



# 2020 Management Report

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## Program Locations

**Administrative Offices**  
1815 Crystal Lake Dr.  
Lakeland, FL 33801  
(863) 709-9392

**AGAPE Halfway House**  
759 Carroll Avenue  
Winter Haven, FL 33880  
(863) 299-7003

**Detoxification Unit**  
2725 Hwy 60 East  
Bartow, FL 33830  
(863) 533-4139

**DUI/DATE/BDI/ADI**  
1811 Crystal Lake Dr.  
Lakeland, FL 33801  
(863) 701-1919

**Florida Center for Addictions and  
Dual Disorders**  
100 West College Drive, Bldg. "A"  
Avon Park, FL 33825  
(863) 452-2858

**Food Service**  
301 Moose Lodge Rd.  
Bartow, FL 33830  
(863) 533-1340

**Highlands County Outpatient Clinic**  
100 West College Drive, Bldg. "E"  
Avon Park, FL 33825  
(863) 452-2685  
**DUI – (863) 452-2685**

**Highlands County Med Clinic**  
100 West College Drive, Bldg. "A"  
Avon Park, FL 33825  
(863) 452-1128

**JASA (In-Jail) Frostproof**  
1103 Hwy 98 West  
Frostproof, FL 33843  
(863) 635-1009

**JASA (In-Jail) Highlands County**  
434 Fernleaf  
Sebring, FL 33870  
(863) 402-7395

**Lakeland Outpatient Clinic**  
5421 US Hwy 98 S  
Highland City, FL 33846  
(863) 701-7373

**Lakeland Integrated Services**  
1129 N. Missouri Ave.  
Lakeland, FL 33805  
(863) 712-2532

**Meadowbrook Psychiatric and  
Counseling Centre**  
1801 Crystal Lake Dr.  
Lakeland, FL 33801  
(863) 709-8543

**New Beginning Men**  
1255 Gunn Hwy  
Bartow, FL 33831  
(863) 519-8486

**New Beginning Women**  
1377 East Lake Parker Dr.  
Lakeland, FL 33801  
(863) 937-8238

**Prevention Services**  
100 West College Drive, Bldg. "E"  
Avon Park, FL 33825  
(863) 385-0513

**RASUW Center for Women**  
2725 Hwy 60 East  
Bartow, FL 33830  
(863) 533-5860

**Transitional Living**  
1353, 1357, 1361 East Lake Parker Dr.  
Lakeland, FL 33801  
(863) 937-8238

**Wauchula Outpatient Clinic**  
115 KD Revel Rd.  
Wauchula, FL 33873  
(863) 773-2226

**Winter Haven Integrated Services**  
1514 First St. N  
Winter Haven, FL 33881  
(863) 413-8600

**Winter Haven Outpatient Clinic**  
650 Avenue K, NW  
Winter Haven, FL 33880  
(863) 294-7900  
**DUI – (863) 294-4600**

# Affiliations

**Department of Children and Families**



**United Way**



**Central Florida Behavioral Health Network**



**Givewell Community Foundation**



**Florida Behavioral Health Association**



**Polk County Sheriff**  
Grady Judd, Sheriff



**Highlands County Sheriff**  
Paul Blackman, Sheriff



**Hardee County Sheriff**  
Arnold Lanier, Sheriff



**Polk County Board of County Commissioners**



**Highlands County Board of County Commissioners**



**Hardee County Board of County Commissioners**



**Publix Charities**



**Commission on Accreditation of Rehabilitation Facilities**



## Executive Summary 2020

Tri-County's annual review of services rendered, population served, contracts, client feedback, financials and employee satisfaction provides an overview of all the great work this agency provided during 2020. This report provides a roadmap for the following year. Below is a summary of information that will be found in this comprehensive report:

1. Tri-County had several accomplishments to include being awarded additional funding for services, being named a 5-star agency for another year, establishment of additional collaborations with community partners, and successful outcomes to various audits.
2. Based off of 2020 data, there were slightly higher number of adult males than females served in residential services where as there was a higher number of adult females served in outpatient programs; in the detox facility, there was a significant higher number of adult males than females admitted, and there were a higher number of adolescent males than females. However, for the overall agency there was a slightly more number of females than males receiving services.
3. The data showed that there was a decrease in African American and Multi-racial/Hispanic individuals served compared to 2019, but the largest racial/ethnic population served continues to be caucasian among all facilities.
4. The number of clients served in Polk, Highlands, and Hardee counties decreased from 2019 to 2020.
5. It was found based off of admission diagnosis data that the most reported used substances were alcohol, methamphetamines, and cannabis. The most common mental health diagnoses given at admission included Major Depressive Disorder, various disorders, bipolar disorders, and Post-traumatic Stress Disorder.
6. Upon review of the results from the community assessment survey, it was found in 2020 that there is an increase of community awareness of the agency and services offered compared to the 2019 community surveys.
7. The results from the 90-day follow-up survey of individuals served showed that 92% of former clients have not been re-arrested, and are currently abstaining from alcohol and other drugs, and are employed. The results also showed the majority of those surveyed had a positive opinion of their counselor and the services received as well as acknowledgement that positive changes have occurred in their life.
8. The report from the DUI department indicates stable enrollment numbers overall for DUI services and are in line with other DUI providers throughout the State of Florida.
9. The various quality assurance reports and audits, which include peer reviews, administrative/clinical reviews, and utilization management indicate that high quality services overall are being rendered across the agency programs.
10. According to the results of the 2020 client satisfaction survey, the overall average satisfaction rate increased from 94.03% in 2019 to 94.75% in 2020. Tri-County's minimum client satisfaction goal is 90%.
11. This management report contains a breakdown of the actual revenue for fiscal year 2019-2020; the total revenue was \$18,388,124.

# TRI-COUNTY HUMAN SERVICES INC.

## Annual Management Report Summary

Website: [www.tchsonline.org](http://www.tchsonline.org)

### TCHS Mission Statement

**Tri County Human Services provides help and hope to all persons affected by behavioral health, substance abuse, and other life challenges.**

### TCHS Core Values Statement

*In keeping with our integrated mission statement, TCHS hereby declares their essential core value that drives all decisions regarding the direction, program development for our people served, and staffing of the agency. These values have been identified as the basis for the agency through continual education, applied experience, and recognizing where change further improves the quality of our agency. Our core values are:*

*To promote the right for all to be treated with dignity and respect.*

*To promote the right to exercise informed choice for all persons.*

*To allow expedient access to needed services that have been designed and provided in a manner to achieve optimum outcomes.*

*To use outcomes to continually improve the quality, elevate professional management, and services of all its programs.*

*To embrace the cultural diversity of the community and utilize its strengths to relevant services of the agency.*

*To respect its governance, leadership, associates, and partnerships that allows the agency to continually function.*

*To promote a “No Wrong Door,” welcoming service process to all who request and enter services.*

*To meet all persons at a level of their ability: regardless of their physical, mental, substance, or co-occurring challenge.*

*To support the people we serve and the community by developing affordable, stable housing opportunities.*

### TCHS Slogan

**“Positive Support for Positive Change”**

Through revenues generated by contracts with the Department of Children and Families/SAMH, Central Florida Behavioral Health Network, the Counties of Polk, Highland, and Hardee, and Federal grants, Tri-County Human Services is able to serve its clients with the best available Behavioral Health programs including substance abuse, mental health and co-occurring disorders. Our dedicated staff consistently strives to meet our Core Values and Mission Statement to achieve “Positive Support for Positive Change” for each client we serve throughout the year.

This annual management report is designed to capture information relative to activities and achievements during calendar year 2020. This review includes the agency operations and program plans, specific fiscal year related goals and objectives, review of data obtained from the Agency Outcomes Measurement System, State of Florida objectives and outcomes related to state/agency contracts, safety and health report and analysis and review of a variety of inputs from agency, community, and client stakeholders.

A variety of instruments were used in the gathering of this information; including a yearly Community Needs Assessment Questionnaire, State of Florida Performance Audits, Internal Utilization Audits, Annual CPA financial audit, Quality Assurance Indicators from the Quality Assurance and Improvement (QAI) Committee Minutes, Safety Committee Minutes, Training Committee Minutes, Client Satisfaction Surveys, 90-Day Post Discharge Treatment Surveys, Data Reports, Management QAI meeting minutes, Administrative Directors meeting minutes and the Annual Operational Program Plan.

Services reviewed include all agency programs to include Prevention, Detoxification, Residential, Outpatient (including the mental health program in Highlands County), Medical Services and DUI/DATE program services located in Polk-Highlands-Hardee Counties.

### **Strategic and Annual Program Plan:**

Tri-County continues to build upon their 2019, a strategic plan updates to include telehealth. The Board of Directors is provided quarterly updates regarding its progress, changes and management requested changes due to changes in the business and clinical environment. The Strategic Plan is approved each fiscal year by the Board of Directors.

The Board of Directors support the efforts contained within this report. The Strategic and Annual Management Report provides the agency with the groundwork for the progression of the agency throughout the upcoming year and planning into the foreseeable future. The Plan incorporates information from many agency resources such as performance goals of individual employees, program goals based upon stakeholders' interests and accepted clinical treatment modalities, capital and operational plans, risk plans, cultural diversity plans, and support services plans that need to be initially developed to provide for the foundation for the future of the agency in terms of growth and development.

The Strategic Plan is available, upon request.

### **2020 - Highlights and Accomplishments:**

- Tri-County achieved over 95% on the Central Florida Behavioral Health Network's scorecard. This was a major success to again achieve the ranking as a 5-star performer regarding services, persons served, reporting of data, and achieving required outcomes. This was a complete team effort from everyone involved. Tri-County is the only large organization that has achieved 6 or more years of above 95% scores.
- Tri-County was awarded additional mental health Temporary Assistance for Needy Families (TANF) funding that is being utilized for residential services.
- Tri-County programs successfully passed the Polk County annual review as well as the annual monitoring conducted by Central Florida Behavioral Health Network.
- Tri-County continued addressing the opioid epidemic by expanding Medication Assisted Treatment (MAT) services to include Suboxone along with the existing Vivitrol options. Additional funds for State Opioid Response (SOR) for MAT Medications – Road to Recovery, Child Welfare, and Prevention services were released in the amount of \$318,266.
- Tri-County purchased a lot adjacent to their New Beginning Women's (NBW) program and placed a modular building on the lot. The building will be used for NBW staff to conduct group therapy meetings and teach our persons served daily living skills.

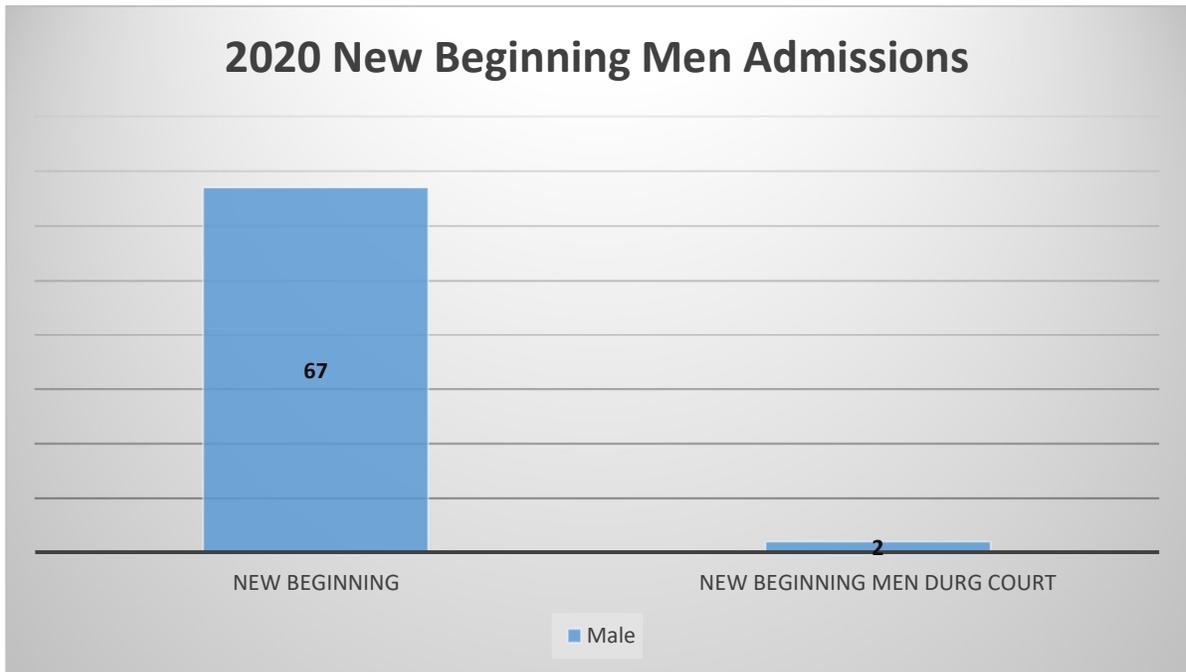
- Tri-County quickly adjusted to COVID-19 throughout the organization by implementing the Center for Disease Control protocols to protect our staff, persons served, and visitors of the virus while continuing to provide services. Tri-County has received personal protective equipment from Central Florida Behavioral Network
- Tri-County expanded telehealth services due to the COVID-19 pandemic. All outpatient services transitioned to 100% telehealth in a short period of time. Tri-County continued admitting new clients, accepted referrals, and maintained caseloads. DUI Level I and II classes were offered virtually as well.
- Tri-County welcomed Linda Vinesett and Terri Bryant as members of their Board of Directors.
- Tri-County lead and collaborated with Winter Haven Hospital, Peace River Center, and Bay Care Behavioral on a billboard project that focused on suicide prevention in Highland County, Winter Haven, and Lakeland.
- Tri-County implemented new staff training to prepare new staff consisting of computer, electronic medical records, time and attendance, and e-mail training. Tri-County trained 104 new staff members in 2020.
- Tri-County built a playground at their New Beginning Women location in Lakeland with a grant from Public Charities. The playground will be used by the children in the transitional living program.
- Tri-County expanded the Strengthening Families program into Highlands and Hardee counties. This is a parenting enrichment program that encompasses the entire family unit.
- Tri-County continues to expand psychiatric and counseling services at the Meadowbrook location, which includes incorporating services for children and Spanish-speaking individuals. Tri-County formally incorporated Meadowbrook as a limited liability Corporation in 2020.
- Tri-County became a member of Integrated Care Network of Florida (ICNF). ICNF is a statewide, provider-led Independent Practice Association that represents Florida behavioral health providers in securing value-based managed care contract. Twenty-eight Florida behavioral health providers make up the ICNF.
- Tri-County announced Sheriff Grady Judd as their 2020 Friends of Tri-County. Due to the COVID-19 pandemic a “Friends of Tri-County Luncheon” was not held. Tri-County has received grants from Lakeland Electric, City of Lakeland, T. Rowe Price Charitable, and Polk-COVID.

