




THE CENTER
FOR HEALTH CARE SERVICES
Mental Health & Substance Abuse Solutions

ANNUAL REPORT 2018

September 1, 2017 – August 31, 2018

OUR PEOPLE, OUR COMMUNITY,
Our Priority!



“One small act of kindness may not change the world, but for someone in need of kindness, it might just be the catalyst that sparks their entire world to change.”

– Dan Barrett

*CHCS Chairman of the Board of Trustees,
The Center for Health Care Services*

A Letter from the CEO

To Our Valued Stakeholders and Community Partners:

Welcome! It is an honor to present our Annual Report for Fiscal Year 2018, Our People, Our Community, Our Priority!

As we look forward to a new year of continued operational growth and advancement in developing programs and services for those living with mental illness and substance use disorders, we look back in amazement at the impact The Center for Health Care Services (CHCS) had on more than 32,000 lives in Bexar County, and the significant progress we've made in moving our mission forward.

In 2018, we began building a better CHCS by putting people first in everything we do. Our every encounter begins with people — from our dedicated team members who go above and beyond to provide exceptional patient care, to our clients who depend on that care to live independent, productive lives. We are in the business of people — people helping people. It's what we do — it's why we're here.


In my second year as CEO, I know one thing to be true — that the heart and soul of this organization is Our People — the exceptional team members who work tirelessly to help our clients find hope and healing every day. I believe that people may forget what you say or what you did, but they will never forget how you made them feel. This couldn't be more true for our consumers, many of whom have shared stories with me about our people. Programs are effective and treatment works, but sometimes, it's the people who make all the difference. Our clients may not remember how they got here, or everything they learned along the way, but they remember the people, and the words of encouragement that changed the course of their life.

In the spirit of Our People, Our Community, Our Priority, we are proud to feature some of our outstanding CHCS team members throughout the pages of this report. These are people who have come from humble beginnings, and understood early on that their calling in life was to help other people.

We are dedicated and passionate about helping our community be safer, smarter and more invested in the mental health and wellness of friends, families and neighbors, and we continue to drive the discussion about mental illness so that future generations may one day live in a world without stigma. We are creating safe spaces where it's okay for people to live out loud and admit they need help. And, in turn, we are connecting them to dedicated and compassionate people and supportive programs so that they may gain clarity, reclaim their life, and go on to help someone else find their way to productive independence.

This is only possible with the ongoing support of our friends, colleagues and partnering agencies. With your help, we're able to change lives, restore families and produce healthier communities one person at a time. Thank you for your trust, your partnership, and for fighting the good fight, especially in times when acceptance, compassion and real advocacy are so desperately needed.

Sincerely,



Jelynn LeBlanc Burley
President & Chief Executive Officer
The Center for Health Care Services

OUR MISSION

the center for health care services improves the lives of people with mental health conditions, substance use disorders and intellectual and developmental disabilities (IDD).

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BEXAR COUNTY COMMISSIONERS COURT

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Commissioner

Sergio "Chico" Rodriguez

*Precinct 2*Late Commissioner Paul Elizondo;
Commissioner Justin Rodriguez*Precinct 3*

Commissioner Kevin A. Wolff

Precinct 4

Commissioner Tommy Calvert

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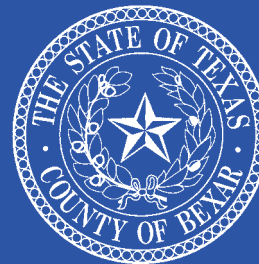
Jimmy Hasslocher

SPONSORING AGENCIES

The Center for Health Care Services collaborates with and receives local funding from:



University Health System



Bexar County

Investing in our Workforce

The Center's Mission is Founded on People Helping People.

The heart and soul of our organization are the people who come into work each and every day, ready and willing to give their all to help somebody else find hope, feel valued, and believe that life can get better. It takes a special kind of person to do this work, and for that, our tireless, dedicated and compassionate team members are our greatest asset. They set the stage for greater things to come, and are the ones at the helm making change possible for those in our community who may not otherwise have the support or resources needed to live an independent life.

Through **84** programs, more than **900** dedicated and valued team members cared for **32,000** consumers in FY 2018. As an organization that people depend on to provide exceptional patient care, it is imperative we give our team members the resources, training and learning opportunities they need to be safe, engaged and successful in their jobs. At the same time, we are cultivating a culture to attract and retain new talent to fill critical vacancies among **1,100** authorized positions including nursing and care managers.

In FY 2018, The Center made significant progress in retaining and developing our workforce through a variety of career development opportunities designed to fill positions with skilled candidates from within who already have an understanding of the impact CHCS has on the lives of so many in Bexar County.

At CHCS, the safety of our employees and clients alike is our top priority and the reason for our zero tolerance safety culture. Created in FY 2018, the Operational Safety Risk Management unit was formed as a way of keeping people safe, and developing a safety risk mindset: work safe, live safe, and get home safe. Through process improvement initiatives including 384 hours of Smith System driver training, 830 hours of safety training, and a renewed focus on reducing the highest injury areas — to name a few, Preventable Motor Vehicle Accidents (PMVA) are currently down over 60-percent, and traffic citations are down over 50-percent from the previous year.

Our employees are our most valuable resource. We will continue to invest in them at every turn, helping them stay safe, inspired, and working toward fulfilling careers within the CHCS family. These initiatives are important because cared for and engaged employees lead to better patient outcomes. And the more engaged our employees are with clients, the more aligned they are with our mission, vision and values.



Helping our Consumers:

Live Independent, Productive Lives.

Mental illness does not define who we are as people. The defining factor is who we are today as a result of our struggles, and who we'll be tomorrow when life inevitably throws new challenges in our way. With support and guidance from our caring, compassionate staff, and the steps CHCS is actively pursuing to ensure we're offering the highest quality, person-centered, trauma-informed care, CHCS consumers are finding respite in safe, nurturing spaces where they can weather the crisis, build resiliency, and pursue an independent, productive life with a renewed sense of hope.

