



HRC SB Board Report – May 2023

Rebekah Brubaker (Executive Director)
Adam Yoder (Comm. Mental Health Services)
Vacant (Behavioral Health Services)

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

Message from the Executive Director

HRC SB has been providing services to the Harrisonburg and Rockingham community for over 50 years. Over the years, this agency has cultivated a culture that values respect, integrity, good humor and hope. These values have been critical to the agency’s success and has been instrumental in how we conduct ourselves with our clients, in the community and with one another. As we look to provide another 50 years of quality services to our community, it is essential that we continue to be grounded in our values and mission. Over the next 12 months, our agency will be having intentional conversations about how we continue to live out these values throughout our work day. We are kicking off this initiative with highlighting the value of HOPE. HOPE is an essential piece of what we offer to our clients and to one another each day. Our clients and families come to us during some of the most difficult moments in their lives and it is our responsibility to provide light amidst the darkness. In order for our staff to hold HOPE for our clients and for one another, we need to continue to create space within our walls for employees to share their experiences, to acknowledge the difficult days and to know there are better days ahead. It is my hope that each person (client, family member, community member, employee etc.) who enters our buildings will experience HOPE.

Rebekah Brubaker, LPC

Administrative Services

Compliance Staff member Becky Smoker accepted the Authorization and Benefits Specialist position. We will now begin the process of recruiting the Authorization and Benefits Liaison position. First-time Compliance Intern Jenna Hughes, a senior in Healthcare Administration from JMU, finished up with us on April 28. Her stint in Compliance was fruitful, including finishing up spearheading the Standard Operating Procedures (SOP) update. This has been an extremely helpful task for the whole agency.

DMAS’ MES portal continues to be a “mess” for the Compliance team to deal with, with many errors on the names, credentials, details and MCO registrations for many of our clinicians. We are diligently working through the many issues.

We have had a successful Anthem audit with 14 clients submitted, and we have partial approval on a CAP for a late Serious Incident submission. Further information will be submitted by the mid-May deadline. We have collectively finished two of three training sessions with DBHDS’s



Jamie Rupe on how best to craft our Quality Improvement plan and goals. The training has been welcome and thought provoking. Finally, we held our first Quality Improvement Management Committee meeting in late April, and look forward to the discussions and progress to be made there.

Facilities Our facilities manager had quite a list of accomplishments over the month:

- All properties mulched and lookin’ groomed!
- Permanent Supportive Housing received another program vehicle.
- Main Street building passed Fire Marshal inspection.
- McNulty building & Market Street House got spring HVAC Preventative Maintenance
- McNulty building storage areas got organized.
- Assisted with office set-up for a new supervisor position.

Risk Management Our Risk Management Specialist, Josh Dyke took the lead on directing intern Jenna Hughes on the SOP update project. This involved a great deal of follow up with managers, ensuring that their program write-ups and processes were up-to-date. Josh also worked closely with IT and Facilities colleagues on a Security plan and a draft Shelter-in-Place protocol. Both are still being finalized for Executive Director review. Josh finished his Managing Cyber Risk course, sponsored by the Virginia Risk Control Institute through Virginia Commonwealth University. This was a significant effort by Josh to further our understanding of issues related to Risk Management. His capstone project was the creation of a Cyber Security Incident Response protocol, in conjunction with James Jenkins. Management Team and the IT Department will now review the proposal.

Clerical Receptionist Laura Cook will be leaving the Clerical team as of May 19. We have started recruiting again for this position. In the meantime, the entire team was lauded and feted for Administrative Professionals Day – and deservedly so!

