



# HRCSB Board Report – November 2023

**Rebekah Brubaker** (Executive Director)  
**Barbara Brady** (Administrative Services)  
**John Malone** (Developmental Services)

**George Nipe** (Behavioral Health Services)  
**Andrea Skaflen** (Crisis Services)  
**Adam Yoder** (Comm. Mental Health Services)

## Message from the Executive Director

As we have entered into the fall season, I am reminded how much I enjoy witnessing the changing colors of the leaves, moving from green to vibrant shades of red, yellow and orange and welcoming the cooler temperatures. Some years, it feels like it takes weeks for the leaves to change and other years the change seems to occur almost overnight. Even though the pace may vary from year to year, the goal is always the same, to prepare for the next season. We are in a season of change at HRCSB. We are evolving our internal processes, our systems and our services to help us be prepared for the future of the public mental health, substance use and developmental services system. This translates to upgrades to our IT infrastructure and agency software systems, reorganizing departments and positions to address the workload demands, reevaluating space needs, designing the frame work for new and growing services, and rethinking and evaluating long standing processes with the goal of improving our outcomes for our clients and our staff, to name a few. For some these changes will feel like they occurred overnight and others will feel like they couldn't come fast enough. We all respond to change differently, however, with the shared mission and vision for the future of the agency, I am hopeful that this season of change will continue to excite our staff about the future of the agency.

*Rebekah Brubaker, LPC*

## Administrative Services

**Compliance** On January 1, 2023, the Department of Medical Assistance Services (DMAS) launched the streamlined Medicaid service Cardinal Care. This effort is to connect Medicaid members to the care they need, or for easier transitions as care evolves. The Managed Care program of Cardinal Care was began on October 1, 2023. With this, Virginia Medicaid consolidated the two managed care programs of Medallion 4.0 and Commonwealth Coordinated Care Plus (CCC Plus), and created Cardinal Care Managed Care (CCMC). The transition for members is automatic.



The Compliance Department was busy this month with and Optima Hedis Audit, finishing up the DBHDS audit requests, and responding to inquiries and requests from our new DBHDS Licensing Specialist. The department also welcome new Authorization and Benefits Liaison Brandy Comer to the team on October 23. Training new staff while responding to audit requests, Medicaid changes, and Licensing requests has made for a very busy October.

**Facilities** October was spent configuring space and planning for future space needs. The Human Resources Department converted their conference room into an office to accommodate an additional staff member. Additionally, much planning and discussion is happening to prepare for a move of the Finance Department to the Arbor House second floor. The move is due to expanding needs in Finance. A great deal of work is going into preparing the space for the team, tweaking storage needs and planning for the details of a move of this size.

October is busiest month with state vehicle inspections and five vehicles passed inspections this month. Also, Summit House had multiple appliance “challenges” this month and they now have a functional (industrial size) dishwasher, freezer and a hopefully repaired garbage disposal. In summary, the Facilities area is never bored for lack of tasks.

**Risk Management** Risk Manager Josh Dyke was busy this month answering inquiries for both the DBHDS Audit and for our new Licensing Specialist. He has worked out a method to forward related information to our Licensing Specialist with report to the State. Also, Josh is instrumental in our Inclement Weather planning, including documenting our processes and communicating regarding weather events (and traffic, and time change, and other important community related information).

**Clerical** The Clerical team had its first staff meeting ever during work hours this month. Thanks to volunteers from the Compliance staff, and other expert help, the phones were covered, clients were welcomed, and things went smoothly for their 45-minute absence. Kudos to supervisor Jeannie Turner for requesting it and to others for supporting the effort.

As is tradition, the Clerical team got into the Halloween spirit with themed costumes. With condiments from across the board, they presented a fun, and not very scary, welcoming committee on Halloween day. See the photo below.

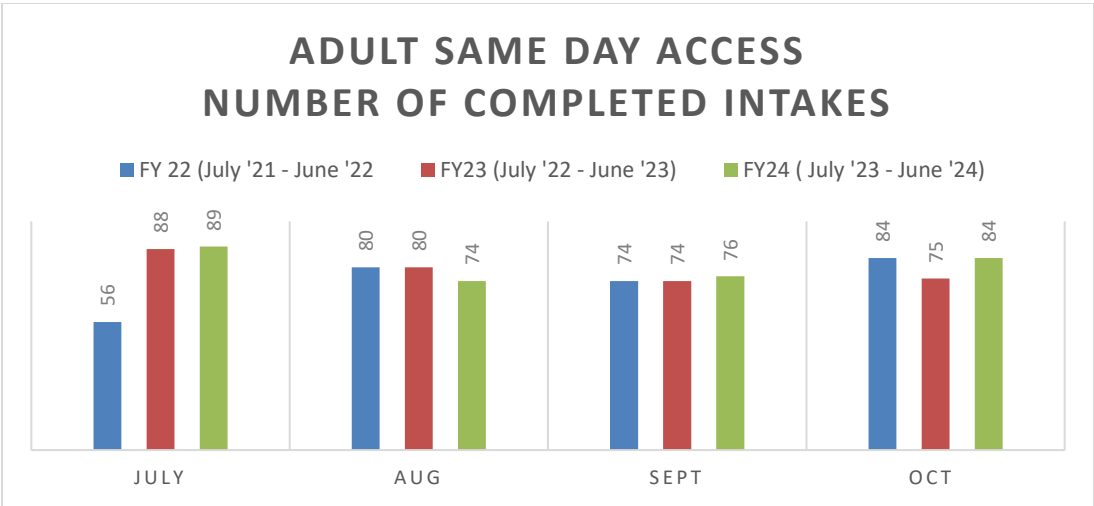
**IT** The IT team is working hard with their network configuration vendor to replace the servers in our basic infrastructure. It has been a juggling act of having the right parts, getting new machines to talk to old machines, and the on-site crew having sufficient support. The project is moving forward fairly smoothly, and soon the IT team will finish with the transitioning of old to new servers after the vendor demonstrates success.

