



HRCSB Board Report – June 2026

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

June marks both an ending and a beginning for our agency as we close one fiscal year and prepare to enter another. As I reflect on the accomplishments of the past year, I am reminded of the extraordinary dedication of our employees and teams. Throughout the year, they successfully navigated significant challenges, including funding and regulatory uncertainty, increased demands from external audits, staffing vacancies and turnover, the implementation of several agency-wide system upgrades, and reductions in programs both within our organization and across the broader community. Any one of these pressures could place considerable strain on an agency; collectively, they required adaptability, perseverance, and unwavering commitment.

What continues to inspire me is the resilience of our staff and their dedication to our mission and the individuals we serve. Every day, our employees bring hope, support, and encouragement not only to our clients but also to one another. Over the past several months, I have had the opportunity to hear directly from employees about what they value most about working here. They spoke about the strength of their teams, the opportunity to make a meaningful difference in our community, the ability to grow and be challenged in a supportive environment, and the appreciation they feel from both their colleagues and leadership. These reflections are a powerful reminder that while the work we do is often demanding, it is also deeply meaningful and grounded in a shared commitment to serving others.

As I look ahead to the coming year, I believe that we will continue to face similar challenges with system changes at the state and local level. While these changes will bring challenges, they also create opportunities to strengthen our services, improve outcomes, and better meet the needs of those we serve. The accomplishments of this past year continue to demonstrate our ability to navigate uncertainty while continuing to fulfill our mission. I am encouraged by the dedication, expertise, and commitment of our staff and confident in our ability to move forward with purpose and optimism as we begin the new fiscal year.

Rebekah Brubaker, LPC

Administrative Services

Munis Project

Our Munis ERP Administrator has made an immediate impact assisting both the HR and Finance areas in addressing issues within the Munis system. The Finance team had a 2-day deep dive into best practices utilizing the software, which will net a path forward for the whole Finance Department to expand their knowledge of the program. June holds a number of meetings to help all areas of the project make critical progress.

Compliance Department

The Compliance team is preparing for new regulations, new forms and credentialing and licensing staff all by July 1. While our team plans for the busyness that this time of year brings, it still makes for a busy month. In addition, they have handled: 24 audits, a Medication Management error, a Corrective Action Plan for a late incident report and an erroneous Medicaid Appeal. All of this has involved a lot of reviews, consultation and ultimately, communication back to insurance companies and the State.

Information Technology

The IT Manager has spent a great deal of time of this month assisting the Munis ERP Administrator learning the back-end administration of the system, while simultaneously helping users address problems that arise. The IT team has helped navigate the renewal of the Electronic Health Record system renewal, including adding a long-awaited Client Portal. These changes would take place in later summer or early fall.

Clerical

The Clerical has had a busy but steady month. They are recruiting for a Receptionist-Supply Clerk and a Switchboard Operator, which will help with coverage as summer vacations begin.

Facilities

The Facilities team, and friends, took the notion of Spring Cleaning seriously this year. Dickson Sommers, Josh Dyke and ITC Coordinator for Outreach Kim Swope spent a very full day cleaning out storage areas at the McNulty Building. They were able to clear out items that were no longer needed and make better, more accessible use of the space. It was a big job and their efforts were greatly appreciated.

Risk Management

Our Risk Management Specialist recently finished a prep course to become a Certified Professional in Health Care Risk Management. The course through the American Hospital Association gave Josh further information regarding regulatory compliance and organizational risk management.

