



HRCSB Board Report – April 2025

Rebekah Brubaker (Executive Director)
Barbara Brady (Administrative Services)
John Malone (Developmental Services)
Lisa Johnston (Chief Financial Officer)

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

Message from the Executive Director

On March 13, 2025 the agency held our annual Old Timer’s lunch, which is a tradition of celebrating employees who have completed 5 or more consecutive years of employment with the agency. We had 86 employees eligible which is a little more than a third of our employees; 64 of them were able to attend the luncheon held at Hotel Madison. Of the 86 employees, 12 of them were recognized for reaching 5 years, 3 for 10 years, 3 for 15 years and 2 for 20 years. It was a joy to be able to celebrate and recognize the employees and their time with the agency.

Rebekah Brubaker, LPC

Administrative Services

Compliance

The Compliance Department juggled a number of projects this month, including stepping in for each other with many folks out for personal reasons. The QI specialists have developed a schedule of trainings for all program staff meetings so that all clinical staff receive the same reminders and clarifications. So far, they have discussed the concept of “the Golden Thread”, and the importance of the DLA-20 and Columbia Suicide assessments. The topics are based on what they’ve found in their chart reviews and intended to help all staff in their documentation processes. The team is working hard, with ACT management, to prepare for billing in May.

At Management Team’s request, the “how to” guide for supervisors for Credentialing was updated and will soon be distributed to managers. No staff member can provide or bill for services without the proper credentialing paperwork and this document should clarify for managers how best to prepare for new staff. The team welcomed the new Reimbursement Manager to a staff meeting to better understand the interplay between Compliance and Reimbursement roles in the agency.



Finally, the Compliance Manager introduced a monthly “Pineapple/Pat on the Back” award for the staff member who went above and beyond that month in some way. The Authorization Specialist was awarded the “Pineapple” for working especially hard fighting two insurance companies, to get services for clients who were processed incorrectly.

Information Technology

The IT Manager is drafting a Disaster Recovery Plan in the event the on-site network becomes unavailable. He is working with management on defining various aspects of the plan as well as creating off-site alternatives. The Credible Administrator is working closely with our Data Specialist and the State for the transition to the new Enterprise Data Warehouse system. This is tedious work with many unknowns and we are lucky to have him focused on it. Our Munis Administrator continues to train and work tirelessly on the Human Resources/Payroll implementation at the same time she is answering questions daily from users and the Finance team regarding using Munis. The IT team, in particular the Network Administrator, was instrumental in keeping all of the presentations and presenters going smoothly at HRCSB’s Training Day on March 21. His efforts were readily apparent as he checked each classroom prior to the start of the panel and three different sessions.

Clerical

The Clerical team is happy to have one employee back from long-term leave and the new Switchboard/Receptionist on board. It is making things much smoother for all. The Clerical team is now taking up responsibility (or taking back, depending on your perspective) for ordering supplies for the agency. They are organizing both requests and ordering for building, kitchen and office supplies. We are appreciative of their willingness to take on this (sometimes thankless) task.

Facilities

The Facilities Manager is occupied with various repairs and maintenance projects at our rental properties – including leaking tubs, non-functioning appliances, and a broken door. With Spring’s arrival, he is now also turning to landscaping needs and assessing winter’s damage.

Risk Management

Our Risk Manager has launched a project to consolidate, review and update agency policies. He will be working closely with agency managers on this effort.

