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# Filling the Gap in Crisis Intervention: Horizon Homes, Inc. Proposal for SCCBI Crisis Services

Ricki Pribyl

*Minnesota State University - Mankato*

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# FILLING THE GAP IN CRISIS INTERVENTION: HORIZON HOMES, INC. PROPOSAL FOR SCCBI CRISIS SERVICES

CAPSTONE PROJECT BY RICKI PRIBYL  
MINNESOTA STATE UNIVERSITY DEPARTMENT OF SOCIAL WORK  
PRACTICUM AGENCY: HORIZON HOMES, INC.  
ACADEMIC ADVISOR: DR. KIMBERLY ZAMMITT



## STATEMENT OF PURPOSE

IN LATE APRIL 2010, THE SOUTH CENTRAL CRISIS CENTER OPERATED IN MANKATO, MN UNDER STATE OPERATED SERVICES (SOS) CLOSED ITS DOORS. THE CLOSING OF THE CRISIS CENTER LEFT A GAP IN MENTAL HEALTH SERVICES, PARTICULARLY FOR THE TEN COUNTIES IT SPECIFICALLY SERVED. LEGISLATORS IN THE MANKATO AREA, SPECIFICALLY SENATOR KATHY SHERAN WORKED HARD TO PUT TOGETHER A BLOCK GRANT THROUGH THE HEALTH AND HUMAN SERVICES ACT, WHICH WOULD ALLOW ADDITIONAL FUNDING FOR THE REOPENING OF THE CRISIS CENTER. GIVEN THAT THE GRANT WENT THROUGH, THE OPERATION OF THE NEW CRISIS CENTER WOULD BE OVERSEEN BY THE SOUTH CENTRAL COMMUNITY BASED INITIATIVE (SCCBI).

IN LATE APRIL 2010, THE SOUTH CENTRAL COMMUNITY BASED INITIATIVE (SCCBI) ANNOUNCED A REQUEST FOR PROPOSAL (RFP) FOR CRISIS SERVICES WHICH WOULD INCLUDE TAKING OVER THE CRISIS CENTER. THE SCCBI WAS IN SEARCH OF A MENTAL HEALTH AGENCY THAT WOULD ASSUME DAILY OPERATION AND MANAGEMENT OF CRISIS SERVICES FOR THE 10-COUNTY REGION. HORIZON HOMES, INC. CHOSE TO SUBMIT A RESPONSE TO SCCBI'S RFP FOR CRISIS SERVICES.

## METHODOLOGY

HORIZON HOMES, INC. TOURED THE SOUTH CENTRAL CRISIS CENTER AND MET SOME OF THE FACULTY WHO WERE CURRENTLY EMPLOYED AT THE CRISIS CENTER. AFTER MAKING THE DECISION TO GO THROUGH WITH A RESPONSE TO THE RFP, HORIZON HOMES ASSEMBLED AN IMPLEMENTATION TEAM TO WRITE THE PROPOSAL AND CARRY OUT ANY FURTHER DUTIES IN REGARDS TO CRISIS SERVICES. THE IMPLEMENTATION TEAM CONSISTED OF MICHAEL PRIBYL, EXECUTIVE DIRECTOR OF HORIZON HOMES; MELODY WEST, CORPORATE DEVELOPMENT DIRECTOR OF HORIZON HOMES; RICKI PRIBYL, SOCIAL WORK INTERN; AND AMANDA MACKIE, LICSW, MENTAL HEALTH PROFESSIONAL.

