



Center for Behavioral Health
HIGHLANDS COMMUNITY SERVICES

ANNUAL REPORT

2011



MISSION STATEMENT

Highlands Community Services,
Center for Behavioral Health
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 with 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.




Center for Behavioral Health
HIGHLANDS COMMUNITY SERVICES



From the Executive Director



“HCS will continue to represent the ideal



It is hard to believe that Fiscal Year 2011 has come to an end. While it has certainly exhibited sustained growth, it has also presented unique challenges. I continue to be extremely proud of the quality and “spirit” of our staff. These dedicated people remain determined 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. By the middle of Fiscal Year 2012, Highlands will employ more than 300 staff members making it one of the largest employers in both the City of Bristol and Washington County. I am pleased to say we remain the organization of choice for an increasing number of professionals seeking employment. We will continually strive to make sure this achievement is never taken for granted, doing all we can to ensure the organization reflects the highest quality for our staff and customers.

that mental health is an integral part of any community’s well-being...”

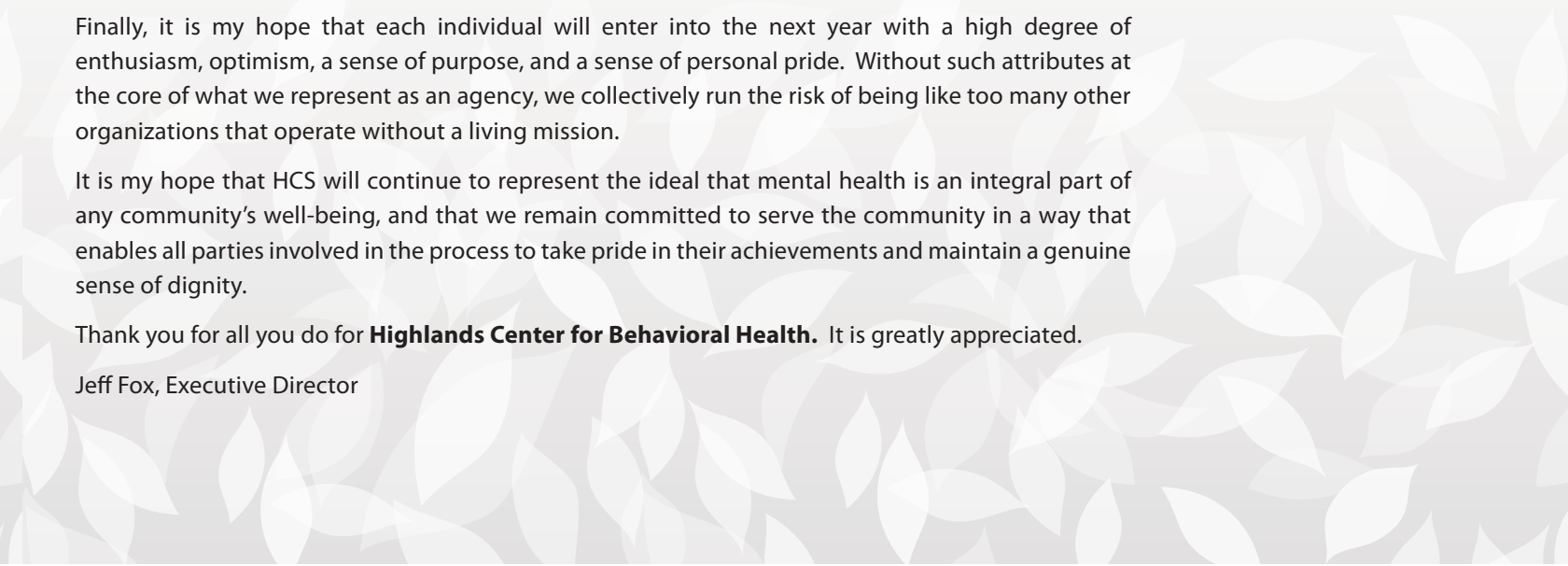
Fiscal Year 2012 will be an exciting, yet challenging year, given new Managed Care initiatives and the current state of the economy. Despite such challenges, I believe Highlands is well-positioned to handle any external constraints, and we expect continued sustainable growth in all departments. As HCS’s Executive Director, it has been extremely rewarding to witness staff roll out new initiatives. These, in turn, have created a sense of vibrancy within multiple departmental programs, fostering an atmosphere of creativity and forward thinking. As an example, the development of the Children’s Campus Foundation and initiative should be an exciting process for everyone involved.