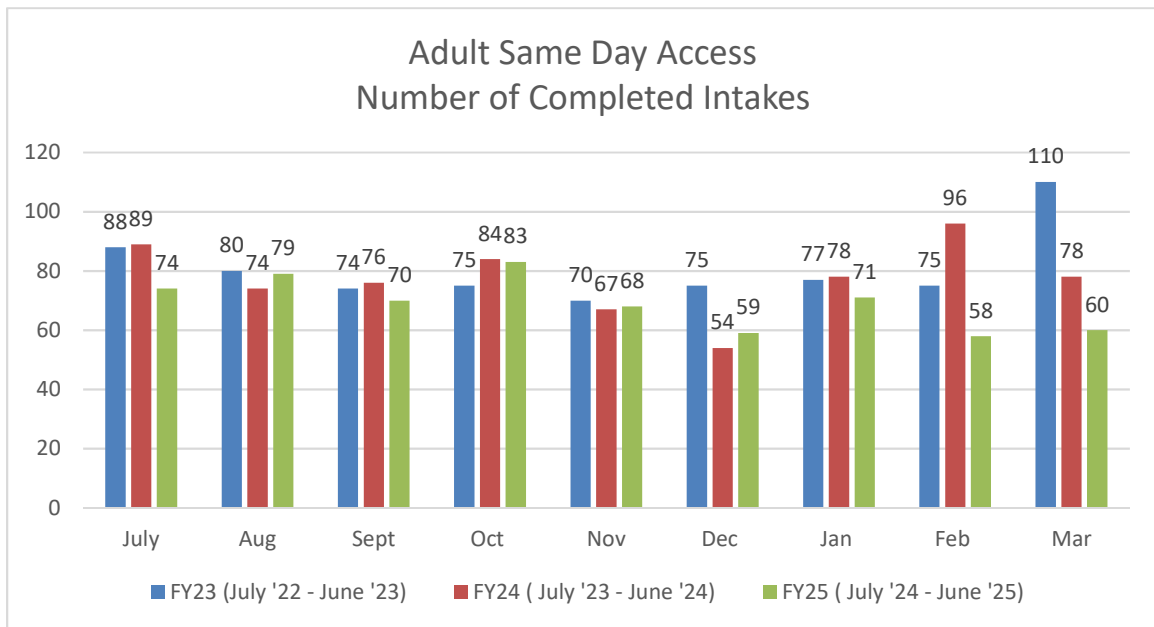
Data

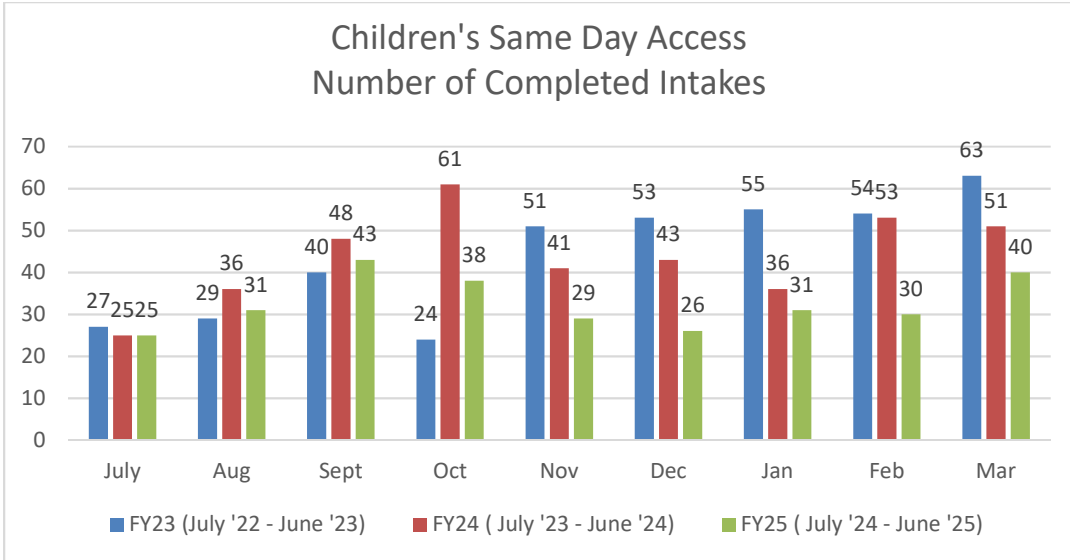
The Data and Business Analyst just finished coordinating an improved process for reporting Bed Days (overnight stays) for the LIPOS program. She coordinated with both Finance and Crisis Services to do this. Additionally, she has created instructions and folders for all required reports that are performed daily, weekly, quarterly or annually. This will be very helpful for continuity of these tasks.

