

2020 ANNUAL REPORT

Credo Community Center for the Treatment of Addictions, Inc.



595 West Main Street, Watertown NY 13601
(315) 788-1530 | www.credocc.com

THE ESTABLISHMENT OF CREDO

1970

- **Community Center for Alcoholism of Jefferson County, Inc.**

1973

- **Credo Foundation, Inc.**

2000

- **Credo Community Center for the Treatment of Addictions, Inc.**

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CREDO COMMUNITY CENTER OPERATING BOARD

MISSION STATEMENT: *Transforming Lives Through Quality Treatment.*

- Teresa Gaffney, President
- Peter Ouderkirk, Vice President
- Joey Marie Horton, Secretary
- John Nuber, Treasurer

- Amy O'Donnell
- Cheryl Mayforth
- Corey Zeigler
- Cynthia Ackerman
- David Geurtsen
- Edward Brown, Emeritus
- Jennifer Jones
- Jill Laureano-Surber
- Joey Marie Horton
- John Nuber
- Ken Baker, Emeritus
- Kristine Maloney
- Sam Purington
- Victor Rodriquez II

CREDO COMMUNITY CENTER FOUNDATION BOARD

MISSION STATEMENT: *To morally and financially support the mission of the Credo Community Center for the Treatment of Addictions, Inc.*

- Michelle Capone, President
- Shane Simser, Vice President
- Paul DiFabion, Secretary
- Clifford Brown, Treasurer

- James Heary
- Jim Finnerty
- Julie Sawyer
- Sherry Wilson
- Terry Williams
- Tim Kelly
- Toby Schilling, *Emeritus*

CREDO COMMUNITY CENTER EMPLOYEES

As of December 31, 2019

Executive Leadership:

- John Wilson, *Executive Director*
- Tracy Leonard, *Director of Operations*
- Jeanette Hardy, *Human Resource Director*
- Jordan Jones, *Chief Financial Officer*
- Caryn White, *Director of Outpatient Services*
- Nicole Pierce, *Senior Residential Program Director*

Jennifer Allen

Kizzy Allum

Sally Ames

Richard Baik

Johnny Bailey

Samantha Barter

Yvonne Bates

April Beamer-Breen

Kyle Bellinger

Shawna Berry

Dallas Blowers

Kenyetta Boyd

John Breen

Danielle Brett

Jacob Broadbent

Shane Brown

Melissa Calhoun

Jennifer Canter

Kathy Cole

Christopher Coose

Margo Davis

Dawn DeLair

Margaret Dillabough

Maria Dismuke

Scott Donato

William Draper

Kristen Ebersol

Erica Eichner

Payton Elmer

Elizabeth Fairbanks

Donna Flanagan

Kendra Fone

Randi Forbes

Brandi Ford

Leon France

Craig Frederick

Melinda Gabriel

Megan Gadbow

Shannon Galarneau

Kelly Genter

Kaitlyn Goodmen

Nathaniel Greene

Lori Hadley

Jeanette Hardy

Chant'y Harper

Christina Harris

Mary Henderson

Gail Hicks

Charlotte Hicks

Meagan Hinkal

Danielle Holland

Angela Hooper

Amanda Hosmer
Erin Hunneyman
Irene Hunter
Gregory Ingerson
AnnMarie Inman
Katelyn Jessmer
Kayla Jones
Christine Jordan
Amanda Keller
Paul Kellogg
Lesley Kirch
Jessica Kirk
Jay Kittle
Dylan Krause
James Liscum
Erin Loomis
Heather Loree
LaNelda Lundgren
Kimberlee MacDonell-Der
Cheryl Malbeuf
Julie Mason
Morgan McAleese
Kaila McClelland
Timothy McConnell
Sean McDonald
Moriah McGhee
William Moore
Lindsey Morrow
Robert Mullin
Grace Nowak
Heather Oatman
Megan O'Brien
Shay Park-Richards

Daniel Pisaniello
Tina Porter
Priscilla Pruitt
Kim Richards
David Scanlin
Korin Scheible
Kathleen Scheible
Leah Schneider
James Scordo
Sean Scott
Jeffrey Sero
Timothy Skinner
Tyree Smith
Andrea Smith
Megan Smith
Michele Smithers
Tara Stanley
Elizabeth Stevens
Jennifer Sztalkoper
Ginger Thomas
Kristie Towles
Stefanie Truesdale
Amy Turner
Jessica Vida
Heather Villarreal
Linda Vincent
Patricia Wetterhahn
Morgan White
Jordan White
Brittany Williams
Kelly Wright
Jenna York

EXECUTIVE DIRECTORS REPORT

Where do I start? As the new Executive Director of Credo Community Center, I could never have predicted this organization would ever go through a storm like we did. One that has tested us in ways I never thought possible and in ways that I could never have imagined. COVID flipped service delivery on its head and said figure it out or sink, but I am here to tell you that Credo has some of the best staff an organization could ever ask for. Not only did we figure out how to provide services in the middle of the COVID pandemic, but we also figured out how to grow our services to meet the increased demand in our community.

Credo staff came back to work as essential workers every day without hesitation. I never had one phone call about someone who chose not to come back to work because of the of the risks associated with COVID. We never had an outbreak in any of our facilities because our staff followed proper protocols and kept the clients and themselves safe. I am very proud of our staff as they stepped up to the challenges of providing services during Covid. Our residential staff reported to their respective sites every day and were open and willing to adapt to the new safety protocols being put in place by multiple oversight bodies. Our outpatient staff figured out new ways to provide services to continue to meet the needs of our clients with the use of technology. Our Executive Team met daily to make decisions based on new regulations and mandates in safety protocols that were constantly changing. They then sent out consistent emails updating our staff, so they were informed.

I watched the different strategies from multiple NYS OASAS Prevention and Treatment providers as some did nothing and others overreacted with panic to the COVID pandemic. Credo did what we always do, came to the table with daily calls from the multiple coalitions to figure out how do we keep moving forward. Credo management staff has strong connections with ASAP, CNYADA, Northern Tier Providers Association and NYS OASAS leadership, and we participated with these provider associations to be part of the decision-making process.

Credo management was part of bringing Regulatory Relief-both clinically (telehealth-audio and/or visual and removed the requirement for in person initial visit required for buprenorphine, etc.) and fiscally in NYS (bundled

billing, changes in durations of services, etc.) In addition, we continued to participate in the Tug Hill BHCC and the RPC to stay informed.

I also utilized the Credo Board and Management Team to enhance our IT department. The IT Committee was engaged and guided the following decisions: development of a new relationship with CREG Systems, Infrastructure development with new laptops, utilization of Teams and Zoom for meetings across multiple sites and the use of telehealth to provide services.

The Business office at Credo also made some significant changes with the hiring of Jordan Jones as the CFO. Jordan comes to Credo with many years of experience. The decision was also made to discontinue our contract with an outside entity for billing of our Integrated Outpatient Service and Opioid Treatment Program (OTP) and brought this back in house where we have seen major improvements.

Credo's services were slowed down initially as new admissions for residential services were discontinued temporarily by OASAS. While residential services finished the year slightly below utilization levels from previous years, Outpatient services have steadily increased. The Outpatient system at 595 W. Main St., and our multiple additional locations, including off-site services have steadily grown to where we now have 800 individuals in our Outpatient system. There was an increase in overdose deaths in Jefferson County to an all-time high of 29 in 2020, but we are very proud to say that with the use of MAT's and clinical interventions, Credo kept 300 individuals enrolled in OTP services safe during this challenging pandemic. The OTP also had their second Accreditation review by CARF and once again was given the maximum 3-year license.

We are also very excited that in 2020, after several years of shuffling papers back and forth with NYS OASAS Capital Unit and other planning entities, Credo was awarded \$9.2 million for a new capital project that will put all of Credo's Outpatient services in Watertown under one roof and allow Administration to relocate back to 595 W. Main St. We are very excited about this project with groundbreaking scheduled for 2022.

Finally in the middle of the COVID pandemic, Credo felt it was important to continue to plan for the future. The services of Richard Halpin, Consultant

were solicited to help the Credo Board and Management with the development of a Sustainability Plan and a Succession Plan. We are hopeful that 2021 will see positive changes to our system, but either way Credo Community Center will be there to meet the needs of our community.

FINANCE

In 2020 all private donations, pledges, and revenues from memberships went to the Credo Community Center Foundation, totaling \$36,523.

Due to Covid-19. Credo Community Center Foundation was unable to hold the normal fundraising activities. We were able to do limited activities that generated \$3,329.

In 2020 the Credo Community Center Foundation Board awarded \$4,000 to Credo Community Center Alumni in scholarships for educational or vocational pursuits.

The United Way of Northern New York supported the Credo Community Center in 2019 with \$25,300 in funding to support the OTP program.

The Deline Foundation provided \$31,000 to Credo Community Center to purchase electronic equipment to provide telehealth services to our clients.

In March 2020, Credo was awarded a 3-year Justice Center grant totaling \$249,000 to connect clients with SUD and MH services Credo provides coming out of the court system.

In September 2020, Credo was awarded a continuation of its SOR Outreach program in Jefferson County for one year in the amount of \$93,000.

2020 Total Program Budget for the Agency:

Total Budget:	\$9,232,217
Total Revenues:	\$7,022,841
Total State Aid:	\$2,209,376

Staffing for our Integrated Outpatient Clinic and Opiate Treatment Program were expanded to handle the increasing utilization of services.

There are 12 budgets governed by NYS OASAS:

- Watertown Chemical Dependency Outpatient Clinic (Satellite in Lowville)
- Community Residence (Washington Street)
- Community Residence (Winthrop Street)
- Intensive Residential for Women (State Street)

- Residential Rehabilitation Services for Youth (Evans Mills)
- Vocational Educational Programs for Residential an Outpatient Services
- Homeless Supportive Housing
- Opiate Treatment Program
- Jefferson County Jail Outreach Program
- Jefferson County Drug Court Program
- Lewis County Outreach Program
- Case Management Program

There is 1 budget governed by the NYS Office of Mental Health:

1. Credo Mental Health Clinic (West Main Street)

The Credo Community Center Health Home Program continued to expand in 2020, increasing revenues to \$372,000 for 2020, up 8% from 2019.

