

# REIMAGINING HEALTHCARE

2019 | ANNUAL REPORT



**THE CENTER**  
**FOR HEALTH CARE SERVICES**

*Mental Health & Substance Abuse Solutions*

**Where hope and healing begin.**

# LEADERSHIP MESSAGE

## To Our Valued Stakeholders and Community Partners:

FY 2019 was spent planning for the future — thinking ahead, and preparing for what's next. Our job is to ensure that the person who needs a fair shake at overcoming the challenges of mental illness, or breaking the cycle of addiction has the resources to be well, and that we have the innovation, funding and staff to deliver on those resources.

So how do we ensure that our approach to patient care is better today than it was yesterday, and tomorrow better still? How do we continue to address the needs of the most critical in our community so that collectively, we are healthier? How do we guarantee that the programs we've stood up will still be standing ten years from now? We do this by pulling back the layers, and **Reimagining Healthcare** in a better, more meaningful way. It is an honor to share with you our FY 2019 Annual Report, and what **Reimagining Healthcare** means to us.

**REIMAGINING SUSTAINABILITY** — Since 2011, The Center has been able to serve more than 22,000 families in Bexar County with 1115 Waiver funding through Texas Health and Human Services Commission (HHSC). By meeting our targets and maximizing benefits to our consumers, this funding has allowed CHCS to provide enhanced services and quality treatment. To date, CHCS has achieved 99.5% of its incentives from the 1115 Waiver.

Additionally, in FY 2019, The Center was awarded a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to help improve the quality of services through the expansion of Certified Community Behavioral Health Clinics (CCBHC). Much of the work we did in FY 2019 was in anticipation of receiving our CCBHC certification — something CHCS proudly achieved in December. This certification will strengthen the care coordination model and improve patient outcomes, quality of care and integrated care.

**REIMAGINING BETTER ACCESS TO CARE** — Another top initiative in FY 2019, was to improve outpatient scheduling and the enrollment screening process to reduce our no-show rate and eliminate excessive wait times. After months of internal coordination, Just in Time Scheduling was deployed at six CHCS locations, providing an opportunity for consumers to schedule and see their prescriber within seven days.

**REIMAGINING A HEALTHIER COMMUNITY** — After a three-year, \$23 million renovation of the former SAMM Shelter, CHCS opened the doors to the new Paul Elizondo Adult Behavioral Health Clinic. The award-winning, integrated care facility came online December 3, 2018, and served more than 5,500 people with over 63,000 services within the first year.

Not only did we give our adult population a brand new home in FY 2019, but we held steadfast to our commitment of helping them realize productive independence by offering 439 homeless families support with housing or rent and utility assistance, and helping another 157 find and maintain employment.

**REIMAGINING A SAFER COMMUNITY** — In FY 2019, The Center partnered with the Southwest Texas Regional Advisory Council (STRAC) on two initiatives, the Psychiatric Emergency Services (PES) System of Care and the STRAC MEDCOM Integrated Navigation Model, a system that allows multiple providers to address a patient in acute psychiatric crisis by utilizing a 24/7 Mobile Crisis Outreach Team (MCOT).

Additionally, through a collaborative effort with CHCS, the San Antonio Police Department and the San Antonio Fire Department, the Program for Intensive Care Coordination (PICC) was rolled out to address complex crisis in our community and reduce reliance on emergency services.

In keeping with our commitment to making Bexar County a healthy, safe place to live, The Center's 24-Hour Crisis and Substance Use Helpline assisted nearly 30,000 adults in FY 2019, and an additional 1,142 children and families through Children's Crisis Services and the Children's Mobile Outreach Team (CMOT).

**REIMAGINING THE VALUE OF WORKPLACE SATISFACTION** — In FY 2019, we began efforts to improve the overall satisfaction of our most important asset — our people. Through successful recruitment efforts, The Center hired over 400 people, bringing the total number of employees to 999. Additionally, all 1,156 authorized positions were brought up to fair market value through a job class and compensation study. Through this effort, 447 employees received an adjustment in pay, and the Living Wage for hourly employees was increased to \$15 per hour.

This year's theme, **Reimagining Healthcare**, appropriately reflects the work we put into FY 2019. In most cases, we didn't have to build from the ground up. The framework existed, but needed to be Reimagined in a way that would carry us through, and ultimately, take us to the next level. From the way we do business, care for our consumers and make CHCS a better, more satisfying place to work, CHCS is **Reimagining Healthcare** for the greater good of people living with a mental health condition, substance use disorder, or intellectual and development disability (IDD).

On behalf of The Center for Health Care Services — our board, leadership, employees and consumers, thank you for your continued support and guidance in FY 2019, and beyond. Together, we rise by lifting others.

Sincerely,



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



Daniel T. Barrett  
*Chairman of the Board of Trustees*  
*The Center for Health Care Services*

# OUR MISSION

The Center for Health Care Services provides integrated care to improve the lives of children and adults with mental health conditions, substance use challenges and intellectual and developmental disabilities (IDD).