Finally, it is my hope that each individual will enter into the next year with a high degree of enthusiasm, optimism, a sense of purpose, and a sense of personal pride. Without such attributes at the core of what we represent as an agency, we collectively run the risk of being like too many other organizations that operate without a living mission.

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 serve the community in a way that enables all parties involved in the process to take pride in their achievements and maintain a genuine sense of dignity.

Thank you for all you do for **Highlands Center for Behavioral Health**. It is greatly appreciated.

Jeff Fox, Executive Director





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“...another great year here at Highlands Center for Behavioral Health. I am consistently amazed at the amount of dedication from staff here...”

FROM THE CHAIR

Fiscal Year 2011 has been another great year here at Highlands Center for Behavioral Health. I am consistently amazed at the level of dedication from the staff here at HCS.

Several changes have resulted from the move of Mental Health Supports to the former Stepping Stones location on Lee Highway this year. Wonderful facilities, along with new paint and new decorations, have brought new hopes and dreams to the consumers who participate in that program.

HCS continues to forge ahead by providing services for Domestic Violence, Autism and even Geriatrics. HCS also participates in the SWVAAG (Southwest Virginia Autism Action Group) and the Washington County Substance Abuse Prevention Coalition, and has developed an internal domestic violence task force known as “Project Jane.” Participating in and creating groups like this helps to ensure our place in the forefront of what takes place in our community.

Without the dedication of the community and the staff of HCS, these innovations within the agency would not be possible. The organization remains financially sound, exhibiting solid growth potential going forward. On behalf of the Board of Directors for Highlands Center for Behavioral Health, we want to say, “Thank you.”

Darlene Rowland, Board Chair, 2011

Financial Report



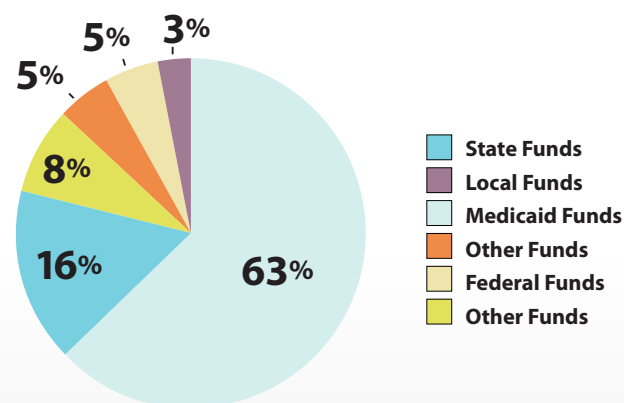
The largest addition to Highlands Community Services' assets during FY11 was the 13,000 square foot Stepping Stones psychosocial rehabilitation "Clubhouse," located at 414 Ivy Street in Abingdon.

During the fiscal year ending June 30, 2011, Highlands Community Services, Center for Behavioral Health, continued the growth pattern of the previous several years, expanding services to meet increasing community needs. This continued growth resulted in a revenue increase of more than six percent over Fiscal Year 2010, with operating income (received from providing consumer services) increasing by nearly seven percent. Highlands Community Services' collaborative budget development process, as well as its ongoing budget monitoring, resulted in actual revenues for the year totaling 101.79% of budget, with expenditures totaling 99.62% of budget. The resulting excess of revenue over expenditures (cash basis), totaling \$386,374 for the year, represented 2.2% of budget.

Highlands Community Services continues to maintain a strong financial position and once again received an unqualified audit opinion. As of June 30, 2011, the Statement of Net Assets reported that Highlands Community Services had 5.61 times more current assets than current liabilities and more than \$5.4 million in total net assets.

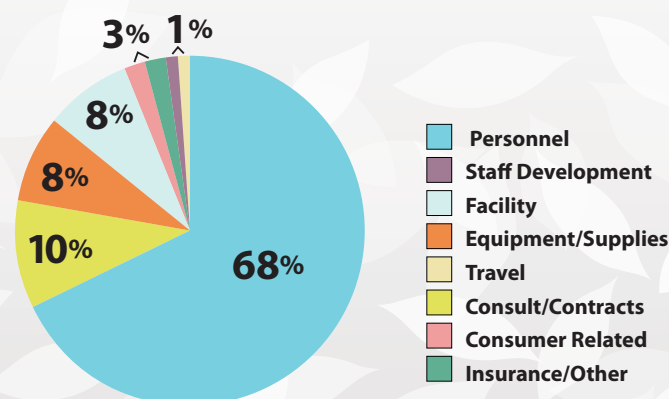
REVENUE

State Funds.....	\$ 2,889,877
Local Funds	\$ 563,026
Medicaid Funds.....	\$ 11,451,545
Other Funds	\$ 1,445,639
Federal Funds	\$ 831,107
Other Funds	\$ 992,347
Total	\$ 18,173,541



