



# Transitional Services

ASSOCIATION

## ANNUAL REPORT – 2017

### TAKING STEPS FORWARD



Our agency strives to assist people struggling with mental illness and addiction in attaining their highest level of independence, self-sufficiency, and satisfaction with life through the provision of person-centered services.



### THE ROAD TRAVELED



During the year, the agency experienced new growth stemming from the continually evolving world of health care service delivery. The national debates on mental health and the opioid addiction crisis continue to shape our policies and procedures.

When these factors become coupled with the natural day-to-day challenges of developing and maintaining our programs and services; it can begin to feel insurmountable. Yet, our staff persevered and we entered 2018 ready to move forward. They remained dedicated to caring for the people we serve despite high caseloads, new paperwork requirements, and other challenges.

We were named one of the 'Top Work Places in the Capital District', for 2017, by the Times Union. While the distinction that this recognition provides is worth celebrating, it also serves as a call to action to continue those positive trends and become more integrated into our community.





## DEVELOPMENT

2017 saw the agency moving in new directions. We recognized that in order to evolve with the constantly changing environment, there was a need to bring on a position that could focus on enhancing development and fundraising efforts for the agency. Two primary goals were established:

- Raise awareness and visibility for the organization and mission
- Increase revenue through outreach and fundraising events

## TRAUMA INFORMED CARE (TIC)

In 2017, TSA embraced practicing a trauma informed care approach which entails:

- *Realizing* the widespread impact of trauma and understanding potential paths for recovery;
- *Recognizing* the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
- *Responding* by fully integrating knowledge about trauma into policies, procedures, and practices; and
- Seeking to actively resist *re-traumatization*.

In October, the agency invited David Wallace from the LaSalle School to provide an in-service and stress the importance of adopting a TIC approach to service provision.

## BHNNY STABILIZATION TEAM

Members of TSA administration, in collaboration with the Care Management Program Director, submitted a proposal for a project through Better Health for Northeastern New York's (BHNNY) Delivery System Reform Incentive Payment (DSRIP) program. The project is aimed at identifying current and potential clients who are determined to be in crisis or are frequently seen at the emergency department of Saratoga Hospital. Once identified, these individuals are provided with an array of interventions aimed at addressing and/or preventing the crisis.

- The agreement between BHNNY and TSA was signed for 11/1/2017.
- Hiring for three project positions (Embedded Care Manager, Nurse Care Manager, and Peer Advocate) took place through December.

## TSA HOUSING FIRST

TSA applied to assume responsibility of the Saratoga County Shelter Plus Care program. This is a U.S. Department of Housing and Urban Development project that TSA intends to transition to a Housing First Model in 2018. Housing First is a service model that offers permanent, affordable housing as quickly as possible for eligible homeless individuals and/or families and then provides supportive services to avoid returning to homelessness.

- TSA assumed operation of Shelter Plus Care in August.
- A Housing Coordinator was hired in July and has seen the program successfully and progressively increase efforts through the end of 2017.



## FINANCIAL OVERVIEW



The Finance Department experienced a complete overhaul in 2017. The Client Account Clerk resigned in 3/17 and was replaced by Ashley Vosburgh. John Menzer, Business Director, retired in 9/17. Judy Bedore assumed the position of Business Director. Steve Armer became Accounting Manager, Ashley moved to the Senior Account Clerk position and Tyler Bailey joined the team as Client Account Clerk.

## GRANTS

August 2017 we were approached by the City of Saratoga Springs to take over the Shelter Plus Care program. We assumed responsibility for the \$303,953 award for the 2017-18 year. We have applied and been awarded the same award for 2018-19, now named TSA Housing First.

The Hawley Foundation Grant was applied for by Kaydeross House, a \$3,000 Award was given to TSA.

The Stewart's Holiday match was applied for by Kaydeross House and \$1,500 was awarded to TSA.

The Seventh Annual golf tournament fundraiser: The golf tournament was held in September 2017 with 68 golfers, 30 tee sponsors and several corporate sponsors. The event grossed \$24,300. The 8<sup>th</sup> Annual TSA Golf Tournament will be organized by our new Fundraising Coordinator and will be held in September 2018.

