



**Annual Agency Service
Plan Book**

Report FY26

TABLE OF CONTENTS

BACKGROUND.....	3
MISSION, VISION, VALUES.....	4
PHILOSOPHY.....	5
COMMITMENT TO FLEXIBLE, INDIVIDUALIZED PERSON-CENTERED SERVICES.....	5
ORGANIZATION/LINES OF AUTHORITY AND RESPONSIBILITY.....	5
ORGANIZATIONAL GOALS.....	6
SERVICE AREA.....	7
SERVICES AND HOURS OF OPERATION FOR HARBOR LOCATIONS.....	9
COMMITMENT TO CLIENT SAFETY AND HIGH-QUALITY CARE.....	10
CLIENT PRIVACY AND CONFIDENTIALITY.....	11
CLIENT SATISFACTION.....	11
OUTCOMES AND TREND ANALYSIS.....	11
INFORMATION TECHNOLOGY.....	12
DESIGNATED RECORD SET.....	12
CLINICAL SERVICES.....	12
OTHER SERVICES.....	29
PROFESSIONAL STAFF AND COMPETENCY.....	37
CONTINUUM OF CARE PLAN.....	38
TRANSITIONAL / CONTINUING CARE.....	40
BUSINESS ASSOCIATE AGREEMENTS/AFFILIATIONS.....	41
STAFF SUPERVISION.....	41
ORGANIZATION COMMUNICATION AND REPORTING.....	41
STAFFING PLAN.....	42
ADDITIONAL RESOURCES RELATED TO THE PLAN BOOK.....	43

This Plan Book is available for review by clients, their families, significant others, and the public.
Additional Resources are Available

BACKGROUND

Harbor, formerly Harbor Behavioral Healthcare, was formed in 1995 by the merger of Cummings-Zucker Center and West Center. Both legacy organizations have a long history of service to the Northwest Ohio area. Cummings-Zucker Center began in 1914 as the Luella Cummings Home, a residential and educational program for “wayward” girls. West Center traces its beginning to 1941 as the Toledo Mental Hygiene Clinic, incorporated as the first outpatient mental health facility in Northwest Ohio. In July 2014, Harbor merged with Behavioral Connections of Wood County, Inc., which broadened the range of programs and services provided in both Lucas and Wood counties. In 2023, Harbor opened an Urgent Care in Lucas County.

Harbor is a leading provider of mental health and substance use services in Ohio and is committed to improving the well-being of persons served and surrounding communities. Consistent with its Vision, Harbor seizes opportunities to build and operate an integrated continuum of community health services. Today, Harbor is a major provider of a wide range of comprehensive services: mental health, substance use disorder, developmental pediatrics, vocational rehabilitative services, psychosocial rehabilitation, wellness education and Employee Assistance Programs, adult day treatment, residential services and primary healthcare. During FY25, Harbor served 24,155 unique individuals and 5,183 vocational grant consumers supported by a dedicated team of over 500 staff. Additionally, Harbor’s vocational rehabilitation department, Career Connections, is one of the largest providers of vocational rehabilitation services in Lucas County and the Northwest Ohio region and has services in other parts of Ohio.

Support for the services comes from a variety of sources including but not limited to: the Mental Health & Recovery Services Board of Lucas County, Wood County Alcohol and Drug Addiction Mental Health Services Board, the Mental Health and Recovery Services Board of Seneca, Ottawa, Sandusky and Wyandot Counties, Substance Abuse and Mental Health Services Administration (SAMHSA) and the United Way of Greater Toledo.

In addition to being a major provider of public behavioral health services, Harbor also is successful in providing behavioral health services to the private sector. Harbor’s Employee Assistance Program (EAP) has been providing services to employers in the area for many years and continues to support the community in this valuable way by responding to Critical Incidents and providing EAP assessments and services.

Harbor generates approximately 63% of its budgeted revenue from fee for service (e.g., public and private insurance, self-pay). Harbor is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and certified by the Ohio Department of Mental Health and Addiction Services (OMHAS). Harbor adheres to the Certified Community Behavioral Health Clinic (CCBHC) standards, and our attestation of standard adherence has been accepted by SAMHSA in recognition that Harbor is aligned with the CCBHC model and criteria. Harbor is also a member of The Ohio Council of Behavioral Health & Family Services Providers (Ohio Council).

MISSION, VISION, VALUES

Mission

Harbor will improve the health and well being of individuals and families by providing the highest quality compassionate care possible.

Vision

Harbor will build and operate an integrated continuum of community health services that will be recognized for clinical excellence, innovation, advocacy and expanded access for all patients.

OUR CORE VALUES

Harbor



PHILOSOPHY

In carrying out this mission, the Board and staff of Harbor base their decisions and actions on a philosophical set of values:

- Providing services that best exemplify the principles of recovery for adults and resiliency for youth.
- A person-centered service delivery approach that focuses on the whole person and provides integrated health care coordination that includes primary/medical care, behavioral healthcare and supportive social service needs.
- Serving our community and our individual clients using largely publicly generated revenue is seen as a significant trust and responsibility.
- Honesty and candor will mark both the administrative and clinical services.
- Service provision and planning will be based on an ongoing process of assessing and understanding community needs.
- Services will be preventive in nature when possible; when not possible, services will focus on early intervention and remediation when necessary.
- Services will be provided in the community with a focus on the most integrated setting.
- Outreach services in the community will be encouraged as needed and possible within the constraints of staffing and budget patterns.
- Planning and services will be based on clients' needs and rights.
- Client and, when possible, family members and significant others, will be actively involved in the treatment planning and review process.
- Services will be as effective as possible in meeting client needs.
- Services and Harbor operations will be as efficient as possible in order to best use public dollars and to survive.
- Respect for and demonstrated appreciation of staff will be a foundation for Harbor services.
- Effective teamwork among all levels of staff will be expected and actively supported.
- Effective relationships with other service providers will be developed as needed to best serve our clients.

COMMITMENT TO FLEXIBLE, INDIVIDUALIZED PERSON-CENTERED SERVICES

Harbor is committed to providing flexible, individualized person-centered services based on the needs of the client. Our system of care/service delivery is designed to assess the individual needs of each client and provide the most appropriate service(s) and interventions to assist in the individual's well-being and recovery based on evidenced based practice. Provisions of care, treatment, and services are determined based on participation from the client and/or the client's parent, guardian/custodian or authorized representative. Harbor uses available community resources, as appropriate, to assist in the recovery process.

ORGANIZATION/LINES OF AUTHORITY AND RESPONSIBILITY

Harbor is organized in a traditional pyramid organizational structure with line staff forming the foundation and reporting, in a series of managerial stages, to the President/Chief Executive Officer who reports to the Board of Directors.