EXPENDATURES

Personnel	\$ 12,237,983
Staff Development.....	\$ 171,449
Facility	\$ 1,461,205
Equipment/Supplies ...	\$ 1,395,084
Travel	\$ 276,985
Consult/Contracts	\$ 1,836,276
Consumer Related.....	\$ 280,968
Insurance/Other	\$ 172,200
Total	\$ 17,787,167



Community Relations

Fiscal Year 2011 was a time of change for the Community Relations Department. Not only did the department's name change, but also its focus. The new Communications Department is dedicated to clearly communicating the value and mission of HCS to its community and its employees. The department accomplishes this using a multitude of creative strategies, including digital communications, media relations, public/community relations, and more.

Highlights of the year included:



» A completely transformed website: – www.highlandscsb.org



» The creation of children's campus creative materials, including a promotional video



- » Coordinating the branding of HCS's internal domestic violence task force: – Project Jane
- » Working as a team with representatives across the agency to create and host the 1st Annual World of Autism Conference
- » Participation in a multitude of community events



DIGNITY

RESPECT

HOPE



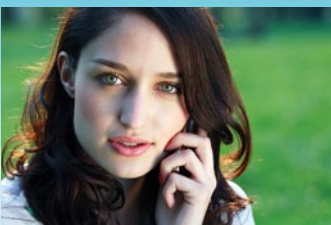
Psychiatric Services

Psychiatric Clinic Services implement, coordinate and evaluate supportive access to appropriate medication services for active HCS consumers who qualify for these services. Psychiatric Clinic Services are provided by the staff psychiatric nurse practitioner, staff licensed practical nurses, and contract psychiatrists working together as a team.

Highlights of the year included:

- » Dr. Shaji Puthuvel began providing psychiatric services to consumers in early 2011.
- » A Locum Tenens child psychiatrist came on board on June 1, 2011, to assist with the backlog of children and adolescents needing psychiatric consultation. Plans are to recruit a full-time child psychiatrist, and to continue using Locum Tenens psychiatrists until a full-time child psychiatrist becomes available.
- » Physicians began fully using the HCS electronic health record as of July 1, 2010.
- » Doctors' schedules and appointment times were adjusted so that consumers experience reduced waiting times to see a physician when they arrive for their appointment.
- » The various manufacturers' Medication Assistance Programs are being fully utilized for consumers who cannot afford to pay for their medications, or can afford only a small co-pay. Ecumenical Faith in Action, in Washington County, and Twin City Medical Services, in Bristol, Virginia, are the contact points for consumers' applications for no-cost medications. The Psychiatric front office also works directly with pharmaceutical companies, for samples and coupons. The resulting annual cost savings over the previous year for the cost of medications was approximately \$150,000.
- » An agreement with Michael's Pharmacy was continued, so that consumers can pick up their medications at times that are convenient for them throughout the week. The medications are received at HCS for verification and then delivered to Michael's Pharmacy. The pharmacists have the standing orders, take care of labeling the medication, and keep a running inventory for HCS.
- » Automatic Defibrillator Units were placed in all areas of the building, and the staff was trained in their use.
- » 6,007 assessment and medication management services were provided.
- » 1,787 unduplicated consumers received 5,447 medication management services.
- » 90% of consumers were stable after one year.

Emergency Services



Emergency Services provide a single point of entry for all residents of Washington County and the City of Bristol who are seeking mental health, intellectual disability, and substance abuse services offered by HCS. Emergency Services provide attentive, emergent care to consumers and families who arrive needing immediate assistance. All services are provided in the least-restrictive environment possible.

Highlights of the year included:

- » Emergency Services realized an increase of 9% in consumer usage over previous years.
- » Emergency Services saw 1,090 consumers in FY11.
- » Emergency Services expanded its department to include three PRN staff.

Children's Services



PREVENTION & EDUCATION

Prevention & Education works to create drug-free communities in two significant ways: by partnering with other groups and organizations, and by providing evidence-based programs, which, in turn increase the development of positive life skills, and help prevent/reduce youth substance abuse and negative behavior. These programs target the children and adolescents (birth to age 18) of Washington County and the City of Bristol, and their families.