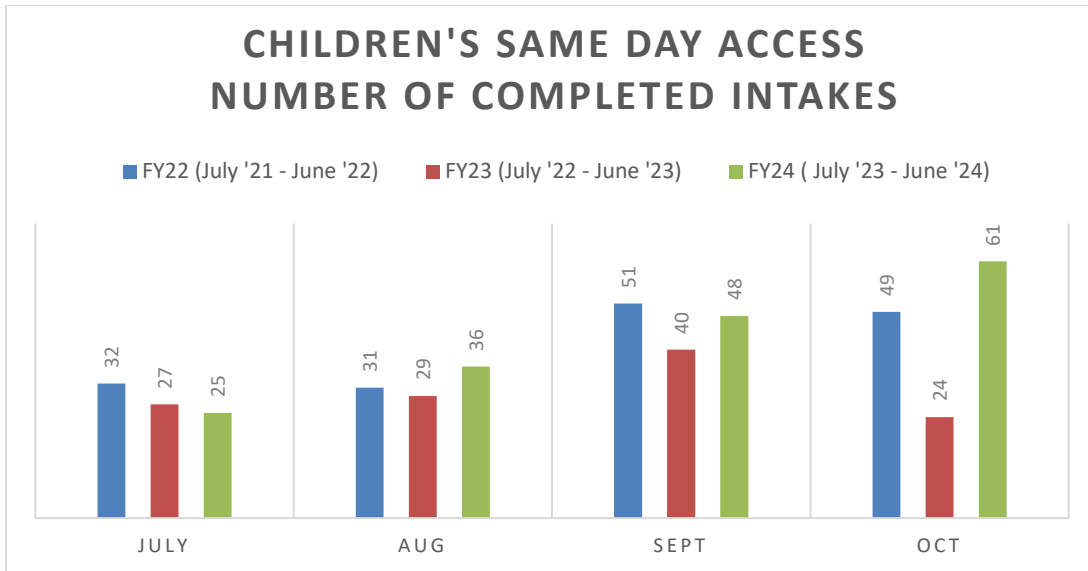


## Behavioral Health Services

### Same Day Access (SDA) – Adult & Child

We continue to provide walk-in intakes for adults on Mondays, Wednesdays and Fridays as well as scheduled intakes for children and families on Tuesdays and Thursdays. For the month of October, the Same Day Access team completed 84 intakes for adults and 61 intakes for child/adolescent clients. For adults this is almost exactly at the average for this time of year with the previous three years seeing 82, 84 and 75 intakes done in October. However completing 61 intakes for children/adolescents is well above the average of around 40 that has been more typical around this time of year.

