



# FY 2022-2023 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. "E"  
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**  
2415 Bob Phillips Dr.  
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**  
Vent Crawford, Sheriff



**Polk County Board of County Commissioners**



**Highlands County Board of County Commissioners**



**Hardee County Board of County Commissioners**



**Publix Charities**



**BayCare**



**Commission on Accreditation of Rehabilitation Facilities**



## Executive Summary FY 2022-2023

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 fiscal year 2022-2023. 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, establishment of additional collaborations with community partners, and successful outcomes to various audits.
2. Based off of FY22-23 data, there were slightly higher number of adult females than males 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 approximately 30% of people served at Tri-County are African American and Multi-racial/Hispanic, but the largest racial/ethnic population served continues to be caucasian at 70% among all facilities.
4. The number of persons served in Polk, Highlands, and Hardee counties decreased by 2% from FY21-22 to FY22-23. However, the number of persons served in other Florida counties increased by 4%.
5. It was found based off of admission diagnosis data that Cannabis, Stimulants, and Alcohol are the most reported for substance use. General Anxiety Disorder, Post-traumatic Stress Disorder, and Major Depressive Disorder are the most common mental health diagnoses most reported at admission. Approximately 226,809 services were provided to persons served with these diagnosis.
6. The results from the 90-day follow-up survey of individuals served showed that 93% of former clients have not been re-arrested and there was an 50% decrease of persons served who used alcohol or drugs in the last 30 days.
8. The report from the DUI department indicates a 23% increase in enrollment numbers overall for DUI services from 2021 to 2022. These numbers are in line with other DUI providers throughout the State of Florida.
9. The various quality assurance reports and audits, which include 370 peer and 175 case reviews, over 1,300 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 FY22-23 client satisfaction survey, the overall average satisfaction rate slightly decreased from 95.07% to 94.10% and continues to be above Tri-County's minimum client satisfaction goal of 90%.
11. This management report contains a breakdown of the actual revenue for fiscal year 2020-2021; the total revenue was \$21,975,290.10. This fiscal year saw SAMHSA funding for Certification of Community Behavioral Health Clinic (CCBHC).

# 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 persons served 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 fiscal year 2022-2023. 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:**

The Board of Directors is provided quarterly updates regarding the plan's 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.

### **FY2022-2023 - Highlights and Accomplishments:**

- In April of 2022 Tri-County held an auction with Mr. Jack Strollo being the master of ceremony.
- In May 2023, Tri-County Foundation announced Kevin Roberts – District 1 County Commissioner & Founder of Champion for Children Foundation as their Friend of Tri-County.
- Tri-County Foundation developed and completed a Christmas themed program called “Toy & Blankets” for underserved kids and families in Polk, Highland, and Hardee counties. Over 250 toys and blankets were distributed to low-income families' children.
- Both the IBH and FIS teams are seeing increasing numbers of referrals to their respective programs. The IBH team welcomed a new therapist to the team. Our FIS team have done a great job handling an influx of DCF referrals.
- 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 has distributed over 1,745 Narcan Kits to the public since August 2017. We continue to get inquiries from the community asking for kits for various organizations.
- In September 2022, Tri-County was awarded the SAMHSA Certified Community Behavioral Health Clinic (CCBHC) Grant. The CCBHC Grant is a four-year, one-million dollar per year, with

the goal to provide a comprehensive range of mental health and substance use disorder services to vulnerable individuals.

- Tri-County upgraded all their computers to Windows 11. To achieve this goal over 100 computers were purchased to replace computers that could not be upgraded.
- Tri-County began installation of an enterprise voice-over-IP phone system. The Detox, RASUW, Community Programs, Food Service and Wauchula Outpatient locations were upgraded. The remainder of the organization is set for upgrading in the upcoming fiscal year.
- Tri-County signed a memorandum for understanding with BayCare to provide support and resources to individuals with substance use disorders who need detoxification services and to expand access to immediate inpatient detoxification services in Polk County.
- Tri-County received funding from DCF for Project Hope. Project Hope is a crisis counseling program for individuals affected by Hurricane Ian outreach services in Hardee, Highlands, and Polk Counties. Project Hope staff provided pamphlets to over 25,000 individuals resulting in over 230 referrals.
- Tri-County was a sponsor for a Latin/Jazz themes fundraising gala.
- In January 2023, Tri-County participated in the Polk County Community Resource Fair. The Polk County Community Resource Fair provides family-friendly, interactive resource-sharing activities focused on topics valuable to our families once every quarter on a Saturday.
- Tri-County completely renovated the AGAPE House. Renovations included new flooring, plumbing, paint, doors, and appliances.

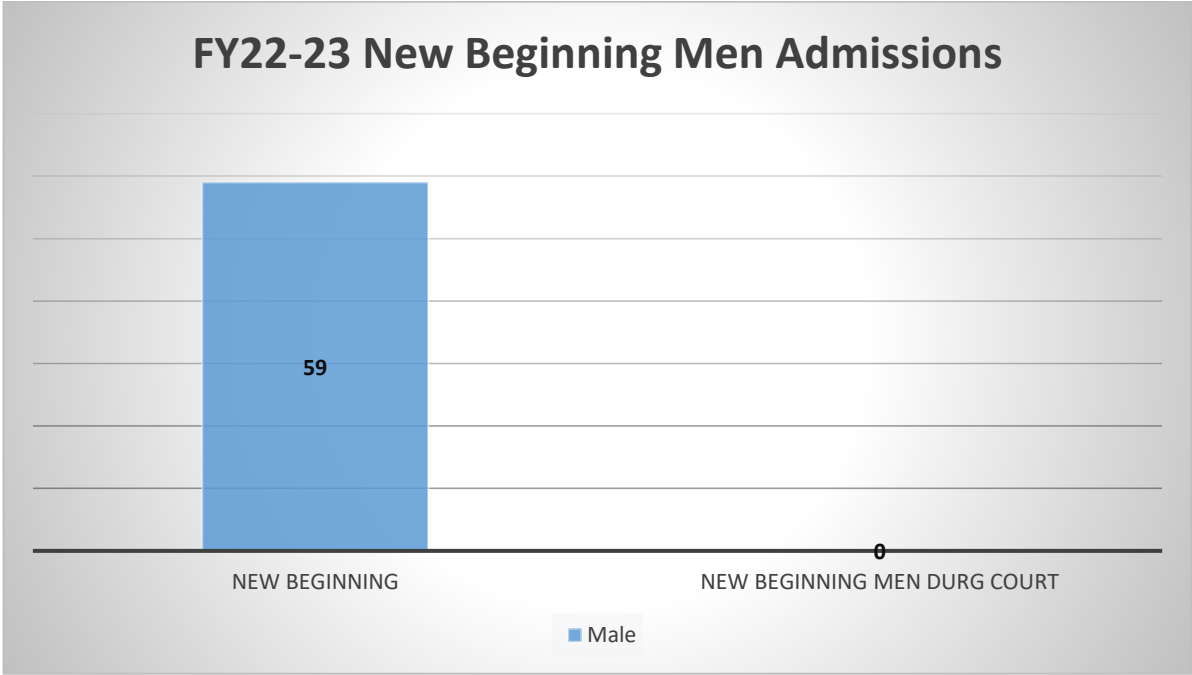


## Numbers Served for all Programs (Incorporating all funding sources)

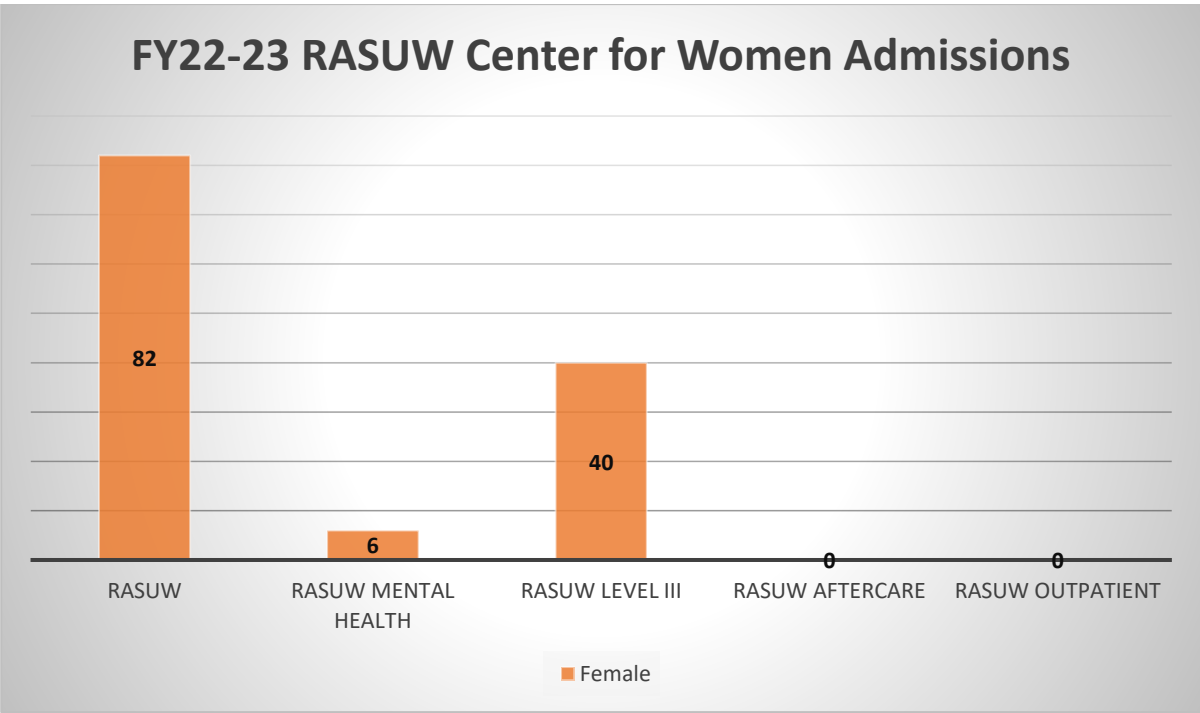
<b>Residential Substance Use</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
AGAPE House for Women	26	0	0.00%	26	100.00%
Detox Level III	33	25	75.76%	8	24.24%
FL Center (Dual Diagnosis)	159	110	69.18%	49	30.82%
FL 5 Bed (Substance Use)	23	14	60.87%	9	39.13%
New Beginning Men	59	59	100.00%	0	0.00%
New Beginning Women	42	0	0.00%	42	100.00%
RASUW	82	0	0.00%	82	100.00%
REZ	10	0	0.00%	10	100.00%
Transition Living Adult	6	0	0.00%	6	100.00%
<b>Total</b>	<b>440</b>	<b>208</b>	<b>48.37%</b>	<b>232</b>	<b>52.72%</b>
<b>Detox</b>					
<b>Detox</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Detox	837	529	63.20%	308	36.80%
<b>Total</b>	<b>837</b>	<b>529</b>	<b>63.20%</b>	<b>308</b>	<b>36.80%</b>
<b>Substance Abuse Outpatient</b>					
<b>Substance Abuse Outpatient</b>	<b>Total</b>	<b>Male</b>	<b>%</b>	<b>Female</b>	<b>%</b>
Care Coordination Substance Use	27	2	7.41%	25	92.59%
Family Intervention Services	250	70	28.00%	180	72.00%
FL Center Aftercare	106	68	64.15%	38	35.85%
FL Center Suncoast Region Aftercare	27	19	70.37%	8	29.63%
Highlands Outpatient	357	190	53.22%	167	46.78%
Lakeland Outpatient	546	249	45.60%	297	54.40%
Marchman Act Services	200	135	67.50%	65	32.50%
Medical Services Substance Use	386	182	47.15%	204	52.85%
Private Testing Program Adult Substance Use (HIV Services)	945	504	53.33%	441	46.67%
Winter Haven Outpatient	314	132	42.04%	182	57.96%
Wauchula Outpatient	128	73	57.03%	55	42.97%
<b>Total</b>	<b>3,286</b>	<b>1,624</b>	<b>49.42%</b>	<b>1,662</b>	<b>50.58%</b>

