

# HRCSB Board Report – October 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

In early September the General Assembly approved the Governor’s Budget for fiscal year 2024. Included in the approved budget were funds that will ideally help support the build out of the public mental health system of care. The following funding was approved: \$58 million to support the development of Crisis Receiving Centers and Crisis Stabilization Units, \$34 million funds to support permanent supportive housing and housing for individuals with serious mental illness, \$18 million for targeted raises for CSB staff, \$11.7 million for school and community-based children’s mental health services, \$10 million to fund 15 additional mobile crisis teams, \$10 million to contract for psychiatric emergency programs in hospitals, \$4.4 million to increase funding for the first three steps of STEP-VA and \$5.1 million to support TDO/ECO transportation activities and local law enforcement agencies. In addition, the budget included a 10% increase in Medicaid rates for many of our mental health services, including crisis services, a 12.5% increase in Medicaid rates for Early Intervention services and additional \$4.5 million dollars to cover the cost of 500 new Medicaid Waiver slots for ID/DD population. Over the coming weeks, we will learn more details of the funding opportunities within the Governor’s budget that is available for HRCSB. HRCSB will continue to assess the needs of our community and utilize available funding opportunities to sustain, enhance and grow services that make sense for our locality.

*Rebekah Brubaker, LPC*

## Administrative Services

**Compliance** The Compliance Department has been handling a couple of Medicare audits from different MCOs. This is made slightly more problematic with their vacancies, but it’s also providing some cross-training opportunities. There are many changes coming up with various partners: changing names, merging, bring up new initiatives, and launching new programs. All of these require a great deal of tracking and verifying details, including re-credentialing folks and

communicating needed information to CSB personnel. Even though the Department continues to recruit for two vacant positions, the amount of stepping up and helping out among the small team has been truly impressive.

**Facilities** The Facilities Manager's efforts at keeping the vehicle fleet clean, organized and at-the-ready are paying off. Individuals using the cars notice the difference and have complimented him on that. It helps to know that we are taking good care of our resources, even with some of our vehicles being somewhat older.

**Risk Management** Our Risk Management Specialist, Josh Dyke organized a Flu Clinic for staff in late September, providing the opportunity for employees to get a jump on the flu season. We thank Medicap Pharmacy as our partner in this effort. Josh has also been busy finishing up Serious Incident Report training and responding to a Corrective Action Plan (CAP) from the Department of Behavioral Health and Developmental Services (DBHDS). He is also working on an Enhanced Root Cause Analysis (RCA) with the Developmental Disability Services team.

**Clerical** Jeannie Turner, our Clerical Services Manager, reports that all is going smoothly and the team is cross-training and preparing for a staff maternity leave at the end of October. Additionally, Jeannie is working with Management to work out a way for her team to hold regular scheduled staff meeting during business hours, previously they were held after the agency has closed during the evenings. Beginning in January, Jeannie hopes to be able to meet every other month with her staff, which is a fairly complicated endeavor covering the switchboard and two reception desks.

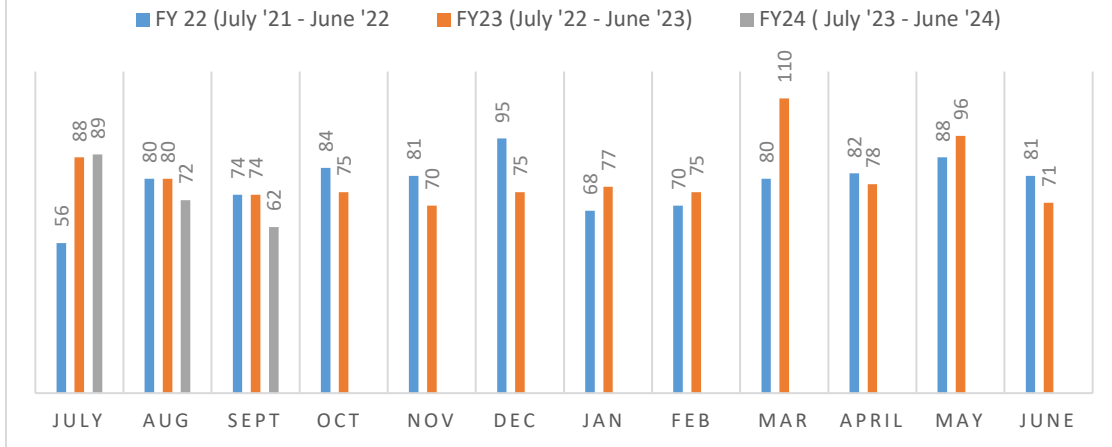
**IT** The IT teams continues to juggle multiple major projects, including upgrading our email system from a local server to the cloud, replacing our server infrastructure and coordinating the beginnings of the Munis financial/payroll management project. Although it has been busy, the team appears to have it well in hand. IT Manager James Jenkins has been particularly helpful as Project Manager for Munis, herding cats while managing the other projects.

