

*hope*

*recovery*

*believe*



2007: REPORT TO THE COMMUNITY  
MENTAL HEALTH CENTER OF DENVER

# WE BELIEVE IN GOING GREEN

## A GREENER WORKPLACE REAPS EVEN GREATER REWARDS FOR THE MENTAL HEALTH CENTER OF DENVER IN 2007



*MHCD's 20-member internal Together Green Team has been the launch pad for connecting the entire organization's sustainability efforts.*

For more than 10 years, Mental Health Center of Denver (MHCD) has been experiencing the benefits of recycling and using environmentally conscious practices in the workplace. In 2007, our efforts paid off with even greater and greener rewards. As the Grand Prize Winner in the Corporate Express EcoOffice Makeover promotion, MHCD was the recipient of an estimated \$20,000 in eco-friendly office products, furniture, and cleaning supplies and on-site, professional consultation on how to develop and maintain a sustainable office culture.

To win the grand prize, MHCD's 20-member employee Together Green Team submitted an essay describing our organization's eco efforts and highlighting why MHCD values a green workplace. The Together Green Team, made up of four committees called "Baby Greens," oversees MHCD's greener technology, recycling, workplace, and transportation initiatives. Their efforts have been the launch pad for connecting our entire organization's sustainability efforts and for promoting additional process improvements.

Here are some highlights of how MHCD's green efforts paid off in 2007:

- Saved 88 trees by recycling white office paper.
- Saved 20%-25% per fixture in energy costs by replacing incandescent bulbs with compact fluorescent bulbs.
- Reduced paper consumption by 20% with double-sided printing.
- Reduced waste by replacing Styrofoam usage with washable dishware.
- Replaced throw-away cups with hot/cold environmentally safe plastic mugs in the workplace.
- Upgraded two MHCD facilities with thermo pane sealed windows for an anticipated 10%-15% energy savings on heating and cooling.
- Enhanced facility roof with tapered insulation for additional heating and cooling load savings.

Plans for 2008 include expanded workplace recycling efforts; monthly "Low Print", "Alternative Transportation" and "Plant a Tree" challenges; and increased water and energy conservation.

## TOGETHER GREEN

MHCD's goal is to make a fundamental shift toward environmental responsibility. This year we chose to print our annual report on 100% recycled paper that is processed chlorine free. We selected a self-mailing design to save costs and eliminate the need for envelopes.

*MHCD wants to be the greenest mental health center in the country. Not only does our focus on being green at the office help us be better stewards of our limited resources, it also sets an example for the people we serve.*

*Our staff has enthusiastically embraced becoming green. We believe in fostering a Wellness Culture where everyone can be great in the healthiest and greenest work environment.*

*– Dr. Carl Clark, MHCD CEO*

# MESSAGE FROM THE CEO

DEAR FRIENDS OF MHCD,

We see people recovering from their mental illness everyday. When we first meet someone looking for help they are often in



*Carl Clark, MD*  
*Chief Executive Officer*

very difficult circumstances. Many are children who have been traumatized, families whose lives have been disrupted by the mental illness of a loved one, people who have become homeless as a result of their

mental illness and children, teenagers and adults with thoughts of killing themselves in their desperation to end their mental anguish.

Even in these desperate places everyone still has strengths that are a key to their overcoming their mental illness. We begin by carefully listening to them to discover the dreams, hopes and aspirations of each child, family and adult. We then engage their strengths with the best in evidenced based practices to help them in their reaching recovery.

We are thankful to all our donors, volunteers and community partners for your generous support of the life-changing work we do, support which enables us to see more children, teenagers and adults every year. Support that helps us transform lives by living our mission of enriching lives and minds by focusing on strengths and recovery.

In this Report to the Community, we have highlighted some of the innovative ways we are reaching out to people in need and how we join together with the people we serve to make Denver a better place to live. We are looking forward to the day when we have the capacity to serve the mental health needs of everyone who needs our help and to the day when everyone in Denver understands that getting rapid access to mental health treatment makes a positive difference for all of our community.

Please share this report with your family, friends and colleagues so they too can get a glimpse of the powerful experience one has with the hope of recovery.

Sincerely,

A handwritten signature in dark ink that reads "Carl Clark MD". The signature is fluid and cursive.

**Carl Clark, MD**  
Chief Executive Officer  
*Mental Health Center of Denver*

*To accomplish great things, we must not only act, but also dream; not only plan, but also believe."*

~ Anatole France  
Nobel Prize Winner,  
Literature, 1921

*You can sign up to receive our newsletter and annual report electronically by going to [www.mhcd.org](http://www.mhcd.org).*

# hope

# WE BELIEVE IN RECOVERY

## MHCD AT A GLANCE:

- Serves 6,500 consumers each year, of which 5,000 are adults, 1,500 are children under the age of 18, and over half are persons of color.
- Staffs more than 450 highly qualified professionals including psychiatrists, nurses, therapists, case managers, social workers, and residential counselors.
- Offers services in more than 30 locations throughout Denver, including eight neighborhood clinics, 23 residential facilities, four community-based agencies serving the homeless, 15 public schools, as well as in-home care for families.
- Has 95 professional affiliations and contracts with Denver community organizations.

