

# VALLEY CITIES

Behavioral Health Care

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*Compassion.*

*Connection.*

*Community.*

***Annual Report  
2021***

[www.valleycities.org](http://www.valleycities.org) | 253.833.7444



# A Year of Challenges, Changes, and Continued Service to Our Community

We started 2021 knowing it would be a challenging year. We knew the uncertainty of 2020 was going to linger on, and it did. The vaccine rollout began early in the year, which generated much hope as well as uncertainty about its availability, safety, and efficacy. As vaccines became more widely available, they were then mandated for all healthcare workers, adding another level of commitment and dedication from all Valley Cities staff. I am grateful and proud to report we made it through the vaccine mandate with 98% of our staff fully vaccinated. We successfully partnered with Genoa Pharmacy (co-located at two of our clinics) to offer vaccines for staff as well as clients.

Having made it through the spring, we were optimistic and hoped to soon have the COVID-19 pandemic behind us. Unfortunately, as the year progressed, we learned that the pandemic would not resolve so simply. We also had to face a heatwave, wildfires, and a deeply divided political climate. In response to the horrifying incidents of racial violence witnessed during the past year, Valley Cities redoubled its efforts to implement our strategic plan for diversity, equity, and inclusion (DEI). Our role as a behavioral health care provider includes not only treating the people we serve in our agencies but also advocating for those who need care in our community.

*“We knew we would have to make meaningful, transformative changes to ensure Valley Cities continues to provide quality care to the people and communities we serve.”*

Throughout the year, Valley Cities has been working at the center of a national behavioral health crisis that has been caused by lingering uncertainty, grief, loss, and residual trauma from the ongoing COVID-19 pandemic. As an organization, we knew we would have to make meaningful, transformative changes to ensure Valley Cities continues to provide quality care to the people and communities we serve. This year, we spent countless hours advocating for increased Medicaid reimbursement rates and for additional COVID-19 relief funding. We continued to build on the new King County Medicaid reimbursement system introduced in 2020, and we continued to improve our data-driven approach to increasing revenue and maximizing client outcomes.

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We continue to make telehealth services meaningful, and we expanded access to telehealth by adding individual and group telehealth technology to our clinics. We continue to make the most of what we can control and the resources that we have. Despite the rapidly rising cost of doing business, Valley Cities was able to give all staff a 3% raise in late 2021, in addition to their annual raise. We recognized Juneteenth as a national holiday and a paid Valley Cities holiday. Despite all these challenges, Valley Cities sits among the biggest and best behavioral health care providers in King County.

I acknowledge that 2021 was not easy, but we made it through! I want to thank all who volunteered their time this year, and I thank everyone who donated to support Valley Cities. We could not do this work without you. I also want to thank our many community partners. Thank you for your continued support. Thank you for caring about the mental health and wellbeing of so many families and individuals in our community.

I am optimistic about the future, and I can tell you that Valley Cities is well-positioned to take on whatever challenges this next year brings.

Sincerely,

*Shekh Ali*

Shekh Ali  
CEO



**2021**

BY THE NUMBERS



WE ASKED...

# “What made you want to serve on the Valley Cities Board of Directors?”

THE BOARD ANSWERED...

**Holly West**  
Board Chair

“It is important to work on the stigma surrounding mental health and drug and alcohol issues, so people aren’t hiding in the shadows – so they are talking about these issues as commonly as any other kind of health issues.”

“At every place I have worked, I felt proud to be part of the organization and its mission. Yet with Valley Cities, that feeling was most profound, and in my retirement, here I am serving on the board. This is a challenging and exciting time for those of us in the world of behavioral health care.”

**Dan McDougall-Treacy**  
Vice Chair

**Tallman Trask**  
Treasurer

“Too often, behavioral healthcare needs go unmet. But these needs are critically important and make all the difference in people’s lives. We must ensure that where people need help, support, and care, that it is available and accessible.”

“I want to impact change within a community that I was and still am a part of. I want to use my advocacy skills as well as my personal experiences to create systematic change.”

**Rikki Evans**  
Secretary

**Jennifer  
Harjehausen**

"I understand the significant need for and importance of access to behavioral health services. I love supporting this work in our communities - especially as it applies to increasing opportunities for all."

"I want to make a difference in my community and throughout South King County, and I so appreciate the hardworking employees of Valley Cities."

**Teresa  
Curry**

**Mark  
Fordham**

"I have a strong interest in the provision of quality mental health services. The need is extensive, and the opportunity to improve the community is great."

