



HIGHLANDS COMMUNITY SERVICES

ANNUAL REPORT 2012

improving lives, discovering possibilities

improving lives, discovering possibilities





MISSION STATEMENT

Highlands Community Services is committed to providing the highest quality continuum of behavioral health care, promoting a "center of excellence" for all individuals seeking mental health, substance abuse, or intellectual disability services.

Dedicated to empowering each individual "consumer" to lead a healthy, independent lifestyle, Highlands shall advance a professional environment that has dignity, respect, hope, and genuine empathy as its basic cornerstones.

Highlands will continue to provide services in an efficient and financially viable manner to ensure the continued development of new programs based on community need.

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remains the organization of choice for an increasing number of professionals seeking employment. We will continually strive to make sure this achievement is never

and serious creative thought, Highlands' annual operating budget topped nineteen million dollars in Fiscal 2012 for the first time in the forty year history of the agency; and it

"Highlands Community Services continues to be a 'Center of Excellence' with a sincere commitment to meet the behavioral health needs of our community."

Jeff Fox, Executive Director

FROM THE EXECUTIVE DIRECTOR

It is hard to believe that Fiscal Year 2012 has come an end. This year was certainly one that exhibited sustained growth, innovation, and creative thought. I continue to be extremely proud of the quality and "spirit" of our staff. There remains a continued determination of staff to achieve lofty ideals while protecting a high degree of integrity within each program. I could not be more proud of such accomplishments.

Highlands Community Services continues to be a "Center of Excellence" with a sincere commitment to meet the behavioral health needs of our community. HCS remains committed to both quality and customer service. As of the end of Fiscal 2012, Highlands employed over three hundred staff making it one of the largest employers in Washington County, or the City of Bristol. I am pleased to say that Highlands Community Services

taken for granted, doing all we can to insure the organization reflects the highest quality for our staff and customers.

During fiscal year 2012, a number of new initiatives (i.e., a more formal partnership with Johnson Memorial Hospital; an Interchange II program for high school students; three additional day treatment programs in new schools; a supervised visitation program as part of Project Jane; expansion of the Wounded Warrior Program; and the Children's Campus initiative) took significant steps toward fruition. All will be integral parts of the organization's strategic plan for fiscal year 2013. As HCS's Executive Director, it has been extremely rewarding to witness staff "roll out" new initiatives which in turn have created a sense of vibrancy within their programs. In each department there exists an atmosphere of creativity & forward thinking. As a direct result of such "spirit," commitment to the process,

is budgeted to top the twenty million dollar mark during fiscal year 2013.

Going forward, Fiscal Year 2013 will be an exciting, yet challenging, year with the State's new Managed Care initiative beginning July 1, 2012, coupled with the current state of the economy. I believe HCS is well positioned to handle any external pressures and should continue to see sustainable growth in most departments. We are poised to enter into the next fiscal year with a high degree of enthusiasm, optimism, a sense of purpose, and a sense of personal pride.

It is my hope that HCS will continue to represent the ideal that mental health is an integral part of any community's well-being, and that we remain committed to serving the community in a way that results in a sense of pride and genuine dignity.

■ Jeff Fox, Executive Director

BOARD OF DIRECTORS

FROM THE CHAIR

Fiscal year 2012 was yet another successful year for Highlands Community Services. The agency continued to provide a skilled staff and facilities to meet the community's needs. New and unique programs were developed. Board members, as representatives of the community, met regularly to offer their perspectives. I was proud to have had an opportunity to serve the board and my community for a year as Board Chair.

■ Sondra Alan, Board Chair, 2012



REPRESENTING...

THE CITY OF BRISTOL, VIRGINIA

Sondra Alan, Chair

Donald Ashley

Fred Bowman

Daniel Johnson

Carter Miles

WASHINGTON COUNTY, VIRGINIA

William Bowman

Claudia Duffy

Jane Johnson

Kitty Owens, Vice Chair

Odell Owens

Rebecca Querio

Steve Rowland

Lillian Spicer, Secretary/Treasurer

"...Yet another successful year for Highlands Community Services...I was proud to have had an opportunity to serve the board and my community for a year as Board Chair."

Sondra Alan
Board Chair, 2012

FINANCIAL REPORT



AT A GLANCE

REVENUES

State Funds.....	\$ 2,821,391
Local Funds	492,796
Medicaid Fees.....	12,501,807
Other Fees	1,586,515
Federal Funds	835,276
Other Funds	772,340
Total	\$ 19,010,124



The fiscal year ending June 30, 2012 proved to be another year of program growth and development, resulting in total revenues exceeding \$19 million for the first time ever. The rate of revenue growth over the prior fiscal year was a modest 4.6% compared to each of the previous five years during which revenue growth ranged from 10.1% to 15.5%. The number of individuals receiving services provided by Highlands Community Services increased at a rate of just under 5%, reaching an unduplicated count of 4,831 for the year. Once again, HCS continues to maintain a strong financial position and is poised for future advancement.

EXPENDITURES

Personnel.....	\$ 13,224,497
Staff Development.....	286,711
Facility/Vehicles.....	1,796,420
Equipment/Supplies	472,009
Consult/Contracts	2,316,754
Program Operations	450,204
Other Expenses.....	104,621
Total	\$ 18,651,215



■ Kathy Simpson, CFO

COMMUNICATIONS

Fiscal Year 2012 was an exciting time for the Communications Department. The newly formed department hit the ground running and has been hard at work clearly communicating the value and mission of HCS to its community and its employees. This is accomplished using a multitude of creative strategies involving digital communications, media relations, public/community relations, and more.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Multiple news releases resulted in newspaper and television coverage of HCS throughout FY12.
- » Programs spotlighted in the media thus far include: Autism Services, Prevention and Education's Project Dad's Program, Outpatient's Project Jane, The Wounded Warrior Program, and the Washington County Drug Court Program.
- » The Communications Department produced an agency preview video that is currently utilized during new employee orientation.
- » The Communications Department worked as a team with representatives across the agency to brand and successfully host the 2nd Annual World of Autism conference. New for FY12 was online registration, media coverage, and product donations from Starbucks.
- » Thrive radio show was launched in June. Thrive is a radio show about feeling well and being better brought to listeners by Highlands Community Services. Thrive provides a platform for community education as well as promotion of HCS services.



thrive
www.thriveradioshow.com

CONSUMER SPOTLIGHT



Intellectual Disability Services

improving lives, discovering possibilities



"For Chris, HCS represents opportunity!"