Behavioral Health Services

Same Day Access (SDA) – Adult & Child

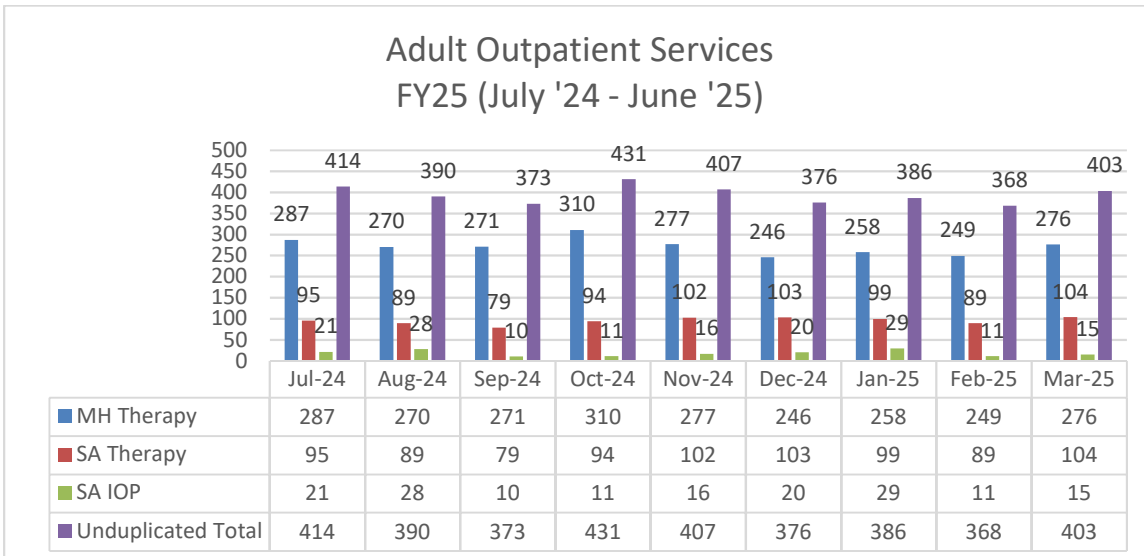
We continue to provide walk-in intakes for adults on Mondays, Wednesdays and Fridays as well as scheduled intakes for children and families on Tuesdays and Thursdays. For the month of March, the Same Day Access team completed 60 intakes for adults and 40 intakes for child/adolescent clients. Both numbers are somewhat lower than what we have seen around this time of year in previous fiscal periods, however they also both represent an increase in activity from February.





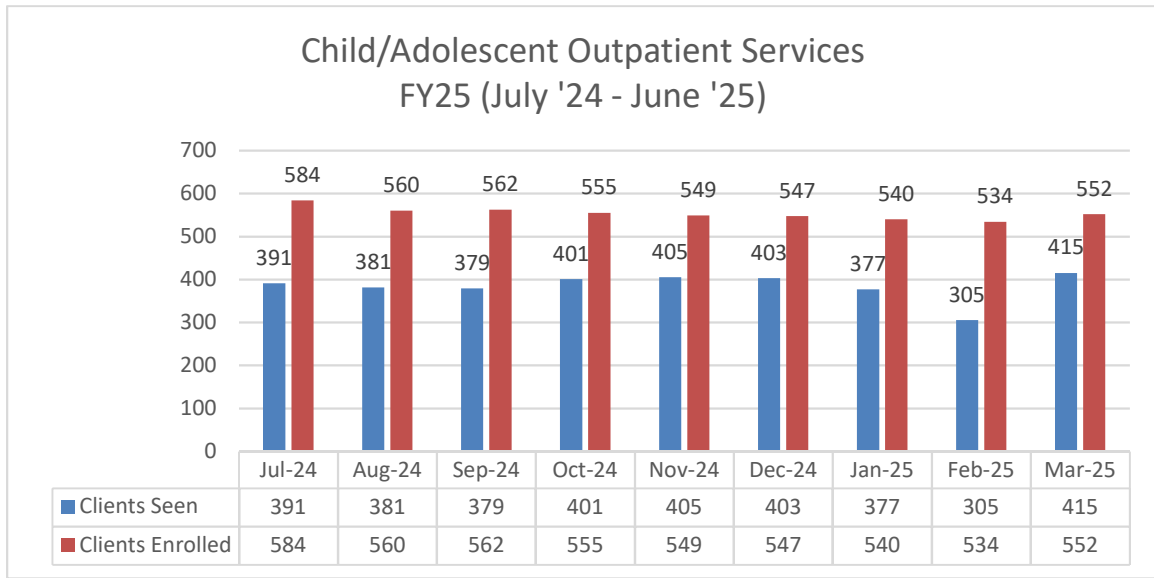
Adult Outpatient Services

In the month of March the Adult Outpatient Team has provided individual and group therapy to 276 individuals in mental health focused treatment, and for 104 individuals primarily working on substance use related issues. We also served 15 individuals in our substance use focused Intensive Outpatient Program. Not only are these numbers a good bit higher than what we saw in the previous month, it is one of the higher levels of output for the team in this entire fiscal year.

