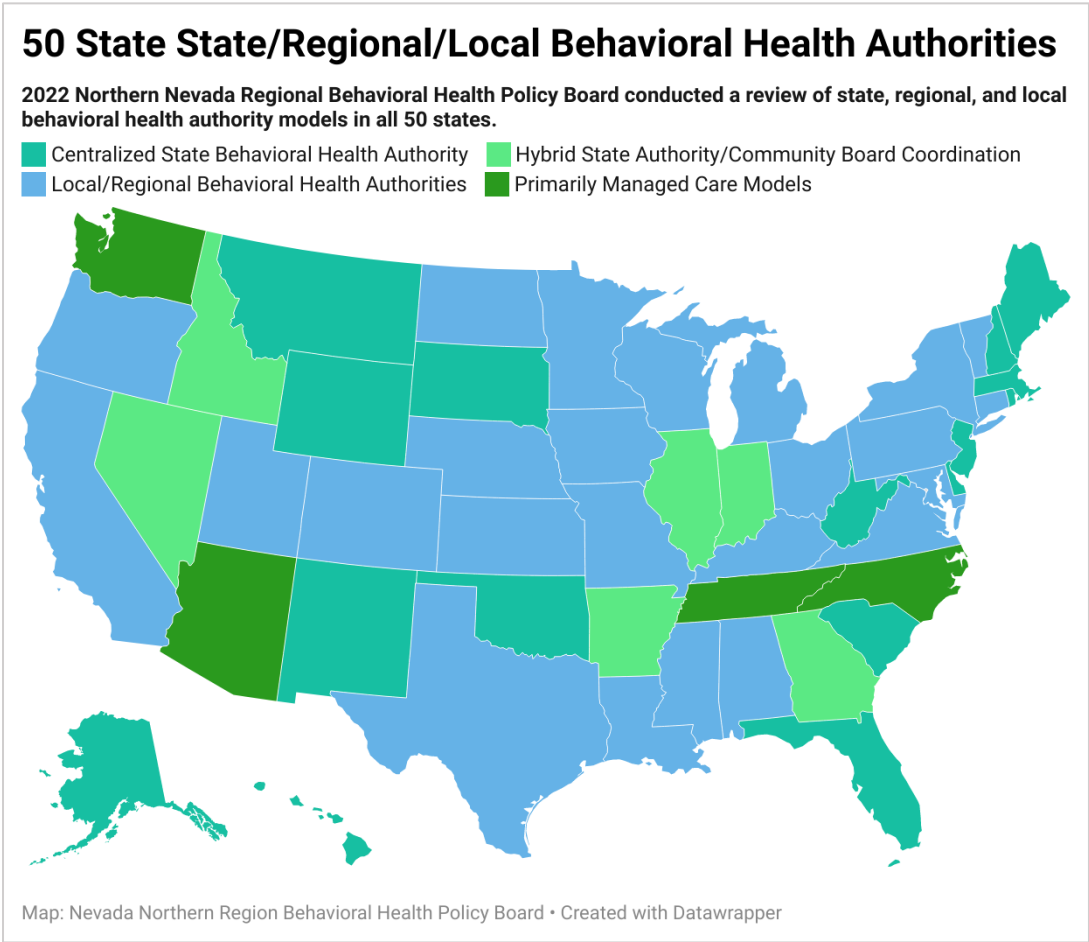


Northern Region Behavioral Health Policy Board Analysis of Local/Regional Behavioral Health Authorities across the United States – 2022

Summary



States with Local/Regional Behavioral Health Authorities
<ul style="list-style-type: none"> •Alabama •California •Colorado •Connecticut •Iowa •Kansas •Kentucky •Louisiana •Maryland •Michigan •Minnesota •Mississippi •Missouri •Nebraska* •New York •North Dakota •Ohio •Oregon •Pennsylvania •Texas •Utah •Vermont •Virginia •Wisconsin
• Total 24

States with Centralized State Behavioral Health Authority
<ul style="list-style-type: none"> •Alaska •Delaware •Florida •Hawaii •Maine •Massachusetts •Montana •New Hampshire •New Jersey •New Mexico •Oklahoma •Rhode Island •South Carolina •South Dakota •West Virginia •Wyoming
• Total 16

States with Hybrid State Authority/Local Community Board Coordination
<ul style="list-style-type: none"> •Arkansas •Georgia •Idaho •Illinois •Indiana •Nevada*
• Total 6

States with Primarily Managed Care Models
<ul style="list-style-type: none"> •Arizona* •North Carolina* •Tennessee •Washington
• Total 4

*Suggested States Northern Region Behavioral Health Policy Board should review for case study comparison

List of State Models

State	Type	Overview
<p>Alabama</p> <p><u>Supporting Association/Entity:</u> Alabama Council of Mental Health Boards</p> <p>https://www.alabamacouncil.org/members/</p>	<p>Regional Behavioral Health Authority – nonprofit Community Mental Health Center</p>	<p>Behavioral health authority example:</p> <p>“Public, non-profit corporation which is governed by a 24 member Board of Directors. This Board is appointed by local governments under the Authority of Alabama Act 310 of the 1967 Alabama Legislature. We provide a continuum of mental health services for persons with mental illness in a four county area in central Alabama, which includes Montgomery County, Autauga County, Elmore County and Lowndes County.</p> <p>The Authority is certified by the Alabama Department of Mental Health (ADMH) as a Community Mental Health Center. Accordingly, services are provided in accordance with the Community Mental Health Program Standards promulgated by ADMH. Also, the Agency holds membership in the National Council for Community Behavioral Health Care and the Alabama Council of Community Mental Health Boards.</p> <p>Fees are charged for services provided. However, some individuals may qualify for a reduced fee based upon family income and size. Some insurances may be billed for eligible services.”</p> <p>https://www.mamha.org/</p>
<p>Alaska</p> <p><u>Supporting Association/Entity:</u> Alaska Behavioral Health Association</p>	<p>Centralized State Behavioral Health Authority – contracts with privatized providers</p>	<p>Has state mental health authority- no local or regional authority could be identified</p> <p>“With a few notable exceptions, the State of Alaska has privatized behavioral health services. Public mental health and substance abuse treatment services are offered primarily through a series of grant and contract agreements to private, for-profit and non-profit corporations as well as through providers reimbursed for their services by Medicaid.”</p>
<p>Arizona</p> <p><u>Supporting Association/Entity:</u></p>	<p>Regional Behavioral Health Authority</p>	<p>There are three regional behavioral health authorities in Arizona. Currently, the majority of AHCCCS members receive behavioral health services from their AHCCCS Complete Care</p>

