

ANNUAL REPORT 2020



Transitional Services
ASSOCIATION

www.tsa-inc.org

518-587-6193



127 Union Street, Saratoga Springs 12866

EXECUTIVE DIRECTOR'S NOTE

It is with respect and appreciation that I present our 2020 Annual Report...

I would like to take a moment to express my gratitude for the strides TSA has made in 2020 despite the challenges this year presented. The efforts made to keep everyone healthy and safe through the COVID-19 pandemic enabled us to effectively and efficiently continue to conduct business – often in innovative and new ways – despite uncertainty.

I'm proud to report that TSA is continuing to develop three new programs for this coming year including a 30-unit supportive housing program, a 20-bed community-based residential, substance use rehabilitation program, and a new crisis residence. We look forward to filling service gaps in the community upon implementation.

Many thanks to all our residents and the staff for remaining steadfast through the unprecedented events of this past year and I look towards 2021 with hope for a brighter future.

Thank you,

Sybil Newell 

Executive Director



FINANCIAL OVERVIEW



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 interim Finance director remained on staff at TSA through 2020 to train the new Finance Director.
- 2020 saw a 4% Cost of Living Adjustment (COLA) increase. All participating employees received a 403(b) match of up to \$1,500. Employees also received a 4-5% year-end allocation dependent on their longevity.
- RISE received a \$534,300 loan from the U.S. Small Business Administration through the Paycheck Protection Program via the CARES Act. In accordance with program policy, this loan will be forgiven in 2021.

2020 BUDGET

Transitional Services Association, Inc.
Total Agency Budget 2020
Cash Basis/Current Occupancy

	<u>Milestone</u>	<u>Rain House</u>	<u>Edgewood</u>	<u>Prog. Steps</u>	<u>Hedgerow</u>	<u>Hedgerow</u>	<u>CM</u>	<u>Clinic CM</u>	<u>Supported</u>	<u>Reinvest.</u>	<u>Housing</u>	<u>Admin</u>	<u>Agency</u>
	<u>OMH</u>	<u>OMH</u>	<u>OMH</u>	<u>OMH</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>
Occupancy %	85%	85%	85%	87%	75%	100%			100%				
Personal Services	\$225,667	\$259,670	\$272,458	\$259,026	\$259,363	\$16,200	\$718,506	\$60,000	\$168,928	\$165,577	\$40,000	\$721,446	\$3,166,841
Fringe Benefits	\$100,676	\$67,827	\$87,631	\$76,260	\$90,340	\$3,335	\$171,335	\$6,874	\$71,734	\$48,442	\$12,211	\$215,245	\$951,910
General Operating	\$51,992	\$48,218	\$74,100	\$163,725	\$85,191	\$4,860	\$246,858	\$25,937	\$39,205	\$51,862	\$232,776	\$128,280	\$1,153,004
Equipment	\$2,000	\$2,000	\$2,000	\$6,000	\$1,736	\$0	\$3,500	\$0	\$2,100	\$0	\$1,500	\$4,000	\$24,836
Property	\$4,200	\$3,000	\$3,420	\$120,000	\$4,200	\$25,000	\$13,500	\$0	\$240,000	\$0	\$0	\$0	\$413,320
Totals	\$384,535	\$380,715	\$439,609	\$625,011	\$440,830	\$49,395	\$1,153,699	\$92,811	\$521,967	\$265,881	\$286,487	\$1,068,971	\$5,709,911
												18.72%	
Client Fees	\$119,394	\$119,394	\$130,248	\$360,835	170,406	50,000	0	0	0	0	0	0	\$950,277
Medicaid	\$268,238	\$268,238	\$292,625	\$809,595	0	0	920,000	0	0	0	0	0	\$2,558,696
Saratoga County	\$0	\$0	\$0	\$0	253,387	0	302,886	104,048	505,160	269,237	0	0	\$1,434,718
OASAS	\$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
Food Stamps	\$1,500	\$18,000	\$19,500	\$0	22,000	0	0	0	0	0	0	0	\$61,000
Grants	\$0	\$0	\$0	\$0	0	0	0	0	0	0	303,933	0	\$303,933
Interest/Dividends	\$0	\$0	\$0	\$0	15	0	0	0	0	0	0	23,000	\$23,015
Fundraising	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0	\$0
Totals	\$389,132	\$405,632	\$442,373	\$1,170,430	\$445,808	\$50,000	\$1,222,886	\$104,048	\$505,160	\$269,237	\$303,933	\$23,000	\$5,331,639
Net Difference	\$4,597	\$24,917	\$2,764	\$545,419	\$4,978	\$605	\$69,187	\$11,237	-\$16,807	\$3,356	\$17,446	-\$1,045,971	-\$378,272
Prog Contribution	0.43%	2.33%	0.26%	51.02%	0.47%	0.06%	6.47%	1.05%	-1.57%	0.31%	1.63%	100.00%	-35.39%

DEVELOPMENT & OPERATIONS

Youth Care Management Expansion

The expansion of Youth Care Management into the surrounding counties of Warren, Washington, Hamilton and Schenectady was a major accomplishment for the TSA Care Management program. This allows TSA Care Managers to provide seamless services to children and youth whose families happen to move between school districts and between counties.