"Improving and expanding behavioral health and addiction care is crucial for our community. As a practicing clinician, I have firsthand experience with this. I am on the Valley Cities board with the goal of continuing to expand access to quality and timely care for those in need."

**Jesse  
Goldner**

**Francis  
Mercado**

"Over the years, I have been working with Valley Cities throughout our shared communities in South King County. I am impressed with the dedication of Valley Cities and the mission to improve the health of individual clients as well as the greater community."

"As a Probation Officer, I worked closely with Valley Cities over the years. I have always appreciated their goal of providing excellent service and support by working with various partners for the betterment of those in our community."

**Alex  
Sheehan**

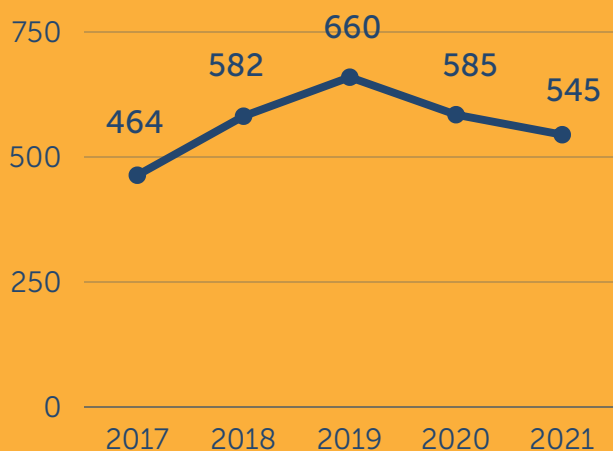
# Workforce Development During COVID-19

Despite the ongoing COVID-19 pandemic, the rise in opiate overdoses, and the national record-breaking number of worker resignations in 2021, our Valley Cities team has continued to provide excellent client care.

Filling open staff positions while the need for community care rose in 2021 was a major challenge, but we began to see improvements in hiring during August. We continued to improve the Valley Cities working environment based on staff feedback. Recruiting and retention for mental health and substance use professionals must remain our top priority.

Valley Cities management responded to staff requests for increased transparency, and we now conduct monthly town halls where all staff are welcome to talk directly with the leadership team. We also send out monthly intra-agency updates so that staff are kept abreast of upcoming changes in the organization. Finally, whenever possible, Valley Cities has offered raises, bonuses, and increased benefits to staff.

## Agency Growth in FTEs



Valley Cities saw steady growth in staffing until the COVID-19 pandemic. The pandemic led to unprecedented resignations, difficulty filling open positions, and massive financial burden placed on safety net healthcare agencies, leading to an inability to match client needs with available staff and programming.

Valley Cities' staff has been doing amazing work to care for clients during this tumultuous time, and we began to see an increase in new hires in August 2021. We are excited to see our staffing continue to grow throughout the year.

# Valley Cities Re-Commits to DEI Efforts

With the rise in hate crimes against Asian-Americans, ongoing police brutality targeting communities of color, and the deep-rooted systemic inequities in our healthcare system, Valley Cities re-committed in 2021 to our Diversity, Equity, and Inclusion (DEI) efforts.

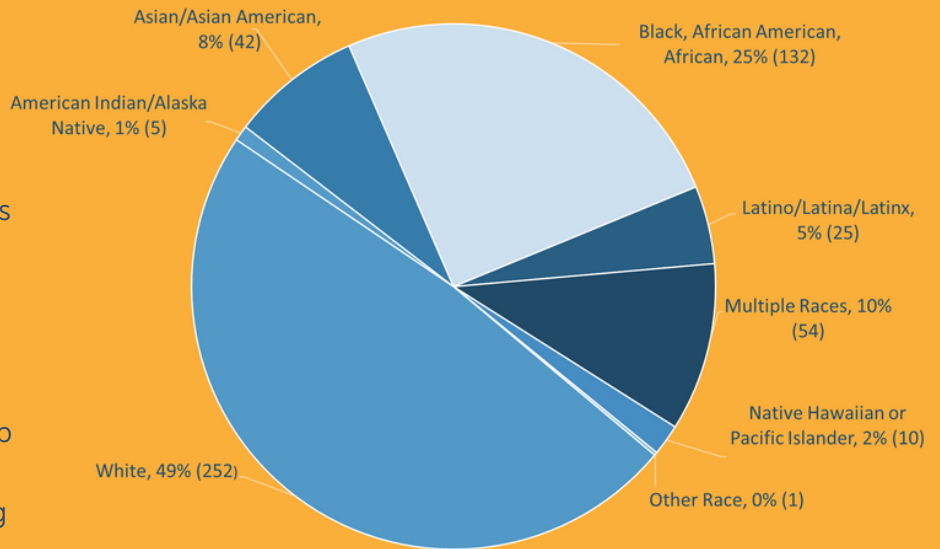
Valley Cities’ leadership, in partnership with our DEI committee, created a DEI Strategic Plan outlining goals and objectives to guide our equity improvement efforts, developed in accordance with the Culturally and Linguistically Appropriate Services (CLAS) Standards from the US Department of Health and Human Services. This plan is reviewed monthly to determine interventions that align with our objectives.