## FINANCE & ACCOUNTING

January: Submitted renewal applications for real property exemptions for owned properties.

January: Submitted to OASAS the Balance Sheet Pro Forma as required for annual agency fiscal viability

Monthly: Submitted monthly internal financial reports to our Board of Directors for review. They include Profit and Loss monthly and YTD along with balance sheet information.

April – October: Attended Golf Tournament meetings and coordinated the event.

April: Completed and submitted the required annual report to NYS OTDA for annual activity at Kaydeross House.

November: Met with the audit firm, Marvin & Company to begin our audit process, to establish time frames and deadlines.

Ongoing: Monitored Maintenance projects and cost. Used NYS process to use reserve funds for major projects and repairs at TSA owned properties. Participated in monthly Board and Planning meetings. Reviewed and negotiated for lower pricing for food, supplies and waste management.

**Transitional Services Association, Inc.**  
**Total Agency Budget 2017**  
**Cash Basis/Current Occupancy**

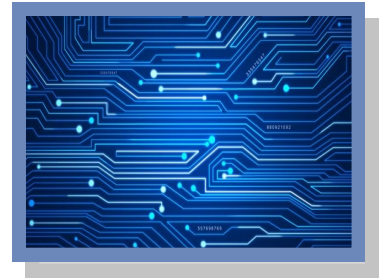
	<u>Hammond</u>	<u>Stonebridge</u>	<u>Edgewood</u>	<u>Prog. Steps</u>	<u>Kaydeross</u>	<u>Hedgerow</u>	<u>Hedgerow</u>	<u>CM</u>	<u>Case Mgmt.</u>	<u>Supported</u>	<u>Reinvest.</u>	<u>Housing</u>	<u>Admin</u>	<u>Agency</u>
<u>Occupancy %</u>	<u>OMH</u>	<u>OMH</u>	<u>OMH</u>	<u>OMH</u>	<u>OCFS</u>	<u>OASAS</u>	<u>Supp Apts</u>	<u>Saratoga</u>	<u>Saratoga</u>	<u>Saratoga</u>	<u>Saratoga</u>	<u>First</u>	<u>Total</u>	<u>Total</u>
Personal Services	\$204,515	\$168,800	\$208,450	\$281,500	\$239,920	\$218,300	\$13,350	\$392,000	\$133,500	\$168,745	\$178,900	\$40,000	\$593,000	\$2,840,980
Fringe Benefits	\$89,350	\$51,000	\$65,000	\$59,975	\$44,800	\$57,400	\$7,450	\$98,750	\$45,750	\$24,750	\$43,540	\$8,100	\$145,000	\$740,865
General Operating	\$23,500	\$25,750	\$27,550	\$202,600	\$62,000	\$39,000	\$750	\$40,000	\$74,000	\$74,500	\$15,000	\$234,246	\$116,000	\$934,896
Equipment	\$2,500	\$2,500	\$2,500	\$4,000	\$2,500	\$1,500	\$500	\$2,500	\$1,000	\$2,500	\$500	\$2,500	\$2,500	\$27,500
Property	\$19,200	\$23,800	\$26,500	\$83,600	\$34,800	\$34,700	\$30,000	\$26,000	\$15,000	\$174,000	\$600	\$0	\$41,750	\$509,950
Pension (403B)	\$2,000	\$1,000	\$3,000	\$2,000	\$1,000	\$3,000	\$0	\$5,000	\$4,000	\$0	\$9,000	\$0	\$0	\$30,000
2 % Cola	\$5,006	\$3,720	\$4,640	\$5,790	\$4,875	\$4,675	\$355	\$8,350	\$3,045	\$3,300	\$3,775	\$0	\$12,600	\$60,131
Foothold Service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$30,000
Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Exec. Payout	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,000	\$13,000
<b>Totals</b>	<b>\$346,071</b>	<b>\$276,570</b>	<b>\$337,640</b>	<b>\$639,465</b>	<b>\$389,895</b>	<b>\$358,575</b>	<b>\$52,405</b>	<b>\$602,600</b>	<b>\$276,295</b>	<b>\$447,795</b>	<b>\$251,315</b>	<b>\$284,846</b>	<b>\$923,850</b>	<b>\$5,187,322</b>
														17.81%
Client Fees	\$115,830	\$118,405	\$118,405	\$350,065	\$0	165,205	40,000	0	0	0	0	0	0	\$905,335
Medicaid	\$250,820	\$250,820	\$275,630	\$756,425	\$44,780	0	0	750,000	49,140	0	0	0	0	\$2,377,615
Saratoga County	\$0	\$0	\$0	\$0	\$0	242,275	0	31,000	251,500	483,345	275,000	0	0	\$1,283,120
OASAS	\$0	\$0	\$0	\$0	\$0	0	0	0	0	0	0	0	0	\$0
OCFS(DSS)	\$0	\$0	\$0	\$0	\$445,930	0	0	0	0	0	0	0	0	\$445,930
Food Stamps	\$7,500	\$16,000	\$22,000	\$0	\$0	15,000	0	0	0	0	0	0	0	\$60,500
Grants	\$0	\$0	\$0	\$0	\$0	0	0	0	0	0	0	303,933	0	\$303,933
Interest/Dividends	\$0	\$0	\$0	\$0	\$0	15	0	0	0	0	0	0	12,000	\$12,015
<b>Totals</b>	<b>\$374,150</b>	<b>\$382,650</b>	<b>\$416,035</b>	<b>\$1,106,490</b>	<b>\$490,710</b>	<b>\$422,495</b>	<b>\$40,000</b>	<b>\$781,000</b>	<b>\$300,640</b>	<b>\$483,345</b>	<b>\$275,000</b>	<b>\$303,933</b>	<b>\$12,000</b>	<b>\$5,388,448</b>
Net Difference	\$28,079	\$106,080	\$78,395	\$467,025	\$100,815	\$63,920	-\$12,405	\$178,400	\$24,345	\$35,550	\$23,685	\$19,087	-\$911,850	\$201,126
Prog Contribution	3.04%	11.48%	8.49%	50.55%	10.91%	6.92%	-1.34%	19.31%	2.64%	3.85%	2.56%	2.07%	100.00%	21.77%