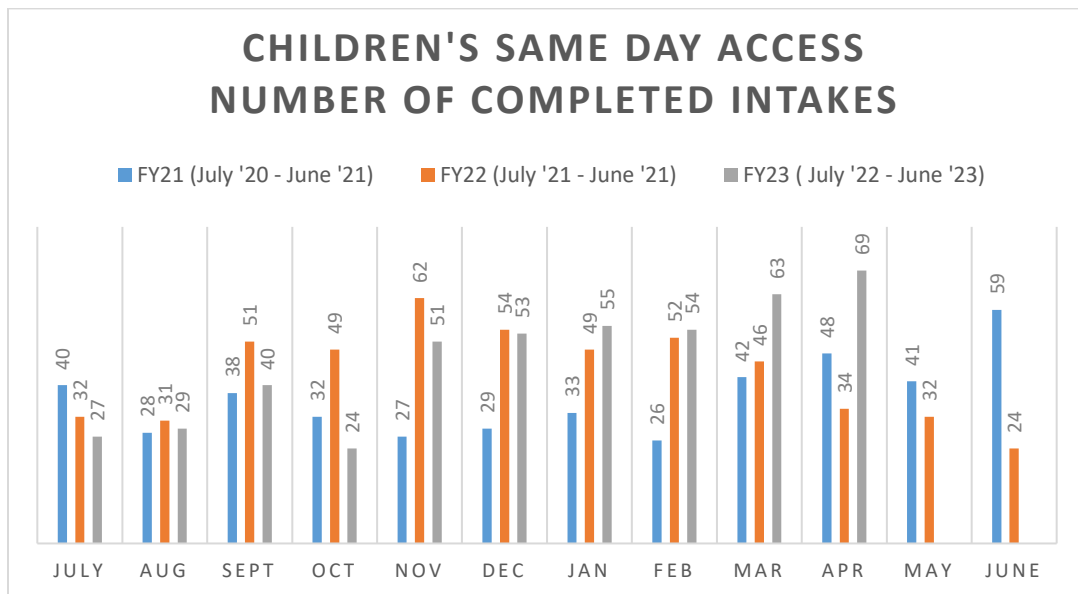
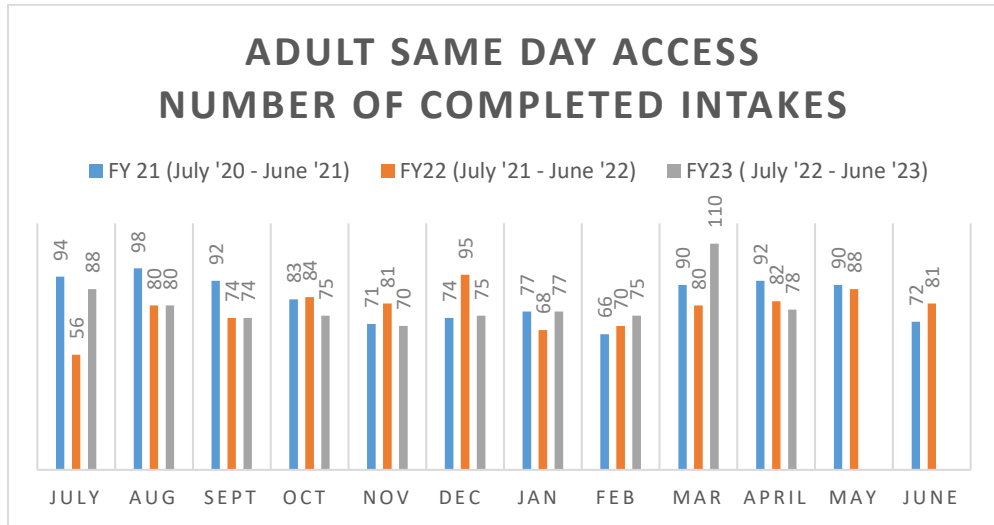
IT The IT team recently installed a new Internet filtering system, replacing an end of life system. They are preparing for two larger projects in the coming months – installing a new Exchange email server in the cloud and replacing our Nutanix server virtualization platform, upgrading both our core system and our storage.

