

Pre-meeting Advisory Board

October 9, 2007

Presentation

12:15 pm

Evaluation and Treatment Centers

- Overview of the rules, regulations, etc.

By: Carol Kerr-Ragan
Evaluation and Treatment Center Manager
&
Troy Husband

MEMORANDUM

DATE: October 9, 2007
TO: NSMHA Advisory Board
FROM: Chuck Benjamin, Executive Director
RE: October 11, 2007 Board of Director's Agenda

Please find for your review and comment the following that will go before the Board of Directors at the October 11, 2007, NSMHA Board of Directors Meeting.

Introduction Items for the BOD in October

To introduce for review DSHS-NSMHA-PATH-COMPASS-07-09 for the provision of an integrated system of PATH services, activities and housing to accommodate the local needs of Homeless individuals in the North Sound Region. This agreement begins October 15, 2007 through June 30, 2009. The maximum consideration for this contract is \$129,003.

To introduce for review DSHS-NSMHA-PATH-WHATCOM-07-09 for the provision of an integrated system of PATH services, activities and housing to accommodate the local needs of Homeless individuals in the North Sound Region. This agreement begins October 15, 2007 through June 30, 2009. The maximum consideration for this contract is \$42,250.

To introduce for review NSMHA-COMPASS-PATH-07-09 for the provision of an integrated system of PATH services, activities and housing to accommodate the local needs of Homeless individuals in the North Sound Region. This agreement begins October 15, 2007 through June 30, 2009. The maximum consideration for this contract is \$129,003.

To introduce for review NSMHA-WHATCOM-PATH-07-09 for the provision of an integrated system of PATH services, activities and housing to accommodate the local needs of Homeless individuals in the North Sound Region. This agreement begins October 15, 2007 through June 30, 2009. The maximum consideration for this contract is \$42,250.

To review and approve NSMHA-SNOHOMISH-SMH-07 Amendment 2 for the purpose of capital improvements to the Mukilteo Evaluation and Treatment Center. This allocation was approved and recommended by the Planning Committee to the Board of Director's on September 13, 2007. The contract amendment shall not exceed \$130,000 for a total maximum on this contract of \$1,867,972.

cc: Charles R. Benjamin
County Coordinators
NSRSN Management Team

**NORTH SOUND MENTAL HEALTH ADMINISTRATION
ADVISORY BOARD MEETING**

**North Sound Mental Health Administration
117 North First St., Suite 8
Mt. Vernon, WA 98273
October 9, 2007
1:00 PM**

Agenda

1. Call to Order - Introductions, Chair – 5 minutes
2. Revisions to the Agenda, Chair – 5 minutes
3. Approval of the July and August 2007 Meeting Minutes, Chair – 5 minutes
4. County Coordinator Report
5. Comments from the Public –5 minutes
6. Correspondence and Comments from the Chair – 5 minutes
7. New Business:
8. Monthly Committee Reports
 - a. Executive Director's Report - Chuck Benjamin – 5 minutes
 - b. Finance Committee – Mary Good – 5 minutes
 - c. Executive Committee/Agenda Committee – Tom Richardson – 5 minutes
 - d. QMOC Report – Mary Good – 5 minutes
 - e. Ombuds Semi-Annual Report – Chuck Davis – 15 minutes
9. Items To Be Brought Forward To The Board of Directors – Charles Benjamin, Executive Director
 - a. Consent Agenda
 - b. Action Items
 - c. Introduction Items
10. Comments from County Advisory Board Representatives – 15 minutes
 - a. Island
 - b. San Juan
 - c. Skagit
 - d. Snohomish
 - e. Whatcom
11. Comments from Public – 5 minutes
12. Other Business
 - a. Discussion/Approval of Revised By-Laws
 - b. Request for Agenda Items
13. Adjournment

NOTE: The next Advisory Board meeting will be November 6, 2007, aboard the bus trip down to Western State Hospital for a site visit.

North Sound Mental Health Administration (NSMHA)
MENTAL HEALTH ADVISORY BOARD
September 11, 2007
1:00 to 3:00

Present:	Mary Good, Chris Walsh, Charles Albertson, Marie Jubie, James Mead TerryAnn Gallagher, Joan Lubbe and Russ Sapienza
Absent:	Tom Richardson, Andrew Davis, Mary Ann Slabaugh and Laurel Britt
Staff:	Chuck Benjamin, Margaret Rojas and Greg Long
Guests:	Chuck Davis and Mark Gallagher

MINUTES

<i>TOPIC</i>	DISCUSSION	<i>ACTION</i>
CALL TO ORDER, INTRODUCTIONS		
Chair Mead	The Chair called the meeting to order at 1:00 pm and had the meeting observe a moment of silence in remembrance of September 11, 2001. Introductions were made and Greg introduced Cindy Ainsley as the new NSMHA Quality Manager. There was no pre-meeting presentation.	Informational
REVISIONS TO THE AGENDA		
Chair Mead	The Chair asked for any changes/additions to the agenda. No changes were mentioned	Informational
APPROVAL OF MINUTES		
Chair Mead	The minutes from the July and August meeting were reviewed and a motion was made to approve the July minutes with corrections and the August minutes as written, seconded and motion carried.	Informational Motion carried
COUNTY COORDINATOR REPORT		
Wayne Totten	Will return to this when representative shows. Wayne showed up at 1:30 and gave the report. San Juan is moving forward with the 1/10 of 1% sales tax and Island County passed their's last month. There will be an introductory presentation to the County Council on September 25 th and Chuck Benjamin and the other County Coordinators will be attending. San Juan County Committee Network is conducting an analysis of mental health services for children in San Juan County. The survey of mental health providers is part of the analysis, interviews have been conducted and a summary report for the Family Policy Council is pending. The County Coordinators bid goodbye to Mike Shelton, Island County Commissioner, who resigned to go work in Olympia for the County Insurance Fund as the Executive Director. He has served on the NSMHA Board of Directors for 15 years and has been a stellar leader, friend and advocate for the mental health community and will be missed.	Informational

COMMENTS FROM THE PUBLIC		
Chair Mead	Chair Mead said he attended the overeaters' conference last week for three days with several in attendance. He said a lot of people expressed sadness that Cindy was leaving Compass but he officially welcomed Cindy to the NSMHA staff.	Informational
COMMENTS AND CORRESPONDENCE FROM THE CHAIR		
Chair Mead	<p>The Western State Hospital (WSH) site visit has been changed to November 6 to accommodate the NSMHA Executive Director and Advisory Board Advisory.</p> <p>There is a site visit September 28 to the new <i>bridgeways</i> Voc Rehab facility and he passed out a sign up sheet so transportation arrangements could be made to accommodate all who wish to go.</p> <p>There is a Co-Occurring Conference in October. If anyone is interested in attending, please let Rebecca know before you leave today.</p> <p>Chair Mead said in regards to the Executive Committee he appointed Charles Albertson, past Advisory Board Chair, to Chair the Executive Committee and Charles accepted the appointment.</p>	Informational
NEW BUSINESS		
Chair Mead	None was mentioned.	Informational
MONTHLY COMMITTEE REPORTS		
	Executive Director's Report	
Chuck Benjamin	<p>Chuck mentioned the new T-shirts that the Advisory Board voted to purchase for Advisory Board members.</p> <p>He said the Requests for Qualifications (RFQ) is going as planned with only a few issues that are being worked out. NSMHA does not expect any interruptions in consumer services. The providers are coming together cooperatively and with flexibility to make the transition work. During the transition NSMHA will not go to the consumers asking them to change providers but it will be up to the consumer to change. For any new consumers coming into the region, they will have more of a selection to choose from for services. The transition will be gradual. It will take Compass a year to ramp down on adults and Sunrise Services, who will serve adults, a year to become fully implemented to the level NSMHA has approved because fewer adults come into service and stay in service. It will take Compass six months to ramp down for children and Catholic Community Services, who will serve children in Snohomish County, six months to become fully implemented because more children come into services. Chuck said a transition contract will be done</p>	Informational

