THE MAGELLAN

SERVING CENTRAL ARIZONA'S BEHAVIORAL HEALTH COMMUNITY

Magellan's provider outcomes dashboard improving performance to enhance the quality of life for those served by behavioral health

In March 2009, Magellan of Arizona in collaboration with the Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) and Maricopa County's four adult provider network organizations (PNOs) – Southwest Network, CHOICES, Partners In Recovery and People of Color Network – launched an innovative provider outcomes dashboard. The outcomes dashboard provides real-time performance data to service recipients, their families, provider agencies and other stakeholders.

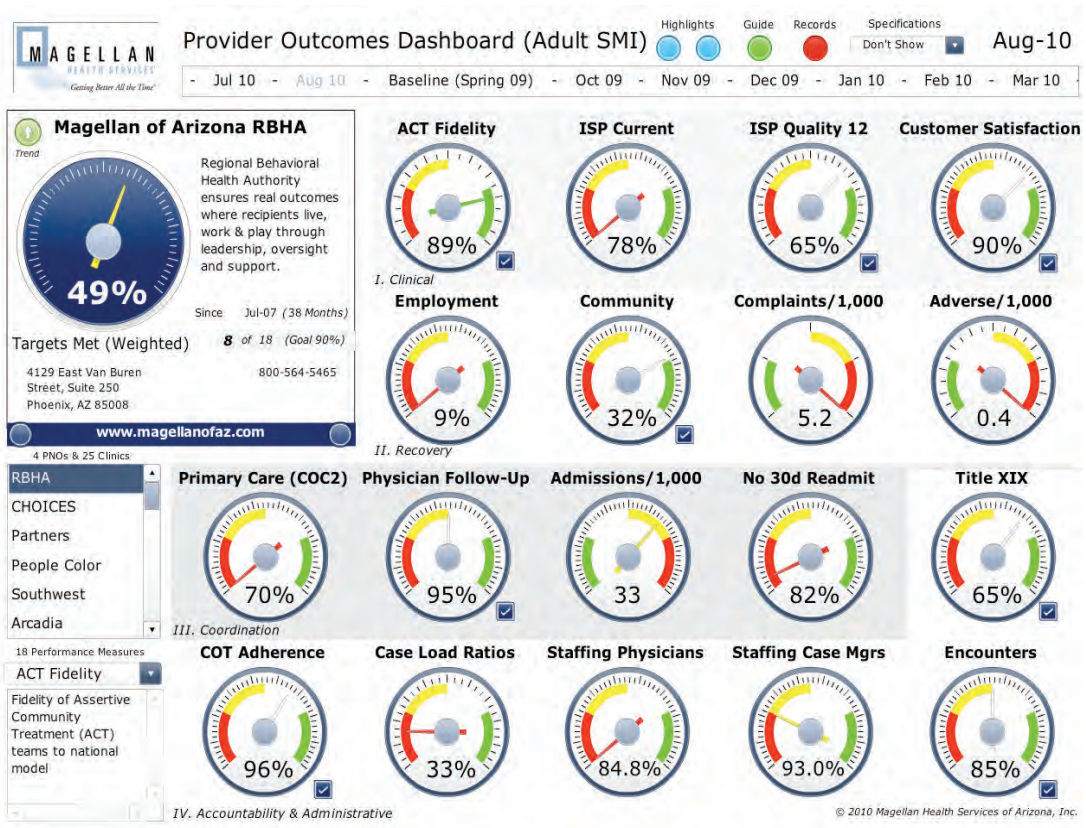
"The outcomes dashboard gives eyes to the performance of the largest and one of the most complex behavioral health-care systems in the country," said David Covington, Magellan of Arizona's chief of adult services. "It provides an unprecedented level of accountability and transparency to ensure that all of us in the mental health arena are working smarter and more collaboratively to help individuals whose lives we touch."