<p>Overseen by Arizona Healthcare Cost Containment System (AHCCS) https://www.azahcccs.gov/Resources/OversightOfHealthPlans/AdministrativeActions/RBHA.html</p>	<p>- Managed Care Model</p>	<p>(ACC) health plan. However, the RBHAs (that are all also contracted with AHCCCS for ACC services) continue to provide critical services, including:</p> <ul style="list-style-type: none"> • Integrated physical health and behavioral health services for members with a Serious Mental Illness (SMI) designation. Enrollment in each Geographic Service Area (GSA) as of January 2022 for Title XIX XXI covered members determined to have SMI: <ul style="list-style-type: none"> ○ North GSA (served by Health Choice Arizona RBHA) was 6,319, ○ Maricopa County (served by Mercy Care RBHA) was 27,308, and ○ South GSA (served by Arizona Complete Health Complete Care Plan RBHA) was 14,484. • Crisis services including telephone, community-based mobile, and facility-based stabilization (including observation not to exceed 24 hours), • Services utilizing Non-Title XIX/XXI funding, including but not limited to State General Fund monies, County and Local funds, Substance Abuse Block Grant (SABG) (excluding Prevention services), Mental Health Block Grant (MHBG), and discretionary grants, and • Court Ordered Evaluation (COE) related services if the health plan is responsible for COE services on behalf of the County.
<p>Arkansas</p> <p><u>Supporting Association/Entity:</u> Mental Health Council of Arkansas https://www.mhca.org/</p>	<p>Regional Behavioral Health Authority – nonprofit Community Mental Health Center</p>	<p>Has “13 participating community mental health centers and one specialty center. The MHCA assists its members to achieve the goal of community-based treatment which focuses on the whole person with an emphasis on physical, mental and emotional wellness and by promoting the comprehensive diagnostic, treatment, and wrap-around services provided by the non-profit Community Mental Health Centers of Arkansas.”</p>
<p>California</p> <p><u>Supporting Association/Entity:</u> County Behavioral Health Directors Association of California https://www.cbhda.org/</p>	<p>Local Behavioral Health Authority – County Behavioral Health Agencies and Governing Boards</p>	<p><u>County Behavioral Health Agencies</u> “County Behavioral Health Agencies provide mental health and substance use disorder services, primarily to California's low-income populations with serious mental illness and substance use disorders, through Medi-Cal and other programs. County Behavioral Health Agencies also:</p> <ul style="list-style-type: none"> • Serve the behavioral needs of ALL ages - from early childhood to the end of life. • Offer services focused on assessment, treatment, rehabilitation, recovery, and case management for those in need. They value an approach focused on prevention using

[California Association of Local Behavioral Health Boards and Commissions \(CALBHBC\) Website](#)

early identification and intervention with clients but provide specialty services at all levels of care.

- Embrace a biopsychosocial (the interconnection between biology, psychology, and socio-environmental factors), non-clinic-based approach, providing mobile, field-based, and community services in schools and homes.
- Provide culturally and linguistically responsive care in the least restrictive environment where treatment plans are individualized and driven by each client's unique needs.

Medi-Cal Specialty Mental Health Services (*delivered through Medi-Cal managed care plans (MMCPs), county mental health plans (MHPs), and separate county and state programs*)

FEBRUARY 2019

Table 1. Medi-Cal Mental Health Delivery System

	Medi-Cal Managed Care Plan (MMCP)	Medi-Cal Fee-for-Service (FFS)	County Mental Health Plan (MHP) Outpatient Services	County Mental Health Plan (MHP) Inpatient Services
Services	<p>Responsible for arranging and paying for mild to moderate mental health services when provided by licensed mental health care professionals (as defined in the Medi-Cal provider bulletin) acting within the scope of their license:</p> <ul style="list-style-type: none"> ■ Individual and group mental health evaluation and treatment (psychotherapy) ■ Psychological testing when clinically indicated to evaluate a mental health condition ■ Outpatient services for the purposes of monitoring medication therapy ■ Outpatient laboratory, medications, supplies, and supplements ■ Psychiatric consultation 	<ul style="list-style-type: none"> ■ Beneficiaries needing mild to moderate behavioral health care are eligible for the same services as for managed care members ■ Services accessed through FFS Medi-Cal private behavioral health providers, community clinics, and other local and county clinics 	<p>Beneficiaries receive outpatient specialty mental health services through county MHPs, including:</p> <ul style="list-style-type: none"> ■ Mental health services: <ul style="list-style-type: none"> ● Assessment ● Plan development ● Therapy ● Rehabilitation ■ Medication support services ■ Day treatment intensive ■ Day rehabilitation ■ Crisis residential ■ Adult crisis residential ■ Crisis intervention ■ Crisis stabilization ■ Targeted case management ■ Intensive care coordination, home-based service, and therapeutic foster care for children and youth under the age of 21 	<p>Beneficiaries receive inpatient mental health care services through county MHPs, including:</p> <ul style="list-style-type: none"> ■ Acute psychiatric inpatient hospital services ■ Psychiatric health facility services ■ Psychiatric inpatient hospital professional services if the beneficiary is in a FFS hospital

Source: "Mental Health Services Division (MHSD)," California Department of Health Care Services, last modified October 10, 2018, www.dhcs.ca.gov/services/Pages/MentalHealthPrograms-Svcs.aspx.

County Governing Mental Health and Drug & Alcohol Boards

<p>Colorado</p> <p><u>Supporting Association/Entity:</u> Colorado Behavioral Healthcare Council https://www.cbhc.org/</p>	<p>Regional Behavioral Health Authority – nonprofit Community Mental Health Center</p>	<p>“The 17 community mental health centers (CMHCs) in Colorado provide a comprehensive continuum of evidence-based, culturally responsive services in partnership with a range of community organizations. In 2019, they served a total of 228,089 individuals.</p> <p>These centers, as well as two specialty clinics within the CBHC membership, offer a wide range of treatment and community services, including, but not limited to:</p> <ul style="list-style-type: none"> • Outpatient counseling and psychiatric services • Crisis and emergency services • Case management and connection to care • Detox treatment centers • Child, youth, and family services • Housing support • Vocational services • Well-being promotion • Community organizing <p>Colorado’s Office of Behavioral Health (OBH) has established seven service areas for substance use disorder treatment in different geographical regions of the state. Presently, Colorado contracts with four managed service organizations (MSOs) who subcontract with over 80 community-based providers at hundreds of locations across the state to ensure that a full continuum of quality substance abuse services are available.</p> <p>MSO services include, but are not limited to:</p> <ul style="list-style-type: none"> • Detoxification • Outpatient treatment • Day treatment • Residential treatment • Psychiatric care (including Medication Assisted Treatment or MAT) • Specialized treatment services <p>To ensure quality care, each MSO monitors the providers in their networks for clinical quality improvement.”</p>
<p>Connecticut</p> <p><u>Supporting Association/Entity:</u></p>	<p>Regional Behavioral Health Authority – Regional</p>	<p>“Background</p> <p>In order to maximize resources and improve integration related to mental health and substance use program planning, training, advocacy and resource development, DMHAS reorganized the Regional Mental Health Boards (RMHBs) and Regional Action Councils (RACs).</p>