	<p>to accommodate the transition of consumers. Chuck said the following had to be changed:</p> <ol style="list-style-type: none">1. In the Selection Committee process, three providers in Snohomish County bid on the Drop-In Center and the Selection Committee felt it would be best if the three became a consortium and worked collectively to put together a Drop-In Center. The consortium was comprised of Sunrise Services, Compass Health and <i>bridgeways</i>. Sunrise Services dropped out because they were asked and will be starting a Drop-In Center in Skagit County. Compass Health and <i>bridgeways</i> were not able to agree on one Drop-In Center so <i>bridgeways</i> dropped out; therefore, Compass Health will be the only one operating the Drop-In Center in Snohomish County and will be open to all mental health consumers in Snohomish County.2. Another problem regards the outreach program. NSMHA wanted outreach services to be done out in the community rather than in the office. NSMHA was going to pay 150% of the rate. An issue became known that there are two different types of outreach – short (within facilities) and long (going out into the community). Funding is different for each (150% for long and 130% for short) so NSMHA and the providers have agreed to work on this problem. To begin with NSMHA will fund outreach at 130% until a solution can be reached because there are more occurrences involving short outreach. Chuck said NSMHA tried several different variables and this was the most workable. It is hoped this problem can be resolved within the first quarter and then set up more definitive funding in the second quarter. <p>Chuck reminded all of the Recovery and Resiliency Conference, September 26th for youth and families. He said Wraparound training has been conducted with providers for children and will continue through the end of September. The last legislative session Bill 1088 passed, which will establish three Wraparound pilots in the state of Washington and NSMHA hopes to be awarded one of those pilots.</p> <p>There are two Programs for Assertive Community Treatment (PACT) programs in the region. One in Snohomish County has 100 slots and one in Whatcom County run by Lake Whatcom (LW) with 50 slots. Snohomish County is up and running with five consumers admitted and hopes of admitting three to</p>	
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	<p>five within the next two weeks. LW has hired staff and sent them to PACT training in Oklahoma and will start up November 1. Funding for PACT is coming from the Program for Adapted Living Skills (PALS) reduction program.</p> <p>The Mental Health Division (MHD) will audit NSMHA September 17-18 for Regional Support Network (RSN) certification.</p> <p>Children’s Administration, Snohomish County and NSMHA short-term high intensity Requests for Qualifications (RFQ) was not awarded in the first round but will be re-opened September 14th with a revised RFQ and proposed start up date is March 1, 2008. Currently NSMHA is paying for high intense stabilization services within the child’s home but this new program will be for high intensity treatment on a 24/7 basis.</p> <p>Chuck expressed pleasure in having Cindy Ainsley a part of NSMHA staff and she is still transitioning.</p> <p>Chuck said Island County notified him that Commissioner John Dean will be replacing Mike Shelton on the NSMHA Board of Directors.</p>	
	Finance Committee	
Mary Good	<p>Mary distributed the expenditures for any who might want to review them. She said two large expenditures are present for the Behavioral Health and Tribal Conferences and a small one for the T-Shirts. She said the expenditures were straightforward and asked if there were any questions. A motion was made to forward the expenditures to the Board of Directors for approval, seconded and motion carried.</p>	<p>Informational</p> <p>Motion carried</p>
	Executive Committee/Agenda Committee	
Charles Albertson	<p>Charles said the minutes and agenda were reviewed and approved. The Western State Hospital (WSH) site visit was changed to November 6. If interested in attending the Co-Occurring Disorders Conference, please fill out a registration form and give it to Rebecca today.</p>	<p>Informational</p>
	Quality Management Oversight Committee (QMOC) Report	
Mary Good	<ol style="list-style-type: none"> 1. The meeting was convened at 12:34, August 22, 2007. 2. The July minutes were approved. 3. Greg announced the hiring of Cindy Ainsley as the new Quality Manager for North Sound Mental Health Administration (NSMHA). He announced the new inpatient authorization process started August 1st. 4. Comments from the Chair were made. 	<p>Informational</p>

	<ol style="list-style-type: none"> 5. Sandy Whitcutt gave a policy subcommittee report. 6. Diana Striplin gave the Exhibit N report. 7. The committee reviewed the Charter and Clinical Redesign. 8. Sandy advised the committee of the progress regarding Integrated Crisis Response System (ICRS) Committee policies. 9. The Utilization Review report, Community Health Clinics Survey report and Medication Management Policies and Procedures were deferred. 10. Charissa Fuller reviewed the ICRS NSMHA Training Module draft with the committee and suggestions were made for improvement. 11. The meeting was adjourned at 2:30 and the next meeting will be re-scheduled due to the NSMHA Resiliency and Recovery <p>The draft minutes from the meeting were included in the Advisory Board manila folders for more details.</p>	
	<p>Ombuds/QRT Report</p>	
<p>Chuck Davis</p>	<p>Chuck Davis presented the monthly updated Ombuds report. Currently there are 127 Cases, Spring had 149 cases and Fall had 123 cases (a case is a person). There are 231 complaints to date, Spring 236, and Fall 150. There have been 6 provider level grievances with 16 occurrences, which are things the consumer wishes to file a grievance about. There have been 3 Regional Support Network (RSN) level grievances with 9 occurrences. This is much lower than the 63 from last period. Most complaints are regarding consumer rights, with new clinician requests, development of better plan of care and services to meet needs and requests to receive medically necessary quality services are among the complaint requests. Next highest are Physicians and meds complaints and next highest being Dignity and Respect. Chuck said Deborah Moskowitz is conducting training in the southern part of the region regarding dignity and respect with clinicians. Financial complaints are at 21 with Spring having 18 with a lot of payee problems. Access complaints are at 21 down from 31 with last report. Housing complaints are at 20 and Emergency Service complaints at 18. There have been 3 appeals (2 adult, 1 child). Two of the appeals dealt with denial of services and one regarding a hospital bill. Complex issues are dignity & respect with one provider and one with the North Sound Evaluation and Treatment (E&T) Center. Chuck said legal issues are a problem because clients are asked to sign paperwork at the E&T when they are not coherent. Chuck said they are going to talk with the head of the E&T and decide how to proceed.</p> <p>James said the Wellness Recovery Action Plan (WRAP) program addresses the issues of meds, doctors, dignity and respect and consumer rights. He</p>	<p>Informational</p>