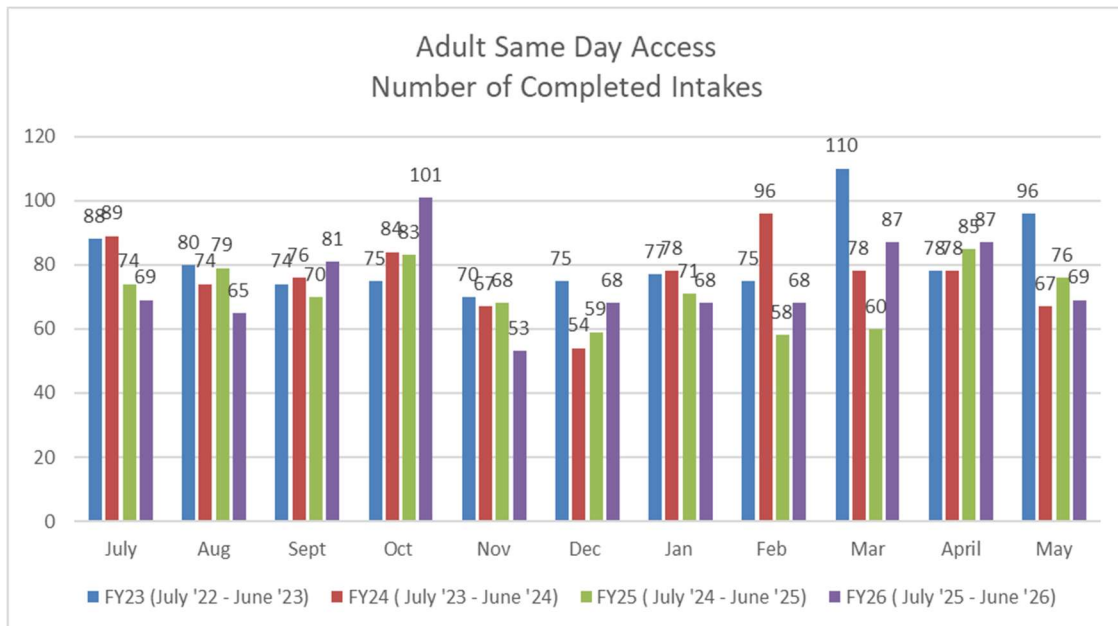
Data

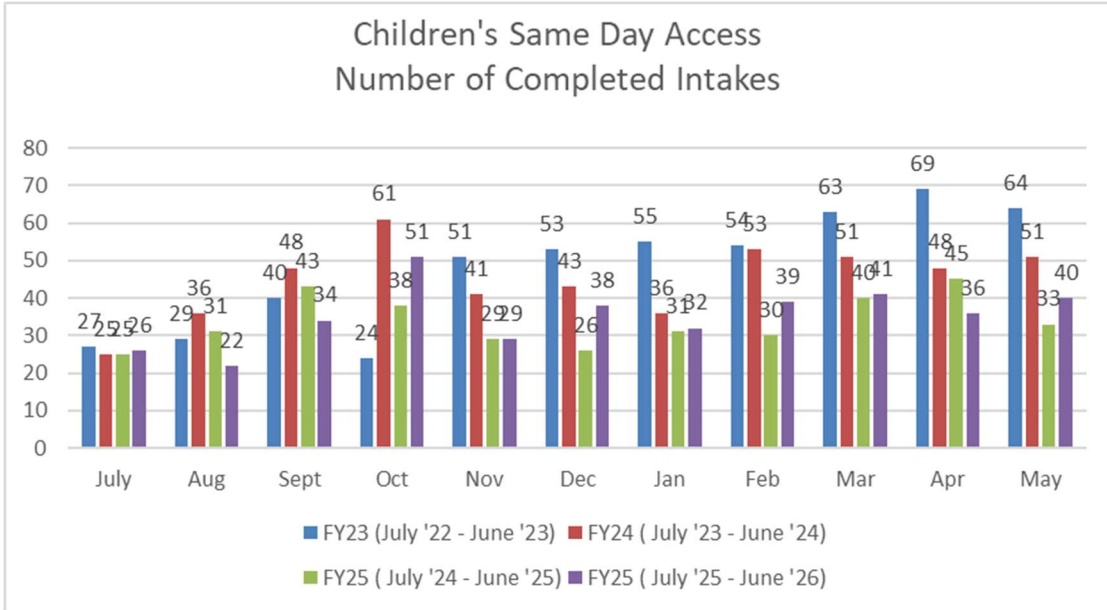
The agency will have its first ever Data Intern beginning in June. This young woman is a rising senior at JMU who majors in Psychology but has a strong interest in Data Analytics. She will work closely with our Data team to help create dashboards and will help with other projects as needed.

