

# ANNUAL REPORT

July 1, 2019 – June 30, 2020



276.525.1550 | Highlands Community Services | [HighlandsCSB.org](https://HighlandsCSB.org)

# WELCOME



**REBECCA HOLMES**

“Unprecedented.” While an accurate description of the year that FY’20 turned out to be, it fails to convey the full picture of how many areas of our operations have been substantially impacted by a variety of issues throughout this past year. Beginning with financial impacts of service denials and limitations by managed care organizations, ending with a global pandemic that shut down the world, our challenges this fiscal year were ominous and relentless. While we experienced the first-ever large-scale furloughs within the organization due to complications with the managed care organizations, we also closed facilities, transitioned to remote work, implemented additional temporary furloughs, and had a large portion of the organization on rolling furloughs for an extended period under the impact of the COVID-19 pandemic.

Our struggles have been no different than those of other organizations. However, as an organization, I am proud to say that we chose to turn lemons into lemonade at every corner. By increasing our focus and efforts toward clear and transparent communication across all levels of the organization, our staff were able to remain aware of ongoing changes and decisions, as well as understand how HCS intended to manage the impact of the pandemic. This knowledge and understanding allowed staff to have

trust in HCS leadership and transition through some very unorthodox interventions and an endless stream of unusual situations to end the year on a successful and safety-focused note. Miraculously, our staff were able to shift the entire organization and our consumers from face-to-face, facility-based services to fully remote telehealth services within one week. They were flexible enough to navigate through rolling furloughs and dedicated enough to ensure there were no service gaps for our consumers and community.

Despite the inescapable challenges we have been forced to experience this year, I am exceptionally grateful and proud of the successes and outcomes this organization has achieved in such a tough environment. In the face of so many uncertainties, we have learned that we can operate much differently than we ever envisioned while continuing provision of quality and meaningful care to those we serve. With no clear end in sight, this practice-changing experience has not only prepared us to better navigate continued obstacles, but also to begin to develop a different vision and definition of what our “new normal” can be. Prioritizing health and safety for employees and consumers, we look forward to the creative opportunities that are to come.

Be well – Rebecca

## Our Leadership

### EXECUTIVE DIRECTOR

Rebecca Holmes

### CHIEF FINANCIAL OFFICER

Shelia Tuggle

### SENIOR MANAGERS

Kathie Baker-Forester

Kristi Brown

Jerry Culberson

Lorie Horton

Michael Keohane

Rema McCue

Crystal Miller

Shawn Miller

Kandace Miller-Phillips

Miranda Mingle

Susan Young



# ABOUT US

Highlands Community Services (HCS) was founded as a Virginia Community Services Board (CSB) in 1972. We provide behavioral health care to all individuals seeking mental health, substance use and developmental services in Washington County and Bristol, Virginia.

HCS has become a leader in the region, providing cutting edge intervention and treatment programs in various locations between Bristol and Abingdon — including a newly opened Satellite office in Smyth County, VA — through a comprehensive system of care for children, adolescents and adults.

We are made up of a team of over 300 employees that work in a variety of departments ranging from clinical to administrative services. HCS is led by a Senior Leadership Team made up of both Executive and Department Directors.

Together, they help guide the direction of the organization and provide leadership for the agency's programs and day-to-day operations.



*Opportunities  
to find deeper  
powers within  
ourselves come  
when life seems  
most challenging.*



JOSEPH CAMPBELL

## Our Mission

HCS is committed to “improving lives and discovering possibilities” by providing the highest quality continuum of behavioral health care, creating a center of excellence for all individuals seeking mental health, substance use or developmental services.

## Our Vision

We are dedicated to discovering, implementing and sustaining valuable services that improve lives. We will continue to operate with efficiency, financial viability and innovation.

## Our Values

Our core values are integrity, respect, teamwork, empowerment and transparency. These values guide all that we do.