Kathy, Chris's Sponsor Home Provider

INTELLECTUAL DISABILITY SERVICES

HORIZONS

Horizons is both a center and community based program for individuals with intellectual disability who are ages twelve years through adulthood. This program provides assistance to increase socialization, life skills, communication, and more through community resources (e.g., field trips and volunteer opportunities) and center-based activities (e.g., arts and crafts, personal hygiene education, and horticulture).

"Attending Day Support Services has made my life better."

Consumer

HIGHLIGHTS OF THE YEAR INCLUDED:

- » The extension of hours from 1:30pm to 3:30pm proved to be successful.
- » Outsourcing transportation in "out lying" areas has proven to be effective and efficient for the program.
- » Staff development continues in the area of autism with inclusion in the planning of a sensory room.
- » Lead Day Support Trainer continues to receive training towards Positive Behavioral Support Specialist certification.
- » Horizons continues to coordinate with other HCS programs to increase impact and service delivery.

SUPPORT COORDINATION SERVICES

Intellectual Disability Support Coordination provides case management services, as identified in a detailed Person Centered Plan, to assess the needs (medical, psychiatric, social, educational, residential, etc) of individuals with intellectual disability and coordinates, links, and monitors supports for those individuals.

"My Support Coordinator believes I can grow, change and improve."

Consumer

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Due to increase in referrals, a part time Support Coordinator came on board in November to assist in providing needed support to individuals requesting services.
- » The settlement between Virginia and the Department of Justice resulted in the decision to gradually close four of the five state training centers which house individuals with developmental disabilities. This settlement greatly increased the responsibilities of all Community Service Boards including HCS.
- » Much time, training and implementation went into the new electronic authorization process (IDOLS) by all staff.
- » Staff development continued to be a primary focus.



The Annex Facility

INTELLECTUAL DISABILITY SERVICES

SPONSOR HOME RESIDENTIAL PROGRAM

The Sponsor Home Program offers individuals the opportunity to live in a licensed sponsored family home in their community. Sponsor home settings offer a nurturing and supportive home environment focusing on supports to increase the individual's independence, health, safety, and community involvement.



HIGHLIGHTS OF THE YEAR INCLUDED:

- » The number of individuals receiving supports within the Sponsor Home program increased, and there was one new home established.
- » Consultation concerning and consideration of the need for a small, four-person group home is ongoing.
- » Three of the consumers living in sponsor homes participated in the state Special Olympics.






CONSUMER SPOTLIGHT

Children's Services

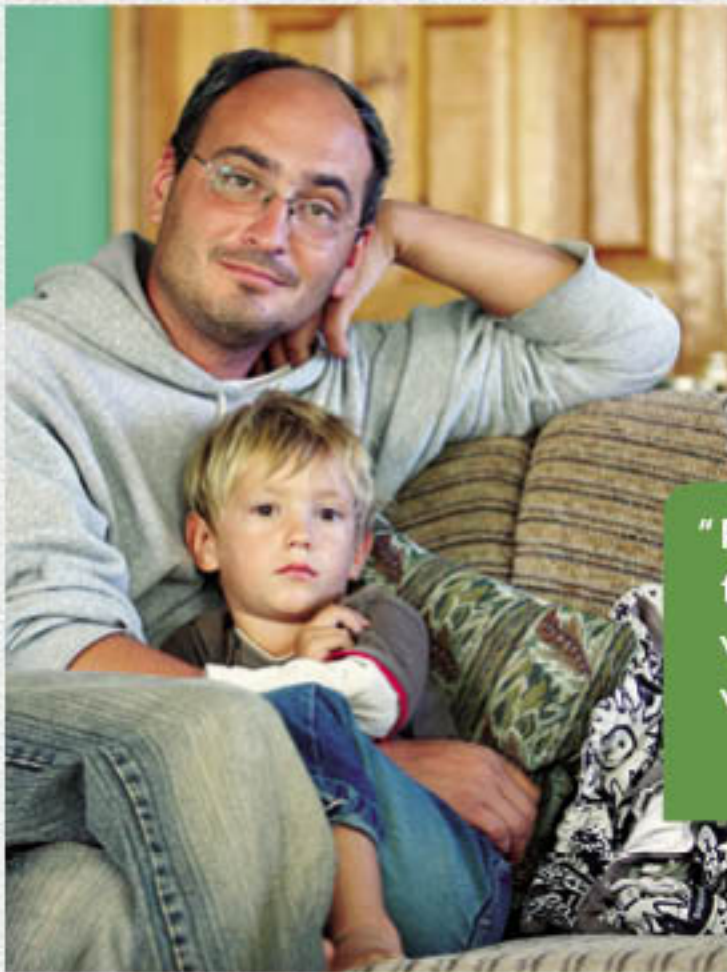
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"For me, Highlands Community Services means a second chance. They helped me conquer my issues and work through what I needed to. When I was going through really rough times, they helped me realize that someone was on my side. Recently, I have graduated high school and secured a job. HCS taught me how to have impulse control and a positive attitude. I don't know where I would be without their help."

Kristen

CHILDREN'S SERVICES



PREVENTION & EDUCATION

Prevention & Education works to create drug free communities by partnering with other groups and organizations and providing evidence based programs that increase the development of positive life skills and help prevent/reduce youth substance abuse and negative behavior. These programs target the children and adolescents (0-18) of Washington County and Bristol, VA and their families. Prevention & Education programs are exhaustive and include everything from the Too Good for Drugs Program to the Strengthening Families Program, where parents learn to build on their strengths, show love, and set limits.

"Project DADS makes you a better father. It makes the whole family work together better. I believe that with my whole heart."

Project DADS graduate

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Prevention & Education provided 10,756 total hours of service:
 - 3,412 youth participated in school-based prevention programs (Life Skills, Too Good for Drugs, Second Step) teaching students the necessary skills to resist social pressures to smoke, drink, and use drugs, and to help students develop greater self-esteem and self confidence.
 - 154 parents and children participated in the Strengthening Families Program, a 14-week family-based parenting class to improve parenting skills, build life skills in youth, and strengthen family bonds.
 - 43 parents participated in the Early Childhood Parenting Classes to gain parenting skills, understand children's behavior, and equip parents with tools to develop healthy family relationships.
- » Project DADS started in December 2011 and is a parenting class for fathers. Project DADS's mission is to inspire men to be the involved, responsible, and committed fathers that their children need. Project DADS celebrated their first year with 65 fathers participating in the 12 week program.
- » Prevention & Education secured multiple grants including Virginia Commonwealth University's incentive grant to reduce vehicle crashes among alcohol impaired 15-24 year old drivers. This significant project involves the Washington County Substance Abuse Prevention Coalition and twenty community partners for which Highlands Community Services serves as fiscal agent.