## NEW PROGRAMS CREATE MORE OPPORTUNITIES FOR RECOVERY

- Court to Community **24 Consumers**
- Denver Criminal Justice Initiative **36 Consumers**
- Denver's Road Home **20 Consumers**
- Growth & Recovery Opportunities for Women **40 Consumers**

Every day, the Mental Health Center of Denver (MHCD) offers new hope for recovery for persons with mental illness. In 2007, this hope touched the lives of more than 6,500 adults, families, and children in the Denver Metro area. The driving force behind the work we do is an unwavering belief—the belief that people can, and do, recover from mental illness.

Founded in 1989, MHCD is a private not-for-profit, 501(c)(3), community mental health care organization focused on providing outcomes-based services. At the heart of our nationally recognized approach to mental health treatment is the knowledge that with appropriate, compassionate care, **more than 70% of the people we serve will lead healthy, productive lives.**

Our mission is *“Enriching Lives and Minds by Focusing on Strengths and Recovery.”* Here, we partner with consumers to focus on what they can do, not on what they can't. We involve consumers in shaping their own recovery and give them a real chance to regain control of their lives.

Mental illness is more common than cancer, diabetes, or heart disease. One in five Coloradoans needs mental health services each year, yet less than one-third receive care. Often addictions accompany mental illness, complicating diagnosis, understanding, and access to treatment.

At MHCD, we envision a future where recovery and resilience are the expected outcomes and mental illness and addictions can be prevented or cured. We believe it can happen. Your support fuels our passion and determination to make a difference for thousands of persons with mental illness in our community.

## COMMUNITY PARTNERSHIPS IMPROVE LIVES

### COURT TO COMMUNITY REDUCES OVERCROWDING IN COURTS AND JAILS

Frequent arrests became a way of life for Joe. In 2006, he was arrested an average of

twice a week for petty offenses ranging from marijuana possession to public disturbance. His untreated bipolar disorder and substance abuse were severe enough to put him at risk of homelessness.

When Joe entered MHCD's Court to Community (C2C) program, he was facing a nine-month jail sentence. The program is a grant-funded project designed to effectively treat instead of jail repeat offenders with serious mental illness. MHCD works with the Denver Crime Prevention and Control Commission on Court-to-Community.

With a goal of decreasing the use of jail time and repeated interaction in the criminal justice system by persons with mental health issues by 25%, MHCD and the Colorado Coalition for the Homeless were selected to provide integrated services to a total of 36 program participants.

Currently MHCD provides Assertive Community Treatment (ACT) services to 24 people. ACT is a team treatment approach designed to provide comprehensive, community-based treatment, rehabilitation, and support to persons with mental illness

who often have co-existing problems such as homelessness, substance abuse, or involvement with the judicial system.

So far, C2C has been a clear success. Consumers involved in the program have seen a significant reduction in jail time and citations compared to the same time period prior to admission. Almost all started with unsatisfactory living situations and are now in stable housing,

yielding an almost immediate improvement in psychiatric symptoms, a decrease in substance abuse, and a reduction in involvement with the legal system.

Joe has dramatically reduced his substance use. He has a treatment and medication plan, stable housing, and has not been in jail since entering the program. Joe credits Court to Community with saving his life. C2C will eventually serve a total of 75 people like Joe over a three-year period. C2C is funded by

*Prior to participation in the program, C2C consumers spent about 1,330 days in jail at an approximate cost of \$80,000. In the year since the program started, jail time has dropped close to 83% to about 266 days, saving taxpayers approximately \$64,000.*



the Colorado Health Foundation and Denver's Crime Prevention and Control Commission.

## PROGRAM REDUCES ARRESTS AND JAIL TIME

Many of the crimes committed by persons with mental illness are manifestations of their illness, not criminal intent. It's not surprising, then, that they are more frequently involved in the criminal justice system. In 2007, MHCD formed a partnership designed to address this issue by providing access to treatment for some of Denver's most vulnerable citizens.

The Denver Criminal Justice Initiative (DCJI), closely linked with the Denver courts and jails, and other community partners helps those with mental illness avoid numerous and costly jail and hospital stays, decreases repeat court appearances, and increases the safety of the community.

