



encompass
— Community Supports —

Formerly Known As –
Rappahannock-Rapidan Community Services

Fiscal Year 2024 Strategic Plan and Key Accomplishment Review,
Fiscal Year 2025 Operating Budget, DBHDS Performance Contract and
Area Plan for Aging Approvals

Jim LaGraffe June 25, 2024

Acknowledgment

I would like to express my appreciation and thanks to the ECS Board of Directors and the employees of our organization for their work and commitment in fulfilling our Mission.

The past year ECS experienced tremendous growth in programs and services.

We continue to lead in employee compensation, benefits, access to technology and workplace flexibility in furthering our position as an employer of choice in our region.

We started on the pathway for the future of the organization through implementation of a new agency strategic plan. The foundations being built by this plan will position ECS to be able to meet the needs of the members of our community who need us most, now and in the years to come.

For all of the people we serve , please accept my most heartfelt appreciation.

Jim



Looking back on the past year Fiscal Year 2024 Strategic Plan Review

A New Strategic Plan Implemented July 1, 2023

- ECS will increase **Ease of Access** to its Services.
- ECS will increase **Awareness** of its Services.
- ECS will develop **Increased Capacity** to respond to the needs of our community.
- ECS will incorporate **Best Practices and Service Excellence** into all activities.
- ECS will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging** (DEIB) values.
- ECS will provide **Leadership in System Transformation** of service delivery.
- ECS will demonstrate **Exceptional Stewardship** of its resources.



Fiscal Year 2024 Strategic Plan Updates

- Goal
 - Objective
 - Strategy



Goal 1: ECS will increase Ease of Access to its Services

Objective #1: The agency will develop and implement a ‘Single Point of Entry’ process:

- Credible/ Qualifacts On-Call module has been identified as a tool to allow intake process efficiencies and increased client intake process control.
 - We have resolved the Google Developer Certification process. The web and cell phone applications are both developed, we are working on uploading our agency specific documents and have assigned staff to test.
- Go-Live of the On-Call platform is scheduled for Summer 2024 for appointment reminders and telehealth meetings. Additional features will be on available on the platform over the course of the year as the developer adds them.
- The ECS Certified Community Behavioral Health Center (CCBHC) implementation team has been working with our consultant analyzing/recommending departmental intake process streamlining.



Goal 1: ECS will increase Ease of Access to its Services

Objective #1: The agency will develop and implement a ‘Single Point of Entry’ process

- AIRS Certification is being investigated. AIRS is a professional credentialing program for individuals working within the Intake and Referral (I&R) sector of human services.
 - Certification is a measurement of documented knowledge in the field of Intake and Referral/ Assessment (I&R) and (I&R/A) reflecting specific competencies and related performance criteria, which describe the knowledge, skills, attitudes and work-related behaviors needed by I&R practitioners to successfully execute their duties. The AIRS Certification Program is operated in alignment with national standards for credentialing organizations.
- Community Connections for Older Adults (CCOA) continues intake and service documentation via No Wrong Door tools. New Service Finder and Social Health Connector features have been launched statewide via Virginia Easy Access.
<https://easyaccess.virginia.gov/>
- Self-referral feature activated for ECS Home Delivered Meals.



Goal 1: ECS will increase Ease of Access to its Services

Objective #1: The agency will develop and implement a 'Single Point of Entry' process

Challenge:

- Current infrastructure at Bradford Rd is limiting agency's ability to implement an integrated phone system. This is prohibiting us from having a single phone number for all service sites funneling calls into a single access point (the budget includes funding to fix this obstacle).
- Single point of access position was delayed while we investigated solutions to the above (position has been reimagined as Services Navigator for the coming year while technology with phone systems is being implemented).
- On Call, which is an integrated platform with our EHR, is a new implementation for our vendor. There have been implementation and integration challenges that have occurred. We are in continual communication with the vendor as we work through these.



Goal 1: ECS will increase Ease of Access to its Services

Objective #2: The agency will increase access to services by providing service location sites in all five counties served.

Thrift Rd:

- Construction is nearing completion. We had targeted July 1st as our opening date. We will miss this by a few weeks but construction has moved very steadily along.
 - Currently awaiting for new septic design approval.
 - Can probably get a COO without but do not want to open and then have to close again for a few days shortly after for the septic work.

Fauquier multi-service site

- The old Fauquier BH Clinic plans for renovations have been approved. Budget estimate received this morning 6/25/24- \$935,000.
- Will forward to our partners and begin drafting construction bid documents.

Rappahannock

- Conversations on sites continue.
- As an interim, discussions with DSS have occurred for accessing space at their new site upon completion.



Goal 1: ECS will increase Ease of Access to its Services

Objective #2: The agency will increase access to services by providing service location sites in all five counties served.

Orange

- Bridges relocation site has been identified in Locust Grove area.
- Site in the village of Orange has been preliminarily identified as a interim location Orange office during construction of the Madison Orange mixed use building.
- Madison Orange mixed use building plans continue to move forward. A Veridian Review (low energy efficiency review) recently was completed. Our architect has to make some minor modifications. Upon completion and approval of modifications final construction drawings will be completed.



Goal 1: ECS will increase Ease of Access to its Services

Objective #3: The agency will improve access to services by leveraging the use of technology

- Strategy: ECS will increase the number of telehealth usage sites at its community service locations.
 - Incorporated into all new service delivery sites.
 - Added Admin Support position in budget to facilitate at satellite locations.
- Strategy: ECS will implement a client health portal.
 - See comments regarding On-Call platform.
- Strategy: ECS will implement a mobile application for the client service portal.
 - Incorporated as a part of On Call for future implementation.



Goal 2: The agency will increase Awareness of its services.

Objective #1: The agency will be renamed.

- Completed!!
- Community Feedback and Acceptance has been very positive.
- (How soon we forget its been less than 1 year).



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Goal 2: The agency will increase Awareness of its services.

- Objective #1: The agency will be renamed.
 - Completed!!

- Objective #2: The agency will develop, adopt, and implement a communications plan to increase brand awareness.
 - Strategy: A formal Communications Plan was presented to the Development Committee on February 6, 2024. The plan has a focus on the following mediums: Print, Social Media, Radio, Television, and Agency Peripherals.
 - Strategy: An agency-focused article, authored by Jim LaGraffe is published in the Voices section of the Culpeper Times each month.
 - In the coming year we will look to expand this to other area publications.
 - We also expanded this year into television on the Culpeper Media Network with a series of recorded programs. These have been added to our website as well for easy access.
 - Strategy: The agency will increase its social media reach by initiating an Instagram Account- this is currently deferred.
 - Strategy: The agency will increase its social media reach by initiating a Twitter Account- this is currently deferred.



Goal 2: The agency will increase Awareness of its services.

- Objective #2: The agency will develop, adopt, and implement a communications plan to increase brand awareness.
 - Strategy: The agency will launch a new website.
 - Completed November 2024.
 - Feedback on the new site is very positive.
 - Content is continually being added (videos, S.O.S fact sheets).
 - Strategy: The agency will publish a newsletter and an annual report highlighting agency accomplishments for community members.
 - The current year's annual report is behind in delivery.
 - A change in the Director of Communications has added to this delay.
 - Strategy: The agency will enhance our agency newsletter highlighting Aging Services to appeal to a broader community audience.
 - Our Communications Director began reviewing content and editing *Voice of Experience*, a seasonal community newsletter by our agency's Community Connections for Older Adults division.



Goal 2: The agency will increase Awareness of its services.

- Objective #3: The agency will develop, adopt, and implement a communications plan to increase service awareness.
 - Strategy: The agency will develop a Community Integration Plan to increase awareness of ECS services within the medical professional community.
 - Chris Eaglin joined the Communications team on January 8, 2024 as our Community Outreach Specialist. An integral part of the role has been focused on outreach to medical-based, faith-based, and underserved communities.
 - Strategy: The agency will develop a Community Integration Plan to increase awareness of ECS services within the faith community.
 - Strategy: The agency will develop a Community Integration Plan to increase awareness of ECS services within stakeholder agencies.
 - Hosted first Family Support Group for families supporting people with ID/DD. The intent is to provide information and experience in navigating the community support system and funding. Another objective is for families to expand their support system and share new resources they have discovered. Two additional Family Support Groups, now called CONNECT, will occur, 1 in April and 1 in May.



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #1: The agency will increase community-based service alternatives supporting the least restrictive level of care.