Behavioral Health Services

Same Day Access (SDA) – Adult & Child

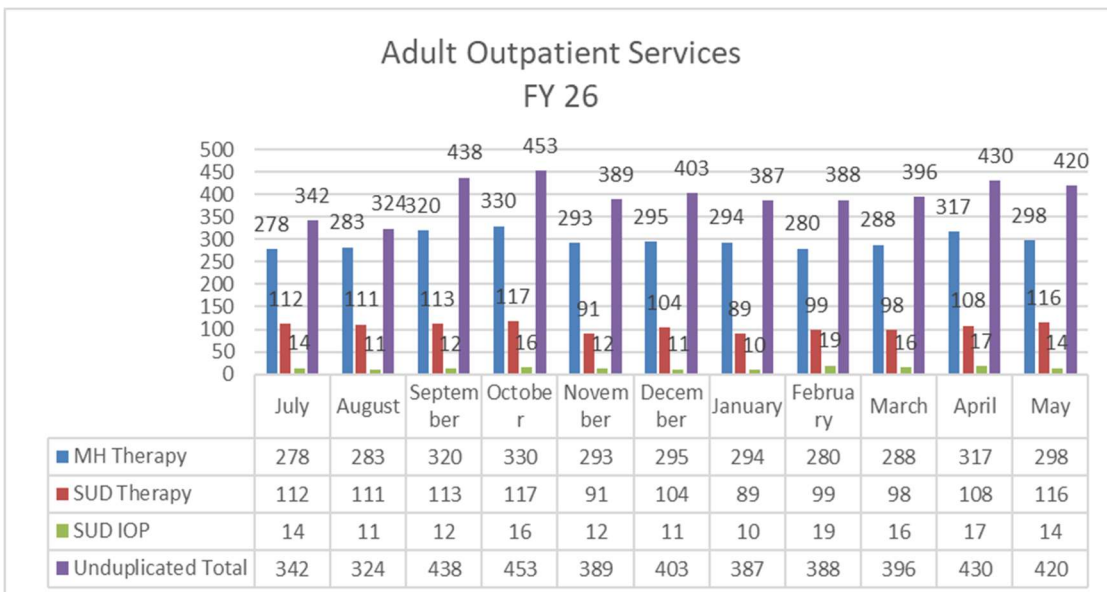
We continue to provide walk-in intakes to adults on Mondays, Wednesdays and Fridays as well as scheduled intakes for children and adolescents on Tuesdays and Thursdays. For the month of May, the Same Day Access team completed 40 intakes for children/adolescents and 69 for adults. The adult number is well below average for the fiscal year, but the children’s intake numbers are above average.





Adult Outpatient Services

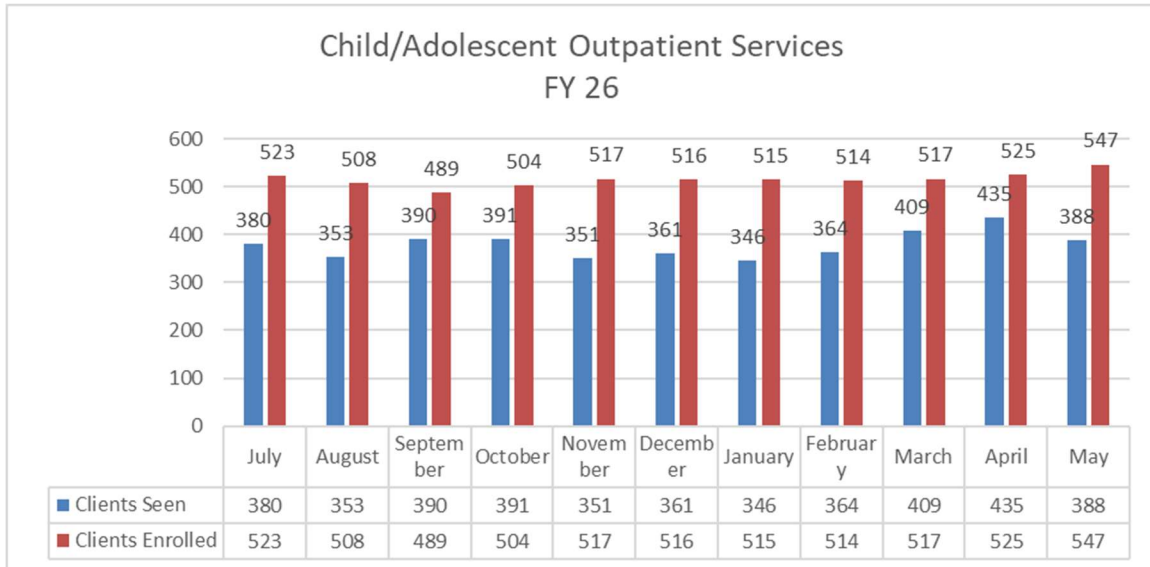
In the month of May, the Adult Outpatient team provided mental health focused individual and group therapy to 298 individuals, as well as substance used focused treatment to 116 different individuals. We also served 14 individuals in our substance use focused Intensive Outpatient Program. All three numbers are above average for the fiscal year.