	<p>said as clients go through this training they are becoming more aware of their rights through this training.</p> <p>Chris Walsh asked if someone from the E&T could come and speak at a pre-meeting. Discuss the client rights, rules, etc. of the facility. Chuck Benjamin said Carol Kerr-Ragan could be asked to come.</p>	
ITEMS BROUGHT TO THE BOARD OF DIRECTORS		
	Introduction and Action Items	
Chuck Benjamin	<p>Chuck said the Advisory Board memorandum gives specifics of the items going before the Board of Directors. He said he would simply these items.</p> <p>Page 1 the first five are ongoing Jail Services contracts with each county and are just extending them from October 1, 2007, through June 30, 2008.</p> <p>Page 1 the next one is NSMHA’s contract with Compass Health forwarding the money from the Developmental Disabilities Division and is also an ongoing contract.</p> <p>Pages 2 & 3 are the contracts with providers to implement the new modified fee for system for outpatient services beginning October 1, 2007, through June 30, 2009, which includes current and new providers and expansion of children’s services by Catholic Community Services in Snohomish County.</p> <p>Page 4 is the Lake Whatcom Program for Assertive Community Treatment (PACT) contract and the two are amendments to existing Federal Block Grant (FBG) contracts. One for NAMI Skagit for the Drop-In Center, which will give them \$30,000 more and Whatcom Counseling and Psychiatric Clinic to improve appliances and kitchen facilities at Rainbow Center for \$15,000. The funds for the FBG contracts are re-allocated from previous contracts that are not able to spend all the funds. The difficulty with the two FBG contracts is the money has to be spent by September 30th.</p> <p>A motion was made to approve all these items, seconded and motion carried.</p>	<p>Informational</p> <p>Motion carried</p>
COMMENTS FROM COUNTY ADVISORY BOARD MEMBERS		
Island	<p>TerryAnn said discussed the passing of the sales tax and will start collecting the tax November 1 and start spending some of the funds by January 2008. They are in the process of creating priorities for the money. She encouraged any counties who have not passed the tax to do so. She said preparation is the key to getting the tax passed.</p>	Informational

<p>San Juan</p>	<p>Catherine said they are working on passing the sales tax. She extended an invitation for all to attend micro board training October 25-26. Micro boards, in the developmental disabilities field, are a legalized circle of friends to look after someone who needs looking after when their primary caregiver is no longer able to perform the job. She said several families have used this system successfully. Catherine said to contact her or Barbara LaBrash if interested. Chuck Benjamin asked that the information be gotten to NSMHA for distribution.</p>	<p>Informational</p>
<p>Skagit</p>	<p>Mary said they discussed the Utilization Management dashboard. Joan said they had a large attendance and NAMI Skagit is pleased with the support for the Drop-In Center in Skagit. The Center will be known as The Peer Connection Center.</p>	<p>Informational</p>
<p>Snohomish</p>	<p>James said they had their meeting last night with a presentation regarding Program for Assertive Community Treatment (PACT) by Steve Reinig the director. Currently there are five consumers receiving treatment, three more being accepted once discharged from Western State Hospital (WSH), four pending from WSH, and four pending from the community. Four were declined because of not meeting criteria. Housing for PACT is very good with two in single bedroom apartments and one in a clean and sober house. There is one at a <i>bridgeways</i> unit, nine awaiting single bedroom apartments, one at crisis beds and three from WSH. There single bedroom apartments reserved and ready to be occupied. There are five males, 3 under 30 and 2 over 40, and 3 females under 30 pending and 3 males from WSH over 40. NAMI Snohomish County had 125 attend their picnic. Anne Deacon spoke about the blue ribbon. James received an email from the Board President, Steve Ahern, of the Older Adults Advisory Board in Snohomish County met with a County Executive regarding the 1/10 of 1% sales tax. October 18 a meeting will be held Steve was asked to come back on October 27th. Snohomish County would collect \$13.1 million in 2008 and \$13.9 million in 2009 would be received if the sales tax passes. The County Executives have appointed a “blue ribbon” panel in regards to the sales tax and this panel does not have Board member, consumer, or advocate representation. James said maybe they will be asked later to assist. Chuck Benjamin said the blue ribbon committee when originally established was not even considering the sales tax and this may be why no representation is on board. Chuck suggested the Snohomish County Board thank Aaron Reardon for establishing the committee; however, perhaps now that mental health and chemical dependency is being considered he should consider appointing representatives from the Board, consumer/advocate</p>	<p>Informational</p>