DCJI provides participants on parole comprehensive treatment and services including intensive clinical case management, outreach, medication evaluation and monitoring, substance abuse treatment, group therapy, residential treatment, supportive housing, and benefits acquisition/management. The program began serving its first consumers in September 2007 and it is currently near capacity with 36 participants. The hope is that the program will result in many more success stories like Robert's:

### IN HIS OWN WORDS: ROBERT'S STORY

*"I arrived in Denver with all of my personal belongings packed inside of my car. My intention was to find employment and affordable housing. The next day my car was stolen and I was left with literally the clothes on my back. I became homeless and penniless and soon found myself returning to drugs and alcohol which quickly resulted in run-ins with the law and ultimately led to my arrest. I was placed on probation and my probation officer directed me to participate in the Denver Criminal Justice Initiative.*

*As a direct result of my active participation, I can honestly say that my life has been changed for the better. I have received treatment,*

*therapy and medication, as well as assistance in locating housing, benefits, part-time work and transportation.*

*Instead of feeling alone and 'against-all-odds,' I feel as if I'm part of a winning team. I have considerable appreciation for those who helped, and continue to help me negotiate and navigate this new way of life."*

*~Robert, DCJI Participant*



## WORKING WITH DENVER'S ROAD HOME

Homelessness and serious mental illness often go hand in hand. Partnering with Denver's Road Home, Mayor Hickenlooper's initiative to address homelessness, is a natural fit for MHCD.

In its first year, 10 people were served through this grant program. Expanded this year, we now serve 20 consumers in need of mental health and substance abuse treatment by engaging them through street outreach and referral. This partnership addresses issues that contribute to homelessness, resulting in dramatic improvement in quality of life for many living on Denver's streets.

One such consumer is Kate. Homeless and using crack cocaine and heroin on a daily basis was a way of life for Kate. Initially, MHCD provided Kate with transportation from a shelter to methadone maintenance and intake appointments. Eventually, MHCD housed her in a residential facility and provided her access to mental health and physical health treatment. Today, Kate is living in her own apartment, taking her psychiatric medications consistently, and is not using illegal substances. She has reconnected with her family—something that would have been unthinkable for her two years ago.

In the year to come, MHCD is looking forward to providing services and housing to yet another 45 homeless individuals through a new grant program called "Street to Home."

## MHCD EXPERT BRIDGES THE GAP

*Some of the referrals to DCJI and Court to Community are a result of a partnership formed in September 2007 between MHCD and Denver Adult Probation to co-fund a clinical case manager/liaison. MHCD case manager and forensic mental health clinician, Sarah Hernandez, works with adult probation clients to assess mental health needs and connect them with the appropriate services. Two days a week Sarah is at Denver Adult Probation and three days a week at MHCD's Clermont Wellness Center.*

*Of the 46 mental health assessments completed in the initial months of the program, more than half were referred for mental health services. The highest percentage of these clients were on probation for drug offenses resulting from untreated mental health needs. Probation officers report that having a trained mental health professional to consult and offer assistance with mental health issues is extremely beneficial to the court system and clients alike.*

**In its second year, Denver's Road Home services represented a public cost savings of up to \$3,650 annually per person served, by decreasing hospitalizations, detoxification episodes, emergency room contacts, and incarceration.**

*~ Denver's Road Home Year Two Report*



*GROW is a one-of-a-kind program. It was a long wait, yet it has made a big difference to the women living on the streets who come to the Gathering Place.*

~Mary Ellen,  
*The Gathering Place*

### HOMELESS WOMEN FIND HOPE

Mary's tidy duplex with its fenced yard stands ready to welcome a pet when the time is right. However, it wasn't too long ago that Mary could not have even hoped for a place to call home. On the streets after her release from prison, Mary became lost in a recurring cycle of drug use and prison time. With few resources, mental illness, and domestic violence in her life, seeking help was an overwhelming task.

Last year MHCD staff members sought out the voices of Denver women with histories of mental illness, trauma, homelessness, and substance abuse, like Mary. They visited various shelters and residential programs to learn first hand what homeless women needed and wanted, and to examine the barriers that kept them from changing their lives. These stories were the driving force behind the development of MHCD's Growth and Recovery Opportunities for Women (GROW) in 2007, a program funded by a five-year Substance Abuse and Mental Health Services Administration grant.

GROW provides integrated, strength-based case management, substance abuse, and trauma treatment to women who are referred through community partners. The GROW team, made up of a psychiatrist, a nurse, three case managers, a program manager, and a project director is a mobile unit that provides outreach and treatment in the community. This enables the team to meet with women within their own comfort zones to build stronger working relationships. The program is also supported by the vast array of services provided by MHCD.

Within GROW's first year, all of the 43 women involved have shown steady improvement in the six factors that affect mental health recovery: housing, employment, psychiatric symptoms, engagement in outside activities, and participation in mental health treatment. Most significant, within the first months, 80% have permanent housing even though 100% were homeless at intake.

Through GROW, Mary has received individual and group therapy and medication and she has successfully completed her parole requirements. She is also employed and has reconnected with her children and grandchildren. According to Mary, with the support and treatment provided by GROW she now has her life back.

GROW will serve 160 women over the five-year grant period.