Child/Adolescent Outpatient Services

The Child/Adolescent Outpatient team has provided individual and/or family therapy to 388 clients in the month of May, which is above average this fiscal year. Currently we have 547

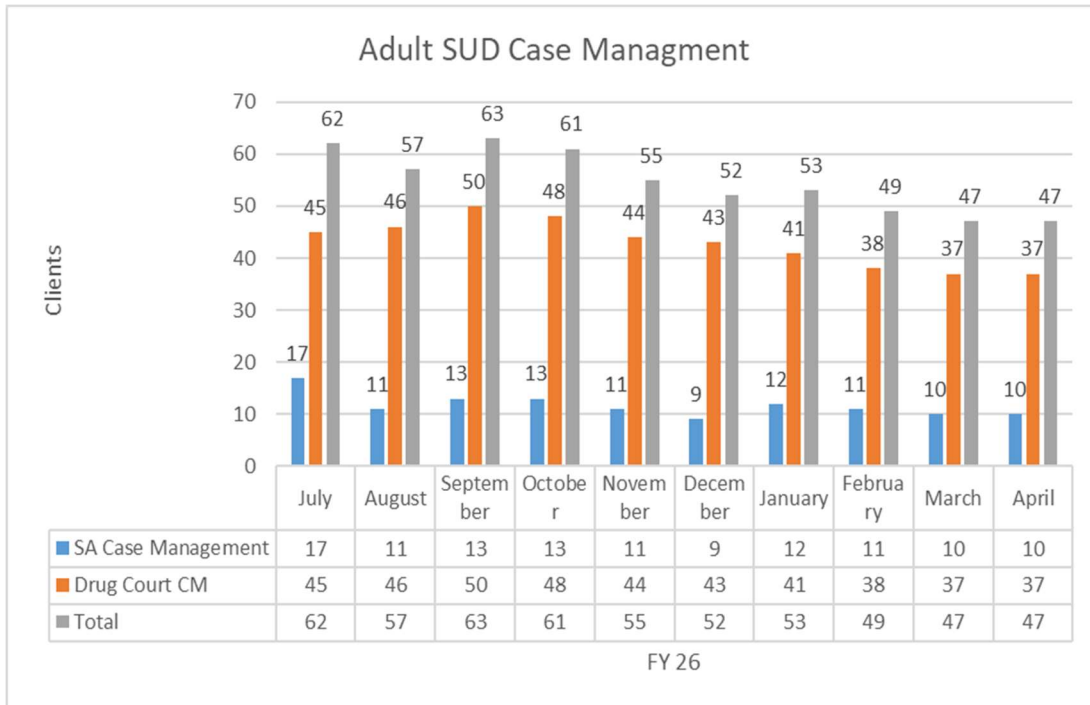
individuals enrolled in child/adolescent therapy services which represents another high for Children’s Outpatient for FY 26.



As far as our in-school services go, our Early Intervention Clinicians provided 709 sessions to 214 clients this month. Both numbers are well above average for the fiscal year. The team's productivity in the past three months has been very notable and is a clear reflection of having all our EIC positions filled.

Substance Use Disorder (SUD) Case Management - Adult

Our SUD CMs provide support to our clients who are dealing with substance use related challenges that are negatively impacting their ability to maintain their housing, employment, benefits, interpersonal relationships, legal issues etc. Our SUD CMs, work with clients to refer them to appropriate treatment services and/or recovery services and assist clients in accessing other resources in our community to aid them in their journey of recovery. Our team works with individuals involved in our local Recovery Court and individuals who seek services voluntarily. We do not have final SUD CM numbers for the month of May yet but in April the team served 37 clients enrolled in the local Recovery Court program as well as 10 other SUD CM clients. Both numbers are a little below average for the fiscal year.