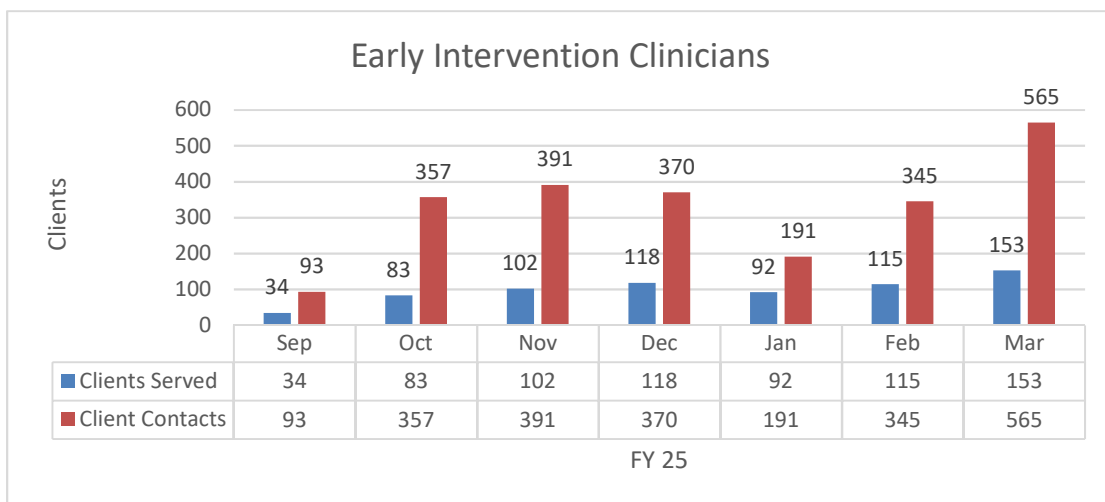


Child/Adolescent Outpatient Services

The Child/Adolescent Outpatient team has provided individual therapy services to 415 clients, and at times their families, in the month of March. Currently we have 552 individuals enrolled in child/adolescent therapy services. While that is not the highest enrollment number of this fiscal year, this is the most unique individual clients seen for therapy by the team during this period.

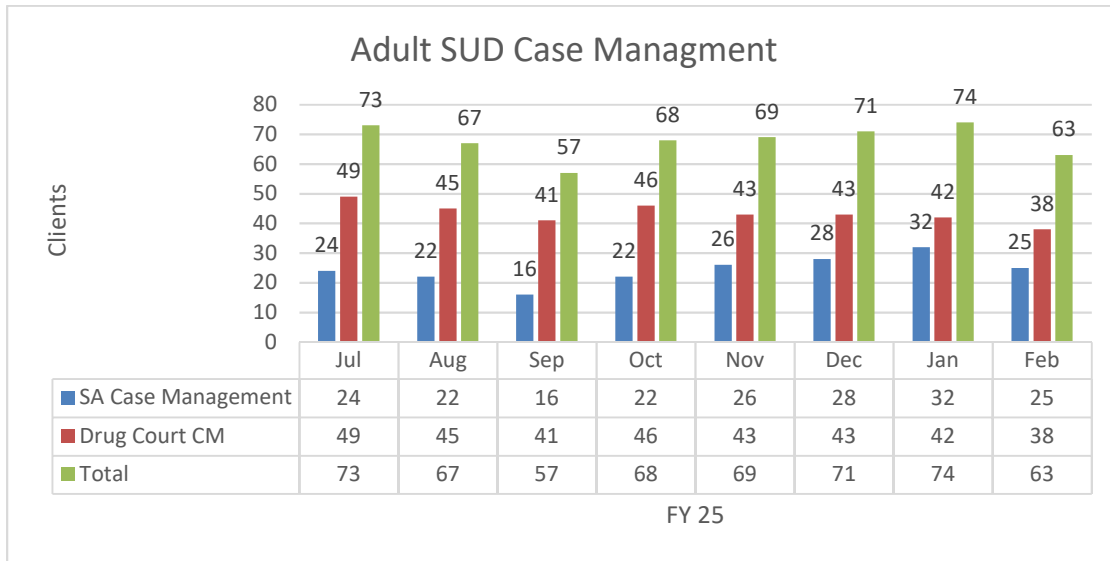


Our Early Intervention Clinicians also saw a jump in terms of output, providing 565 contacts for 153 individuals this month. To put this number into a little more context, the average number of contacts provided by the team in March is 330. We're also very pleased to announce that we have added another member to the EIC team with Anthony VanMeter starting with us this past Monday. Anthony will be placed at Spotswood High School which will officially give us EIC coverage in all of our local high schools!