CHILDREN'S SERVICES

EMBRACE SPONSOR HOMES

EMBRACE Sponsor Homes provide a community-based intensive treatment setting for severely emotionally disturbed children and adolescents who otherwise would require treatment in a more restrictive residential setting. EMBRACE also serves those returning from residential placements who require more treatment or supervision than is available in their own home or in a traditional foster home. EMBRACE Sponsor Homes are a distinct, powerful, and unique models of care that combine the best elements of traditional foster care with a treatment methodology within a family setting.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Therapeutic Family Care became EMBRACE Sponsor Homes.
- » EMBRACE served a total of 54 consumers during FY12 ranging in age from 2 to 22.
- » Arranged special social events for sponsor home providers.
- » Opened new sponsor homes.
- » Collaborated to provide specific trainings with Bristol Department of Social Services and Washington County Department of Social Services.
- » Hired new unit manager.



" EMBRACE staff members are amazing to work with!"

Consumer

INTENSIVE CASE MANAGEMENT

Intensive Case Management (ICM) provides and coordinates quality treatment services in the home and community setting to children and adolescents who are seriously emotionally disturbed (SED) or at risk of being SED. In Highlands Community Services' continuum of care, ICM bridges the critical gap between regular Care Coordination Services and In-Home Family Therapy by providing a moderate intensity and frequency of services that provides both support and accountability for parents who wish to receive effective community services for their at-risk or SED child.

"I am very pleased with my Intensive Case Management worker. He has been a great help with our family striving to reach our goals. My son has improved greatly because of him."

Consumer

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Worked with Outpatient Services to "staff" co-cases.
- » Families continue to specifically request the service.
- » A waiting list remains.
- » Successfully prevented most adolescents served from being removed from their homes.
- » Served a total of 142 consumers.

CHILDREN'S SERVICES

"Many of the students at the school benefit greatly from the SAP program. I rely on the counselor for help with students who are suffering from issues I cannot address in the classroom. These issues must be dealt with before students can fully function in the classroom."

Teacher

STUDENT ASSISTANCE SERVICES

Student Assistance Services (SAS) intervene with adolescents directly in the school setting. The program addresses emotional, behavioral, social, and mental health along with substance abuse issues among middle and high school students in Washington County, VA and high school students in Bristol, VA. Adolescence is often a turbulent time for many, filled with difficult decisions and life circumstances. SAS aims to help students develop healthy coping skills and make positive lifestyle choices through early intervention, problem identification, supportive counseling, and referral.



HIGHLIGHTS OF THE YEAR INCLUDED:

- » SAS served a total of 633 consumers.
- » Counselors provided vital grief/trauma counseling to elementary students following an incident involving two students bringing a gun to school; to middle school students after the death of a teacher; and to students after a student suicide.
- » Counselors co-facilitated a cyber bullying presentation with Denise Dew from the Children's Advocacy Center at all high schools (Bristol and Washington County).
- » The Typical or Troubled Program (provided by a grant through the American Psychiatric Foundation) was presented to three middle schools. This program promotes awareness of mental health issues among adolescents, teaches how to identify troubled students, and educates regarding the referral process.
- » 91% of teachers surveyed responded that they observe students responding to and benefiting from the Student Assistance Services provided by HCS.

"Without my SAP counselor the past two years, I wouldn't be as strong as I am."

Student

"My SAP counselor really helped me through a lot my senior year. She has helped me in ways that I didn't know were possible."

Student

CHILDREN'S SERVICES

THERAPEUTIC DAY TREATMENT PROGRAM: SCHOOL BASED

The School-Based Day Treatment program, referred to as DACs (Daily Assistance Counselors), provides public schools with emotional and behavioral support for their student populations in order to maximize academic achievement and to assist in maintaining the students served in the regular school environment. The ages served are pre-school up to and including high school freshman. The School-Based Daily Assistance Counselors (DACs) provide a 6:1 student to counselor ratio. This service focuses on individual and group counseling, crisis intervention and management, increased awareness of problem solving skills, behavior modification, and family support. The program is the nucleus to providing other needed mental health services for children in the school setting.

"The Day Treatment Counselors play an important role in the school setting. The counselors demonstrate a high level of competence, professionalism, and confidentiality, and always display a kind, caring demeanor. In addition, they work very effectively with difficult students and parents. Students who participate in this program have shown significant progress academically, socially, and emotionally."

Teacher



"I have learned to control my anger and am now able to do my school work."

Student


HIGHLIGHTS OF THE YEAR INCLUDED:

- » The program served a total of 332 students in their regular school environment and employed 30 staff counselors.
- » The program was provided at 8 elementary schools, 1 middle school, and 4 high schools.
- » As a result of school-based services, students' school attendance and academic grade averages continue to rise and discipline referrals continue to decrease.

CONSUMER SPOTLIGHT

Children's Services

improving lives, discovering possibilities



"Highlands Community Services means everything to us. The services provided to us are the best thing that ever happened to our family. You wouldn't believe how far the boys have come. The staff truly cares and they treat us like family. Our boys just love them, they recognize them, and are happy when they see them! We don't know what we would've done without services from HCS."

Kimberly,
Emory and Eden's Mother



CHILDREN'S SERVICES

THERAPEUTIC DAY TREATMENT PROGRAM: INTERCHANGE

Interchange is a day treatment school program that provides an intensive treatment experience for elementary and middle school students who are unable to make adequate adjustments to the regular public school setting. Students are referred to Interchange from the Bristol and Washington County school systems via principals and school counselors. Children and adolescents referred to the Interchange must meet the definition of a seriously emotionally disturbed (SED) child or adolescent.

The Interchange program is designed to provide a therapeutic treatment process integrated into the academic environment. Students who are referred to Interchange have an educational history that is linked to failure and frustration. Children who deal with the twin challenges of a serious emotional disorder and a pattern of school failure often exhibit behaviors that are out of bounds for the regular classroom. This cumulative emotional baggage leads children to develop disruptive and destructive coping strategies that cannot be managed in the traditional school setting.

