

FY 2014
to 2015



TELECARE ANNUAL REPORT

Looking Back, Looking Ahead

Celebrating 50 Years of Service: So Much Achieved, So Much Still to Be Done



Letter From the President and CEO



ANNE BAKAR AT THE 50TH CELEBRATION IN OREGON

In 2015, Telecare celebrated 50 years of service to people with serious mental illness and complex needs. As the daughter of Telecare’s founder, and president and CEO, I have been honored and excited to celebrate this milestone with our cherished customers, clients, staff, and communities.

I have felt an overwhelming sense of joy and pride about these partnerships. Whether they’re brand new, or stretch back to Telecare’s founding, we have made a shared commitment to doing work that has an impact. We have helped individuals with serious mental illness and co-occurring substance use disorders to receive community-based treatment that is recovery-centered and responsive. We have diverted those who would otherwise be institutionalized or in jail to receive peer-supported inpatient and outpatient treatment. And we have continued to embrace new strategies for both local and systemic improvement, from new technology and innovative clinical practices to broader advocacy efforts that help change the perception of mental illness and foster needed legislation.

This was also an important year for mental health nationally. Suddenly, the stigma and treatment gap associated with mental illness is being broadly acknowledged because of the advent of Affordable Care, Mental Health Parity, and criminal justice realignment. As Patrick Kennedy said in his new book, *A Common Struggle*, “For the first time since the early 1960s, we had reached a moment in history where great change, great improvement of health and life were possible.”

At this exhilarating time of change, in our world and within our organization, I would like to thank you again for your trust. It has been a privilege to partner with you in this journey over generations and we believe the greatest opportunity for progress lies ahead. We look forward to rising with you to meet this challenge on behalf of the individuals and the communities we serve.

“Recovery is the awakening of hopes and dreams. The process involves gaining the knowledge to reclaim one’s power and achieve one’s desires by learning to make choices that build strength rather than harm. Recovery involves living a meaningful life with the capacity to love and be loved.”

— Telecare Definition of Recovery



ALAMEDA COUNTY’S BOARD OF SUPERVISORS JOIN US IN CELEBRATION

In 2015, We Celebrated 50 Years of Service to People With Serious Mental Illness and Complex Needs

Telecare's staff, leaders, clients, and customers took time during this busy year to celebrate our shared history and commitment to making a difference in the lives of the people we serve. It was a treasured opportunity to join together to reflect on the past and envision possibilities for the future.



We Were Pleased to Partner With and Support the Work of The Steinberg Institute

The Steinberg Institute aims to improve California's mental health system by focusing on public policy and leadership. This year, to celebrate our 50th anniversary, Telecare made a contribution to the Steinberg Institute so it can continue working toward improving mental health legislation. The Institute is partnered with the Tides Center, UC Davis, and the University of California.

During his time as a California State Senator, Darrell Steinberg was at the forefront of mental health legislation in California, co-authoring Proposition 63, the California Mental Health Services Act. He started the Institute in 2015 after he left California legislature. "We all agree that we will soon reach the day when all Californians suffering from behavioral and mental health problems will have immediate access to evaluation, treatment, and support services," said Darrell.



DARRELL STEINBERG SPEAKS AT TELECARE'S 50TH ANNIVERSARY EVENT IN LOS ANGELES

In FY14-15, We Served More Communities and Customers Across the U.S. Than Ever Before



 **34,146** UNIQUE INDIVIDUALS SERVED

 **3,106** Telecare Employees

We Added New Customers and Renewed Long-Term Partnerships

In FY14-15, Telecare renewed our ten-year contract with Kaiser Permanente to provide specialized acute inpatient services, and formed new relationships with other healthcare providers and counties.