	<p>representation on the committee. James said there was some in depth discussion from Board members and consumers from Compass Health regarding the plans for the Drop-In Center and Clubhouse in Snohomish County being co-located. A recommendation was made to the NSMHA Advisory Board that no funds for a Clubhouse be expended to Compass Health until such time as they have a separate location away from the Bailey Center and it be made into the form of a motion to be presented to the full NSMHA Board of Directors.</p> <p>Marie made a motion to pass the above recommendation, seconded and discussion followed. Charles Albertson asked why both could not be held in the same location and James said the International Standards for Clubhouse Programs (ICCD) states a Clubhouse cannot be co-located in a mental health facility. Chuck said Compass Health has funds from innovative services to establish a clubhouse. Greg said the Drop-In Center is function and the Clubhouse is functioning just not meeting ICCD standards. Greg said he would like to suggest the Advisory Board ask them for a plan with timelines as to when they will meet the standards, continue funding up until that deadline and then withhold funds if they are unable to meet the timeline. James said Compass Health has not responded to any requests by Snohomish County Board and he feels it is time to move forward. Charles said he would like to support the Snohomish County Board but the Advisory Board should be aware that Washington State Clubhouse Coalition (WSCC) will support clubhouses until they meet qualifications, which could take as long as two years. The WSCC does not give monetary support but advice support as to health and certification. Charles said he supports Greg's suggestion that Compass Health has to have a plan for certification before money is given to them. Greg said professionals who run the program should be held accountable for their actions and monies have been allocated for a clubhouse program in the new contracts and starting October 1. Greg recommended we give them time to develop a plan. Chuck suggested an alternate plan. He suggested as soon as NSMHA knows about Compass Health's plans to co-locate the facilities that a Corrective Action Plan (CAP) be issued. The CAP would have to lay out the timetable of Compass Health separating the two and operating them in accordance to the requirements, which is a more official way to proceed, which would be enforceable. Chris suggested a letter from Chuck Benjamin or the Advisory Boars itself that current knowledge is Compass Health intends to have facilities co-located and if funds are to be used these are the requirements that have to be met. Chuck said the</p>	<p>Motion made, seconded and discussion followed</p>
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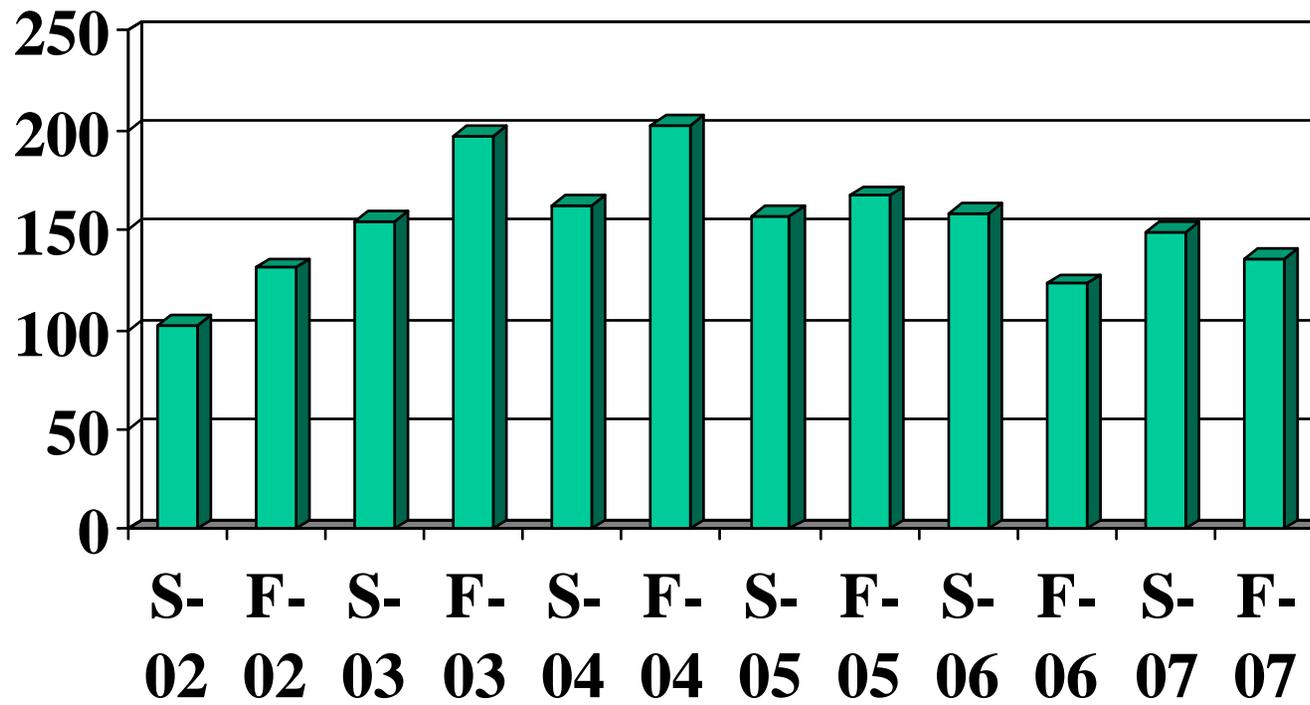
	<p>letter should come from the Advisory Board to Tom Sebastian with a copy to Dave Gossett and Chuck Benjamin. The letter should allude to the fact that the Advisory Board is expecting NSMHA to follow up on this and make sure all contract requirements are adhered to and if not a CAP would be issued by NSMHA. The letter should contain that the clubhouse would maintain operation by all ICCD standards. Chuck advised the Board that the legislature has backed off of ICCD; however, they have mandated the Mental Health Division establish clubhouse standards similar to ICCD. The problem we have is the state has not issued their clubhouse standards. Chuck said it is appropriate for Snohomish County to bring this to the attention of the Advisory Board so action could be taken. James said he would like to mention the motion on the floor and Charles Albertson made a friendly amendment for the Advisory Board to recommend James Mead write a letter to Tom Sebastian, copy Dave Gossett, & Chuck Benjamin and the Snohomish County Compass Health clubhouse be given 90 days from October 1 to establish a clubhouse that abides by full compliance of the ICCD standards and include that James Mead, Jill Dace and Marie Jubie’s previously expressed concerns have not yet been addressed by Compass Health. Charles Albertson made a motion to accept the friendly amendment, Chris Walsh seconded and the motion carried.</p>	<p>Charles Albertson made a motion to accept the friendly amendment, Chris Walsh seconded and motion carried.</p>
<p>Whatcom</p>	<p>Russ said their meeting was yesterday and Dave Sager from the Triage Center was present and answered questions regarding the center. Dave said the center is working well but some challenges are still being addressed. Russ said one of the challenges was transportation. Whatcom Transportation Authority bus for the Bakerview Spur runs only twice a day and what Whatcom would like to see is more public transportation made available for getting to the facility especially from downtown. NAMI Whatcom will be hosting an event at St. Luke’s Education Center with Rainbow Center hosting the first one. The sales tax increase was discussed. Charles said another concern regarding the Triage Center was not having the separation between Secure Detox and Crisis Beds sections divided on a more permanent basis instead of cloth partitions. Dave said this was not a real problem. Charles said another concern was accessing the facility and Russ said another concern was about not having reception staff from 6 pm to 2 am and locked on weekends. It was recommended they hired another staff person to work reception between 6 pm and 2 am, which has been done. There were more questions and Dave was invited back for the next meeting. James said he understands clients have to go to sleep with the lights on because of the attachment to the jail</p>	<p>Informational</p>

	but was told this was not a real problem. Russ said compared to a year ago the Triage Center is a big improvement.	
COMMENTS FROM THE PUBLIC		
Chair Mead	<p>Margaret said the Poster Contest will be officially kicked off at the Recovery and Resiliency Conference with information sent out October 1. The contest will be both poetry and art this year.</p> <p>Joan commended the NSRSN on the work they have done in the region and Chuck Benjamin’s work within the region. She said she is proud of the work the region is doing.</p> <p>Wayne said he liked the idea of having to identify acronyms because of being new to the system.</p>	Informational
OTHER BUSINESS		
Chair Mead	<p>It was requested the vote on the revised By-Laws be postponed and a copy be re-sent to all for review and voting on at the next meeting.</p> <p>TerryAnn corrected the collection date of sales tax would start October 1 instead of November 1.</p> <p>James requested agenda items. Russ asked that James keep the Advisory Board advised on the situation regarding the clubhouse in Snohomish County.</p> <p>Contact Carol Kerr-Regan to present at the next pre-meeting.</p>	<p>Informational</p> <p>Call Carol Kerr-Ragan about coming to the pre-meeting next month.</p>
ADJOURNMENT		
Chair Mead	<p>The meeting was adjourned at 3:00 p.m.</p> <p>The next meeting will be held on Tuesday, October 9, 2007, in the NSMHA Conference Room.</p>	Informational