## Numbers Served for all Programs (Incorporating all funding sources)

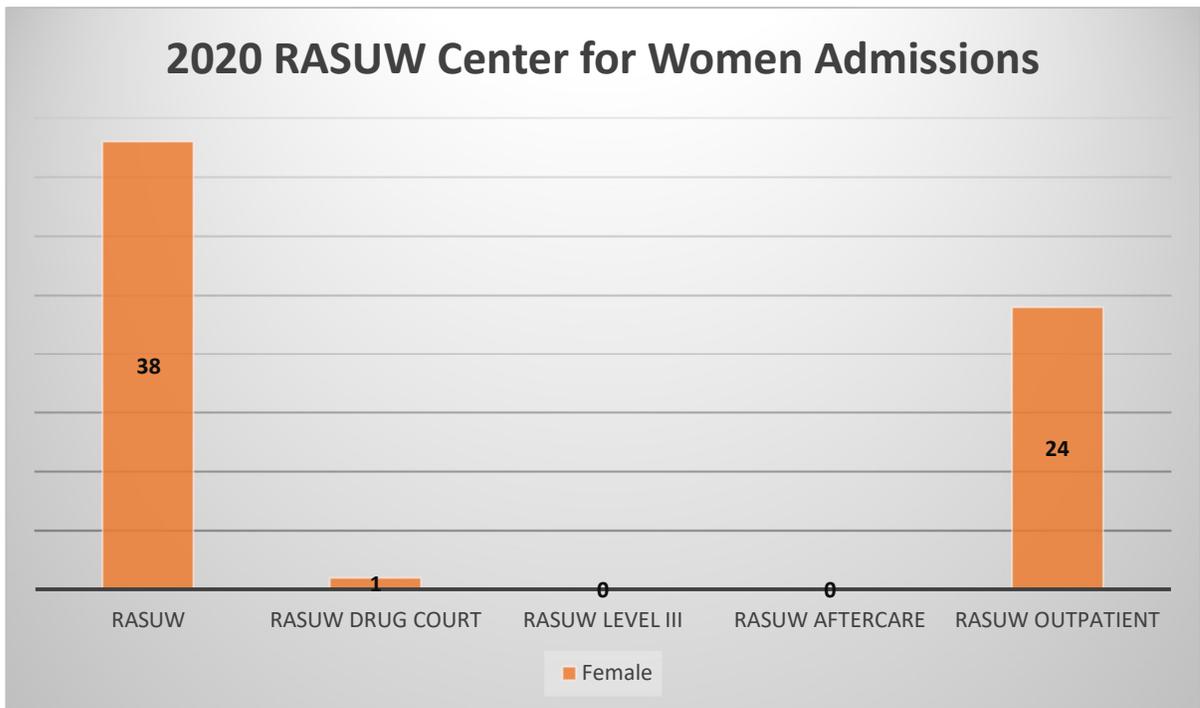
<b>Residential Substance Abuse</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
FL Center (Dual Diagnosis)	174	120	68.97%	54	31.03
FL 5 Bed (Substance Abuse)	18	15	83.33%	3	16.67
FL Center Drug Court	3	1	33.33%	2	66.66%
New Beginning Men	67	67	100.00%	0	0.00%
New Beginning Men Drug Court	2	2	100.00%	0	0.00%
New Beginning Women	32	0	0.00%	32	100.00%
New Beginning Women Drug Court	1	0	0.00%	1	100.00%
Residential Assessment and Stabilization Unit for Women (RASUW)	38	0	0.00%	38	100.00%
RASUW Drug Court	1	0	0.00%	1	100.00%
AGAPE House for Women	40	0	0.00%	40	100.00%
Transition Living Adult	4	0	0.00%	4	100.00%
<b>Total</b>	<b>380</b>	<b>205</b>	<b>53.95%</b>	<b>175</b>	<b>46.05%</b>
<b>Detox</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Detox	853	524	61.43%	329	38.57%
Detox Drug Court	5	1	20.00%	4	80.00%
Detox Level III	30	23	76.67%	7	23.33%
<b>Total</b>	<b>888</b>	<b>548</b>	<b>61.71%</b>	<b>340</b>	<b>38.29%</b>
<b>Substance Abuse Outpatient</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Bariatric	3	0	0.00%	3	100.00%
Care Coordination Substance Abuse	36	13	36.11%	23	63.89%
HHCM (Helping Hands Case Management)	17	8	47.06%	9	52.94%
FL Center Aftercare	71	49	69.01%	22	30.99%
FL Center Suncoast Region Aftercare	23	18	78.26%	5	21.74%
Highlands Outpatient	409	223	54.52%	186	45.48%
Lakeland Outpatient Intensive Outpatient	74	8	10.81%	66	89.19%
Lakeland Outpatient	679	291	42.86%	388	57.17%
Marchman	182	123	67.58%	59	32.42%
Family Intervention Services	341	76	22.29%	265	77.71%
Private Testing Program Adult Substance Abuse (HIV Services)	1034	610	58.99%	424	41.01%
RASUW Outpatient	24	0	0.00%	24	100.00%
Winter Haven Outpatient Intensive Outpatient	47	16	34.04%	31	65.96%
Winter Haven Outpatient	421	166	39.43%	255	60.57%
Wauchula Outpatient	119	65	54.62%	54	45.38%
<b>Total</b>	<b>3283</b>	<b>1853</b>	<b>56.44%</b>	<b>2041</b>	<b>62.17%</b>

## Numbers Served for all Programs (Incorporating all funding sources) Cont.

<b>Mental Health</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Adult Targeted Case Management	28	13	46.43%	15	53.57%
Care Coordination Mental Health	44	23	52.27%	21	47.73%
Helping Hands	204	79	38.73%	125	61.27%
Highlands Outpatient Adult Mental Health	704	250	35.51%	454	64.49%
Integrated Adult Mental Health	492	123	25.00%	369	75.00%
Lakeland Outpatient Mental Health	57	10	17.54%	47	82.46%
Med Services Adult Mental Health	1046	306	29.25%	740	70.75%
PATH Mental Health Services	74	36	48.65%	38	51.35%
RASUW Mental Health	28	0	0.00%	28	100.00%
Wauchula Outpatient Adult Mental Health	4	2	50.00%	2	50.00%
<b>Total</b>	<b>2681</b>	<b>842</b>	<b>31.34%</b>	<b>1839</b>	<b>68.59%</b>
<b>Jail Alternative to Substance Abuse</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Jail Alternative to Substance Abuse (JASA) Highlands County	28	25	89.29%	3	10.71%
JASA Highland County Mental Health	14	13	92.86%	1	7.14%
JASA Jail Alternative Grant	27	27	100.00%	0	0.00%
JASA Male	88	88	100.00%	0	0.00%
<b>Total</b>	<b>157</b>	<b>153</b>	<b>97.45%</b>	<b>4</b>	<b>2.55%</b>
<b>Total Adult</b>	<b>7389</b>	<b>3601</b>	<b>48.73%</b>	<b>4399</b>	<b>59.53%</b>
<b>Adolescent Substance Abuse</b>					
<b>Program</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Transitional Living Child with Mother	5	3	60.00%	2	20.00%
Highlands Outpatient Children Substance Abuse	28	20	71.43%	8	28.57%
Lakeland Outpatient Children Substance Abuse	64	45	70.31%	19	29.69%
Prevention	210	104	49.52%	106	50.48%
Private Testing Program Children Substance Abuse (HIV Services)	35	29	82.86%	6	17.14%
Winter Haven Outpatient Children Substance Abuse	67	48	71.64%	19	28.36%
Wauchula Outpatient Children Substance Abuse	33	22	66.67%	11	33.33%
<b>Total</b>	<b>442</b>	<b>271</b>	<b>61.31%</b>	<b>171</b>	<b>38.69%</b>
<b>Adolescent Mental Health</b>					
<b>Program</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Highlands Outpatient Children Mental Health	179	88	49.16%	91	50.84%
Child Targeted Case Management	19	10	52.63%	9	47.37%
Integrated Children Mental Health	58	15	25.86%	43	74.14%
Lakeland Outpatient Children Mental Health & Behavioral Health Network (bNet)	73	35	47.95%	38	52.05%
Med Services Children Mental Health	272	143	52.57%	129	47.43%
Winter Haven Outpatient Children Mental Health	7	6	85.71%	1	14.29%
Wauchula Outpatient Children Mental Health	8	4	50.00%	4	50.00%
<b>Total</b>	<b>616</b>	<b>301</b>	<b>48.86%</b>	<b>315</b>	<b>51.14%</b>
<b>Total Adolescent Services</b>	<b>1058</b>	<b>572</b>	<b>54.06%</b>	<b>486</b>	<b>45.94%</b>
<b>Total duplicated Numbers Served: 8221</b>					
<b>*Total includes admissions, transfers, and re-admissions</b>					

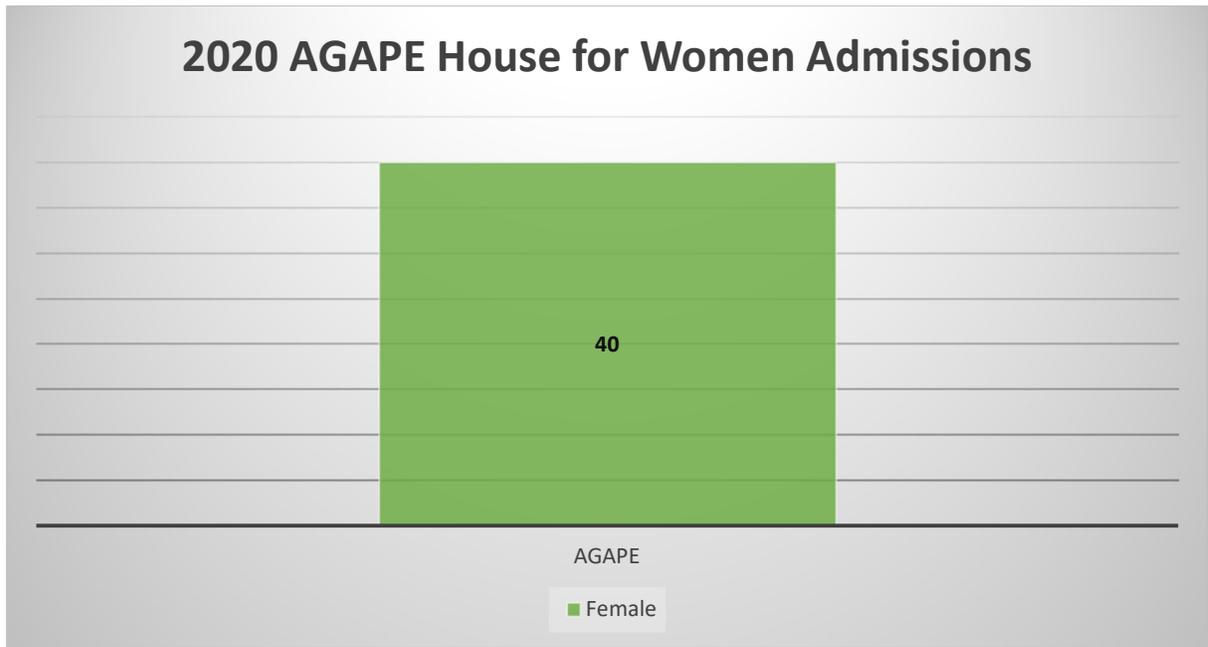


Sixty-nine (69) men were served at the New Beginning Men residential program in 2020.



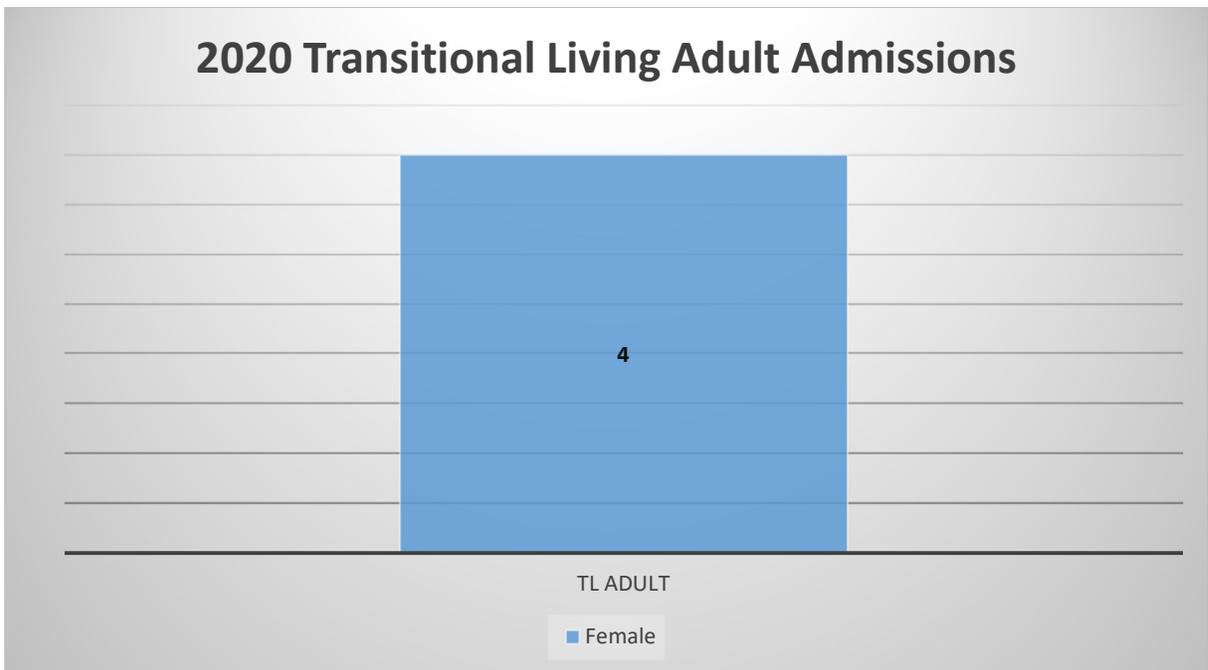
Thirty-nine (39) women were served in all Residential Assessment and Stabilization Unit for Women (RASUW) programs in 2020.