Behavioral Health Services

We are pleased to share that George Nipe, LPC has accepted the position of Director of Behavioral Health Services and will be starting in his new role on June 1, 2023. Mr. Nipe has been with HRCSB for the past 15 years in a variety roles, with the most recent serving as the Senior Manager of Adult Outpatient Services. In his new role, Mr. Nipe will be overseeing Same Day Access, Adult Outpatient Services which includes Substance Case Management Services, Drug Court Services and Jail Services, Children’s Outpatient Services, Children’s Mental Health Case Management Services, Early Intervention School-based Program and Behavioral Health Wellness Team.

Same Day Access (SDA) – Adult & Child

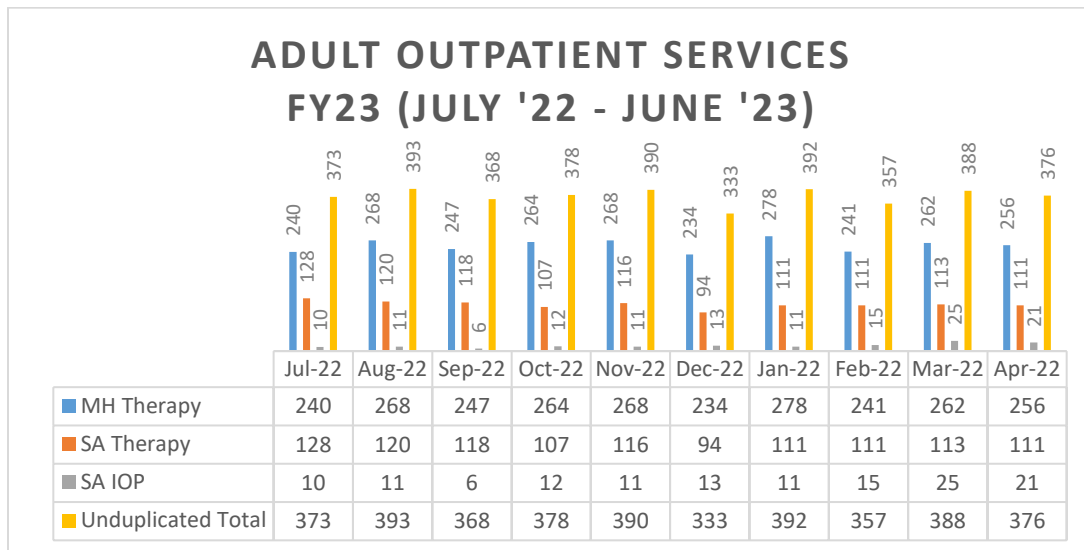
We provide walk-in intakes for adults on Mondays, Wednesdays and Fridays and scheduled intakes for children and families on Tuesdays and Thursdays. For the month of April, the Same Day Access team completed 78 intakes for adults and 69 intakes for child and adolescent services. We continue to experience a steady river of referrals for children and youth. Generally, during the end of the school year we do see an increase in referrals for children and youth and in years past, we would see a decline during the summer months.



Outpatient Services – Adult and Child

For the month of April, in adult outpatient therapy, we provided mental health therapy to 262 individuals, for substance use therapy services, we served 113 individuals and in our SA IOP program, we served 25 individuals, for a total of 388 unduplicated individuals served in therapy services.

Children’s Outpatient services continues to provide individual and family therapy services to our clients. For the month of April, in child outpatient therapy, we provided services to 443 individuals and their families. Currently we have 633 individuals enrolled in children’s therapy services.



Intensive Case Management – Adolescents

Intensive Case Management (ICM) provides services to adolescents with serious emotional disturbance, at risk for serious emotional disturbance and/or with co-occurring disorders. The goal of this service is to provide intensive support to adolescents who are in need of developing independent living skills or life skills, managing and developing interpersonal relationships skills and support navigating systems of care including juvenile justice system and school systems. Our ICM worker has provided services to seven individuals during the month of April 2023. ICM continues participation with Rockingham County Public Schools and Harrisonburg City Public Schools ITM process and coordination with JD&R Court Services Unit in effort to continue to provide support to youth in the community.

