

HRCSB Board Report – September 2021

Ellen Harrison (Executive Director)
Adam Yoder (Recovery Services)
Rebekah Brubaker (Behavioral Health Services)

John Malone (Developmental Services)
Barbara Brady (Administrative Services)

Message from the Executive Director

It's all about resilience. When COVID hit in March 2020 and continued through today, it was an adjustment. When we saw the culmination of 5 years of planning, contracting and construction evolve into our new facilities, it was an adjustment. When we reorganized all service lines to include children's services in every area, with an eye on future growth, it was an adjustment. When we moved child and adult clinicians into one building for strong transitions with our families, it was an adjustment. Through all of these adjustments, every employee also had personal and familial adjustments and challenges outside of work as well. Yet I am struck by the resiliency of our HRCSB employees at every adjustment. I have heard laughter in the hallways, seen smiles in the eyes of new work colleagues, and heard the welcoming grace and patience for our clientele as they enter the building after struggling to find parking and sometimes even the front door. I am honored to be part of a team that forges ahead with the spirit of grace and healing. We practice resiliency in all things.

Ellen Harrison, LPC, MBA

Administrative Services

New Building Update

The construction team is busy working on the last stages of the project, focused on creating our large parking area and finishing the campus grounds. Unfortunately, the project continues to have one pesky "friend" who keeps getting in the way: rock! We are hopeful that in spite of the pounding, all is on track for finishing the end of September. Work is also happening on Arbor House facing Main Street, which is getting a facelift and new stairs. Final punch list items in the building continue to be addressed, and we are now focused on tweaking operations and workflows in the new space.

IT, Clerical, Compliance and Risk Management

Many aspects of the move have fallen squarely onto the shoulders of the Admin Services teams: IT, Clerical and Facilities Management in particular. These groups have been

active, getting us moved and operational in short order. A few highlights from them and across the Administrative Services group include:

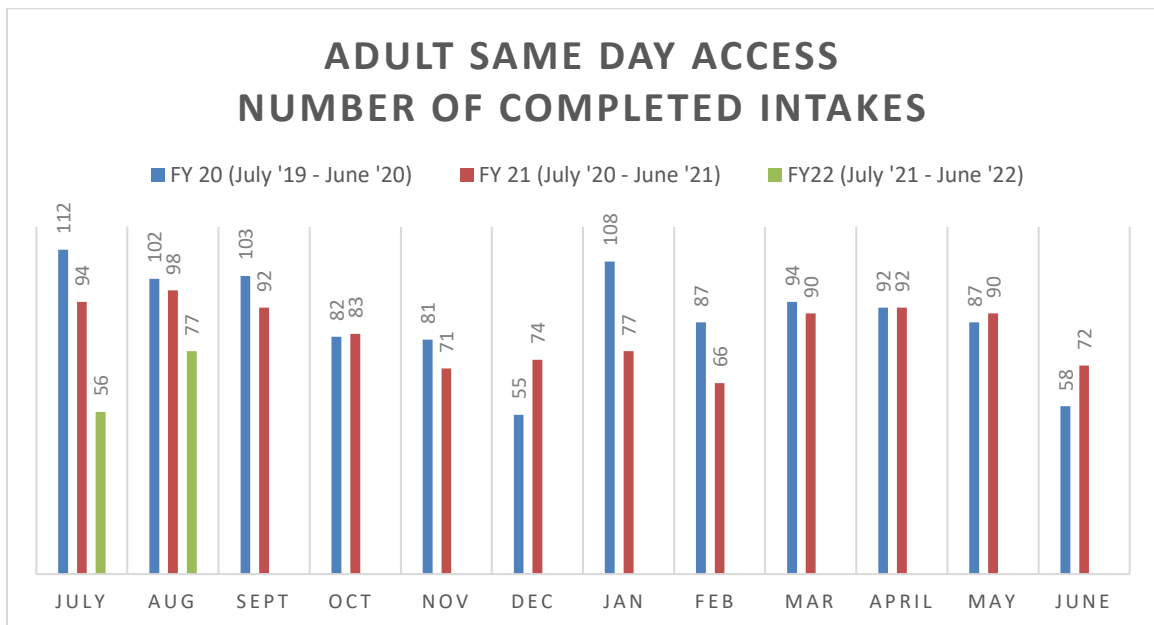
- The Clerical team continues to settle in, having had a busy but productive and successful first month. Right from Tuesday, July 13, they were fully functional with a busy front line at the Main Entrance and an active Adult Outpatient/Emergency Services entrance, plus endless deliveries, storage and organizing, creating our new Medical Records workflows, and wayfinding for clients and families. They have been remarkably resilient, helping others while finding their footing themselves.
- IT has been extremely busy ensuring that the Network ran smoothly from day one (or two). They also made sure that each user had everything they needed to hit the ground running. IT also switched out individual printers to networked printers and worked tirelessly to make this transition smooth for all involved. The team deserves major Kudos for their collective efforts.
- Facilities Management is new to the Admin Team. Our hired Facilities Manager, Dickson Sommers, officially moved from his Arbor House Supervisory position on Friday, July 16. Even before he was official, Dickson was instrumental in preparing the new space for the move. His focus on storage and organizing storage locations made for a very smooth move-in.
- Additionally, in the initial weeks, the Facilities Manager focused on getting vehicles in better mechanical/cosmetic shape, getting several facility improvement projects underway (i.e. recent work done on Market Street House roof, Park Place getting ready for Permanent Supported Housing (PSH) tenants, Summit House refrigeration appliances serviced) and building relationships and creating consistency/continuity with service vendors for facilities/vehicles.
- The Compliance Department was also busy this month, including training/credentialing MANY new staff, adjusting to COVID flexibility guidance changes, responding to audits, revalidation with Department of Medical Assistance Services, cross training with Data Management and handling a Corrective Action Plan for late reporting in one instance.
- Long-time Data Specialist, Lori Wilfong, retired on August 31 after 30+ years with HRCSB. Her expertise and dedication to her work will be missed.