## Behavioral Health Services

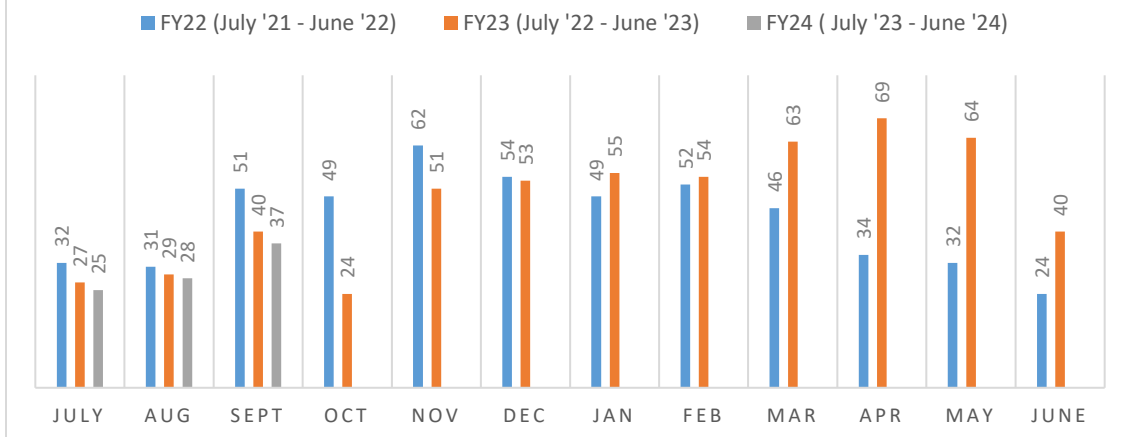
### **Same Day Access (SDA) – Adult & Child (All September Numbers reflective of 9/1/23-9/27/23)**

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 September, the Same Day Access team completed 62 intakes for adults and 37 intakes for child/adolescent clients. While this is a below average number of intakes for adults, the number of children's intakes is consistent with a 3 year trend where we have seen a significant increase in children/families seeking services shortly after the start of the new school year.