Strategy: The agency will explore the development of a Crisis Receiving Center.

- In August 2023 ECS was formerly awarded \$1,000,000 grant for the partial renovation of the Laurel Street location (old Culpeper Clinic).
- Additionally, ECS submitted a request in October 2023 to DBHDS for another \$1.2 million to be used for a full renovation of the current building so it can be used as a Crisis Drop-in Center.
- DBHDS approved additional money for the creation of the Recovery Crisis Drop-in Center.
- Architectural plans are finalized. Currently we are working on site plans for the addition of a needed sidewalk.



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #1: The agency will increase community-based service alternatives supporting the least restrictive level of care.

- Strategy: The agency will collaborate with community partners to expand community-based caregiver support services that promote aging in place for older adults.
 - Expansion is underway with Generations Central ADC subcontract. Direct Payments for respite care, and caregiver supports occur through our partnership with Aging Together.
 - Area Plan Budget Amendment proposed to increase support for Generations Central subcontract; census is growing. Increased demand for caregiver respite has maximized requests for Direct Payment supports coordinated by the Health and Caregiver Support Services Department.
- Strategy: The agency will implement mobile outreach/public health initiatives to older adults, homeless, or socially isolated members of our community.
 - Mobile Outreach Coordinator is active with community partners and evolving projects to reduce social isolation and food insecurity.
 - CCOA preliminary plans underway to expand Mobile Outreach initiative to include older adult volunteer resources and becoming a host site for a Culpeper County-based Friendly Visitor pilot program in association with Aging Together and the CLAC (Culpeper Livable and Active Community) Group.
 - Planning continues around program models, funding, and workflow with tentative launch planned for October 1, 2024.



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #1: The agency will increase community-based service alternatives supporting the least restrictive level of care.

- Strategy: The agency will explore the development of local/regional service option for minors in crisis.
 - Recommendation to the Board by January 1, 2025.

Objective #2: The agency will increase housing options.

- Strategy: ECS will develop a plan to increase local landlords accepting ECS Housing Vouchers.
 - the housing team has created flyers to attract new property owners who may not have been aware of the voucher program.
 - the housing team has created an overview/orientation for property owners who are new to the voucher program.



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #2: The agency will increase housing options.

- Strategy: ECS will develop additional affordable housing units targeting populations with historically elevated rates of homelessness or housing instability.

- Madison Road LIHTC
- Our Low-Income Tax Credit Application. Approved for \$7,500,000.
 - \$750,000 for 10 years
- ECS has also been awarded:
 - \$900,000 from Virginia Housing Trust Fund
 - \$900,000 from HOME Investment Partnerships
 - \$1,076,850 from Home Innovations In Energy Efficiency
- Site plan has been approved; conceptual drawings have been approved.

- Final construction-level architect documents are being completed awaiting Home Innovations Energy Efficiency approval of changes.

- Progress being made on acceptance of LIHTC credits liability concern.
 - Separately incorporated and capitalized 501(C)(3).



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #2: The agency will increase housing options.

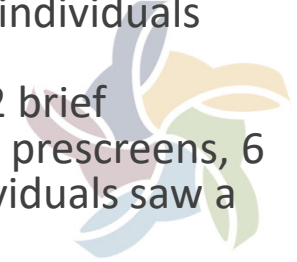
- Strategy: ECS will develop a network to facilitate Shared Living options within the 5 counties.
 - The housing team has been able to start Shared Living with several landlords that are serving the homeless community.
 - Work on this continues for expanded options.
- Strategy: ECS will explore the development of increased local transitional housing options for individuals moving out of institutional-level treatment programs.
 - Currently Liberty House serves as a local transitional housing option for individuals moving out of institutional care.
 - Liberty has maintained full census of 8 beds for the majority of the '24 fiscal year.
 - Service model has been enhanced to serve higher-level needs of clients during the year.



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #3: The agency will increase community-based service alternatives supporting the least restrictive level of care.

- Strategy: The agency will coordinate with individuals from our service area who are returning to our community, to provide transitional planning including those who were incarcerated outside of our service area.
 - Case Managers and referral processes are in place for individuals returning to our community through the Forensic Discharge Program.
 - We currently have a presence in all three jails in our catchment area.
 - Our clinicians and/or support coordinators conduct suicide assessments, Boxwood screenings, prescreens, other evaluations and Restoration of Competency screenings.
 - Our clinicians and/or support coordinators are also hosting several groups at CVRJ and the SEE Recovery Center, which allows individuals to continue the same group with the same facilitator once they've been released.
 - For individuals outside of our catchment area we maintain contact with Probation and Parole and discharge planners and have provided a referral pathway for individuals deemed needing our services.
 - Data element: our clinicians and/or support coordinators conducted 142 brief assessments conducted 6 suicide assessments, 8 Boxwood screenings, 5 prescreens, 6 other evaluations, and 2 Restoration of Competency screenings. 74 individuals saw a psychiatrist.



Goal 3: The agency will develop Increased Capacity to respond to the needs of our communities.

Objective #3: The agency will increase community-based service alternatives supporting the least restrictive level of care.

- Strategy: The agency will continue efforts to develop collaborative relations with criminal justice system agencies to improve the transition process.
 - ECS Staff attended “Building Bridges Co-Occurring Community Treatment Summit on Criminal Justice Populations.”
 - The day focused on how the VADOC Probation and Parole Districts can strengthen the partnerships with the Community Service Boards at the Executive level in service of our common criminal justice population. It included nationally renowned speakers including those who have recovered from struggles with mental illness and substance use disorders.
 - ECS Staff plan to attend VADOC/CSB Building Bridges Summit on November 28th.
 - Katie Lindsay, Director of Community Transitions has engagement with all of our jail facilities and probation offices in our catchment. The forensic discharge planning program is staffed by case managers and peers.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective #1: The agency will support, pursue, encourage, and participate in collaborative efforts to increase employment options for people supported.

- Strategy: ECS will work with community resources and partners to increase, expand, and cultivate individuals' interests, hobbies, and desires for work.
 - The IDD leadership team has reviewed each person's individual plan to identify their interests, hobbies, and desires for work, and they have spoken with the individuals to confirm their desires.

*Note: Supported Employment (SE) is set to be a required component of STEP-VA Psychosocial Rehabilitation.

It has been our understanding that DMAS has required providers of SE to be Credentialed. ECS has historically chosen not to be a credential provider due to cost and the varied services across our agency.

We have recently learned the **Individual Placement and Support (IPS)** model of supported employment for people with serious mental illness may be allowed as a qualifier to provide this as a reimbursable service. ECS is already certified in IPS in its YACC program. We will look to see if we can expand this to increase our SE services.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

- Strategy: The agency will become compliant with the Home and Community-Based Services (HCBS) Community Rule requirements.
 - Agency leadership is actively seeking community-based locations for use when the Bridges location is disbanded back to local communities.
 - ECS is in discussions with a landlord in Orange regarding space for a Bridges location in Locust Grove serving Orange County.
 - Thrift Rd. will serve individuals from Madison County.
 - A decision was made due to lack of Fauquier and Culpeper location options to continue use of the current Bridges site for Fauquier and Culpeper clients.
 - The IDD leadership team assessed each group home and identified institutional features that needed to be modified, or replaced.
 - The IDD leadership team worked closely with the Facilities team to create a plan to make all identified changes in the homes, 100% of the changes have been completed.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective #2: The agency will continue the implementation of creating a Zero Suicide culture.

- **Strategy:** ECS will ensure all employees will complete Gatekeeper Training.
 - New Employee Orientation now includes Gatekeep training.
 - All existing employees were trained in September/October of 2023.
 - The Zero Suicide Implementation team is exploring additional training to offer to clinical-level employees as well as those employees who are frontline.

- **Strategy:** All individuals supported by ECS services will be screened for risk of suicide as part of the intake process.
 - The Zero Suicide Implementation team is in the process of reviewing the program's Zero Suicide procedures, and providing activities to increase social engagement. reviewing potentially new training opportunities for staff, and looking at ways Credible can provide us data related to our ZS efforts.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective #2: The agency will continue the implementation of creating a Zero Suicide culture.