Behavioral Health Wellness (BHW)

The Behavioral Health Wellness Team has continued to be active in the community providing trainings and attending community events. During the month of April, the team trained 53 different community members in a training hosted and facilitated by the BHW team. Trainings

include workshops on how to talk to youth on school- and community-based violence using trauma-informed strategies, stress management and suicide prevention and intervention. In addition, the team conducted two evidence-based trainings, one Applied Suicide Intervention Skills Training to staff from JMU and one REVIVE training to community members. The BHW team have returned to the Farmer's Market with hosting a table for community members to learn more about the many initiatives and opportunities that the BHW provides on suicide prevention, substance use prevention and mental health promotion.

Community Mental Health Services

Assertive Community Treatment (ACT)

We are excited to announce that we have received ongoing grant funding from the Department of Behavioral Health and Disability Services (DBHDS) to create an Assertive Community Treatment (ACT) program here at HRCSB. The funding is part of a DBHDS expansion grant through the Permanent Supportive Housing (PSH) program. The ACT program will primarily provide services to our PSH clients.

What is ACT:

ACT is an intensive, integrated approach to community mental health treatment. This means that all services are provided in a community setting rather than a more restrictive residential or hospital setting. Treatment can be provided in the home, at the park or in a local coffee shop. Wherever it is most appropriate and convenient for the individual. The mission of ACT is to help people become independent and integrated into the community as they experience recovery. ACT services at the highest level of fidelity are provided seven days per week, 365 days per year. Daily staff meetings occur to include staff from all shifts. During these meetings, every client is staffed and assertive treatment approaches are staffed. These meetings are recorded in a daily log for ease of review and/or notes are taken in a shared drive. The ACT team is comprised of a prescribed team of clinical staff including individuals focused on medical, therapeutic, peer, and team support. Crisis response is available after normal hours.

Who ACT serves:

Adults 18 years and old whose diagnosis is consistent with a serious and persistent mental illness (schizophrenia, schizoaffective, bipolar or other psychotic disorder). ACT clients also have history of struggling with basic adult functioning in the community, high use of acute psychiatric hospital admissions, high risk of involvement with criminal justice system and difficulty participating in traditional office based mental health services.

Why ACT works:

ACT has been shown to reduce homelessness and unnecessary hospitalizations by offering real world, whole team approach treatment. When you become an ACT client you are offered:

- long term but not unlimited services
- low individual to staff ratio



- treatment individualized to client strengths, needs, hopes and desires
- treatment is flexible and changes over the duration of service based on evolving needs
- a focus on community integration and getting back to living a meaningful life
- a holistic approach to treatment that targets improvement in all areas of life
- multiple contacts with multiple team members each week
- services offered 24 hours/7day a week to ensure clients always have access to help
- individualized treatment to meet specific needs and help in reaching these goals
- staff is able work with the client, their family, friends or other natural supports to education them and include them as part of services

Who are the Staff:

For a small ACT team licensed to serve a caseload of up to 50 clients:

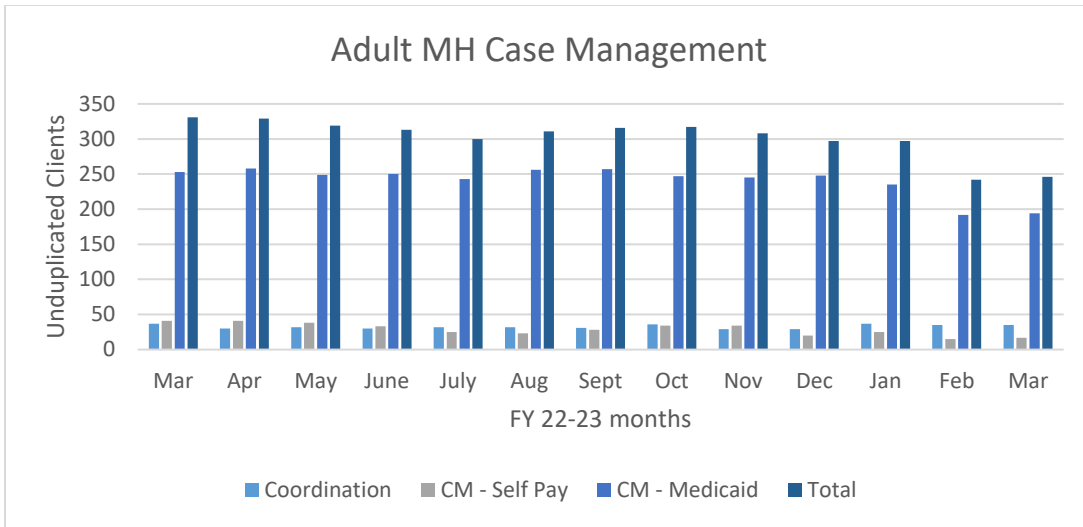
- Team Leader (Licensed)
- Substance Use Specialist
- Vocational Specialist
- Nurse
- Certified Peer Recovery Specialist
- Psychiatrist or Nurse Practitioner
- Housing Specialist
- Licensed Clinician
- Program Assistant

What happens next:

Our goal is to begin by hiring the Team Lead who can then complete the program planning needed to apply for a license, and also to begin hiring the rest of the team members. Our timeline for beginning services is a tentative start date of January 1, 2024.

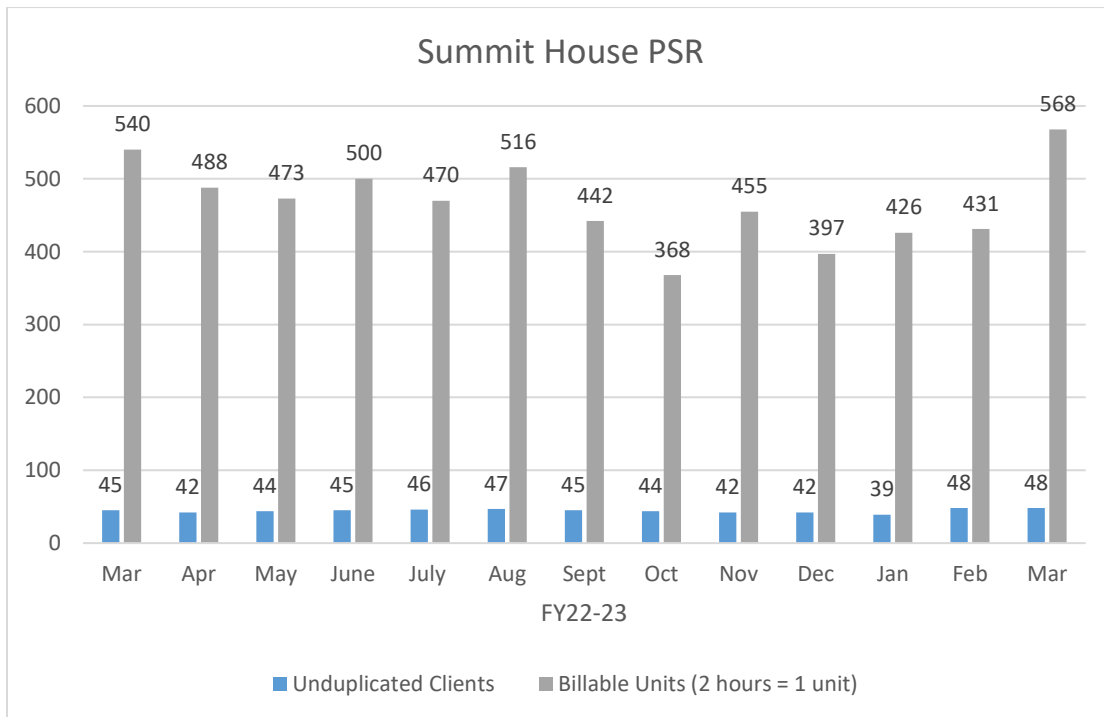
Adult Mental Health Case Management

We are happy to announce we have filled our two vacant positions on the Adult Case Management team. Avery Trinh transitioned from Mental Health Skill Building in May. Emma Smeland, a recent JMU social work graduate, will start in June. Being down 2 positions since January we saw a decrease in the number of clients served.



