

# VALLEY | CITIES

Behavioral Health Care

# 2020 ANNUAL REPORT

COMPASSION. CONNECTION. COMMUNITY.

## CORE VALUES

*INNOVATION*

*DIVERSITY*

*BEST PRACTICES*

*PARTNERSHIP*

*CELEBRATION*

*ADVOCACY*

*WELLNESS*

*GROWTH*





Times of uncertainty test our will, our character, our integrity, our strength, and confront the best of us to quickly adapt and make bold decisions. So, it was in 2020. From a deadly pandemic to massive protests against racial inequality, to a tempestuous and divisive national election, we confronted a slew of challenges unprecedented in our lifetimes. Together, we remained resilient when pushed to the limits and beyond. With committed and hardworking staff, Valley Cities remained opened throughout the COVID-19 pandemic for the health and well-being of our communities that we serve. In 2020, we received over 183,300 calls in our Call Center; served over 21,560 clients and provided 801,750 services to people in our communities. Valley Cities quickly pivoted its way of thinking and doing business by changing strategies from "growth and being relevant" to "how do we survive this year and the next." Our focus was to sustain our workforce and uphold our mission and purpose: Compassion. Connection. Community. Despite all the challenges, I have witnessed incredible resilience, bravery, compassion, and transformation in the way we deliver care to clients and our community in response to the crisis.

Throughout the pandemic, we worked hard to quickly secure Personal Protective Equipment (PPE), cleaning supplies, COVID tests and technologies to adjust to the needs of clients and staff. COVID-19 safety precautions and

protocols were rapidly implemented agency wide to minimize the risk and exposure. We relaxed our attendance policy and allowed employees to telecommute if their position permitted them to do so. Infection Control team members implemented an internal COVID-19 dashboard to assist staff with the most up to date information.

Over the years in Behavioral Health, I have noticed my share of insurmountable difficulties. But no matter what the obstacles, we have always persevered. We have always united as a community, as partners to advance behavioral health care because we believe in it. It's who we are. It's what we do. We have innovated and paved the way for a better 2021. The talent, commitment, and hard work of our staff are unmatched, and the sum of our accomplishments are astounding. I am proud of what we've achieved this year with your partnership, and I am thankful for your sacrifices and contributions along the way.

This work would not be complete without our own evolution and solidified focus on equity, shared prosperity, and belonging. In doing so, we must embrace collaboration, meaningful partnerships, listen to the expertise on the ground doing the work, and invest in their voices with the hope and inspiration to do something better. We must reframe the way we see our role as a behavioral health provider in our community, which means we have more work to do. I know we will get this done together.

*Shekh Ali* – Shekh Ali, CEO

**CURRENT BOARD MEMBERS**

- Holly West- Board Chair
- Emily Parzybok- Vice Board Chair
- David Heineman- Secretary
- Tallman Trask- Treasurer
- Mike Ruff
- Rikki Evans
- Dan McDougall-Treacy

## Valley Cities Coming Up Program - Client Success

Brittany, a homeless young adult entered CUP (Coming Up Program, housing for 18-24 yr. old homeless youths) as an 18-year-old and for several years struggled with various unfulfilling jobs and training courses. Because of being blind, a birth defect she was born with, she struggled as she cannot drive, and job opportunities were limited to NILL.

Brittany powered through a program that offered training for visually impaired people. However, it was not a good fit for Brittany because it trained them in menial repetitive tasks that she found to be boring and not "very intellectually stimulating."

One day on a home visit Brittany asked me if she could share a song she had written, and I of course said yes. Then I was blown away and moved to tears by the pure talent pouring out of this young soul.

I am so grateful and proud that Brittany was motivated by her own love of music, and that she trusted her talent. Though she was sometimes discouraged by constant insinuations from others that she should conform and do "normal" things for folks with her disabilities, she insisted on following her bliss.

Last year, shortly after graduating from CUP she got accepted to a music camp run by former Pearl Jam members and was invited to join a new band they were forming. Britney is now a member their new band called Painted Shield. Painted shield dropped their first album on November 29th, and they performed on the Jimmy Fallon Show last fall.

The band was also featured in a Rolling Stone article where Brittany Davis, our prior client, is the "Seattle keyboardist and singer" they refer to in the quote below from the article.