Valley Cities also offered multiple DEI trainings for leadership and staff and added two interview questions to our hiring process intended to decrease bias. Improving DEI is an ongoing process. It is integral to providing quality, equitable services and creating a culture of communication and openness in our clinics. We look forward to continued progress in the years to come. Our workforce must reflect the rich diversity of the communities we serve.

## Valley Cities Staff Diversity

Creating a healthy, inclusive workforce that welcomes staff from all backgrounds has always been a goal here at Valley Cities.

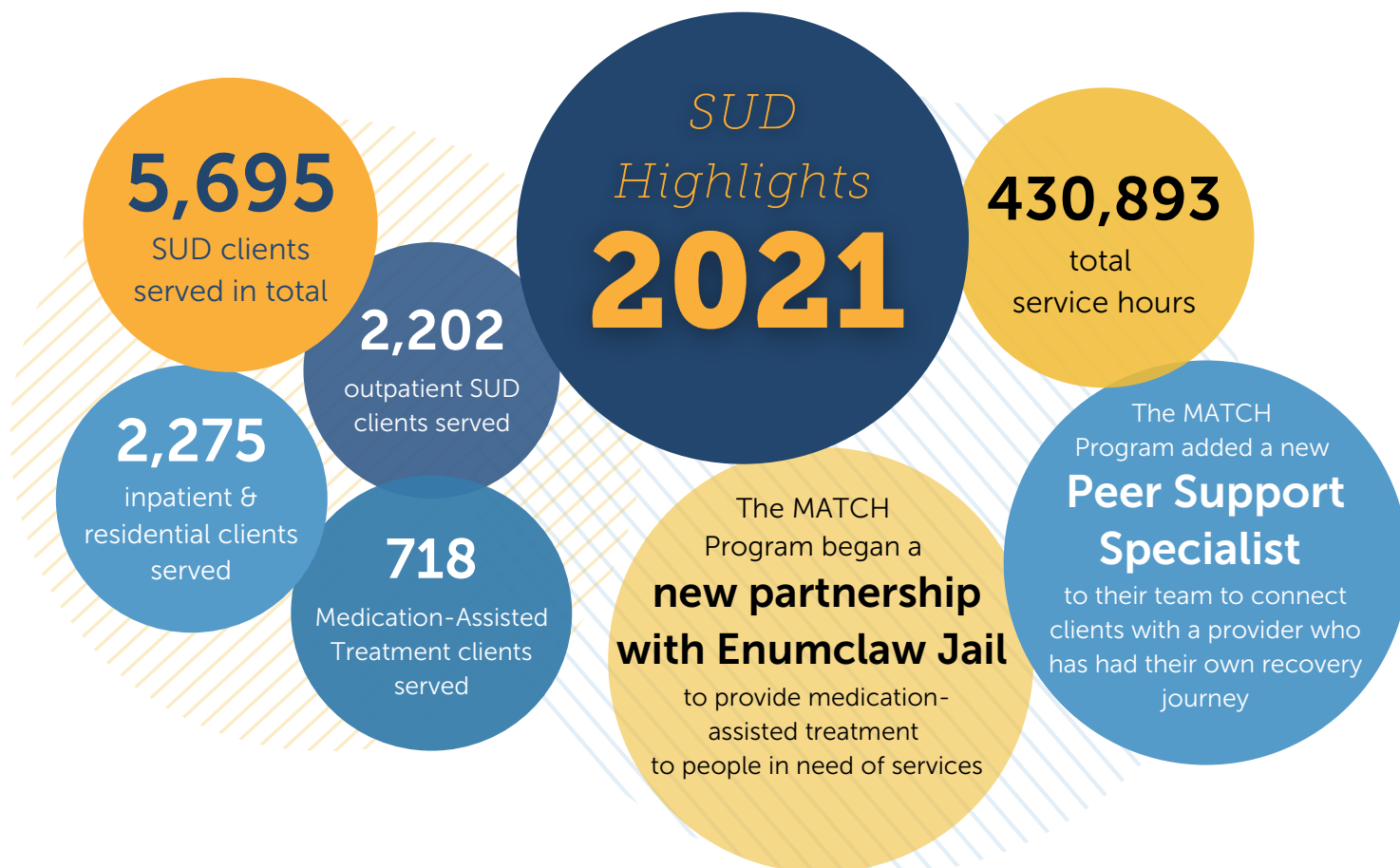
This chart shows the diverse racial and ethnic backgrounds of Valley Cities employees. The racial and ethnic makeup of our staff reflects the diversity of the clients we serve in Seattle and south King County.



