



# Board of Directors

## Hybrid Meeting Agenda

June 9<sup>th</sup>, 2022

**Board of Directors Members Present:**

**North Sound Behavioral Health  
Administrative Services Organization  
(North Sound BH-ASO) Staff Present:**

**Guests Present:**

- 1. Call to Order and Introductions** – Chair
- 2. Revisions to the Agenda** – Chair
- 3. Approval of the May 12th, 2022, Minutes, Motion #22-26** – Chair.... Attachment
- 4. Comments & Announcements from the Chair**
- 5. Reports from Members**
- 6. Comments from the Public**
- 7. Report from the Advisory Board** (there was no meeting in June)
- 8. Report from the Finance Officer** (Available at Meeting) ..... Attachment
- 9. Report from the Governance Operations Committee**

*All matters listed with the Consent Agenda have been distributed to each Member for reading and study, are considered to be routine, and will be enacted by one action of the Board of Directors with no separate discussion. If separate discussion is desired, the item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a Member.*

**Consent Agenda** (Available at Meeting) .....Attachment

**Motion #22-27**

- To review and approve the North Sound Behavioral Health Administrative Services Organization claims paid from May 1<sup>st</sup>, 2022, through May 31<sup>st</sup>, 2022, in the amount of \$2,424,416.22.
- Payroll for the month of May in the amount of \$166,006.50 and associated employer benefits in the amount of \$73,592.15.

**10. Action Items**

**For Board Approval**

**Summary:**

**Homeless Outreach Stabilization and Transition Team (HOST)**

Evergreen Recovery Centers was the successful bidder for the HOST Request for Qualifications (RFQ). The evaluation team met and reviewed the proposal and recommended the ASO move forward with a contract. The annual funding for this project is \$956,080 in GF-S funds.

**Motion # 22-28**

- North Sound BH-AS)-ERC-ICN-19-23 Amendment 7 for the provision of a HOST services in Snohomish County. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract

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**Summary:**

**Health Care Authority**

K-4949 is providing the GF-S funding for the period of July 1, 2022, through December 31, 2022, and Federal Block Grant funds for the period of July 1, 2022, through June 30, 2023. New GF-S funding is expected for the period of July – December 2022, however the details have not been finalized by HCA to date.

**Motion #22-29**

- HCA-NS BH-ASO-K-4949-Amendment 5 providing the ASO GF-S funding and legislative provisos for the period of July 1, 2022, through December 31, 2022, and Federal Block Grant Funding for the period of July 1, 2022, through June 30, 2023.

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**Summary**

**Housing and Recovery through Peer Support Services**

K-5390 Housing and Recovery through Peer Support Services (HARPS) team providing permanent supportive housing services for individuals exiting or at risk of entering a behavioral healthcare setting. Amendment #3 is one time funding for Housing Subsidies to be expended by June 30, 2022.

**Motion #22-30**

- HCA-NS BH-ASO-K5390-22-23 Amendment 1 for the purpose of funding an additional Peer on the HARPS team. The maximum amount on this amendment is \$80,000 effective upon execution through March 14, 2023.
- HCA-NS BH-ASO-K5390-22-23 Amendment 2 for the purpose of funding the HARPS team and HARPS subsidies. The maximum amount on this contract is \$616,440 with a term of July 1, 2022, through June 30, 2023.
- HCA-NS BH-ASO-K5390-22-23 Amendment 3 for the purpose of one-time funding for HARPS subsidies. The maximum amount on this contract is \$200,000 with a term of July 1, 2022, through June 30, 2023.

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**Summary:**

**Department of Commerce**

Department of Commerce contract for Community Behavioral Health Rental Assistance (CBRA) is renewing our contract for fiscal year 2023 to support individuals with behavioral health disorders needing housing. These subsidies are intended to support individuals until a permanent housing option is found. The funding allocation is the same as FY 2022.

**Motion #22-31**

- Department of Commerce-North Sound BH-ASO-#23-46409-002 for the provision of housing subsidies in the North Sound Regional Service Area. The maximum consideration on this contract is \$1,366,830 for a term of July 1, 2022, through June 30, 2023.

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**Summary:**

**Bellingham School District**

The legislature provided funding for Whatcom County Schools to establish a Trauma Informed Counseling program in schools eligible for high-poverty allocations from the learning assistance program. The Bellingham School District #501 will serve the Bellingham area and Compass Health will serve county-based schools.

The funding for this project is \$300,000 annually, because we have a reserve of funding due to the difficulty in finding providers, we are asking for approval at the June meeting. The total funding for fiscal year 2022 and 2023 is \$600,000. The funding was distributed based on proposals presented to Whatcom County Human Services by Bellingham School District and Compass Health. This funding is not renewable, the county is exploring ongoing funding post June 30, 2023.

**Motion #22-32**

North Sound BH-ASO-Bellingham School District-ICN-22-23 for the provision of trauma informed counseling in the identified high-poverty Bellingham Schools. The maximum consideration on this contract is \$265,338 with a term of July 1, 2022, through June 30, 2023.

North Sound BH-ASO-Compass Health-ICCN-19-23 Amendment 9 for the provision of trauma informed counseling in the identified high-poverty Whatcom County Schools. The maximum consideration on this contract is \$334,662 with a term of July 1, 2022, through June 30, 2023.

**Summary:**

**GF-S Mandatory Services**

The following contracts are providing mandatory behavioral health services.

- Compass Health
  - Mobile Crisis Outreach, ITA services, Program for Assertive Community Treatment (PACT), Evaluation and Treatment Services, E&T Discharge Planners, Whatcom Triage Diversion Pilot
- Snohomish County
  - Mobile Crisis Outreach, ITA services
  - Proviso Funding-Jail Transition Services, Designated Cannabis Account, Trueblood Funds
- Volunteers of America
  - Toll Free Crisis Hotline
- Telecare
  - Evaluation and Treatment Services, Discharge Planners
- American Behavioral Health Services (ABHS)
  - Secure Withdrawal Management
- Community Action of Skagit County (CASC)
  - Ombuds Services (services for July 1, 2022-October 1, 2022)
- Sea Mar
  - Assisted Outpatient Treatment
- Lifeline Connections
  - PACT
- Snohomish County Superior Court
  - Juvenile Treatment Services
- Island County
  - Proviso Funding-Jail Transition Services, Trueblood Funds, Designated Cannabis Account
- San Juan County
  - Proviso Funding-Jail Transition Services, Designated Cannabis Account
- Skagit County
  - Proviso Funding-Jail Transition Services, Designated Cannabis Account, Trueblood Funds
- Whatcom County
  - Proviso Funding-Jail Transition Services, Designated Cannabis Account, Trueblood Funds

**Motion #22-33**

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICCN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-ICCN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-ABHS-ICCN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICCN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County Superior Court-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-San Juan County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Skagit County-Interlocal-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
  
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

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**Summary:**

**SABG and MHBG Mandatory Services**

The following contracts are providing SABG priority Services:

- Brigid Collins
  - Pregnant and Parenting Women (PPW) Housing Support Services
- Evergreen Recovery Centers
  - PPW Housing Support Services
- Catholic Community Services
  - PPW Housing Support Services
- Compass Health
  - San Juan HARPS subsidies
  - Certified Peers on Mobile Crisis Teams
- Therapeutic Health Services
  - Medication Assisted Treatment
- Island County
  - Opiate Outreach, HARPS subsidies
- Community Action of Skagit County
  - Opiate Outreach
- Snohomish County
  - Opiate Outreach
- Whatcom County
  - Opiate Outreach

- Lifeline Connections
  - Peer Pathfinder Incarceration Transition Pilot,
- Telecare Corp.
  - Peer Bridger Program, Peer Bridger Participant Relief Funds

**Motion #22-34**

- NS BH-ASO-Brigid Collins-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-CCS NW-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-THS-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-MHBG-20-23 Amendment 4 to provide additional funding to the Peer Path Finder services under this contract. The contract term is July 1, 2019, through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-MHBG-19-22 Amendment 3 to provide additional funding to Peer Bridger services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

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**Summary:**

**GF-S/SABG/MHBG Services within Available Resources**

- Compass Health
  - SUD outpatient services in San Juan County
  - Snohomish & Whatcom County Triage Services
- Consejo Counseling and Referral Services
  - Mental health outpatient services
  - Substance use outpatient services
- City of Mount Vernon

- Integrated co-responder outreach project
- Evergreen Recovery Centers
  - Withdrawal Management Services
  - Mental Health Infant Specialist
- Island County
  - Co-Responder project
- Lifeline Connections
  - SUD Outpatient services
  - Recovery Housing
  - HARPS Team with Skagit & Whatcom subsidies
  - One-time HARPS subsidies expended prior to June 30, 2022
- Lake Whatcom Center
  - PACT
  - Mental Health outpatient services
  - Substance Use outpatient services
- Pioneer Human Services
  - Skagit & Whatcom withdrawal management services
  - SUD residential services
- Sea Mar
  - Mental health outpatient services
  - Substance use outpatient services
  - SUD residential services
- Sunrise Services
  - Mental health outpatient services
  - Substance use outpatient services
- Volunteers of America (VOA)
  - Emergency Response for Suicide Prevention (ERSP)
  - Peer Outreach follow up services

**Motion #22-35**

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Consejo-ICN-21-23 Amendment 1 to provide the funding to continue services under this contract. The contract term is July 1, 2021, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-City of Mount Vernon-Interlocal-23 to provide funding for the integrated co-responder team with the City of Mount Vernon Police Department. The contract term is June 1, 2022, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding for co-responder services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-LWC-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.

- NS BH-ASO-PHS-ICN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-Sunrise Services-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding for emergency response suicide prevention follow up services under this contract. The contract term is July 1, 2019, through June 30, 2023, with an automatic one-year renewal on July 1, 2023, based on continued compliance with the terms of the contract

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**Summary:**

**Professional Service Agreement**

- Hands Up Project is a non-profit in Snohomish County assisting individuals with a behavioral health concerns access housing. The priority population is individuals exiting inpatient and/or residential facilities. This contract adds one-time funding of \$100,000 of HARPS subsidies to be expended by June 30, 2022. It also continues funding the next 6-month period of federal block grant housing subsidies in the amount of \$200,000.

**Motion #22-36**

- North Sound BH-ASO-Hands Up-PSC-22 for the provision of housing subsidies to individuals in Snohomish County who are unhoused. The maximum consideration on this agreement is \$300,00, with \$100,00 expended by June 30, 2022. The term of this agreement is December 1, 2020, through December 31, 2022.

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**Summary:**

**Behavioral Health Needs Assessment**

- Cumming Management Group will be providing Phase 0 of the Behavioral Health Needs Assessment: Project Mobilization, and Initial Work Plan.
- Phase 0 will consist of the following work:
  - Engagement management, team structure and coordination, project mobilization
  - Finalized scope, work plan, schedule, and deliverables (note this will be adjusted after the kickoff meeting)
  - Information request and list of data resources to be utilized
  - Key stakeholder interview list and associated discussion guide
  - Final proposed project fee

**Motion #22-37**

- NS BH-ASO-Cumming-Agreement-22 for the purpose of engaging Cumming Management Group in a North Sound Behavioral Health Needs Assessment. The maximum consideration for Phase 0 is \$12,000 with an effective date of July 1, 2022

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## **12. Adjourn**

*Next Meeting: August 11<sup>th</sup>, 2022 (No July Meeting)*



## Board of Directors

### Hybrid Meeting Minutes

May 12, 2022

#### Board of Directors Members Present:

- **Cindy Wolf**, Council Member, San Juan County; Vice Chair
- **Lynda Austin**, Human Services Director, Island County
- **Kathy Kershner**, Whatcom County Council
- **Cammy Hart-Anderson**, Snohomish County Human Services; designated alternate for Dave Somers, Snohomish County Executive
- **George Kosovich**, Skagit County Public Health; designated alternate for Peter Browning
- **Nicole Gorle**, Legislative Analyst, Snohomish County; designated alternate for Nate Nehring, Snohomish County Council
- **Heidi Beazizo**, Sr. Legislative Analyst, Snohomish County; designated alternate for Jared Mead, County Council
- **Pat O'Maley Lanphear**, North Sound BH-ASO Advisory Board, Vice Chair
- **Jackie Mitchell**, Behavioral Health Program Specialist, Whatcom County, designated alternate for Satpal Sidhu
- **Darcy Cheeseman**, Legislative Aid to Council Member, Sam Low
- **Lynda Austin**, Island County Human Services; designated alternate for Commissioner Jill Johnson

#### North Sound Behavioral Health Administrative Services Organization (North Sound BH-ASO) Staff Present:

- **Joe Valentine**, Executive Director, North Sound BH-ASO
- **Margaret Rojas**, Assistant Director, North Sound BH-ASO
- **Darrell Heiner**, Senior Accountant, North Sound BH-ASO
- **Charles DeElena**, Business Improvement Manager/Compliance Officer, North Sound BH-ASO
- **Lisa Hudspeth**, Program Specialist, North Sound BH-ASO (Minutes)

#### Guests Present:

##### 1. Call to Order and Introductions – Chair

Vice Chair Wolf initiated introductions and called the meeting to order at 1:35 p.m. She asked Lisa Hudspeth to read the names of the attendees that were participating in person and via Zoom.

##### 2. Revisions to the Agenda – Chair

The Chair asked if there were any revisions to the agenda. No revisions were noted.

##### 3. Approval of the April 14, 2022, Minutes, Motion #22-23 – Chair..... Attachment

Kathy Kershner moved the motion for approval, Jackie Mitchell seconded, none opposed, no abstentions, motion #22-23 carried.

##### 4. Comments & Announcements from the Chair

There were no announcements from Vice Chair Wolf.

##### 5. Reports from Members

Vice Chair Wolf asked if there were reports from the counties. The following updates were provided:

- Island County
  - Two (2) new co-responders are now in place
  - Recovery Navigator Program (RNP) planning is underway
  - Low-income Housing Institute pursuing permanent supportive housing
- Skagit County
  - Consejo Counseling has identified a location in Skagit county to provide services
  - Skagit County undergoing a planning process around behavioral health and housing issues called *North Star Project*
- Snohomish County
  - Continuing to recruit for Designated Crisis Responders (DCRs); will be using a recruiter for assistance
  - Cammy expressed appreciation to Joe for presenting ASO Overview with Snohomish County Council members
  - Behavioral Health Group in process of creating “mini grants” with Dedicated Marijuana Account (DMA) funds
  - Creating forum with five (5) managed care organizations (MCOs) and North Sound BH-ASO to create a forum around youth services
- Whatcom County
  - Kathy expressed appreciation to Joe for presenting to the Whatcom County Council
  - Continued struggles around homelessness, lawlessness, mental health concerns, and substance abuse
  - Way Station will be a place for individuals with mental health or experiencing homelessness to receive services such as basic medical care and showers
  - Response Division is in the process of development
  - Alternative Response Plan is in the process of being developed

**6. Comments from the Public**

There were no comments from the public

**7. Report from the Advisory Board .....Attachment**

Pat O’Maley Lanphear, Advisory Board Chair, gave the report from the Advisory Board, calling special attention to Advisory Board membership and the creation of “target” membership levels.

**8. Annual Compliance Report (Charles DeElena).....Attachment**

Charles DeElena presented on the 2021 Annual Compliance Report. Individuals may contact Charles if they have any questions.

**9. Quality Management Plan (Charles DeElena)**

- [https://nsbhaso.org/for-providers/forms/20220218\\_QM%20Plan\\_ASO\\_FINAL.pdf](https://nsbhaso.org/for-providers/forms/20220218_QM%20Plan_ASO_FINAL.pdf)

Charles DeElena presented on the 2022 Quality Management Plan. Individuals may contact Charles if they have any questions.

**10. Report from the Finance Officer.....Attachment**

Joe Valentine and Darrell Heiner gave the Report from the Finance Officer. They answered questions from the Board members.

**11. Report from the Governance Operations Committee**

*All matters listed with the Consent Agenda have been distributed to each Member for reading and study, are considered to be routine, and will be enacted by one action of the Board of Directors with no separate discussion. If separate discussion is desired, the item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a*

**Consent Agenda** .....Available at Meeting

**Motion #22-24**

- To review and approve the North Sound Behavioral Health Administrative Services Organization claims paid from April 1, 2022, through April 30, 2022, in the amount of \$3,218,218.67.
- Payroll for the month of April in the amount of \$164,422.14 and associated employer benefits in the amount of \$90,810.34.

Kathy Kershner moved the motion for, George Kosovich seconded, none opposed, no abstentions, motion #22-24 carried.

**12. Action Items**

**For Board Approval**

**Summary:**

**Whatcom County Co-Responder Project**

- Whatcom County was the only bidder for the Whatcom Co-Responder RFP. The evaluation team met and reviewed the proposal and recommended the ASO move forward with a contract. The team made some recommendations to the ASO to consider while standing up these programs, specifically on how to measure success and acquire feedback from individuals having contact with the teams. The funding for this project is \$223,563 in COVID Mental Health and Substance Abuse Block Grant funds.

**Motion # 22-25**

- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 8 to provide the funding co-responder services under this contract in the amount of \$223,563. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

Kathy Kershner moved the motion for approval, George Kosovich seconded, none opposed, no abstentions, motion #22-25 carried.

**13. Introduction Items**

**The contracts being introduced this month fall into four distinct categories:**

- Two Health Care Authority contracts: one providing ASO funding for all categories of funding listed below, and a HCA contract for COVID-19 Emergency Grant funding.
- Downstream contracts for General Fund-State (GF-S) Mandatory Services (Crisis Outreach, Involuntary Treatment Act (ITA) Services, ITA inpatient, Secure Withdrawal Management, Proviso Funding)
- Downstream contracts for Substance Abuse Block Grant (SABG) Priority Services (Pregnant & Parenting Women Housing Services (PPW), Individuals using Intravenous Drugs (IUID) Opiate Outreach)
- Downstream contracts for GF-S/SABG/Mental Health Block Grant (MHBG) Services within Available Resources (Mental Health & Substance Use Disorder Outpatient, SUD Residential, Triage Services.

The downstream contracts follow the HCA contract. The funding for the downstream contracts is included in the same amendment, which is why you will see the same numbered amendment under a different category of funding. The funding allocations for the downstream contracts will be developed over the next month.

**Summary:**

**Health Care Authority**

- K-4949 is providing the GF-S funding for the period of July 1, 2022, through December 31, 2022 and Federal Block Grant funds for the period of July 1, 2022, through June 30, 2023.
  - New GF-S funding is expected for the period of July – December 2022, however the details have not been provided by HCA to date.

**Motion #22-XX**

- HCA-NS BH-ASO-K-4949-Amendment 5 providing the ASO GF-S funding and legislative provisos for the period of July 1, 2022, through December 31, 2022 and Federal Block Grant Funding for the period of July 1, 2022 through June 30, 2023.

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- K-5390 Housing and Recovery through Peer Support Services (HARPS) team providing permanent supportive housing services for individuals exiting or at risk of entering a behavioral healthcare setting.

**Motion #22-XX**

- HCA-NS BH-ASO-K5390-22-23 Amendment 1 for the purpose of funding an additional Peer on the HARPS team. The maximum amount on this amendment is \$80,000 effective upon execution through March 14, 2023.
- HCA-NS BH-ASO-K5390-22-23 Amendment 2 for the purpose of funding the HARPS team and HARPS subsidies. The maximum amount on this contract is \$616,440 with a term of July 1, 2022 through June 30, 2023.

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- K5759 Homeless Outreach Stabilization and Transition Team (HOST) services serving individuals who are living with serious substance use or co-occurring disorders and behavioral health conditions experiencing homelessness.

**Motion #22-XX**

- HCA-NS BH-ASO-K5759-22-23 for the purpose of funding a HOST program in the North Sound Region. The maximum consideration on this contract is \$956,080 with a term of July 1, 2022, through June 30, 2023.

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**Summary:**

**GF-S Mandatory Services**

The following contracts are providing mandatory behavioral health services.

- **Compass Health**
  - Mobile Crisis Outreach, ITA services, Program for Assertive Community Treatment (PACT), Evaluation and Treatment Services, E&T Discharge Planners, Whatcom Triage Diversion Pilot
- Snohomish County
  - Mobile Crisis Outreach, ITA services
  - Proviso Funding-Jail Transition Services, Designated Marijuana Account, Trueblood Funds
- Volunteers of America
  - Toll Free Crisis Hotline

- Telecare
  - Evaluation and Treatment Services, Discharge Planners
- American Behavioral Health Services (ABHS)
  - Secure Withdrawal Management
- Community Action of Skagit County (CASC)
  - Ombuds Services (services for July 1, 2022-October 1, 2022)
- Sea Mar
  - Assisted Outpatient Treatment
- Lifeline Connections
  - PACT
- Snohomish County Superior Court
  - Juvenile Treatment Services
- Island County
  - Proviso Funding-Jail Transition Services, Trueblood Funds, Designated Marijuana Account
- San Juan County
  - Proviso Funding-Jail Transition Services, Designated Marijuana Account
- Skagit County
  - Proviso Funding-Jail Transition Services, Designated Marijuana Account, Trueblood Funds
- Whatcom County
  - Proviso Funding-Jail Transition Services, Designated Marijuana Account, Trueblood Funds

**Motion #22-XX**

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICCN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-ICCN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-ABHS-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County Superior Court-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-San Juan County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Skagit County-Interlocal-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019, through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

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**Summary:**

**GF-S Mandatory Services**

The following contracts are providing SABG priority Services:

- Brigid Collins
  - Pregnant and Parenting Women (PPW) Housing Support Services
- Evergreen Recovery Centers
  - PPW Housing Support Services
- Catholic Community Services
  - PPW Housing Support Services
- Compass Health
  - San Juan HARPS subsidies
  - Certified Peers on Mobile Crisis Teams
- Therapeutic Health Services
  - Medication Assisted Treatment
- Island County
  - Opiate Outreach, HARPS subsidies
- Community Action of Skagit County
  - Opiate Outreach
- Snohomish County
  - Opiate Outreach
- Whatcom County
  - Opiate Outreach
- Lifeline Connections
  - Peer Pathfinder Incarceration Transition Pilot, HARPS Team with Skagit & Whatcom subsidies
- Telecare Corp.
  - Peer Bridger Program, Peer Bridger Participant Relief Funds

**Motion #22-XX**

- NS BH-ASO-Brigid Collins-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

- NS BH-ASO-CCS NW-ICN-19-23 Amendment 5 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-THS-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-CASC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Snohomish County-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Whatcom County-ICN-19-23 Amendment 10 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-MHBG-20-23 Amendment 4 to provide additional funding to the Peer Path Finder services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Telecare-MHBG-19-22 Amendment 3 to provide additional funding to Peer Bridger services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.