The outcomes dashboard makes performance and quality data readily available with detail for individual agencies and sites with longitudinal progress trended over time. The dashboard includes 18 critical indicators that are grouped into balanced scorecard categories of service maximization/administration, coordination of care, clinical quality and recovery outcomes. The performance measures serve as mile markers of progress that track such things as staffing and caseload ratios, employment, individuals' community reintegration and involvement, and much more. These mile markers reveal the progress being made by recipients, providers and the entire mental-health system.

Celebrating behavioral health milestones

Nearly 18 months after the launch, the PNOs have made remarkable progress in a number of key areas, and continue to show improvement month-over-month. Magellan recognized the adult PNOs at a luncheon for their successes that were reflected through the interactive online dashboard. PNOs were honored in three categories:

People of Color Network's 1300 North Central clinic received the most improved clinic award for their FY2010 performance. By the end of FY2010, the 1300 North Central clinic had raised its number of metrics met/exceeded by three (compared with 2.5 for the two next most improved runner-up sites). The clinic ended the year by adding ISP current, ISP quality, COT adherence and encounters to their met/exceeded list.



From March 2009 through July 2010, the dashboard demonstrated improvements despite the worst budget crisis in Arizona history, which significantly reduced services for behavioral health services (statewide) for individuals with a serious mental illness who do not meet AHCCCS (Title 19/Medicaid) eligibility requirements. Despite the complex transition, Maricopa County's four adult PNOs rallied together to make significant improvements to the behavioral health system including:

- **ISP current improved over 50 percent, this is from 56 percent in May 2009 to a system-high of 85 percent in May 2010;**
- **ISP quality improved over 30 percent from 47 percent in March 2009 to 62 percent in July 2010;**
- **Title 19 Medicaid coverage increased 25 percent from 52 percent in February 2009 to 65 percent in July 2010;**
- **Encounter values increased 44 percent from 63 percent in March 2009 to a system-high of 91 percent in June 2010;**
- **ACT fidelity increased 34 percent from 68 percent in March 2009 to a system-high of 91 percent in January 2010;**
- **Clinics meeting 99 percent or greater for COT adherence with case manager visits increased 650 percent, from two clinics in March 2009 to a system-high of 15 in October 2009;**
- **Clinics staffed with case managers at rates of 95 percent or greater increased 280 percent (five in March 2009 to a system-high of 19 in October 2009);**
- **Customer satisfaction started in March 2009 at 83 percent, reached a system-high of 92 percent by November 2009.**

CHOICES' Midtown (formerly Heatherbrae) clinic received the runner-up award for outstanding performance. CHOICES' Thomas Road clinic edged out their Midtown clinic to receive the top award, "Clinic Excellence Award for Outstanding Performance," for holding the all-time clinic record of meeting goals on 12 out 17 metrics. The clinic also finished in the top two for six consecutive months during FY2010.

CHOICES also received the overall PNO outcomes award for achieving the record high for the year with nine out of 18 metrics achieved/exceeded, for holding the top spot 70 percent of the time and receiving top clinic (Thomas Road) and runner-up clinic (Midtown) awards.

Magellan would like to congratulate all the PNOs for their continued commitment to excellence and dedication to improving behavioral health services for the more than 21,000 adults living with a serious mental illness in Maricopa County.

"Ultimately, the provider outcomes dashboard was developed to drive performance improvements and demonstrate to the customer, providers, key stakeholders, recipients, their families and the public the capabilities of Magellan of Arizona to effectively manage the behavioral health care system," said Covington. "The dashboards framework has become the fundamental ingredient to change and dramatic improvements in performance in the Maricopa County behavioral health system."

Nationally recognized for being innovative and achieving clinical excellence

The Council of State Governments (CSG) and CSG-West recently choose Magellan of Arizona's provider outcomes dashboard initiative as a regional finalist for their Council of State Governments Innovations 2010 Award. ADHS/DBHS submitted Magellan of Arizona's provider outcomes dashboard for the innovations award. CSG began presenting Innovations Awards in 1986 to bring greater visibility to exemplary state programs and to facilitate the transfer of those successful experiences to other states. The provider outcomes dashboard represents a significant milestone in ADHS/DBHS', Magellan's, and the greater mental health community's ongoing and collective efforts to transform Maricopa County's mental health system from a process-only measurement system to one that focuses on meaningful recovery outcomes for the individuals it serves.