Psychiatric Rehabilitation (Summit House)

We are currently hiring for a General Advocate and Clinical Advocate. The Clinical Advocate's role is to complete third party insurance assessments and authorizations for psychosocial rehabilitation services. The role of a General Advocate, there are a total of 4 at Summit House, is to facilitate the different groups and activities that take place each day. Advocates also complete daily progress notes for each member that attends that day, as well as, quarterly treatment plan reviews.



Western State Hospital (WSH)

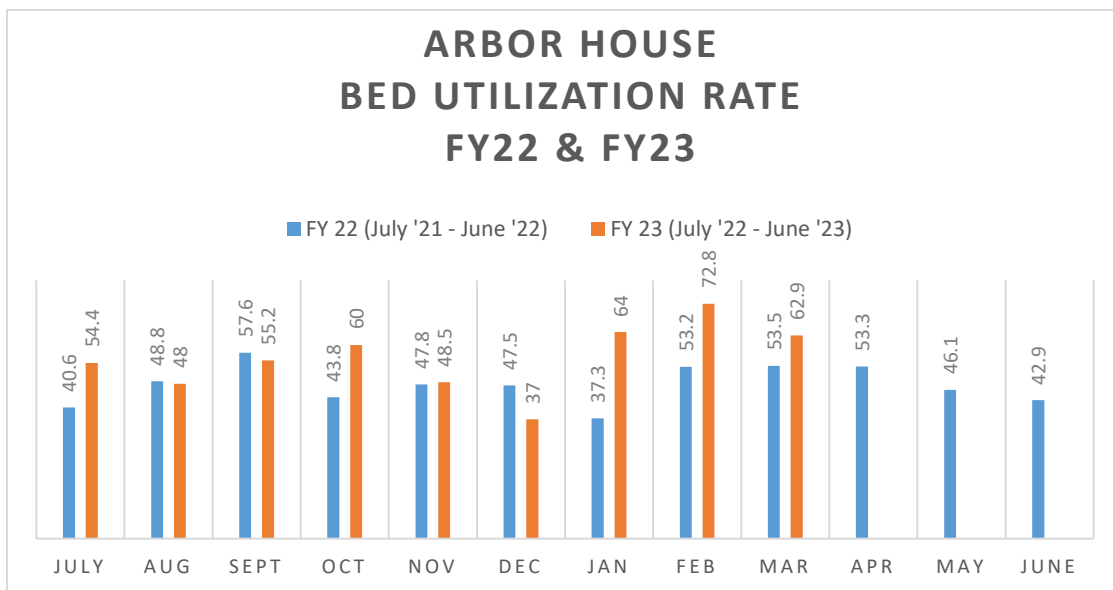
WSH census report for February of 2023, HRCSB had a census per 100,000 of 9.9, and an average census of 13. Our region, Health Planning Region 1, had an average census per 100,000 of 8.5, and an average census of 134. HPR 1 is made up of 9 CSB’s: Alleghany Highlands, HRCSB, Horizon Behavioral Health, Northwestern, Rappahannock Area, Rappahannock-Rapidan, Region Ten, Rockbridge Area and Valley.

Crisis Services

We are pleased to share that Andrea Skalfen, LPC has accepted the position of Director of Crisis Services and will be starting in her new role on June 1, 2023. Ms. Skalfen has been with HRCSB for the past 5 years as an After Hours Emergency Services clinician and most recently serving as the Supervisor of Arbor House. In her new role, Ms. Skalfen will be overseeing Emergency Services including day and after hours programming and Community Crisis Services including mobile crisis and children’s community stabilization services and Arbor House Crisis Stabilization Unit. Ms. Skalfen will be working closely with community partners and agency leadership in building out HRCSB’s continuum of crisis services.