For the six in ten Americans with mental illness who go untreated each year, additional community resources are desperately needed, and we are no exception here in Bexar County. In an effort to promote better access to quality care for those living with complex mental illness and/or addiction, The Center is actively engaged in efforts toward becoming a Certified Community Behavioral Health Clinic (CCBHC). By working within the CCBHC model, CHCS will be adopting new guidelines to offer a more comprehensive, coordinated and integrated model of care.

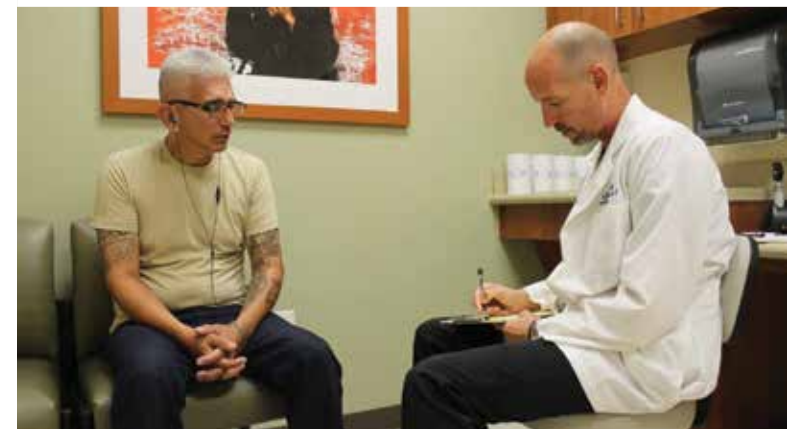
To further ensure that our clients are working toward a better and brighter tomorrow, it's imperative that we give them a nurturing place where they can determine to find their path to wellness. In December 2018, CHCS in partnership with Bexar County, opened a new Adult Behavioral Health Clinic in the heart of the city's

west side. The Paul Elizondo Adult Behavioral Health Clinic provides integrated primary and behavioral health care, medication follow-ups, case management, and wellness education classes for chronic diseases like diabetes and hypertension.

Additionally, CHCS is committed to developing dynamic programs and services that can help our consumers transition back into the community. For some, that might mean reconnecting with loved ones and family members, or learning self-help skills like socialization or adaptive skills. For others, it might mean a new lease on life through employment, housing and benefits, or taking control of neglected primary care needs like diabetes or hypertension. At CHCS, our caring and compassionate staff has the experience and resources necessary to help guide clients every step of the way.

- *Through the Integrated Treatment Program (ITP), CHCS was able to help 145 people with co-occurring mental health and substance use disorders, and/or who were chronically homeless, transition into permanent or transitional housing after 135 days in the program.*
- *In FY 2018, the CHCS Supported Employment Program helped 432 consumers obtain and maintain employment, and hosted a city-wide career fair with 24 employers and more than 125 job seekers.*
- *Through the Clients Benefits Office, CHCS helps clients obtain, retain and maintain disability benefits including SSI, SSDI, and Medicare/Medicaid. In FY 2018, the Consumer Benefits team served as legal appointment to approximately 1,800 CHCS consumers at reconsideration appeals, hearing requests, and argued court cases on a pro bono basis.*

Through these and many other exceptional programs and services, CHCS is helping our clients find hope, regain control of their sobriety, reconnect with family and friends, and transition back into the community.



Keeping our Community:

Healthy, Safe and Connected.

Bexar County is a uniquely diverse and special place that's deeply rooted in history, tradition, and the culture of community. In Bexar County, we believe in working together for the greater good of the people who live here, and CHCS is no exception. We are committed to ensuring that our community is well-educated about mental illness, and providing the tools and resources necessary to make Bexar County a safer and healthier place to live.

In 2018, CHCS crisis services helped save lives and connected people to resources.

- The 24-Hour Crisis & Substance Use Helpline received over 35,000 calls, of which 7,600 calls required crisis intervention and/or assessment.
- The Mobile Crisis Outreach Team (MCOT) and/or Children's Mobile Outreach Team (CMOT) were dispatched to 1,370 locations for crisis intervention assistance.
- 135 children living with a mental or behavioral health condition took solace in the therapeutic, nurturing environment of the Crisis Respite Residential Center.

Additionally, in 2018, The Center offered Mental Health First Aid training, a public education program that introduces participants to the warning signs of mental illness, teaches them how to interact with a person in crisis, and connects them to help. Staff trained:

- 643 school district employees
- 162 non-school district employees
- 75 university employees

Through outreach, education and awareness efforts, CHCS:

- Participated in 70 events with an estimated 20,650 attendees.
- Hosted the Annual Bexar County Behavioral Health and Wellness Conference where more than 650 people attended workshops on mental health and wellness.
- Attended Speakers Bureau events where staff educated more than 1,200 people on topics related to mental health and substance use.

The CHCS Volunteer and Tour Programs:


- Trained 75 dedicated volunteers who provided over 27,000 hours of volunteer service.
- Provided tours for 31 delegations. Approximately 18 counties are now in the early stages of building their own Restoration Centers back home.

Additionally, in FY 2018, The Center and community partners began receiving a \$7.4 million grant award under **Senate Bill 292** and **House Bill 13** to reduce wait times for forensic patients and increase community mental health programs in Bexar County. That funding provided for the following new programs:

- 15-bed Crisis Stabilization Unit, in partnership with Nix Health
- New Forensic Assertive Community Treatment (FACT) team
- Additional fidelity training for the Assertive Community Treatment (ACT) team
- Intensive case management services for people coming out of long-term hospitalization
- Additional staff at the Bexar County Justice Intake and Assessment Center

Caring for our community is at the heart of what we do. We live here, we work here, and we take great pride in supporting the people who call Bexar County home. By staying invested in our community, CHCS is helping to make Bexar County a safer, healthier, more connected place to live now, and for future generations.





“Everybody has potential — the poorest, the weakest, the most marginalized. Our employees recognize the potential in the people we serve, and believe that everyone is worthy of dignity and respect regardless of the journey they’ve been on.”