Student to teacher ratio is much smaller at Interchange than the traditional classroom, allowing for intensive focus and attention for the child. At Interchange, counselors are present in the classrooms

at all times and can deal immediately with disruptive behaviors using a number of intervention strategies. The teacher and the counselor work hand in hand to set the tone for the classroom. Students learn how to cooperate and comply with the expectations that



"I really like this school!"

Student

have been set by the teacher and the counselor. The Interchange schedule is as close as possible to a regular school day. Mirroring what goes on in the traditional classroom teaches the children skills that can be transferred once they are transitioned back to the regular classroom.

"I, as a parent, am pleased with this program."

Parent

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Interchange relocated from Old Airport Road to Terrace Drive in Bristol. This move tremendously enhanced the program for students. The new facility offers much more space along with an indoor gymnasium and a dedicated eating area.
- » Trips and activities that took place included a Halloween trip, Christmas Bingo and a trip to Steele's Creek Park for an end of the year cookout. Also smaller trips were held to the Hands-on Museum and the Washington County Fair.
- » The Interchange school program averaged 10 students for the school year.
- » The Interchange Program continues to be a vital resource for the schools systems, providing an intensive treatment environment coupled with high-quality education to students who are unable to make adequate adjustments in the traditional public school setting.
- » Interchange provides students the opportunity to remain in the community to be educated instead of entering a residential facility or entering the homebound program.

CHILDREN'S SERVICES

THERAPEUTIC DAY TREATMENT PROGRAM: SUMMER INTERCHANGE

The Summer Interchange Program provides an intensive summer experience to students who are either deemed high risk for developing a serious emotional disorder, or students who are currently diagnosed with a serious emotional disorder. The summer program is more preventative and provides services to over one hundred at-risk elementary and middle school children who are experiencing problems that could lead to the child being placed at Interchange for the school year. The summer program is nonacademic and focuses on teaching students skills in social interaction, team building, anger management, and conflict resolution. Children served in the summer program range from Kindergarten to 8th grade. They are referred by participating school systems and are accepted on a "first come first served basis."

HIGHLIGHTS OF THE YEAR INCLUDED:

- » The Interchange Summer Program had its highest average attendance ever of 80-85 children daily with over 150 children signed up for the program.
- » Washington County Schools showed their support by providing transportation for the county again this year with their own school buses.
- » Participants were able to attend numerous field trips.
- » Highpoint Elementary School showed their continued support by again allowing the summer program to take place at their facility.
- » The students had access to the gym, cafeteria, outside playground equipment, library, and classrooms, which is also where groups and therapeutic activities were held.

INTENSIVE IN-HOME FAMILY SERVICES

Intensive In-Home Family Services works to prevent children from being taken out of their homes and also aids in the transition of children back to their homes who have been previously removed. In both of these situations, parents or caretakers must demonstrate both the desire to keep their children in the home and the willingness to make the necessary changes. The focus of In-Home Family Services is to teach and empower parents to meet the needs of their children while realizing their own potential and effectiveness.

"I don't know what we would do without our in-home worker; she has helped my daughter so much."

Mother

HIGHLIGHTS OF THE YEAR INCLUDED:



- » Served 104 consumers during FY12.
- » Hired a new unit manager.
- » Provided Juvenile Competency Restoration Services for three new consumers.
- » Families specifically requested the service.
- » Majority of children served remained in their homes.
- » Community agencies continued to exhibit high levels of cooperation and satisfaction as demonstrated through continued referrals.

CHILDREN'S SERVICES

CHILDREN'S CARE COORDINATION

Child and Adolescent Care Coordination Services improve the well-being of seriously emotionally disturbed and at risk children and adolescents and their families in Bristol and Washington County, VA by assessing their needs and monitoring, linking, and coordinating the appropriate services to meet those needs. The Care Coordinator assists families in maintaining their emotionally disturbed child or adolescent in the home by securing community services to meet the family's and child's needs. The Care Coordinator assumes an aggressive outreach role. This includes the minimum of monthly contact with the family and youth to insure that services are being effectively provided.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » The total number of clients served during fiscal year 2012 increased to 792.
- » Care coordinator positions were added due to continued growth.
- » Budget predictions were exceeded.
- » Positive relationships with community partners remain.

"As a mother, I may have benefited from Care Coordination as much as my daughter has. Without the support, we would not have been able to keep her home. I am grateful we have HCS available in our community. I can't wait for the new children's center to be built! I'll be there for the ribbon cutting!"

Mother

EARLY CHILDHOOD SERVICES

Early Childhood Services include the Infant & Toddler Connection of the Highlands as well as Early Childhood Care Coordination. These provide developmental services and care coordination for children ages birth to five. Staff is committed to assisting families with their children's growth by providing developmental evaluations and instructional sessions; coordinating community resources that will help meet special needs; and providing support for children who may be at-risk for social/emotional disorders. Parents and caregivers are considered to be their child's best teacher, and all efforts are made to ensure that they become an integral part of their child's development.



HIGHLIGHTS OF THE YEAR INCLUDED:

- » Early Childhood Care Coordination teamed with Access and Outpatient Therapy to streamline the referral and intake process.
- » Staff continued to work closely with the Outpatient Therapy staff and the new programs that exist for very young children in Play Therapy and Social Skills groups.
- » Referrals continued to be made to Prevention and Education programs that meet the needs of families with very young children.
- » Developmental services were provided to 119 children in Washington County and Bristol City.
- » Care Coordination services were provided for 69 children.
- » The staff continued their involvement with public awareness and local child find activities by participating in community events that center around young children and their families.
- » The program continued to grow as a resource and training was provided to King College nursing students.

CHILDREN'S SERVICES

BEHAVIOR INTERVENTION SERVICE

Behavior Intervention Services improve the support of seriously emotionally disturbed children and youth through direct supervision, role modeling, and training of parents, guardians, or other family members. The Behavior Intervention Services consist of several different activities in which the Behavior Intervention Specialist may function in one or more of the following roles: mentor, parent aide, or school assistant.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » A total of 83 children and families were served.
- » One client graduated high school and achieved her VA Masonry Certification. One client graduated middle school.
- » Throughout program, 98% academic success was achieved.
- » All youth showed a decrease in truancy and an overall increase in academic performance.
- » Three youth and one parent secured part-time employment.
- » One parent was encouraged and linked to GED classes, which are ongoing.
- » One youth returned to regular school from an alternative school placement.
- » One youth stabilized their behavior and returned home from a foster care placement.
- » Youth performed the Community Assessment Survey for Washington County Substance Abuse Coalition and participated in two drug take-back events.
- » BIS secured an additional year of funding for the "Defy the Odds" Program through the Virginia Department of Juvenile Justice. "Defy the Odds" will serve fifteen youth ages 13-17, for one year. Stakeholders have embraced the program and referrals outnumbered the available slots. The program was presented to juvenile probation officers in Washington County and Bristol City.