Funding Secured to Develop Crisis Residence

The crisis residence will utilize a building in Saratoga Springs that previously housed the Kaydeross Program. TSA has received funding through the NYS Office of Mental Health (OMH) to remodel the building to suit the new crisis house model. The crisis residence will provide a much-needed service to the region by offering an alternative to inpatient admission for individuals who need intensive support and care for mental health issues, but who don't meet the criteria for hospitalization.

Launch of Homeless Court Program

The Saratoga Springs Mayor's Office and Community Development Department, together with City Court Judge, Francine Vero, and TSA collaborated to design a Homeless Court which assists individuals who are homeless and charged with non-violent offenses.

Individuals who are eligible and agree to participate are provided with individually tailored, case management services and connected to human service providers - assisting persons with a mental health diagnosis or substance use disorder who are also experiencing street-homelessness from continuing the cycle of street, to jail, and back into the courts.

Saratoga Art Pantry Launch

The basement at TSA now serves as the home of the Saratoga Art Pantry, a place to collect and store art supplies in an effort to advance art therapy. Studies have shown that art can help people through mental health difficulties, coping with stress, and feelings of isolation.

DEVELOPMENT & OPERATIONS

Property Management

- Edgewood House: replaced tub/shower (\$3,267)
- Hedgerow House: repaired basement water leak (\$1,135)
- Kaydeross House: replaced both hot water heaters (\$4,950)
- Supported Housing (South St.): 16 windows (\$7,632) and painted #2 interior (\$4,023)



Information Technology



Fortunately, just prior to the onset of the COVID-19 pandemic, TSA made two IT upgrades that significantly reduced the challenge of a transition to remote work:

- New VPN hardware enabled easier access to file resources stored on the Local Area Network at the Admin office.
- Email and Office Suite moved to Microsoft 365.

In response to the additional needs arising from the pandemic, IT purchased and installed:

- Microphones, webcams, a blue tooth speaker system, and laptops to facilitate Zoom and Microsoft Teams Meetings.
- Separate WiFi networks and laptops at the Community Residences to facilitate tele-health access for residents.
- Portable scanners and signature pads for Care Management to prevent unnecessary office visits.

DEVELOPMENT & OPERATIONS

Communications and Social Media

In August 2020, TSA hired a Data and Content Manager to manage our social media pages.

Facebook

- Page Likes in Aug 2020: 387
- December 2020 Page Likes: 447

Instagram

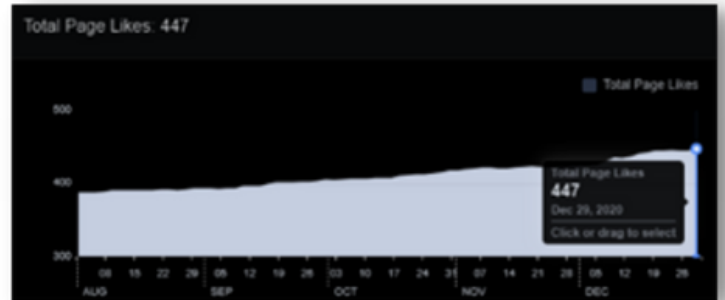
- Created an Instagram Account in Aug 2020
- Followers in December 2020: 96

Twitter

- 32 followers in Aug 2020
- 61 followers in Dec 2020

LinkedIn

- 77 Followers in Aug 2020
- 86 Followers in Dec 2020



Ballston Spa Developments



DOMINIC HOLLOW (60 units - 30 ESSHI/30 Affordable)

- Sponsored formation of housing development fund company in connection with the construction of the Project.
- Submitted Low Income Housing Tax Credit Program application to NYS HCR.

OASAS COMMUNITY RESIDENCE (20 beds)

- Executed OASAS grant contract.
- Continued pre-development and Planning Board approval process.

APARTMENT PROGRAMS

Supportive Housing



Services were delivered to Supported Housing residents on 1,967 occasions in 2020. A total of 52 individuals were served, receiving an average of 38 services each over the course of the year. Due to the majority of the contacts being conducted via telehealth, there was an increase in the volume of contacts as residents began to feel more comfortable reaching out to their counselors via telephone.

Annual Occupancy Rate- 99.26%
Total Referrals- 3
Total Served- 52
Total Discharges- 1 (resident deceased)

A total of 44 individuals were served through PSAP in 2020. Program Highlights for the year include:

- Vaccine coordination for 27 participants in a single day (for both doses).
- Established a food pantry to assist participants under quarantine.
- No confirmed case of COVID-19 transmission case between staff and participants.

Progressive Steps Apartment Program



Annual Occupancy Rate- 92.17%
Total Referrals- 25
Total Admissions- 11
Total Discharges- 15

Housing First



Supportive Case Management services were delivered to Housing First residents on 392 occasions in 2020. A total of 37 individuals were served, receiving an average of 10.5 case management services each over the year.