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

Mental Health	Total	Male	%	Female	%
Care Coordination Mental Health	28	3	10.71%	25	89.29%
Polk County Adult Mental Health	222	64	28.83%	158	71.17%
Helping Hands	228	118	51.75%	110	48.25%
Highlands Outpatient Adult Mental Health	531	195	36.72%	336	63.28%
Integrated Adult Mental Health	127	20	15.75%	107	84.25%
Lakeland Outpatient Mental Health	119	24	20.17%	95	79.83%
Med Services Adult Mental Health	12	4	33.33%	8	66.67%
PATH Mental Health Services	56	23	41.07%	33	58.93%
Private Practice	1149	311	41.07%	838	72.93%
Winter Haven Outpatient Adult Mental Health	24	5	27.07%	19	79.17%
Wauchula Outpatient Adult Mental Health	4	1	25.00%	3	75.00%
<b>Total</b>	<b>2,500</b>	<b>768</b>	<b>30.72%</b>	<b>1,732</b>	<b>69.28%</b>
Jail Alternative to Substance Abuse (JASA)	Total	Male	%	Female	%
JASA Highlands County	50	23	46.00%	27	54.00%
JASA Highland County Mental Health	11	11	100.00%	0	0.00%
JASA Jail Alternative Grant	42	42	100.00%	0	0.00%
JASA Male	51	51	100.00%	0	0.00%
<b>Total</b>	<b>154</b>	<b>127</b>	<b>82.47%</b>	<b>27</b>	<b>17.53%</b>
<b>Total Adult</b>	<b>7,207</b>	<b>3,256</b>	<b>45.18%</b>	<b>3,951</b>	<b>54.82%</b>
Adolescent Substance Use					
Program	Total	Male	%	Female	%
Transitional Living Child with Mother	5	2	40.00%	3	60.00%
Highlands Outpatient Children Substance Use	48	31	64.58%	17	35.42%
Lakeland Outpatient Children Substance Use	78	38	48.72%	40	51.28%
Prevention	212	127	59.91%	85	40.09%
Private Testing Program Children Substance Use (HIV Services)	42	19	45.24%	23	54.76%
Winter Haven Outpatient Children Substance Use	96	67	69.79%	29	30.21%
Wauchula Outpatient Children Substance Use	38	21	55.26%	17	44.74%
<b>Total</b>	<b>519</b>	<b>305</b>	<b>58.77%</b>	<b>214</b>	<b>41.23%</b>
Adolescent Mental Health	Total	Male	%	Female	%
Highlands Outpatient Children Mental Health	163	81	49.69%	82	50.31%
Integrated Children Mental Health	16	3	18.75%	13	81.25%
Lakeland Outpatient Children Mental Health & Behavioral Health Network (bNet)	58	23	39.66%	35	60.34%
Med Services Children Mental Health	8	5	62.50%	3	37.50%
Private Practice	344	166	48.26%	178	51.74%
Winter Haven Outpatient Children Mental Health	13	9	69.23%	4	30.77%
Wauchula Outpatient Children Mental Health	8	6	75.00%	2	25.00%
<b>Total</b>	<b>610</b>	<b>293</b>	<b>48.03%</b>	<b>317</b>	<b>51.97%</b>
<b>Total Adolescent Services</b>	<b>1,129</b>	<b>598</b>	<b>52.97%</b>	<b>531</b>	<b>47.03%</b>
<b>Total duplicated Numbers Served: 15,908</b>					
<b>*Total includes admissions, transfers, and re-admissions</b>					

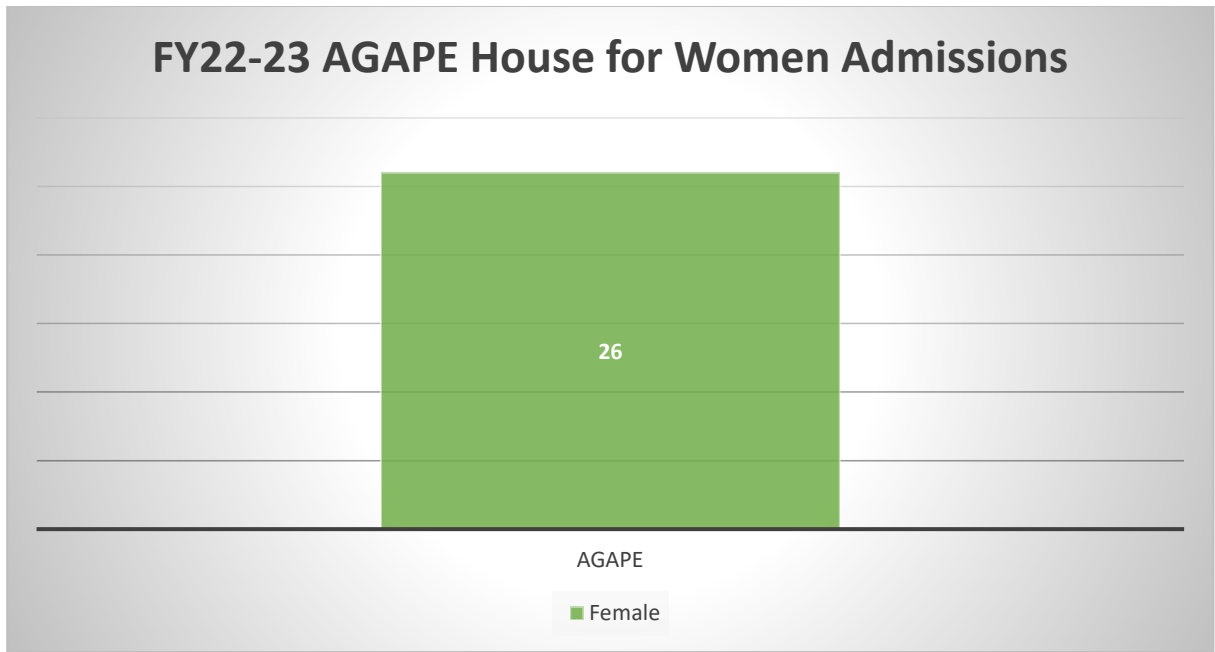


Fifty-nine (59) men were served at the New Beginning Men residential program in 2022-2023.



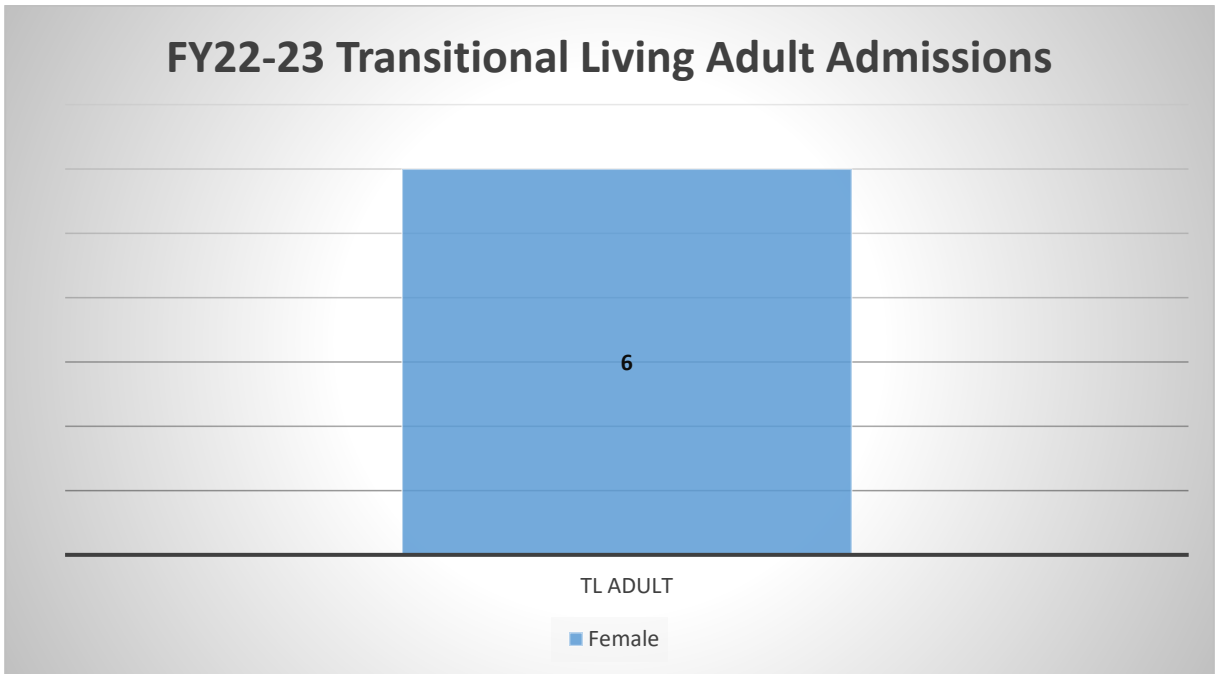
Eighty-two (82) women were served in all RASUW programs in 2022-2023.

