



FISCAL YEAR 2020

Summary of Accomplishments

CLINICAL, OUTPATIENT AND INDIVIDUAL-CENTERED SERVICES

COVID-19

- Implemented tele-health in all clinics and collaboration between clinics to maintain open access, and maintained service delivery despite most staff working from home.
- Nurses provided training for individuals and clinic staff on COVID-19 symptoms.

Accountability/Treatment Courts

- Maintained and/or renewed eight accountability court memorandums of understanding (MOUs).
- Added new MOU with Conasauga Mental Health Court.
- Maintained and renewed two contracts to provide services in local jails.
- Increased contracted tele-medicine hours at Paulding County Jail.
- Explored contract with Floyd County Jail administrator prior to COVID-19 outbreak.
- Participated in the Accountability Court Steering Committee.

Adult Mental Health

- In all clinics, implemented electronic Medication Administration Record (eMAR) in CareLogic (agency's electronic health record system) to track injections administered.

Floyd County

- Became a member of the Homelessness Task Force for Floyd County.

Paulding County

- Presented at the Crisis Intervention Training (CIT) for the Paulding County Sheriff's Office.

Pickens County

- Presented at the Crisis Intervention Training (CIT) for the Pickens County Sheriff's Office.

Polk County

- Staff presented at a Women's Ministry about mental health and substance use.

Whitfield County

- In August, Highland Rivers staff Rae Shirah, LPC completed a video to be used for Mohawk staff on the topics of holiday stress, dealing with loss/grief, and financial health/budgeting.

Child and Adolescent Services

Cherokee County

- Benji Parker, LMSW, provided Q&A with Cherokee County Division of Family and Children Services (DFCS) director, supervisors and staff to improve collaboration.
- Benji Parker, LMSW provided education and support to Bend Your Knees Foundation, a pediatric brain tumor awareness foundation in Cherokee County.
- Started collaboration with Cherokee Schools to work toward providing APEX services.

Gilmer County

- APEX therapist started small groups during lunch periods for Gilmer High School students.

Gordon County

- APEX program staff provided mental health services for 12 different schools in Gordon County, including:
 - 4596 individual counseling sessions
 - 312 family counseling/psychotherapy sessions
- Gordon APEX featured in Calhoun Times newspaper in March, 2020.

Paulding County

- Implemented APEX in two Paulding County schools starting in the fall of 2019.
- Partnered with Wellspring Receiving Hope Center in June 2020 to begin serving youth who are victims of human trafficking.

Pickens County

- Expanded APEX in Pickens County to all public schools.

Polk County

- Whitney Walker, LPC, presented to all health classes at Cedartown High School about mental health and Highland Rivers Health as a resource.

COMMUNITY, REHABILITATION AND WELLNESS SERVICES

COVID-19

- Implemented Zoom group tele-health calls and individual calls in order to maintain peer services during pandemic shutdown.
- Successful "bounce back" of in-person peer support services following shelter-in-place order.
- Despite COVID, employment specialists have continued to develop jobs for individuals.
- Intensive Case Management (ICM) team continued to meet with individuals in the community during COVID months, outdoors on porches, in yards, in lobbies of apartments, in parks, etc., with precautions (practicing social distancing, wearing masks, etc.) to keep consistent with face-to-face meetings when possible; also continued to see individuals in homes when appropriate.
- ICM team has assisted in helping individuals extend food stamps and with staying up to date on the many changes during the pandemic, such as housing, eviction delays, and unemployment benefits.
- Since the start of the COVID-19 pandemic in the US (February 2020) the Community Support Team (CST) program has maintained the same staff members to provide care coordination for the individuals served by the program: nurse-RN Tracy Munk, case manager Kathleen Morris, and therapist/manager Arlena Freeman, LPC/CPCS.
- With the support of the Highland Rivers Health (HRH) executive team, the CST Program has been able to maintain essential protective supplies such as the N95 masks for staff, masks for individuals, gloves, disinfectant, cleaning supplies, etc. to utilize in the field.
- The CST staff educated each other, all individuals served in the program, personal care homes, family members/supporting friends, about CDC standards to protect themselves from the COVID-19 virus.
- Individuals in CST have been more proactive contacting the CST members via staff work cell phone numbers and the 24-hour CST crisis phone.
- Turned the Assertive Community Treatment (ACT) van into mobile clinic for safer face-to-face visits during COVID-19.