Annual Occupancy Rate- 53.11%
Total Referrals- 8
Total Admissions- 8
Total Discharges- 12

COMMUNITY RESIDENCES

Rain House



Annual Occupancy Rate- 89.59%
Total Referrals- 16
Total Admissions- 9
Total Discharges- 10

A total of 19 individuals were served at Rain House in 2020. Highlights of the year include:

- Creation of an Art Room to encourage creativity and positive coping skills during the COVID-19 Pandemic .
- October 2020 saw one positive client case of COVID-19. Protocols prevented the virus from spreading.
- Established a partnership with The Elliot at Troy to assist our aging population find a safe, comfortable, and happy homes

A total of 22 individuals were served at Milestone Manor in 2020. Highlights of the year include:

- The residence name was changed from Hammond House to Milestone Manor, better reflecting the values of the restorative residential care individuals receive while in the program
- Trauma-Informed Care Training by David Wallace, LCSW-R and Associate Executive Director for Program Development at La Salle School, was organized by Milestone Program Director.
- Residents enjoyed a visit to the Foster Sheep Farm in Schuylerville.

Milestone Manor



Annual Occupancy Rate- 76.5%
Total Referrals- 19
Total Admissions- 11
Total Discharges- 14

Hedgerow House



Annual Occupancy Rate- 73%
Total Referrals- 147 total / 67 screened
Total Admissions- 40
Total Discharges- 30

A total of 57 individuals were served at Hedgerow House in 2020.

Highlights of the year include:

- A resident received a free bicycle from Bikeatoga through their Earn-a-Bike Program.
- The house received a large food donation from Starpoint Church.
- Residents took a hiking trip to Shelving Rock Falls in Lake George.
- A day trip to Howe Caverns was organized for residents.

COMMUNITY RESIDENCES

CONT...

Edgewood House



A total of 17 individuals were served at Edgewood House in 2020.

Highlights of the year include:

- The Saratoga Art Pantry was founded from a request for art supplies by a counselor at Edgewood House, who started a Saturday art program with residents.
- Staff and residents created a gratitude tree in November.

