


Annual Report

2019

COMPASSION. CONNECTION. COMMUNITY.

VALLEY | CITIES

Behavioral Healthcare



"Life challenges each of us at times - but we believe in the strength and resiliency of the human spirit.

We believe in you."

www.valleycities.org | 253.833.7444

CEO Message to the community:

2019 has been a transformational year – leaving the past and leaping into the future with innovative integrated care that supports the whole person. As Washington state moves to a new funding model known as Integrated Managed Care (IMC), Valley Cities and other Behavioral Health providers will work directly or indirectly with private insurers; Managed Care Organizations (MCOs) for benefits and payments for all Medicaid clients, which accounts for the majority of who we serve. IMC represents a significant shift towards integrating behavioral and physical health. Working alongside primary care partners: HealthPoint, Neighborcare Health, CHI Franciscan, Valley Medical, and Public Health of King County, Valley Cities has had a long history of collaboration and has been a leader in the integration of behavioral and physical health. Although the payment model is still evolving, Valley Cities has prepared to meet community needs. We have remained focused on addressing clients’ needs across the spectrum of medical and behavioral health issues, housing, and more, through our unique Team-Based Model of Care. We recognize robust provider-led Care Coordination is essential for proper care and improved client outcomes.



A significant factor in our ability to serve our community is the strength of our relationships – built over the 55-year history – with the people we serve, our partners, our funders, donors, and our Local and State representatives. Our employees across the organization have stepped up courageously to ask what more they can do to support our clients and our colleagues. This unwavering commitment to those we serve is what sets Valley Cities apart from others. It’s the passion for what we do that enables us to succeed. Over 580 dedicated, courageous, and highly skilled team members delivered quality and compassionate care to more than 20,000 unique clients in 2019.

Valley Cities marked a milestone with the opening of its very first clinic in Lakewood, Pierce County. We held our grand opening celebration to over 150 community members on March 22, 2019, as Cohen Veterans Network’s 11th clinic, and it’s the very first Cohen Clinic in Washington State. We remain committed to serving veterans and military families throughout Washington, with high-quality, accessible mental health care, with continued support from Cohen Veterans Network, local leaders, and Boeing Global Engagement.

Our growth can most notably be recognized with the opening of Valley Cities Recovery Place - Kent. Valley Cities 16 – bed Secure Withdrawal Management Services (SWMS) facility provides high-quality Substance Use Disorder (SUD) services for clients, along with its 16-bed Evaluation and Treatment (E&T) facility. Valley Cities’ decision to dually license the beds provides flexibility and a unique effort to support the community needs of King County. Valley Cities’ is the first dually licensed facility in the State of Washington. This practice aligns with the state’s focus on supporting integrated systems of care, creating solutions recognizing that mental, physical, and behavioral health are connected and require multi-system collaborations. The integration of these services meets SAMHSA’s best practices and the intent of Washington State RCW 71.05. Access to behavioral health services continues to be a concern statewide compounded by data from the National Survey on Drug Use and Health that finds 45 percent of people with Substance Use Disorder have a co-occurring mental health disorder. Providing treatment for both MH and SUD in an integrated way is the recommended best practice.

Valley Cities is a remarkable organization with wonderfully talented staff and an unparalleled history of success. Complex challenges require big and bold ideas. With the right leadership in place and a creative team, we are poised to be the most exceptional community behavioral health center in Washington State. I am humbled to be among them. I am also profoundly thankful to our Board of Directors, which has provided their unwavering support in our success. Valley Cities, as we know it, would not exist without your support, and I hope you feel the gratitude, recognition, and respect of everyone in the



organization. To our donors and partners – your extraordinary empathy, commitment, and generosity have always enabled us to move forward with confidence. You have contributed significantly to our achievements.

In 2020, we will build on the success of 2019. We will continue to strengthen our commitment to a culture that connects families, agencies, collaborators for the best possible outcomes. Paired with extraordinary vision, with your encouragement, we together can advance this organization to new heights. Excellence must continue to be the hallmark of the Valley Cities team. We come to work each day, knowing that our efforts make a difference. We save lives! In 2019, Valley Cities was undeniably better than it was in 2018. By working together, and only together, we shall make Valley Cities even better.