Harbor is unionized, with non-management positions being part of the union bargaining unit. The majority of personnel practices are codified in the current Union Agreement effective January 1, 2022 through December 31, 2025.

Summary of Harbor's Organizational Structure:

Board of Directors

Overall and final responsibility for Harbor's operations and services rests with the Board of Directors. Board members represent the community served and may serve nine years (three 3-year terms) before leaving the Board.

The Board has two functional committees:

- Executive Committee
- Nominating Committee

President/Chief Executive Officer

The Board of Directors employs a President/Chief Executive Officer (CEO) who, in turn, hires, directs and supervises, either directly or by delegation, the remainder of the staff. The CEO is primarily responsible for the total performance of the organization. The CEO serves as the bridge between the Board and staff and is the primary representative of the organization in the community. The CEO is primarily responsible for Harbor's overall business operations and oversees the Executive Leadership Team.

Executive Leadership Team

The Executive Leadership Team (ELT) is chosen by the CEO. The team is comprised of the Chief Medical Officer and other designated individuals who oversee the following departments: Clinical, Medical, Finance, Crisis Services, Vocational Services, Housing, SUD Residential, Facilities, Human Resources, Information Technology, Facilities, Support Services, Quality Improvement, and Medical Records. The Organizational Chart is in the Human Resources Information System, UKG, and is available to all staff to view.

ORGANIZATIONAL GOALS

The Strategic Plan:

Harbor strives to keep abreast of the environmental changes that impact our service community. We realize the importance of 1) understanding the environment and organizational competencies, 2) identifying opportunities and threats, and 3) strategically planning to sustain and advance the organization's mission in a competitive environment. Our Strategic Plan is developed with input from persons serviced, workforce members including our Board of Directors and other stakeholders. The Strategic Plan is reviewed and approved by Harbor's Board of Directors. As appropriate, the Strategic Plan is shared with staff by Harbor's Management team with explanation on how each program area contributes to the strategic plan and success of Harbor.

The Strategic Planning process includes completion and ongoing review of a SWOT analysis (identification of Strengths, Weaknesses, Opportunities and Threats with an action plan) and development of immediate, one-year, and three-year goals. Feedback from persons served and staff obtained through surveys and staff meetings throughout the year is incorporated into the strategic planning process. The Strategic Plan is shared with the Board of Directors to obtain their input and

approval. The final Strategic Plan is shared, as deemed appropriate, with persons served, personnel, and other stakeholders.

In addition to the annual Strategic Plan, Harbor prepares an operational budget that establishes specific financial and statistical operational objectives for the year. The annual budget is developed by administration using historical financial and statistical base lines, as well as new and different programming (identified in the Strategic Plan), and the various funding bodies' priorities resulting from their planning process. The annual budget is reviewed by Harbor's Executive Committee and forwarded to the full Board of Directors for review and approval. In addition, the annual budget is submitted to the Lucas County Mental Health & Recovery Services Board, the Wood County Alcohol, Drug Addiction & Mental Health Services Board and the Mental Health and Recovery Services Board of Seneca, Ottawa, Sandusky and Wyandot Counties, and the United Way as a part of their various funding application processes.

SERVICE AREA

Description of Service Area:

Harbor's corporate office is in Lucas County, Toledo, Ohio. Lucas County is in the northwest portion of the state, bordering Michigan and Lake Erie. Located in the heart of the industrial Midwest, northwest Ohio has built a strong manufacturing base of glass, plastic, primary metal and fabricated metal products, as well as automotive assembly and parts production. Served by America's longest east-west Interstate highways (80/90), and her longest north-south Interstate (75), Northwest Ohio's metropolitan area contains a population of 18 million within a 2-hour drive radius, with two-thirds of the North American consuming market within a one-day truck drive. Most of the region outside of Lucas County is rural, where farming is a predominant industry, and community resources are more limited.

Harbor's behavioral health services are spread throughout northwest Ohio with offices in Lucas, Wood, Defiance, and Williams Counties. Behavioral health services are available to out-of-county residents provided they have insurance that covers the service, or they are willing to pay full-fee if they are not eligible for county board funding. The OhioRISE program serves an 11-county area in the northwest/central region. Vocational programs are available in Lucas, Wood, Defiance, Fulton, Williams, Hancock, Ottawa, Hamilton, Lorain, and Lake counties.

Census Data

Population	Wood County	Lucas County	United States
Population estimates, July 1, 2024, (V2024)	133,077	426,291	340,110,988
Population, percent change - April 1, 2020to July 1, 2024	0.60%	-1.20%	2.60%
Population, Census, April 1, 2020	132,248	431,279	331,449,281
Age and Sex			
Persons under 5 years, percent	4.70%	5.80%	5.50%
Persons under 18 years, percent	19.70%	22.40%	21.50%
Persons 65 years and over, percent	17.50%	18.60%	18.00%
Female persons, percent	50.40%	51.50%	50.50%
Race and Hispanic Origin			
White alone, percent	91.90%	72.90%	74.80%
Black alone, percent (a)	3.10%	20.80%	13.70%
American Indian and Alaska Native alone, percent (a)	0.40%	0.40%	1.40%
Asian alone, percent (a)	2.30%	1.90%	6.70%
Native Hawaiian and Other Pacific Islander alone, percent (a)	0.10%	0.10%	0.30%
Two or More Races, percent	2.30%	3.90%	3.10%
Hispanic or Latino, percent (b)	6.90%	8.20%	20.00%
White alone, not Hispanic or Latino, percent	85.80%	66.50%	57.50%
Population Characteristics (2019-2023)			
Veterans	6,328	19,869	16,569,149
Foreign-born persons	3.40%	3.70%	13.90%
Language other than English spoken at home, age 5 years+	5.30%	6.10%	22.00%
Households with a computer	96.20%	93.70%	94.80%
Households with a broadband Internet subscription	92.00%	88.30%	89.70%
Mean travel time to work (minutes)	20.5	20.6	26.6
Median households income (in 2023 dollars)	\$73,124	\$60,095	\$78,538
Persons in poverty	9.80%	18.20%	11.10%