Arbor House (Crisis Stabilization Unit)

Arbor House has been operating at a 7-bed capacity for the last two months, previously we had been operating at a 5-bed capacity. In April, our bed utilization rate was 62.9% based on 7-bed capacity; our average bed utilization for the year is 70.9%. Our target goal is to be at 75% bed utilization for the year.





Community Crisis Services

We are pleased to share that Chuck Prater has accepted the position of Supervisor of Community Crisis Services. The Supervisor of Community Crisis Services oversees our adult crisis response unit and our children's community stabilization services. Mr. Prater had been previously serving as our full-time Crisis Response Clinician for the past two years. We are excited to have him join the leadership in his new role. Due to staff vacancies, children's community stabilization services had been on a hiatus until leadership could be put in place. It is our goal to restart community crisis services for children and adolescents, as we see this as a continued need within our community.

Emergency Services

Our Emergency Services Team continues to serve our community members during moments of behavioral health crisis. The team provides crisis response and assists individuals in accessing higher level of care such as acute hospital care as clinically appropriate. The team continues to see firsthand the strain of not having enough resources both on a local and state level for individuals experiencing a behavioral health crisis. The team's goal is to assess and identify the least restrictive environment to provide care to individuals during these times of crisis. Possible outcomes could include a referral to a residential crisis stabilization unit (Arbor House), voluntary or involuntary hospitalization, or in some cases we are able to create a safety plan with family members, natural supports or other key figures in the individual's life that allows them to safely return to their home and be stabilized without having to be hospitalized. For the month of April the team completed 59 prescreening assessments, our yearly average is 58 per month.

Developmental Services

DD Case Management

Developmental Disabilities (DD) Case Managers billed 291 units for the month of April with DD case managers from Valley Associates for Independent Living completing an additional 22 billable units. Case managers completed 667 separate contacts to assist with linking clients to services, or monitoring their satisfaction, including 242 face to face visits. They also completed 30 annual ISPs. The DD case management team has maintained above target billing numbers despite operating with two open position for several months.

Currently we have 338 individuals receiving DD Case Management services, including 235 receiving Waiver services. Of those, 50 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 2 out of every 3 visits occurring in the client's home.

There are 220 individuals on the DD Waiver Waiting list awaiting services. There are currently 48 individuals on Priority 1 status, followed by 95 on Priority, and 77 on priority 3. We received 1 new referral, and completed 4 new waiver screenings.

The Department of Behavioral Health and Developmental Services completed a targeted review of our DD Waiver Waiting list in April, reviewing a representative sample of cases for accuracy in diagnostic eligibility, priority status, and critical need scores. We are currently working to address some minor issues.

We are once again undergoing a Department of Justice Settlement Agreement mandated Quality Management Review by the Health Services Advisory Group, our 5th review since August of 2020. The reviews include both an examination of agency policy and procedures, as well as in depth review of case management documentation and interviews with clients and families. Each review is followed by a Quality Improvement Plan.

We were pleased to once again join our community partners and set up a booth at the Shenandoah Valley Autism Partnership 5k. We were able to connect with numerous families and clients, distributing information on Virginia's Waiver programs, as well as our HRCSB services.



Infant and Toddler

High enrollment numbers continue to keep ITC staff extremely busy. The month of April saw an all-time high of 323 children active in services. We are currently looking to fill additional positions to manage the workload.



