

The Center for Success and Independence 2014 Strategic Plan

About TCSI

The Center for Success and Independence (TCSI), a non-profit 501(c)3 corporation, is a residential treatment program in Houston, Texas for adolescent boys and girls whose psychological, emotional, and/or substance abuse disorders have impaired their behavioral functioning and adversely impacted their everyday home, school and community environments. Clients receive treatment for mental and substance abuse issues while continuing to attend school on site in an accredited educational program.

TCSI is one of very few residential treatment centers in the United States specializing in dual diagnosis treatment for adolescents. Clients receive proven adolescent-focused treatment directed at the emotional, cognitive and social roots of their behavioral issues.

TCSI a proven success rate with youths and teens who complete the program, one of the reasons TCSI receives referrals from physicians, hospitals, state agencies, and schools. TCSI is one of only a few free-standing intensive adolescent residential treatment centers in Houston offering a recommended 25 hours of therapy per week.

The Center is a 44 bed residential facility for 22 boys and 22 girls. TCSI is a family environment where all clinicians know what the teens are going through and know all of the families. The clients also know most of the staff. Limiting the number of beds makes this possible and is a key differentiator of the Center.

The average length of stay is six (6) to nine (9) months, the optimal time to uncover and address an adolescent's underlying issues. Driven by insurance plan limitations, other facilities typically only provide 30 to 45 days of treatment, insufficient time to make deep progress in treatment especially for teens with dual diagnoses. TCSI's residential treatment program provides 25 hours of therapy per week including individual, group and family therapy.

TCSI is also one of the very few residential treatment centers in Texas providing a complete **Dialectical Behavioral Therapy (DBT)** treatment program designed specifically for adolescents. DBT is an innovative treatment method developed specifically to treat difficult clients in a way which is optimistic and preserves the morale of the therapist and the client. Research findings suggest DBT is successful in reducing acting-out behavior, self injury and in-patient treatment time.

TCSI also provides an **Intensive Outpatient Program (IOP)** to ensure continuity of care, providing step-down therapy for residential clients and initial therapy to clients who may not require the full residential treatment program.

Mission and Vision

The Center for Success and Independence provides comprehensive, compassionate and quality treatment to youths and teenagers, ages 12-17, with behavioral, emotional and addictive disorders that are interfering with effective functioning in life.

Utilizing sound clinical methods of treatment, our committed professional team prepares clients to successfully reintegrate into the community and achieve their highest potential.

History

When Robert Woods started his private therapy practice, he already had a passion for helping youth. He wanted to give back to youth since so many people in his past had helped him growing up. He envisioned building up teens, helping them to become future leaders, to develop much needed skills and to build healthy relationships.

In response to Mr. Wood's dream, the Center for Success and Independence was founded in 1999 by Marylou Erbland, Ph. D., Robert Woods, M. Ed. and Karl Webster, Ed. S, to fill an unmet need not only in Houston but throughout Texas. Prior to opening TCSI, their private practice clients had to be referred out of state to receive intensive DBT, dual-diagnosis and other intensive treatments. This was not only a more difficult transition for the client, but it also meant that the family could not be involved in the family therapy sessions. Remote treatment resulted in changes in the teen but not necessarily in the family. Dr. Erbland, Mr. Woods and Mr. Webster found family involvement to be essential to clients' long-term success and reintegration into home, school and the community.

With the creation of TCSI, individual clients and their families along with area physicians, hospitals, schools and state agencies have a place to turn to for recovery and counsel.

The initial facility was located in Houston Heights and had 22 beds. In 2004 the facility moved to its current location with 44 beds, a size optimal for the Center's treatment model. Even with hurricanes, the Center continues daily treatment. For example, in September 2008 with Hurricane Ike, the Center temporarily moved to Bryan/College Station and continued to do therapy every day.

