

## Telecare Yearly Recap

# Values in Action

MOVING OUR BEHAVIORAL HEALTH MISSION FORWARD IN 2020



**Partnership**

RIVERSIDE MHRC  
OPENS IN SEVEN DAYS



**Service**

SACRAMENTO ARISE HELPS  
GET PEOPLE HOUSED



**Respect**

TELECARE ELEVATES ITS CULTURAL HUMILITY,  
EQUITY, AND INCLUSION (CHEI) PRIORITY



**Security**

TELECARE SOURCES AND SHIPS  
PPE TO OUR PROGRAMS



**Growth**

KERN COUNTY OPENS TWO RECOVERY STATIONS OFFERING  
NEW RESOURCES FOR SUBSTANCE USE TREATMENT



**Excellence**

COUNTIES AND TELECCARE WORKED TOGETHER TO  
KEEP PEOPLE SAFE THROUGH DIFFICULT TIMES

# Yearly Recap 2020

The delivery of excellent and effective behavioral health services to individuals with complex needs has been more essential than ever this year. The work has involved incredible loss and difficulty, but also extraordinary heroism and heart.

In this year's recap, we want to convey the gratitude we have felt working side by side with our customers, our communities, our staff, and our clients through such uncertain and often frightening times.

It has reminded us again and again that we are surrounded by compassionate, purposeful people who have made it their mission to care for others — and to improve our systems and society for the future.

Thank you for everything you've done this year — and continue to do. We are honored to partner with you in these efforts.



**Anne Bakar, Telecare  
President & CEO**

## Working Together to Keep People Safe

**Telecare's county customers and county public health departments have helped in countless ways** to enable providers to continue delivering services while keeping staff and persons served as safe and protected as possible.

Together we have provided critical information and guidance, medical expertise, crisis support, technological capacity, service flexibility, and PPE, as well as personal camaraderie to combat stress and maintain our collective spirits during difficult moments. We are deeply grateful for these partnerships.

With county and customer support in 2020, Telecare's leaders in operations, clinical quality, medical care, information systems, and more have been able to:

- Serve **31,717** people throughout our 130+ programs!
- Build an incident command system to track PPE inventory and monitor emerging COVID risks from our programs in real time;
- Triage needs and move staff and supplies to programs where they're needed most;
- Learn from outbreak management in different programs, counties, and situations, and apply that learning organization-wide;
- Source and distribute much-needed PPE to our staff and persons served.

**550,318+**

MASKS DISTRIBUTED

**17,501+**

FACE SHIELDS AND  
GOGGLES DISTRIBUTED

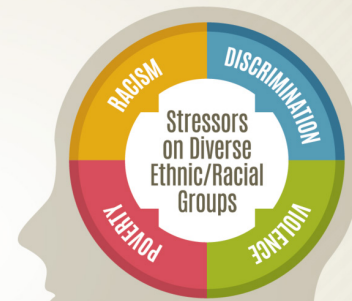
**2,353+**

UNITS OF SANITIZER  
DISTRIBUTED

## Serving When It Matters Most

This year, we saw with heartbreaking clarity how inequality and inequity can impact people's lives. We were also reminded — at every turn — that human kindness, connection, commitment, advocacy, and service have the potential to bring about positive change.

Societal and systemic disparities exist, but there are also individual and institutional efforts underway to help alleviate suffering and close the gaps. In 2020, Telecare made a commitment and a priority to further this work in our own organization as well.



MENTAL HEALTH DISPARITY FACTORS

## Healthcare Disparities

People from racial/ethnic minority groups are less likely to receive mental health care. In 2015, among adults with any mental illness, 48% of whites received mental health services, compared with 31% of Blacks and Hispanics, and 22% of Asians.

\*source: Psychiatry Today

## Cultural Humility, Equity, and Inclusion (CHEI) at Telecare

*As a family- and employee-owned organization, we are committed to respect, growth, and partnership. We believe our investment in cultural humility, equity, and inclusion (CHEI) as a strategic priority will allow us to live our values more fully and grow to be a more effective and powerful provider.*

*We are dedicated to joining together — in goodwill and in full awareness of our human shortcomings and imperfections — to improve and evolve our organization, our workplace, and our services for the good of our staff, our communities, and the people we serve.*

“When the executive team makes it a priority to intentionally evaluate cultural humility, equity, and inclusion, it shows that such leaders care about staff, customers, and the members we serve. It also demonstrates that we are aware biases do exist and that it is important to address them. Telecare should be the light that radiates through darkness to dispel it.”

— Quote from anonymous Telecare leadership survey on CHEI

## Our CHEI Committee

Telecare's CHEI Committee is made up of a diverse group of leaders and staff with a range of cultural backgrounds and life experiences.