*"Seven years ago, Pearl Jam's Stone Gossard linked up with former Pearl Jam drummer Matt Chamberlain for some instrumental demos. Now, the pair have reunited with some additional help from folk singer Mason Jennings and Seattle keyboardist and singer Brittany Davis to form Painted Shield. "*

-Kristine Dukes | Case Manager- Coming Up Program

All information was provided and written by Kristine Dukes.





## Leadership lessons in the time of COVID-19



When I took on the Director of Nursing position at Valley Cities in early 2019, I knew there would be challenges. During the first year on the job, I was excited about the opportunity to help open Recovery Place Kent, learn more about the medical detox side of SUD treatment, and get to know so many wonderful new colleagues. Then the pandemic hit, and everything changed. We found ourselves scrambling to stock up on PPE, planning contingencies for COVID outbreaks, checking Department of Health and Center for Disease Control and Prevention updates daily, and reassuring staff and clients that we were doing everything possible to keep everyone safe. It was during 2020 that I truly felt humbled and in awe of the amazing people who work for Valley Cities.

Standout lessons learned during the pandemic include transparent and clear team communication, planning and preparation, and the understanding that each person on the team has different needs and concerns during times of crisis. Communication within site teams when there was a report of any potential exposure had to be timely, along with deep cleaning requests and regulatory reporting responsibilities. Our Purchasing department explored every potential venue for acquiring PPE, including some unconventional sources like hand sanitizer created by a local distillery. Development was able to coordinate thousands of donations of masks, and many individuals throughout the agency donated handmade cloth masks to add to the cause.

As an agency that values trauma-informed care, we saw teammates supporting each other more than ever. We recognize that the pandemic caused a dramatic increase in stress. Staff members have endured added pressure and concerns about the mental, physical, and financial health of loved ones, clients, and themselves. Everyone's situation is different, from home-schooling responsibilities to caring for vulnerable family members, no one could have predicted how day-to-day life would change. Yet Valley Cities staff persisted to find new ways of delivering care, from telehealth, to social distancing in clinics, to learning proper donning and doffing of PPE at Recovery Place Kent. Valley Cities staff modeled resiliency, courage, and flexibility in a year unlike any other.

-Christina Petty | Director of Nursing



## Courage of our Workforce During COVID-19 and 2020 Changes

The COVID-19 pandemic has dominated our focus this year; it has changed the way we live, work, and interact with others. Valley Cities hired over 150 employees and maintained a workforce close to 600 in 2020. The challenges we faced this year at work were met with a strong, sustained commitment by Valley Cities' dedicated staff. We adapted to remote work, telehealth, and using technology to keep providing our clients with quality care. As an organization, we provided essential services to the community at a time when they needed it most. Many of our staff continued to work in the office or clinic setting, being exposed to more risk. Valley Cities staff are true essential workers who continued to help our clients in need. Our courageous staff truly care, spending a lot of time reaching out to our clients, checking in on family and friends, and trying to maintain equilibrium during this enormously challenging time for our community and the world.

In 2020, Valley Cities avoided a mass layoff and cuts to compensation/benefits, which has not been the case at other local agencies. In addition, we have retained our benefits packages, which included annual 3% salary increases, longevity bonuses and PTO cash outs (which were very popular this year). With the increase to health benefits costs, the agency has absorbed the \$1.0 million cost to avoid passing it on to the staff. To further acknowledge our gratitude and appreciation for our workforce, we were able to provide the Year-End bonus. We also gave our staff \$25.00 Visa and Costco gift cards for the holidays. Though the year ahead may be filled with challenges – 2021 will also be a year of finding opportunities, taking care of our families, showing compassion for our team members, and finding solutions for our clients. Keeping sight of all the positives will help us navigate what the future has in store.

