- CLHSD ensures the provision of behavioral health and developmental disability services for the residents of Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon and Winn parishes.
- CLHSD admissions age profile, according to the District Electronic Health Records (E.H.R.) demographics reporting on April 28, 2025, the following percentages of the total persons served by age are as follows: Ages 0-17 is 254, Ages 18-older is 2,346.
- During FY 2024 the Developmental Disabilities activities yielded 1209 clients served by CLHSD. The Individual Family Support Services (FSS) demographics show a total of 188 clients. The Flexible Family Fund Services (FFF) Participant Data Base profile shows 116 adults. A manual count of the Waiver Services program for FY 2021 yielded 905 people served district wide.

CLHSD Model

- Priorities are centered around client needs
- Resources target people served and those in need of services.
- Restoration of community life is achieved through heightened awareness of natural supports-family, school and church- and community resources.
- Resilience skills are fostered through prevention resources, early intervention strategies relapse prevention and education.

Priorities

Under the leadership of the Executive Director, CLHSD pledges to invest its resources in addressing the following priorities:

1. Individuals and families in CLHSD affected by Mental Illness, Addictive Disorders or Developmental Disabilities shall live full, independent and productive lives to the greatest extent possible within available resources.
2. Persons and families in crisis related to mental illness, addictive disorders or developmental disabilities shall have their crisis resolved and a safe environment restored (*People We Serve*).

People in Crisis

- ✚ Assessment of people who need urgent assistance
- ✚ Assist OBH in developing the Coordinated Crisis System of Care in our area

3. Persons not yet identified with specific serious or moderate mental illness, addictive disorders, or developmental disabilities who are at significant risk of such disorders due to the presence of proven risk factors or the absence of proven protective factors (*People We Need to Serve*).

People at Risk

- ✚ Evidenced Based Prevention Services for Children and Adults
- ✚ Healthy Initiatives Coalitions and other Educational Events
- ✚ Mental Health and Drug Courts
- ✚ Mobile Outreach

4. Persons with serious and disabling mental illness, addictive disorders or developmental disabilities shall be made aware and have access to the use of natural supports and community resources and shall participate in the community (*Building Community Coalitions*).

Awareness and Access

- ✚ Identify all current community providers (District, contracts, others)
- ✚ Increase knowledge of available services (Clients, community, leaders)
- ✚ Make connections to expand services
- ✚ Improve transportation options
- ✚ Public Forums
- ✚ Attendance on community board, coalitions, councils
- ✚ Use of media to promote missions and services

5. Persons with mild to moderate needs related to mental illness, addictive disorders or developmental disabilities shall be made aware and have access to the use of natural supports and community resources and shall participate in the community (*Strengthening Protective Factors*).

Awareness and Access

- ✚ Continuously Identify active community providers (District, contracts, others)
- ✚ Increase knowledge of available services (Clients, community, leaders)
- ✚ Make connections to expand services
- ✚ Improve transportation options
- ✚ Public Forums

- ✚ Attendance on community board, coalitions, councils
- ✚ Use of media to promote missions and services

ACTIVITY A: ADMINISTRATION

Mission

The mission of the Administration Activity is to ensure the functioning of the organization at an optimum level of performance in administrative and programmatic quality, while meeting federal, state and other regulatory authorities' guidelines.

Goal 1 The Goal of the Administration activity is to oversee and direct the provision of behavioral health and developmental disabilities services in the District.

Objective 1 Through the Administration activity, Central Louisiana Human Services District (CLHSD) will oversee and direct the management and operational activities of Behavioral Health (Mental Health and Addictive Disorders) and Developmental Disabilities.

Strategies

- Strategy 1.1: The Executive Director and management staff will establish strategic planning, policy and procedures, training and oversight. The Executive Director and management staff will monitor compliance with state and federal regulations, accreditation standards, grant requirements, and standards of care for the CLHSD administration, behavioral health, and developmental disabilities services.
- Strategy 1.2: Conduct routine and periodic monitoring/assessments and provide feedback, technical assistance and consultation geared toward maintaining compliance with Federal and State regulations governing behavioral health and developmental disabilities programs
- Strategy 1.3 Performs functions of fiscal management, budget planning and implementation, property control, risk management, human resources, staff development and training, Information Technology, performance improvement, and executive management that directs and supports the agency's mission.
- Strategy 1.4 Implements a workforce development plan that includes recruitment, retention, and appropriate training for staff to meet service goals.

Strategy 1.5 Manage processes for all audits, performance monitoring, and reviews conducted by entities such as the Office of Risk Management, Louisiana Property Assistance, Civil Service, Legislative Auditor, Health Standards, etc.

