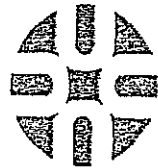


# *UNIFIED COMMUNITY SERVICES*



*2021*

## *Annual Report*

*"Contributing to the  
development of healthier  
individuals, families  
and communities within  
Grant and Iowa Counties  
by providing mental health, substance abuse,  
and developmental disabilities services"*

# *UNIFIED COMMUNITY SERVICES*

2021

## Annual Report

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To the Honorable Members of the County Boards of Supervisors of Grant and Iowa Counties:

This 2021 annual report describes our services and accomplishments of the past year. Unified Community Services is grateful for your continuing confidence and support.

Respectfully submitted,

*Jeff Lockhart*

Jeff Lockhart  
Agency Director

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### BOARD MEMBERS

Gary Ranum, Chairman  
Nancy Howard, Vice-Chairman  
Patrick Schroeder, Secretary  
Carol Beals  
Joan Davis  
Judy Friar

Amy Kite  
Justin O'Brien  
Charles Stenner  
Mike Tiber  
Mary Ellen Tredinnick

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### MANAGEMENT STAFF

Jeff Lockhart, Agency Director  
Dr. Robert Vickrey, Medical Director

Jessica Munson, Finance Director  
Cheryl Knapp, Administrative Services Supervisor  
Patti Heer, Long Term Support Program Supervisor  
Becky Manning, Psychiatric APNP and Community Support Program Supervisor  
Holly Knapp, Emergency Services Program Supervisor  
Abigail Trainor, Behavioral Health Clinical Supervisor  
Andy Simcox, Comprehensive Community Services Program Supervisor

Employees

Full Time 32  
Part Time 14

Annual Financial Support

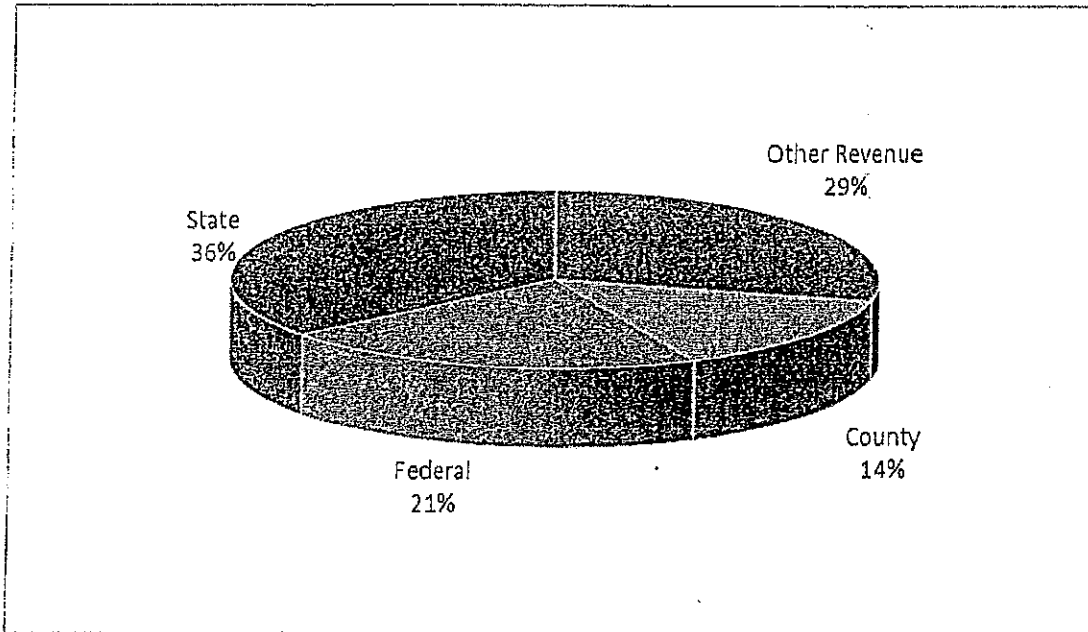
Federal \$ 1,165,139  
State of Wisconsin \$ 1,971,406  
Grant County \$ 543,127  
Iowa County \$ 236,626  
Other Revenues \$ 1,580,559