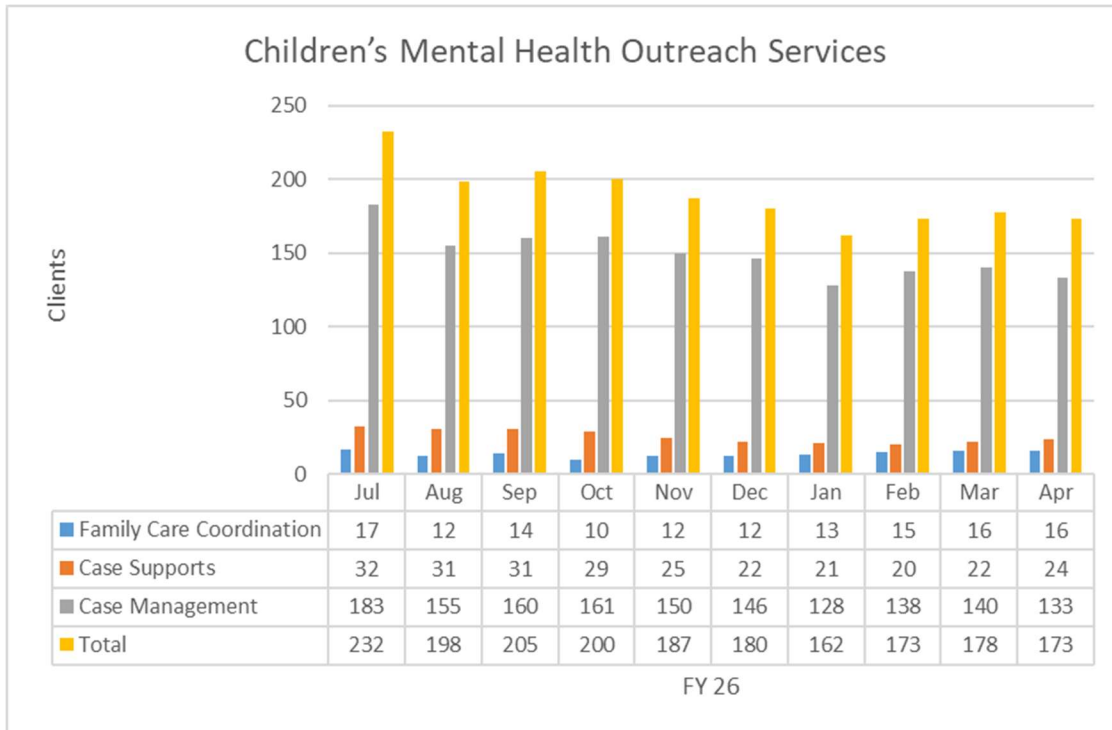


Care Coordination (Adult and Child)

The Care Coordination team continues to offer assistance for clients that either do not meet criteria for case management or, in some cases, are waiting to be opened to case management. Overall, the team served 41 clients for the month of May, which is above average for the fiscal year. The three primary needs that the team helped clients address continue to be housing, medical care, and income security.

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). Final billing numbers for May are not in yet, but in looking at the full April numbers 173 clients and families were served this month. This is somewhat less than average for the fiscal year.



Community Mental Health Services

There are 385 unduplicated individuals currently 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 Targeted Case Management, Supervised Living Residential, Mental Health Skillbuilding Service, Peer Recovery Services, Permanent Supportive Housing, Psychiatric Rehabilitation, Assertive Community Treatment and State Hospital Discharge Coordination.

Assertive Community Treatment (ACT)

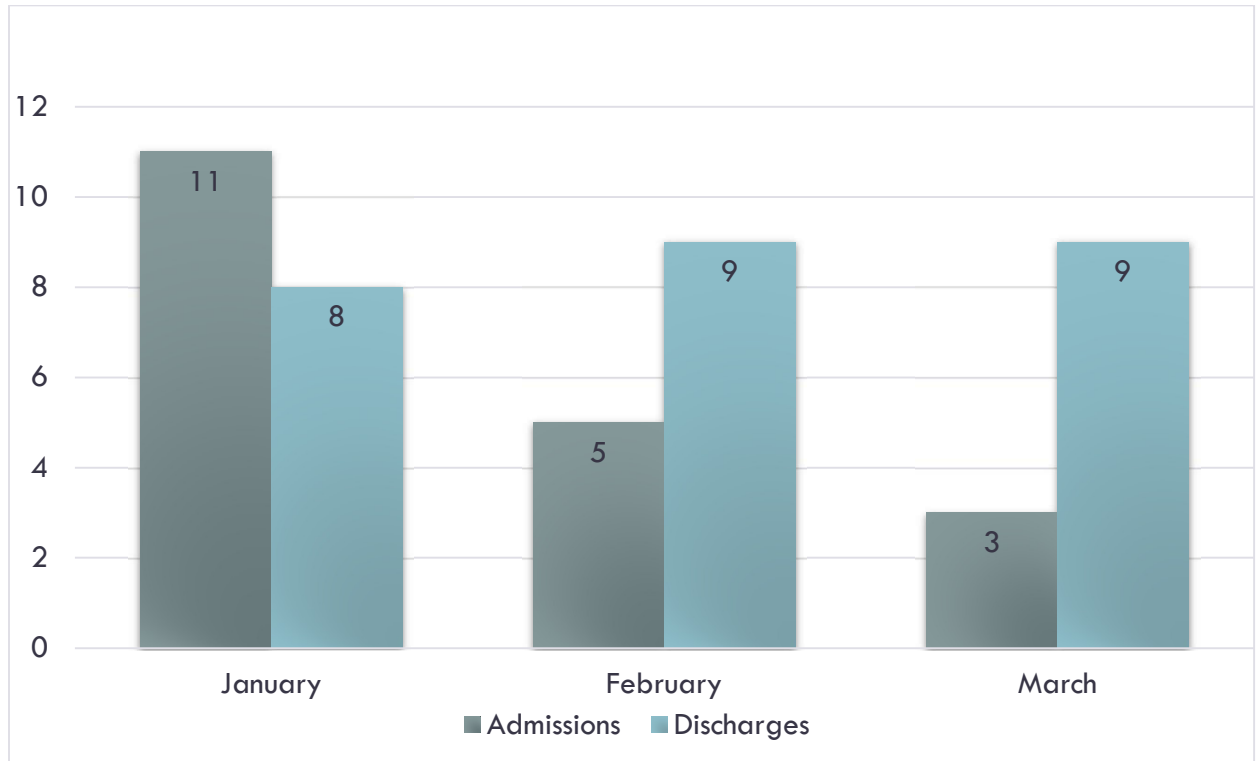
The ACT team has a caseload of 23 clients with weekly contacts ranging from once a week to daily. Five clients are receiving daily medication deliveries, with two of those being both morning and evening deliveries. The team is averaging 2.5 units of service to each client per week, which matches the ACT fidelity standard.