The Center for Health Care Services

## Board of Trustees



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## Adult Behavioral Health Services

### REIMAGINING THE PATIENT EXPERIENCE

ABH offers comprehensive, integrated primary and behavioral health care at six area locations throughout Bexar County. Evidence-based, person-centered programs are designed to support recovery goals that build upon the strengths and unique needs of the people we serve.

In FY 2019, ABH provided  
**241,747** services to **11,221** clients

### Adult Behavioral Health Programs

Outpatient Mental Health Services for Adults (Enrollment)  
POWER (Providing Opportunities for Wellness, Empowerment & Resilience) Program  
Integrated Care Program  
Assertive Community Treatment  
Forensic Assertive Community Treatment  
Permanent Supportive Housing (PSH) Program  
Involuntary Outpatient (IOPC) Commitment Program  
The Military Veteran Peer Network Project (MVPN Connection)  
Supported Employment Program  
Forensic Court Unit  
CHCS Drug Court Program

TCOOMMI Genesis  
TCOOMMI Diversion  
TCOOMMI Dual Dx Residential Facility (DDRF)  
Outpatient Competency Restoration (OCR)  
Court Order Treatment (COT)  
ACCESS  
Community Reintegration Program (CRP)  
CC12 Mental Health Court  
Assisted Outpatient Treatment (AOT)  
Community Alternatives to Incarceration Program (CAIP)  
Justice Intake and Annex (JIAA)

## EXECUTIVE LEADERSHIP TEAM

**Jelynn LeBlanc Burley**  
*President and Chief Executive Officer*

**Robert Guevara**  
*Chief Operating Officer*

**James Chapman**  
*Chief Compliance Officer*

**Dr. Rene Olvera**  
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*Vice President, Operational Safety Risk Management*

**Frank Garza**  
*General Counsel*

**Noah Almanza**  
*Executive Director, CHCS Foundation*

## SPONSORING AGENCIES

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



University Health System

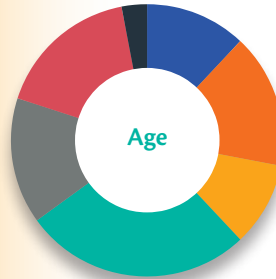


Bexar County

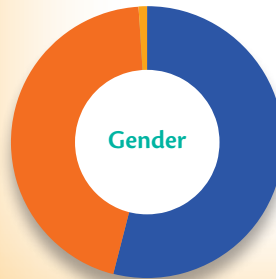
## BY THE NUMBERS

In FY 2019, The Center served **29,719** youth and adults with **1,034,858** services. Of the nearly **30,000** people served, **8,808** were new to The Center in FY 2019.

### CONSUMER PROFILE



0-3: 3,426  
4-17: 4,726  
18-25: 3,043  
26-39: 8,268  
40-49: 4,326  
50-65: 4,951  
>65: 978



Male: 16,290  
Female: 13,369  
Undisclosed: 60

## Children's Behavioral Health Services

### REIMAGINING EARLY INTERVENTION

Through a multitude of programs and services designed to promote mental and behavioral health, CBH cares for children ages 0-17 from all socio-economic groups without discrimination or ability to pay. Treatment programs range from teaching parents how to care for babies with developmental delays to ongoing therapy and support for children with mental health conditions.

### Children's Behavioral Health Programs

Outpatient Behavioral Health Services for Children and Adolescents (Enrollment)

Children's Crisis Services and Children's Mobile Outreach Team (CMOT)

Crisis Respite Residential Center

Healthy Outcomes through Early Prevention and Early Support (HOPES) Program ages 0-5 years

Early Childhood Intervention Services (CHCS-ECI) ages 0-3 years

Youth Empowerment Services (YES) Waiver Program

Transition Age Youth (TAY)

Bexar County Juvenile Justice Program

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

Bexar CARES System of Care

DFPS/Family Tapestry Service Provider

In FY 2019, The Center served **6,007** children with **103,061** services



# CHCS FOUNDATION

The Center for Health Care Services Foundation offers Mental Health First Aid to all members of our community. Contact The Foundation today to host or register for summer and fall classes, and invest in a program that has international credibility, proven satisfaction, and provides life-saving skills. Here is what one community leader had to say about Mental Health First Aid: "We have tried anti-stigma campaigns and other approaches, but these were always expensive, time-limited and difficult to measure. We know exactly how many people we have trained, and survey evaluation results help us understand First Aider satisfaction with the program."

[www.chcsf.org](http://www.chcsf.org) | [iGive@chcsbc.org](mailto:iGive@chcsbc.org) | (210) 261-1114

## GOVERNMENT FUNDERS



## Restoration & Transformational Services

### REIMAGINING TREATMENT FOR COMPLEX CRISIS CARE

Restoration and Transformational Services offers safe, meaningful programs designed to reduce harms associated with substance use, promote total recovery for people with co-occurring mental health and substance use disorders, and provide better care coordination for the most acute people in Bexar County.