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**Summary:**

**GF-S/SABG/MHBG Services within Available Resources**

- Compass Health
  - SUD outpatient services in San Juan County
  - Snohomish & Whatcom County Triage Services
- Consejo Counseling and Referral Services
  - Mental health outpatient services
  - Substance use outpatient services
- City of Mount Vernon
  - Integrated co-responder outreach project
- Evergreen Recovery Centers
  - Withdrawal Management Services
  - Mental Health Infant Specialist
- Island County
  - Co-Responder project
- Lifeline Connections
  - SUD Outpatient services
  - Recovery Housing
- Lake Whatcom Center
  - PACT

- Mental Health outpatient services
  - Substance Use outpatient services
- Pioneer Human Services
  - Skagit & Whatcom withdrawal management services
  - SUD residential services
- Sea Mar
  - Mental health outpatient services
  - Substance use outpatient services
  - SUD residential services
- Sunrise Services
  - Mental health outpatient services
  - Substance use outpatient services
- Volunteers of America (VOA)
  - Emergency Response for Suicide Prevention (ERSP)
  - Peer Outreach follow up services

**Motion #22-XX**

- NS BH-ASO-Compass Health-ICCN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Consejo-ICN-21-23 Amendment 1 to provide the funding to continue services under this contract. The contract term is July 1, 2021 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-City of Mount Vernon-Interlocal-23 to provide funding for the integrated co-responder team with the City of Mount Vernon Police Department. The contract term is June 1, 2022 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-ERC-ICN-19-23 Amendment 7 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Island County-ICN-19-23 Amendment 10 to provide the funding for co-responder services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Lifeline Connections-ICN-19-23 Amendment 6 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-LWC-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-PHS-ICN-19-23 Amendment 9 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Sea Mar-ICN-19-23 Amendment 4 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-Sunrise Services-ICN-19-23 Amendment 3 to provide the funding to continue services under this contract. The contract term is July 1, 2019 through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract.
- NS BH-ASO-VOA-ICCN-19-23 Amendment 7 to provide the funding for emergency response suicide prevention follow up services under this contract. The contract term is July 1, 2019

through June 30, 2023 with an automatic one-year renewal on July 1, 2023 based on continued compliance with the terms of the contract

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### **Summary:**

#### **Behavioral Health Needs Assessment**

- Cumming Management Group will be providing Phase 0 of the Behavioral Health Needs Assessment: Project Mobilization, and Initial Work Plan.
- Phase 0 will consist of the following work:
  - Engagement management, team structure and coordination, project mobilization
  - Finalized scope, work plan, schedule, and deliverables (note this will be adjusted after the kickoff meeting)
  - Information request and list of data resources to be utilized
  - Key stakeholder interview list and associated discussion guide
  - Final proposed project fee

#### **Motion #22-XX**

- NS BH-ASO-Cumming-Agreement-22 for the purpose of engaging Cumming Management Group in a North Sound Behavioral Health Needs Assessment. The maximum consideration for Phase 0 is \$12,000 with an effective date of July 1, 2022

#### **Homeless Outreach Stabilization and Treatment (HOST) Program**

- Evergreen Recovery Centers was the only bidder for the HOST Request for Qualifications (RFQ). The evaluation team met and reviewed the proposal and recommended the ASO move forward with a contract. The funding for this project is \$956,080 in GF-S funds. The contract will be on the June 9, 2022 Board of Directors agenda for approval.
- Elements of the HOST program project are as follows:
  - Serves people who are living with serious substance use disorders (SUD) or co-occurring SUD and behavioral health conditions, are experiencing homelessness, and whose severity of behavioral health symptom acuity level creates a barrier to accessing and receiving conventional behavioral health services and outreach models
  - Outreach and engage the most vulnerable individuals into services with the ultimate goals of addressing their behavioral and physical health needs, increasing stability, obtaining housing, and transitioning them into long-term services for their substance use disorders or co-occurring substance use disorders and behavioral health conditions
  - Utilize the principles consistent with a modified Assertive Community Treatment (ACT) model that will best serve targeted populations

The following discussion ensued regarding the HOST Program:

- Geographic footprint will likely be focused in urban areas; more specifics will be determined during contracting

#### **Child, Youth and Family Mobile Crisis**

- Our July 2022 HCA contract amendment requires the ASOs to establish new or expand mobile crisis teams for adults, youth and children by July 1st, 2022. The team models are to include Mental Health Professionals (MHPs) and Peers trained in crisis services. We will also be required to incorporate the standards of the Mobile Response and Stabilization Service (MRSS) model. The goals of this model include: supporting individuals, children and families in their current living situation, provide trauma informed care, promote and support safe behaviors in school/community, reduce the use of emergency department and criminal justice systems and assist in linkages to ongoing age-appropriate support and services as needed. All services are required to be submitted under the new transaction code for Mobile Crisis Response transaction by July 1, 2022.

The following discussion ensued regarding the Child, Youth and Family Mobile Crisis

- Board members will be invited to sit on the Review Committee for the Request for Qualifications (RFQ), which is being released May 13, 2022

**14. Report from the Executive Director ..... Attachments**

Joe Valentine gave the report from the Executive Director. It included the following topics:

- Update on Homeless Outreach Stabilization and Transition (HOST) Program
- Update on the RFQ for Children and Youth Mobile Crisis Teams
- Presentation of three-year BH-ASO Update for North Sound County Councils and Commissions
- Update on Plan to improve coordination between BH-ASO funded programs and county funded Behavioral
- Behavioral Health System Coordination Committee
  - Discussion will occur in June regarding Network Adequacy
  - Joe noted that HCA will be doing a re-procurement for MCO networks in 2024

**15. Adjourn**

Vice Chair Wolf adjourned the meeting at 2:30 p.m.

*Next Meeting: June 9, 2022*

*Important: North Sound BH-ASO Board of Directors will NOT meet in July due to summer recess.*

# North Sound Behavioral Health Administrative Services Organization June 9th, 2022, Board of Directors Financial Notes

## HIGHLIGHTS

1. The Budget to Actuals Looks pretty good. Our state funds are showing a large positive variance due to receiving the November amendment amount in January. Inpatient Treatment is continuing to increase, we received another large bill. Mental Health crisis stabilization is currently showing a large variance, but I expect it to level off towards June. Withdrawal Management is continuing to increase. HARPS and DOC housing is showing a large variance, I believe this is due to underestimating the expense when I built the budget, it may require a budget amendment later in the year, since this is an expense reimbursement program there won't be any financial impact. Most of the large positive expense variances are due to programs not running yet. Other SUD services has a large positive variance due mainly to the Recovery Navigator programs not running yet.
2. The Revenue and Expense statement is currently showing a large income which is mainly due to the payment of the November amendment amounts in January. I finished the 3/31/22 R&E report for the State, that analysis shows that most of our State fund balance is tied to Proviso dollars, our available fund balance actually decreased slightly due to covering the MCO shortfall.
3. The one thing to note is the Medicaid fund balance, it has all been drawn down and the negative fund balance will need to be covered with State General Fund dollars, which we have enough of to cover. The good news is that we have had initial meetings with all five MCOs and they generally seem to be receptive to our proposed PMPM rate increases.

## NOTES

1. We are presenting the financial statements for May 2022 for the Behavioral Health Administrative Services Organization (ASO).
2. These monthly statements are prepared for the Board's use only. They provide a snapshot of expenses and revenue for a single calendar month compared with a hypothetical "year to date" projection. However, neither revenues nor expenditures occur on an equal 1/12 amount each month.
3. The North Sound BH-ASO adopts "calendar year" budgets, but the allocations from the state are done on a state fiscal year basis [with adjustments every 6 months]. The exceptions are Federal Block Grant Funds which are allocated for the entire fiscal year.

4. Revenues and expenses are managed independently within each of the major fund categories: Medicaid, State General Fund, Mental Health Block Grant, Substance Abuse Block Grant, and SAMHSA [a direct grant we receive from the federal government for our rural Medication Assistance Treatment program].

5. Within 'State General Funds', allocations are further subdivided between general state funds, and the multiple "Proviso" funds allocated for specific services.

6. We have added two new lines at the bottom of the "Revenue and Expense" tab which shows the beginning and ending fund balance within each fund category for the state fiscal year. I also added some additional lines at the bottom to show the Net Income from Operations before the transfer of funds to the BHO.

7. The Budget to Actuals statement includes notes on areas where there is a variance between the hypothetical year to date budget and actual revenues and expenditures. I also added additional lines at the bottom to show the transfer of funds separate from the normal operations.

**NORTH SOUND BEHAVIORAL HEALTH ADMINISTRATIVE SERVICE ORGANIZATION  
PRELIMINARY REVENUE and EXPENSE STATEMENT for APRIL 2022\*  
BUDGET TO ACTUALS**

<u>REVENUES</u>	<b>2022</b>	<b>YTD</b>	<b>YTD</b>	<b>Variance</b>	
	<b>Budget</b>	<b>2022</b>	<b>2022</b>	<b>Favorable</b>	
		<b>Budget</b>	<b>Actual</b>	<b>(Unfavorable)</b>	
Intergovernmental Revenues					
HRSA	\$ 333,333	138,889	79,561	(59,328)	
MHBG	3,088,440	1,286,850	1,099,597	(187,253)	
SABG	5,339,865	2,224,944	2,277,240	52,296	
State Funds	25,083,404	10,451,418	14,540,243	4,088,824	Got Novemb
Medicaid (MCO)	5,102,632	2,126,097	2,333,726	207,629	
Total Intergovernmental Revenues	38,947,674	16,228,198	20,330,366	4,102,168	
Misc. Revenue **	0	0	227,771	227,771	Transfer fron
Interest Revenue	3,500	1,458	2,191	732	
<b>TOTAL REVENUES</b>	<b>\$ 38,951,174</b>	<b>\$ 16,229,656</b>	<b>\$ 20,560,327</b>	<b>\$ 4,330,671</b>	
<u>EXPENDITURES</u>					
Inpatient Treatment	\$ 1,150,000	479,167	\$ 895,906	(416,739)	Received an
ITA Judicial	2,300,000	958,333	1,073,275	(114,941)	
Crisis Services	14,639,597	6,099,832	5,207,363	892,469	
MH Crisis Stabilization	1,500,000	625,000	904,637	(279,637)	Should be fir
E&T Services	1,100,000	458,333	392,077	66,256	
E&T Discharge Planner	107,294	44,706	43,305	1,401	
Jail Services	367,536	153,140	122,200	30,940	
PACT Services	511,716	213,215	162,552	50,663	
MHBG Expenditures ***	1,371,893	571,622	341,319	230,303	
HARPS & DOC Housing	1,197,343	498,893	817,361	(318,468)	Budgeted to
DMA County Contracts	581,292	242,205	171,655	70,550	
SABG Expenditures ****	3,920,240	1,633,433	1,361,180	272,254	
Withdrawal Management	900,000	375,000	541,729	(166,729)	Running a b
HRSA	304,921	127,050	170,829	(43,779)	
Juvenile Drug Court	139,800	58,250	31,795	26,455	
Other MH Services *****	1,244,501	518,542	483,480	35,062	
Other SUD Services	3,046,419	1,269,341	66,527	1,202,815	Recovery Na
Ombuds	216,000	90,000	71,394	18,606	
Advisory Board	19,998	8,333	60	8,273	
Subtotal - Services	34,618,550	14,424,396	12,858,642	1,565,754	
Administration	4,332,624	1,805,260	1,576,129	229,131	
<b>TOTAL EXPENDITURES</b>	<b>\$ 38,951,174</b>	<b>\$ 16,229,656</b>	<b>\$ 14,434,771</b>	<b>\$ 1,794,885</b>	

Excess of Revenues Over (Under) Expenditure. \$ 6,125,556

\* THIS IS AN UNAUDITED STATEMENT

\* Medicaid and State revenue are paid in advance. MHBG, SABG and SAMHSA revenue are paid on an expense reimbursement method. Expenses are recognized when the bill is received.

**NORTH SOUND BEHAVIORAL HEALTH ADMINISTRATIVE SERVICE ORGANIZATION  
PRELIMINARY REVENUE and EXPENSE STATEMENT for APRIL 2022\***

<b>REVENUES</b>	<b>YTD 2022 Totals</b>	<b>YTD 2022 Medicaid</b>	<b>YTD 2022 State</b>	<b>YTD 2022 MHBG</b>	<b>YTD 2022 SABG</b>	<b>YTD 2022 HRSA</b>
Intergovernmental Revenues						
HRSA	79,561					79,561
MHBG	1,099,597			1,099,597		
SABG	2,277,240				2,277,240	
State Funds	14,540,243		14,540,243			
Medicaid (MCO)	2,333,726	2,333,726				
<b>Total Intergovernmental Revenues</b>	<b>20,330,366</b>	<b>2,333,726</b>	<b>14,540,243</b>	<b>1,099,597</b>	<b>2,277,240</b>	<b>79,561</b>
Misc. Revenue **	227,771		227,771			
Interest Revenue	2,191		2,191			
<b>TOTAL REVENUES</b>	<b>\$ 20,560,327</b>	<b>\$ 2,333,726</b>	<b>\$ 14,770,204</b>	<b>\$ 1,099,597</b>	<b>\$ 2,277,240</b>	<b>\$ 79,561</b>

**EXPENDITURES**

Inpatient Treatment	\$ 895,906		\$ 895,906			
ITA Judicial	1,073,275		1,073,275			
Crisis Services	5,207,363	2,779,888	1,745,120	286,757	395,598	
MH Crisis Stabilization	904,637		546,787	357,850		
E&T Services	392,077		392,077			
E&T Discharge Planner	43,305		43,305			
Jail Services	122,200		122,200			
PACT Services	162,552		162,552			
MHBG Expenditures ***	341,319			341,319		
HARPS & DOC Housing	817,361		817,361			
DMA County Contracts	171,655		171,655			
SABG Expenditures ****	1,361,180				1,361,180	
Withdrawal Management	541,729		317,177		224,552	
HRSA	170,829					170,829
Juvenile Drug Court	31,795		31,795			
Other MH Services *****	483,480		483,480			
Other SUD Services	66,527		66,527			
Ombuds	71,394	53,835	17,559			
Advisory Board	60		60			
Subtotal - Services	<b>12,858,642</b>	<b>2,833,723</b>	<b>6,886,834</b>	<b>985,927</b>	<b>1,981,330</b>	<b>170,829</b>
Administration	1,576,129	347,339	1,207,851			20,939
<b>TOTAL EXPENDITURES</b>	<b>\$ 14,434,771</b>	<b>\$ 3,181,062</b>	<b>\$ 8,094,684</b>	<b>\$ 985,927</b>	<b>\$ 1,981,330</b>	<b>\$ 191,769</b>

Net Income **\$ 6,125,556** **\$ (847,336)** **\$ 6,675,520** **\$ 113,670** **\$ 295,910** **\$ (112,208)**

Beginning Fund Balance 12/31/21 5,704,731 531,177 6,219,280 (96,902) (942,437) (6,387)  
**Ending Fund Balance 11,830,287 (316,160) 12,894,800 16,768 (646,527) (118,595)**

Note: State Fund Balance also includes Proviso Fund Balances which are designated for specific expenditures

**\* THIS IS AN UNAUDITED STATEMENT**

\* Medicaid and State revenue are paid in advance. MHBG, SABG and SAMHSA revenue are paid on an expense reimbursement method. Expenses are recognized when the bill is received.

**NORTH SOUND BEHAVIORAL HEALTH ADMINISTRATIVE SERVICE ORGANIZATION  
PROJECTED REVENUE and EXPENSE STATEMENT for JANUARY TO JUNE 2022  
BUDGET TO ACTUALS**

<u>REVENUES</u>	<b>2022 Budget</b>	<b>YTD 2022 Budget</b>	<b>YTD 2022 Actual</b>	<b>Variance Favorable (Unfavorable)</b>
Intergovernmental Revenues				
HRSA	\$ 333,333	166,667	166,667	1
MHBG	3,088,440	1,544,220	1,366,878	(177,342)
SABG	5,339,865	2,669,933	2,354,560	(315,373)
State Funds	25,083,404	12,541,702	15,730,305	3,188,603
Medicaid (MCO)	5,102,632	2,551,316	2,642,807	91,491
<b>Total Intergovernmental Revenues</b>	<b>38,947,674</b>	<b>19,473,837</b>	<b>22,261,217</b>	<b>2,787,380</b>
Misc. Revenue **	0	0	0	-
Interest Revenue	3,500	1,750	1,500	(250)
<b>TOTAL REVENUES</b>	<b>\$ 38,951,174</b>	<b>\$19,475,587</b>	<b>\$ 22,262,717</b>	<b>\$ 2,787,130</b>

**EXPENDITURES**

Inpatient Treatment	\$ 1,150,000	575,000	\$ 466,000	109,000
ITA Judicial	2,300,000	1,150,000	1,250,000	(100,000)
Crisis Services	14,639,597	7,319,799	7,488,598	(168,800)
MH Crisis Stabilization	1,500,000	750,000	678,549	71,451
E&T Services	1,100,000	550,000	260,972	289,028
E&T Discharge Planner	107,294	53,647	53,647	-
Jail Services	367,536	183,768	183,768	-
PACT Services	511,716	255,858	255,858	-
MHBG Expenditures ***	1,371,893	685,947	691,196	(5,250)
HARPS & DOC Housing	1,197,343	889,512	903,415	(13,903)
DMA County Contracts	581,292	290,646	290,646	-
SABG Expenditures ****	3,920,240	1,960,120	1,819,294	140,826
Withdrawal Management	900,000	450,000	659,611	(209,611)
HRSA	304,921	152,461	152,461	(1)
Juvenile Drug Court	139,800	69,900	69,900	-
Other MH Services *****	1,244,501	622,251	782,173	(159,923)
Other SUD Services	3,046,419	1,523,210	1,559,688	(36,479)
Ombuds	216,000	108,000	82,900	25,100
Advisory Board	19,998	9,999	9,999	-
Subtotal - Services	<b>34,618,550</b>	<b>17,600,116</b>	<b>17,658,675</b>	<b>(58,560)</b>
Administration	4,332,624	2,166,312	1,985,332	180,980
<b>TOTAL EXPENDITURES</b>	<b>\$ 38,951,174</b>	<b>\$19,766,428</b>	<b>\$ 19,644,007</b>	<b>\$ 122,421</b>

Excess of Revenues Over (Under) Expenditure. \$ 2,618,710

\* THIS IS AN UNAUDITED STATEMENT

\* Medicaid and State revenue are paid in advance. MHBG, SABG and SAMHSA revenue are paid reimbursement method. Expenses are recognized when the bill is received.

\*\* Room Rental Fees, Tribal Conference, Salish Contract

\*\*\* Includes Peer Bridger, PATH and COVID. Does not include Crisis or E&T

\*\*\*\* Includes Opiate Outreach, PPW Housing Supports and Per Pathfinder. Does not include Cri

\*\*\*\*\* Includes CORS, AOT, Trueblood, FYSPRT, Outpatient Services

**ATION**

**22\***

Some programs aren't running yet  
Slight difference between projected and budget  
Received November amendment dollars in January

Does appear expenses will exceed budget

BHEF got shifted to MH services instead of crisis

**NORTH SOUND BH-ASO****Warrants Paid****May 2022**

Type	Date	Num	Name	Amount
Bill Pmt -Check	05/06/2022	545730	Compass Health	-112,705.66
Bill Pmt -Check	05/06/2022	545731	Compensation Works	-4,875.00
Bill Pmt -Check	05/06/2022	545874	Crothers, Linda-Reim	-107.17
Bill Pmt -Check	05/06/2022	545941	Haggen/Safeway	-13.98
Bill Pmt -Check	05/06/2022	545859	Lake Whatcom Center	-8,829.52
Bill Pmt -Check	05/06/2022	545871	Lifeline Connections	-12,987.00
Bill Pmt -Check	05/06/2022	545909	Office Depot	-95.90
Bill Pmt -Check	05/06/2022	545924	Providence-Everett	-294.76
Bill Pmt -Check	05/06/2022	545966	Snohomish Co Human Services	-121,981.86
Bill Pmt -Check	05/06/2022	545981	Therapeutic Health Services	-2,757.06
Bill Pmt -Check	05/06/2022	545994	US Bank	-2,090.67
Bill Pmt -Check	05/13/2022	546092	Bridgeways	-30,808.85
Bill Pmt -Check	05/13/2022	546103	CDW-G	-2,208.84
Bill Pmt -Check	05/13/2022	546153	Greater Columbia BH-ASO	-937.59
Bill Pmt -Check	05/13/2022	546162	Island County Human Services	-44,337.96
Bill Pmt -Check	05/13/2022	546292	Jones, Val-Reimb	-790.00
Bill Pmt -Check	05/13/2022	546193	Lake Whatcom Center	-5,828.30
Bill Pmt -Check	05/13/2022	546198	Lifeline Connections	-167,189.93
Bill Pmt -Check	05/13/2022	546151	Lippman, Glenn	-4,987.50
Bill Pmt -Check	05/13/2022	546210	Osborne, Michelle, JD Associates LI	-7,000.00
Bill Pmt -Check	05/13/2022	546263	Snohomish Co Human Services	-402,288.02
Bill Pmt -Check	05/13/2022	546277	Tulalip Tribes	-6,718.49
Bill Pmt -Check	05/13/2022	546301	WA State Patrol	-11.00
Bill Pmt -Check	05/13/2022	546304	Wave Business	-601.20
Bill Pmt -Check	05/13/2022	546306	Whatcom County Health Department	-67,597.35
Bill Pmt -Check	05/20/2022	546316	Access	-1,131.05
Bill Pmt -Check	05/20/2022	546332	AT&T	-81.48
Bill Pmt -Check	05/20/2022	546352	Bridgeways	-44,837.63
Bill Pmt -Check	05/20/2022	546365	Catholic Community Services	-34,016.76
Bill Pmt -Check	05/20/2022	546367	CDW-G	-71.01
Bill Pmt -Check	05/20/2022	546382	Comcast	-364.84
Bill Pmt -Check	05/20/2022	546383	Community Action of Skagit Co	-37,334.35
Bill Pmt -Check	05/20/2022	546384	Compass Health	-688,234.69
Bill Pmt -Check	05/20/2022	546385	Compensation Works	-375.00
Bill Pmt -Check	05/20/2022	546343	Fairfax Hospital	-4,986.03
Bill Pmt -Check	05/20/2022	546422	Frontline Cleaning Services LLC	-692.57
Bill Pmt -Check	05/20/2022	546484	Lake Whatcom Center	-23,439.47
Bill Pmt -Check	05/20/2022	546496	Lifeline Connections	-12,727.00
Bill Pmt -Check	05/20/2022	546523	Mount Baker Presbyterian Church	-2,116.07
Bill Pmt -Check	05/20/2022	546573	Richoh USA - 31001	-591.57
Bill Pmt -Check	05/20/2022	546598	SHI	-123.49

**NORTH SOUND BH-ASO**  
**Warrants Paid**  
**May 2022**

Bill Pmt -Check	05/20/2022	546599	Shred-it	-113.95
Bill Pmt -Check	05/20/2022	546620	Spokane County BHO	-2,385.00
Bill Pmt -Check	05/20/2022	546621	SRS Property Management	-10,952.00
Bill Pmt -Check	05/20/2022	546550	St Joseph Medical Center, Peace He	-2,580.75
Bill Pmt -Check	05/20/2022	546640	Telecare Corporation	-10,671.31
Bill Pmt -Check	05/20/2022	546678	Whatcom Co Superior Court	-11,360.00
Bill Pmt -Check	05/27/2022	546745	American Behavioral Health Systems	-8,775.00
Bill Pmt -Check	05/27/2022	546786	Compass Health	-70,633.46
Bill Pmt -Check	05/27/2022	546825	Firstline Communications (All Phase)	-1,069.84
Bill Pmt -Check	05/27/2022	546839	Great Rivers BH	-12,166.00
Bill Pmt -Check	05/27/2022	546930	NW ESD 189	-13,570.37
Bill Pmt -Check	05/27/2022	546939	Office Depot	-60.42
Bill Pmt -Check	05/27/2022	546948	Pioneer Center	-74,008.76
Bill Pmt -Check	05/27/2022	546952	Providence-Everett	-678.49
Bill Pmt -Check	05/27/2022	547001	Snohomish Co Human Services	-144,918.62
Bill Pmt -Check	05/27/2022	547021	Telecare Corporation	-8,904.00
Bill Pmt -Check	05/27/2022	547054	Volunteers of America	-178,769.63
Bill Pmt -Check	05/27/2022	547062	Whatcom Co Superior Court	-13,632.00
				<u>-2,424,416.22</u>
				<u>-2,424,416.22</u>
				<u><b>-2,424,416.22</b></u>

**1. UPDATE ON RFP FOR CHILDREN AND YOUTH MOBILE CRISIS TEAMS**

- The RFQ for the “Children, Youth and Family Crisis Teams” was released on May 13.
- A bidders’ informational meeting was held on May 20, and we subsequently received 3 letters of intent. June 10 is the deadline for final proposals.
- The Review committee will meet on June 16. As with other RFP/Q Reviews, invitations have been extended to include 2 representatives from the Board of Directors and 2 representatives from the Advisory Board.
- The goal is for the Leadership Team to review the recommendations from the Review Committee on June 21 and send preliminary notifications to the successful bidders.
- Because the Board of Directors will not be meeting until August, we are hoping to be able to provisionally approve the contracts and submit them for Board ratification on August 11.
- HCA has provided enough funding for two teams, and our hope is to be able to award two contracts to cover different parts of the region.