Source: <https://www.census.gov/quickfacts/>

SERVICES AND HOURS OF OPERATION FOR HARBOR LOCATIONS

Location	Hours	Services Provided
4334 Secor Road Toledo, OH 43623	M-F: 8am to 5pm	<ul style="list-style-type: none"> • Corporate and Administrative Offices • Prevention
3909 Woodley Road Toledo, OH 43606	M-W: 8am to 7pm Th: 8am to 6pm F: 8am to 5pm Urgent Care hours: M-TH: 8am to 7pm F: 8am to 6pm Outpatient Detox: M-F: 8am to 2 pm	<ul style="list-style-type: none"> • Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention Mental Health • Community Psychiatric Supportive Treatment/Case Management • Substance Use Disorder Services and Outpatient Detox • Adult Day Treatment • Vocational Services • Primary Care • Mental Health Urgent Care
123 22 nd Street Toledo, OH 43604	M-T: 8am to 7pm W-Th: 8am to 6pm F: 8am to 1 pm	<ul style="list-style-type: none"> • Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention Mental Health • Community Psychiatric Supportive Treatment/Case Management • Youth Day Treatment • Substance Use Disorder Services • Psychological Testing • Early Childhood Mental Health Consultation
Port Sylvania & Chrysalis 7140 Port Sylvania Drive Toledo, OH 43617	M-T: 8am to 7pm W-Th: 8am to 6pm F: 8am to 3pm SUD Residential Walk-in Assessment: M-F: 8:30am-2:30pm	<ul style="list-style-type: none"> • Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention Mental Health • Community Psychiatric Supportive Treatment/Case Management • Psychological Testing • Developmental Pediatrics & ABA Clinic • Youth Day Treatment • Women's Residential: SUD Treatment (24 hours/7 days a week) • Employee Assistance Program
101 Clinton Street Defiance, OH 43512	M-F: 8am to 4:30pm	<ul style="list-style-type: none"> • Community Employment Services (through Career Connections) • Behavioral Health Assessment and Counseling • Crisis Intervention Mental Health • Community Psychiatric Supportive Treatment/Case Management
Harbor at Community Hospitals and Wellness Centers (CHWC) 127 Blakeslee Avenue Bryan, OH 43506	M-F: 8am to 4:30pm	<ul style="list-style-type: none"> • Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention Mental Health • Community Psychiatric Supportive Treatment/Case Management • Substance Use Disorder Services
1010 North Prospect Bowling Green, OH 43402	M-W: 8am to 7pm Th: 8am to 6pm F: 8am to 5pm	<ul style="list-style-type: none"> • Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • Community Psychiatric Supportive Treatment/Case Management • Adult Day Treatment • Substance Use Disorder Services • Housing Assistance Program • Diversion: SUD
800 Commerce Drive Perrysburg, OH 43551	M-W: 8am to 7pm Th: 8am to 6pm F: 8am to 5pm	<ul style="list-style-type: none"> • Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • Community Psychiatric Supportive Treatment/Case Management • Substance Use Disorder Services
1033 Devlac Grove Bowling Green, OH 43402	M-F: 8am to 5pm	<ul style="list-style-type: none"> • Case Management • Adult Day Treatment • Vocational Services

309 South Main Street Bowling Green, OH 43402 Connection Center	M,W,Th,F: 9am-4pm Tue: 9am-7pm Sat:11am-4pm	<ul style="list-style-type: none"> • Psychosocial Rehabilitation
801 North College Bowling Green, OH 43402	24 hours/7 days	<ul style="list-style-type: none"> • Community Housing – Supervised
1228 Wren Road Bowling Green, OH 43402	24 hours/7 days	<ul style="list-style-type: none"> • Community Housing – Supervised
402 North Main Bowling Green, OH 43402 (Transitional Youth ages 18-24)	24hours/7 days	<ul style="list-style-type: none"> • Community Housing – Supervised
309 Ridge Street Bowling Green, OH 43402 (Transitional Youth ages 18-24)	24 hours/7 days	<ul style="list-style-type: none"> • Community Housing – Supervised
1946 North 13 th Street Toledo, OH 43604		<ul style="list-style-type: none"> • Vocational Services
3737 West Sylvania Avenue Toledo, OH 43623		<ul style="list-style-type: none"> • Lucas County Comprehensive Case Management and Employment Program
7746 County Road 140 Findlay, OH 45840		<ul style="list-style-type: none"> • Vocational Services
8043 W. State Rte. 163 Oak Harbor, OH 34339		<ul style="list-style-type: none"> • Vocational Services
4900 Vine Street Cincinnati, OH 45217		<ul style="list-style-type: none"> • Vocational Services
42495 North Ridge Road Elyria, OH 44035		<ul style="list-style-type: none"> • Vocational Services
1 Victoria Place Painesville, OH 44077		<ul style="list-style-type: none"> • Vocational Services

**Harbor is accredited by CARF for their Behavioral Healthcare and Community Employment Services Program Manuals. CARF's Day Treatment standards more adequately describe Harbor's Day Treatment program structure and services. This service is named Therapeutic Behavioral Services (TBS)-Day Treatment by the Ohio Department of Mental Health.*

COMMITMENT TO CLIENT SAFETY AND HIGH-QUALITY CARE

Harbor is committed to maintaining an organization that promotes and provides a safe environment for its staff and clients and high quality-driven, cost-effective services to clients. Harbor strives to continuously improve safety, quality of care and services by “implementing” our mission, vision and continuously reviewing quality improvement initiatives. Harbor is keeping this commitment by the following performance improvement activities:

- Ongoing feedback from clients and other stakeholders via customer satisfaction surveys
- Ensuring staff competency by offering training opportunities in addition to new hire and annual training
- Providing courteous treatment to all individuals and ensuring clients rights are maintained
- Emphasizing Harbor's values – Harbor HELPS
- Ensuring qualified professional staff by annual competency and performance evaluations
- Continuously monitoring and evaluating safety and quality care via Quality Improvement teams and staff input
- Offering a variety of services for children and adults based on the feedback and expressed needs of the persons served
- Providing accessible services and ensuring availability during non-business hours
- Continuing efforts to reduce cost per unit of service
- Orientation of new staff on policies and procedures regarding risk management, health, and safety issues

- Staying abreast of technology for resources for staff and clients and security of electronic information
- Ensuring staff training to keep abreast of latest developments in scientific research and to ensure a culturally sensitive and diverse staff

CLIENT PRIVACY AND CONFIDENTIALITY

Harbor is committed to, and protective of the rights to privacy and confidentiality of persons served. Prior to the Health Insurance Portability and Accountability Act (HIPAA) of 1996 and supporting regulatory requirements, Harbor had policies and procedures in place to protect client privacy and confidentiality. However, to ensure compliance with HIPAA requirements, which broadens privacy requirements to include computerized or electronic transactions, related to payment or service delivery, Harbor has taken measures to ensure HIPAA compliance with both the Privacy and Security Rules. Harbor established a Steering Committee to assess and ensure HIPAA compliance. The Steering Committee completed an initial HIPAA readiness assessment. This committee continues to complete annual HIPAA security risk assessments, provides support and consultation to the HIPAA Privacy, Security and Complaints Officers, and is comprised of Quality Improvement, Information Technology, and Facilities staff. As part of our HIPAA/HITECH implementation strategy, we established a Breach Notification Response Team to review and make the final decision regarding breach notification. In addition to the staff listed above, this team includes the Chief Quality Officer, CEO, and Executive Leadership Team members.

