



HRCBSB Board Report – February 2024

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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

In January I attended the Virginia Association of Community Services Board (VACSB) conference. VACSB represents the interest of their membership base which is the 40 CSBs/Behavioral Health Authorities. VACSB focuses their efforts on public policy and training and development opportunities for the behavioral health workforce, board members of CSBs and consumers and family members. The annual January Session is focused on legislative activities, including a review and explanation of relevant proposed bills that are under consideration by the General Assembly. Each year there is typically several dozen that could have an impact on how CSBs operate and/or on the population we serve, however, only a few survive the full process. In addition to those potential changes, we are keeping an eye on the Governor’s proposed budget, which included continued funding and support for his Right Help Right Now plan. The Governor is asking for additional funding to support the cost of fully funding the 3000+ individuals with developmental disabilities on the Priority 1 Waiver wait list. As well as, an emphasis on the importance of building out the crisis continuum of care and encouraging communities to develop mobile crisis response teams and crisis receiving centers. We look forward to learning more about the outcomes of the General Assembly’s decision over the coming months.

Rebekah Brubaker, LPC

Administrative Services

Compliance

New DBHDS Licensing Specialist Chris Cart arrived the first week of January to complete a Developmental Disabilities Case Management inspection. The DD, Compliance and HR teams responded immediately to his requests and within days, he had all requested documentation. We are waiting for the results of the inspection.



The Compliance team moved offices in January, and are enjoying their more spacious workspace. They quickly pivoted and handled the following tasks in spite of the upheaval:

- Handled an Optima Affordable Care Act audit
- Applied for and received the Conditional license for the Assertive Community Treatment (ACT) program
- Began Cardinal Care effective January 1, 2024
- Are switching all Optima and Virginia Premiere clients to the new Sentara designation
- Began ability to bill private insurance companies in VA for Arbor House services

Information Technology

IT is one person down this month and therefore those on board are scrambling with day-to-day operations. James Jenkins, in his capacity as Munis Enterprise Resource Program (ERP) Project Manager, is extremely busy helping keep the project on track. He is also busy recruiting for three positions, a Systems Administrator, a Data and Business Analyst and an ERP Administrator. We are grateful to report that there are good candidates for all positions.

Facilities

Dickson Sommers, Facilities Manager, has spent much of January on move-related tasks. The Finance Department is now fully moved and settled into Arbor House second floor. The Compliance Department move to the former Finance space; the move went smoothly and the team is settling in. Dickson then focused his attention on the vacated Compliance suite, preparing it for the new ACT team and program. Dickson has also spent the month handling new snow removal contracts, a multitude of vehicle issues, and continues his valiant efforts for improved HVAC performance in the main building.

Risk Management

Josh Dyke, Risk Management Specialist, spent the first part of the month working with co-worker Michelle Blumling Training Coordinator and QI Specialist on the DD Licensing Inspection. He then turned his attention to developing Emergency Preparedness training for all staff in 2024, including rolling out two new emergency codes for “Avoid Area/Stay Clear” and “Tornado/Shelter”.