**2. NEWLY RELEASED INTEGRATED MANAGED CARE REPORT**

- The DSHS Research and Data Analysis Division [RDA] has released a new report presenting Medicaid Behavioral Health Performance Measures for three years ending in the 3d quarter of 2021. [Attachment #1].
- The measures are categorized by both ethnicity and region [North Sound is designated as “North Sound ACH”].
- A few highlights are:
  - Mental health treatment rates have for both adults and youth remained relatively unchanged from 2019-2021. North Sound rates are comparable with the state average.
  - Substance Use Disorder Treatment rates for adults have also remained unchanged but are lower than mental health rates, averaging around 38%. North Sound rates are similar to state rates.
  - *Substance Use Disorder Treatment rates for youth, ages 12-17, are not only low but have declined by about 10% in the last 3 years to about 20%. North Sound rates are generally lower than the state average.*

**3. TEAMonitor Review**

- We will be able to meet the June 6 deadline to submit documents to address the annual TEAMonitor review of our compliance with the HCA-ASO contract.
- As in previous year, we’re providing hundreds of pages of documents to address over 70 separate contract requirements.

- 4. PRESENTATION OF THREE YEAR BH-ASO UPDATE FOR NORTH SOUND COUNTY COUNCILS AND COMMISSIONS**
- A presentation to update North Sound County Councils and Commissions on the current scope of activities for the North Sound BH-ASO has been provided to 4 of the 5 county councils/commissions.
  - The final presentation is scheduled for the Skagit County Commissioners on June 28.
- 5. UPDATE ON PLAN TO IMPROVE COORDINATION BETWEEN BH-ASO FUNDED PROGRAMS AND COUNTY FUNDED BEHAVIORAL HEALTH PROGRAMS**
- We are continuing to work with the County Coordinators to develop a plan to better coordinate County funded programs with ASO funded programs that appear to be serving similar populations and have similar goals.
  - Work continued at the June 3 County Coordinators meeting.
- 6. CRISIS SERVICES UPDATE**
- Weekly Crisis Capacity Indicator snapshot through May 28 [Attachment #2].
  - Crisis service calls and mobile crisis outreach services have remained relatively stable for the last couple of months, with weekly fluctuations.
  - However, requests for crisis services from youth have been steadily increasing.
- 7. RECOVERY NAVIGATOR PROGRAM UPDATE**  
To be provided.
- 8. SUCCESSION PLANNING**
- The ASO Leadership Team has held the first of 3 work sessions to develop a comprehensive Succession plan.
  - The first session focused on succession planning for: Executive Director, Medical Director, Data Analyst, and IS/IT Provider Support Liaison.
  - The next two sessions will focus on succession planning for the other Leadership Team members, and organizational structure changes to better accommodate the growth in ASO program scope.
- 9. FACILITY NEEDS ASSESSMENT**
- We have received a revised proposal from the “Cumming” organization to update the 2016 Behavioral Health Needs Assessment which they had provided us. (Attachment #3)
  - Based on our request, they have divided their proposed scope of work into four phases:
    - 1) Phase 0 – Project Mobilization
    - 2) Phase 1 – Market and Strategic Priorities
    - 3) Phase 2 – Demographics, Volume Projections & Gap Analysis
    - 4) Phase 3 – Final Report

- We are seeking approval for the Phase 0 scope of work first. This will give us the opportunity to better negotiate and bring to the Board of Directors for review and approval, the contract for the remaining work.

# Behavioral Health Measures: Three Years ending 2021 Q3

Alice Lind, DSHS RDA  
May 2022

# Measures Presented Today

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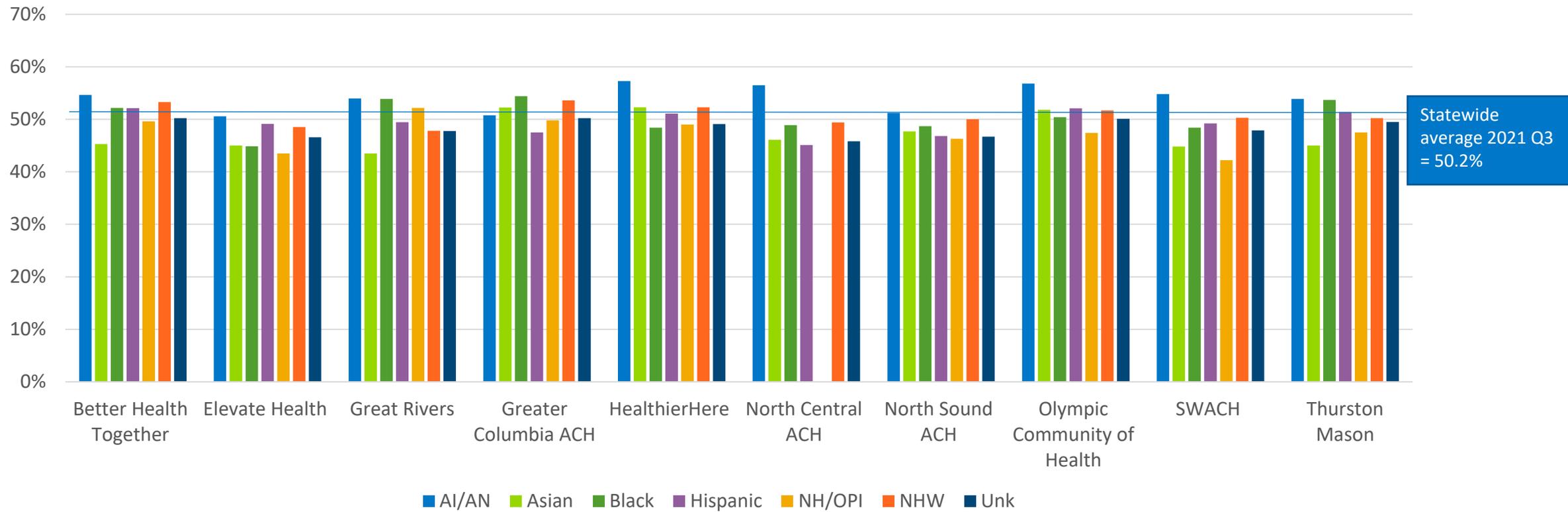
- ▶ Race and ethnicity by region
  - ▶ Adult 18-64 Mental Health Treatment
  - ▶ Adult 18-64 SUD Treatment
  - ▶ Children 6-17 Mental Health Treatment
  - ▶ Children 12-17 SUD Treatment
  
- ▶ FFS comparison to regional rates

# Mental Health Treatment Rate: Ages 18-64

Purchasing Region	Twelve Months Ending		
	2019Q3	2020Q3	2021Q3
<b>Statewide</b>	<b>51.2%</b>	<b>50.7%</b>	<b>50.2%</b>
Am Indian / AK Native	54.0%	54.1%	53.8%
Asian	44.7%	46.7%	49.7%
Black / African American	49.6%	49.3%	48.4%
Hispanic or Latino	49.4%	47.9%	48.7%
Native Hawaiian / Other PI	46.3%	46.8%	47.0%
White, Non-Hispanic	52.3%	51.9%	51.0%
Unknown	48.5%	48.2%	48.4%

# Mental Health Treatment Rate: Ages 18-64

Year Ending 2021 Q3

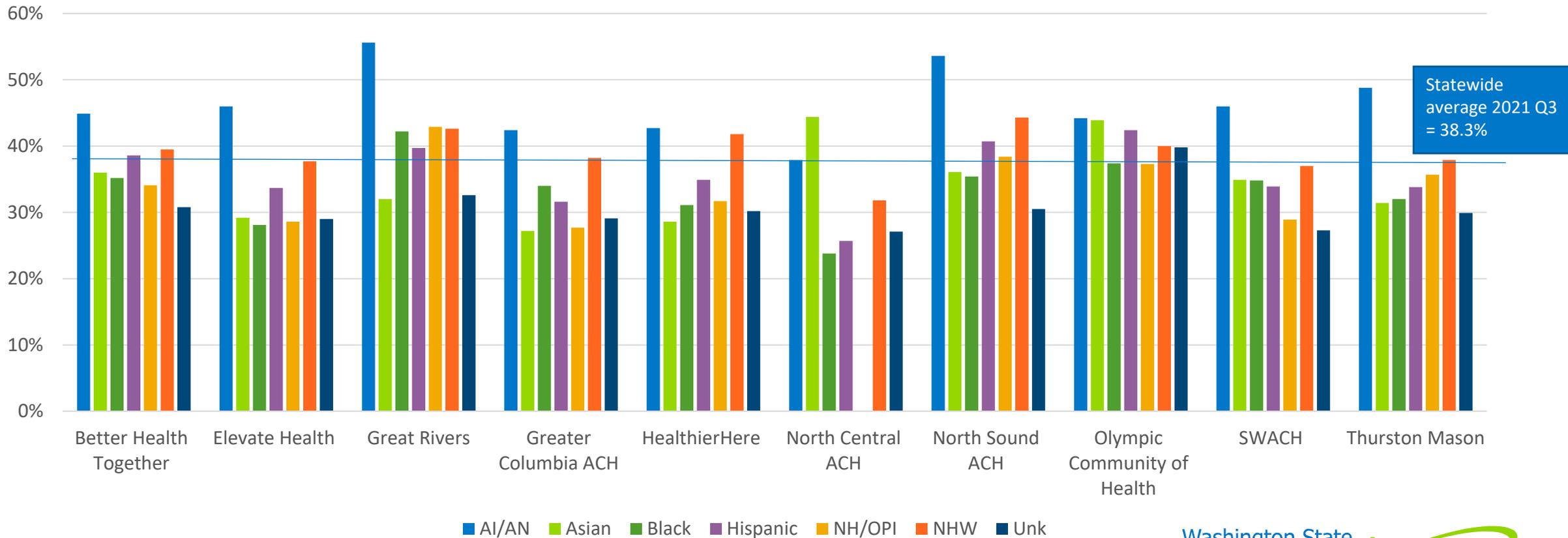


# Substance Use Disorder Treatment Rate: Ages 18-64

Purchasing Region	Twelve Months Ending		
	2019Q3	2020Q3	2021Q3
<b>Statewide</b>	<b>37.8%</b>	<b>39.6%</b>	<b>38.3%</b>
Am Indian / AK Native	40.4%	45.1%	46.8%
Asian	30.9%	33.3%	31.1%
Black / African American	31.4%	32.9%	31.5%
Hispanic or Latino	34.2%	35.6%	34.4%
Native Hawaiian / Other PI	33.2%	32.5%	32.7%
White, Non-Hispanic	39.6%	41.6%	40.1%
Unknown	29.9%	30.8%	30.2%

# Substance Use Disorder Treatment Rate: Ages 18-64

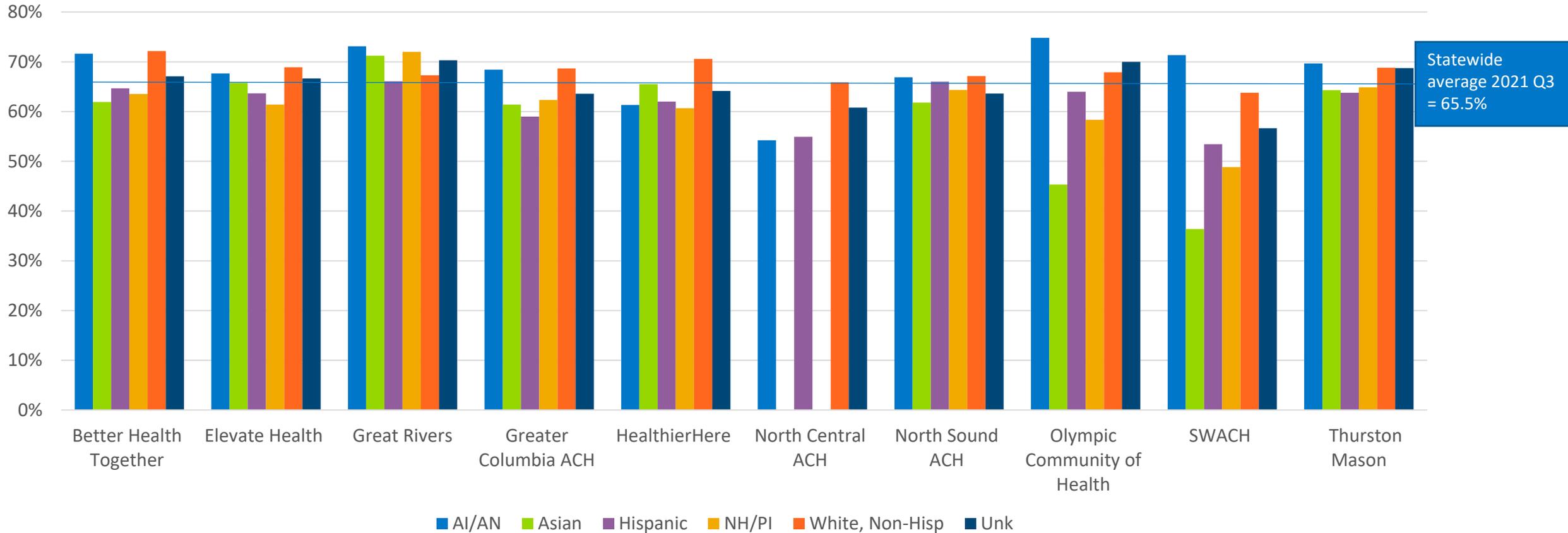
Year Ending 2021 Q3



# Mental Health Treatment Rate: Ages 6-17

Purchasing Region	Twelve Months Ending		
	2019Q3	2020Q3	2021Q3
<b>Statewide</b>	<b>68.0%</b>	<b>64.2%</b>	<b>65.5%</b>
Am Indian / AK Native	71.6%	69.5%	67.9%
Asian	62.7%	56.1%	63.7%
Black / African American	67.4%	63.0%	64.6%
Hispanic or Latino	65.0%	58.7%	61.2%
Native Hawaiian / Other PI	63.7%	57.4%	61.1%
White, Non-Hispanic	70.7%	69.0%	68.6%
Unknown	66.0%	62.1%	64.7%

# Mental Health Treatment Rate: Ages 6-17

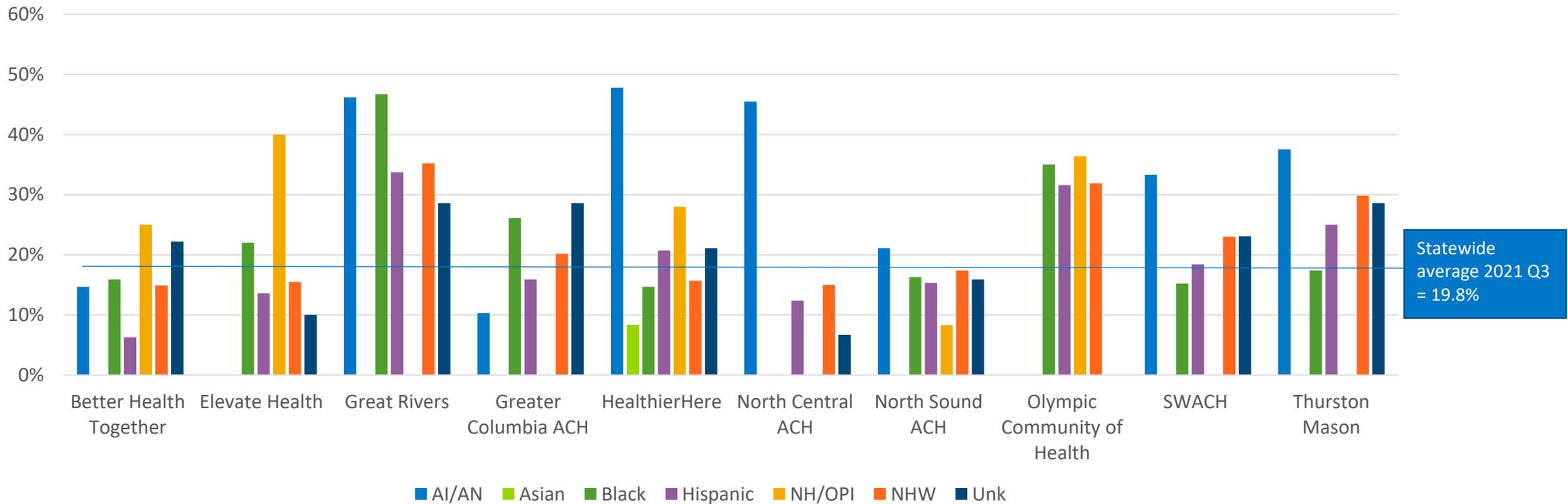


# Substance Use Disorder Treatment Rate: Ages 12-17

Purchasing Region	Twelve Months Ending		
	2019Q3	2020Q3	2021Q3
<b>Statewide</b>	<b>30.5%</b>	<b>26.0%</b>	<b>19.8%</b>
Am Indian / AK Native	33.7%	29.7%	28.6%
Asian	29.4%	20.7%	14.8%
Black / African American	32.1%	24.3%	19.6%
Hispanic or Latino	31.3%	24.8%	17.1%
Native Hawaiian / Other PI	30.3%	27.0%	22.6%
White, Non-Hispanic	30.4%	27.5%	21.2%
Unknown	26.6%	24.7%	20.7%

# Substance Use Treatment Rate: Ages 12-17

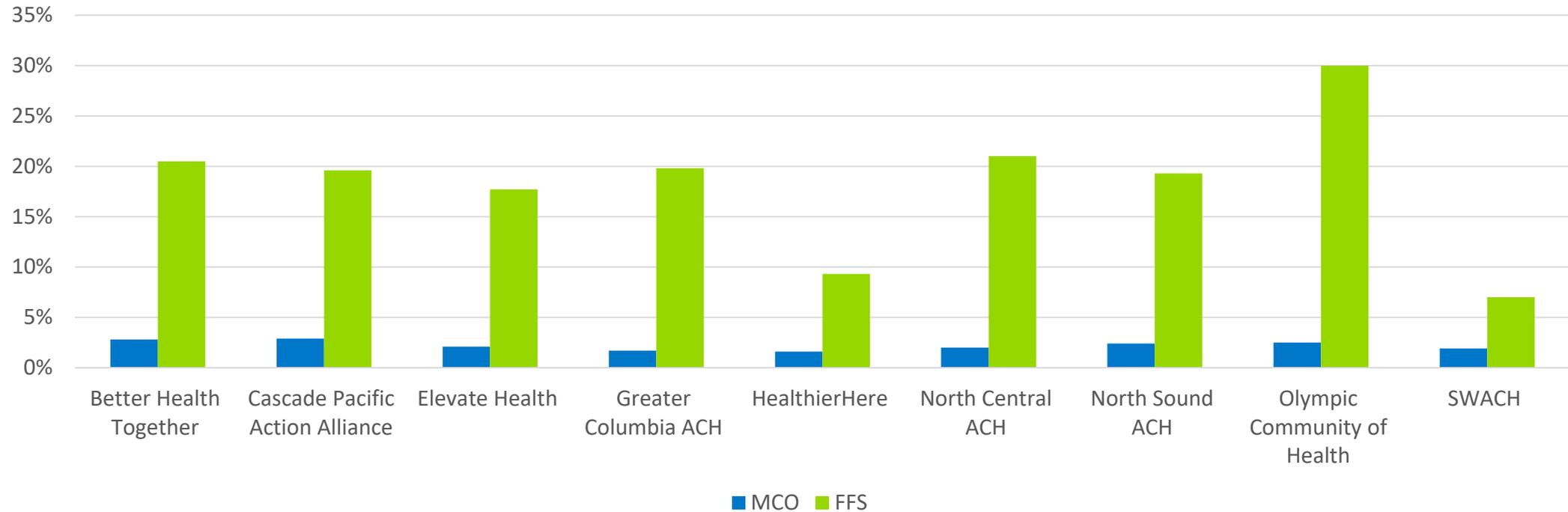
Year ending 2021 Q3



# Performance Measures included in FFS population comparison

Population	Measure
Adult Population, Combined MCO/BHSO/FFS vs. FFS	Substance Use Disorder Treatment Rate
	Mental Health Treatment Rate (18-64 and 65+)
	Antidepressant Med Management (Acute & Continuation)
	Initiation and Engagement in SUD Treatment
Child Population, Combined MCO/BHSO/FFS vs. FFS	Substance Use Disorder Treatment Rate
	Mental Health Treatment Rate