"I am tremendously grateful for the courage of our workers, who are risking their own health for the safety of our clients and our communities." – Shekh Ali, CEO







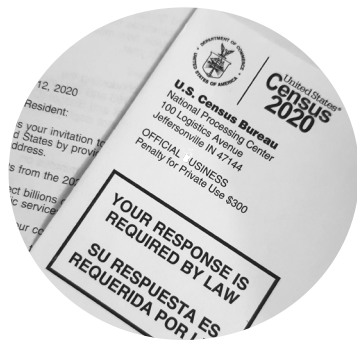
## One-Year Anniversary for Recovery Place Kent

A year ago, Recovery Place Kent accepted its first client on December 10, 2019, and has had 682 admits in 2020! Our Vice President of Inpatient Services, Richard Geiger, came on board in May 2020 and has taken a lead with the Washington State Hospital Association in continuing to present Recovery Place Kent as the first dually licensed provider in Washington, specifically as it applies to Ricky's Law for safe involuntary treatment for substance use disorders. Recovery Place Kent is also the only dual licensed facility in Washington State to have transitioned into providing integrated co-occurring care. Richard's consistent message: "RPK has been a significant addition to our community's behavioral health needs. We continue to be a leader in the development of Co-Occurring treatment, with our ability to seamlessly provide both SUD and Psychiatric treatment." The approval of Pyxis medication dispensary allowed us to open for Secure Withdrawal Management System (SWMS) clients and the Medication-Assisted Treatment and Community Health (MATCH) team to provide clients with Care Navigator services for optimal discharge coordination. With our completion of a courtroom video setup, we significantly increased efficiency on presenting cases, and we receive positive feedback from the court stating that RPK is great at connecting by video and phone; staff are friendly and accommodating; very responsive.



## Recovery Place Seattle Up and Running Throughout COVID-19 Crisis

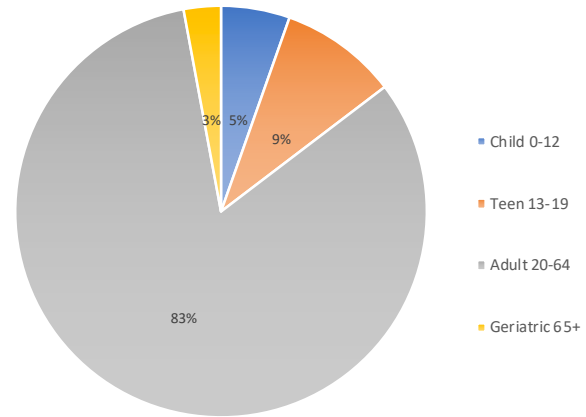
In January 2020, we hired a new director of Recovery Place Seattle (RPS) who made a direct impact by increasing the RPS census. In May, we had to reduce the census cap to accommodate for COVID-19 social distancing. Plans were being put in place to increase the census by shifting the setting of the rooms to allow for better placement of beds to accommodate social distancing. The Recovery Place Seattle Detox team began accepting self-referrals, with a phone screening process that increased access to services, and therefore improve census. Due to better workflow, Inpatient Residential Services saw an impressive increase in the census. Throughout 2020, the Recovery Place Seattle team provided treatment and services to 3,353 individuals!



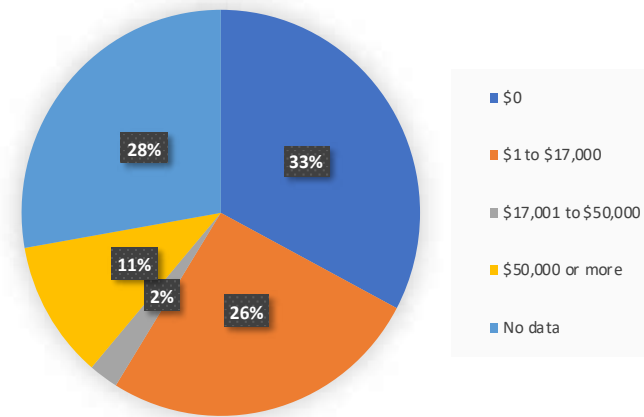
*"I would like to acknowledge the DEI Committee's effort setting a very significant awareness, provoking us to think very hard about our values, words and actions. Furthermore, you have very effectively caused VC leadership to commit to a greater engagement. All this would not have been possible without the power of your voice. Thank you!" – Shekh Ali, CEO.*

2020 accelerated conversations about diversity, equity, and inclusion across our nation, in our communities and within Valley Cities. As a testament to Valley Cities' commitment to creating a diverse workforce and an inclusive and equitable work environment, we created a Diversity Equity Inclusion (DEI) Committee. The Committee is led by Valley Cities' new Director of Human Resources, La Sonia Holmes. Valley Cities started work on a Cultural Competency and Diversity Plan for the organization that is in alignment with the National Culturally and Linguistically Appropriate Services (CLAS) Standards. The mission of the DEI Committee is to make clear the requirement for all staff to be open to different ideas and cultures - this means listening to each other, treating each other fairly, being inclusive, and valuing different perspectives. The Committee will work to provide a common framework to value, encourage, and support a diverse and inclusive workforce for all employees of Valley Cities.

