

ANNUAL REPORT

2018



Transitional Services
ASSOCIATION



Executive Director's Note

It is with respect and appreciation that I present our 2018 Annual Report...

While individuals and communities continue to make strides toward comprehensively addressing behavioral health needs and recovery from substance use and abuse, there will always be a need to continue to advocate for increased service offerings and greater access to treatment, support, and housing. Research shows that more, and younger, individuals have experienced a mental health issue or event in the last year, and the trend continues upward. This, coupled with the devastation caused by the current opioid epidemic, places greater emphasis on the essential services that Transitional Services Association provides. This report will highlight the important work that our staff performs and illustrate the need for our services to continue to expand.

The predominant focus of 2018 was on modernization of our programs and providing trauma-informed services to our clients. The management staff changed in nearly every program, and along with those changes the 'personality' of the programs began to evolve in pleasantly unexpected ways. TSA's administrative team demonstrated great flexibility and understanding in guiding program staff through the ever changing environment of health and human services.

Thank you,

Sybil Newell 

Executive Director



Financial Overview

The Finance Department experienced minimal turnover during 2018. The vacant Client Account Clerk was filled internally. The closure of Kaydeross House was the major consideration in the past year. It resulted in a recorded loss for 2018; the first in many years. This loss in revenue (\$500,000) placed stress on other agency programs to absorb the administrative costs that would have been allocated to this program. Cash flow was also negatively affected.



Also of Note...

- Marvin & Co. performed an annual audit in February, and determined that TSA is on sound financial footing and there are no concerns in our accounting.
- The Accounting Manager prepared and submitted the Consolidated Fiscal Report (CFR), which recaps all expenses to NYS funding sources.
- The Business Director reviewed and planned for GAAP changes for not-for-profit organizations that will affect our financial statements.
- All employees received a 2-4% year-end allocation, dependent on longevity. All participating employees also received a 403(b) match of up to \$1,500
- Approximately \$4,100 from the TSA fundraising account was spent to outfit residents with weather-appropriate winter clothing, to provide emergency housing for a care management client fleeing a domestic violence situation, to provide sober recreational activities for residents, and to provide essential baby items for a pregnant client.

Procurements & Fundraising



During 2018, TSA piloted the position of Fundraising Coordinator with the goal of organizing and focusing the agency's fundraising efforts, communications, and community visibility. Over the course of the year, it became apparent that the agency lacks a cohesive image & message, and does not have the necessary name recognition needed for successful fundraising efforts. This position will not be re-hired until the agency engages in strategic planning & re-branding, and determines whether it is necessary to engage in fundraising activities going forward.

Housing & Urban Development (HUD): The Housing First program contract was renewed for the 2018-2019 year. The total award is \$303,165.

Better Health for Northeastern New York (BHNNY): Crisis Stabilization Team grant expired on 10/31/18. The agency is still negotiating a year two extension to the pilot project totaling \$152,391.

Stewart's Holiday Match: Kaydeross House received \$1,250 from a Stewart's Shops grant to enhance therapeutic interventions and recreational activities.

Office of Mental Health (OMH)/ Department of Health (DOH): TSA received a contingent award totaling \$675,000 annually, to operate a new Supportive Housing program.

The 8th Annual Golf Tournament: Sixty golfers participated in the tournament, and the event grossed \$14,630 with a net revenue of \$6,360. Future fundraising events will be coordinated by the new Business Manager.

Office of Alcoholism & Substance Abuse Services (OASAS): The Minor Maintenance grant was approved by OASAS for Hedgerow House repairs. \$45,000 was received in February 2019, with repairs to begin in spring 2019.

2018 Budget

Transitional Services Association, Inc.
Total Agency Budget 2018
Cash Basis/Current Occupancy