"Thanks for all of the help and effort and what you do to help my child."

Parent

TRANSITION COORDINATION SERVICES

Transition Coordination Services work to reduce the utilization of a cute psychiatric care, residential treatment, and group home services for children and adolescents. Services also seek to maintain children with their families utilizing community-based wrap-around services and support.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » All 25 children served during the year returned from residential programs and transitioned back into the community.
- » TCS worked cooperatively and attended meetings with other statewide coordination service programs.
- » Kept other team members informed them about residential facilities HCS consumers are placed in.
- » One client was linked to military/college plans.
- » Several clients were linked to continuing education programs and resources.

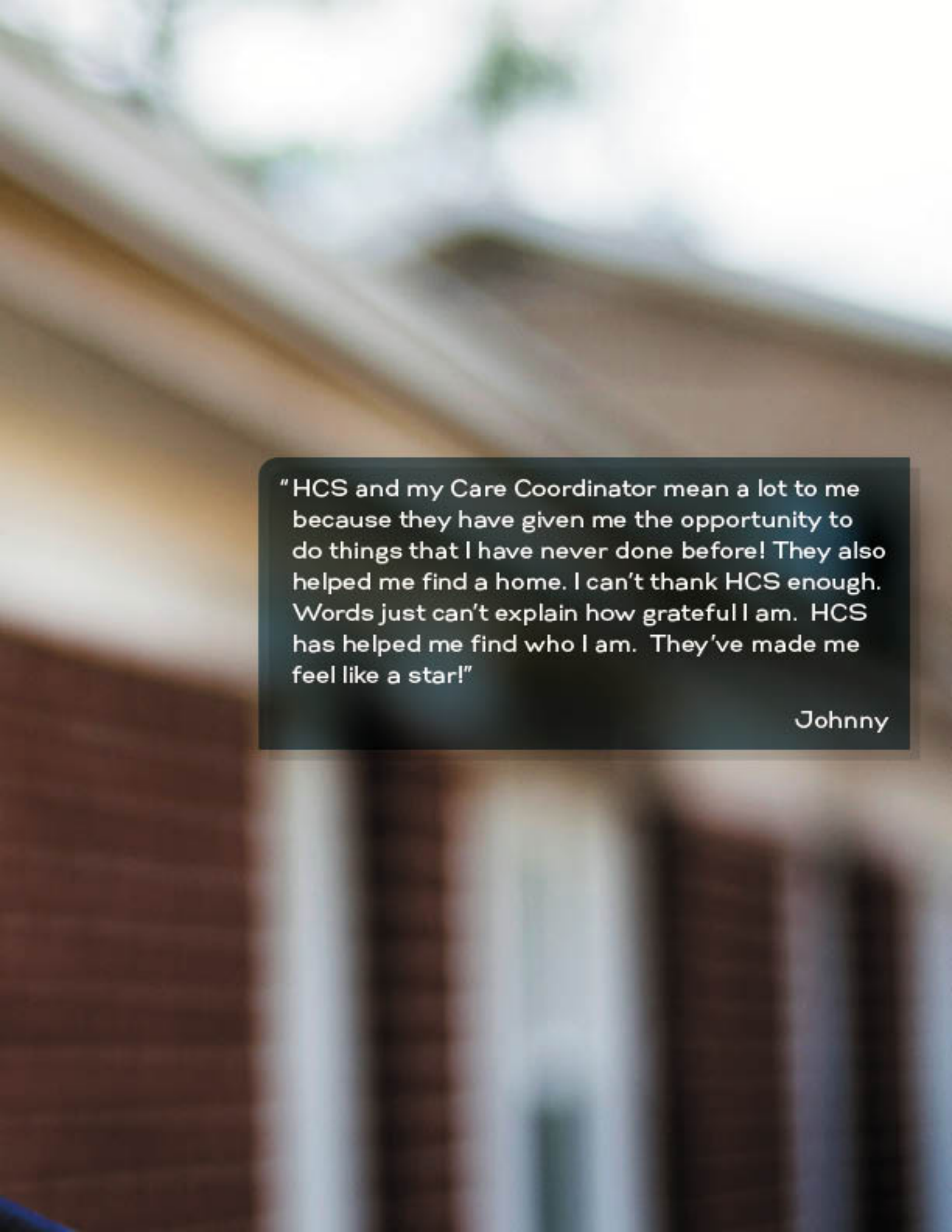


CONSUMER SPOTLIGHT

A close-up portrait of a man with light skin and reddish-brown hair. He has visible facial injuries, including a bruise on his left eye and a laceration on his chin. He is smiling slightly, showing his teeth. The background is blurred, showing what appears to be an outdoor setting with a building.

Adult Recovery Services

improving lives, discovering possibilities



"HCS and my Care Coordinator mean a lot to me because they have given me the opportunity to do things that I have never done before! They also helped me find a home. I can't thank HCS enough. Words just can't explain how grateful I am. HCS has helped me find who I am. They've made me feel like a star!"

Johnny

ADULT RECOVERY SERVICES

HCS Adult Recovery Services provide a comprehensive community support system for people in recovery who have a serious mental illness and are unable to function independently in the community. These individuals require anticipatory guidance regarding available roles, training in the expectations of those roles, and considerable support in preventing hospitalizations, in accessing needed resources, and in maintaining a natural support system through meaningful relationships.

RECOVERY CARE COORDINATION

The strengths-based model of case management practiced by Highlands Community Services' adult care coordinators focuses primarily on the strengths, interests, and abilities of the person in recovery, rather than on weaknesses, deficits or pathology. Each individual is viewed as "the director" of the helping process and is regarded positively as a person who can learn, grow, and change. Close, ongoing assistance is assured to each individual, according to his needs and desires in order to choose the roles that he wishes to occupy. Our model has also been described as a "travelling companion model of case management." The focus is on helping people in recovery attain their highest level of independent living and to exercise a voice in making their own choices. Every effort is made to educate the individual about his mental illness, so that he may become sufficiently empowered to manage the symptoms without too much pain or inconvenience to a healthy life style. Care coordination services are provided in two locations - Washington County and Bristol, VA.