## INFORMATION TECHNOLOGY

IT staff efficiently meets the constant, time-sensitive needs of the agency. Programs are not in a position to predict what and when the next IT-related issue will be, which means that most requests are immediate in nature. Several network/systems upgrades and improvements were instituted in 2017:

- ZixEncrypt replaced Paubox for messaging encryption services
- Backup network attached storage devices (NAS) were upgraded from 1 terabyte to 16 terabytes of storage space.. NAS devices at the main site and Hedgerow residence replicate in real time to have redundant storage
- The main site network switch with failing ports was upgraded
- The main site internet bandwidth was increased to 25/25 Mbs

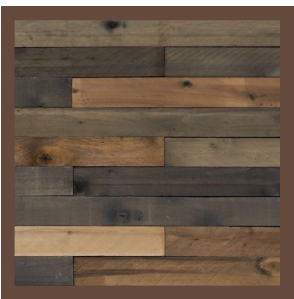


In 2018, there are some minor shop-keeping issues that staff wish to address. At the main site, there is a cache of surplus or outdated equipment that needs to be recycled. Additionally, the agency's need for portable technology (mainly laptops) continues to increase. Staff would like to explore availability of grants or donations to meet this need.

## PHYSICAL PLANT & MAINTENANCE DEPARTMENT

The maintenance staff consistently find balance between ongoing/routine repairs and upkeep to handling emergent issues as they arise. There were several notable accomplishments in 2017:

- Adopted a competitive bidding process (3-bids minimum) for new contracts
- Installed central air conditioning at Stonebridge residence
- Renovated administrative offices
- Removed and replaced lighting in the agency board room
- Replaced carpeting in Beekman Street apartment for Progressive Steps Apartment Program



In 2018, the department aims to fill a part-time vacancy. This will facilitate the ability to meet the increased demand of new and evolving programs within the agency. Renovations to the Support Services Director and Accounting Manager's offices are slated for the coming year, as well as the repurposing of office space located at the main site for use by new staff. Additionally, staff are looking to obtain bids to replace a portion of the roof at the main site, and two bathrooms at Hammond House. Lastly, through a joint effort between the maintenance and finance departments, the agency will complete the Minor Maintenance process, under OASAS, for Hedgerow House.