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MAGELLAN HEALTH SERVICES

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Winter 2010

Changing expectations

Richard Clarke, Ph.D., chief executive officer for Magellan of Arizona

"Stigma… promotes expectations in both the public at large and individual consumers that people with mental illness are incapable of the responsibilities commensurate with living independently."
– Patrick W. Corrigan, PsyD, professor of psychology, Illinois Institute of Technology

In September, I had the pleasure of hosting a tour of some of the mental health facilities and resources here in the Valley. Our guests included representatives from the State House, the State Senate staff, the Maricopa County Adult Probation Department, AHCCCS, St. Luke's Health Initiative and the Phoenix Black Chamber of Commerce. They visited National Alliance on Mental Illness (NAMI) Arizona, ConnectionsAZ's Urgent Psychiatric Care (UPC) Center, PSA Art Awakenings, Family Involvement Center, and CHOICES Network's Arcadia Clinic. While traveling between stops, our guests also heard Katie Ayotte and Erika Montaño, two very Extraordinary People, tell of their firsthand experiences with the mental health system.

While I can't say for sure what our guests' original expectations were of the tour and of those experiencing mental illness in our behavioral health system, I can tell you what I heard from them. A number of them told me that they had no idea that some of these agencies even existed and were impressed to see the system function within an organized environment focused on connecting our recipients to quality care. They were also struck by our ability to maintain a focus on outcomes even in the face of budget cuts. Our guests saw the importance of providing those experiencing serious mental illness with a mix of traditional and creative alternatives that create therapeutic opportunity and help them to lead lives where they can contribute to the community:

- Getting urgent care 24/7 (UPC)
- Expressing themselves through art, writing and music (Art Awakenings)
- Making their voices heard through advocacy groups (NAMI and Mental Health Awareness Coalition) and opportunities to serve on Magellan committees, initiatives and its governance board
- Connecting with others in the community and learning from the experiences of family and peer mentors (Family Involvement Center)
- Working with a team dedicated to helping them recover and live productive lives in the community through counseling, medication, housing support, education opportunities, and job search support (Arcadia Clinic)

Our guests also discovered that most people dealing with mental illness are like you and me and, in fact, that one in four people experiences some form of mental illness. I believe that our guests left with a new understanding of mental illness, the unwarranted stigma attached to it, and a revised set of expectations of those who live with it.

Our guests witnessed many successes of the system and heard of its struggles, too. Further budget cuts loom on the horizon as the recession goes on, and we continue to try to find ways to assist those whose benefits have been cut or reduced. For example, we have partnered with NAMI Arizona, Mental Health America of Arizona, Recovery Empowerment Network, Southwest Network and other behavioral health-care advocates and service providers to develop a non-Title 19 resource hotline to connect people to resources in the community. Staffed by trained volunteers, the hotline is available on weekdays from 9 a.m. to 5 p.m., and can be reached at (602) 759-8175.

I'm pleased that our guests joined us for the tour. I'd like to thank them—and you—for committing to help us change expectations. Your advocacy will add to the groundswell for change—not just in attitudes but in the lives of those struggling with behavioral health issues.

Partners In Recovery opens new, more welcoming clinic in the East Valley

In September, Magellan provider network organization, Partners in Recovery (PIR), opened the doors to their new East Valley Clinic. The new 15,000-square-foot facility is now home to more than 1,500 service recipients and 80 staff members from their East Mesa and Gateway clinics. PIR decided to consolidate the East Mesa and Gateway clinics into one newer, larger facility this summer after the lease expired on one location, and the other location was deemed too small.