## 2020 AGAPE House for Women Admissions

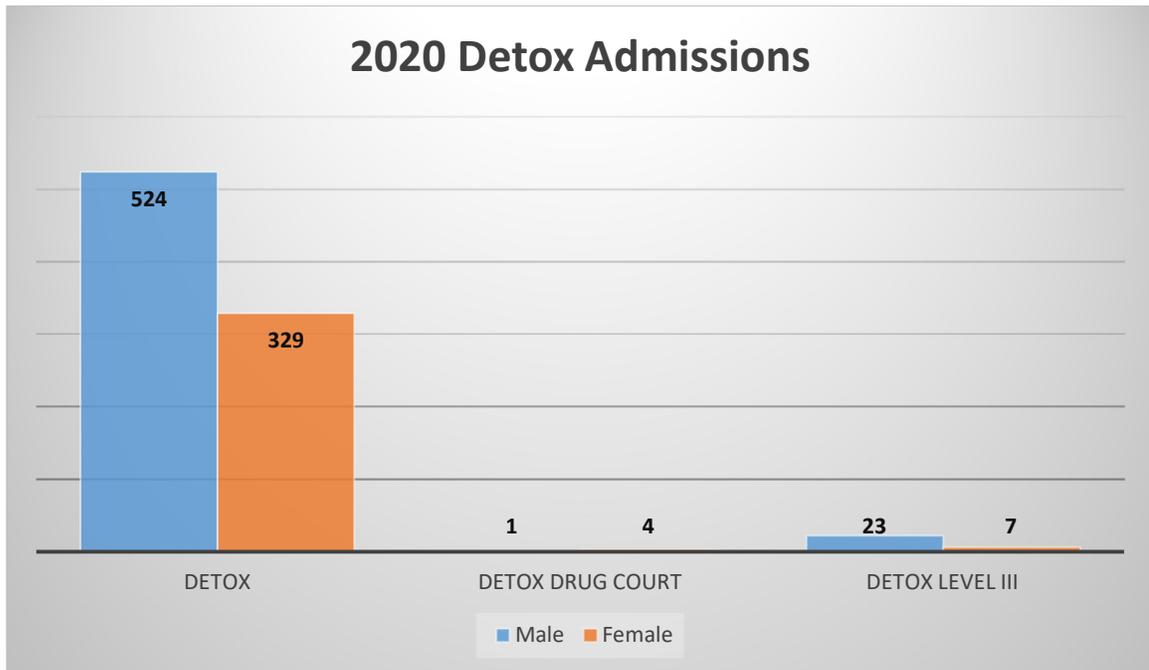


Forty (40) women were admitted to Level III residential services at AGAPE House for Women in 2020.

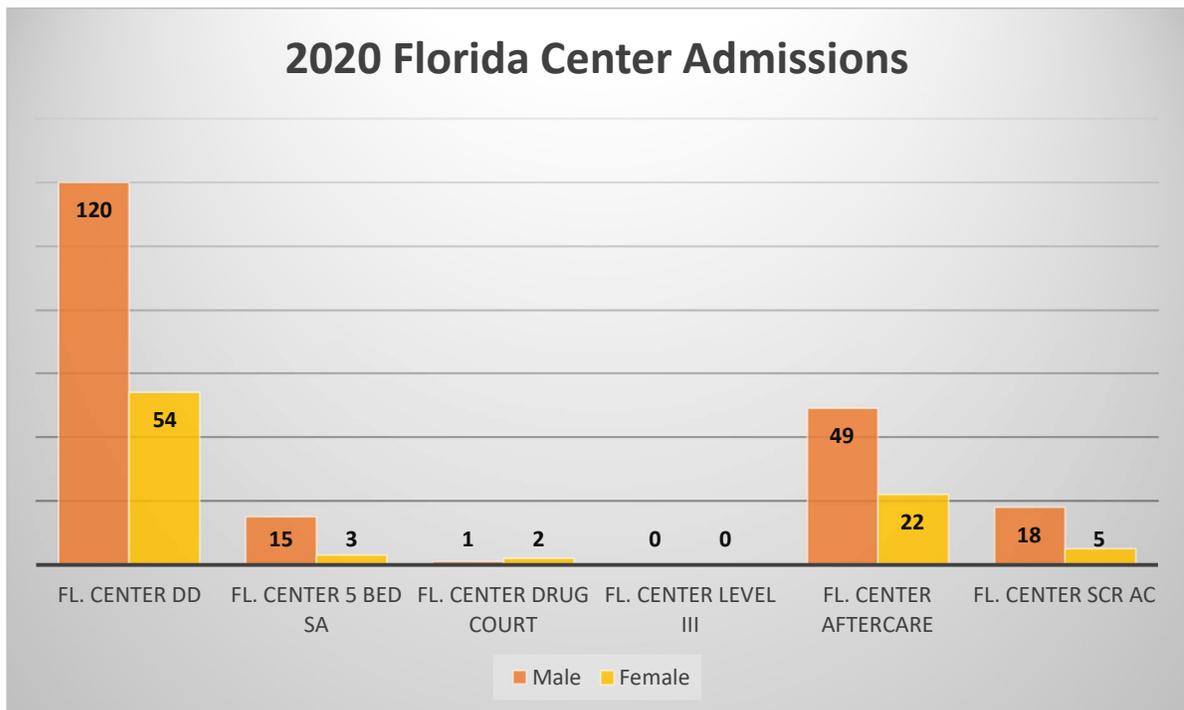
## 2020 Transitional Living Adult Admissions



In 2020, there were a total of 4 females were admitted to Tri-County's Level IV Transitional Living (TL) program. These women reside at TL with their reunited children.



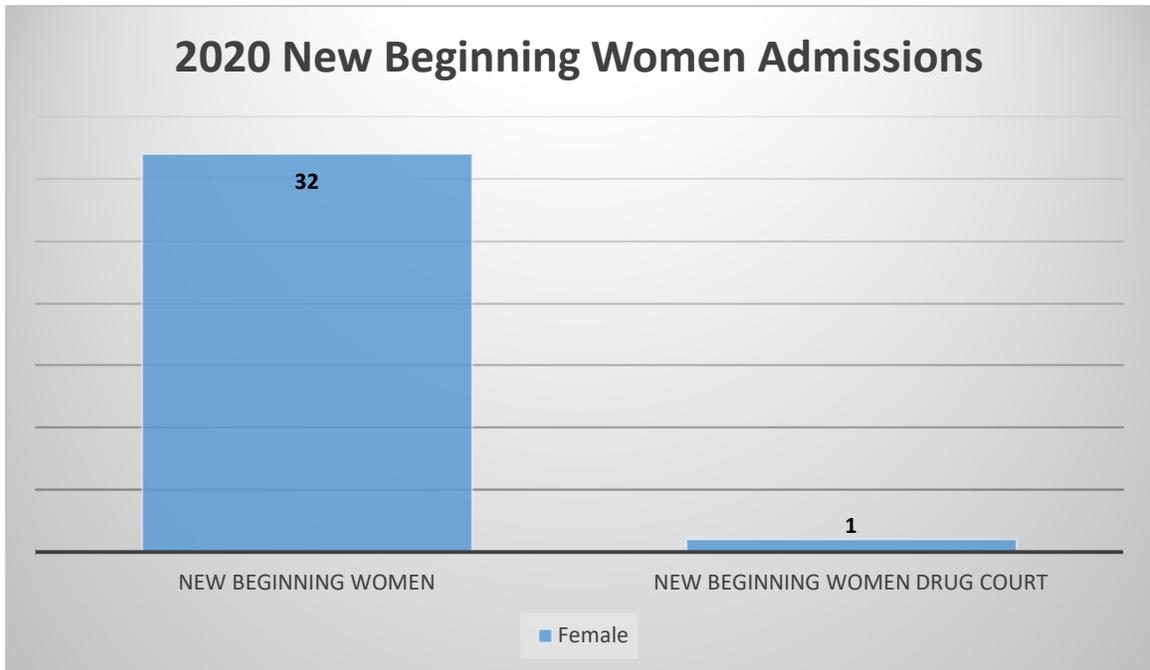
Based on 2020 Detox admission records, a total of 548 males and 340 females were admitted to all Detox programs.



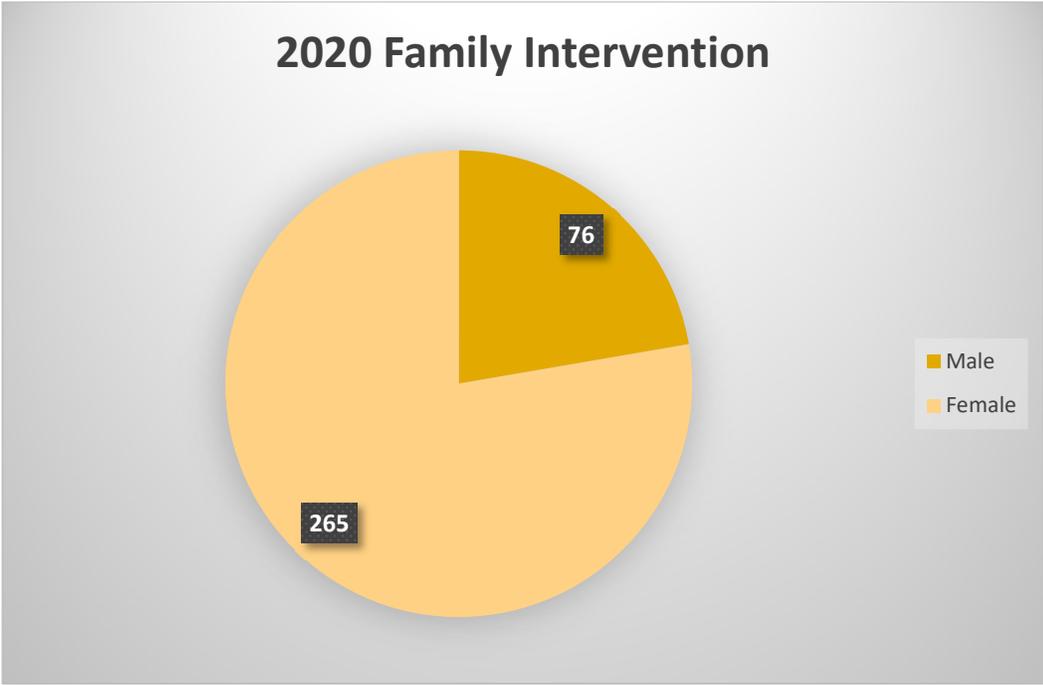
Admission data for the Florida Center reflects that a total of 203 males and 86 females entered residential and aftercare services in 2020.



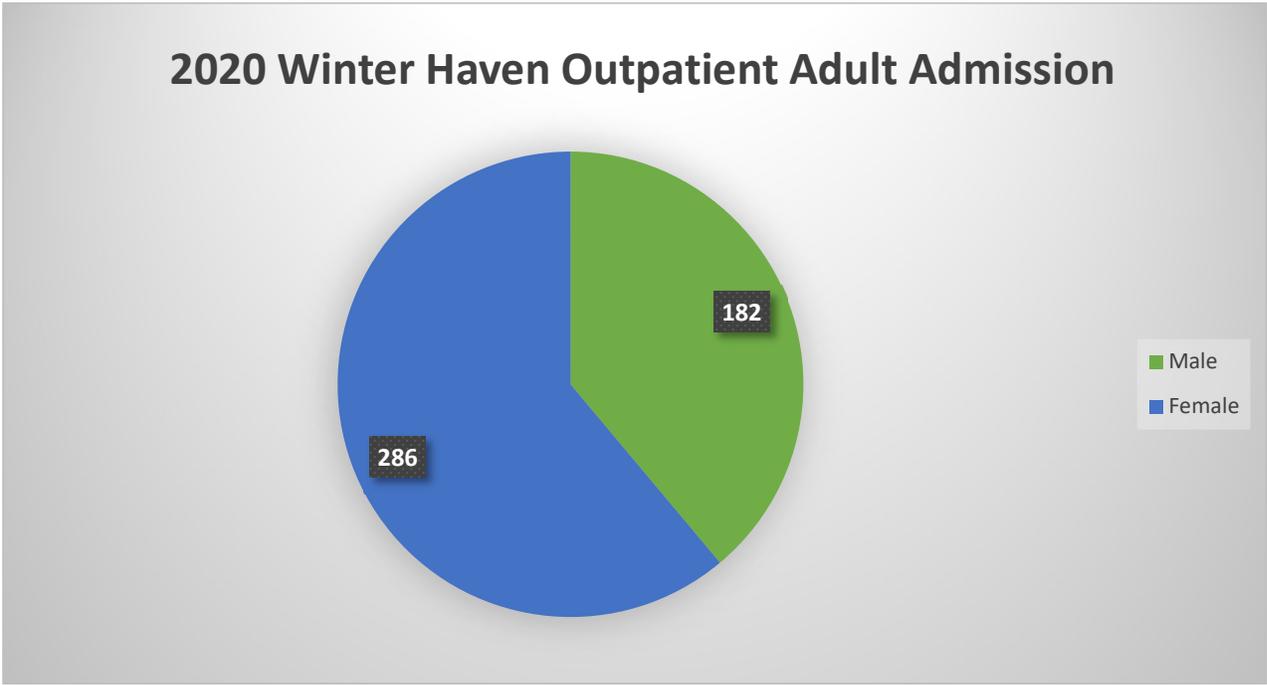
In 2020, ten-10 females resided at The REZ. The REZ is a 5-bed recovery house for homeless, single women in recovery; this program is fully paid for by the residents.



2020 admission data shows that thirty-three (33) women were served at New Beginning Women.

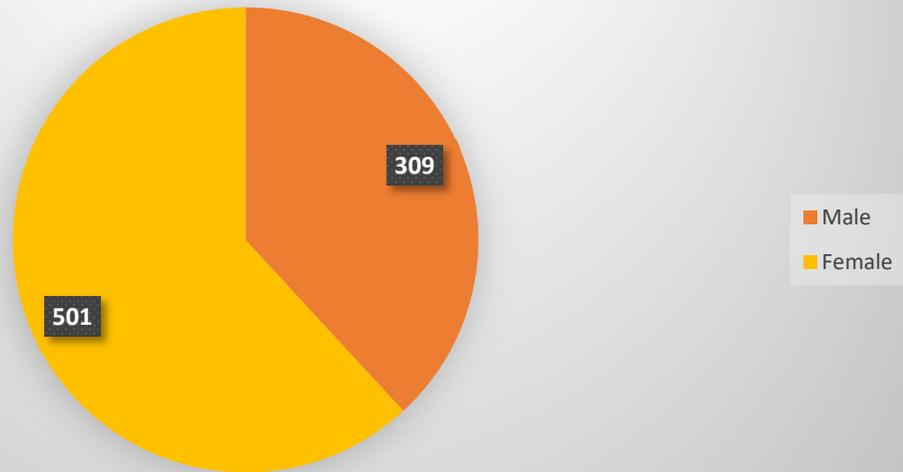


2020 admission data reflected that there was a significant higher number of females (265) admitted to Family Intervention compared to male admissions (76).