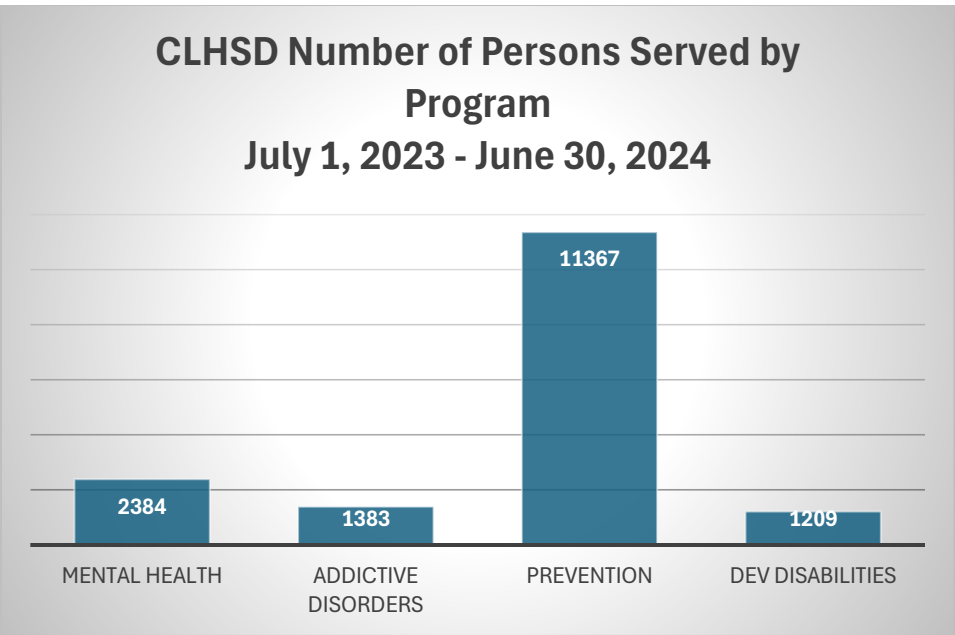
Strategy 1.6: Conduct annual client satisfaction surveys to identify potential need for intervention.

Strategy 1.7: Improve treatment outcomes and client satisfaction.

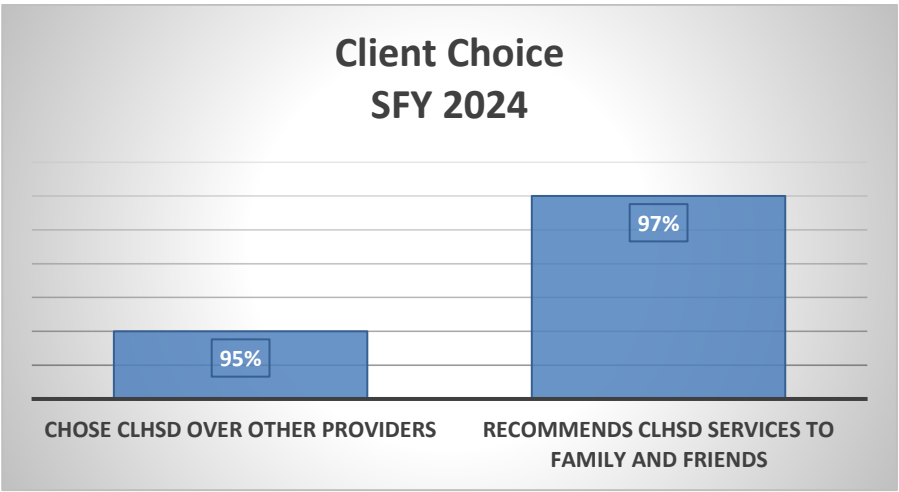
Strategy 1.8: Actively seek input from stakeholders and consumers to identify service gaps and to initiate program development or modification as appropriate.

Performance Indicators

- Percentage of Central Louisiana Human Services District (CLHSD) clients who state they would continue to receive services through CLHSD, contracts and clinics, if given the choice to go elsewhere.
- Percentage of Central Louisiana Human Services District (CLHSD) clients who state they would recommend CLHSD programs to family and friends.
- Total number of individuals served in the Central Louisiana Human Services District (CLHSD).
- Annual increase in staff productivity measured by the volume of services provided.
- Percentage of Compliance as measured by the ORM Annual Compliance Review.
- Percentage of Behavioral Health Clinics in compliance with state standards of care.



Source: Contracts, DD Participant DataBase, Clinics' Manual Count



Source: C'EST BON Consumer Survey for CLHSD (Clinics)

Objective 2

To utilize technology to maintain and advance efficiency of program services, administrative functions and fiscal operations of the district by using performance improvement strategies that include performance analysis, measurement and reporting.