## ADULT SAME DAY ACCESS NUMBER OF COMPLETED INTAKES



## CHILDREN'S SAME DAY ACCESS NUMBER OF COMPLETED INTAKES

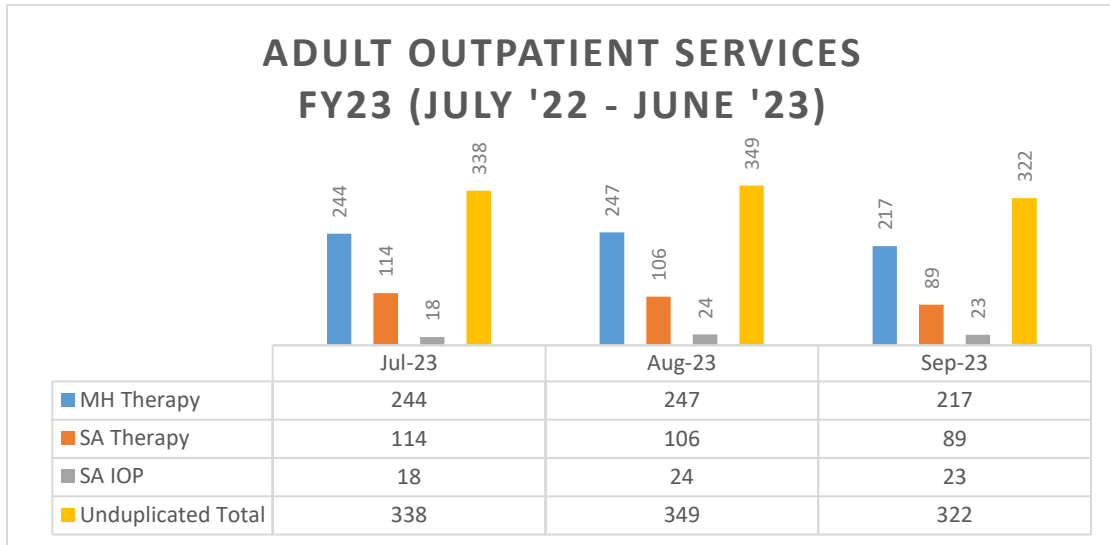


### Outpatient Services – Adult and Child

For the month of September the Adult Outpatient Team provided individual and group therapy for 217 individuals in mental health focused treatment, and for 89 individuals primarily working on substance use related issues. We also served 23 individuals in our Substance Use Disorder focused Intensive Outpatient Program. The Adult Outpatient team has now been down 2 FTE’s for three months, but our new therapist Caroline Walsh started at the agency on 9/18 and should be ready to start taking on clients within the next few weeks. The Adult Outpatient team is also pleased to announce that Andrew Mayles has accepted the position of Supervisor of

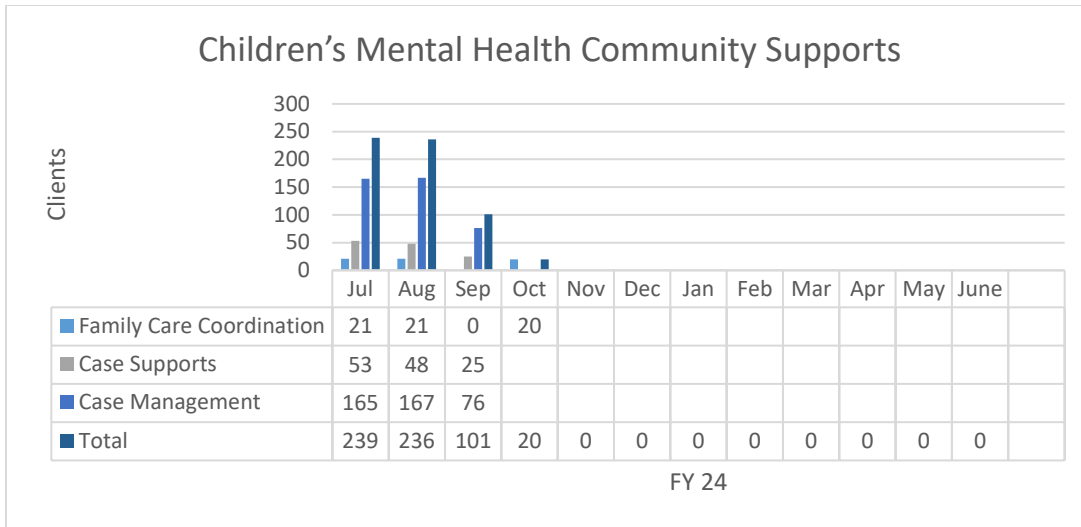
Community Outreach which had been open since Stephanie Fultz had moved from that position to Senior Manager of Adult Outpatient Services.

The Child/Adolescent Outpatient team provided individual therapy services to 408 clients, and at times their families, in the month of September. Currently we have 588 individuals enrolled in child/adolescent therapy services. The team remains fully staffed and the newest member of the team, Lyndsay Humphries, now has a nearly full caseload.



**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 September are not yet fully in, but as of 9/27 FCC, Case Supports, and standard Case Management teams had nearly 320 children and families enrolled in children’s MH outreach services. It might be noted that August’s full numbers are now reflected in the Children’s Mental Health Community Supports graph and reflect a number of billable services consistent with the same time period of the previous 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. In the past month the BHW team has hosted booths, or tables, at the Harrisonburg Farmer's Market, the Harrisonburg Night Market, Harrisonburg High School and a number of events around the community including the Community Resource Fair, Shenandoah Valley Pride, and the Community Cookout hosted by the Harrisonburg Fire Department and VAIL at Lineweaver Apartments. Trainings provided by the BHW team in September included 2 full REVIVE trainings, two 2 hour ACE Interface: Building Self-Healing Communities trainings, and 2 full day Adult Mental Health First Aid courses. It might also be noted that in terms of safety and prevention materials 142 gun locks, 188 medication lock boxes, 49 medication deactivation packets, 37 timer-cap pill bottles, and 39 boxes of Narcan were provided to members of the community this month.