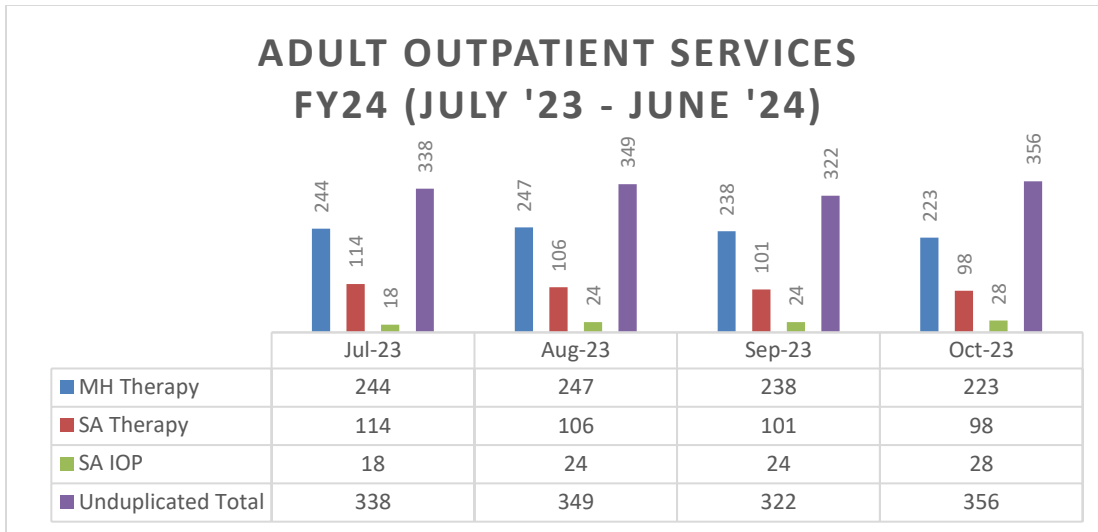




#### Outpatient Services – Adult and Child

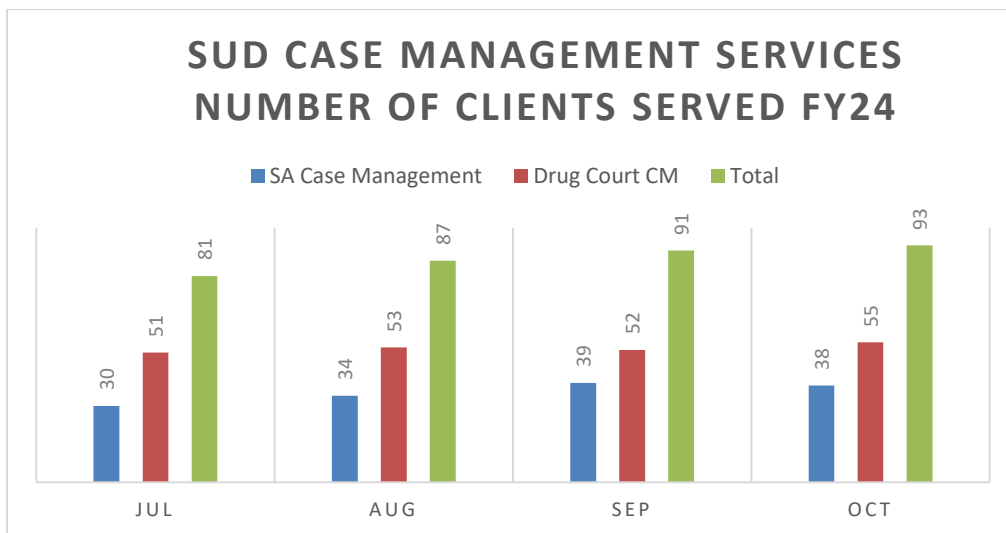
For the month of October the Adult Outpatient Team provided individual and group therapy for 223 individuals in mental health focused treatment, and for 98 individuals primarily working on substance use related issues. We also served 28 individuals in our Substance Use Disorder focused Intensive Outpatient Program. The Adult Outpatient team’s newest therapist, Caroline Walsh, has been taking on clients for the past few weeks and she currently has a little over 20 clients assigned to her. While this is helping out with caseload sizes across the whole team, they are still effectively 1 FTE down.

The Child/Adolescent Outpatient team provided individual therapy services to 404 clients, and at times their families, in the month of October. Currently we have 608 individuals enrolled in child/adolescent therapy services. Also this month our team of Early Intervention Clinicians, who work at various schools in the city and county, provided 296 client contacts to 89 different individuals.



### Substance Use Case Management Services

We have three full-time substance use case managers who provide case manager services to individuals who have a primary concern of substance use; one of the positions primarily focuses on individuals referred by our local drug court team. Our case managers assist clients in accessing resources to help develop the support system needed to support their journey of recovery. They will support clients as they navigate the legal system and any legal requirements they may have as a result of their substance use. They will also help facilitate residential inpatient treatment for their clients, coordinate aftercare following the residential treatment experience and provide assistance and support to individuals as they start to reengage in their community by helping them identify and develop the tools needed to continue to be successful in their recovery. In the month of October our SUD case managers served 93 individuals, with 55 of those being referrals from the local drug court.