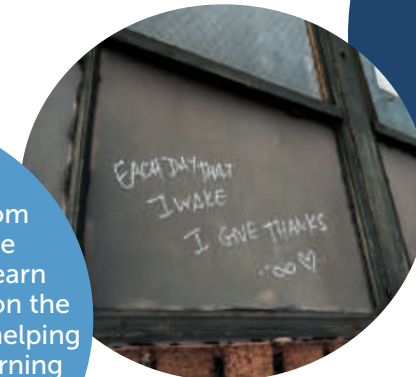
Thank you for being part of our journey.

Sincerely,

Shekh Ali

Shekh Ali
CEO | Valley Cities

“I was on the streets since my mom died in an overdose two years ago. You learn different things while on the streets. Valley Cities is helping me make strides in learning what it is like to live a normal life.”
-Client



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Client Success through Valley Cities Medication-Assisted Treatment and Community Health Program

What is MATCH?

Medication-Assisted Treatment and Community Health (MATCH), program quickly and easily provides medication to people with opioid-based substance use disorders, such as heroin or oxycodone users.

Emma's journey with the MATCH program started in March 2018, when she was referred by a release planner at the King County Jail. Upon meeting Emma, it was evident she was ready for change and started on Suboxone the same day. At the time, Emma was homeless and depended on her significant other for support and care of their son, who was in legal custody of the father. With many changes and a challenging road to recovery, Emma was ready to reunite with her son and family. However, due to no contact orders and a history of erratic behavior, she could not live with them.

As the year continued, Emma was under the Department of Corrections' supervision and probation of three jurisdictions, resulting in five different periods of incarceration in one year. With continued faith in her navigator and the MATCH program, Oliver continued his weekly visits and provided an available recovery plan.

In August 2019, Emma transitioned to inpatient treatment at Sundown M Ranch, located in Yakima, WA. She immediately felt "at home" and was ready for a successful recovery. Upon researching an inpatient facility, it was important for Oliver to find one with a family counseling component. Emma was able to take advantage of the intensive family counseling program at Sundown M Ranch, which allowed her a four-day period where loved ones could come live on campus. She spent more time with her son during this period than in the last six years.

While continuing her path to recovery, Emma decided to stay in Yakima to reside in an Oxford House and attend intensive outpatient treatment. We are excited that Emma continues to improve and currently has an Alcoholics Anonymous sponsor that is working with her on her fourth step of recovery.

We are pleased to share that Emma has also completed all her probation requirements and happily states that she "will never have to go to jail again." New doors are opening, and Emma is taking advantage as she visited her mother for the first time in three years and enrolled in a community college in Yakima.



Recovery is possible; our team is here to help and guide you or a loved one through the recovery journey.

-Oliver Edwards
Care Navigator, Valley Cities



Call us today to get support, at
(253) 833-7444.

Supported Employment Services

Did you know that Valley Cities is the most extensive supported employment program in King County? Besides helping individuals find jobs within the program, Valley Cities helps clients with diagnosed disabilities learn the necessary job search skills to make them successful in their search, such as writing resumes, applying for jobs, and interviewing.

A considerable focus of the program is to make secure job matches that benefit both the new employee and the employer. Valley Cities works closely with these individuals to plan for potential challenges on the job and outside of work that could make long-term employment difficult. Valley Cities supports the individual with job coaching, assistance with training, and works with their integrated treatment team to ensure there are natural supports in place to succeed in their long-term employment goals.

The Employment Services team works closely with employers in the community to ensure Valley Cities knows the details necessary to provide an excellent fitting candidate. Once Valley Cities matches a client with an employer, they work in coordination with the Department of Vocational Rehabilitation to support both the client and the employer to resolve situations before they become problematic to job success.

Additionally, Valley Cities offers benefit planners that can assist clients with planning how their Supplemental Security Income or Social Security Disability Insurance checks will be affected by work and understand that clients can work while on SSI/ SSDI.

Employment Services at Valley Cities use the Individual Placement and Support model to serve clients in Supported Employment. Modeled after the IPS Works website: "Individual Placement and Support (IPS) is a model of supported employment for people with serious mental illness (e.g., schizophrenia spectrum disorder, bipolar, depression). IPS supported employment helps people living with behavioral health conditions work at regular jobs of their choosing. Although variations of supported employment exist, IPS refers to the evidence-based practice of supported employment. Mainstream education and technical training are included as ways to advance career paths. IPS is based on eight principles." (ipsworks.org)

-Erin Ahfua, *Employment Services Manager*

73%

of Valley Cities' mental health clients are unemployed. (Employment Services are available to all those clients.)