Billing Office Progress:

Credo brought billing back in-house effective July 1st, 2020 and ended its third-party billing contract, resulting in significant savings for the organization. The office also put in a significant amount of work to correct the coding within the system and update contracts with its payors to enhance revenue. Since then, collections have increased significantly, and claims are being billed and reviewed in a more timely manner. Credo's denial rates are also decreasing as a result.

The team has made great progress with these goals. Credo received industry benchmarks from their auditors to be able to measure the progress and efficiency of the billing office and will monitor that in 2021. While there is always opportunity for improvement, Credo is well positioned for continued success.

All of this was done in with COVID as a backdrop. The billing office needed to be flexible and adaptable to the constant regulatory and billing changes that were occurring because of the pandemic. This was constantly monitored to ensure compliance with information and was made easier with the move to bring billing back in house.

HUMAN RESOURCES

Benefits

In 2020 we were once again able to continue our high deductible health plan that includes a Health Savings Account (HSA) and a Health Reimbursement Arrangement (HRA). The cost to the employee for the health plan was increased for only the second time in ten years. We were able to split the increase with employees to keep the cost to employees minimal. Wellness continues to be offered to all full-time employees including those who do not participate in Credo's health plan as well as spouses of employees. We had 69 out of 95 full time staff participate in a biometric screening. This is an increase from 62% participation in 2019 to 73% in 2020. Of the 69 who were screened, 26 were first time participants. Those who choose not to participate will have another chance to participate next year. All other benefits for 2020 remained consistent with a slight decrease in cost on the dental plan and a slight increase on the vision plan.

Turn Over Rate

Credo had 138 employees in January 2020 and 122 in December 2020 which equates to a decrease rate of 11%. We hired 36 employees over 2020. Millennials made up 52% of our agency and 73% of our employees were female. Credo's total employee turnover for 2020 was 38.6%; this is a slight increase from 38.2% in 2019. If we break out the full-time turnover from the part time turnover, we see turnover for part time staff is at 40.9%. This rate continues to decrease from previous years with a rate of 53.7% in 2019 and a high in 2018 at 80.8%. Retention efforts of paid time off and time and a half for holiday for part time employees has worked and continues to be effective. The average stay of a part time employee is at 4.8 years. The full-time turnover rate has increased for 2020 at 38.4% from 33.7% in 2019. This in part is due to a reduction in force that was done in July of 2020 due to budget holds. It is important to note that 29 of the 38 full-time positions (or 77%) were direct care or clinical staff which is higher than previous years. In 2020, 5 separations or 10% of all departures were related to relocation or affiliation with military actions, this is less the 25% in 2019. This reduction is due to the US Army processing less permanent change of duty stations for 2020 due to the COVID pandemic.

Break Down of Turnover

We had a total of 50 staff members who left Credo in 2020; 35 departures were voluntary (64%) and 15 were involuntary (36%). Voluntary turnover is down by 11.5% for 2020. Positions of note that we saw turn over in were as follows; 12 were counseling staff (increase from 10 in 2019); 10 were Relief Workers/Entry Level Counselors (a decrease from 12 in 2019) and 12 were clerical support or Engagement staff (a decrease from 14 in 2019). In addition, turnover included 3 RN's/LPN's (increase from 2 in 2019), 4 on-call/temp workers (decrease from 5 in 2019), 1 peer and 5 case managers. Overall, we saw an increase in the number of full-time departures, 38 compared to 34 in 2020 and a decrease in part-time staff departures, 12 compared to 15 in 2019.

Of the thirty-five voluntary separations reasons for departing fell into the following categories: Twelve (12) left for personal reasons, eleven (11) another job offers, five (5) staff moved out of the area, three (3) no response/reason given, two (2) childcare, one (1) death, one (1) higher pay. The average tenure for voluntary departing employees was 1.7 years; an increase from 2019 of 1.5 years.

We had 15 involuntary terminations in 2020 (compared to 12 in 2019). Twelve of the involuntary terminations were full time staff; of which one (1) was a manager, three (3) were layoffs due to a reduction in force, two (2) were engagement specialist, two (2) were clerical positions; the remainder were direct care or clinical workers. The primary reason for termination was failure to follow/comply with policy.

Nineteen staff of the 50 who left (or 35%, down from 54% last year) had been employed at Credo less than one year with an average stay of 6 months (down from 11 months in 2019). Overall, it is noted that the average stay of someone with less than one year with Credo has gradually improved from 2015 and 2016 (5 ¼ months), 2017(6 months), 2018 (7 months) to 11 months in 2019. This was not the case in 2020 as the average stay decreased to 6 months.

If we look at the average turnover rate across companies in the North American Industry Classification System that are classified the same as Credo under NAICS Code 62 (Health Care and Social Assistance), then we are slightly below the industry benchmark of 48.6% with our total turnover rate at 38.6% for 2020. This is a positive, especially based on the challenges we face due to

being a non-profit, the shortage of talent in this area, our proximity to a military base and being in the North Country. We were impacted by COVID with financial holds this year which contributed to the total turnover results for 2020.

Overtime Costs

Total overtime costs for 2020 was \$137,500. A large part of this was coverage for vacant positions in all programs throughout the year. This overtime cost also includes rates to pay part time employees for holiday time at time and a half as well as short notice pay for emergency call offs and illness. Total payroll for 2020 was \$6.7M, payroll in 2019 was \$6.0M. A healthy overtime standard rate for an organization is 3%. Credo Community Center is falling just below that rate with a small decrease from 2019 at 2.94% to 2.06%

Promotions and Internal Movement

In 2020 we had 20 promotions within the agency in addition to 18 staff whose title and job descriptions were updated to include additional responsibilities and duties. We had 4 part time employees who took on full time roles. Of the 20 promotions, 5 were promoted into roles with supervisor responsibilities.

Recruitment Efforts

Recruitment continues to require a large amount of HR dedication and time. We consistently face a shortage of qualified applicants for clinical positions making it very challenging to hire "good fits". In 2019 the HR staff recruited for a total of 82 openings and on average roles were filled in 72 days. In 2020 the HR staff recruited for 48 openings and the time to fill was reduced to an average of 37 days. The average time to fill health service positions across the US in 2017 was 49 days, updated data for the industry is not available to date. The clinical role of Integrated Treatment Therapist has been traditionally challenging to fill. This role saw a decrease in days to fill from 54 in 2019 to 32 in 2020.

HR staff continued college relations efforts that began in the summer of 2019. These relationships were important during this challenging year as we continued to be one of the few nonprofits that offered internships to students. Relationships with colleges across New York state have continued to allowed Credo to turn interns into employees. In 2020 Credo hired 4 interns into regular roles. In 2020 the agency has continued to explore departments and

locations that interns can gain experience in and have allowed new areas to be accessed. We continue to build our pool for future candidates from local colleges and continue to gain interest for summer internships for students who return from colleges outside the area.

Projects/Areas of Note

As the first quarter ended in 2020, the Credo outpatient and administrative staff made a move to remote work to ensure the safety and welfare of staff and clients. The HR team along with supervisors worked with many employees to deploy technology and arrange for continued work to assist with services and tele health. For those that remained on site, employees were thrown into a world of personal protective equipment (PPE) and new best practices to keep everyone safe. The deployment of remote work was felt across the agency. Our employees reacted quickly and adapted to meet the needs of our clients. The residential staff worked under circumstances with many restrictions on movement of clients and supported furloughs for clients to reduce the occupancy at locations to ensure safety. The dedication of Credo employees during this difficult, unprecedented time was strong and felt by many. In support of the efforts our employees made the Wellness Committee emerged as a group of employees to support one another as we moved into this new way of working. Events from the Wellness Committee continued throughout the year with the support of the Human Resource Generalist, from Wellness Wednesday song playlists sent out via Paylocity, to a summer virtual scavenger hunt in conjunction with the Employee Committee, to creating a purple heart display to represent those individuals affected by overdose as part of National Recovery day, to employee appreciation day where members of the committee passed out donuts and apple cider to employees, this group of employees made an impact on employee morale.

Employees felt the pandemic affecting them at work and at home, as the first cases of protected leave were handled by the HR department. In 2020 over fifty (50) cases of potential protected leave or job flexibility requests came through the HR department as various needs for employees arose. These needs ranged from school closing, day care needs, spouses being sent to work in high hit areas, assisting with travel restrictions or employee or family members experiencing COVID symptoms.

Not only did employee relations matters increase during this time but in 2020 the number of unemployment claims processed almost doubled from 2019 (18 to 35 claims processed) as imposter claims hit our agency and we processed claims for those that were laid off. The HR department ended 2020 with preparing for New York Paid Sick Leave that would require a change in policies by January 1, 2021 to allow for all staff to have paid time off under new legislation.

A great deal of emphasis was put on managing employee needs and retaining staff as we managed through the pandemic during this trying year.

QUALITY ASSURANCE AND COMPLIANCE

Each year an Annual Corporate Compliance Work Plan is developed, reviewed by the Compliance Committee, and approved by the Operating Board. Credo's work plan is developed based on the anticipated needs of the agency, updates to regulations, Local Service Bulletins, applicable guidance documents, and the NYS Office of Medicaid Inspector General's (OMIG) annual work plan.

In 2020, the COVID-19 pandemic did not allow for the compliance plan to be followed exactly as intended; however, every effort was made to ensure that quality services were provided to clients, despite the ever-changing regulatory landscape for service provision and safety measures. Given that the OMIG 2019-2020 work plan identified NYS OASAS outpatient services, opioid treatment services, and inpatient rehabilitation services as programs to be audited, 2020 program audits focused on these services each quarter. In the fourth quarter of 2019, outpatient services exceeded 300 clients, so the 2020 audits for this program were doubled in accordance with OASAS auditing practices.