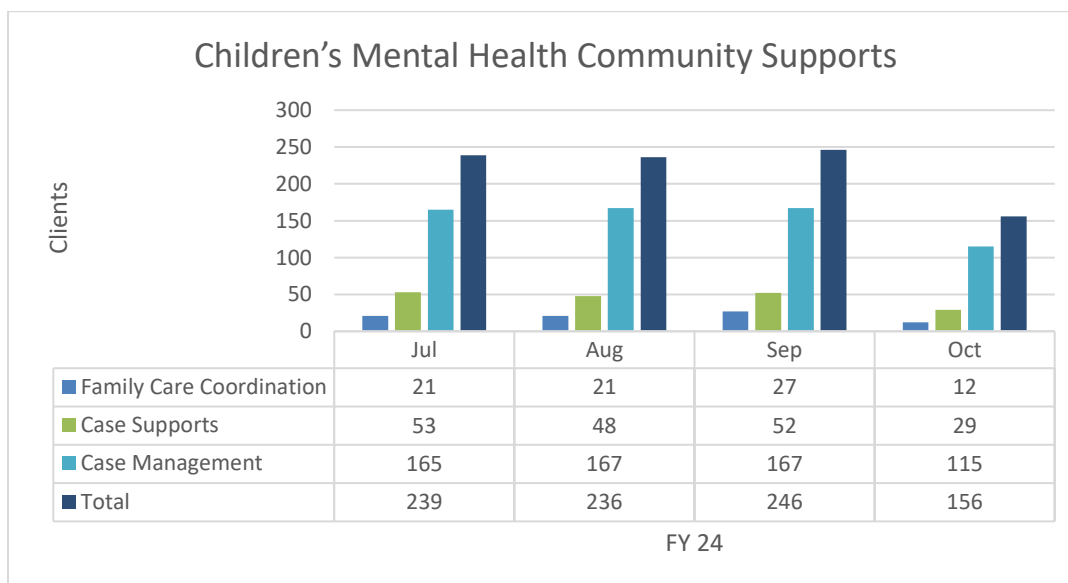


### Care Coordination Services

As part of Systems Transformation Excellence and Performance (STEP-VA), our agency received funding to develop and enhance care coordination activities for clients we serve. Over the past several months, we have been able to hire a Coordinator and a Specialist to start developing this activity more fully. The team accepts referrals from the both the child and adult therapy teams, as well as medication management and various other programs at HRCSB. Their service fills a gap in helping clients who don't quite meet case management criteria with finding, and connecting with, needed services in the community. In the month of October 28 individuals received care coordination services which is 10 more than last month, September being when the service officially started taking referrals.

### Children's Mental Health Outreach Services

Referrals remain consistent for the 3 teams of Children's Mental Health Outreach Services: Case Management, Case Supports, and Family Care Coordination. Each service reflects variations in funding sources as well as case intensity, with FCC clients tending to be the most complex and labor intensive as those client have either already been removed from the home, or are in danger of being removed. Final billing numbers for October are not yet fully in, but as of the writing of this report FCC, Case Supports, and standard Case Management teams had nearly 350 children and families enrolled in children's MH outreach services. It might be noted that September's full numbers are now reflected in the Children's Mental Health Community Supports graph and show consistent billable numbers with and actual increase in FCC services. This of course is due to Rebecca Hollen being added to the FCC team earlier in the year.



### Behavioral Health Wellness

The Behavioral Health Wellness (BHW) team continues to offer trainings and promote education and awareness of mental health and substance use related issues in our community. In terms of community events the team hosted a booth/table at the Harrisonburg Farmer’s Market, the Virginia Crisis Intervention Team (CIT) conference, the Harrisonburg Fire Department’s “Boo Bash”, and they partnered with the Harrisonburg Police Department for “Drug Take Back Day”. During October the BHW team hosted 3 REVIVE trainings, 2 on the Eastern Mennonite Campus and 1 at Ottobine Elementary School. They also led trainings on suicide prevention, coping with stress and trauma, and “Mental Health Basics, for Valley Associates for Independent Living (VAIL), Bridgewater College, and Church World Services. It might also be noted that this month our BHW Coordinator Mo Bowler attended the VACSB Conference in Roanoke, participated in a very successful site visit from DBHDS’s Office of Behavioral Health Wellness related to Prevention Block Grant activities, and she completed a 3 hour training for new HRCSB staff on Trauma Basics.

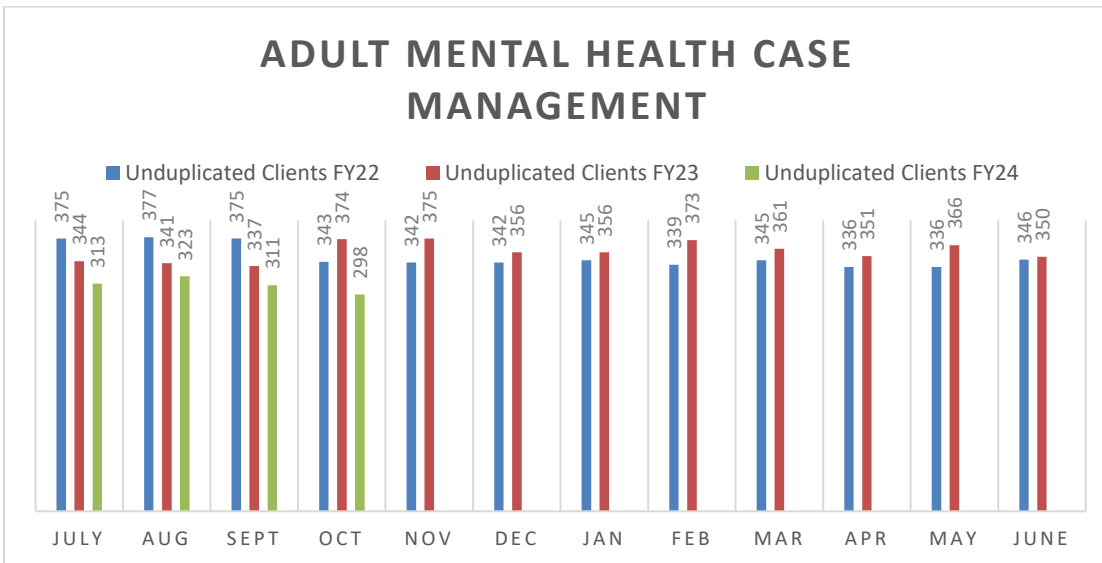


## Community Mental Health Services

There are approximately 380 unduplicated individuals receiving services in our Community Mental Health Services (CMHS) programs. The CMHS department consists of services to adults 18 and older with a diagnosis of serious mental illness such as schizophrenia, bipolar, major depressive disorder, and schizoaffective disorder as some common examples. CMHS programs include: Case Management, Supervised Living Residential, Peer Recovery Supports, Permanent Supportive Housing, Psychiatric Rehabilitation and Assertive Community Treatment.