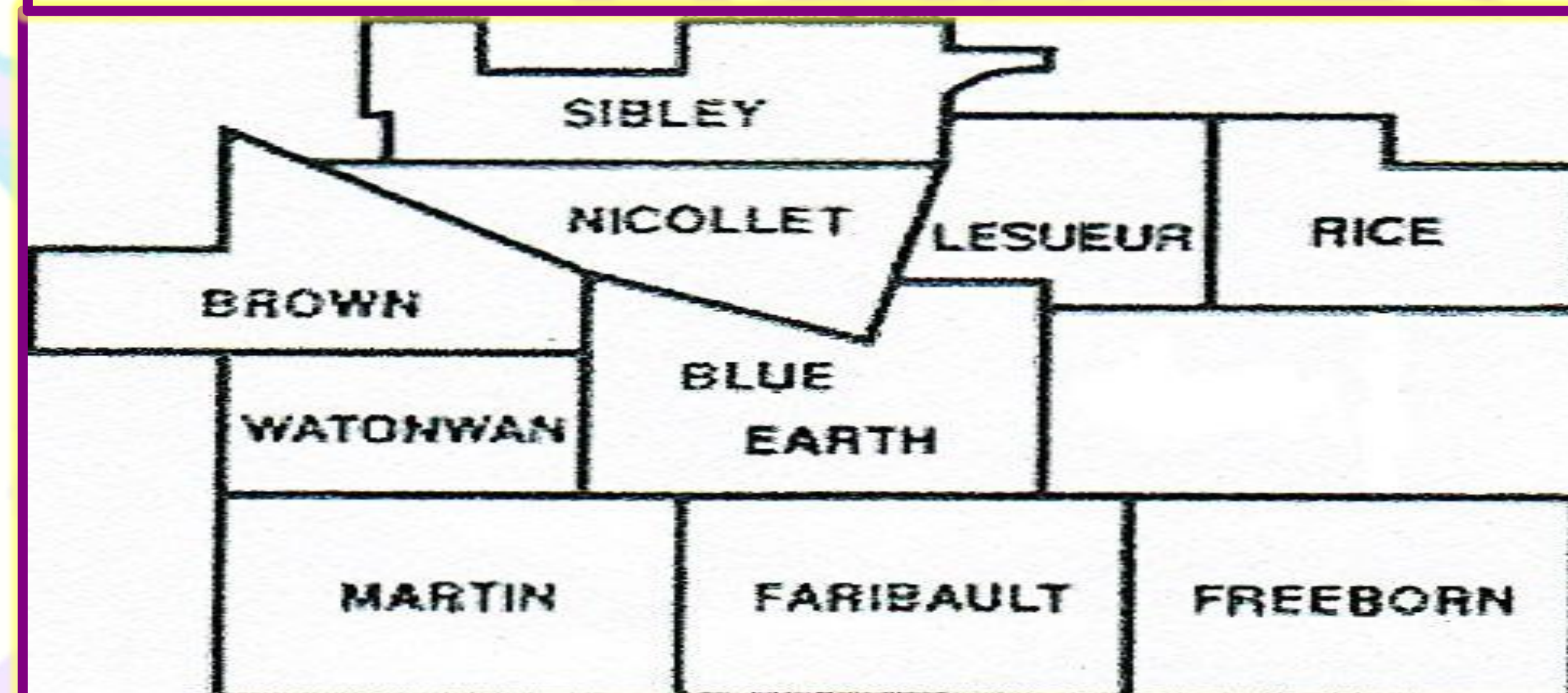
THE GOAL OF THE PROPOSAL WAS TO RESPOND IN DETAIL TO SIX MAJOR AREAS IN THE RFP. THESE AREAS WERE:

- DEMONSTRATION OF EXPEDIENT DEVELOPMENT AND IMPLEMENTATION OF A NEW PROGRAM. PROVIDE SPECIFIC PLANS WITH REGARD TO LICENSING/CERTIFICATION, HIRING AND TRAINING STAFF, PHYSICAL PLANT, ETC.
- BASED ON KNOWLEDGE OF SOUTH CENTRAL CRISIS CENTER, WHAT CHANGES IN VISION, MISSION, AND SERVICES WOULD BE IMPLEMENTED? HOW WOULD THE CHANGES IMPACT CONSUMERS?
- DESCRIBE HOW THE PROGRAM WOULD ENSURE ACCESS FOR RESIDENTS IN ALL PARTS OF 10-COUNTY REGION, AND WOULD ALLOW CONTINUED PARTNERSHIP AND COMMUNICATION WITH THE SCCBI.
- PROVIDE DESCRIPTION OF HOW PROGRAM WILL MEET 1) LICENSING, STAFFING AND CLINICAL SUPERVISION REQUIREMENTS AS REFERENCED IN RULE 36 LICENSURE; 2) REVENUE GENERATION, INCLUDING PLANS AND TIMELINES WHEN CONTRACTS MAY BE ESTABLISHED WITH HEALTH PLANS FOR BILLABLE SERVICES.
- A DETAILED CRISIS BUDGET WHICH INCLUDES A TOTAL PER DIEM OF LESS THAN \$425.
- A PROPOSED STAFFING PATTERN OUTLINE.