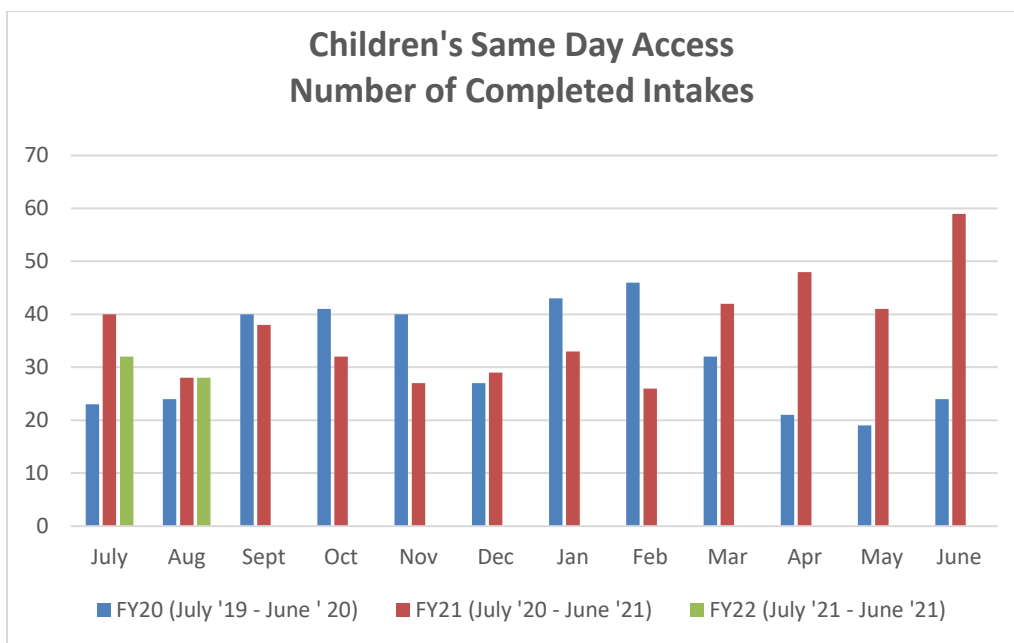
Behavioral Health Services

Same Day Access - Adult and Child

We continue to provide intakes via telehealth and in-person, with an increasing number of individuals requesting to be in-person. We are primarily providing scheduled intakes and same day appointments permitting availability of clinicians. For August (Aug 1 -29), we have completed 77 adult intakes and 28 child intakes.