– Jelynn LeBlanc Burley
President & Chief Executive Officer
The Center for Health Care Services

QUENTIN THOMAS, *Director of Justice Programs*

On a Tuesday morning late December, Quentin Thomas, Director of Justice Programs for CHCS, was approached by a man on the street who appeared disheveled and in desperate need of something. Anyone else might be quick to pass judgement, but not Quentin. As he would learn, the man simply needed directions, something Quentin would guide him across the street to find at a local café. The man didn't speak English, but with some level of patience and kindness, Quentin Thomas found a way to meet him where he was, and connect him to a resource who could help — a Spanish-speaking server who was able to provide directions to Catholic Charities.

It is the spirit of helping others that has guided the steady course of Quentin's life. While serving in the Navy, he discovered a passion for psychology, and eventually went on to earn a Counseling, MS from Texas A&M University Corpus Christi. After a few years of working in behavioral health settings, Quentin found himself in the role of a lifetime — working alongside people with mental illness who are also involved in the criminal justice system.

"I chose this field because helping people make positive changes in their lives is what I feel I'm supposed to do. It's a calling," said Quentin. "The people I serve through these programs are just that — people. They're not any different from anyone else, they've just had different circumstances. Many of them are dealing with substance use or mental illness, or both, but all of them are people," he added.

Under Quentin's direction, CHCS oversees 12 justice programs including Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI), Court Ordered Treatment (COT), Assisted Outpatient Treatment (AOT) and the Community Reintegration Program (CRP) — to name a few. In his role as director, he oversees 115 team members with a caseload of 1,200 people and four locations, and builds and maintains relationships with community and criminal

justice counterparts including parole officers, district attorneys and judges. But perhaps the most important part of his job is finding out what this population needs, and creating innovative solutions that can be packaged and funded to meet those needs.

It is estimated that 25 percent of people involved in the criminal justice system have some form of mental illness, and 99 percent of all people in jail or prison return to the community. Through these justice programs, clients have an opportunity to improve their life and change their circumstance, all at no cost. In some cases, participation in these programs is a condition of parole, probation, pretrial or a civil commitment requiring the client to meet with a judge on a weekly basis. All 12 programs share a common goal — to help people get better and stay out of the criminal justice system, and with Quentin at the helm, these programs have done just that — touting a recidivism rate of 5-to-12 percent compared to the national average of 50 percent.

Quentin recognizes that the success of these programs is due to the sometimes difficult job the Therapeutic Justice team performs every day. "This is the kind of work you don't get praised for, and the population we serve is not always ready to seek help," said Quentin. "It's so important that we give staff reassurance, and let them know that what they're doing is important. Often times they are helping people who are not appreciative of the help they are receiving, but our people continue to give them opportunity after opportunity. They're the ones doing the hard work," he added.

When Quentin isn't at the office, he celebrates life by staying busy with his wife of 15 years and middle-school aged son who is an active member of the school band. A Louisiana native, Quentin also has a passion for cooking, and makes a mean gumbo, dirty rice and jambalaya.



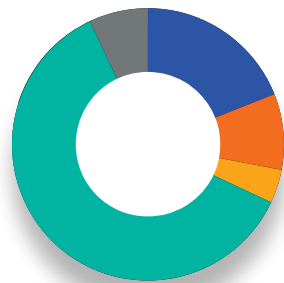
But what keeps Quentin grounded is his passion for helping those who can't advocate for themselves. "I'm no different from anybody else. Our circumstances may be different, but in time, I might end up in a similar situation. We will all need an advocate at some point in our lives, and you never know who that person might be," said Quentin. "It might be someone who didn't have a place to go one night so they slept near a house and had the police called on them. Or it might be someone who had an addiction that led them to committing a crime. That doesn't mean they belong in jail. It means they need treatment for that addiction. We can't ignore these people — they are our relatives, our neighbors. They need patience, support and understanding, and we need to do a better job of really listening to what they're trying to tell us. Everybody needs somebody, and as human beings, it's our responsibility to help each other."

Adult Behavioral Health Services

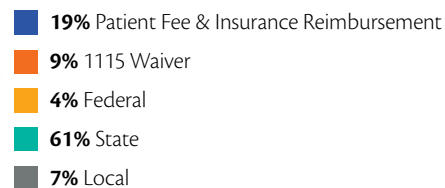
In FY 2018, ABH provided **249,847** services to **13,127** clients in **125,969** visits.

At The Center for Health Care Services, we believe recovery is possible for everyone we serve, and that through a full spectrum of innovative services that promote hope and healing, people can live life to their fullest potential! The Adult Behavioral Health (ABH) division offers comprehensive, integrated primary and behavioral health care at multiple locations throughout the city including our new flagship facility — the Paul Elizondo Adult Behavioral Health Clinic located in the heart of the City. The \$23M clinic, opened late 2018, providing individual and group therapy, medication follow-up, case management, and wellness education classes for chronic diseases like diabetes and hypertension.

Through approximately 250,000 services, combined with the support, compassion and dedication of exceptional ABH staff, clients are gaining clarity, reclaiming their lives, and finding their way to productive independence. This, in turn, makes Bexar County a safer, healthier and more connected place to live.



FY 2018
Adult Behavioral Health Revenue



ADULT BEHAVIORAL HEALTH PROGRAMS

Mental Health Outpatient Services
POWER (Providing Opportunities for Wellness, Empowerment & Resilience) Program
Integrated Care Program
Assertive Community Treatment
Mental Health Employment Connections
GENESIS Texas Correctional Office on Offenders with Medical or Mental Impairments (TCOOMMI)
Forensic Assertive Community Treatment
Forensic Court Unit
Access Program
Community Reintegration Program
CHCS Drug Court Program
Mental Health Court
Involuntary Outpatient (IOPC) Commitment Program
The Military Veteran Peer Network Project (MVPN Connection)

ADULT BEHAVIORAL HEALTH FACILITIES

Paul Elizondo Adult Behavioral Health Clinic
928 W. Commerce
San Antonio, Texas 78207

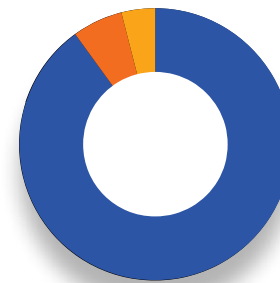
Northwest Integrated Care Clinic
5372 Fredericksburg Rd., Bldg. F
San Antonio, Texas 78229