- Program manager networked with community partners to secure masks for all intensive community-based programs and other staff at HRH.
- Team cohesion increased during COVID-19 pandemic.
- Implemented tele-med/tele-health technology for safer engagement during the pandemic.
- Intensive Treatment Residential (ITR) program used creative strategies for group during the quarantine period of the pandemic.
- ITR staff and individuals served in the program maintained disinfection protocols and individuals received education regarding the COVID-19 pandemic.

Assertive Community Treatment (ACT)

- Achieved a 2020 fidelity audit score of 127, four points higher than FY19.
- Recognition in Georgia Collaborative Administrative Services Organization (ASO) audit for having current assessments for all charts audited.
- Hired a second substance use counselor in March.
- Continued collaboration with other Highland Rivers programs including Substance Abuse Intensive Outpatient Program (SAIOP), Peer Support Program (PSP), Enhanced Crisis Respite Apartments (ECRA), Intensive Treatment Residential (ITR), Intensive Case Management (ICM), Community Support Team (CST), Crisis Stabilization Units (CSUs), and supported housing.
- Continued collaboration with emergency departments, hospitals, boarding home owners, homeless shelters, personal care homes (PCHs), jails, Department of Behavioral Health and Developmental Disabilities (DBHDD) and local judges.
- Program manager networked with the Director of Dietary/Nutrition for Floyd County to secure 70 food boxes of fresh produce each week, which were distributed among homeless shelters, boarding homes, individuals and HRH programs.
- Increased collaboration with Genoa Pharmacy for reduced medication reconciliation issues.
- Utilization of DBHDD 'special needs' funding to provide bus passes, clothing, toiletries, and more to individuals served in community-based programs.
- Collaborated with Floyd County Jail mental health coordinator for increased jail transitions back into the community.
- Several successful 'graduates' from ACT to less intensive levels of care.
- Agency recognition in the form of Kudos in internal HRH newsletter.
- Improved staff productivity percentages and completion of documentation within agency policy, with some ACT staff exceeding productivity targets.
- Significant improvement with linking individuals with primary care providers, specialty providers, dental care, etc.
- Successful annual ACT holiday bowling party

Community Support Team (CST)

- Maintained contacts with most individuals on caseload with only two staff at times.
- Re-established rapport with clinic treatment teams for CST representation.
- Acquired additional staff, including full-time CST team lead and case manager.
- Increased caseload census to DBHDD standards.
- Achieved good standing with DBHDD Fidelity Audit while being short-staffed.
- Hired CST case manager Kathleen Morris in January 2020.
- Re-hired former CST therapist Arlena Freeman, LPC, CPCS, in February 2020.
- CST therapist Arlena Freeman updated all CST documentation to include new treatment plans, CST and non-intensive outpatient services connects, orders for services, behavioral health and comprehensive assessments, new referrals, etc., to meet CST fidelity standards.