Our SDA team has been adjusting well to their new space. They have enjoyed the opportunity to have the entire team located in the same area. This has allowed for increased communication and ease of clients moving through the multistep intake process that includes meeting with our Client Navigator to complete administrative paperwork, our financial staff to review insurance and payment information and our clinical staff to complete the clinical assessment and treatment recommendations.



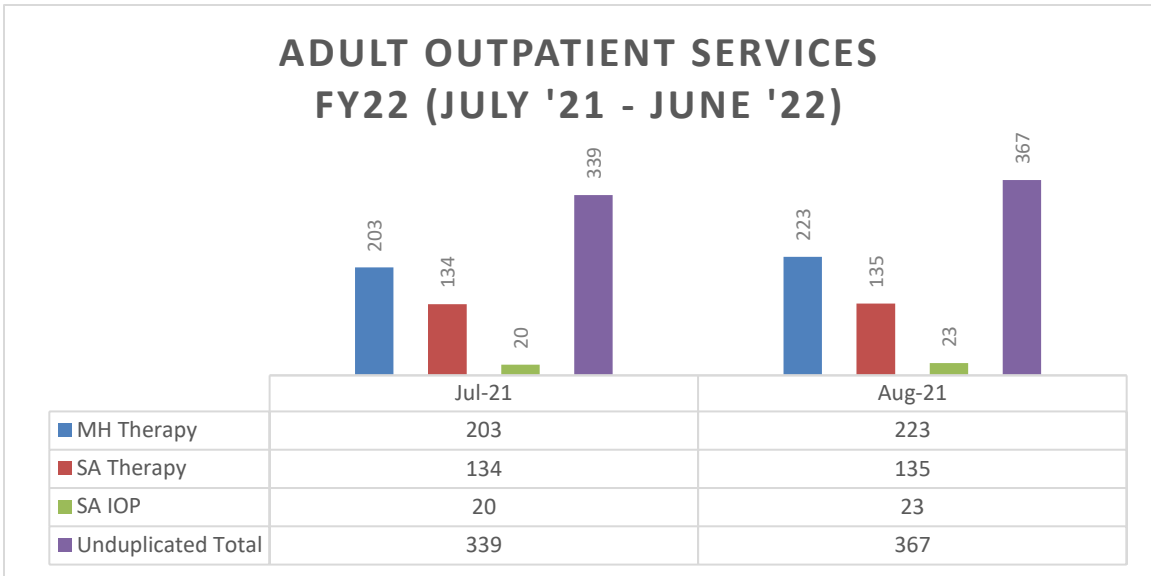


Outpatient Services – Adult and Child

Both Adult and Child Outpatient therapy teams continue to provide services to individuals and their families via telehealth (video conferencing and/or telephone) and in-person.

For the month of August (Aug 1 – 30) in adult outpatient therapy we provided mental health therapy to 223 clients, for substance use therapy services we provided services to 135 individuals and in our SA IOP program we served 23 individuals, for a total of 367 unduplicated clients served in therapy services. For the month of August (Aug 1-30) in child outpatient therapy, we provided services to 262 clients and their families.