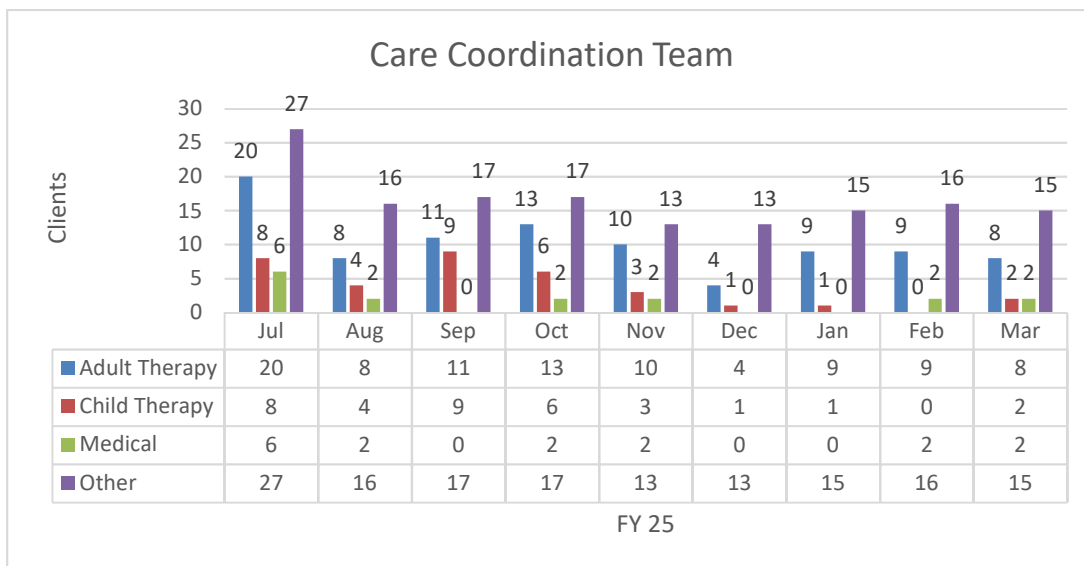
SUD Case Management - Adult

In the month of March our SUD case managers served 69 individuals, with 42 of those being clients of our local Recovery Court (formerly Drug Court) program. Overall these numbers are slightly above average for the year and represent an increase from last month.



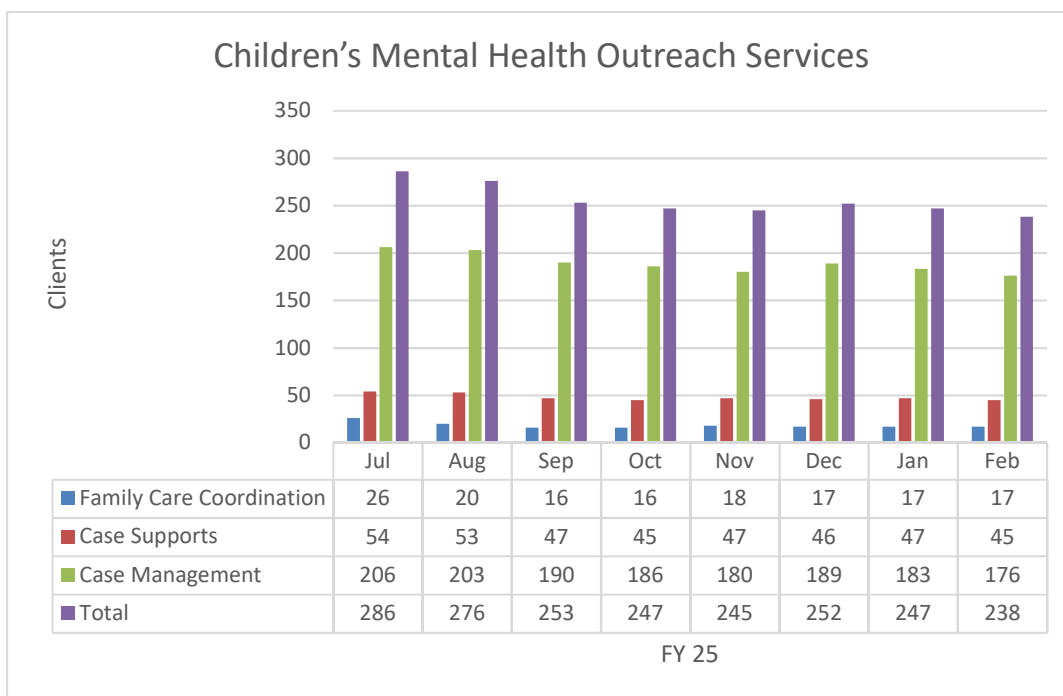
Care Coordination (Adult and Child)