- CST program has a current census of 27 individuals that have engaged in treatment services with CST staff despite the COVID-19 pandemic, protests and other hardships nationally throughout 2020.
- Acquired a CST mobile crisis van in March of 2020, decorated the van with a theme of “CST Team Gals Gone Wild in the Mountains,” and successfully accomplished engaging individuals in services with the van; CST utilized the van weekly to ensure individuals received their injections consistently, to ensure that each individuals attended primary care appointments at HRH via tele-health services, and to ensure individuals obtained essential food resources at local food banks/grocery stores weekly.
- Celebrated National Nurses Week by providing CST nurse with a small token/gesture of appreciation and a Hallmark Card for her consistent professionalism.
- CST staff completed all required HRH Relias Learning and Navex Policies prior to June 30, 2020 deadline.
- Coordinated with a new ambulatory service, Blue Ridge Transport, and developed a professional partnership with the agency to transport CST individuals to the local hospitals when the local hospitals have refused to transport individuals with their ambulance service.
- Utilized the HRH Samsung Galaxy Smart Phone from phone number (706) 972-0154 to connect the CST individuals to their tele-health appointments with their HRH nurse practitioner and private primary care providers, via e-mail communication, telephone calls, Zoom, etc.

Intensive Case Management (ICM)

ICM South

- Maintained 5% or less hospitalized 11 out of 12 months (6% in June).
- Maintained 80% or more community-based contacts 11 out of 12 months (62% in April).
- Maintained greater than 90% community-based contacts seven out of 12 months.
- Maximized phone meeting total times utilizing worksheets for skills building.
- Maintained 5% or more employed 12 out of 12 months, 10% or greater for 11 out of 12 months.
- Continued improvements in communication with community providers, new properties identified for individuals.
- Successfully assisted moving an individual out of a residential situation of financial exploitation.
- Team meetings in Dellinger Park (June and July) resulted in positive feedback from team.
- Bowling night in February.

ICM North

- Assisted individuals to ensure proper forms and information were completed to obtain stimulus money.
- Assisted individuals in spending stimulus checks wisely (in most cases).
- Assisted several individuals in obtaining government phones.
- ICM North staff Justin Singleton and Brittany Kephart started Recovery-focused Cognitive Therapy (CT-R) training and have completed the first eight weeks and are starting the recordings portion of the training now.

Intensive Residential Treatment (ITR)

- Transitioned two individuals from ITR.
- BBQ for Memorial Day and July 4th, with participation from staff and individuals.
- Increased group participation, individuals assisting with the Supplemental Security Income (SSI) and housing process, individuals taking initiative in coordinating doctor appointments.
- ACT/ITR advocated and supported individuals during a court hearing in Habersham County.

Peer Support Services (PSP)

- Floyd PSP reached a program milestone with a 28.9 average daily attendance for February 2020.
- Hosted Third Annual Holiday Banquet with community donations of individualized gifts for each peer participant.
- Ongoing collaboration with CIT officer training with site visits to peer programs.
- Director of Recovery-oriented Care Debbie Strotz provided ongoing support and consult to peer support programs and staff, assisted program manager with new staff interviews, and was a speaker at CIT visits to peer support programs.

Residential

Enhanced Crisis Respite Apartments

- New program originally started in late FY19 was able to get up and running, accepted first individual(s) in FY20 and consistently remains at capacity.
- Eight individuals have transitioned to independent living through permanent supportive housing (PSH), Georgia Housing Voucher (GHV) and Housing Choice Voucher (HCV) programs.
- Given a positive inspection during ASO audit.
- Received a lower-level apartment unit to begin making an ADA-accessible unit.

Housing Opportunities for Persons with AIDS (HOPWA)

- Maintained 100% occupancy rate for Department of Community Affairs' (DCA) requirements.
- Three participants have successfully transitioned from program to independent living.
- Maintained positive DCA inspections.
- Increased percentage of individuals applying for and attaining SNAP benefits and SSI/SSDI (Social Security Disability Insurance).

Georgia Housing Voucher Program

- Current caseload of 58 individuals in various stages of attaining housing through GHV/HCV services.
- Worked with 176 Individuals to move into GHV/HCV housing, transfer to HCV, and maintain current GHV/HCV housing during.
- Maintained relationships with ACT and ICM case managers to create a smoother and faster workflow of providing housing services for participants.

Home for Recovery

- Successful evaluations by state evaluators.
- Two participants successfully transitioned from program to independent living.
- Transitioning all individuals to permanent supportive housing as grant closes in September 2020.