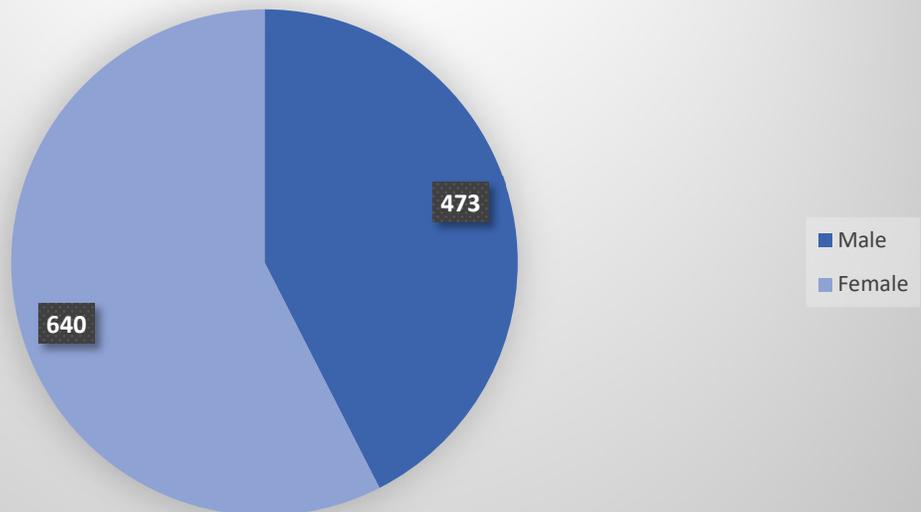
2020 admission data noted that more females (286) were admitted to outpatient services at the Winter Haven facility compared to males (182).

## 2020 Lakeland Outpatient Adult Admission



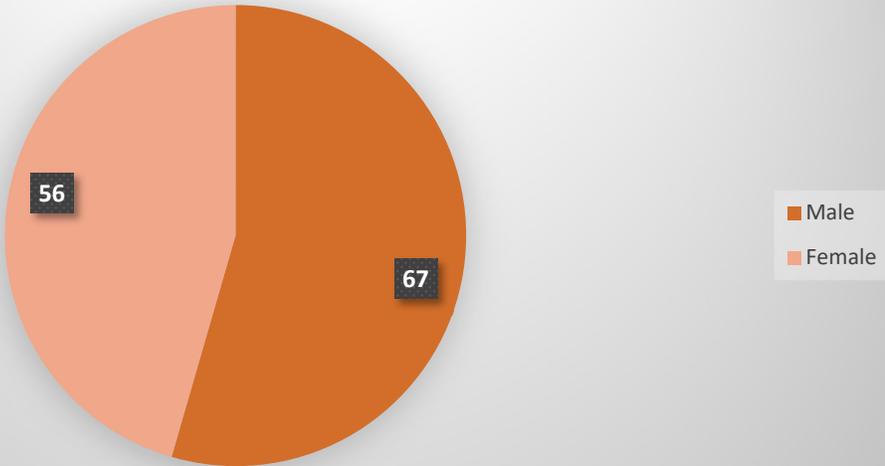
2020 admission data noted that more females (501) were admitted to outpatient services at the Lakeland facility compared to males (309).

## 2020 Highlands Outpatient Adult Admissions



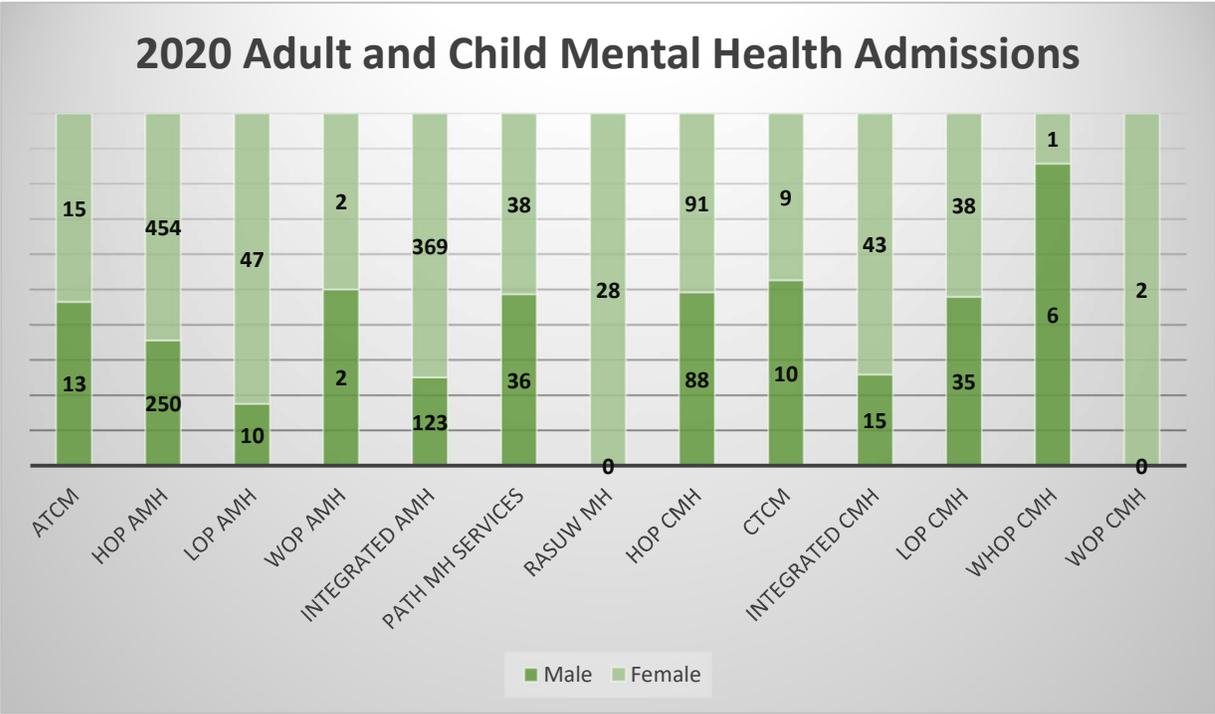
The graph above reflects that there was a slightly higher number of females (167) were admitted to outpatient services in Highlands County.

## 2020 Wauchula Outpatient Adult Admissions



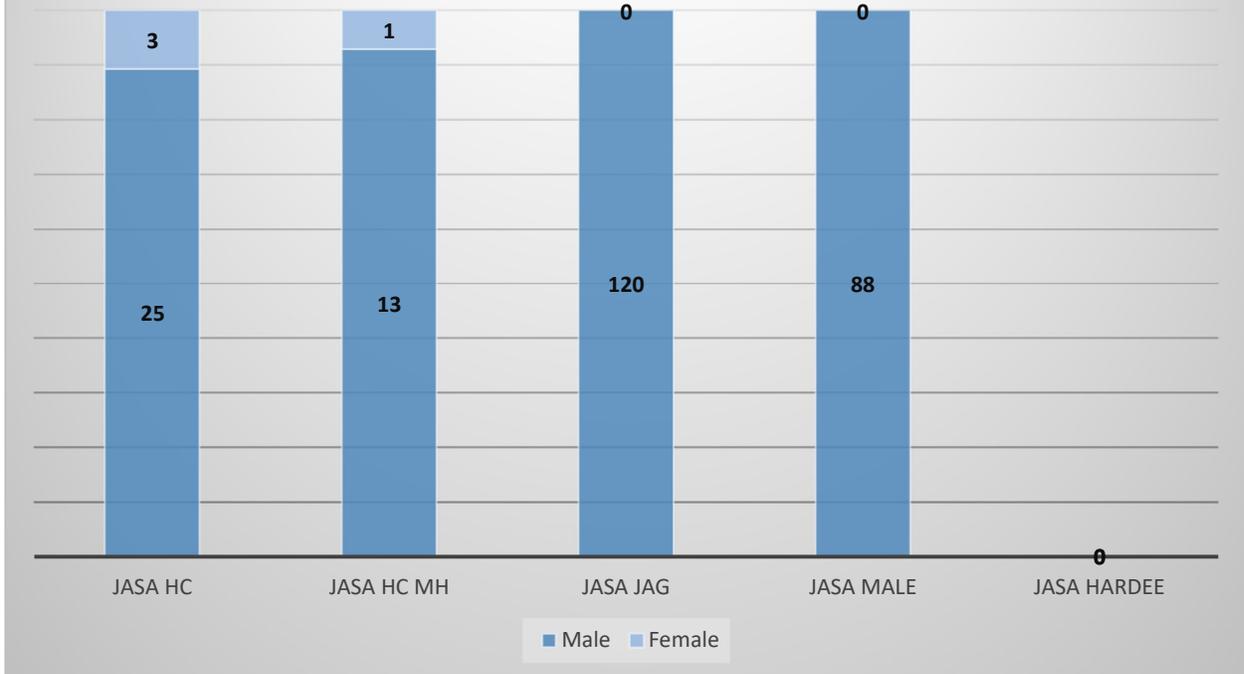
2020 admission data noted that 67 males and 56 females entered outpatient services in Hardee County at the Wauchula facility.

## 2020 Adult and Child Mental Health Admissions



2020 adult and child mental health admission data noted that a total of 1,137 females and 588 males entered mental health services. Tri-County provides adult and child Targeted Case Management services in Highlands County, adult mental health outpatient services in Highlands County and in Lakeland, Wauchula, and Winter Haven. Women’s adult mental health services are provided in our Residential Assessment and Stabilization Unit for Women (RASUW) program in Bartow, Integrated Mental Health services are provide in Central Florida Healthcare Facilities in Polk and Highland Counties, and adult mental health services are provided to our homeless population in our Projects for Assistance in Transition from Homelessness (PATH) program.

## 2020 In-Jail Substance Abuse Treatment (Jail Alternative to Substance Abuse) Admissions

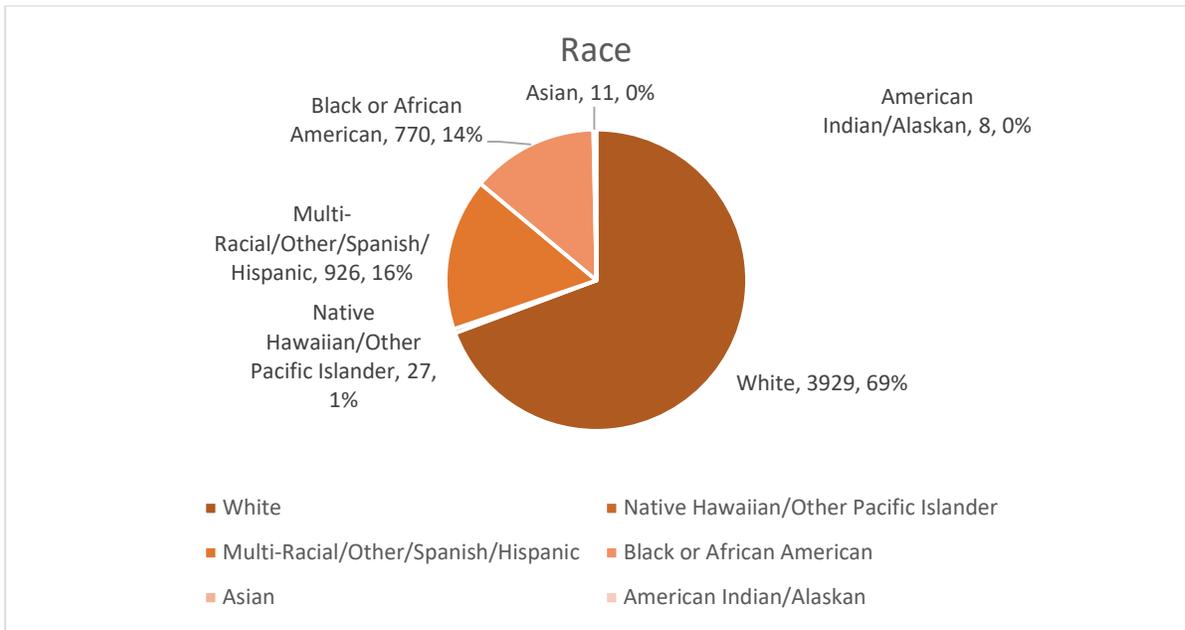


JASA admission records noted that a total of 153 males and 4 females entered services among all the JASA programs (Highlands County, Mental Health and Jail Alternative Grant) across Tri-County.

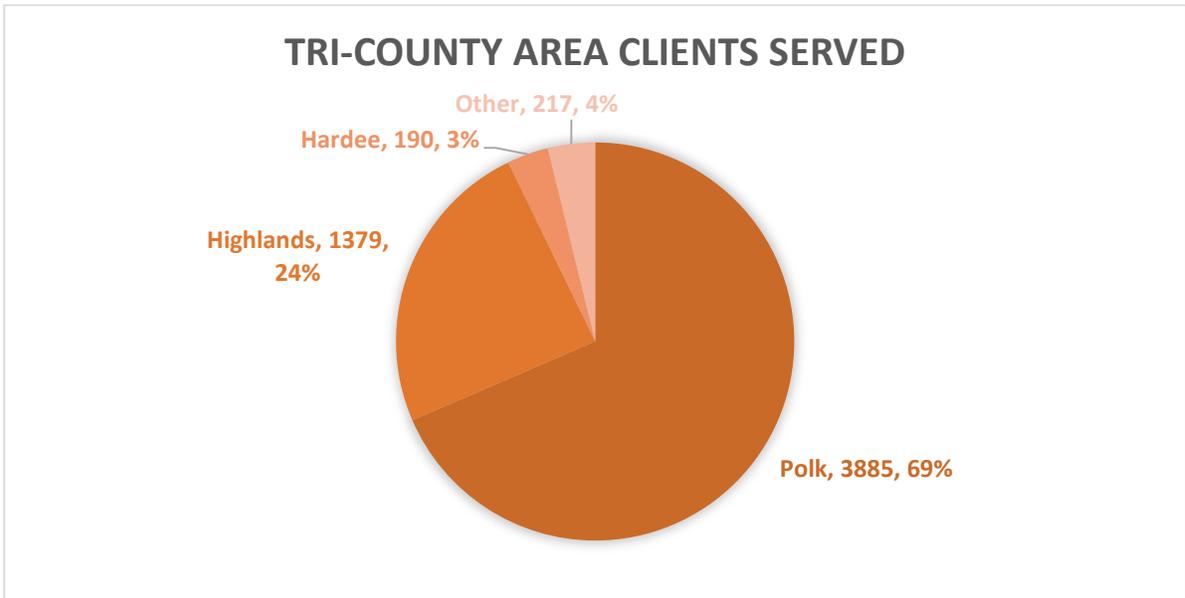
## 2020 Adolescent Admissions



As noted in the bar graph above, a total of 271 male and 171 female adolescents entered substance abuse treatment services at Transitional Living, Outpatient (Highlands, Lakeland, Wauchula, and Winter Haven), Prevention, and HIV.



Based on 2020 data, white (3,929), multi-racial/Hispanic (926), African American (770), Asian (11), American Indian/Alaskan (8), and Hawaiian individuals (27) were served among all Tri-County programs.