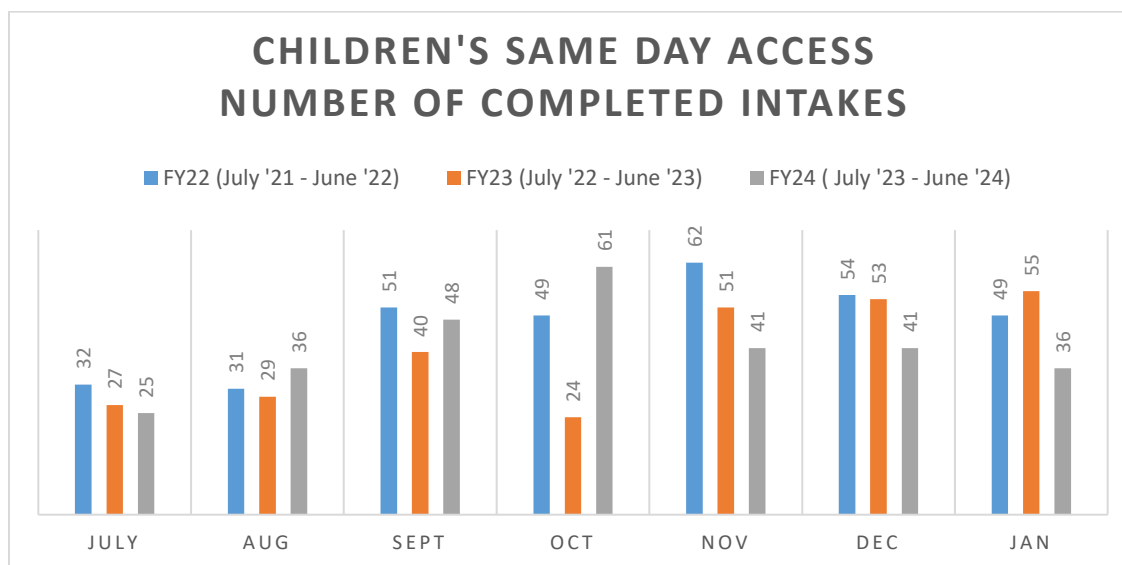
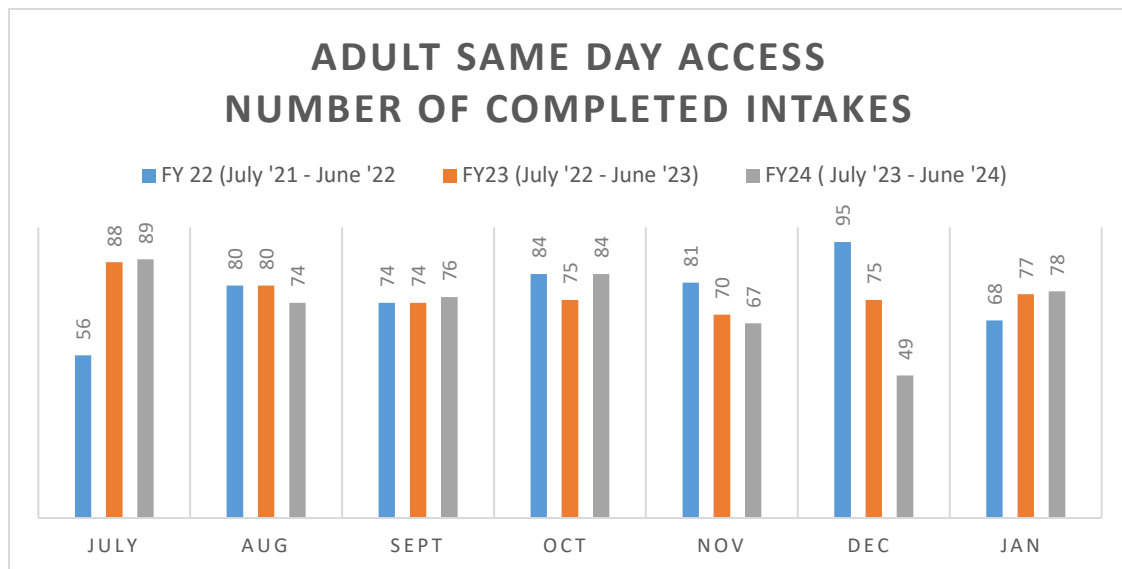
Clerical

January has been busy as usual for the Clerical team, but otherwise it has been fairly uneventful - thankfully. They are happy to have the full team together again with the return of one staff member from maternity leave.

