A year of leadership | A year of recovery

2009

ANNUAL REPORT
Mission
Our mission is to strengthen our community and improve the lives of our clients by delivering excellent health and human services tailored to meet their needs.

Vision
A healthy and safe community that actively promotes recovery and positive lifestyles for people challenged by mental illness and substance abuse.

Values
In support of the Sound Mental Health mission, we commit to the following values:

• Delivering the highest quality service by continuously improving the quality of our services, products and processes; being responsive to internal and external customers; and continuously improving value to our customers.

• Demonstrating integrity and the highest standards of ethical practice in every aspect of our agency. This is evidenced by open, honest communication, fair and equitable treatment of employees, customers, and volunteers, and sound management practices.

• Showing respect for individuals and for the cultural diversity of our employees, clients, and the communities we serve.

• Supporting partnership, working together as a team to common goals, and seeking internal and external opportunities for collaboration.

• Being responsible for our actions and obligations, as an organization and as individuals.

• Cultivating an environment that encourages risk-taking, creativity, experimentation, and change in response to customer needs.

• Providing leadership and innovation in behavioral health services to establish Sound Mental Health as the provider of choice for our community.

• Providing a positive environment for our clients, guests, and employees.

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At the state level, the year began on a distinctly negative note with the release of Gov. Gregoire’s budget. It included substantial reductions in Medicaid rates and in state-only funding for mental health and chemical dependency services for indigent children and adults. It also planned to eliminate funds for the General Assistance Unemployable (GAU) program, upon which many of our clients depend for basic subsistence income. In addition, the budget terminated funding for our nationally acclaimed Mentally Ill Offenders-Community Transition Program (MIO-CTP), which for 12 years has provided housing and supportive services to the mentally ill offender population, so that they would be less likely to re-offend and more likely to succeed at living in the community.

For the next couple of months, the economic news for the state became progressively worse. By March, the task of the state legislature had become finding $9.5 billion to balance the 2009-2011 budget. Legislators ultimately accomplished that goal, with a lot of help from the federal government’s stimulus package.

Thanks to wisdom and strong leadership within King County, this was not the last word of this gloomy tale. Since King County’s Medicaid rates for mental health providers are among the lowest in the state, it sustained only a small reduction in those rates, compared to other counties. Equally important was the decision by King County mental health officials to offset future Medicaid rate reductions by passing along substantial one-time-only funding to providers. In addition, King County decided to cover the state’s non-Medicaid funding reduction by using other money from county reserves, rather than passing that funding cut along to providers.

In a typical year, these actions by King County would have been more than enough to make providers happy. However, 2009 was by no means a typical year, especially for Sound Mental Health (SMH). Immediately prior to the beginning of the year, county staff announced that SMH had won funding for four new important projects (some of which are highlighted in this annual report):

**Forensic Intensive Supportive Housing**
Three-year funding at an average of $660,000 annually to provide services to support housing for offenders with mental illness and/or chemical dependency issues.

**Holly Creek**
SMH was awarded a capital grant of $1.17 million to help pay for purchase of the facility for this project serving individuals with mental illness who need a home.

**McDermott Place**
King County awarded $206,250 annually for five years to fund supportive services for 75 veterans and other individuals with mental illness and/or chemical dependency needs.

**Pacific Court**
SMH was selected to provide supportive housing and intensive services for 32 tenants of this new project in Tukwila.

A few months later, more good news arrived from King County. As a result of federal stimulus funding, the county
decided to target some of those monies for reduction of workloads for mental health providers. Its share of these funds helped SMH create 10 new staff positions.

As the year wore on, two more awards came to SMH from King County. In May, we won the project to provide wrap-around mental health services to children and families on the Eastside. Then in November, we were notified that the county had approved our proposal to expand our Community Center for Alternative Programs (CCAP) program. This decision allowed Sound Mental Health to add four clinical positions to the project, which provides chemical dependency services to offenders. It has been lauded for its effectiveness by various county officials and staff.

King County came through one more time for our programs before year-end. Although as noted above, the state eliminated funding for the MIO-CTP project, county staff recognized the value that this program has offered both the clients it serves as well as the broader community. Consequently, the county identified other resources to enable SMH to continue providing services to MIO-CTP clients.