# Proportion AI/AN population, FFS vs MCO

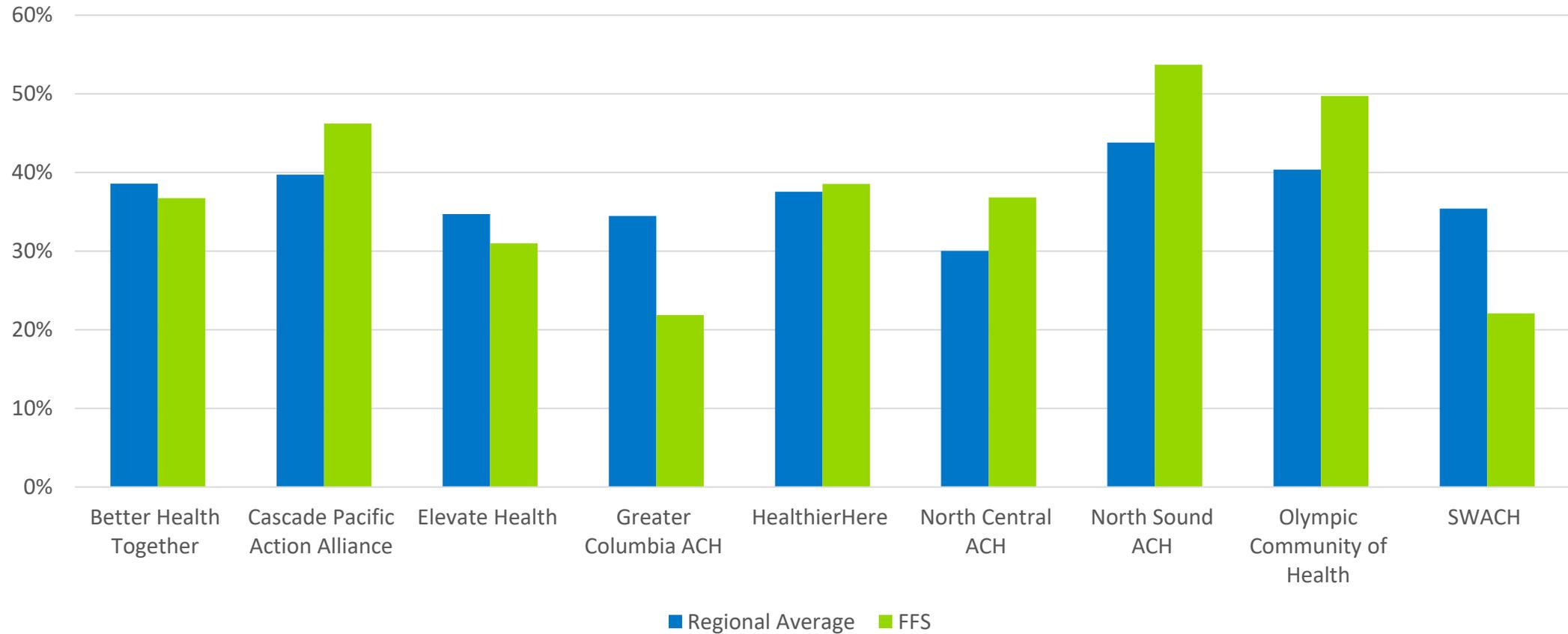


Data source HCA

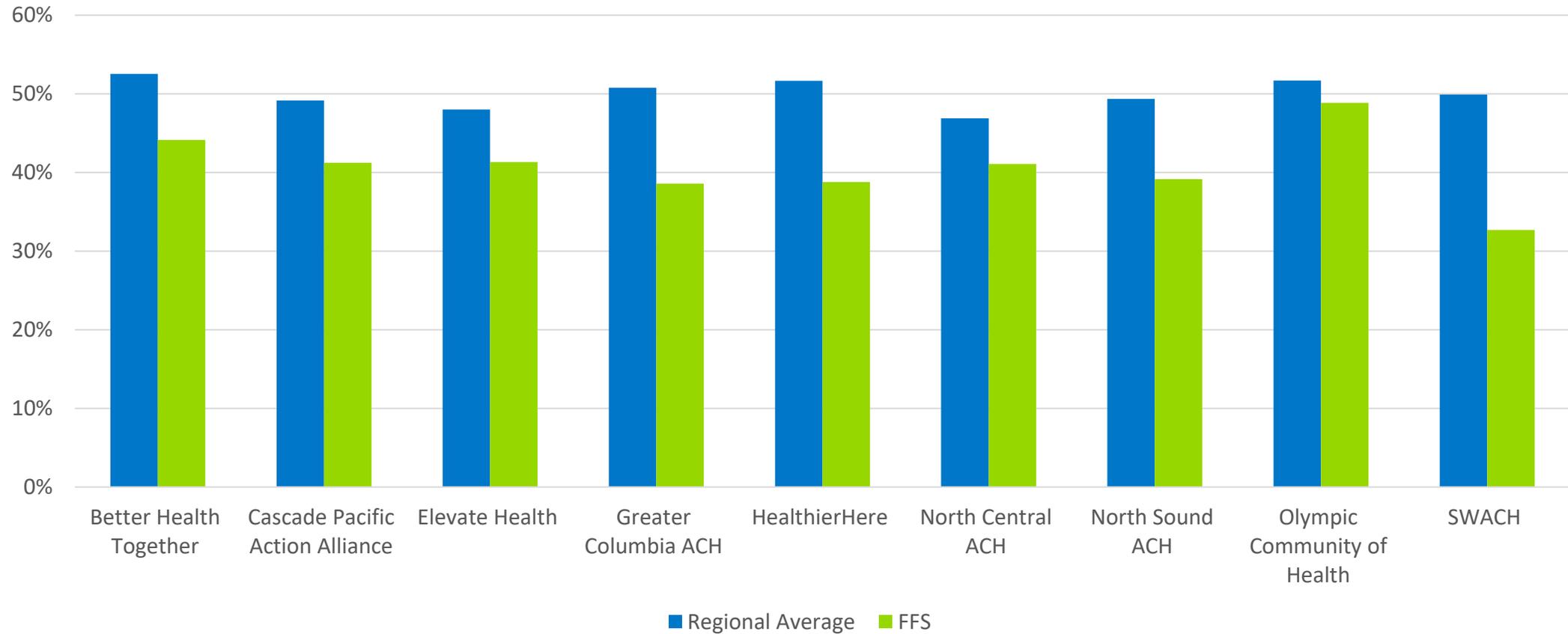
# Proportion AI/AN in FFS Denom. Q3 2021

Region	% AI/AN in FFS Denominator			
	Adult SUD Tx	Adult MH Tx	Child/Adol SUD Tx	Child/Adol MH Tx
Better Health Together	99%	96%	96%	90%
Cascade Pacific Action Alliance	98%	93%	88%	71%
Elevate Health	98%	91%	92%	73%
Greater Columbia	96%	85%	63%	49%
Healthier Here	97%	83%	52%	40%
North Central	95%	82%	69%	47%
North Sound	98%	94%	73%	74%
Olympic Community of Health	99%	98%	90%	96%
Southwest WA	97%	84%	50%	34%

# Adults 18-64 Substance Use Disorder Treatment Rate



# Adults 18-64 Mental Health Treatment Rate

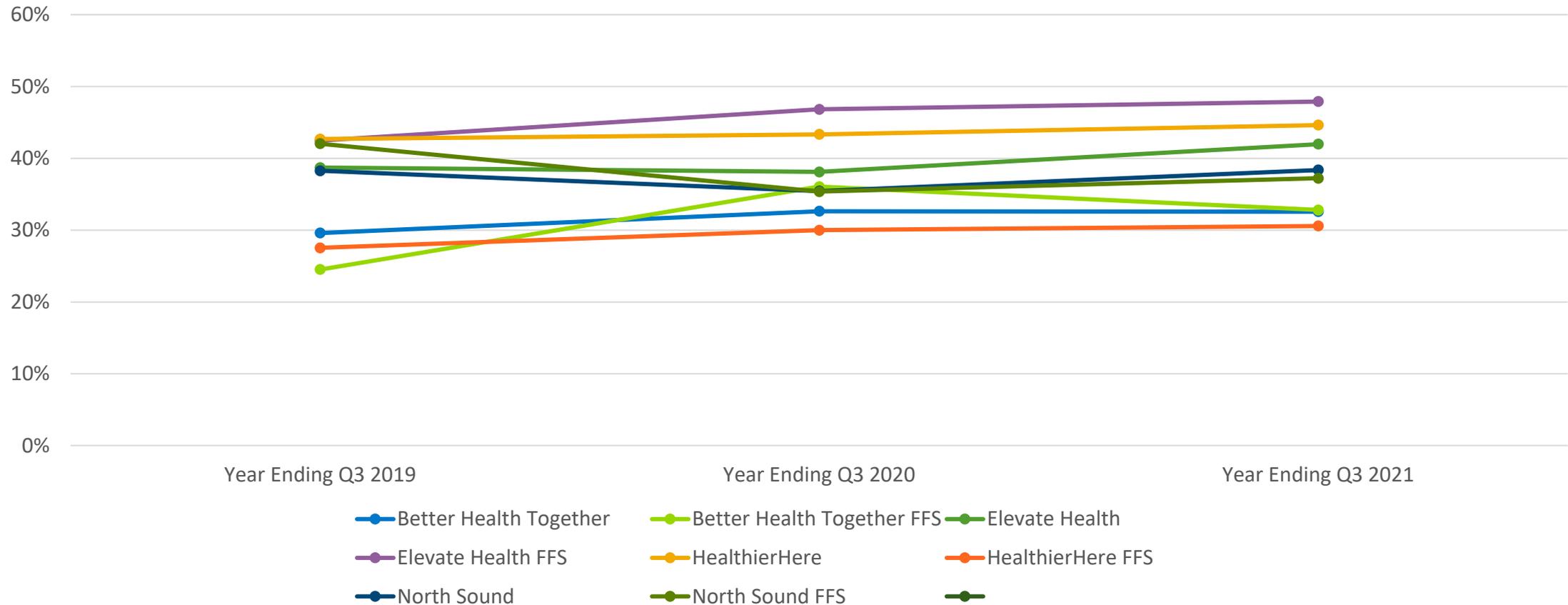


# Adults 65+ Mental Health Treatment Rate

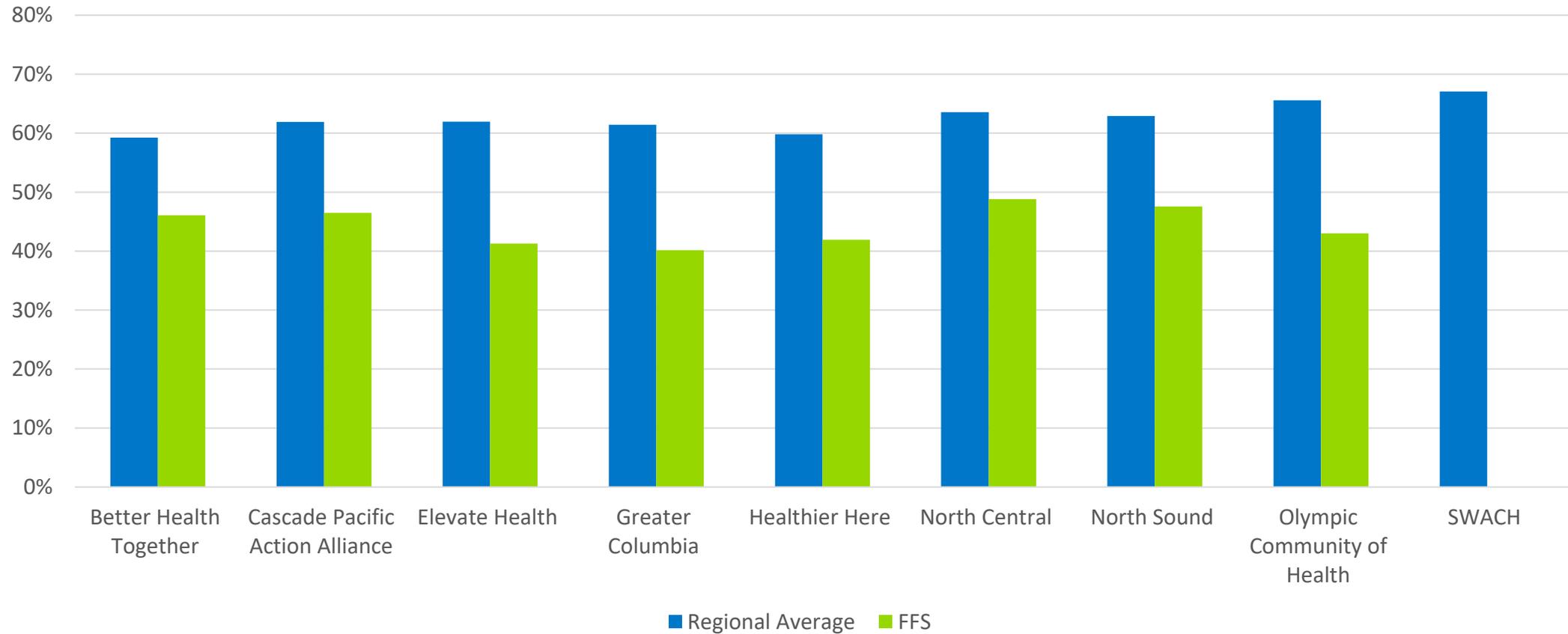
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Region	Regional Average	FFS Rate
BHT (Spokane)	32.6%	32.8%
Elevate Health (Pierce)	42%	47.9%
Healthier Here (King)	44.6%	30.6%
North Sound	38.4%	37.2%

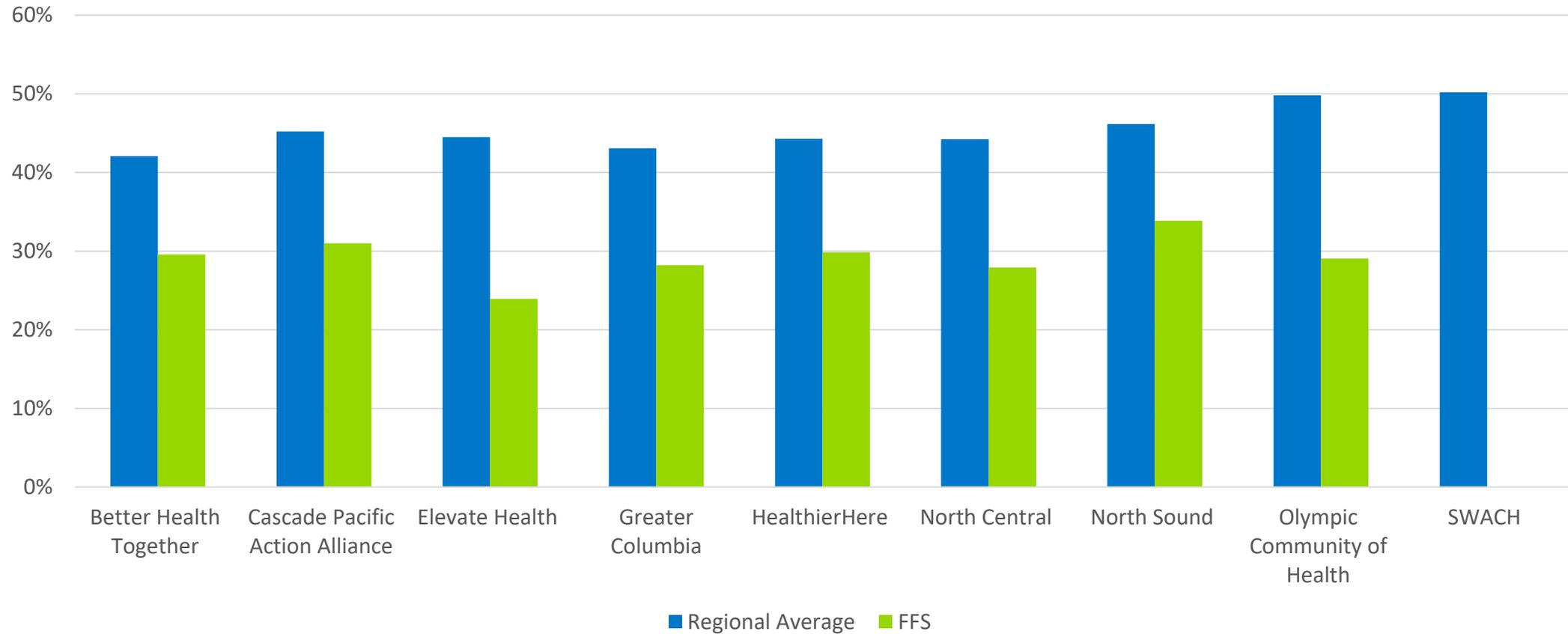
# Adults 65+: Mental Health Treatment



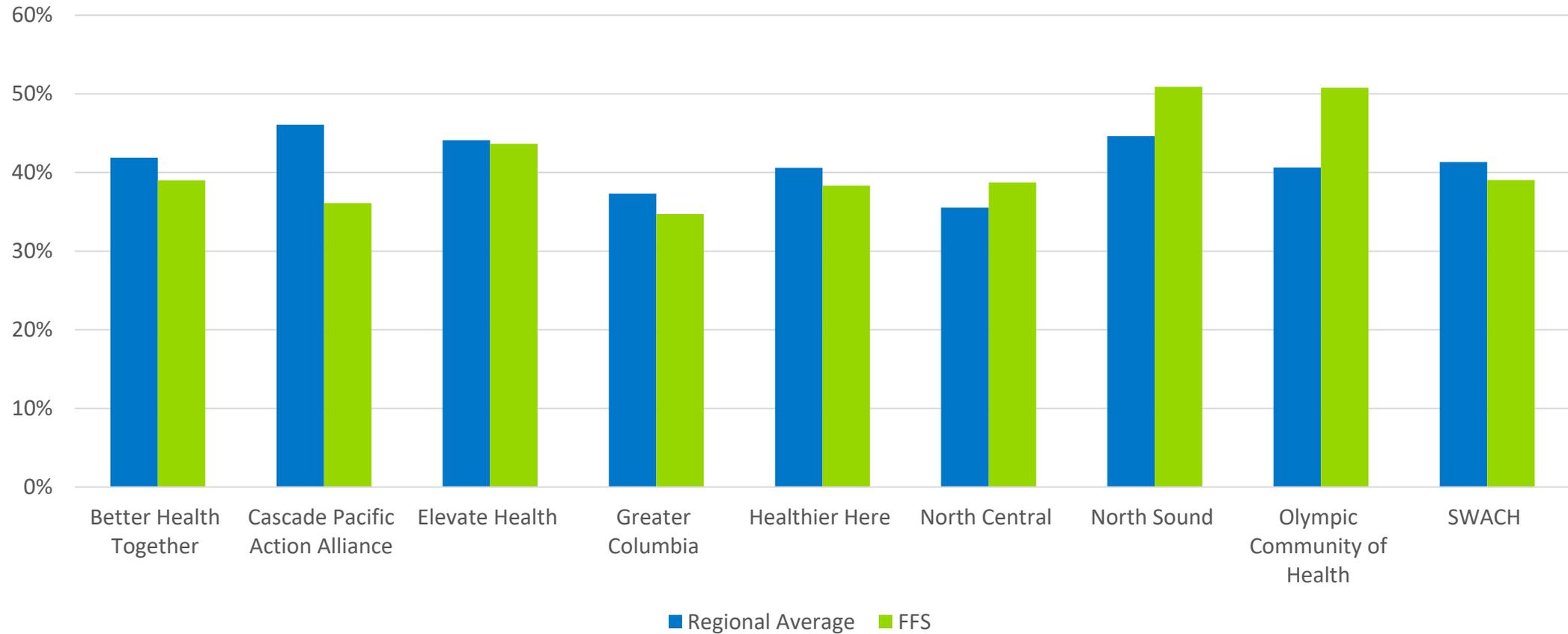
# Adults 18-64 Antidepressant Med Mgt – Acute Phase



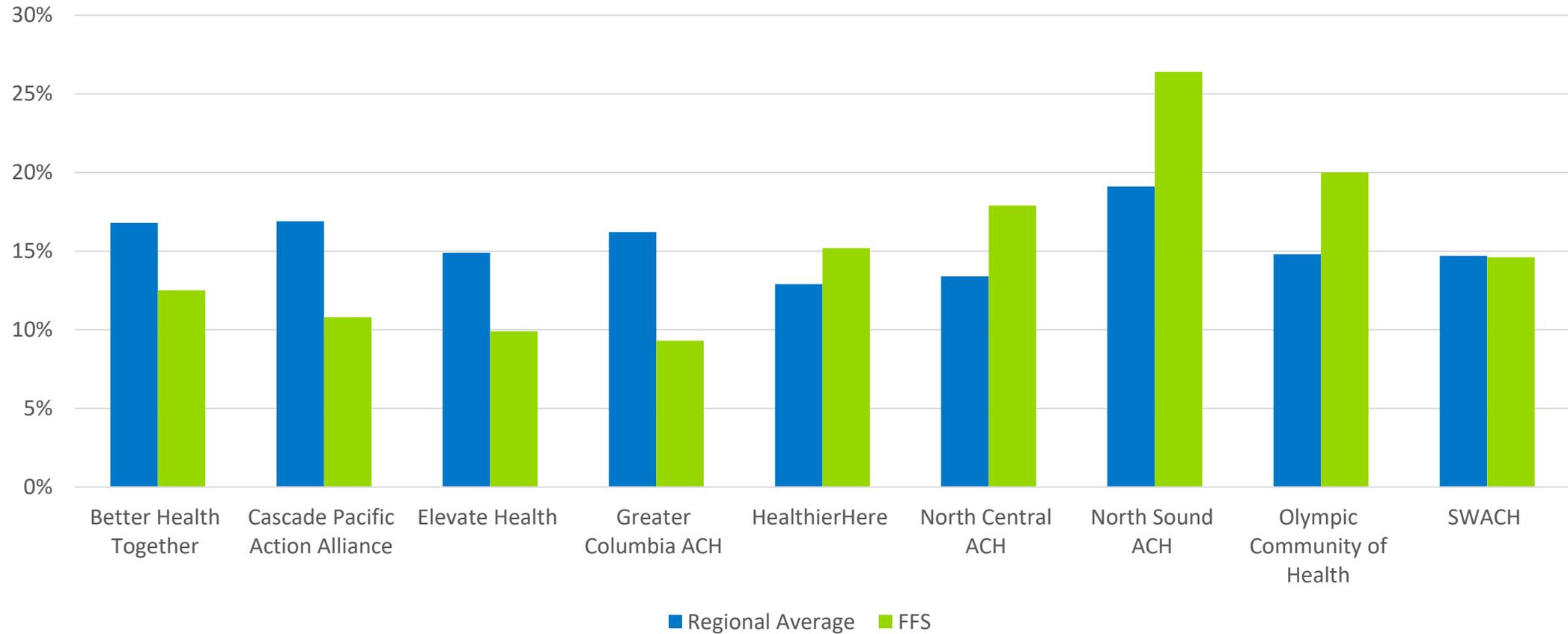
# Adults 18-64 Antidepressant Med Mgt – Contin. Phase



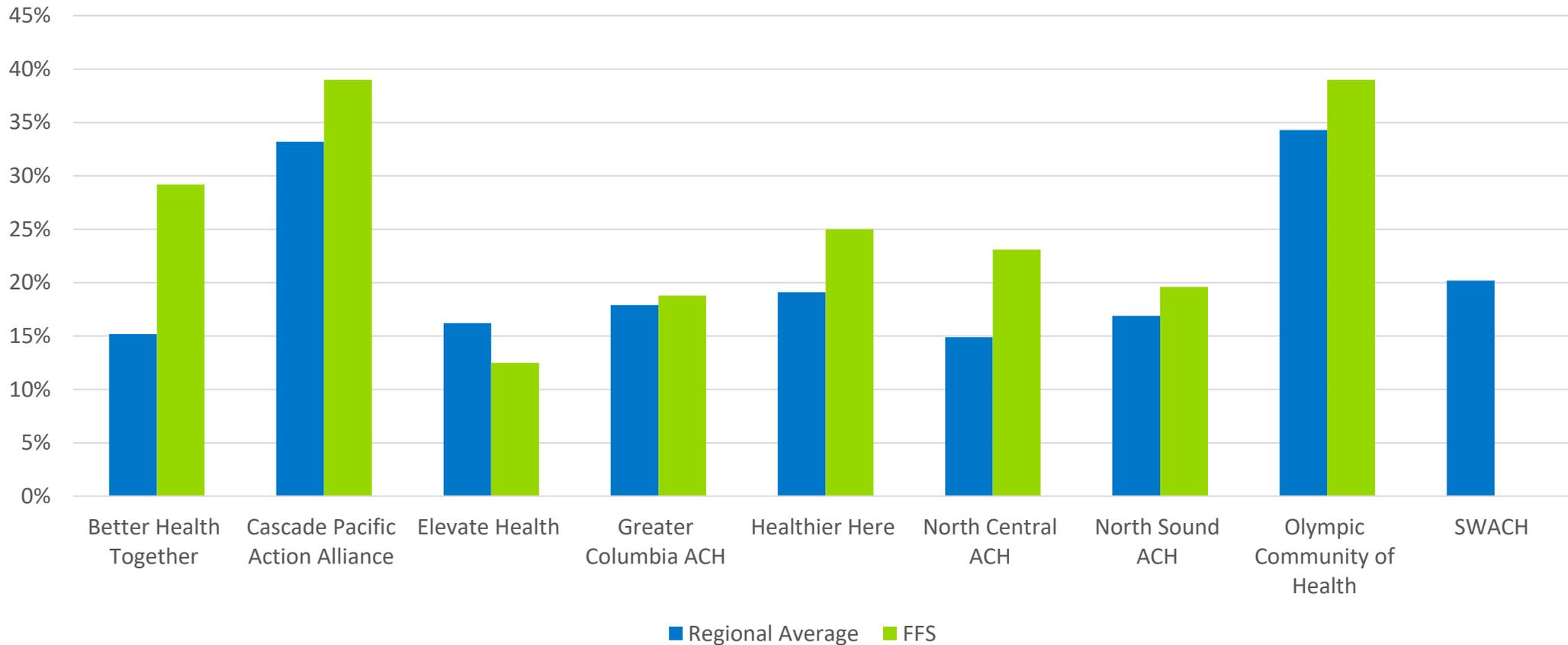
# Adults 18-64 Initiation of SUD Treatment