Oakridge

- Nine individuals transitioned to independent living.
- Maintained 100% occupancy rate.
- Increased percentage of individuals applying for and attaining SNAP Benefits and SSI/SSDI.
- Maintained positive DCA inspections.

Heritage Pointe

- Six individuals transitioned to independent living.
- Increased percentage of individuals applying for and attaining SNAP Benefits and SSI/SSDI.
- Successfully moved multiple units and individuals from a non-renewed lease apartment complex to units within timeframe.
- Maintained positive DCA inspections.

Community Living/Semi-independent Living

- Maintain 11 individuals in stable housing.

Harm Reduction

- Modified scope of services to include all individuals enrolled in Permanent Supportive Housing.

Housing Outreach Coordinator

- Highest rating of individual contacts in the State of Georgia.
- Increased participation and contact with jails and hospitals in Region 1.

SOAR Program

- SSI/SSDI Outreach, Access, and Recovery (SOAR) helped individuals obtain 33 benefit awards despite having only two specialists most of the year, and maintained 505 and above award rate throughout the fiscal year.

Supported Employment

- Supported Employment earned exemplary status on the state programmatic fidelity review.
- Secured 89 total new jobs in the fiscal year, including 26 new jobs during the pandemic (March to June).
- Supported Employment Celebration of Excellence award recipient was featured in a local newspaper.

CRISIS STABILIZATION AND TRANSITIONAL SERVICES

Crisis Stabilization

- Hired Tyler Smart as new interim crisis director.
- Rome – Crisis Stabilization Unit (CSU):
 - Affiliated with the Medical College of Georgia, northwest campus, allowing 10 medical students per year complete a four-week psychiatry clerkship here.
 - Affiliated with Redmond Regional Hospital and had an entire class of third-year medical residents complete a two-week rotation at the CSU.
 - Precepted nursing students for LPN, RN, BSN and nurse practitioner paths.
 - Inspired a work milieu of learning and growth; four nurses have enrolled in nurse practitioner school with 100% acceptance at their first school of choice; an LPN is completing an RN this summer; a health services technician (HST) has completed her Master of Education in school counseling; an HST has completed lactation consultation program and enrolled in nursing school; an HST has completed core classes and been accepted into RN nursing program; an HST has completed certified peer support specialist training; and an individual that we provided services for years ago is now serving on the unit as an HST.
 - Established a strong relationship and are the number one provider of referrals to long-term residential recovery program Sober Living America.
 - Developed strong relationships with Medical College of Georgia, Georgia Regional Hospital, and Floyd Medical Center emergency department for consultation and treatment of difficult, complex cases/individuals.
 - Our HST has become an HIV tester for all three of our crisis units and has tested more individuals than anyone else in Region I this year.
 - Continue to maintain a high level of service to our community amidst the COVID pandemic.
 - Continue to train staff on crisis intervention training (CIT) and behavioral response team (BRT) and have decreased the number of behavioral incidents on our unit.

- Dalton – Treatment Services (TxSvcs):
 - Reduced incidents on the unit by modeling BRT training to staff, encouraging implementation of verbal de-escalation techniques with agitated individuals.
 - Successfully coordinated transportation of individuals for all three units.
 - Successfully maintained operations and admissions during the COVID-19 pandemic without incident.
- Cedartown – Residential Treatment Unit (RTU):
 - Despite numerous hurdles in FY20, RTU was able to meet our Key Performance Indicators (KPIs) by ending the year with an average 91% occupancy rate, an average stay of less than seven days and a denial rate of less than 10%.
 - RTU underwent some remodeling which included the unit being painted, the floors being redone, and several offices being moved. One of the offices that was moved was the admission office, which now provides individuals with more privacy during their initial nursing assessment and provides better compliance with 42 CFR. With the restructuring, we were also able to create a break room for RTU staff.
 - Implemented auditing tools to individualize training for our case managers; also restructured our case management to change their assignments and caseload.
 - Worked with our kitchen staff to reduce the cost of food and provide better meals to our individuals.
 - Implemented a change in lab processes which has resulted in more individuals being tested for syphilis, Hepatitis C and HIV, and receiving education about these topics.
 - Hired a new activities coordinator who conducts activities with individuals throughout the day as well as holding numerous groups and AA/NA meetings; case management has also been assigned to conduct two or more groups daily and RTU implemented at least one nursing group daily. RTU is now able to conduct numerous groups throughout the day to serve our individuals and provide them with education, resources and skills for when they are discharged from the unit.