Based on the audits completed, documentation errors and omissions were identified, corrections and/or retraining have occurred, and Medicaid payments were returned for billed services, when appropriate. One instance of potential fraud was identified and under investigation at the end of 2020.

A Commission on Accreditation of Rehabilitation Facilities (CARF) audit of the OTP took place mid-year, resulting in many helpful recommendations that the department has been assisting to implement both in the OTP and agency wide, as appropriate. This has led to process improvement in multiple areas of the agency.

A summary of the activities of the Corporate Compliance office for 2020 are as follows:

Policies & Procedures Developed or Updated

- RRSY Policy
- OTP Policy
 - Updated policies & procedures to reflect CARF specific requirements according to the 2020 CARF Manual Updates and audit recommendations

- Toxicology Testing
- Administrative Discharge Process
- Session Frequency
- Discharge Checklist
- Community Residences
 - Room and Person Searches
 - Resident Under the Influence
 - Relapse
 - General Staffing and Duties
- Agency Wide Manual
 - Incident Management Policy (Contraband)
 - Tobacco, Vaping and Carcinogen-Free (EVALI)
 - Plan of Safe Care (CAPTA)
 - Family Involvement and Support Delegates
 - Employee Handbook
 - Finance
 - Personal Protective Equipment (added COVID-19 specific information)
 - Emergency procedures (added epidemic and pandemic information)

Safety Program:

As COVID-19 guidance evolved through the Centers for Disease Control, NYS Department of Health and OASAS, various memos and posters were developed to disseminate COVID-related safety information. This included items such as screening questions; proper mask and PPE use for staff and clients; proper mask and PPE care; and cleaning procedures. The office also assisted with the ordering and distribution of PPE and cleaning supplies; and safety data sheets were distributed to each site for new cleaning chemicals.

A total of 44 safety related incident reports were reviewed (includes incident types of: injury to client or staff, physical abuse/altercation between clients, slip/fall non-injury, and vehicle incident).

Continuous Quality Improvement Program:

Utilized multiple levels of Quality Assurance throughout the agency:

- Simulated OASAS/OMIG audits being conducted at the executive level, which utilize standardized audit tools. This level includes corrective action planning to prevent reoccurrence.

- Implemented a monitoring program within the community residences for house check and person search compliance.
- Developed a “toolbox” for each site that contains program specific audit tools that relate to health, safety, physical plant, patient charts, and employee supervision. This toolbox also includes a site-specific audit schedule and standard operating procedure documents for each audit tool.

The 2019 OTP OASAS audit corrective action plan (CAP) was completed and closed in 2020, and in the summer of 2020 the OTP also received a CARF audit for re-accreditation. Both audits resulted in three-year certificates, the maximum length that can be achieved.

Where appropriate, recommendations from the OTP CARF audit have been applied to the entire agency to promote uniform practices across programs and enhance the quality of services to benefit all Credo clients. One example of this is with incident trending and analysis. Trends are identified at each CQI meeting, and two to three incident types are selected to be targeted in the following two months through Compliance Tip Tuesday’s; policy or procedure updates; and/or training. At the next committee meeting, those incident types are reviewed again to evaluate if the interventions had the desired effect. If not, additional interventions are utilized, and it is evaluated again at the next meeting. This cycle will continue if necessary, to achieve the desired result.

Responsibilities related to daily quality assurance reviews of outpatient records was moved out of compliance and to the Medical Records department of the outpatient programs.

Billing & Revenue Cycle Management:

- Mid-year, third-party client billing services were terminated, and these tasks were brought in-house.
- Monitoring billing of Medicaid and MCOs was a top priority in 2020, as billing practices were altered under temporarily COVID-19 relief. This will continue to be monitored in 2021 and until the temporary relief expires.
- Additional funding was received relative to COVID-19, and the department worked with the CFO to ensure compliance with the requirements of each funding source.

Corporate Compliance Program:

- Prepared for and engaged in the OTP CARF audit

- Completion of Justice Center Code of Conduct training to all agency employees
- Completion and approval of annual compliance work plan
- Distribution of conflict-of-interest disclosure statements to appropriate staff and Board members
- Compliance monitoring in the following areas:
 - Fiscal Audit conducted by Bonadio Group
 - Billing and Medical Records Quality Assurance
 - OASAS Regulations, LSBs and Guidance Letters
 - Patient/Perception of Care Surveys
 - Shatterproof/Atlas
 - Suggestion boxes; and
 - Hotline calls and e-mails
- Implementation of telemedicine
- Reporting all IPA Requirements
- Working toward and preparation for Value Based Payments
- Solicitation, review, and selection of attorney services for the Capital Project

Fraud, Waste and Abuse:

- Remote work added a new layer of risk to the agency, so audits of phone and video logs were conducted. These audits identified potential fraud by one employee in the outpatient program. The investigation will be complete in 2021.
- All new hires were provided with fraud, waste, and abuse training.
- All staff were provided annual fraud, waste, and abuse training

Compliance Platform:

Multiple compliance programs were reviewed as an alternative to the Compliance Group's Guard application. Ultimately, none of the platforms were selected in 2020 due to the associated cost and other identified mechanisms to ensure compliance at this time. To assess risk for the year, Bonadio Group reviewed existing HIPAA Privacy and Security/IT policies and found no material changes were necessary. This will be reviewed again in 2021.

Incident Management Program:

The Incident Review Committee reviewed a total of 240 incidents throughout 2020. The committee met regularly and reviewed these incidents for trends and to identify areas for improvement through training and policy and procedure changes. In accordance with CARF audit recommendations, the improvements were evaluated for effectiveness. When appropriate, incidents were also referred to Human Resources, and/or the Safety, Compliance or Continuous Quality Improvement committees for further action.

Incidents were also reviewed to ensure proper processes were followed for Justice Center and Mandated Reporter reports. When Justice Center reports were made, the agency fully cooperated with Justice Center investigations or conducted full internal investigations and submitted the findings to the OASAS Regional Office and Justice Center. When appropriate, corrective actions were implemented and/or safeguards were put into place to prevent future occurrences of similar incidents. In accordance with CARF audit recommendations, these corrective actions were also evaluated for effectiveness.

One incident involved the death of a client on property. Thorough investigations were conducted by the Justice Center and the Corporate Compliance department. Policies and procedures were developed or revised in close coordination with the OASAS Regional office to improve safety and reduce future risk. The implemented changes will be monitored for the foreseeable future to evaluate long-term effectiveness.

An additional 65 incidents were submitted under the category of “other reportable incidents,” which could include situations such as finding over the counter or prescription medication on the floor. Another 22 reports were made that did not meet the definition of an incident.

One change that was made to the incident reporting program during the year, at the request of the OASAS Regional Office, was to report not only confirmed confidentiality breaches but also potential breaches. This led to an increased number of reports, that, when reviewed, were not actually breaches. In the coming year, staff will be educated to confirm if a Business Associates Agreements/Qualified Service Organization Agreement (BAA/QSOA) is on file prior to submitting an incident report to reduce unnecessary reporting.

Confidentiality:

- There were 47 potential violations of confidentiality that were submitted for further review by internal incident reports
 - Nineteen of these reports were determined to be reportable breaches of confidentiality with the Office of Civil Rights
- Annual confidentiality training was conducted with staff
- Annual review of BAA/QSOAs and Privacy/Security Policies was completed
- The department continues to seek BAA/QSOAs with third parties that Credo routinely works with.

Information Technology:

- Developed and launched an IT committee of the Board;
- Contracted IT services to a third party (CREG Systems)
- IT assessment and prioritization matrix completed by CREG Systems in partnership with the IT Committee
- Launched telehealth services leveraging HIPAA compliant solutions such as Zoom for Healthcare and Microsoft Teams
- Launched Microsoft Teams as a platform for agency wide communications and collaboration as staff shifted to remote work
- Health Information Technology Audits were started by the compliance department at the end of 2020 and will be completed by the IT contractor in 2021;
- Began reviewing options to upgrade the agency wide phone system;
- Applied for FCC Telehealth Funding for infrastructure enhancements but we were not awarded
- Secured Jane Deline Foundation Funding for new laptops and monitors for outpatient & received a technology donation (40 computers) from an organization who wishes to remain anonymous
- Upgraded and replaced expiring IT equipment to strengthen the privacy, security and efficiency of our IT infrastructure while also supporting remote workers (i.e. telehealth services);
- Applied to OASAS for emergency funding to upgrade residential cameras but the request was denied.

Trainings:

The department is striving to make all trainings competency based, at the recommendation of the CARF auditors. This means that all employees will be

asked to demonstrate that they understand the training material through a test or demonstration.

In 2020, the Hidden Mischief Room was brought to Credo by Seaway Valley Prevention Council to provide residential staff with up-to-date information on items that can conceal drugs or drug paraphernalia; slang terms and visual cues, such as brand logos, that indicate possible involvement with drugs; and a hands-on experience with searching personal belongings. This will increase the safety of the residential programs because staff have more knowledge to find and identify contraband before it is brought into the facilities.