- Strategy: ECS will develop a plan to increase community education on suicide prevention awareness.
 - On 9/8/23, the agency hosted a Stamping Out Suicide event for employees and the community, which will become a signature annual event.
 - The agency was approached by the Zero Suicide ZS representative at the Virginia Department of Health (VDH) inquiring about partnering with them on a grant for a 5-year, full-time ZS Coordinator.
 - The Zero Suicide Coordinator began on March 18th. Zero Suicide Coordinator is assisting with our implementation and work along with the Virginia Dept of Health in broadening the Zero Suicide implementation across the state of Virginia.
 - ZS Coordinator and Director are working together to create an outreach plan. Key partners we would like to outreach regarding Zero Suicide include Community Services Boards, higher education/universities, first responders, healthcare providers, hospitals, court systems/jails, faith-based organizations, and Veteran service providers.
- SAVE THE DATE: We have confirmed that this year's Stamping Out Suicide (SOS) event will be at Laurel Ridge Community College on Sept 27th from 1pm-5pm.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective #3: The agency will ensure people being supported have input in agency decision-making.

- Strategy: The agency will identify representatives to serve on an Advisory Council for Department of Behavioral Health and Developmental Services (DBHDS) services.
 - The first Intellectual and Developmental Disability (I/DD) Family Support Group meeting was held on 1/24/2024.
 - Two additional Family Support Groups, now called CONNECT, occurred in April and May.
 - In concert with our efforts to become a CCBHC, we will be moving to implement a BH Advisory Council.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective #4: The agency will implement reporting metrics that demonstrate agency effectiveness.

- Strategy: The Quality Improvement Director and Divisional leadership will identify program-specific Outcome Measures and develop a reporting mechanism.
 - A key group of the leadership team has worked with Credible our EHR to:
 - Verify the agency is using all features as robustly as possible.
 - Verify if certain features were initially established in a conservative manner that could be loosened for easier access by the end user.
- Key staff attended a week-long training to learn how to use the Credible Business Intelligence (BI) features for managing data.
- Generated a list of information points that are wanted by the different services, contracted with Credible to create the reports.
- With the agency pursuing CCBHC credentialing, consulted with an expert within Credible to identify those data points that will be required to be a CCBHC and create those reports in Credible.
- The agency has several services that use a variety of platforms for documentation, not all use Credible as their platform.
- The QI and IT teams are preparing an RFP for purchasing a data analytics software package to import the data from the different platforms we use and generate a comprehensive report.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective #4: The agency will implement reporting metrics that demonstrate agency effectiveness.

- **Strategy:** The Quality Improvement Director will develop a Quarterly Quality report to be shared with the ECS Board of Directors highlighting program effectiveness and agency quality performance.
 - The quality team has created a spreadsheet to track specific data points for the IDD program. These reports were shared with the program committee in October, 2023.
 - The report is being continued to be refined to be shared with the program committee on a quarterly basis.



Goal 4: The agency will incorporate Best Practices and Service Excellence into all activities.

Objective 5: ECS will effectively respond to the concerns of individuals being served.

- Strategy: The agency will implement a service integrity hotline.
 - An Office of Integrity phone and email have been established.
 - The Quality department has drafted a process and structure whereby issues communicated through the Office of Integrity are tracked and followed up on.
 - The data collection process continues to be refined, roll out is April 2024.



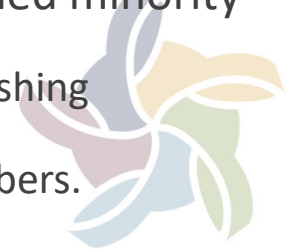
Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective 1: ECS will promote diversity in Board Membership.

- Strategy: The Executive Director and Board Members will advocate for diversity to County Boards of Supervisors to assist in appointing Board Members from underrepresented cultural groups.
 - Two months prior to the expiration of any Board Member term or on notification of an upcoming vacancy, it will be communicated to the county the agency's desire to increase diversity and representation of underserved populations on our Board and asking for their consideration as they make their appointments.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

- Strategy: The Human Resources Director will evaluate the current diversity of agency staff by position to identify areas for improvement in representation.
 - This is an ongoing process.
- Strategy: The agency will actively engage in the recruitment of established minority groups to increase diversity representation for staff.
 - The agency has actively advertised for bi-lingual applicants and begun establishing relationships with the Culpeper NAACP.
 - A consultant was engaged to teach Spanish to a limited number of staff members.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

- Strategy: The Human Resources Director will evaluate the current pay equity of agency staff by position to identify areas for improvement or to correct any areas of lack of pay equity.
 - There has been an on-going evaluation of pay for staff on an individual basis to correct inequities.
 - An improved system of analyzing salaries offered for incoming staff has been implemented to account for equitable pay enhancements for experience.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

- Strategy: The agency will revive and revise its internal Leadership Development Program, Professional Enrichment and Enhancement Program (PEEP), and ensure participation by staff members from underserved populations.
 - HR has held Leadership Trainings, which all agency leaders are required to attend; ensuring leaders of all ethnicities are receiving training.
 - Leadership trainings include discussions of employment law affecting diverse and underserved populations.
 - PEEP leadership training has not yet been restarted/started, as the program is being reevaluated for revisions.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

- Strategy: The agency will promote financial assistance for education that utilizes front-end payments instead of reimbursement methodologies to encourage greater staff participation.
 - Approval was received from the board for the creation of a financial assistance program the utilizes both tuition reimbursement and front-end payments to encourage greater staff participation.
 - The policy and procedures for upfront tuition have been developed and communicated to staff.
 - The program has become operational providing educational assistance.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective 2: The agency will promote diversity within the agency's workforce including career advancement and succession planning.

- Strategy: The agency will annually budget funds for Diversity, Equity, Inclusion, and Belonging (DEIB) priorities to include printing, conferencing, networking, marketing, and scholarships.
- Annual budgeting includes funds specific to DEIB priorities.
- HR leadership will attend the SHRM DEI Conference.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective #3: The agency will identify and support increasing capacity to serve underrepresented populations.

- Strategy: The agency will strengthen the capacity to service Spanish-language community members by having all printed materials available in both English and Spanish language formats.
 - The Communications department has established a Help Desk ticketing system whereby employees can request various forms of communication be converted into Spanish.
 - The primary agency rack card has been updated and reprinted to show English on one side and Spanish on the other side.
 - Numerous fliers have been created for small local events that are captured in both English and Spanish.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective #3: The agency will identify and support increasing capacity to serve underrepresented populations.

- Strategy: The agency will develop a Spanish language resource.
 - This is a future project.

- Strategy: The agency will develop an outreach staff position to liaison with minority and underserved communities.
 - Chris Eaglin joined the Communications team on January 8, 2024 as our Community Outreach Specialist. An integral part of Chris' role is focused on outreach to medical-based, faith-based, and underserved communities.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective #3: The agency will identify and support increasing capacity to serve underrepresented populations.

- Strategy: The agency will increase the availability and access to free confidential services by implementing a Spanish-language meeting at the S.E.E. Recovery Center.
 - The SEE Center currently has 2 meetings monthly being offered in Spanish.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective #4: The agency will implement practices to increase staff belonging and engagement.

- Strategy: The Workforce Council communications will be instituted as a standing agenda item on all agency team meeting agendas.
 - At the inception of the Workforce Council, all members of leadership were instructed to add a standard agenda item to all meeting agendas that address the efforts of the Workforce Council.
 - This expectation is reinforced during regularly scheduled Collaborative Planning meetings.
- Strategy: The Workforce Council will present an intra-agency communications plan identifying ways to heighten belongingness and a sense of community and acknowledge holidays of all cultures to the Executive Leadership Team by July 1, 2023.
 - The Workforce Council has developed an Intra-agency communication plan that has been incorporated into division team meetings:
 - Plan includes publishing an agency newsletter bi-monthly spotlighting agency programs, staff, and successes.
 - The Workforce Council has spearheaded several events bringing the agency more together including an All-Staff Appreciation event in September.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective #4: The agency will implement practices to increase staff belonging and engagement.

- Strategy: The agency will promote staff’s feeling of belongingness by holding an All-Staff activity every quarter.
 - The agency held an All-Staff event on 9/15/23 at Verdun Adventure.
 - Commentary from employees indicated an appreciation of the venue, the types of activities, and overall spirit of relaxation. The next planned date is September 13, 2024.
 - Staff holiday events are held for all staff and are budgeted annually.
 - The Workforce Council held a Winter Wonderland door decorating contest which had over 20 teams participate. Due to the high volume of responses, and the level of creativity involved, the council added additional judging categories.
 - Workforce Council meets monthly and plans, organizes, and schedules quarterly events. The most recent event was a Chili/soup contest in March.



