

M E M O R A N D U M

September 18, 2019

TO: Health and Human Services Committee

FROM: Vivian Yao, Legislative Analyst *VY*

SUBJECT: Update: Tree House Child Advocacy Center

PURPOSE: Receive an update on the Tree House strategic plan and wait list

Those expected for this worksession:

Thomas Grazio, Executive Director, Tree House Child Advocacy Center of Montgomery County (Tree House)

Nicole Jenkins, Board President, Tree House

Raymond Crowel, Director, Department of Health and Human Services (DHHS)

JoAnn Barnes, Chief, Children, Youth and Families, DHHS

Lisa Merkin, Administrator, Child Welfare Services, DHHS

Background

The Tree House is a private-public partnership that provides a single location for services in Montgomery County to children who are sexually or physically abused. On October 1, 2017, the program transitioned operations from the Primary Care Coalition (PCC) to a new nonprofit organization focused on reducing trauma and promoting healing for child victims of physical abuse, sexual abuse, and neglect. The main reason for the transition was to provide dedicated fundraising capacity to expand the program's service array, including increasing capacity for bilingual clients, improving services to non-offending parents, and increasing primary prevention work with high-risk populations.

During consideration of the DHHS FY20 Operating Budget, the HHS Committee expressed concern about the Tree House's ongoing wait list for therapeutic services, particularly for Spanish-speaking clients¹, but did not want to circumvent the organization's strategic

¹Council staff understands that Spanish speakers are typically one-third to one-half of the Tree House's waitlist.

planning and development processes by adding funding prematurely. The Committee recommended scheduling a meeting in the fall to review the organization's newly completed strategic plan and receive updates on the organization's development efforts, changes in therapeutic staffing and recent wait list numbers. The Committee felt that if available resources were not meeting the demand for services, the Council could consider initiating a special appropriation for therapeutic services.

Tree House Strategic Plan

The Tree House Board of Directors completed the organization's strategic plan (©1-5) and has begun implementation. The strategic plan has the following four strategic priorities:

- ***Strategic Priority I: Develop sustainable and scalable funding model (©2)***

Secure additional funding from public and private organizations including the State, Victim of Crime Act (VOCA), foundations, institutional investors, individual donors, etc. Work includes adding a grants manager, developing an inventory of targeted foundations, and creating a development plan.

- ***Strategic Priority II: Secure new, improved facilities (©3)***

Work includes developing a needs assessment to determine the optimal amount and configuration of space, drafting a proposal for the space solution with projected timeline, identify and cultivate champions, finalize the financial plan, and move forward with County and State support.

- ***Strategic Priority III: Increase service capacity (©4-5)***

Work to eliminate any waiting list for client services including expanding therapy team resources, increasing service capacity through FY23, expanding service days and hours, and developing fee-based training programs to increase service capacity and generate revenue.

- ***Strategic Priority IV: Strengthen organizational structure (©5)***

Work on board development including strategic nomination of new members and formation of a committee structure, evaluation of staffing and training needs and work climate, and meeting with strategic partners and senior staff of the organization.

Development Efforts

An updated FY20 budget for the Tree House budget is attached at ©6. The total revenue and in-kind income for the organization in the updated budget is \$2,144,873, approximately \$115,879 more than was projected in April 2019, but \$103,706 less than the FY19 total. A list of grants awarded to and sought by the Tree House for FY20 is attached at ©7.

Tree House Wait List and Staffing

Tree House staff report a wait list of 27 children at the end of August 2019, slightly lower than the 30 children on the wait list from the previous year. The wait list peaked in February 2019 at 54 children. The wait time averages 1-3 months but has been 6 months at its worst. The wait time has tended to be higher for specialty therapies including problematic sexual behavior and parent-child interaction therapy as well as for Spanish-speaking services.

There are currently 10 mental health therapists on staff, of which one is Spanish-speaking, four are psychologists, two are social workers, two are psychology interns and two are psychology externs. The interns and externs have expanded the program capacity beyond the six therapists on staff during the waitlist peak in February 2019.

In addition, the Tree House will be adding a Spanish-speaking social worker beginning on October 7, 2019, which will increase the therapeutic FTEs by 0.8 to a total of 6.0 FTEs. The Tree House is in the process of recruiting two additional therapists who will support the transitional trauma therapy program for children entering foster care. The Tree House was able to receive funding to continue this program.

Council staff recommendation: While the Tree House is making progress toward increasing capacity to provide therapeutic services to the vulnerable children it serves, it does not appear that this increased capacity will reduce the wait time for services to a reasonable level given the current wait list and the typical pattern of use over the fiscal year.