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. Overall the team served 27 clients for the month of March which is a little lower than average for the fiscal year. Finding resources related to housing and medical made up 70% of the needs the team worked to help clients with this month.



Children’s Mental Health Outreach Services

On our Children’s Outreach Services team we have a group of case managers as well as a small team of family care coordinators (FCC). Within our case management team we also have a subsection of clients whose services are funded by our local FAPT team. These are our Case Support clients, and while they come with some extra paperwork the service provided is virtually identical to our other case management clients. FCC clients tend 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 March are not in yet, but in looking at the full February numbers 238 clients and families were served, which is a little less than average so far 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 team put on 2 one-hour REVIVE trainings; one at JMU for the Remote Area Medical Clinic, and one at Bridgewater College for one of the college’s health science classes. They also provided a one-hour Adverse Childhood Experiences training to another health science class while they were on campus at Bridgewater. A training related to suicidality was provided to students attending a CIT training, and the team partnered with HRCSB teammates from the Permanent Supportive Housing and Peer Support programs to represent our agency at jail re-entry resource fair hosted at the Navigation Center.

Other March BHW highlights include helping with the planning and execution of the HRCSB annual Training Day event for all staff, and continued work with the Health Community

Collaborative on developing plans for original educational material focused on providing financial education for members of the community. The team’s social media content this month focused on problem gambling awareness, teen mental health, developmental disabilities awareness month, and promotion of upcoming trainings. On a final note, we are pleased to announce that our search for a new BHW specialist has come to a successful end, as we welcomed Alexandra Karns to the team with her first day being this past Monday the 24th.



Community Mental Health Services

Community Mental Health Services

There are approximately 375 unduplicated individuals 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, Assertive Community Treatment and State Hospital Discharge Coordination.

Assertive Community Treatment

There are 16 clients receiving ACT services after 2 more enrollments in March. Several members of our team visited the ACT team at Valley CSB to learn from them. They discussed the specific roles of nurse, clinician and team lead. They also discussed treatment planning and documentation.

The team has most recently supported several clients released from jail as they re-enter the community. This includes transportation at night, after the buses have stopped running, emergency food, getting medications from the pharmacy, and rescheduling missed appointments upon release. It is also an opportunity for the team to work with the client to reset or renew treatment goals and plans.

Peer Recovery Services

We have hired two peers in March. One of the hires will work on the ACT team, providing peer support to the ACT clients, and the other will work with clients receiving Substance Use treatment. We are excited to continue to offer our clients support from individuals with lived experience similar to their own in order to offer hope and increase client engagement.

Permanent Supportive Housing

We have 36 individuals enrolled in our Permanent Supportive Housing program with three of those individuals being unhoused currently searching for housing. We have 38 clients on our referral list. We have 85 total vouchers from our DBHDS grant. Our PSH staff have office hours at the City Navigation Center (low barrier shelter) on Thursdays each week to collect referrals.

Supervised Living Residential

The program graduated a resident into an independent apartment in the community. The client turned a volunteer position into a part time job. He also successfully completed Mental Health Skill Building service and Psychosocial Rehabilitation at Summit House. The client will continue to receive case management along with medication management services. We will quickly fill the vacancy with a patient discharging from Western State Hospital due to arrive in early April.