<u>Expenditures</u> <u>Program</u>	<u>Wisconsin</u> <u>Statute</u>	<u>2020 Expenditures</u>	<u>2021</u>
Birth to 3	51.44(5)(a)	\$ 333,796	\$ 351,835
Developmental Disabilities Outpatient	51.437	\$ 1,189	\$ 1,228
Children Long Term Support Children's Community Options Program	51.437 46.985(2)(a)	\$ 280,175	\$ 358,189
Emergency Services	51.42	\$ 769,519	\$ 1,026,301
Mental Health Outpatient	51.42	\$ 1,124,975	\$ 1,019,545
Substance Abuse Outpatient	51.45(8)	\$ 1,060,313	\$ 1,001,941
Community Support Program	51.42(7)(b)	\$ 673,449	\$ 613,227
Comprehensive Community Services	51.42(7)(b)	\$ 118,439	\$ 400,894
Family Care		\$ 416,262	\$ 416,262
<b>TOTAL</b>		<b>\$ 4,778,117</b>	<b>\$ 5,189,422</b>

Revenue by Source:

Other Revenue	29%	\$1,580,559
County	14%	\$779,753
Federal	21%	\$1,165,139
State	36%	\$1,971,406

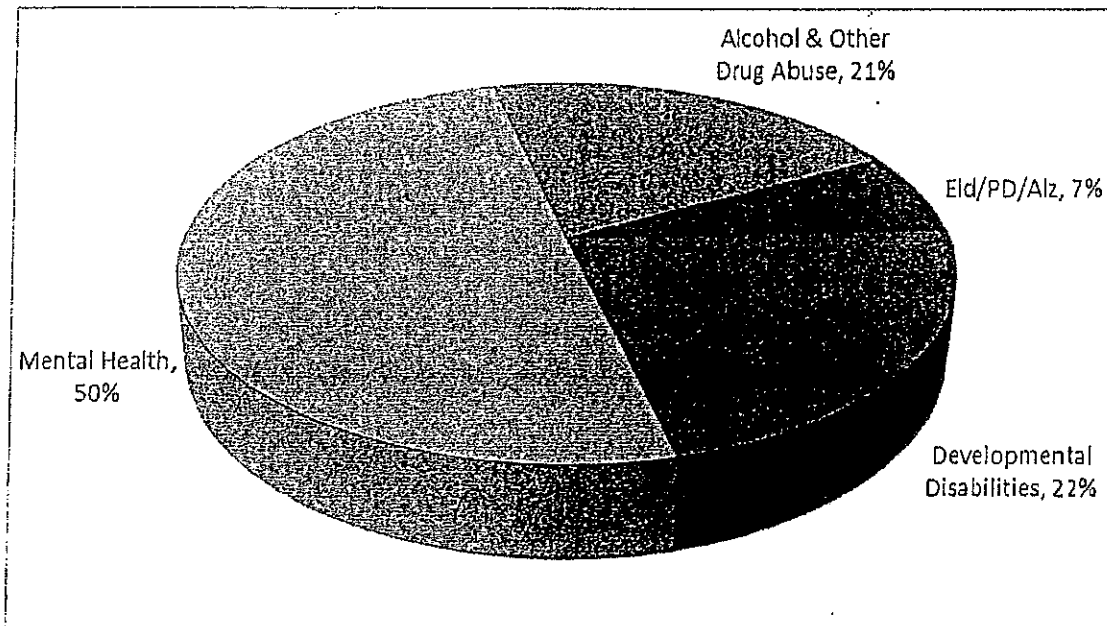
\$5,496,857



**Expenses by Disability:**

Developmental Disabilities	22%	\$1,127,514
Mental Health	50%	\$2,581,275
Alcohol & Other Drug Abuse	21%	\$1,079,740
Eld/PD/Alz	7%	\$400,893

\$5,189,422



# ***BEHAVIORAL HEALTH PROGRAM***

*Providing substance abuse and mental health education, prevention, intervention, outreach, support, treatment and rehabilitation services to the residents of Grant and Iowa Counties.*