Goal 5: The agency will demonstrate commitment to **Diversity, Equity, Inclusion, and Belonging (DEIB)** values across all service areas and agency operations.

Objective #4: The agency will implement practices to increase staff belonging and engagement.

- Strategy: The Executive Director will track DEIB-related objectives within the strategic plan and provide a semi-annual report to the Board of Directors and agency staff on progress made and activities completed.
- DEIB activities are included as part of the quarterly Executive Director Strategic Plan report to Board.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #1: The agency will advocate for and educate elected officials on the value of comprehensive community-based systems of care.

- Strategy: Annually, the agency Leadership will present to, and the Board will approve an annual legislative agenda.
 - The Executive Director currently sits as Vice Chair of the VACSB Public Policy Committee. He reports to the Board current legislative priorities.
 - As this year's state elections were unique in the high volume of turnover in the Legislature due to redistricting and retirements, the recommended path currently is to hold on specific legislative priorities until the new members take their positions.
 - CCOA contributes to annual legislative agendas; monitoring/collaborating with V4A, other regional providers, and the Advisory Council's legislative liaison.



Goal 6: The agency will demonstrate **Leadership in System Transformation** of service delivery.

Objective #1: The agency will advocate for and educate elected officials on the value of comprehensive community-based systems of care.

- Strategy: Annually, the agency and Board leadership will meet with State and Federal elected officials to seek support for our annual Board approved Advocacy initiatives.
 - The Executive Director attended the January VACSB Legislative Conference in Richmond
 - The Executive Director is Vice-Chair of the VACSB Public Policy Council. Meetings are currently being held with service councils to set upcoming year legislative agenda.
 - Upon approval of Legislative agenda meetings will be coordinated with interested Board Members to conduct local visits with our elected officials.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #2: The agency will champion workforce initiatives for our employees and those working in the caring fields.

- Strategy: The agency will advocate workforce initiatives and meet with Federal elected officials to establish a Direct Support Professional Standard Occupational Classification (SOC) by the Department of Labor's Bureau of Labor and Statistics.
 - Have met with representatives of our local Congressional Office.
 - Additionally, have continued to work on the objective with other stakeholder groups.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #2: The agency will champion workforce initiatives for our employees and those working in the caring fields.

- Strategy: The agency will advocate for the implementation of the Virginia Direct Support Professional Credentialing Standard.
 - Presented to the VACSB Executive Directors forum on DSP credentialing.
 - Will continue to advocate.
- Strategy: The agency will advocate for increased access to licensed behavioral health professionals throughout the licensure track, including advocating for paid or stipend-supported internships, expanding state-supported education programs, and the development of an equitable testing process from licensure exam development bodies.
 - The current state budget has identified education and workforce development with increased funding opportunities, including tuition support and clinical supervision.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #3: The agency will demonstrate continued leadership and collaboration for increased service capacity in the Planning District and Health Region.

- Strategy: The agency staff will advocate for the expansion of allowable professionals to bill Medicare beyond Licensed Clinical Social Worker categories.
 - This was advocated for with our local Congressional Offices and was approved Congressionally.
 - Licensed Professional Counselors are able to bill Medicare as of 1/1/2024 Encompass has submitted credentialing paperwork for all eligible staff.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #3: The agency will demonstrate continued leadership and collaboration for increased service capacity in the Planning District and Health Region.

Strategy: The agency will meet with and advocate elected Federal officials for changes to Health Professional Shortage Area (HPSA) designation criteria to ensure all the agency service areas qualify for designation.

Designation has been received.

Strategy: The agency will partner with community hospitals to develop acute behavioral health placements within our service area. Not initiated at this time.

Strategy: The agency will identify and keep current Federal Grant Registrations to be able to apply for Federal Grant opportunities quickly and efficiently.

This is currently current and ongoing.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #3: The agency will demonstrate continued leadership and collaboration for increased service capacity in the Planning District and Health Region.

- Strategy: The agency will hold an annual forum in each County served with community stakeholders to identify needs and explore collaborative efforts to address those needs.
 - ECS has made a point of periodically holding full board meetings in each the Counties it operates in, with either an hour before or after used to meet with community stakeholders. The next meeting is scheduled in April in Fauquier County.
- Strategy: The agency Staff and Leadership will participate and seek leadership positions on VACSB Committees and workgroups.
 - Jim LaGraffe has been voted Vice-Chair of the VACSB Public Policy Committee.
 - Ryan Banks has been selected as Co-Chair of the Mental Health Services Council- After serving 2 years as Co-Chair Ryan's term will end June 30, 2024.
 - Ashton Morse, Director of Community Response is the current chair of the VACSB Region 1 Emergency Services Council.
 - Robyn Hantelman, Director of Treatment and Recovery is the Chair of the Peer Services Subcommittee of VACSB.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #4: The agency will foster a culture of innovation and exploration in promoting "cutting-edge" services.

- Strategy: The agency's Leadership will attend at least one Regional or National Conference annually devoted to emerging best practices in their area of oversight.
 - In October, 2023, the agency sent representatives from leadership to the VACSB, VAAAA and Housing Conferences.
 - The CCOA Management Team representatives attended the CTAV and SE4A Conferences in August, 2023 with the next conference being held in fall of 2024.
 - Jim LaGraffe and Ryan Banks and Ashton Morse attended the National Council for Mental Wellbeing's Conference in St. Louis in April 2024.
 - Katie Lindsay and Ben Thomson attended The International Association of Forensic Mental Health Services Conference in June.
 - Ryan Banks and Claire Corbin presented at the 5th Annual National Co-Responder Conference in June as well as Kristi South and Joy Onukogu as attendees.
 - Additionally, team members from Permanent Support Housing program attended 2024 Innovations and Solutions for Ending Unsheltered Homelessness hosted by the National Alliance to End Homelessness.



Goal 6: The agency will demonstrate Leadership in System Transformation of service delivery.

Objective #4: The agency will foster a culture of innovation and exploration in promoting "cutting-edge" services.

- Strategy: The agency's Leadership will review requirements and make a presentation with recommendations to the Board on pursuing the Certified Community Behavioral Health Clinic (CCBHC) status.
 - The agency consulted with DBHDS and Credible regarding qualifications for CCBHC readiness as well as resources to aid in the readiness process.
 - The agency sought approval from the board to contract with MTM Consulting to aid the agency in preparing for the certification process.
 - The agency is currently working with MTM preparing for the credentialing process
 - Agency Leadership presented to the Board the benefits of becoming a CCBHC.



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #1: The agency will develop and implement HR policies and practices that result in a highly trained, competent, innovative, and committed workforce.

- Strategy: The agency will improve recruiting, hiring, and onboarding processes to reduce staff turnover.
 - The HR Department has initiated changes to its departmental structure to streamline recruiting processes.
 - Agency Supervisors have all been retrained in effective interviewing skills.
 - Recruiting strategies have been revised to make agency position posting more prominent on recruiting sites.
 - New Employee Orientation (NEO) is being reviewed to ensure compliance and effectiveness.



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #1: The agency will develop and implement HR policies and practices that result in a highly trained, competent, innovative, and committed workforce.

- Strategy: The agency will review the use of telework options for staff to maximize productivity and job satisfaction.
 - The agency is reviewed descriptions and positions to identify those where a hybrid work model could be implemented. The agency had developed procedures for telework. Those positions identified/ staff meeting the requirements are eligible to participate.
- Strategy: The agency will implement an employee compensation plan that results in positions being compensated in the top 10% of the market.
 - To be done: Compensation study needed to be completed.
- Strategy: The agency will improve health insurance benefits and reduce employee out-of-pocket costs.
 - The agency, after conducting research into the various health insurance program available, made a recommendation to the board in Spring of 2023 to switch to Local Choice effective 7/1/23.
 - The Local Choice program affords a significant saving to employees with families and dependents.
 - Completed.



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #1: The agency will develop and implement HR policies and practices that result in a highly trained, competent, innovative, and committed workforce.

- Strategy: The agency will encourage and promote cross-departmental staff collaborative workgroups.
 - The agency has established the Director's Collaborative Planning Meeting as the operational intra-agency workgroup for facilitation of cross-departmental Strategic Plan Initiatives. This meeting is facilitated by Sheryl Reinstrom Associate Executive Director.