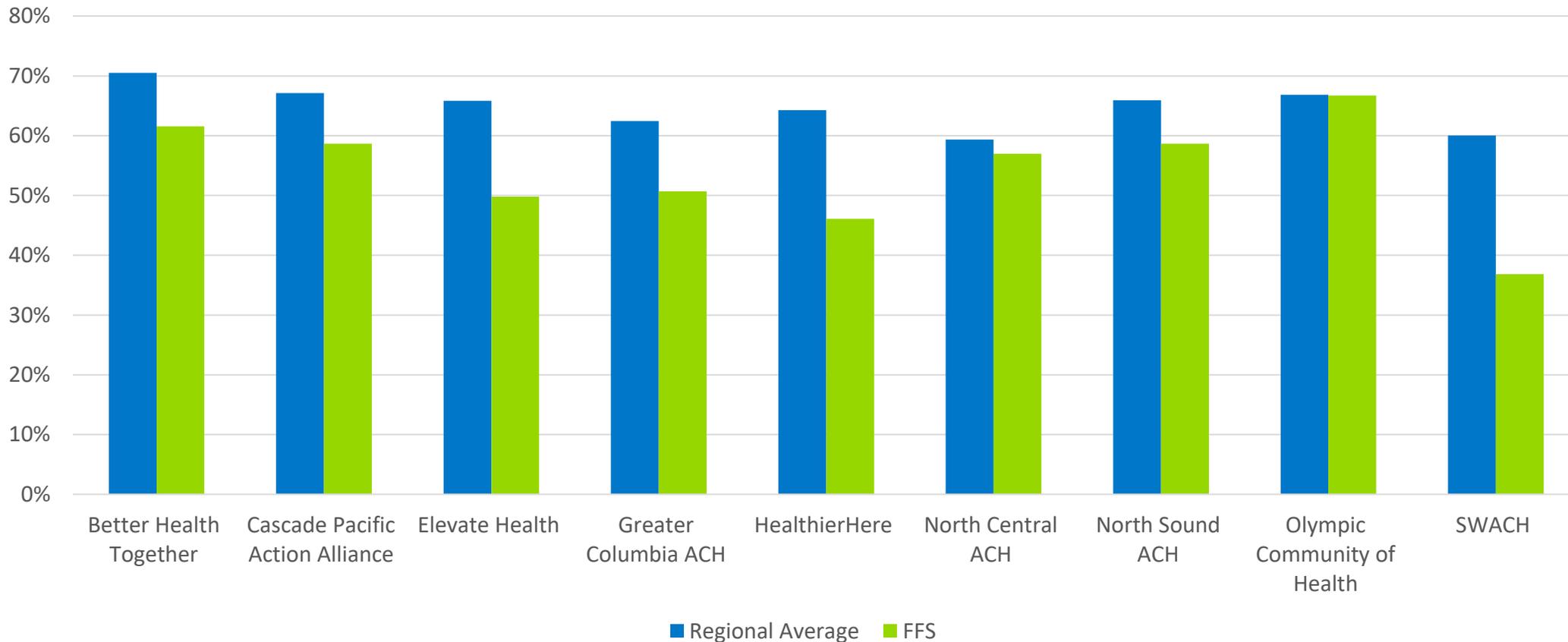
# Adults 18-64 Engagement in SUD Treatment



# Children/Adolescent (10-17) With SUD Treatment Needs: Substance Use Disorder Treatment Rate



# Children/Adolescents (6-17) With Mental Health Needs: Mental Health Treatment Rate (Broad)

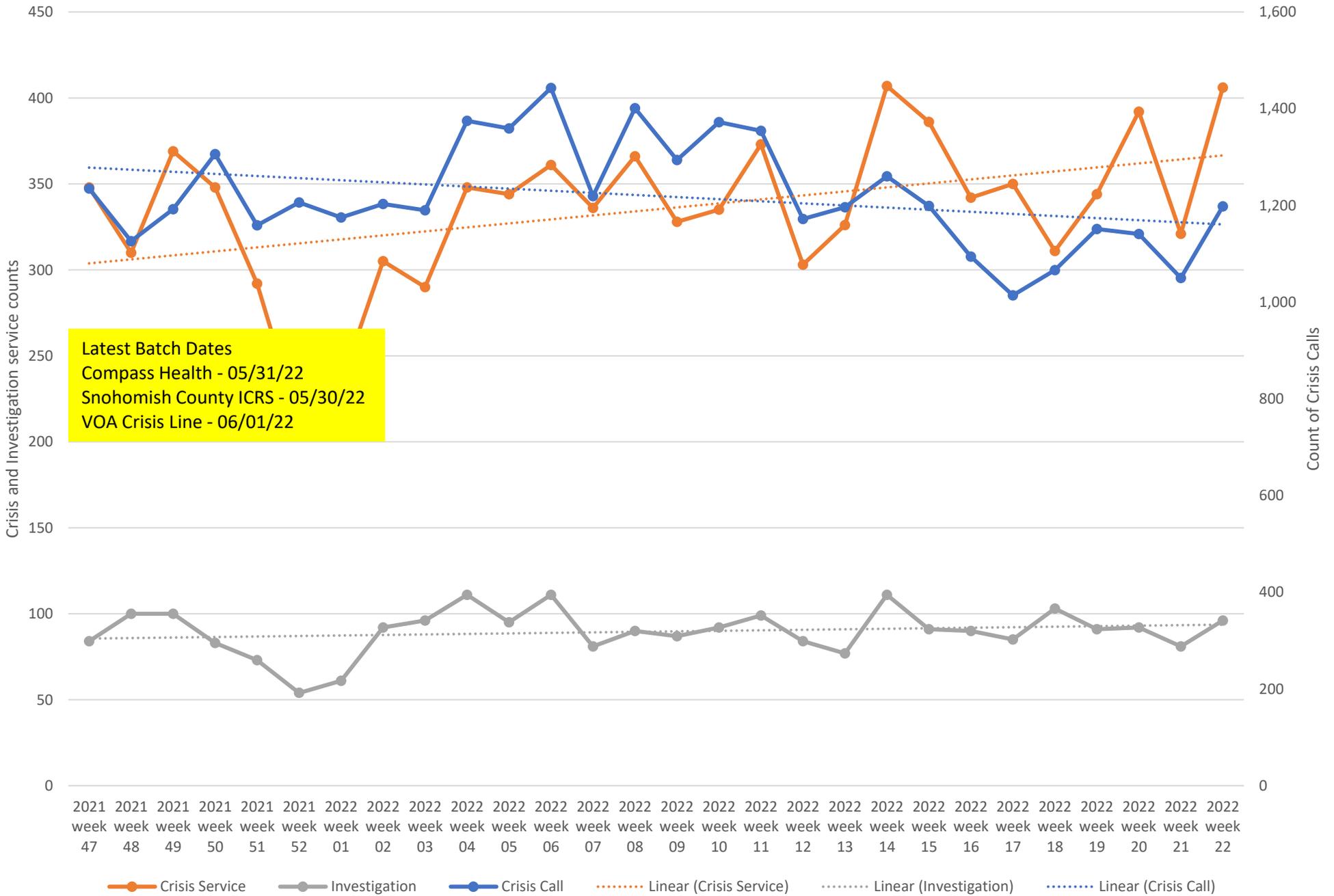




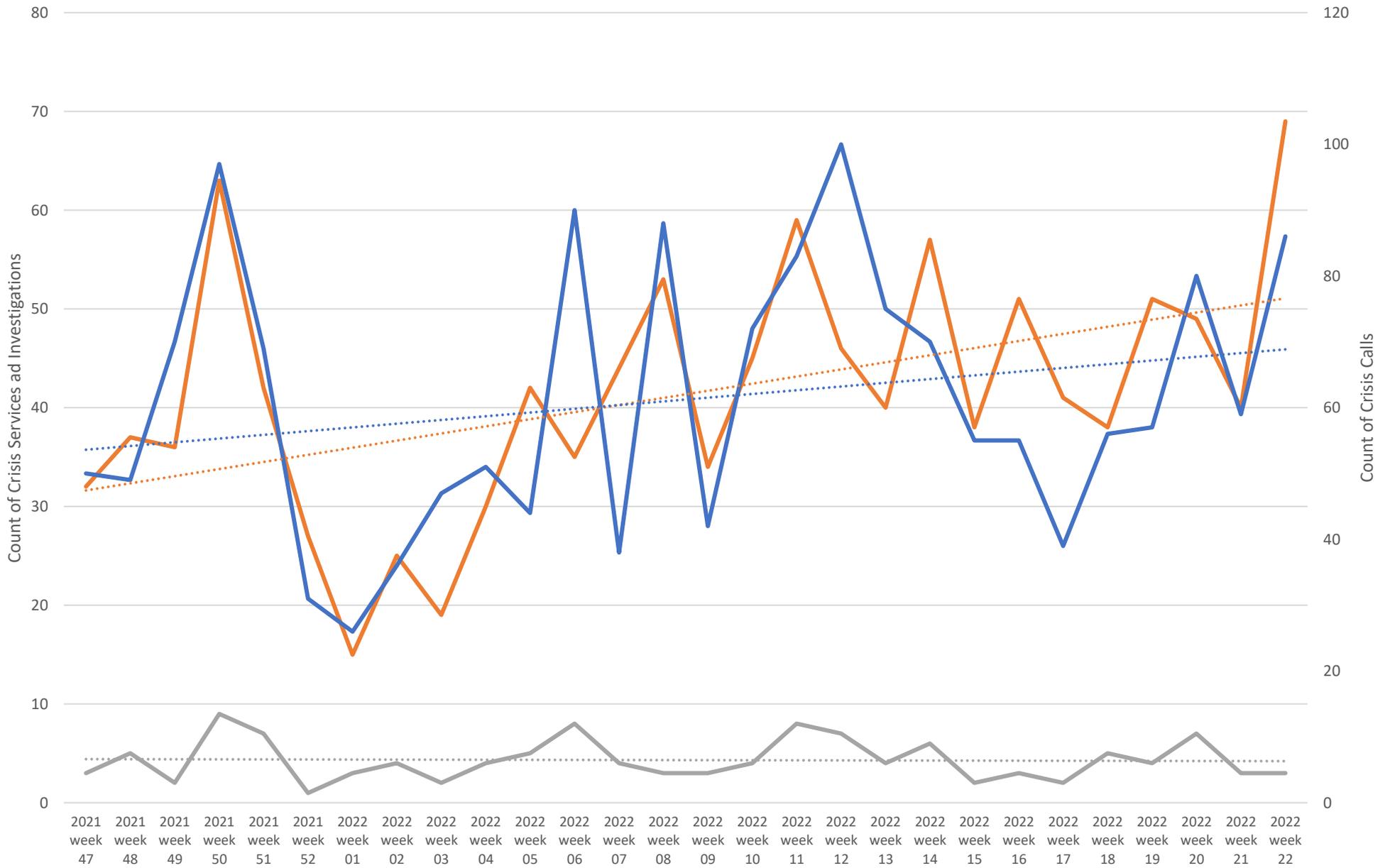
## Weekly Crisis Capacity Indicator Snapshot

Page 2	Crisis Data - dates 11/14/21 to 05/28/22
Page 3	Crisis Data: Ages 0-17 - dates 11/14/21 to 05/28/22
Page 4	All DCR Dispatches - dates 11/14/21 to 05/28/22
Page 5	Weekly Staff Count - Staff providing Crisis or Investigation services 11/14/21 to 05/28/22
Page 6	Hospital placement locations (Invol and Vol) - No adjustment has been made for timely data - recent weeks likely low
Page 7	Telehealth only, crisis and investigation services from 11/14/21 to 05/28/22
Page 8	Crisis Service Unit Percent - Crisis Service units divided by Crisis units + Investigation units
Page 9	Washington State Indicators of Anxiety or Depression Based on Reported Frequency of Symptoms During Last 7 Days
Page 10	Place of Service -Crisis Services, percent of total by week
Page 11	Place of Service -Investigations, percent of total by week
Page 12	New COVID-19 Cases Reported Weekly per 100,000 population - 02/25/21 to 06/01/22
Page 13	Total Hospitalized Adults - COVID-19 (confirmed or suspected) 7 day average
Page 14	HB 1310 Data collected with LE Declines 11/14/21 to 05/28/22
Page 15	HB 1310 Data collected with LE Response or Other 11/14/21 to 05/28/22

### Crisis Data - dates 11/14/21 to 05/28/22

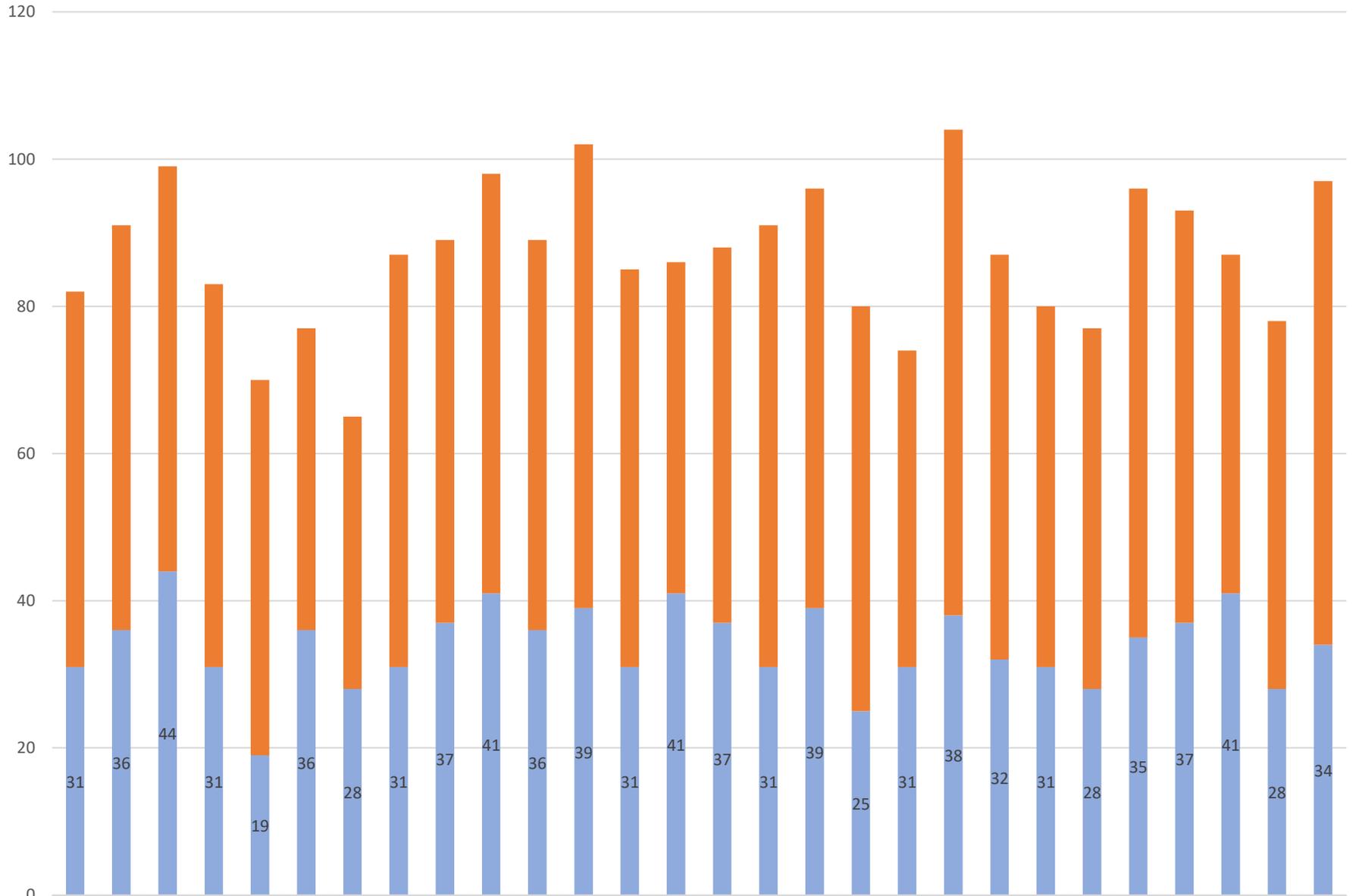


Crisis Data: Ages 0-17 - dates 11/14/21 to 05/28/22



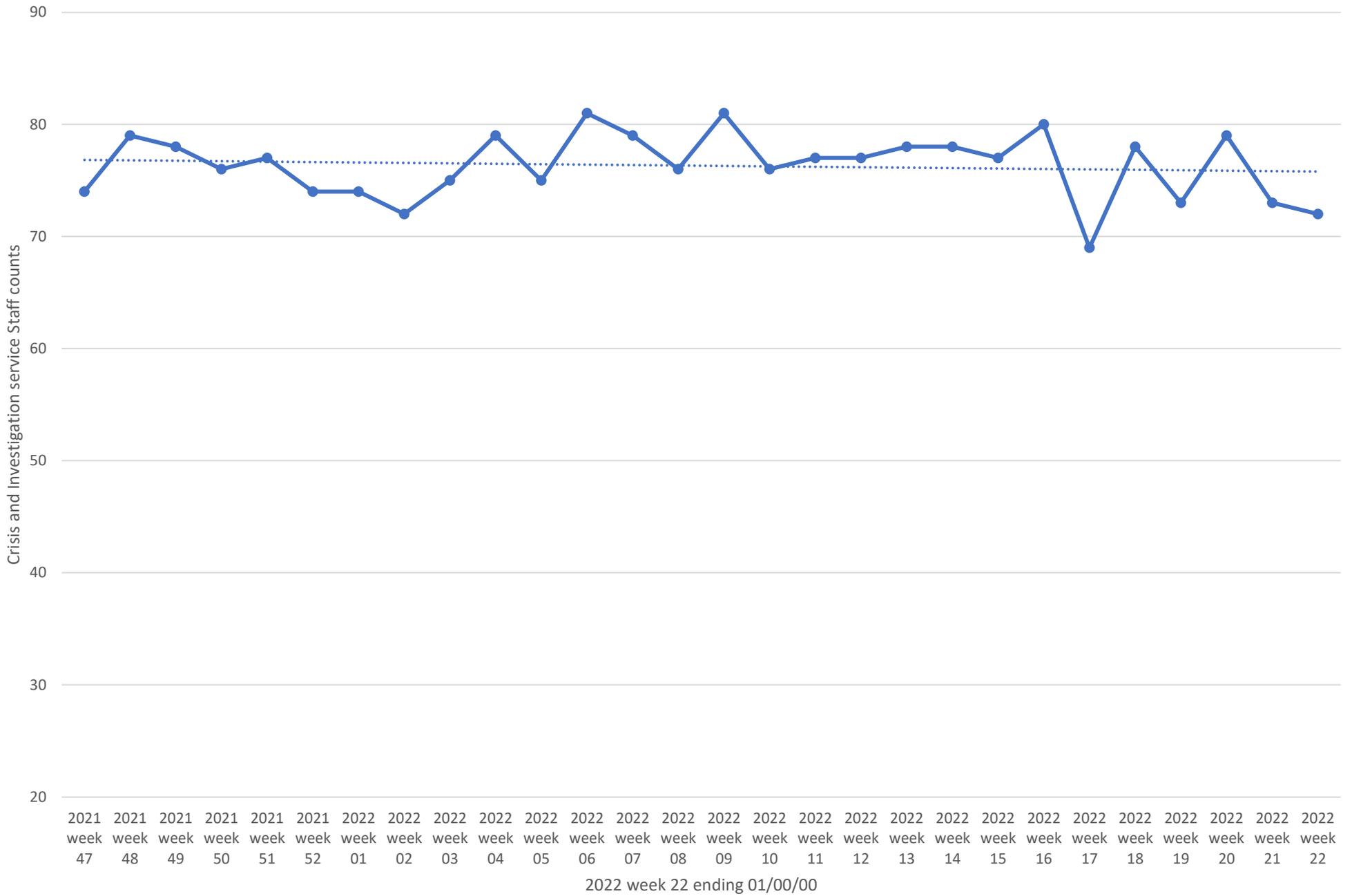
— Crisis Service   
 — Investigation   
 — Crisis Call   
 ⋯ Linear (Crisis Service)   
 ⋯ Linear (Investigation)   
 ⋯ Linear (Crisis Call)

# All DCR Dispatches - dates 11/14/21 to 05/28/22

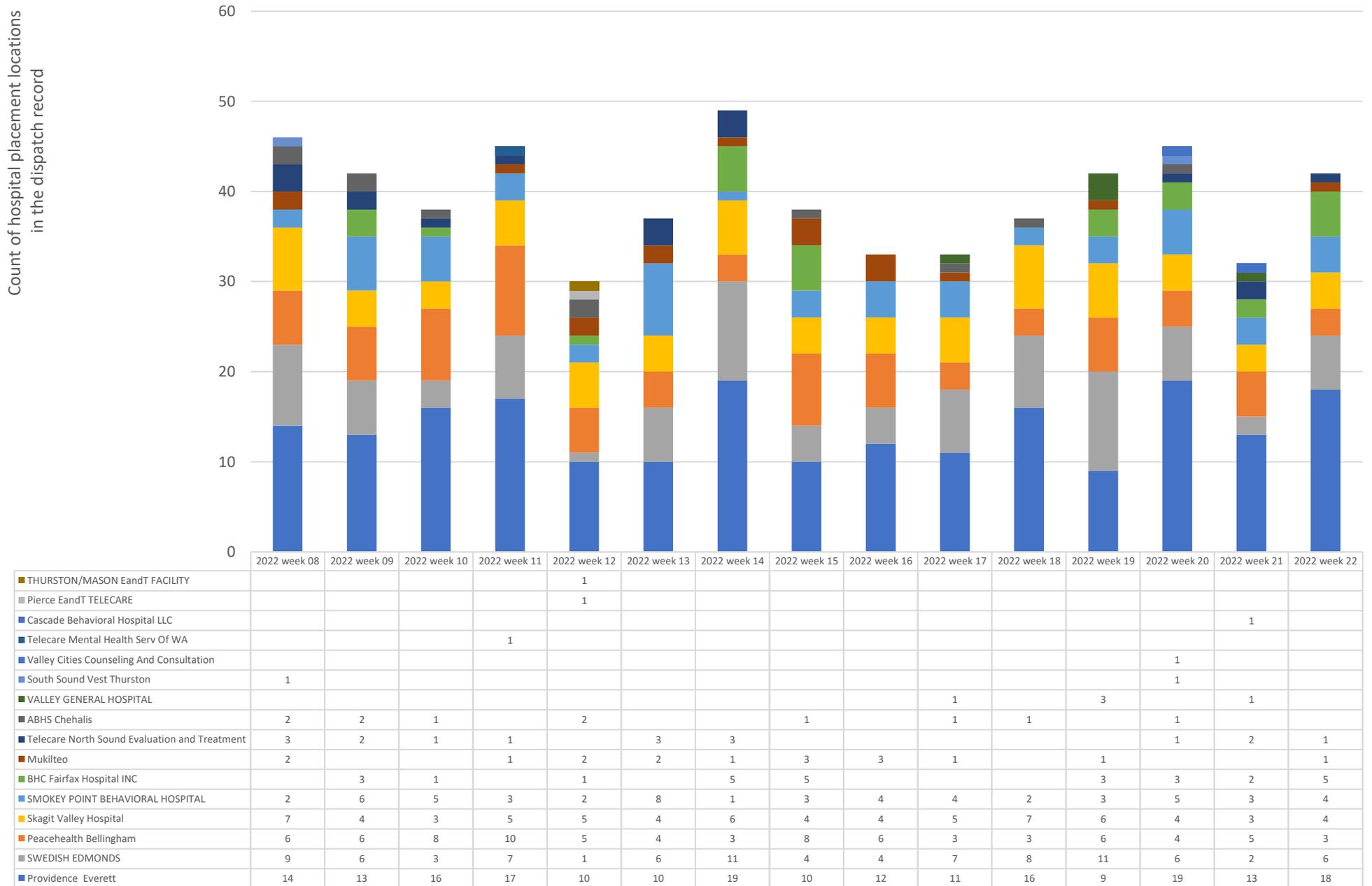


	2021 week 47	2021 week 48	2021 week 49	2021 week 50	2021 week 51	2021 week 52	2022 week 01	2022 week 02	2022 week 03	2022 week 04	2022 week 05	2022 week 06	2022 week 07	2022 week 08	2022 week 09	2022 week 10	2022 week 11	2022 week 12	2022 week 13	2022 week 14	2022 week 15	2022 week 16	2022 week 17	2022 week 18	2022 week 19	2022 week 20	2022 week 21	2022 week 22
dispatch resulting in other outcome	51	55	55	52	51	41	37	56	52	57	53	63	54	45	51	60	57	55	43	66	55	49	49	61	56	46	50	63
dispatch resulting in detention	31	36	44	31	19	36	28	31	37	41	36	39	31	41	37	31	39	25	31	38	32	31	28	35	37	41	28	34