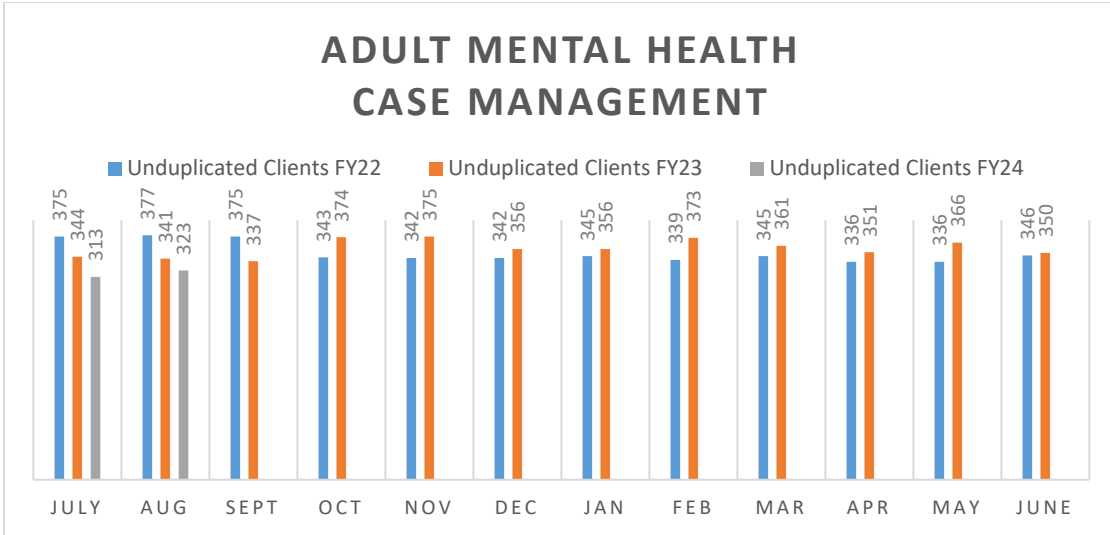
## Community Mental Health Services

There are approximately 400 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)**

The Adult MHCM team continues to weather staff transitions, with two current open positions. Fewer staff means fewer individuals are able to be served. A second Lead Case Manager (CM) position has been recently created and advertised, and the team is looking forward to the increased support and leadership this will provide within the team. There is also a full time adult case manager vacancy. Several applications have been received for both the Lead CM and Adult CM position, with interviews to be scheduled soon. Lead case managers assist the MHCM supervisor in training staff, reviewing documentation, covering caseloads for open positions, responding to emergent client needs, and providing back up for specialized caseloads such as forensic and hospital discharge cases. Our current Lead CM continues to provide outstanding and tireless work in covering cases during caseload transitions while maintaining her other job duties. She is currently covering over 100 cases.