CRISIS INTERVENTION

Crisis intervention services are available to all people in recovery through the HCS or Bristol Regional Counseling Center emergency services units after hours or through care coordinators during the regular work week. After the crisis is resolved, it is common to jointly develop a crisis plan with each individual in order to prevent future occurrences through an understanding of symptoms, early warning signs, stressors and supports. Crisis plans are also developed after discharge from hospitals and may include advance directives regarding preferences in future crises.

WELLNESS RECOVERY ACTION PLANS (WRAP)

Peer Support Specialists provide services to eligible candidates who are at risk of decompensation because of difficulty understanding stressors and difficulty increasing supports. WRAP services focus on health and safety in eight-week training programs that help prevent crises, but also focus on assisting individuals to build

"daily wellness toolkits" that offer hope for a healthy daily routine that can facilitate integrated community citizenship. Services are provided at care coordination offices, assisted living facilities, and the Southwest Virginia Mental Health Institute.



CRISIS STABILIZATION AT HOME RECOVERY

Crisis stabilization services are offered at the HCS Home Recovery Program in a soothing, purposely therapeutic "home" environment. This program specifically focuses on "what's strong, not what's wrong". Individuals may be referred to this service in order to avoid hospitalization, homelessness, or incarceration. Comprehensive

"Participating in Mental Health Supports has made my life better."

Consumer

assessments identify areas for individual attention and lead to a service plan that teaches skills in reducing stressors, increasing supports, and transitioning into a healthier life style with new therapeutic and leisure activities.

ADULT RECOVERY SERVICES

PSYCHOSOCIAL REHABILITATION SERVICES AT STEPPING STONES

Stepping Stones is HCS's clubhouse model of psychosocial rehabilitation. Stepping Stones provides adult group education to individuals who need help managing the symptoms of serious mental illness. Services include

Pre-vocational units that teach teamwork, along with specialized educational groups focusing on health and wellness, exercise, nutrition, independent living skills, and leisure skills. Community integration trips are also an important part of the education process. A team of trained staff work side by side with individuals to help them achieve treatment goals and to increase quality of life. Consumers often see the program as "family".



"The activities and groups offered at Stepping Stones help me in my recovery."

Consumer

MENTAL HEALTH SUPPORT SERVICES AT THE OASIS

For many people in recovery who wish to move into independent living, Mental Health Support Services can provide one-on-one interventions in the home and community to enhance skills in budgeting, menu planning, comparison grocery shopping, organizing belongings, cleaning, and learning to use community resources. Often people who have just moved into new living arrangements become overwhelmed by stressors that include under-stimulation at home and over-stimulation in town. All of the above principles are helpful in making a successful transition. People in recovery often describe this program as "psychosocial rehabilitation without walls". Services are provided in an individual's home, in the community, and at the training center (The Oasis).



ADULT RECOVERY SERVICES

FOR RECOVERY CARE COORDINATION, WRAP, AND HOME RECOVERY HIGHLIGHTS OF THE YEAR INCLUDED:

- » Over 1,000 individuals were served during FY12.
- » Baldwin Assisted Living Facility closed, necessitating an immediate response from both Care Coordinators and Home Recovery staff to relocate individuals and to respond to those in crisis due to losing their home. Twenty-two people were moved into the new ALFs of their choice and only two hospitalizations resulted.
- » Care Coordinator Unit Managers met with Outpatient staff to coordinate referrals from Access for men and women who meet the criteria for Serious Mental Illness and also developed a plan for all hospital discharges to be referred directly to Care Coordination's Licensed Clinical Social Workers for assessment. This improved continuity of care tremendously.
- » WRAP facilitators continued to provide an important service in reaching out to patients at Southwest Virginia Mental Health Institute to remind them that we have not forgotten them, that we want them back home, and to focus on their strengths that may overcome the symptoms that are preventing their discharge.
- » Care Coordination staff continued to work closely with local churches that sponsor a social club for our consumers who live in assisted living facilities and are unable to participate in other services. Also, a monthly art class for approximately ten consumers at the Arts Depot is provided.

FOR STEPPING STONES AND OASIS HIGHLIGHTS OF THE YEAR INCLUDED:

- » A total of 180 consumers were served through the Psychosocial Rehabilitation Program known as Stepping Stones.
- » A total of 169 consumers were served through the Mental Health Supports Program known as Oasis.
- » Stepping Stones Psychosocial Rehabilitation Program celebrated one year at the new location on Ivy Street in Abingdon.
- » Mental Health Supports celebrated one year of opening the Training Center, known as Oasis, on Lee Highway in Abingdon.
- » Consumers from Stepping Stones spoke to the Neff Center nursing students and the psychology students at Virginia Highlands Community College about recovery and hope.
- » Consumers participated in the annual educational and recreational retreat.
- » Consumers and staff participated in the annual Walk for Mental Health at Emory and Henry College.
- » Staff and consumers participated in the annual educational conference VAPRA (Virginia Association of Psychiatric Rehabilitation) in Richmond for professional development and for consumer education.



- » Stepping Stones offered ten Specialty Groups for consumer recovery which included leadership empowerment training, role recovery, nutrition classes, and more. There were multiple consumer graduations from these specialty groups.
- » Mental Health Supports' and Stepping Stones' managers and directors held meetings to work towards the goal of enhancing communication and increasing service coordination.

PSYCHIATRIC SERVICES

Psychiatric Clinic Services implement appropriate medication services for qualifying HCS consumers. Psychiatric Services are provided by the staff, medical director, psychiatric nurse practitioners, licensed practical nurses, and contract psychiatrists working together as a team.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » The primary focus for Psychiatric Services involved building a group psychiatric practice among the eight different psychiatrists and nurse practitioners working for Highlands Community Services.
- » Approximately 950 adult consumers and 550 children and adolescents saw HCS psychiatrists during FY12.
- » Dr. Vanessa Camperlengo, Board Certified Child and Adolescent Psychiatrist, became the first full-time HCS staff psychiatrist. Dr. Camperlengo was also hired as the HCS Medical Director.



Dr. Vanessa Camperlengo

EMERGENCY SERVICES

Emergency Services provide attentive, emergent care to consumers and families who present as needing immediate assistance. Emergency Services include triage, information and referral, appointment scheduling, discharge planning, and crisis intervention. All services are provided in the least restrictive environment possible. More often than not, Emergency Services staff can be found at our local hospital providing services within the emergency room setting.