https://dhs.iowa.gov/sites/default/files/MHDS-Regions-with-Names-7-1-2021-including-2019-Population.pdf?051920222320	Behavioral Health Action Organizations (RBHAOs)	<p>In February 2018, five Regional Behavioral Health Action Organizations (RBHAOs) were awarded through a competitive Request for Proposal Process.</p> <p>Purpose The RBHAOs will continue to perform the statutory functions of the RMHBs and the RACs as strategic community partners who will work across the behavioral healthcare continuum. Each RBHAO will be responsible for a range of planning, education, and advocacy of behavioral health needs and services for children and adults within one of DMHAS' Uniform Regions.</p> <p>Services</p> <ul style="list-style-type: none"> • Assess the behavioral health needs of children, adolescents and adults across the regions. • Develop Regional Priority Reports to highlight recommendations for prevention, treatment and recovery services (see below for regional reports) • Administer the Local Prevention Council (LPC) grants to municipalities to stimulate the development and implementation of prevention activities. • Build the capacity of local communities to understand and address problem gambling. • Raise awareness and provide advocacy to the general public related to mental health promotion, suicide prevention and response, and substance abuse prevention, treatment and recovery. • Lead the Regional Suicide Advisory Boards that support the overall vision of the statewide CT Suicide Advisory Board, and provide the local and regional infrastructure for suicide prevention and response activities. • Leverage funds to support prevention, treatment and recovery activities across each region. • Maintain the statutory requirements for meetings and membership for the organization. • Serve on local, regional and statewide advisory and planning bodies. • Provide naloxone (Narcan) training and kit distribution to communities.” <p>Great presentation on developments of their infrastructure: https://portal.ct.gov/-/media/DMHAS/Publications/2021-Priority-Report-Presentation_FINAL_ADPC_081721.pdf</p>
Delaware	Centralized State Behavioral Health Authority	Has state mental health authority- Division of State Service Centers

	– satellite offices in communities	“With 15 statewide locations, the Division of State Service Centers (DSSC) serves as a one-stop-shop housing a diverse array of public/private health and social service partners.
Florida <u>Supporting Association/Entity:</u> https://www.myflfamilies.com/service-programs/samh/adult-mental-health/	Centralized State Behavioral Health Authority – community mental health centers	Has state mental health authority- no local or regional authority could be identified “The Florida Department of Children and Families Mental Health Program Office is responsible for planning, managing and evaluating a statewide program of mental health services and supports, including community programs, crisis services, state residential treatment facilities, and children’s mental health services. The public mental health system is funded by federal block grant dollars and the Florida Legislature. Though the state directly operates some of its mental health treatment facilities, Florida's community mental health system is completely privatized. Public funds are contracted through local Mental Health Program Offices, mostly with non-profit local Community Mental Health Centers. People who need services get them by going to those providers directly - the state mental health program offices do not provide services.”
Georgia <u>Supporting Association/Entity:</u> Georgia Association of Community Service Boards https://www.gacsb.org/	Hybrid State Behavioral Health Authority/local community boards – Regional Field Offices that coordinate with local Community Service Boards	“The Division of Behavioral Health manages programs and services delivered by DBHDD’s community-based behavioral health providers, which are divided into three tiers: TIER 1: Comprehensive Community Providers are DBHDD’s community service boards, which serve as the public safety net and offer a core benefit package, as well as additional specialty services. TIER 2: Community Medicaid Providers ensure choice for individuals receiving Medicaid and offer a core benefit package. TIER 3: Specialty Providers offer an array of specialty treatment and support needed in the continuum of care. https://dbhdd.georgia.gov/be-dbhdd/be-supported ” Georgia appears to use a model of regional advocacy boards which coordinate with community services boards in each region. Regional advocacy board coordinate with state regional field offices. “Community Service Boards (CSBs) are created in OCGA §37-2-6 et seq. as public corporations and instrumentalities of the state to provide services for mental illness, intellectual/developmental disabilities, and/or addictive diseases. There are 23 CSBs across

		<p>Georgia with Boards of Directors appointed by the governing authorities of the counties within the CSB area.</p> <p>As part of Georgia's Public Safety Net, CSBs serve eligible persons with serious mental illness, intellectual/developmental disabilities, and/or addictive diseases who have no insurance and limited to no means to pay for treatment. CSBs also serve persons with Medicaid. Individuals with other insurances are served based on the CSB's capacity and local need.” (From https://www.gacsb.org/)</p> <p>Law: https://casetext.com/statute/code-of-georgia/title-37-mental-health/chapter-2-administration-of-services/article-1-general-provisions</p>
Hawaii	Centralized State Behavioral Health Authority – community mental health centers	<p>Has state mental health authority, no local or regional authority</p> <p>“The Adult Mental Health Division seeks to improve the mental health of Hawai’i’s people by reducing the prevalence of emotional disorders, and mental illness. Services include mental health education, treatment and rehabilitation through community-based mental health centers, and an in-patient state hospital facility for the mentally-ill, including those referred through courts and the criminal justice system.”</p> <p>Maui District Health Office Community Mental Health Centers (CMHC) (hawaii.gov)</p>
Idaho	Hybrid State Behavioral Health Authority – With regional policy boards	Has state mental health authority with Regional Policy Boards- Same model as Nevada*
Illinois <u>Supporting Association/Entity:</u> Community Behavioral Healthcare Association of Illinois https://www.cbha.net/	Hybrid State-led Regional Behavioral Health Authority/ local community boards – Regional Field Offices that	<p>Service delivery in DMH is provided within five geographically organized service Regions, through 162 community mental health centers/agencies (called ‘Providers’), 27 community hospitals with psychiatric units and seven state-operated hospitals, the latter containing both civil and forensic beds. The DMH also provides statutorily required treatment services for sexually violent persons through its Treatment and Detention Facility.</p> <p>More information can be found: https://www.dhs.state.il.us/page.aspx?item=55223</p>