The Center served **9,079** people with **388,458** services for FY 2019

### Restoration & Transformational Programs

Crisis Care Center  
Dianna M. Burns-Banks  
Primary Care Clinic  
Josephine Recovery Center  
Mobile Crisis Outreach Team (MCOT)/Medcom Navigation  
Intensive Outpatient Substance Use Treatment (IOP)  
Substance Use Public Sobering Unit  
NAS Residential Treatment Program  
Co-Occurring Psychiatric Substance Use Disorders (COPSD)  
Residential **Detoxification**  
Minor Medical Clinic  
Mommies Program Specialized Female IOP Substance Use Treatment

Opioid Addiction Treatment Services (OATS)  
HIV Prevention, Intervention & Outreach Programs  
Outreach, Screening, Assessment, and Referral (OSAR)  
SA Job Development  
PATH – Project for Assistance in Transition from Homelessness  
The Integrated Care Clinic  
Recovery Support Services  
Integrated Treatment Program (ITP)  
Program for Intensive Care Coordination (PICC)  
State Contract Beds  
Crisis Transitional Team LOC 5  
Chronic Crisis Stabilization Initiative (CCSI)

# FINANCIAL HIGHLIGHTS

AUGUST 31, 2019

Primary Government  
Governmental Activities

Component Unit  
CHCS Foundation

| ASSETS       | Current assets   |                      |                     |
|--------------|--|----------------------|---------------------|
|              | Cash and cash equivalents                              | \$ 9,111,939         | \$ 475,173          |
|              | Receivables:   |                      |                     |
|              | From other governments                                 | 11,032,979           | —                   |
|              | Other  | 1,839,888            | 473,730             |
|              | Prepaid expenses and other assets                      | 506,574              | —                   |
|              | Inventory  | 53,950               | —                   |
|              | <b>Total current assets</b>                            | <b>22,545,330</b>    | <b>948,903</b>      |
|              | <b>Capital assets, net of accumulated depreciation</b> | <b>36,661,437</b>    | <b>—</b>            |
|              | <b>Total Assets</b>                                    | <b>\$ 59,206,767</b> | <b>\$ 948,903</b>   |
| LIABILITIES  | Current liabilities                                    |                      |                     |
|              | Accounts payable                                       | \$ 2,686,788         | \$ —                |
|              | Accrued salaries and wages                             | 1,241,797            | —                   |
|              | Unearned revenue                                       | 225,580              | —                   |
|              | Accrued expenses                                       | 545,000              | 261,248             |
|              | Portion due or payable within one year                 |                      |                     |
|              | Due to State   | 2,299,499            | —                   |
|              | Compensated absences                                   | 1,688,762            | —                   |
|              | <b>Total current liabilities</b>                       | <b>8,687,426</b>     | <b>261,248</b>      |
|              | Noncurrent liabilities                                 |                      |                     |
|              | Due to State   | 4,598,998            | —                   |
|              | Compensated absences                                   | 1,389,578            | —                   |
|              | <b>Total long-term liabilities</b>                     | <b>5,988,576</b>     | <b>—</b>            |
|              | <b>Total Liabilities</b>                               | <b>\$ 14,676,003</b> | <b>\$ 261,248</b>   |
| NET POSITION | Net Investment in capital assets                       | \$ 36,661,437        | —                   |
|              | Restricted   | —                    | \$ 262,000          |
|              | Unrestricted   | \$ 7,869,327         | \$ 425,655          |
|              | <b>Total Net Position</b>                              | <b>\$ 44,530,764</b> | <b>\$ 687,655</b>   |
|              | <b>Change in Net Position</b>                          | <b>\$ 354,918</b>    | <b>(\$ 121,164)</b> |

## Long Term Care Services

### REIMAGINING A RICHER QUALITY OF LIFE

By promoting dignity and choice for adults with intellectual and developmental disabilities, LTC helps improve the quality of life for consumers and their loved ones through programs designed for inclusivity, accessibility, and independence.

### Long Term Care Programs

Home and Community Based Services (HCS)  
Texas Home Living Waiver Program (TxHmL)  
Residential and Respite Services: Host Home  
Companion Care, HCS Group  
Home Residential Support Services, and Supported Home Living  
Provider Monitor Services  
Day Activity Health Services (DAHS)

Family and Community Support Services including: Transportation, PasHab, Nursing, Adaptive Aids, Professional Therapies, Supported Employment, etc. (CALIDAD) Day Habilitation  
Employment Connections  
Intermediate Care Facility IDD (ICF-IDD)  
Network Provider for LIDDA  
General Revenue Services

Long Term Care provided 55,965 services to 359 people in FY 2019