Together, they are working to help us create a more inclusive and accepting environment for persons served and staff by identifying needs, making recommendations to our executive team, developing trainings, and elevating issues within our organization that need further attention, understanding, and intervention.

# 95%

OF TELECARE LEADERS AGREE OR STRONGLY AGREE CHEI SHOULD BE A STRATEGIC PRIORITY





RIVERSIDE MHRC DECOR BY CLIENTS



SAN DIEGO CROWN PLAZA HOTEL / VIDA-C STAFF

## Uniting to Serve!

We discovered that extraordinary things can be done in the midst of a pandemic and unprecedented change. Our customers have led the way with creative strategies and limited resources.

“Very proud of all that you have accomplished in such a short time. Great work, team!”

— Rod Verbeck,  
Mental Health Services  
Administrator,  
County of Riverside

“It’s definitely one for the record books! Thank you all so much for your partnership on this light speed program set-up. It’s also pretty awesome the consumers are so happy and being cared for!”

— Rhyan Miller,  
BH Deputy Director,  
County of Riverside

## A COVID Pop-Up Offers County-Wide Help

In March 2020, when the pandemic first began to affect the US, **San Diego County** took immediate steps to open the **Crown Plaza Hotel** program, a short-term support service for individuals who were COVID+, including people who had no previous contact with the county mental health system.

They put out the call to local providers for staffing support. Leaders and staff from ten Telecare programs volunteered for the work, in addition to their regular jobs, and began providing care within 72 hours of the emergency call for services. Telecare is now providing dedicated staffing for the Crown Plaza program (now called **Vida-C19**), which is currently contracted to run through the end of 2020.

## A New Inpatient Program Opens in Seven Days

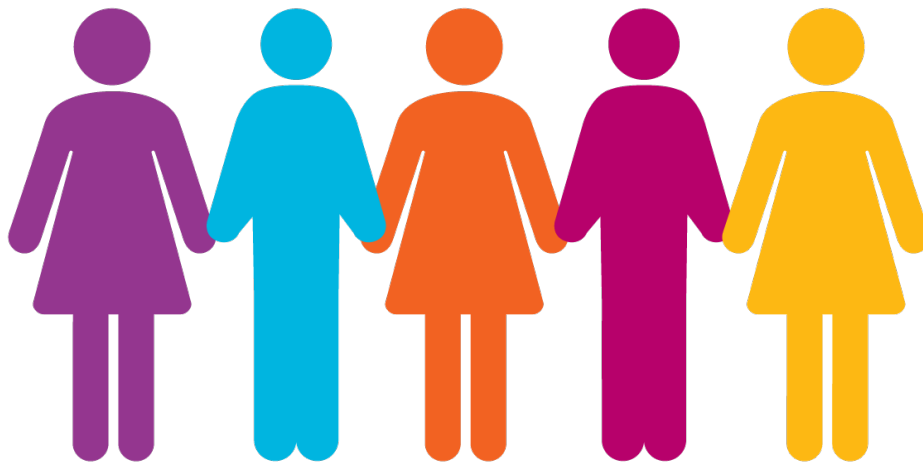
In times of need, great things can happen. In May 2020, the **County of Riverside** asked Telecare to open the **Riverside Mental Health Rehabilitation Center (MHRC)** in record time to help get people out of locked institutions and into smaller, more community-based settings — an important step to free up beds and help people receive care in smaller communal settings during COVID.

The program needed to open within one week of contracting. Within seven days, the teams from Riverside County and Telecare joined together to transform a previous youth detention center into a healing environment for adults with mental health issues, staff the program for opening, and welcome their first clients. What was remarkable about this process was not only the tight timeline, but the degree to which all parties working on the project felt joyful and purposeful as they overcame the difficulties of opening an MHRC in the middle of a pandemic.

## A Hotel Opens to Serve COVID+ Homeless

**Alameda County** opened the **Operation Comfort Hotel** in October 2020 to provide crisis residential services to people who were COVID+. The majority of people being served are unhoused as well as experiencing mental health issues.

Telecare has worked alongside Alameda County, **Abode**, and **Healthcare for the Homeless** to provide mental health services to the people quarantining at the hotel. For the Telecare staff this has been an opportunity to do something positive in the midst of a very anxious time.



**Substance Use Treatment Services (SUTS)**

**Justice Involved Mental Health (JIMH)**

**Population Care**

**Developmental Disability/Mental Illness (DD/MI)**

**Housing & Homelessness**

## Continuing to Serve More Complex Needs

We also worked with our customers to expand our work for complex needs so the people we serve have more support — and fewer barriers — on their recovery journey. We're eager to carry this work forward in the year ahead.

## Recovery Stations Provide Short-Term SUTS Support

In 2020, the **Kern County Department of Behavioral Health** enlisted Telecare to open the **Bakersfield Recovery Station** and the **Delano Recovery Station**. These programs are funded by MHA Innovation Grants, which promote interagency and community collaboration, introduce or change a mental health and substance use treatment practice or approach that is new to the overall mental health and substance use treatment system, and increase access to and quality of mental health services to underserved groups.