Purpose

The Center for Success and Independence is:

- Result Oriented
- Clinically Sophisticated
- Treatment Focused (emotional, behavioral, cognitive)
- Skill Centered (social and independence)
- A Long-term Solution
- Efficient, but not cost-driven

Core Values

- Teamwork
 - Amongst our therapists and staff
 - With our therapists, staff, clients and their families
- Compassion
- Dedication
- Expertise
- Safety

Client Origin

Currently most of the clients at TCSI are from Texas, however, the Center has provided treatment for clients nationwide. Clients are referred to TCSI by:

- 6 to 7 Juvenile probation contracts in Texas
- Self referrals / Private pay
- Private insurance
- Physicians, hospitals, mental and physical health services
- CPS
- National DBT list

Licenses, Affiliations & Contracts

- Department of State Health Services (DSHS)
- Department of Family and Protective Services
- Children's Protective Services (CPS)
- Juvenile Probation Departments (includes Girls Court and Drug Court)
- Insurance and Managed Care Companies

Residential Treatment Approach

Teamwork

Members of the TCSI team are highly vetted – the Center seeks out commonalities in every single hiring decision. Our therapists bring experience, compassion and dedication to each client they care for at our in-residence facility.

TCSI staff, including chemical and psychiatric therapists, work together as a team to provide the most comprehensive and effective treatment for each adolescent.

The Center's research-based treatment plans focus on the partnership between therapists and clients. Teaching adolescents how to cope with the underlying issues contributing to their chemical, emotional and mental behavioral problems is an important part of the plan. This dual-diagnosis treatment method is a key contributing factor in our proven success rate.

Therapists nurture and encourage clients to master the skills necessary to make positive changes and decisions in everyday life.

As part of the Center's team approach, TCSI is an intern training center for the Houston area. We participate in intern programs in social work, marriage and family therapy and professional counseling. The interns bring fresh ideas and enthusiasm to The Center almost while TCSI encourage and coaches their innovative minds. Many past interns are now valued members of the TCSI team.

Tools

The Center employs:

- Therapists (Masters or PhD)
- Bilingual Therapists
- Registered Nurses
- Chemical Dependency Counselors
- Consulting Psychiatrists
- Case Managers
- Trained Mental Health Technicians

TCSI maintains a low staff-to-client ratio with a caseload of less than seven clients per therapist. This low staff-to-client ratio allows the Center to maximize the effectiveness of client treatment.

The latest clinical and evaluation tools and solid evidence-based strategies are utilized. The Center maintains stringent training requirements including, but not limited to, continuing education for license maintenance, weekly DBT skills training including training and case review, and clinical supervision, case reviews and treatment planning.

Evidence-based Therapy

On a weekly basis, individually tailored for each client, adolescents receive a minimum of:

- 13 hours of group psychotherapy
- 1 hour of individual therapy
- 3 hours of family therapy
- 7 hours of chemical dependency therapy or other appropriate self-help group therapy
- Skills coaching by therapists and staff

Clients are taught anger management and coping skills. Opportunities to practice these skills are incorporated throughout the program.

Trauma and abuse issues are dealt with directly in individual, group and family therapy.

Youths and teens served by The Center have frequent and sustained access to clinical professionals – all with advanced training and an open approach to evaluation – in a number of specialty areas, including general adolescent treatment and research-driven therapy, among others.

Family Involvement

Notable results are realized when families come together and make recovery their focus. Family members are involved in treatment planning and participate in the following:

- Weekly Family Therapy
- Multi-Family Therapy - Families about and work on issues together

- Family Education Sessions
- Parent Support Groups – Interaction with parents throughout treatment

A positive and structured home environment is instrumental for both the youth and their families. Discussions and techniques for establishing effective communications, a healthy home environment and boundaries are a part of family education and therapy. Families are given the opportunity to practice these skills when their loved one returns home. We've found that increasing the periods of time that clients and families spend together allows everyone to adjust and learn new ways of managing issues. The home visits are the anchor of our strategy to reintegrate clients successfully into home, school and neighborhood settings.

Once a month, the entire treatment team, including the psychiatrist and nurse, meets with the adolescent and parent to review progress, identify obstacles and devise strategies for continued success.

Case managers provide services to the family from the date of admission and continue for up to 12 months after discharge.

Partners

Southwest Charter School operates an accredited on-site school for our youths. Our therapeutic team works directly with teachers and clients to encourage academic success. The Center also offers a GED program.

Our network of partner agencies provides on-site mentoring, higher-education planning, career development and job training services. They include The Boy and Girl Scouts of America and the Career and Recovery Center.

Intensive Outpatient Program

In addition to the Center's residential therapy, TCSI hosts an **Intensive Outpatient Program (IOP)** designed to be a step down version of TCSI's residential program. IOP provides three (3) days of treatment per week including individual and family treatment typically for 12 weeks.