	coordinate with local Community Service Boards	
Indiana <u>Supporting Association/Entity:</u> Indiana Council of Mental Health Centers https://www.indianacouncil.org/about-us/	Hybrid County-funded/State-certified nonprofit community mental health centers (converting to CCBHCs) – Regional Field Offices that coordinate with local Community Service Boards	<p>“Indiana has 24 Community Mental Health Centers certified by the Division of Mental Health and Addiction. These agencies provide a wide array of behavioral health and addiction services for adults, adolescents, and children. Each CMHC has an identified Gatekeeper collaborates alongside DMHA’s liaison for admissions into the Indiana State Psychiatric Hospital Network. DMHA & Indiana’s Council for the Community Mental Health Centers share a goal to improve the lives of Hoosier citizens suffering from behavioral health and addiction diseases.”</p> <p>Community Mental Health Centers law - https://law.justia.com/codes/indiana/2010/title12/ar29/ch2.html</p> <p>Note: Very limited governance or “authority”. Counties have financial governance over supporting Community mental health centers. State has governance over community mental health center certification.</p>
Iowa <u>Supporting Association/Entity:</u> Association of County Mental Health Authorities of Illinois https://acmhai.org/	Regional Behavioral Health Authority – regional mental health and disability services (MHDS)	<p>Iowa’s community-based, person-centered mental health and disability services system provides locally delivered services that are regionally managed within statewide standards. Local access to mental health and disability services for adults and children with severe emotional disturbances are provided by established mental health and disability services regions to residents of Iowa regardless of the location of their residence. Prior to July 1, 2014, the MHDS system operated on a county basis</p> <p>https://dhs.iowa.gov/sites/default/files/MHDS-Regions-with-Names-7-1-2021-including-2019-Population.pdf?051920222320</p> <p>Regional responsibilities statute available here: https://www.legis.iowa.gov/docs/ico/chapter/225C.pdf</p>
Kansas <u>Supporting Association/Entity:</u>	Local Behavioral Health Authority – governmental Community	<p>“The 26 licensed Community Health Centers (CMHCs) have a combined staff of over 4,500 providing mental health services in every county of the state in over 120 locations. Together they form an integral part of the total mental health system in Kansas.</p> <p>Our Primary Goal The primary goal of CMHCs is to provide quality care, treatment and rehabilitation to</p>

<p>Association of County Mental Health Centers Kansas</p> <p>https://www.acmhck.org/about-us/team/</p>	<p>Mental health centers</p>	<p>individuals with mental health problems in the least restrictive environment. The CMHCs provide services to all those needing it, regardless of economic level, age or type of illness. The CMHCs strongly endorse treatment at the community level, in order to allow individuals to keep functioning in their own homes and communities, at a considerably reduced cost to them, third-party payers, and/or the taxpayer.</p> <p>Accountability</p> <p>The 26 licensed CMHCs operating in Kansas have a separate duly elected and/or appointed board of directors. Each of these boards is accountable to the citizens served, county officials, the state legislature, and the Governor, and all have reporting responsibilities to the national level of government.</p> <p>Shared Governance</p> <p>Community Mental Health Centers are more than just another group of providers. They are the county’s legally delegated authorities to manage mental health care in Kansas. These CMHCs function as the local mental health authorities. As such, the Kansas mental health system is a relationship of shared governance between two governmental entities – the state and the counties.”</p>
<p>Kentucky</p>	<p>Regional Behavioral Health Authority – nonprofit regional boards</p>	<p>Publicly funded community services are provided for Kentuckians who have problems with mental health, developmental and intellectual disabilities, or substance abuse, through Kentucky’s 14 regional Boards for Mental Health or Individuals With an Intellectual Disability (Regional MHID Boards). Regional MHID Boards are private, nonprofit organizations established by KRS Chapter 210 (see Related Links) which serve residents of a designated multi-county region.</p> <p>State website: https://dbhdid.ky.gov/cmhc/default.aspx</p> <p>Regional Board law: https://apps.legislature.ky.gov/law/statutes/chapter.aspx?id=38158</p>
<p>Louisiana</p> <p><u>Supporting Association/Entity:</u> Louisiana Mental Health Association http://louisianamha.org/</p>	<p>Regional Behavioral Health Authority – Human Services Districts – contract with Community Mental Health Centers</p>	<p>The Office of Behavioral Health provides statewide authority and accountability for all behavioral healthcare, including mental health treatment services, for Louisiana citizens. This includes coordinating between other agencies and partnering entities that deliver and manage components of care for the behavioral health population, both insured and uninsured (e.g., Medicaid, human services districts/authorities, etc.). Legislation mandates that the local administration of the Louisiana behavioral healthcare system, including both community and residential services, is operated by independent health care districts or authorities (also referred to as local governing entities or LGEs). The Office of Behavioral Health maintains two state psychiatric hospitals at Central Louisiana State Hospital (CLSH) in Pineville and the Eastern Louisiana Mental Health System (ELMHS) in Jackson. https://ldh.la.gov/page/97</p>

		<p>10 regional Governing entities called “Human Services Districts” contract with CMHCs. These Governing entities were “created by the Louisiana State Legislature under the provisions of the Louisiana revised statutes (LSA-RS): R.S. 373 to provide administration, management, and operation of behavioral health (addictive disorders and mental health) and developmental disabilities services”</p> <p>“CMHCs are not licensed by the State of Louisiana. They are certified by the Centers for Medicare and Medicaid Services (CMS). HSS is the liaison between CMHCs and CMS.</p> <p>Definition:42CFR410.2 states "Community mental health center (CMHC) means an entity that:</p> <ol style="list-style-type: none"> 1. Provides outpatient services, including specialized outpatient services for children, the elderly, individuals who are chronically mentally ill, and residents of its mental health service area who have been discharged from inpatient treatment at a mental health facility; 2. Provides 24-hour-a-day emergency care services; 3. Provides day treatment or other partial hospitalization services, or psychosocial rehabilitation services; 4. Provides screening for patients being considered for admission to State mental health facilities to determine the appropriateness of this admission; and 5. Meets applicable licensing or certification requirements for CMHCs in the State in which it is located." <p>Community Mental Health Centers (CMHC) are providers of services for partial hospitalization services. Providers must meet CoPs... to participate in Medicare. (See definitions at 42 CFR 498.2.) State website: https://ldh.la.gov/page/3767”</p> <p>Map: https://ochsner-craft.s3.amazonaws.com/www/services/LDH_OBH_RgnlDistrictMap.pdf</p>
<p>Maine</p>	<p>Centralized State Behavioral Health Authority – contracts with community provider agencies</p>	<p>Has state mental health authority- no local or regional authority could be identified Mental Health Recovery Support Services & Treatment Department of Health and Human Services (maine.gov)</p>
<p>Maryland</p>	<p>Local Behavioral Health Authority – governmental</p>	<p>The Local Behavioral Health Authorities (LBHAs) are the local behavioral health authorities responsible for planning, managing, and monitoring public behavioral health services at the local level. LBHAs exist under the authority of the Secretary of the Maryland Department of</p>