Highlights of the year included:

- » Prevention & Education provided services to a total of 5,244 people:
 - ➔ 3,637 students participated in school-based programs.
 - ➔ 248 adults and children participated in the Strengthening Families Program.
 - ➔ 95% of the 37 families enrolled in the Strengthening Families Program completed the 14-week program.
 - ➔ 85 parents participated in early childhood education.
 - ➔ 29 teens completed the Life Skills SA/Violence Prevention Program.
 - ➔ 1,037 people participated in Community Awareness Programs.
- » Two new projects were developed with Bristol DSS and the Children's Advocacy Center. These relationships will continue to foster growth in our community, as well as helping assess future community needs and services.
- » Prevention and Education Services implemented *Second Step*, *Too Good for Drugs*, and *Life Skills Training* programs in both the Washington County and City of Bristol, Virginia, schools.
- » Prevention & Education conducted five cycles of the Strengthening Families Program.
- » Prevention & Education conducted six early childhood classes for parents of children ages 0-5.
- » Prevention & Education Services conducted six Substance Abuse/Violence Prevention groups, implementing the *Project Toward No Drug Use*.
- » Prevention & Education is a member of the Washington County Substance Abuse Prevention Coalition, and applied for two grants on their behalf.

Children's Services

THERAPEUTIC FAMILY CARE

Therapeutic Family Care Sponsor Homes provide a community-based, intensive treatment setting for severely emotionally disturbed children and adolescents. These are young people who would otherwise require treatment in a more restrictive residential setting or who, upon return from a residential setting, would require more treatment or supervision than would normally be available in their own home or in a traditional foster home. TFC Sponsor Homes are a distinct, powerful, and unique model of care, combining the best elements of traditional foster care with a treatment methodology within a family setting.



Highlights of the year included:

- » Therapeutic Foster Care became Therapeutic Sponsor Homes in January
- » Arranged special social events for sponsor home providers
- » Opened four new sponsor homes
- » Collaborated to provide specific training events with the Bristol Department of Social Services and Washington County Department of Social Services
- » Two staff members trained with The Post Institute – an acclaimed program featuring a love-based family centered approach for helping children with challenging behavior.

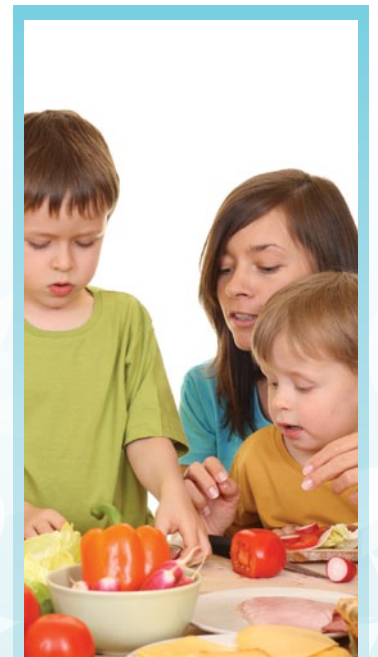
Children's Services

INTENSIVE CASE MANAGEMENT

Intensive Case Management (ICM) provides and coordinates quality treatment services in the home and community setting, for 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 includes both support and accountability for parents seeking effective community services for their at-risk or SED child.

Highlights of the year included:

- » Successfully prevented most adolescents served from being removed from their homes
- » Served a total of 129 consumers
- » Hired a Behavioral Family Resource Specialist
- » Expanded the number of Intensive Case Managers to include male, female, and bilingual staff
- » Worked with Outpatient Services to "staff" co-cases
- » Families specifically requesting the service



Children's Services

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 back to their homes, of children who have been previously removed. In these situations, parents or caretakers must demonstrate both the desire to keep their children in the home and the willingness to make necessary changes. The focus of In-Home Family Services is to teach and empower parents to meet the needs of their children.