Occupancy %	Hammond		Stonebridge		Edgewood		Prog. Steps		Kaydeross		Hedgerow		Hedgerow		CM		Clinic CM		Supported		Reinvest.		Housing		Crisis		Fundraising		Admin		Agency		
	OMH	OMH	OMH	OMH	OMH	OCFS	OASAS	Supp Apts	Saratoga	CM	Saratoga	CM	Saratoga	CM	Saratoga	CM	Saratoga	CM	Saratoga	CM	Saratoga	CM	First	CM	CM	CM	CM	CM	Total	Total	Total		
	85%	85%	85%	70%	60%	94%	100%																										
Personal Services	\$227,700	\$182,250	\$247,800	\$315,000	\$289,500	\$227,500	\$15,000	\$574,221	\$45,000	\$180,000	\$104,500	\$158,452	\$40,000	\$104,500	\$33,000	\$554,324	\$3,194,247																
Fringe Benefits	\$112,870	\$46,485	\$77,490	\$79,260	\$55,440	\$75,240	\$2,015	\$156,325	\$5,684	\$67,287	\$31,350	\$44,177	\$11,211	\$31,350	\$8,707	\$177,087	\$950,428																
General Operating	\$52,870	\$68,018	\$41,540	\$164,325	\$94,553	\$76,724	\$4,860	\$226,756	\$25,937	\$35,072	\$3,350	\$28,897	\$232,776	\$3,350	\$458	\$107,602	\$1,153,738																
Equipment	\$2,000	\$2,500	\$2,000	\$2,000	\$5,000	\$1,500	\$0	\$3,500	\$0	\$2,100	\$2,500	\$0	\$1,500	\$2,500	\$0	\$4,456	\$29,056																
Property	\$4,200	\$3,000	\$22,420	\$89,300	\$4,380	\$4,200	\$25,000	\$17,460	\$0	\$193,200	\$0	\$0	\$0	\$0	\$0	\$2,400	\$365,560																
Totals	\$399,440	\$292,253	\$391,250	\$649,885	\$448,873	\$385,164	\$46,875	\$876,262	\$76,621	\$477,659	\$141,700	\$231,526	\$285,487	\$141,700	\$42,165	\$845,869	\$5,693,029																
Client Fees	\$116,068	\$116,068	\$126,618	\$350,782	\$0	165,205	50,000	0	0	0	0	0	0	0	0	0	\$924,741																
Medicaid	\$246,868	\$246,868	\$269,309	\$745,091	\$28,100	243,552	0	800,000	0	0	0	0	0	0	0	0	\$2,336,236																
Saratoga County	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$279,246	91,048	505,160	0	269,351	0	0	0	0	\$1,388,357																
OASAS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$499,140	0	0	0	0	0	0	0	0	\$0																
OCFS(DSS)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000	0	0	0	0	0	0	0	0	\$499,140																
Food Stamps	\$5,000	\$12,000	\$12,000	\$0	\$9,000	10,000	0	0	0	0	0	0	0	0	0	0	\$48,000																
Grants	\$0	\$0	\$0	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0	0	\$456,324																
Interest/Dividends	\$0	\$0	\$0	\$0	\$0	15	0	0	0	0	0	0	0	0	0	15,000	\$15,015																
Fundraising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000																
Totals	\$367,936	\$374,936	\$407,927	\$1,095,873	\$536,240	\$418,772	\$50,000	\$1,079,246	\$91,048	\$505,160	\$152,391	\$269,351	\$303,933	\$152,391	\$50,000	\$15,000	\$5,717,813																
Net Difference	-\$31,504	\$82,693	\$16,677	\$445,988	\$87,367	\$33,608	\$3,125	\$100,984	\$14,427	\$27,501	\$10,691	\$37,825	\$18,446	\$10,691	\$7,835	-\$830,869	\$24,784																
Prog Contribution	-3.72%	9.77%	1.97%	52.73%	10.33%	3.97%	0.37%	11.94%	1.71%	3.25%	1.26%	4.47%	2.18%	1.26%	0.93%	100.00%	2.93%																

Developments



Empire State Supportive Housing Initiative (ESSHI)

In October 2018, TSA was informed that it had received a contingent award to operate a new ESSHI Supportive Housing program. We intend to use this necessary funding to select a site and develop 60 units of housing for individuals and families in Saratoga County. We are currently working with a housing developer to locate a site and secure funding to build.

OASAS Residential Re-design

In September 2018, the long-awaited 820 Residential Reintegration application was submitted for approval to upgrade Hedgerow House guidance, services, and regulations. Additionally, the Minor Maintenance funding request was successfully submitted to OASAS. This will allow for necessary repairs and upgrades to the residence.

Kaydeross House Re-purpose

July 2018 saw the unfortunate but necessary closure of Kaydeross House. The changing youth service environment, with greater emphasis being placed on in-home stabilization, kinship foster care, and prevention services, led to a dramatic decrease in referrals for the group-home level of care. TSA has been working collaboratively with the Office of Mental Health (OMH) and the Housing and Homeless Assistance Program (HHAP) to install a new program at K House. TSA has proposed an OMH-licensed Intensive Crisis Residence to serve individuals in mental health or substance abuse crisis from across the region.