INTELLECTUAL AND DEVELOPMENTAL DISABILITY SERVICES

COVID-19

- Created and implemented plans for community living arrangements (CLA) residences regarding COVID-19.
- Created and implemented plans for resumption of day program services, which had been suspended due to COVID; DBHDD had no additions for our plan and we addressed 100% of the items it was looking for.
- Implemented weekly check-in calls with host home providers and sent them training materials.

Case Management

- Increased percentage of Developmental Disability Professionals (DDP) on staff and trainees.
- Solidified team with new additions.
- Moved majority of individuals who needed to be moved within 90 days of notice.
- Reviewed and changed host home visit form and process to focus on key areas.

Community Living Arrangements

- Installed cameras in an additional CLA home for needed oversight.
- Happy Days III improved their SC ratings.
- Installed group home managers in all of the homes.

Day Programs

- Accepted multiple new referrals between programs.
- Stabilized staffing at Polk County day program.
- Cross trained staff in CLAs.

Nursing Services

- Increased number of billable RN oversight hours.
- Increased billable LPN hours.
- Achieved approximately 90% of nursing positions filled at end of fiscal year.
- Revamped proxy-training and policies.

Operations

- Scanned and uploaded approximately 10,000+ documents.
- Implemented virtual fax line and designated email for host home provider documentation.
- Purged host home provider books and files.
- Family Support Services (FSS) fulfilled contract number for autism supports and Waiver Supplemental Contract was maxed out and extended.

SUBSTANCE USE TREATMENT SERVICES

- Increased Addictive Disease Support Services (ADSS) to all counties that offer substance use services.
- Returned a positive margin for addictive disease services for the year.
- Celebrated one-year anniversary for Mosaic Place in Cedartown, and established an advisory board.
- Established an advisory board for Leaving Opioids For Treatment (LOFT) program, and maintained a positive margin in the program.
- Women's Outreach hired its first certified addiction recovery empowerment specialist (CARES) and a program 'graduate' as the program manager.
- Partnered with Mercer University School of Medicine Center for Rural Health and Health Disparities on an opioid reduction grant opportunity.
- Promoted five internal staff to higher paying positions.
- Director of Addictive Diseases Ansley Silvers was nominated as president of board of directors for Floyd Against Drugs, Inc.
- Two staff obtained certification in addiction counseling.

OTHER COMMUNITY RECOVERY PROGRAMS AND SERVICES

Recovery-Focused Transformation (RFT)

- Initiated an internal committee to secure cloth face coverings for staff; partnered with members of the community to secure masks and mask materials.
- Initiated an internal committee to provide bi-weekly learning and interaction for staff via Zoom called Heart to Heart.
- Participated in Georgia Council on Substance Abuse (GCSA) town hall meetings.
- Continued working to make clinic environment trauma-informed for individuals and staff through the RFT EARTH project.
- Used materials developed by nationally-known advocate Pat Deegan to create intervention for service providers about coming out of quarantine.
- Provided leadership to the RFT group; monthly meetings continued.