## **Key Program Components**

### **Assessment and diagnosis –**

- Individual Assessment including Addiction (AODA), Mental Health, and Dual Diagnosis
- Psychiatric Assessment/Medication Evaluation
- Intoxicated Driver Program Assessment

### **Treatment –**

- Individual, marital, and family counseling
- Group treatment including:
  - Intensive Outpatient Program (AODA)
  - Relapse Prevention (AODA)
  - Seeking Safety (AODA/Trauma)
  - Monthly Maintenance (AODA)
  - DBT group (MH)
- Medication management, including Medication Assisted Treatment

### **OWI and Drug Treatment Court -**

UCS continued to participate in the Drug and OWI Treatment Courts. In Grant County, 13 individuals were served in Drug Court, and 14 in OWI Court. In Iowa County, 13 individuals were served in Drug Court, and 10 in OWI Court.

## **Services Provided**

Mental health - 627 clients served  
Mental Health assessments – 83  
AODA treatment - 370 clients served  
AODA Clinical assessments - 191  
Intoxicated Driver assessments – 254  
Psychiatric assessments – 96  
Medication management - 443 clients served  
Medication management appointments – 1,415  
Individual therapy sessions – 2,666  
Group therapy hours – 6,475

## **Program Staff**

The Behavioral Health Program was staffed in 2021 by a contracted medical director and a child psychiatrist. Program employees included: Behavioral Health Clinical Supervisor, Psychiatric Mental Health Nurse Practitioners, Dual-diagnosis Psychotherapists, AODA Counselors, Registered Nurses, a Case Manager, Peer Support Specialists and a Prevention Specialist.

## **2021 Program Accomplishments**

Continued telehealth services in response to COVID-19 pandemic.

Continued a Dialectical Behavioral Treatment (DBT) program.

Continued integration of mental health program and substance use disorder program into a comprehensive co-occurring disorders program. Hired full-time onsite Behavioral Health Clinical Supervisor. Three outpatient providers completed the UW-Flex Substance Use Disorders Certificate Program, increasing UCS' capacity to provide AODA services.

Awarded a continuation of the State Opioid Response (SOR) grant, which also allowed for hiring of additional staff and continuation of current staff to include an AODA Counselor, Prevention Specialist, 2 RN/case managers, and a case manager.

Awarded continuation of Medication-Assisted Treatment (MAT) Jail grant, to provide medication assisted AODA treatments to justice-involved individuals prior to release from jail. Hired a part time outreach case manager.

## Prevention

- Narcan® Direct training and distribution continued in 2021. Seventy Law enforcement officers and staff were trained in 14 Iowa and Grant County agencies and 59 individuals were trained through the coordinated efforts of our staff. A total of 214 two-dose boxes of Narcan® were distributed, 132 to law enforcement and 82 to individuals.
- Substance use prevention was focused on reducing access to prescription medications through medication safety brochures, drug take back posters, and Medication Safety/Parents Need to Know presentations. Drug Take Back posters, which included drop off locations for Iowa, Grant and Lafayette counties, were distributed to 19 agencies. A total of 1461 Medication Safety brochures went out to 39 locations, including agencies, medical health providers, ADRC, Social Services, law enforcement, libraries, veterans' services, and thrift shops. Medication Safety/Parents Need to Know presentations were attended by 43 individuals. Each attendee received a lock bag with support resources.
- Participation at the July 2021 Iowa County Chiefs meeting, individual contact with law enforcement, and meetings with WI DHS and SRO Meth Solutions were ongoing in order to stay current on local and state conditions regarding overdoses, and illicit drug issues. Collaboration and participation with coalitions continued to build support for substance use prevention, though this has been limited by the COVID pandemic.