Health Home Re-alignment

In September 2018, TSA's Care Management program switched from Visiting Nurse Services (VNS) to Adirondack Health Institute (AHI) as our lead Health Home. The change was prompted by VNS's lack of effectiveness as a Health Home and was mandated by the NYS Department of Health. The clinical and financial processes are working smoothly, and TSA is pleased to be working with AHI,

Trauma Informed Care (TIC):

Trauma-informed practices remained at the forefront of service delivery, support plan development, and design of physical spaces.

Partnerships:

TSA participated in the development of a Behavioral Health Care Collaborative (BHCC) comprised of 40 organizations from 11 counties, with the goal of aligning services and preparing to operate in a managed care environment.

The agency also partnered with Bethesda Episcopal Church on their project to build affordable housing in downtown Saratoga Springs, which will provide TSA with at least ten apartments at fair-market rents.

Operations

Physical Plant

Our Physical Plant Manager was in constant motion during 2018. He handled over 279 individual work orders across all agency programs. He oversaw the bidding process and the selection of vendors to perform renovations to:

- the Support Services Director's office
- the Accounting Manager's office
- the development of office space for the displaced PSAP single-site staff

In 2019, the agency looks to replace the roof at the Administrative Office, renovate two restrooms at Hammond House, oversee the implementation of the Hedgerow House minor maintenance, perform repairs to the main site parking lot, and renovate the Finance Director's and Accounting Offices.



Information Technology



Ongoing systems updates and upgrades to out-dated hardware continued over the course of 2018. The surplus of outdated equipment was recycled responsibly. Efforts were made to explore grants or additional funding opportunities to further develop the agency's information technology. Staff explored the option of having a centralized system for tracking agency vehicle usage, maintenance, and mileage. A quote for installing security cameras in the main office parking lot was received. Additionally, the agency is preparing to upgrade to Windows 10, in 2019.

Community Residences



Stonebridge

Annual Occupancy Rate- 97%
 Total Referrals- 19
 Total Admissions- 4
 Total Discharges- 5

Our three Office of Mental Health (OMH) Congregate Care Level II Community Residences and one Office of Alcoholism & Substance Abuse Services (OASAS) Reintegration Residence all worked diligently to increase occupancy rates and better streamline the admissions process.



Hammond

Annual Occupancy Rate- 85%
 Total Referrals- 37
 Total Admissions- 15
 Total Discharges- 17

- Stonebridge Residence met all goals outlined in the 2017 Annual Report.
- Hammond House saw the complete transition of its management and the implementation of a modern approach to programming that addresses both the behavioral health and substance use disorder needs of the residents.
- Edgewood House achieved the previous year's goals and continues to work on improving the accessibility & aesthetics of the residence, despite the its location.
- Hedgerow House saw the submission of the 820 Residential redesign application along with updated policies and procedures. Staff began reviewing & implementing the new regulations in anticipation of OASAS approval.

Annual Occupancy Rate- 84%
 Total Referrals- 202
 Total Admissions- 15
 Total Discharges- 44

Hedgerow



All OMH-licensed programs received excellent feedback and the maximum 3 year re-certification during our agency monitoring visit early in the year.

We continue to explore and implement innovative practices aimed at promoting healthy and informed transitions to less restrictive settings.

Edgewood



Annual Occupancy Rate- 94%
 Total Referrals- 28
 Total Admissions- 7
 Total Discharges- 8

Apartment Programs

Supportive Housing



Annual Occupancy Rate- 98%
Total Referrals- 14
Total Admissions- 3
Total Discharges- 4

The program successfully underwent a consolidation of full-time staff from 5 to 4 due to their commitment to increasing program efficiency without diminishing the quality of services they provide. The program also saw its long-time Director take another position within the agency and experienced a smooth transition with an internal hire as the new Director. Clients in the program maintained a high level of stability, and saw very few instances where short psychiatric hospitalizations were necessary.

Progressive Steps Apartment Program



Annual Occupancy Rate- 89%
Total Referrals- 34
Total Admissions- 13
Total Discharges- 13

The program experienced a series of significant changes and challenges in 2018. A previous employee returned to the agency and came aboard as Program Director following the departure of the long-time Program Director. Immediately following his arrival, the single-site apartment program was dissolved and new units needed to be identified and certified in the community. Staff worked tirelessly to move residents, at one point performing 18 moves within a three week time period. As a result of the moves, many residents experienced an issue with benefits recertification. The Director and Program Supervisor applied constant pressure through the end of 2018 to funding and oversight agencies, in order to remedy this situation.