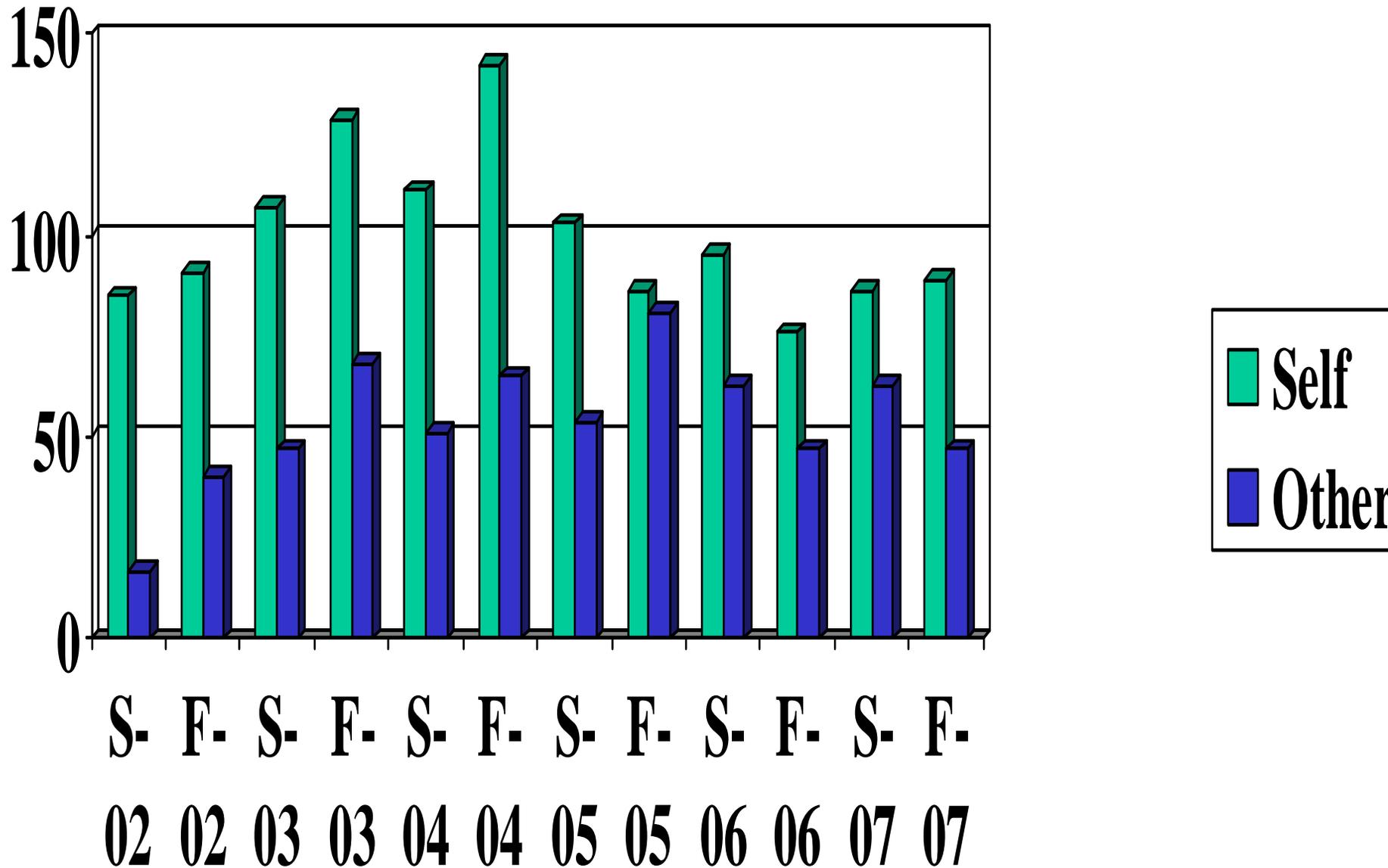
NORTH SOUND REGIONAL OMBUDS REPORT

Fall 2007

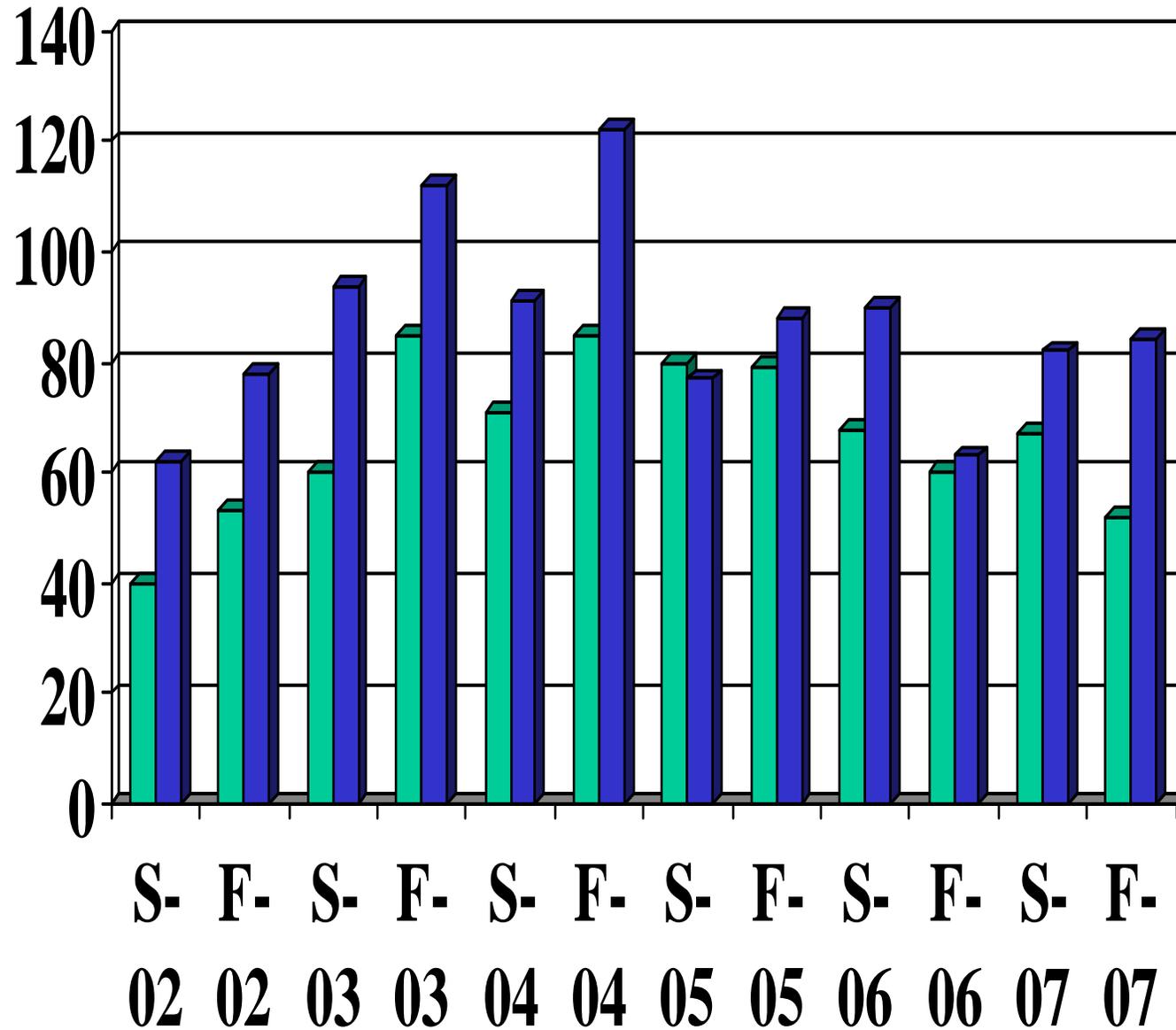