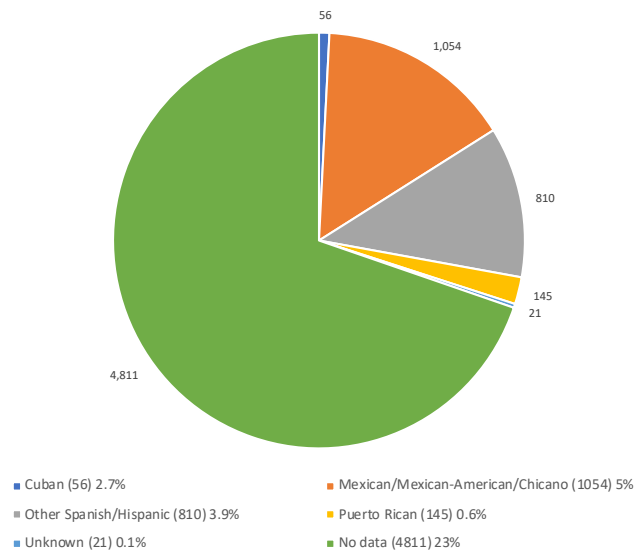
### Clients by Age



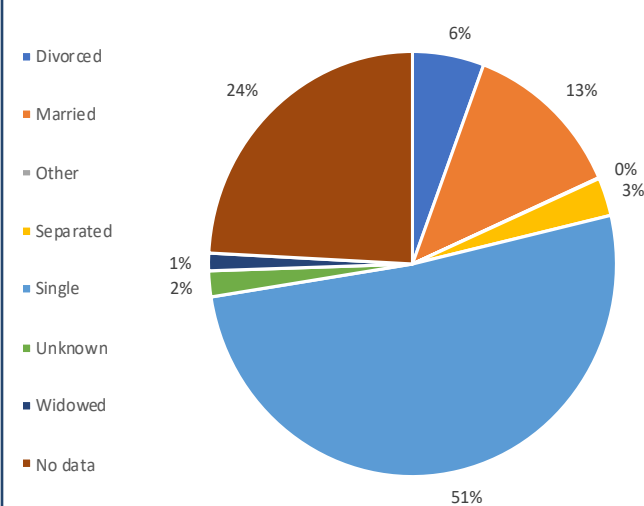
### Clients by Income



### Clients of Hispanic Heritage



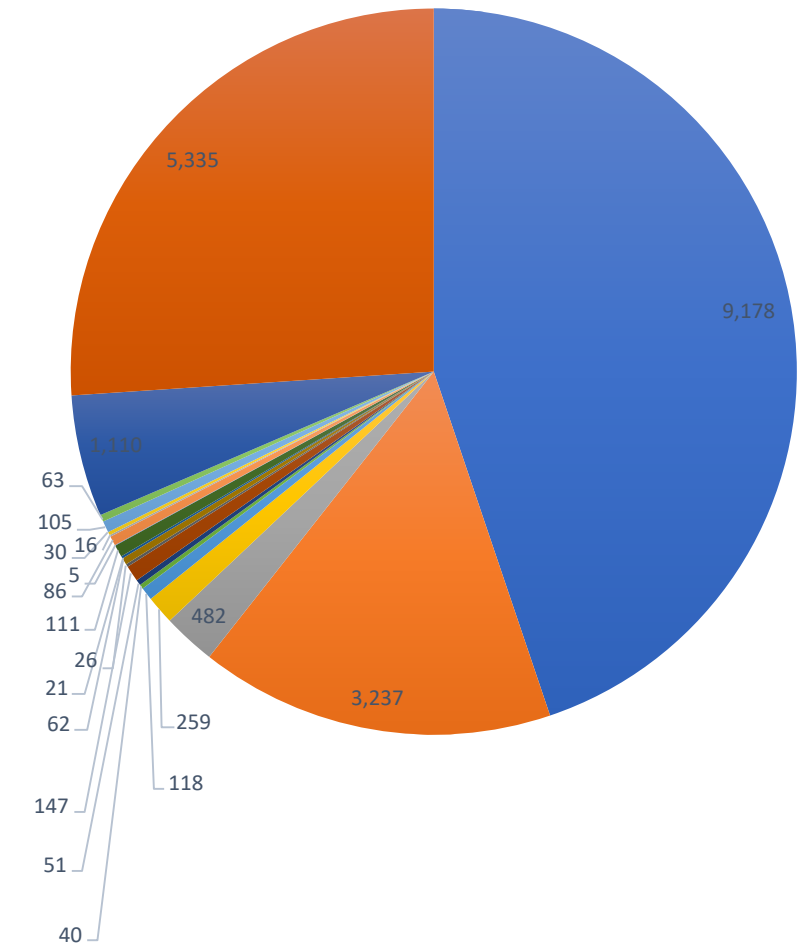
### Clients by Marital Status



### Client Demographics

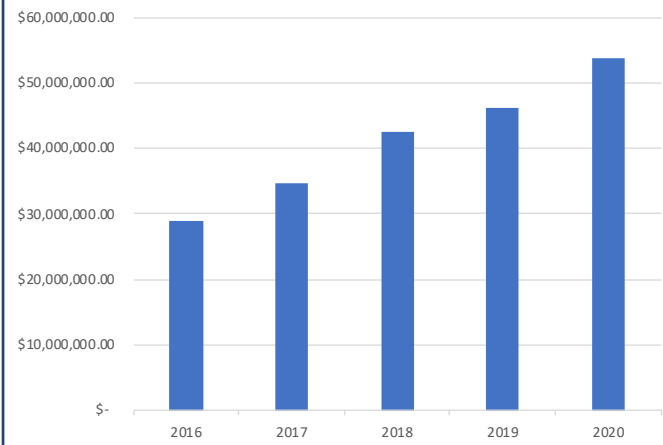
In 2020, the number of clients who identified as having Hispanic heritage was 6,879 individuals.

- White/ Caucasian (9,178) 44.2%
- Black or African American (3,237) 15.6%
- American Ind./Alaska Native (482) 2.3%
- Asian/Other (259) 1.2%
- Asian Indian (118) 0.56%
- Cambodian (40) 0.19%
- Chinese (51) 0.24%
- Filipino (147) 0.7%
- Japanese (26) 1.2%
- Korean (62) 0.29%
- Laotian (21) 0.1%
- Middle Eastern (111) 0.5%
- Thai (5) 0.02%
- Vietnamese (86) 0.4%
- Guamanian or Chamorro (16) 0.07%
- Native Hawaiian (30) 0.14%
- Pacific Islander/ Other (105) 0.5%
- Samoan (63) 0.3%
- Other Race (1,110) 5.3%
- No Data/not reported (5,592) 26.9%