## FY22-23 AGAPE House for Women Admissions

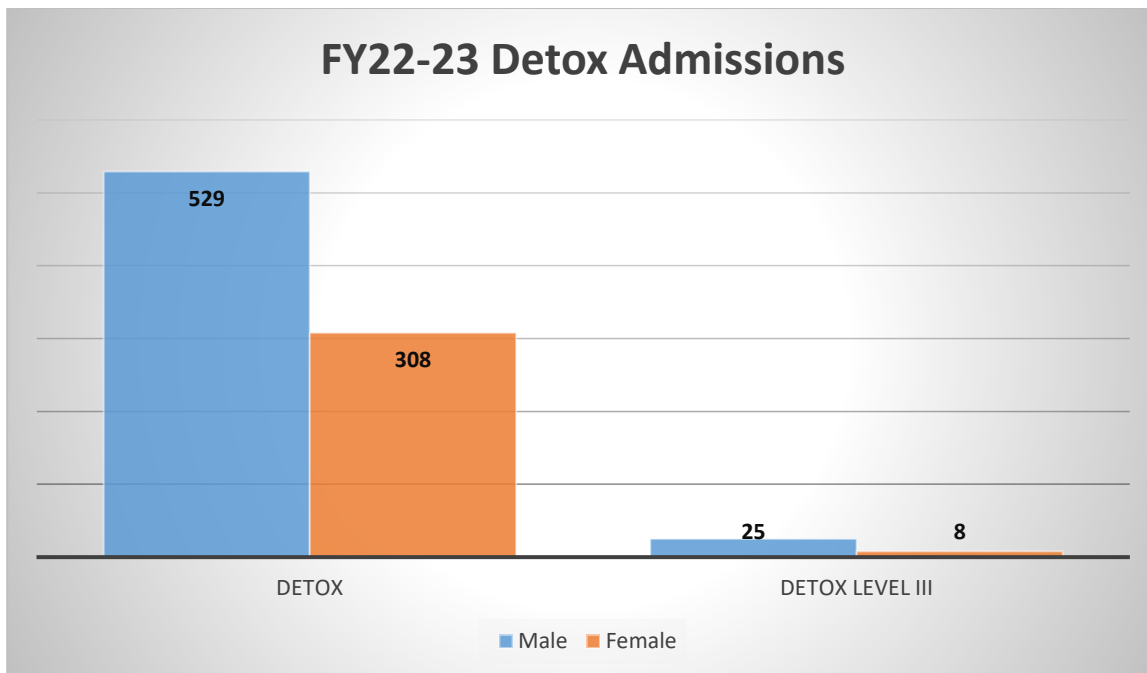


Twenty-six (26) women were admitted to Level III residential services at AGAPE House for Women in 2022-2023.

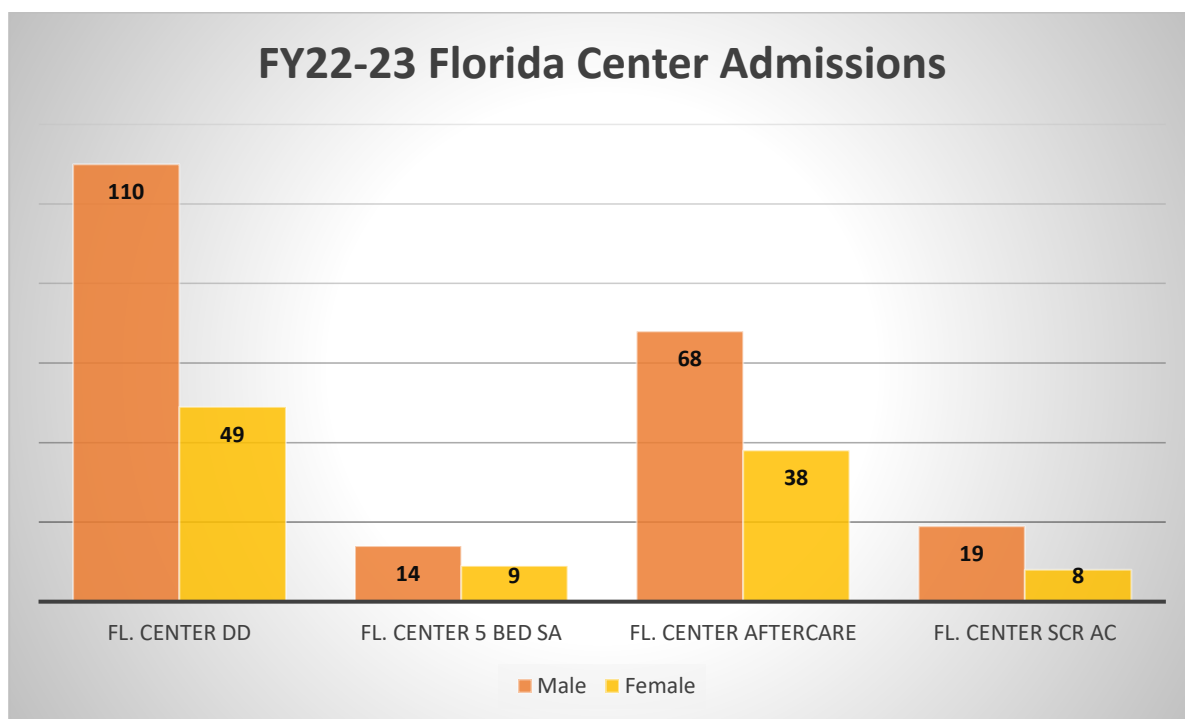
## FY22-23 Transitional Living Adult Admissions



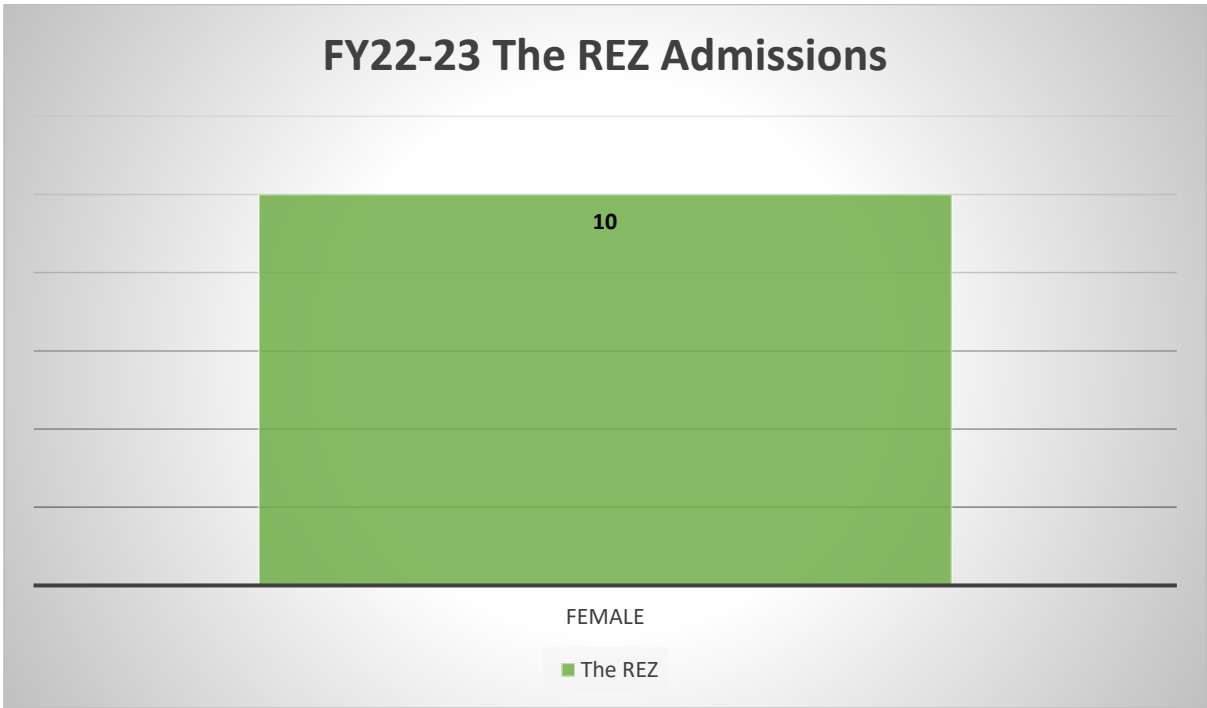
In 2022-2023, there were a total of 6 females were admitted to Tri-County's Level IV Transitional Living (TL) program. These women reside at TL with their reunited children.



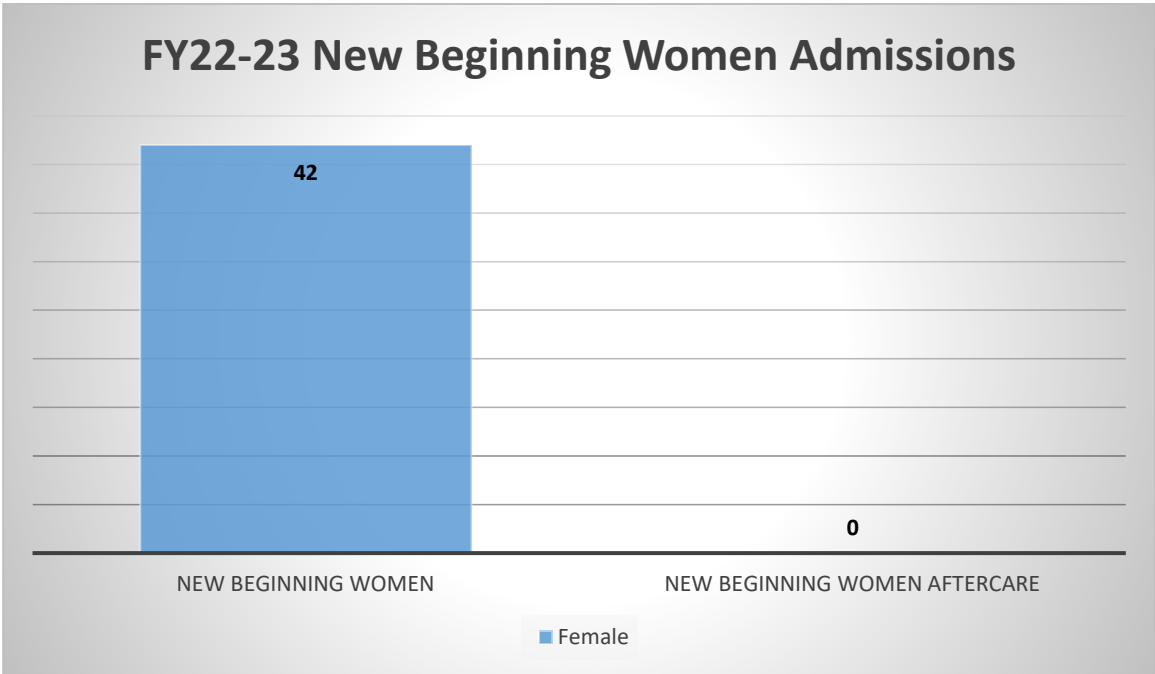
Based on 2022-2023 Detox admission records, a total of 529 males and 308 females were admitted to all Detox programs.



Admission data for the Florida Center reflects that a total of 110 males and 49 females entered residential and aftercare services in 2022-2023

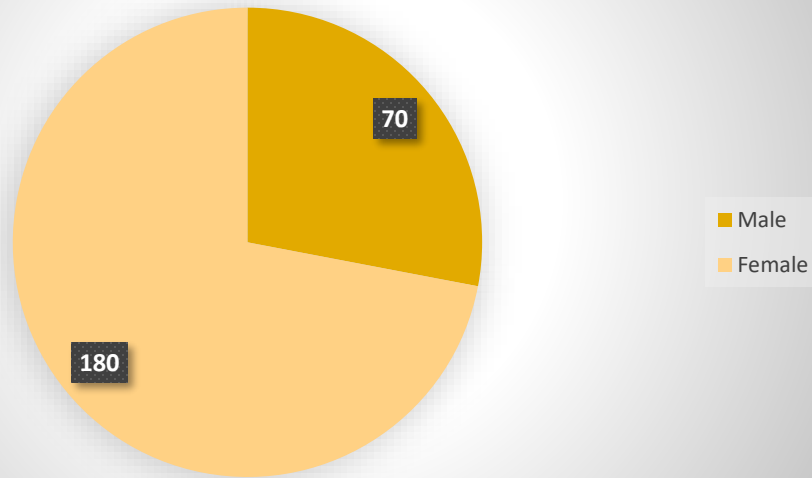


In 2022-2023, 0 females resided at The REZ. The REZ is a 5-bed recovery house for homeless, single women in recovery; this program is fully paid for by the residents.