Behavioral Health Services

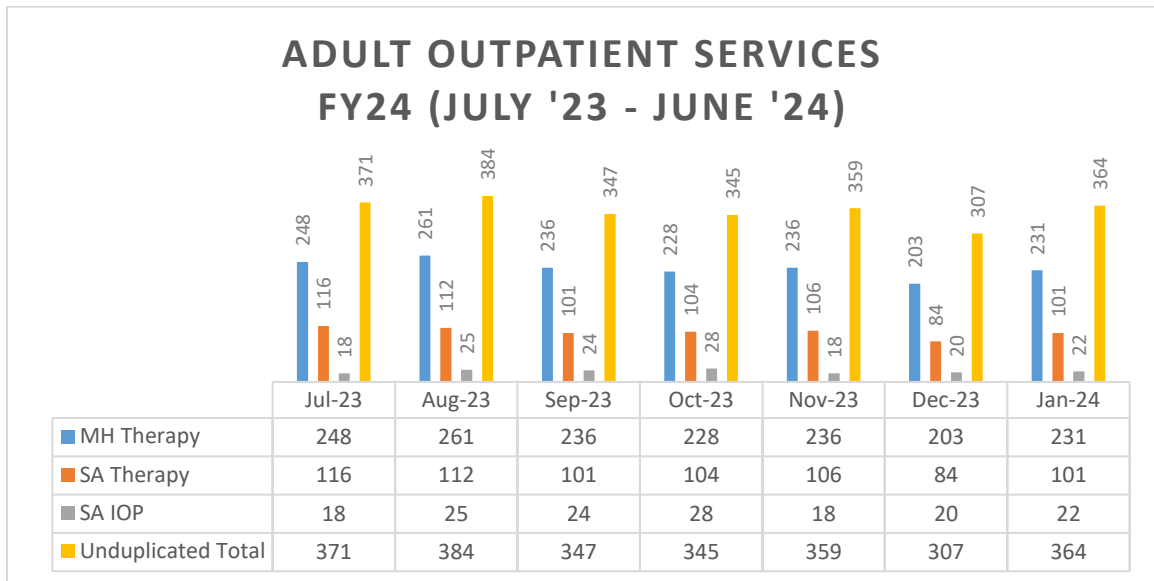
Same Day Access (SDA) – Adult & Child

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 January, the Same Day Access team completed 78 intakes for adults and 36 intakes for child/adolescent clients. For adults this is about average this time of year but it is a little less than average for children’s intakes. While this marks 3 months in a row of lower than average children’s intakes, the intensity of the children/families coming in the door remains high which has led to a significant number of referrals for children’s case management services.



Outpatient Therapy Services – Adult

For the month of January the Adult Outpatient Team provided individual and group therapy for 231 individuals in mental health focused treatment, and for 101 individuals primarily working on substance use related issues. We also served 22 individuals in our Substance Use Disorder focused Intensive Outpatient Program. The Adult Outpatient team remains 1 FTE down but we continue to actively recruit for the position. Thankfully our newest Adult OP team member, Caroline Walsh, has quickly been able to take on a full caseload which has provided great relief to the other members of the team.