# Substance Use Disorder Services

In behavioral health, we face an immense task in the form of the opioid epidemic. In 2021, opiate overdoses continued to rise. This year, King County saw 719 overdose deaths, a new record high and a 40% increase over 2020. Substance use treatment work has always been very labor intensive, and it has become even more difficult as the COVID-19 pandemic gives rise to increased and worsening substance use in our communities.

Each and every staff member is critical to the operation and success of the Valley Cities' SUD treatment facilities and programs. These include Recovery Place Seattle, Recovery Place Kent, the Medication-Assisted Treatment and Community Health (MATCH) Program, and outpatient programs including groups and one-on-one counseling. In 2021, Valley Cities' SUD staff did an incredible job stepping up to the challenges of the growing substance use disorder epidemic and opiate crisis.





# Housing Programs

The goal of the Valley Cities Housing programs is to provide safe, permanent supportive housing through case management focused on housing stability and based on needs of the families and individuals.

Program services support housing participants in maintaining stable housing; maximizing mainstream supports and entitlements; making linkage to mental health and supported employment services; and connecting to community services. Housing stability plans are driven by family and individual voice and choice.

## 2021 Achievements

162

homeless households provided with permanent supportive housing

75%

of residents graduated to stable, permanent housing, despite the challenges of COVID-19

12

modular housing units opened in Auburn, in partnership with Blokable. These units have been at 100% occupancy since opening.

\$78k

in eviction prevention and move-in assistance funds distributed to 68 households, thanks to a grant from the City of Auburn and the Housing Stability Project.

\$18k

per month in emergency housing vouchers from King County Housing Authority, Seattle Housing Authority, and Renton Housing Authority for homeless clients and their families.



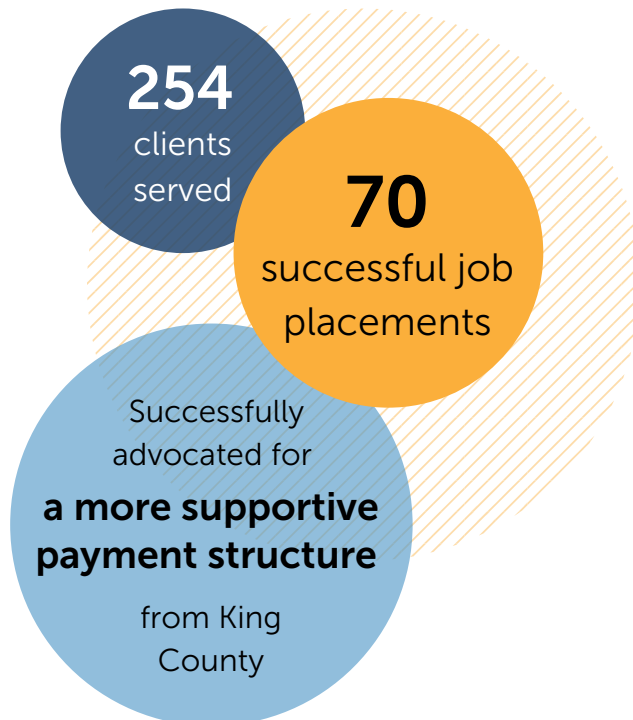
12 of our units at Valley Cities Landing are reserved for veteran housing.

Our new, standalone modular housing serves households at 30-50% of area median income.

# Supported Employment

The Supported Employment program uses the evidence-based Individual Placement and Support model to help clients find and retain competitive employment in their field of choice. Valley Cities operates one of the largest behavioral health supported employment programs in King County, with a team of vocational specialists and Certified Work Incentive Planners to help clients build job search skills, match them with well-fitting job opportunities, and assist them with retaining employment.