## ***COMMUNITY SUPPORT PROGRAM (CSP)***

*Providing comprehensive mental health and case management services to adults diagnosed with a severe and persistent mental illness. Because such a diagnosis affects all aspects of an individual's life, effective treatment must address not only the management and reduction of symptoms, but also the individual's full range of unique personal, social, and economic needs. Services to CSP clients are provided almost exclusively in the community, with the goal of assisting each client in gaining and/or maintaining independence. This philosophy and mode of treatment has been very successful in helping clients in achieving a better quality of life, and reducing the need for repeated acute treatment or prolonged periods of institutionalized care.*

### **Services provided within the CSP include:**

Psychiatric Services  
Medication prescription, administration, monitoring,  
and education  
Case Management  
Symptom Management  
Crisis Intervention  
Individual, Family, Group Psychotherapy  
Assistance in locating, obtaining, and maintaining  
stable housing  
Assistance in continuing or completing educational  
and/or vocational goals  
Assistance in learning and accomplishing skills  
needed to function independently, such as food  
preparation, grooming and hygiene, housekeeping,  
and shopping  
Assistance in learning to manage one's own finances  
independently  
Assistance in accessing medical, dental, and legal  
services  
Coordination of transportation services  
Social and recreational skill development  
Coordination of referrals to other service providers

### **Program Staff**

The Community Support Program employs a treatment team of a clinician, case manager, registered nurse, psychiatric mental health nurse practitioner, and psychiatrist.

Each individual entering the Community Support Program is assigned a case manager who develops a treatment plan with the individual and other team members, provides support and outreach, and assists in coordinating other services.

### **Clients Served**

Thirty-nine individuals were being served on 12/31/2021 by the Community Support Program. The program admitted three people in 2021 and discharged four people. Sixteen individuals being served by CSP in 2021 were on a civil mental health commitment (Chapter 51).

The case management program was serving one individual on 12/31/2021 who required assistance accessing and coordinating services, but did not require community treatment.

### **2021 Program Accomplishments**

One CSP staff member received LPC license.

A long-term placement at Trempealeau County Health Care Center was transferred back into the community.

Provided services throughout the pandemic via telephone and telehealth.

CSP staff achieved an overall 75% billable time.

Maintained a shared home for multiple male CSP clients.

# ***COMPREHENSIVE COMMUNITY SERVICES PROGRAM (CCS)***

*CCS is a recovery oriented program designed for clients who require ongoing services and experience functional impairments. Eligibility requires full Medicaid funding, an established mental health and/or substance use diagnosis, and a prescription by a physician. CCS provides comprehensive, coordinated, and voluntary psychosocial rehabilitation and case management services to adults and children diagnosed with a mental health and/or substance use disorders. Participants are expected to engage in a voluntary program of rehabilitation aimed at establishing enhanced independent functioning and quality of life.*

## **Services provided within the CCS include:**

Screening and Assessment  
Service Planning  
Case Management  
Service Facilitation  
Diagnostic Evaluations  
Medication Management  
Physical Health Monitoring  
Peer Support  
Individual Skill Development and Enhancement  
Employment Related Skill Training  
Individual and/or Family Psychoeducation  
Wellness Management and Recovery  
Psychotherapy (individual and group)  
Substance Abuse Treatment  
Other/nontraditional services as approved

## **Program Staff**

During 2021, the Comprehensive Community Services Program employed a half time director and three case managers. A variety of other Unified Community Services staff joined the roster of providers. These staff members worked with CCS clients in addition to their normal duties on other UCS teams.

Each individual entering the CCS Program is assigned a case manager who develops an individualized service plan with the individual and other team members selected by the client. Service plans are reviewed by the client and team at least twice yearly. The case manager also provides support and outreach, and assists in coordinating a variety of other services.

## **Clients Served**

Twenty-five new clients were enrolled in CCS during the year, and four were discharged. Served 35 clients and most of those served met with UCS mental health and AODA clinicians. All received regular case management services. Two of the new clients admitted during 2021 were children.

## **2021 Program Accomplishments**

Nine additional UCS staff members completed the CCS orientation in 2021. The CCS orientation required 20 to 40 hours depending on staff qualifications.

A CCS Coordination Committee met quarterly during the last half of 2021 to monitor and evaluate program needs.

Enrollment increased from 13 at the beginning of 2021 to 35 clients by the end of 2021.