**EDGEWOOD HOUSE** is a 12-bed community residence serving adults with chronic and persistent mental illness. Our goal is twofold: to provide a structured, therapeutic environment that is safe and supportive for the residents and promotes change; and to teach the skills necessary to facilitate movement to a more independent setting. A total of 21 people were served during 2017.

- Four residents were successfully discharged to other programs
- Residents were educated on making healthy nutrition choices
- Staff met the challenge of adapting to the severe medical and cognitive needs of the residents

Looking ahead to 2018, we plan to upgrade the therapeutic aesthetics of the residence both inside and outside. This will entail creating quiet places to allow residents to reflect and process emotions, changing décor on the walls, and enhancing green spaces on the property. Additionally, we will increase our occupancy rate and continue to promote the successful discharge of residents to higher levels of independent living.



**HAMMOND HOUSE** is a 11-bed community residence supporting men and women who are working towards recovery from both psychiatric and substance use disorders. Residents and staff define goals in a collaborative effort so that the resident progresses in planned, manageable, and measurable ways. Growth towards greater independence is achieved through the practice of effective living skills and improved self-esteem in a supportive, structured environment. A total of 26 people were served during 2017.

- The Program Director improved the occupancy rate

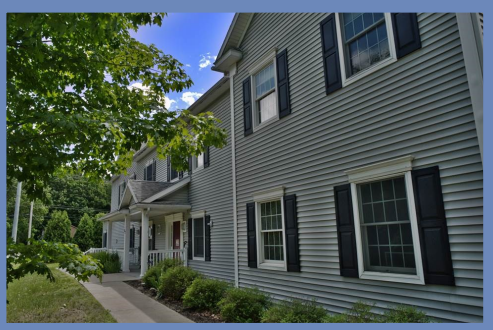
Looking ahead to 2018, staff will continue to assist with the successful transition of residents to higher levels of independent living.



**HEDGEROW HOUSE** is a chemical dependence community residence program located in a beautifully renovated two-story home that dates back to the turn of the century. The program provides 24-hour supervision and support in a community-based setting that is conducive to sobriety. By providing continued residential support services beyond the scope of detoxification and rehabilitation services, the Hedgerow House staff works closely with each resident to facilitate a successful, alcohol and substance-free transition back into the community. A total of 35 people were served during 2017.

- Staff and residents were connected to Healing Springs Recovery Community Center
- The 820 residential redesign application was submitted to OASAS
- We connected with the Center of Treatment Innovation (COTI) which provides mobile tele-health services
- A program graduate became certified as a peer advocate
- The alumni/current resident softball game was a great success (alumni won!)

Looking ahead to 2018, we aim to receive final approval of our OASAS 820 application and subsequently train all staff on the new regulations. We will also develop, complete, and submit a comprehensive minor maintenance request to OASAS, for physical improvements to the house. Additionally, the clinical staff training manual will be completed and implemented.



**KAYDEROSS HOUSE** is a residential group home designed to treat female adolescents between the ages of 9 and 18 who evidence emotional and behavioral difficulties. Licensed by the New York State Office of Children and Family Services, Kaydeross House is sponsored by Transitional Services Association, Inc., a private, not-for-profit organization, providing a variety of residential support services to both children and adults in transition to less restrictive environments. The program served 12 girls during 2017.

- The new Program Director implemented several wellness and health initiatives

Moving forward in 2018, we hope to increase occupancy and hire additional staff. We would also like to begin increasing the independent living skills training offerings to the girls.



**STONEBRIDGE** is a community residence (CR) program located in a pleasant, historic residential area near downtown Saratoga Springs, which places pharmacies, hospital and day treatment programs all within walking distance of the house. Stonebridge provides a safe, supportive and home-like environment to men and women diagnosed with mental illness. The program served a total of 16 people during 2017.