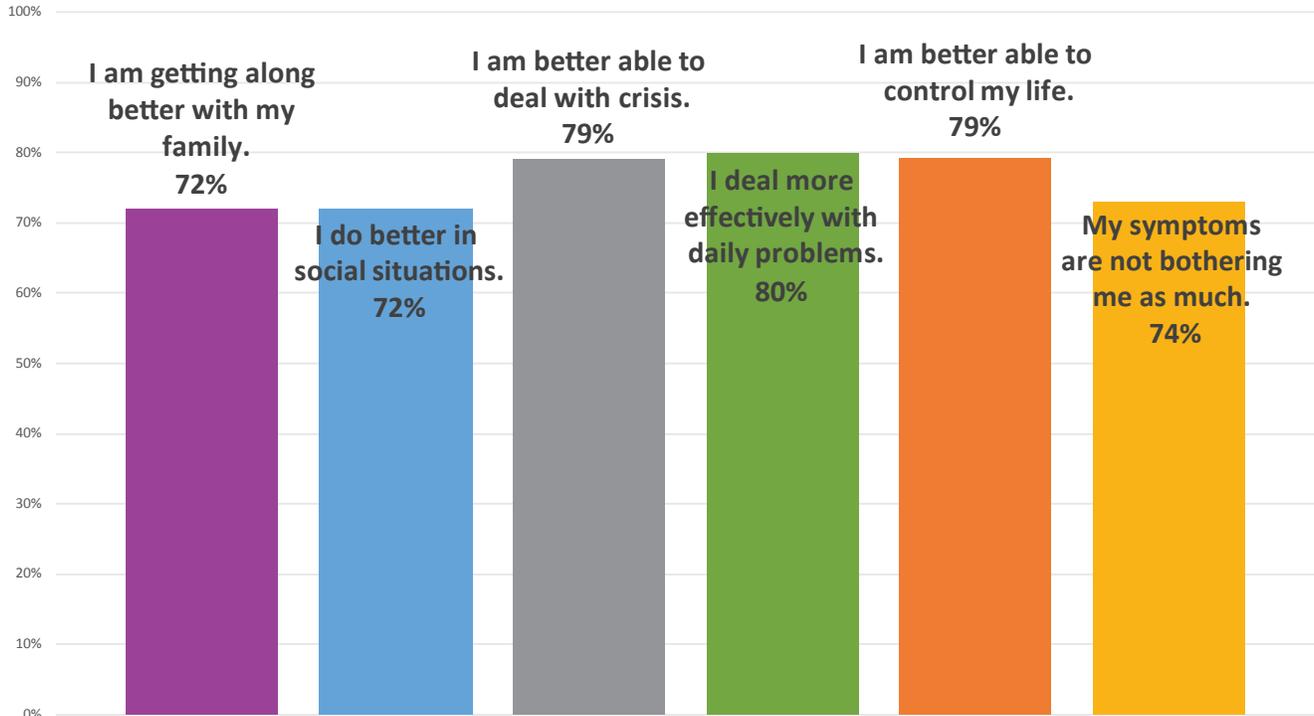
Telecare partnered with Cenpatco Behavioral Health of Arizona for our Arizona Assertive Community Treatment (ACT) programs. Additionally, we have partnered with

Santa Clara County Department of Behavioral Health Services and Third Sector Capital to design the first mental-health-focused Pay for Success program in the United States.

We also partnered with North Sound Mental Health Administration in Washington and El Dorado County in California to provide acute inpatient facilities, filling a much needed role in their system of care.



Our Clients Felt Better and Stronger in Health, Relationships, and Everyday Life



We Heard Personal Stories of Recovery and Transformation

“It is at Telecare where I first started embracing my own recovery and engaging with the community and sharing my story. If it wasn’t for Telecare, I wouldn’t be here today. It was the support and development and love from my Telecare family that really made the biggest difference.”

— Khatera Aslami (right), Consumer Relations Manager,
Alameda County Behavioral Health Services

“When all I could see was darkness and death, I thought it was the end. I just wanted to die. So they sent me to Tree House. I thought, “Oh great, two weeks of groups and doctors who don’t listen.” The first few days I [was] depressed and scared. Scared I would be judged. Tree House has helped me find a little light in the darkness. They listened and truly cared. Their advice and worksheets showed that I do have strengths. And all the staff made me feel like I was home, not in a hospital.”

— Client, Tree House Crisis Residential Program, Orange County, CA



We Piloted and Evaluated a 16-Week Education Group Which Expanded Our Ability to Support Individuals With Substance Abuse and Mental Health Co-Occurring Conditions

Telecare-designed Co-Occurring Education Groups (COEG) enable us to reach those who have substance issues and a serious mental illness, but have not yet been willing or interested in making a change.

The Inspiration Behind Co-Occurring Program Development

The inspiration of the program development is: to reach people who have not been motivated to change their substance abuse behaviors and other high-risk behaviors; to create a standardized, scalable approach to educating and engaging people who are in a “pre-contemplation phase” and might discover motivation to change through this intensive education; and to help individuals begin to identify more healthy choices for themselves, and provide them with the tools to begin making the changes they are personally interested in making.