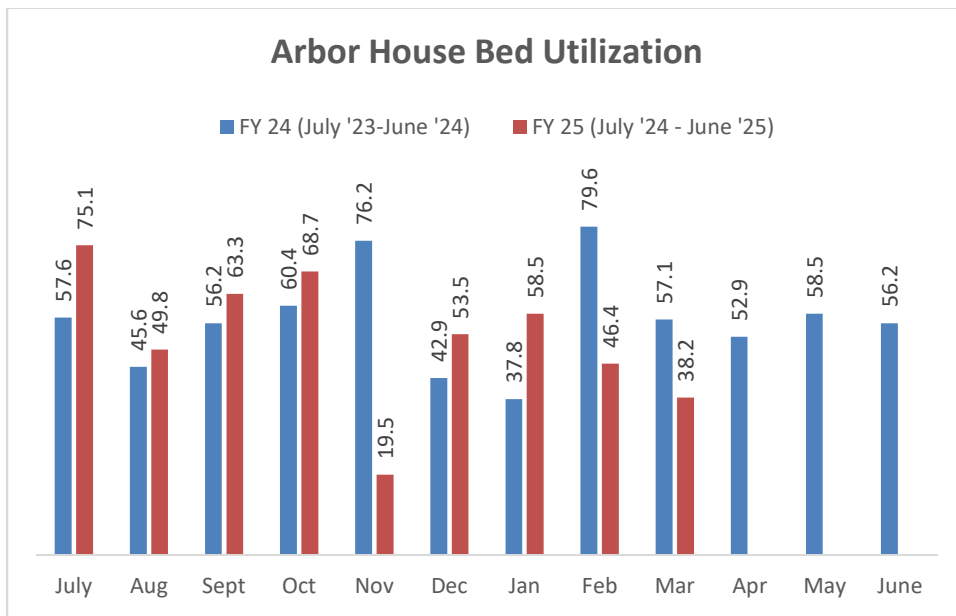
State Hospital Census

In the monthly State Hospital census report for January of 2025, HRCSB had an average daily census per 100,000 population of 7. Our region, Health Planning Region 1, had an average daily census per 100,000 population of 13. HPR 1 consists 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)

While the utilization rate for March is lower than expected, the number is skewed by the fact that 5 days remain in the month when this report is generated. While there was an increase in referrals for March with 27 reviewed by staff, 10 were offered admission, three withdrew referrals or did not respond, 9 were declined (7 of which were declined for medical reasons), and 6 were ultimately admitted with one admission scheduled. The team continues to collaborate with other departments in the agency as well as community partners to provide the best possible services. Arbor House will once again be partnering with Vine & Fig to benefit from the grant funding that provides fresh local produce to vulnerable populations through shares in a CSA. Staff utilize this produce as an opportunity to provide residents with nutrition information for health literacy as well as insight into what grows locally, how to access fresh food, and how it can be prepared.



Emergency Services

There continues to be significant staffing changes in Emergency Services as full time staff transition out of the department to other opportunities. The day staff continues to get support from the after-hours team with substantial support from the ES Supervisor in order to meet the needs of the community. During this month, the limited Emergency Services staff have completed 55 Prescreening evaluations. The team also responds to crisis calls from the community, supports HRCSB clients, provides in person crisis intervention, and manages the hearing and commitment process for each person held under a Temporary Detention Order

(TDO). This team provides a critical and substantial support to the community and the agency while balancing long term staffing shortages with professionalism and empathy for the clients they serve.

Community Crisis Services

March brought new energy to Community Crisis Services with the addition of Abraham Kamau as the Community Case Manager. Abraham brings a wealth of knowledge and experience that will provide a foundation for the Community Paramedicine co-responding team.

The Crisis Response Unit (CRU) was able to make 71 follow-up visits to community members that provide a bridge to services and a support in the community. They were also able to engage 24 new adult community members who have not previously engaged community crisis services. The CRU officer initiated 5 Emergency Custody Orders and took custody of a sixth, allowing local law enforcement to remain in the community. The team also provided support to 5 individuals who expressed the need for inpatient treatment to access that service voluntarily. During March, the Crisis Response Clinician worked with local county high schools to provide mental health content for rising seniors as part of the “Adulthood 101” Curriculum.

Developmental Services

DD Case Management

Developmental Disabilities (DD) Case Managers billed 329 units for the month of February. Case managers completed 573 separate contacts to assist with linking clients to services, or monitoring their satisfaction, including 212 face to face visits. They also completed 33 annual ISPs.

Currently we have 343 individuals receiving DD Case Management services, including 256 receiving Waiver services. Of those, 47 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 257 individuals on the DD Waiver Waiting list awaiting services. There are 50 individuals on Priority one status, followed by 123 on Priority two, and 84 on priority three. We received 8 requests for services, completed 7 screenings, opened 3 new clients, and placed 8 people on the waiting list.