To address privacy and security issues, the agency has identified staff responsible for overseeing privacy, security, and client rights. The HIPAA Compliance Officers are: (1) Privacy Officer: Cara Douglas, (2) Security Officer: David Alicea (3) Clients Rights Officer: Alena Burns.

CLIENT SATISFACTION

Our clients are our most valued resource, and Harbor has made a commitment to make a conscious effort to aggressively work at improving client satisfaction. Harbor uses Client Service Satisfaction Surveys to measure client satisfaction and identify areas of improvement. Harbor typically completes Client Satisfaction Surveys twice per fiscal year in October and April via Survey Monkey and in-person paper surveys. During FY25, Harbor clients and/or family members completed and submitted 2176 Harbor Customer Satisfaction Surveys. These surveys were gathered across a variety of locations/programs including all outpatient mental health and substance use disorder (SUD) programs, women’s residential SUD programs, prevention services, and adult day treatment program.

OUTCOMES AND TREND ANALYSIS

Harbor takes the initiative to keep abreast of program operations, service delivery, quality care, and the perception of our clients about the care we provide. To ensure that important issues are reviewed periodically, Harbor developed Performance Improvement Indicators in each of the following areas:

- Effectiveness
- Stakeholder Satisfaction
- Customer Satisfaction
- Efficiency
- Accessibility

For each Performance Improvement Indicator, metrics and target goals have been established to assist with measuring performance. In areas where the target is not met, the performance will be brought to the attention of the clinical leader of the program area and the Executive Leadership Team (ELT). Some of the tools used for data collection consist of Client Satisfaction Surveys, Stakeholder Surveys, and

reports in our electronic health record. Harbor also uses nationally recognized tools that are valid and reliable outcome measures for our population and services. The results of Harbor's Performance Improvement indicators will be made available annually to Harbor's Workforce and persons served along with Continuous Quality Improvement Reports. Additionally, Harbor maintains records of all Client Grievances, Critical Incidents, and Health and Safety inspection results, and uses this information to analyze trends annually and make improvements to service delivery and agency protocols.

PROCESS IMPROVEMENT METHODOLOGIES:

PLAN-DO-CHECK-ACT Cycle: The scientific method of the Plan-Do-Check-Act cycle has proven useful in planning, testing, assessing, and implementing action to improve or reach the desired outcome. See CQI (Continuous Quality Improvement) Plan for additional details.

INFORMATION TECHNOLOGY

Harbor has an internal information technology team that manages, in conjunction with outside vendors as appropriate, Harbor's overall information technology systems. This includes maintenance of hardware, software and networks, monitoring staff concerns and questions, and implementation of the various components. The agency's electronic health record is managed by a designated set of IT staff, and they lead the Electronic Health Record Committee to work with individuals from all departments. The IT department leadership assists in developing priorities that improve client care, system security, and staff efficiencies, and the leadership, with feedback from other team members within the department and from other departments, creates an annual IT plan to address short-term and long-term IT goals.

DESIGNATED RECORD SET

A designated record set as defined by HIPAA is a group of records maintained by or for a covered entity that is:

- The medical records and billing records about individuals maintained by or for a covered health care provider;
- The enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or
- Used, in whole or in part, by or for the covered entity to make decisions about individuals.

Record means any item, collection, or grouping of information that includes protected health information and is maintained, collected, used, or disseminated by or for a covered entity.

According to HIPAA, clients receiving health care services have a right to review, amend and receive a copy of their record if requested unless the information is determined by a professional to cause harm to the individual. Covered entities must identify their designated record set.

CLINICAL SERVICES

Based on clinical experience, the assessed needs of the client, and evidence-based practice, a select group of treatment modalities and services have been determined to be appropriate for use by members of the professional staff. Specific treatment modalities are selected in accordance with the clients' Individualized Service Plan. In each case, the severity of the problem is matched with the appropriate intensity of treatment. With the latest rule change OhioMHAS included assessment, medical, and counseling and therapy activities as part of General Services. A description of the services follows.

Mental Health Assessment

Harbor provides Mental Health Assessments for people of all ages and backgrounds at various locations as indicated in the Locations Table above. Additionally, assessments may be conducted in the community by community-based clinicians and via telehealth, as appropriate to the client's needs. Assessments are conducted Monday through Friday, during regular business hours at each location and in the community when necessary.

This service is paid for through a variety of funding sources, including public funds such as Medicaid, local County Boards, private insurers, and self-payment by clients. The fee for this service may be variable based on the assessor's training and license, and the intensity of the assessment. Arrangements for payment for assessments are always made prior to the beginning of the assessment.

The Mental Health Assessment process begins with the initial request for services from the client by telephone, visit (walk-in), or referral from other agencies.

An initial Mental Health Assessment is completed prior to the initiation of any other mental health services. The exception to this is the delivery of Crisis Intervention Mental Health Services or Pharmacologic Management services as the least-restrictive alternative in an emergency situation. Mental Health Assessments are scheduled (either same day for walk-in clinics or as a future appointment) based on the client's care needs, convenience, and insurance carrier/third party payer stipulations. Criteria on scheduling the initial appointment from certification and accreditation organizations and managed care networks are considered when scheduling the initial appointment.

A full, comprehensive assessment is typically completed during this first appointment. However, an initial assessment might be completed when it best meets the needs of the client. This initial assessment is then followed by a comprehensive assessment within 30 days of this initial encounter. The initial assessment includes the evaluation of: (1) presenting problem, (2) risk of harm to self and others, (3) use of alcohol and drugs, (4) treatment history for mental illness or substance use/abuse, and (5) physical or mental status examination.

For the comprehensive assessment, Harbor uses a multi-faceted tool for gathering the necessary information to assess the client's needs, functioning, and readiness for change to determine appropriate service(s) or treatment based on identification of the presenting problem, evaluation of mental status, and the formulation of a diagnostic impression. The appropriate treatment needs and services at Harbor are identified by the clinical assessor at the time of the Diagnostic Assessment.