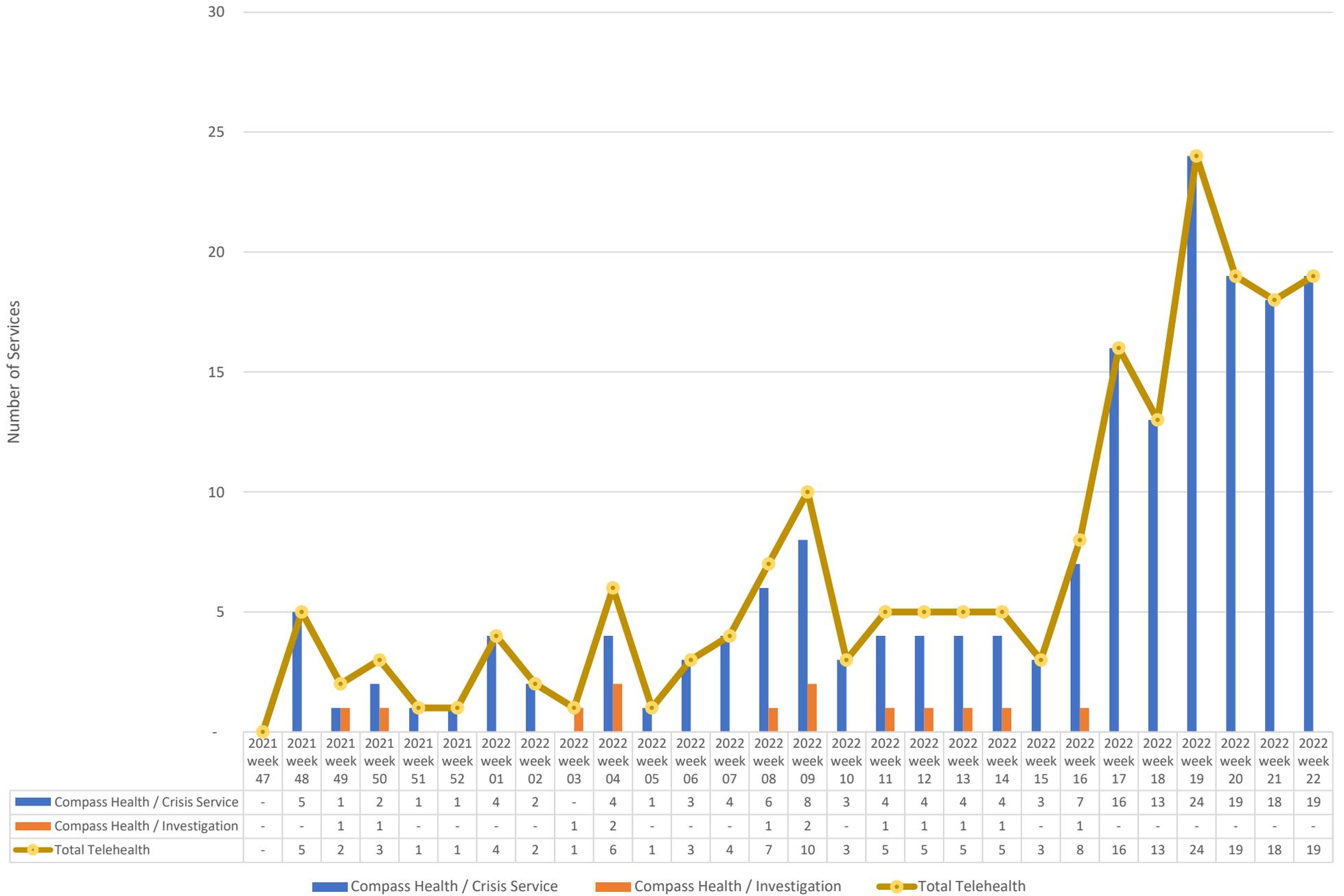
### Weekly Staff Count - Staff providing Crisis or Investigation services 11/14/21 to 05/28/22



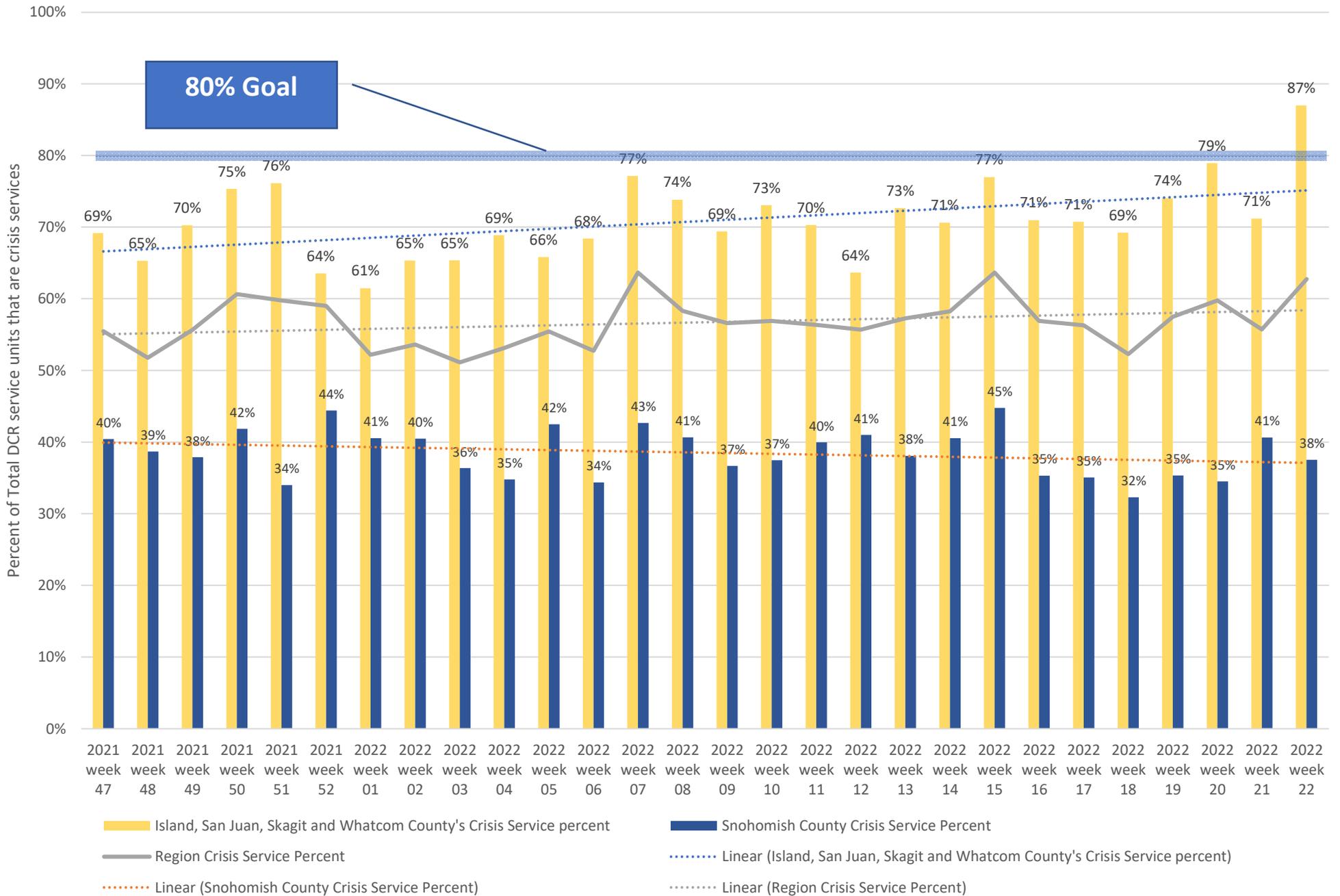
## Hospital placement locations (Invol and Vol) - No adjustment has been made for timely data - recent weeks likely low



### Telehealth only, crisis and investigation services from 11/14/21 to 05/28/22

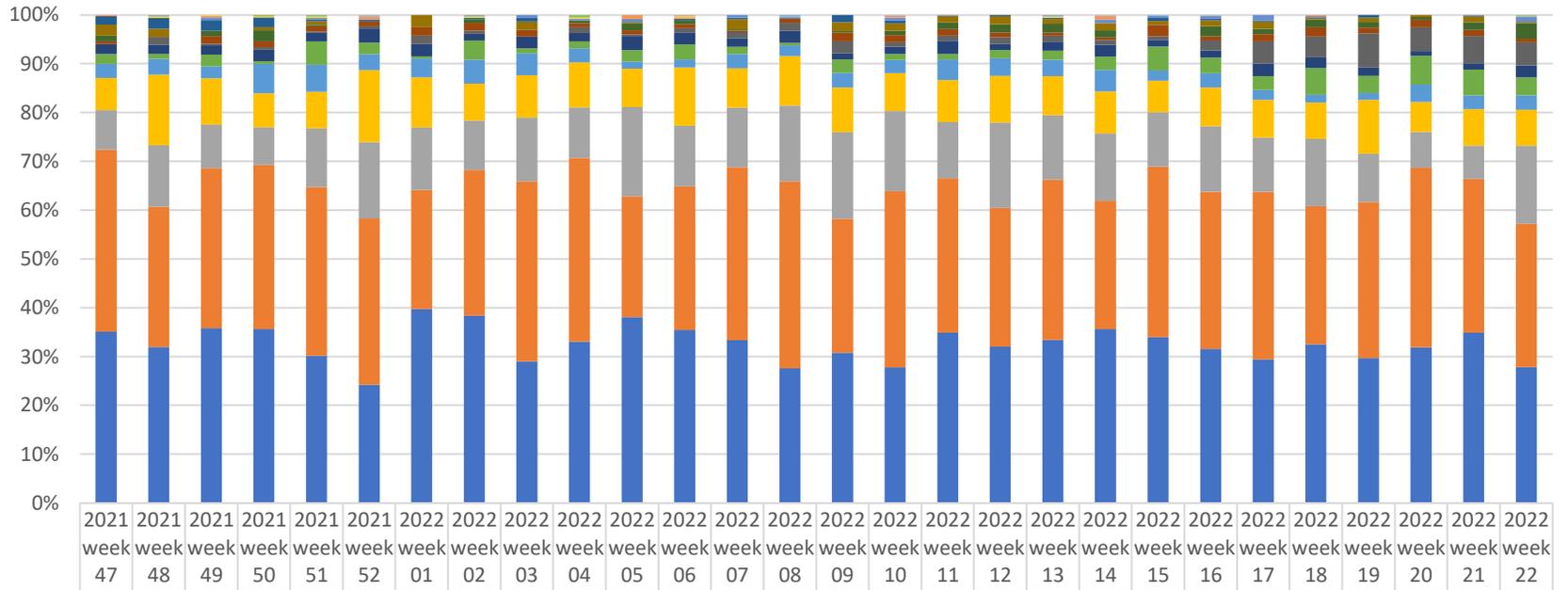


# Crisis Service Unit Percent - Crisis Service units divided by Crisis units + Investigation units



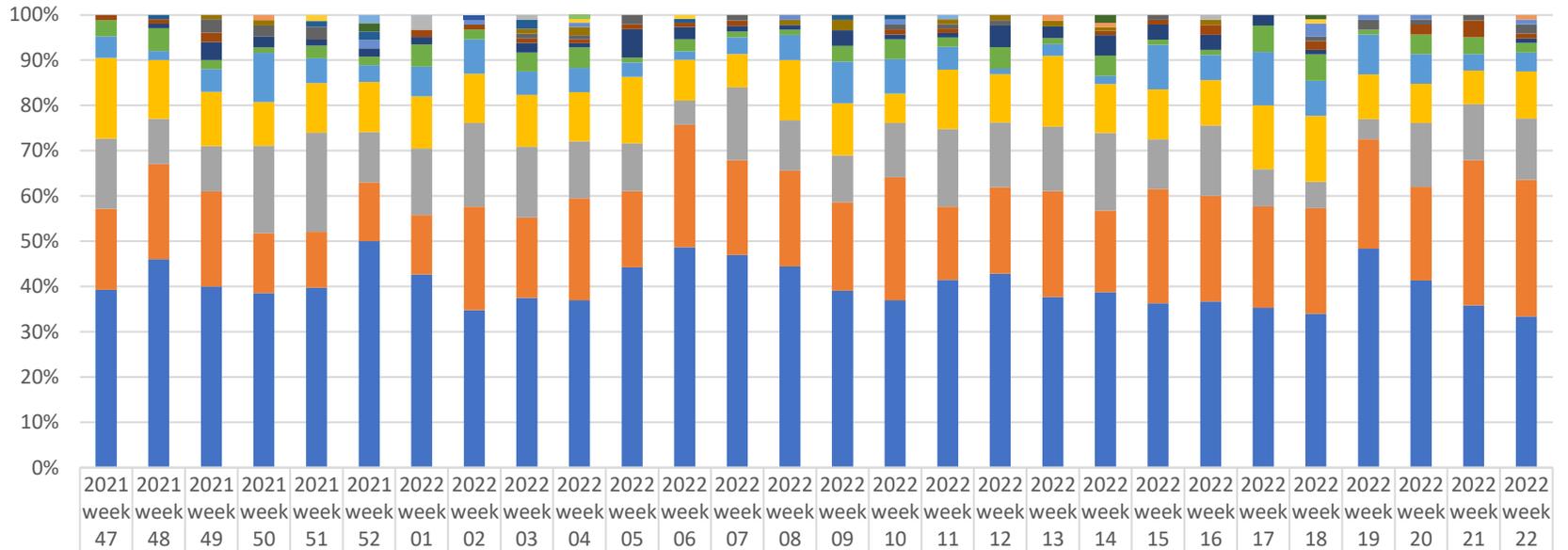


## Place of Service -Crisis Services, percent of total by week



	2021 week 47	2021 week 48	2021 week 49	2021 week 50	2021 week 51	2021 week 52	2022 week 01	2022 week 02	2022 week 03	2022 week 04	2022 week 05	2022 week 06	2022 week 07	2022 week 08	2022 week 09	2022 week 10	2022 week 11	2022 week 12	2022 week 13	2022 week 14	2022 week 15	2022 week 16	2022 week 17	2022 week 18	2022 week 19	2022 week 20	2022 week 21	2022 week 22	
Custodial Care Facility				1	1					2																		1	
Nursing Facility		1						1						1						1		1							
Community Mental Health Center						1						1		1		1				1		1						1	
Skilled Nursing Facility		1	1	1	1			1		1		1								1									
Psych. Residential	1		1			1					3	1				1				3					1				
Group Home			2		1				2	1	2		2			2	1			3	1	2	4	1			1	4	
On Campus Outpatient Hospital	6	7	8	7	1	1		1	2			1	1	1	5	2		1	1		3	1	1		2				
Homeless Shelter	8	5		2	2		6		5		1		7		6	5	5	5	3	6	3	4	5	1	3	2	4	1	
School	4		4	8	1			2		2	5	3	1		1	3	5	5	6	6		7	4	5	4	2	5	13	
Inpatient Hospital	2		6	4	3	2	4	5	4	3	3	3	1	3	6	5	5	3	2	2	9	3	5	6	4	6	4	3	
Telehealth		5	1	2	1	1	4	2		4	1	3	4	6	8	3	4	4	4	4	3	7	16	13	24	19	18	19	
Inpatient Psychiatric Facility	7	6	7	8	5	6	6	4	7	6	10	9	6	9	4	5	10	4	6	10	5	5	9	7	6	4	4	10	
Assisted Living Facility	7	3	9	2	14	5	1	12	3	5	8	11	5	2	9	4	4	5	6	11	19	11	10	17	12	23	17	15	
Prison Correctional Facility	10	10	9	21	16	7	9	15	13	10	5	6	10	8	10	9	16	11	11	18	8	10	7	5	5	14	9	12	
Emergency Room Hospital	23	45	35	24	22	31	24	23	25	32	27	43	27	37	30	26	32	29	26	35	25	27	27	23	38	24	24	30	
Home	28	39	33	27	35	33	30	31	38	36	63	45	41	57	58	55	43	53	43	56	43	46	39	43	34	29	22	65	
Other Place of Service	130	89	121	117	101	72	57	91	107	131	85	106	119	140	90	121	118	86	107	107	135	110	120	88	110	144	101	119	
Office	122	99	132	124	88	51	93	117	84	115	131	128	112	101	101	93	130	97	109	145	131	108	103	101	102	125	112	113	

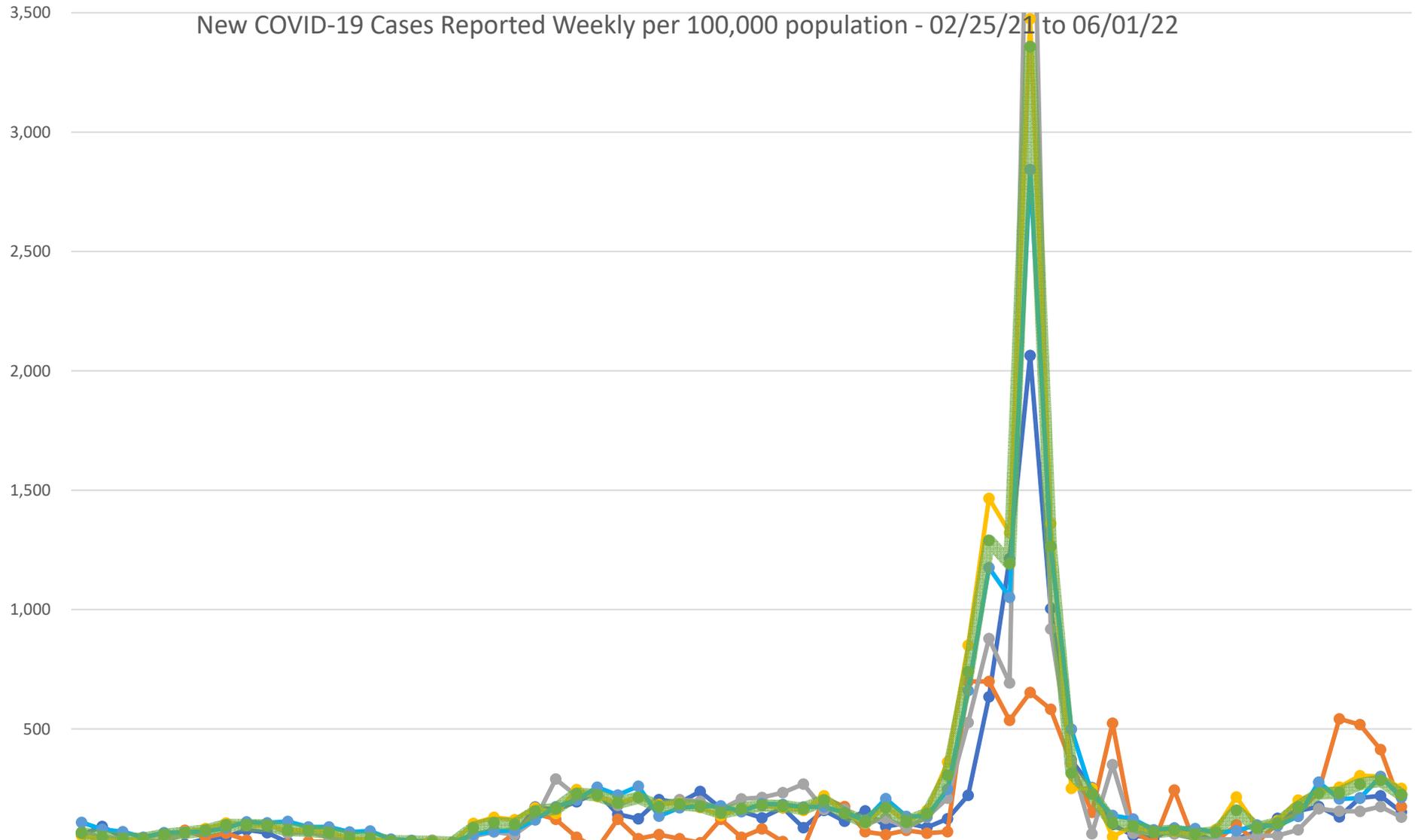
### Place of Service -Investigations, percent of total by week



	2021 week 47	2021 week 48	2021 week 49	2021 week 50	2021 week 51	2021 week 52	2022 week 01	2022 week 02	2022 week 03	2022 week 04	2022 week 05	2022 week 06	2022 week 07	2022 week 08	2022 week 09	2022 week 10	2022 week 11	2022 week 12	2022 week 13	2022 week 14	2022 week 15	2022 week 16	2022 week 17	2022 week 18	2022 week 19	2022 week 20	2022 week 21	2022 week 22	
Nursing Facility								1																					
Custodial Care Facility										1																			
Residential SUD						1											1												
Psych. Residential						1														2					1				
Homeless Shelter							2		1													1							
School				1																1	1							1	
Skilled Nursing Facility					1							1	1												1				
On Campus Outpatient Hospital		1			1	1			2				1		1	1													
Community Mental Health Center						1		1		1				1		1								3	1	1		1	
Telehealth			1	1					1	2				1	2		1	1	1	1		1							
Group Home			3	2	2				1	1	2		1			1	1	1				1			1	2	1	1	2
Assisted Living Facility	1	1	2				1	1	1	1	1	1	1			1	1			1	1	2		2		2	3	1	
Home		1	4	2	1	1	1		2	1	6	3	1	1	3	1	1	4	2	5	3	3	2	1				1	
Office	3	5	2	1	2	1	3	2	4	5	1	3	1	1	3	4	2	4	1	5	1	1	5	6	1	4	3	2	
Inpatient Hospital	4	2	5	9	4	2	4	7	5	6	3	2	3	5	8	7	5	1	2	2	9	5	10	8	8	6	3	4	
Inpatient Psychiatric Facility	15	13	12	8	8	6	7	10	11	12	14	10	6	12	10	6	13	9	12	12	10	9	12	15	9	8	6	10	
Prison Correctional Facility	13	10	10	16	16	6	9	17	15	14	10	6	13	10	9	11	17	12	11	19	10	14	7	6	4	13	10	13	
Other Place of Service	15	21	21	11	9	7	8	21	17	25	16	30	17	19	17	25	16	16	18	20	23	21	19	24	22	19	26	29	
Emergency Room Hospital	33	46	40	32	29	27	26	32	36	41	42	54	38	40	34	34	41	36	29	43	33	33	30	35	44	38	29	32	