HIGHLIGHTS OF THE YEAR INCLUDED:

- » Emergency Services experienced an 8% increase in face to face evaluations completed this fiscal year for a total of 989 face to face contacts.
- » Over 700 consults took place at Johnston Memorial Hospital.
- » Emergency services experienced a 34% increase in telephone calls from consumers in crisis this fiscal year for a total of 239 over the phone contacts.
- » Emergency services served a total of 1,228 consumers during FY12.
- » Of the 989 consumers who were seen face to face for evaluation, 440 were referred and admitted to an inpatient psychiatric facility for further treatment. The remaining 549 consumers were referred and treated successfully in the community utilizing a multitude of resources.
- » A total of 67 children and adolescents were evaluated by emergency services resulting in 33 children and adolescents being referred and admitted for inpatient psychiatric treatment.
- » Emergency Services successfully returned 50.7% of those children and adolescents to the community with the assistance of HCS service providers, consumer families, and other surrounding community resources.



- » Emergency Services has expanded its department to include one part time staff person and four PRN staff to help cover shortages when full time staff are vacationing, on leave, or ill.

CONSUMER SPOTLIGHT

"To me, Highlands Community Services represents help and recovery. I now feel very confident in my future. My kids are happy, and I'm clean. I'm in a happy place."

Bridget,
Washington County, VA Drug Court graduate

Outpatient Services

improving lives, discovering possibilities



MENTAL HEALTH/SUBSTANCE ABUSE OUTPATIENT SERVICES

Mental Health and Substance Abuse Outpatient Services are designed to provide an array of outpatient services for children, adolescents, and adults whose substance abuse or emotional problems have caused significant impairment in social, vocational, educational and/or family functioning but who do not require hospitalization. Outpatient consumers also include those who are in care coordination services with multiple and/or long-term needs but who also may benefit from episodes of outpatient counseling that are focused on specific issues that are crucial to achieving or maintaining a healthy lifestyle.

SERVICES INCLUDE:

ACCESS TO SERVICES

All incoming and potential consumers with HCS are directed to the Access Unit, which is housed within Outpatient Services. Here, callers are screened for appropriateness and level of need. If appropriate for admission to HCS, consumers are provided an appointment to attend an administrative and clinical intake. Most assessments and enrollments to HCS are completed through Outpatient Services and subsequently referred to appropriate follow up services.

VIRGINIA INDEPENDENT CLINICAL ASSESSMENT PROGRAM (VICAP)

In conjunction with the Department of Medical Assistance Services and through legislation passed through the Virginia General Assembly, the Virginia Community Services Board System has been given the responsibility of providing clinical assessments and evaluation of eligibility criteria for individuals under the age of 21 who are seeking or who may benefit from services under the Medicaid Rehabilitation Manual. Through this parent/guardian-initiated evaluation process, providers educate family members of the mental health services recommended and the available providers of each service within the community. The family then chooses their provider to initiate services for their child.

INDIVIDUAL, GROUP, AND FAMILY

Outpatient clinical staff provide mental health and substance abuse services that are designed to provide individuals and their families with person-centered, solution-focused, and recovery-oriented interventions. These services involve the following:

- » Comprehensive assessment/diagnostic study.
- » Individual, group, and family counseling.
- » Case consultation, liaison, and coordination with other human services partners.
- » Consultation to sister organizations, industries, groups, and community providers.



SUBSTANCE ABUSE INTENSIVE OUTPATIENT PROGRAM (SAIOP)

Substance Abuse Intensive Outpatient Treatment Services provide persons with substance abuse problems and their families, treatment in a supportive and challenging environment. A variety of tracts are available to best accommodate the clinical needs of those served. Specialty tracts are also available for women, adolescents, and individuals involved in the criminal justice system, as well as individuals with co-occurring mental health disorders.

MEDICATION ASSISTED THERAPY AND CARE COORDINATION SERVICES

Buprenorphine (Suboxone) treatment services are provided to opioid-dependent consumers determined to be in need of this treatment. Following an intensive enrollment period of at least three weeks, which includes completion of an in-depth evaluation of appropriateness, attendance to Intensive Outpatient Services three times per week, and a minimum of weekly contact with their care coordinator, buprenorphine services may be recommended if supported by the treatment team.

MEDICATION ONLY SERVICES

Medication Only Services are available to consumers with primary or secondary mental health diagnoses. These consumers have achieved the highest level of stability attainable through Outpatient Services, with no hospitalizations or crisis interventions a minimum of 90 days prior. Medication only consumers receive monthly contact from their designated service provider and quarterly visits with the doctor.

MENTAL HEALTH/SUBSTANCE ABUSE OUTPATIENT SERVICES

WOMEN'S SERVICES

Services provided specifically for women include an intensive substance abuse program that customizes the services and principles of intensive outpatient to the individual needs and schedules of working and non-working mothers and other women whose needs may not be met in the regular program. Support groups with care

RESTORATION TO COMPETENCY SERVICES

These services are provided to adults who are referred by the criminal justice system after having been judged incompetent to stand trial. Restoration to competency services are provided in conjunction with a court order to assist the individual in learning the aspects of the legal system that are necessary to develop

"HCS has been my support for many years. I would not be alive today without them. HCS is my safety zone."

Consumer

coordination are provided on an as-needed basis for both mental health and substance abuse needs. Many of the women have multi-layered problem areas which necessitate networking within the community to assist in problem solving. An agreement with Johnston Memorial Hospital to link pregnant women who have a history of substance abuse or have positive drug screens following delivery with treatment programs has been developed. Referrals for screenings for infants with prenatal substance exposure are made to HCS's Early Intervention Program.

ALCOHOL SAFETY ACTION PROGRAM

Outpatient staff provides group services to offenders referred by the Mt. Roger's Alcohol Safety Action Program. Services are provided for first-time offenders as well as for those with repeated impaired driving convictions.

VETERAN'S SERVICES

Partnering with the Virginia Wounded Warrior Program, HCS provides a dedicated Veteran's Resource Specialist who provides outreach to veterans in the Washington County area with combat history and service related post traumatic stress disorder and/or traumatic brain injury. Family members of qualified veterans are also eligible for these treatment, outreach, and support services.