System of Care (SOC)

- Provided leadership and coordination for the SOC grant from DBHDD.
- Collaborated with Dr. Deitra Hawkins to develop and deliver a two-part staff CEU training on the Recovery Oriented System of Care (ROSC), with 66 employees attending.
- Participated in an array of community-based and state-level SOC meetings that include planning and preparation to meet DBHDD Office of Children, Young Adults and Families' new vision for SOC.
- Partnered with schools to implement and facilitate teen maze (life skills) program.
- Developed an online interactive referral form for child and adolescent (C&A) services, and process to follow-up online referrals.
- Internal SOC Task Force continues to meet monthly.
- Partnered with four schools to implement Sources of Strength suicide prevention program.
- Partnered with *The VOX* newspaper, which targets children and adolescents with life skills and resiliency content, for distribution in the counties served by HRH.
- Utilized Family Support funding to assist families and youth in need obtain scholarships for a local YMCA summer camp to help meet goals in their individual resiliency plans.
- Georgia Crisis and Access Line (GCAL) text and chat line app placed on HRH website in both English and Spanish.
- Nearly 200 new employees were trained on SOC philosophy during new employee orientation.

Veterans Services

- Maintained veteran support groups during COVID-19 restrictions via secure Zoom meetings.
- Implemented new payer TriWest for more than 300 veterans served through the contract.
- Successfully advocated for TriWest to cover nursing services.
- Provided leadership to the Operation Gratitude project, an afternoon event held at a local park for veterans in Cherokee County who are receiving services from HRH and their families, funded by a grant from the Georgia Council on Substance Abuse for National Recovery Month.

Garrett Lee Smith (GLS) Suicide Prevention Services

- Provided suicide specific care to more than 2,400 youth between the ages of 10 and 24.
- Trained more than 600 people in Question, Persuade, Refer (QPR) suicide prevention and intervention process.
- Served the faith community through education and outreach in six counties.
- Trained more than 75 providers in suicide-specific assessment and treatment.
- With community partners, developed, established, supported and served on five local suicide prevention coalitions.
- Served seven school districts, providing education, training, outreach and wellness to students, teachers, staff and administrators.
- Trained and implemented Sources of Strength suicide prevention program in six schools.
- Hosted and participated in community outreach events.
- Provided education, training and outreach to three local colleges, staff and students.
- Provided education, training and outreach to local law enforcement in all 12 counties served by HRH, and partnered with local municipalities to provide additional training.
- Provided education, training and outreach to local firefighters and EMTs.

Internal Initiatives

- Maintained focus on Trauma Informed Care (TIC) and maintained active internal TIC Committee.

Staff and Professional Development

- Provided coaching to certified peer specialists and program supervisor to address challenges and assist with development.
- Speaker at Respect Institute graduations.
- Presented the recovery presentation at new employee orientation.
- Developed and presented engagement training for all community-based staff.
- Developed and provided leadership for peer workforce virtual support groups.

ADMINISTRATION

COVID-19

- Developed COVID-19 protocol for screening all individuals and staff, which is updated per CDC guidance as needed.
- Quickly sourced personal protective equipment (PPE) to distribute throughout the agency facilities.
- Responded to and secured service for many same-day cleaning requests as a result of COVID exposure.
- Developed a COVID-specific pop-up window for the Highland Rivers website to provide information about clinic infection control procedures, medication refills and changes in services.
- Human Resources:
 - Developed an alternative process for new hire orientation to accommodate the CDC COVID-19 guidelines.
 - Successfully recruited essential staff during the COVID-19 pandemic.
 - Maintained operations with the partial furlough of two Human Resources staff members.
 - Successfully processed and monitored unemployment benefits 75+ furloughed staff.
 - Developed and managed a new benefit payment process via credit card for furloughed staff.
 - Managed the tracking of contributions and utilization of donated leave related to COVID.
- Helped develop the Department of Behavioral Health and Development Disability's proposal to the Substance Abuse and Mental Health Services Administration COVID Emergency Relief grant.
- Began working with Georgia Emergency Management Agency (GEMA) to track agency's COVID-related expenses, including PPE, staff time, and other costs that incurred due to the pandemic; these expenses will be submitted for reimbursement.