Challenges to stable housing this month have been broken A/C units, bed bug infestations, substance use relapses, loss of employment and refusal to take medication. Progress in recovery has been marked by clients remaining sober and abstinent from substance use, filling their pill box accurately on their own, keeping their unit clean, attending SUD group and being approved for benefits. Another team success is the creation of weekly walking group. The goal is for clients to get exercise and socialization. Last week, due to weather, the group walked the indoor

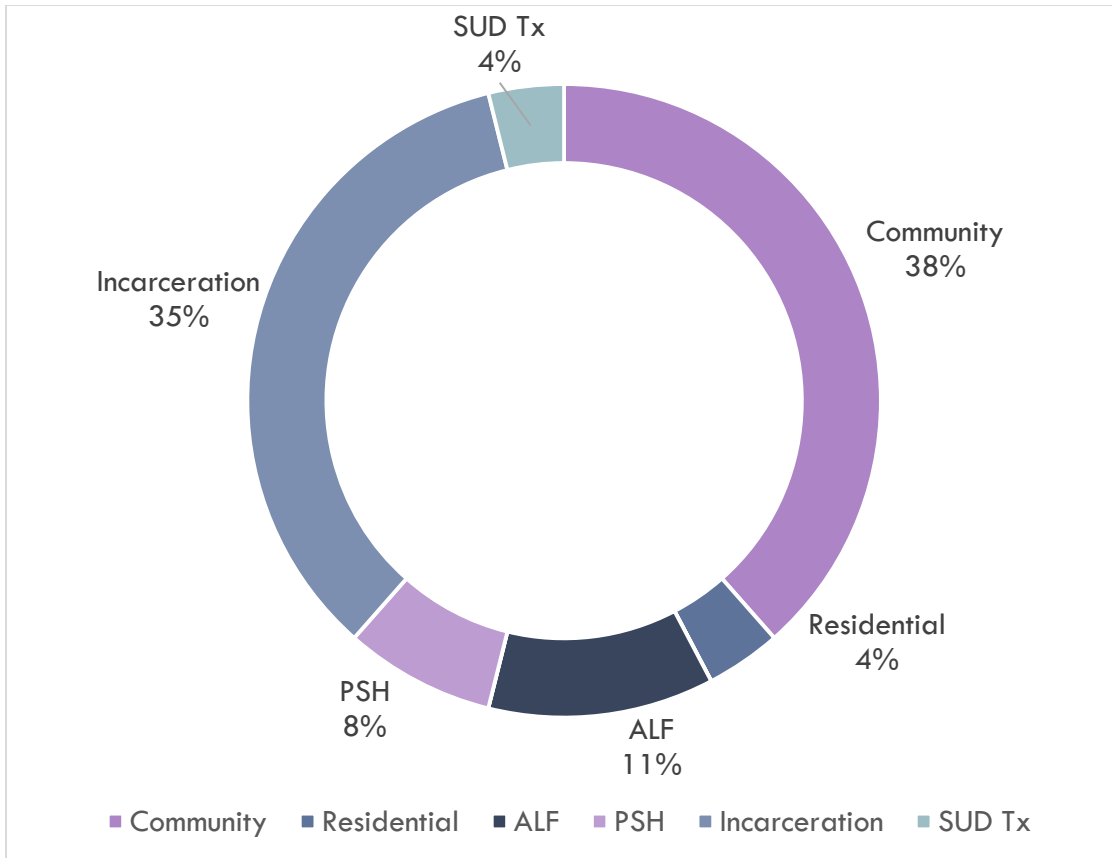
track at Rockingham Park. This week they will walk in Park Woods. We are excited to have added this component to our ACT services.