- Four residents transitioned to a higher level of independent living
- Linked residents with daily activities, such as PROS, the Golden Club at Unlimited Potential, and the Senior Center
- Eliminated psychiatric hospitalizations through the persistent use of symptom management techniques involving: trigger identification, coping strategies, and diagnosis education
- 31 individuals were served using the diversion beds (20 women and 11 men)

Looking ahead to 2018, we will be performing public transportation utilization training for every resident in an effort to reduce the use of Medicab. We will continually focus on smoking cessation efforts for any residents that have a desire to quit. Staff will provide monthly discussions with residents surrounding the topics of independence and transitioning. In keeping with this goal, we hope to transition two residents to PSAP, independent living, or another appropriate placement as needed.



**CARE MANAGEMENT** provides Health Home Care Management services in Saratoga County. Care Managers can assist with referrals for medical care, dental care, social services, mental health, substance abuse treatment, and housing. They develop a personalized Care Plan for each individual or family member that is specifically tailored to their needs. Care Plans are developed with an emphasis on preventative, primary medical care that keeps individuals healthy.

- A new Program Director and Operations Supervisor were hired
- The Senior Care Manager title was created and two CMs were promoted to the new position
- The program transitioned to a new database and performed a complete chart upload
- There was an increase in referrals and partnerships with community-based providers

Looking ahead to 2018, we aim to unfreeze a Youth Care Manager position and begin building more evenly distributed caseloads across all care managers. We also plan to hire for three positions connected to the BHNNY DSRIP Crisis Stabilization project and begin implementation in the new year.





**SUPPORTED HOUSING** is a scattered-site apartment program designed to provide permanent housing and support services to men and women diagnosed with mental illness. The program has four “family apartments” designated for single parents who meet admission criteria. The goal of this program is to assist each resident with living independently in the community. Program staff provide counseling, financial assistance, and instruction to improve each resident’s skills in the areas of adaptive daily living, as well as personal and interpersonal

functioning. The program served a total of 55 people during 2017.

- The program maintained a near full occupancy rate throughout the year

Looking ahead to 2018, we will continue to innovate new ways to locate and secure affordable housing in areas with access to reliable public transportation.



## **PROGRESSIVE STEPS APARTMENT PROGRAM (PSAP)**

is a scattered-site apartment program designed to provide support services to men and women diagnosed with mental illness, who need additional support and/or skills to live independently. The goal of the program is to assist each resident in transitioning to a more independent community setting of their choice. We provide counseling, supervision, and instruction on an ongoing basis to enhance each resident’s ability to live successfully in the community. The program served a total of 35 people during 2017.

- Seven residents transitioned to **higher levels of independent** living during the year
- Twenty-nine referrals were received
- The team successfully facilitated the annual employee picnic

Looking ahead to 2018, we will collaborate with Rehabilitation Support Services (RSS) on the endeavor to increase housing services in Saratoga County by transitioning 3 residents to their Enhanced Supported Housing program. Programmatically, we aim to reduce staff turnover and increase our occupancy rate.

## PROGRAM REPORTS



### RISE (Recovery, Integration, Support, Empowerment)

RISE Apartment Program is a scattered-site apartment program designed to provide support services to men and women diagnosed with co-occurring mental illness and substance use disorders, who need additional support and/or skills to live independently and maintain their sobriety. The goal of the program is to assist each resident in transitioning to a more independent community setting of their choice. We provide counseling, supervision, and instruction on an ongoing basis to enhance each resident's ability to live successfully in the community. The program served a total of 16 people during 2017.

- Seven individuals transitioned higher levels of independent living
- Added additional wellness program opportunities for residents

Looking ahead to 2018, we will continue in our efforts to support residents in achieving self-determined employment goals, expediting transitions following a discharge from program. We also have the intimidating task of running the agency picnic, which will require significant planning.

## DATA & TRENDS



### INCIDENTS

2017 saw significant reinvention of the incident reporting process and a renewed goal of enhancing the agency's Incident Reporting Committee. This was no small feat. Committee membership was declining and outcome reporting needed greater integration with program planning efforts. New policies and procedures were created to streamline reporting. 37 incidents were reported through AWARDS and an additional 5 were reported through the New York State Justice Center. The number reported in AWARDS does not capture the entirety of 2017, as programs were integrated into the system at a staggered pace beginning in May. 2018 will see the implementation of a incident reporting process training for all staff. Additionally, two staff members will be identified for the Office of Mental Health Special Investigator Training seminar.