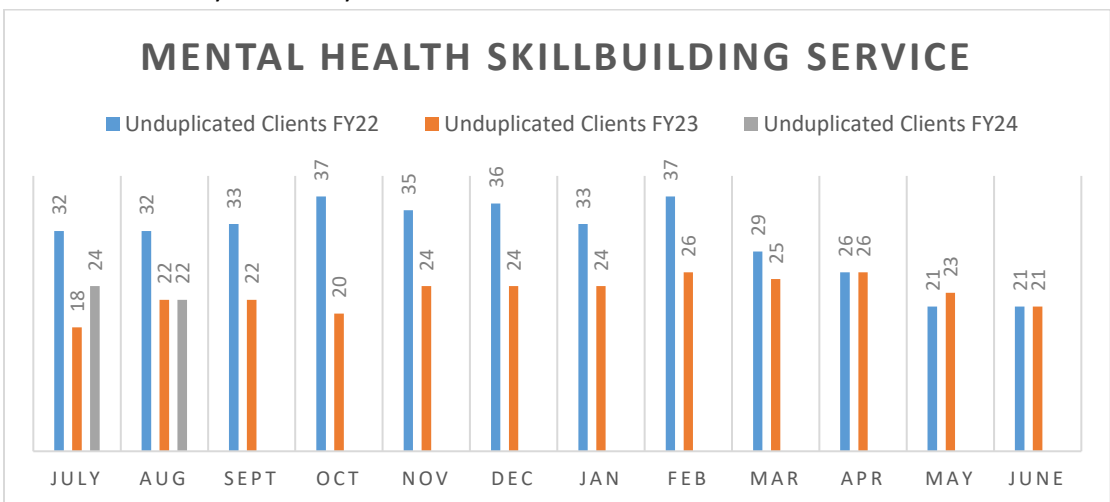
This last quarter, one of our case managers patiently navigated an extremely challenging client transition from independent living in the community to an Assisted Living Facility (ALF) placement. The staff worked with the client, who was initially vehemently resistant to the transition, despite the client being evicted from his apartment due to the inability to safely maintain his residence. Staff had previously worked tirelessly at efforts and services to support the client to try and maintain independent living in the community. The treatment team assessed that an assisted living facility placement was the safest option for the client, and so the case manager coordinated with multiple service providers, landlord, social services, and crisis residential services in order to transition the client to an ALF placement with the client's ultimate consent. The case manager is continuing to work with this client to monitor and ensure a smooth transition.



### Mental Health Skillbuilding Services

Our skillbuilding service is provided in the community by our two full time staff as well as to our residents at our supervised living residential program. Skillbuilding consists of teaching adult clients independent living skills such as how to cook, clean, care for themselves, shop and access the community. There is also a focus on education related to medications and illness management. Clients set their goals and staff create objectives to achieve those goals. If a client has a goal of employment, then staff will create objectives such as creating a resume, practicing interview skills, learning transportation resources and coping with their mental health systems throughout all of these activities. Progress is measured and objectives are adjusted in order to meet the client where they are at in terms of ability and motivation. Staff work face-to-face with clients on average of 2-3 hours each week in their homes or in the community.

We have reduced staff on this team from 5 several years ago to the current staff of 2 full time skill-builders. They each carry full caseloads of 8-11 clients.



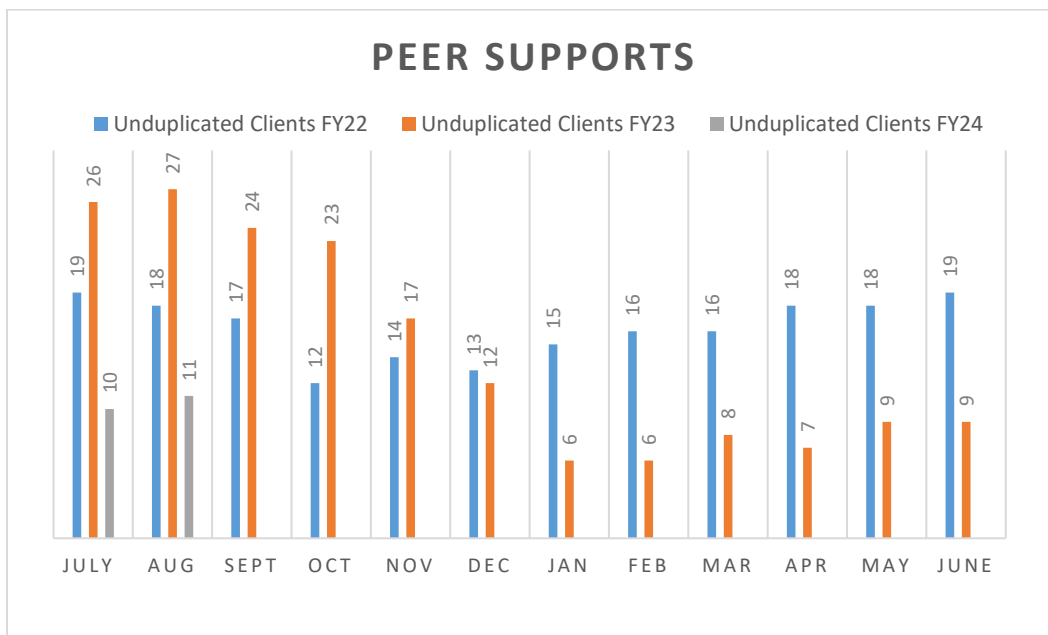
## Peer Recovery Services

September brought us two new Peer Recovery Specialists: an hourly SUD Peer and a Peer Recovery Specialist Intern. October will bring more excitement as we host the Region 1 Year of the Peer Awards at the agency.