376

clients requested services from our program in 2019, with 142 clients being served and enrolled in the program.



New Journeys

Valley Cities Counseling and Consultation entered a partnership with King County in 2016 for The New Journeys Demonstration Project. The goal is to deliver and implement a program for First-Episode Psychosis (FEP) treatment that creates a positive clinical climate and maintains fidelity to the clinical concepts and core elements of Coordinated Specialty Care (CSC) via the NAVIGATE model. The program participants are ages 15-40, experiencing the first episode of psychosis who also meet the diagnostic criteria or whose symptoms are on the Schizophrenia spectrum. New Journeys places a strong emphasis on outreach and engagement. Valley Cities staff dedicates much of their time to "meeting participants where they are at." They ensure participant and family engagement by offering mobile services that attempt to meet the multiple needs within recovery. The New Journeys program provides individual skills training and therapy, group therapy, family skills training and support, case management, employment, and education services, and peer support in an outreach setting. The program also offers medication management at a clinic for enrolled participants.



2019 ACCOMPLISHMENTS:

- The team became one of the few fully staffed New Journeys programs in the state
- Maintained a full caseload for most of 2019
- There was a low recidivism rate for hospitalization for enrolled clients
- Developed ways to identify the non-productivity-based services offered to show King County the extra work being accomplished by the team
- The team has attended ongoing fidelity and new-staff training
- Brought on a new Program Manager with extensive history and interest in working with people with psychosis

-John Throckmorton,
New Journeys Clinical Service Manager

Recovery Place Kent - NEW

Recovery Place Kent (RPK) is a community based, free-standing Behavioral Health facility dedicated to serving the most vulnerable of our community's residents and neighbors, those that need help and are unwilling or unable to seek it themselves. Services started in December 2019. RPK provides Psychiatric and Substance Use Disorder (SUD) evaluation and treatment to an involuntary adult population. Individuals who are at risk of harming themselves or others are evaluated by a Designated Crisis Responder, who then makes a referral to RPK.



As a free-standing Behavioral Health facility, RPK endeavors to make each of its thirty-two beds available to primarily King County residents, but also to residents in other counties, when possible. It is the first facility in Washington State to be given licensing, by the Washington State Department of Health, as a Co-Occurring facility, thus recognizing that individuals with behavioral health challenges, may experience issues with both Mental Health and Substance use.

Since its opening, RPK quickly filled its Evaluation & Treatment Psychiatric beds (restricted to sixteen beds) and remained nearly full ever since. However, its sixteen SUD beds have been more challenging to fill than expected. While the community continues to need a continuum of care for individuals with Substance Use Disorders, Western Washington Counties are challenged with developing the understanding of the mechanisms for detaining these patients in the Emergency Departments of area Hospitals.

Recovery Place Kent is quickly becoming an integral part of the King County Continuum of Behavioral Health care services.

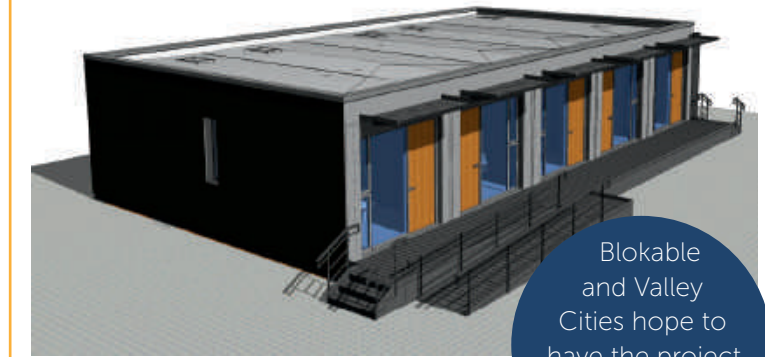


First Washington State Facility to be granted a Co-Occurring License for Evaluation & Treatment Services.

First Washington State Facility to be granted a Co-Occurring License for Secure Withdrawal Management Services. (SWMS)

-Richard Geiger -
Vice President/
Inpatient Services

Blokables



Blokable. 2020. Our Solution

Blokable and Valley Cities hope to have the project completed by late September.

Valley Cities has been a leader in providing transitional housing for South King County's homeless population. In continuing this mission, we are excited to launch the Blokable Project that will be an expansion to our Phoenix Rising facility which will offer 12 units of long-term housing for our community. This project will be the first of its kind in King County and will be an example of viable solutions for supporting our homeless crisis.