*"The Client Trust Fund has helped me immensely. It keeps me from over spending, and helps me budget my money. I also have begun to pay off some of my bills on my own with my work earnings. I feel better knowing my money is being monitored."*

~Ann, MHCD Payee Consumer

### FINANCIAL INDEPENDENCE CRITICAL TO RECOVERY

One of the most difficult things in the early stages of recovery for many persons with mental illness is management of finances. MHCD's **Client Trust Fund (CTF)** is designed to empower consumers to work toward successful financial and personal independence.

As a designated organizational payee for state and federal benefits, the CTF holds the responsibility of overseeing that consumer benefits are first used to cover basic necessities, such as food and shelter.

Over 550 consumers work with CTF advisors, who assist them in creating budgets, help them learn to manage bills and accounts and, eventually, take over their own finances.

The Client Trust Fund is centrally located at the MHCD Resource Center, which also offers employment services, a food bank, and a thrift store where furniture, clothing, and household items are available free of charge. Close to 300 consumers make use of MHCD's Resource Center services on a daily basis.



*Animal Assisted Therapy builds confidence and social skills in children.*

## ANIMALS HELP HEAL EMOTIONAL WOUNDS

His parents were physically abusive and addicted to drugs, so he and his two siblings moved in with their grandmother. Violence was the only way Danny knew to express himself.

After numerous problems with truancy and aggressive behavior, school counselors referred 13-year-old Danny to the Mental Health Center of Denver day treatment program. The program includes a full-day elementary and middle school for youth with serious emotional problems. Its objective is to address behavior problems by dealing with underlying emotional issues so that kids return to regular school as soon as possible – usually within six months.

Animal Assisted Therapy (AAT) is an innovative therapeutic technique sometimes

used by MHCD in the day treatment program to reach at-risk youth who might not open up in a traditional setting. “Some of these kids have been traumatized and they don’t trust adults,” says a day treatment therapist. “They tend to respond more readily when a dog is involved in individual or group sessions.”

Behavior Reduction in Kids (BARK) is an animal assisted therapy program used by MHCD in conjunction with the Denver Dumb Friends League. MHCD students train dogs for adoption while receiving therapy and working on individual treatment goals.

Within a few weeks of beginning the BARK program, Danny evolved as a peer leader. He has learned to eliminate his aggressive behavior, speak in an assertive voice and verbalize his needs. His bad attitude has disappeared and Danny wants to adopt an animal of his own – something his grandmother is considering.

## MEET US

Each month we hold open houses where you can learn about what we do and how we help people recover from mental illness. You’ll meet our CEO, Dr. Carl Clark, and hear about our vision for the future.

We’d like to meet you and hear from you. These are casual gatherings at the Mental Health Center of Denver. We serve refreshments and a light snack and you’ll be in and out in just an hour.

Visit [www.mhcd.org](http://www.mhcd.org) for dates, times and directions or email [Joanne.aiello@mhcd.org](mailto:Joanne.aiello@mhcd.org).

## MHCD CONSUMER HOUSING

MHCD operates 18 assisted living facilities where highly trained teams of therapists and residential counselors provide mental health and substance abuse treatment for men and women.

- Adults 18 and over.
- Stays vary from 4-7 days up to 90 days per year.
- Offers support groups to address needs and strengths of women survivors of trauma.

We also have five apartment communities that provide 83 independent living units.

*You can help!  
Tax deductible  
donations of items in  
good condition are  
always appreciated by  
our Resource Center.  
Call 303-892-5594 or  
visit [www.mhcd.org](http://www.mhcd.org)  
for more ways you  
can help!*

*believe*



# WE BELIEVE IN ENRICHING MINDS

Over 60 MHCD consumers receive continuing education in community settings. MHCD students attend classes on the Auraria Campus, as well as the Emily Griffith Opportunity School, University of Colorado Health Sciences Center, Colorado School of Trade, Open Book, and Arapahoe Community College.

Every day, MHCD offers new hope for recovery for seven persons with mental illness. And every day, we have to turn away 17 more.

Learn how you can help MHCD make a difference through our many donation and volunteer opportunities by visiting [www.mhcd.org](http://www.mhcd.org) or calling Barbara Shaw at 303-504-6727.



*"MHCD gave me back my life."*

## EDUCATION AND EMPLOYMENT: POWERFUL ELEMENTS OF RECOVERY

Most people understand that regaining strength from an injury often requires rehabilitation. What many don't know, is that for persons with serious mental illness regaining his or her life often requires a similar rehabilitation approach.