The comprehensive Mental Health Assessment includes the following elements:

1. Age-appropriate psychosocial history and assessment, inclusive of consideration of multi-cultural/ethnic, and religious influences
2. Presenting issues from the perspective of the person served
3. Urgent needs, including suicide risk, personal safety, risk to others, and risk-taking behaviors
4. Individual needs
5. Age, gender, sexual orientation, and gender expression
6. Need for service and the service appropriateness
7. Strengths, abilities, interests, and skills
8. Preferences for treatment
9. Family background/circumstances
10. History of emotional and behavioral problems (client/family)
11. History of previous behavioral health treatment, including diagnostic and treatment history and information regarding medications

12. Use of alcohol, tobacco and/or other drugs
13. Environment and living situation
14. Child developmental milestones
15. Health history/health needs, co-occurring disabilities, disorders, or medical conditions
16. Current level of functioning
17. Sexual abuse/physical abuse/neglect/domestic violence/exploitation
18. History of trauma (experienced or witnessed) and losses
19. Special communication needs, assistive technology needs, and accessibility
20. Relationships, including families, friends, community members, and other interested parties
21. Employment/vocational issues
22. Educational background
23. Military service
24. Legal history
25. Literacy level
26. Social determinants of health
27. Psychological and social adjustment to disabilities and/or disorders
28. Mental status exam
29. Diagnostic impressions/interpretive summary
30. Treatment recommendations

Ongoing Mental Health Assessment services are provided for clients as needed at least every three years to ensure up to date diagnoses and excellence in clinical treatment.

Harbor's providers and supervisors of this service are eligible in accordance with applicable State Licensure Boards and standards as stipulated by appropriate certification and accreditation organizations.

Philosophy

- Each client admitted to Harbor's behavioral health program will have a comprehensive assessment/evaluation that is used to determine care needs.
- Staff completing assessments/evaluations are knowledgeable of Harbor and community services to ensure appropriate referral and linkage, if necessary.
- Each client/parent/guardian is encouraged to be active participants in the care progress and to communicate his or her preferences for treatment.

Goals

- Complete a comprehensive assessment/evaluation that will assist in determining the needs of clients, considering emergent, urgent, and non-life-threatening care needs.
- Timely referral of clients to the appropriate treatment program/facility, internally, externally, or both.

Behavioral Health Counseling and Therapy/Outpatient Treatment

Harbor provides Behavioral Health Counseling and Therapy/Outpatient Treatment for people of all ages and backgrounds at several of our locations (as listed in the Locations Table above). Additionally, Behavioral Health Counseling and Therapy/Outpatient Treatment are provided in the community, as appropriate to the client's needs.

This service is paid for through a variety of funding sources, including public funds such as Medicaid, local County Boards, private insurers, and self-payment by clients. The fee for this service may be variable based on the training and license of the therapist and the intensity of the Behavioral Health Counseling and Therapy/Outpatient Treatment. Arrangements for payment for Behavioral Health Counseling and Therapy/Outpatient Treatment are always made prior to the delivery of services.

Clients are referred to Behavioral Health Counseling and Therapy Services based on the results of their initial assessment and the client's expressed preferences for treatment. Behavioral Health Counseling and Therapy Services consist of interaction with a person served in which the focus is on treatment of the person's mental illness or emotional disturbance. Behavioral Health Counseling and Therapy Services at Harbor consist of a series of time-limited, structured sessions which work toward the attainment of mutually defined goals as identified in the client's Individualized Service Plan (ISP). When the person served is a child or adolescent, the interaction may also be with family members and/or parent, guardian and significant others when the intended outcome is improved functioning of the child or adolescent and when such interventions are part of the ISP. In providing Behavioral Health Counseling and Therapy Services for children and adolescents, Harbor ensures timely collateral contacts with parents or guardians, family members and/or with other agencies or providers providing services to the child. Behavioral Health Counseling and Therapy Services consist of individual, family and group therapy and include relevant education about the person's disability/disorder or concern, family interactions, community integration, relationships, or importance of living skills, as applicable. Also, as appropriate, and with the consent of the person served or parent/legal guardian, care coordination is provided with other community service providers with whom that person may be involved. Behavioral Health Counseling and Therapy Services may be provided at a Harbor facility or in the natural environment of the person served and are provided in a way that ensures privacy regardless of the location the services are provided. Harbor's providers and supervisors of this service are eligible in accordance with applicable State Licensure Boards and standards as stipulated by appropriate certification and accreditation organizations.

Group Therapy

Harbor encourages the use of group therapy when appropriate. Two types of group therapy are offered:

1) Process Groups:

Process groups allow clients to take time to process their concerns and causes. Group participants assist one another in developing insight, and the clinician acts as a facilitator often reflecting what clients say, reframing, probing, confronting, and ensuring that treatment remains professional, and goal directed. These groups are generally open-ended and allow new participants to join after careful screening.

2) Psycho-educational Groups:

Psycho-educational groups contain some elements of the process groups with special emphasis on education. Generally during the first half of a group, the clinician teaches the client about presenting problems or issues and the skills needed to cope or manage the problem. During the second half, the issues are processed allowing the client to gain and share insight.

Pharmacologic Management

Harbor provides Pharmacologic Management for people of all ages and backgrounds at locations as indicated in the Locations Table above. Additionally, Pharmacologic Management is provided in the

community by community-based nurses, as appropriate to the client's needs. Pharmacologic Management services are considered part of "General Services" under OMHAS certification.

This service is paid for through a variety of funding sources, including public funds such as Medicaid, local County Boards, private insurers, and self-payment by clients. The fee for this service may be variable based on the training and license of the provider and the intensity of the Pharmacologic Management. Arrangements for payment for Pharmacologic Management/Pharmacotherapy are always made prior to the delivery of services.

Pharmacologic Management Service is a psychiatric/mental health/medical intervention used to reduce/stabilize and/or eliminate psychiatric symptoms with the goal of improved functioning, including management and reduction of symptoms. The purpose or intent is to: 1) address psychiatric/mental health needs as identified in the mental health assessment including the client's Health Assessment Summary and documented in the client's ISP; 2) evaluate medical prescription, administration monitoring, and supervision; 3) inform individuals and family regarding medication and its actions, effects, and side effects so that they can effectively participate in decisions concerning medication that is administered/dispensed to them; 4) assist individuals in obtaining medications, when needed, and 5) provide follow-up, as needed.