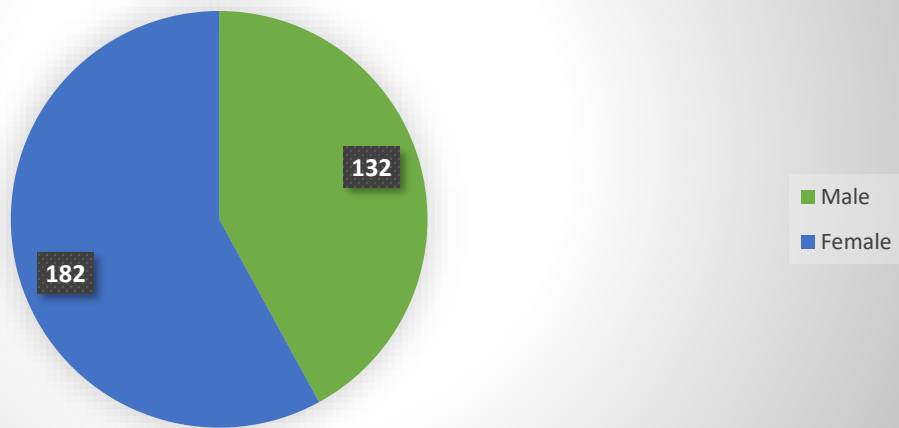
2022-2023 admission data shows that forty-two (42) women were served at New Beginning Women with zero (0) women receiving aftercare services.

### FY22-23 Family Intervention



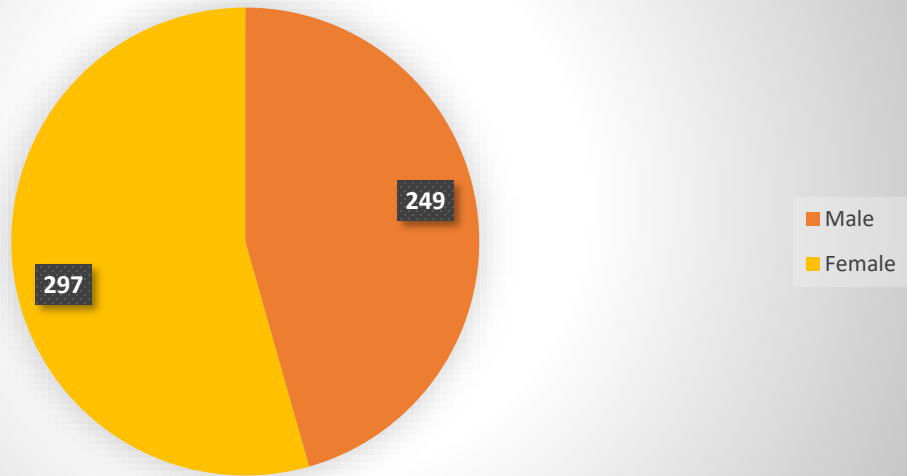
2022-2023 admission data reflected that there was a significant higher number of females (180) admitted to Family Intervention compared to male admissions (70).

### FY22-23 Winter Haven Outpatient Adult Admission



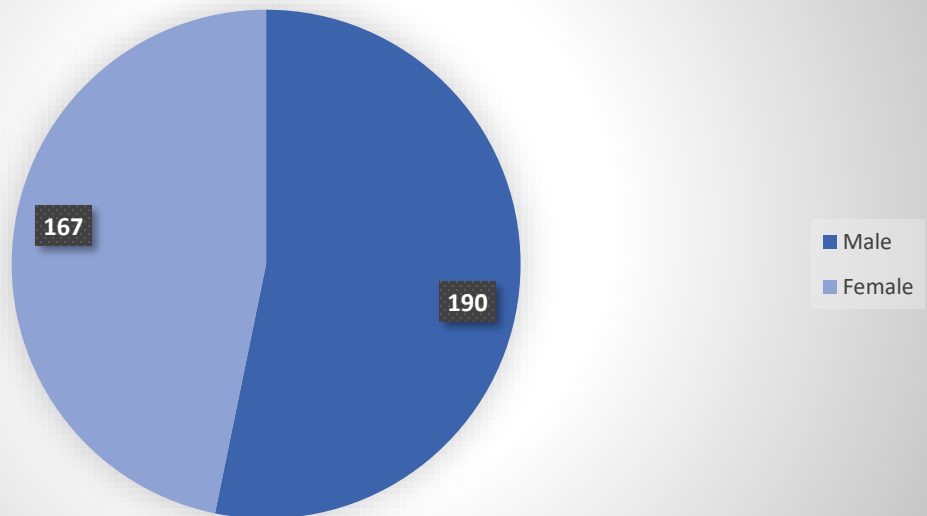
2022-2023 admission data noted that more females (182) were admitted to outpatient services at the Winter Haven facility compared to males (132).

## FY22-23 Lakeland Outpatient Adult Admission



2022-2023 admission data noted that more females (297) were admitted to outpatient services at the Lakeland facility compared to males (249).

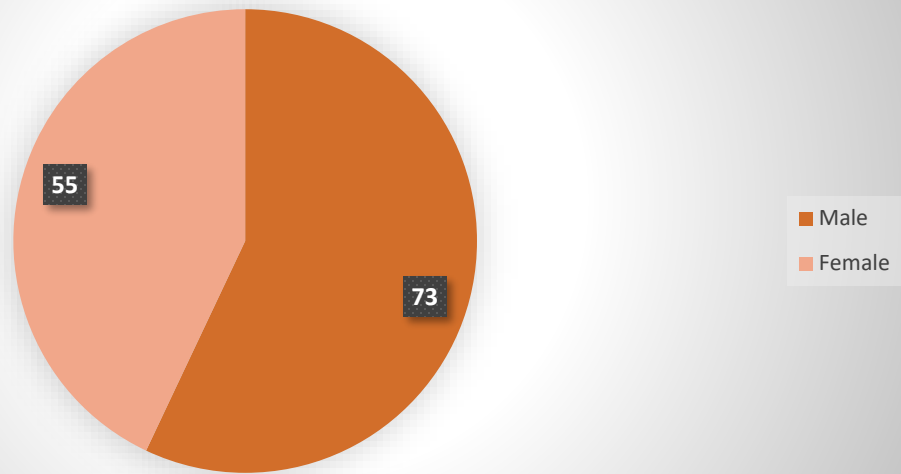
## FY22-23 Highlands Outpatient Adult Admissions



The graph above reflects that there was a slightly higher number of females (190) were admitted to outpatient services in Highlands County compared to males (167).

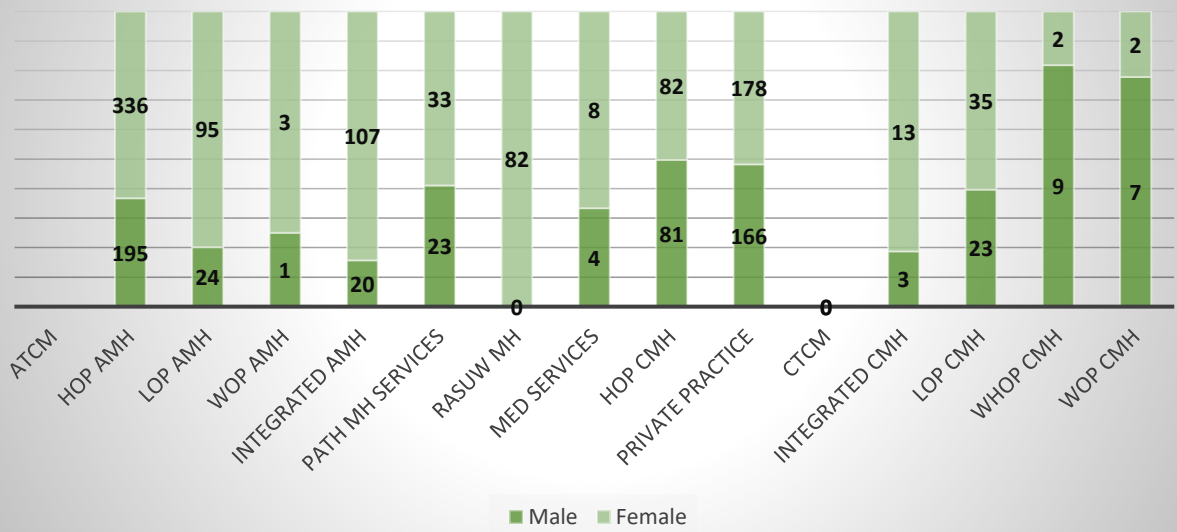


## FY22-23 Wauchula Outpatient Adult Admissions



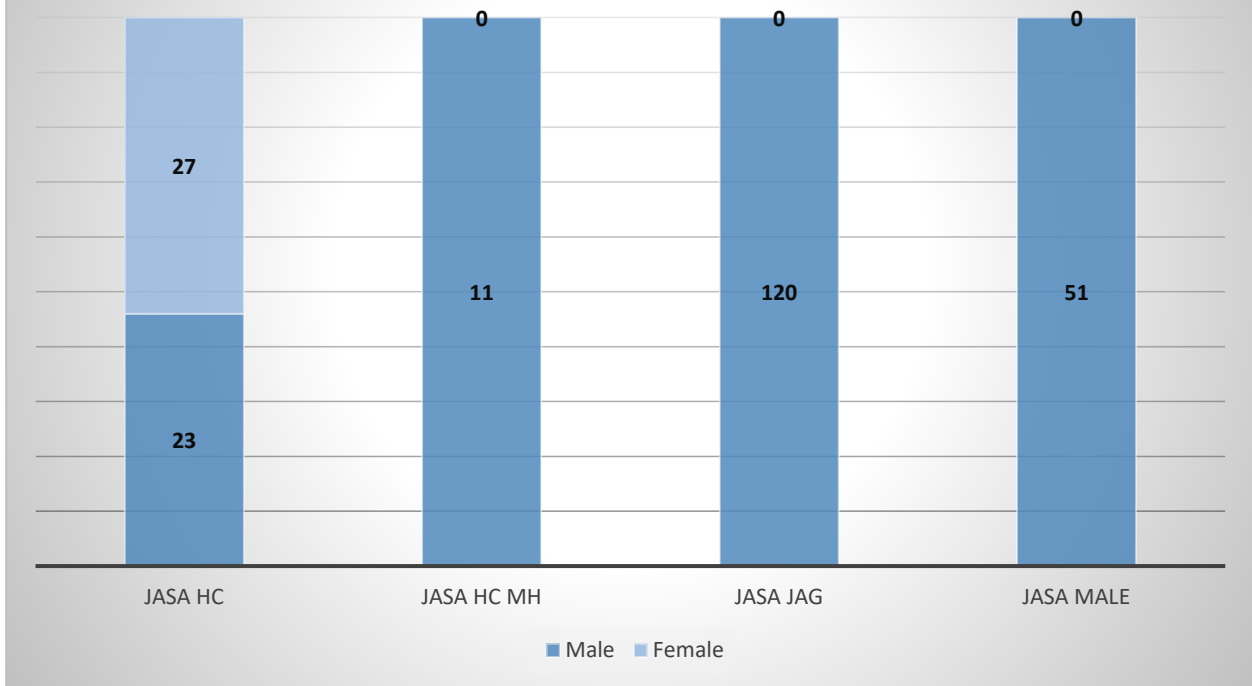
2022-2023 admission data noted that 73 males and 55 females entered outpatient services in Hardee County at the Wauchula facility.