Annual Occupancy Rate- 89.75%

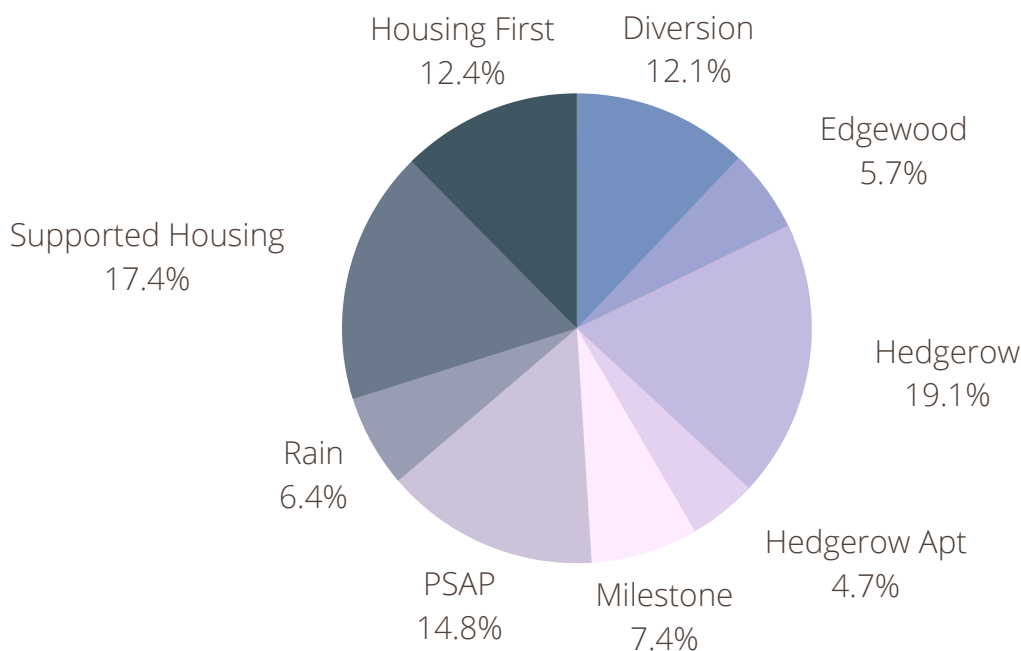
Total Referrals- 15

Total Admissions- 9

Total Discharges- 6

ALL RESIDENTIAL PROGRAMS

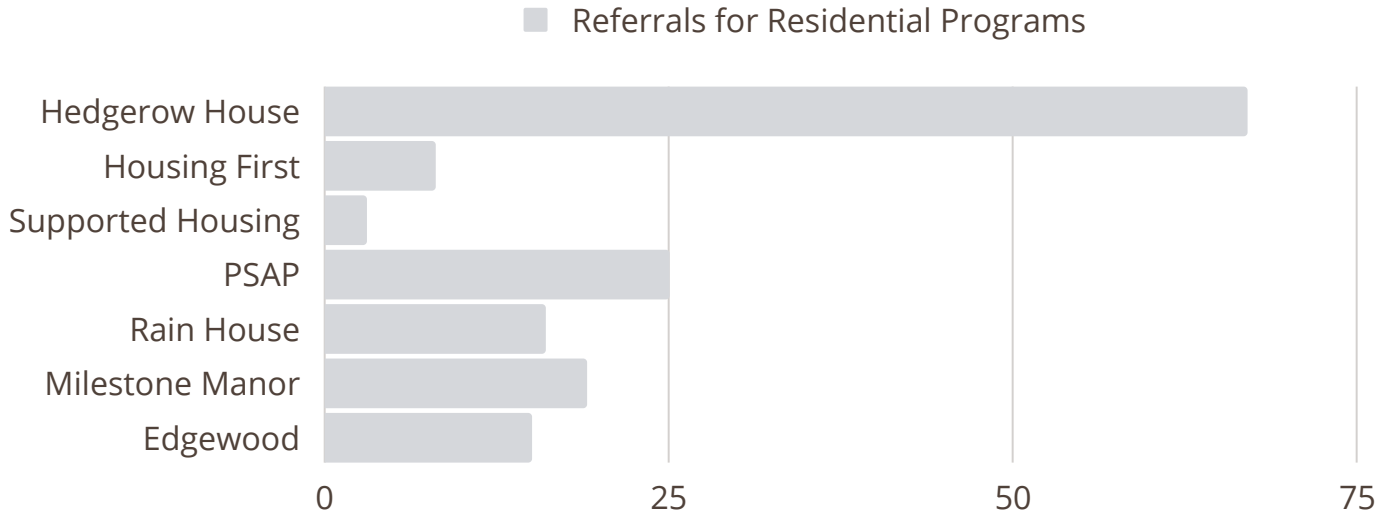
Number of individuals served in 2020



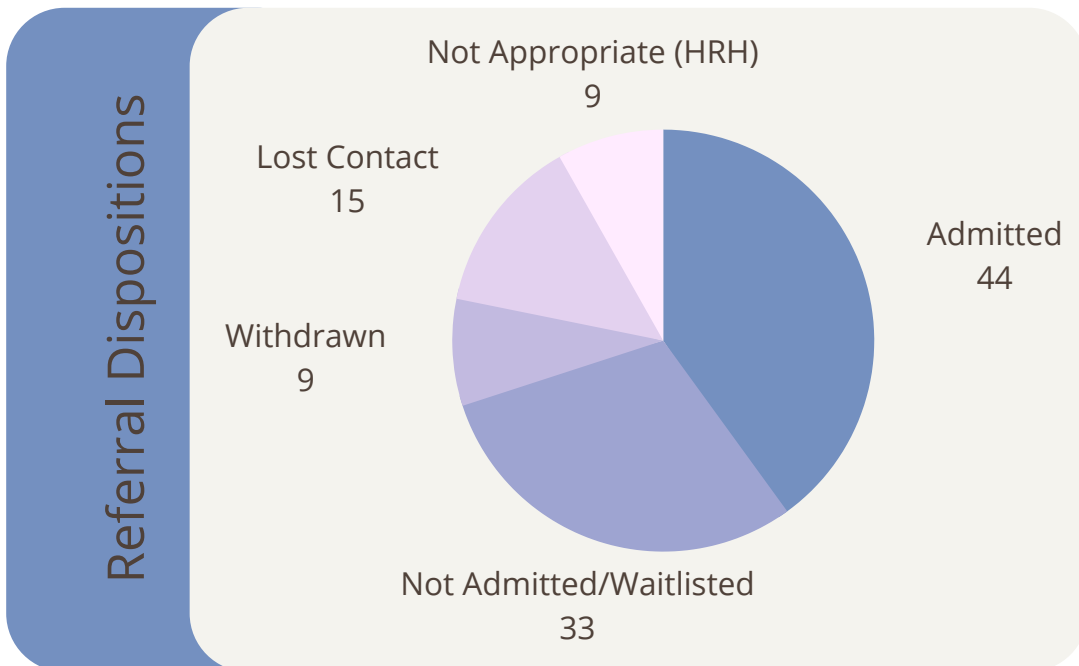
In 2020, the majority of residential TSA clients were served by Hedgerow House and our Supported Housing Program.

ALL RESIDENTIAL PROGRAMS

CONT...