TCSI established the IOP in 2013 to allow clients to continue their care after discharge from the residential program and to provide an alternative to the residential program when warranted by the needs of the client and their family.

IOP therapy includes:

Addictive Behaviors Group

A combination of CYT, ACRA, DBT and psychodynamic processing concepts are used to address issues around problem behaviors, including chemical dependency, self-injury, high risk behaviors, and aggression. Clients learn how to better understand their behaviors, intervene with positive behavioral replacements, and enhance self-esteem through resiliency, goal-setting and achievement.

Dialectical Behavior Therapy Group

DBT groups are divided by gender and include a combination of skill learning and process. Skill modules include Core Mindfulness, Emotion Regulation, Distress Tolerance, and Interpersonal Effectiveness. Research has shown that DBT skills are effective for reducing high-risk behaviors by helping clients understand how emotions work and introducing new methods of coping with emotional distress that do not result in harm to self or damage relationships.

Multifamily group is attended by clients and their family members. Group time includes psychoeducation on family systems, mental health and substance abuse issues. In addition, communication skills are taught and practiced within the group, and there are opportunities to process issues brought by families.

Psychotherapy Process Group

For long-term clients who no longer demonstrate a need for Multifamily group (or in the event that parents cannot attend one week), there is a process group available for clients during that time. During this group, clients are able to process personal struggles, with group members providing reflections, questions and problem-solving suggestions under the guidance and modeling of therapists.

Teen Support Group

This group is led by the clients, with help and guidance provided by therapists and staff members. Clients are expected to lead the group on a specific topic and give support through personal experiences. Teen Support provides an excellent opportunity for clients to identify relevant issues, take ownership of their treatment, and practice giving and receiving support in a more independent fashion.

Parent Support Group

While the clients are in their own group, Parent Support provides an opportunity for parents with teens in our residential and intensive outpatient programs to share experiences and strategies that work. Half an hour is devoted to DBT education, and the rest of the time is facilitated by parents who have been on this journey before.

Following IOP, clients begin traditional outpatient work with individual and family therapy and are encouraged to join an alternative peer group.

Human Trafficking Victims Treatment Program

Since 2011, TCSI has worked with teen victims of human trafficking. In early 2014, Texas Juvenile Probation requested RFPs to formalize therapy for these girls. TCSI's treatment approach was selected. Girls receive the same inpatient treatment as the teens in the TCSI residential program plus additional Trauma treatment, Love and Sex Addiction Therapy, Anger Management, and, when possible, Family Therapy. There are currently 24 girls in the program. The Juvenile Justice System and Juvenile Courts are determine duration of the treatment.

Training

The Center for Success and Independence is well-respected as a subject matter expert for the treatment of teens with behavioral, mental, substance abuse and trauma concerns. TCSI provides training for juvenile probation programs including:

- DBT skills training for juvenile probation officers
- Trauma Inform – Trauma training
- DBT skills seminars for Juvenile Probation psychology group

Critical Issues and Strategies

1. Demand is greater than capacity

TCSI has had a waitlist every year since inception. Because the typical length of stay is 6 to 9 months and the purposeful limit to the number of beds to maintain a family environment, client turnover is not as rapid as in other programs.

Build new residential facility for an additional 44 kids, 22 girls, 22 boys in the Houston metro area for youths and their families with substance abuse and mental health concerns who are now going out of state for treatment. Investment: \$3-5 million

- Needs assessment to determine optimal location
- Raise funds through individual, foundation and corporate support

Expand IOP program at Pinemont location to address immediate demand.

- Hire another full-time IOP staff member
- Alleviate waitlist and promote availability of expanded program.

Establish satellite IOP programs in high demand areas in the Houston metropolitan area which may include Katy/Sugar Land/Fort Bend, West U/Bellaire/Reliant, SE Houston/Clear Lake and The Woodlands. Clients may begin therapy in the IOP and transfer to the Center's residential program, if needed, or clients may continue their therapy in IOP following treatment in TCSI's residential program.

2. Lack of funding for mental health

According to the Texas Medical Association Texas ranks 49th in the nation for the amount it spends per person for mental health care. In addition, most insurance will not provide funding for treatment beyond 30 days.

Seek corporate and foundation funding for the continued treatment for clients who otherwise could not afford it.