### QUALITY ASSURANCE

All records reviewed in licensed programs met Medicaid billing requirements. Documentation provides evidence that client care is held at a high standard. Charts are reviewed as part of a consistent and ongoing process.



## OUTREACH

- 331 individuals were outreached through our agency’s Outreach Coordinator
- 1,473 individuals received assistance through the Care Management Hotline

## REFERRALS

- 200 community referrals were received by Care Management

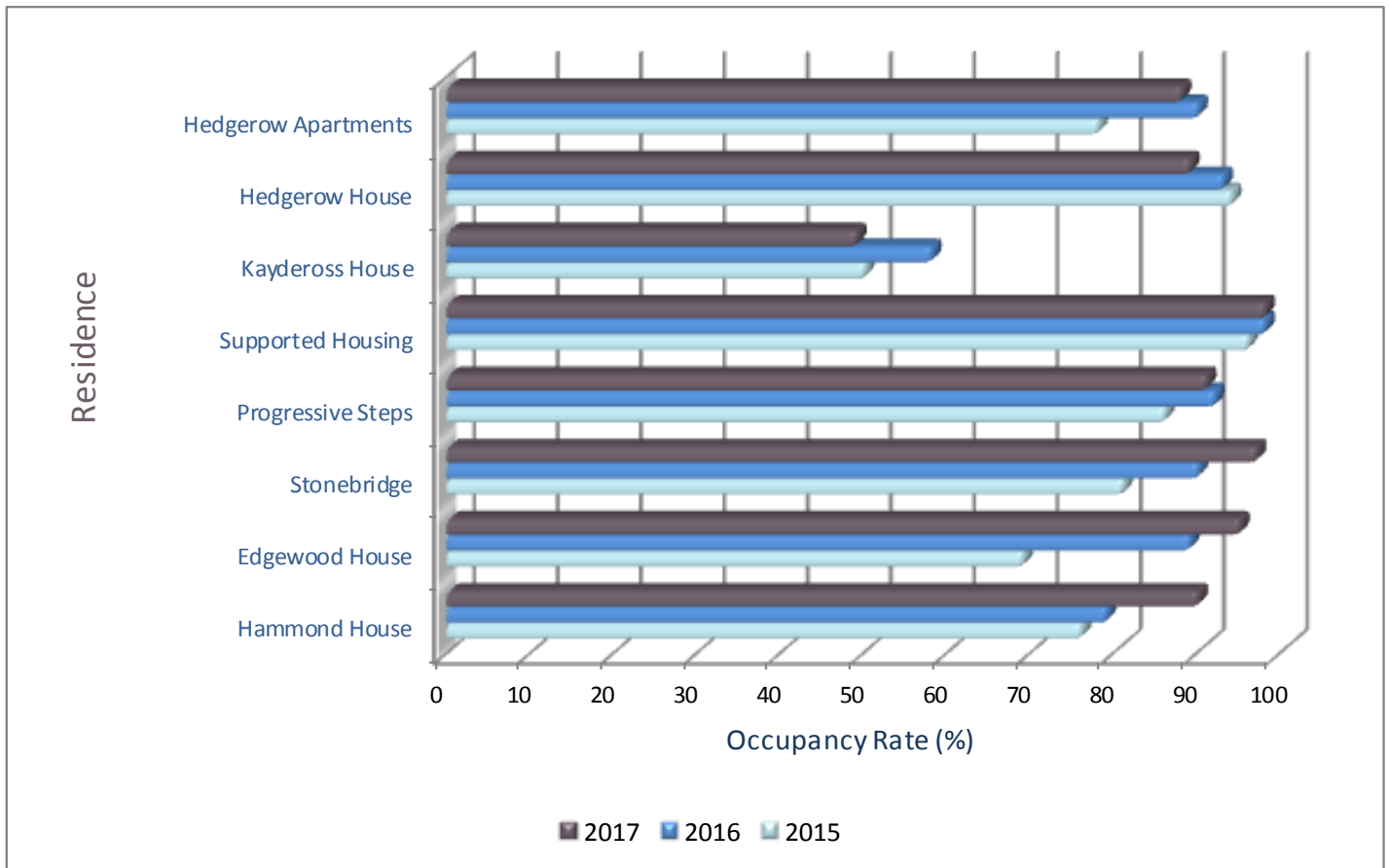


## SERVICES

- 564 separate rides were coordinated using wrap around funds
- 295 person-centered service plans were developed in Care Management
- 10 homeless individuals referred to Care Management were housed

## OCCUPANCY

The graph below illustrates a positive trend in program occupancy rates over the past three consecutive years.