	<p>local behavioral health authorities</p>	<p>Health and also are agents of the county government, which approve their organizational structure.</p> <p>The functions of local behavioral health authorities are to plan, develop, and manage a full range of treatment and rehabilitation services for persons with serious mental illness, substance use disorders, or co-occurring disorders in their jurisdiction as stipulated by the Health General Article, 10-10-1203, Annotated Code of Maryland.</p> <p>https://www.princegeorgescountymd.gov/DocumentCenter/View/35156/Local-Behavioral-Health-Authority-FY-20201-Annual-Plan-PDF</p>
<p>Massachusetts</p>	<p>Centralized State Behavioral Health Authority – 5 regional offices with satellite clinics</p>	<p>Has state mental health authority- no local or regional authority could be identified</p> <p>Massachusetts Department of Mental Health Mass.gov</p> <p>“Unlike most other states, Massachusetts’ mental health system is not county-based. Instead, the Department of Mental Health (DMH) oversees five regional offices which in turn manage several site offices. Each site office is assigned to a specific set of towns instead of to a set of counties.” Satellite Office Map</p>
<p>Michigan</p> <p><u>Supporting Association/Entity:</u> Community Mental Health Association https://www.cmham.org/</p> <p>*Responsible for management of Medicaid specialty services benefit</p>	<p>Regional Behavioral Health Authority – Community Mental Health Services Programs (CMHSPs)</p>	<p>Organized in 10 regions.</p> <p>“83 Michigan counties, community mental health services programs (CMHSPs) and the organizations with which they contract provide a comprehensive range of services and supports to children, adolescents and adults with mental illnesses, developmental disabilities and substance use disorders. The CMH network provides 24-hour emergency/crisis response services, screens admissions to state facilities, acts as the single point of entry into the public mental health system, and manages mental health benefits for persons enrolled in the Medicaid, MICHild and Adult Benefit Waiver programs. Nine CMHSPs also serve as Substance Use Disorder coordinating agencies.</p> <p>Since 1998, CMHSPs have been responsible for management of the Medicaid specialty services benefit. This waiver, approved by the federal Center for Medicare and Medicaid Services (CMS), authorized the first managed Medicaid specialty services program in the</p>

		<p>country serving all three populations — persons with mental illnesses, developmental disabilities, and substance use disorders.”</p> <p>Overview <u>Website</u> https://www.michigan.gov/mdhhs/keep-mi-healthy/mentalhealth/mentalhealth/cmhsp</p>
<p>Minnesota</p> <p><u>Supporting Association/Entity:</u> Minnesota Association of Community Mental Health Programs: https://www.macmhp.org/</p>	<p>Local Mental Health Authority – County-administered system</p>	<p>Minnesota’s publicly provided mental health system, as reflected in the Minnesota Comprehensive Mental Health Acts, is a comprehensive Department of Human Services (DHS) supervised and county-administered system providing a range of services for eligible persons. Counties act as the local mental health authority. A wide ‘menu’ of services is provided by state, county, and private providers.</p> <p>Local Mental Health Advisory Councils https://mn.gov/dhs/assets/lac-guidebook_tcm1053-386047.pdf</p>
<p>Mississippi</p> <p><u>Supporting Association/Entity:</u> Mississippi Association of Community Mental Health Centers No website could be found</p>	<p>Regional Behavioral Health Authority – Community Mental Health Centers</p>	<p>Regional community mental health centers (CMHCs) operate under the supervision of regional commissions appointed by county boards of supervisors from their respective service areas. The 13 CMHCs make available a range of community-based mental health, substance use, and in some regions, intellectual/developmental disabilities services. CMHC governing authorities are considered regional and not state-level entities. DMH is responsible for certifying, monitoring, and assisting CMHCs. The CMHCs are the primary service providers of outpatient community-based services in the state to adults and children with mental illness, substance use, and intellectual and/or developmental disabilities.</p> <p>State overview: http://www.dmh.ms.gov/service-options/community-mh-centers/</p>
<p>Missouri</p> <p><u>Supporting Association/Entity:</u> Missouri Behavioral Health Council https://www.mobhc.org/</p>	<p>Regional Behavioral Health Authority – Community Mental Health Centers</p>	<p>“Mental Health services for the Division of Behavioral Health (DBH) are accessed through 25 service areas, with each service area serving particular counties of the state. Community Mental Health Centers and/or Affiliates are responsible for providing these services. These agencies determine a person's eligibility for services and provide those services. A listing of the Community Mental Health Centers is given below. To locate the region your county is in, click on your county from the list below.”</p> <p>State website overview: https://dmh.mo.gov/behavioral-health/treatment-services/locating-services-treatment/community-mental-health-centers</p>

<p>Montana</p>	<p>Centralized State Behavioral Health Authority – license nonprofit Community Mental Health Centers</p>	<p>State appears to license Community Mental Health Centers https://mhombudsman.mt.gov/Home/administrativerule</p>
<p>Nebraska</p> <p>Supporting Association/Entity: https://edn.ne.gov/cms/sites/default/files/u1/pdf/se10SE22%20Regional_Behavioral_Health_Authorities.pdf</p>	<p>Regional Behavioral Health Authority – Governmental entities with regional Governing Boards</p>	<p>Region 5: https://region5systems.net/who-we-are/regional-governing-board/ Per Nebraska state statute, each Region is governed by a Regional Governing Board (RGB), which is comprised of an appointed county commissioner from each of the counties it serves. To learn more about the RGB, please click here.</p> <p>one of six Behavioral Health Regions in Nebraska. Each Region is unique, yet all play an important role in the provision of behavioral health services across Nebraska. The Regional system provides an avenue of local participation and local autonomy in the development and delivery of needed services.</p> <p>The Regions were created by Nebraska’s Legislature in 1974 when Nebraska organized a statewide regional system (six regions) to coordinate and oversee the delivery of a full range of behavioral health services to youth and adults. The regions are local units of government that the state partners with to do planning and service implementation. The regions purchase services from providers in their area. If necessary, services are purchased from other service providers across the state.</p> <p>Each region is governed by a Regional Governing Board (RGB), a local unit of government organized under the Inter-local Cooperation Act. Its authority is based on Nebraska Revised Statute §71-801 through §71-818 (Nebraska Behavioral Health Services Act, the Inter-local Agreement) and the Board’s bylaws. The Act outlines the Roles and Responsibilities for the RGB.</p>

		<p>The RGB consists of elected officials, county commissioners or supervisors, one from each of the 16 counties in the region. These individuals represent their county and participate in the decision making of the board.</p> <p>RGB duties: https://region5systems.net/wp-content/uploads/2016/06/Roles-Responsibilities.pdf</p> <p>The RGB is by statute responsible for the development and coordination of both adult and children’s publicly funded behavioral health services within the region. The RGB appoints a regional administrator who is responsible for the administration and management of Region V Systems. The RGB also appoints a Behavioral Health Advisory Committee.</p> <p>The RGB appoints a Behavioral Health Advisory Committee (BHAC), comprised of 15-20 members, responsible for advising the Board on behavioral health issues and funding allocations. Consideration for membership is given to geographic location, direct and indirect consumers, cultural diversification, and the community at large.</p> <p>Region 1: Each RGB appoints a Regional Administrator (RA) to be the chief executive officer responsible to the RGB. The RGB also appoints an Advisory Committee for the purpose of advising the RGB regarding the provision of coordinated and comprehensive behavioral health services within Region I’s geographical area to best meet the needs of the general public. In Region I, the Behavioral Health Advisory Committee (BHAC) is comprised of 11-20 members including consumers, concerned citizens, and representatives from other community systems in the Region.</p>
Nevada	<p>Hybrid Centralized State Behavioral Health Authority – regional policy boards</p>	Has state mental health authority with Regional Policy Boards