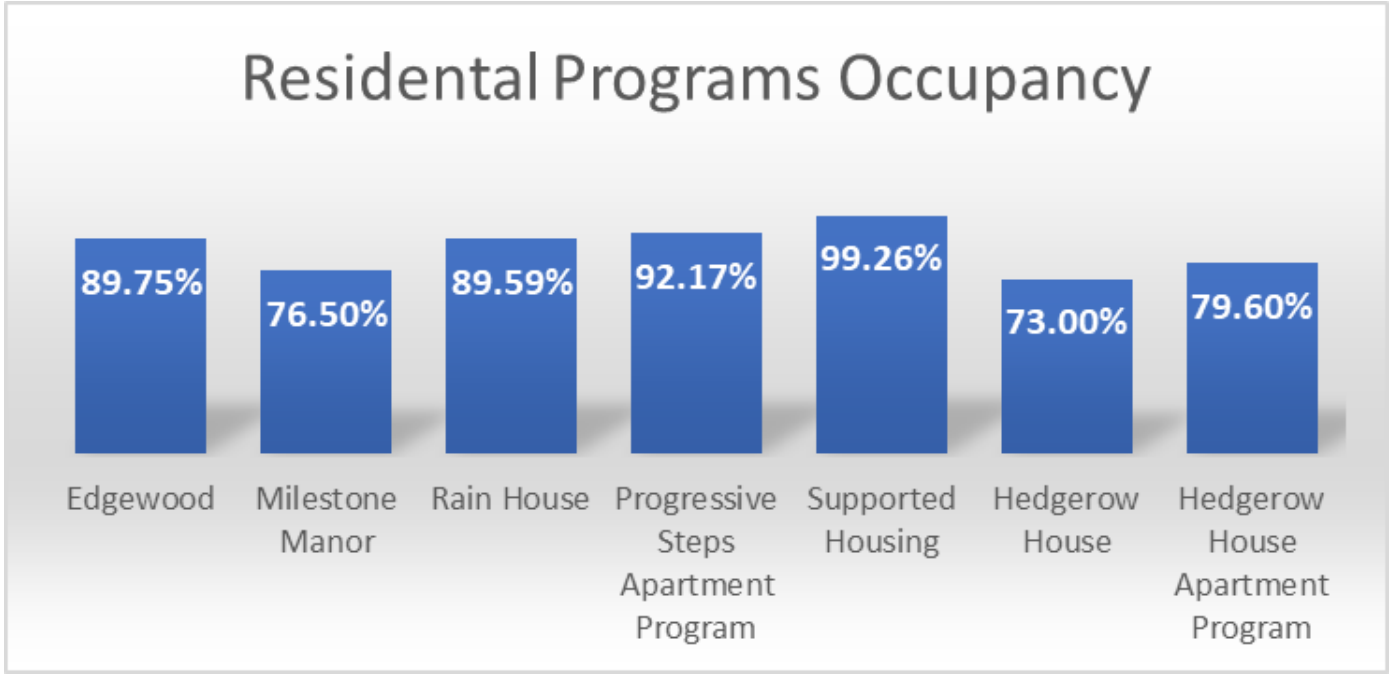


**Please note, HRH had 142 total referrals but lost contact with 75 before the screening process. The 67 referrals listed in the chart above were the ones that were screened and the referral dispositions listed were out of those 67.*

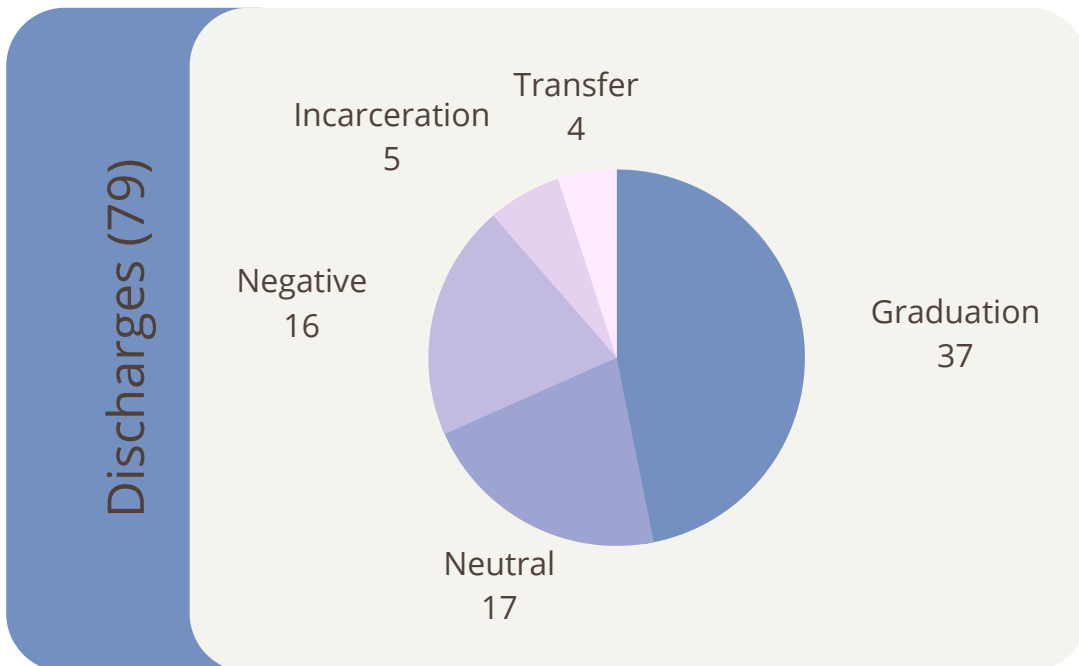


ALL RESIDENTIAL PROGRAMS

CONT...



Community Residence occupancy levels suffered under the impacts of the COVID-19 pandemic in 2020.