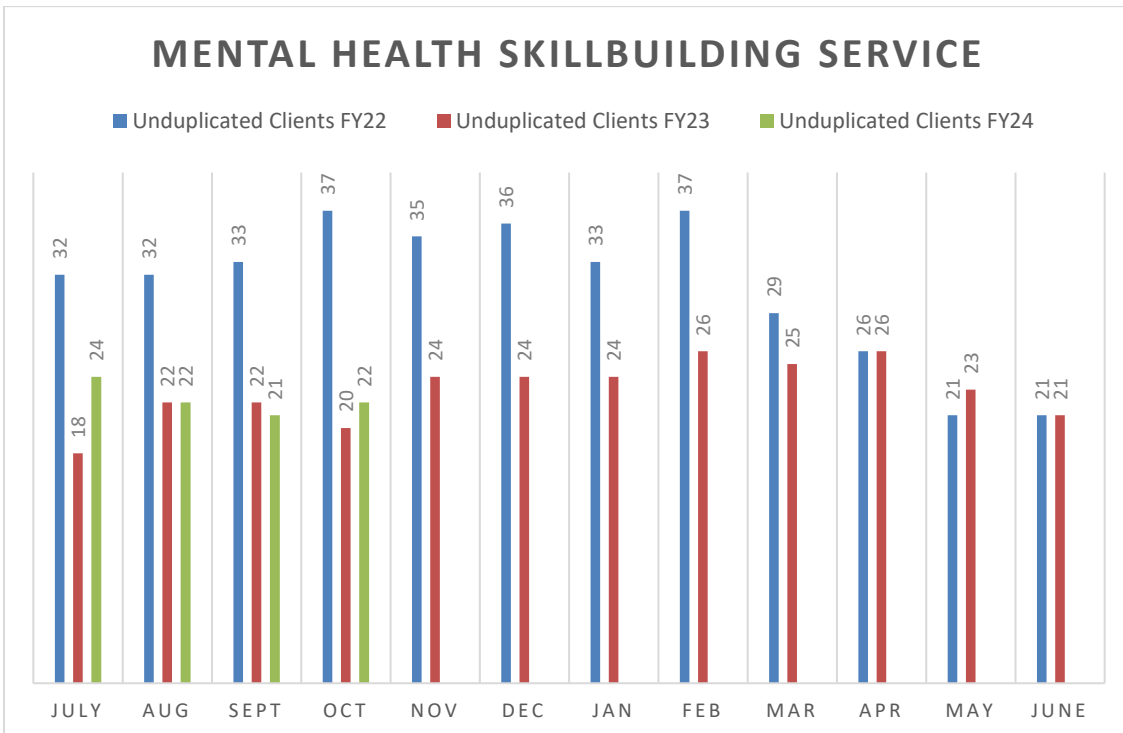
### **Adult Mental Health Case Management (MHCM)**

We have hired a second lead case manager to the team this month, promoting from within the team. That leaves only one vacancy to be filled yet. Staff continue to carry extra clients on their caseloads to cover the position vacancy.



#### Mental Health Skillbuilding Services

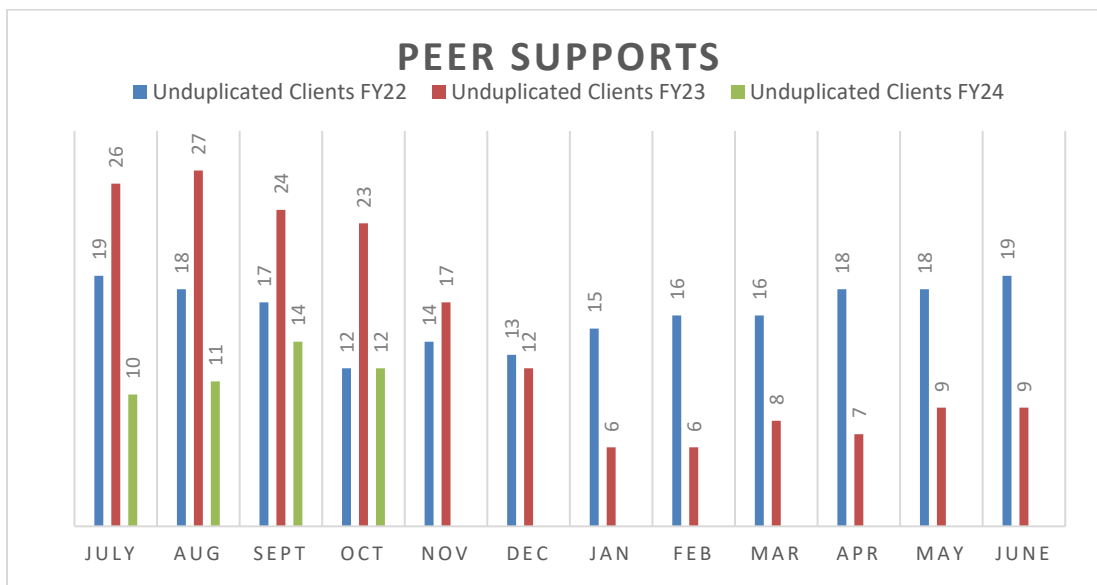
We have a current staff of 2 full time skill-builders. They each carry full caseloads of 8-11 clients. Our Market Street residential program provides MHSS for 5 residents.