Despite Valley Cities staffing shortages of up to 50% at times, the Supported Employment team accomplished a lot this year:



## Success story: Allie H.

Allie, a 39-year-old single mom with Tourette's syndrome, came to Valley Cities 4 years ago. Her tics and other symptoms caused interpersonal difficulties at work, and she often felt that she missed out on opportunities because of them. When the COVID-19 pandemic struck, she lost her job and enrolled in the Supported Employment program.

The program provided Allie with concrete supports like skills coaching, rides to job fairs and interviews, and information about assistive technology, but she says what helped her the most was her vocational specialist's consistent encouragement and support.

*"I'm actually making forward progress in my life for the first time."*

Allie found a job working outdoors, which she loves and has now retained for a full year. The position utilizes her education and has allowed her to buy her own tiny house, a major step towards increased independence and stability.

She has worked incredibly hard, but she gives much of the credit to the Supported Employment program, saying, "I'm actually making forward progress in my life for the first time because of [my vocational specialist's] support."

# Youth and Family Services

Despite challenges including significant increases in community need, risk of suicide and self-harm in youth, and stress for staff, as well as difficulty hiring and retaining team members due to COVID-19 and the "Great Resignation," Valley Cities had remarkable achievements this year, which included providing over 46,000 total youth service hours. Three of our youth programs include:

## *The School-Based Program*

provides highly accessible counseling services, referrals, and psycho-education on site in schools in Auburn, Federal Way, and Kent, as well as virtually during remote instruction.

- **30** schools served
- **321** youth received services
- **402** hours of billable services provided
- **8.0** FTE added to new contract with Federal Way Public Schools
- **\$175k** grant from the Office of the Superintendent of Public Instruction

*"I am advocating for myself at home and at school. I made some new friends. I am in a much better place."*

- SCHOOL-BASED CLIENT

## *Wraparound/WISE*

leverages both professional and natural supports to keep high-needs youth in their communities through a coordinated team planning process.

- **132** families served
- **Expanded contract** with Washington State Health Care Authority (HCA) to serve American Indian and Alaska Native youth and families
- **Increased case rate** and reduced administrative burden successfully negotiated with HCA and managed care organizations
- **Provided trainings** to attorneys, court appointed special advocates, social workers, and judges regarding the program model and benefits
- **Developed new** assessment tool and team training processes

## *Real Talk for Teens*

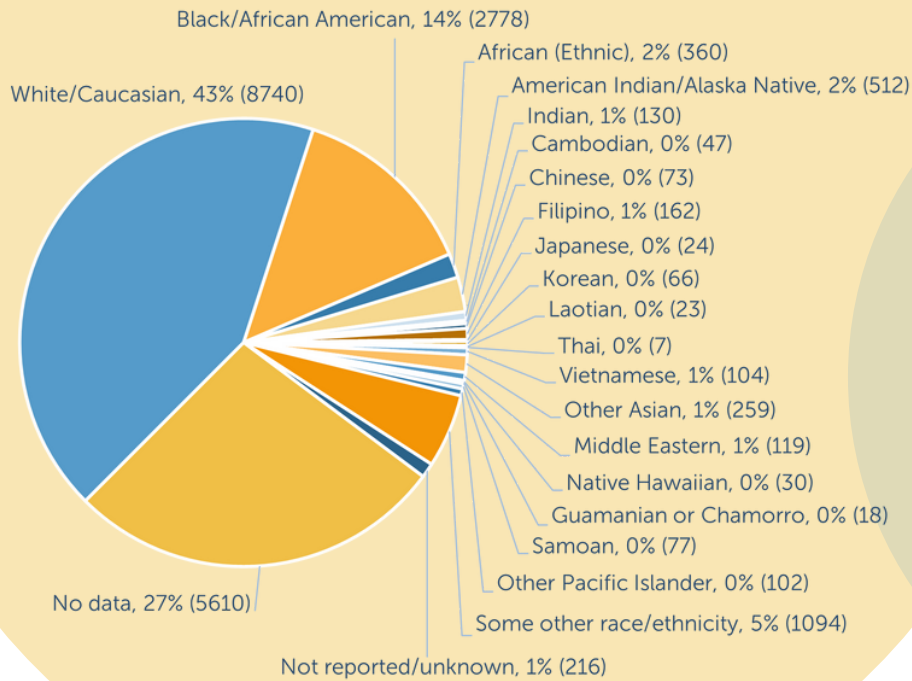
is a support group, psycho-education, and mentoring program serving primarily LGBT+ youth, especially transgender and gender nonconforming youth, from middle school to age 24.