Semi-Annual Cases



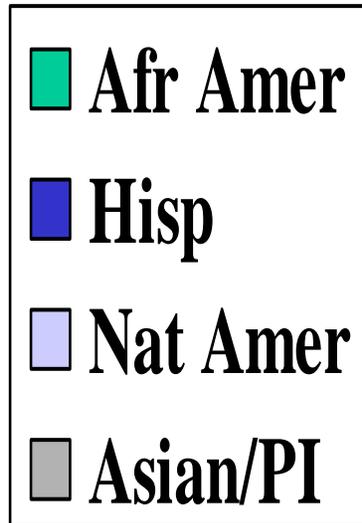
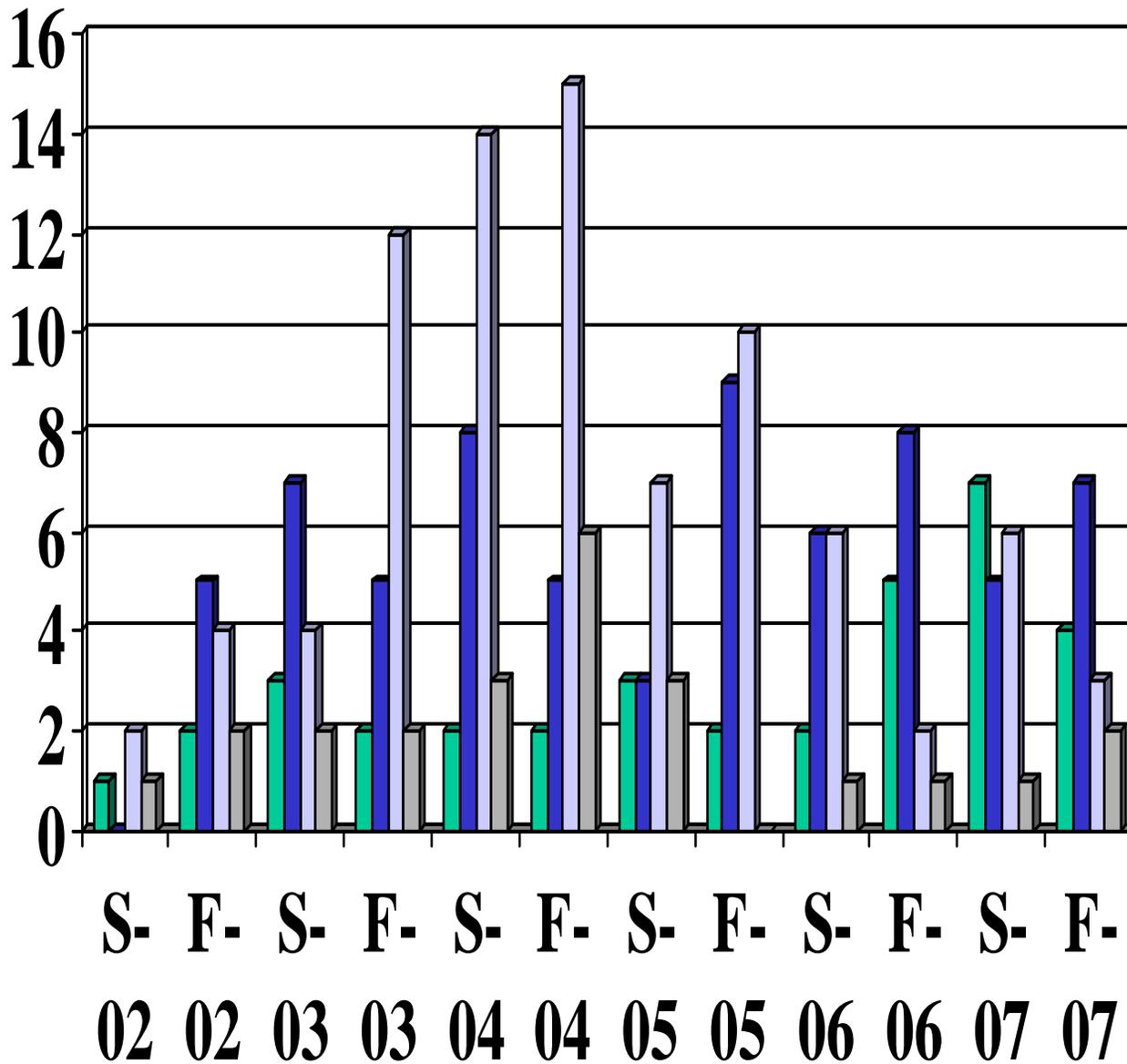
Source of Cases