Advocate for an increase in state mental health funding by interfacing regularly with state and federal government officials and agencies.

3. TCSI staff recruited by competitive facilities

While a testament to the quality of TCSI’s staff and training requirements, recruitment of staff to competitive facilities results in the need for ongoing recruitment of replacement staff.

Improve compensation plan for staff including salary, career path and benefits package.

4. Fees do not cover treatment costs.

Treatment facilities in the Houston area charge upwards to \$20K per month. Current TCSI fees are \$250/day for all therapy (about \$7500 per month) in an effort to keep treatment affordable. Facility maintenance costs are not covered by these fees.

Increase daily rate for insurance and private pay patients, keeping it affordable while covering a greater percentage of expenses.

Increase philanthropy to supplement fee structure.

Develop a strategy to **increase the number of private pay/private insurance clients**.

Increase the number of insurance companies that include TCSI on their plans.

Establish an endowment to be used to fund necessary expenses at the Center.

SWOT Analysis

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Intense, evidence-based quality treatment. • Quality of clinical staff – therapists and medical doctor • Years of experience treating adolescents • Experience treating human trafficking victims • Trusted advisor for law enforcement (FBI, Juvenile Probation) • General care of the clients • Professional knowledge of mental illness and substance abuse • Past and present parent support • Recommendations from clients 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Lack of space – Limited to 44 beds • TCSI funding model – does not cover all costs • Board of directors – limited participation in the past, limited connections, limited funds raised
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Increase networking with legislative influencers for increased mental health funding • Increase referrals from within Houston area from other shorter term practices (like Menninger) 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Recruitment of staff by competitors • Need to offer health insurance to staff as size of staff increases - \$150K to cover 50 staff members – as required by Affordable Care Act • Lack of mental health funding in Texas

3 Year Program Goals and Objectives

Expand IOP program

Determine specific locations for the satellite locations. Seek out donated or low cost space to test demand in the areas prior to any capital investment in those locations

Determine pricing model

Secure Juvenile Probation contract

Hire clinical workers

Promote new locations to residents in areas of new programs

Establish TCSI APG (Alternative Peer Group) satellite program

Seek out church locations for APG programs. The TCSI APG would include counseling sessions (unlike most APG) in addition to AA meetings, group meetings, and youth entertainment such as video games, ping pong, etc. The APGs would be led by peers, supervised by adults.

Measure outcomes

Set up outcomes studies to measure effectiveness of treatment programs

Expand residential program

Determine location for new residential facility based on market criteria

Raise capital funding for new facility

Design and build new facility

3 Year Management Goals and Objectives

Increase foundation funding

Year 1 - \$500K – Apply to a minimum of 6 foundations

Year 2 - \$750K – Apply to a minimum of 9 foundations

Year 3 - \$1M – Apply to a minimum of 12 foundations

Reapply, as needed, to continue funding

Seek out human trafficking treatment funding

Increase grant funding

Seek out grant announcements (e.g. SAMHSA) for annual funding

Apply to a minimum of 3 to 6 grants annually, as available

Raise \$4M in a capital campaign to fund new residential facility by 2017

Board of Directors to actively participate in the capital campaign

Interview foundations, corporations, and potential major donors to test messaging prior to launching capital campaign

Secure corporate sponsors

Secure foundation funding

Engage expert fundraising organization

Host one major fundraiser / gala annually to raise \$1M to \$2M annually

Update Board of Directors

Add 4 new members to the Board of Directors in 2015 based on specific criteria, resulting in 10 to 12 active members

Become more involved with legislation to increase funding for mental health funding

Meet 2 to 4 times per year with city, state and federal representatives

Attend state meetings regarding DSHS funding

Collaborate with peer organizations, e.g. Jewish Counseling Services, Montrose Clinic, Fort Bend Region Council on Substance Abuse

Cover operating costs

Increase daily rate to \$350 to \$450/day, remaining competitive in the market

Modify payer mix by marketing to private practices, adding Blue Cross Blue Shield as a payer, and creating a presence in additional areas in Houston with TCSI's IOP program

Increase long term retention of staff

Improve benefits package including review of current and potential medical, vision, dental coverage, additional services, vacation policy, and 401K offering.

Evaluate competitiveness of staff compensation package, modify as needed

**The Center for Success and Independence
2014 Functional Organizational Structure**