Pharmacologic Management Services are initiated by referral from Harbor's professional staff, specifically, the client's clinical assessor or primary care clinician. To receive Pharmacologic Management Services, the individual must be admitted to Harbor. Harbor's Pharmacologic Management Services team works diligently to ensure that the services result in well-informed, educated individuals and family members and in decreased/minimized symptoms and improved/maintained functioning for individuals receiving the service. Pharmacologic Management Services at Harbor consist of one or more of the following elements as they relate to the individual's psychiatric needs and as clinically indicated:

1. Performance of psychiatric/mental health examination/evaluation.
2. Prescription of medications and related processes which include:
 - a. Consideration of allergies, substance use, current medications, medical history, and physical status;
 - b. Behavioral health education to individuals and/or families, (e.g., purpose, risks, side effects, and benefits of the medication prescribed); and
 - c. Collaboration with the individual and/or family, including their response to education, as clinically indicated. The method of delivery of education can be to an individual or group of individuals.
3. Administration and supervision of medication and follow-up, as clinically indicated. Prescription, administration, and supervision of medication are governed by professional licensure standards, Ohio Revised Code, Ohio Administrative Code, and scope of practice. Clinicians who order medications and persons who receive medication orders are appropriately licensed and acting within the scope of their practice.
4. Medication monitoring consists of monitoring the effects of medication, symptoms, behavioral health education, and collaboration with the individual and/or family as clinically indicated. The method of delivery of medication monitoring can be to an individual or group of individuals.

Harbor's medical staff includes the Chief Medical Officer, Manager of Medical Services, agency staff physicians, APNs, Registered Nurses, Licensed Practical Nurses, and Medical Assistants. The Chief Medical Officer is responsible for the overall delivery of Pharmacologic Management Services.

Physicians and nurses are assigned to various locations to ensure availability and convenience of physician and nurses' services as needed and to ensure continuity of care.

When a Harbor client is admitted for inpatient psychiatric services, Community Psychiatric Supportive Treatment services are available as needed to assist with care coordination. Referrals from hospitals concerning inpatient psychiatric discharge are handled promptly. Harbor ensures that these referrals are scheduled for an appointment within seven days of discharge. Harbor's Pharmacologic Management Services staff is on call 24 hours a day, 7 days a week.

Philosophy

- Program staff promote client safety in the provision of services.
- Medication use is directed to maximizing the functioning of clients while reducing their specific symptoms and minimizing side effects.
- Medications are only prescribed to clients based on informed consent and after education on all alternatives, intake, and side effects.
- Safety is always promoted in medication handling, storage, and disposal.
- A multidisciplinary approach to care is promoted to ensure integration of medication into the client's overall plan of care.

Goals

- Assist clients to maximize their functioning while reducing specific symptoms that are problematic or that interfere with daily living.

Community Psychiatric Supportive Treatment/Therapeutic Behavioral Services (Case Management)

Harbor provides Community Psychiatric Supportive Treatment Services (CPST)/Therapeutic Behavioral Services (TBS) for people of all ages and backgrounds at locations as indicated in the Locations Table above. CPST/TBS is primarily provided in the community by community-based clinicians, as appropriate to the client's needs.

This service is paid for by public funds such as Medicaid and local County Boards. The fee for this service is based on Ohio Department of Mental Health and Addiction Services standards regarding the reimbursement rate established for public funding for this service. CPST/TBS services are delivered by community-based, mobile individuals or multidisciplinary teams of professionals and trained others, depending on the service. All persons served by the CPST/TBS team have met criteria for the Severely and Persistently Mentally Ill (SPMI) and/or Severely Emotional Disturbed (SED). Services address the individualized mental health needs of the client. CPST/TBS services are provided to adults, children, adolescents, and families and vary with respect to hours, type and intensity of services, depending on the changing needs of each individual. The purpose of CPST/TBS services is to provide specific, measurable, and individualized services to each person served. Harbor's CPST/TBS services are focused on the individual's ability to succeed in the community, to identify and access needed services, and to show improvement in school, work and family, and integration and contributions within the community.

CPST Services

Harbor uses a multidisciplinary approach to ensure that the needs of the individual are addressed. Depending on the needs of the individual, CPST services may be delegated to eligible providers internal and/or external to Harbor as long as the delegated CPST activities are consistent with OMHAS rules

and applicable certification and accreditation standards. Currently it is not Harbor's practice to delegate this service to an external agency. Although there may be multiple providers of CPST services, each individual receiving this service has one identified CPST staff person employed by Harbor responsible for case coordination. Harbor's CPST services are delivered to the person served and/or any other individual who will assist in the person's mental health treatment. CPST services are delivered face-to-face and telephone contacts. CPST services are provided on-site as well as in locations that meet the needs of the client.

Harbor's CPST services consist of the following elements:

1. Ongoing assessment of needs
2. Assistance in achieving personal independence in managing basic needs as identified by the individual and/or parent or guardian
3. Facilitation of further development of daily living skills, if identified by the individual and/or parent or guardian
4. Coordination of the ISP, including:
 - a. Services identified in the ISP;
 - b. Assistance with accessing natural support systems in the community; and
 - c. Linkages to formal community services/systems
5. Systems monitoring
6. Coordination and/or assistance in crisis management and stabilization as needed
7. Advocacy and outreach
8. As appropriate to the care provided to individuals, and when appropriate to the family, education and training specific to the individual's assessed needs, abilities and readiness to learn
9. Mental health interventions that address symptoms, behaviors, thought processes, etc., that assist an individual in eliminating barriers to seeking or maintaining education and employment
10. Activities that increase the individual's capacity to positively impact his/her own environment.

Harbor's CPST Staff Development Plan is based on the identified individual needs of the CPST staff and addresses the following:

1. An understanding of systems of care, such as natural support systems, entitlements and benefits, inter- and intra-agency systems of care, crisis response systems and their purpose, and the intent and activities of CPST;
2. Characteristics of the population to be served, such as psychiatric symptoms, medications, culture and age/gender development; and
3. Knowledge of CPST purpose, intent, and activities.

Harbor's CPST Services are provided by staff eligible to provide this service as stipulated by the Ohio Revised Code and certification and accreditation organizations.

Therapeutic Behavior Services (TBS)

Therapeutic behavioral services (TBS) are an array of activities intended to provide individualized support or care coordination. They are provided in all settings that meet the needs of the individual being served and involve collateral contacts as appropriate.

Harbor's TBS services consist of the following elements:

1. Consultation with other eligible providers of the service to assist with the individual's needs and service planning for individualized supports or care coordination of healthcare, behavioral healthcare and non-healthcare services

2. Referral and linkage to other healthcare, behavioral healthcare, and non-healthcare services to avoid more restrictive levels of treatment
3. Interventions using evidence-based techniques
4. Restoration of social skills and daily functioning
5. Crisis prevention and amelioration

Harbor's TBS Services are provided by staff eligible to provide this service as stipulated by the Ohio Revised Code and certification and accreditation organizations.