“Treatment is not the goal of the program. Instead the goal is for each person to gain information that is pertinent for them, which will lead them to make more effective choices and result in better outcomes for their lives.”

— Scott Madover

The COEG program was designed and developed at Telecare by David Heffron, Vice President of Operations, Shannon Mong, Director of Innovation Initiatives, and Scott Madover, Regional Director of Operations, with the input and feedback of clients, staff, and leaders at all levels of the organization.

Pilot Counties and Plans for Expansion

The co-occurring program was piloted at nine locations in five California counties, listed below. Starting in January 2016, Telecare will implement the Co-Occurring Education Groups at all sub-acute and community-based programs.

SAN MATEO COUNTY, CA

Cordilleras Mental Health Rehabilitation Center
San Mateo Transitions

SAN BERNARDINO COUNTY, CA

San Bernardino ACT/MAPS/ TIE-CC

LOS ANGELES COUNTY, CA

La Casa Mental Health Rehabilitation Center
La Paz Geropsychiatric Center
LA Hopes & Opportunities Program (Area 7)

VENTURA COUNTY, CA

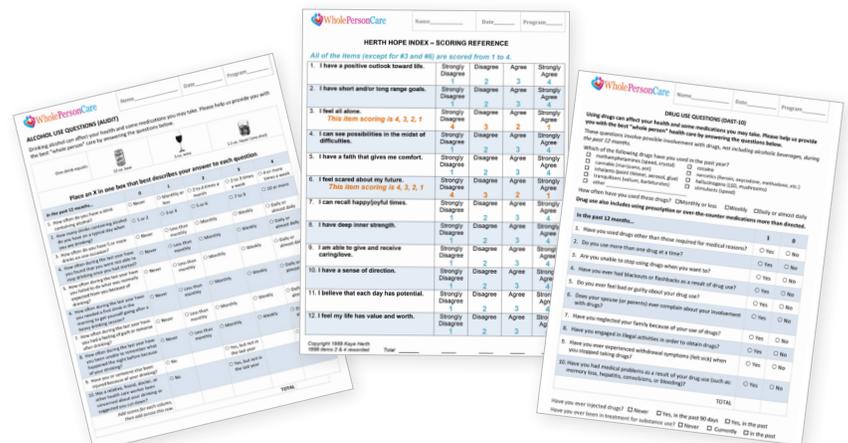
Camarillo Adult Residential Casas B, C, and D
VISTA Adult Forensic Services ACT

ORANGE COUNTY, CA

Orange County Court Collaborative “WIT”

Studying Our Effectiveness

We are gathering feedback and outcomes in three ways: written feedback forms, which are provided at the end of each session for facilitators and participants; participant completion of two SAMHSA screenings (AUDIT for alcohol use and DAST for drug use), as well as the HERTH Hope Index at the beginning and end of their involvement in the education sessions; and in-person debriefing held for program leadership and group facilitators, once all sessions are completed.



Feedback From the Co-Occurring Education Pilot Process

Participants and facilitators were interviewed following the co-occurring education pilot. Here are just a few of the comments we heard:

“The group exercises were great. It all helped me to be more confident and take control of me.”

— COEG Pilot Participant

“This class gives me hope that I can make it in life successfully.”

— COEG Pilot Participant

“Clients want to share about their recovery and their lives what has worked for them and what is most difficult. It gets others thinking. Awesome.”

— COEG Pilot Facilitator



“People appreciate the presentation of the group as educational. They don’t feel sobriety is being forced down their throats.”

— COEG Pilot Facilitator

We Received Another Three-Year CARF Accreditation

“Your organization should take pride in achieving this high level of accreditation. This achievement is an indication of your organization’s dedication and commitment to improving the quality of lives of persons served. Services, personnel, and documentation clearly indicate an established pattern of practice excellence.”



In FY14-15, Telecare was again accredited by CARF, the Commission on Accreditation of Rehabilitation Facilities. Our latest program survey was the largest ever done by CARF: it covered more than 69 programs, in 12 different program types, across 4 states, with 17 surveyors, and was completed in 2.5 days.

Telecare’s programs use the entire CARF process—from survey preparation efforts to survey results—to improve the services we deliver to clients, and the way we operate our programs.

“It’s an outside look,” said Dana Smith, Telecare’s Director of Quality. “It’s affirming the things we hope are happening—and yes, we still have things we have to improve—but it’s an affirmation and a confirmation of the hard work that people are doing to keep improving.”