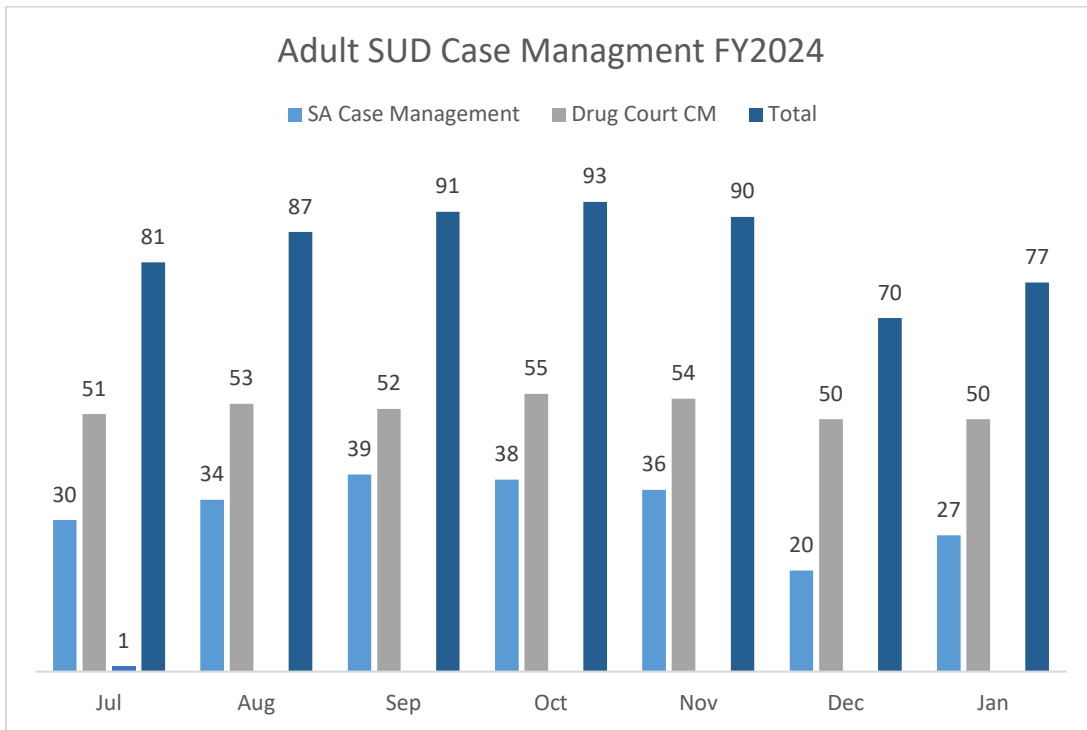


Child Outpatient and Early Intervention - School Based Services

The Child/Adolescent Outpatient team provided individual therapy services to 402 clients, and at times their families, in the month of January. Currently we have 562 individuals enrolled in child/adolescent therapy services. Both the services provided and enrollment number are fairly typical/average for this team. Also this month our team of Early Intervention Clinicians, who work at various schools in the city and county, provided 272 client contacts to 106 different individuals. This is nearly 100 more client contacts than were provided last month. It should also be noted that a member of our child/adolescent therapy team, Jennifer Viola, has left that position but has remained with the agency in joining our EIC team. Jennifer is filling the need for this service at Spotswood High School.

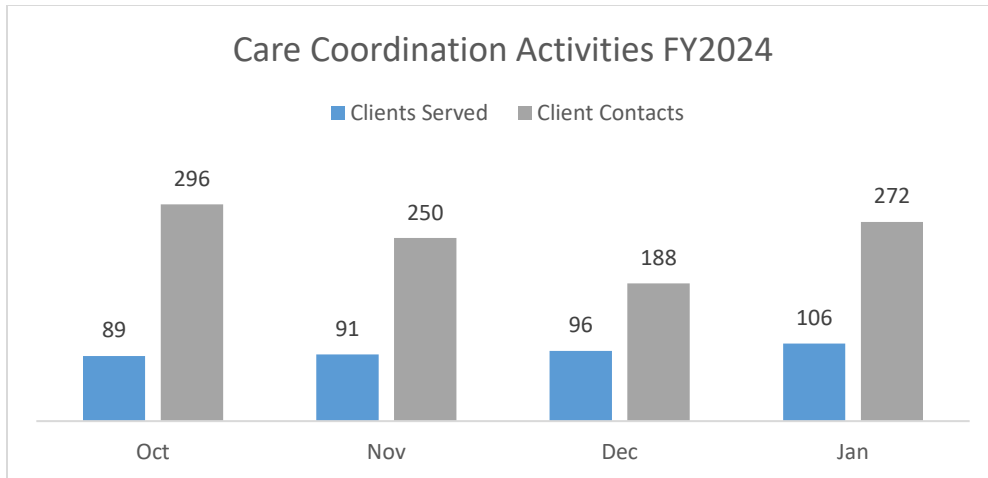
Substance Use Case Management Services

There is small team of case managers that operate within the Adult Outpatient team that focuses on working with client’s who struggle with substance use issues, and are frequently legally involved (probation, Drug Court, etc.) In the month of January our SUD case managers served 77 individuals, with 50 of those being referrals from the local drug court. Our SUD CM team remains 1 FTE down at this time but the search for a new teammate continues to be an active one with a full round of interviews being completed. We hope to have news of an addition to this team in the very near future.