MHCD's 2Succeed in Education and Employment helps consumers reengage with the community through education and employment by offering such an approach. Each year, more than 1,000 consumers actively participate in this comprehensive program of academic, career, and personal development with impressive results: **2Succeed has a 70%-75% success rate in placing consumers who want to work in jobs.**

A strength-based program, 2Succeed in Education and Employment, offers each consumer a personalized path to attain their social, educational, vocational, and recreational goals with two complementary components:

**2Succeed in Employment** helps consumers find employment and partners with area businesses to support job placement and retention. The program offers a variety of vocational services to maximize successful placement, including:

- Vocational Assessment
- Transitional Employment
- Job Readiness Training
- Job Coaching

**2Succeed in Education** provides formal educational and vocational training to help consumers re-enter the workforce through:

- Academic Development
- Career Development
- Personal Growth

## THE POWER OF WORKING: BARBARA'S STORY

Barbara and MHCD share history. She was a brand new mother when MHCD was the new mental health center in Denver. After the birth of her son, Barbara experienced severe post-partum depression. "It got so bad I began to hear voices. I was a complete physical and emotional wreck. I couldn't dress or feed myself," is how Barbara describes her life then.

With MHCD's help, Barbara achieved recovery. She is now working and nearing retirement, made possible, she says, through the treatment, medication, therapy, support, and quality care she received at MHCD. The 2Succeed in Employment Program enhanced her recovery with the training and support she needed to reach her goal of independence and employment.

"It made me successful like I am today," Barbara says of the power of working in her recovery process. "Thanks to MHCD and 2Succeed, I'm in recovery right now, there's no doubt about it."

## THE POWER OF LEARNING: RETURNING TO COLLEGE

As young adults, many MHCD consumers started college with eager goals of completing a college degree, like their peers. But, mental illness derailed their plans. With MHCD's 2Succeed in Education, consumers have the support they need to fulfill the dream of completing their college education.

Kathy Ehret, MHCD's Vocational Project Coordinator with 2Succeed in Education, helps consumers navigate the complexities of returning to college life at the Community College of Denver, Metro State College, and the University of Colorado at Denver, all located on the Auraria Campus. Many consumers, now in their 30s and 40s, find returning to a college campus intimidating. Kathy's step-by-step approach helps consumers define academic goals and manage the logistics of returning to school, while addressing anxieties about fitting into campus life.

Kathy spends much of her time on the Auraria Campus at the Center for Persons with Disabilities. From this vantage point she provides everything from campus tours and referrals for financial and academic advising to co-facilitating a support group for approximately 40 MHCD students on campus.

Kathy joined MHCD 14 years ago believing that persons with mental illness could realize their dreams if someone believed in them. She is actively involved in expanding the MHCD/Auraria partnership. "We want to provide opportunities for hope and recovery to blossom on campus for even more MHCD returning students," says Kathy.



## MUSIC THERAPY A HIGH NOTE FOR OUR CONSUMERS

According to one regular, known to strum a guitar solo from time to time, it is the highlight of his week. MHCD's weekly music therapy group, held at the Capitol Hill Clinic, offers consumers the opportunity to play an instrument, sing along, socialize, or just take it all in. The group, which is open to all MHCD consumers, is supported by several consumer "regulars" from a variety of MHCD programs. New participants drop-in each week.



Kevin Jackson makes music at our Capitol Hill Clinic.

Dell Woodman, a clinical case manager with professional music experience, facilitates the group, plays guitar, and leads songs. Team psychiatrist, Raye Marie Smilanic, co-facilitates and also participates with consumers. In addition to providing an outlet for creative expression, the music therapy group offers MHCD's clinical staff a unique opportunity to observe consumers' progress outside of a typical clinical setting. This year the music therapy group was one of the best-attended groups offered at the Capitol Hill Clinic.

## TEEN SUICIDE PREVENTION PROGRAM IS WORKING

### CHOOSING LIFE CHOOSING HOPE

Artistic self-expression is an essential part of MHCD's Voz y Corazón, a community teen suicide prevention program that provides support, tutoring, therapy, and creative activities for Latinas in Denver.

MHCD worked closely with Latina teens and the community to create Voz y Corazón.



It is a program designed by teens for teens and it supports them in their efforts to create solid identities. Voz y Corazón provides suicide prevention training and support to teens in the West Denver community and it is working.

Teens report they are using their new skills and referring suicidal peers for help. Since its creation in 2004, Voz y Corazón has served more than 500 Latina youth. It is so successful that it expanded this year to include a group for boys.

Community partners in the Voz y Corazón program include Denver Area Youth Services, Denver Public Schools, Girls Incorporated of Metro Denver, Hermanas de Color Unidas para Educación, and The Colorado Trust.

*"What I learned today is that it is not always a good idea to keep a secret and that you can help a person from committing suicide"*

- Studies show that one in five high school students think about suicide; Hispanic teen girls are at the highest risk.
- Substance abuse is involved in over 65% of teen suicide attempts.
- More suicide attempts are made by middle school youth but more fatalities occur between 17-24 years of age.

### VOZ Y CORAZÓN TEEN ART EXHIBIT AND AUCTION

• June 14th, 2008 •

Contact 303-504-6500 or visit [www.mhcd.org](http://www.mhcd.org) for more information.

## MHCD RECOVERY MEASURES AND MARKERS

We believe so strongly that recovery is achievable we do more than just talk about it. We collect and measure data that shows our consumers progress toward recovery.