Strategy 2: Use Tele-health technology to maximize existing prescriber and Licensed Mental Health Provider resources.

Strategic 2.1: Use data collection and analysis to support performance improvement activities and to make decisions based on outcome measurements.

Strategy 2.2 Use electronic health records information to provide a standard format for assessment, diagnosis and treatment planning for people served.

Strategy 2.3 Use electronic health records technology to ensure compliance with the requirements needed to support effective treatment planning and outcomes.

Strategy 2.4 Utilize information collected by technology-based systems to analyze performance and use information as a tool for Executive Team decisions or as warranted.

Strategy 2.5 Use on-line technology to conduct quarterly client satisfaction surveys to identify potential needs for intervention.

Strategy 2.7: Use on-line technology/web-based applications to ensure ease of access and monitoring of payroll and attendance records.

Strategy 2.8: Use an electronic billing system to facilitate staff efficiency, timeliness of billing, and to promote billing's accuracy.

Performance Indicators

- Percentage of District programs using an Electronic Health Record (EHR) to manage/improve programmatic outcomes, scheduling clinical appointments, and facilitate billing timeliness and accuracy.
- Percentage of district clinics using the TOMS' website to manage satisfaction surveys and programmatic outcomes.
- Number of Tele- health sites Districtwide.

ACTIVITY B: BEHAVIORAL HEALTH

Mission

The mission of the Behavioral Health Activity is to provide the people we serve with access to a comprehensive, integrated, person-family centered system of prevention and treatment services that promote recovery and resilience, have a positive impact on the individual and its community and are culturally and clinically competent and are delivered in partnership with all stakeholders.

Goal 1 The Behavioral Health Activity's goal is to provide behavioral health (Mental Health and Substance Abuse) treatment services as part of the State's continuum of care (per the Human Services Accountability and Implementation Plan) in Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon and Winn parishes.

Objective 1 Through the Behavioral Health activity, Central Louisiana Human Services District (CLHSD) will provide quality behavioral health services to children, adolescents, adults and their families in the District (including prevention and flexible family funds). Also, the CLHSD will monitor behavioral health services (outpatient and inpatient) including contract providers, to ensure quality standards are met throughout the continuum of care. Customer feedback will be used as one of the measuring tools.

Strategies

Strategy 1.1: Assume administrative, fiscal, and programmatic responsibilities community-based behavioral health services and Prevention programs/activities within its eight-parish area, as agreed upon through a contract with LDH

Strategy 1.2: Implement an effective fiscal and programmatic monitoring system that ensures the quality, quantity, and appropriateness of services delivered by all contract providers.

Strategy 1.3: Provide standardized screening, registration, and admission procedures (along with relevant documentation).

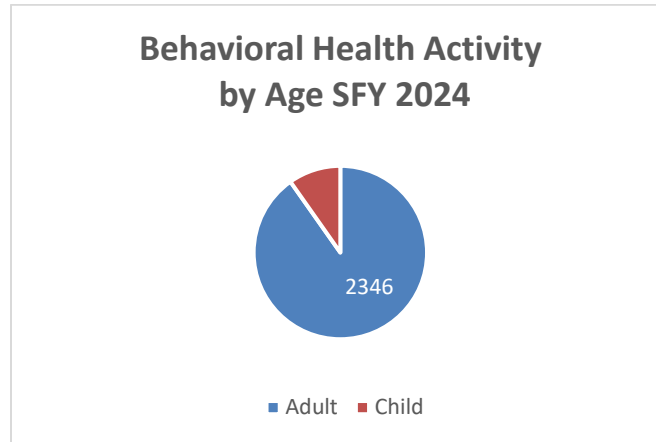
Strategy 1.4: Actively seek input from stakeholders and consumers to identify service gaps and to initiate program development or modification as appropriate. Input will be gathered on an ongoing basis in a variety of means, to include at least an annual 'community forum'.

Strategy 1.5: Maintain close working relationship with and support the work of the 'regional advisory council' in their efforts to advocate for consumers and families.

Strategy 1.6 Implement Mobile Outreach Service to rural communities within the CLHSD.

Performance Indicators

- Number of adults receiving Mental Health services in all CLHSD Behavioral Health Clinics.
- Number of children/adolescents receiving Mental Health services in all CLHSD Behavioral Health programs.
- Number of adults served in outpatient Addictive Disorders programs in the CLHSD.
- Percentage of adults receiving Mental Health services who report that they would choose to continue to receive services from CLHSD if given a choice to receive services elsewhere.
- Percentage of Mental Health clients who would recommend CLHSD services to others.
- Percentage of MH cash subsidy slots utilized.
- Total number of individuals served by outpatient Addictive Disorders in Central Louisiana Human Services District.
- Total number of individuals served in Central Louisiana Human Services District clinics and programs.
- Total number of enrollees in prevention programs in CLHSD geographic area.