### Peer Recovery Services

As you will notice in the chart below, our participant numbers remain lower than previous years due to vacant positions. We currently have one full-time and two hourly peers who provide support to individuals with serious mental health and/or substance use related issues. We anticipate our participant numbers to climb steadily.



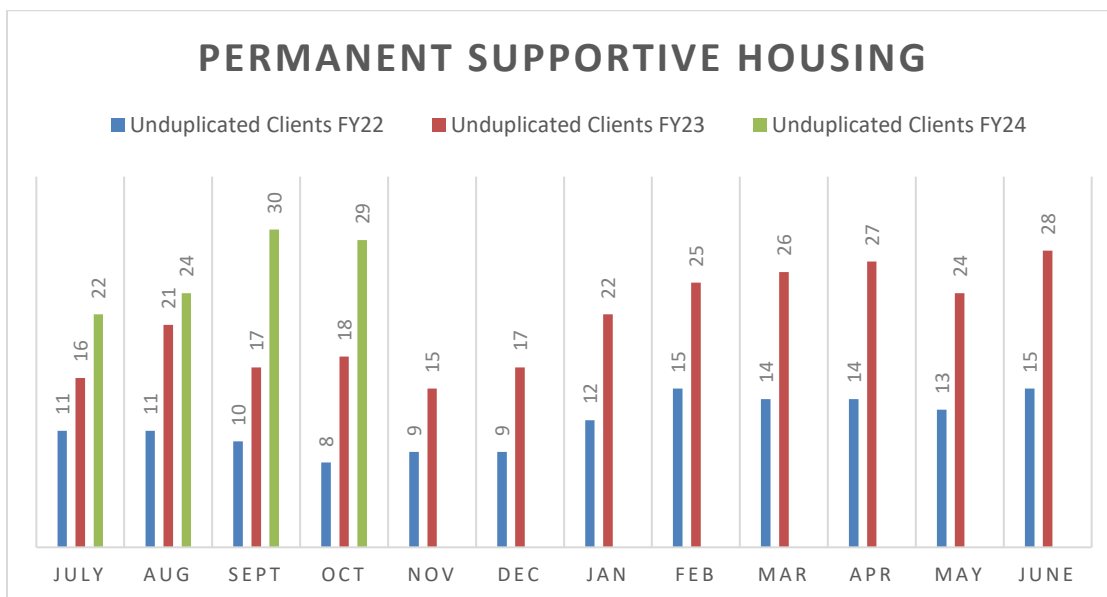
### Permanent Supportive Housing (PSH)

Our PSH staff meet weekly for a team meeting on Mondays and a focused Housing Specialist meeting on Wednesdays, to ensure our program operates efficiently. Recent highlights of our PSH program include streamlining our processes by updating the referral form and rent calculation process, as well as, updating the reports on the Homeless Management Information System (HMIS) database. Staff also participated in trainings on how to utilize Excel spreadsheets and in Fair Housing practices this month.

One of our clients has successfully completed a Targeted Action Plan (TAP) due to violating a rule in their lease in regards to no smoking inside the premises after the client received a 21/30 notice (the tenant has 21 days to resolve the problem or the lease will terminate in 30 days). PSH staff worked as a team and had weekly visits with client to monitor and support the client.

PSH staff housed a chronically homeless individual who had significant barriers to housing. The barriers included: a felony on record, a pit-bull dog, a significant substance use history, no phone, very low credit score and no income.

We have 29 participants enrolled in our PSH program, 6 of those are unhoused. PSH had 1 legal eviction due to non-compliance of lease, and 2 evictions due to non-renewal of lease. Other challenges PSH has faced are finding affordable housing and having supportive landlords who are willing to work with our PSH program. Even with the challenges the PSH staff face, our team remains optimistic in their ability to help house our clients!