- Strategy: The agency will implement a comprehensive Employee Wellness program resulting in improved employee expressed satisfaction of work/life balance.
 - In concert with the rollout of the new health insurance program, the Human Resource department has promoted healthy and fun contests for employees to engage in, most recently a Water Challenge. The HR team has partnered with our health insurance carrier to provide small workshops on stress management, smoking cessation, and chronic disease management.
 - Other staff activities held: Stress Management and Learning to Relax Workshops; Water Challenge; VRS Workshops.



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #2: The agency will acquire, enhance, and maintain facilities and equipment to promote high-quality services.

- Strategy: The agency will complete a reserve study for the repair and replacement of all major mechanical systems.
 - A new position of Property Director was hired for in November 2023- Caleb Bullock.
 - The position allows for an agency expert in property maintenance and repair.
 -
 - Property Director began conducting Property Condition Assessments in Spring of 2024. Property Condition Assessments will allow for the creation of a preventative maintenance program and annual site audits with checklists.
 - Property Director to continue conducting Property Condition Assessments throughout 2024. Property Condition Assessments will allow for the creation of a preventative maintenance program and annual site audits with checklists.



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #2: The agency will acquire, enhance, and maintain facilities and equipment to promote high-quality services.

- Strategy: The agency will complete an annual facility plan to address changing agency physical site needs and potential growth.
 - Property Director to begin conducting Property Condition Assessments in Spring of 2024. Property Condition Assessments will allow for the creation of a preventative maintenance program and annual site audits with checklists.
 - Property Director to continue conducting Property Condition Assessments throughout 2024. Property Condition Assessments will allow for the creation of a preventative maintenance program and annual site audits with checklists.
- Strategy: The agency will audit/renovate all facilities to ensure they are barrier-free and non-stigmatizing in appearance and function.
 - Ongoing project with new constructions activities.
 - To be initiated for additional sites upon completion of all Property Condition Assessments.
- Strategy: The agency will complete an annual facility review and maintenance and repair schedule.
 - To be initiated upon completion of all Property Condition Assessments.



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #3: The agency will develop, adopt, and implement a financial plan to ensure continuity of operations and stability.

- Strategy: The agency will create and fund a capital budget sufficient to meet present and anticipated expense needs.
 - A Capital budget has been included into the agency annual budgeting process.

- Strategy: The agency will budget an annual retained earnings target to maintain a financial reserve equal to two months of operating expenses.
 - A conservative approach is applied to annual agency budgeting process to ensure compliance with this requirement .



Goal 7: The agency will demonstrate exceptional Stewardship of its resources.

Objective #4: The agency will develop and implement information technology systems that meet the organization's needs and security.

- Strategy: The agency will develop and implement a three-year budget projection for technology services and upgrades.
 - Agency annual budget process includes a 3-year upgrade/ replacement plan for all appropriate technologies.
- Strategy; The agency will conduct annual technology/equipment audits by division/program to assess agency and program needs.
 - This process has been integrated into the annual agency and departmental annual budgeting process.
- Strategy: The agency will protect and secure all electronic information through Zero Trust Security implementation
 - Zero Trust practices have been introduced to the agency and the Board at the Finance and Admin Committee.
 - Staff have completed [Phishing: Don't Get Reeled In](#) training.
 - Additionally, we continue to implement.
 - 2-factor authentication security measures.



Other highlights from the past year.

The agency asked for Board approval to stand up a warming shelter for the coming winter season. The Board gave approval in September 2023 with a goal of opening the end of November 2023.

- A total of 62 guests were served during the season with an additional 15 that were served meals.

A community stakeholder group was established to discuss the needs of our Community's Veterans and how we can enhance the services available in our community.

- A Veteran Mini-Conference was held in March at Germanna to showcase services available to service members.
- A grant was obtained to hire a SVMF position to support Veterans with a behavioral health need.
- We were able to house a Virginia VA staff member at our Fauquier clinic. This position acts as a service navigator for our local veterans.
- We were able to support the initial steps in formation of a Community Veterans Engagement Board.



Other highlights from the past year.

We restructured the leadership of the Behavioral Health department.

- The new structure allows for a career track for clinical staff and non-licensed staff. Additionally it allows greater clinical supports to our programs and services.

IT purchased 156 new laptops, 40 and 220 new iPhones; deployment is ongoing and expected to conclude in the first quarter of FY25.

IT Installed new video conferencing systems at six ECS sites.

IT processed (closed), 213 Urgent, 441 High, 2009 Medium, and 103 Low Priority helpdesk tickets this year. 2766 tickets in total were addressed by IT during fiscal year 2024.



Other highlights from the past year.

The Quality division instituted a new initiative for tracking Client and Staff satisfaction at our sites across services. These “Climate Surveys” are conducted onsite by QA staff and interns utilizing a questionnaire with Likert scaled questions. This allows our team to quantify the response for data collection and reporting. Quality staff have created a data tracking apparatus to archive and analyze the data being collected by the survey process, thus allowing for longitudinal analysis of the collected data points across agency sites and programs

CCOA - The Farm Market Fresh program provided \$50 coupon books for lower-income, older adults to redeem for fresh fruits, vegetables, and herbs at local farmers’ markets. This win-win initiative improves nutrition and supports local farmers.



Other highlights from the past year.

Over the past year, through the use of the Health Equity Mini Grant from the Department of Behavioral Health and Disability Services (DBHDS), we have partnered with the NAACP which resulted in the creation of Shades of Wellness. Shades of Wellness is a non-profit 501(c)(3) organization with a mission to bridge the mental health disparities among BIPOC (Black, Indigenous, and People of Color), marginalized individuals and service members in rural settings. They strive to create supportive environments called “safe spaces” that promote mental and behavioral well-being through culturally competent and accessible resources and programs. The organization is dedicated to fostering mental well-being, providing support, and breaking down barriers that hinder *access to* essential behavioral health services for these underserved populations.

Shades of Wellness established in-person workshops throughout the year that addressed the following health equity gaps in our 5-County region:

- Grief support
- Abuse counseling and support
- Self harm prevention
- Behavioral awareness
- Culture in Care (Fear of being underserved)
- Aging concerns
- Loneliness and building community



Other highlights from the past year.

In our Housing Services

- Our team housed about 70% of the clients that approached us for services.
- We helped 30% achieve employment
- For the first time received Veterans Affairs Supportive Housing Vouchers.



Other highlights from the past year.

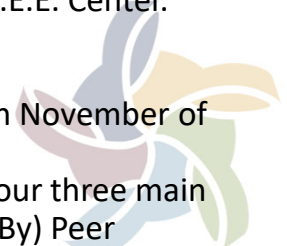
The S.E.E. Center continues to be a great community resource

Signature Recovery Events:

- Annual Recovery Art Show (Aug)
- Grillin' and Chillin' (Sept)
- Black Balloon Day (March)
- Rainbow Rocking Recovery Rave (June): Our first-ever Recovery Rave was attended by an estimated 70 people and was a great way to bring our community together to offer belonging and celebrate our uniqueness (as well as show how recovery can be FUN!)

Training/Development Opportunities:

- Emotional CPR Training
- QPR Gatekeeper Training
- Mental Health First Aid
- Safe Zone LGBTQIA+ safe spaces/allyship training
- Integrated Forensic PRS Training
- Certified Older Adult Peer Specialist (COAPS)
- APPR: Action Planning for Prevention and Recovery
- ORN Parents in Recovery Summit: In March, four of our recovery team attended this Summit in Williamsburg to learn more about supporting parents who are in recovery for opioid dependence. This Summit generated many new ideas and has sparked an interest in offering whole-family recovery activities and events via The S.E.E. Center.
- Annual VOCAL Conference
- Pathways to Wellness Conference
- VCU/DBHDS Recovery Leadership Academy: Two agency staff completed this year-long program in November of 2023, bringing the total of past or current staff participating in RLA to five.
- VACSB Peer Services Subcommittee: Attended all MH/SUD Council meetings and reported about our three main priorities, which include Medicaid Billing Standardization for Peer Specialists, Supervision of (and By) Peer Professionals in CSB Programs and Roles, and Hiring and Retention of Peers at CSBs to promote the Enhancement of the Behavioral Health workforce.



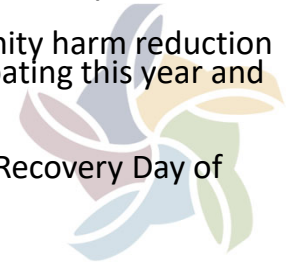
Other highlights from the past year.