Mental Health & Specialty Programs at the Packard Building
1123 N. Main, Suite 203
San Antonio, Texas 78212

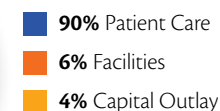
Harvard Place Clinic
1920 Burnet
San Antonio, Texas 78202

Forensic Court Unit/ Outpatient Competency Restoration Program
2711 Palo Alto Road
San Antonio, Texas 78211

Veteran Services
1 Haven for Hope Way
San Antonio, Texas 78207



FY 2018
Adult Behavioral Health Expenses



ZAIDA YZAGUIRRE, *Program Director, Early Childhood Intervention Services*

How do you console a grieving family whose expectations of a “normal,” healthy baby has just been derailed by a medical diagnosis of spina bifida, cerebral palsy or down syndrome? Will my child walk, talk, and be able to do things for himself when he’s older? What happens to her when I pass away?

These are questions Zaida Yzaguirre, ECI Program Director, has helped thousands of families work through since 1980, when she began her life’s work serving babies and toddlers with special needs. As a college graduate, Zaida, who was 22 at the time, spent her first years answering what she now considers “God’s calling” on the backroads of South Texas driving to and from the homes of families who needed her.

“Traveling outside Bexar County gave me a view of what was to come,” said Zaida. “I never thought I’d fall in love with the babies right off the bat, especially without understanding anything about medical diagnoses, but I met a lot of beautiful kids and wonderful parents, and it took over my heart,” she said.

At the age of four, Zaida experienced a life-changing event after suffering a traumatic head injury and spending three months in a coma. After making a miraculous recovery and returning home, the hard work began. Zaida remembers people coming into the home to help her relearn to walk, stand up, and put weight on her legs. Almost two decades later, she would find herself on the other side, now the one helping families with the hard work. It was here where Zaida felt most comfortable — reminding families that although they may have lost the normal child they anticipated having, they still have a beautiful baby who can do great things. And so began an almost 40-year career of advocating for “voiceless angels” and giving families confidence in their ability to help their delicate child thrive.

As Program Director, Zaida now spends her time teaching and offering guidance to a staff of 64 early intervention specialists, physical therapists, occupational therapists, and administrative team members who serve over 720 families and children on a monthly basis.

“This line of work is challenging and takes a special kind of person,” said Zaida. “The team always comes first. I have to make sure they’re nurtured and cared for so they can treat our families well, and go home at the end of each day to a family life, too,” she added.

The ECI team works with babies and toddlers zero to 36 months with special challenges, and helps families understand the diagnosis, learn to advocate for their children in the public school system, learn how to ask questions at the doctor’s offices, and quite simply, learn how to cope as parents.

“We’re working with the child’s entire development, but sometimes the focus might be just on feeding, or learning to crawl,” said Zaida. “And sometimes, families just want to be able to make sure that when their changing their child’s diaper, nothing is going to happen to the bones and joints. Infants can’t tell you what they need or if they’re hurting. You have to anticipate for them, and then you have to teach that skill to the parents so they can bond,” she added.

When Zaida is not at the office, she’s still working, spending free time bargain shopping for diapers or formula — things that ECI families desperately need. She also has an incredible network of childhood friends, family and neighbors who she stays connected to. But for Zaida, she will continue to show up for her family at the office as long as God will allow her to serve her community.



“I can’t even explain the rewards to loving something you do every day and knowing that you’re helping these babies and families,” said Zaida. “It’s been beautiful to have done the work and see things change, and it’s also beautiful to be able to go back and teach the staff. It’s was God’s plan for me.” she added.

As Zaida has watched the grant-funded program change over the course of 40 years, there is one thing that she wants to see changed — the need for more men in a historically female-dominated field.

“We need more men to step up and become nurturers, supporting these families,” said Zaida. “Our babies need men. That’s a male influence that they might not otherwise have. There are a lot of wonderful men out there who want to educate. I challenge those men to think about doing it outside of the classroom setting as a therapist, or educating parents on ways they can help their child with special needs,” she added.

For questions about ECI, or to donate much-needed items to the program, please email Zaida Yzaguirre at ZYzaguirre@chcsbc.org.

Children's Behavioral Health Services

In FY 2018, The Center served **6,235** children with **103,512** services in **57,072** visits.

Parents and caregivers are often the first to notice that a child might need help with behavioral or mental health conditions. At The Center for Health Care Services, we understand that the decision to seek help for a child might be hard — even confusing for a parent, but we also know the importance of early intervention, and how effective it can be at preventing more severe, lasting conditions as the child grows up.

Through a multitude of programs and services designed to promote mental and behavioral health including crisis stabilization, psychiatric evaluations and ongoing therapy and support, the Children's Behavioral Health division is committed to helping our youth reach developmental and emotional milestones, learn healthy social skills, and how to cope when problems arise so that they may realize their full potential.

CHILDREN'S BEHAVIORAL HEALTH PROGRAMS

Outpatient Mental Health Services for Children and Adolescents (Intake and Eligibility)

Children's Crisis Services and Children's Mobile Outreach Team

Crisis Respite Residential Center

HOPES Program

TCOOMMI (Texas Correctional Office on Offenders with Medical or Mental Impairments)

Dual Diagnosis Clinic and Expanded Services

Youth Empowerment Services (YES) Waiver Program

Early Childhood Intervention Services (CHCS-ECI)

Bexar County Juvenile Justice

Healing Hearts Kinship CARE Program

Transition Age Youth

Mental Health First Aid (Youth & Adult)

Bexar CARES Outpatient Services

Bexar CARES System of Care

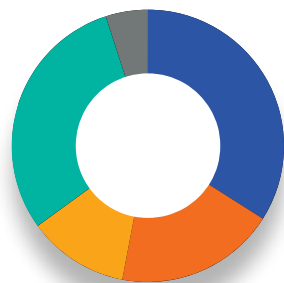
CHILDREN'S BEHAVIORAL HEALTH FACILITIES

Children's Behavioral Health Campus
227 W. Drexel
San Antonio, Texas 78210

Children's Behavioral Health Satellite Office
6812 Bandera Road
San Antonio, Texas 78238