<p>New Hampshire</p> <p><u>Supporting Association/Entity:</u> New Hampshire Community Behavioral Health Association https://nhcbha.org/</p>	<p>Centralized State Behavioral Health Authority – license nonprofit Community Mental Health Centers</p>	<p>10 community mental health centers throughout New Hampshire. These centers serve individuals in our state who are living with – and recovering from – mental illness and emotional disorders. This network of mental health centers provides ongoing and emergency behavioral health services to New Hampshire residents, both children and adults.</p> <p>Services are provided by private, not for profit providers that include Human Services Agencies that are contracted by the State.</p> <p>New Hampshire law: https://law.justia.com/codes/new-hampshire/2015/title-x/chapter-135-c/section-135-c-7/</p> <p>Overview document: https://www.nhcarepath.dhhs.nh.gov/partner-resources/documents/cb-community-mental-health-supports.pdf</p>
<p>New Jersey</p>	<p>Centralized State Behavioral Health Authority – license nonprofit community providers</p>	<p>The Division of Mental Health and Addiction Services provides mental health services in the community through contracts with more than <u>120 community-based not-for-profit organizations</u>.</p> <p>These organizations provide:</p> <ul style="list-style-type: none"> • Trained psychiatric personnel working in local screening centers who treatment people in crisis and determine if they need to be committed involuntarily to a hospital for psychiatric treatment. • Community residences such as group homes, supervised apartments and family care homes where people can both live and receive psychiatric care and treatment. • Outpatient services for people who are ambulatory, including periodic counseling, therapy and assistance in taking and monitoring medication. • Partial Hospitalization and Partial Care, the most intensive community health services for people who are ambulatory. This type of treatment focuses on improving not only a person's mental health, but also a wide range of skills

		<p>that will help him or her function more independently in the community, including personal hygiene, cooking, medication management, understanding mental illness and self-advocacy.</p> <ul style="list-style-type: none"> • Integrated case management to engage, support and integrate people with serious mental illnesses into their communities and help them connect with resources there that they can use to become as independent as possible. • Programs of Assertive Community Treatment (PACT) in which a multi-disciplinary team of providers makes sure that comprehensive rehabilitation, treatment and support services are integrated into a treatment plan for the people with the most serious and persistent mental illnesses. • Supported Employment Services to help clients to prepare to enter or re-enter the workforce successfully. Services include job placement and interviewing assistance, supervised work assignment, and follow-up support. • Systems advocates who provide legal and companionship services and operate self-help centers. • A wide range of other services intended to provide support for families of people with mental illness, for the homeless mentally ill and for people who both abuse alcohol or drugs and have a mental illness. <p>https://www.state.nj.us/humanservices/dmhas/resources/services/treatment/mh_community.html</p>
<p>New Mexico</p> <p><u>Supporting Association/Entity:</u> New Mexico Behavioral Health Providers Association</p>	<p>Centralized State Behavioral Health Authority – contracts with community provider agencies</p>	<p>Has state mental health authority- no local or regional authority could be identified</p> <p>Behavioral Health Services Division New Mexico Human Services Department (state.nm.us)</p>
<p>New York</p> <p><u>Supporting Association/Entity:</u></p>	<p>Local Behavioral Health Authority – County-based community services</p>	<p>New York State has a large, multi-faceted mental health system that serves more than 700,000 individuals each year. The Office of Mental Health (OMH) operates psychiatric centers across the State. OMH also regulates, certifies and oversees more than 4,500 programs, operated by local governments and nonprofit agencies. About OMH (ny.gov)</p>

<p>Mental Health Association in New York State, Inc Conference for Local Mental Hygiene Directors Local Mental Hygiene Departments (clmhd.org)</p>		
<p>North Carolina North Carolina Health Care Association https://www.ncchca.org/community-resources/programs-services/behavioral-health-program/</p>	<p>Regional Behavioral Health Authority - Managed Care Model</p>	<p>NCDHHS currently has 6 LME/MCOs operating under the Medicaid 1915b/c waiver</p> <p>System Overview White Paper ncs mental health system where we have been where we are and where we are headed.pdf (nccppr.org)</p>
<p>North Dakota</p>	<p>Regional Behavioral Health Authority – Human Services Districts</p>	<p>8 Regional Human Service Centers https://www.nd.gov/dhs/locations/regionalhsc/index.html</p> <p>The North Dakota Department of Human Services operates eight regional human service centers. Each serves a designated multi-county area, providing counseling and mental health services, substance abuse treatment, disability services and other human services.</p> <p>Each regional human service center has a regional advisory group comprised of representatives from each of the represented counties.</p> <p>Chapter 50-06 Department of Human Services: https://www.ndlegis.gov/cencode/t50c06.pdf</p>
<p>Ohio</p>	<p>Regional Behavioral Health Authority</p>	<p>“Ohio currently has 50 Alcohol, Drug Addiction, and Mental Health (ADAMH) Boards. These boards are statutorily empowered to plan, develop, fund, manage, and evaluate community-based mental health and addiction services. Federal, state and local funds are utilized by local</p>

<p><u>Supporting Association/Entity:</u> Ohio Association of County Behavioral Health Authorities https://www.oacbha.org/</p>	<p>– Local Alcohol, Drug Addiction, and Mental Health (ADAMH) Boards</p>	<p>Boards as they work to ensure that mental health and addiction prevention, treatment, and recovery support services are available to individuals and families in communities throughout Ohio.”</p> <p>Board authority law: https://codes.ohio.gov/ohio-revised-code/section-340.036</p> <p>Article on commentary of the system: https://www.cleveland.com/cuyahoga-county/2022/04/ohios-adamhs-boards-provide-local-control-to-tackle-local-mental-health-and-addiction-programing.html</p>
<p>Oklahoma</p>	<p>Centralized State Behavioral Health Authority – community mental health centers</p>	<p>Oklahoma - Community Mental Health Centers ODMHSAS is responsible for a statewide network of community mental health centers (CMHC) that provide a wide variety of services including case management for adults and children, crisis intervention, psychiatric rehabilitation, medication services, and other outpatient mental health services. Additionally, community based programs include assistance with such services as housing, employment, peer advocacy and drop in centers.</p> <p>Oklahoma - Community Mental Health Centers ODMHSAS is responsible for a statewide network of community mental health centers (CMHC) that provide a wide variety of services including case management for adults and children, crisis intervention, psychiatric rehabilitation, medication services, and other outpatient mental health services. Additionally, community based programs include assistance with such services as housing, employment, peer advocacy and drop in centers.</p> <p>https://oklahoma.gov/odmhsas/treatment/ccbhc.html</p>
<p>Oregon</p>	<p>Regional Behavioral Health Authority – Community Mental Health Programs overseen by county-led mental health advisory committees</p>	<p>Uses community mental health programs, overseen by a mental health advisory committee appointed by the county board of commissioners.</p> <p>From Multnomah County: https://www.multco.us/behavioral-health/about-behavioral-health</p> <p>“Oregon statutes mandate that local mental health authorities offer specific 'safety net' services to protect the most vulnerable of members of the community. In our county, Behavioral Health is the local mental health authority providing services such as crisis intervention and involuntary commitment investigation. These are available to any resident of Multnomah County.</p>