We are continuing to recruit for two positions, our full time Intake/Outreach staff, and an hourly DDCM program assistant.

In March we again worked with DBHDS to complete the waiver slot allocation process, and assigned 7 Family and Individual Supports waiver slots to individuals on our Priority 1 waiting list. We also allocated one CL slot to an individual in an emergency situation.

Waiver slots are allocated by a regional volunteer committee, the Waiver Slot Allocation Committee (WSAC). When waiver slots become available, case managers review and update the Critical Needs Score of each individual who is on Priority 1 status. Depending on the number of slots which are available to allocate, a certain number of individuals with the highest critical needs score are then selected to be reviewed by the WSAC. Although we have 262 individuals on the DD Waiver waiting list, in actuality only 16 of them were ultimately considered for the allocation of the 7 waiver slots. Statewide there are approximately 15,500 individuals on the DD waiver waiting list, with over 3,000 on Priority 1.

We worked with DBHDS to provide feedback on the Support Coordinator Quality Review (SCQR) process. The SCQR is completed twice a year by our own QI staff, utilizing a state mandated review form. The review is meant to assist CSBs in ensuring we are meeting certain requirements of the DOJ settlement agreement. The results are then reviewed, in part, by DBHDS as part of an Inter-rater reliability process. Although the DOJ settlement agreement has come to an end, the SCQR process will continue.

March was Developmental Disabilities Awareness Month. We were pleased to join other community partners at the Disability Awareness Rally held at Court Square and organized by local provider Pleasant View Inc. We also worked with WHSV to help spread awareness regarding less apparent, or “hidden” disabilities, which may affect up to 6 million people in the US.

Infant and Toddler Connection

In February the Infant at Toddler program completed 337 billable services related to the delivery of Speech Therapy, Occupational Therapy, or Developmental Services. We also completed 13 Developmental Assessments. Support Coordinators added an additional 137 services, including 82 face to face visits.

We continue to recruit for a full time Speech Therapist and Service Coordinator.

We completed our second Regional Education Collaborative Team (REACT) assessment day at McNulty in March. As noted in last month’s report, The REACT project is a pilot program we are participating in along with Valley and Rockbridge Community Services Boards, with the goal to address the significant wait-times that currently exist for families with young children to complete assessments related to autism spectrum disorder. Our team was pleased to continue

to learn this new process, and make adjustments to ensure the process runs as smoothly as possible.

Referrals per month

Month	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
July	17	20	31	30	30	35	42	40	34
August	30	40	38	36	35	42	44	45	40
September	31	36	33	38	33	29	30	45	44
October	18	35	30	36	34	26	38	38	52
November	31	30	27	28	30	29	41	31	33
December	22	28	35	34	24	39	25	32	44
January	38	31	44	37	41	22	49	28	35
February	24	32	35	35	31	29	48	33	45
March	31	30	32	40	34	55	58	53	50
April	30	43	34	32	38	53	50	34	
May	48	20	33	25	26	45	55	45	
June	34	32	25	35	45	38	35	29	
Total Referrals	353	377	397	406	401	442	515	453	377
Child Count- Dec 1	127	162	173	195	201	193	225	259	249

Finance

The Finance Department has been under a transition period since the late fall of 2024, with several staff transitions and a reorganization of some of the positions within the department. In late February, Lisa Johnston was hired as the agency's Chief Financial Officer. Ms. Johnston has quickly jumped into her role, spending time getting to know the current staff, learning processes and procedures and noting strengths and opportunities to improve the department. While there is much to be thankful for with the strength of the finance department with regards to the current staff and processes, there is still several areas of opportunity for improvement that Ms. Johnston will be helping to address. We are currently recruiting and interviewing for a payroll specialist.

We are pleased to share that our reimbursement team is fully staffed with two new team members that joined the team in early March. Our reimbursement team works diligently to submit our billing claims and receive payments for services. In addition, they are assisting clients with our financial intake process and answering questions regarding client statements and/or fees for services.

2025 Agency Training Day

On March 21st our agency gathered together at Eastern Mennonite School for our annual “Training Day and Agency Vision Lunch”. Throughout the day, staff attended various trainings of their choosing, with topics ranging from Understanding Autism, Affordable Housing, Financial Wellness, and more. The day also included lunch for all staff in the cafeteria, and some prepared remarks from the Executive Director.