Highlights of the year included:

- » Staff relocated to the HCS Campus location from the Oakview office
- » Hired Behavioral Family Resource Specialist
- » Expanded number of In-Home staff to include male, female, and bilingual staff
- » Worked with Outpatient Services to "staff" co-cases
- » Families specifically requested the service
- » Majority of children served remained in the home
- » Community agencies continued to exhibit high levels of cooperation and satisfaction as demonstrated through continued referrals



Children's Services

STUDENT ASSISTANCE SERVICES

Student Assistance Services (SAS) intervenes directly with adolescents 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, and high school students in the City of Bristol. Adolescence is often a turbulent time for many, filled with difficult decisions and disturbing 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 830 consumers
- » Two counselors, including a unit manager, continue to be certified pre-screeners, which are crucial to providing crisis intervention services and screening for a population at high risk for suicidal thoughts and/or tendencies.
- » Counselors were readily available to provide critical-incident stress debriefing and grief counseling to students, after the tornado that impacted the Abingdon, Glade Spring, and Damascus areas.
- » The Typical or Troubled Program (grant funded through the American Psychiatric Foundation) was presented to all five high schools. This program promotes awareness of mental health issues among adolescents, teaches how to identify troubled students, and educates about the referral process.
- » A Truancy Prevention Education program was piloted at Abingdon High School for those students missing more than eight unexcused days of school.
- » Counselors facilitated after-school substance use/abuse education groups for students in violation of their school's substance use policy, who were referred by the Area Wide Discipline Committee. The groups discussed substance use, impact and consequences of substance use, and decision making.



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 an adequate adjustment 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 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 in the traditional classroom, enabling intensive focus and attention for each 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 have been set by the teacher and the counselor. The Interchange schedule is as consistent as possible with 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.

Highlights of the year included:

- » Referrals from the local school systems were higher than normal, indicating that Interchange continues to be a vital resource.
- » An increased amount of students were able to remain in the community for their education, instead of being placed in a residential program or being homebound.
- » New groups and activities, such as Healthy Days, and the continuation of art classes enhanced the students' treatment, along with the therapeutic treatment modules and groups that have made Interchange so successful in years past.
- » Trips and activities included a Halloween trip, Christmas Santa and a trip to Fun Expedition. Also shorter trips were made to the Hands-on Museum and the Washington County Fair.



Children's Services

THERAPEUTIC DAY TREATMENT PROGRAM: SUMMER INTERCHANGE

The Summer Interchange Day Treatment and Education Program provides an intensive summer experience to students who are either deemed at 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 in nature, and provides services to a maximum of one hundred at-risk elementary and middle school children, who are experiencing problems that could lead to placement at Interchange for the school year. The summer program is nonacademic, and focuses on teaching 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 both participating school systems, and are accepted on a "first-come, first-served" basis.

Highlights of the year included:

- » The Interchange Summer Program ran from June 20 to July 28, reaching its highest average attendance ever: 60-65 children daily.
- » Washington County Schools showed their support by providing transportation for the county 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 also housed groups and therapeutic activities.
- » Managers and staff from other HCS departments attended a "day at camp" to help provide support.





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 individualized and group counseling, crisis intervention and management, increased awareness of problem-solving skills, behavior modification, and family support. The program is the foundation to providing other needed mental health services for children in the school setting.

Highlights of the year included:

- » The program served a total of 203 students.
- » Two new unit managers were needed, and hired due to growth in the program.
- » A successful Christmas decorating contest was implemented for all sites, involving students in meaningful team-building activities.
- » Counselors were given needed resources to provide more therapeutic groups and activities.
- » As a result of school-based services, students' school attendance and academic grade averages continue to rise, and discipline referrals continue to decrease.



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 the City of Bristol and Washington County, Virginia, 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 each family's and child's needs. The Care Coordinator assumes an aggressive outreach role. This includes the minimum of a monthly contact with the family and youth, to ensure that services are being effectively provided.

Highlights of the year included:

- » A total of 717 consumers were served by Children's Care Coordination.
- » Due to continued growth it was necessary to expand the number of staff.
- » Our partnership was maintained with Holston Family Services, Lifeline Services.



Children's Services

BEHAVIOR INTERVENTION SERVICE

Behavior Intervention Services improves 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 program consists 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:

- » Throughout the program, 95% academic success was achieved, with one student achieving Magna Cum Laude status.
- » One client was successful in completing training, passing state boards, and achieving a license in Cosmetology. Employment was secured immediately.
- » One client successfully entered Virginia Highlands Community College.
- » The BIS team pursued volunteer work at People, Inc., day care and was accepted. The team now works there at least twice per month.
- » One client with autism was awarded Volunteer of the Week at Faith In Action.
- » One client who had formerly lived in a residential facility has now secured permanent placement in a foster home. He also was awarded the Citizenship Award from his middle school and earned a place on the football team.
- » BIS continues its strong community relations & volunteer spirit. We are continually sought out to participate in various events.
- » One client with Asperger's was accepted into Woodrow Wilson Rehabilitation Center for the Independent Living Program.
- » One client accomplished self-control and behavioral management, and was able to leave foster care and return home.
- » BIS secured a grant through the Virginia Department of Juvenile Justice. The new program component, "Defy the Odds," will serve 15 youth, ages 13-17.