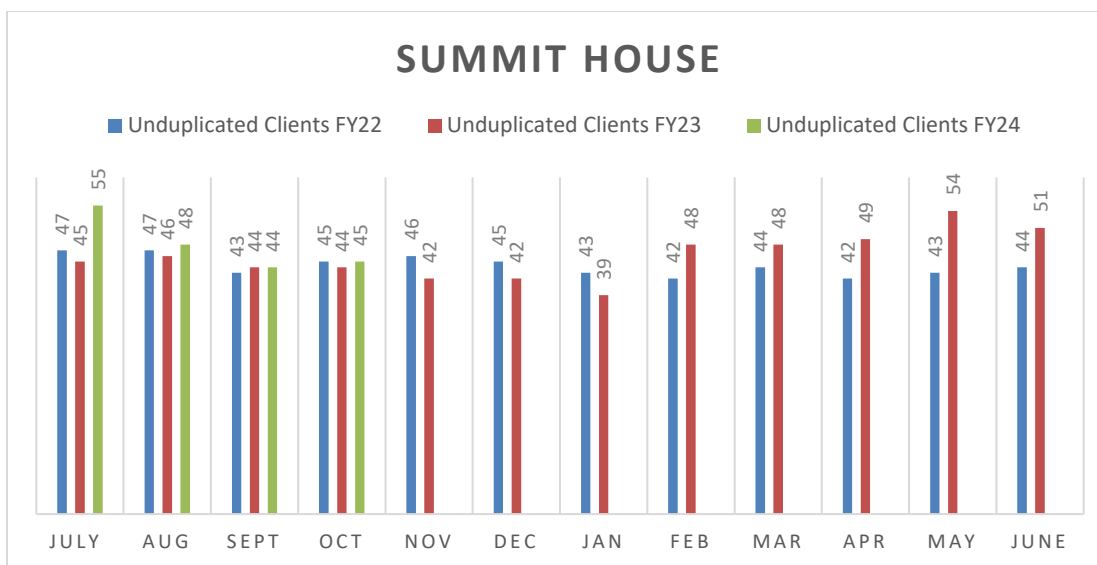


### Psychiatric Rehabilitation – Summit House

The Summit House program continues to develop ways to assist members in moving toward recovery. We have started a 16-week group entitled "Sexual Health and Wellness" that has been very well received by members. The "Stop Smoking" continues to have a steady group of members who chose to attend. Summit House continues to volunteer at the SPCA by laundering bedding for the animals and making enrichment toys. Summit House members are beginning to volunteer at the Restore in Harrisonburg.

We currently have two open positions with some promising candidates. In the past 3 months, Summit House has had 12 intakes and 14 discharges. The Health Inspector did a courtesy visit of our kitchen. He made some suggestions, but there were no major concerns.

We are now offering twice a month evening programming and Saturday brunch and activities.



### Supervised Living Residential – Market Street House

Residential is excited to have three Bridgewater College Master of Science in Psychology—Mental Health Professions students completing their internships in our program. They each come to us with a different undergraduate degree which gives them a unique perspective and adds to the diversity of experience that residential is proud of cultivating.

One of Market Street’s long-employed staff who has held both hourly and full-time positions who graduated with a nursing degree this summer has found full-time employment. We're sad to see her go, but we're excited about her future.

Residential is also busy planning our annual Thanksgiving dinner and planning the fourth annual holiday cookie exchange for December. The residents are looking forward to decorating for the Holidays.

Three out of our five current residents have been doing volunteer work, which they are enjoying. The organizations they're volunteering for are RHSPCA, Gift & Thrift, and the cleaning crew at their church.

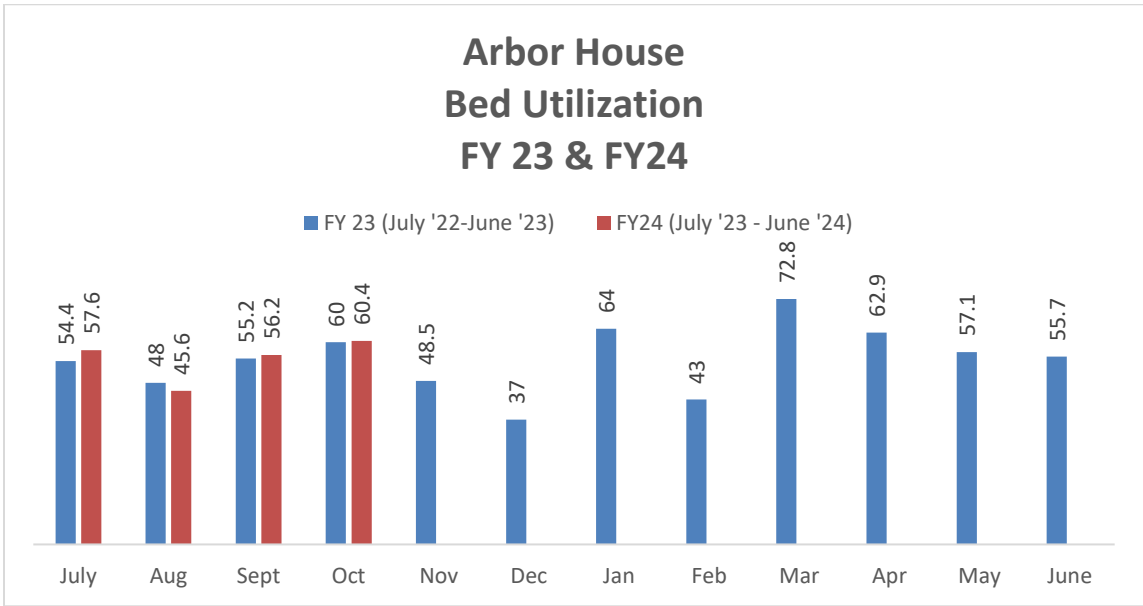
### Western State Hospital

Western State Hospital census report for September of 2023, HRCSB had a census per 100,000 of 9.2, and an average census of 12. Our region, Health Planning Region 1, had an average census per 100,000 of 8.4, and an average census of 146. HPR 1 is made up of nine CSB’s: Alleghany Highlands, Encompass, Harrisonburg Rockingham, Horizon, Northwestern, Rappahannock Area, Region Ten, Rockbridge Area and Valley.