In an earlier time, these programs would have been called “sobering stations.” However, their work now goes beyond offering a place where people can sleep off a bout of intoxication from drugs or alcohol. The Recovery Stations are peer-driven, and our clinical and peer staff have done an excellent job engaging people who would otherwise be taken to jail or unnecessary psychiatric hospitalizations. Now they come for services, support, and connection to additional resources in the community. In particular, these programs have worked in close collaboration with community partners and local law enforcement to help people avoid jail and get assistance in the right way at the right time.



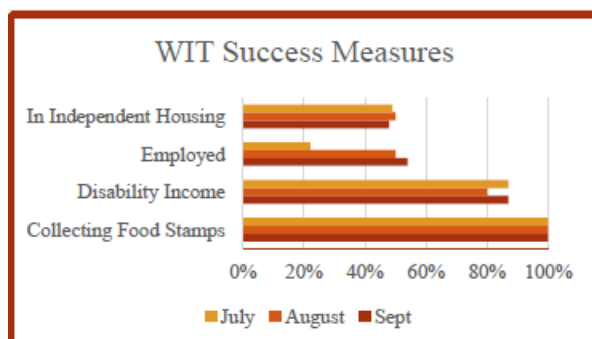
## Collaborative Court Program Helps the Justice System to Quickly Adapt and Serve

As COVID ramped up in March, the State of California released non-violent inmates to free up space in its prisons. To help with this process, **Orange County** asked Telecare court collaborative program, **Whatever It Takes (WIT)**, to quickly boost enrollment. WIT welcomed 17 clients in 48 hours and placed them in housing on the day of admission,

when new enrollments typically average 2-3 per week.

The WIT team has also been working to ensure that participants who are homeless — who also have the highest mental health/co-occurring acuity levels and the highest risk to re-offend — get the support they need.

In July, August, and September of 2020, WIT members made great strides in critical areas!



## Programs Help Members Make Good Use of Federal Housing Subsidies

In 2020, **San Diego County** and the **San Diego Housing Commission** partnered with Telecare to help expand housing supports to people in need.

They asked us to launch the **San Diego Sponsor-Based Subsidy Program**, a new model of care at Telecare that helps people navigate and maximize the often complicated process of federal housing subsidies. Four different Telecare programs (Vida, La Luz, Tesoro, and Gateway) help oversee this effort in coordination with the county response to COVID-vulnerable individuals living on the streets, those exiting from long-term and acute psychiatric care settings, and people involved with the justice system.

It's an exciting program because it combines funding from San Diego Behavioral Health for mental health services and funding from the public housing commission for rental subsidies. The end result is that we get to help people transform their lives with housing and mental health support, every step of the way, from initial assessments, to housing applications, to move in, and beyond.



## ARISE Helps People Get Housed Through Partnership & Collaboration

**Sacramento County** did amazing work to build community support and alliances to launch the **Sacramento ARISE** Full Service Partnership (FSP) program in February 2020.

At ARISE, Telecare helps people get into housing that meets their needs. The program also provides wraparound mental health supports so people can be successful whether they require a board and care, a sober living location, or financial subsidies.

Telecare is also excited to partner with **Mercy Housing**, a local affordable housing developer. Mercy provides housing and ARISE provides the related supportive services. We were thrilled to have 20 allotted units from Mercy — and were able to fill them all within just a few weeks!

## Home First Aims to Break the Cycle of Homelessness

In July, **Orange County** announced that Telecare would run the new **Home First FSP** program — and on October 26, the program officially opened its doors.

Home First provides high intensity mental health care and housing support to 125 people who need enhanced supportive housing services. The goal is to help people create stability in their homes and lives, gain confidence and skills in the community, and stay healthy and housed.



“Our Orange County Home First program is a different type of county response to housing because the whole Full Service Partnership is focused on housing. It’s focused on more upstream work. The people we’re working with aren’t literally homeless, but they’re at risk and they’re struggling to retain their housing. So we’re coming in to give them support and stability and keep them housed. It’s another angle in addressing the issue of homelessness.” — Shannon Legere, Telecare’s Director of Housing and Homeless Services



## Community-Based Model Expands, Helping Kaiser Permanente Reduce Acute Utilization

In 2017, **Kaiser Permanente** in Northern California partnered with Telecare to pilot a new model of care called **Intensive Community Treatment (ICT)**. It helped Kaiser essentially add a level of care similar to a Full Service Partnership (FSP), where they could serve Kaiser members who were the highest utilizers of psychiatric emergency care. Instead of asking these individuals to come in for appointments in the typical way, Kaiser could now engage people out in the community with high-intensity, in-person, wraparound support. The pilot projects were more effective than expected. **Instead of a 30% reduction in acute care stays as anticipated, the pilot programs generated a 47% reduction — and maintained those results year after year!**

In 2020, Kaiser asked Telecare to dramatically **expand this model of care to eventually serve nearly 500 Kaiser members with the most intense needs** from 14 Kaiser medical centers in the Northern California region.