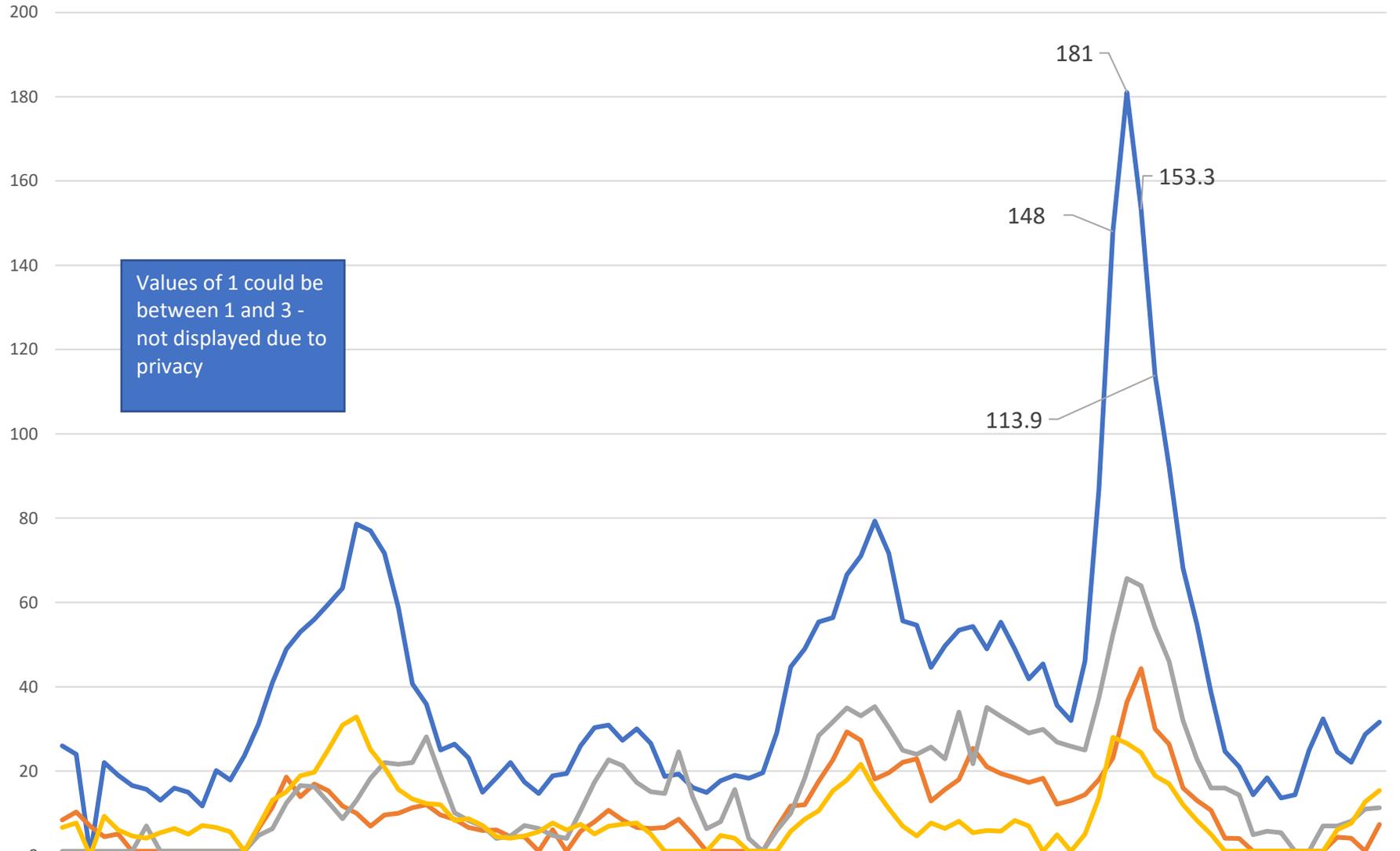
# New COVID-19 Cases Reported Weekly per 100,000 population - 02/25/21 to 06/01/22

New Cases reported weekly per 100,000



	2021-09-01	2021-09-08	2021-09-15	2021-09-22	2021-09-29	2021-10-06	2021-10-13	2021-10-20	2021-10-27	2021-11-03	2021-11-10	2021-11-17	2021-11-24	2021-12-01	2021-12-08	2021-12-15	2021-12-22	2022-01-05	2022-01-12	2022-01-19	2022-01-26	2022-02-02	2022-02-09	2022-02-16	2022-02-23	2022-03-01	2022-03-08	2022-03-15	2022-03-22	2022-03-29	2022-04-05	2022-04-12	2022-04-19	2022-04-26	2022-05-03	2022-05-10	2022-05-17	2022-05-24	2022-05-31	2022-06-07	2022-06-14	2022-06-21	2022-06-28	2022-07-05	2022-07-12	2022-07-19	2022-07-26	2022-08-02	2022-08-09	2022-08-16	2022-08-23	2022-08-30	2022-09-06	2022-09-13	2022-09-20	2022-09-27	2022-10-04	2022-10-11	2022-10-18	2022-10-25	2022-11-01	2022-11-08	2022-11-15	2022-11-22	2022-11-29	2022-12-06	2022-12-13	2022-12-20	2022-12-27	2023-01-03	2023-01-10	2023-01-17	2023-01-24	2023-01-31	2023-02-07	2023-02-14	2023-02-21	2023-02-28	2023-03-06	2023-03-13	2023-03-20	2023-03-27	2023-04-03	2023-04-10	2023-04-17	2023-04-24	2023-05-01	2023-05-08	2023-05-15	2023-05-22	2023-05-29	2023-06-05	2023-06-12	2023-06-19	2023-06-26	2023-07-03	2023-07-10	2023-07-17	2023-07-24	2023-07-31	2023-08-07	2023-08-14	2023-08-21	2023-08-28	2023-09-04	2023-09-11	2023-09-18	2023-09-25	2023-10-02	2023-10-09	2023-10-16	2023-10-23	2023-10-30	2023-11-06	2023-11-13	2023-11-20	2023-11-27	2023-12-04	2023-12-11	2023-12-18	2023-12-25	2024-01-01	2024-01-08	2024-01-15	2024-01-22	2024-01-29	2024-02-05	2024-02-12	2024-02-19	2024-02-26	2024-03-05	2024-03-12	2024-03-19	2024-03-26	2024-04-02	2024-04-09	2024-04-16	2024-04-23	2024-04-30	2024-05-07	2024-05-14	2024-05-21	2024-05-28	2024-06-04	2024-06-11	2024-06-18	2024-06-25	2024-07-02	2024-07-09	2024-07-16	2024-07-23	2024-07-30	2024-08-06	2024-08-13	2024-08-20	2024-08-27	2024-09-03	2024-09-10	2024-09-17	2024-09-24	2024-10-01	2024-10-08	2024-10-15	2024-10-22	2024-10-29	2024-11-05	2024-11-12	2024-11-19	2024-11-26	2024-12-03	2024-12-10	2024-12-17	2024-12-24	2024-12-31	2025-01-07	2025-01-14	2025-01-21	2025-01-28	2025-02-04	2025-02-11	2025-02-18	2025-02-25	2025-03-04	2025-03-11	2025-03-18	2025-03-25	2025-04-01	2025-04-08	2025-04-15	2025-04-22	2025-04-29	2025-05-06	2025-05-13	2025-05-20	2025-05-27	2025-06-03	2025-06-10	2025-06-17	2025-06-24	2025-07-01	2025-07-08	2025-07-15	2025-07-22	2025-07-29	2025-08-05	2025-08-12	2025-08-19	2025-08-26	2025-09-02	2025-09-09	2025-09-16	2025-09-23	2025-09-30	2025-10-07	2025-10-14	2025-10-21	2025-10-28	2025-11-04	2025-11-11	2025-11-18	2025-11-25	2025-12-02	2025-12-09	2025-12-16	2025-12-23	2025-12-30	2026-01-06	2026-01-13	2026-01-20	2026-01-27	2026-02-03	2026-02-10	2026-02-17	2026-02-24	2026-03-02	2026-03-09	2026-03-16	2026-03-23	2026-03-30	2026-04-06	2026-04-13	2026-04-20	2026-04-27	2026-05-04	2026-05-11	2026-05-18	2026-05-25	2026-06-01	2026-06-08	2026-06-15	2026-06-22	2026-06-29	2026-07-06	2026-07-13	2026-07-20	2026-07-27	2026-08-03	2026-08-10	2026-08-17	2026-08-24	2026-08-31	2026-09-07	2026-09-14	2026-09-21	2026-09-28	2026-10-05	2026-10-12	2026-10-19	2026-10-26	2026-11-02	2026-11-09	2026-11-16	2026-11-23	2026-11-30	2027-01-06	2027-01-13	2027-01-20	2027-01-27	2027-02-03	2027-02-10	2027-02-17	2027-02-24	2027-03-02	2027-03-09	2027-03-16	2027-03-23	2027-03-30	2027-04-06	2027-04-13	2027-04-20	2027-04-27	2027-05-04	2027-05-11	2027-05-18	2027-05-25	2027-06-01	2027-06-08	2027-06-15	2027-06-22	2027-06-29	2027-07-06	2027-07-13	2027-07-20	2027-07-27	2027-08-03	2027-08-10	2027-08-17	2027-08-24	2027-08-31	2027-09-07	2027-09-14	2027-09-21	2027-09-28	2027-10-05	2027-10-12	2027-10-19	2027-10-26	2027-11-02	2027-11-09	2027-11-16	2027-11-23	2027-11-30	2027-12-07	2027-12-14	2027-12-21	2027-12-28	2028-01-04	2028-01-11	2028-01-18	2028-01-25	2028-02-01	2028-02-08	2028-02-15	2028-02-22	2028-02-29	2028-03-06	2028-03-13	2028-03-20	2028-03-27	2028-04-03	2028-04-10	2028-04-17	2028-04-24	2028-05-01	2028-05-08	2028-05-15	2028-05-22	2028-05-29	2028-06-05	2028-06-12	2028-06-19	2028-06-26	2028-07-03	2028-07-10	2028-07-17	2028-07-24	2028-07-31	2028-08-07	2028-08-14	2028-08-21	2028-08-28	2028-09-04	2028-09-11	2028-09-18	2028-09-25	2028-10-02	2028-10-09	2028-10-16	2028-10-23	2028-10-30	2028-11-06	2028-11-13	2028-11-20	2028-11-27	2028-12-04	2028-12-11	2028-12-18	2028-12-25	2029-01-01	2029-01-08	2029-01-15	2029-01-22	2029-01-29	2029-02-05	2029-02-12	2029-02-19	2029-02-26	2029-03-05	2029-03-12	2029-03-19	2029-03-26	2029-04-02	2029-04-09	2029-04-16	2029-04-23	2029-04-30	2029-05-07	2029-05-14	2029-05-21	2029-05-28	2029-06-04	2029-06-11	2029-06-18	2029-06-25	2029-07-02	2029-07-09	2029-07-16	2029-07-23	2029-07-30	2029-08-06	2029-08-13	2029-08-20	2029-08-27	2029-09-03	2029-09-10	2029-09-17	2029-09-24	2029-10-01	2029-10-08	2029-10-15	2029-10-22	2029-10-29	2029-11-05	2029-11-12	2029-11-19	2029-11-26	2029-12-03	2029-12-10	2029-12-17	2029-12-24	2030-01-01	2030-01-08	2030-01-15	2030-01-22	2030-01-29	2030-02-05	2030-02-12	2030-02-19	2030-02-26	2030-03-05	2030-03-12	2030-03-19	2030-03-26	2030-04-02	2030-04-09	2030-04-16	2030-04-23	2030-04-30	2030-05-07	2030-05-14	2030-05-21	2030-05-28	2030-06-04	2030-06-11	2030-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# Total Hospitalized Adults - COVID-19 (confirmed or suspected) 7 day average



Values of 1 could be between 1 and 3 - not displayed due to privacy

	7/1/20	7/8/20	7/15/20	7/22/20	7/29/20	8/5/20	8/12/20	8/19/20	8/26/20	9/2/20	9/9/20	9/16/20	9/23/20	9/30/20	10/7/20	10/14/20	10/21/20	10/28/20	11/4/20	11/11/20	11/18/20	11/25/20	12/2/20	12/9/20	12/16/20	12/23/20	12/30/20	1/6/21	1/13/21	1/20/21	1/27/21	2/3/21	2/10/21	2/17/21	2/24/21	3/2/21	3/9/21	3/16/21	3/23/21	3/30/21	4/6/21	4/13/21	4/20/21	4/27/21	5/4/21	5/11/21	5/18/21	5/25/21	6/1/21	6/8/21	6/15/21	6/22/21	6/29/21	7/6/21	7/13/21	7/20/21	7/27/21	8/3/21	8/10/21	8/17/21	8/24/21	8/31/21	9/7/21	9/14/21	9/21/21	9/28/21	10/5/21	10/12/21	10/19/21	10/26/21	11/2/21	11/9/21	11/16/21	11/23/21	11/30/21	12/7/21	12/14/21	12/21/21	12/28/21	1/4/22	1/11/22	1/18/22	1/25/22	2/1/22	2/8/22	2/15/22	2/22/22	2/29/22	3/6/22	3/13/22	3/20/22	3/27/22	4/3/22	4/10/22	4/17/22	4/24/22	5/1/22	5/8/22	5/15/22	5/22/22	5/29/22	6/5/22	6/12/22	6/19/22	6/26/22	7/3/22	7/10/22	7/17/22	7/24/22	7/31/22	8/7/22	8/14/22	8/21/22	8/28/22	9/4/22	9/11/22	9/18/22	9/25/22	10/2/22	10/9/22	10/16/22	10/23/22	10/30/22	11/6/22	11/13/22	11/20/22	11/27/22	12/4/22	12/11/22	12/18/22	12/25/22	1/1/23	1/8/23	1/15/23	1/22/23	1/29/23	2/5/23	2/12/23	2/19/23	2/26/23	3/5/23	3/12/23	3/19/23	3/26/23	4/2/23	4/9/23	4/16/23	4/23/23	4/30/23	5/7/23	5/14/23	5/21/23	5/28/23	6/4/23	6/11/23	6/18/23	6/25/23	7/2/23	7/9/23	7/16/23	7/23/23	7/30/23	8/6/23	8/13/23	8/20/23	8/27/23	9/3/23	9/10/23	9/17/23	9/24/23	10/1/23	10/8/23	10/15/23	10/22/23	10/29/23	11/5/23	11/12/23	11/19/23	11/26/23	12/3/23	12/10/23	12/17/23	12/24/23	12/31/23	1/7/24	1/14/24	1/21/24	1/28/24	2/4/24	2/11/24	2/18/24	2/25/24	3/4/24	3/11/24	3/18/24	3/25/24	4/1/24	4/8/24	4/15/24	4/22/24	4/29/24	5/6/24	5/13/24	5/20/24	5/27/24	6/3/24	6/10/24	6/17/24	6/24/24	7/1/24	7/8/24	7/15/24	7/22/24	7/29/24	8/5/24	8/12/24	8/19/24	8/26/24	9/2/24	9/9/24	9/16/24	9/23/24	9/30/24	10/7/24	10/14/24	10/21/24	10/28/24	11/4/24	11/11/24	11/18/24	11/25/24	12/2/24	12/9/24	12/16/24	12/23/24	12/30/24	1/6/25	1/13/25	1/20/25	1/27/25	2/3/25	2/10/25	2/17/25	2/24/25	3/2/25	3/9/25	3/16/25	3/23/25	3/30/25	4/6/25	4/13/25	4/20/25	4/27/25	5/4/25	5/11/25	5/18/25	5/25/25	6/1/25	6/8/25	6/15/25	6/22/25	6/29/25	7/6/25	7/13/25	7/20/25	7/27/25	8/3/25	8/10/25	8/17/25	8/24/25	8/31/25	9/7/25	9/14/25	9/21/25	9/28/25	10/5/25	10/12/25	10/19/25	10/26/25	11/2/25	11/9/25	11/16/25	11/23/25	11/30/25	12/7/25	12/14/25	12/21/25	12/28/25	1/4/26	1/11/26	1/18/26	1/25/26	2/1/26	2/8/26	2/15/26	2/22/26	2/29/26	3/6/26	3/13/26	3/20/26	3/27/26	4/3/26	4/10/26	4/17/26	4/24/26	5/1/26	5/8/26	5/15/26	5/22/26	5/29/26	6/5/26	6/12/26	6/19/26	6/26/26	7/3/26	7/10/26	7/17/26	7/24/26	7/31/26	8/7/26	8/14/26	8/21/26	8/28/26	9/4/26	9/11/26	9/18/26	9/25/26	10/2/26	10/9/26	10/16/26	10/23/26	10/30/26	11/6/26	11/13/26	11/20/26	11/27/26	12/4/26	12/11/26	12/18/26	12/25/26	1/1/27	1/8/27	1/15/27	1/22/27	1/29/27	2/5/27	2/12/27	2/19/27	2/26/27	3/5/27	3/12/27	3/19/27	3/26/27	4/2/27	4/9/27	4/16/27	4/23/27	4/30/27	5/6/27	5/13/27	5/20/27	5/27/27	6/3/27	6/10/27	6/17/27	6/24/27	7/1/27	7/8/27	7/15/27	7/22/27	7/29/27	8/5/27	8/12/27	8/19/27	8/26/27	9/2/27	9/9/27	9/16/27	9/23/27	9/30/27	10/7/27	10/14/27	10/21/27	10/28/27	11/4/27	11/11/27	11/18/27	11/25/27	12/2/27	12/9/27	12/16/27	12/23/27	12/30/27	1/6/28	1/13/28	1/20/28	1/27/28	2/3/28	2/10/28	2/17/28	2/24/28	3/2/28	3/9/28	3/16/28	3/23/28	3/30/28	4/6/28	4/13/28	4/20/28	4/27/28	5/4/28	5/11/28	5/18/28	5/25/28	6/1/28	6/8/28	6/15/28	6/22/28	6/29/28	7/6/28	7/13/28	7/20/28	7/27/28	8/3/28	8/10/28	8/17/28	8/24/28	8/31/28	9/7/28	9/14/28	9/21/28	9/28/28	10/5/28	10/12/28	10/19/28	10/26/28	11/2/28	11/9/28	11/16/28	11/23/28	11/30/28	12/7/28	12/14/28	12/21/28	12/28/28	1/4/29	1/11/29	1/18/29	1/25/29	2/1/29	2/8/29	2/15/29	2/22/29	2/29/29	3/6/29	3/13/29	3/20/29	3/27/29	4/3/29	4/10/29	4/17/29	4/24/29	5/1/29	5/8/29	5/15/29	5/22/29	5/29/29	6/5/29	6/12/29	6/19/29	6/26/29	7/3/29	7/10/29	7/17/29	7/24/29	7/31/29	8/7/29	8/14/29	8/21/29	8/28/29	9/4/29	9/11/29	9/18/29	9/25/29	10/2/29	10/9/29	10/16/29	10/23/29	10/30/29	11/6/29	11/13/29	11/20/29	11/27/29	12/4/29	12/11/29	12/18/29	12/25/29	1/1/30	1/8/30	1/15/30	1/22/30	1/29/30	2/5/30	2/12/30	2/19/30	2/26/30	3/5/30	3/12/30	3/19/30	3/26/30	4/2/30	4/9/30	4/16/30	4/23/30	4/30/30	5/6/30	5/13/30	5/20/30	5/27/30	6/3/30	6/10/30	6/17/30	6/24/30	7/1/30	7/8/30	7/15/30	7/22/30	7/29/30	8/5/30	8/12/30	8/19/30	8/26/30	9/2/30	9/9/30	9/16/30	9/23/30	9/30/30	10/7/30	10/14/30	10/21/30	10/28/30	11/4/30	11/11/30	11/18/30	11/25/30	12/2/30	12/9/30	12/16/30	12/23/30	12/30/30	1/6/31	1/13/31	1/20/31	1/27/31	2/3/31	2/10/31	2/17/31	2/24/31	3/2/31	3/9/31	3/16/31	3/23/31	3/30/31	4/6/31	4/13/31	4/20/31	4/27/31	5/4/31	5/11/31	5/18/31	5/25/31	6/1/31	6/8/31	6/15/31	6/22/31	6/29/31	7/6/31	7/13/31	7/20/31	7/27/31	8/3/31	8/10/31	8/17/31	8/24/31	8/31/31	9/7/31	9/14/31	9/21/31	9/28/31	10/5/31	10/12/31	10/19/31	10/26/31	11/2/31	11/9/31	11/16/31	11/23/31	11/30/31	12/7/31	12/14/31	12/21/31	12/28/31	1/4/32	1/11/32	1/18/32	1/25/32	2/1/32	2/8/32	2/15/32	2/22/32	2/29/32	3/6/32	3/13/32	3/20/32	3/27/32	4/3/32	4/10/32	4/17/32	4/24/32	5/1/32	5/8/32	5/15/32	5/22/32	5/29/32	6/5/32	6/12/32	6/19/32	6/26/32	7/3/32	7/10/32	7/17/32	7/24/32	7/31/32	8/7/32	8/14/32	8/21/32	8/28/32	9/4/32	9/11/32	9/18/32	9/25/32	10/2/32	10/9/32	10/16/32	10/23/32	10/30/32	11/6/32	11/13/32	11/20/32	11/27/32	12/4/32	12/11/32	12/18/32	12/25/32	1/1/33	1/8/33	1/15/33	1/22/33	1/29/33	2/5/33	2/12/33	2/19/33	2/26/33	3/5/33	3/12/33	3/19/33	3/26/33	4/2/33	4/9/33	4/16/33	4/23/33	4/30/33	5/6/33	5/13/33	5/20/33	5/27/33	6/3/33	6/10/33	6/17/33	6/24/33	7/1/33	7/8/33	7/15/33	7/22/33	7/29/33	8/5/33	8/12/33	8/19/33	8/26/33	9/2/33	9/9/33	9/16/33	9/23/33	9/30/33	10/7/33	10/14/33	10/21/33	10/28/33	11/4/33	11/11/33	11/18/33	11/25/33	12/2/33	12/9/33	12/16/33	12/23/33	12/30/33	1/6/34	1/13/34	1/20/34	1/27/34	2/3/34	2/10/34	2/17/34	2/24/34	3/2/34	3/9/34	3/16/34	3/23/34	3/30/34	4/6/34	4/13/34	4/20/34	4/27/34	5/4/34	5/11/34	5/18/34	5/25/34	6/1/34	6/8/34	6/15/34	6/22/34	6/29/34	7/6/34	7/13/34	7/20/34	7/27/34	8/3/34	8/10/34	8/17/34	8/24/34	8/31/34	9/7/34	9/14/34	9/21/34	9/28/34	10/5/34	10/12/34	10/19/34	10/26/34	11/2/34	11/9/34	11/16/34	11/23/34	11/30/34	12/7/34	12/14/34	12/21/34	12/28/34	1/4/35	1/11/35	1/18/35	1/25/35	2/1/35	2/8/35	2/15/35	2/22/35	2/29/35	3/6/35	3/13/35	3/20/35	3/27/35	4/3/35	4/10/35	4/17/35	4/24/35	5/1/35	5/8/35	5/15/35	5/22/35	5/29/35	6/5/35	6/12/35	6/19/35	6/26/35	7/3/35	7/10/35	7/17/35	7/24/35	7/31/35	8/7/35	8/14/35	8/21/35	8/28/35	9/4/35	9/11/35	9/18/35	9/25/35	10/2/35	10/9/35	10/16/35	10/23/35	10/30/35	11/6/35	11/13/35	11/20/35	11/27/35	12/4/35	12/11/35	12/18/35	12/25/35	1/1/36	1/8/36	1/15/36	1/22/36	1/29/36	2/5/36	2/12/36	2/19/36	2/26/36	3/5/36	3/12/36	3/19/36	3/26/36	4/2/36	4/9/36	4/16/36	4/23/36	4/30/36	5/6/36	5/13/36	5/20/36	5/27/36	6/3/36	6/10/36	6/17/36	6/24/36	7/1/36	7/8/36	7/15/36	7/22/36	7/29/36	8/5/36	8/12/36	8/19/36	8/26/36	9/2/36	9/9/36	9/16/36	9/23/36	9/30/36	10/7/36	10/14/36	10/21/36	10/28/36	11/4/36	11/11/36	11/18/36	11/25/36	12/2/36	12/9/36	12/16/36	12/23/36	12/30/36	1/6/37	1/13/37	1/20/37	1/27/37	2/3/37	2/10/37	2/17/37	2/24/37	3/2/37	3/9/37	3/16/37	3/23/37	3/30/37	4/6/37	4/13/37	4/20/37	4/27/37	5/4/37	5/11/37	5/18/37	5/25/37	6/1/37	6/8/37	6/15/37	6/22/37	6/29/37	7/6/37	7/13/37	7/20/37	7/27/37	8/3/37	8/10/37	8/17/37	8/24/37	8/31/37	9/7/37	9/14/37	9/21/37	9/28/37	10/5/37	10/12/37	10/19/37	10/26/37	11/2/37	11/9/37	11/16/37	11/23/37	11/30/37	12/7/37	12/14/37	12/21/37	12/28/37	1/4/38	1/11/38	1/18/38	1/25/38	2/1/38	2/8/38	2/15/38	2/22/38	2/29/38	3/6/38	3/13/38	3/20/38	3/27/38	4/3/38	4/10/38	4/17/38	4/24/38	5/1/38	5/8/38	5/15/38	5/22/38	5/29/38	6/5/38	6/12/38	6/19/38	6/26/38	7/3/38	7/10/38	7/17/38	7/24/38	7/31/38	8/7/38	8/14/38	8/21/38	8/28/38	9/4/38	9/11/38	9/18/38	9/25/38	10/2/38	10/9/38	10/16/38	10/23/38	10/30/38	11/6/38	11/13/38	11/20/38	11/27/38	12/4/38	12/11/38	12/18/38	12/25/38	1/1/39	1/8/39	1/15/39	1/22/39	1/29/39	2/5/39	2/12/39	2/19/39	2/26/39	3/5/39	3/12/39	3/19/39	3/26/39	4/2/39	4/9/39	4/16/39	4/23/39	4/30/39	5/6/39	5/13/39	5/20/39	5/27/39	6/3/39	6/10/39	6/17/39	6/24/39	7/1/39	7/8/39	7/15/39	7/22/39	7/29/39	8/5/39	8/12/39	8/19/39	8/26/39	9/2/39	9/9/39	9/16/39	9/23/39	9/30/39	10/
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**Proposal Agreement for:**

