

ANNUAL REPORT

2019



Transitional Services Association, Inc.





A Letter from the Executive Director

2019 was an exciting year of building and rebuilding for Transitional Services Association. After significant program changes in 2018, we spent the year rebuilding our care management team, re-envisioning Kaydeross House as a crisis residence, and planning for our future OASAS residential rehabilitation and OMH supportive housing program expansions.

The board of directors and administrative team engaged in a strategic planning process that redefined our mission statement, defined our agency values and vision, and determined the direction of Transitional Services Association for the next five years.

One of our newly identified values is being "progressive." The health and human services environment is constantly evolving, and only those agencies that demonstrate an ability to adapt and be progressive will be poised to succeed. We are moving forward as an agency with the intention to embrace progressive practices, thought, and policy, so that we can readily adapt to the changing needs of our community, our recipients, and our staff.

We're grateful for our ability to serve the community so successfully in 2019 and we look forward to many new opportunities in 2020.

Our Mission

We assist people living with mental illness, addictions, and chronic medical issues to achieve their highest level of stability through housing and supportive services.

~Sybil Newell

Executive Director



Financial Overview

2019 saw significant changes to our Finance Department personnel.

From the Finance Desk:

- Marvin & Co. is currently performing the annual audit to determine that TSA is on sound financial footing and there are no concerns in our accounting.
- The finance department experiences significant staff turnover in 2019. The Finance Director retired in May and was replaced by the Accounting Manager. The Senior Accounting Clerk resigned in November, and the new Finance Director resigned at year end. The previous Finance Director returned to fill the position in the interim.
- The interim Finance Director is completing the Consolidated Fiscal Report (CFR), which recaps all expenses to NYS funding sources.
- At the beginning of 2019 no pay increases were given. All participating employees received a 403(b) match of up to \$1,500. Employees also received a 5-6% year-end allocation dependent on their longevity.
- The Finance Department facilitated the completion of the OASAS Minor Maintenance project which saw long-needed upgrades to Hedgerow House.

2019 Budget



Transitional Services Association, Inc.
 Total Agency Budget 2019
 Cash Basis/Current Occupancy

Occupancy %	Hammond	Rain House	Edgewood	Prog. Steps	Hedgerow	Hedgerow	C.M	Clinic C.M	Supported	Reinvest.	Housing	Crisis	Admin	Agency
	OMH	OMH	OMH	OMH	OASAS	Supp Apts	Saratoga	Saratoga	Saratoga	Saratoga	First	CM	Total	Total
	85%	85%	85%	87%	75%	100%			100%					
Personal Services	\$227,700	\$182,250	\$245,895	\$315,000	\$231,500	\$15,587	\$619,230	\$60,000	\$160,000	\$159,452	\$40,000	\$104,500	\$659,000	\$3,020,114
Fringe Benefits	\$93,676	\$58,485	\$77,498	\$81,260	\$75,240	\$2,015	\$163,725	\$6,874	\$56,734	\$44,290	\$11,211	\$31,350	\$178,194	\$880,552
General Operating	\$52,590	\$48,518	\$60,540	\$163,925	\$76,488	\$4,860	\$226,766	\$25,937	\$35,105	\$28,864	\$232,776	\$3,350	\$120,496	\$1,080,205
Equipment	\$2,000	\$2,000	\$2,000	\$6,000	\$1,736	\$0	\$3,500	\$0	\$2,100	\$0	\$1,500	\$2,500	\$4,720	\$28,056
Property	\$4,200	\$3,000	\$3,420	\$89,300	\$4,200	\$25,000	\$17,460	\$0	\$201,200	\$0	\$0	\$0	\$2,400	\$350,180
Totals	\$380,166	\$294,253	\$389,353	\$655,485	\$389,164	\$47,462	\$1,030,671	\$92,811	\$455,139	\$232,606	\$285,487	\$141,700	\$964,810	\$5,359,107
														18.00%
Client Fees	\$119,394	\$119,394	\$130,248	\$360,835	170,406	50,000	0	0	0	0	0	0	0	\$950,277
Medicaid	\$254,694	\$254,694	\$277,857	\$768,721	0	0	920,000	0	0	0	0	0	0	\$2,475,966
Saratoga County	\$0	\$0	\$0	\$0	253,387	0	302,886	104,048	505,160	269,237	0	0	0	\$1,434,718
OASAS	\$0	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0	\$0
OCFS(DSS)	\$0	\$0	\$0	\$0	0	0	0	0	0	0	0	0	0	\$0
Food Stamps	\$5,000	\$12,000	\$12,000	\$0	17,681	0	0	0	0	0	0	0	0	\$46,681
Grants	\$0	\$0	\$0	\$0	0	0	0	0	0	0	303,933	152,391	0	\$456,324
Interest/Dividends	\$0	\$0	\$0	\$0	15	0	0	0	0	0	0	0	15,000	\$15,015
Fundraising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	5,000	\$5,000
Totals	\$379,088	\$386,088	\$420,105	\$1,129,556	\$441,489	\$50,000	\$1,222,886	\$104,048	\$505,160	\$269,237	\$303,933	\$152,391	\$20,000	\$5,383,981
Net Difference	-\$1,078	\$91,835	\$30,752	\$474,071	\$52,325	\$2,538	\$192,215	\$11,237	\$50,021	\$36,631	\$18,446	\$10,691	-\$944,810	\$24,874
Prog Contribution	-0.11%	9.52%	3.19%	49.14%	5.42%	0.26%	19.92%	1.16%	5.18%	3.80%	1.91%	1.11%	100.00%	2.58%