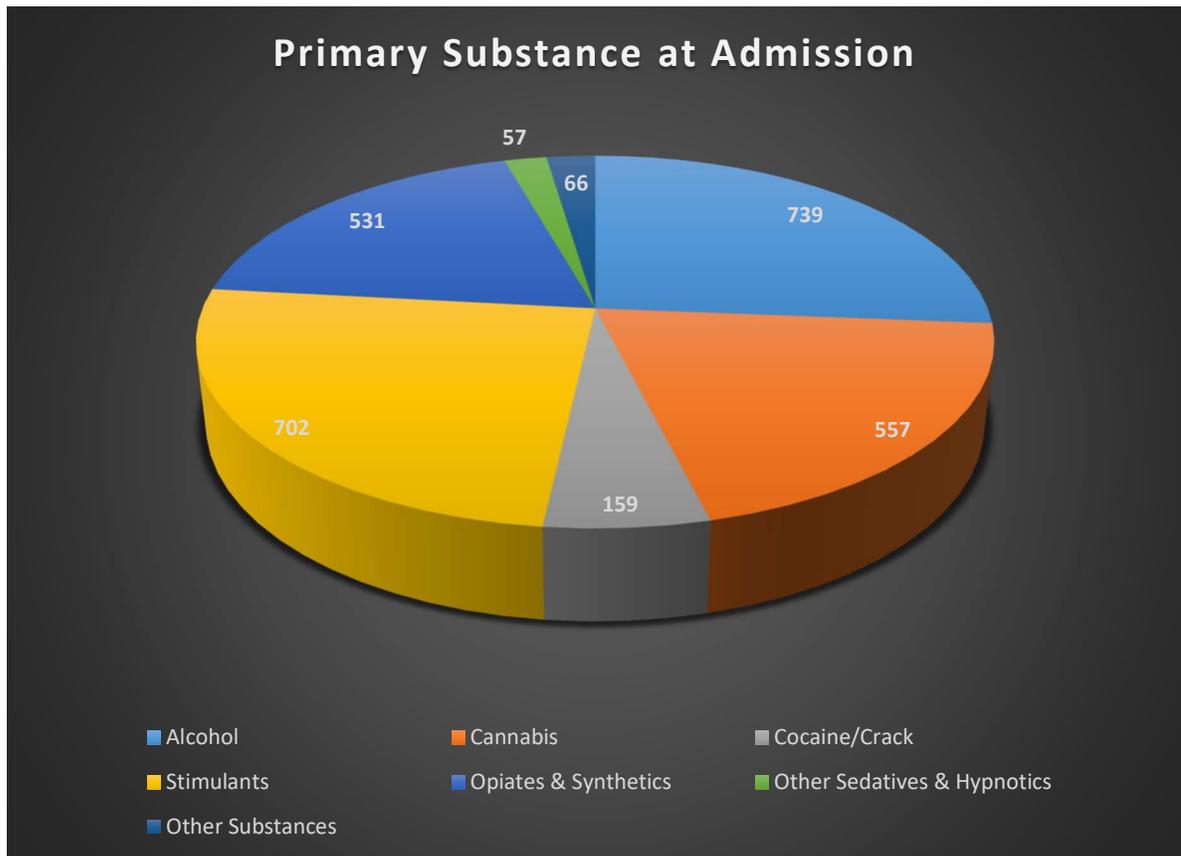


Polk County: 3,885 served  
 Highlands County: 1,379 served  
 Hardee County: 190 served  
 Other Counties: 217 served

As noted in the pie chart above, there was a significant higher number of individuals served in Polk County (3,885) compared to Highlands (1,379), Hardee (190), and other counties (217) for treatment services.

## Primary Diagnosis – Substance Abuse Admissions

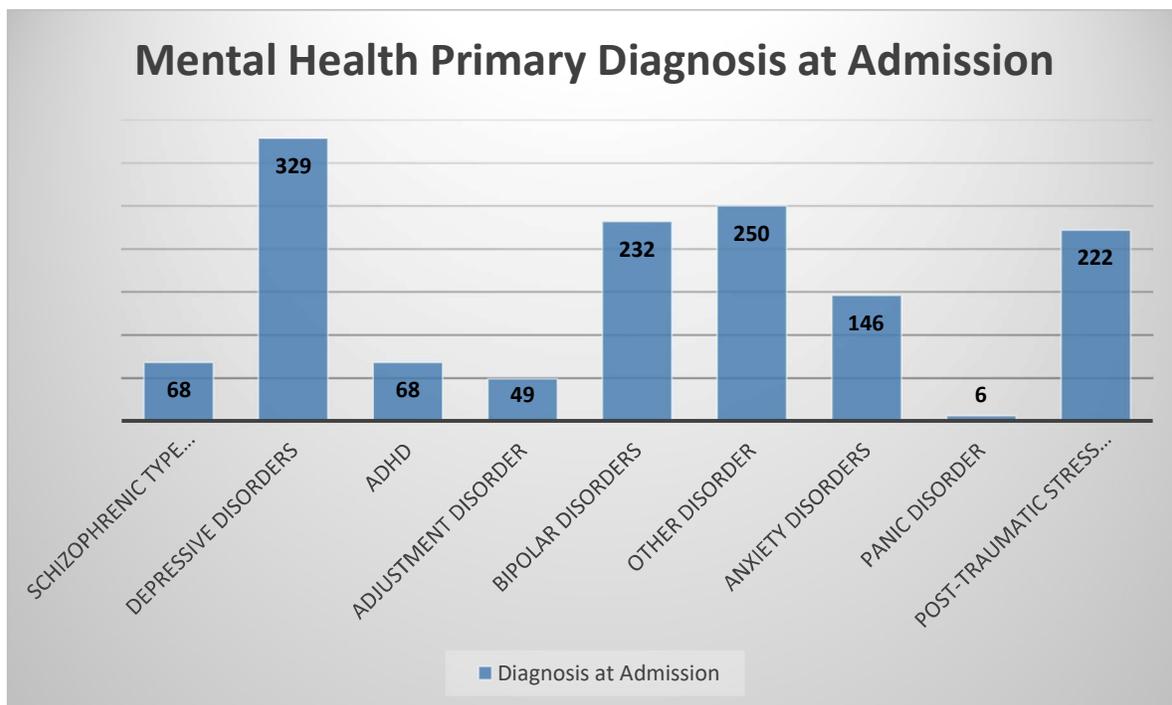
Alcohol	739
Methamphetamines	702
Cannabis	557
Opiates & Synthetics (including Oxycodone & Heroin)	531
Cocaine/Crack	159
Other Substances	66
Other Sedatives & Hypnotics	57



As reflected in the data above regarding substance use at admission, the highest three substances reportedly being used at admission were Methamphetamines (702), Alcohol (739), and Cannabis (557).

## Primary Diagnosis – Mental Health Admissions

Depressive Disorders	329
Other Disorders	250
Bipolar Disorders	232
Post-Traumatic Stress Disorder	222
Anxiety Disorders	146
ADHD	68
Schizophrenic Type Disorders	68
Adjustment Disorders	49
Panic Disorders	6



According to 2020 data noted above, the top presenting mental health diagnosis categories at admission were Depressive Disorders (329), Post-traumatic Stress Disorder (222), various Bipolar Disorders (232), and various other Disorders (250).

## Community Assessment Surveys of the Agency:

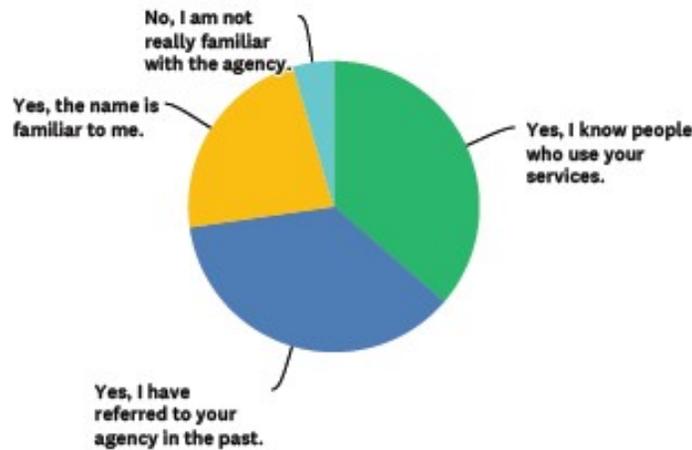
The information in this section over the next 7 graphs below reflects information received from Tri-County's annual community assessment. Survey responses were received from a variety of individuals and entities among the communities in Polk, Hardee, and Highlands Counties.

Q1



Are you aware Tri-County Human Services is located in Polk, Highlands and Hardee county providing services to the community?

Answered: 22 Skipped: 0

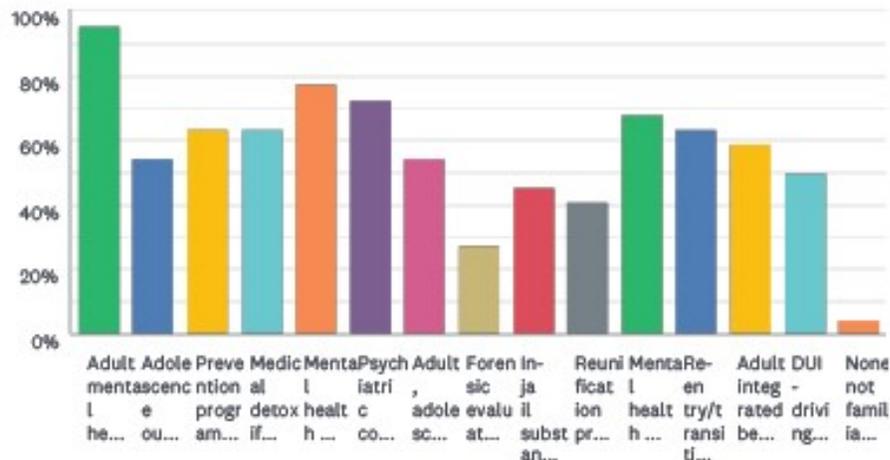


Q2



Please check all applicable services you are aware Tri-County Human Services offers the community:

Answered: 22 Skipped: 0

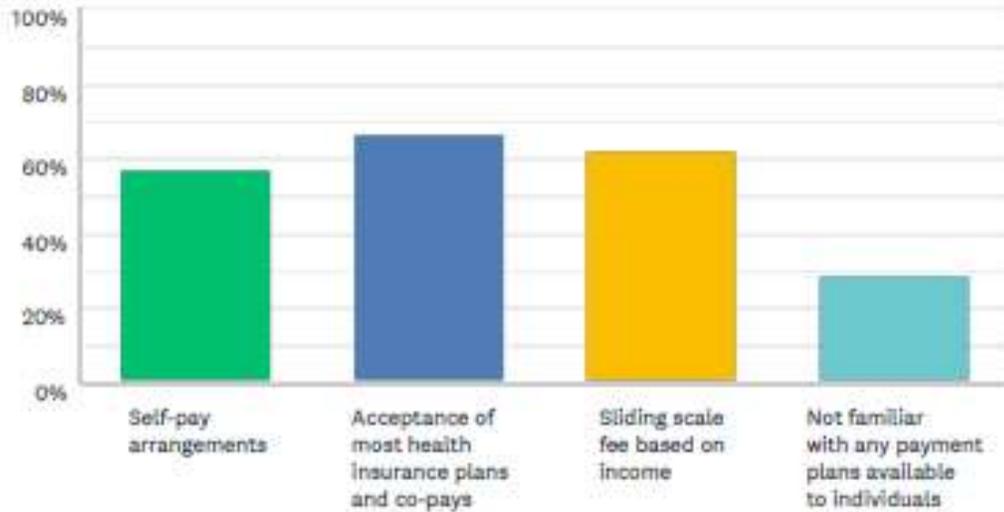


Q3



Please indicate below if you are aware Tri-County offers assistance with the following:

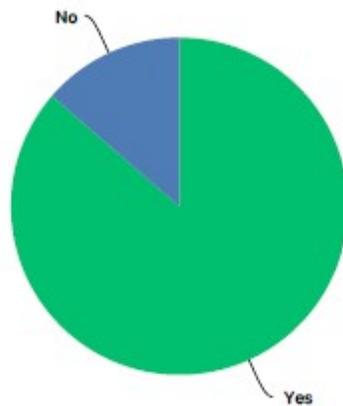
Answered: 21 Skipped: 1



Q4



Are you aware Tri-County partners with community based groups, as well as, faith based groups; to provide customers with extended programs and services not currently offered by Tri-County?

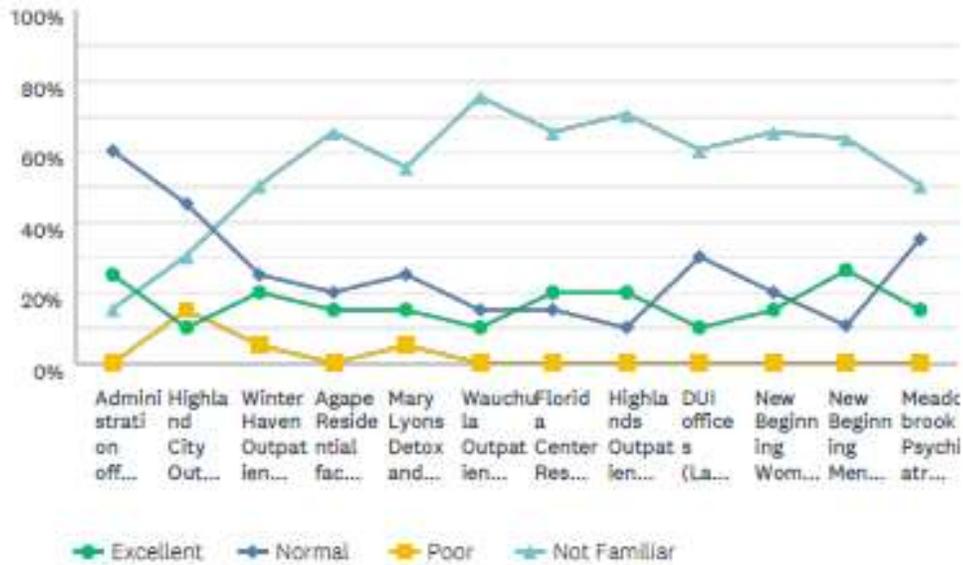


Q5



If you are familiar with any of Tri-County locations, please rate your perception of the appearance of the building and grounds.