## Our Board

### CHAIR

Emily Lee

### VICE CHAIR

William “Bill” Hartley

### SECRETARY / TREASURER

LaRue “Carter” Miles

### WASHINGTON COUNTY

Judy Carrier

Fred Newman

Randy Pennington

Lisa Seaborn

Sherry Allison

### CITY OF BRISTOL

Heather Tedder

# FINANCIAL

## ASSETS



Cash and Cash Equivalent . . . . .	\$3,907,193
Accounts Receivable . . . . .	\$2,998,985
Fixed Assets . . . . .	\$15,924,039

**\$22,830,217**

Revenue decreased by **\$1,150,938** or slightly over **4%**. Dropping total revenues to just over **\$26.5 million**. Fees remained the highest revenue category at **60%** with State funds the second highest at **21%**. Personnel expenditures remained the highest expenditure category at **72%**. The total surplus was **\$832,352** which consisted solely of restricted funds. HCS ended the year with a **8.87%** decrease in Net Position, but remained financially stable due to the dedication and creative thinking of HCS staff, management and board members which helped mitigate some of the effects of COVID-19 revenue interruptions and related drain on HCS financial resources.

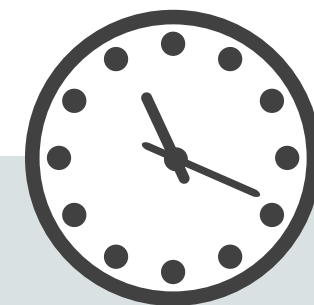
## EXPENDITURES



Personnel . . . . .	\$18,499,194
Staff Development . . . . .	\$354,986
Facilities/Vehicles . . . . .	\$2,280,225
Equipment/Supplies . . . . .	\$891,922
Consult/Contracts . . . . .	\$3,268,122
Program Operations . . . . .	\$489,334
Other Expenses . . . . .	\$39,833

**\$25,823,616**

## LIABILITIES



Current Liabilities . . . . .	\$825,710
Notes Payable . . . . .	\$14,249,570
Accrued PTO . . . . .	\$1,076,792

**\$16,152,072**

**NET  
POSITION**

**\$6,678,145**

## REVENUE



State Funds . . . . .	\$5,678,329
Local Funds . . . . .	\$726,491
Fee For Services . . . . .	\$15,972,404
Federal Funds . . . . .	\$3,163,749
Other Funds . . . . .	\$1,114,995

**\$26,655,968**

# IMPACT

# 4,944

## TOTAL UNDUPLICATED INDIVIDUAL CONSUMERS SERVED

### STAFF

## 292

Full-Time Positions

## 45

Part-Time Positions

## 337

Total Positions

## 42.7%

Worked 5+ Years

## 23.1%

Worked 10+ Years

### TRAINING

## 133

Mental Health First Aid

## 113

REVIVE!

Opioid Overdose Reversal

## 113

ACEs

Adverse Childhood Experiences

## 42

CIT Core

## 1,972

Adult Recovery Services

Total Unduplicated

## 893

Crisis Services

Total Unduplicated

## 3,208

Outpatient Services

Total Unduplicated

## 1,259

Children & Family Services

Total Unduplicated

## 455

Developmental Services

Total Unduplicated

## 1,929

Psychiatric Services

Total Unduplicated



# MILESTONES



**September 7, 2019**

Developmental Services Fabulous Formal

**October 22, 2020**

C4C Fall Institute: Child Serious Injury & Homicide

**June 17, 2020**

CITAC 1st Anniversary & APD Partnership

**September 23 – 27, 2019 & March 9 – 13, 2020**

CIT Core Trainings

**April 4, 2020**

Lemonade Talk with Rebecca

**June 22, 2020**

Alpha Joins HCS

**October 10, 2019**

CAC Smyth County Open House

**May 5 – 6, 2020**

C4C Spring Institute: Do it Well. Make it Fun.

**June 30, 2020**

Kathy Simpson Retires as CFO



# LOCATIONS



## MAIN CAMPUS

610 Campus Dr. | Abingdon, VA 24210

## ANNEX

608 Campus Dr. | Abingdon, VA 24210

## OAKVIEW

102 Oakview Ave. | Bristol, VA 24201

## LEE HIGHWAY

1969 Lee Hwy | Bristol, VA 24201

## CAC BRISTOL

21451 Sugar Hollow | Bristol, VA 24201

## CAC SMYTH

1070 Terrace Dr. | Marion, VA 24354

## STEPPING STONES

414 Ivy St. | Abingdon, VA 24210

## CHILDREN'S CAMPUS

383 Baugh Ln. | Abingdon, VA 24210

## CRC

802 Hillman Hwy | Abingdon, VA 24210

## CITAC

614 Campus Dr. | Abingdon, VA 24210

## SAFETY ZONE

383 Baugh Ln. | Abingdon, VA 24210

## NAVIGATE

16320 Porterfield Hwy | Abingdon 24210