We continue to expand programming at Summit House and enroll clients in our Mental Health Peer Program. We have also established the Substance Use Disorder Peer Program, which will also allow us to serve more participants.

Our Peer Program Coordinator will participate in her first VACSB Conference as the Co-Chair of the Peer Subcommittee.

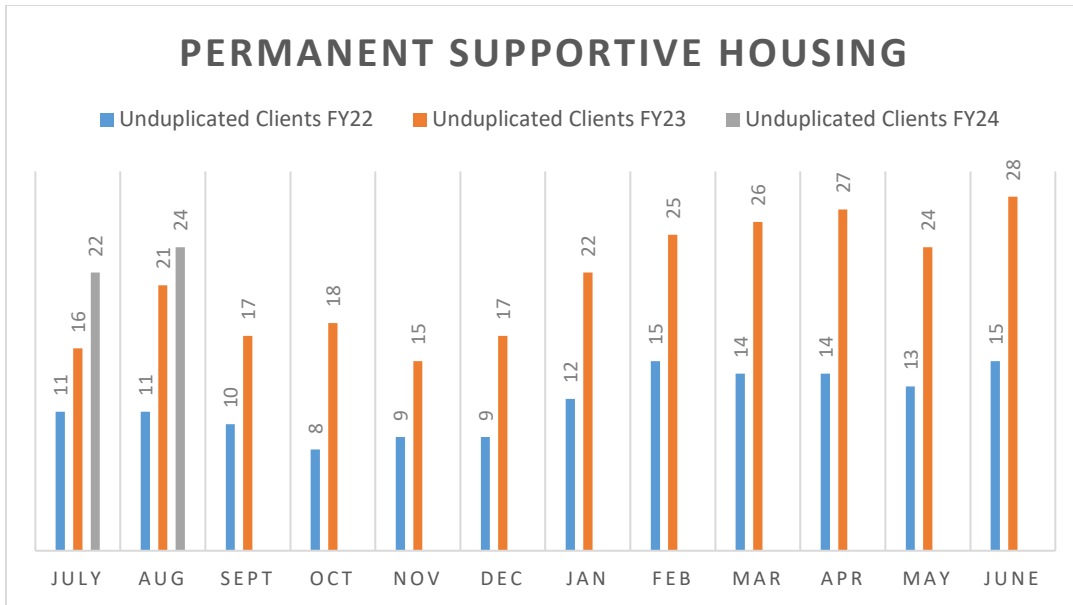
As you will notice in the chart below, our participant numbers remain lower than previous years due to staff turnover and open positions. We have hired 2 new staff this year and have openings for 3 more positions. We anticipate our participant numbers to climb steadily.



## Permanent Supportive Housing (PSH)

The PSH team moved 5 individuals into apartments in August and September. This brings the total number of housed participants to 21. We are in the process of searching for housing for 7 individuals. The goal of the program is to enroll and house 2-4 individuals each month.