Children's Services



TRANSITION COORDINATION/CRISIS STABILIZATION SERVICES

Transition Coordination/Crisis Stabilization Services (TCCS) is a fairly new program that works to reduce the utilization of acute psychiatric care, residential treatment, and group home services for children and adolescents. TCCS also seeks to maintain children with their families, utilizing community-based wrap-around services and support.

Highlights of the year included:

- » 10 out of 18 children returned from residential programs and transitioned back into the community.
- » Program staff worked cooperatively and attended meetings with other statewide coordination services programs.
- » One child that had been in residential care for five years was placed back in the community.
- » One consumer transitioned into the military, began basic training, and began work toward a GED.

Children's Services

INFANT & TODDLER CONNECTION OF THE HIGHLANDS & EARLY CHILDHOOD CARE COORDINATION

Early Childhood Services provides developmental services and care coordination services for children from birth to age five. The staff is committed to assisting families with their children's growth, by providing developmental evaluations and instructional sessions for each child, coordinating community resources that will help meet the child's special needs, and providing support for children who may be at risk for social/emotional disorders. Parents and caregivers are considered to be the 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:

- » Program expansion led to restructuring within the program and the addition of two new staff positions.
- » Developmental services were provided to an average of 72 children, and Care Coordination services were provided for 55 children.
- » New program relationships within the HCS agency emerged, creating an increase in referrals for all programs.
- » The staff continued its commitment to public awareness, by participating in community events that centered around young children and their families.
- » The local Early Head Start program and Highlands Infant & Toddler program continue to work together to conduct developmental screenings twice a year, for children from birth to age three.
- » The program continues to grow as a resource for providing training opportunities to community groups that are involved with young children. Presentation audiences have included King College nursing students, Care Connection for Children, and Highlands Pediatrics.





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 crucial to achieving or maintaining a healthy lifestyle.

SERVICES INCLUDE:

INDIVIDUAL, GROUP, AND FAMILY SERVICES

Outpatient clinical staff provides mental health and substance abuse services that are geared toward 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 agencies
- » Consultation to industries, groups, and organizations

SUBSTANCE ABUSE INTENSIVE OUTPATIENT PROGRAM (SAIOP)

The Substance Abuse Intensive Outpatient Program provides treatment, in a supportive and challenging environment, to persons with substance abuse problems and their families. 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.

Mental Health/Substance Abuse Outpatient Services



CARE COORDINATION SERVICES (MENTAL HEALTH & SUBSTANCE ABUSE)

Care Coordination Services for adults with mental health and substance abuse needs are integrated into all phases of treatment. An assessment is conducted with each consumer; services are provided to consumers/families based on their needs. Linkages with other community resources, as well as direct case management services, are a unique and viable component of this program. Home visits are used as a tool to keep consumers involved in services; van transportation is available within Washington County, for consumers and family members who do not have their own means of transportation.

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 IOP 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 for a minimum of 90 days prior. Medication-only consumers receive monthly contact from their designated service provider, and quarterly visits with the doctor.

WOMEN'S SERVICES

Services provided specifically for women include an intensive substance abuse program, which customizes the services and principles of IOP to the individual needs and schedules of working and non-working mothers, and other women whose care requirements may not be met in the regular program. Support groups with care coordination are provided on an as-needed basis for both mental health and substance abuse services. Many women have multi-layered problem areas, which necessitate networking within the community to assist in problem-solving. An agreement has been developed with Johnston Memorial Hospital, to link pregnant women with a history of substance abuse or positive drug screens following delivery, with treatment programs. Referrals to HCS's Early Intervention program are made, for screening of infants with prenatal substance exposure.

ALCOHOL SAFETY ACTION PROGRAM (ASAP)

Outpatient staff provides group services to offenders referred by the Mt. Rogers Alcohol Safety Action Program. Services are provided for first-time offenders, as well as for those with chronic alcohol problems.

Mental Health/Substance Abuse Outpatient Services

VIRGINIA HIGHLANDS COMMUNITY COLLEGE 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.

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 both a factual and rational understanding of the legal process, while becoming able to assist their attorney in their own defense.

CONSULTATION SERVICES

As a community provider of Mental Health and Substance Abuse Services, the Outpatient staff recognizes 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.