Answered: 20 Skipped: 2

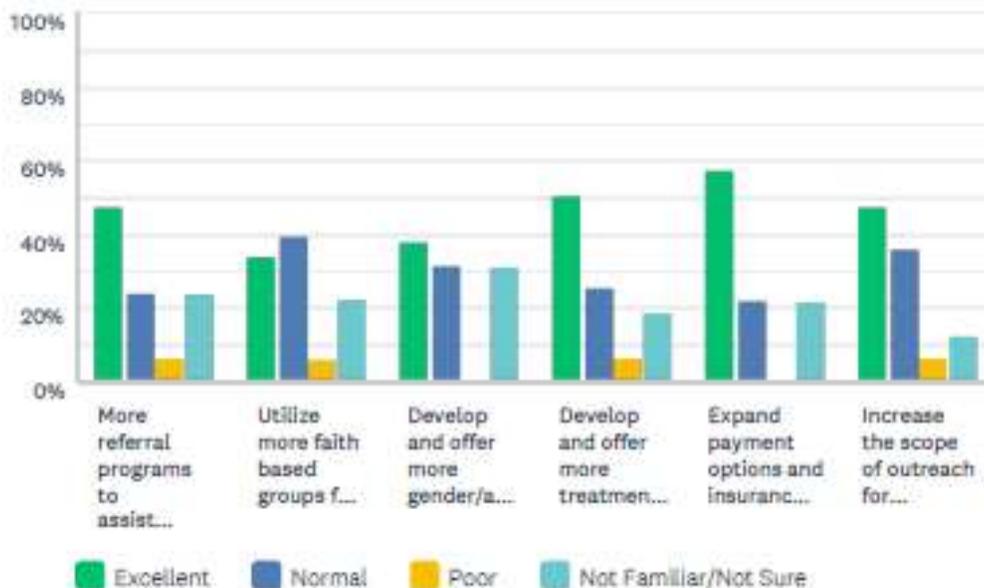


Q6



Please rate below the importance of ideas you feel for improved programs and services to offer the community.

Answered: 22 Skipped: 0

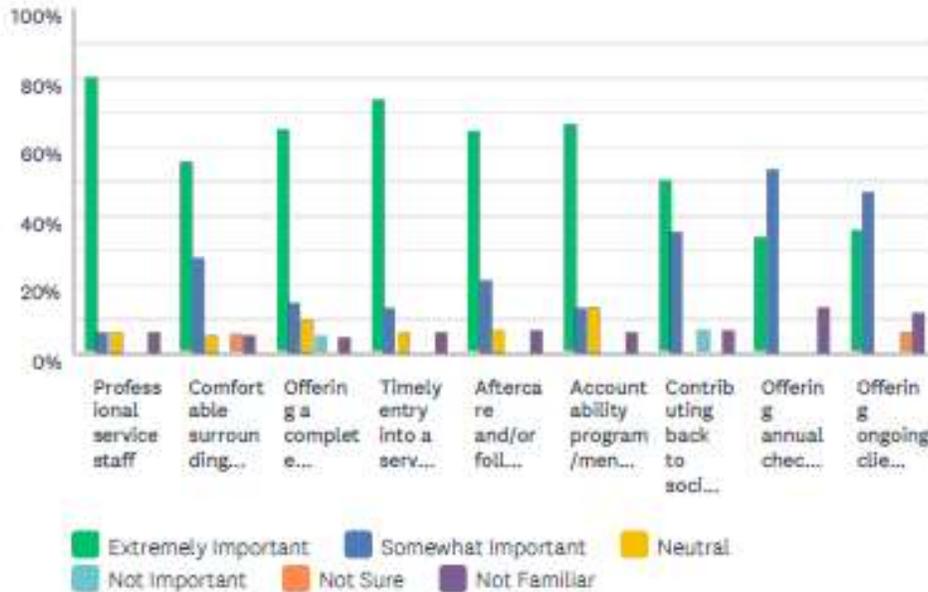


Q7



Please rate below what you feel is important with offering a complete program in combating the stigma of substance abuse and/or mental health.

Answered: 22 Skipped: 0



Q8



Tri-County Human Services, Inc continually seeks new and improved services to offer the community to help meet their needs. We invite you to share below any program ideas which you believe would help fight substance abuse and mental health issues. Possible examples: programs on gambling, anger management and etc. Please comment and share specific feedback below.

No responses received

## Performance Outcomes for 2020

### FY 19/20 Ending June 30, 2020 Performance Measures Achieved Central Florida Behavioral Health Network Contract

Target Population and Performance Measure Description		Target	TOTAL
<b>Adults Community Mental Health</b>			
a.	Percent of adults with severe and persistent mental illnesses who live in stable housing environment	90%	97.49%
b.	Average annual days worked for pay for adults with severe and persistent mental illness	40	148
c.	Percent of adults in mental health crisis who live in stable housing environment	86%	Pending
d.	Percent of adults with serious mental illness who are competitively employed	24%	66.07%
e.	Percent of adults in forensic involvement who live in stable housing environment	67%	100%
<b>Children's Mental Health</b>			
a.	Percent of children with serious emotional disturbance (SED) who live in a stable housing environment	93%	98.31%
b.	Percent of children with serious emotional disturbances (SED) who improve their level of functioning	65%	78.26%
c.	Percent of school days seriously emotionally disturbed (SED) children attended	86%	92.58%
d.	Percent of children with emotional disturbance (ED) who live in a stable housing environment	95%	98.59%
e.	Percent of children with emotional disturbances (ED) who improve their level of functioning	64%	94.83%
<b>Adult Substance Abuse</b>			
a.	Percent of adults who successfully complete substance abuse treatment services	51%	53.30%
b.	Percentage change in clients who are employed from admission to discharge	10%	36.79%
c.	Percent of adults with substance abuse who live in a stable housing environment at the time of discharge	94%	95.13%
d.	Percent change in the number of adults arrested 30 days prior to admission versus 30 days prior to discharge. *Negative total number meets/exceeds the target percentage.	15%	-47.25%
<b>Children's Substance Abuse</b>			
a.	Percent of children who successfully complete substance abuse treatment services	48%	63.57%
b.	Percent change in the number of children arrested 30 days prior to admission versus 30 days prior to discharge. *Negative total number meets/exceeds the target percentage.	20%	-58.33%
c.	Percent of children with substance abuse who live in a stable housing environment at the time of discharge	93%	100%

The final fiscal year 2019-2020 numbers indicate that Tri-County is meeting and exceeding performance measures in 2020.

**FY 19/20 Ending June 30, 2020 Targets and Numbers Served  
Central Florida Behavioral Health Network Contract**

<b>Target Population and Numbers Served</b>		<b>Target</b>	<b>TOTAL</b>
<b>Adults Community Mental Health</b>			
<b>a.</b>	Number of Adults Served in Residential Care	14	17
<b>b.</b>	Number of Adults Served in Outpatient Care	700	588
<b>c.</b>	Number of Adults Served in Outreach, Crisis Support/Emergency, and Information & Referral	8799	8545
<b>Children's Mental Health</b>			
<b>a.</b>	Number of Children Served in Outpatient Care	163	248
<b>Adult Substance Abuse</b>			
<b>a.</b>	Number of Adults Served in all Substance Abuse Treatment Programs	3351	3307
<b>b.</b>	Number of Adults Served in Crisis/Support Emergency	388	818
<b>c.</b>	Number of Adults Served in Outreach	12969	14428
<b>Children's Substance Abuse</b>			
<b>a.</b>	Number of Children Served in Residential Care	7	5
<b>b.</b>	Number of Children Served in Outpatient Care	309	217

The numbers served noted above account for not only individuals served in direct treatment services, but also numbers of individuals seen for crisis mental health walk-in's as well as various outreach services throughout the agency. These are unduplicated numbers in each category for the fiscal year 2019-2020.

## 90-Day Follow-up Surveys

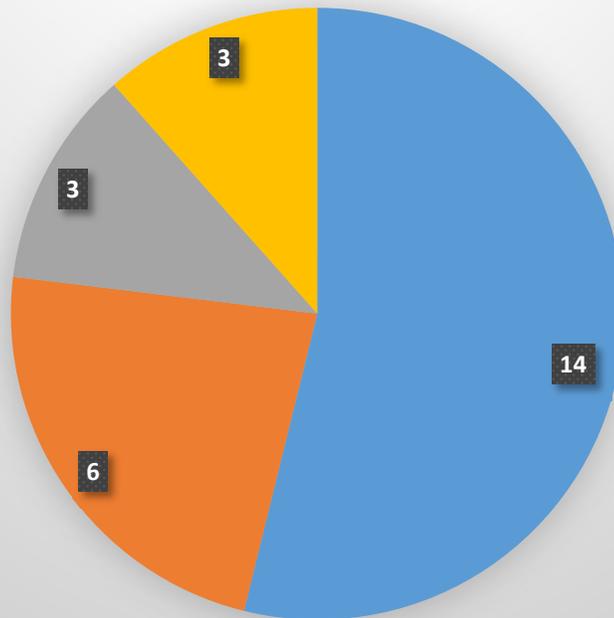
Each year Tri-County surveys all available persons served for follow-up after they have been discharged for 90 days. This survey is part of the Department of Children and Family's contract requirements and an indicator of the success of the person served after they leave the agency.

Historically, Tri-County has had difficulty in contacting these individuals as they have left the area, moved to another location, do not want to correspond with us after discharge, or other reasons known only to them. In 2020, Tri-County made approximately 780 attempted contacts with the person served who were at the 90-day follow up benchmark.

Data expressed below in graphic form identifies some key information (employment status, re-incarceration rates, substance relapse, and feedback on services received) as well as feedback we received as a result from the contacts made during survey calls.

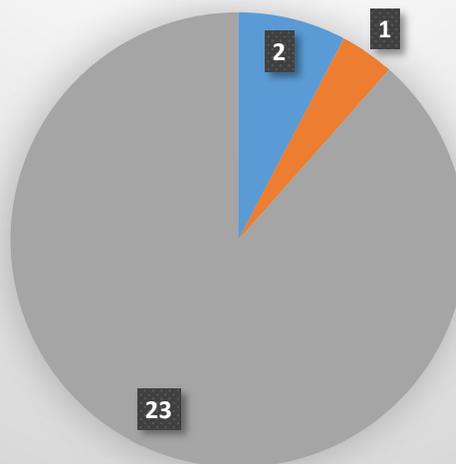


## Q2. Current employment status at time of survey



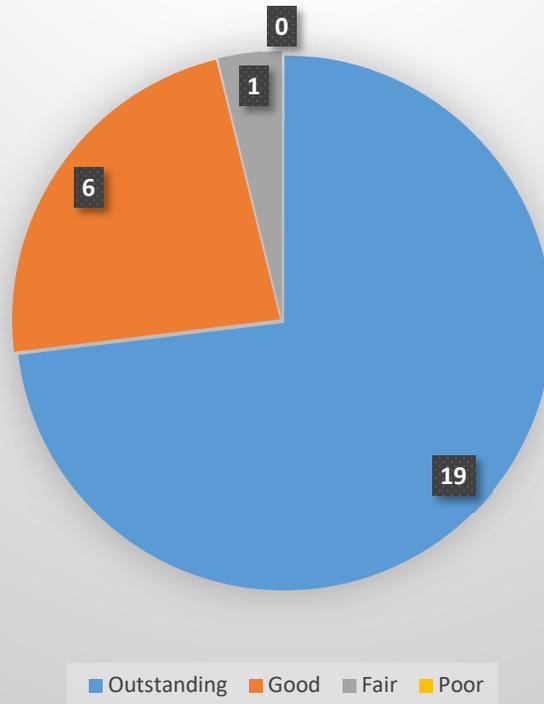
■ Full-time ■ Unemployed ■ Part time ■ Unknown (student, homemaker, etc...)

## Q3. Have you used alcohol or drugs during the last 30 days?

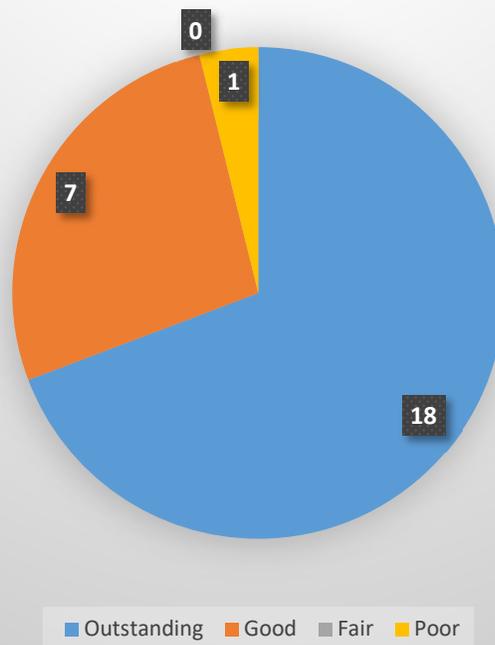


■ Yes-less frequently ■ Yes-more frequently ■ No

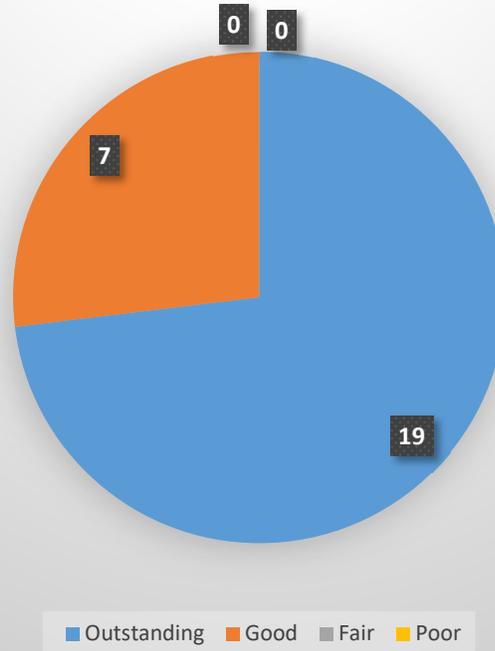
### Q4. I felt comfortable with my counselor



### Q5. I was treated by all staff in a considerate manner



## Q6. There has been a positive change in my life



### Follow-up Survey Feedback

- Person served stated that he is doing great and has mediation to see his son next week!
- Person served says they are very happy with the services provided and appreciates everything that everyone at Tri-County has done for them.

## Driving Under the Influence (DUI) Program January 1 – December 31, 2020

**DUI Enrollments Polk County**

Program	Male	Female	Total
Level 1	455	191	646
Level 2	206	42	248
All DUI's	661	233	894

**DUI Enrollments Hardee & Highlands**

Program	Male	Female	Total
Level 1	51	18	69
Level 2	35	10	45
All DUI's	86	28	114

**All DUI Enrollments**

Program	Male	Female	Total
Level 1	506	209	715
Level 2	241	52	293
All DUI's	747	261	1008

- 68% of the male DUI offenders were Level 1 and 32% were Level 2 or repeat offenders.
- 80% of the female DUI offenders were Level 1 and 20% were Level 2 or repeat offenders.
- 71% of all DUI offenders enrolled were Level 1 and 29% were Level 2 or repeat offenders.
- Of all Level 1 DUI offenders enrolled 71% were male and 29% were female.
- Of all Level 2 DUI offenders enrolled 82% were male and 18% were female.