The Blokable Building System (BBS) is a comprehensive building system designed, engineered, and manufactured to consistently produce high-quality, low-cost, connected housing.

Each Blok in the system is a standardized, modular housing component assembled entirely in our manufacturing facility and designed to be stacked, combined, and connected to create prosperous communities (Our Solution | Blokable, 2020).

Bloks are currently designed to be assembled into 1-3 story communities and can be configured in a variety of ways, ours at Valley Cities will be single story that offers 12 units of long-term housing. The BBS structural steel frame and shear-wall system allows us to create wide open spaces for a comfortable and stylish living space for our valued clients. With each new Blokable unit, we strive to strengthen our community and build a better tomorrow.

-Nelson Rascon - Operations Manager- Housing

The Steven A. Cohen Military Family Clinic at Valley Cities

In March 2019, we celebrated the grand opening of The Steven A. Cohen Military Family Clinic at Valley Cities with significant support from the community, veterans service organizations, and local leaders. This clinic was the first Cohen Clinic to open with a major philanthropic gift through the support of Steven A. Cohen and Boeing Global Engagement. Our clinic received a second grant from The Boeing Company in September 2019.

In our first year, our team exceeded all budgeted goals by serving 774 veterans and military family members and providing over 5,000 clinical services. As of December, 2019, we have provided essential mental health services to over 1000 members of our military community. The Cohen Clinic at Valley Cities has received an overwhelming positive response from clients in our first year. According to the Client Experience Survey 98% of clients state that they were matched with an appropriate provider for their needs. Additionally, our clients routinely report significant improvement in mental health symptoms upon completion of services.

Additionally, we established a collaborative relationship with behavioral health leadership at Joint Base Lewis-McChord to support the referral of active duty family members and children to our clinic. We routinely work with local Veteran Centers, VA Clinics, and TriWest Healthcare Alliance to receive referrals directly from their teams. Our clinic director has partnered with organizations such as Permission to Start Dreaming Foundation to provide presentations to veterans and Onward to Opportunity as part of their program preparing service members and active duty families for transition out of the service. Furthermore, our team serves on several military community panels and planning committees with the VA, Washington State Department of Veterans Affairs, and South Sound Military & Communities Partnership. The clinic outreach manager conducts strategic outreach to continually build collaborative relationships with community providers, veteran service organizations, and local leadership across Washington. Finally, the Cohen Clinic at Valley Cities has a strong collaborative relationship with the Washington State Department of Veterans Affairs. Together, these relationships ensure that the clinic will be an important part of the community for many years to come.