Mental Health/Substance Abuse Outpatient Services

Highlights of the year included:

- » Department provided services to 1,452 individuals with mental health needs and 349 individuals with substance abuse needs
- » Provided cutting-edge services for those who are diagnosed along the Autism Spectrum
- » Outpatient staff members presented on Play Therapy at the First Annual World of Autism Conference. These same staff members have provided additional Autism trainings to various groups, both internally and externally.
- » Launch of Project Jane: a task force to address domestic violence issues and create “change for life”
- » Changed Medicaid models from the Physician Directed model to the Private Practitioner model, thereby allowing physicians to focus more on patient care, and less on administrative functions.
- » Further developed and expanded Play Therapy Services by adding additional play therapy groups, allowing inclusion in services of children ages two and older
- » Prepared for participation in the Wounded Warrior Program, which offers services to local veterans and their families, including a position to be filled in FY12, to focus on service linkage for veterans with combat-related Post Traumatic Stress Disorder or Traumatic Brain Injury, and their immediate family members.
- » Successfully applied to send a team of eight community partners, who attended training sponsored by the National Drug Court Institute in Nashville, Tennessee, for development of policies and procedures to launch a drug court in Washington County
- » Submitted application to the Supreme Court of Virginia to operate an Intensive Drug Treatment Court in Washington County; submitted federal grant application for implementation funds for Washington County Drug Court
- » Nine staff members completed Level I of EMDR training, with eight completing additional Level II.
- » Hosted one- day training on Seeking Safety, an evidence-based practice that simultaneously addresses both substance abuse and domestic violence issues. This was done in conjunction with Project Jane activities and sponsored by a grant obtained from the Virginia Department of Health.
- » Hired an RN for Suboxone services, bringing enhanced medical oversight to Medication Assisted Services.
- » Completed first year of involvement with Federal Drug Re-Entry Court, as assessor and treatment provider
- » Developed implementation plan for launch of VICAP Assessment process and hired license-eligible clinician to lead the process
- » Added additional license-eligible therapist to the staff to facilitate children’s play therapy services, specifically for children on the Autism Spectrum.
- » One staff member obtained their license in professional counseling, and completed courses for an Autism Certification.
- » Sponsored six student interns
- » Provided disaster relief and continued support services in the Glade Spring area, following the tornado disaster; worked as part of County and Red Cross efforts in initial disaster relief.

Recovery Services



Home Recovery

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 all individuals, according to their needs and desires, in order to choose the roles they wish to occupy. Our model has also been described as a "traveling companion model of case management." The dual 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 their mental illness, empowering them to manage the symptoms without too much pain or inconvenience to a healthy lifestyle.

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 due to difficulty understanding stressors and inability to obtain increased support. 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 "tool kits" that offer hope for a healthy daily routine. This, in turn, 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 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 lifestyle, with new therapeutic and leisure activities.



Recovery Services

Highlights of the year for Recovery Care Coordination, WRAP, and Home Recovery included:

- » A total of 1,151 individuals served in the programs of Recovery Care Coordination
- » The Home Recovery program was presented at the USPRA Conference in Boston in June, 2011, with 150 registrants participating. The presentation received high evaluations and resulted in several individuals inquiring about employment at HCS. The team also received an invitation to come to Israel and help build a similar program, and to make the same presentation at the VAPRA Conference in Richmond in December, 2011.
- » Care Coordinators presented a skit to the Town Hall meeting for all HCS employees, describing the work done with men and women with serious mental illness. The skit was entitled "Traveling Companions," and was presented by several different staff members on four occasions.
- » WRAP facilitators continue providing 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 strengths that may help overcome symptoms preventing discharge.
- » Care Coordination staff continues to work closely with local churches that sponsor a Social Club for our consumers who live in Assisted Living Facilities (ALFs) and are unable to participate in other services.
- » One staff member completed her MSW with a focus on improving services for geriatric consumers and coordinating their care with local Primary Care Physicians due to co-occurring physical conditions
- » The Director of Recovery Care Coordination Services continues to chair the Family & Consumer Support Services Committee of the Southwest Virginia Mental Health Board, with oversight into an emerging consumer and family presence in the planning, delivery and evaluation of mental health services. Specific benefits to HCS have included: financial support for the meetings with PCP's (now focused on communication around domestic violence issues), training consumers in leadership skills through the Leadership, Empowerment and Advocacy Program (LEAP), and teaching consumers how to tell their own recovery stories through the NAMI "In Our Own Voice" program, as well as the Mental Health Awareness Day at Emory & Henry.