Consequently, the Committee should consider recommending funding through a special appropriation for an additional mental health therapist for a 12-month period to support services to this vulnerable population. Before deciding whether to include this additional funding in future budgets, the Committee should monitor (1) the extent to which the additional therapist, along with the increased staffing being added currently, contribute to more appropriate wait times, and (2) the organization's success in attracting new sources of funding.



CAC of Montgomery County, MD

Where hope and healing take root

STRATEGIC PLAN

(Adopted by the Board of Directors – June 2019)

ABOUT THE TREE HOUSE

The Tree House Child Advocacy Center (CAC) of Montgomery County – a public-private, non-profit organization that serves as the County’s child advocacy center – is dedicated to reducing trauma and promoting healing for child victims of sexual abuse, physical abuse, and neglect. Through an innovative collaborative process between the private and public sectors, key professionals come together on behalf of the best interests of victims.

This effective early intervention is essential to ensure that an abused child or adolescent develops into a healthy and productive adult, capable of forming trusting and loving relationships. Underpinning the work of The Tree House is the belief that the cycle of child abuse can be broken and the knowledge that child abuse and neglect is preventable.

VISION

A community in which children and adolescents are safe from abuse and neglect.

MISSION

The Tree House CAC of Montgomery County Maryland is dedicated to reducing trauma and promoting healing for child and adolescent victims of sexual abuse, physical abuse, and neglect.

Strategic Priority I

Develop sustainable and scalable funding model.

Goals/Objectives	Outcomes/Measurements	Timeline
<p>Seek and secure additional funding.</p> <ul style="list-style-type: none"> ➤ Pursue additional State grants; consider adding a staff or contract grants manager. ➤ Seek individual VOCA (Victim of Crime Act) grant, separate from County distribution. 	<p>At least 10% increase in total operating budget funds.</p> <p>Create new position for development/fundraising or engage contractual support.</p> <p>Secure individual VOCA grant, directly to THMC</p>	<p>FY 21 Budget</p> <p>Position filled by Oct 2019</p> <p>FY 21</p>
<p>Secure additional funding from foundations, institutional investors and other organizations.</p> <ul style="list-style-type: none"> ➤ Develop an inventory of which private foundations are candidates for support. 	<p>Two new sources of support in each of the next three years</p> <p>Completed inventory</p>	<p>1st Quarter FY20</p>
<p>Expand donor base and fundraising opportunities.</p> <ul style="list-style-type: none"> ➤ Tree House development team to create a plan, including possibly an Annual Fund, to increase donor base and community support. ➤ Plan to be reviewed and accepted by board. 	<p>10% annual increase in dollar amount of individual donations over each of next three years, beginning in FY 2020.</p>	<p>Establish strategy by winter 2019-20; launch year-end fundraising campaign to begin in Nov. 2019. Continue in subsequent years.</p>

Strategic Priority II

Secure new, improved facilities.

Goals/Objectives	Outcomes/Measurements	Timeline
Develop a needs assessment to determine what amount and configuration of space would be optimal for service delivery.	Engage pro bono design consultant and staff to develop needs assessment. A final report will be delivered to the Board of Directors.	By Fall 2019
Draft proposal for space solution, including projected timeline to fund new facility with county, state and private funds.	Proposal delivered to Board of Directors, following monthly status reports.	Begin Fall 2019; complete by June 2020
Identify and cultivate champions within County/State leadership to help in advancing space solution. <ul style="list-style-type: none"> ➤ Cultivate relationship with County Council members and key state elected officials to join board of directors in project. ➤ Plan a trip for key decision makers to a community with a model CAC facility and operations, with emphasis on current Montgomery County deficits. 	Formation of team. Complete trip and use the opportunity to develop and secure support.	Completed September 2019 Summer/Fall 2019
Finalize financial plan and move space solution forward with County/State support.	Projected-County/State funds available for use in FY 21.	July 2020

Strategic Priority III

Increase service capacity.

Goals/Objectives	Outcomes/Measurements	Timeline
<p>Work to eliminate waiting list for any client services, including therapy.</p> <p>[NOTE: Key components of this priority are dependent upon successful completion of Priorities I and II.]</p> <ul style="list-style-type: none"> ➤ Expand therapy team resources. Add two intern psychologist positions on an annual basis. (As intern posts, budget for each position would be at 50% of normal salary level). <p>In FY 2020, the Tree House’s capacity is to serve an estimated 275 children with mental health therapy services.</p>	<p>Paired to The Tree House through the American Psychological Association</p> <p>Year 1: Serve at least 300</p> <p>Year 2: Serve at least 330</p> <p>Year 3: Serve at least 363</p>	<p>Summer 2019</p> <p>FY 2021</p> <p>FY 2022</p> <p>FY 2023</p>
<p>Explore and implement solutions for expanding days/hours to serve clients.</p>	<p>Develop staff-led process to explore all possible funding options, in order to expand service hours.</p> <ul style="list-style-type: none"> ➤ Explore the possibility of utilizing a rank-order priority system; work to build partner buy-in to the concept. ➤ Consider option of referring insurance holders to private providers, when needed. 	<p>Fall 2019</p>