VIRGINIA HIGHLANDS COMMUNITY COLLEGE (VHCC) STUDENT ASSISTANCE SERVICES

Outpatient staff members are available to provide services for students enrolled at the Community College. These services are available for students who seek out services themselves and for those referred by the college.

both a factual and rational understanding of the legal process while becoming able to assist their attorney in their own defense. Evaluations of competency to stand trial are also provided for juveniles to aid the court in determining their ability to assist in their own defense.

CONSULTATION SERVICES

As a community provider of Mental Health and Substance Abuse Services, the Outpatient staff recognize the need for professional expertise in circumstances other than the specific treatment of individuals with a particular diagnosed disorder. This includes activities such as mediation, consultation with other agencies, consulting with parenting and other community support groups and consultation with family members prior to the identification and treatment of a specific consumer.

SUPPORT GROUP SERVICES

As a key member of the system of support for community partners and citizens in all situations, HCS provides support groups for various needs and sectors within the population. These include support groups focused toward victims of domestic violence who are involved with collaborating providers, disaster support groups to handle the aftermath of community tragedies, and parent support and education groups for various mental health and substance use issues.

MENTAL HEALTH/SUBSTANCE ABUSE OUTPATIENT SERVICES

"My therapist from HCS's Outpatient Department is, by far, the most competent and skilled therapist I have worked with in my life...I feel very comfortable discussing anything with her and feel, with her assistance, I have overcome much."

Consumer

PROJECT JANE - DOMESTIC VIOLENCE TASK FORCE

The Outpatient Services Department houses this task force aimed at enhancing knowledge, skills, abilities, and resources across all departments of HCS in the arena of domestic violence. This multi-departmental endeavor works to improve recognition and



appropriate referral protocols for those dealing with some element of domestic violence, both within HCS and the community at large. Project Jane's members strive to develop additional resources and to better connect the existing community services and resources to each other for a seamless system of care. Project Jane recognizes the value of emergency intervention services already provided by community partners and exists to provide

unduplicated services that are focused more towards long term change and also on reducing the impact of trauma on the children involved. Project Jane works toward creating a change for life and ending domestic violence.

DRUG COURT SERVICES

HCS has worked to spearhead the development and implementation of an intensive supervision and treatment court in Washington County. Partnering with local probation, the Commonwealth Attorney's Office, the Sheriff's Department, and the Defense Bar, this team has committed to gaining approval from the Supreme Court of Virginia and the Virginia General Assembly to operate

the Washington County DREAM Court under the leadership of the sitting Washington County Circuit Court Judge. Included in this program are intensive substance abuse and mental health treatment services for high risk offenders and their family members. Program outcomes, program efficacy, and grant submissions will be continually monitored. Clinical assessments will be provided for all potential participants, some of which will be provided pre-release from the Southwestern Virginia Regional Jail. Appropriate case management services will also be provided to assist participants in identifying and accessing appropriate systems of support.

AUTISM SERVICES

HCS has worked to set the standard for development of services specific to those on the Autism Spectrum. Sensory issues, communication deficits/language acquisition, social development, and parent inclusion/education are all elements of services that have been incorporated in Outpatient Services. Through play therapy and play therapy group services, individuals who are diagnosed on the Autism Spectrum are provided an opportunity to interact and "play" (the "work" of children) with peers in an environment where they learn to set and respect personal boundaries, engage in play with others, and manage their own emotional, social, physical, and sensory needs. These cutting-edge services are not duplicated anywhere else in Virginia and have proven to make a significant impact on the lives of the recipients and families in our area. Parent education and support services are also provided for those dealing with new diagnoses, as well as through collaboration with the Southwest Virginia Autism Action Group, a partnership service with Commonwealth Autism Association.

MENTAL HEALTH/SUBSTANCE ABUSE OUTPATIENT SERVICES

HIGHLIGHTS OF THE YEAR INCLUDED:

- » HCS continued to be a role model for other CSBs and private providers across the state for service provision to individuals who are diagnosed along the Autism Spectrum. This included HCS staff hosting and planning the second annual World of Autism Conference which again featured HCS Outpatient staff as presenters for a break-out session. Staff continue to provide additional autism trainings to various groups, both internally and externally.
- » Continuation and expansion of Project Jane Task Force to address domestic violence issues piloted by Outpatient Program staff.
- » Significant success with community partnerships and collaborations. These were facilitated by the development of the Project Jane brochure and community resource cards. These first rate print materials are utilized by our community partners as often as they are by HCS staff.
- » Further development and expansion of Play Therapy Services and other youth-focused therapy services.
- » Hiring of Veteran's Resource Specialist and official launch of full time collaboration with the Virginia Wounded Warrior Program to provide services to local veterans and their families
- » Submission of application to the Supreme Court of Virginia to operate an Intensive Drug Treatment Court in Washington County.
- » Launched the Washington County Drug Court Program and enrolled seven participants during the fiscal year.
- » Successfully awarded a \$350,000 federal grant for implementation funds for Washington County Drug Court Program.
- » Planning and development of Visitation Solutions, a supervised visitation and monitored exchange program seeking to reduce unnecessary exposure to childhood trauma. This program was developed in collaboration with the 28th District Juvenile and Circuit Court Judges.
- » Utilization of EMDR training to expand trauma based services and begin discussions of department and agency-wide Trauma Informed Environments, including recognition of trauma histories and their impact upon individuals, as well as the significance of creating work environments which are free of fear of retribution and retaliation—where staff are free to respectfully and appropriately express their ideas, opinions, and concerns while the culture will hold peers and managers responsible for respectfully and appropriately responding to those expressions.



- » One additional new staff member completed Moral Reconation Therapy training, resulting in six staff members who are trained facilitators of this intensive outpatient substance abuse treatment program.
- » From inception to date, approximately 22 individuals have utilized the availability of our Bi-lingual Therapy Services for Spanish-speaking individuals.
- » Launch of the Virginia Independent Clinical Assessment Program. A total of 507 VICAP assessments were completed during this first year of the program.
- » Collaboration with HCS Behavior Intervention Services to provide S.A.I.L. (Skills for Adult Independent Living) Group services to adolescents involved in a federal grant for legally at-risk youth.
- » Combined the support staff from outpatient and psychiatric services into one consolidated and independent unit. Hired an administrative systems manager to oversee this transition process and on-going unit functioning.
- » One staff member obtained their license in professional counseling and one obtained their license in clinical social work.
- » Sponsored five student interns and provided supervision toward licensure for three non-Outpatient employees.

HIGHLANDS COMMUNITY SERVICES

improving lives, discovering possibilities

Serving the people of Washington County and Bristol Virginia.

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