To accommodate the two clinics, PIR renovated an old drugstore in Mesa. The renovation allowed PIR to design and create a unique clinic environment that is more open and welcoming to recipients and staff members. The new facility boasts a snack shop, high ceilings, rooms for group meetings and six public access computers in the lobby for recipients to use before and after their visit.

"It's intended to create a sense of community. There's no glass, no doors, no locks," said Christy Dye, president and chief executive officer for Partners In Recovery. "Our goal was to create sense of community – an environment that felt more like a community center and less like a doctor's office."

The new location is also easier to access for service recipients taking public transportation. The facility sits along the Valley Metro bus route 30 (University) near the intersection of Greenfield Road and University Drive.

In late October, PIR celebrated the grand opening of their new facility with an open house. The celebration gave staff and service recipients the opportunity to showcase their new clinic, providing tours to visitors that displayed the clinics amenities and open, welcoming atmosphere. Community members, stakeholders, staff, family and friends, and even the City of Mesa Mayor Scott Smith and Maricopa County Supervisor Don Stapley were attendance for the clinics grand opening celebration.

"The positive response from staff and recipients has been overwhelming. They are enjoying the openness, the colors and amenities the new clinic offers," said Craig Brett, site administrator for Partners In Recovery East Valley clinic. "Most of all everyone likes the sense of community the new facility and layout has brought."

Provider outcomes dashboard

Continued from page 1

In addition to being recognized as an innovative program, Magellan's provider outcomes dashboard was the recipient of the 2010 National Behavioral Health Clinical Excellence Award during Magellan Health Services Clinical Leadership Conference. The award is given annually to behavioral health programs at Magellan for people and projects that have demonstrated clinical excellence so that others across the company may benefit from their expertise.

Implementing the outcomes dashboards across the entire mental-health system

Magellan will implement, in partnership with ADHS/DBHS and the provider community, online dashboards for the children's, crisis and general mental health/substance abuse (GMH/SA) systems in December 2010:

Child - Nearly 22,000 children and adolescents receive services from the organizations within three children's PNOs - People of Color Network, Southwest Network and Quality Care Network. These PNOs helped develop the dashboard for the children's system of care, which monitors month-over-month progress according to 14 key metrics, which include measures such as increased stability, functional child and family teams (CFTs), and success in school.

Crisis - Connections AZ, Community Bridges, Recovery Innovations, Southwest Behavioral Health Services (SWBH), Maricopa Integrated Health Services, St. Luke's and Crisis Response Network provide behavioral health crisis services, including crisis phones, mobile crisis and facility-based urgent care. The dashboard for this group of providers monitors month-over-month progress of 16 metrics. Examples of these metrics include average length of stay, law enforcement referral wait time, and routine care.

Adult GMH/SA - Approximately 40,000 individuals with general mental health and substance abuse issues receive services from 29 provider organizations. The dashboard for this group of providers was developed by a steering committee that includes TERROS, Jewish Family and Children's Services, Southwest Behavioral Health, Valle del Sol, Community Bridges, NOVA, Ebony House and Native American Connections. This dashboard provides month-over-month monitoring of 13 key metrics grouped into the categories of clinical, engagement/collaboration, coordination of care/accountability, and race and equity. The metrics include measures such as reduction in substance abuse, recovery support and hospital readmits (30 days).

All the dashboards are available to view anytime at www.MagellanofAZ.com/Dashboards.

By December 2010, Magellan will have launched four online dashboards that measure the performance of the adult SMI, children's, crisis and GMH/SA systems. You can view these dashboards anytime at www.MagellanofAZ.com/Dashboards.

Meet Pam: Extraordinary peer mentor and rehabilitation counselor

Pam Kazmaier is not ashamed of her past any longer. That's a huge testament to how far she's come in her mental health recovery, because her past includes a suicide attempt, a felony conviction, a lost marriage and a fulfilling career as a registered nurse stripped from her forever. All of these events were a result of Kazmaier's lifelong struggles with mental illness.