- **9** schools served in Kent and Federal Way
- **58** youth served
- **671** hours of services provided
- **67%** of participants were youth of color
- **51%** of youth served were transgender or nonbinary

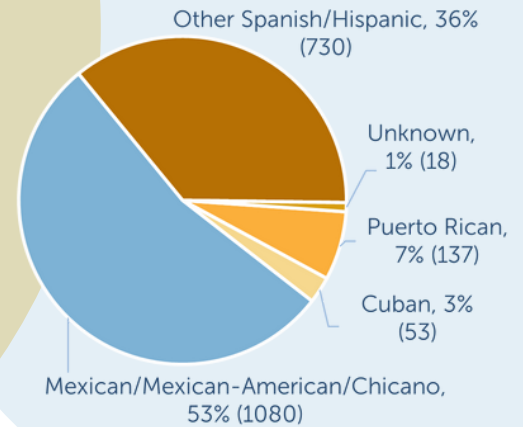
*"I was always supported... and I was constantly reminded of how important I am and how important my emotions are."*

- REAL TALK PARTICIPANT

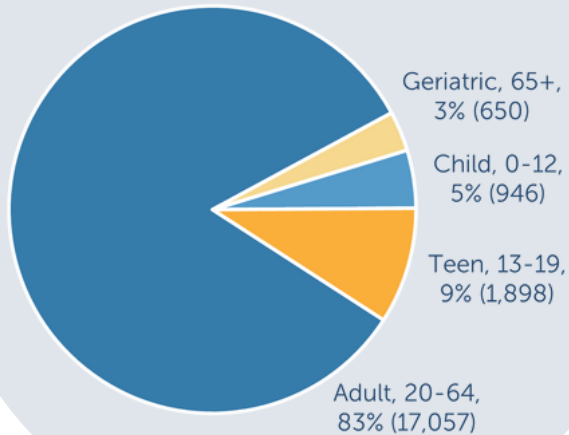
### Clients by Race and Ethnicity



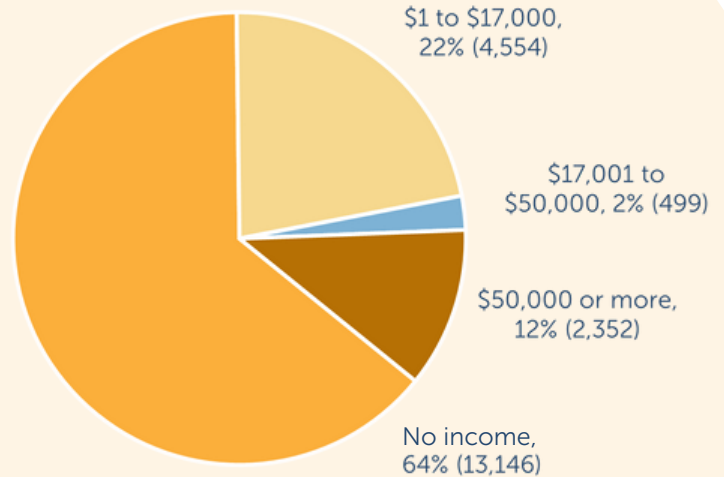
### Clients of Hispanic Heritage



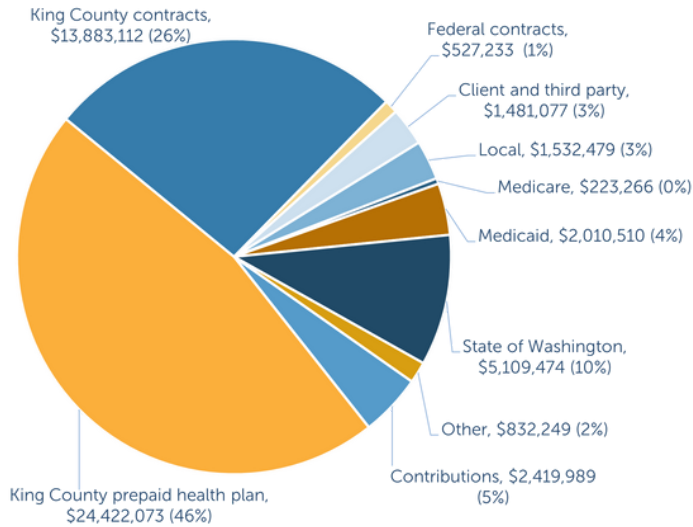
### Clients by Age



### Clients by Income



## Public Support & Revenues 2021



	Net assets without donor restriction	Net assets with donor restriction	Total
<b>PUBLIC SUPPORT</b>			
Contributions	\$56,928	\$2,363,061	\$2,419,989
<b>REVENUES</b>			
King County prepaid health plan	\$24,422,073		\$24,422,073
King County contracts	\$13,883,112		\$13,883,112
Federal contracts	\$527,233		\$527,233
Client & third party	\$1,481,077		\$1,481,077
Local	\$1,532,479		\$1,532,479
Medicare	\$223,266		\$223,266
Medicaid	\$2,010,510		\$2,010,510
State of Washington	\$5,109,474		\$5,109,474
Other	\$832,249	-	\$832,249
<i>Subtotal</i>	\$50,021,473		\$50,021,473
Net assets released from restriction	\$1,700,716	(\$1,700,716)	-
<b>Total public support and revenues</b>	<b>\$51,779,117</b>	<b>\$662,345</b>	<b>\$52,441,462</b>

## Total Expenses 2021

Salaries and wages	\$32,313,623
Employee benefits	\$4,364,182
Payroll taxes	\$2,877,167
<i>Total salaries and related expenses</i>	<i>\$39,554,972</i>
Professional fees	\$302,021
Sub-contractor expenses	\$372,327
Conference and training	\$230,205
Travel and vehicle	\$83,781
Insurance	\$502,939
Supplies	\$1,061,018
Interest expense	\$376,446
Computer expense	\$600,268
Telephone	\$990,080
Postage and delivery	\$110,349
Rent	\$1,617,224
Furniture and equipment	\$205,143
Depreciation and amortization	\$1,555,367
Utilities	\$435,470
Occupancy	\$988,209
Printing/advertising	\$113,008
Client assistance	\$776,081
Clients—special needs	\$53,281
Miscellaneous	\$57,666
<b>Total Expenses</b>	<b>\$49,985,855</b>

## Change in Net Assets

Net assets, beginning of year	\$31,711,593
Total public support and revenues	\$52,441,462
Total expenses	\$49,985,855
Change in net assets	\$2,455,607
<b>Net assets, end of year</b>	<b>\$34,167,200</b>