Topics discussed at Total Staff meetings or deployed to all staff:

- 1/22/2020 Confidentiality/Security Awareness/Encrypted Emails
- 2/26/2020 Justice Center Code of Conduct/Incident Reporting/Mandated Reporter
- 4/22/2020 COVID-19 Updates
- 6/24/2020 Workplace Violence
- 7/22/2020 Narcan Training
- 8/26/2020 Cyber Security/Email Security
- 09/23/2020 Corporate Compliance/42CFR Updates
- 10/28/2020 Sexual Harassment Training
- 11/18/2020 Priority Admissions Video

Other trainings conducted throughout the year:

- Fire Safety
- Infection Control in the Human Service Environment
- Cultural Competency
- De-escalation
- New Employee Training
- EHR Access & Incident Reporting (Community Residences and RRSY)
- Compliance Tip Tuesdays – these are developed from regulation changes, process changes, incident trends, and quality assurance findings – topics included:
 - IT Help Desk Confidentiality
 - Scheduling Appointments
 - QA Task List
 - Good Samaritan Law

- Changes to the PAS 126
- Use of MAS Online
- Goal/Objective/Method
- Communicating Toxicology Results
- Amending Group Notes in NX
- New Releases for Call Centers
- JC Calls and OASAS Credentialing Complaints
- Operating During COVID-19
- Verbal Consents During COVID-19
- Reviewing AOD Screenings
- New COVID-19 Icon
- Telepractice: Client Location
- Scanned PAS Documents
- Medicaid Transport During COVID-19
- COVID Icon Reminder
- Flipped Charts
- Editing Telepractice Fields
- Update: Primary Care Provider Checkbox
- Supplies
- New Incident Reporting Fields
- Narcan Trainer On-Call System
- Release Reminder
- Wearing Masks Properly
- See Something, Say Something
- Justice Center Reporting
- Physical Altercations
- Billable QA Tasks
- Regulatory QA Tasks
- IT Ticket information
- Transporting Clients in Company Vehicles
- 42 CFR Updates
- Ergonomic Workspaces
- Creating a Safety Culture
- Reporting Confidentiality Concerns
- Timely Incident Reporting
- Encrypting Emails
- Red Door Wedges
- 10 Cybersecurity Awareness Tips
- PHI in E-mail Subject Lines

- New Releases
- Use of the IT Help Desk
- Faxing PHI
- Med Changes for Residential Clients
- Communicating with the IT Help Desk
- Masks: Not Preference, Policy
- Winter Safety
- BitLocker

OUTPATIENT SERVICES

Watertown, NY 13601 & Lowville, NY 13367

Services Overview

Credo Community Center operates outpatient treatment programs in Jefferson and Lewis Counties with locations in Watertown and Lowville, as well as in-community services as requested. The Watertown office operates an Office of Addiction Services and Supports (OASAS) 822 Opioid Treatment Program (OTP), an Office of Mental Health (OMH) 599 Clinic Treatment Program and an OASAS 825 Integrated Outpatient Services (IOS) which combines the OASAS 822 Substance Use Disorder Outpatient Program and the OMH 599 Clinic Treatment Program. The Lowville office operates an additional location for the OASAS 825 IOS.

Credo outpatient programs at both sites provides counseling, medical, peer and care management services using a person-centered approach with an emphasis on treatment of opioid use disorders and co-occurring substance use and mental health disorders. All services are available in-person, telehealth and off-site and include clinical assessment, referral, individual, group, family, and significant other counseling, peer advocacy, psychiatric assessment, psychiatric medication management, medication assisted treatment (MAT) assessment, MAT medication management (including nicotine replacement therapy (NRT)), care management, vocational-educational services, individual, family and community opioid overdose prevention education, Narcan distribution, and outreach. Credo provides specialized evidenced-based services for adolescents through the Seven Challenges program. Credo OTP provides dosing up to six days a week at the Watertown site for clients prescribed methadone or buprenorphine.

Pandemic Impact

All Credo outpatient staff quickly adapted to the challenges of the COVID-19 pandemic and prioritized client and staff safety. All services that could be conducted by telehealth were provided this way and the outpatient sites established safer practices for needed in-person care including MAT dosing, medical services, and to treat clients that have little to no access to telehealth technology or due to severity of illness need in-person care. The outpatient staff also adopted teleconferencing technology for internal communications and meetings to accommodate staff working remotely and to minimize close contact encounters.

Mental Health Clinic

The mental health clinic continued to treat a small number of clients separate from the larger OTP and IOS clinics. Mental health focused care is integrated throughout the other programs. Staff that serve the mental health clinic are also integrated in the other outpatient programs and provide care to a varied caseload of clients receiving all types of outpatient services. This effort at integration of care continues to serve our clients well and ensure there are fewer barriers to enter services and receive help for what is important to the specific client.

Ancillary Services:

In 2019 Credo's Care Management program set the goals to overhaul and grow the program by incorporating Health Home Plus, enhancing staff development, and implementing strategies for continuous process improvement. Although at times very challenging, 2020 offered us the very opportunities we needed to meet our ambitious goals.

Through 2020 the Credo Care Management program overhauled the outreach and enrollment program, significantly cutting the time from when the referral is first received until the first encounter with client. Early reporting showed Credo Care Management exceeding the success of similar providers to become the second quickest in the area and the time has improved even more since first reviewed. This is very important to Credo's specialty population because very often the needs of clients are immediate and critical for the success of their recovery. Improved enrollment has also allowed the care management team to quickly respond to our program census to keep each care manager's caseload maximized.

In 2020 caseloads continued to build upon 2019 and averaged around 135 clients per month. New clients were enrolled through the year and a total of 3,887 core services of individual support, transitional care, comprehensive care management, family and social support, coordination and health promotion and family school navigation were provided. This is nearly twice the number of services provided in 2019.

In November Health Home Plus was implemented and by the end of the year 16 clients were beginning to receive this enhanced care management service. Credo Care Management grew from five in 2019 to eight in 2020 and plans to

add another care manager at the end of the year as well as into the near year, to meet the demand for services.

By every measure it is evident the Credo Care Management is thriving despite the challenges of the COVID-19 pandemic and the consequential barriers to connect to clients for treatment and hire new employees. Credo's Care Management program continues to grow due to the valuable and professional service provided to the community. The approach that is used helps clients to recognize that every problem can be an opportunity and the staff have used the same approach to manage and even thrive during the challenges of 2020.

Looking forward to 2021 the Credo Care Management team is enthusiastic and passionate to continue to enhance the care management program. The major goals will be to expand the capacity to meet the pool of nearly 320 eligible and potential clients already receiving services at Credo. Additionally, to continue the relationship with Central New York Health Home Network (CNYHHN) and be the leading downstream provider for the unique individuals Credo serves.

Opioid Treatment Services:

The Credo Opioid Treatment Program celebrated its four-year anniversary in September 2020. The Opioid Treatment Program has continued to grow both with the increase of patients as well as with the need for additional staffing as the need for this specialized service continues in this community. During the span of 2020, the clinic has continued to grow its overall census and started the 2020 year with 175 admitted clients and ended the year with 232. During the 2020 year the Opioid Treatment Program has focused on implementing rapid access to an MAT. This process works to engage and work toward stabilizing patients quickly in the moment that they decide they are ready for services. With the growing census of patients, the OTP has decided that there is a need for a second dosing window. A second dosing window is currently in process and will be available March 2020. In the year of 2020, the COVID pandemic hit, and the Opioid Treatment Program remained open for current patients and new patients to receives services including MAT. The Opioid crisis continues to be an issue within the Community and therefore the need for the continued growth of the OTP program will continue in 2021.

Outreach and Offsite Services:

COTI (Center of Treatment Innovations) has evolved into Credo outpatient's Outreach and Offsite Services Program, which is operating in both Jefferson and Lewis Counties. Staff provide assessments, education, recommendations, referrals, counseling, supports and connection to community resources both at the main facilities and offsite, and supports both the OASAS certified programs.

These staff assisted many individuals in getting to higher levels of care throughout the State of New York and in some cases has even provided the transportation when there were no other options available. Many individuals received coordination from Credo staff back to Credo services after completing treatment at other facilities, including inpatient, jail, and prison.

With COTI and State Opioid Response (SOR) funds Credo has paid for transportation to and from all levels of care when clients have no other resources, as well as passes for clients to use the facilities at the Watertown YMCA. The COTI/SOR team continues to collaborate with ACR Health in their community efforts as well as Anchor Recovery Center in holding a NOPE (Narcotics Overdose Prevention & Education) vigil in October. COTI/SOR members continue to communicate with different community programs to provide education on substance use, MAT, harm reduction concepts, and person-centered care. With the Covid-19 pandemic, many of the offsite work was put on hold. The COTI/SOR team worked together with patients and other entities to provide services virtually.

In 2020, according to the Evolv report, enrollments for a period, there were 328 COTI/SOR enrollments.

The COTI/SOR team have continued to provide services within Jefferson and Lewis County jails, even during the pandemic. Most of those services were provided telephonically to accommodate COVID-19 precautions. For the past 2 years, COTI/SOR staff participated in the Stand Up for Recovery event. The Peer Advocates within the COTI/SOR system assisted in collaborating with Samaritan Addiction Services and Anchor Recovery to begin a Peer Collaborative that meets monthly.

The number of services provided in the Jefferson County jail since March 2018 is 1329 with 400 individuals served. Since March 2018, around 30 individuals

have been referred and 4 have received the Vivitrol injection. Estimated percentage of inmates with SUD issues in the jail who have received services (met need estimate) is 80-85%.

The total number of services provided in the Lewis County since the expansion of these services in 2018 to date, is 104 for a total of 524 number of services provided. There have been 0 clients that have received Vivitrol, methadone and/or buprenorphine/suboxone. The approval to move forward with providing Vivitrol upon release has been granted and procedural conversations have begun. Estimated percentage of inmates with SUD issues in the jail who have received services (met need estimate) is approximately 80%.

In 2020, Credo Community Center continues to be a certified OOPP, Opioid Overdose Prevention Program. In 2020, Credo has distributed over 815 kits, 961 individuals have been trained and 146 individuals were education on NCAP (Naloxone Copayment Assistance Program). During the pandemic, Credo continued to provide these services, telephonically and virtual to meet the need as well as having a 24-hour training video available on our website. Currently, almost all Outpatient/OTP staff that work with patients are trained overdose prevention and education trainers. There are a handful of staff that are trainers at each residential site as well. When a new staff is hired, being trained in Narcan is a part of the onboarding process, Credo OOPP has also set up a collaboration with Mountainview Prevention, NRCIL, NCFHC, TLS and Seaway Valley Prevention to educate individuals and distribute Narcan under Credo OOPP's certificate. In 2020, Credo OOPP continue to work with first responders to participate in the "Leave Behind Program", where we as the OOPP will provide kits and information packets to local first responders to distribute in situations that they respond to. The NYS Department of Health OOPP provides NARCAN kits and training to Credo staff, clients, community members and incarcerated individuals.