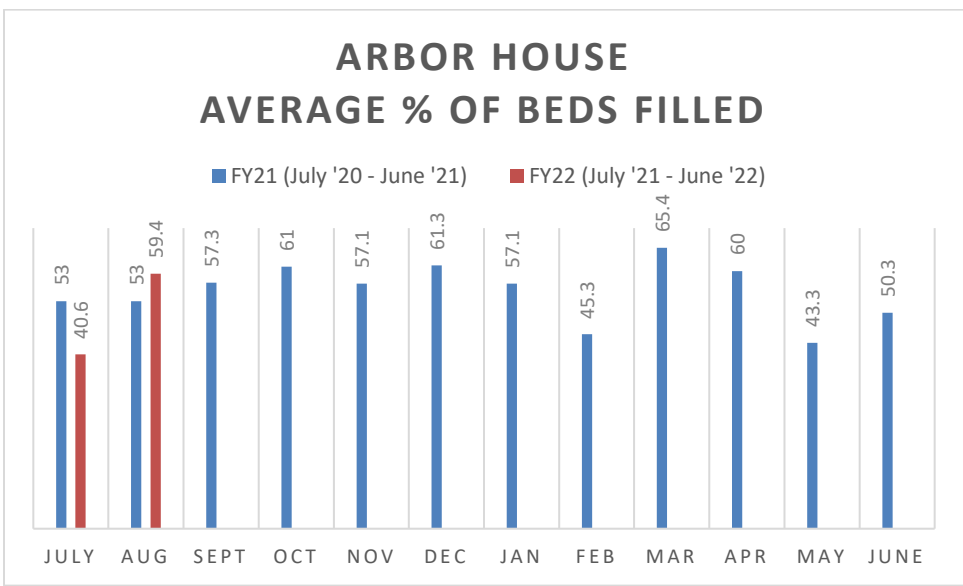
We are pleased to announce that Children’s Outpatient Team has hired three additional therapists to join our growing team. Kathryn Young Dunay previously worked in our Children’s Mobile Crisis program and will transition into her new role on August 16, 2021. Julio Reyes Flores previously worked at Arbor House and will start his new role on September 1, 2021. Jodi Myers previously worked at the Child Advocacy Center in the Staunton area and will start her new role with us on September 1, 2021. We are still in the process of recruiting one more therapist position.



Arbor House (Crisis Stabilization Unit)

Arbor House has continued to set our maximum capacity at 5 individuals. This decision was made to ensure that each individual could have their own bedroom. For August (Aug 1-29), our bed utilization was 59.4% based on 7-bed capacity, and our utilization rate based on the 5-bed capacity was 83.2%.

We are currently in the process of recruiting for the Supervisor of Arbor House and for several other key positions within the program. Due to staffing needs and the continued concerns with the COVID rates in our community, we have continued to hold steady with maintaining a bed capacity of 5.