2012 - 2020 Comparison of:

Driving Under the Influence (DUI) - Special Supervision Services (SSS) - Ignition Interlock Device (IID)  
New Enrollments and Monitoring Appointments

Driving Under the Influence (DUI) – Registration, Assessment, and classes for the DUI Offender.  
Special Supervision Services (SSS) - A hardship license reinstatement program for DUI offenders.  
Ignition Interlock Device (IID) - A monitoring program for IID violations by DUI offenders.

Year	DUI New	SSS New	SSS Updates	IID New	IID Updates	Total New
2012	1,409	67	958	92	198	1,568
2013	1,369	50	1,127	102	282	1,521
2014	1,008	40	1,116	108	282	1,156
2015	1,023	52	1,095	117	359	1,192
2016	1,051	49	1,107	99	332	1,199
2017	1,066	31	1,178	90	350	1,187
2018	1,114	45	951	109	370	1,268
2019	1,228	54	1,004	125	354	1,407
2020	1,018	50	1,039	102	375	1,170

## **DUI Program Summary**

In 2020 DUI enrollments dropped by 210 from 2019 numbers and IID enrollments dropped a little by 23. SSS enrollments dropped by only 4 people. The total drop in enrollments of all DUI programs was 237. The primary cause for the reduction in enrollments in 2020 was due to the COVID-19 Pandemic, especially during the 1 ½ months of quarantine in April and May. Even with our doors closed we were able to provide quality services by phone, email, fax, virtual meetings using Zoom and regular mail with a reduced number of staff available due to COVID-19 regulations.

In 2020 DUI enrollment percentages regarding male and female participation for the DUI department continues to be fairly consistent with the previous year's percentages. Less than 1/3 or only 29% of all DUI enrollments were Level 2. Also, less than 1/3 or only 18% of all Level 2 enrollments were female.

Any DUI offenders with higher Blood Alcohol Content or a Refusal or Level 2 offenders at the time of their arrest/conviction will have the added cost and driving restrictions of the Ignition Interlock Device (IID). Those persons are referred to us for help and monitoring services when they receive IID violation letters from Florida Highway Safety and Motor Vehicles (FLHSMV).

An indicator of our DUI program success is that in 2019 only 30% of all our DUI enrollments are Level 2, which is down 2% from 2018. Level 2 enrollments were down another 1% in 2020.

It is our goal to provide the best DUI services possible, reach the people that need our services, continue to reduce the cycle of repeat offenders, and save lives by providing help for those with Substance Use Disorders.

The re-organization of the Department of Highway Safety and Motor Vehicles (DHSMV) in 2013, and their continued efforts throughout the past 8 years have been very productive, regarding their support of DUI Programs.

## **Accessibility**

Tri-County continues to be totally accessible in all facilities for persons with disability. The Department of Children and Family contract for 2020 requires all agencies to pay attention to deaf and hard of hearing persons served. Tri-County reports, on a monthly basis, any person served who needs a deaf interpreter or hearing aids in order to comprehend the program and successfully complete the program along with language barriers and other accommodations that assist the person served in accessing treatment.

The Civil Rights Division of the Department of Children and Families (Deaf Hard of Hearing requirements) audited Tri-County and we were found to comply with all standards of the regulations.

## **Utilization Review**

Throughout the year, Tri-County reviews data that reflects utilization of all programs (contracting for beds in residential, utilization of all available contract monies, and compliance to all outcome and performance standards outlined in the contracts). This information is reviewed annually by the Quality Assurance and Improvement (QAI) Committee and management. The QAI Committee determines if the agency is progressing successfully through the contracts, identify any program changes or modification, to better serve the person served, and report to the community. Utilization efforts seek to make the program viable and compliant to the contract language. Changes (through amendments) in the contracts are required regularly due to utilization and/or outcome fluctuations caused by many variables. All records of amendments are kept with the contract for a period of eight (8) years. Tri-County services are provided within the Rules and Standards promulgated for care. All services are appropriately invoiced and reported to oversight and contractual monitors, based on internal and external utilization review activities. A sampling method and a statistical review of specific charts comprise utilization review of client services. Because of our CARF accreditation, State of Florida licensure monitoring is reviewed annually but closely monitored every three years.

## **Peer Reviews/Administrative Case Reviews**

Peer reviews are conducted monthly through our Quality Assurance and Improvement Committee (QAI) committee. Through additional training and review with staff, the content and quality of peer reviews continues to improve. The QAI committee reviewed completed peer reviews and found them to be individualized and thorough in acknowledging the strengths and any deficits in the clinical documentation. Also, the peer reviews include a review of the urgent, emergent, and routine status of the admissions and assurance that staff properly responded according to contractual obligations. In 2020, 446 peer reviews were completed. In addition to peer reviews, the clinical supervisors conduct quarterly case reviews for open and closed cases. Case reviews look in depth at the clinical services rendered to the individual, appropriateness of treatment recommendations, clinical documentation, and discharge planning. Peer and Case reviews are reviewed and discussed in small group session at QAI committee meetings. These reviews acknowledge overall sound and appropriate clinical services are being conducted throughout the agency. These data elements will be a mechanism to utilize valuable data to analyze clinical and administrative components to identify trends and enhance agency-wide quality improvement.

## **Ineligible for Services Logs**

Ineligible for service logs were reviewed monthly at the Quality Assurance and Improvement Committee. A proper referral is made to accommodate these individuals who are deemed ineligible for services. Tri-County will continue to review those individuals who are referred to make sure that services provided at an alternative source are inclusive of the needs of the person served.

## Client Satisfaction Surveys

Each year, every person served within the agency is requested to complete a survey that indicates his or her attitude towards the agency, the counselor, treatment received, and overall satisfaction of the services of the agency. These results are reviewed monthly in our Quality Assurance and Improvement Committee. The overall client satisfaction rate in 2020 was 94.76% which is higher than 2019, 94.03%, and is above our 90% satisfaction goal.



## Safety

The agency continued in improving the safety results regarding injury (employee and persons served) and in facility safety improvements. With recommendations from our fire inspections (outside fire marshal and internal reports) as well as outside building inspections, Tri-County continues to place safety paramount in all aspects of our facility programs. Overall, the agency’s safety record is enhanced thru continued quarterly safety walk-thru’s as well as the units monthly safety drills/walk-thru’s. Walk-thru inspections help identify any potential risk factors and have immediate attention to any issues. Monthly unit safety and drill reports are submitted to the compliance officer for review.

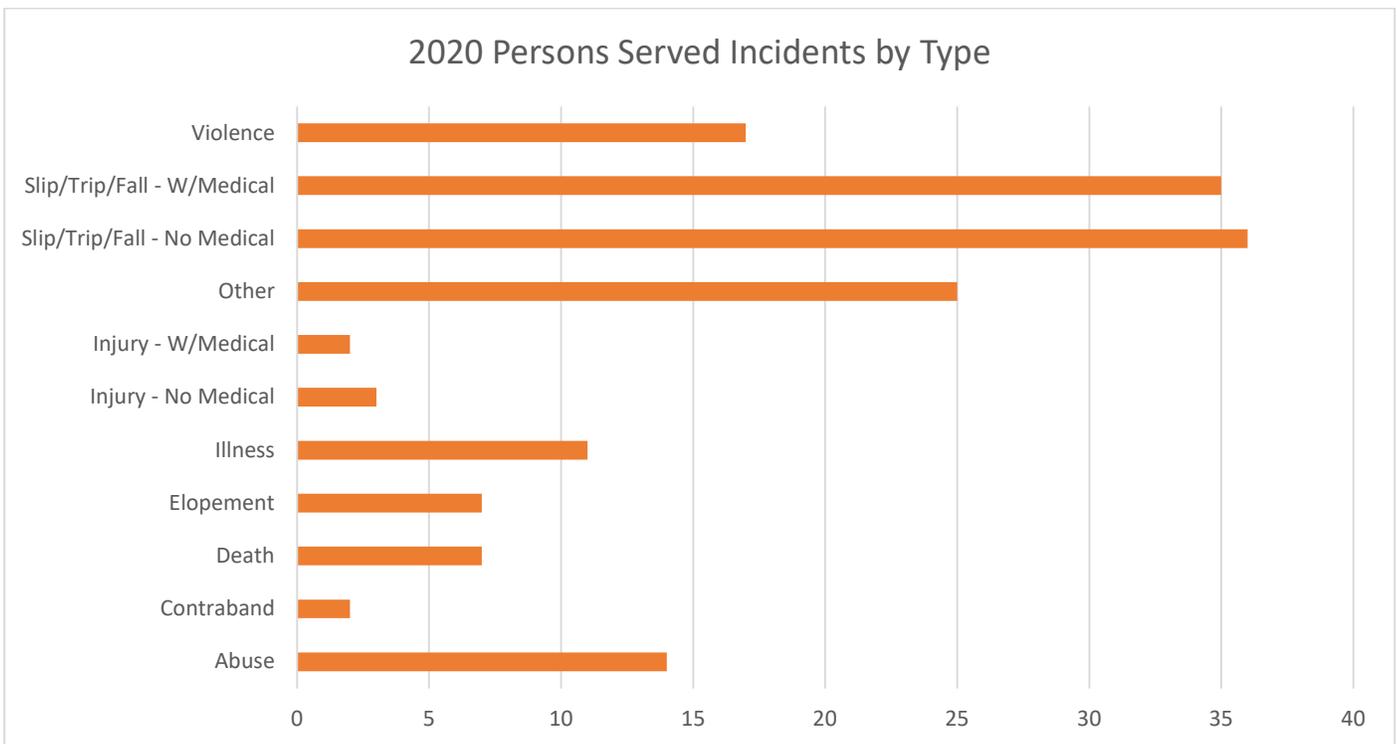
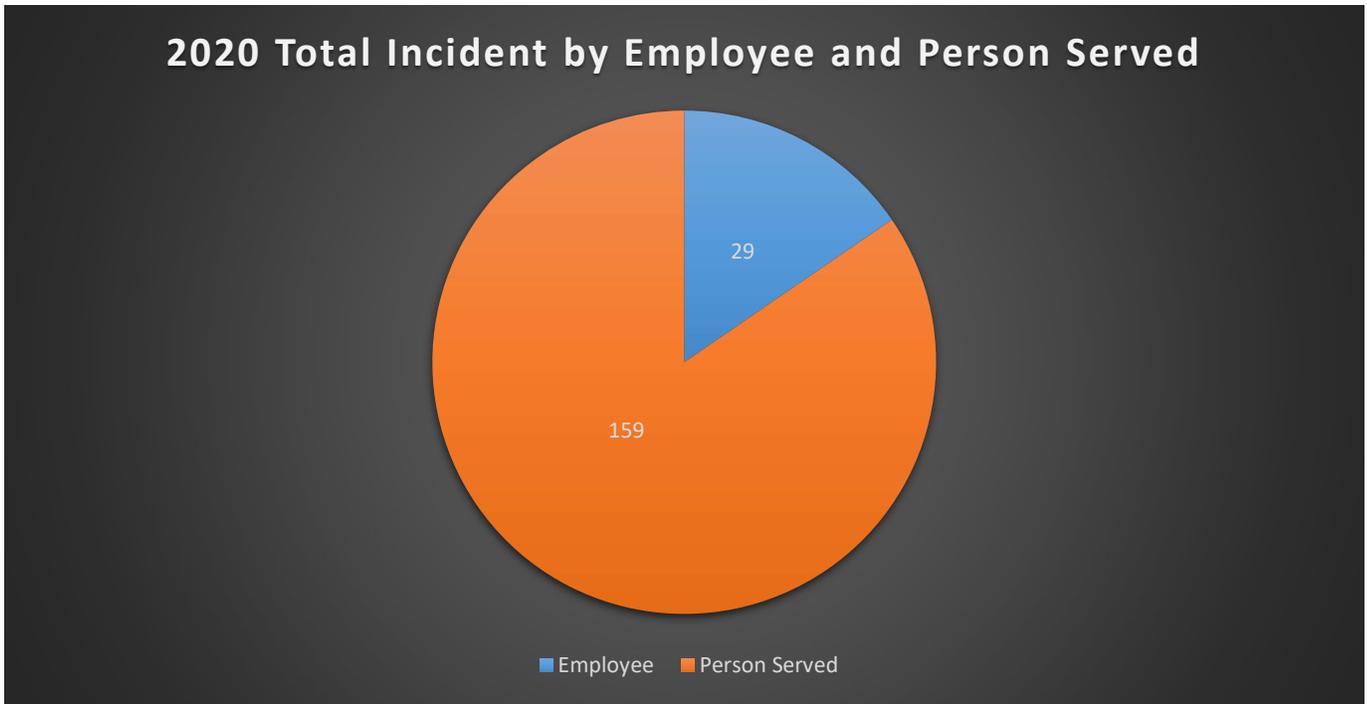
## Incident Reporting

In 2020, there were 188 incidents, 11 less than the previous year, reported to the agency through the incident reporting system. Person served incident reports are completed due to injuries, illness, suspected abuse/neglect as reported to staff, medical errors (medications given or not given in error), and other incidents such as serving warrants on a residential campus, elopement of a person served, security breach, or other incidents not covered above. Employee incident reports are completed due to injuries, illness, and other types of injuries. This incident data will assist our agency to better identify and mitigate risks to our person served and employees.

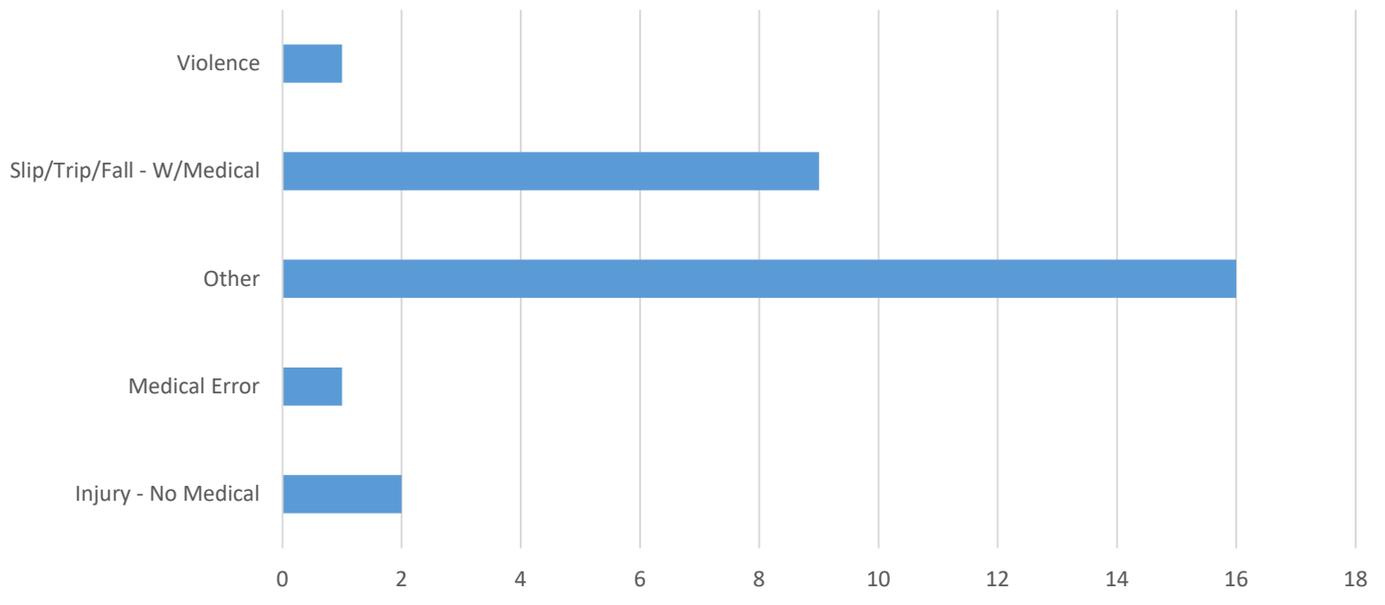
Analysis of the reports indicate that the residential programs reported the highest number of incidents for both the person served and the employee, with the largest categories of incidents in residential being illness, injury, and “other”. This relates to the nature of a 24-7 presence of individuals at the residential units. Based on the individual incident reports by program, the category classified as “Other” is the single largest category reported.