State Hospital Discharge Coordination

Our discharge liaisons have been productive, discharging 26 patients last quarter while working with 18 new admissions during the same period across seven state hospitals.



As you can see in the graphic below, most patients returned to community placements or incarceration. We are grateful to have our PSH program to enable discharge for patients who were previously unhoused.



*ALF – Assisted Living Facility; SUD Tx = 30-day inpatient program as a step-down service

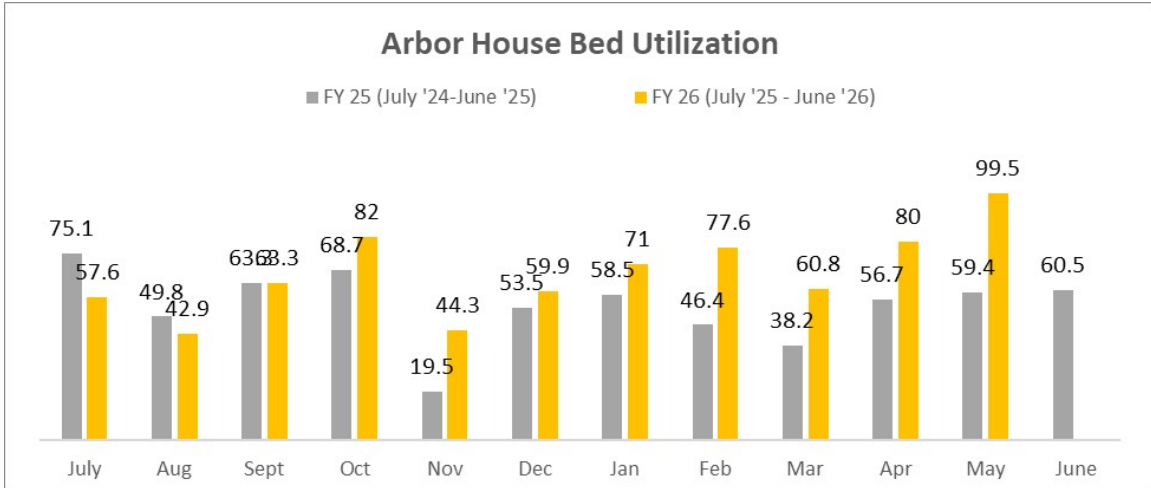
State Hospital Census

In the monthly State Hospital census report for April of 2026, HRCSB had an average daily census per 100,000 population of 12. Our region, Health Planning Region 1, had an average daily census per 100,000 population of 13. The adult population of Harrisonburg and Rockingham makes up 8.25% of the region’s adult census, while our total State Hospital bed days for the month of April came in at 7.64% of the regional census. HPR 1 consists of nine CSB’s: Alleghany Highlands, Encompass, Harrisonburg Rockingham, Horizon, Northwestern, Rappahannock Area, Region Ten, Rockbridge Area, and Valley.

Permanent Supportive Housing (PSH)

Number of clients housed: 40
 Number of clients enrolled seeking housing: 2
 Number of total referrals: 17

Crisis Services



Arbor House (Crisis Stabilization Unit)

May has been a record month for Arbor House with utilization at almost 100%. The team has been able to maximize efficiencies by scheduling admissions for a bed in the afternoons after morning discharges. This has been a remarkable accomplishment for the month of May when we had staff celebrating graduations at four different universities! The power of the team has shown through as everyone has worked to support one another and the program. May also launched CSU’s into the Behavioral Health Link platform. This requires staff to input bed utilization into the platform twice daily and provides a way for CSU’s to review referrals from other CSB’s. This is the same platform used by Emergency Services for TDO bed placement.

During May, staff reviewed 43 referrals from within the HRCSB catchment area and throughout the region and offered admission to 23 individuals in crisis.

Emergency Services

The Emergency Services team continues to grow! Courtney Carvajal joined the team as a full-time clinician supporting the agency and community during business hours. During May, the ES team completed 49 prescreens; 8 were released to community support, 14 voluntary admissions, 2 Arbor House referrals, and 24 Temporary Detention Orders (TDO).

Congratulations to Courtney Whetzel who has been a member of the HRCSB Children’s Case Management team while attending graduate school. She joined the Emergency Services team several months ago and was officially added to the Certified Preadmission Screening list. We have grown our little team to 14 and was able to cover the June schedule in record time.