A similar theme played out within Sound Mental Health involving our Co-Stars program, which the City of Seattle funds to serve at-risk youth involved with the judicial system. When Mayor Nichols prepared his 2009 budget, funding for this program was terminated. However, thanks largely to advocacy on the part of the program’s staff, the program was saved. This past year, the Mayor’s 2010 budget once again called for the elimination of funding for Co-Stars. However, due to the demonstrated effectiveness of the program and additional advocacy by the program’s staff, it was saved once more.

Community foundations stepped up once again in 2009 to support important programs offered by SMH. The Nesholm Family Foundation confirmed its commitment of $250,000 to our Middle School project for the third straight year, and the Medina Foundation added another $25,000. The Seattle Foundation awarded us $75,000 for operational expenses, and the Northwest Children’s Foundation gave SMH $15,000 to help fund our Domestic Violence Services. These grants, coupled with smaller ones from several other foundations, are very valuable and much appreciated in demonstrating the community’s support for the vital work done by our organization.

So 2009 was indeed a year to remember. Against a backdrop of very difficult economic conditions, Sound Mental Health served many more children and adults (15,000+) than ever before. At a time when many non-profit organizations were experiencing reductions in force, SMH hired an additional 30 employees. In an era in which employees at many companies complained of having to work a great deal of overtime and six- to seven-day weeks, Sound Mental Health experienced a 50 percent decline in staff turnover. Our employees even submitted enough votes to have SMH named the “Favorite Large Nonprofit Company for 2009” by NWjobs.com, a division of The Seattle Times.

By now it may be apparent that there is a thematic thread running through this report. The past year could easily have turned out to be quite harmful to our organization, our staff and those we serve. However, just the opposite turned out to be the case. The reason is simple: courageous people with strong leadership skills stepped up to make good things happen. People like Jackie MacLean, Amnon Shoenfeld, Jean Robertson and David Murphy of the King County Mental Health, Chemical Abuse and Dependency Services Division; community foundation leaders like Laurel Nesholm and Joe Gaffney; and the Board of Directors and 500 employees of Sound Mental Health.

Organizations, like individuals, cannot survive in a vacuum. They are living, breathing organisms that require time, attention and nourishment to grow strong. Sound Mental Health is fortunate to have good people both within and outside of its walls who care enough to go the extra mile to ensure that it continues to thrive. In the face of tremendous adversity, those folks really stepped up their efforts, and we are sincerely grateful for them and their hard work.

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To us, leadership is the sum of many parts. Sound Mental Health is committed to finding and retaining the most dedicated, passionate individuals, who are relentless about providing the best treatment for our clients and finding ways to bring our mission to life. For it is through their leadership in the day-to-day activities that our people have improved the lives of our clients, then, starts with employing the best and the brightest.

We’re proud of what we’ve achieved so far. And apparently so are others. For its dedication to its employees, investment in technology and outstanding benefits and compensation packages, Sound Mental Health was recognized by The Seattle Times’ NWjobs as a Peoples’ Picks winner for a second year. We are humbled and honored to be atop a list of such distinguished finalists as BECU, Boys & Girls Clubs, Evergreen Healthcare, Northwest Hospital & Medical Center, Seattle Children’s and Premera Blue Cross, to name a few.

So while we’ve always invested in the best and the brightest, it’s nice that our investment in our employees—a network of dedicated medical professionals, peer specialists, therapists, executives and administrative staff—has been recognized by our community this past year. To Sound Mental Health, the concept of leadership extends beyond our senior management team. It is reflected in all our people and the work they do every day.
To the Many

Sound Mental Health clients who have been supported by peer specialists in their recovery, Patrick Ciminera and Cathy Clem are thought of as friends. They are considered family, even. To the Washington State Department of Social and Health Services (DSHS), however, they are regarded as **exemplary**. In 2009, the state agency presented each with the “Exemplary Individual Achievement Award” for outstanding service to those with mental health and chemical dependency issues. As members of Sound Mental Health’s peer specialist team, Peer Leaders Patrick and Cathy play an invaluable and essential role in King County’s mental health system.