THE IMPLEMENTATION TEAM WORKED TOGETHER TO ADDRESS THESE CATEGORIES. HORIZON HOMES WANTED TO STAY TRUE TO ITS MISSION AS WELL AS THE MISSION OF THE SCCBI. THE TEAM WORKED TO GATHER RESEARCH AND INFORMATION THAT WOULD ACCOMMODATE THE NEEDS OF THE CLIENTS WITHIN ALL TEN COUNTIES. THE SIX CATEGORIES OUTLINED BY THE RFP WERE ANALYZED AND ADDRESSED IN DETAIL IN HORIZON HOMES' PROPOSAL. THE PROPOSAL WAS WRITTEN BY THE IMPLEMENTATION TEAM IN ABOUT TWELVE DAYS, WORKING SOLELY ON THE PROJECT. IT WAS SUBMITTED TO THE SCCBI ON APRIL 30, 2010.

ON MAY 7, 2010 THE IMPLEMENTATION TEAM MET WITH THE SCCBI TO ADDRESS CONCERNS, ANSWER QUESTIONS, AND CLARIFY ANYTHING THAT WAS CONFUSING TO THE SCCBI. ALL AGENCIES THAT SUBMITTED PROPOSALS MET WITH THE INITIATIVE SEPARATELY. ON THIS DATE, SCCBI ALSO EXPLAINED THE NEXT STEPS AND THE PROCESS OF SELECTING AN AGENCY.

## COUNTIES INCLUDED IN THE SOUTH CENTRAL COMMUNITY BASED INITIATIVE



## REVIEW OF RELEVANT LITERATURE

THE TERM "CRISIS" CAN BE INTERPRETED IN MANY WAYS. THUS PRACTITIONERS OFFERING SERVICES MUST BE PREPARED WITH A WIDE VARIETY OF CRISIS INTERVENTION TECHNIQUES THAT BEST FITS THE NEEDS OF THE CLIENT (BONYNGE, LEE, & THURBER, 2005).

"MANY PERSONS WITH SEVERE MENTAL ILLNESS ARE SUSCEPTIBLE TO STRESS AND FACE RECURRENT EPISODES OF PSYCHOSIS. OTHERS EXPERIENCE CRISES DUE TO POVERTY, RECURRENT UNEMPLOYMENT, LOSS OF HOUSING OR LOSS OF SUPPORT NETWORKS" ([HTTP://ORIGIN.PHAC-ASPC.GC.CA/](http://origin.phac-aspc.gc.ca/), 1997).

THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES REPORTS THAT 79% OF HOSPITAL EMERGENCY UNITS HAVE TO "BOARD" PATIENTS WHO ARE IN CRISIS AND IN NEED OF INPATIENT CARE FOR EIGHT HOURS OR MORE. IT IS A COMMON MISCONCEPTION THAT CRISIS IS SOMEONE WHO IS A DANGER TO SELF OR OTHERS (U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES, 2009).

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION (SAMHSA) REPORTED IN 2006 THAT 20% OF THE 23.8 MILLION ADULTS THAT RECEIVED TREATMENT FOR MENTAL HEALTH REPORTED AN UNMET NEED AFTER TREATMENT (SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION, 2009).

RESEARCH SUGGESTS THREE MAJOR CONCERNS WITH CRISIS SERVICES IN RURAL AREAS: INCONSISTENCY IN THE OPERATION, COORDINATION AND COMMUNICATION; LACK OF UTILIZATION AND OUTCOME DATA; SETTINGS IN WHICH CRISIS SERVICES ARE DELIVERED (BONYNGE, LEE, & THURBER, 2005).

COGNITIVE BEHAVIORAL THERAPY APPROACHES THAT HAVE SHORT TERM GOALS AND OBJECTIVES ARE FOUND TO BE VERY EFFECTIVE (BILSKER & FORSTER, 2003).

INTENSIVE OUTPATIENT PROGRAMS HAVE BEEN EVALUATED IN RESEARCH AND PROVEN TO BE EFFECTIVE IN CRISIS INTERVENTION. THIS MAY INCLUDE ON-SITE OUTPATIENT SERVICES OR MOBILE INTERVENTION SERVICES AND HAVE BEEN FACILITATED IN BOTH INDIVIDUAL AND GROUP FORMATS (WISE, 2000).