SUPPORT SERVICES

In 2020, RISE Youth and Child Care Management became part of the C-YES program, which has increased the number of children and youth who are eligible to receive Medicaid Care Management services..

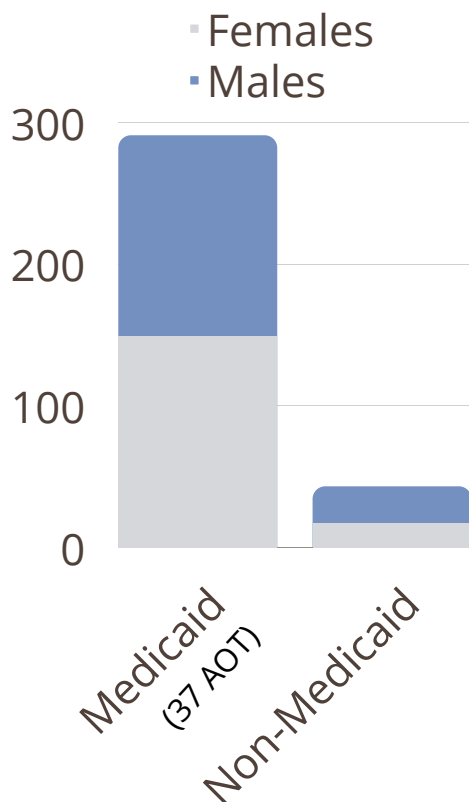
The Children and Youth Evaluation Service (C-YES) is a statewide program that determines whether a child/youth (under age 21) is eligible for Home and Community Based Services (HCBS). If the child or youth is eligible for HCBS then they assisted to apply for Medicaid making the eligible to receive Medicaid CM services.



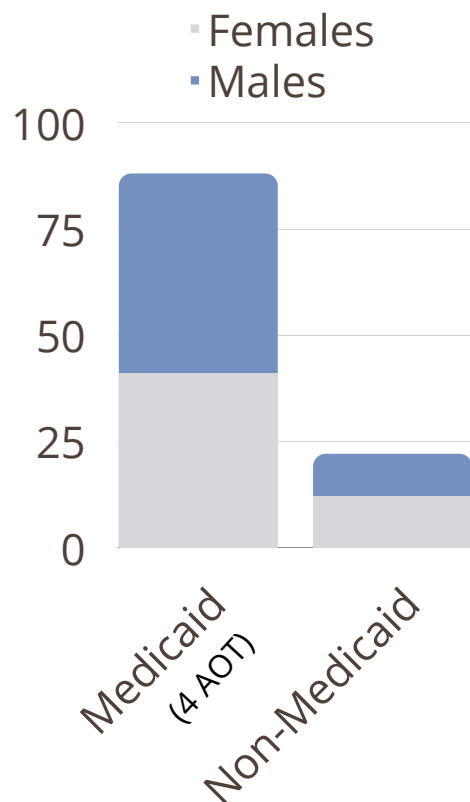
Care Management

- 444 Person-Centered Service Plans Developed! -

ADULTS SERVED: 334



CHILDREN AND YOUTH SERVED: 110



In 2020, RISE Care Management made a goal to obtain long term stable housing for 15 individuals. By August, our excellent Care Management Team had exceeded this goal and by the years end stable housing was obtained for 31 individuals.



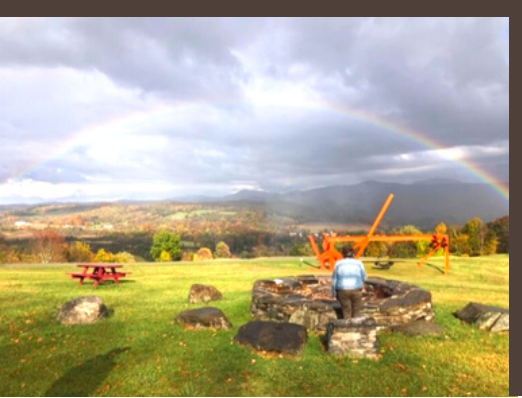
Care Management cont...

Child and Youth Care Management helped many families with children with paying bills at Christmas time as well as facilitating Christmas-gift donations for the children.

Wrap-Around Funds 2020 Expenditures

Category	Amount	Notation
Transportation	\$26,190.43	Gas cards and taxis
Client Supplies	\$160.49	Various items for clients (personal or household)
Clothing	\$415.00	Items of clothing for the clients
Education	\$37.54	Including art class supplies
Food	\$32,683.32	Gift cards and grocery shopping trips
Furnishings	\$1,180.00	Items for the house
Job Cost	\$13,038.64	
Leisure	\$634.69	Bowling, movie passes, etc.
Medical	\$2,055.69	Prescriptions, etc.
Shelter	\$19,373.00	Motel bills, etc.
Utilities	\$4,458.28	Gas cards and taxis
Youth Respite	\$12,249.14	