## FY22-23 Adult and Child Mental Health Admissions



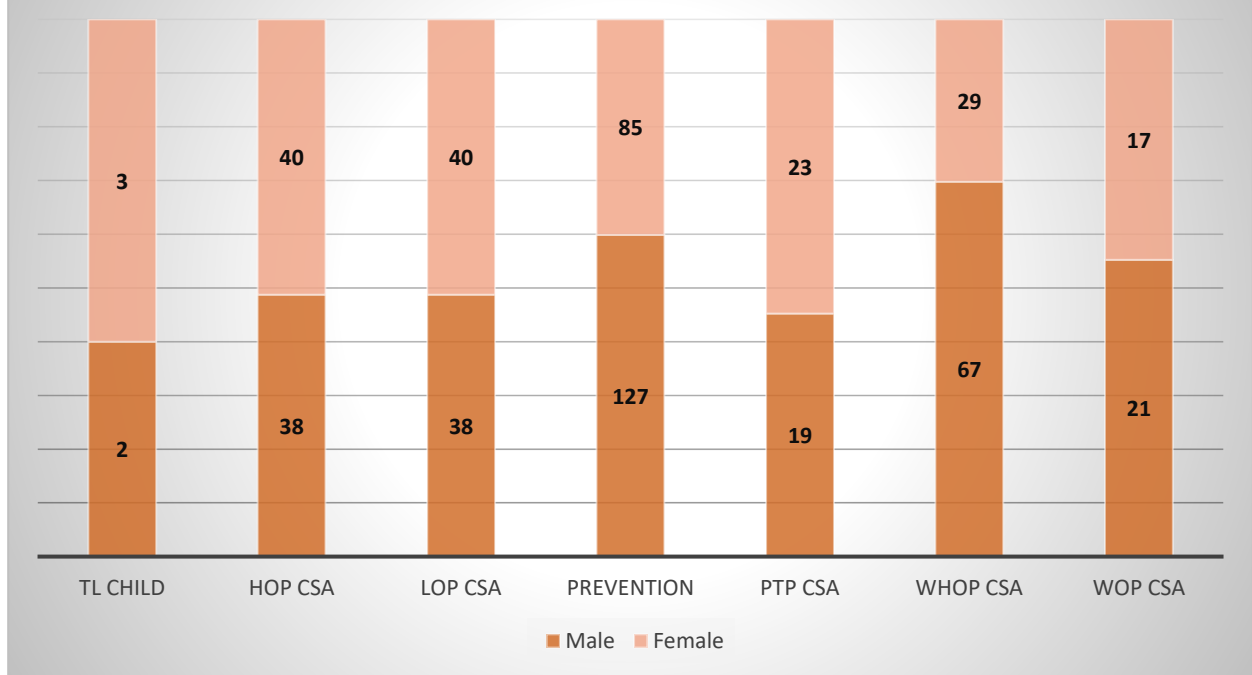
2022-2023 adult and child mental health admission data noted that a total of 976 females and 556 males entered mental health services. Tri-County provides adult and child Targeted Case Management services in Highlands County, adult mental health outpatient services in Highlands County and in Lakeland, 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.

### FY22-23 In-Jail Substance Abuse Treatment (Jail Alternative to Substance Abuse) Admissions



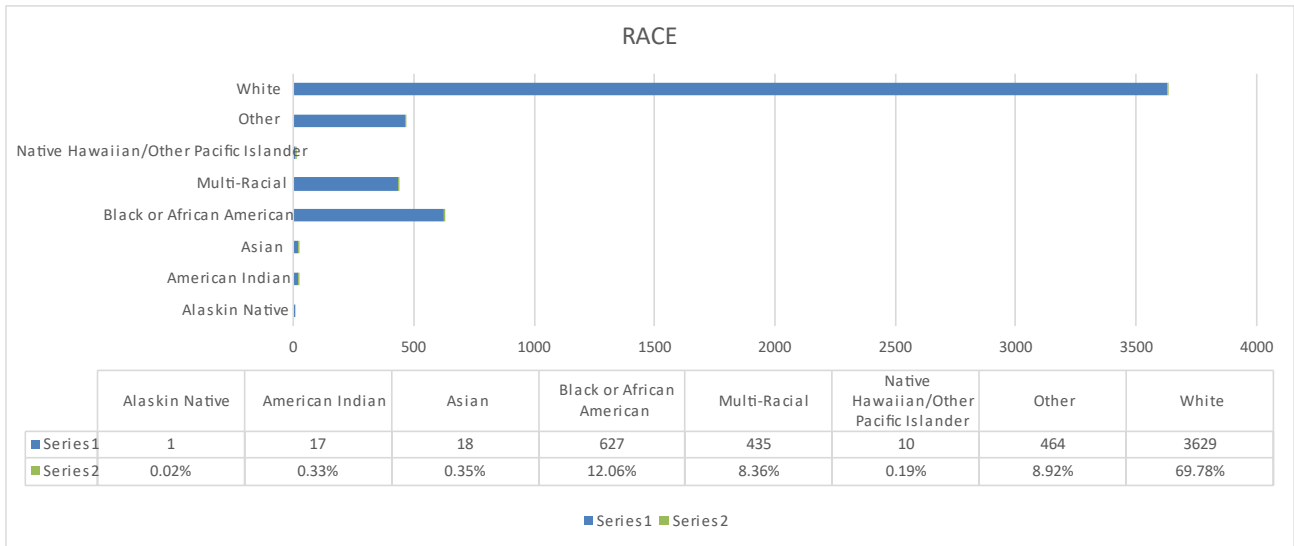
JASA admission records noted that a total of 127 males and 27 females entered services among all the JASA programs (Highlands County, Mental Health and Jail Alternative Grant) across Tri-County.

### FY22-23 Adolescent Admissions



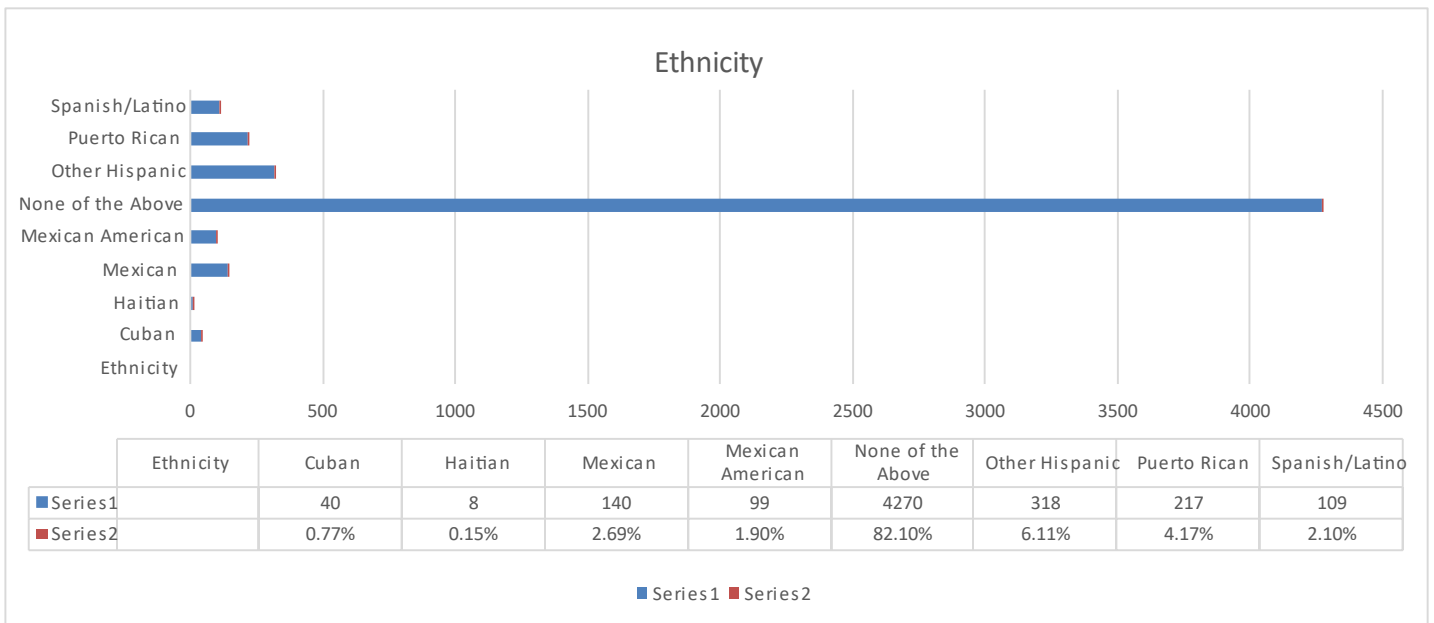
As noted in the bar graph above, a total of 312 male and 237 female adolescents entered substance abuse treatment services at Transitional Living, Outpatient (Highlands, Lakeland, Wauchula, and Winter Haven), Prevention, and HIV.