Philosophy

- The provision of care and recovery services is most effective in the community setting when guided by client preferences which may include parent or guardian and participation in individualized treatment options. Coordination of evaluation, rehabilitation, and supportive services will lead to a reduction of symptoms, psychiatric illness, will improve a client's access to community resources, and will support the client's return to an optimal level of functioning. It is the role of the CPST/TBS/Case Management/Supportive Coordination Team to provide advocacy, education, coordination of community support and activities supporting independence and growth. Client preferences in mental health care, housing options, education, social relationships and daily activities will be respected at all levels.

Goals

- To assist clients to achieve and maintain community stability and independence
- Educate clients and help them learn coping strategies and utilize information about how to manage psychiatric illnesses
- Assist clients with obtaining and establishing decent, affordable and safe housing
- Program staff will strive to develop and maintain effective teamwork with internal and external stakeholders

Day Treatment

Day Treatment Service is available for adult and youth clients and paid for through a variety of funding sources, including public funds such as Medicaid, local County Boards, and some private insurers. The fee for this service is based on Ohio Department of Mental Health and Addiction Services standards regarding the reimbursement rate established for public funding for this service. Arrangements for payment for Day Treatment are always made prior to the delivery of services.

Clients receiving Day Treatment services are typically referred to Harbor by other treatment providers and Harbor's practitioners. Enrollment in the program is based on the results of the client's initial assessment and the preferences expressed for treatment. Day Treatment services have clear admission and discharge criteria. The environment at this level of treatment is highly structured with staffing to ensure an appropriate staff-to-client ratio to guarantee sufficient therapeutic services and professional monitoring, control, and protection. Harbor's Day Treatment Staff Development Plan is based on the identified individual training and educational needs of Day Treatment program staff. Harbor maintains evidence or documentation that the Day Treatment Staff Development Plan is followed and updated as appropriate.

The purpose and intent of Day Treatment is to stabilize, increase or sustain the highest level of functioning and promote movement to the least-restrictive level of care. Harbor's Day Treatment program is an intensive treatment service that consists of high levels of face-to-face mental health interventions that address the mental health needs of the individual as identified in his or her ISP. The Day Treatment service is a scheduled program that is available at least four days per week and at least

three hours per day. Harbor's Day Treatment service consists of a blend of elements which include the following:

1. Determination of needed mental health interventions.
2. Skill development:
 - a. Interpersonal and social competency as age, developmentally, and clinically appropriate, such as:
 - Functional relationship with adult
 - Functional relationship with peers
 - Functional relationship with the community/school
 - Functional relationship with employer/family
 - Functional relationship with authority figures
 - b. Problem-solving, conflict resolution, and emotions/behavior management
 - c. Developing positive coping mechanisms
3. Managing mental health and behavioral symptoms to enhance vocational/school opportunities and/or independent living; and psycho-educational interventions including individualized instruction and training of clients in order to increase their knowledge and understanding of their psychiatric diagnosis, prognosis, treatment, and rehabilitation in order to enhance their acceptance of these psychiatric disabilities, increase their cooperation and collaboration with treatment and rehabilitation, improve their coping skills, and favorably affect their outcomes. The education component is consistent with the individual's ISP and is provided with the knowledge and support of the interdisciplinary team providing treatment in coordination with the ISP.

Day Treatment activities may include the following:

- Individual psychotherapy
- Group psychotherapy
- Psychoeducation
- Medication education
- Substance use disorder education
- Provisions of or linkage with educational activities
- Provision of or linkage with vocational activities
- Assistance with activities of daily living
- Nutritional/fitness activities and their impact on the integration of mental and physical health

Harbor's Day Treatment Services are provided by staff eligible to provide the service as stipulated by the Ohio Revised Code and as stipulated by certification and accreditation standards.

Philosophy

- Working with a client's family or support system is an essential component of helping clients learn prosocial behaviors to experience success in school, work, or in the community and to develop coping resources for facing life's challenges.
- A multidisciplinary approach, the integration of education and intensive behavioral health services to help clients advance academically, socially and emotionally.

- A structured, friendly, and encouraging learning environment helps build resiliency and restore hope for a brighter future.

Goals

- Provide a positive, friendly, welcoming, and supportive atmosphere in which clients can make progress towards behavioral and educational goals.
- Encourage and support involvement of parent/guardian/family members, as appropriate, in the treatment process and with other services offered in the community.
- Help clients develop the emotional resources necessary to cope with the inevitable stresses of school, work, and daily life.
- Assist clients and their parents\guardians develop a successful plan of care based on the clients' specific needs.
- Make appropriate internal and community referrals that will assist clients to achieve treatment goals.
- Provide services for the family and help them deal effectively with the clients' special needs.
- Assist clients to learn prosocial behaviors that will assist with mainstreaming or return to a less-restrictive setting.

Substance Use Disorder (SUD) Treatment Programs

Harbor's SUD treatment programs are designed to help people with substance use problems and mental illnesses reclaim their lives. The programs aim to assist people to become resilient by developing and using abilities, supports, and knowledge, to work on a recovery plan and have a life that is healthy and successful without using substances. Harbor serves both youth and adults experiencing problems with substance use. The youth SUD program serves children and teens ages 11-18. The adult SUD Program serves persons 18 years of age and older.

SUD Program Services

Assessment: Harbor provides SUD assessment for people of all ages and backgrounds at locations as indicated in the Locations Table above. The assessment is an evaluation of individuals to determine the nature and extent of their abuse, misuse, and/or addiction to alcohol and/or other drugs.

This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Boards, private insurers, and self-payment by clients. The fee for this service may be variable based on the training and license of the provider and the intensity of the assessment. Arrangements for payment for assessment are always made prior to the delivery of services.

SUD assessment sessions can include family members, legal guardians and/or significant others when the intended outcome of sessions is to ascertain the nature and extent of a client's alcohol and/or drug problem and when confidentiality allows such inclusions. The SUD assessment includes evaluation of all the information listed in the Mental Health assessment section of this Plan Book with the addition of the evaluation of level of care needs according to criteria developed by ASAM.

Crisis Intervention: A crisis intervention service is a face-to-face interaction with a client in response to a crisis or emergency experienced by themselves, a family member and/or significant other. It begins with an evaluation of what happened during the crisis and the individual's response or responses to it (e.g., emotional, mental, physical, and/or behavioral reactions). Information about the individual's strengths, coping skills, and social support networks is also obtained.

Harbor provides Crisis Intervention Services for people of all ages and backgrounds at locations as indicated in the Locations Table above. Additionally, Crisis Intervention Services are provided in the community by community-based clinicians, as appropriate to the client's needs.

This service is paid for by public funds such as Medicaid and local County Boards. The fee for this service is based on Ohio Department of Mental Health and Addiction Services standards regarding the reimbursement rate established for public funding for this service.