## **Behavioral Health Needs Assessment**

**Presented to:**



**Joe Valentine**

2021 E. College Way, Suite 101  
Mount Vernon, WA 98273

***May, 2022***

Revised May 31, 2022

Joe Valentine  
2021 E. College Way, Suite 101  
Mount Vernon, WA 98273

Via e-mail: [joe\\_valentine@nsbhaso.org](mailto:joe_valentine@nsbhaso.org)

**RE: Behavioral Health Needs Assessment**

Dear Mr. Valentine:

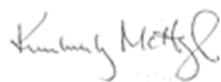
The Cumming team appreciates the opportunity to provide North Sound Behavioral Health Administrative Services Organization ("North Sound BH-ASO") with this Behavioral Health Needs Assessment scope document and services proposal agreement (the "Agreement").

The following document outlines our recommended approach for North Sound BH-ASO's Behavioral Health Needs Assessment. Evolved from our conversations to date, and our understanding of the successes you'd like to replicate from the previous needs assessment work, our goal is to tailor a project approach that directly meets your specific objectives. We have revised this proposal based on our May 17 conversation.

Our team is looking forward to continuing to support North Sound BH-ASO with this effort. Should you have any further questions or wish to further refine the scope of work, please let me know. I can be reached at 253.579.6050 or via email at [kmchugh@cumming-group.com](mailto:kmchugh@cumming-group.com). Thank you for the opportunity to propose our scope of services.

We understand that state requirements and points of emphasis have changed relative to our 2016 report, including a need to focus on more outpatient-based services, and because of this we utilized a phased approach that included the initial meeting with you on May 17 to refine this proposal. At that meeting we reviewed available data sources and discussed changes in both reimbursement, providers, and services in the market and how that impacts this project. Based on that meeting and our current understanding of the work to be completed, we are proposing a total final fee of \$75,000 (this includes fee for the initial May meeting and aspects of Phase 0 in the scope approach outlined below).

Sincerely,



Kimberly McHugh  
Sr. Vice President  
Cumming Management Group

*Confidential and Proprietary*

## Section 1 Our Understanding of Your Needs

North Sound Behavioral Health - Administrative Service Organization has requested the Cumming Corporation team to update the projections included in the original Needs Assessment developed in 2016 with adjustments to account for the changing landscape in services and reimbursement. These changes include a greater emphasis on community based treatment, transition of State Hospitals to more forensic focused services, and greater integration between physical care services and behavioral healthcare.

The former report was utilized to successfully procure over \$40 million in capital funds from the Washington State legislature. North Sound BH-ASO is now at the end of the 5-year horizon used in the report and finds it necessary to update their efforts for capacity building going forward.

This assessment should provide an update to the prior report in addition to developing an analysis to evaluate the current inventory and projected need for the types of facilities listed in the Department of Commerce Notice of Funding for 2021-2023 Competitive Grants. This includes evaluating the needs for:

- Child and Minor Youth (inpatient and outpatient services)
- Intensive Behavioral Health Facilities (need based assessment only)
- Withdrawal Management
- Comprehensive Mental Health and SUD Outpatient services (to include an assessment of options to address gaps in providers and services)

The report should outline:

1. Behavioral Health Needs in the region based on state data
2. How needs line up with the category of funding

Considerations in this analysis should include how to address the needs of the community more creatively with limited staff resources. This could include options for telehealth solutions (including telehealth resources outside of the service area that could be utilized), operational improvements, alternative resources, etc.

The intent of this analysis would be to substantiate the need for North Sound BH-ASO in the application of grants in 2022 and beyond across the facility categories (outlined above) and other funding opportunities that may be available where this data would further demonstrate need.

On the following pages, the Cumming Team (Project Team) has outlined a proposed engagement scope, approach, and timing for review. We look forward to working with your team.

## Section 2 Engagement Scope, Approach, and Term

### ENGAGEMENT SCOPE OF SERVICES

Early phases of the project are about clearly understanding organizational goals, work completed to-date, and changes since the 2016 report. The next phase is the integration of various factors and inputs to develop our recommendations, updating demand and community need model from our previous analysis. We will work together to explore opportunities to best meet your goals with the lowest risks and within your constraints, financial or otherwise. We strongly believe in including key stakeholders in the process to create an understanding of the context and assumptions, and secure buy-in to the planning direction.

### PROCESS OVERVIEW

Our team envisions an 8-10 week process (dependent on timeliness of data receipt and can be adjusted based on any NSBH-ASO schedule needs or other project schedule needs) containing 4 meeting milestones based on our experience with similar efforts and our understanding of the scope of work:



### DETAILED WORK STEPS

#### Phase 0: Project Mobilization and Initial Work Plan

##### A. Objective

Upon agreement, the Project Team will work with North Sound BH-ASO leadership to finalize scope and deliverables, confirm the engagement schedule and structure, confirm participants' roles and responsibilities, and agree on appropriate communications protocols. This phase was largely completed by May 17 and was approved by the NSBH-ASO Board of Directors. One of the next steps is to issue our data request(s) and work closely with you to refine as needed.

##### B. Key Work Tasks

We will work with you to define an appropriate engagement structure custom-tailored to North Sound BH-ASO's needs, goals, and objectives. As a preliminary step, we propose to have a Sponsor Individual or Team consisting of North Sound BH-ASO's engagement leader(s) that will guide the planning work presented to broader audiences (e.g., Board of Directors, etc.) if applicable. We will have weekly calls with the Sponsor(s) to coordinate project logistics, review progress of our work product and analyses, discuss results / findings, preview documents, identify and frame strategic issues, and preview strategic recommendations. We will coordinate closely with you to manage the stakeholder discussions to confirm the appropriate people are included and the scope of topics is relevant.

**Project Initiation Kickoff Meeting (May 17).** At the initial kickoff meeting we discussed project mobilization, scope of services, and available data resources. Changes were made to this proposal accordingly.

One of the key data discussion points that is different from 2016 is the need to engage the Medicaid Managed Care Organizations (“MCO”) in the state, who have an interest in the outcome of the analysis assessment in the final report from this engagement. We understand that analyzing the relevant information for this engagement will require knitting data together from multiple sources. These data sources are expected to include the following (note this list can change or evolve during the process):

- **Encounter Data/Patient Volumes**
  - Available data for non-Medicaid portion of the patient volume will be provided by North Sound
  - Medicaid data will be requested from the contracted Medicaid MCO organizations in the state (United, Molina, Anthem, Centene, Community Health Plan) and analyzed as available
  - Any other data as available from North Sound regarding patient volumes
- **Service Inventory**
  - Detail on Inpatient Services/Programs, program types, bed complements already provided by North Sound at 5/17 meeting
  - Will compile additional data from county-level and state level departments of health
  - It will be important to compile the data and compare services and need on a county-by-county basis
  - County need assessments and County level health indicators from 3rd party sources
  - Behavioral health provider inventory – from multiple sources – Definitive HC, local research
  - Any local workforce studies regarding behavioral healthcare
- **Service Demand**
  - Utilization-based models that our team has developed for specific services (for estimating patient volume)
  - Provider-demand models (for estimating provider need)
  - State of Washington population forecasts
  - Interviews with local stakeholders as needed
  - Existing Community Needs Assessments
- **Funding**
  - List of funded projects (provided by NSBH-ASO)
  - New funding opportunities (provided by NSBH-ASO)

### **C. Deliverables**

- Engagement management, team structure and coordination, project mobilization
- Finalized scope, work plan, schedule, and deliverables
- Information request and list of data resources to be utilized
- Key stakeholder interview list as needed and associated discussion guide
- Final proposed project fee

### **D. Timeline: 1 Week**

## **Phase 1: Market & Strategic Priorities**

### **A. Objective**

Develop a shared understanding of the current and future market based on community needs, demographics and socioeconomics, relevant service supply and demand, and role for North Sound BH-ASO.

The Project Team will utilize a wide range of data sources (see list above) to update inputs for models developed in our prior analysis and create new inputs for different services as needed. These were discussed and identified in Phase 0. The data tools will allow us to profile your market with similarly positioned peer groups both across the nation and regionally. We will collaborate with North Sound BH-ASO in obtaining internal, 3<sup>rd</sup> party, and applicable state data.

### **B. Key Work Tasks**

- Review the results of the information request, request additional data and further interpretation of the data as necessary
- Conduct a round of initial stakeholder interviews with 5 – 10 identified stakeholder leaders from North Sound BH-ASO (may be in a group format) to understand the current situation and perspectives on future strategic options and associated challenges related to the North Sound BH-ASO current and potentially new future offerings
  - Note that some of these options and challenges were discussed at the kickoff meeting and we agreed to schedule a virtual meeting to discuss these issues further with the internal NSBH-ASO group
  - Interviews will largely focus on the 5 counties and 5 MCOs
  - Electronic surveys sent to providers, which have been utilized before, is another tool we can use during the project to solicit relevant information
- Through these additional interviews and working sessions, clarify North Sound BH-ASO vision and strategic imperatives for the organization. Specific areas of focus will address:
  - Patient experience – should North Sound BH-ASO provide a differentiated patient experience relative to regional and national providers?
  - Service offerings – what services should be offered through the organization?
  - What locations are perceived to be most attractive and effective for the services provided? Are new or different locations needed? What considerations are most

important?

- Partnerships – what guiding principles and criteria should North Sound BH-ASO emphasize in the development of service offerings for the organization?

### ***Strategic Review and Market Assessment***

Compile demographic information and other data and strategies used to update the demand and community need model used in the previous project. The Project Team will work closely with the North Sound BH-ASO team to understand work completed to-date and align on market dynamics including the following:

- The market opportunity / community need confronting North Sound BH-ASO. Components include:
  - Service area definition and demographic and economic trends
  - Understanding of community need
  - Market size and demand by type of service (current and future)
  - Inventory of providers and services in the market (e.g., hospital-based and other behavioral health providers including emerging non-traditional / on demand competitors that provide relevant related services to the communities; note this may include providers that more traditionally service the commercial insurance population if those are candidates to meet public community need)
    - Note that a number of new facilities have opened since 2016, some have closed (including some Compass Behavioral Health beds, Fairfax adolescent beds, etc.), and some have shifted services, which have impacted the availability of services in the area
- **Internal:** North Sound BH-ASO positioning versus market opportunities and local provider dynamics to understand how NSBH-ASO is aligned and positioned to meet market need. Component analytics to include:
  - Review / incorporate as applicable existing strategic plans, financial and capital plans, business planning documents, growth models, and volume forecasts (overall and site specific, as applicable)  
  
Note, we will be considering new market factors such as impact of COVID-19 and further development of virtual health models
  - Unique or new organizational challenges
  - Understand North Sound BH-ASO access strategy, including physical locations, on-demand, and virtual care programs, technology capabilities to support on-demand / virtual care, and market demand for virtual care

### **C. Deliverables**

- Key findings from interviews
- Guiding principles
- Service and location overview, including market positioning, need, and opportunities

### **D. Timeline: 2-3 Weeks**

## Meeting #1. Review Market & Strategic Priorities for North Sound BH-ASO

### Phase 2: Demographics, Volume Projections & Gap Analysis

#### A. Objective

The Project Team will analyze demographics including socio-economics, Medicaid, and payer mix analysis by service area as well as analyze area use rates for behavioral health and substance abuse disorders. This may potentially include new or alternative data sources identified in Phase 0 that were not utilized in the 2016 project. Provide an updated and thorough demand and community need model. The data outputs from the model will be used in developing letters of support for funding requests.

#### B. Key Work Tasks

- The Project Team will review market share as well as understand the provider need, provided appropriate data is available. Special attention will be given to ensure care coordination as well as services offered through the Medicaid plan, which involves different payer organizations than in 2016.
- Analyze the current and projected inpatient / residential and outpatient behavioral health volume for both the market and North Sound BH-ASO. This should include (as data is available) areas listed in the Department of Commerce Notice of Funding for 2021-2023 Competitive Grants that includes:
  - Child and Minor Youth (inpatient and outpatient)
  - Intensive Behavioral Health Facilities (need analysis only)
  - Withdrawal Management
  - Outpatient
- There are sub-categories to the list above (e.g., youth crisis management, gender specific programs, residential treatment, enhanced service facilities, acute and sub-acute detox, secure detox, telehealth, etc.) that may or will be evaluated
- The Project Team will evaluate in partnership with North Sound BH-ASO if there are additional grants and / or funding sources applicable to the organization that should be included in the demographic and volume analysis.
- Based on this analysis, the Project Team will model the inpatient need, including bed need, as well as any integrated approaches as applicable.
- A Gap Analysis of services will be developed with an emphasis on where there is a need to increase capacity for behavioral health services.

#### C. Deliverables

- Demographic Analysis
- Market & Competitive Analysis
- Projected Inpatient / Residential and Outpatient Behavioral Health Volume
- Identification of additional grants and / or funding sources applicable to the organization

- Need modeling
- Gap Analysis

**D. Timeline:** 4-5 weeks

**Meeting #2.** Review Demographics, Volume Projections and Gap Analysis for North Sound BH-ASO. Review grants and/or funding sources applicable to the organization for consideration.

### Phase 3: Final Report

#### **A. Objective**

Using the processes and methodologies outlined above, the Project Team will develop a final report for North Sound BH-ASO.

#### **B. Key Work Tasks**

This final submittal will include the following components:

- Executive Summary
- Demographics & Volume Projections
- Service Gap Identification

The Project Team will coordinate directly with North Sound BH-ASO to develop a strategy for presenting the overall Needs Assessment to appropriate stakeholders.

#### **B. Deliverables**

- Final Report

**D. Timeline:** 1 week

**Meeting #3.** Final review of findings and recommendations.



## Lindsley Withey, FACHE

Director

Lindsley leads strategic advisory engagements with hospitals, health systems, and industry partners. With 20 years of consulting, project management, and health administration experience, she has extensive experience in working with health systems to grow market share by evaluating their campuses and networks for growth opportunities including feasibility studies, master planning and ambulatory network planning efforts. While Lindsley has worked extensively across the country with systems such as Ascension, CommonSpirit (formerly CHI), HCA, SCLHealth, Yale New Haven Health, UCHealth and Centura, she has also worked with rural and community health and behavioral health systems throughout the country. Lindsley served as the ACHE Regent for Colorado and serves on the Colorado Association of Healthcare Executives Board.

### EDUCATION

Master of Health Administration, Saint Louis University

Bachelor of Science, Health Information Management, Saint Louis University

### CERTIFICATIONS, MEMBERSHIPS, AND AWARDS

Fellow of American College of Healthcare Executives (FACHE)  
Colorado Regent for American College of Health Care Executives (ACHE): 2018 – 2020

Advisory Board Member for Cornell Institute for Healthy Futures (CIHF)  
Executive Board Member of Colorado Association of Healthcare Executives (CAHE)

Board Member: 2008 – Current

- Diversity Chair: 2014 – 2017
- Past President: 2012 – 2013
- President: 2010 – 2012
- President Elect: 2010 – 2011
- Secretary: 2009
- Sponsorship Chair: 2008

Society for Health Strategy & Market Development (SHSMD) Annual Conference Planning Committee and New Member Engagement Task Force  
National Association of Health Services Executives (NAHSE): Greater Denver

### Example Professional Experience

- Project Director for Master Facility Planning, Ambulatory Network Planning and market analysis for JPS to plan for the \$1.2 billion bond program implementation (2018, 2021-current).
- Master Facility Planning, Ambulatory Network Planning and market analysis for Spectrum Health that included over 11 Mil Sq Ft across the integrated health system comprising 14 hospitals and 230 ambulatory sites (2019-2020).
- Master Facility Planning, Ambulatory Network Planning and market analysis for Parkview Medical Center, a 326-bed Level-II Trauma Center in Pueblo, Colorado (2019, 2020, current).
- Master Facility Planning, Ambulatory Network Planning and market analysis for Skagit Regional Health in Northwest Washington- Mt. Vernon, WA (2018, 2020).
- Project Lead for micro-hospital feasibility study for one of the northeast's leading healthcare system's; output of our study to be a model for deployment across the entire system network (2018).
- Project Lead for Integrated Delivery Network Planning including Ambulatory Network Planning, Master Facility Planning and Micro-hospital feasibility for a national health system in the mid-west resulting in a well-defined strategy and path for future growth initiatives (2015, 2016, 2017, 2018).

Chapter Board Member; Executive Board Member/Secretary: 2016  
Colorado Healthcare Strategy and Management (CHSM)  
Registered Health Information Administrator (RHIA: 1999 – 2005)  
ACHE Distinguished Service Award: 2018  
ACHE Regent’s Award: 2012  
ACHE Chapter Service Award: 2011  
ACHE Congress on Healthcare Leadership Speaker & Faculty

**EXPERTISE**

Strategic Plan Development  
Market Analysis  
Ambulatory Network Planning  
Business Plan Development  
Capital Planning  
Service Line Analysis  
Facilitation and Project Management  
Physician Alignment / Recruitment Strategies  
Capital Allocation Process and Strategies  
Facility Planning

**WORK HISTORY**

Guidehouse (2018 – Current)  
Principal, Percival Health Advisors (2016 – 2018)  
Director, Hammes Company (2012 – 2016)  
Vice President of Strategy and Physician Services (2012)  
Senior Planner and Business Development Executive, Hammes Company (2005 – 2012)  
Senior Consultant, Cap Gemini Ernst and Young (2001 – 2005)  
Healthcare, Benefit, and Human Resource Consultant, CBIZ (1999 – 2001)  
Strategic Planning Internship, Mercy Hospital Springfield (2000)

- Master Facility and Network Planning Project Lead for a behavioral health network in the northwest, allowing the system to secure state and national funds for future expansion projects (2018-2019).
- Project Lead for the strategic plan development of a rural health system in the mid-west resulting in a five-year growth plan for the system including strategic alignment, physician recruitment, tele-health and market-share growth strategies (2018, 2021).
- Developed and implemented system-wide market planning processes, strategic planning standards, and capitol allocation methodologies for three major national health systems, allowing greater consistency in the evaluation of results and financial requests across the systems.
- Executed market and business planning in Dubai, UAE for a proposed 100-bed Centers of Excellence facility in conjunction with concierge executive health and wellness services which focused on a western-style delivery model staffed with U.S. Board Certified physicians.
- Advisory Board Member for Cornell Institute for Healthy Futures, bringing together hospital leadership, design thinking and health policy to advance service excellence in healthcare, wellness, senior living, and other health-retail related areas.



## **SAM SEARS**

PRINCIPAL

Sam has over 20 years of experience in leading strategic, financial, and facility planning engagements with specific expertise and interest in ambulatory network planning and both regional and site-specific ambulatory deployment strategies. His primary responsibilities include leading the development of strategic and business plans and feasibility studies, ambulatory network plans, and master facility plans that evaluate service distribution across the entire continuum. He has conducted regional and local webinars and authored a whitepaper and other articles related to ambulatory topics while providing value-added work relationships with some of the most prominent healthcare organizations in the country. Recently his project work has increasingly focused on ambulatory and continuum of care strategies, ambulatory service and asset optimization, ambulatory surgery centers, and facility portfolio analyses driven by considerations of increased alignment and affiliations. Prior to Percival Health Advisors, he spent five years at Brigham & Women's Hospital as director of Clinical Research in Cardiac Surgery and 15 years as a consultant, first at Noblis and more recently as Vice President at Hammes Company.

### **EDUCATION**

Master of Business Administration (MBA), Washington University in St. Louis  
Bachelor of Arts in History, University of Wisconsin

### **EXPERTISE**

Strategic Master Facility Planning  
Facility Feasibility Planning  
Market Demand, Need, Throughput, and Volume Projections  
Business Plan Development  
Ambulatory Network Planning  
Business Plan Development  
Physician Alignment / Recruitment Strategies  
Service and Space Programming

### **WORK HISTORY**

Percival Health Advisors, Principal, 2016-Current  
Remedy Medical Properties, Executive Vice President, 2020-Current  
Hammes Company, Vice President, 2006-2016  
Noblis/Jennings, Ryan, & Kolb, Senior Consultant, 2001-2006  
Brigham & Women's Hospital, Director Clinical Research Cardiac Surgery, 1996-1999

### **Example Professional Experience**

- Ambulatory Center of the Future Planning and service programming for BayCare Health in Clearwater, Florida
- Master Facility Planning, Ambulatory Network Planning and market analysis for Skagit Regional Health in Mt. Vernon, Washington
- Network Strategy Planning, New Site Feasibility, volume modeling, sizing and service programming for Northwest Orthopedic Specialists in Spokane Washington
- Ambulatory Consolidation Planning, Real Estate Asset Optimization, and Facility Disposition for Yale New Haven Health in Westerly, Rhode Island
- Ambulatory Network Planning. market analysis, and 2nd opinion behavioral health need analysis for JPS in Fort Worth, Texas
- Behavioral Health Need, site feasibility, program planning, bed need assessment for West Suburban Hospital in Oak Park, IL