Recovery Services



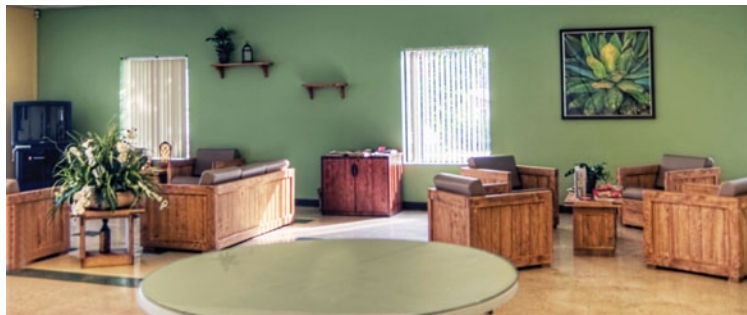
Stepping Stones Clubhouse

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 members work side by side with individuals, to help them achieve treatment goals and to increase quality of life. Consumers often see fellow program participants as "family."

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 around healthy leisure time activities. Often, people who have just moved into new apartments 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).



Top: Inside The Oasis
Bottom: Front porch at The Oasis

Recovery Services



The Oasis

Highlights of the year for Stepping Stones and The Oasis included:

- » Stepping Stones served 153 consumers; Mental Health Support Services served 184.
- » Stepping Stones Psychosocial Rehabilitation Program moved to Ivy Street, in the town of Abingdon, in November, 2010.
- » Mental Health Supports opened The Oasis Training Center at the former Clubhouse location on Lee Highway in Abingdon. It functions as a one-of-a-kind program, to individually train consumers in skills needed to live healthy, safe, social, and independent lives.
- » Consumers and staff participated in the annual Walk for Mental Health at Emory and Henry College.
- » Stepping Stones staff and consumers attended VAPRA (Virginia Association of Psychiatric Rehabilitation), an annual educational conference in Fairfax, Virginia, for professional development and consumer education.
- » Stepping Stones offered 12 specialty groups for consumer recovery.
- » Stepping Stones hired a Registered Nurse.

Intellectual Disability Services



HCS ID Facility

HORIZONS

Horizons is both a center and a community-based program, serving individuals with intellectual disability, from age 12 through adulthood. This program provides assistance, as identified in Individual Support Plans, to increase socialization, adaptive 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).

Highlights of the year included:

- » Discontinued pre-vocational services and began providing only day support services
- » Extended the program end time by two hours (from 1:30 p.m. to 3:30 p.m.)
- » Restructured the program, by setting up sessions throughout the day and allowing individuals to choose the sessions in which to participate
- » Staff development in the area of Autism
- » Staff has been identified from Horizons to become certified in Positive Behavioral Support training. This will be implemented in FY12.
- » Utilization of Horizons program area coordinated with other HCS programs



Intellectual Disability Services

SPONSOR HOME RESIDENTIAL PROGRAM

The Sponsor Home Program provides alternative living arrangements for individuals with intellectual disability, by providing them with a nurturing and supportive family home. Supports are provided as identified in an Individual Support Plan. Services within the Sponsor Home program include training and supports to enable individual achievement and maintenance of community stability and independence, in the most appropriate, least restrictive environment. This includes training in or reinforcement of functional skills and appropriate behavior, related to the individual's health and safety, activities of daily living, use of community resources, assistance with medication management, and monitoring of health, nutrition, and physical condition, all while living in a home with a supportive family.

Highlights of the year include:

- » The number of Sponsor Homes increased from three to eight, with nine individuals receiving support.
- » The program continues to consult with a private provider, to evaluate the need for establishing a small, four-person home.
- » Two of the consumers living in Sponsor Home Placements participated in the State Special Olympics.
- » Worked with Children's Services in establishing and maintaining the Sponsor Home for Children Program.



Intellectual Disability Services

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 to coordinate, link, and monitor supports for those individuals.

Highlights of the year included:

- » Staff development was a primary focus. Staff members participate in groups/training involving Autism, Positive Behavioral Supports and Domestic Violence.
- » Guardianship for six individuals was completed, through special funding with the Office of Developmental Services.
- » Due to downsizing and possible closing of the Southwestern VA Training Center, Support Coordination worked to coordinate appropriate supports for those being discharged back into the community
- » Internal record reviews were conducted for all ID services and received excellent ratings with no citations
- » Early Intervention relocated to the main HCS campus, thus allowing for expanded work areas





Center for Behavioral Health
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