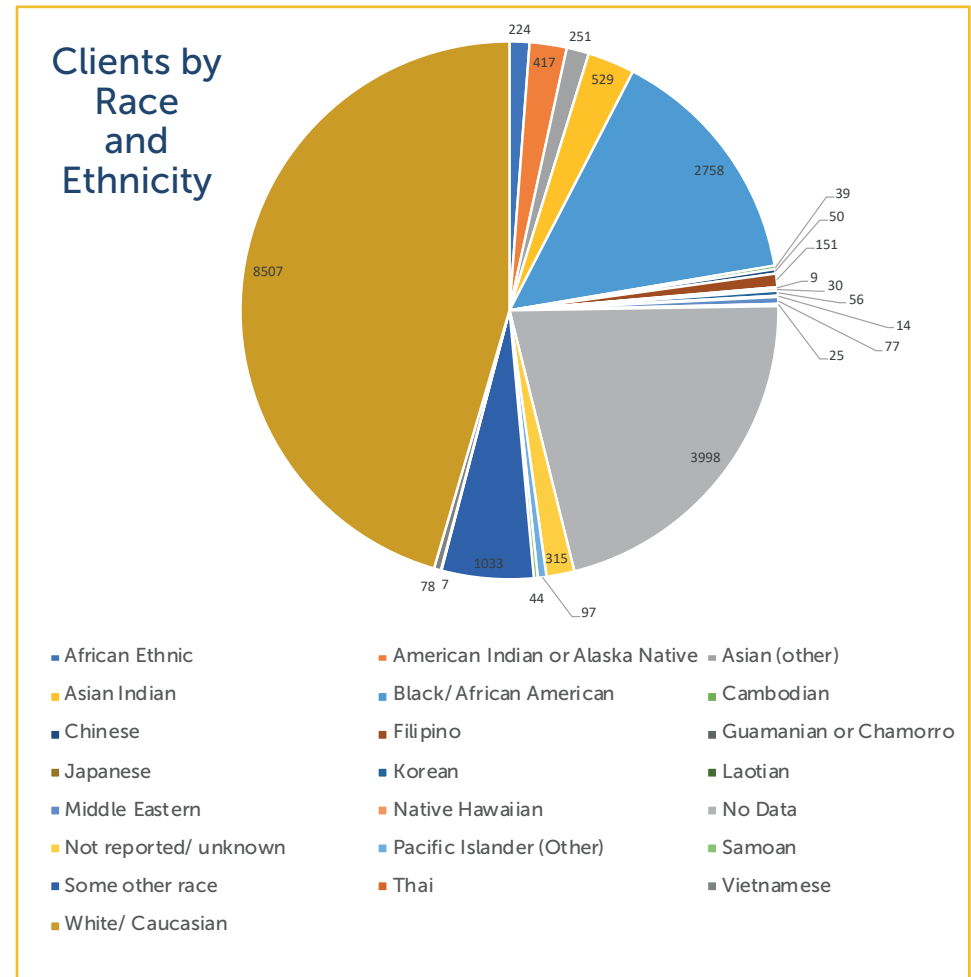
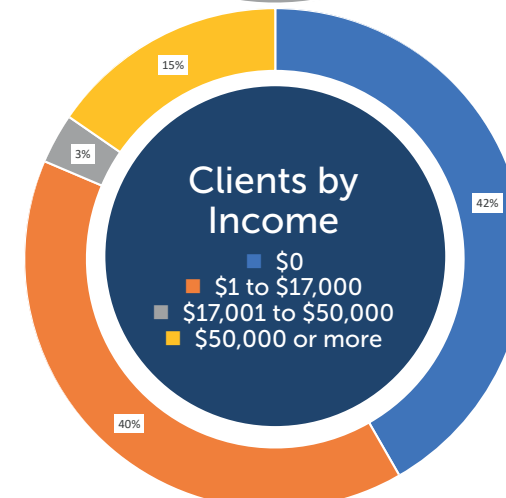
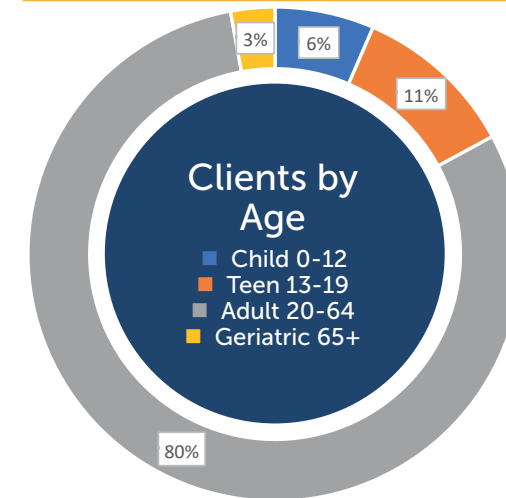
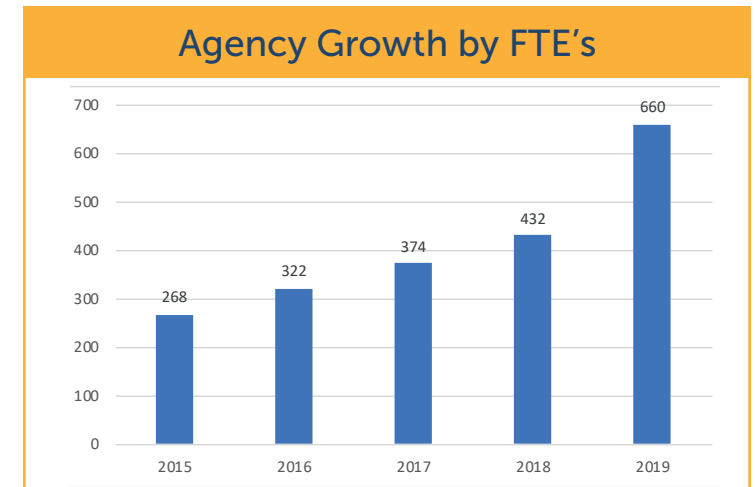
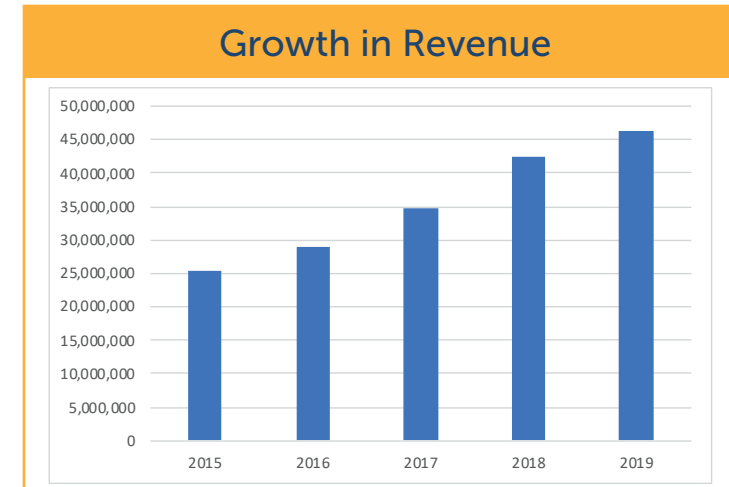
-Nichole Ayres, DSW, LICSW - Clinic Director