**Recovery Markers** - indicators believed to support recovery:

- Housing Status
- Employment— measures status or progress toward working
- Education – measures learning activities
- Symptom Interference – degree of success in controlling symptoms
- Active Growth/ Orientation – personal hobbies, outside activities
- Substance Abuse – level of current drug use
- Stage of Change Substance Abuse – stage of giving up a drug use habit
- Number of days in jail, Detox, or the hospital for psychiatric reasons

**Consumer Recovery Measures** - a survey covers five areas of self-perception of their own recovery.

- Hope
- Active Growth/ Orientation
- Social Networking
- Safety
- Symptom Interference

Our clinicians and consumers use this data to chart progress and create an individual service plan for recovery.

# WE BELIEVE IN BUILDING ON STRENGTH

## WELLNESS CULTURE FUELS HOPE AND ENCOURAGEMENT

**Believing anything is possible** may sound like a lofty goal, but it is much more than a pipe dream for MHCD. It's one of the core values that define the wellness culture of MHCD for both employees and consumers.

In 2007, MHCD set out to define, create, and maintain a culture of wellness that recognizes, respects, and develops the strengths of consumers, staff, and our partnership with the community. The process was initiated through an extensive audit and surveys to solicit feedback from employees about values and wellness culture. Next, 136 MHCD employees involved in leadership training defined the experience of working in a culture of wellness through a written statement. The statement, adopted by MHCD this year and enthusiastically supported throughout our organization, has been integrated into MHCD's five-year strategic plan as a way to continue to grow and maintain our commitment to a culture of wellness.

### MHCD WELLNESS CULTURE

We intentionally bring out the best in ourselves and others by:

- Seeing everyone's strengths
- Supporting and encouraging one another
- Celebrating staff, accomplishments, and diversity
- Respecting ourselves and others
- Listening to each other
- Creating an environment of healthy and positive relationships and community partnerships
- Believing everyone wants to be great
- Being passionate about our mission and having fun in the process
- Believing anything is possible!

### MHCD REDESIGNS AND LAUNCHES A NEW WWW.MHCD.ORG

Our new Web site, launched in November 2007, raises our visibility and delivers powerful, clear messages about what we do, who we serve, and what we believe.

Here you can learn about our mission—

**Enriching Lives and Minds by Focusing on Strengths and Recovery**—and how we put it into action bringing hope, health, and healing to the lives of the adults, families, and children we serve.

Through the power of video, Dr. Clark talks about our purpose and consumers describe what recovery means to them. Move around the site and you'll discover in-depth descriptions of our programs and the many unique ways MHCD touches lives. There is comprehensive mental health information, links to articles and research, and much more. Visit [www.mhcd.org](http://www.mhcd.org) to learn more about the Mental Health Center of Denver.

### MHCD PHARMACY SUPPORTS CONSUMER RECOVERY

For many consumers, being consistent with medications is key to recovery. Having a convenient, safe, and user-friendly process for obtaining prescriptions can make all the difference. MHCD makes this easy for our consumers through our on-site pharmacy system, expanded in 2007 to include two locations.

MHCD now has pharmacies located at the Clermont Wellness Center and in our main administration building. Here, consumers find caring pharmacists who specialize in psychiatric medications and who are always available to answer questions about medications or to negotiate insurance issues for them. Our consumers feel comfortable here and many are on a first-name basis with their MHCD pharmacist, who works to make sure they keep on track with the medications that are so essential in their recovery.

### SHARING BEST PRACTICES IN NATIONAL PUBLICATION

In 2007, MHCD staff members were honored with requests to author articles for the magazine of the National Council for Community Behavioral Healthcare. The publication focuses on current and relevant industry themes and is read by leaders of its 1,300 community mental health organization members across the country.

*"Measuring our success in recovery is the call to each of us in mental health service delivery. We*

## STRENGTHENING FAMILIES

MHCD is dedicated to providing services that support and empower families, who are at the heart of the recovery process for so many consumers. In 2007, our Child and Family programs strengthened services by:

- Adding a full-time child psychiatrist to act as a community liaison and collaborative partner with direct service providers.
- Expanding our school-based team to include therapists in 15 Denver public schools from elementary to high school.
- Training our Intensive Services Team in Best-Practice Family Therapy Techniques.
- Adding additional capacity through five new grant awards.





*are each asked to be more accountable to our communities in being able to share the good work that we do and to demonstrate the difference we make in the lives of the people we serve.”*

Carl Clark, MD  
MHCD Chief  
Executive Officer

Drs. Carl Clark, MD, CEO of MHCD, and P. Antonio Olmos-Gallo, PhD, Director of Evaluation & Research for MHCD, submitted “A Signature Approach to Outcomes,” an article highlighting the Mental Health Center of Denver’s process of measuring mental health outcomes to improve clinical practices. The article was featured in the National Council’s “Improving Clinical Practice” issue, published in late 2007.