# ***EMERGENCY SERVICES PROGRAM***

*The Emergency Services Program is a DHS 34 Certified Program providing Grant and Iowa Counties with 24-hour access to assessment, evaluation, referral and treatment for persons experiencing an emotional crisis.*

## Key Program Components

- Provides client centered and timely screening and assessments for risk, connects individuals to needed services that focus on early intervention and the prevention of further crisis.
- Providing consultation to law enforcement officers, other human services providers and community members who are responding to psychiatric emergencies.
- Coordinating the provision of treatment and services for consumers post crisis.
- Managing consumers on Mental Health Commitments, Settlement Agreements, Crisis Plans and Crisis Alerts.

## Clients Served

	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Crisis Calls	1503	1604	1431	1664
Grant County	978	1044	931	1043
Iowa County	412	435	379	469
Other	113	125	121	152
NWC			907	940
UCS			524	724
Assessments			990	1109
Notes			441	555
Youth/Children			247	280
Emergency Detentions	84	109	59	75
Grant County	58	71	44	50
Iowa County	20	32	15	21
Other	6	6	3	4
Children	25	23	12	12
Detentions at WMHI	56%	60%	49%	60%
Diversion from WMHI	97%	40%	51%	40%
Dismissals at WMHI	45%	42%	66%	31%

## Program Staff

The Emergency Services (ES) Department is staffed with Supervisor, two Emergency Services Coordinators, and two weekend on call Mobile Crisis staff. Our ES Program is supported part-time by a clerical position. UCS also holds a contract with Northwest Connections to provide crisis hotline services evenings and weekends per DHS 34.

## 2021 Program Accomplishments

- Maintained high quality, uninterrupted crisis services during a pandemic through staff shortages due to quarantine/illness and a maternity leave.
- Maintained self-care, high morale and experienced no turn over in our daytime staff.
- Emergency Services mobile staff began taking calls during mobile crisis hours Saturdays and Sundays from 10:00 am to 6:00 pm.
- Developed a 60 hour online training/orientation curriculum. Hired and trained new mobile staff.
- Increased the number of completed satisfaction surveys by 72%.
- Participated in Regional Youth Crisis Grant.
- Staff participated and engaged in many training opportunities to develop and improve skills related to providing essential Emergency Services.
- Strong focus on reducing the number of individuals that are placed at Winnebago Mental Health Institute and reducing the number of days individuals spent in inpatient settings.
- Worked on streamlining services provided by Emergency Services team to allow for high quality services to continue without interruption during the mental wave of the pandemic.

# ***LONG-TERM SUPPORT PROGRAMS***

*Providing services to individuals with long-term care needs. Case plans are developed based on the individual's needs and are consistent with the concept of most integrated setting. Our goal is for all individuals to receive services in their own communities and natural environments with the necessary supports to allow them to be independent.*

## **Key Program Components**

Assessment  
Service Coordination  
Court Services  
Long-Term Support Children's Waivers  
Children's Community Options Program  
Birth to 3 Program  
Adults-At-Risk  
Adult Protective Services

## **Program Staff**

In 2021, the Long Term Support Program was staffed by a team consisting of the Program Supervisor, three full-time Case Manager/Service Coordinators, a part-time speech and language pathologist, a part-time physical therapist, and a program assistant.

## **2021 Program Accomplishments**

### **ADULTS-AT-RISK**

The Adults-at-Risk program investigates and provides necessary referrals and/or services to adults (ages 18 to 59) who may be, or who are at risk of exploitation. In 2021 Unified Community Services received 74 referrals all requiring various levels of additional follow-up. The Long-Term support staff work closely with the Aging and Disability Networks and Social Services in Grant and Iowa Counties to coordinate and process these referrals. In addition, Unified Community Services assisted families with paperwork for guardianships.

## **CHILDREN'S LONG-TERM SUPPORT WAIVERS**

The Children's Long-Term Support Waivers Program serves children in both Grant and Iowa Counties. Unified Community Services continues as the lead agency for this program in 2021. Unified Community Services contracted with Grant County and Iowa County Social Services' Departments for the SED and Physically Disabled populations. Social Service agencies served 37 children in 2021. The three agencies work closely to ensure coordination of this waiver program. Unified Community Services served 118 children in 2021 (92 in Grant County and 26 in Iowa County) plus 10 children who aged out of the program and 3 transferred out. Unified serves children living with intellectual disabilities. There were 3 children in Grant County and 4 children in Iowa County on the waiting list for services at the end of 2021.