		<p>Community mental health includes addiction services like detoxification, outpatient, residential and prevention outreach services and serves approximately 22,000 people annually (including some duplicates, as people may be treated more than once). Some mental health programs such as residential services, transitional housing, coordinated jail and hospital diversion are also in this category.</p> <p>Behavioral Health manages the mental health benefit for Oregon Health Plan(link is external) members enrolled in Health Share of Oregon/Multnomah Mental Health. The Oregon Health Plan provides health coverage to low-income Oregonians who are eligible for Medicaid. Multnomah Mental Health currently has more than 133,000 members. This number varies from month-to-month based on the number of Oregon Health Plan members. https://www.multco.us/behavioral-health/about-behavioral-health</p> <p>Oregon law: https://oregon.public.law/statutes/ors_430.630</p>
<p>Pennsylvania</p> <p><u>Supporting Association/Entity:</u> Pennsylvania Association of County Administrators of Mental health and Developmental Services: http://www.mhdspa.org/Pages/AboutUs.aspx</p> <p>State website: https://www.dhs.pa.gov/providers/Providers/Pages/County-Mental-Health-System.aspx</p>	<p>Local Behavioral Health Authority – County-based community mental health and developmental services offices</p>	<p>Community mental health services are administered through county Mental Health and Developmental Services (MH/DS) program offices. These offices are part of county government and are overseen by a county MH/DS administrator.</p> <p>The county MH/DS offices serve as a referral source. Most actual mental health services are delivered by local provider agencies under contract with the county MH/DS office. The county MH/DS office determines a person's eligibility for service funding, assesses the need for treatment or other services and makes referrals to appropriate programs to fit treatment and/or other service needs.</p> <p>The Mental Health and Mental Retardation Act of 1966 requires the county MH/DS office to provide community mental health services, including: short-term inpatient treatment, partial hospitalization, outpatient care, emergency services, specialized rehabilitation training, vocational rehabilitation and residential arrangements. MH/DS offices can also provide information about any additional mental health services and supports the county offers.</p>

<p>Rhode Island</p>	<p>Centralized State Behavioral Health Authority – license nonprofit Community Mental Health Centers</p>	<p>Rhode Island has 6 private non-profit licensed community mental health centers with governing boards. For more information go here: https://bhddh.ri.gov/mental-health/licensed-treatment-providers</p> <p>Rhode Island law: https://law.justia.com/codes/rhode-island/2014/title-40.1/chapter-40.1-8.5</p>
<p>South Carolina</p>	<p>Centralized State Behavioral Health Authority – community mental health centers</p>	<p>Has state mental health authority- 17 South Carolina Department of Mental Health community mental health centers providing mental services to those who are diagnosed with mental illness. ABMHC serves adults, children and their families.</p> <p>https://scdmh.net/dmh-components/community-mental-health-services/</p>
<p>South Dakota</p>	<p>Centralized State Behavioral Health Authority – license nonprofit Community Mental Health Centers</p>	<p>“The Division of Behavioral Health contracts with 11 accredited community mental health centers across the state to provide quality services to both adults and youth. Services provided include screenings and assessments, specialized outpatient services, individual therapy, group therapy, and crisis intervention.”</p> <p>Community Mental Health Centers law https://sdlegislature.gov/Statutes/Codified_Laws/2051081</p> <p>27A-5-9. County and municipal contributions to mental health centers, clinics, and community support providers.</p> <p>The boards of county commissioners and the municipal governing bodies may contribute sums of money annually from their general fund to any mental health center, clinic, or community support provider approved by the Department of Social Services, or to each of such facilities, without regard to whether they are within or outside of their respective jurisdictions.</p> <p>27A-5-10. No charge against counties contributing to support of center--Reduced rate.</p> <p>If a county makes a contribution of at least one dollar per capita to the support of a mental health center in accordance with § 27A-5-9, no charge may be levied against the county for persons provided treatment by such mental health center until the cumulative total of such charges reaches seventy-five percent of the total county contribution. Thereafter, such county shall be charged at a rate of seventy-five percent of the rate at which it would</p>

		normally be charged in accordance with the fee schedule prescribed by the Department of Social Services.
<p>Tennessee</p> <p><u>Supporting Association/Entity:</u> Tennessee Association of Community Mental Health Centers https://www.tamho.org/</p>	<p>Regional Behavioral Health Authority - Managed Care Model</p>	<p>History of association: Discusses community mental health center transformation over time with managed care: https://www.tamho.org/uploads/pdfs/Chronologic_Perspective_of_BH_in_Tennessee_0.pdf</p> <p>“From 1990-1995, the TAMHO member organizations re-engineered the service continuum to provide state-of-the-art community support programs for the severely and persistently mentally ill. Supported by grants from the Tennessee Department of Mental Health and Mental Retardation (TDMHMR) and a newly-instituted Medicaid fee-for-service payment system offering differential rates, services such as targeted case management, psychosocial rehabilitation, and supported employment programs became available to consumers throughout the state. The work of the TAMHO member organizations during this period made it possible for the State to implement the Mental Health Master Plan, one of the most successful program initiatives for the mentally ill in Tennessee history.</p> <p>With the advent of the TennCare Partners Program in 1996, the TAMHO member organizations faced a drastic paradigm shift as the historical leadership role played by TDMHMR in developing state-level behavioral health policy was transferred to private managed behavioral health companies. Within a very short period of time, the CMHC system was reconfigured to provide a more efficient and effective provider network for contracting with the TennCare Partners Program managed behavioral health companies. While three regional "megacenters" were created through mergers, two other CMHCs became a part of major acute care healthcare/hospital systems, and others remained independent. Each individual corporation thus focused on providing the right mix of high quality behavioral health services as efficiently s possible within its respective market area. The efforts made to respond to the State's "privatization" of behavioral health services and prepare for functioning within a managed care model resulted in the TAMHO member organizations serving as the primary provider</p>