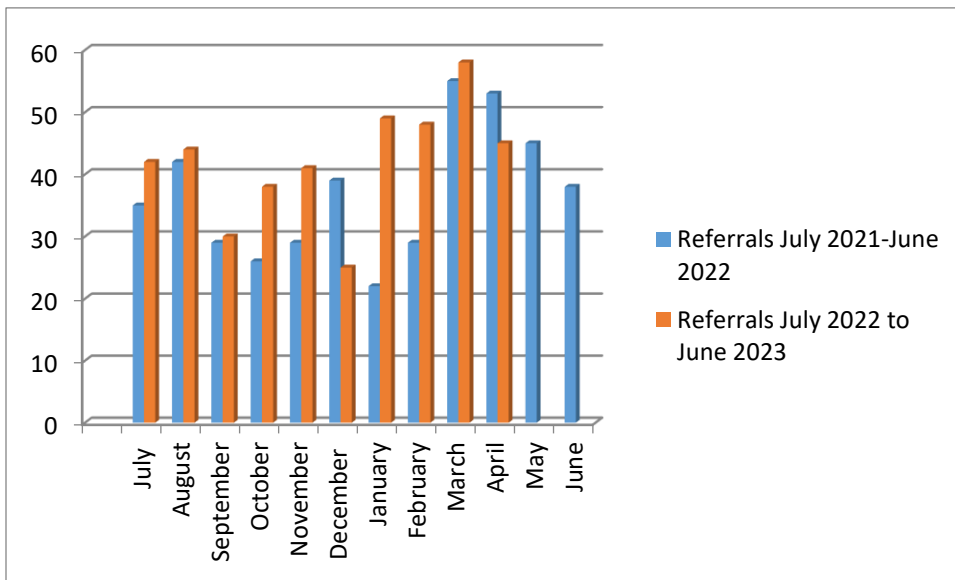
The State Annual record review which began in March was completed in April. We are addressing some areas of compliance, specifically in regards to mandated service initiation timelines. We will be participating in additional documentation reviews over the next several weeks as part of the process.

There was further communication from DBHDS and our statewide Trac-It vendor regarding the shift to full implementation of Trac-It by December of 2023. Specifically, there are efforts underway to build out both an Electronic Health Record data exchange as well as a viable billing matrix generated from Trac-It, with both efforts initiated to avoid the possibility of double data entry by clinicians. We are continuing to monitor.

May is Early Intervention Month. We are planning to spotlight our services on Social Media, to participate in screenings at local daycare centers, as well as join pediatric clinics on-site to be available for screenings.

Month:	July	August	September	October	November	December	January	February	March	April
Total Referrals	42	44	30	38	41	25	49	48	58	45
Monthly Referral Goal	40	40	35	30	30	40	30	35	40	40
Number of children enrolled	298	303	280	284	282	286	295	291	304	323
Data for Referrals										
Parent Declines/No Contact	16	14	15	14	14	16	17	11	5	0
Transfers	0	3	0	1	1	0	0	0	0	0
Not Eligible	7	5	3	3	2	1	3	4	2	0
In Process	0	0	0	0	0	0	1	10	41	45
Deceased	0	0	0	0	0	0	0	0	0	0
Active	19	22	12	20	24	8	28	23	10	0

Month	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
July	17	20	31	30	30	35	42
August	30	40	38	36	35	42	44
September	31	36	33	38	33	29	30
October	18	35	30	36	34	26	38
November	31	30	27	28	30	29	41
December	22	28	35	34	24	39	25
January	38	31	44	37	41	22	49
February	24	32	35	35	31	29	48
March	31	30	32	40	34	55	58
April	30	43	34	32	38	53	45
May	48	20	33	25	26	45	
June	34	32	25	35	45	38	
Total Referrals	353	377	397	406	401	442	420
Child Count-Dec 1	127	162	173	195	201	193	



Other Agency News

On April 26, 2023 the agency held an annual Old Timer's Luncheon at Outback Steakhouse. Old Timer's is the agency's way of recognizing employees who have worked for the agency for 5 or more consecutive years. It is an opportunity for coworkers to connect with one another, to celebrate and recognize the longevity of many who have made HRCSB their home. We celebrated 77 employees who have worked for the agency for 5 or more years in 2022. Of those 77 employees, 8 celebrated their 5 years and were 1st timers at the Older Timer's lunch, 3 celebrated 10 years, 6 celebrated 15 years and 2 celebrated 30 years.