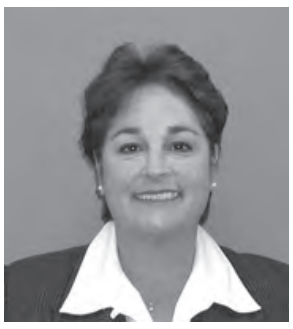
She's very forthright about her diagnosis of bipolar disorder as an adult, and wasn't really surprised by it because her father was diagnosed with manic depression and she lived through his disturbing episodes growing up. When Kazmaier was 13 years old, she was constantly followed around by "aliens" whose presence she believed was real. Only through years of therapy and medical help did she come to realize that those images were a manifestation of her mental illness.

"I never told anyone about the voices I heard or the aliens that appeared to me as a teenager, and I had a great life for a couple of decades," Kazmaier said. "I went on to college, started a great career as a nurse, got married and had two children. I thought I was normal, just like everybody else."

Then, the euphoric highs and energy bursts coupled with the darkest depths of depression—symptoms of bipolar disorder—began taking over her life. She began seeing psychiatrists and taking medications to relieve the symptoms, and ironically was helping her son, who also was diagnosed with bipolar disorder, through the same challenges.

One day, their mental illness became too much for the both of them to handle, and Kazmaier and her son decided to end their lives together by overdosing on drugs. They both awoke in the hospital. Kazmaier was restrained to the bed.

"When I was released from the hospital, I was handcuffed and arrested for dangerous crimes against children—a felony," she said. "When you have a mental illness, you don't have logical thoughts. In attempting suicide with my son, I thought I was giving him relief from his pain and suffering, and I would be in heaven with him."



As a convicted felon, Kazmaier lost her freedom, her nursing license, her right to vote, her marriage and her self-esteem. She has worked for the past several years to rebuild her life and focus on her mental health recovery.

"It's been a long journey, not just for me, but for others who suffer from mental illness," she said. "Mental illness is the only 'illness' that people blame you for. If you have a heart attack, people are sympathetic, but if you have what I call a 'brain attack,' you're pretty much vilified."

Fortunately for Kazmaier, through caring case managers, proper medication, and mental health support programs and services she's received in Maricopa County, she is regaining a life back in the community and mending the relationships with her family. She now spends her days presenting at various mental health events, such as NAMI's (National Alliance on Mental Illness) "In Our Own Voice" series and works full-time as a certified psychiatric rehabilitation practitioner and counselor for Triple R Behavioral Health. She helps other individuals come to terms with their mental illness by sharing a bit of her own history and story.

"I'm transparent and not at all guarded about my mental health experiences," she said. "I let it all hang out there so people can learn. I want to demystify mental illness so others who are suffering can get the help they need."

Meet Alesta: Extraordinary mother and student

For Alesta Shepard of Maryvale, learning about mental illness has been a lifelong process of discovery.

The 60-year-old escaped death decades ago after a former co-worker gave her what should have been a lethal amount of PCP. She landed in Central State Hospital in Milledgeville, Georgia, for six months where she was treated and misdiagnosed with paranoia schizophrenia.

Along with her healing came heartbreak and separation from her 9-year-old son. That's because after she was discharged from the hospital, Shepard moved to Atlanta at age 35 to receive psychiatric rehabilitation at a facility called Community Friendship, Inc., where she was correctly diagnosed with bipolar disorder.

Shepard's mother was granted full guardianship of her son and helped foster their family connection through the years while Shepard made a full recovery in Georgia and her relatives settled into their new life in Arizona.

Shepard couldn't be prouder of the young man her son has become. He will be marrying later this year and starting a family of his own.

As for Shepard, she has since moved to Phoenix to be closer to her family and celebrates how far she has come with a sense of humbleness.

She is a current straight-A student at Phoenix College, and she is researching educational opportunities at South Mountain Community College and Arizona State University to pursue a degree in creative writing and certification in storytelling.