Housing First



Annual Occupancy Rate- 118%
Total Referrals- 38
Total Admissions- 12
Total Discharges- 12

The program formally known as Saratoga County Rental Assistance Program (SCRAP) officially became TSA Housing First. The program continually over-utilized by 4 beds and served a total of 26 individuals. As evidenced by the consistent over-utilization, the agency intends to request an increase in funding when the annual renewal begins in July 2019. In our first year administering the program, Housing First went from one of the lowest performing programs in the Continuum, to one of the highest performing programs.

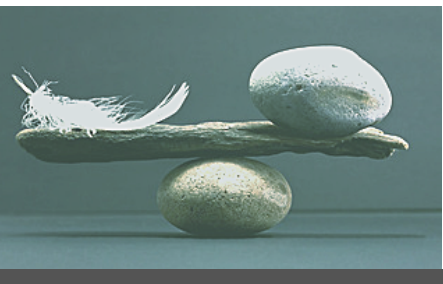
Support Services

The goal of Care Management is to help people access integrated mental and physical health care, as well as supportive services, in order to stay healthy and avoid unnecessary inpatient hospitalizations. In 2018 the Care Management program provided coordination services to over 350 individuals. It also spent approximately \$100,000 in "wraparound funds" to meet the urgent and emergent needs of care management clients. In 2018 the Care Management team experienced a great deal of change and transition. The program transitioned to a new lead Health Home, all records moved to a new database, program management changed, and several long-term staff members moved on to new positions. Due to these and other factors, average caseloads were between 30-40 individuals, which is below target capacity. In 2019 we anticipate that program staffing and management will stabilize, and that caseloads will increase to between 40-50 individuals.



Care Management

Crisis Stabilization



The Crisis Stabilization project underwent a complete project revision during the summer of 2018. The revision was prompted by BHNNY in order to create a more meaningful design that would allow for maximum exposure to those most vulnerable adults in Saratoga County. By the end of the project's first year (10/31/18), a total of 413 individuals were engaged and received some form of crisis intervention services. The request for extension of the project for a second year was submitted and the agency awaits a decision from BHNNY.

RISE (Recovery, Integration, Support, Empowerment)

The RISE Apartment Program was re-absorbed into Progressive Steps during the Summer of 2018. The staff began receiving supervision from the PSAP Program Director and Supervisor. Additionally, the staff provided 241 instances of supportive services to 12 individuals over the course of the year through the RISE Dual-diagnosis Support Services Program.



Service Data



2018 Service summary across all community residences and apartment programs broken down by service type in AWARDS:

Symptom Management	568
Medication Management Training	514
Daily Living Skills	419
Health Services	310
Substance Abuse Services	253
Assertiveness / Self Advocacy	238
Community Integration / Resource Development	235
Rehabilitation Counseling	209
Socialization	207
Supportive Counseling	107
Skill Development Services	33
Total Medicaid-billable Services	3,093
Other Service Type	16,572

Services were delivered to 204 residents (184 unduplicated). The average number of services delivered to a resident was 107.

Compliance

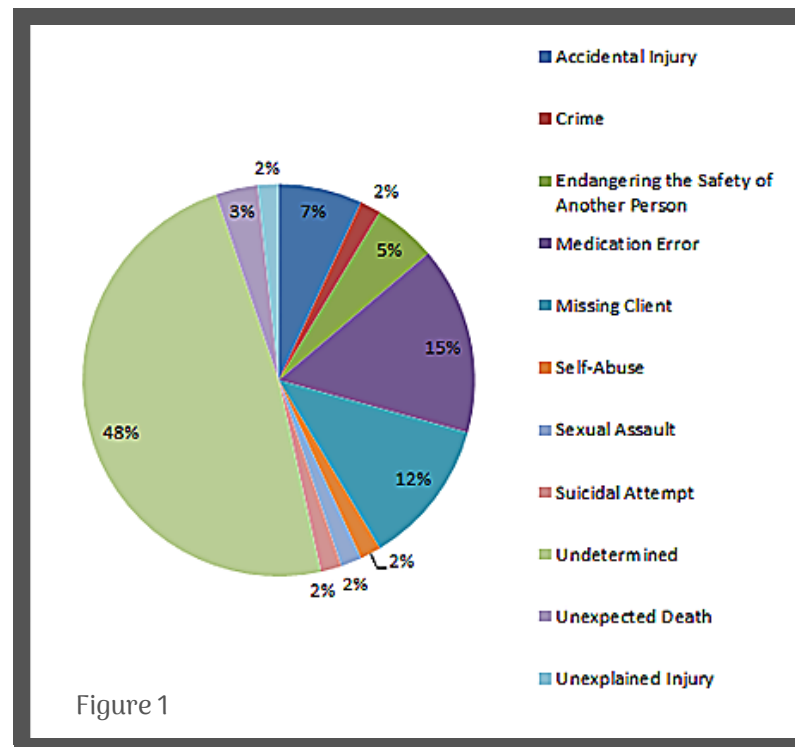
Quality Assurance

During 2018, TSA administration took several steps to bring the agency into compliance with current standards:

- Client Advisory Council was re-organized to make it more trauma-informed and client-centered. The Council now meets quarterly, and follow-up is conducted to ensure that client recommendations are being considered and/or implemented.
- The Compliance Officer undertook an assessment of agency policies, procedures, documentation standards, and forms to determine prioritization for updating to current standards.
- A Compliance Committee was formed, and now meets regularly in accordance with Medicaid compliance regulations.
- Access to the HealthStream training database was purchased in order to provide TSA staff with a vast array of elective trainings on demand, and to track employee participation in mandatory trainings.

Incident Reporting (IR)

The agency processes incident reports from two sources: the New York State Justice Center (JC) and our AWARDS internal reporting system. In 2018, the agency received 11 reports from the Justice Center and responded to each in accordance with state requirements by year's end. The agency developed and implemented a 'missing persons' policy and procedure document with guidance from the JC. Our internal reporting system documented 58 incident reports divided into several categories and illustrated in Figure 1. Our Compliance Officer updated the agency's IR reporting policy and procedure document to ensure that all staff understand and adhere to the requirements of state oversight agencies. The Incident Review Committee (IRC) was enhanced by new membership and an increased meeting schedule with more focused agenda.



Review of 2018 Agency Goals



Goal 1: Completed

Add four more Board members in 2018, targeting the need for clinical, medical, and development expertise.

Goal 2: Completed

Receive a continuing funding award for the Crisis Care Management pilot project in conjunction with Better Health for Northeastern New York DSRIP program.

Goal 3: Completed

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.

Goal 4: Completed

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.

Goal 5: Completed

Explore Supportive Housing development through the Empire State Supportive Housing Initiative (ESSHI), and if feasible, apply for an ESSHI program award.

Goal 6: In Progress

Oversee the re-purposing of the Kaydeross House program to better meet the needs of the agency and the community.

Goal 7: In Progress

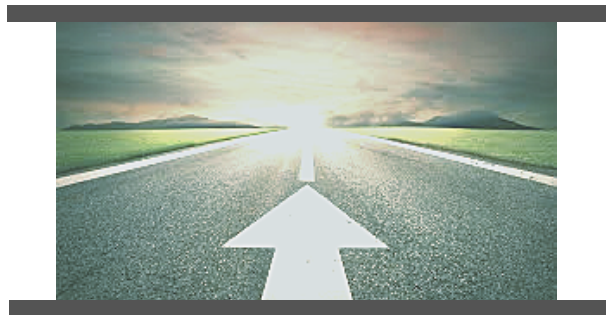
Increase occupancy rates at Hedgerow House (HRH) and Hedgerow Apartment Program (HAP).

Going Forward...

Many projects were in development during the course of 2018 that we anticipate continuing, completing, or implementing during 2019. We also strive to improve our performance across programs to ensure that we are providing the highest quality services to the people we serve. To that end, we propose the following goals for the coming year.

Administrative

- Engage in strategic planning and re-branding activities to define the future direction and public image of the organization
- Assess our position with respect to the ESSHI project. If a suitable building site is identified, begin to apply for capital funding. If a site is not identified, reapply for operational funding in order to continue the search into year two.
- Oversee the re-purposing of Kaydeross House to meet the needs of the agency and the community.
- Finalize the revised Employee Handbook and Finance Department policy & procedure manual to ensure that all policies and procedures are up-to-date and compliant with state/federal labor laws and regulations.
- Participate in the further development of the Capital Behavioral Health Network BHCC to further prepare TSA to successfully operate in a managed care environment.



Program Specific

- All licensed residential programs will meet budgeted occupancy for the year.
- Care management will bill Medicaid for 90% of eligible participants.
- Average Health Home Care Management caseloads will exceed 40 individuals.
- Supportive Housing will demonstrate provision of enhanced services by exceeding NYS standards of care.
- Supportive Housing will update its policies & procedures to comply with the 2019 Supportive Housing Guidelines.
- Hedgerow House will successfully implement new policies & procedures in accordance with the 820 Reintegration model. Program management, in conjunction with administration, will create a new staff program manual, and client program handbook.

Our Mission

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.