## Number of Clients Served by Race

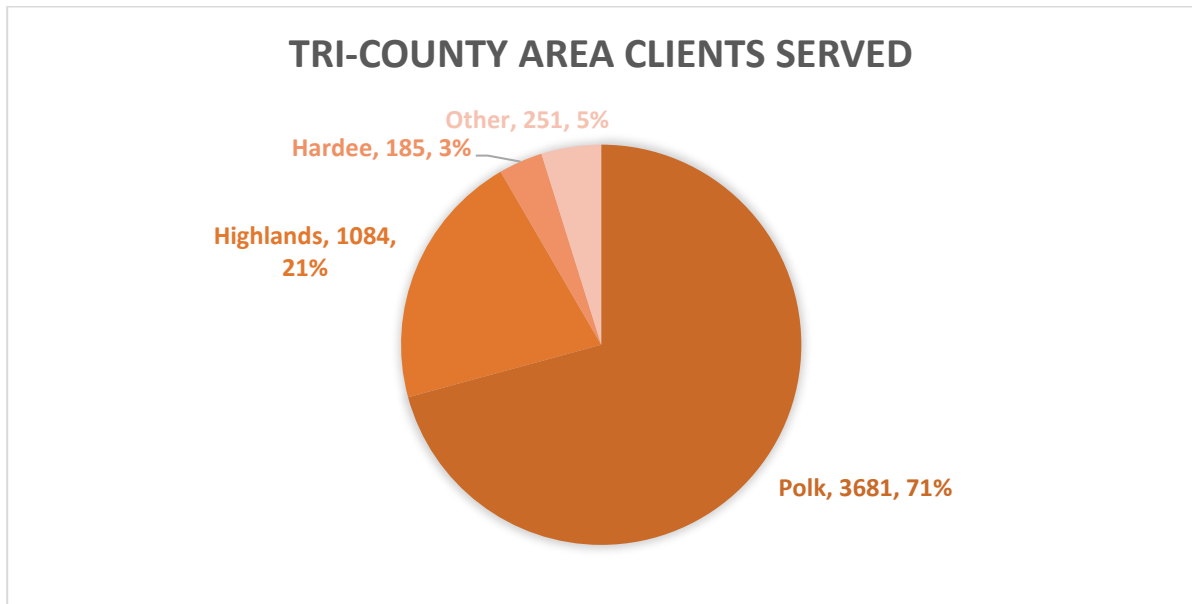


Based on 2022-2023 data, white (3,629), multi-racial/Hispanic (435), African American (627), Asian (17), American Indian/Alaskan (18), and Hawaiian individuals (10) were served among all Tri-County programs.

## Number of Clients Served by Ethnicity



## Number of Clients Served by County



Polk County: 3,681 served  
Highlands County: 1,084 served  
Hardee County: 185 served  
Other Counties: 251 served

A total of 5,201 people were served by Tri-County during FY22-23. There was a significant higher number of individuals served in Polk County (3,681) compared to Highlands (1,084), Hardee (185), and other counties (251) for treatment services.

## Top 10 Primary Diagnosis FY 22-23



- F41.1 – General Anxiety Disorder
- F12.20 – Cannabis Dependence
- F15.20 – Other Stimulant Related Disorders
- F10.20 – Alcohol Dependence
- F43.10 – Post-Traumatic Stress Disorder, Unspecified
- F33.1 – Major Depressive Disorder
- F41.0 – Panic Disorder
- F43.1 - Post-Traumatic Stress Disorder
- F51.01 – Primary Insomnia
- F11.20 – Opioid Dependence
- F31.32 – Bipolar Disorder

## **Community Assessment Surveys of the Agency:**

The information in this section over the next 8 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.

## Performance Outcomes for FY2022-2023

### FY22-23 Ending June 30, 2023, 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%	98%
b.	Average annual days worked for pay for adults with severe and persistent mental illness	40	N/E
c.	Percent of adults in mental health crisis who live in stable housing environment	86%	N/E
d.	Percent of adults with serious mental illness who are competitively employed	24%	57%
e.	Percent of adults in forensic involvement who live in stable housing environment	67%	70%
<b>Children's Mental Health</b>			
a.	Percent of children with serious emotional disturbance (SED) who live in a stable housing environment	93%	100%
b.	Percent of children with serious emotional disturbances (SED) who improve their level of functioning	65%	83%
c.	Percent of school days seriously emotionally disturbed (SED) children attended	86%	92%
d.	Percent of children with emotional disturbance (ED) who live in a stable housing environment	95%	99%
e.	Percent of children with emotional disturbances (ED) who improve their level of functioning	64%	50%
<b>Adult Substance Abuse</b>			
a.	Percent of adults who successfully complete substance abuse treatment services	51%	42%
b.	Percentage change in clients who are employed from admission to discharge	10%	31%
c.	Percent of adults with substance abuse who live in a stable housing environment at the time of discharge	94%	94%
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%	-2%
<b>Children's Substance Abuse</b>			
a.	Percent of children who successfully complete substance abuse treatment services	48%	43%
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%	-3%
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 2022-2023 numbers indicate that Tri-County is meeting and exceeding performance measures.

**FY22-23 Ending June 30, 2023, Targets and Numbers Served  
Central Florida Behavioral Health Network Contract**

Target Population and Numbers Served		Target	TOTAL
<b>Adults Community Mental Health</b>			
<b>a.</b>	Number of Adults Served in Residential Care	14	N/E
<b>b.</b>	Number of Adults Served in Outpatient Care	700	N/E
<b>c.</b>	Number of Adults Served in Outreach, Crisis Support/Emergency, and Information & Referral	6723	5204
<b>Children's Mental Health</b>			
<b>a.</b>	Number of Children Served in Outpatient Care	163	N/E
<b>Adult Substance Abuse</b>			
<b>a.</b>	Number of Adults Served in all Substance Abuse Treatment Programs	3351	N/E
<b>b.</b>	Number of Adults Served in Crisis/Support Emergency	388	8791
<b>c.</b>	Number of Adults Served in Outreach	12969	41664
<b>Children's Substance Abuse</b>			
<b>a.</b>	Number of Children Served in Residential Care	7	N/E
<b>b.</b>	Number of Children Served in Outpatient Care	187	N/E

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. Many of these performance measures were amended to not count numbers served in our performance measures and are annotated as N/E (not evaluated). These are unduplicated numbers in each category for the fiscal year 2022-2023.



## 90-Day Follow-up Surveys

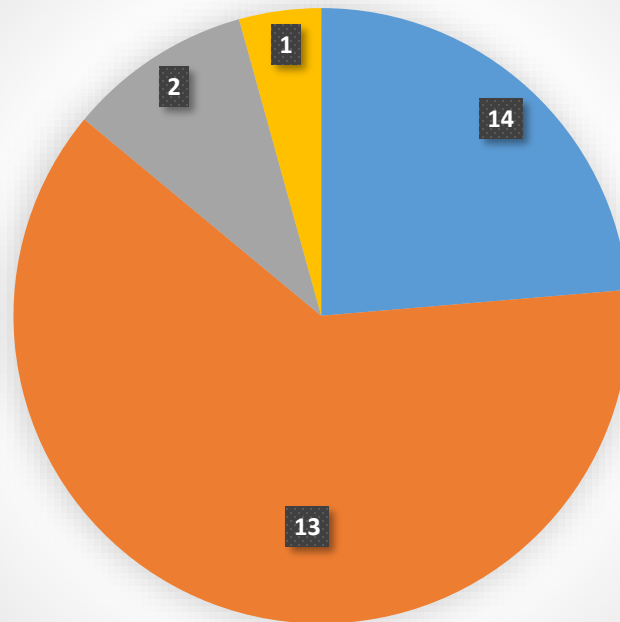
Each year Tri-County surveys all available persons served for follow-up after they have been discharged for 90 days. This survey is part of the Department of Children and Family's contract requirements and an indicator of the success of the person served after they leave the agency.

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 FY 2022-2023, Tri-County made approximately 127 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.

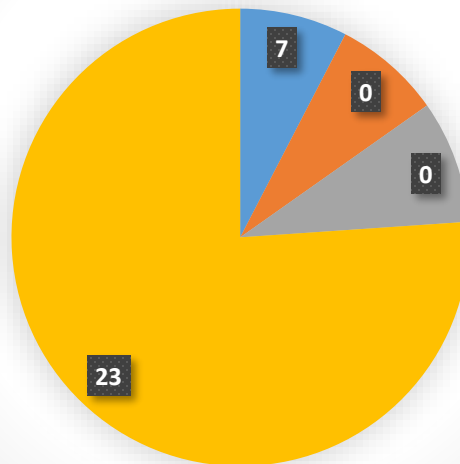


## Q2. Current employment status at time of survey



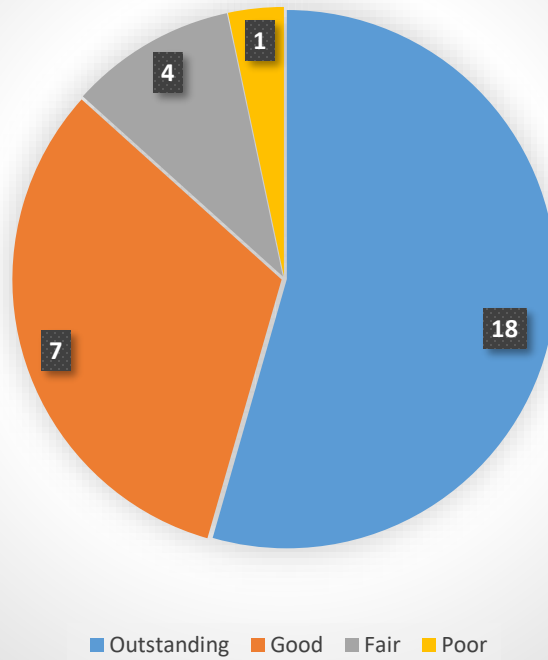
■ Full-time ■ Unemployed ■ Part time ■ Unknown (student, homemaker, etc...)

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

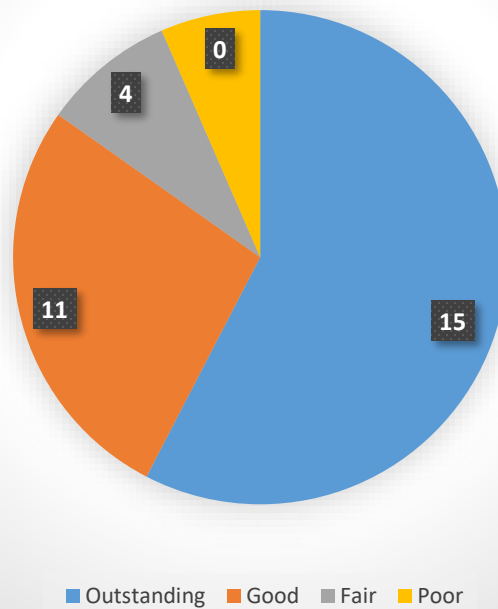


■ Yes-less frequently ■ Yes-more frequently ■ Yes-same amount ■ No

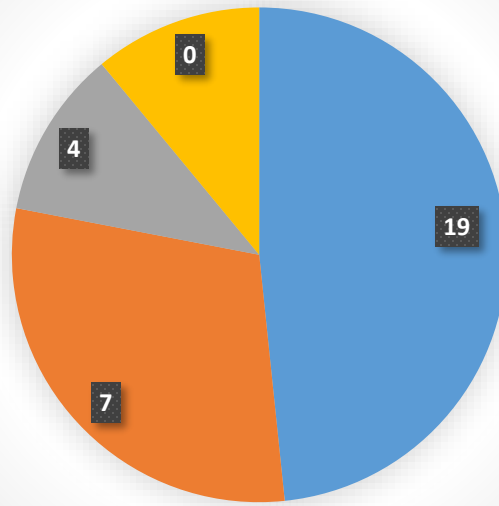
#### Q4. I felt comfortable with my counselor



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



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



■ Outstanding ■ Good ■ Fair ■ Poor

**Driving Under the Influence (DUI) Program  
January 1 – December 31, 2022**

<b>DUI Enrollments Polk County</b>			
<b>Program</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Level 1</b>	<b>783</b>	<b>237</b>	<b>1,020</b>
<b>Level 2</b>	<b>326</b>	<b>71</b>	<b>397</b>
<b>All DUI's</b>	<b>1,109</b>	<b>308</b>	<b>1,417</b>

<b>DUI Enrollments Hardee &amp; Highlands</b>			
<b>Program</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Level 1</b>	<b>75</b>	<b>14</b>	<b>89</b>
<b>Level 2</b>	<b>46</b>	<b>11</b>	<b>57</b>
<b>All DUI's</b>	<b>121</b>	<b>25</b>	<b>146</b>

<b>All DUI Enrollments</b>			
<b>Program</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Level 1</b>	<b>858</b>	<b>251</b>	<b>1,109</b>
<b>Level 2</b>	<b>372</b>	<b>82</b>	<b>454</b>
<b>All DUI's</b>	<b>1,230</b>	<b>333</b>	<b>1,563</b>

- 70% of the male DUI offenders were Level 1 and 30% were Level 2 or repeat offenders.
- 75% of the female DUI offenders were Level 1 and 25% 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 77% were male and 23% were female.
- Of all Level 2 DUI offenders enrolled 81% were male and 18% were female.