"This life experience has taught me to never give up on my dreams," she said. "In spite of all the setbacks, I've learned that where I end up depends entirely on my decisions."

All signs point toward a happy ending for Shepard.

She has developed a niche telling sacred stories focused with motivational and spiritual messages and hopes to share her talents with faith-based organizations in the future.

Extraordinary PEOPLE

Ordinary people conquering mental illness
...and making **extraordinary** contributions.

Meet Jill: Extraordinary peer mentor, motivator and advocate

To say that Jill Hogan has had her share of "ups and downs" in life would be an understatement. Hogan, now 47 years old, has experienced mental health challenges since she was 16. That also was the age when she made her first suicide attempt.

"I was going through a lot at that time," Hogan said. "In addition to the normal teen anxieties, my parents were going through a very ugly divorce and neither of them were there to help me sort through the negative thoughts and feelings I was experiencing."

Hogan began acting out in high school, drinking heavily and experiencing symptoms of mental illness and depression that she couldn't explain or talk to anyone about.

When she awoke in the hospital after her attempted suicide, she remembers her mother being horrified at the thought of taking her to a psychiatric treatment program because it would taint the family image. Hogan says that her mother finally agreed to take her to see a psychiatrist in a town miles from where they lived to avoid the embarrassment. After Hogan shared with the psychiatrist some of the things that were troubling her, Mom refused to take her back.

"It pretty much went downhill from there," Hogan said. "My symptoms got worse and my drinking was out of control." Hogan was placed into the foster care system when her mother, now divorced, couldn't handle her anymore.

After graduation, Hogan left her home town and excelled in a private college. Hogan was determined to make a new life for herself, thinking "No one would know about my past." Denial would solve everything. Hogan graduated Phi Theta Kappa in addition to receiving five Outstanding Awards. She believes her success was due to having a solid, positive structure and support during that time.

Unfortunately, once she was out of the structured system of her college schedule, Hogan began relapsing and experiencing the symptoms she had earlier in her life. She was hospitalized numerous times and ended up in the state hospital in Illinois.

With therapy and proper medication, Hogan came out of her dark place and spent the next several years living a productive life until her medications stopped working and she was lost in her world of confusion all over again. Hogan was fortunate to receive treatment and was on a new road to recovery when she experienced a major traumatic event. Once again her mental illness took hold.

She began to hallucinate and hear voices that were telling her to do things that only made sense to her. She not only was losing her grip on reality, but she lost the ability to work, her home, and a relationship. Acting on the commands she heard could have been fatal had someone not intervened.

"The psychosis I was experiencing was created by a chemical imbalance in my brain. I began reading all I could about my diagnosis and met others with the same issues. I surrounded myself with people who were living a full life despite their challenges. I learned new strategies to manage my symptoms. Naming my command voice ELI gave me permission to challenge what he was instructing me to do, because he was no longer a "voice that must be obeyed."

Hogan has been in recovery and serving as a positive example for other individuals challenged by mental illness in Arizona. She volunteers as a support group facilitator for Mental Health America of Arizona, sits on the board of directors for Visions of Hope, a recovery-based community service agency, and regularly talks to others about mental health issues.

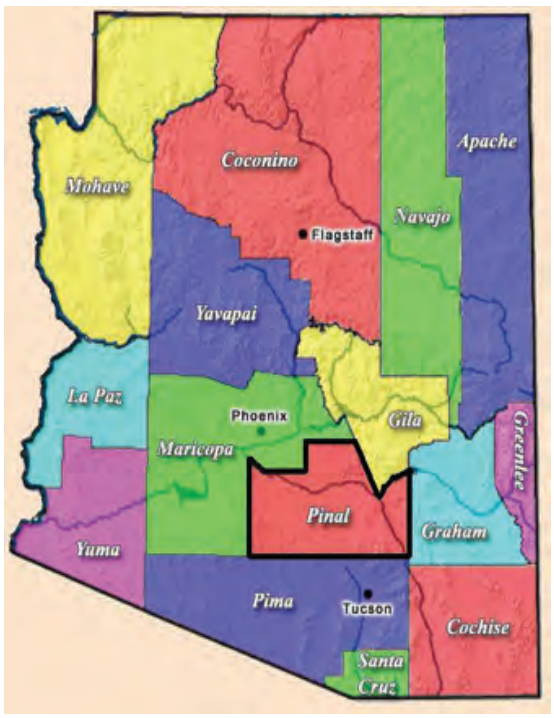
Hogan also serves as a peer on the Governance Board for The Crisis Response Network, and helps represent the Network at various community events. "I enjoy spreading the word that there is hope."