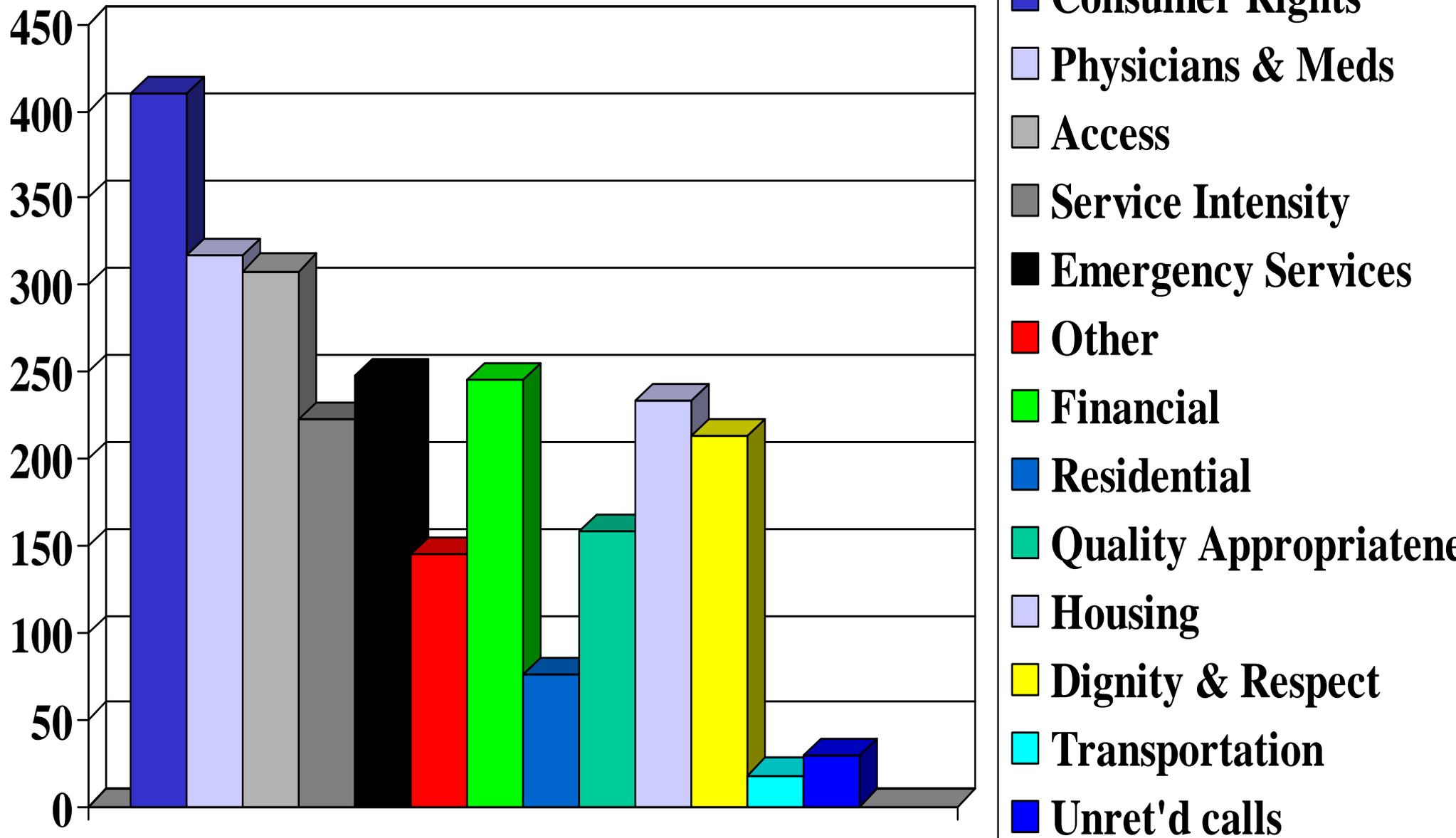
Gender of Client



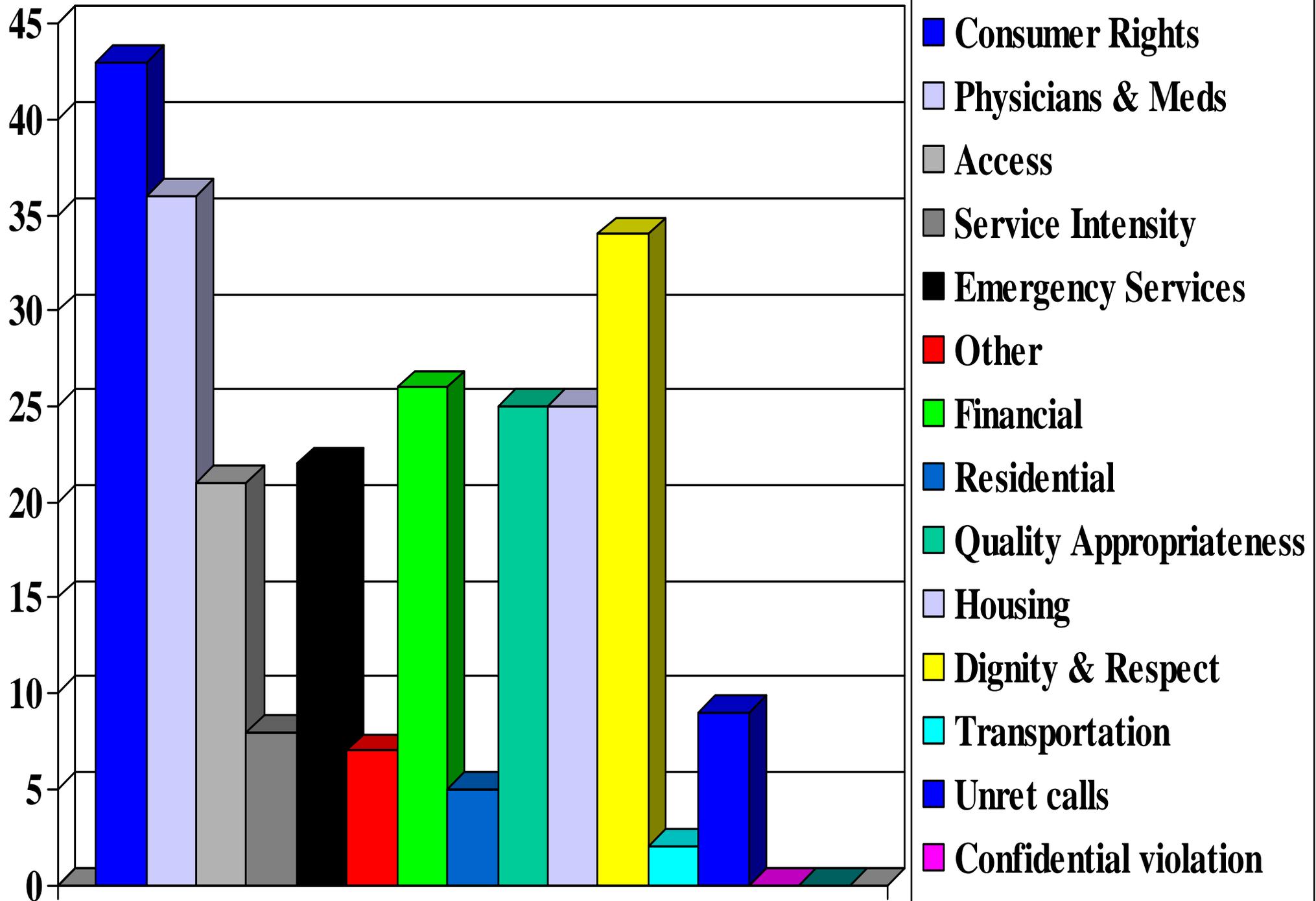
Ethnicity of Client



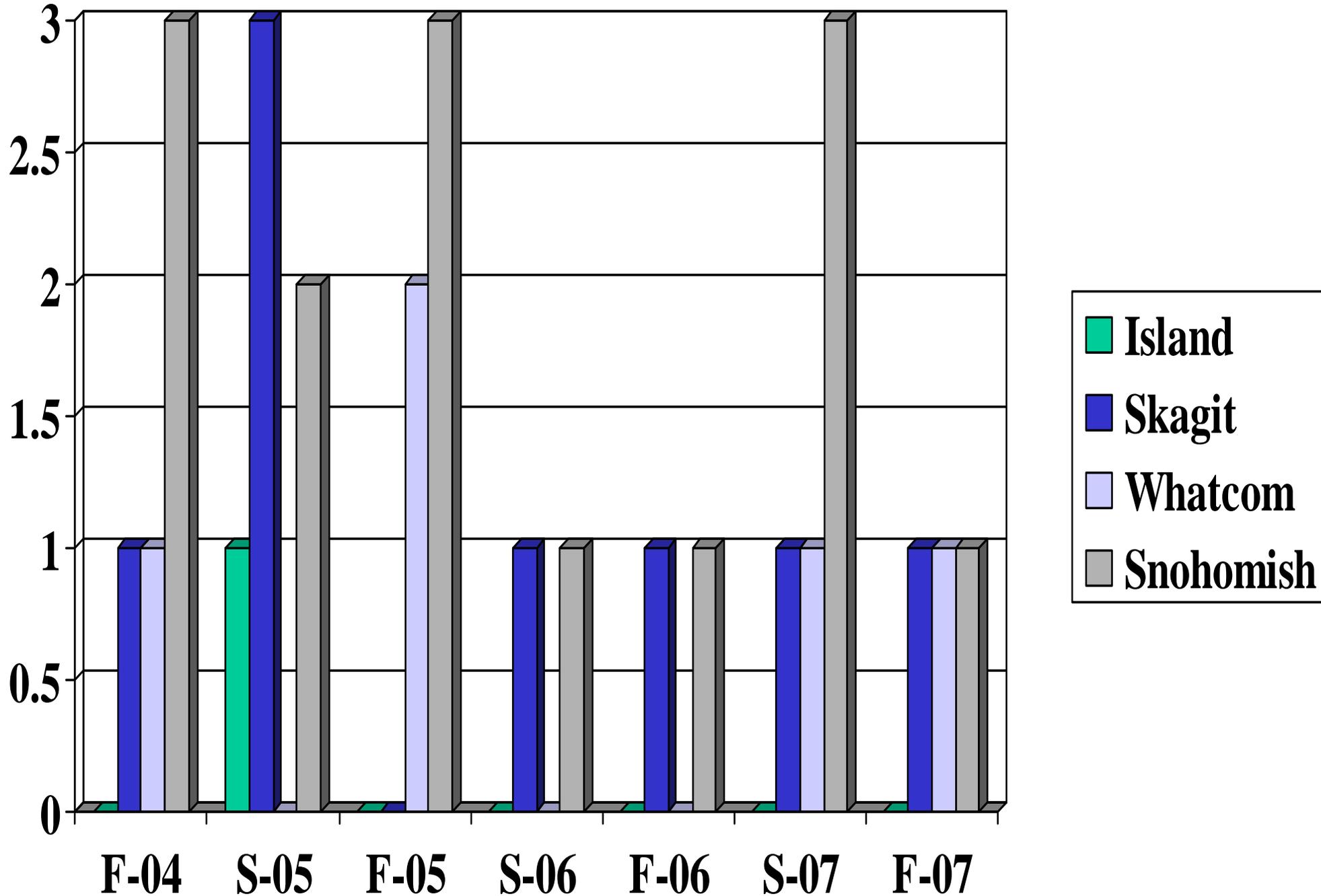
Overall Ombuds Complaints, Since Spring 2002