SERVICE DATA



2020 Service summary across all community residences and apartment programs broken down by service type in AWARDS:

Symptom Management	531
Medication Management Training	435
Daily Living Skills	450
Health Services	342
Substance Abuse Services	110
Assertiveness / Self Advocacy	310
Community Integration / Resource Development	228
Rehabilitation Counseling	70
Socialization	281
Supportive Counseling	107
Skill Development Services	91
Total Medicaid-billable Services	2,848
Other Service Type	16,471
Non-billable Medication Contacts	1,427
Total Number of Contacts	20,746

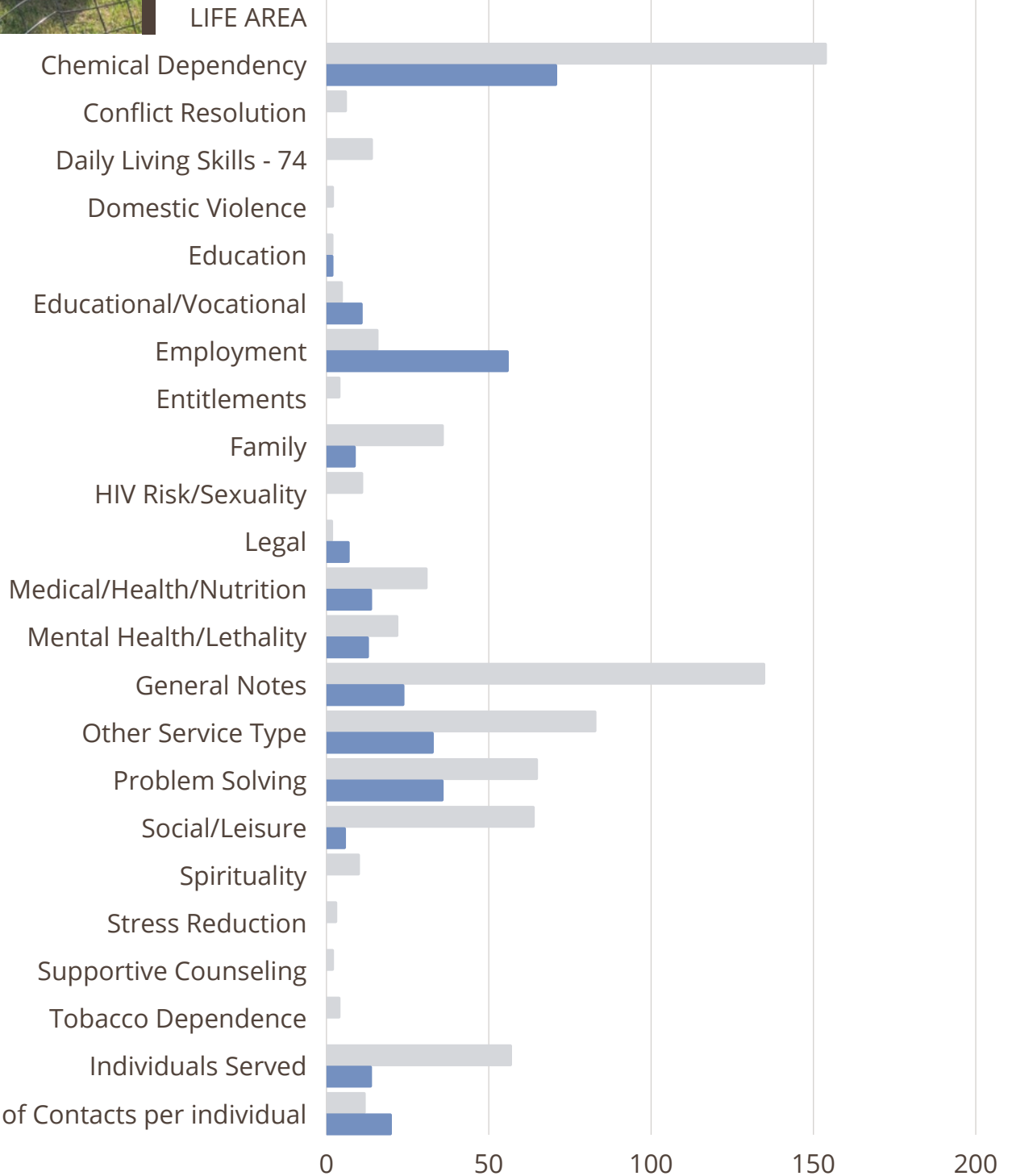
2,848 Billable Contact Services were delivered to 109 residents. The average number of services delivered to a resident was 190.

SERVICE DATA

CONT...



■ Hedgerow House ■ Hedgerow Apt Program



SERVICE DATA

CONT...



While RISE CRs and PSAP programs deliver services in several different areas, Symptom Management, Medication Management, Daily Living Skills together make 50% of the services delivered.