Business Intelligence

- Successfully implemented the timekeeping and payroll portions of Kronos system.
- Submitted second year of Merit-Based Incentive Payment System (MIPS) data with support from the director of outpatient services.
- Created reports to monitor data elements such as percentage of services paid, for agency scorecard.

Community Development

- Began a partnership with Mercer University with a planning grant from the Health Resources and Services Administration to address the opioid crisis in four HRH counties that have been designated as rural: Gordon, Polk, Fannin, and Gilmer.
- Held several successful focus groups and planning meetings with community partners, and in May submitted the implementation grant to enact the strategies that were developed this year.
- Received a \$2,000 grant from the Georgia Council on Substance Abuse that allowed agency to host the First Annual Operation Gratitude during National Recovery Month, during September; shared stories of recovery of veterans in our services and on our staff; veterans were given a coin to celebrate their service and journey of recovery.

Community Relations

- Represented Highland Rivers Health or coordinated materials and/or information for other staff at health fairs, community fairs, and other events throughout the Highland Rivers Health service area to provide information about services and increase brand recognition.
- Participated as exhibitor in Day for Dalton at Dalton State University; participated as exhibitor/community partner in Fannin County Social Services Day.
- Worked with website vendor, in coordination with System of Care, to translate the Highland Rivers website into Spanish, with link to Spanish version available on the website homepage.
- Worked with website vendor on website redesign and refresh that included posting the four videos developed last year on the homepage; updated website content as needed.
- Worked with website vendor to develop a website for the Highland Rivers Foundation.
- Developed 22 bylined articles for Chief Executive Officer Melanie Dallas, and issued approximately a dozen press releases, media advisories and media pitches, with a 100 percent publication rate in media serving Highland Rivers' service area.
- Verified more than 291 placements in print, radio, on-line publications and social media platforms, of which approximately 75 percent were initiated by Highland Rivers Health.
- Produced six editions of bi-monthly internal newsletter *The Highland Herald* that includes program updates, staff anniversaries, important notices, photos and other information for agency staff
- Developed two fact sheets about COVID-19 and mental health, including for children and families, which are posted on the Highland Rivers website
- Developed and wrote Highland Rivers Health Fiscal Year 2019 Annual Report which included an overview of Highland Rivers Health services, financial information, program highlights, and three recovery stories of individuals served by the agency.

Corporate Compliance

Compliance

- Hired and trained an internal reviewer.
- Completed backlog of new hire reviews, and new hires reviews were completed in real time in Quarter 4.
- Worked with a small internal committee to disseminate information to staff about using recovery language in documentation; placed the information on the intranet under Clinical Resources as training refresher in understanding the use of recovery language.
- Participate in the Year of Recovery project team that distributes information monthly on mental health awareness and increases staff knowledge on mental health topics.
- All Highland Rivers Community Service Board policies and procedures were reviewed and amended during FY20.
- 641 documents were published in NAVEX PolicyTech (internal online policy database), including 47 policies and 99 procedures; there were 4,705 published documents in NAVEX/PolicyTech at the end of FY20.
- Medical records was fully staffed, completed backlog and restarted record purging process that was begun prior to COVID.

Infection Control

- A total of 407 infections were reported agency-wide in FY20, a 12% increase from FY19.
- Increased testing of individuals for Hepatitis C (HCV) by 25%; there were 2,448 individuals tested, yielding 279 positive antibody results.
- Conducted 1,915 rapid HIV screenings.
- Added a staff who began screening for HIV in all three CSUs.

- Began alternating testing at Dalton CSU every other week in May; currently screening approximately 150 individuals per month.

Finance and Accounting

- Successfully secured renewal of \$1 million line of credit with Regions Bank.
- Completed process of transitioning to Kronos time-keeping system.
- Successfully processed 12 month-end closing cycles and associated revenue and expense reporting for more than 140 agency cost centers.
- Successfully managed the cash reserves and met accounts payable commitments despite a challenging cash position throughout the fiscal year.
- Developed a cash forecasting model
- Created FTE and overtime reporting to help analyze and manage costs.