For many receiving treatment, our highly trained (many are state-certified) peer specialists may mean the difference between hope and recovery, or hopelessness and relapse. Why? Because these individuals are, themselves, consumers of mental health services (Patrick received support for himself while Cathy sought services for a relative) and have exposure to adult and children’s services in the mental health system.

Because of their past life and service experiences—many are still consumers—peers bring a unique perspective to their work. They help those seeking recovery navigate the often complex social services system, simplify access to crucial mental health resources and provide ongoing support and friendship throughout the process.

Though the concept of peer specialists is a widely accepted practice in mental health, Sound Mental Health takes an innovative approach by carefully integrating the input, recommendations and best practices of Peer Leaders like Patrick and Cathy into the strategic framework of our program development. What emerges is a highly effective template of care that melds both the clinical with the practical. Judging by the results, the approach is working.

And it has clearly caught the attention of the social services system. In addition to almost annual awards like the ones received in 2009, SMH’s peer specialists are frequently asked to present their groundbreaking best practices and models of care at regional health conferences. As the system continues to develop toward a recovery-oriented model, the contributions of Patrick, Cathy and our other peer staff will prove to be transformative.

“My parent partner gave me more resources than any previous agency or professional, along with hope…for both my son and family. She is truly amazing and a benefit to our community.”

— J.S., Sound Mental Health client, commenting on their peer specialist

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From Recovery Emerges Leadership

Peer Leaders Cathy Clem and Patrick Ciminera, with their DSHS awards.
DEVELOPMENTAL DISABILITIES. Chemical dependency. Mental illness. Separately, each condition presents challenges. Together, those challenges are extremely difficult to address, especially with traditional treatment methods. Add to this the fact that there is little research or existing programs for people in need of such support.

Then a STAR was born—at Sound Mental Health. An acronym for the “Substance Treatment And Recovery” program, STAR’s objective is to steer clients away from drug use and environmental conditions that may contribute to it. It was conceived as a funded pilot program in partnership with state and county government. And it has truly been a success.

“The county’s target client group required specialized treatment due to the complex nature of their challenges and significant system costs,” said David O’Neal, who heads SMH’s Community Networks, a service array designed for those with developmental disabilities and mental illness.

With a well-known history of successful mental health innovations already in place to help its clients, SMH was awarded a King County grant in 2006 to create STAR.

“We were the agency in King County with the unique combination of clinicians and services that were most appropriate for this complex client population,” said Arden James, department head for Co-Occurring Disorders Services and STAR co-manager at Sound Mental Health.

The STAR team is comprised of a creative group of clinical staff who thrive in an environment where solving challenges and responding to unique client needs is the norm. The approach includes individual and group therapies, intensive case management, educational and recreational activities, awards, and extraordinary outreach efforts, such as sending clinicians and physicians on multiple visits to a client’s home. About 50 percent of the individuals served required relocation support to assist with sobriety and changing to a healthy lifestyle.

Honored by King County in its first year, STAR’s impact on the lives of its clients was recognized again in 2009 with the “Outstanding Services Award for Innovation” by the Washington State DSHS Division of Behavioral Health and Recovery.

And the program is gaining international attention. In April 2010, David and Arden presented findings from the STAR model at the National Association for the Dually Diagnosed (NADD) conference in Toronto, Ontario, Canada. They will also highlight the program at the NADD conference in Seattle in November 2010.
TO SAY THAT Susie Winston is tenacious, well, that’s a bit of an understatement. As Director of Counseling Services at Sound Mental Health, and a tireless champion for survivors of domestic violence, Susie’s collaborative nature and unwavering commitment over a 15-year span were crucial in creating an innovative, landmark program called the Children’s Domestic Violence Response Team (CDVRT).

A three-year assessment by Sound Mental Health and other social service organizations resulted in CDVRT—a labor of love for Susie. Most mental health providers regionally lack critical familiarity with domestic violence issues, which derail efforts to create meaningful programs assuring the safety and emotional well-being of survivors. Susie leveraged her expertise in the field to promote strong partnerships and develop realistic, effective programs. The end result was a first-of-a-kind collaboration in King County between domestic violence and mental health services; a partnership including Sound Mental Health, the South King County YWCA and Domestic Abuse Women’s Network (DAWN).