COMPLIANCE & QUALITY ASSURANCE

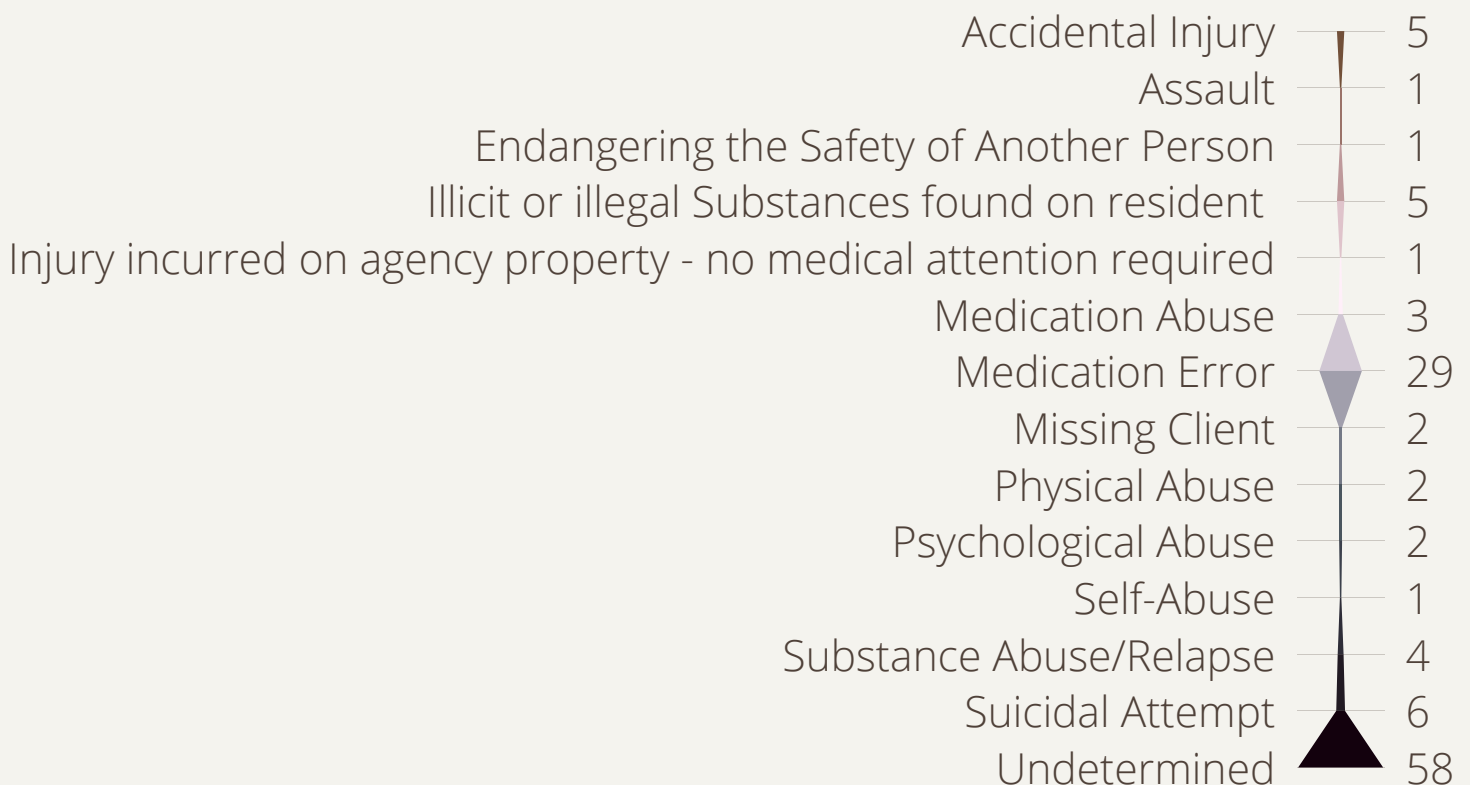
During 2020, TSA administration updated the following policies and procedures:

- Medicaid Compliance Plan
- Quality Assurance Review Process
- Corrective Action Plan Guidance
- Resident Chart Checklists for each residential program
- General Program Compliance Checklist

TSA Compliance Committee met regularly in accordance with Medicaid compliance regulations.

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 2020, the agency received 5 reports from JC and responded to each in accordance with state requirements by year's end. These reports included two missing persons reports (both were located), two allegations of abuse or neglect (both determined to be without merit), and one report of self-harm. Our internal reporting system documented 120 incident reports illustrated below.



REVIEW OF 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. [IN PROGRESS](#)

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. [NOT COMPLETED DUE TO COVID-19](#)
- ✓ Review and revise the agency's strategic plan quarterly.
- ✓ Establish a formal process for evaluating the Executive Director.

2021 AGENCY GOALS



Programs and Services

- Ensure a successful recertification of OASAS and OMH programs.
- Expand our continuum of housing options to meet the needs of the community.
 - Complete renovations on Kaydeross House in preparation for a Crisis Residence.
 - Break ground on Dominic Hollow.
 - Obtain Site Plan approval for Hedgerow Community Rehab Program.

Marketing and Public Relations

- Use social media and other media outlets to raise community awareness of RISE.
- Foster relationships with key leaders and community allies.
 - Continue to leverage relationships with City and County leaders to gain support for new initiatives.
 - Foster a relationship with one major donor
 - Connect with the members of the Downtown Business Association to support our programs.

Staff Development and Retention

- Develop and implement a new values-based hiring process.
- Implement the new staff recognition program.

Governance

- Add at least one new member to the Board of Directors.

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.