We Have Been Selected as the Service Provider for Santa Clara's Pay for Success Project

This Pay for Success (PFS) project will be the first one designed to serve residents with acute mental illness. It is a funding model in which the government pays for services only if a service provider achieves clearly defined results.

OVERWHELMING SUPPORT FOR PFS PROJECT

PFS is Telecare's opportunity to share what we have learned about people with mental illness and complex challenges. We have been busy working with Third Sector Capital Partners, Inc. and Santa Clara County on identifying target outcomes for services, developing an evaluation plan, and engaging private investors.

"Improving the stability and wellness of members of our community who suffer from acute mental illness is a high priority for the county," said Dave Cortese, Santa Clara County President. "We are hopeful that through this project, we'll be able to offer more effective services in community-based settings."

Telecare's proposed PFS project uses a collaborative approach to address the social, behavioral, and health needs of frequent users of psychiatric hospital and ER services in Santa Clara County.

"We're bringing government and philanthropy and the private sector together with the unique focus on innovations and outcomes," said Anne Bakar, President and CEO of Telecare. "We're excited about bringing more investment into the public mental health field and focusing on outcomes for people with mental illness."

We are honored to be a part of this process. The program is set to launch in 2016.

"Telecare's purpose, in every one of our programs, is to help people with serious mental illness to feel stronger, better, healthier, and more hopeful, not only with their mental illness, but in their lives."

— Faith Richie,
Senior Vice President of Development, Telecare

Special Issue: Mental Health Innovations

MENTAL HEALTH WEEKLY

Essential information for decision-makers

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IN THIS ISSUE...

A "Pay for Success" model, the first to focus on mental health in the United States, is slated to help acute mental health patients in California's Santa Clara County move from emergency and inpatient settings to community-based care. Telecare, the selected provider, aims to improve the health of the patients while lowering the county's cost to treat them. . . . See bottom story, this page

Eastern Tennessee MHA peer recovery call center set to expand . . . See page 3

HHS awards Excellence in Mental Health Act planning grants to 24 states . . . See page 4

WINNER
2014
APEX
AWARDS FOR
EXCELLENCE IN
OPERATION
GRAND AWARD

Hospital mentor program trains youth for MH careers . . . See page 5

ERC partners with mobile app company to enhance care mhwnewsletter . . . See page 6

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Programs seek to shorten duration of untreated first-episode illness

The days, months and sometimes years that often elapse between a young person's first episode of psychosis and full engagement with mental health services can set the stage for a lifetime of struggle and unfulfilled potential. Reducing that duration has become a priority in the federal government and in a number of states, and *MHW* last week interviewed leaders in one Virginia community who are demonstrating the benefits of early and coordinated care for this population.

PBS Inc., a McLean-based non-profit serving persons with serious mental illness through community support and rehabilitative programs, and the Fairfax-Falls Church Community Services Board (CSB) have been operating the Turning Point specialty service program since March. The state of Virginia is using a 5 percent set-aside in the federal . . . See **Focus** page 2

Bottom Line...
A lengthy time gap between onset of psychotic illness and receiving comprehensive treatment can yield disastrous results, so initiatives such as Turning Point in Fairfax County, Va., are prioritizing early identification and coordinated care for adolescents and young adults.

Funding model to help SMI patients receive intensive community treatment

A new approach to collaboration in mental health care is brewing in California's Santa Clara County that creates incentives for providers and payers to work together on behalf of its residents with acute mental illness who are frequent users of the county's psychiatric emergency and inpatient mental health system. The public/private partnership aims to improve patient health and well-being outcomes and produce county savings.

Telecare Corporation, a for-profit provider of services and support for individuals with serious mental illness in Alameda, Calif., has been selected by county officials for the "Pay for Success" (PFS) funding model and six-year project under which the government pays for services only if a service provider achieves clearly defined measurable results.

The PFS project is the ninth used in the United States, and the first to work in the mental health arena, according to a September 19 Stanford Graduate School of Business report, "Pay for Success and Social Innovation Financing: Serving Santa Clara County's Mentally Ill." . . . See **TELECARE** page 7

Bottom Line...
Approximately 250 adults with severe mental illness and high-utilization needs in Santa Clara County will begin treatment under the new model in March 2016.



Third Sector
capital partners

"We believe that with Telecare's help, we can improve the care offered to some of our neediest clients, while also producing savings for the county."