The S.E.E. Center continues to be a great community resource

Upcoming New Projects and Events:

- Virginia Year of the Peer: SOAR in 2024 (August); 12 total agency staff attending, 2 presenting
- Recovery 101 and Storytelling In-Service (July): Recovery staff will learn about a new group format for community to engage and learn more about multiple paths of recovery and treatment for SUD, MH challenges, and trauma. Afternoon session will involve Peer staff facilitating 101 with Clinical staff as participants. Staff will also discuss Public Narrative storytelling format and create impactful, concise recovery stories for use in a variety of settings.
- S.E.E. Tour Days: We will be reinstating monthly days designated for offering tours of the S.E.E. for partners and community members. These days will be offered in conjunction with Recovery 101 to serve as a bridge to other agency staff and members of the greater community. We hope to raise awareness of recovery as being an inclusive process of positive change available for anyone who seeks it.
- International Overdose Awareness Day (Aug 31st): The SEE and ORU teams are working together on an impactful project designed to honor recovery and remember those lost. In addition, we hope to increase number of Recovery Programs staff trained to use Narcan and share about Harm reduction to 100% by the end of the calendar year. Details to follow soon.
- Recovery Ally with Train-the-Trainer (Sept 11th): Recovery Ally Programs are trainings that are designed to increase a community's recovery capital, decrease stigma, and grow intervention skills. This training was developed at Virginia Commonwealth University to train faculty, staff, students, and community members to become Recovery Allies. Since that time Spirit Works and Rams in Recovery have expanded it and are offering it to all five DBHDS Regions in 2024. This training is very interactive and is meant to provide a great starting point for allies who support people struggling with substance use disorders. Participants may choose to attend the core training only or add optional modules and Train the Trainer. The S.E.E. Recovery Center has been selected to be the sponsor organization for Region 1. We are in the process of finding a location to host approximately 100 attendees and will share details when they become available.
- Save A Life Day East (Sept 26th): On 9/26, all states east of the Mississippi River will host community harm reduction events as well as distribute naloxone. The SEE Recovery Center as well as the ORU will be participating this year and are proud to serve as area organizers.

Social Weaving Project Events, including Community Art Projects, Narrative Disruption, and Mobilize Recovery Day of Service, and others (Aug-Nov)





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Rappahannock-Rapidan Community Services

With the previous data as background,
we present the FY24 Service Reports

FY24 Service Reports

Delivery Outcomes as Submitted in our
Performance Contract with DBHDS and
Area Plan on Aging



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FY24 Service Outcomes Behavioral Health Services	Combined Counties	Out of Catchment
Outpatient Services	634	6
Medical Services	384	6
PCIT (Parent-Child Interactive Therapy)	16	4
Child Telepsychiatry Services	26	0
PEDS (Pediatric Medication Management)	27	0
Case Management Services - MH Adult	179	0
Case Management Services - MH Child	137	1
Case Management Services - YACC (Young Adult Coordinated Care)	21	2
Supervised Residential Services	12	3
Hospital Transition	65	23
Peer Services	193	6
Consumer Monitoring – PSH	11	0
Total Supported	1705	51

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FY24 Service Outcomes Intellectual & Developmental Disability (ID/DD) Services	Combined Counties	Out of Catchment
Intellectually/Developmentally Disabled (I/DD) – Adult	322	44
Intellectually/Developmentally Disabled (I/DD) – Child	11	2
Developmentally Disabled (DD) – Part C	233	0
Day Habilitation	103	4
Supervised Residential Services	31	3
Infant Toddler Connection (ITC)	523	1
Consumer Monitoring – I/DD	273	16
Total Supported	1496	70

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FY24 Service Outcomes Substance Use Disorder Services	Combined Counties	Out of Catchment
Outpatient Services	98	3
Medication Assisted Treatment	31	1
Case Management Services - Link	36	1
Intensive Residential Services – Boxwood	75	92
Peer Services	26	1
Total Supported	266	98

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FY24 Service Outcomes Emergency & Ancillary Services	Combined Counties	Out of Catchment
Emergency Services	728	80
Child Crisis Services	194	7
Total Supported	922	87

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FY24 Service Outcomes Assessments	Combined Counties	Out of Catchment
Rapid Access	422	5
Boxwood	71	91
Jail	86	22
Mental Health Skill Building	6	0
Parent-Child Interactive Therapy (PCIT)	12	2
Intellectual/Developmental Disabilities	67	4
Total Supported	664	124

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FY24 Service Outcomes Housing Services	Combined Counties	Out of Catchment
Section 8 Housing Choice Vouchers	120	53
Leafin Lane Apartments	24	0
Permanent Supportive Housing (PSH)	47	0
State Rental Assistance Program (SRAP)	10	25
Group Homes	19	0
Orange Apartments	7	0
Rapid Re-Housing/Outreach	49	3
Warming Center	47	15
Total Supported	323	96

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FY24 Service Outcomes Area Agency on Aging	Combined Counties
Information and Referral/Assistance - Support Coordinators assess and connect individuals to internal and external providers to meet service needs, as well as insurance counseling, emergency supports, options counseling, care coordination, and more.	1022
Senior Centers welcome adults age 60+ for nutritious meals, health education, socialization & recreation.	283
Meals on Wheels delivers nutrition and support for homebound individuals.	309
All ECS Transportation – Includes all of our transportation services, including our senior centers.	285
Regional Transportation Collaborative Mobility Center - One Call/One Click assistance with transportation resources	920
Healthy IDEAS (Identifying Depression – Empowering Activities for Seniors)	27
Volunteer Opportunities for Older Adults	151

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FY24 Overdose Response Unit (ORU) Program Metrics													
Category	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Individuals Referred to Detox	0	2	4	6	8	3	5	4	6	3	3	-	41
Individuals Connected to Housing Resources	0	0	0	0	0	0	0	0	1	2	0	-	3
Individuals Connected to Peer Supports	4	4	6	8	11	10	11	8	7	8	0	-	77
Harm Reduction Kits Distributed	40	130	250	143	45	60	55	32	240	185	205	-	1,180

FY24 Service Outcomes S.E.E. Recovery Center	Combined Counties	Out of Catchment
S.E.E. Recovery Interactions	6,792	532

ECS Prevention Programs and Data Report (*Numbers Served*)

(July 1, 2023 through June 13, 2024)

<u>Suicide/MH Prevention Programs</u>	<u>Youth</u>	<u>Adults</u>	<u>Combined</u>
• Zero Suicide Overview Presentation	0	300	300
• QPR Gatekeeper Training	575	1,036	1,611
• Lock and Talk Presentation	0	55	55
• Lock and Talk Item Distribution	0	312	312
• Lock and Talk Lock Boxes	0	0	0
• Lock and Talk Smart Pill Bottles	0	164	164
• Lock and Talk Social Marketing	25	54,363	58,388
• Adverse Childhood Experiences (ACEs)	0	28	28
• Mental Health First Aid-Youth	0	90	90
• Mental Health First Aid-Adult	0	0	64
• Community Presentations (MH)	49	49	174
• Resiliency/Life Skills Presentation	22	22	467
• Survivors for Life Support Group	0	0	19
• Community Events (MH)	17	17	935
• ECS Social Media Campaign	0	0	1,638
• Problem Gaming/Gambling PSAs	114,927	114,927	731,852
• Counter Tools	40,627	40,627	166,054

Opioids, OTC, and Prescription Misuse

• Activate Your Wellness Campaign	0	1,060	1,060
• Community Events (SOR)	57	270	327
• Community Presentations (SOR)	31	37	68
• Cannabis PSAs	38,309	144,654	182,963
• Naloxone Distribution	0	2	2
• Deactivation Packets	0	650	650
• Drug Take Backs	0	22	22
• Opioid PSAs	152,707	579,145	731,852
• OTC PSAs	111,824	620,028	731,852
• Rx Bag Stickers	0	7,450	7,450
• Permanent Drop Box Location Diss.	0	123	123
• Drop Box Medication Destruction			
○ Orange	7,662	25,819	33,481
○ Culpeper	12,085	34,604	46,689
○ Madison	2,870	10,388	13,308
○ Rappahannock	1,465	5,908	7,373
• Supply Reduction Item Distribution	0	115	115
Total Number Served	885,940	1,484,019	2,369,959