## Crisis Services

### Arbor House (Crisis Stabilization Unit)

Arbor House utilization remained stable during October with 60.4%. We continue to see the utilization rate remain stable in the year to year comparison despite the increase in the available beds. While there continues to be room for improvement in meeting the target goal of 75% bed utilization there is consistent progress. During October Arbor House staff coordinated with other HRCSB departments and local community partners to accept 10 referrals from the HRCSB catchment area and 7 referrals from our regional partners. The utilization rate is also affected by the length of stay for each individual admitted, Arbor House staff are working to ensure appropriate referrals and follow-up services so that the resources for the program are efficiently utilized. During the previous month Arbor House staff have been working to organize and create structures to ensure compliance and efficiencies in the services offered to clients.



### Emergency Services

During October the Emergency Services Manager, Denise Janocka, assisted the locality in planning and hosting the state wide CIT conference at the Madison Hotel. The team has an open fulltime position and continues to meet the needs of any community member experiencing a mental health crisis twenty-four hours a day, 365 days a year. During October the team has completed 54 Prescreening evaluations that have resulted in 25 Temporary Detention Orders (TDO), 17 voluntary admissions to a private hospital, and 9 releases to



community supports. While the state has made steps toward opening beds and increasing capacity at the state hospitals, there continues to be a shortage of available beds for civil commitments. The Emergency Services team works diligently to secure placement at a private hospital. For the month of October this resulted in three admissions to a state facility.

## **Community Crisis Services**

### Adult Crisis

During October the new co-responder clinician to the Crisis Response Unit, Erin Fadeley, was able to complete her onboarding, including field training for the Crisis Response Clinician role, and join RCSO Mundy in responding to community member crises. This team attempted contact with 33 new clients. CRU made 61 contacts with clients for the month.

### Child Crisis

Child Crisis services saw a significant increase in client contacts during October. Referrals came from HRCSB providers and direct requests from parents. During the month Child Crisis saw 15 new clients and had 21 episodes of contact. A Crisis Contact can include going to either the home or school setting to help in a crisis. Child Crisis also includes outreach to families offering available services for future use of crisis services.

## **Developmental Services**

### **DD Case Management**

Developmental Disabilities (DD) Case Managers billed 325 units for the month of September with DD case managers from Valley Associates for Independent Living completing an additional 22 billable units. Case managers completed 363 separate contacts to assist with linking clients to services, or monitoring their satisfaction, including 221 face to face visits. Each of these numbers represents a high point for the year. They also completed 27 annual ISPs.

Currently we have 344 individuals receiving DD Case Management services, including 242 receiving Waiver services. Of those, 58 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 at least one time per calendar month, with no more than 40 days between visits, with 2 out of every 3 visits occurring in the client's home.

There are 206 individuals on the DD Waiver Waiting list awaiting services. There are 44 individuals on Priority one status, followed by 87 on Priority 2, and 75 on priority 3. We received 3 new referrals, completed 3 new waiver screenings, and opened up 4 new individuals for case

management. After a pause during the pandemic, the Department of Behavioral Health and Developmental Services announced that they will begin removing individuals from the DD Waiver waiting list in October if they or their family have not submitted forms to indicate they wish to remain on the list.

In October we were informed that the Department of Justice Settlement Agreement has been extended for another year. As a brief background, the Commonwealth of Virginia entered into a settlement agreement with the US Department of Justice in 2011, with the goal to improve Virginia’s developmental services system in numerous areas, including employment, community integration, access to crisis services, more independent living options, among others. The settlement agreement contains numerous agreed-upon compliance indicators, which are reviewed twice a year by the Independent Reviewer. From a practical standpoint, this means our case managers must complete several mandated forms to ensure various aspects of the DOJ settlement agreement are being met. As examples, for this year the case management team is completing an average of 185 On Site Visit Tools, and 226 Crisis Risk Awareness tools each month.

**Infant and Toddler**

The Infant and Toddler Connection Program currently has an active enrollment of 337 clients. To date referrals are up over 10% from last year. We are still looking to fill several positions, a full time Speech Language Pathologist, full time Infant Development Specialist (Service Coordinator), full time Occupational Therapist.

We are continuing our efforts to automatically integrate billing data from the new Trac-It system into our Electronic Health Record, in order to avoid continuing double entry of data. We are still awaiting an updated billing extract from Trac-It to move the process along.

Month	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
July	17	20	31	30	30	35	42	40
August	30	40	38	36	35	42	44	45
September	31	36	33	38	33	29	30	45
October	18	35	30	36	34	26	38	40
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	50	
May	48	20	33	25	26	45	55	
June	34	32	25	35	45	38	35	

Total Referrals	353	377	397	406	401	442	515	170
Child Count-Dec 1	127	162	173	195	201	193	225	

**Trunk or Treat Event**

We were excited to once again host a community “Trunk or Treat” event at the McNulty Center. Although targeted for individuals with developmental disabilities and those in the infant and toddler program, the event was open to anyone. We had numerous local agencies in the developmental disability field participate, and we had a great turnout.