KEY STATS

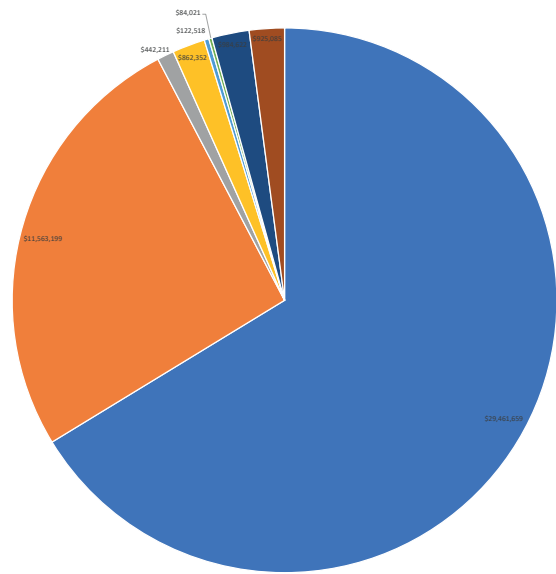
Serving 774 veterans and military family members and providing over 5,000 clinical services.

Provided essential mental health services to over 1000 members of our military community.

According to the Client Experience Survey 98% of clients state that they were matched with an appropriate provider for their needs.



Public Support & Revenues 2019



| | Net assets without donor restriction | Net assets with donor restriction | Total |
|---|--------------------------------------|-----------------------------------|---------------------|
| PUBLIC SUPPORT | | | |
| United Way | \$ 65,000 | \$ - | \$ 65,000 |
| Contributions | 17,434 | 1,647,280 | 1,664,714 |
| | 82,434 | 1,647,280 | 1,729,714 |
| REVENUES - Net client and third-party revenues | | | |
| King County prepaid health plan | 29,461,659 | | 29,461,659 |
| King County contracts | 11,563,199 | | 11,563,199 |
| Client and third party | 442,211 | | 442,211 |
| Local | 862,352 | | 862,352 |
| Medicare | 122,518 | | 122,518 |
| Medicaid | 84,021 | | 84,021 |
| State of Washington | 984,622 | | 984,622 |
| Other | 925,085 | - | 925,085 |
| | 44,445,667 | | 44,445,667 |
| Net assets released from restriction | 1,307,268 | (1,307,268) | - |
| TOTAL PUBLIC SUPPORT AND REVENUES | \$45,835,369 | \$340,012 | \$46,175,381 |