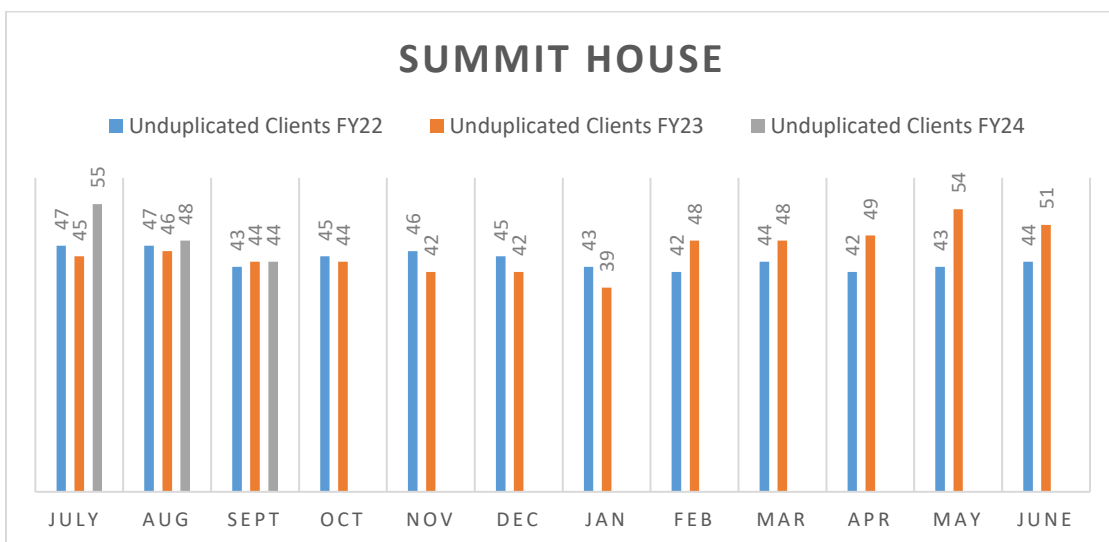




#### Psychiatric Rehabilitation – Summit House

Summit House has been expanding its hours. Staff have hosted members for several evening programs and twice a month Saturday programs. Activities have included meals and movies and trips into the community. This expansion is important to reduce the isolation individuals can feel during the evenings and weekends, when other face-to-face supports are closed.

Participation numbers continue to climb due to a fully staffed team, expanded hours and expanded activities.



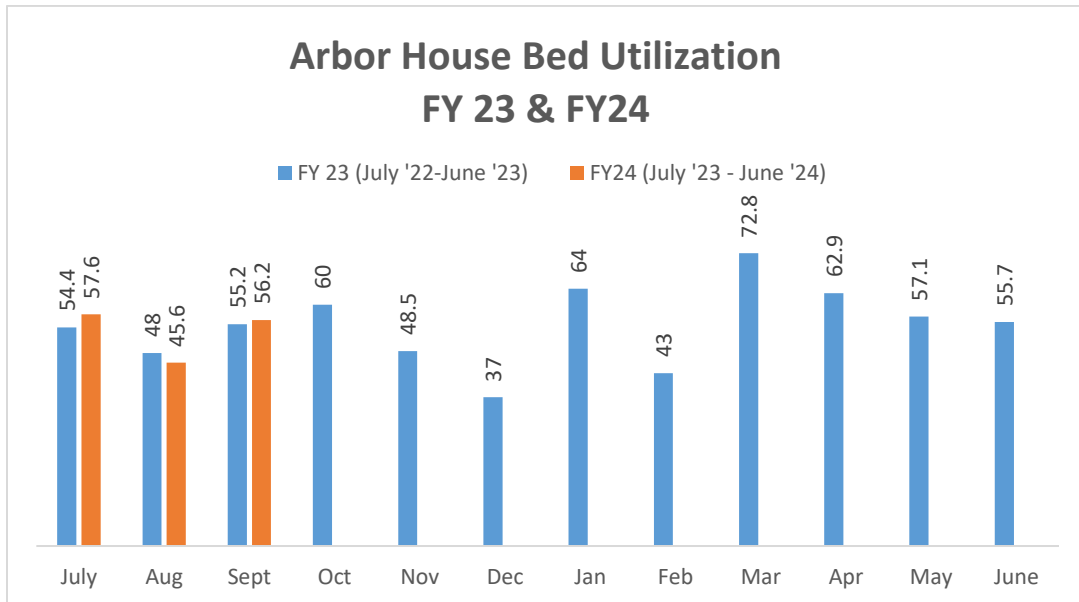
**Western State Hospital**

Western State Hospital census report for August of 2023, HRCBSB had a census per 100,000 of .7, and an average census of 11. Our region, Health Planning Region 1, had an average census per 100,000 of 8.2, and an average census of 143. 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 increased during September (9/1-9/27) with 56.2%; particularly improved over 2023 considering the increase in capacity from five to seven. The target goal is 75% bed utilization for the year and staff continues to build relationships with community partners toward this end. As the summer season comes to a close the staffing at Arbor House has improved significantly. There have been several key full time additions with the most significant being a CSU Lead Nurse. For the month of September Arbor House staff coordinated with other HRCBSB departments and local community partners to accept 10 referrals from the HRCBSB catchment area and 8 referrals from our regional partners. While we work closely with our referring partners to engage clients in treatment, the utilization rate is affected by the fact that not every accepted referral follows through with admission. Arbor House staff continues to prioritize providing clients with efficient and effective services which includes timely response to referrals and admissions.