## To our generous community: thank you for your support!

Adobe Employees	Janet Sullivan	Rhonda Burell
Amazon Smile	Jennifer Harjehausen	Rikki Evans
Ann Webster	Jennifer Wooten	Robins/Larrowe Donations Fund
Anya & Rafael Zimmeroff	Jesse Golodner	Rodney Goin
Avery Watkins	John South	Ruth Rhodes
Barbara Sitsch	Kathleen Quinn-Lyon	Safe'N'Clear Masks
Barry Minster	Keith Seinfeld	Scott Driver
Biella Foundation	Kelly O'Donnell	Scott Schickler
BNSF Railway Foundation	Kent Community Foundation	Seattle Foundation
Boeing Global Engagement	Khava Dobrenski	Seattle T2P2
Boeing SoHo Spirit of the Holidays	King County DCHS	Sencer Comert
Boeing Employee Match Fund	King of Kings Lutheran Church	Suwendu Ray
Brian Allender	Kris Vasquez	Sierra Abrams
Carlton Turner	Lisa Wivag	Snoqualmie Indian Tribe
Carole Murray	Louise Harris	St. Vincent de Paul of King County
Cathy Peterson	Malika Allen	Stacy Fortney
Cher Scarlett	Marc Manzo	Starbucks
Clearmasks	Margaret Buckholdt	Stephanie Kimberling
Columbia Bank	Mark Fordham	Stephen Murphy
Costco	Mark West	Steven English
Cozette Shackelford	Megan Kelly	Sundee Malhi
Dan McDougall-Treacy	Michael De Souza	Susan Marie Payne Fund
Deseret Industries	Michael Newell	Susan Schmitz
Donna Nickelberry	Microsoft Employee Match Fund	Suzanne Laurel
Fales Foundation Trust	Mike and Cathy Peterson	Suzanne Malsberry
Federal Way Chamber of Commerce	M.J. Murdock Charitable Trust	Swedish Medical Center
Francis Mercado	National Council for Behavioral Health	Tallman Trask
Fred Meyer/Kroger	Nermeen Mikhail	Tammy Iverson
Gary Minnier II	Nichole Ayres	Tara Solis
Genjo Marinello	Nicholas Batkoski	Teresa Brumfield
Glaser Foundation	Noah Mass	Thurston Mason Behavioral Health
Goodwill	Norcliffe Foundation	Todd Hawkins
Grace Fosado	Noreen Wedman	Toysmith
Hannah Kennedy	Pamalla Knight	Travis Dalton
HealthierHere	Patricia Marcus	United Business Machines (UBM)
Hearing, Speech and Deaf Center	Patrick Gaston	Union Pacific Foundation
Holly Berg	Paul Feuerpfeil	Walmart
Holly West	Polly Trout	Wendy Lee
Housing Development Consortium of Seattle-King County	Puyallup Tribe Charity Trust Board	Wesley Lai
Humble Design	Rachele Wright	William Geary
James Morris	Ray Suwendu	Windermere Federal Way
James R Paige	Redeeming Soles	Zimmeroff Fund of the Jewish Foundation of Greater Seattle
Jamie Noritake-Henson	Renee Higgins	
	Renton Regional Community Foundation	