At the end of 2020, we are thrilled to be approximately a third of the way through this implementation and will complete the rest in 2021.

“Many of our members have jobs. They have families that they care for. They function well in the community for the most part. But they have underlying mental health issues that have gone untreated so long that they have episodes that are very disruptive and traumatizing, resulting in long acute care stays. Engagement can be difficult because these folks have not quite acknowledged their symptoms of a mental health condition. Our Recovery-Centered Clinical System has worked very well for people who are in the precontemplation stage of change and has helped them to gain insight and learn how to self-manage their physical health and mental health conditions.”  
— Shannan Taylor, Telecare’s Director of Population Care



## Enhanced Behavioral Supports Home Opens, Offering Option for High-Support Forever Home

Everyone wants a home that feels welcoming, comfortable, and supportive. It’s no different for people with co-occurring intellectual disabilities and mental illness. In 2020, the **Regional Centers of the East Bay (RCEB)** partnered with Telecare to open **Hillside House** in Northern California. Hillside House is Telecare’s first **Enhanced Behavioral Supports Home (EBSH)** and builds on the continuum of care we provide for people with these needs, including long-term 15-bed inpatient residential settings and 4-bed Community Crisis Homes (CCH).

EBSHs offer people the opportunity to move out of locked institutional settings and into a community home with enhanced staffing, supervision, and behavioral supports.

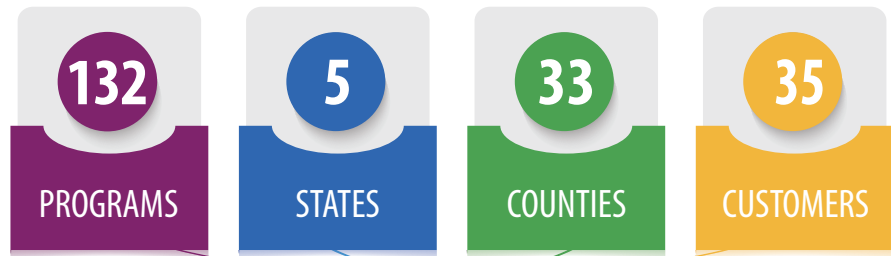
Like a CCH, the EBSH homes focus on assisting people with challenging behaviors to focus on what is important to them in reaching their best potential on their recovery journey.

Hillside House is a beautiful home in a neighborhood setting in Antioch, CA —and can be a long-term or forever home if a resident prefers.



# Closing With Gratitude: Telecare Growth and Service

We wrapped up 2020 with gratitude for the opportunity to grow, change, strengthen our teams, and serve so many people and so many communities.



 **31,717** UNIQUE INDIVIDUALS SERVED IN FY19-20

 **4,097** TELECARE EMPLOYEES

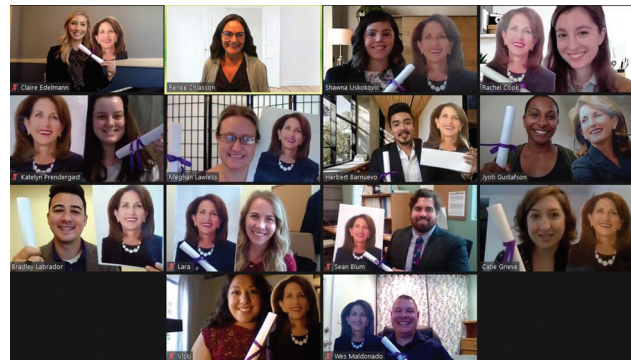
## Telecare's New SVP & CHRO



We are very excited to announce **Duane McFadden** as Telecare's Senior Vice President and Chief Human Resources Officer! Duane comes to Telecare with over two decades of HR leadership experience. Prior to joining Telecare, Duane served as Chief Human Resources Officer of Terumo BCT, a global medical device company. He brings deep professional scope and scale, as well as the relational skills and passion required to advance our behavioral health mission as a family- and employee-owned organization.

## Our 2020 Emerging Leaders

In spite of a pandemic, 13 staff from across our organization successfully completed the Emerging Leaders program at Telecare, showing that growth is possible anytime — and teamwork can cover great distances. Here are our emerging leaders, celebrating their graduation with a virtual Anne.



## About Telecare

Founded in 1965, Telecare is a family- and employee-owned provider organization delivering inpatient and outpatient services for people with complex needs. Learn more at [www.telecarecorp.com](http://www.telecarecorp.com).