2012 - 2022 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.

<b>Year</b>	<b>DUI New</b>	<b>SSS New</b>	<b>SSS Updates</b>	<b>IID New</b>	<b>IID Updates</b>	<b>Total New</b>
<b>2012</b>	<b>1,409</b>	<b>67</b>	<b>958</b>	<b>92</b>	<b>198</b>	<b>1,568</b>
<b>2013</b>	<b>1,369</b>	<b>50</b>	<b>1,127</b>	<b>102</b>	<b>282</b>	<b>1,521</b>
<b>2014</b>	<b>1,008</b>	<b>40</b>	<b>1,116</b>	<b>108</b>	<b>282</b>	<b>1,156</b>
<b>2015</b>	<b>1,023</b>	<b>52</b>	<b>1,095</b>	<b>117</b>	<b>359</b>	<b>1,192</b>
<b>2016</b>	<b>1,051</b>	<b>49</b>	<b>1,107</b>	<b>99</b>	<b>332</b>	<b>1,199</b>
<b>2017</b>	<b>1,066</b>	<b>31</b>	<b>1,178</b>	<b>90</b>	<b>350</b>	<b>1,187</b>
<b>2018</b>	<b>1,114</b>	<b>45</b>	<b>951</b>	<b>109</b>	<b>370</b>	<b>1,268</b>
<b>2019</b>	<b>1,228</b>	<b>54</b>	<b>1,004</b>	<b>125</b>	<b>354</b>	<b>1,407</b>
<b>2020</b>	<b>1,018</b>	<b>50</b>	<b>1,039</b>	<b>102</b>	<b>375</b>	<b>1,170</b>
<b>2021</b>	<b>1,268</b>	<b>40</b>	<b>990</b>	<b>100</b>	<b>320</b>	<b>1,408</b>
<b>2022</b>	<b>1,563</b>	<b>66</b>	<b>836</b>	<b>93</b>	<b>244</b>	<b>2,802</b>

## **DUI Program Summary**

In 2022 DUI enrollments increased by 295 compared to 2021 numbers. SSS enrollments increased by 26 and IID enrollments dropped by 7. During 2022 our DUI department steadily recovered from COVID-19 regulations and problems. Throughout all of 2022 we maintained full compliance with Florida Administrative Code as directed by Department of Highway Safety and Motor Vehicles, (DHSMV) while still complying with CDC requirements for health and safety. We had an increase of DUI enrollments during part of 2022 due to a neighboring DUI program that had a shortage of Hispanic staff available. They allowed Hispanic persons needing DUI programs to come to other programs such as ours for DUI enrollment.

In 2022 the DUI enrollment percentages regarding male and female participation for the DUI department continues to be fairly consistent with the previous year's percentages.

Any DUI offenders with higher Blood Alcohol Content or a Refusal or Level 2 offenders at the time of their arrest or 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).

Another indicator of our DUI program success is that in 2022 we had a slightly lower average (29%) of all our DUI enrollments as repeat offenders or Level 2.

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 keeping our highways and roads safer and 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 10 years have been very productive, regarding their support of DUI Programs. Our DUI program especially benefitted from DHSMV and Tri-County Human Services, Administrative leadership, assistance, and encouragement throughout the entire 2-3 year period of the Covid Pandemic, hurricanes and staff shortage.

## **Accessibility**

Tri-County continues to be totally accessible in all facilities for persons with disability. The Department of Children and Family contract for FY22-23 requires all agencies to pay attention to deaf and hard of hearing persons served. Tri-County reports, monthly, any person served who needs a deaf interpreter or assistive listening devices 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**

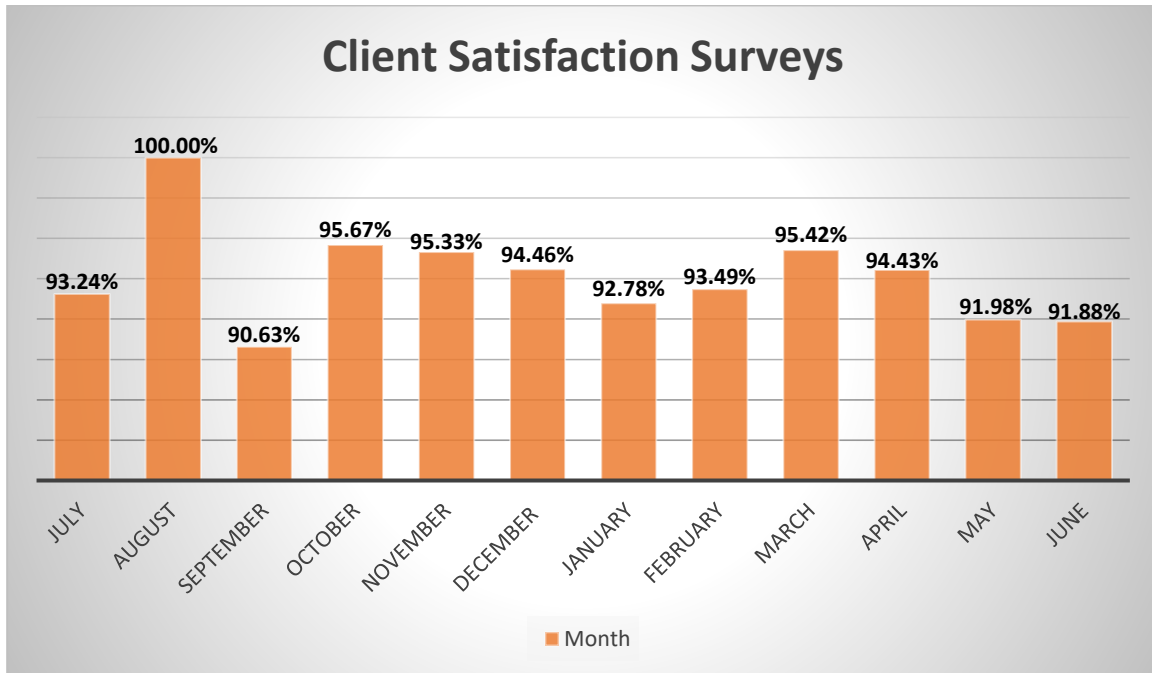
Peer reviews are conducted monthly through our Quality Assurance and Improvement Committee (QAI) committee. Through additional training and review with staff, the content and quality of peer reviews continues to improve. The QAI committee reviewed completed peer reviews and found them to be individualized 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 FY22-23, 370 peer and 175 case 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 in FY22-23 was 94.10% down from 95.07% in FY21-22 but 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. In FY22-23, our maintenance staff completed 1,404 requests were completed. Monthly unit safety and drill reports are submitted to the compliance officer for review.