## PROGRESS IN 2017

**Objective:** Evaluate the need for additional administrative staff positions in the areas of Human Resources, Development, and Corporate Compliance.

**Outcome:** Two new staff positions were added to TSA administration in 2017 to meet the identified needs: a Human Resources and Compliance Generalist, and a Fundraising Coordinator.

**Objective:** Increase collaboration with other agencies and entities in the community serving those with mental health, physical health, poverty, and substance use issues.

**Outcome:** In 2017 we created partnerships with Saratoga Hospital, the Saratoga Community Health Center, Adult Mobile Crisis Services, the Saratoga Springs Housing Authority, Rehabilitation Support Services, and the Veteran's Community Housing Coalition; as well as strengthened existing collaborations through membership in the Continuum of Care.

**Objective:** Increase the visibility of TSA in the community through outreach, networking, technology, and partnerships.

**Outcome:** Throughout the year, TSA administration and program staff worked actively to increase awareness of our programs and services in the community. Our online presence and audience has steadily increased and a mailed newsletter was created. We have taken the opportunity to participate in networking and information-sharing events, as well as gave presentations to other organizations to inform them of TSA programs and services.

**Objective:** Update and facilitate TSA's use of available technology to improve and streamline services.

**Outcome:** All OMH residential programs transitioned to using our new Electronic Health Record, AWARDS, and Care Management implemented the required Health Home database, Netsmart. Both platforms will be able to connect to our Regional Health Information Organization, HIXNY, to enable staff to view real-time health information for our clients.

**Objective:** Train all staff in Trauma Informed Care and have TSA certified as a Trauma Informed Care provider.

**Outcome:** In October, all TSA staff were trained in Trauma Informed Care (TIC) by a nationally recognized authority on the subject. We have created an agency-wide TIC workgroup that meets regularly to apply a trauma-informed lens to agency policy and procedure, and to implement trauma-informed practices across all programs.

**Objective:** Continue to explore property acquisitions for TSA housing.

**Outcome:** In December, the agency purchased a two-family house in Ballston Spa to house Supported Housing clients. Currently, two single mothers and their children live in the apartments.



**Objective:** Ensure the successful transition of Hedgerow House to an all-male facility under the OASAS 820 regulations.

**Outcome:** This goal was undertaken at the recommendation of OASAS. Based on information gathered and feedback received from the community during the due diligence process, TSA decided to keep Hedgerow House a co-ed facility for the time being. We are still engaged in the 820 licensure process.

**Objective:** Ensure the successful transition of the Shelter Plus Care Program to TSA from the City of Saratoga Springs.

**Outcome:** The agency assumed control of the Shelter Plus Care Program from the City in August 2017. We successfully applied to HUD for continuing funding for the program under the name TSA Housing First, integrating additional supportive services and employing a Housing First model. We have steadily increased occupancy since assuming the contract and we now have a waitlist for the program.

### GOALS FOR 2018

- Increase occupancy rates in the Hedgerow House and HAP programs.
- Add four more Board members in 2018, targeting the need for clinical, medical, and development expertise.
- Receive a continuing funding award for the Crisis Care Management pilot project in conjunction with the Better Health for Northeastern New York DSRIP program.
- Ensure the successful re-location/re-design of the 12 PSAP Single Site apartments that will be displaced due to the sale of 77 Van Dam.
- Participate in the further development of the Capital Region Coalition-Behavioral Health Care Collaborative to further prepare TSA to successfully operate in a managed care environment.
- Explore Supportive Housing development through the Empire State Supportive Housing Initiative (ESSHI), and if feasible, apply for an ESSHI program award.
- Oversee the re-purposing of the Kaydeross House program to better meet the needs of the agency and the community.

Sybil Newell

Executive Director