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Budget Preparation for FY25

Budget assumptions and goals

- Budget priorities are tied to Strategic Objectives
- Any ongoing expenses must be sustainable in future fiscal years
- Continued development of Technology and Infrastructure is critical to continue to build out
- We are conservative in budget projections- actuals if possible, use of historical trends, conservative projections for revenues, fees and expenses, low staff vacancy rates
- Nothing is accomplishable without continued support of our employees
 - Healthcare
 - Wages
 - Educational support



FY25 Budget Highlights

FY'25 - \$46,412,895- Increase of \$6,745,448 or 17%

Agency Growth trends

- FY'18- \$25,366,389
- FY'19- \$26,449,987- increase of \$1,083,598 or 4.2%
- FY'20- \$27,213,868- increase of \$763,911 or 2.7%
- FY'21- \$27,630,393- increase of \$416,525 or 1.5%
- FY'22- \$31,733,763- increase of \$4,103,370 or 14.8%
- FY'23- \$34,947,549- increase of \$3,213,786 or 10.1%
- FY'24- \$39,667,447- Increase of \$4,859,898 or 13.96%

Since FY'18- increase of \$21,046,506 or 82.97% growth



Revenue Highlights

State Revenues - \$14,004,544

- Increase of State Sources show a net increase of \$1,568,485, or 12.6%
 - The final Letter of Notification (LON) from DBHDS with FY25 funding was received prior to completing the budget, however the Area Plan budget from DARS has not yet been received. Funding amounts for aging services were estimated based on the updated funding formulary by DARS.
 - Increase of DBHDS program funding of \$1,668,400 for a 14% increase; these increases were confirmed by DBHDS and can be relied upon for use in the FY25 budget. The increase is largely attributed to:
 - \$200,286 additional Permanent Supportive Housing funding
 - \$693,884 additional DBHDS State General Funds
 - \$91,798 additional STEP-VA funding
 - \$141,817 SUD DD Training/SUD Youth Services funding

Local Sources - \$6,023,604

- Local Sources reflects a net increase of \$575,248, or 22%
 - This increase is largely attributed to increased required SGF program match requirements
 - Total budgeted local tax dollars for basic services increased \$123,407, or 5% over FY24.

▪ Fauquier	\$1,281,406
▪ Culpeper	\$ 920,515
▪ Orange	\$ 637,040
▪ Madison	\$ 242,971
▪ Rappahannock	\$ 130,944
▪ Combined Towns	\$ 16,946

Program income increased by approximately \$618,523. This increase is mainly attributed to a new grant funded program for Mobile Crisis and Opioid Abatement in FY25



Revenue Highlights

Fees - \$14,135,654

- A conservative approach was taken on fee estimates for FY25 primarily based on anticipated service units.
- Overall fees increased \$2,054,380 or 17% over last year. The fee rates included the 3% that is approved for ID/DD programs from DMAS and annualization of rate increases recognized during the course of the current fiscal year.



Revenue Highlights

Federal Sources - \$3,492,164

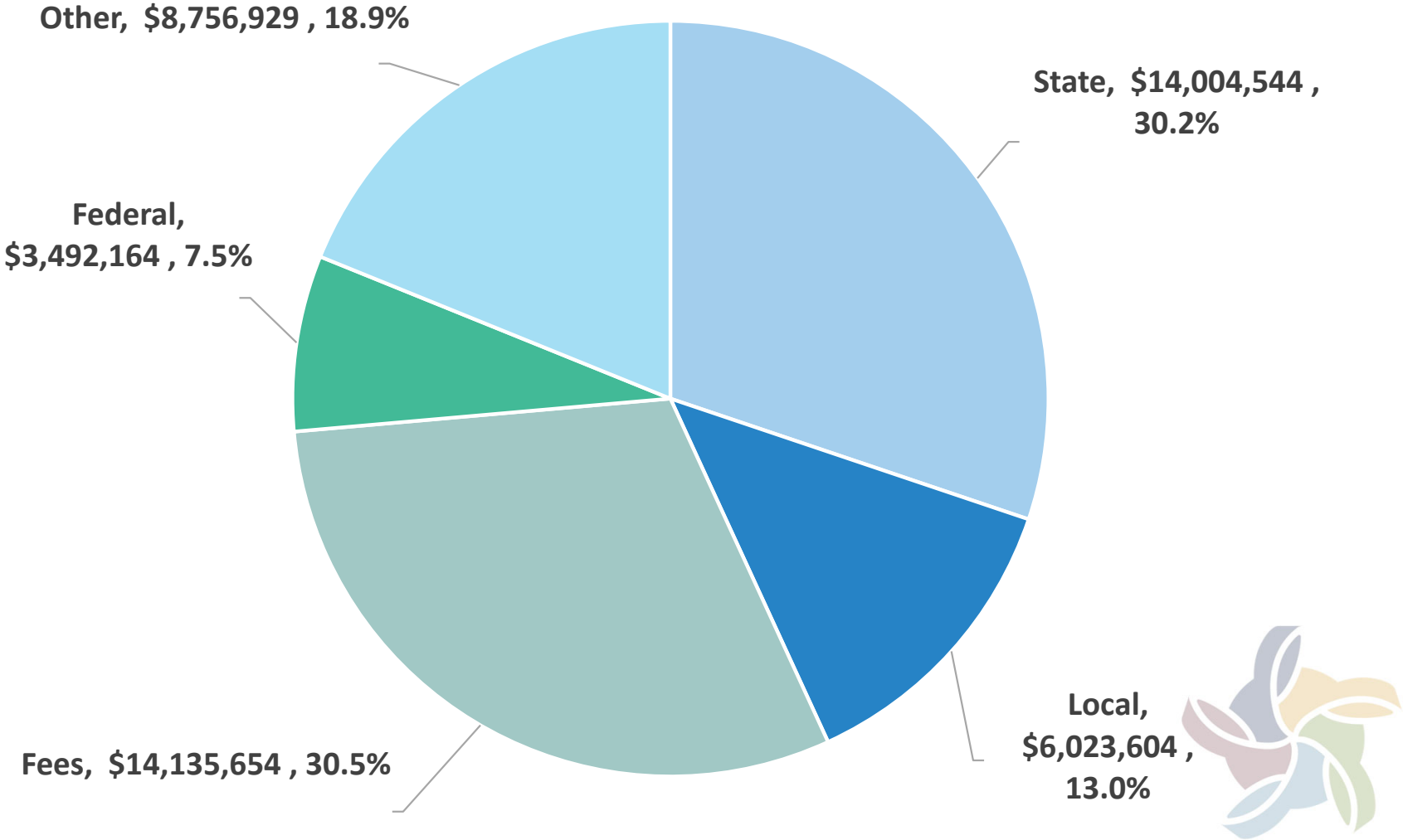
- Federal Funds reflect an overall decrease of \$259,000 or 7% over last year and is largely attributed to reduced ARPA funds from DARS that expire on 9/30/2024.

Other Sources - \$8,756,929

- Other Sources increased \$1,649,136, or 23%
 - The increase is primarily attributed to increased program transfers.



FY25 Revenue Sources: \$46,412,895



FY25 Expense Highlights

EXPENSES - Total Budgeted Expenses for FY25 = \$46,412,895

- ❑ Personnel- \$28,186,035 (salary and fringe)
- ❑ Staff Development- \$293,490
- ❑ Facility Expense- \$2,916,213
- ❑ Equipment Expense- \$3,965,280
- ❑ Travel Expense- \$888,088
- ❑ Consultant Expense- \$1,104,820
- ❑ Transfers- \$7,836,746
- ❑ Operating Expenses Other -\$1,222,223



FY25 Expense Highlights

Personnel – \$28,186,035 (salary and fringe)

- Total personnel expense increased by \$4,477,773, or 19%
- FY25 includes various salary adjustments based on position (below at next bullet) and a 4% salary adjustment for all other positions effective July 1, 2024 (to be paid on the first pay run in July).
- FY25 Position Reclassifications and Changes:
 - \$18.00 minimum wage for all positions within the Agency
 - \$55,000 minimum salary for exempt positions within the Agency
 - Pay band structure updated by Executive Director and Sr. Director of HR to account for compression of positions with new exempt and non-exempt salary adjustments.
 - All positions brought to \$18/hour, \$55K, or new minimum based on adjusted pay band structure were given an additional % based on longevity with the Agency to help address pay compression. The years of service breakdown the Agency uses for PTO accruals was used for the longevity formula (this is the same longevity formula that has been used since FY23):