Three years ago Hogan began her own pet sitting business. "Animals have always been therapeutic and I benefit from daily exercise. I consider myself fortunate because I have found purpose and responsibility."

"Recovery is not an event, it is a journey that happens when we refuse to be a victim of our symptoms," she added.

Magellan now serves as the RBHA for parts of Pinal County

Magellan of Arizona now serves as the new Regional Behavioral Health Authority (RBHA) for central Arizona, which includes Maricopa County and parts of Pinal County. The change took effect July 1, 2010, and was done in an effort to better define the geographic service areas (GSAs) managed by each RBHA. GSAs are now defined by ZIP code instead of county lines, which is the same system used by the Arizona Health Care Cost Containment System (AHCCCS).



This change happened to several ZIP codes across Arizona. Magellan now serves six ZIP codes that are geographically located in Pinal County. The ZIP codes were previously under the RBHA Cenpatico. Magellan's now serves the following ZIP codes in Pinal County:

- 85120
- 85220
- 85140
- 85240
- 85143
- 85243

Every impacted service recipient received a letter of explanation and information packet detailing the service change. To ensure a smooth transition Magellan of Arizona worked closely with provider agencies serving impacted recipients in Pinal County to avoid any disruption in services.

Magellan of Arizona welcomes our new service recipients to our system of care. If you have any questions regarding any part of this change or would like to learn more about Magellan, please call Magellan of Arizona at (800) 564-5465, TTY (800) 424-9831 or visit www.MagellanofAZ.com.

Magellan of Arizona is on the move!

Magellan of Arizona is relocating in January 2011 to an office building located just few minutes from its current facility on 4129 East Van Buren St., in Phoenix. The new facility, located at 4801 E. Washington St. in Phoenix, will offer easy accessibility thanks to various lines of public transportation (Valley Metro bus route 1 and Metro Light Rail station 44th St. and Washington) and is in close proximity to freeway exits and main street thoroughfares.

In addition, it will provide more meeting space, enabling more meetings with behavioral health recipients and their families, providers, clients, and local community members. The move will be accomplished in phases. Back-up contingencies will be in place to ensure operations continue as usual. If you have questions about the move, please e-mail MaricopaCommunityRelations@MagellanHealth.com or call (800) 564-5465.

Magellan's youth group, MY LIFE, launches Facebook fan page

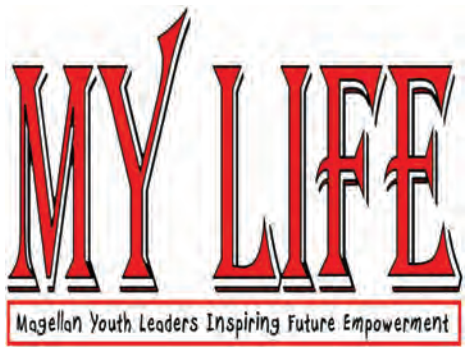
Magellan Youth Leaders Inspiring Future Empowerment (MY LIFE) recently launched a Facebook fan page (www.Facebook.com/MYLIFEyouth) to help inspire, educate and connect youth and youth supporters around key MY LIFE issues and activities.