## Incident Reporting

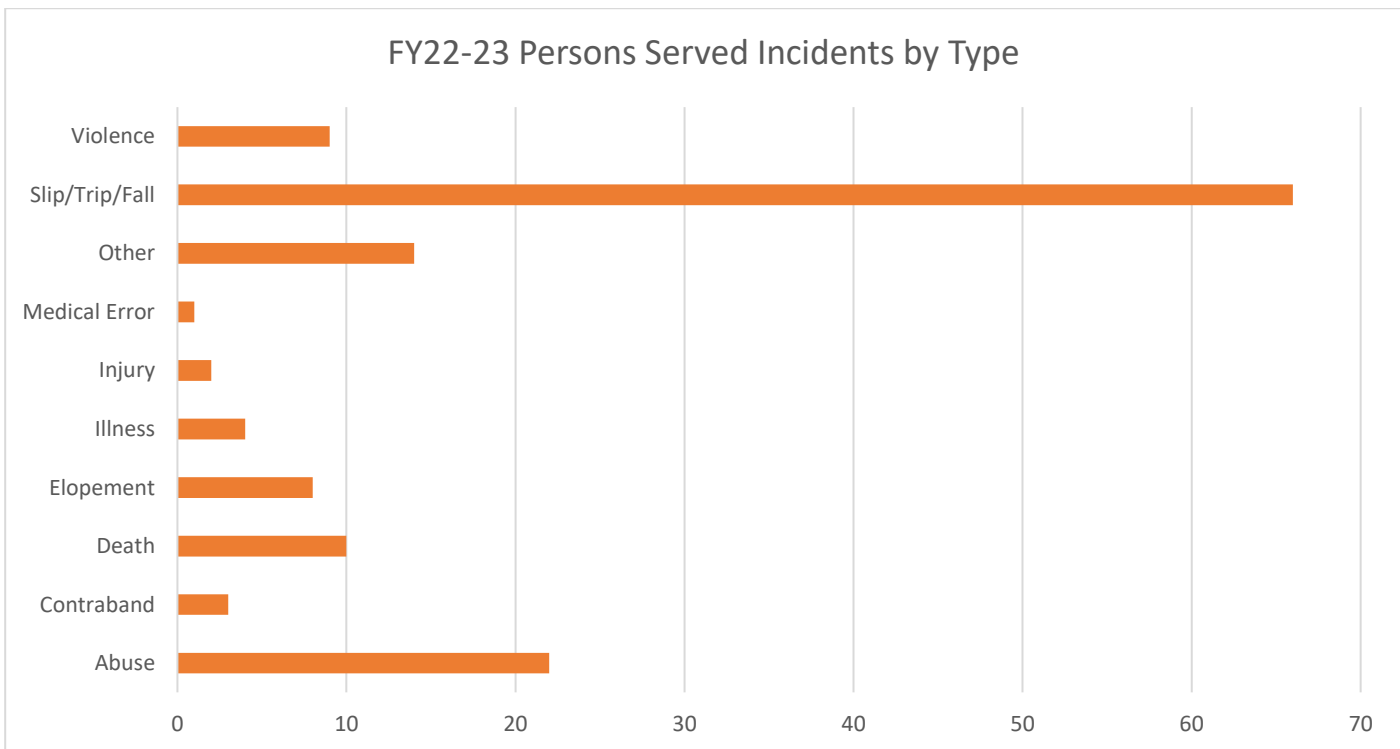
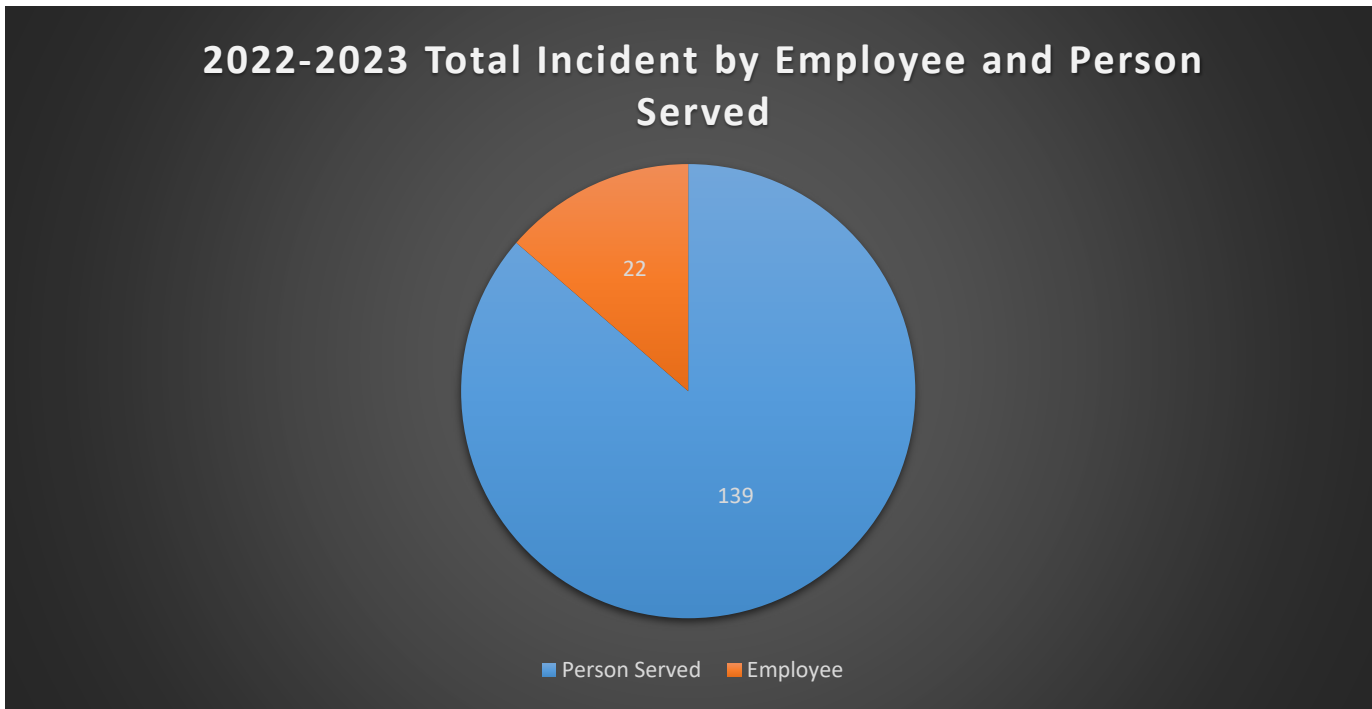
In FY22-23, there were 166 incidents, 5 more than the previous year, reported to the agency through the incident reporting system. Person served incident reports are completed due to injuries, illness, suspected abuse/neglect as reported to staff, medical errors (medications given or not given in error), 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.

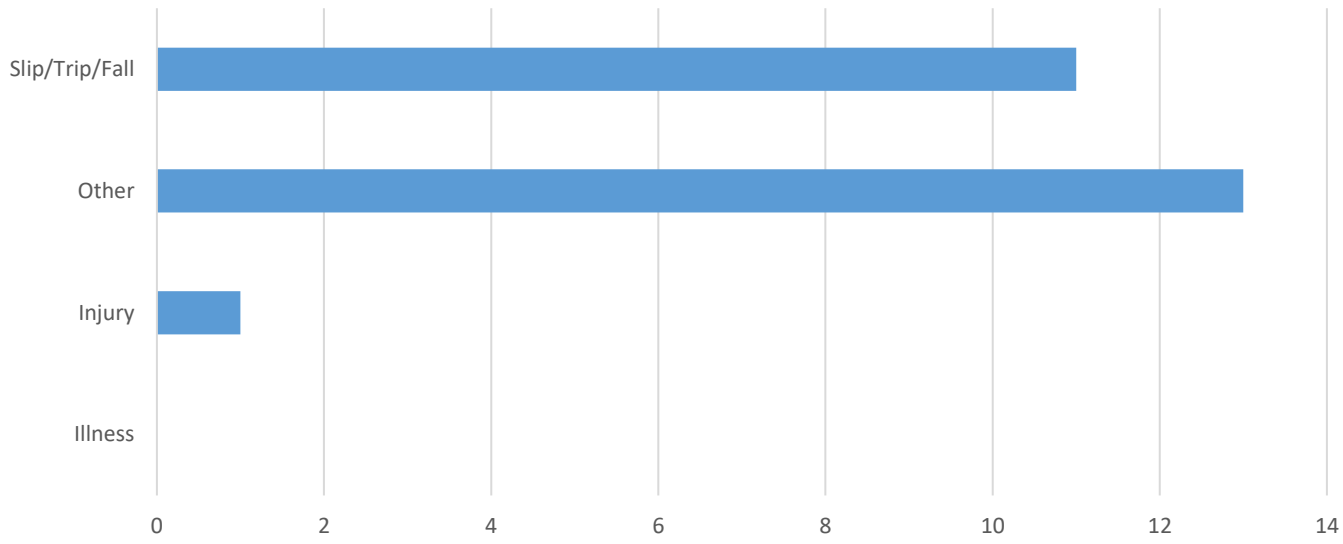


Examples of “Other” incidents include reportable law enforcement activity on premises, calling in suspected abuse and neglect to abuse hotline, data security, theft, etc.

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 ten (10) person served deaths in FY22-23 none of which were in treatment at the time of their death.



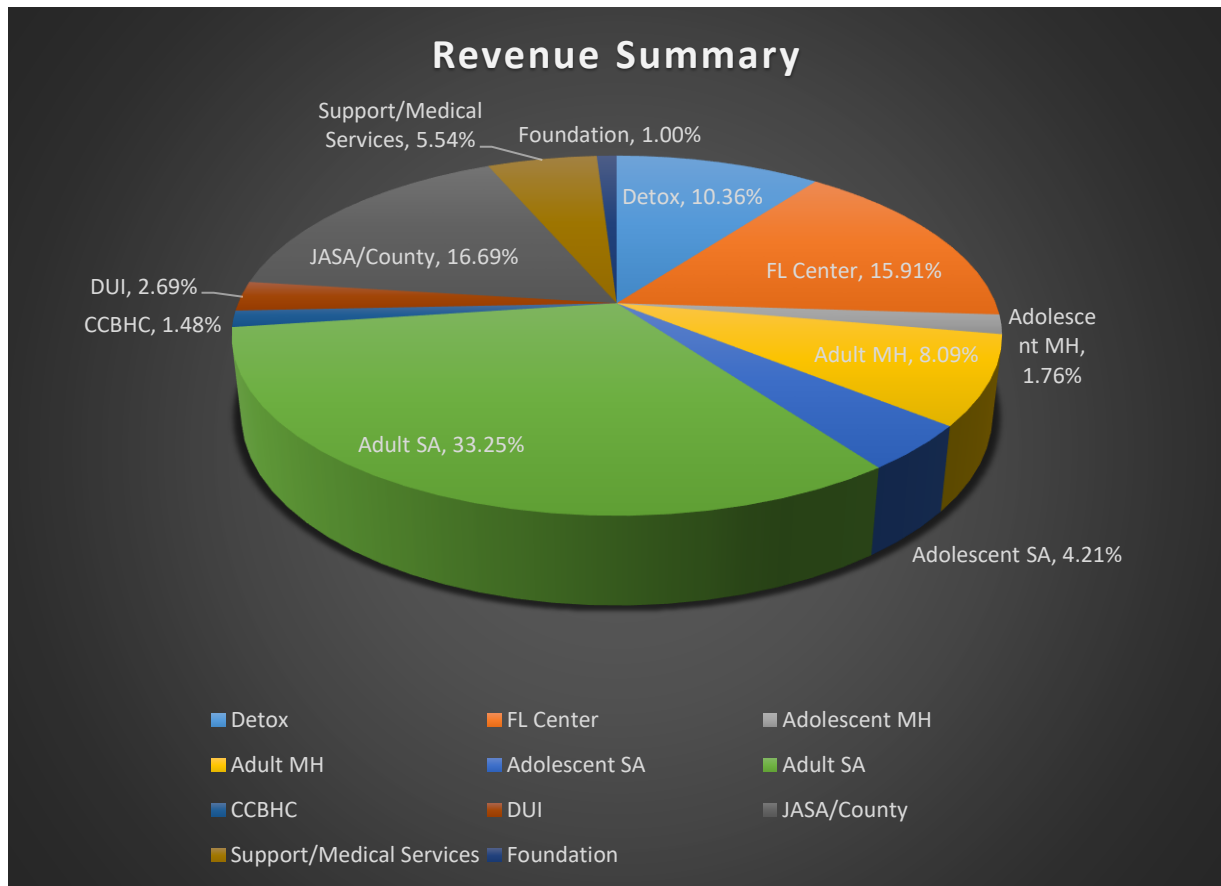
### FY22-23 Employee Incidents by Type



## 2022-2023 Fiscal Report

Actual revenue for fiscal year 2022/2023, ending fiscal year June 30, 2023. Funding from the Department of Children and Family (DCF), Polk, Hardee, and Highlands Counties, 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	\$2,277,627.00
Florida Center	\$3,496,448.70
Adolescent Mental Health	\$387,178.00
Adult Mental Health	\$1,779,582.00
Adolescent Substance Abuse	\$925,443.00
Adult Substance Abuse	\$7,307,337.60
CCBHC Funding	\$324,460.55
DUI Program	\$591,640.30
County Funded Programs (ex: JASA, NBM, NBW, and IBH)	\$3,668,493.23
Medical/Support Services	\$1,218,079.75
Foundation	\$68,807.56
<b>TOTAL</b>	<b>\$21,975,290.13</b>



## **2022-2023 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, Certified Community Behavioral Health Clinic (CCBHC) funding, Psychiatric Medical Services, Tri-County and Foundation 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 CPS Group CPAs PA, for FY 2022-23 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,

William Camp, MBA  
Director of Operational Compliance