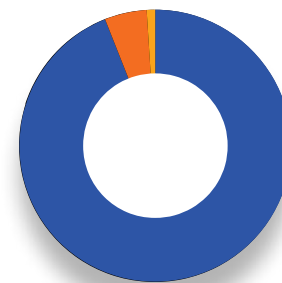
Children's Behavioral Health Satellite Office
5802 S. Presa
San Antonio, Texas 78223

Children's Behavioral Health Satellite Office
104 Story Lane
San Antonio, Texas 78223



FY 2018
Children's Behavioral Health Revenue

■ **34%** Patient Fee & Insurance Reimbursement
■ **19%** 1115 Waiver
■ **12%** Federal
■ **30%** State
■ **5%** Local



FY 2018
Children's Behavioral Health Expenses

■ **94%** Patient Care
■ **5%** Facilities
■ **1%** Capital Outlay

BRISEIDA COURTOIS, *Director of Substance Use Treatment Services*

During a 2016 family vacation, Briseida “Bee” Courtois, Program Director for Substance Use Treatment Services, and her 12-year-old daughter, shared food from across the table with a man they had never met, listening as he told tales of his time in Texas, and how he ended up there — in a small roadside diner, alone and hungry, somewhere out in California. Bee didn’t think twice about purchasing a gift card to buy the man food, but instead took action as if duty had called. And all the while an

impressionable young girl would be watching yet another act of kindness from a mother whose compassion knows no bounds.

Raised in Chicago by immigrant parents who believed in always helping one another, Bee and her older siblings learned early on the true meaning of humanity. As a 10-year-old girl, Bee began serving her community as an interpreter, working alongside her parents to help fellow neighbors complete unemployment applications or taking them to appointments because they didn’t speak the English language.

Kindness and compassion were as much a part of her then as they are today, and what drove her to the Catholic Church in Corpus Christi, Texas where she began the first of many experiences in what would become her life’s work in social services. Over the years, Bee’s journey would bring her into the lives of so many including children, adults and the elderly, but it was an internship with a methadone program that sparked her interest in substance use treatment for women, and the complex nature of their needs.

“I’ve always felt a huge drive to serve and will keep doing it until I can’t do it anymore. For me, it’s the clients — it’s who we serve that keeps me coming back. It’s simple really — our clients are you and me. They are mothers, daughters, nieces — they are us.”

Twenty-five years later, Bee’s passion would carry her into her current role as Director of Substance Use Treatment Services, where she oversees approximately 60 team members with a caseload of 1,300 clients, and all substance use treatment programs including: Outreach, Screening, Assessment and Referral (OSAR); Co-Occurring Psychiatric and Substance Abuse Disorders (COPSD); Opioid Addiction Treatment (OATS); Neonatal Abstinence Syndrome (NAS) Residential Treatment Program;

Mommies Program Specialized Female IOP Substance Abuse Treatment; Intensive Outpatient Substance Abuse Treatment; SA Job Development; and Centro de Vida — HIV prevention, intervention, outreach and testing. Additionally, in this role, Bee manages local, state and federal funding to ensure evidence-based, client-centered services are being provided to help people move forward in their lives.

“At The Center, we’re offering well-rounded, curriculum-based, substance use treatment services to a predominantly Hispanic community,” said Bee. “It’s a lot of moving pieces so I have to ensure

that the right staff is in place to perform a very important job — a job that could mean life or death for someone. The team is what makes the services, and every member must first possess passion, compassion and drive. It’s not something you can learn from a book. You either have it or you don’t,” she added.

But for Bee, that innate sense of kindness and compassion that was handed down by caring and emphatic parents is what rings true, and the reason why she keeps coming back to The Restoration Center day after day. “I’ve always felt a huge drive to serve and will keep doing



it until I can’t do it anymore,” said Bee. “For me, it’s the clients — it’s who we serve that keeps me coming back. It’s simple really — our clients are you and me. They are mothers, daughters, nieces — they are us. Substance use disorder does not discriminate, and it’s imperative that as a society, we accept this from a disease-model concept just like heart disease or diabetes,” she added.

Open-minded and nonjudgmental are how clients describe Bee. She is a champion for all and never gives up. Bee is a tried and true advocate of hope and healing, and believes whole-heartedly that the programs and services offered by CHCS are saving lives and helping people get better. “Our clients are important, and so many times they don’t have support or someone to tell them they matter,” said Bee. “What they really need is for someone to listen. Be kind to people. You don’t know the journey they’ve been on,” she adds.

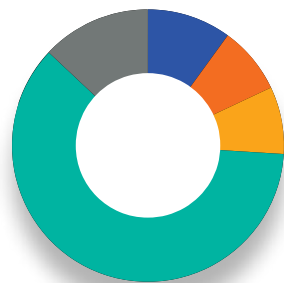
Of the thousands of lives Bee has touched since the early age of 10, perhaps what hits home the most is seeing her now 14-year-old daughter follow in her footsteps, faithfully armed with a bag full of healthy snacks and a compassionate heart for that someone who might need a little kindness along the way.

Restoration & Transformational Services

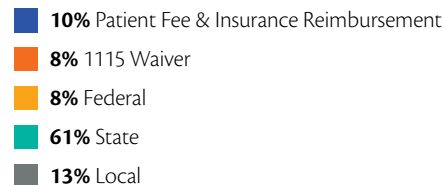
The Center served **10,668** people with **421,088** services in **246,402** visits for FY 2018.

Time and again, research suggests a strong correlation between addiction and mental illness. In many cases, people who have a substance use disorder may also develop other mental illnesses, just as many people who are diagnosed with mental illness are often diagnosed with a substance use disorder. Being caught in this endless cycle can destroy lives, sever family ties and cause people to become homeless. The Center for Health Care Services is committed to breaking this cycle and helping people regain their sobriety through safe and meaningful substance use treatment programs, short-term residential assistance and long-term integrated physical and mental health care.

Additionally, CHCS works closely with community partners to address the problem of individual and family homelessness by helping people find safe and effective resources that can lead to productive independence.