*“Community engagement is the key to informing culturally and linguistically competent mental health and addictions treatment services and evaluation. Community, family, consumer, and provider input are essential to the*

*process of researching, developing, and delivering such services.”*

Lydia Prado, PhD, MHCD  
Director of Child & Family  
Services, Cultural Competence

Kate K. DeRoche, PhD  
Candidate, MHCD Evaluation  
Specialist

Dr. Lydia Prado, PhD, MHCD Director of Child & Family Services, Cultural Competence and Kate K. DeRoche, PhD Candidate, MHCD Evaluation Specialist, submitted an article entitled, “Addressing the Needs of Underserved Populations Through Community Involvement,” which was published in the January, 2008 issue of the magazine dedicated to “Cultural Competence in Treating Mental and Addiction Disorders.” The article discusses how MHCD uses a

collaborative approach in embracing community diversity in research, development, delivery, and evaluation of services to address the specific needs of minority consumers. Both articles are available on MHCD’s Web site at [www.mhcd.org](http://www.mhcd.org).

**BUILDING ON OUR STRENGTHS:  
MHCD CONSTANTLY IMPROVES  
SYSTEMS AND DELIVERY**

MHCD continually strives to uphold our national leadership role with systems and service delivery that are ahead of the curve. Efforts in 2007 include:

MHCD re-certified several outpatient clinics with the State of Colorado Alcohol and Drug Abuse Division as licensed treatment providers.

Outpatient clinics increased their numbers of licensed Certified Addictions Counselors (CAC), specially trained professionals qualified to provide dual-diagnosis treatment to our consumers needing mental health and substance abuse treatment.

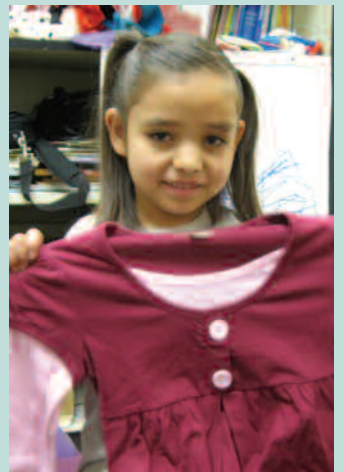
Trained approximately 20 staff in TREM – Trauma Recovery and Empowerment– a recovery and empowerment treatment intervention for women who are survivors of physical, sexual or emotional abuse. Additionally 20 of our counselors were trained in M-TREM for men.

It is our goal to provide the best mental health treatment and quality control by maintaining and upgrading our communication systems. Upgrades include:

- Electronic medical record validation
- Electronic scanning and signature pads
- Web-based reporting for clinicians

**GIFTS OF JOY  
HOLIDAY GIFT  
DRIVE**

*Gifts of Joy* is the Mental Health Center of Denver’s holiday gift drive for the needy children and teenagers we serve. Nearly all of the families served through our Child and Family programs are indigent and cannot afford gifts for their children at the holidays.



*Generous donors like you provided gifts and gift cards to over 1,000 children and families in 2007.*

Gifts of Joy cash donations are accepted all year at [www.mhcd.org](http://www.mhcd.org). Watch our website for future details on how to donate new, unwrapped gifts this holiday season.

**Wellshire Behavioral Services**  
*Colorado's Choice for Psychiatry*

Wellshire Behavioral Services (WBS) is a subsidiary of the Mental Health Center of Denver. This private psychiatric clinic serves private pay patients by providing a full spectrum of psychiatric services from psychotherapy to medication management. Visit [www.wbscolorado.org](http://www.wbscolorado.org) or call 303-504-6565 to learn more.



# FISCAL YEAR 2007 FINANCIAL STATEMENTS

The Mental Health Center of Denver's financial health continued to improve in 2007. Our unrestricted net assets increased from \$6.1 million to \$7.3 million. That is a 20% improvement in our fund balance. The change is primarily due to \$1.2 million net income from operations.

Gross revenues rose by 11% to \$46 million. Contributing factors to this year's revenue growth were \$2.2 million additional funding from the State of Colorado, and \$2.3 million in expanded MHCD Pharmacy sales.

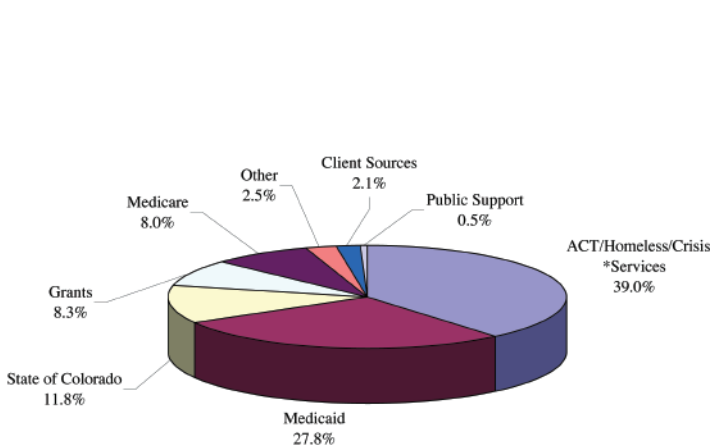
Fiscal Year 2007 was the first year of operations for Wellshire Behavioral Services (WBS), a subsidiary of MHCD which

provides mental health services to consumers who are insured by 3rd party payers or wish to pay for themselves. With the advent of WBS, MHCD client fees and third party revenue increased three times to a new high of 1.5% total client services revenues.