Community Crisis Services – Community Paramedicine Program

Our community has created a space for the Crisis Response Unit (CRU) that is unique and invaluable. The ability to have flexibility in how crisis and the needed support is defined can be rare when measurable outcomes are the gold standard. Connection and hope may not be measurable but the impact was significant when CRU was able to be present for a community member in crisis, while their family member in their last moments, and get them connected to needed supports in the time following. The team continues to work to build connections in the community and raise awareness for available supports, they are exploring ways to engage the community in new settings.

During the month of May, Crisis Response Unit (CRU), provided follow-up services to 71 individuals in the city and county. There were six instances where the team was able to provide transport to the hospital so that the individual could engage in voluntarily in treatment. There were also five occasions where the team facilitated an ECO so that local law enforcement was able to maintain roles in the community while the client was connected with the treatment needed to maintain safety. Additionally, the team was able to respond to 15 ECC calls in progress for mental health, this is the community showing up with best practice interventions.

The Community Paramedicine Program is on pause while staff are on leave and HFD continues their recruitment process for the Community Paramedic.

Developmental Services

DD Case Management

Developmental Disabilities (DD) Case Managers billed 362 units for the month of April, our first time reaching over 360 billings in a month. Case managers completed 668 separate contacts to assist with linking clients to services, or monitoring their satisfaction, including 236 face-to-face visits. They also completed 33 Individual Service Plans.

Currently we have 376 individuals receiving DD Case Management services, including 46 receiving DD Waiver services. Of the 279 individuals receiving ID waiver services, 39 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 a face-to-face contact at least once 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 278 individuals on the DD Waiver Waiting list awaiting services. There are 38 individuals on Priority one status, followed by 135 on Priority two, and 105 on priority three. We received 8 requests for services in May, completed 13 screenings, placed 15 people on the



waiting list, and opened 4 new clients. Statewide there are 14470 individuals on the DD wavier waiting list, including 2692 on Priority one.

An on-site inter-rater reliability review by DBHDS early in the month went very well, showing no disagreements with our submitted scoring of our Support Coordinator Quality Review documentation. As always, a big thank you to our QI staff for their help in completing these reviews. Additionally, the Health Services Advisory Group has concluded their reviews of our records, and we are currently awaiting the results.

Infant and Toddler Connection

In April, the Infant at Toddler program completed 182 billable Developmental services, including 35 Developmental Assessments. We completed 76 Occupational Therapy services, including 10 evaluations, 84 Physical Therapy Services, including 3 evaluations, and 137 Speech Therapy services, including 13 evaluations. Support Coordinators added an additional 254 Medicaid billable services, including 178 face-to-face visits.

May was Early Intervention Month! Throughout the month our goal was to increase awareness, to use social media to highlight our services and team members, and to increase awareness of our autism evaluation team (REACT). Our ITC Facebook page received over 37,000 views, and we gained over 145 new followers. We had a great time participating in the Shenandoah Valley Baby Expo at the fairgrounds, as well as attending the Sentara Resource Fair at the hospital. We conducted a toy drive, participated in a community raffle, and distributed hundreds of brochures to pediatric offices as well as the city and county schools. We also conducted over 100 initial screenings at local day care centers during the month. Quite a successful and busy month!

Referrals comparison year to year:

Month	Referrals FY 25	Referrals FY 26
July	34	45
August	40	41
September	44	51
October	52	34
November	33	32
December	44	42
January	35	44
February	44	40
March	58	57
April	57	49
May	45	45

Finance Department

Finance

The auditors were on-site for the FY25 Financial audit the week of April 27, 2026, and will be presenting findings to the Fiscal Committee on June 9, 2026.

We met with the Fiscal Committee on Monday May 26, 2026, to review FY26 estimated results, the FY27 Budget, and requested fee changes for FY27. These were all approved and will be presented to the Board for approval during our June meeting. Letters will be mailed timely to our clients that are affected, to ensure they are aware of price changes.

The reimbursement team continues to clean up items from the past that are affecting our Accounts Receivable balance. We are writing off uncollectible balances, and resubmitting claims if possible. They continue to work on this, while they maintain our current items to ensure we are able to collect all possible claims.

Staff openings

In May I reported we were advertising for an Accounting Specialist. Those interviews did not result in an offer. We are currently advertising for two positions: Staff Accountant II, and Insurance Reimbursement Specialist. We begin in person interviews in the first week of June.

Software

We had a Finance Expert from Munis on-site in May to assess our use and training needs for the future to ensure we are utilizing the software to the fullest. We will be reviewing that information in June, and setting up training sessions as needed.

We have also been reviewing processes in Credible, to ensure items are accurately set up to ensure they are reported correctly. We want to ensure our processes are streamlined and are also using it to the fullest.