Development & Operations

In 2019, the administrative team focused on applying for new funding opportunities from our NYS oversight agencies. The approval of three large scale projects will lay the groundwork for TSA's progression and modernization of programs and services.

- February: Received long-awaited approval of 8.20 licensure for our OASAS Residential Reintegration program, Hedgerow House.
- July: Awarded funding to build and operate a new 8.20 Residential Rehabilitation program on TSA-owned property. This project will more than double the existing number of addiction treatment beds in Saratoga County.
- September: Awarded continuing funding of approx. \$700k/annually for our Empire State Supportive Housing Initiative (ESSHI) project.
 - Dominic Hollow Apartments will consist of 60 apartments (30 ESSHI units and 30 affordable housing units.) Housing of this type is vital for our region and we are proud to be moving forward with a project of this magnitude.



Development & Operations

From the Compliance Desk:

The agency's Compliance Officer met two major milestones in the last half of 2019:

- The creation and distribution of the updated Employee Handbook
 - The new version contains comprehensive information that all employees receive upon hire and is available in digital form via an icon on all agency computers.
- The completion and approval of the agency's NYS Compliance Plan
 - This program outlines the guidelines that the agency and staff will follow when providing services, conducting billing, and other utilization management activities.

Notes on Incident Management:

- Agency staff responded to 82 separate incidents documented through our electronic health record database (AWARDS).
- The Incident Review Committee (IRC) developed a more frequent meeting schedule with an enhanced review approach that focuses on the intersection of policy and procedures with the reporting of incidents.
- The IRC continued to expand and incorporate new members over the course of the year and looks to continue that expansion to possibly include members of the extended community.

Developments in 2019 formed the foundation for the agency's strategic plan.

Development & Operations

Information Technology:

For the latter half of 2019, the agency experienced technical issues with our mail server and shared drives. The Windows 7 Operating System would no longer be supported by Microsoft in January 2020. Some of our hardware was reaching end-of-life status and would either need to be upgraded to Windows 10 or replaced.

- Our Network Administrator worked with Tech II to develop a modernization plan.
 - In December, the agency shifted to Office 365 (which meets federal and state electronic communication standards.)

- A ticketing system was implemented to streamline and prioritize IT requests. Tech II will serve as back-up for our Network Administrator and is capable of providing support remotely.
- In addition to the new IT framework, a staff member from our RISE program was trained to become the agency's AWARDS database expert. This role will significantly enhance our ability to develop internal reports and improve upon quality assurance reviews of programs.



Property Management:

Routine repairs and maintenance were performed throughout the year. One of the most significant project was the completion of our minor maintenance projects at Hedgerow House, that were funded through NYS OASAS. Additionally, our Property Manager hired a part-time assistant to streamline ongoing maintenance tasks and projects.

Significant Events

- All program staff attended the annual safety training. This year included a new aspect to the training which involved information on practices surrounding active shooters in community settings. While the presentation was met with some mixed feelings, the information sparked a progressive discussion on how the agency should approach such situations from a trauma-informed perspective.
- Partnering with Healing Springs, TSA held its first annual Recovery Family Picnic to celebrate residents of Hedgerow House as well as members of the community in their journey of recovery from substance use. Nearly 100 family members, residents, and people from the community gathered at Kelley Park for a friendly game of softball and a plentiful picnic.
- In September, TSA held its first art exhibition highlighting the artwork of Carol Breton, as well as collaborative artworks from the residents of Edgewood House. Beautiful works of various media lined the hallways and brightened the Board Room.
- The agency enjoyed Flannel Friday throughout the fall and winter months. A Care Manager launched this internal fundraiser by inviting her co-workers to donate \$1 to wear flannel and have bagels and coffee on Friday mornings. Flannel Fridays raised enough money to stock and continue to support a Hygiene Pantry filled with needed items for Care Management recipients.