New grant funding awarded to MHCD in 2007 totaling approximately \$5 million was used primarily to create programs specifically designed for Denver's homeless population with co-occurring mental illness and substance abuse.

**Forrest M. Cason**  
*Chief Financial Officer*

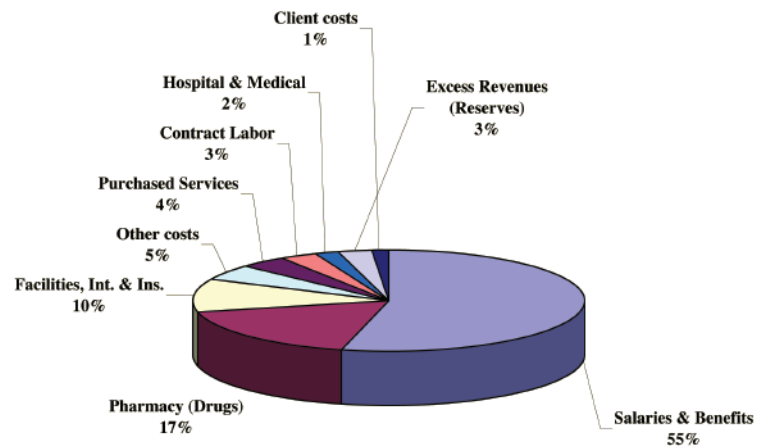
## MENTAL HEALTH CENTER OF DENVER FISCAL YEAR 2007 FINANCIAL PERFORMANCE



### MHCD 2007 Source of Dollars

Source of Dollars...		
ACT/Homeless/Crisis Services*	\$ 18,018,000	39.0%
Medicaid	12,829,000	27.8%
State of Colorado	5,468,000	11.8%
Grants	3,853,000	8.3%
Medicare	3,705,000	8.0%
Other	1,146,000	2.5%
Client Sources	992,000	2.1%
Public Support	212,000	0.5%
<b>Total</b>	<b>\$ 46,223,000</b>	<b>100.0%</b>

\*aka "Goebel" Funds



### What MHCD Spent \$ On In 2007

Salaries & Benefits	\$ 24,963,000	54.0%
Pharmacy (Drugs)	8,075,000	17.5%
Facilities, Int. & Ins.	4,837,000	10.5%
Other costs	2,323,000	5.0%
Purchased Services	1,775,000	3.8%
Contract Labor	1,410,000	3.1%
Hospital & Medical	933,000	2.0%
Excess Revenues (Reserves)	1,227,000	2.7%
Client costs	680,000	1.5%
<b>Total</b>	<b>\$ 46,223,000</b>	<b>100.0%</b>

# BOARD OF DIRECTORS

# MHCD 2007 - 2011 STRATEGIC PLAN



*Barbara Allen Ford, MA,  
LMFT, CAC II  
Board Chair, MHCD*

It has been an exciting year at MHCD in which we have been actively developing and pursuing strategic goals consistent with the MHCD mission of enriching lives and minds by focusing on strengths, resilience and recovery.

We are striving to provide leadership in mental health policy, awareness, funding and coordination of services in order to develop a system of care that meets the mental health

needs of the people of Denver. We have done so by responding to community need by developing and delivering evidence-based products and services that employ the recovery and resilience models of mental health services.

We are also developing diverse, enduring and sustainable financial resources while simultaneously creating and maintaining a wellness culture among staff and consumers that supports both in being great.

On behalf of the Board of Directors, I would like to extend my congratulations to our donors, staff, clients and community for all you have done to make the Mental Health Center of Denver a global leader in providing mental health services.

**Barbara Allen Ford, MA, LMFT, CAC II**  
*Board Chair  
Mental Health Center of Denver*

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#### ■ Strategic Goal on Services and Products

*Based on community need, develop and deliver population-based, culturally competent products and services that employ evidence-based practices and the recovery model and enhance MHCD's operations.*

#### ■ Strategic Goal on Wellness Culture and Human Resources

*Create and sustain a wellness culture at MHCD that enables staff to be great.*

#### ■ Strategic Goal on Leadership in Access to Care

*Provide leadership in developing a mental health system of care that meets the needs of all people in Denver.*

#### ■ Strategic Goal on Financial Resources

*Develop diverse, enduring, and sustainable financial resources.*

#### ■ Strategic goal on Public Awareness, Marketing and Messaging

*Develop awareness and engagement in MHCD and our mission to influence public policy and funding.*

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