		network for the TennCare Partners Program managed care companies. "https://www.tamho.org/about-us
<p>Texas</p> <p>Supporting Association/Entity: https://www.hhs.texas.gov/services/mental-health-substance-use/mental-health-substance-use-resources/find-your-local-mental-health-or-behavioral-health-authority</p>	<p>Local Behavioral Health Authority</p> <p>–</p>	<p>Texas Health and Human Services contracts with 37 local mental health authorities and two local behavioral health authorities to deliver mental health services in communities across Texas.</p> <p>LMHAs and LBHAs provide services to specific areas. To find where to get services in your area, you need to know which county you live in.</p> <p>HHS requires each LMHA and LBHA to evaluate the mental health needs of communities in their area and plan, develop policy, coordinate services and use resources to address those needs. Each LMHA and LBHA is also required to consider public input, the ultimate cost-benefit and client care issues to:</p> <ul style="list-style-type: none"> • Ensure people who need services can exercise consumer choice by helping them decide on their services, service provider and location of services. • Ensure the best use of public money to create a network of service providers and determine whether to provide a service or to contract that service to another organization. • Make recommendations on the most appropriate services available to people who need services. <p>To find mental health services in your area, refer to the information below, download this service area map (PDF) or use the online mental health services search form. You can call the referral line of the LMHA/LBHA in your area for confidential help 24/7.</p>
<p>Utah</p> <p>Supporting Association/Entity: Utah Association of Counties https://www.uacnet.org/ubhc</p>	<p>Local Behavioral Health Authority</p> <p>– County-based Local Mental Health Authorities</p>	<p>Uses regional local mental health authorities</p> <p>From Utah law: (Good example)</p> <p>In each county operating under a county executive-council form of government under Section 17-52a-203, the county legislative body is the local mental health authority, provided however that any contract for plan services shall be administered by the county executive.</p> <p>(ii In each county operating under a council-manager form of government under Section 17-52a-204, the county manager is the local mental health authority.</p>

		<p>(iii) In each county other than a county described in Subsection (2)(a)(i) or (ii), the county legislative body is the local mental health authority.</p> <p>(b Within legislative appropriations and county matching funds required by this section, under the direction of the division, each local mental health authority shall:</p> <p>(i) provide mental health services to individuals within the county; and</p> <p>(ii) cooperate with efforts of the Division of Substance Abuse and Mental Health to promote integrated programs that address an individual's substance abuse, mental health, and physical healthcare needs, as described in Section 62A-15-103.</p> <p>(c) Within legislative appropriations and county matching funds required by this section, each local mental health authority shall cooperate with the efforts of the Department of Human Services to promote a system of care, as defined in Section 62A-1-104, for minors with or at risk for complex emotional and behavioral needs, as described in Section 62A-1-111.</p> <p>((By executing an interlocal agreement under Title 11, Chapter 13, Interlocal Cooperation Act, two or more counties may join to:</p> <p>3 a (i) provide mental health prevention and treatment services; or</p> <p>(ii) create a united local health department that combines substance abuse treatment services, mental health services, and local health department services in accordance with Subsection (4).</p> <p>(The legislative bodies of counties joining to provide services may establish</p> <p>b acceptable ways of apportioning the cost of mental health services.</p> <p>https://le.utah.gov/xcode/Title17/Chapter43/17-43-S301.html</p>
<p>Vermont</p> <p><u>Supporting Association/Entity:</u></p>	<p>Regional Behavioral Health Authority</p> <p>– Community</p>	<p>Uses 16 designated providers to provide behavioral health services.</p> <p>“The Department of Mental Health designates one Designated Agency (DA) in each geographic region of the state to provide the Department's mental health programs for adults and children.</p>

<p>Vermont Care Partners (the state's designated providers association)</p> <p>https://bhddh.ri.gov/mental-health/licensed-treatment-providers</p>	<p>mental health centers</p>	<p>Designated Agencies are private, non-profit service providers that are responsible for ensuring needed services are available through program delivery, local planning, service coordination, and monitoring outcomes within their region.</p> <p>Specialized Service Agencies (NFI and Pathways Vermont) may operate in more than one geographic area of the state and provide a distinctive approach to service delivery and coordination or provide services that meet distinctive individual needs.”</p> <p>State website overview: https://mentalhealth.vermont.gov/individuals-and-families/designated-and-specialized-service-agencies</p>
<p>Virginia Supporting Association/Entity: Virginia Association of Community Services Boards https://vacsb.org/</p>	<p>Regional Behavioral Health Authority – Community service boards</p>	<p>Virginia's public behavioral health (mental health or substance use disorder) and developmental services system consists of 13 state-operated facilities and 39 locally-run community services boards (CSBs), one of which is a behavioral health authority in Richmond.</p> <p>State overview of community service boards: https://dbhds.virginia.gov/community-services-boards-csbs/</p>
<p>Washington</p>	<p>Regional Behavioral Health Authority - Managed Care Model</p>	<p>Has state mental health authority- no local or regional authority could be identified https://www.hca.wa.gov/assets/program/bhaso-fact-sheet.pdf https://www.hca.wa.gov/assets/free-or-low-cost/19-0040-bh-aso-map.pdf</p>
<p>West Virginia</p>	<p>Centralized State Behavioral Health Authority – Comprehensive Behavioral Health Centers</p>	<p>Has state mental health authority- no local or regional authority could be identified</p> <p>West Virginia's publicly-funded community-based behavioral health system is anchored by thirteen (13) Comprehensive Behavioral Health Centers. Comprehensive Behavioral Health Centers (wv.gov)</p>
<p>Wisconsin</p>	<p>Local Behavioral Health Authority – County-based</p>	<p>Wisconsin's 72 counties are responsible for delivering services and providing for the well-being, treatment, and care of individuals living with mental health concerns. This often is done in partnership with community-based agencies and organizations. Private practice</p>

	community services	<p>professionals licensed by the state also provide care and treatment to people living with mental health conditions.</p> <p>Wisconsin Comprehensive Community Services for Persons with Mental Disorders and Substance-Use Disorders Law https://docs.legis.wisconsin.gov/code/admin_code/dhs/030/36 “Comprehensive community services program” or “CCS” has the same meaning as “community-based psychosocial service program” under s. 49.45 (30e), Stats., namely a county-wide or tribal community-based psychosocial rehabilitation program that is operated by a county department or tribe to provide or arrange for the provision of psychosocial rehabilitation services.</p>
Wyoming	Centralized State Behavioral Health Authority – community behavioral health providers	<p>In the process of transition from state funded services to community behavioral health centers (article from 2021): https://wyofile.com/sweeping-redesign-of-states-mental-health-services-policy-underway/</p>