<p>Become a leader in training to increase service capacity and create a revenue-generating mechanism for the organization.</p> <ul style="list-style-type: none"> ➤ Create and host fee-based training programs on specific types of therapy (e.g. trauma) for non-profit organizations and private providers. Once trained, the organizations or providers would be expected to accept clients. 	<p>Create at least one unique training program in year one and host at least two training sessions.</p>	<p>Complete by Fall 2020</p>
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Strategic Priority IV

Strengthen organizational structure.

Goals/Objectives	Outcomes/Measurements	Timeline
<p>Focus on Board development, including strategic nomination of new members and formation of a committee structure.</p>	<p>Schedule Board discussion(s) on what types of members, and how many, need to be recruited to balance out expertise.</p>	<p>Fall 2019-Spring 2020</p>
<p>Analyze and assess the Tree House’s organizational capabilities by evaluating staffing and training needs and work climate.</p>	<p>Create employee survey and administer annually.</p>	<p>November 2019</p>
<p>Meet periodically with the Tree House’s strategic partners from various agencies, and with senior staff of the organization.</p>	<p>Meetings with the Board on at least an annual basis; semi-annually, if possible.</p>	<p>At least once each year</p>



CAC of Montgomery County, MD
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FY20 BUDGET

July 1, 2019 - June 30, 2020

INCOME	IN HAND		
County	878,899.22		
State	203,060.00		
Federal	85,466.12		
Foundation	35,000.00		
Other Income (Contributions, Event, Service Fees, Interest)	160,000.00		
County In-Kind	594,378.80		
Grant Carry Over	188,068.67		
TOTAL	2,144,872.81		
TOTAL INCOME	2,144,872.81		
EXPENSES			
Salary Expenses			
	Salary	Fringe	Total
All Staff	959,613.20	213,993.74	1,173,606.94
County in-kind salaries and benefits	343,898.00	116,514.00	460,412.00
TOTAL SALARY/BENEFIT COST	1,303,511.20	330,507.74	1,634,018.94
Consultants	203,866.00		
Other			
Supplies/Equipment	16,547.45		
Transportation	15,000.00		
Mileage/Parking/Travel	3,600.00		
Community Outreach	9,190.00		
Memberships, Dues and Subscriptions	7,450.00		
Training and Site Visit to Dallas	16,006.00		
Event expenses	14,000.00		
Recruitment	250.00		
Miscellaneous - bank fees, reimbursements	1,300.00		
County in-kind facilities	133,966.80		
Legal Fees	4,000.00		
Accounting Fees	15,000.00		
Insurance	11,243.70		
HR Consulting	13,200.00		
TOTAL OTHER	260,753.95		
TOTAL EXPENSES	2,098,638.89		
NET INCOME (LOSS)	46,233.92		

Grantor	Amount Received/Applied For
JW Marriott Foundation - FY19/FY20	\$25,000.00
Healthcare Initiative Foundation	\$50,000.00
Sharing Montgomery (Greater Washington Community Foundation)	\$10,000.00
NCA - Program Improvement - TF-CBT	\$25,000.00
NCA - Program Improvement - PSB	\$16,446.12
NCA - Program Improvement - PCIT	\$25,000.00
County Council Community Grant	\$50,000.00
County Executive Community Grant	\$25,000.00
Philip Graham	\$40,000.00
GOCCP - MVOC	\$50,000.00
GOCCP - CACS	\$12,500.00
GOCCP - ICAC	\$90,000.00
Leveler Foundation	\$7,500.00
Nora Roberts Foundation	\$5,000.00
GOCCP - VIPP	\$50,560.00
Bethesda Rotary	Applied - \$5,000.00
Loughran Foundation	Applied - \$5,000.00
GOCCP - CJAC	Applied - \$16,401.00
Gratis Foundation	Applied - \$10,000.00
Jaffe	Applied - \$100,000.00
Sharing Montgomery FY20/FY21 LOI	Applied - \$10,000.00
GOCCP - BJAG	Applied - \$72,698.00
JW Marriott Foundation - FY20/FY21	Applied - \$25,000.00
Clark Winchcole Foundation	In progress - \$7,500.00
Corina Higginson Trust LOI	In progress - \$10,000.00
Charles Lafitte Foundation	In progress - \$10,000.00
Grainger	In progress - \$5,000.00

Update on Treehouse for September 23rd meeting

1. **An updated budget for the organization that includes grants awarded for FY20 as well as any updates regarding funding raising efforts and anticipated future funding, e.g., State funding.**

See attached, *FY20 Treehouse Budget and FY20 Treehouse Grant status*.