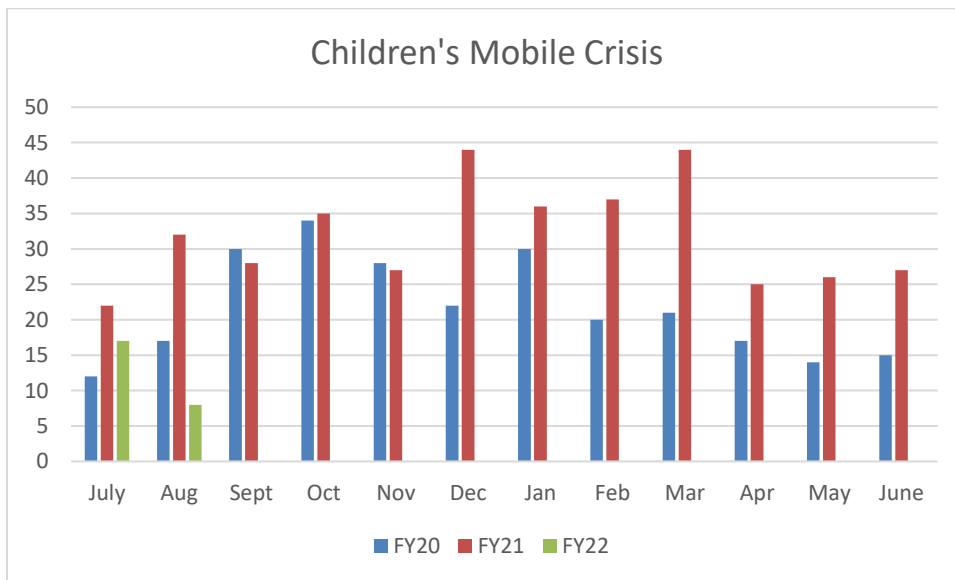


Behavioral Health Wellness

We are pleased to share that we have hired Maureen Bowler as our new full-time Behavioral Health Wellness Specialist. She will join our team on September 1, 2021. Our team is working on a social media campaign on medication disposal that will be available in English, Spanish and Kurdish. In addition, the team has produced a community resource guide that provides contact information on Crisis Services, Emergency Shelters, Mental Health and Substance Use Services, Medical Services, Employment, Parental Support and Financial Aid Services and other local resources in our community. Currently we have them printed in both English and Spanish and are distributing in the community to local partners to utilize with their clients.

Children’s Mobile Crisis

Our Children’s Mobile Crisis team consists of two licensed-eligible or licensed positions that provide support to children and their families. During the month of August, both of our team members made the decision to transition to new opportunities, one within the agency and the other one in the community. We are currently in the process of recruiting for both positions. For the month of August, we were able to provide support to 8 clients. We are currently not taking any referrals until we are able to refill the positions.



Early Intervention – School Based Program

We are excited to welcome back the Early Intervention Clinicians on September 1, 2021.

These clinicians are highly valued by the school system and community and there is an eagerness for their return! We have a graduate-level intern from JMU joining us August 2021 - May 2022. She will be available to provide additional support to students in Rockingham County Public Schools (RCPS). We have hired one new Early Intervention Clinician who will join the team this September and will be working in RCPS middle schools. We are still in process of recruiting two additional Early Intervention Clinicians to work in Harrisonburg City Schools.

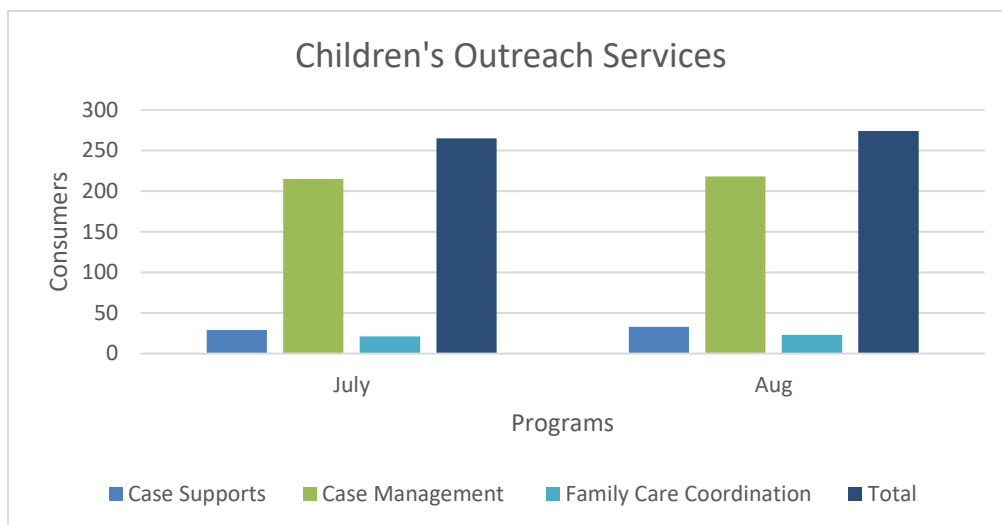
Intensive Case Management

Intensive Case Management (ICM) continues partnership with our local Juvenile, Domestic & Relations (JD&R) Court Services Unit (CSU) to support youth who may have barriers to accessing other services and supports for a variety of reasons. This provider is bilingual which has been an incredible asset to our community. There was a slight decrease in referrals over the summer alongside decreased in activity with CSU and schools related to the COVID-19 pandemic. We are anticipating a slight increase as youth reengage in school and in their communities. Our ICM staff also actively participate in both Rockingham County and Harrisonburg Public Schools Interdisciplinary Team Meeting for truancy.