<u>Years of Service:</u>	<u>Additional Percentage:</u>
0-3	0%
3-7	2%
7-15	4%
15-20	6%
20+	7%



FY25 Expense Highlights

Personnel Continued:

- FY25 personnel budget applied a staff vacancy adjustment of approximately 4.8%
- FY25 Position Additions: 16 full-time at a total cost of \$1,291,702
 - New positions include the following:
 - Crisis Clinician- restore previously reduced position
 - DD – Support Coordinator (2)- increase capacity adds 50 individuals
 - SC II – ITC (2)- increase capacity and reduce current caseload sizes
 - Group Home Supervisor (3)- to improve ID/D homes oversight and quality
 - Maintenance Specialist- add capacity
 - Bridges Office Assistant- add needed admin support to decentralize services
 - Housing Specialist (3)- increase capacity to service new clients
 - Mobile Crisis Responder (2)- expanded new program
 - Accountant III- increase support to programs and capacity
- FY25 Decreases to Salaries
 - Eliminated unused, vacant positions for a decrease of \$131,941
 - 2 total positions eliminated: 2 FT QMHP positions eliminated from Skill Building program; staff in these positions will be absorbed into vacant positions elsewhere within the Agency.
- Overtime budgeted at \$621,882 (an increase of \$81,340 from FY24)
- Medical insurance reflects an increase of \$364,284, or 15%. Our rates did not increase for FY25 with Anthem (The Local Choice); increase is attributed to budgeted health insurance for additional positions



FY25 Expense Highlights

- Expenses via the needs lists were \$1,286,582 compared to \$734,653 last year. The FY25 IT budget totaled \$950K and included in the FY25 Operating Budget.
 - Breakdown:
 - Equipment/Vehicles 239,982
 - IT Equipment 949,500
 - Repairs and Renos 7,000
 - Other 90,100
- Facility Expenses increased \$615,477
 - Rent, (PSH expansion) utilities, facility insurance, and renovations/repairs increased by \$657,412 in total. The increase in renovation/repairs is mainly due to the ongoing renovation projects and assumed rental expense of \$180,000 for Bridges program relocation



FY25 Expense Highlights

Equipment Expenses - \$3,965,280

- Vehicles, Maintenance Service Contracts, Office/Facility Supplies, Food, and Recognition all increased by \$102,573 in total.

Travel Expense - \$888,088

- Overall Travel Expense increased by \$102,573, or 13%
- Motor pool expenses increased by \$11,502, vehicle leases and operating costs increased by \$75,308. Expenses are based on historical actual data.
- In FY25, \$10,000 was budgeted specifically for Board professional development to attend conferences, training, etc.

Consultant Expenses - \$1,104,820

- Overall Consultant Expenses decreased by \$226,039 or 17%; this includes our ITC contractors, psychiatric and psychological services, and other technical contracted services.

Transfers - \$7,836,746

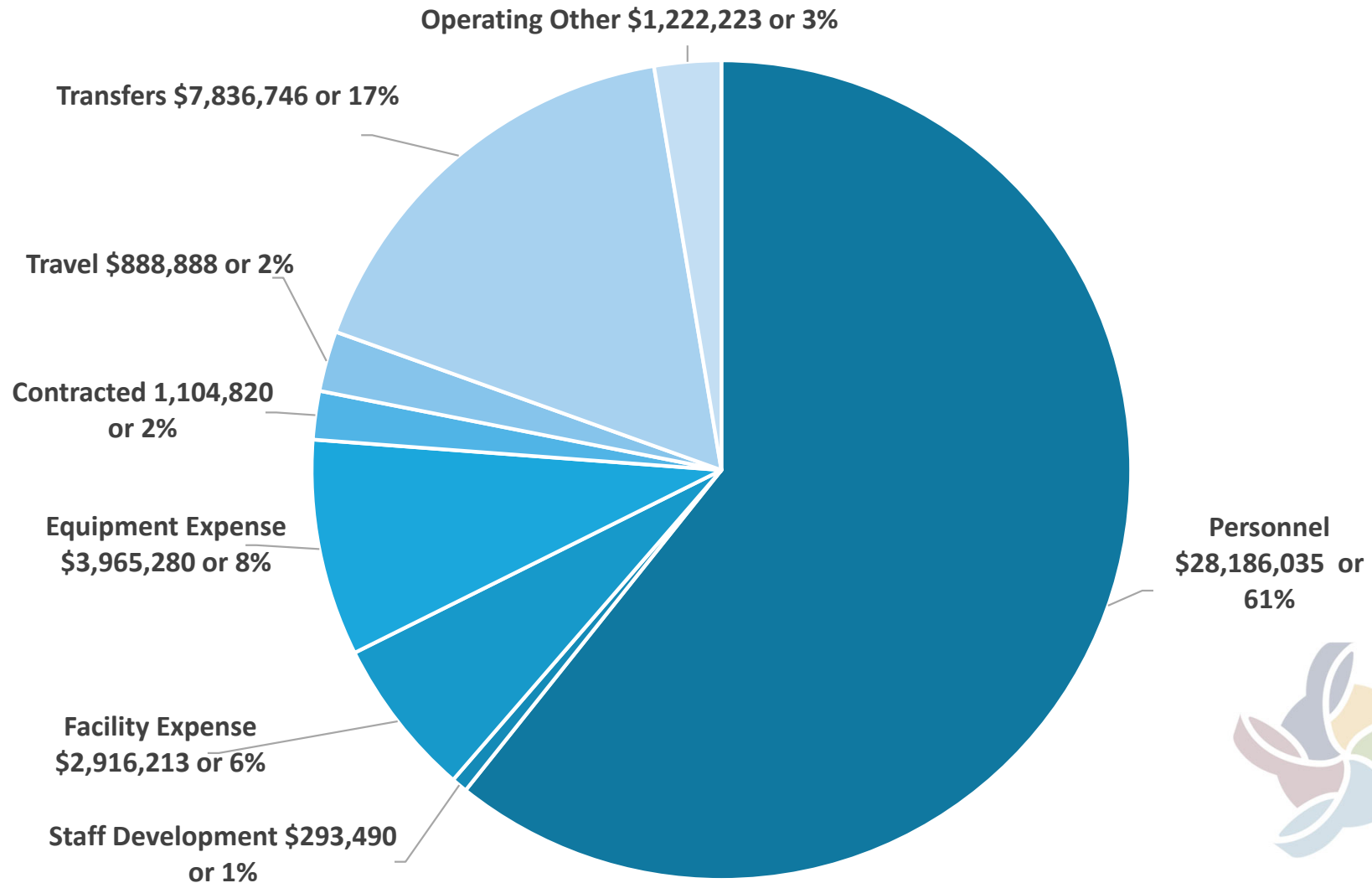
- Overall increase in transfers of \$2,075,539, or 36%
- Administration transfers increased by \$1,311,115; this increase is attributable to various strategic plan initiatives that are included as administrative costs, such as various IT and phone upgrades, funding for rebranding, etc.
- Transportation transfers increased by \$764,424 due to increased costs to run these programs.

Ops Expenses Other - \$1,222,223

- Overall increase of \$110,678, or 10%
- Principal and Interest expense increased by \$110K; this is for the Thrift Road renovation and Bennett Road loans.



FY25 Expenses by Category - \$46,412,895



Capital Budget - \$1,418,614

FY2025 CAPITAL BUDGET

SUMMARY OF CAPITAL PROJECTS

	<u>BUDGET</u>
REVENUE FUNDING FROM CASH RESERVES	\$ 1,418,614
ESTIMATED EXPENSES:	
Madison/Thrift Road Renovation Project	202,943
Hospital Drive Renovation Project	564,453
Orange/Madison Road Renovation Project	351,218
Miscellaneous Renovations and Repairs	300,000
Total	\$ 1,418,614



Next Steps

❖ Questions?

❖ Motion:

- ❖ Jim LaGraffe, Executive Director, requests a motion to approve the Rappahannock Rapidan Community Services Board d/b/a Encompass Community Supports, Operating and Capital Budgets for Fiscal Year 2025, inclusive of all personnel action items as presented. The budget approval includes services under the Area Plan for Aging, as well as those provided in the Performance Contract with the Department of Behavioral Health and Developmental Services (DBHDS).