Examples of “Other” incidents include reportable law enforcement activity on premises, calling in suspected abuse and neglect to abuse hotline, data security, theft, etc.

Central Florida Behavioral Health Network’s critical incident requirements mandates reporting deaths while a person served is active in services, or a death that occurs within 30-days after discharge. Tri-County has reported seven (7) person served deaths in 2020, five (5) of which persons served were in treatment.



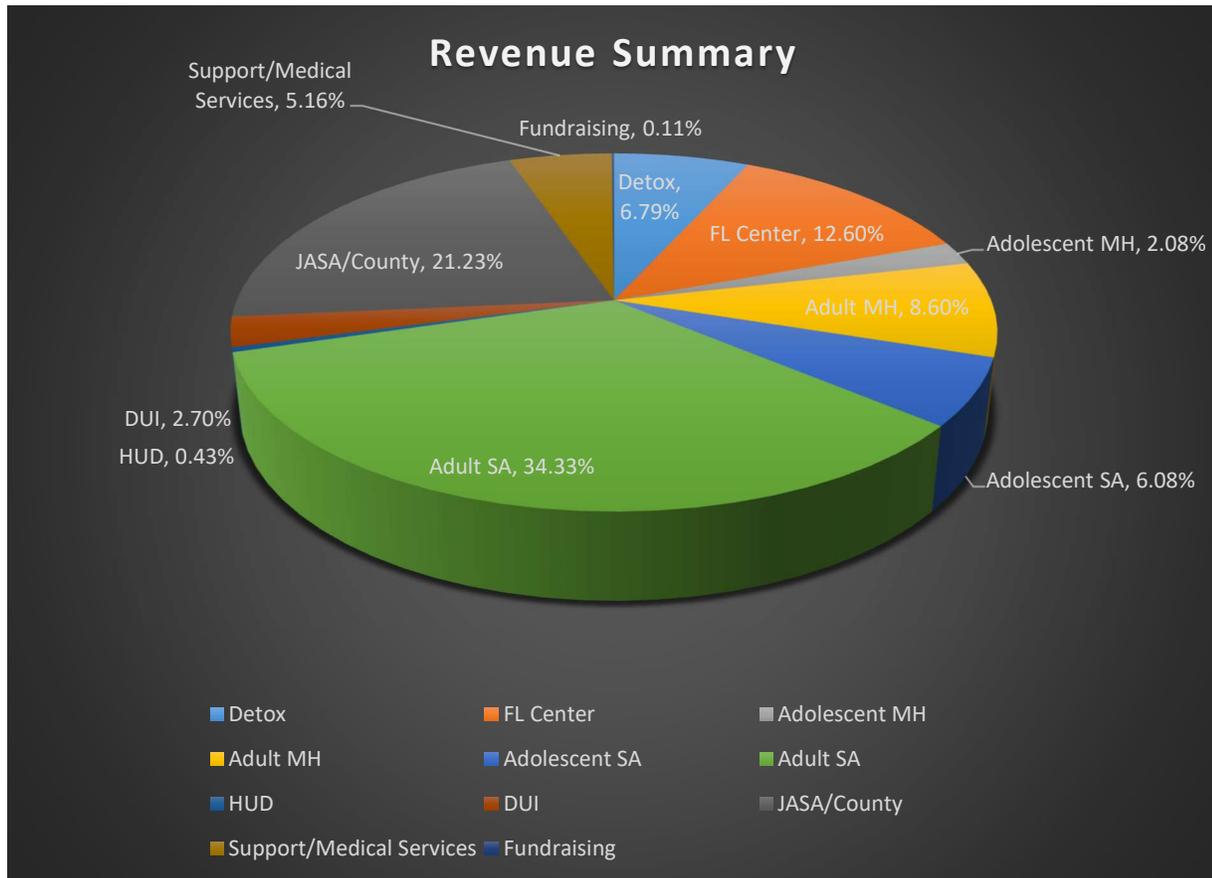
### 2020 Employee Incidents by Type



## 2020 Fiscal Report

Actual revenue for fiscal year 2019/2020, ending fiscal year June 30, 2020. Funding from the Department of Children and Family (DCF), Polk, Hardee, and Highlands County's, Central Florida Behavioral Health Network (CFBHN), United Way, Greater Lakeland Community Foundation and the Department of Housing and Urban Development (HUD) and GiveWell Community Foundation.

Program	Revenue
Detox	\$1,248,208
Florida Center	\$2,316,212
Adolescent Mental Health	\$381,606
Adult Mental Health	\$1,581,186
Adolescent Substance Abuse	\$1,118,806
Adult Substance Abuse	\$6,312,793
HUD	\$79,447
DUI Program	\$496,690
County Funded Programs (ex: JASA, NBM, NBW, and IBH)	\$3,904,408
Medical/Support Services	\$948,768
Fundraising	\$20,991
<b>TOTAL</b>	<b>\$18,388,124</b>



## **2020 Fiscal Report - Continued**

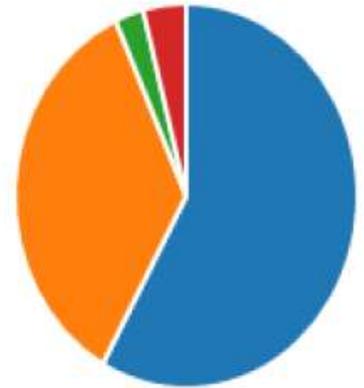
Agency financial support continues to be primarily from the DCF, CFBHN as the assigned Managing Entity with additional support revenue made available via the Counties of Polk/Highlands/Hardee, DUI/DATE programs, United Way, and client fees. Revenues from Tri-County Food Service, In-jail Medical Services, Psychiatric Medical Services, HUD renewals added to our revenue base. Tri-County continues to gain knowledge in billing third party insurers as well as Medicaid/Medicare where the person served has such coverage. The annual Tri-County audit is completed by Baylis and Company PA, for FY 2019-20 provided notation of full conformance and compliance with no exceptions noted. Audit is available upon request.

## Employee Relations

Below are the results of the most recent anonymous employee survey. These results indicate that employees continue to support the mission of the agency and the work we do with our persons served. The survey feedback is noted below in the following graphs:

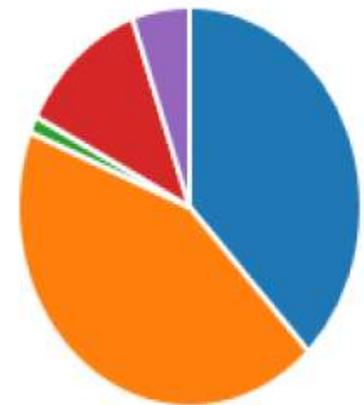
### 1. I KNOW WHAT IS EXPECTED OF ME AT WORK.

● Strongly Agree	43
● Agree	26
● Don't know	2
● Disagree	3
● Strongly disagree	0



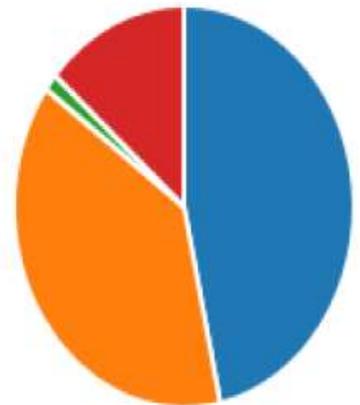
### 2. I HAVE THE MATERIALS AND EQUIPMENT I NEED TO DO MY WORK PROPERLY..

● Strongly Agree	28
● Agree	32
● Don't know	1
● Disagree	9
● Strongly disagree	4



### 3. THIS LAST YEAR I HAVE HAD THE OPPORTUNITY AT WORK TO LEARN AND GROW.

● Strongly Agree	34
● Agree	28
● Don't know	1
● Disagree	10
● Strongly disagree	0



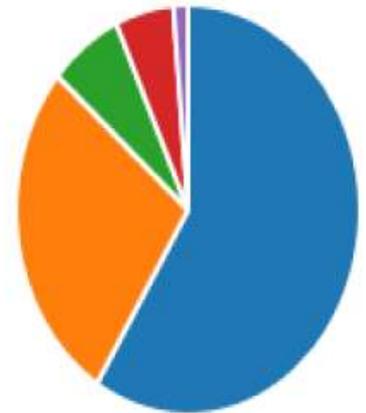
### 4. IN THE LAST THIRTY DAYS I HAVE RECEIVED RECOGNITION OR PRAISE FOR GOOD WORK.

● Strongly Agree	25
● Agree	26
● Don't know	10
● Disagree	11
● Strongly disagree	0



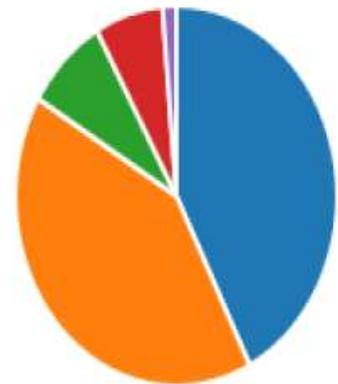
5. MY SUPERVISOR OR SOMEONE AT WORK SEEMS TO CARE ABOUT ME AS A PERSON.

● Strongly Agree	43
● Agree	20
● Don't know	5
● Disagree	4
● Strongly disagree	1



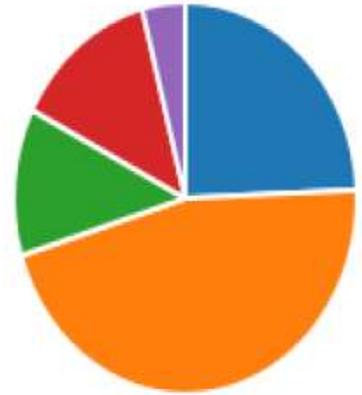
6. THERE IS SOMEONE AT WORK WHO ENCOURAGES MY DEVELOPMENT.

● Strongly Agree	31
● Agree	30
● Don't know	6
● Disagree	5
● Strongly disagree	1



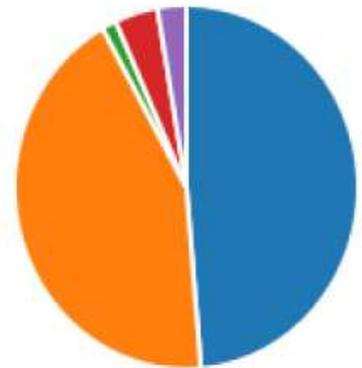
## 7. AT WORK, MY OPINIONS SEEM TO COUNT.

Strongly Agree	18
Agree	34
Don't know	9
Disagree	10
Strongly disagree	3



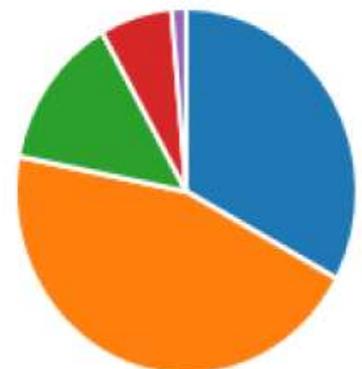
## 8. THE MISSION OR PURPOSE OF MY COMPANY MAKES ME FEEL LIKE MY WORK IS IMPORTANT.

Strongly Agree	36
Agree	32
Don't know	1
Disagree	3
Strongly disagree	2



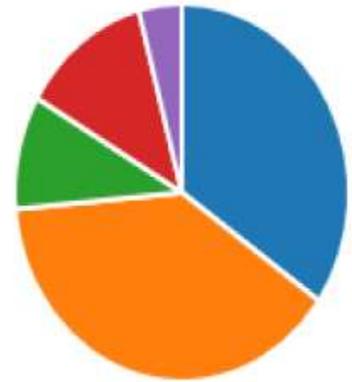
## 9. MY CO-WORKERS ARE COMMITTED TO DOING QUALITY WORK.

Strongly Agree	24
Agree	33
Don't know	10
Disagree	5
Strongly disagree	1



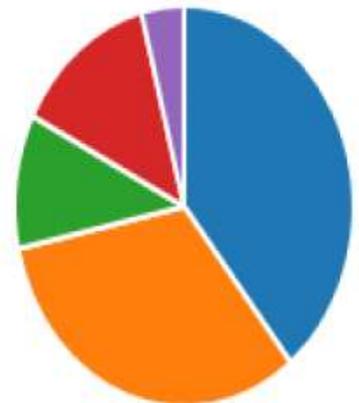
### 10. IN THE LAST SIX MONTHS I HAVE TALKED WITH SOMEONE ABOUT MY PROGRESS.

Strongly Agree	25
Agree	28
Don't know	7
Disagree	9
Strongly disagree	3



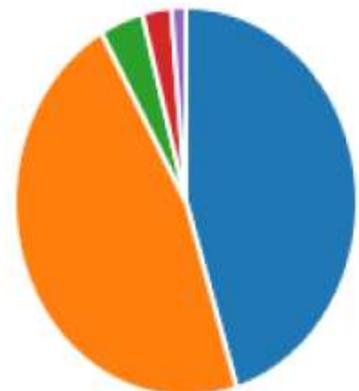
### 11. I FEEL SAFE AT WORK.

Strongly Agree	29
Agree	24
Don't know	8
Disagree	10
Strongly disagree	3



### 12. IF I HAVE A PROBLEM, I KNOW WHERE/WHO TO GET HELP.

Strongly Agree	33
Agree	34
Don't know	3
Disagree	2
Strongly disagree	1



Respectfully submitted,

Robert C. Rihn, LCSW  
Chief Executive Officer

Compiled, and edited by,

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