Visitors of the page can learn how MY LIFE youth are using their experiences, strengths, talents and voices to improve youth and young adult programs and services throughout the country, and reduce the stigma associated with being a young person living with a mental illness and/or substance abuse issue. Most importantly, visitors to the fan page are getting an inside look at how the MY LIFE program is helping youth make positive changes in their lives and how they are helping their peers around the country do the same.

MY LIFE member from Lehigh Valley, Pa., posted, "I walked from therapy over two miles just to attend today's meeting. I heard MY LIFE was an amazing support group and it was. MY LIFE is awesome and hit some topics and subjects that were true. Things like this change the world! MY LIFE is something I will attend every month!"

Greg Dicharry, development manager and MY LIFE coordinator, is excited to see youth are using the fan page to inspire other youth and the community to get involved, "The page is empowering youth to speak up, educate and inform our community on the power of youth voice and involvement. Each post is increasing awareness on the importance of improving the lives of youth who have experienced living with mental illness and/or substance abuse around the country."

In November 2010, MY LIFE opened a chapter in Lehigh Valley, Pa., where Magellan Health Services manages behavioral health services for HealthChoices, who has been serving thousands of members in Bucks, Delaware, Lehigh, Montgomery and Northampton counties since 1997. Lehigh Valley, Pa., MY LIFE members recently took

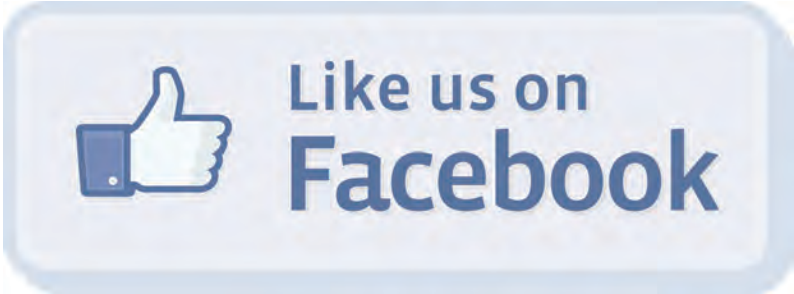


to the fan page after their first meeting to boast about the difference the program is already making to youth in Lehigh Valley.

MY LIFE member from Lehigh Valley posted, "MY LIFE, Lehigh Valley was an impressive night for me. I've been in the 'system' my whole life. I was in foster care for 14 years and many other placements. I have been in adult prison recently and am currently on parole and need change in my life. MY LIFE is supportive and will help me keep my mind on point. Thank you for the support. MY LIFE is going help change so much."

MY LIFE Ariz., youth member responded, "It is so amazing to see MY LIFE spreading! I am so glad that you enjoyed the meeting and I truly hope that you will continue to go. MY LIFE has really helped many of the youth here in Ariz., just like you. I can't even begin to tell you how much MY LIFE has changed my life. It's an awesome group, and I know MY LIFE Lehigh Valley will be as awesome or even better!"

MY LIFE gives youth an opportunity use their experience, talents and voice to make positive changes in their lives while helping others to do the same. MY LIFE consists of youth ages 13 to 23, who have experience with mental health, substance abuse, juvenile justice and/or foster care-related issues. The founding chapter of MY LIFE was started in Arizona in March 2008. Learn more about MY LIFE at www.MagellanofAZ.com/MYLIFE.



Help MY LIFE reach 500 Facebook followers! Visit the MY LIFE Facebook page (www.Facebook.com/MYLIFEyouth) and click the "like" button to become a fan of MY LIFE on Facebook.

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If you would like to contribute to *The M*, or have a topic you think would be interesting and timely for Maricopa County's behavioral health community, Please contact Ashley Bolduc at MaricopaCommunity Relations@MagellanHealth.com.

Magellan Health Services of Arizona is the Regional Behavioral Health Authority for central Arizona, which includes all of Maricopa County and part of Pinal County. Funds for services are provided through a contract with the Arizona Department of Health Services/Division of Behavioral Health Services (ADHS/DBHS) and the Arizona Health Care Cost Containment System (AHCCCS).