IN A STUDY ON CRISIS INTERVENTION, THE RESEARCHERS CLAIM THAT CRISIS INTERVENTION SHOULD ENCOURAGE CLIENTS TO INCREASE ENGAGEMENT IN OUTWARD COGNITIVE ORIENTATION, WHICH WILL IN TURN ACTIVATE RESOURCES FOR LONG-TERM THERAPY (TSCHACHER & JACOBSHAGEN, 2002).

PLEASE REFER TO THE HANDOUT PROVIDED FOR A LIST OF REFERENCES FOR THIS POSTER

## KEY FINDINGS

ON MAY 7, 2010 THE SCCBI ANNOUNCED THAT THE DECISION WOULD BE POSTPONED DUE TO THE FACT THAT FUNDING IN LEGISLATION HAD NOT YET BEEN SECURED. LEGISLATORS WORKED DILIGENTLY THROUGH THE NEXT FEW WEEKS AND THE BLOCK GRANT WENT THROUGH THE THIRD WEEK OF MAY, 2010.

ON MAY 24, 2010 WE RECEIVED NOTICE THAT HORIZON HOMES HAD BEEN SELECTED FOR THE CRISIS CENTER. HORIZON HOMES WAS CONGRATULATED ON A SOUND PROPOSAL AND WAS ALSO TOLD THAT THERE WAS COMPETITION IN THE PROCESS.

THE BIGGEST CONCERNS FOR THE SCCBI WERE GETTING THE DOORS TO THE ON-SITE CRISIS CENTER OPEN AS SOON AS POSSIBLE, AND KEEPING CONSISTENT COMMUNICATION WITH THE TEN COUNTIES IN THE REGION AS CRISIS SERVICES UNDER HORIZON HOMES DEVELOP.

## DISCUSSION

THE PROCESS OF BEING AWARDED THE GRANT WAS JUST THE BEGINNING FOR HORIZON HOMES. THE IMPLEMENTATION TEAM MET WITH THE SCCBI SHORTLY AFTER BEING AWARDED IN ORDER TO ESTABLISH A TIMELINE FOR REOPENING THE CRISIS CENTER. THE GOAL IS TO OPEN DOORS IN AUGUST, 2010.

THE PRIORITY AFTER BEING AWARDED THE CRISIS CENTER IS APPLYING FOR LICENSURE. THIS PROCESS INCLUDES DEVELOPING A POLICIES AND PROCEDURES MANUAL FOR THE PROGRAM. TWO MEMBERS OF THE IMPLEMENTATION TEAM FOCUSED ON THIS TASK. THE APPLICATION WAS SUBMITTED ON JUNE 5, 2010. THOUGH HORIZON HOMES MAY BE ABLE TO CONTINUE WITH SOME PLANNING, ACQUIRING THE LICENSE IS NECESSARY FOR OPENING THE DOORS TO THE CRISIS CENTER.

THE NEXT STEP FOR HORIZON HOMES IS TO ESTABLISH MEETINGS WITH AGENCIES INVOLVED IN THE CRISIS CENTER. THIS INCLUDES LAW ENFORCEMENT, THE SCCBI HUB, AND LOCAL HOSPITALS. ESTABLISHING OPEN COMMUNICATION AND CONTRACTING WITH THESE AGENCIES WILL BE IMPORTANT IN SMOOTH OPERATION OF CRISIS INTERVENTION. MEETINGS HAVE ALSO BEEN SET UP TO NEGOTIATE AND FINALIZE THE BUDGET WITH A REPRESENTATIVE FROM THE DEPARTMENT OF HUMAN SERVICES.

HIRING AND TRAINING WILL ALSO BE A LARGE PROJECT FOR THE IMPLEMENTATION TEAM. THE HIRING WILL BE LEAD BY THE TREATMENT DIRECTOR, AMANDA MACKIE, WITH HELP FROM THE IMPLEMENTATION TEAM AS WELL AS OTHER HORIZON HOMES ADMINISTRATION. THE GOAL IS TO HAVE STAFF HIRED AND TRAINING COMPLETE BY JULY.

THERE ARE MANY STEPS INVOLVED IN THE PROCESS OF FULFILLING THE RESPONSIBILITIES HORIZON HOMES INHERITED BY BEING AWARDED THE CRISIS CENTER. HORIZON HOMES ANTICIPATES NOTHING BUT SUCCESS IN FILLING THE GAP IN CRISIS INTERVENTION.