FY 2018
Restoration & Transformational Services Revenue



RESTORATION & TRANSFORMATIONAL PROGRAMS

Crisis Care Center

Diana M. Burns-Banks
Primary Care Clinic

Josephine Recovery Center

Mobile Community Outreach
Team (MCOT)

Intensive Outpatient Substance
Use Treatment (IOP)

Substance Use Public Sobering Unit

Mommies Program Specialized Female
IOP Substance Use Treatment

NAS Residential Treatment Program

Co-Occurring Psychiatric Substance
Use Disorders (COPSD)

Residential Detoxification (Detox)

Opioid Addiction Treatment (OATS)

Minor Medical Clinic

HIV Prevention, Intervention
& Outreach Programs

The Restoration Center
Outreach, Screening, Assessment,
and Referral (OSAR)

SA Job Development

PATH – Project for Assistance in
Transition from Homelessness

Permanent Supportive
Housing (PSH) Program

The Integrated Care Clinic

Recovery Support Services

Integrated Treatment Program (ITP)

RESTORATION & TRANSFORMATIONAL FACILITIES

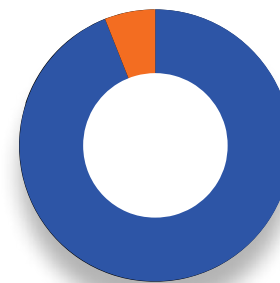
**The Restoration Center And Diana
M. Burns-Banks Primary Care Clinic**
601 N. Frio
San Antonio, Texas 78207

Josephine Recovery Center
711 E. Josephine
San Antonio, Texas 78208

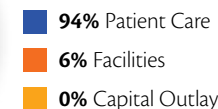
**HIV Prevention, Intervention
& Outreach Programs**
1219 McCullough Ave.
San Antonio, Texas 78212

**HIV Prevention, Intervention
& Outreach Programs**
722-1 Isom Road
San Antonio, Texas 78216

Programs At Haven For Hope
1 Haven For Hope Way
San Antonio, Texas 78207



FY 2018
Restoration & Transformational Services Expenses



BERNADETTE HERRERA, *IDD Operations Administrator, Day Activity and Health Services (DAHS)*

Bernadette Herrera's lifelong career began as a young college student when she found herself working with a very special population — people with Intellectual and Developmental Disabilities (IDD). 32 years later, Bernadette's job title and day-to-day responsibilities may have changed, but her passion for serving people "who have so much to offer and ask for nothing in return" remains steadfast. "The people we serve through DAHS, have different abilities not disabilities," said Bernadette. I've known some of these wonderful people for over 30 years, and I believe I'm a good person to advocate on their behalf," she added.

In her role as Operations Administrator, Bernadette oversees a staff of 8 people who, like Bernadette, all have a true passion for working with people with IDD. "The staff I oversee have a heart of gold," said Bernadette. I believe in the mission and core values of The Center, and the people I work with keep it interesting. I never know what tomorrow will hold, but rest assured, I will always put their needs first," she added.

DAHS serves as an adult day-care for up to 65 people who have two functional disabilities related to a medical condition, and need physical or medical oversight or professional therapies to remain independent. Additionally, DAHS provides comprehensive caretaking services in a safe, stimulating and social environment that includes: personal care and help with activities of

daily living including toileting and eating; individual supervision; medical care provided by an on-site nurse; medication supervision and administration; transportation to and from home; social activities including arts and crafts, movies, games and seasonal projects; and a peer group for social interaction and friendship.

By enhancing wellbeing, dignity and choice, Bernadette and the entire DAHS team help lives become richer. "I have compassion and respect for the people I serve. I believe that everyone has a right and a voice, and you should never let anyone tell you that you are different or deserve less than anyone else," said Bernadette.

"I have compassion and respect for the people I serve. I believe that everyone has a right and a voice, and you should never let anyone tell you that you are different or deserve less than anyone else."

respect. It's important for me that my family and my extended work family alike believe that everyone has something to offer another person, no matter how big or small. As long as I have breath in me, I will stand up and advocate for the IDD population. I can and have made a difference in the lives of the people we serve."

Bernadette's passion for people extends well beyond her career and into her family life where she enjoys spending time at home making memories with her husband, children and now grandson. It is there where she continues to make a difference in people's lives by teaching her family the importance of standing up for what you believe in. "I feel that if you treat people how you want to be treated then you will always do the right thing," said Bernadette. "Everybody deserves to be treated with dignity and



Long-Term Care Services

In FY 2018, The Center served **280** people with **60,515** Long Term Care Services in **42,209** visits.

The Center for Health Care is more than just mental health services and substance use solutions for children and adults. Through our Long Term Care (LTC) division, we also provide a host of services to a very special adult population — our Bexar County residents with intellectual and developmental disabilities (IDD). The Center's Long Term Care Services provide caregivers and their loved ones with IDD a warm, friendly and nurturing environment that promotes independence and self-help skills through fun, engaging activities.

By enhancing well-being, dignity and choice, The Center for Health Care Services is helping lives become richer. The caring and compassionate LTC staff also provide training and supported employment to help people find jobs that support their independence as well as caregiver education, support and respite.

LONG-TERM CARE SERVICES PROGRAMS

Residential Services: Home and Community Based Services (HCS)

Texas Home Living Waiver Program (TxHML)

Day Activity and Habilitation Services (CALIDAD) Day Habilitation

Employment Connections

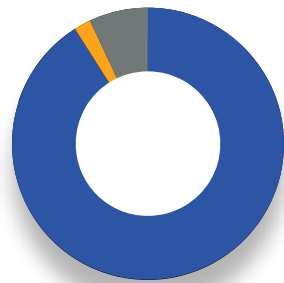
Respite Services

Intermediate Care Facility
IDD (ICF-IDD)

LONG-TERM CARE SERVICES FACILITIES

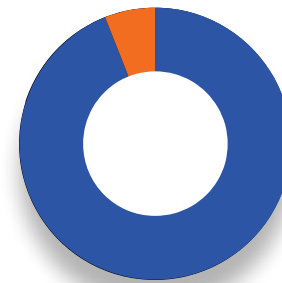
Long Term Care Services
8155 Lone Shadow Trail
Converse, Texas 78109