Recovery Services

Adult Mental Health Case Management (MHCM), Children’s, Children’s Case Management (CCM), Children’s Case Support (CCS) and Family Care Coordination (FCC)

The Children’s Outreach teams continue to be in demand. The Children’s Case Management program added Raz Ahmed to the team in August as a response to the increase in referrals.



Peer Support Services

Between our three adult recovery peers (2 hourly and one fulltime), we provided services to 22 adults with serious mental illness and a total of 330 direct hours of service over the past three months. The role of the peer at HRCSB is to provide support to the client to empower them to advocate for themselves in order to have a voice and choice in their recovery. One of the peers runs a weekly support group in a Harrisonburg Redevelopment Housing Authority apartment complex.

Summit House

Summit House has had a productive last four months with consistent attendance measured by 52 distinct member visits in April, 50 in May, 50 in June and 47 in July. The clubhouse has been averaging between 20-25 members per day. Clients arrive at 9:00 a.m. and are checked for COVID symptoms, then enjoy coffee and snacks, a fitness break, psychoeducation group, clubhouse related tasks, lunch and then a second group in the afternoon followed by a coffee break before leaving around 1:30-2 p.m.

Supervised Living Residential Program

Residential was pleased to celebrate the discharge of resident into the community after 22 months in the program. The client will be transitioning into a university setting to finish up their undergraduate degree. Residential staff supported the client to become independent and responsible for his money management, medication management, independent living skills and enhancement of social skills.

Western State Hospital (WSH)

For the month of June, WSH census reports we had an average census of 5 and a census per 100,000 of 3.8.

Developmental Services

Infant and Toddler Connection

The Infant and Toddler Connection held a staff development picnic in mid-August at Hillandale Park. Over lunch, the team participated in a question and answer session with agency leadership, then spent the remainder of the day engaging in various team building exercises. The day was especially welcome for a team that is made up of many new faces, and has spent the past year working from home.

Month	Referrals July 2020-June 2021	Referrals July 2021 to June 2022
July	30	35
August	35	37
September	33	
October	34	
November	30	
December	24	
January	41	
February	31	
March	34	
April	38	
May	26	
June	45	

Developmental Disabilities

Developmental Disabilities (DD) Case Managers billed 291 units for the month of July with contracted DD case managers from Valley Associates for Independent Living completing an additional 20 billable units. Case managers also completed 617 separate contacts to assist with linking clients to services, or monitoring their satisfaction. They also completed 36 annual ISPs, which by way of a data exchange are automatically updated into the Waiver Management System (WaMS) daily.

Currently we have 235 individuals receiving DD Waiver services. Of those, 74 require Enhanced Case Management, meaning they have recently received crisis services, emergency medical services, or are at significant risk as determined by the Support Intensity Scale. For those receiving Enhanced Case Management, support coordinators must complete face to face visits every 30 days, with two out of every three visits occurring in the client’s home.



There are 213 individuals on the DD Waiver Waiting list awaiting services. There are currently 49 individuals on Priority 1 status, followed by 89 on Priority 2, and 75 on Priority 3. We completed 5 new waiver screenings in August.

Members of the Developmental Services and Compliance department met with DBHDS in August to review both CCS3/WaMS data, as well as to complete a reliability review of our Support Coordinator Quality Reviews (SCQR). The hard work of the DD team was well reflected in the review of both the data and of the SCQRs.

We continue to closely monitor the staffing issues reported by many of our local providers, particularly related to the staffing of congregate residential homes. Normally difficult staffing situations have been exacerbated due to the pandemic and other issues. We have had to quickly adjust to providers who simply can no longer provide services at their current capacity, and we have in many situations had to move individuals outside of our catchment area with little preparation. Through discussions with our Developmental Services Council, we learned this is not a problem unique to our area, and we've done our best to make sure DBHDS is aware of this statewide issue.