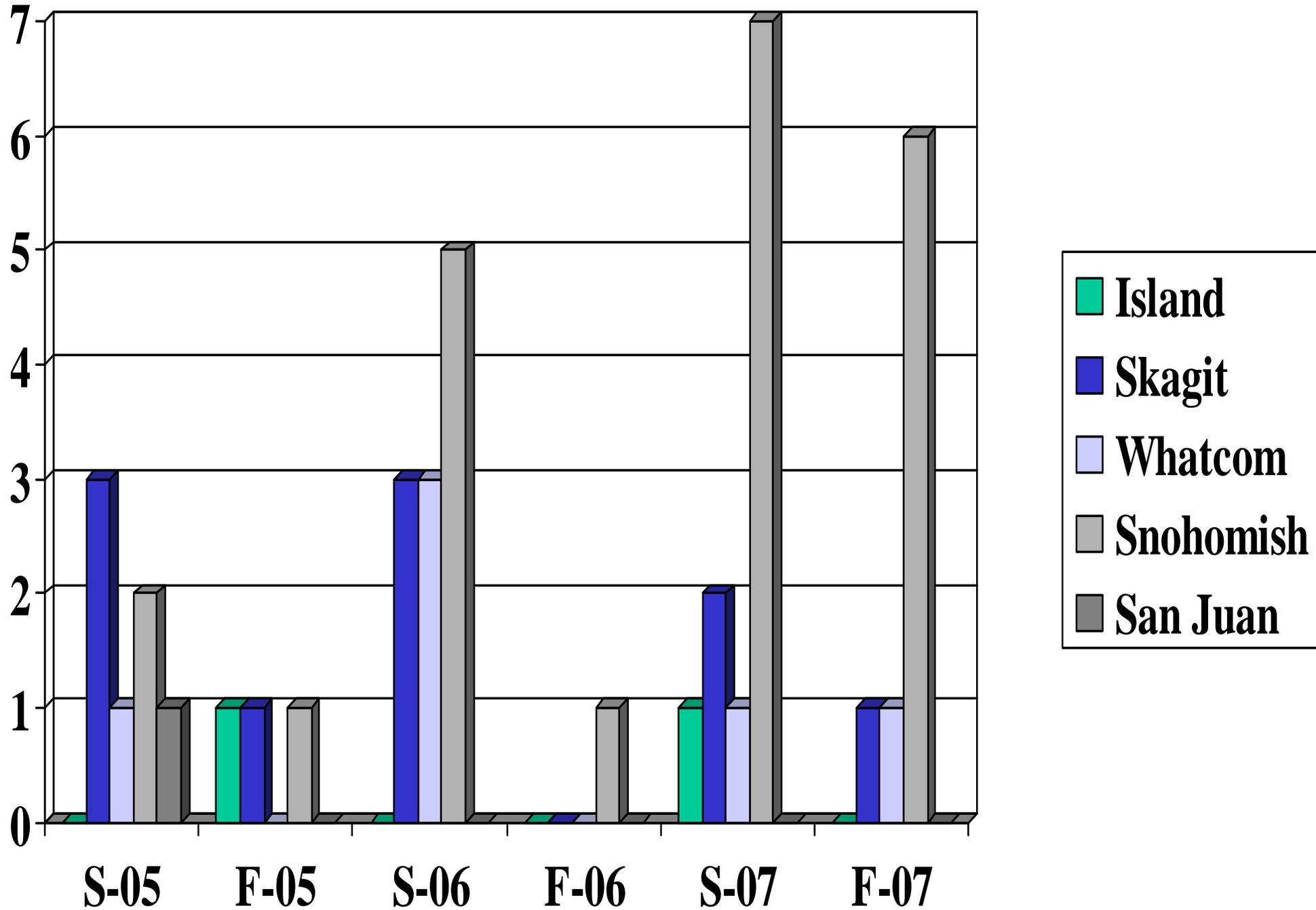
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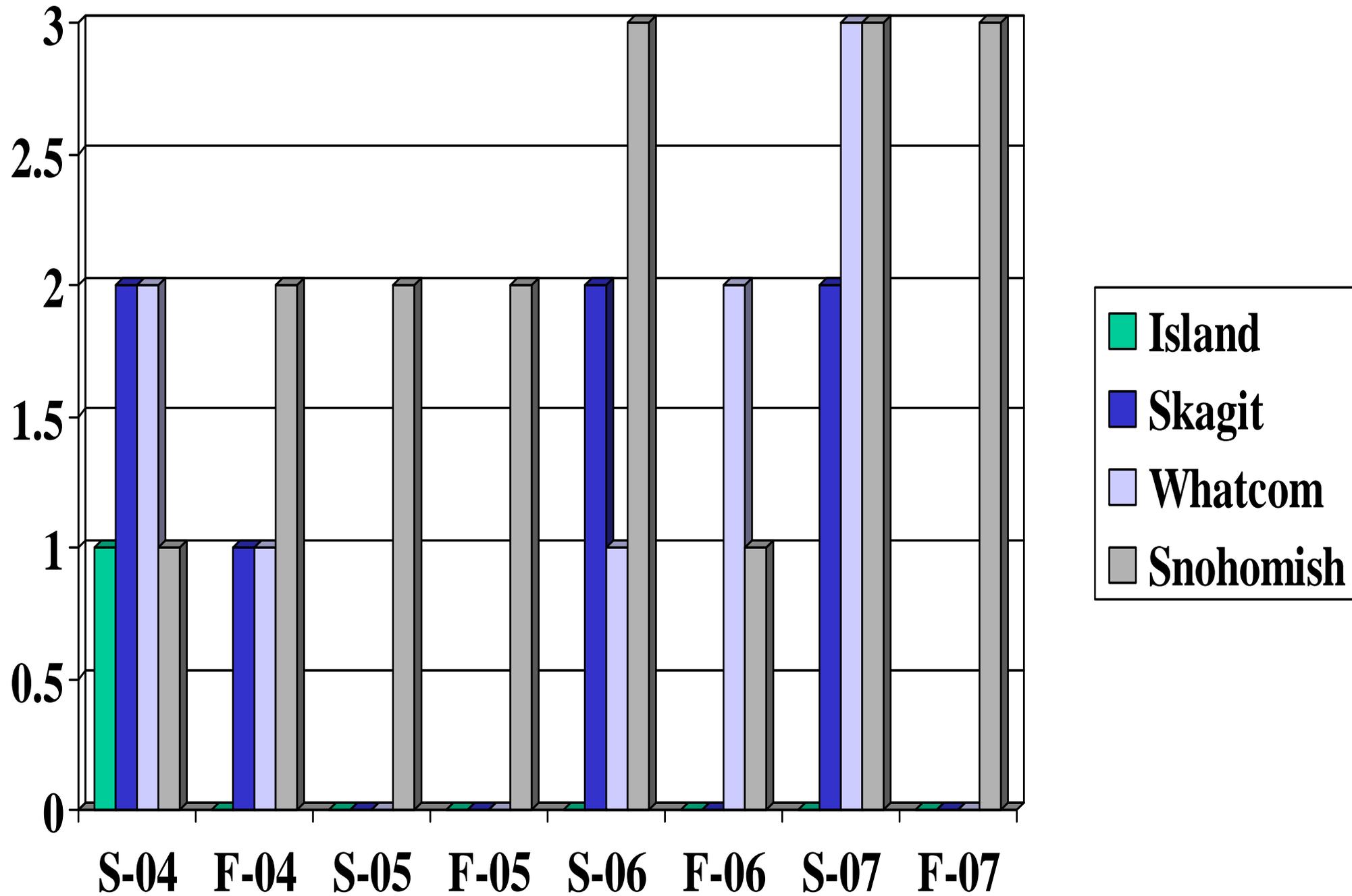
APPEALS



Provider-Level Grievances



NMHA Grievances



Final Comments

- Dignity & Respect.
- Meds Management
- Consumer Rights
- Other Complaints
- Summary
- Recognition!
- Conclusion

**NORTH SOUND REGIONAL
OMBUDS REPORT
Fall 2007**

QUESTIONS?