## **Emergency Services**

The Emergency Services team provides immediate crisis services in the agency and community despite facing staffing challenges. This team meets the needs of any community member experiencing a mental health crisis twenty-four hours a day, 365 days a year. The work of this team is challenging and each member approaches it with professionalism and empathy for the individual in crisis. During September the team has completed 52 Prescreening evaluations that have resulted in 19 Temporary Detention Orders (TDO), 22 voluntary admissions to a private hospital, and 8 releases to community supports. Our state hospitals continue to have challenges related to capacity and this team does tremendous work to use that resource as sparingly as possible, obtaining beds at private hospitals, resulting in only two admissions to a state facility during this month.

## **Community Crisis Services**

We continue to focus efforts on the opportunities of our Community Crisis Services in the effort of developing the best possible programs for the community. During September the team welcomed a new co-responder clinician to the Crisis Response Unit, Erin Fadeley will join Rockingham County Sheriff Officer Mundy in responding to community member crises. The beginning of the school year is in full swing and the team is seeing a marked increase in referrals for Children's Crisis Services. The Crisis Response Unit (CRU) engaged 40 client contacts during the month and has responded to over one thousand since the grant funded service began in 2020.

## **Developmental Services**

### **DD Case Management**

Developmental Disabilities (DD) Case Managers billed 301 units for the month of August with DD case managers from Valley Associates for Independent Living completing an additional 22 billable units. Case managers completed 704 separate contacts to assist with linking clients to services, or monitoring their satisfaction, including 257 face to face visits. Each of these numbers represents a high point for the year. They also completed 33 annual ISPs. Currently we have 340 individuals receiving DD Case Management services, including 237 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 210 individuals on the DD Waiver Waiting list awaiting services. There are 42 individuals on Priority one status, followed by 92 on Priority 2, and 76 on priority 3. We received 4 new referrals and completed 3 new waiver screenings.

We were happy to partner with other local agencies and participate in a two day “Person Centered Thinking” training, held at our CSB and facilitated by trainers certified through Virginia Commonwealth University, Partnership for People with Disabilities. The principles of person centered thinking include affording people dignity, respect, and compassion, as well as including individuals as partners in their own health care. All of our DD Case Managers have completed this training.

**Infant and Toddler**

The Infant and Toddler program continues to receive a high number of referrals, and is on pace to surpass their annual program goal of 455. We continue to recruit for three open positions, an Occupational Therapist, a Speech Therapist, and a Service Coordinator.

There have been continued discussions on the state level regarding the implementation of the Trac-it data system, particularly related to the issue of dual data entry into Trac-it and each system’s local electronic health record. We look forward to more clarification and instructive webinars coming this fall.

We invited Dr. Atwell and staff from Atwell Chiropractic to give a presentation at staff meeting regarding the use of strategies to address concerns such as torticollis, feeding difficulties, constipation, and more. The presentation was well received, and we appreciate the work staff put forth to organize it.

The team also enjoyed a well-deserved Kline’s Ice Cream day as their reward for winning the agency’s “Hope” contest in August!

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	44
September	31	36	33	38	33	29	30	40
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	50	
May	48	20	33	25	26	45	55	
June	34	32	25	35	45	38	35	
<b>Total Referrals</b>	<b>353</b>	<b>377</b>	<b>397</b>	<b>406</b>	<b>401</b>	<b>442</b>	<b>515</b>	<b>124</b>
<b>Child Count- Dec 1</b>	<b>127</b>	<b>162</b>	<b>173</b>	<b>195</b>	<b>201</b>	<b>193</b>	<b>225</b>	

<b>Month</b>	<b>Referrals July 2022-June 2023</b>	<b>Referrals July 2023 to June 2024</b>
July	42	40
August	44	45
September	30	40
October	38	
November	41	
December	25	
January	49	
February	48	
March	58	
April	50	
May	55	
June	35	