— Gary Graves, Chief Operating Officer,
Santa Clara County

We Created a New Physician Services Organization (PSO) to Better Recruit and Retain Psychiatrists and Prescribers

Our PSO will help us to recruit and retain a robust team of psychiatrists and other prescribers, despite the competitive hiring environment. The goal is to more closely align our PSO with Telecare's values and systems of support so clients can receive more consistent and integrated medical care.

PREPARING CLIENTS FOR FUTURE SUCCESS

The TLC Behavioral and Psychology Corporation, our PSO, allows for direct employment and/or contracting for services from physicians, nurse practitioners, physician assistants, and other licensed professionals so that we can provide direct, uniform services to all of our programs.

Our PSO will help us support our new and existing programs with a streamlined recruiting and onboarding process, and will support prescribers in their day-to-day work by providing training, resources, and in-house clinical oversight to ensure high-quality, consistent delivery of care.

We are also implementing strategies, such as telepsychiatry, to ensure that psychiatric coverage is available in more rural or remote locations.

DR. JEFF GOULD, TLC CHIEF PHYSICIAN

Jeff Gould, M.D. is an Associate Clinical Professor at the University of California, San Francisco, as well as chief physician of Telecare's Physician Services Organization. Dr. Gould received a medical degree from the Mayo Clinic, completed residency training in psychiatry at San Mateo County General Hospital, and completed a fellowship training in Forensic Psychiatry at UCSF's Psychiatry and the Law Program. He has worked for 15 years in county mental health and academic psychiatry.



We Conducted Internal Surveys to Evaluate Employee Satisfaction and Continuously Improve Our Environment

Telecare is committed to creating and maintaining an environment that fosters growth and engagement, not only for clients in recovery, but for our staff members as well. In 2015, we conducted an employee satisfaction survey of staff, and received completed surveys from an impressive 73% of our staff members company-wide.



Telecare **Employee Engagement Survey**

Following this year's survey, each Telecare location and/or corporate department held a focus group to explore the results locally and develop an action plan for positive change. We also used the survey process as an opportunity to gather and share best practices across our 90+ locations. This is just one of the ways that staff at all levels are actively involved in creating a better workplace and healing environment.

We Were Recognized Externally as a Best Place to Work



In FY14-15, Telecare was once again named by the San Francisco Business Times as one of the Best Places To Work in the Bay Area. This is the 13th time we've been honored on this list. This award is particularly meaningful to us because it is based on feedback from Telecare employees.

We Opened Three Laura’s Law Programs in California, Delivering Court-Ordered Care in Client-Centered Ways

Across the state, more California counties are taking steps to implement a form of court-ordered care known as Laura’s Law (Assembly Bill 1421). The law prescribes a model of care called Assisted Outpatient Treatment (AOT).

INCREASING ACCESS, CREATING HOPE

In FY14-15, Telecare opened three Laura’s Law programs: one in Orange County, Orange County AOT, and two in Los Angeles, LA Step Down AOT and ATLAS AOT. We have also been awarded an AOT program in San Diego for the coming year. Each program is tailored to the needs of the local community. Just because services are court-ordered, that doesn’t mean they can’t build strengths and spark hope. We have worked hard to bring a feeling of warmth, welcoming, and understanding to each program and each client relationship.

ENGAGEMENT OVER FORCE

As an organization that is deeply committed to recovery, self-determination, and consumer choice, Telecare recognizes that for clients and consumers, the idea of forced treatment can feel extremely disempowering and limiting. Our goal is to create environments where people receive services in a way that is collaborative, respectful, and driven by the client’s own goals and desires for recovery.

EMPLOYEES WITH LIVED EXPERIENCE

Many programs have peer specialists and employees with lived experience on staff. In Los Angeles County, Natalie Reinfeld, Administrator ATLAS AOT, has seen the profound impact. “The majority of our staff have lived experience and have been where the clients are at,” she said. “We treat members as equals and do not promote a ‘power over’ culture. Instead, we give them the choice of what they want to do, figure out what will help them on this journey, and be with them side by side until they get to where they need to go.”

“Telecare provides the kind of outreach that is necessary to effectively serve this population. I have nothing but admiration for the mission and the implementation that I see by Telecare.”