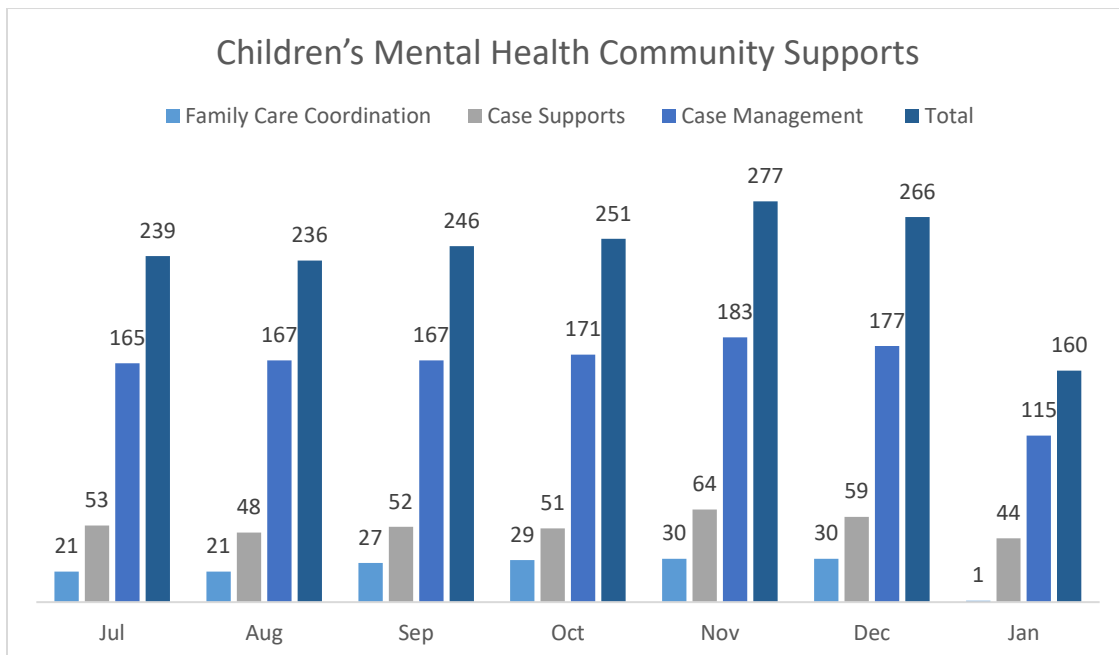
Care Coordination Services

The Care Coordination team continues to offer assistance for clients that either do not meet criteria for case management or, in some cases, are awaiting being opened to case management. Adult therapy clients remained the majority of referrals seen in January, but clients were also served from children’s therapy, medication management, intake, and emergency services. Housing continues to be the most common issue the Care Coordination team continues to work with, but assistance was also provided this month in the category of income/employment, medical needs, and finding other mental health focused supports in the community.



Children’s Mental Health Outreach Services

Referrals have been higher than average as of late 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 clients have either already been removed from the home, or are in danger of being removed. Final billing numbers for January are not yet fully in, but in looking at the full numbers for December 266 clients and families were served by the three teams, which is slightly less than November but still well above the average for the fiscal 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. This month the BHW team led 3 1 hour REVIE Training for Harrisonburg City Public School Nurses, Elkton Community Center Members, and one training attended virtually by 4 members of the community. They also hosted a virtual ACE Interface Training for 11 community members where participants learned about the connection between adverse childhood experiences (trauma) and the risk for mental, physical, and emotional health challenges in adulthood. The training also teaches about how healthy community and relationships can be a very powerful support in the process of healing from trauma. Another BHW highlight of the month was the hosting of a full day shoot for Lock and Talk VA at the agency. Lock and Talk VA is working on filming information videos on how to use gunlocks and medication locks in both English and Spanish. Staff from Harrisonburg Police Department and Sentara RMH were featured in the videos. The videos will be distributed through digital media campaigns, statewide. Finally the BHW team's new Program Media and Communications Specialist ran a series of posts for "Self-Love Month" on the HRCSB website with 1,272 members of the community being reached.



Self-Love Month

PRACTICING SELF-LOVE HELPS YOU MAINTAIN GOOD MENTAL HEALTH WHILE REDUCING STRESS AND BOOSTING HAPPINESS!

- 1 Recharge your mind
 Take a rest! Rest lets your mind recharge so you can handle future tasks with confidence.
- 2 Refuel your body
 Try to eat more nutritious foods. A healthy diet improves your mood and helps maintain emotional resilience.
- 3 Inspire your soul
 Do something that brings you joy. Activities like meditation, music, art, cooking, and exercising can reduce stress hormones in your body.



Community Mental Health Services

There are approximately 381 unduplicated individuals receiving services in our Community Mental Health Services (CMHS) programs. The CMHS department consists of services to adults age 18 and older with a diagnosis of serious mental illness such as schizophrenia, bipolar, major depressive disorder, or schizoaffective disorder. CMHS programs include Case Management, Supervised Living Residential, Mental Health Skillbuilding Service, Peer Recovery Services, Permanent Supportive Housing, Psychosocial Rehabilitation and Assertive Community Treatment.

Adult Mental Health Case Management (MHCM)

Adult Mental Health Case Managers continue to face the challenges of limited community resources for their clients, but respond with creativity and persistence. We celebrate successes, small and large.