Calidad
227 W. Drexel
San Antonio, Texas 78210



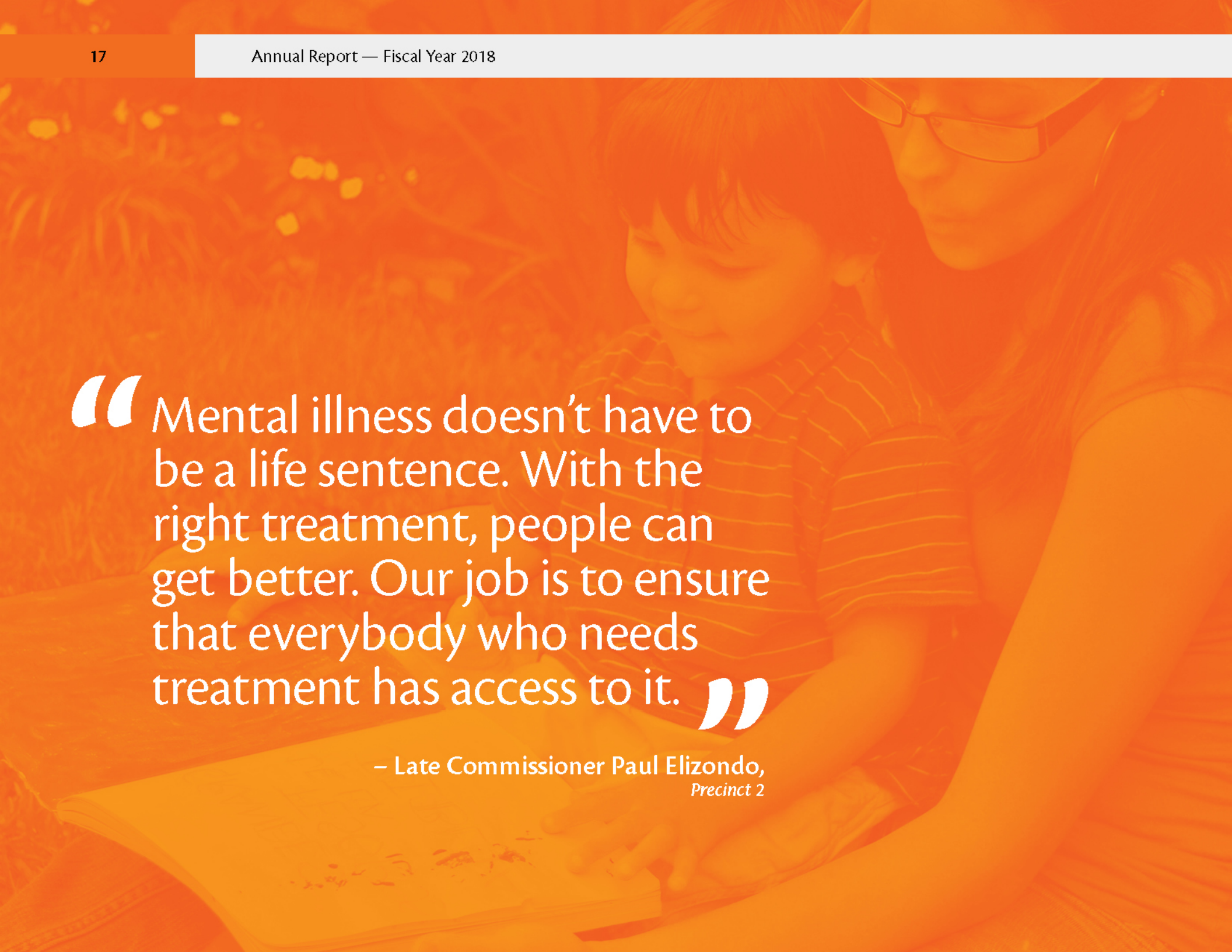
FY 2018
Long-Term Care
Services Revenue

■ 91% Patient Fee & Insurance Reimbursement
■ 2% Federal
■ 7% Local



FY 2018
Long-Term Care
Services Expenses

■ 94% Patient Care
■ 6% Facilities



“Mental illness doesn’t have to be a life sentence. With the right treatment, people can get better. Our job is to ensure that everybody who needs treatment has access to it. ”

– Late Commissioner Paul Elizondo,
Precinct 2

CHCS Foundation

Sustaining Community Partners:

NuStar Foundation United Way of Bexar County PHRMA
 Baton Rouge Area Foundation The Wood Group Investments, Ltd. Spurs Sports and Entertainment

The Foundation coordinated a clothing drive for the Mental Health Employment Connections (Supported Employment Program) which helps clients find, obtain and maintain competitive employment. Employment Specialists help people figure out their individual needs and work goals, and provide continuous support on and off the job. Often clients don't have the appropriate attire for interviews or in-person job searches. As a result, a Career Closet was created.

Many of our homeless men, women, and children walk around during the hot summer months without shoes. Flip flops help insulate and protect their feet from the hot pavement, and are used as shower shoes in the shelter to provide no-slip protection in showers and on bathroom floors.

The generosity of CHCS employees is truly inspiring, raising \$68,000 for charitable causes in Bexar County of which \$54,000 will go to support CHCS programs. Hope and healing begin with caring people who not only perform their work, but go above and beyond to give throughout the year in our community.

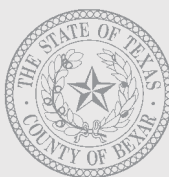
Community Collaborations:

Methodist Healthcare Ministries of South TX Inc. University Health System San Antonio Behavioral Healthcare Hospital
 Nix Hospital System Laurel Ridge Treatment Center

The CHCS Foundation partnered with United Way of San Antonio/Bexar County for their 4th Annual United Way Shoebox Project and donated 300 personal care packages to our Adult Behavioral Health Clinics. The shoe boxes are a "Gift of Hope" which allows the community to share in the joy of lifting those who need a helping hand.