— Judge Gerald Johnston, Orange County Superior Court



“I really like seeing a little bit of hope in a member’s eyes when I tell them, ‘We are not going to quit on you. Even if you don’t pick up the phone, even if you don’t answer the door, we are going to keep coming after you until you talk to us because we don’t quit. Telecare is different.’”

— Cassandra Peterson (left),
Clinical Director, ATLAS AOT

“Two of the key ingredients of our success are having persistence and having patience. We have unconditional, positive regard for our members, no matter what they do. We welcome them with open arms, no judgment.”

— Anna Bowes, Administrator, Orange County AOT

We Are Leveraging the Talents of Peer Staff and Created New Roles for Services in Our Programs

Peer support services are a valuable part of Telecare's integrated workforce. This upcoming year, we will be introducing two new ways our peer staff can use their experiences of recovery to inspire, educate, and support our members recovery goals.

At Telecare, peer and family support specialists are an essential part of the recovery services in many of our programs. Our peer workforce provides an example of hope and evidence of recovery for others who are living with behavioral health challenges. They are key in bringing to life our definition of recovery. This year, we will be introducing two new ways our peer staff can use their experiences to support our members' recovery goals.

First, our peers will have intentional conversations with members using the Recovery-Centered Clinical System (RCCS). By sharing personal journeys of resilience and recovery, peer staff create trust and assist members in discovering the expertise they already have inside themselves.

Second, Telecare is exploring ways to enhance and expand the role of peer support on all our integrated service teams. In 2016, two new roles, Peer Recovery Educator and Peer Health Navigator, will be added to some of our programs. These roles will support the vital services of recovery education in such areas as how to build resilience and using SAMSHA's Eight Dimensions of Wellness in recovery, as well as assist members with self-management of their whole health needs within multiple healthcare settings.

"I'm happy a place like this exists, you have really helped our family to take a break from this stress."

— Lizeth V., family member of client,
Telecare Hope House

"The Peer Counselor position brings to Telecare a commitment to the reality of experience, that when combined with the recovery orientation and wrap around team approach, can have a direct impact on outcomes for an individual's recovery."

— Will Browne, Peer Counselor,
Telecare Recovery Partnership

"The Peer Counselors very much helped me to understand that I'm not the only one who has walked in these shoes."

— Client, Telecare Recovery Partnership

We Enriched Our Executive Team With a New SVP of HR

As Telecare prepares to meet the changing needs of clients and customers in the years ahead, it is essential to have a strong leader guiding our workforce efforts. We are pleased to announce an outstanding new member of our team.

SUZANNE RUDNITZKI, SVP OF HR

This year we welcomed Suzanne Rudnitzki as Senior Vice President of Human Resources. Her responsibilities include executing the strategic and operational plan for Telecare's talent management, workforce planning, Total Rewards, organizational development, employee relations, and workers' compensation/safety and wellness.

Prior to joining Telecare, Suzanne operated her own consulting firm for twenty-three years. She provided services to clients such as the County of Los Angeles, Procter & Gamble, and Siemens in areas of leadership, recruitment, change management, and strategic planning. Educated in Michigan, she has a BA and an MBA in Business Administration.



In 2015, We Celebrated Our 50th Anniversary and Our Long-Term Employees



About Telecare Corporation

Since 1965, Telecare has continually evolved to better serve and support people with serious mental illness (SMI) and complex needs. We specialize in serving adults, older adults, and adolescents, particularly those with co-occurring issues such as physical health conditions, issues related to substance use, histories of criminal justice involvement or incarceration, developmental disabilities, or complications associated with aging.

TELECARE PROVIDES A FULL ARRAY OF SERVICES FOR INDIVIDUALS WITH SMI AND COMPLEX NEEDS:

- **Outpatient** includes ACT/FSP wraparound, case management, and prevention and early intervention.
- **Acute** services include short-term stabilization in smaller inpatient settings.
- **Subacute** services include longer-term stays and intensive recovery in inpatient settings.
- **Residential** provides both transitional and longer-term settings, as well as shorter-term crisis residential.
- **Crisis** includes crises walk-in urgent care and up to 23-hour crisis stabilization.
- **Hospital management** services include geropsychiatric acute care in medical/surgical facilities.

“I’m so grateful for your 50 years of compassionate and considered care. With your vast knowledge, dedication, support, and willingness to be innovative, countless people have moved from illness to wellness and have recovered and moved on to lead rich and rewarding lives.”

— Mary Ellen Copeland, author, educator and mental health recovery advocate, and developer of the Wellness Recovery Action Plan