For example, one of our case managers began working with a client in August, after the client completed intake at the agency as a hospital discharge. The client was homeless and was new to the Harrisonburg area. Our case manager built rapport and a working relationship with the client; meanwhile they continued to be readmitted for inpatient mental health treatment in the hospital on an almost monthly basis. At times, our case manager even lost contact with the client. Efforts to implement structure and stability and to help the client follow through with objectives and goals were difficult due to multiple barriers, most notably, not being able to reliably locate and have contact with the client.

In November, after the client's third hospitalization in three months, the client was able to transfer directly from the hospital to Arbor House Residential Crisis Stabilization Unit. This continued period of treatment and stability gave the case manager and other HRCSB staff the opportunity to coordinate and link the client to a subsidized apartment and mental health skill building services through HRCSB to provide additional daily living support.

While challenges persist, the foundation of a stable residence, and the ability of staff to reliably locate and support the client are setting them up for steps toward stability and recovery.

Peer Recovery Services – (PRS)

The last quarter of 2023 marked continued growth for Peer Recovery Services at the agency. We are recruiting for a full-time Housing Peer who will work with residents of Harrisonburg Redevelopment and Housing Authority's Commerce Village apartments 20 hours



each week, and provide peer supports for participants in the agency's PSH Program the other 20 hours each week. We are recruiting for a full-time Forensic Peer who will assist clients enrolled in Drug Court as well as aiding individuals as they reintegrate into society following release from jail. We are also recruiting for a full-time peer to work as part of the HRCSB's new Assertive Community Treatment team.

Some of our peer recovery specialists took clients in the Mental Health Peer Program to the Smithsonian museum in Washington DC for their monthly field trip in November. The clients continue to benefit from increased socialization and report they are connecting with each other outside of peer group activities.

Our hourly MH Peer began new group programming at Summit House two days per week starting in February. Peer staff will focus on self-love and creating weekly action plans with the members of Summit House.

Our newest peer staff has had great success with his first clients, aiding one client through a mental health crisis and subsequent admission to a long-term substance use disorder treatment program. This staff has also assisted two other clients with creating resumes and interview preparation, and one of the clients has secured employment and stable housing since working with him.

Permanent Supportive Housing – (PSH)

New PSH staff have joined the program in the past few months, learning their roles and becoming a part of the PSH team. Staff meetings are held on Mondays and Wednesdays each week to ensure our staff are communicating and organized. We were able to hire a PSH Program Assistant who started this month. The program assistant role supports the day-to-day documentation and financial processes.

The PSH Supervisor and our Lead Housing Specialist have been working on networking to find landlords who are willing to work with our PSH program. As part of this effort, staff completed an outreach day and took our Landlord Brochure to downtown businesses. We also made a connection with a potential landlord who has affordable housing in Bridgewater/Dayton area. Two of our clients have a Targeted Action Plans (TAP) due to violating a part of their lease; one in regards to nonpayment of rent and the other is unauthorized overnight guest. PSH staff have been working as a team and had weekly visits with clients to ensure compliance with the lease. TAP's are created with clients to create goals and objectives in order to learn from mistakes, correct them and avoid them in the future.



PSH staff housed a chronically homeless client who had significant barriers to housing. The barriers included extensive psychiatric hospital stays, significant substance use history, mental illness concerns, a history of incarceration and low income.

We have 29 individuals enrolled in our PSH program, with 22 of those clients in permanent housing. Other challenges PSH have faced are finding affordable housing stock, and having supportive landlords who are willing to work with our PSH program participants.

Psychosocial Rehabilitation – Summit House

Summit House has several members who are working in the community. One member is newly employed, while another member is interested in obtaining work in the community. Summit House members may work with a representative from the Department of Aging and Rehabilitative Services (DARS) for assistance gaining and maintaining employment. Summit House continues to assist members with volunteering in the community at the Rockingham Harrisonburg SPCA and the Habitat for Humanity Restore businesses. At the RHSPCA, we launder the animals bedding and make enrichment toys for them. Some Summit House members volunteer in the community independently.

Summit House's Sexual Health and Wellness group continues to be well attended. Other groups in the works are Dialectical Behavior Therapy, Co-occurring Disorders, Stop Smoking, getting a Driver's License, Art, Clay Modeling, and Creativity among others.

Supervised Living Residential – Market Street House

Market Street residents continue to enjoy camaraderie and community. Two residents were working on a puzzle and when they were struggling, another resident sat down and worked on it with them. They have finished the puzzle, and are proud of their accomplishment and are making plans to frame it. One of our residents is celebrating a birthday this month and another resident spearheaded getting a card and getting it signed and getting them a birthday balloon.