In 2020, Credos Outreach and Offsite Services team continues to collaborate and be involved within the OD Mapping Committee to assist with connections to treatment, organizational and community supports, and overdose education and prevention services. Since collaborating with the OD Mapping, we have connected 40 individuals listed on the report with services.

In 2020, Credo, with OASAS and the city courts continue the program, Watertown Opioid Court. At Watertown Opioid Court, individuals have rapid access to assessments, peer supports, and MAT if they choose. The courts work with the individual while their charges are on hold to assist them in stabilizing and working on their recovery. Watertown Opioid Court currently had 14 people total, with 5 current Opioid Court clients. Credo and Watertown Opioid Court are continuing to collaborate with other entities to gather more referrals for those appropriate for WOC.

Credo Outpatient Service Delivery Comparison										
	2019					2020				
	OTP	IOS - Watertown	IOS - Lowville	MH	Total	OTP	IOS - Watertown	IOS - Lowville	MH	Total
Clients Served	257	707	215	65	1244	310	749	401	69	1529
Units of Service - Individual										
Units of Service - Group										
Units of Service - Medical										
Units of Service - Dispensing	48016	n/a	n/a	n/a		64846	n/a	n/a	n/a	

Central Intake:

The overall goal of Central Intake is to provide screening for enrollment in services in all agency programs including outpatient and residential programs. Due to challenges in 2020 the Central Intake team focused primarily on outpatient services and may add in residential screenings in the future as appropriate.

2020 was another transitional year for Central Intake because of the challenges and new requirements caused by the COVID-19 pandemic. As a team, Central Intake added two full time counselor level 1's, trained the Billing Liaison as a NYS certified navigator, allotted for two internship positions, and provided client and staff COVID-19 screenings for the outpatient clinics. Despite the challenges of the pandemic, in mid-2020, Central Intake staff started performing clinical assessments for the outpatient clinics, providing group services, providing Narcan individual trainings, and clinically assessing inmates from the Jefferson County Jail.

In 2020, Watertown Central Intake provided engagement services to 768 individuals in preadmission and Lowville provided services to 363 individuals in preadmission. Late in 2020, a department review was started, and new ideas were generated to increase overall effectiveness and efficiencies in the department beginning in 2021. The department also hopes to further integrate services to support the care management program with referrals and outreach.

RESIDENTIAL REHABILITATION SERVICES FOR YOUTH “THE FARM” – Evans Mills, NY

The Residential Rehabilitation for Youth (RRSY) facility is located 10 miles north of Watertown, on a 115-acre working farm. The program provides intensive chemical dependency services to adolescent and transitional age adult males. Residents must be at least 16 years of age and no older than 20 to enter treatment at the facility, and stay an average of six to eight months, depending on the severity of their symptoms and the environment they will be moving to after treatment. All residents have a recent chemical dependency diagnosis and come to treatment with a using history of any number of substances and many are using multiple substances on a regular basis. Residents that come to the Farm are sometimes involved in the criminal justice system and typically are mandated to complete treatment as an alternative to incarceration. In the past two years there has been an uptick in family referrals and referrals for residents without legal obligations.

Treatment at the Farm consists of a combination of services, including individual, group, and family counseling, mental health counseling, equine therapy, vocational training, educational services, active recreation, quiet recreation, fitness, daily living skills training, recovery skill development, relapse prevention education, and spirituality opportunities. Whenever possible these services are delivered through activity-based programming, using the various resources available directly on the property. Treatment continues to be based on the values the Farm was built on, which include personal accountability, work ethic, integrity, respect, trust, hope, and self-worth.

In 2020 the treatment team at the Farm was led by the medical director, Dr. Robert Pyke, MD, and Clinical Director, Megan O’Brien, LMFT, CASAC-II, and overseen by the Senior Residential Program Director, Nicole Pierce, LCSW, CASAC, and the Executive Director, John Wilson, BA. In 2020, the program experienced a notable shift as Nicole Pierce began to focus her time at the Community Residence and Megan O’Brien worked to lead the Farm in her absence. The program had other changes in staffing as well, most notably the transition of Kyle Bellinger who transitioned to the Equine Specialist/Facilitator position and Jay Kittle moved into the Food Coordinator position, while Tyree Smith moved to an on-call position. In 2020 the following staff left the agency: Jaclyn Swearingen (Family Counselor), Laura

O'Brien (Family Therapist/Equine Specialist), Shawn-Kristin Reynolds (RN), Travis Rogers (Overnight Staff), and Ben Ouderkirk (Academic Tutor). The following staff were hired and left the agency in 2020: Michael McWilliams (Overnight Staff), Till Fritzsching (On-Call ELC), Christian Bussey (Overnight Staff), and Kelly Genter (Academic Tutor). The Farm welcomed the following staff: Tara Stanley (RN), Angela Hooper (Administrative Assistant), Dylan Krause (Activities Coordinator), Vicky Shaw (Entry Level Counselor), and Jacob Broadbent (Overnight Staff).

In the beginning of 2020, the Farm began with a higher utilization than the prior years, coming out of 2019 with 93% utilization for the year. The program remained committed to the 817 Residential Rehabilitation Services for Youth and worked to find new ways of retaining clients. In 2020, the RRSY received a total of 52 referrals and completed 30 admissions for the year. 2020 continued the RRSY trend of marketing regularly and engaging in cold calls to help maintain and increase referrals. The effects of these efforts, however, were unable to be seen given the impact of COVID-19 on the program's utilization. The effects of COVID-19 can be seen in the average quarterly utilization as follows: 1st quarter- 85.3%, 2nd quarter- 63.3%, 3rd quarter- 41.3%, and 4th quarter- 59%. Overall referrals decreased by 17% from 2018 to 2019, as well as an increase of 62% of assessments completed and an increase of 4% of actual admissions. The RRSY provided treatment to a total of 33 unique clients and maintained the 14-bed capacity.

Of the 38 client discharges in 2020, seven of these individuals completed the program as treatment complete, resulting in a 18% completion rate. This percentage is decrease of 23% from 2019 of clients completing treatment. During 2020, the Farm faced a myriad of difficulties in maintaining residents through the beginning of the pandemic with circumstances such as the discontinuation of family visits and implementation of appropriate COVID-19 protocol moving several residents to leave the program prematurely. In each instance, staff worked diligently to attempt to create safety before discharge and refer to recovery agencies when possible. Further, the summer of 2020 ushered in a difficult season at the facility, with residents coming from unique referral sources that were ultimately inappropriate for the environment. Though 2020 did not yield the most positive outcome the facility has seen in recent years, the Farm will always be in the pursuit of increasing successful completions and maintaining high standards to provide the most beneficial treatment for the needs of this population.

In 2020, the Farm continued with the focus of implementing the Evidence Based Journal (EBJ) System. The MEE Journals (Motivational, Educational, and Experiential) have now been used for over four and a half years and have enhanced counselors' work with clients to promote an optimal therapeutic approach that aligns well with the Farm's use of Cognitive Behavioral Therapy and Motivational Interviewing approaches and techniques. The variety of journals continues to be expanded and additional topics were added to treatment to meet the needs of clients. Staff incorporates the journals on both an individual and group basis with the residents and this provides opportunity for guided discussion and skill building across a multitude of life areas. Staff also implemented the following evidence-based treatments: STEPPS program, DBT group, and the utilization of Acceptance and Commitment Therapy. The Farm also continued their working relationship with Liz Stevens, an Integrated Treatment Therapist from Credo outpatient, who provided art therapy to clients in a weekly group setting. Additionally, continued training was provided in the areas of concurrent charting, treatment planning, and note writing to increase the effectiveness of the electronic health record as well as to better manage program time.

In 2020, the agency and our site continued focus on person-centered care for all clients receiving services. Person-centered care centers treatment on the values, culture, and insight of clients regarding their needs and the movement of their treatment. Included in the model can be goals of abstinence or harm reduction with clinicians working with all clients to minimize risk associated with substance use. Individual goal setting becomes a collaborative process reflecting a shared decision making and informed choice between clients and clinicians. Person-centered care is an evidence based, strength based, and non-punitive approach. The Farm worked to implement person-centered care through resident chosen topic groups and sign ups, as well as allowing residents to engage in a more flexible programming to benefit their needs as they shifted throughout their stay. Due to the stressors of COVID-19 staff continued their incorporation of person-centered care, encouraging residents to designate the number of sessions they engage in on a weekly basis and having them create their own treatment plans. Another area of focus for the RRSY facility was training staff and clients on the LGBTQIA+ population. Diversity among our client population increased in 2020, allowing the training to be implemented, creating a safe place for all to receive quality treatment. Trainings were provided by Megan O'Brien and the Q-Center who offered in-

person and virtual trainings multiple times for staff and clients alike. The Farm also partnered with Jefferson County Public Health to reimplement quarterly trainings for residents on communicable disease prevention and pregnancy.

The clinical team continued to emphasize the importance of healthy social leisure opportunities by providing activities such as a recovery carnival, attending overdose awareness month events and hiking. The RRSY also continued with the yearly traditions of apple picking, skiing, fishing, and canoeing. One tradition of the Farm has been to teach clients how to work hard in return for numerous opportunities to engage in different activities. Residents exchanged their hard work to earn passes for skiing and an opportunity to go white water rafting. Residents worked to engage in a successful maple syrup season, yielding 12 gallons of maple syrup from their commitment. Residents engaged in the process from the sap collection to the boiling process.

The Farm was persistent in utilizing the Level System and worked to refine the levels of treatment. Residents have provided feedback about additional components to add to the level system, such as new responsibilities and privileges. Each level reflects the stages of change a client experiences in their recovery and in treatment and is designed to encourage individuals to make forward progress in their program. Clients have a clearer understanding of what is expected of them as well as how to reach the goals they established at the beginning of their treatment.