GOVERNMENT FUNDERS



www.chcsf.org
iGive@chcsbc.org
 (210) 261-1114

Statement of Net Position

August 31, 2018

Primary Government
Governmental ActivitiesComponent Unit
CHCS Foundation

Assets		
Current assets		
Cash and cash equivalents	\$ 18,302,776	\$ 744,271
Receivables:		
From other governments	7,755,820	—
Other	2,495,408	339,102
Prepaid expenses and other assets	451,412	—
Inventory	66,333	—
Total current assets	29,071,749	1,083,373
Capital assets, net of accumulated depreciation	35,784,513	—
Total Assets	<u>\$ 64,856,262</u>	<u>\$ 1,083,373</u>
Liabilities		
Current liabilities		
Accounts payable	\$ 3,254,697	\$ —
Accrued salaries and wages	1,083,221	—
Other payroll related liabilities	—	—
Due to funding source	312,980	—
Unearned revenue	378,338	—
Accrued expenses	522,000	320,286
Portion due or payable within one year		
Rental payment payable	1,538,065	—
Note payable	203,707	—
Compensated absences	1,689,007	—
Total current liabilities	8,982,015	320,286
Noncurrent liabilities		
Note payable	110,465,294	—
Compensated absences	1,233,107	—
Total long-term liabilities	11,698,401	—
Total Liabilities	<u>\$ 20,680,416</u>	<u>\$ 320,286</u>
Net Position		
Net Investment in capital assets		
Restricted	\$ 25,115,512	\$ 493,491
Unrestricted	19,060,334	269,596
Total Net Position	<u>\$ 44,175,846</u>	<u>\$ 763,087</u>

General Fund

Schedule Of Revenues, Expenditures, and Changes
in Fund Balance for the Year Ended August 31, 2018

Revenues	
Local	\$ 44,317,729
State	40,955,608
Federal	15,574,911
Total Revenues	<u>\$ 100,848,248</u>
Expenditures	
Current Expenditures	
Central Administration	\$ 12,012,452
Adult Mental Health Outpatient	21,462,882
Children Services	13,041,910
Medical Services	7,233,435
Long Term Care Services	4,713,385
Restoration Services	28,979,054
Transformational Services	1,979,319
Capital Outlay	853,893
Debt Service – Principal	191,014
Debt Service Interest	694,948
Total Expenditures	<u>\$ 91,162,292</u>
Excess/(Deficiency) revenues over expenditures	<u>\$ 9,685,956</u>



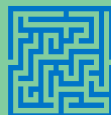
We Care

We genuinely care about our clients, our coworkers, our partners and our community. We care about the services we provide and positive outcomes for all our stakeholders.



We'll Find a Way!

Hope and Healing happen with a continuous and constant search to create and implement better ways to do what we do. Not everything comes with a set of instructions. As innovators in our field, we often explore uncharted territory. All it takes is some common sense, confidence, and unwavering will to succeed. We believe there is a solution, and/or "another way," even when it seems at first there isn't. We'll find a way!




Diversity

We value who we are and who we serve. We recognize that each person is different, with different skills, background, knowledge, and experience. We all have something special to contribute!



Initiative

IMPROVISE, ADAPT, AND OVERCOME

We encourage our employees to take action and give their best every day. We embrace an environment that empowers employees to lead and make decisions. We don't dwell on our problems, we fix them!



Service

We work to meet the needs of every client every time!
No exceptions! No excuses!
We are committed to providing great, safe service, going the extra mile for our clients and one another.



We Practice Integrity

We believe in unconditional fairness. We recognize that the high road (respect, honor, good faith, accountability, trust, transparency, ethics and social responsibility) is not a short cut – it is what you do when no one is looking over your shoulder!

"Eventually, three things always come out:
the Sun, the Moon, and the Truth."
Buddha



Together we can

"Coming together is a beginning,
keeping together is progress,
working together is success."
Henry Ford

THE CENTER FOR HEALTH CARE SERVICES

OUR CORE VALUES

A Letter from the Chairman of the Board

To Our Valued Stakeholders and Community Partners:

We have much to celebrate at The Center for Health Care Services.

In 2018, we undertook many new initiatives and opened new facilities, beginning with the Paul Elizondo Adult Behavioral Health Clinic on West Commerce in the heart of San Antonio. The clinic was named after our beloved Bexar County Commissioner who passed away late last year. Commissioner Elizondo was a strong proponent of CHCS and a passionate advocate for mental health treatment in Bexar County. His investments in mental health programs and facilities will pay dividends for generations, and we will miss him dearly.

The 85th Legislature again made mental health and substance use treatment a top priority, and CHCS capitalized on that investment by securing \$7.4 million in grant funding to strengthen our crisis and jail diversion continuum of care. CHCS and its community partners have also been actively engaged in the redesign of the San Antonio State Hospital, a once-in-a-generation opportunity to reimagine a facility for those in our community who need longer-term treatment.

We are engaged in readiness efforts to become a Certified Community Behavioral Health Clinic. Grant funding of \$2 million helped springboard this effort that will fundamentally change the way we look at treatment. We've also transformed our System of Care for the 1115 Waiver, successfully meeting all of our metrics. Finally, we implemented a robust safety program for our workforce which resulted in a dramatic drop in the number of safety related incidents in the organization. All of these investments will help us continue to guide our community to wellness and productivity.

Our sponsoring agencies — Bexar County Commissioners Court and the University Health System Board of Managers — provide steadfast support of our mission. Our board members provide effective stewardship and steady guidance in this ever-changing health care environment.

Our CHCS team works every day to ensure that our community receives high quality, person-centered treatment that restores them to productive independence. We consider this our highest calling.



Sincerely,

A handwritten signature in black ink that reads "Dan Barrett".

Dan Barrett

*Chairman of the Board of Trustees
The Center for Health Care Services*



THE CENTER FOR HEALTH CARE SERVICES

Mental Health & Substance Abuse Solutions

Where hope and healing begin.

24-Hour Crisis & Substance Use Helpline:
(800) 316-9241 or (210) 223-SAFE (7233)

Make an Appointment:
Adults (210) 261-1250
Children (210) 261-3350
Central Office (210) 261-1000

In memory of County Commissioner
Paul Elizondo who always lived his
life by making people his priority!

www.chcsbc.org