While it wasn’t always easy, the support of funding partners such as the Norman Archibald Charitable Foundation, Horizons Foundation, Northwest Children’s Fund, OneFamily Foundation, TJX Foundation, Tulalip Tribes Charitable Fund and Puget Sound Energy Foundation made it possible for the program to survive. Energized by this financial support and strong advocacy by Sound Mental Health and its partners, Susie’s perseverance paid off: CDVRT received a county contract in 2009, providing domestic violence advocacy and mental health treatment to 102 families in South King County.

Studies show that survivors of domestic violence—overwhelmingly women and children—experience severe mental and physical trauma and are at risk for anxiety disorders and depression. CDVRT is successful because those who are emotionally, psychologically and physically damaged by domestic violence receive highly integrated, “wrap-around” services that address both their mental health and physical safety.

Having a successful program in South King County was only the beginning. CDVRT’s goal was to evolve into a county-wide program. And thanks to the efforts of King County Coalition Against Domestic Violence (KCCADV), that happened.

In October 2009, Congressman Jim McDermott’s office awarded federal earmark funding for the program, after being urged by KCCADV. It was validation for a deserving, vital program with significant community benefit.

In 2010, the program will expand through collaborations with New Beginnings in Seattle and the Eastside Domestic Violence Program. With a reach spanning most of King County, CDVRT is poised to be a true success story, potentially reaching double or even triple its 2009 numbers.

“It is rewarding and absolutely remarkable to see CDVRT go from a simple, well-intended idea to a county- and federally-funded program.”

— ANONYMOUS PARTICIPANT IN THE PROGRAM
The availability of appropriate housing for the chronically homeless, mentally ill, chemically dependent and high utilizers of the emergency and jail systems has always been complex. Just ask Sound Mental Health’s Declan Wynne, director of Integrated Services, and Cassandra Jackson, director of Adult Community Support & Housing Services.

Long ago, Wynne, Jackson and Sound Mental Health (SMH) accepted the 10-year plan to end homelessness by promoting secure, stable housing that supports recovery. This simple commitment is what led to SMH’s innovative “supportive housing” for the most difficult to house individuals in need—by integrating housing and clinical services under one roof.

Today, SMH is collaborating with many partners to end homelessness, with nearly 1,100 units that include independent housing, supported transitional and permanent housing, and 24-hour staffed residential facilities. The program was possible through partnerships with the Low Income Housing Institute (LIHI), Mental Health Housing Foundation, Pioneer Human Services, Plymouth Housing, Housing Resource Group, and HNN Associates. Funding partnerships included Seattle Housing Authority, King County Housing Authority, United Way of King County, the state of Washington and Washington Families Fund.

“We’ve always worked toward ending homelessness of the mentally ill,” said Jackson. “With housing secured, we make strides toward stabilizing and motivating them to progress in their recovery plans.”

These “strides” occur when embedded clinical, vocational and peer support staff deliver mental health, chemical dependence and supportive services within a secure and stable housing environment. The services are specially tailored to fit the needs of the residents.

“Supportive housing provides additional comprehensive support within the housing unit to stabilize the client,” Wynne said. “But not all clients need care at that level, so we actually adapt our programs to what works best for each individual.”

These services may include mental health, chemical dependence or employment services—or a combination of each.

One such program, McDermott Place, has been so effective that Sound Mental Health was presented with the LIHI Award of Appreciation for 2009. McDermott Place provides 75 permanent affordable units for homeless individuals and veterans in Seattle’s Lake City area. The building was named for Washington state congressman and low income housing advocate Jim McDermott.

As if the accolades weren’t enough for the program’s success, Sound Mental Health is now regularly asked to consult with organizations nationwide to replicate the supportive housing program’s award-winning practices.
Thank You

Sound Mental Health appreciates contributions from individuals, companies and foundations. It is with their support that SMH served more than 16,000 clients in 2009. *(Sound Mental Health has made every effort to accurately acknowledge our donors. To report corrections please contact the Sound Mental Health development office at (206) 302-2251.)*

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