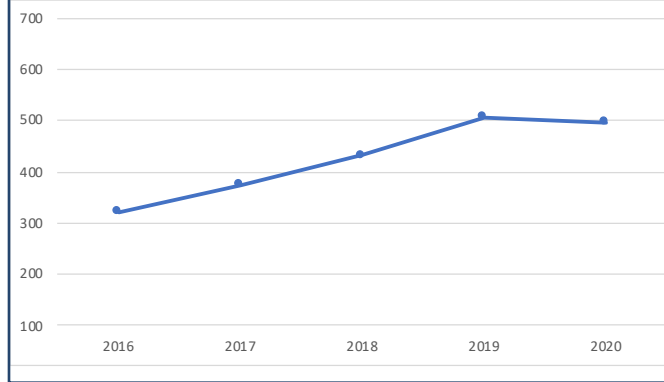




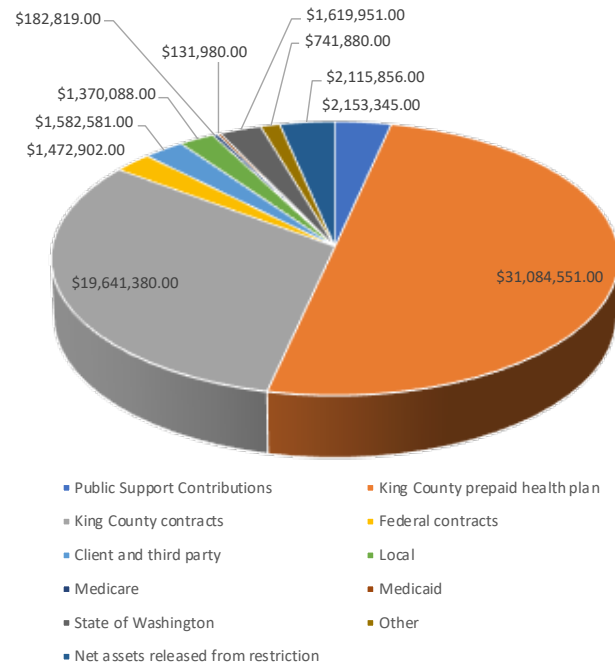
### Growth in Revenue



### Agency growth by FTE's



### Public Support & Revenues 2020



### Total Expenses

Salaries and wages	\$34,845,986
Employee benefits	\$4,586,947
Payroll taxes	\$3,058,139
Professional fees	\$443,328
Sub-contractor expenses	\$324,208
Conference and training	\$274,771
Travel and vehicle	\$116,129
Insurance	\$445,182
Supplies	\$1,352,550
Interest expense	\$369,849
Computer expense	\$926,347
Telephone	\$1,234,001
Postage and delivery	\$104,611
Rent	\$1,409,629
Furniture and equipment	\$207,642
Depreciation and amortization	\$1,515,616
Utilities	\$406,137
Occupancy	\$1,098,769
Printing/advertising	\$171,841
Client assistance	\$873,773
Clients- special needs	\$68,823
Miscellaneous	\$57,208
<b>Total Expenses</b>	<b>\$53,891,486</b>

### OUTPATIENT CLINICS:

#### Auburn

2704 'I' Street NE | Auburn, WA 98002

#### Bitter Lake

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 @ Neighborcare Health

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

### 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

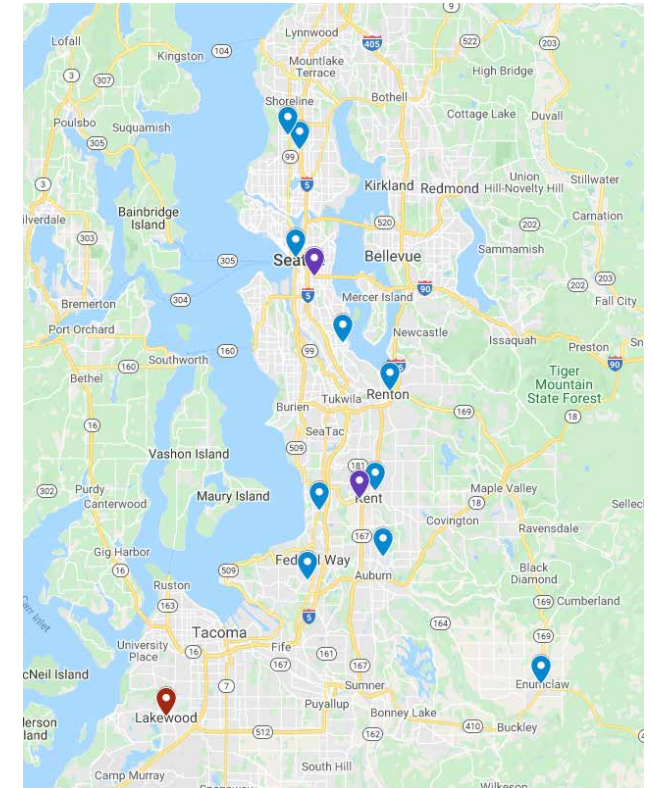
### ADMINISTRATIVE ONLY:

#### Federal Way 2

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

#### Kent 2

610 W Meeker St. | Kent, WA 98032



A person stands on a large rock in the middle of a calm body of water at sunset. The sky is filled with colorful clouds in shades of orange, yellow, and blue. The person and the sunset are perfectly reflected in the still water. The overall mood is peaceful and contemplative.

VALLEY | CITIES  
Behavioral Health Care

COMPASSION.

CONNECTION.

COMMUNITY.

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