We received 46 referrals in 2021 for the Children's programs. Completed Behavior Support plans for the children that required incident reports.

## **ADULT SERVICES FOR THE DEVELOPMENTALLY DISABLED**

The Long-Term Support Program continues to provide court reviews, community service plans and recommendations to the court. There were 69 Protective Placement reviews completed in 2021 along with 1 comprehensive evaluation completed for a person with an intellectual disability. These were referred for placement in nursing homes or facilities for the developmentally disabled.

## CHILDREN'S COMMUNITY OPTIONS PROGRAM (CCOP)

Children's COP serves families with seriously disabled children. Services include respite, equipment and financial assistance with medical and other extraordinary expenses. The assessment process requires completion of a functional screen and financial assessment to determine eligibility for the program. In 2021, Children's COP served 54 families in Grant (47) and Iowa (7) Counties. We are able to serve more families in the Waiver with the reduction of the wait list.

## BIRTH TO 3

In 2021, the Birth to 3 Program received 183 referrals and served 107 children and families. Birth to 3 Program services continue to be provided in the child's natural environment. The children age out of the program at age 3. The average number of children open to the program at a time is 44-54. The program is an entitlement, therefore no waiting list exists. We continue to focus on a family centered, coaching therapy model which is very effective for the child and family. Unified Community Services contracts with Upland Hills Health in Dodgeville, Rural Wisconsin Health Co-Op, and Gundersen Health in Boscobel for the provision of physical therapy, speech therapy and occupational therapy. Unified also contracts with CESA3 for vision services. Unified has a part-time speech therapist and physical therapist to provide services to Birth to 3 children. In 2021, COVID had an effect on referrals to our programs. Families did start attending more well child visits.

## *SUPPORT SERVICES*

### *FINANCIAL DEPARTMENT*

*Accurately tracking and presenting the financial status of Unified Community Services and accessing all available funding.*

#### *Staff*

Finance Director, two Patient Accounts staff and one Bookkeeper.

#### *2021 Program Accomplishments*

Processed and submitted 12 months of backlogged claims by creating manual work arounds in an inefficient billing system. Accomplished while running short-staffed for nine months of the year, hiring second patient accounts staff in September.

Streamlined and instituted billing and authorization processes to allow for revamping of community programs to capture additional revenue.

Implemented provider claim audits to identify revenue opportunities.

Partnered with new EHR software for project planning, working with program staff to improve billing footprint in new EHR.

Applied for and successfully awarded Provider Relief Rural Allocation funds totaling \$9,262 and Phase 4 Provider Relief funds totaling \$100,155.

Increased total revenues by \$575,519, resulting in revenues over expenses of \$302,275.

### *ADMINISTRATIVE SERVICES*

*Providing quality support services to all agency staff. Administrative Professionals are the liaisons between the residents of Grant and Iowa Counties in need of services provided by our agency, and the staff who provide those services. Health IT Technician oversees IT systems and ensures security and privacy.*

#### *Staff*

Administrative Services Supervisor, five Administrative Professionals, and Health IT Technician.

#### *2021 Program Accomplishments*

Facilitated continuation of services during pandemic in an environment as safe for staff and clients as possible, including sanitation, coordinating telehealth services, and utilizing DocuSign capability.

Administrative Professionals assumed responsibility for obtaining insurance information from clients, obtaining client's consent to bill insurance, and determining which providers are credentialed with client's insurance company.

IT accomplished project planning and set up for new Electronic Health Record, migrated servers to county for performance and longer up time, created HIPAA Policies and Procedures, implemented Multi Factor Authentication for remote workers, upgraded to a Virtual Private Network with higher encryption, and backups moved to the county for cost savings.

Facilitated State certification on-site review of Mental Health, Substance Abuse, Emergency Services, and Comprehensive Community Services Programs; and desk review of the Community Support Program.

Processed 12 employee separations. Resignations full-time staff: 6; Resignations part-time: 2 (mobile crisis); Contract position eliminated (Backup prescriber): 1; Retirements: 3, and hired 13 employees, for a turnover rate of 26.1%. Provided opportunities for 4 interns/volunteers.