In Memoriam:

In December, we were proud to dedicate Rain House, one of our community residences, to the memory of Laraine Desmond, who was called 'Rain' by her close friends. Laraine worked at TSA for over 30 years- primarily at Rain House (formerly Stonebridge). She passed from this life after a sudden and brief illness, and it is with great honor as well as sadness that the agency renames the house she dedicated so much love and time to.



Programs & Services

Community Residence & Apartment Program Annual Service Comparison:

	<u>2018</u>	<u>2019</u>
Symptom Management	568	484
Medication Management Training	514	1761
Daily Living Skills	419	437
Health Services	310	419
Substance Abuse Services	253	172
Assertiveness / Self Advocacy	238	361
Community Integration / Resource Development	235	228
Rehabilitation Counseling	209	103
Socialization	207	15
Supportive Counseling	107	100
Skill Development Services	33	71
Supportive Case Management		201
Other Service Type	16,572	15507

- Services were provided to 246 participants across our residential programs.
- Our OASAS 820 program was integrated into our primary database beginning in August. The numbers from this program do not represent a complete year of data.
- Supportive Case Management is comprised entirely of our Housing First (HUD-funded) program.

In 2019
all programs were
fully integrated
into an
Electric Health
Record.

Programs & Services

Care Management Provided Services for:

- 248 adult Medicaid recipients and 59 child/youth Medicaid recipients
- 53 non-Medicaid adults and 13 non-Medicaid children/youths

Typical services include comprehensive care management, assessment, coordination and health promotion through transportation and support at medical appointments and follow-up visits, individual and family social supports, and referrals for necessary services.

18 individuals were permanently housed through Care Management!

Program Utilization:

The table below illustrates program occupancy for our OMH and OASAS programs. Our state oversight agencies provide guidance on the operation of these programs and perform routine reviews to help maximize our utilization.

2019 OMH & OASAS Programs Overview				
Program Name	Capacity	Annual Occupancy Average Rate	Admissions	Discharges
Edgewood	12	93%	5	5
Hammond House	11	72%	12	15
Rain House	11	96%	4	6
Rain House Diversion	2	-	28	28
Progressive Steps Apartment Program	34	91%	14	15
Supported Housing	51	97%	4	4
Hedgerow House	16	85%	45	43
Hedgerow House Apartment Program	6	85%	10	9



2019 Administrative Goals & Outcomes



- Engage in strategic planning and re-branding activities to define the future direction and public image of the organization.
 - Completed



- 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.
 - Completed



- Oversee the re-purposing of Kaydeross House to meet the needs of the agency and the community.
 - In progress



- 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.
 - Completed



- Participate in the further development of the Capital Behavioral Health Network BHCC to further prepare TSA to successfully operate in a managed care environment.
 - Completed



2019 Program Goals & Outcomes



- All licensed residential programs will meet budgeted occupancy for the year.
 - 4 of 6 residential programs exceeded budgeted occupancy for the year



- Care management will bill Medicaid for 90% of eligible participants.
 - Completed



- Average Health Home Care Management caseloads will exceed 40 individuals.
 - DOH altered standards for caseloads which made goal of 40 irrelevant.
 - AOT Care Managers averaged >100% of the standard, and HH Care Managers averaged 82%



- Supportive Housing will demonstrate provision of enhanced services by exceeding NYS standards of care.
 - Completed



- Supportive Housing will update its policies & procedures to comply with the 2019 Supportive Housing Guidelines.
 - Completed



- 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.
 - Completed

The Path Ahead

2020 Agency Goals

Programs and Services:

- Enhance the sustainability of our programs by becoming more data driven.
- Expand our continuum of housing options by working to establish a Crisis Residence, break ground on an ESSHI program, and explore other opportunities to develop housing projects.

Marketing and Public Relations

- Position the agency to increase exposure and brand recognition by conducting a rebranding process.
- Develop a marketing plan that highlights our positive impact on the community.
- Foster relationships with key leaders and community allies.

Staff Development and Retention

- Develop the organizational culture by ensuring staff understand the strategic direction of the agency and defining a code of agency values to support and recognize staff.
- Develop systems to maximize effectiveness through workplace flexibility, increased use of technology, and a values-based hiring process.

Resource Development

- Develop a spending plan for use of financial reserves on major projects.
- Evaluate the sustainability of targeted programs and develop a plan to address areas of concern.

Governance

- Provide board orientation refresher to existing board members.
- Review and revise the agency's strategic plan quarterly.
- Establish a formal process for evaluating the Executive Director