## Outpatient Clinics



### Auburn

2704 I Street N.E.  
Auburn, WA 98002

### Bitter Lake

929 N 130th Street  
Seattle, WA 98133

### Enumclaw

1335 Cole Street  
Enumclaw, WA 98022

### Federal Way 1

1336 S. 336th Street  
Federal Way, WA 98033

### Kent

325 W. Gowe Street  
Kent, WA 98032

### Meridian Center For Health

10521 Meridian Avenue N.  
Seattle, WA 98133

### Midway @ Healthpoint

26401 Pacific Hwy S.  
Des Moines, WA 98198

### Pike Place

1537 Western Avenue  
Seattle, WA 98101

### Rainier Beach

8444 Rainier Avenue S.  
Seattle, WA 98118

### Renton

221 Wells Avenue S.  
Renton, WA 98057

### The Steven A. Cohen

### Military Family Clinic

6103 Mt. Tacoma Drive  
Lakewood, WA 98499

## Inpatient Facilities



### Recovery Place Seattle

1701 18th Avenue S.  
Seattle, WA 98144

### Recovery Place Kent

505 Washington Avenue S.  
Kent, WA 98032

## Housing



### Valley Cities Landing

2516 I Street NE  
Auburn, WA 98002

### Valley Cities Place

3858 D Place SE  
Auburn, WA 98002

### Phoenix Rising

915 26th Street NE  
Auburn, WA 98002

### Valley Cities Modular Units

915 26th Street NE  
Auburn, WA 98002

## Administrative

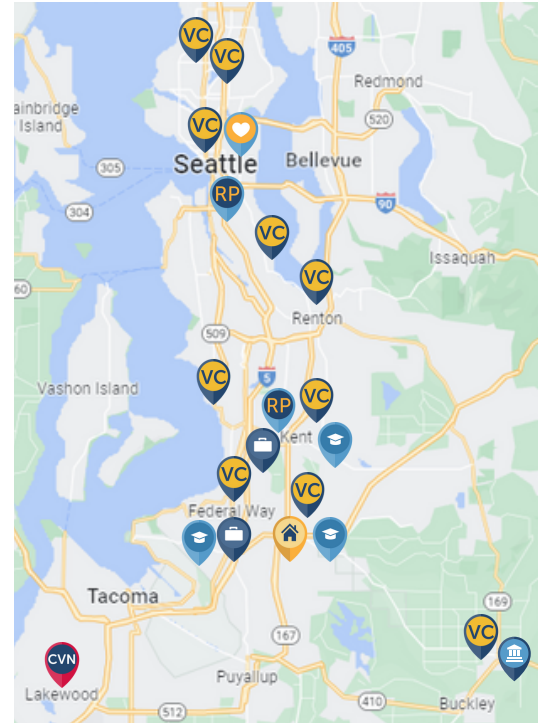


### Federal Way 2

33405 8th Avenue S.  
Federal Way, WA 98003

### Harrison

403 W. Meeker Street  
Kent, WA 98032



## Partnership Sites



### School-Based Program

Auburn School District  
Federal Way Public Schools  
Kent School District



### Enumclaw Jail MOUD Program

1705 Wells Street  
Enumclaw, WA 98022



### MATCH Walk-in Spoke

Swedish Cherry Hill Campus  
500 17th Ave.  
Seattle, WA 98122

We're also proud to partner with the Department of Vocational Rehabilitation, King County Library System, and several senior centers, group homes, and other community organizations.

***Our mission:***

Compassion.  
Connection.  
Community.

***Our values:***

Innovation  
Growth  
Advocacy  
Partnership  
Best Practices  
Diversity  
Wellness  
Celebration

***Our vision:***

Healthy communities  
where every person  
can achieve their  
fullest potential.

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**VALLEY | CITIES**

Behavioral Health Care

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