Human Resources

- Streamlined the onboarding process with implementation of DocuSign to allow for electronic processing of pre-employment and new hire paperwork, allowing for an easier, travel-free onboarding process for new staff.
- Redesigned the first day of orientation to incorporate Human Resources overview of benefits and help improve new hire relations.
- Successfully converted demographics for 650+ employees into the new Kronos Human Resource Information System (HRIS).
- Successfully relocated the Human Resource offices to Tibbs Road location.
- Hired a human resources manager, generalist and recruiter allowing for development of new workflow processes.
- Developed HR team mission statement to coincide with agency mission and values.
- Successfully assembled and organized the distribution of appreciation/holiday gifts to 650+ staff.

Information Technology

- Upgraded all company computers and laptops to Windows 10 as Windows 7 became obsolete.
- Added computer and mobile phone inventory into Kronos.
- Upgraded bandwidth at all three crisis units (Floyd, Polk and Whitfield counties).
- Replaced all domain controllers for agency.
- Tripled backup storage capacity for agency.
- Integrated all IDD community living arrangements (CLA) homes to Highland Rivers' wide area network (WAN) and central wireless network system.
- Realigned IT Department to provide better network support, mobile support, documentation and compliance.
- Completed 2,862 support tickets with an average initial response time of 2 hours, 35 minutes.
- Began partnership with Cobb County Community Services Board to provide IT management, support, training and oversight.

Procurement

- Decreased average open ticket time by 7%.

Fleet Management

- Maintained an overall up-time of over 95%.
- Streamlined GPS fleet sync devices to designated vehicles at a cost savings of \$1,483 per month.
- Assisted in interoffice courier process during period of staff furloughs.
- Completed all TAG/DHS inspections.

- Currently manage 99 agency vehicles (73 leased and 26 owned).

Facilities Maintenance

- Completed more than 1,528 tickets, 259 more tickets than last year and with one staff member furloughed.
- Maintained “satisfactory” status on 98% of the surveys turned in after tickets were completed.
- Successfully completed installation of a generator at the Rome CSU.
- Successfully completed expansion of the peer services room at the Floyd Clinic.
- Expanded the Home Again site in Gordon by adding an additional office to meet guidelines.

Electronic Health Record System Administration

- Worked with CareLogic, agency’s electronic health record (EHR) to implement new version of Dr. First system.
- Worked with Georgia Information Technology (GAIT) Consortium to ensure system was correctly configured for tele-health services.
- EHR support staff completed 5,600 support tickets with an average open time of 6 hours, 48 minutes.

Revenue Management

- Worked to transition from VA to TriWest and started to transition from TriWest to OPTUM VACCN payers for veterans.
- Collaborated with DBHDD to correct GAMMIS setup error that prevented Medicaid from paying for SAIOP (H0015) claims.
- Adjusted to change in processes due to COVID-19 switches to ensure that tele-health claims were billed correctly, and to adjust state contracted balances off since they were paid under a 1/12 contract and not a fee-for-service basis.
- Worked to streamline processes due to staff turnover.

Utilization Management (UM)

- Developed and implemented process for crisis stabilization units (CSUs) authorizations and discharges to be transitioned into the UM Department.
- Completed cleanup of CSU backlog of discharges and missing authorizations.
- Worked with the director of outpatient services on the implementation of the WellSpring Program as it relates to UM/CMO needs.
- Worked with the Administrative Services Organization (ASO) and the Department of Behavioral Health and Developmental Disabilities (DBHDD) to implement a new service class for nursing while expiring all old codes and obtaining authorizations for the new nursing codes.
- Worked with the ASO, DBHDD and Qualifacts (CareLogic EHR provider) to implement the administration discharge response file import process.
- Maintained full operations with the loss of three part-time staff and the furlough of one full-time staff.
- Developed a new workflow process to accommodate downsizing of the UM Department.