In 2020, the Farm continued its work in equine therapy and horsemanship with the residents. By June of 2020, the Farm had adopted and successfully onboarded 7 horses. Unfortunately, in September of 2020 the Farm suffered a great loss with the unexpected death of Grace, the Clydesdale. Residents created a memorial for her and worked to plan a burial to remember the impact she had on the lives of both residents and staff. Alumni came to the Farm to join in the celebration of life and be present with the current residents during this challenging time. The outpouring of support from alumni and others in the community only reinforces the profound impact the horses have on the lives of the residents and the importance of these relationships for residents both in and out of treatment. Residents continued learning valuable skills from mucking stalls to picking hooves and learning natural horsemanship practices. In October of 2020 Steven Stevens, a natural

horsemanship expert, provided a daylong seminar on natural horsemanship. Residents and staff alike learned new techniques and ways to best communicate with the horses that are implemented daily now at the Farm. Additionally, residents can work closely with the veterinarian and farrier, allowing for potential networking for those residents interested in careers with large animals. The barn continues to allow for residents to examine their own emotional presence and how they can communicate and work in partnership with the horses. The successful implementation of EAGALA therapy provided opportunities for residents to explore key themes in their lives, in both the group and individual setting. During the 2020 year 20 groups and 53 individual EAGALA sessions were documented. The equine team also worked to provide EAGALA opportunities outside of the Farm, opening the barn to the Women's Intensive Residence and the Community Residences to alleviate stress during lockdown.

During 2020, the Farm continued its incorporation of the barn in programming and treatment components. Residents had opportunities to learn about having respect in relationship with animals and working together, as well as how to care for a being other than themselves. Residents have found the barn to be beneficial to their overall well-being to include building a strong work ethic, the benefit of physical labor, and caring for animals; the addition of the equine program to the barn will work to enhance treatment and offers a better utilization of the barn and property. Staff worked with residents to grow several garden boxes as well as utilize our home-grown fertilizer to grow vegetables and flowers of all varieties which were started from seed in the greenhouse. Residents worked together to plan and build a roadside vegetable stand to support the residents in their time at the facility and ensure the harvest gets utilized. The crop produced in 2020 provided a moderate harvest and residents and staff celebrated the demanding work with our annual Fall Harvest during which dishes were prepared with produce from the garden. The Farm continued to tend to the several young apple trees as well as the upkeep and planting of the "rock garden" by residents.

2020 was focused on the importance of animal relationships and the therapeutic benefit of animals in the lives of staff and residents. As previously mentioned, 2020 marked the passing of Grace the Clydesdale. The experience provided residents the ability to grieve a significant loss surrounded by those they trust and identify the impact of animals on their lives and recovery. In

January of 2020, the Farm welcomed two new Golden Retriever puppies, Rosie and Fitz. Residents worked to acclimate the pups to the facility and train them with the help of agency staff. Residents have worked over the year to create a safe and healthy environment for the two and continue to benefit from the compassion Fitz and Rosie provide. The pups are working towards fulfilling their role as supportive animals, going to groups and house meetings with the residents regularly. The Farm enjoyed a surprise with the resident cat, Nova, becoming more involved with residents since the onboarding of the puppies in January.

The Farm stands firm on our belief in building relationships and connections to further the healing process for clients. The environment creates natural opportunities for personal growth and self-reflection, both vital components to maintaining long-term recovery. The integrated approach to treatment and recovery is what sets the Farm apart from other programs. The Farm remains committed in the provision of substance abuse and mental health counseling, involvement of family and family therapy, educational services, physical fitness opportunities, a variety of sober leisure activities, development of a healthy support network, emphasis on relapse prevention skill building, and case management for discharge planning are all components of the quality care the program provides. The Farm also encourages clients to remain in contact after completing the program through the Credo Alumni group which hosts an annual reunion and encourages support amongst one another. Graduates visit the Farm throughout the year, including drug meetings and spending holidays with current residents which are always a benefit to everyone involved.

It bears noting that 2020 brought an abundance of challenges to the Farm program, including a decrease in referrals, difficulties with resident retention, and a decrease in investment in the program. The Farm also suffered the loss of two alumni and a staff, on top of the loss within the equine program. While these hardships were felt by staff and residents alike, the staff worked assiduously to provide quality programming to the residents on-site and find new, creative ways to encourage residents. Staff worked to increase activities such as campfires, nature walks, spending time at our Sugar Bush, and recreational and creative activities alike. Staff utilized the horses on-site as often as possible as well, bringing residents down to the barn for therapy sessions and involving them in the grooming process as a method of grounding. Residents also engaged in leading the horses for nature walks and

putting up another pasture to help increase the wellbeing of the horses. Staff worked to find creative ways to get residents off-site as well, including isolated trips to the lakefront, walks along Perch Lake, and drives around the areas as the leaves turned. Further, alumni engagement both in-person, virtually, and through writing was at an all-time high as the alumni network attempted to support residents during these trying times. While 2020 was not the most successful year for the Farm it certainly proved the dedication and passion the Farm staff have for the residents, and their belief in the impact of the Farm on the lives of those who live here.

2020 Goals and Results:

- Consistently maintain a 90% monthly utilization.
 - Results: As mentioned previously this goal was not obtained during the 2020 year.
- Consistently provide EAGALA therapy to 80% of clients.
 - Results: In 2020 EAGALA therapy was implemented with 80% of residents on a regular basis.
- Increase marketing and improve number of referrals by 20%
 - Results: The Farm dipped in referrals from 2019 by 11% and thus, did not achieve this goal.

Statistics for 2020:

- Referrals- 52
- Intakes/Admissions- 30
- Discharges- 38
- Total Units of Service- 3,710

Family Services:

In 2020 the family program at the farm endured considerable changes. With the loss of Laura O'Brien in February 2020 and Jaclyn Swearingen later in June 2020. The counselor position was left open and primary counselors worked to assume the responsibility of working with the families of their clients. Despite these challenges, staff rose to the occasion of outreach and integration of families into the treatment of clients. They worked diligently to educate themselves on family therapy practices and engaged in several family therapy trainings and role plays.

The following is a list of family sessions completed during 2020:

- A total of 34 family sessions, with an average of 34 minutes per session
 - A total of 12 family visits, occurring on the first and third Sundays of the month from 12:00 pm -4:00 pm.

In 2020, the following goals for the family program were established:

- Further develop and complete semi-annual family workshops.
 - Results: This goal was not met due to various circumstances.
- Maintain and create new methods of communication with family members.
 - Results: This goal was achieved with the implementation of Zoom sessions for families.
- Begin EAGALA family sessions.
 - Results: This goal was not achieved, in large part due to visitation restrictions imposed based on the COVID-19 regulations. This goal will be continued into 2021.
- Educate staff on family dynamics, attachment, and family systems theory.
 - Results: This goal was achieved during the year with staff engaging in numerous family trainings.

Family Service Goals for 2021:

- Further develop and complete semi-annual family workshops.
- Continue the utilization of Zoom for family involvement and create new ways to support families digitally.
- Begin EAGALA family sessions.
- Educate staff on family dynamics, attachment, and family systems theory.

2021 Program Goals:

- Consistently maintain 90% monthly utilization.
- Consistently provide EAGALA therapy to 80% of clients.
- Reach and maintain 20% increase in referrals.

MEN'S COMMUNITY RESIDENCES –

Community Residences 417 Washington St. & 138 Winthrop St.:
Watertown, NY 13601

The Community Residences provide a safe and supportive home-like living environment that is drug and alcohol free and promotes an abstinent lifestyle. All individuals admitted into the programs have completed a short- or long-term inpatient program. The Community Residences are designed to provide individuals with structure, daily living skills, responsibility, accountability, vocational/educational programming, and employment opportunities, as well as fun and recreational-type activities. The programs work by utilizing a level system where the clients earn privileges based on the current level they are on. Levels are obtained through working a program of recovery as evidenced by responsibility, engaging in treatment expectations and legal obligations, as well as being an overall positive member of the house.

During 2020, the Community Residences experienced significant changes in many facets of their programs. A change of leadership occurred in the first quarter of the year and in the absence of a Program Director, Nicole Pierce, Senior Residential Program Director, filled in as interim director. Amanda Keller and Melissa Calhoun were temporarily promoted to site supervisors to assist in the transition and help provide leadership at the residences. At the end of 2020, the Program Director position, and Site Supervisor position of Washington St. Remained open with very few applicants expressing interest in the roles.

The first quarter of 2020 also witnessed the onset of COVID and the numerous changes this placed on the residences. At the start of the pandemic measures were taken, with OASAS guidance, to limit the number of clients in the residence in the case that there was a COVID exposure in the program. Both houses reviewed their client census to identify what clients were appropriate to complete treatment earlier than anticipated, who was appropriate to be furloughed and had a safe living environment to return to, and those that would benefit most from maintaining treatment in the program. Both Washington St. and Winthrop St. Residences maintained approximately 50% utilization from April to August and had limited admissions during this time. At the end of August and into September, the programs, under the guidance of OASAS, were able to conduct more admissions into the programs helping to improve the census.

Additional protocols were put in place to help reduce the potential for COVID exposure in the program. Starting in March, both sites restricted clients to being onsite only and interactions with others outside of the programs were limited. Staff recognized the significant impact this had on clients and worked to incorporate more supports and opportunities within the program to be engaged and remain motivated in their treatment. Both residences conducted competitions and challenges amongst the clients and Liz Stevens, an Integrated Treatment Therapist from Credo Outpatient, engaged the guys in runs and walks offsite as a healthy activity. Liz was also able to conduct art therapy group onsite for the residences as most of their services were provided through telehealth. Throughout the spring and summer months staff engaged the clients in numerous outdoor activities to include barbecues, hikes, visits to local parks, fishing trips and many other opportunities.

Both programs were able to provide clients with more time offsite starting at the end of summer. Clients were given the guidance of not leaving the county and had limited time away from the residences to reduce the potential of COVID exposure. The sites monitored the positive cases in the community closely and as cases increased or decreased, time offsite was altered as well. Throughout all of 2020, clients were still able to engage in employment and educational opportunities.