2. **A copy of the Tree House Strategic Plan.**

See attached, *THMC Strategic Plan 2019 FINAL*.

3. **The status of the Tree House wait list (end of August or beginning of September) broken out by language requirement.**

FY19 end of August:

12 English

15 Spanish

Total: 27

4. **An update on therapeutic staffing including new staff hired and anticipated hiring in FY20.**

We currently have a total of 10 MH therapists; 4 psychologists, 2 social workers, 2 psychology interns, and 2 psychology externs. Of these staff members, 1 is Spanish-speaking. We will have an additional Spanish-speaking social worker beginning October 7, 2019 and are in the process of recruiting 2 additional therapists.

5. **FY18 and FY19 trend data on the Tree House wait list including the number of children on the wait list broken out by language requirement and the number of therapeutic staff by languages spoken (a) at this time of the year (end of August or beginning of September) and (b) when the wait list peaked.**

Number of children:

FY18 end of August:

English: 14

Spanish 16

Total: 30

FY19 end of August:

12 English

15 Spanish

Total: 27

Peak – February 2019

English: 37

Spanish: 17

Total: 54

Number of staff:

See #4 above for current therapeutic staffing.

Peak – February 2019

4 psychologists

2 social workers (one is Spanish-speaking)

6. Provide the number of cases each therapeutic staff typically carries, and how long a child on the wait list is likely to wait currently and at the wait list peak.

Staff caseload is dependent on hours worked, expertise in specific modalities and complexity of cases. Many of the psychologists spend large amounts of time supervising other clinicians.

Stephanie Wolf, Ph.D. (Mental Health Director): 5

Alison Kramer Kuhn, Ph.D.: 3

Jenna Calton, Ph.D.: 9

Emily Picon, LMSW: 9 (Spanish-speaking)

Jessica Silberman, LCSW-C: 7

Isaac Friedman, Psy. D.: 13 (including T3 clients)

Students:

Lakitha Owens (Intern): 7 (including T3 clients)

Brittany Bess (Intern): 4

Brianna Brower (Extern): 4

Barbara Romanov (Extern): 3

Total: 64

Wait list has varied from 6 months at its worst to 1-3 months on average. It has tended to be higher for specialty therapies, such as Problematic Sexual Behavior and Parent-Child Interaction Therapy, as well as for Spanish-speaking services.

Yao, Vivian

From: Lambert, Deborah
Sent: Wednesday, September 18, 2019 12:12 PM
To: Yao, Vivian
Cc: Rundell, Jason; Grazio, Thomas; Merkin, Lisa; Crowel, Raymond L.; Barnes, JoAnn; Buckland, Victoria
Subject: FW: follow up question

Vivian,

Here are HHS' responses to your follow-up questions.

Deborah Lambert
OMB
7-2794

Are the psychologist and social worker staff full time employees? If not, can you identify FTEs currently.

The Tree House has 6.0 FTE's to provide mental health services. This includes the new Spanish speaking therapist who will start on October 8th. One of the positions spends about 25% of his time with the Transitional Trauma Therapy program for children in foster care. In addition, the Tree House has two full-time psychology interns who carry a limited caseload.

What you anticipate with the new Spanish speaking social worker coming on board in October and 2 additional therapists?

The Spanish-speaking therapist (.8 FTE) will serve children at the Tree House. The two additional therapists will work in the Transitional Trauma Therapy program for children in foster care, and will not serve the general population of children served by the Tree House. NOTE: Transitional Trauma Therapy is a program funded by the Maryland DHS.

By bringing on 3 additional staff, are you essentially increasing the therapeutic capacity of the program by 50%?

Regrettably no. We are increasing our service capacity by .8 FTE - the two full-time psychology interns will be dedicated solely to the Transitional Trauma Therapy program.

The biggest thing that stood out is that in-kind revenue and expenses are not treated the same way. Can someone walk me through the numbers?

On the Tree House FY20 Budget sheet, county in-kind income is listed as \$594,378.80. This is the total listed under expenses of the following: County in-kind salaries (\$343,898.00), fringe (\$116,514.00) and county in-kind facilities (\$133,966.80).

On the grant list, I assume that the first 16 grants are ones that have funding that will be used in FY20?

That is correct.