Data Source: LaPas FY 2024

ACTIVITY C: DEVELOPMENTAL DISABILITIES

Mission

The mission of the Office for Citizens with Developmental Disabilities (OCDD) activity is to assess the need for support and services of developmentally disabled clients and to develop individual plans that will meet those needs, including referrals and coordination of appropriate services.

Goal 1 OCDD goal is to provide access to appropriate, comprehensive community-based supports through waivers, family support and flexible family fund programs for individuals with disabilities, their families and/or support system(s) such that they will be able to be maintained within their communities.

Objective 1 Through the Developmental Disabilities activity the CLHSD will promote and facilitate independence for citizens with disabilities via the availability of home and community-based services.

Strategies

Strategy 1.1: Serve as the Single Point of Entry (SPOE) into the Developmental Disabilities Services

System providing support coordination services to individuals and their families through community resources.

Strategy 1.2: Identify State agencies and community organization resources to better support people with developmental disabilities to live full community lives and support partnerships with and referrals to these agencies and/or organizations.

Strategy 1.3: Monitor program utilization, effectiveness, and collect performance indicator data.

Strategy 1.4: Develop and implement policies and procedures for adult waiver participants to have paths to community employment.

Strategy 1.5: Meet quarterly with service providers and families to discuss goals and services and to resolve barriers to achieving goals.

Strategy 1.6: Maintain communication with the Regional Advisory Committee, to include public input into the regional planning process and comment on regulations proposed by OCDD.

Strategy 1.7: As per stated regulations, OCDD will provide the Advisory Committee with timely information on the budget, in addition to information on the implementation of all services and quality assurance reports.

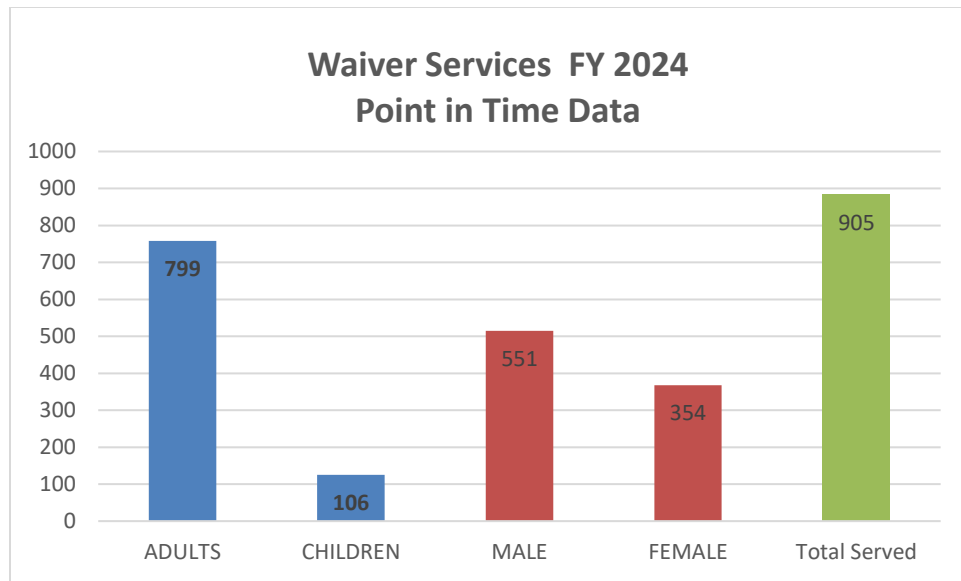
Strategy 1.8: Collaborate with the Regional Advisory Committee to develop outreach plans. Such outreach plans shall provide for public dissemination of information regarding developmental disabilities and the services available through CLHSD. The state advisory committee shall coordinate with all regional advisory committees and shall use data provided by the regional advisory committees in the deliberations of the committee.

Strategy 1.9: To conduct Community Education and Awareness events sponsored by CLHSD to educate individuals, family members, community organizations, school systems and the medical community regarding service access.

Strategy 2.0: To actively seek input from stakeholders and consumers to identify service gaps and to initiate program development or modification as appropriate. Input will be gathered on an ongoing basis in a variety of means, to include at least an annual 'community forum.

Performance Indicators

- Number of people receiving individual and family support services.
- Number of people receiving Flexible Family Fund (FFF) services.
- Percentage of eligibility determinations determined to be valid according to the Flexible Family Fund provisions.
- Number of individuals certified for Waiver services.
- Number of people receiving developmental disabilities services in CLHSD.



Source: Developmental Disabilities Staff Manual Count