The programs experienced an additional hardship with a fatal client overdose on May 15, 2020 at Winthrop St.; this was a devastating event to the agency and the Community Residences. Due to the significance of this event, Credo was placed on a Corrective Action plan from OASAS, and the Credo team initiated the Community Residence Change Team to support the process of making improvements to these programs. The Change Team consisted of Credo staff from all parts of the agency and engaged clients in the discussion of change. The Corrective Action Plan (CAP) was initiated in May and was sent in to OASAS for review in July and include numerous policy and procedure updates as well as a plan for a revision of staffing changes. OASAS reviewed our CAP and accepted our improvements while placing an admission restriction on Winthrop St of increasing census by one client per week. Admissions resumed in August for Winthrop St which caused for a slow increase in utilization. The restriction of one admission a week will be lifted when the staffing is in place to include having a Program Manager at each residence.

In addition to the CAP and the procedures related to COVID, the Community Residences focused on client safety and reinforcing policy and procedure for all staff. Program staff received numerous trainings throughout the year to increase confidence in following policy and procedures, increase understanding of person-centered care, and engaged in more opportunities for individual and group supervision.

In 2020, the two Community Residences did not meet the utilization goals due to following the COVID guidance and restrictions. Winthrop ended the year with a 61% utilization and Washington with a 71% utilization; both residences combined served a total of 83 clients from counties across all of New York State, providing 7,603 units of service for the year.

At the Credo Men's Residence collaboration for clients happens weekly during our multi-disciplinary treatment team. In attendance are clinical staff from the residences, Kim Richards NP, outpatient counselors, and care management. All that are involved in the care of the clients attend the treatment team meeting to ensure everyone involved in the client's care are working collaboratively. This treatment team meeting provides the opportunity to discuss coordination of care for clients, regarding physical and mental health as well as medication assisted treatment.

The Credo Men's Residence focuses on treating the whole person. Within the first 30 days a referral is established for Black River Medical, to ensure that the client has a primary care doctor while in treatment and receives an updated physical examination. Clients are also encouraged to utilize the YMCA passes to improve physical health. Upon entry to the residence if a mental health diagnoses is identified, or a client identifies they are struggling with mental health, clients are referred to Kim Richards, Credo's Psychiatric Nurse Practitioner. During 2020, 63% of clients from Washington St. residence and 71% of clients from Winthrop St. residence received services from Kim Richards for mental health medications. During a client's intake they are educated on the MAT's available through the Credo OTP clinic. Throughout 2020, 27% of clients residing at Washington St. and 57% of clients residing at Winthrop St. utilized MAT in their treatment. Counselor's will make a referral to the Credo OTP clinic if a client is interested in obtaining a MAT to assist

them in their recovery program. Community Residence clients have shown great success in combination with therapy, MAT, mental health medications and improving physical health.

2020 Goals and Results:

- Goal: We will continue our utilization goals and will strive to maintain or exceed 90% utilization at both residences.
 - This goal was not attained due to utilization reduction to decrease the chances of COVID exposure in the residences. The risk of COVID in the programs outweighed the necessity of maintaining this goal.
- Goal: Our goal for 2020 is to educate each of our residential clients on benefits of working with an individual peer advocate that can provide direct support in accessing resources and supporting a person-centered recovery journey to achieve community inclusion and participation, independence, recovery, and resiliency
 - The role of Peers was highly utilized in the programs in 2020. Many clients engaged the services of a Peer and these staff were an asset to the treatment of the clients.
- Goal: Increase efforts to engage person centered care with clients and enhance staff training and understanding of person-centered care practices and approaches.
 - Staff engaged in several trainings, supervisions, and discussions revolving around the topic of person-centered care in 2020. The resident handbook was updated to include more focus on meeting the client in their individual needs and goals for recovery.

2021 Goals:

- Update policy and procedures to reflect ongoing changes. Provide comprehensive training to staff on the program's policies and procedures.
- Identify and implement plans as needed to transition to the 820 regulation
- Enhance training and supervision of staff to increase skill building and competency in roles

PATRICIA POND HINCKLEY WOMEN'S INTENSIVE RESIDENTIAL SERVICES
1130 State Street, Watertown 13601

In 2020, the Women's Intensive Residence continued to focus on person-centered care for all clients receiving services. Person-centered care centers treatment on the values, culture, and insight of clients regarding their needs and the movement of their treatment. Included in the model can be goals of abstinence or harm reduction with clinicians working with all clients to minimize risk associated with substance use. Individual goal setting becomes a collaborative process reflecting a shared decision making and informed choice between clients and clinicians. Person-centered care is an evidence based, strength base, and non-punitive approach.

As a result of COVID and its tremendous impact on clients, staff and treatment, there was an opportunity to develop new programming and promote person centered care in a different manner than what was done traditionally. The Women's Intensive Residence implemented additional resources for family contact. As OASAS guidelines decreased the duration and quantity of visiting families at one time, our program obtained IT equipment to implement regular zoom visits while increasing the amount of phone calls residents made to their families. A cell phone was made available for clients to use for mental health sessions and family visits while they were quarantined. Mental health sessions, NP, Medication appts, Nutrition classes, Communicable Disease Classes and Self-help meetings that traditionally were in person, were maintained through Zoom. New guidelines for achieving levels in the program were developed, resulting in clients being afforded the opportunity to move into higher levels without leaving the residence.

Another area of focus for the Women's Residence was training staff and clients on the LGBTQ population. Diversity among our client population increased in 2020, allowing the training to be implemented, creating a safe place for all to receive quality treatment. Megan O'Brien, TGNCNB certified trainer, trained staff and developed policy and procedures. Additional trainings were provided by Aids Community Resources. Staff received in-person and virtual trainings. Clients received multiple virtual trainings. Comprehensive services are offered to all clients in our program which allows up to 15 people at the Credo Women's Intensive Residence. Residents aged 16 and up may be accepted into the program for their substance abuse problem. The program also allows for residents to be pregnant or have their children

under the age of 5 live with them in the house. The program can house up to 4 children at a time.

In 2020, 39 residents received services at the Credo Women's Intensive Residence from the following counties: Jefferson, Lewis, Onondaga, Oswego, St. Lawrence, Franklin, Ontario, Tompkins, Tioga, Broome, Livingston, Hamilton, and Oneida. Comprehensive treatment services are provided at our program to residents with substance abuse problems. Our comprehensive treatment services included individual and group counseling, vocational and educational classes, life skills and case management. The Credo Women's Intensive Residence allows for a safe and non-discriminating environment for all identified genders and sexual orientations.

In 2020, the program provided 4050 units of service. Our program's utilization rate for the year was 74%. The utilization rate was decreased from our goal of 90% due to COVID. In spring 2020 the Credo Women's Intensive Residence made arrangements for 3 clients to return to a safe environment while receiving treatment virtually. These furloughs allowed all residents to have their own room, minimizing the possibility of COVID being spread should a client have it. As a result of sending some clients on furlough the residence maintained all clients being COVID free for the 2020 year. All clients on furlough continued to receive individual and education services, as scheduled, through Zoom and telephone. 1 client that was furloughed returned to the residence to complete treatment and 2 clients completed treatment at home while on furlough. These 2 clients were referred to a lower level of care. At the end of 2020, all current clients were offered the COVID vaccine, 12 of them choosing to have it.

Residents meet with their primary counselor weekly for an individual counseling session. Residents also attend 3-6 group counseling sessions weekly, which focuses on helping them understand their abuse history, recurrence of abuse, and recovery. There are many other weekly groups and classes.

Counselors ran over 363 groups and classes on the topics of:

- Spirituality
- Self-esteem
- Recurrence prevention
- Nicotine treatment
- Art & crafts
- Opiate group
- Non-opiate group
- Music group

- GED
- Voc-Ed
- Meditation
- Team Building
- Check In
- Closing group
- Client history
- Cornell group
- Home processing group
- House meeting
- Post visiting group
- Pre-visiting group
- Primary group
- Step class
- MEE Journals
- Communicable Disease Class
- LGBTQAI+ Education Class
- Boundaries
- EAGALA Therapy
- Seeking Safety Trauma Recovery

A unique asset of the program is its ability to treat pregnant women and allow mothers to be accompanied by their child under the age of five. The mothers in our program that have their child reside with them gain an understanding of what it takes to care for a child while developing long-term recovery. While in treatment, the mother receives regular health care and abstains from using alcohol or other substances that could affect the baby, which ensures an overall healthier pregnancy. All mothers are required to participate in parenting classes; however, it is available to all residents. Our residence being a family atmosphere requires all residents to know how to appropriately interact with the children who reside and visit here. In 2020, primary counselors provided parenting education materials to those residents that had children residing with them. These materials were provided by NCPPC and Cornell Cooperative Extension. Staff also received Child Development Training by Cory Leshner.

In 2020, the program focused on person-centered care for 39 clients. Of those residents, there were 4 pregnant women who received services that gave birth to their child while in treatment. Through overnights, weekends, supervised visits, and day visitations, 18 established visiting with their children (45 in total). This was accomplished through in person visits, and virtual visits through Zoom. Some residents attended family counseling sessions in addition to their family members attending family group prior to COVID. Families with their loved one seeking our services are educated on how to be a healthy support for their loved one's addiction, recovery, enabling, co-dependency, ala-non resources, the signs and symptoms of reoccurrence, rebuilding trust, healthy boundaries, and self-care. We had

speakers in 2020 that were past graduates who shared their stories and put the skills taught in our program into real-life situations on how they have been helpful for their recovery.

Mental Health

Most residents in the program are individuals with a history of substance abuse and a behavioral health diagnosis. Those in treatment without a mental health history have a chance of receiving a behavioral health diagnosis in their mental health services. Trauma commonly affects many of the residents, which had contributed to their behavioral health problem. The Evidence Based Practice Weekly Trauma Recovery Group that is facilitated by clinical staff is beneficial in helping our residents work through their trauma history. Our residents are provided with behavioral health evaluations when medication maintenance is needed by our Credo Outpatient nurse practitioners. Credo's behavioral health clinic provides our women with mental health counseling family counseling and medication maintenance off-site at our Credo Outpatient location at 595 West Main St, Watertown. Through the supervision of Caryn White LCSW, CASAC, Program Director of Outpatient Services, and Melinda Gabriel LMFT, Mental Health Therapist, Credo Outpatient's clinicians have provided helpful feedback, guidance regarding specific coping skills, and acting as a great resource for our multidisciplinary treatment team. This has been a crucial factor to retention of clients who have severe behavioral health disorders.