Total Expenses 2019

| | | | |
|--|---------------------|--------------------|---------------------|
| Salaries and wages | \$ 27,759,323 | | \$ 27,759,323 |
| Employee benefits | 3,948,735 | | 3,948,735 |
| Payroll taxes | 2,424,044 | | 2,424,044 |
| Total salaries/related expenses | 34,132,102 | | 34,132,102 |
| Professional fees | 508,927 | | 508,927 |
| Sub-contractor expenses | 316,063 | | 316,063 |
| Conference and training | 430,962 | | 430,962 |
| Travel and vehicle | 298,046 | | 298,046 |
| Insurance | 354,615 | | 354,615 |
| Supplies | 803,480 | | 803,480 |
| Interest expense | 399,549 | | 399,549 |
| Computer expense | 786,936 | | 786,936 |
| Telephone | 1,048,364 | | 1,048,364 |
| Postage and delivery | 100,812 | | 100,812 |
| Rent | 1,415,117 | | 1,415,117 |
| Furniture and equipment | 311,350 | | 311,350 |
| Depreciation and amortization | 1,371,388 | | 1,371,388 |
| Utilities | 350,905 | | 350,905 |
| Occupancy | 931,084 | | 931,084 |
| Printing/advertising | 184,469 | | 184,469 |
| Client assistance | 1,007,939 | | 1,007,939 |
| Clients – special needs | 189,821 | | 189,821 |
| Miscellaneous | 176,587 | - | 176,587 |
| TOTAL EXPENSES | 45,118,516 | - | 45,118,516 |
| CHANGE IN NET ASSETS | 716,853 | 340,012 | 1,056,865 |
| NET ASSETS, beginning of year | 23,889,574 | 675,163 | 24,564,737 |
| NET ASSETS, end of year | \$24,606,427 | \$1,015,175 | \$25,621,602 |

■ Largest expenditures

OUTPATIENT CLINICS:

Auburn

2704 'I' Street NE | Auburn, WA 98002

Bitter Lake

*New Location- Replacing Aurora and Lake City Clinics
929 N 130th ST., Suite 3 | Seattle, WA 98133

Enumclaw

1335 Cole Street | Enumclaw, WA 98022

Federal Way 1

1336 S 336th Street | Federal Way, WA 98003

Kent

325 West Gowe Street | Kent, WA 98032

Meridian

10521 Meridian Ave. N. | Seattle, WA 98133

Midway- Valley Cities @ HealthPoint

26401 Pacific Hwy S. | Des Moines, WA 98198

Pike Place

1537 Western Ave. | Seattle, WA 98101

Rainier Beach

8444 Rainier Avenue South | Seattle, WA 98118

Renton

221 Wells Ave. South | Renton, WA 98057

The Steven A. Cohen Military Family Clinic at Valley Cities

6103 Mt. Tacoma Dr. | Lakewood, WA 98499

INPATIENT FACILITIES:

Recovery Place- Seattle

1701 18th Ave. South | Seattle, WA 98144

Recovery Place- Kent

505 Washington Ave S | Kent, WA 98032

Locations

HOUSING:

Valley Cities Landing

2516 I ST. NE | Auburn, WA 98002

Valley Cities Place

3858 D Place SE | Auburn, WA 98002

Phoenix Rising

915 26th St. NE | Auburn, WA 98002

ADMINISTRATIVE ONLY:

Federal Way 2

33405 8th Ave. S Suite 200 | Federal Way, WA 98003

Kent 2

610 W Meeker St. | Kent, WA 98032

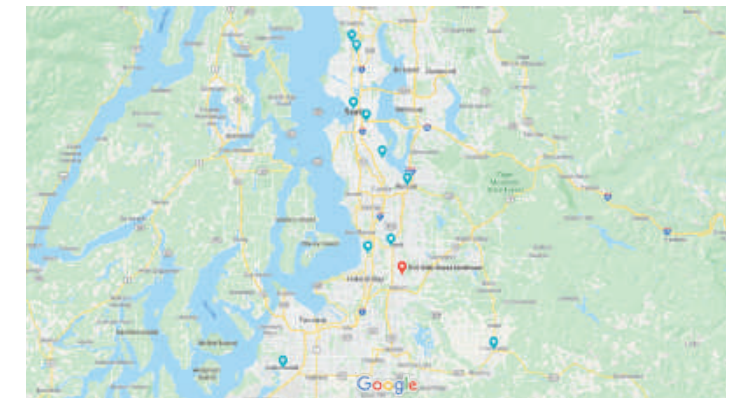
CLOSING LOCATIONS:

St. Vincent de Paul- Aurora*

(Services now provided at Bitter Lake location)
13555 Aurora Ave. N | Seattle, WA 98133

Lake City*

(Services now provided at Bitter Lake location)
12736 33rd Ave. NE | Seattle, WA 98125





OUR MISSION

Compassion.
Connection.
Community.



OUR VISION

VALLEY | CITIES
Behavioral Health Care
envisions healthy
communities where
every person can
achieve their fullest
potential.

(253) 833.7444
valleycities.org

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Behavioral
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