The residents completed many hours of Mental Health Skill Building services with Market Street staff this past year. Residents completed a combined total of 861.58 hours of skill building in calendar year 2023, an average of 71.75 per month.

One of our residents had a conditional release plan review hearing in court in December and was doing well enough that the judge decided that a new review date was unnecessary. A state hospital patient began 48-hour passes to Market Street in December and another state hospital patient began taking 48-hour passes at the beginning of February. Patients on pass spend two



overnights at Market Street, engaging in the program as if they are fully enrolled, then return to the state hospital for continued inpatient treatment. It is an opportunity to slowly transition individuals from the hospital setting back into the community. Individuals average 8-12 passes before a complete discharge from the state hospital to the Market Street program.

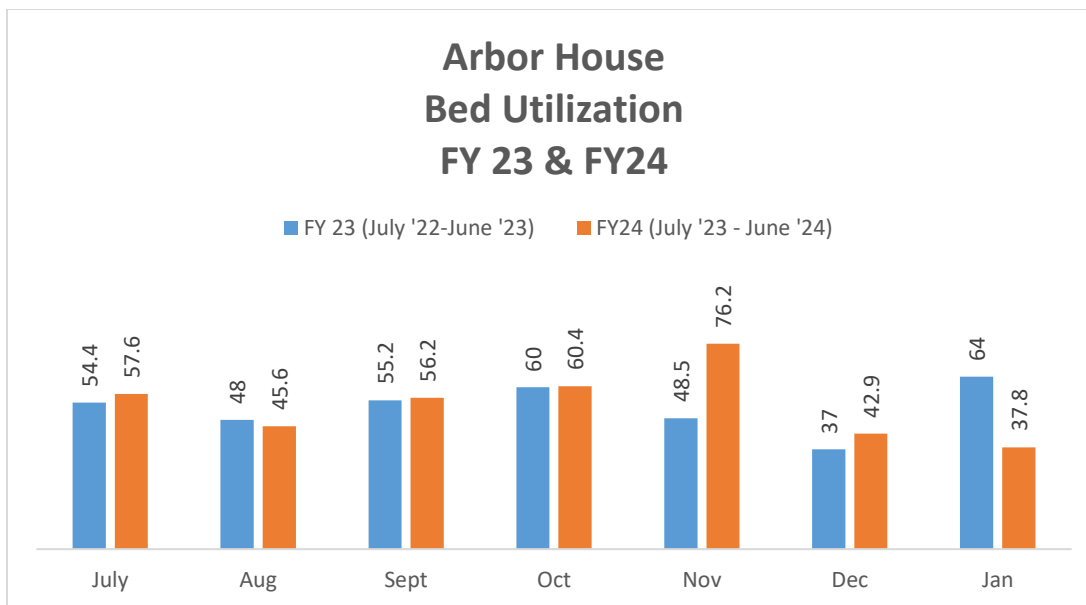
Western State Hospital

Western State Hospital census report for December of 2023, HRCSB had a census per 100,000 of 13.4, and an average census of 18. Our region, Health Planning Region 1, had an average census per 100,000 of 8.5, and an average census of 147. 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)

The utilization rate for January was disappointing. Staff reviewed 37 referrals and offered admission to 65% however approximately half of those individuals offered ultimately declined admission. The reasons for the decline are related to availability of a CSU closer to their home. Loss of contact with the program, or no longer needing the level of care. While there is variability in crisis, we will continue to review closely the processes we use for the referral and admission process to ensure the most efficient uses of the RCSU resource. This will include collaboration with community partners to increase education related to service availability and the referral process. Building strong relationships with community partners provides the opportunity to build the continuum of care for the referral and discharge process. Availability of community-based services for clients when they are discharged from Arbor House is a key service component as staff work to ensure each client is well supported in their ongoing treatment.



Emergency Services

For the last four months, the Emergency Services team has maintained their critical community service with unfilled full time and after hours positions. This team meets the needs of the community experiencing a mental health crisis twenty-four hours a day, 365 days a year and requires a skilled and robust staff to do so. During this period the current staff have demonstrated exceptional teamwork in working additional shifts to ensure coverage. During January, Emergency Services completed 68 Prescreening evaluations that have resulted in 34 Temporary Detention Orders (TDO), 14 voluntary admissions to a private hospital, and 8 releases to community supports.