Medicated Assisted Treatment (MAT)

In 2020, Credo's Outpatient located at 595 W. Main St., Watertown, New York, continued to increase the number of clients that were seen at the opioid treatment clinic. The program offers medicated assisted treatment (MAT) to help individuals overcome their opiate/heroin abuse under the supervision and guidance of Dr. Pisaniello, nurses, and counselors. The clients in our program have the availability to be referred for these services. During the pandemic OTP and The Credo Women's Intensive Residence coordinated services so residents could be dosed safely at the house.

Spirituality

As residents enter our program, they often are unaware of what spirituality is and the difference between spirituality and religion. As a result, they often lack a sense of self. To help our clients with this, our staff helps clients understand what spirituality is, how it differs from religion, and how it can be

beneficial to their recovery. Most of our clients feel spiritual bankruptcy but know that it could be a key component to recovery. For interested clients, we allowed for opportunities to learn about different spiritual paths that may enhance their recovery. We have had inspirational speakers regarding spirituality. In 2020 the residents received education on different types of religion, increasing the level of spirituality that was practiced within the residence. Many of our residents chose to attend Emmanuel Congregational Church, in person or via Zoom, on Sundays and became volunteers for different church events. Our clients are frequently invited to volunteer and participate in special programming at the church. A church volunteer provided educational services for our residents on site early in 2020. They explored Christian faith, overcoming life challenges, healing, prayer, purpose, and direction. There was also a donation to assist women in their transition after graduation. Helen from Emmanuel Church has also been a spiritual speaker that we have had at our site.

Education and Vocational Training/Employment

As a requirement to our program, all women who enter treatment without a high school diploma or general equivalency diploma (GED) attend classes two times per week, instructed by Christine Jordan. These classes are meant to prepare them for the GED exam. In 2020, we had 5 women participate in GED class, either in person or via zoom. Due to COVID, testing was not available, though all 5 increased their scores in preparation for the test. To assist with clients' employable skills and interest, vocational preparation occurs at our program. Clients have an assessment to start their vocational preparation. There were 2 clients who became employed while residing in the house towards the end of their treatment. On a weekly basis, classes are held by the Vocational/Educational Counselor and outside educators from the area.

Some of the class topics included:

- Computer skills
- Job readiness
- Resume writing
- Cover letter writing
- Interest's survey/Career assessments
- Interviewing skills
- Dressing for success
- Proper job etiquette
- Public speaking

- College preparation
- Applying for financial aide
- Presentations
- Kitchen safety
- Tax preparation
- Marketing
- Budgeting, bill paying & banking
- How to obtain identification
- Maintaining a safe work environment
- How to handle sexual harassment or discrimination
- Successful women in history
- Workplace first aid & safety
- Healthy work relationships/boundaries
- Professional leadership
- Mock Interviews

Every client is required to volunteer as part of their treatment, whether it is individually in the later phase of their stay or with the house. This allows the clients to experience what it is like to give back to the community and helps to implement their recurrence prevention tools learned while in treatment, which can help them maintain their safety once graduating from the residence. All clients in the program enhance their resume by their volunteer work. In 2020, 7 women volunteered in the community, the following are some of those organizations:

- Samaritan Medical Center
- Samaritan Keep Home & Summit Village
- Emmanuel Church
- Girl Scouts

Due to COVID, volunteer opportunities were different regarding what the group had traditionally participated in. 9 of the residents were creative and developed volunteering opportunities within the home environment. These included: cosmetology, home improvement & sewing.

Fitness, Recreation, and Nutrition

As part of their physical activities, the clients enjoyed participating in volleyball, swimming, walking, hiking, and fitness 2-3 times per week. Our clients were also taken to the YMCA with staff. Our residents also have access to a Wii which they can use for fitness and recreational games. This provides them with exercises and dance videos that they can select from.

In 2020 all residents participated in sober leisure activities. Examples of fun sober leisure activities included bowling, trips to local attractions, picnics, trip to the beach, Movies, Thompson Park, Farmer's Markets, Thompson Park Zoo, activities at Flower Memorial Library, activities at Anchor Recovery, and ordered in from local lunch establishments. The residents also traveled to Syracuse to view Lights on the Lake and Salmon River Falls to hike and picnic.

One woman submitted a painting to the Urban Mission for the Recovery Art Contest. This was an expression of what active addiction once felt like, empowering her to continue a successful path in recovery, as well as prepare her for future community recovery events.

Joe Brennan, EFNEP Program Educator at Cornell Cooperative Extension, held a series of nutrition classes throughout the year. This was a weekly class held for all clients. This program taught the clients how to budget with food shopping, how to cook nutritious meals at low-cost, how to read food labels, and general nutrition guidelines for a better health.

Collaboration

The Women's program has been fortunate to have been supported by local agencies that have provided services for client's needs that cannot be met through services at the house. Here is list of local agencies we collaborated with to meet those needs:

- Jefferson County Department of Social Services
- Aqua Dental
- McCue Dental
- Rescue Mission/Thrifty Shopper
- Watertown Urban Mission
- First Step Daycare
- North Country Pre-Natal Perinatal Council
- North Country Family Health
- Black River Medical

- Woman-to-Woman
- Quik-Med
- Community Health Center of the North Country
- Jefferson Community College
- Jeff/Lewis BOCES
- Jefferson County Drug Court
- Lewis County Drug Court
- Samaritan Medical Center
- Watertown Family YMCA
- Transitional Living Services
- Family Counseling Services
- Cornell Cooperative Extension
- Flower Memorial Library
- Planned Parenthood of Northern New York
- Jefferson County Public Health Services
- Majak Podiatry
- Jefferson County WIC
- Child and Adolescent Health Associates
- Watertown Pediatrics
- North Country Orthopedic Group
- North Country Neurology
- Cardiology Associates
- Children's Home of Jefferson County
- North Country Cardiology
- WellNow Urgent Care
- Nova Oral Surgery
- Women's Wellness

Quarterly, clients are asked to do perception of care surveys, which allows them the opportunity to share their experience in treatment. This may include what was most helpful and what changes they would like to see. This allows our agency to monitor its program effectiveness and make any needed changes to enhance the treatment experience. This includes meeting with a site staff representative, 2 client representatives, and the Executive Director of our agency to review.

2020 Goals & Results:

- Goal: Maintain 90%-92% utilization

- Result: Due to COVID utilization was 74%
- Goal: Person Centered Care and Cultural Competency Training
 - Result: Staff completed group and individual trainings on Person Centered Care and Cultural Competency, successfully implementing knowledge gained.

2021 Goals:

- Goal: Maintain 90%-92% utilization
- Goal: Ethics training for staff-Decision making, approach, self-care, and development
- Goal: Identify appropriate and effective implementation of 820 regulations

RESIDENTIAL CENTRAL INTAKE

Residential Intake was temporarily revamped in 2020 due to the impacts of COVID-19 on the agency as well as referrals. The decision was made for each residential location to manage their own marketing and referrals which allowed for sites to be more hands on in the referral process. This transition was an added administrative task to the programs that site managers and their team members facilitated throughout the year. Overall, residential sites, with the support of Central Intake for the Permanent Supportive Housing Program oversaw all referrals, assessments, admissions, and financials for 15 beds at the Women’s Intensive Residential, 15 beds at the Winthrop Street Community Residence, 16 beds at the Washington Street Community Residence, 14 beds at the Residential Rehabilitation Services for Youth, and 7 apartments with the Permanent Supportive Housing Program, for a total of 68 beds over the agency.

The agency has explored the best approach to managing residential central intake and will continue to identify the most appropriate process in 2021. During 2020, the referral process was reviewed and updated in an attempt to streamline the referral process and increase efficiency in the receiving and completing of referrals for the residential programs. The referral form was made electronic, and a new email address was created for referrals.

In 2020, a total of 315 referrals were received across the residential sites, conducted 314 assessments, and scheduled a minimum of 118 admissions across all programs, including the Permanent Supportive Housing Program (PSH). The utilization for 2020 for each program was as follows: RRSY 62%, WIR 66%, Washington Street 71%, Winthrop Street 61% and PSH 85%.

2020 Goals and Results:

- Goal: Maintain 90% utilization for all residential programs.
 - Result: Due to the impact of COVID and the following of OASAS guidance, utilization was reduced in the WIR and the Community Residences in the case that there was a COVID outbreak. The Winthrop St. Community Residence was also placed on an admission hold due to being on a Corrective Action Plan through OASAS. The RRSY experienced a reduction in utilization due to a lower number of referrals and several admissions that were not appropriate for that level of care which resulted in discharges. At

the end of 2020, all sites were able to steadily increase and maintain a higher utilization.

- Goal: Identify and resolve any barriers in the central intake process to further streamline access to appropriate programs
 - Result: In 2020, technology was identified as a possible barrier to the central intake process. A small workgroup was established to create a more efficient process. This work will continue in 2021.
- Goal: Review current marketing plan to identify areas of expansion and new approaches to advertising
 - Result: Each residential location managed the responsibility of their own marketing. Email distribution lists were established and used at each site to help market any open beds.
 - Result: The RRSY invested in a marketing video to provide a visual context of the care that is provided in that program.
 - Result: Due to COVID, marketing at events and conferences or visiting other locations was reduced. Minimal in-person marketing was completed.

2021 Goals:

- Maintain 90% utilization for all residential programs.
- Complete the final plan for Residential Intake and how it interacts with Central Intake for the agency.
- Improve the use of technology to streamline the intake process as well as collect data about referrals.