Community Crisis Services

The Adult Crisis Response Unit is continuing to build the program and engage individuals in the community to provide services that may prevent the need for hospitalization. This team made 117 contacts with clients during the month which is more than twice as many as the previous month, making contact with 49 individuals who were new to the service. Children’s Crisis continues to recruit for a full time position that would allow for substantial program growth. During January, Child Crisis Services was able to support 16 cases. In multiple instances this resulted in utilization of community supports to avoid the need for a higher level of care for the child or adolescent.

Developmental Services

DD Case Management

Developmental Disabilities (DD) Case Managers billed 309 units for the month of December with DD case managers from Valley Associates for Independent Living completing an additional 23 billable units. Case managers completed 557 separate contacts to assist with linking clients to services, or monitoring their satisfaction, including 185 face to face visits. They also completed 15 annual ISPs.

Currently we have 342 individuals receiving DD Case Management services, including 255 receiving Waiver services. Of those, 46 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 200 individuals on the DD Waiver Waiting list awaiting services. There are 38 individuals on Priority one status, followed by 88 on Priority 2, and 74 on priority 3. We received did 3 new referrals for waiver screening during the month.

The local Waiver Slot Allocation Committee met in January to assign 7 slots for individuals currently on the waiting list. The slots that were available to assign were the Family and Individual Support slots, meaning that all waiver services were available to the individual, with the exception of group home residential services. During our process of contacting individuals who received a slot, one family member was brought to tears as she explained that her son had been on the Waiting List for nearly two decades. That conversation served as a timely reminder that there are real people behind each number or statistic which we review and report on.

We received our Support Coordinator Quality Review sample in early January. We will be working closely with our Quality Improvement Specialist to complete the required internal review, and to submit our findings by the deadline of March 31st.

Infant and Toddler

We received 35 referrals in December, keeping us right on pace for our FY referral goal of 455. Our December child count, the time when the number of children in our system has a significant impact on our yearly funding, was 259 clients, which represents a new high.

We filled two open positions in December. We are still looking to a Full time Speech Language Pathologist, and Full time Occupational Therapist.

We have continued efforts to minimize double data entry by staff, to allow them to enter clinical data into Trac-It only, with billable information mapping back to our EHR. Initial efforts in December and January have proved promising, with ongoing troubleshooting and refinements to the process.

In January we were pleased to welcome Sgt. Wes Campbell, HPD, to the McNulty Center to provide a training to our staff regarding public safety related to drug use and trafficking.

| 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 | 38 |
| November | 31 | 30 | 27 | 28 | 30 | 29 | 41 | 31 |
| December | 22 | 28 | 35 | 34 | 24 | 39 | 25 | 35 |
| 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 | 234 |
| Child Count-Dec 1 | 127 | 162 | 173 | 195 | 201 | 193 | 225 | 259 |

Finance Department

Over the course of the last 12 months, the Finance Department has experienced several significant changes including several transitions in key positions, a full department move into a new space, as well as, undergoing the implementation of a new financial software system, MUNIS. The Finance team has been diligently working to maintain the financial operations (accounts payable, payroll, accounts receivable etc.) through all of these changes. We anticipate many of the changes to continue throughout the remainder of this fiscal year with the goal of having a more efficient and productive system/operations coming to fruition at the start of the new fiscal year. The implementation of the new finance software is targeted to go LIVE this spring and will be fully operational for the new budget / fiscal year. Our billing and reimbursement department has been working with an outside consultant to identify areas of improvement to increase revenues through our insurance claim process. We have been able to identify additional billing codes that could result in additional revenue streams once fully implemented. The agency is extremely thankful to all the hard work and efforts of the finance department over the last year.

Human Resources

Starting in February our Human Resources team will begin participating in the MUNIS implementation for the payroll and HR modules. This will be a significant undertaking over the next nine months. The team is looking forward to the end result with improved processes and greater efficiencies.

During the last quarter (Oct, Nov, and Dec) of the 2023 Calendar year, the agency had 17 new full-time hires and 4 hourly positions hired. We had 9 full-time resignations and 2 hourly resignations. The agency also added two new positions, Data Business Analyst position and additional Intellectual Disabilities Case Manager position.