Crisis Intervention Services include the following types of referrals based on the information gathered during the contact with the client:

- a. Individuals who have unstable medical problems are referred to a medical facility.
- b. Individuals who have unstable psychiatric problems are referred to a psychiatric facility.
- c. Individuals who are experiencing withdrawal symptoms from use of alcohol and/or other drugs are referred to a person and/or entity that can provide the appropriate level of detoxification services.

Case Management/Services Coordination: Harbor provides case management services that include activities provided to assist and support individuals in gaining access to needed medical, social, educational, and other services essential to meeting basic human needs. Case management services are most often provided directly to the client but may include interactions with family members and other individuals or entities at locations as indicated in the Locations Table above. Additionally, case management is provided in the community by community-based staff as appropriate to the client's needs.

This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Boards. The fee for this service may be variable based on the training and license of the provider and the intensity of the case management. Arrangements for payment for case management are always made prior to the delivery of services.

Case management services include, but are not limited to, the following:

1. Assessment
2. Development of a case management plan of care that may be incorporated in the individual's larger Individualized Service Plan for treatment
3. Referral
4. Monitoring and follow-up

Activities included in case management are: coordinating: client assessments, treatment planning and crisis intervention services; providing training and facilitating linkages for the use of community resources; monitoring service delivery; obtaining or assisting individuals in obtaining necessary services, for example, financial assistance, housing assistance, food, clothing, medical services, educational services, vocational services, recreational services, etc.; assisting individuals in becoming involved with self-help support groups; assisting individuals in increasing social support networks with family members, friends, and/or organizations; assisting individuals in performing daily living activities; and coordinating criminal justice services.

Outpatient Treatment/Counseling Services: Harbor provides individual, group, and family counseling, at locations as indicated in the Locations Table above, to help clients achieve their treatment objectives through the exploration of substance use disorder problems, addiction and its ramifications, attitudes and feelings, alternative solutions and decision-making strategies and/or the provision of didactic materials regarding substance use disorder related problems.

This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Boards, private insurers, and self-payment by clients. The fee for this service may be variable based on the training and license of the provider and the intensity of the counseling service. Arrangements for payment for individual, group, and family counseling are always made prior to the delivery of services.

Intensive Outpatient Services: Intensive outpatient services are structured individual and group alcohol and drug addiction activities and services that are provided at a certified treatment program site for a minimum of nine hours per week with services provided at least three days per week.

This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Boards, private insurers, and self-payment by clients. The fee for this service may vary based on the training and license of the provider and the intensity of the service. Arrangements for payment for intensive outpatient services are always made prior to the delivery of services.

Intensive outpatient services include a variety of different services, including assessment, individual counseling, group counseling (provided each day the intensive outpatient services are offered), and crisis intervention as needed.

Medication Assisted Treatment: Medication Assisted Treatment services are the services of a medical professional directly related to the use of medications to provide a whole client approach to the treatment of substance abuse disorders. This includes, but is not limited to, services associated with prescribing medications, the direct administration of medications, and follow-up monitoring of client health related to the use of medications. Medication Assisted Treatment is provided by Harbor at the Woodley Road and North Prospect locations.

This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Boards, private insurers, and self-payment by clients. The fee for this service may vary based on the training and license of the provider and the intensity of the service. Arrangements for payment for Medication Assisted Treatment services are always made prior to the delivery of services.

The program utilizes a combination of medications, counseling, and encouragement to utilize community resources (e.g., social sober support groups, other supportive services) to enhance individual's opportunities to establish and maintain ongoing abstinence from addictive substances and enhance overall quality of life. Medications are prescribed through a physician certified in the provision of specific medications to assist individuals in recovery from addictive substances, and medications used have been approved by the US Food and Drug Administration specifically for the treatment of alcohol and/or drug dependence. Licensed and/or certified staff provide individual, group, and family psychotherapeutic interventions utilizing individualized strengths-based interventions to provide a foundation for recovery. Services provided by non-physician staff are directed by the treating physician. Clients are required to engage in counseling and social sober support to maintain compliance with program objectives and be able to initiate and/or continue with Medication Assisted Treatment. Frequency and intensity of counseling services vary with the amount of time the client has been in the program and may also vary with individual needs throughout the spectrum of treatment.

Residential Treatment/Non-Medical Community Residential Treatment: Harbor provides non-medical community residential treatment for adult women at Chrysalis at Port Sylvania in Lucas County. This level of care is a twenty-four-hour rehabilitation facility, without twenty-four-hour-per-day medical/nursing monitoring, where a planned program of professionally directed evaluation, care and treatment for the restoration of functioning for persons with substance use disorder problems and/or addiction occurs.

This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Board, grant funds, private insurers, and self-payment by clients. The fee for this service may vary based on the training and license of the provider and the intensity of the service. Arrangements for payment for residential services are always made prior to the delivery of the services.

The residential program offers at least thirty hours of skilled treatment services and clinically managed services and support. At least ten of the thirty hours consists of individual and group counseling. Additional programming includes psychoeducation, peer support, family education, and therapeutic activities focusing on chemical dependency and trauma issues. Clients who are dually-diagnosed with mental health and alcohol and/or other drug concerns receive integrated treatment addressing all aspects of their care. The length of stay is individualized and averages 6 weeks. The Chrysalis program provides the opportunity for the client to stay in the facility with her child after giving birth.

Philosophy

- Treatment does work. Substance use disorders are treatable, and people can live a successful recovery life.
- Treatment requires a coordinated approach among the person, all treatment providers, and significant others.
- Treatment addresses recovery in all areas of the person's life: mental health, physical health, relationships, vocational, legal, financial, housing, recreational and social supports, and crisis management.
- Treatment provides a strong recovery foundation including establishing an external support system for continued utilization post treatment discharge.
- Substance use is a complex issue with diverse motivations. Treatment staff will support individuals in their goal of total abstinence of all mood/mind altering chemicals unless prescribed, or a focus on harm reduction with a personalized approach that reduces the harmful effects of substance use.
- Services provided are based on the informed consent of the client and, if applicable, the parent/guardian, initial assessment, and ongoing assessment and treatment review.
- The privacy and confidentiality rights of persons served are protected. Disclosure of Protected Health Information is based on client authorization and when applicable, authorization of the parent or legal guardian.

Goals

- Complete a substance use assessment/evaluation that will assist in determining the needs of the clients, considering emergent, urgent, and non-life-threatening care needs.
- Timely refer clients to appropriate SUD level of care programming internally, externally, or both.
- Engage with the client, at a minimum, within 7 days following the assessment.
- Assist clients to obtain and maintain sobriety.
- Assist clients to obtain stability in significant life domains such as housing, employment, self-sufficiency, family relationships, and resolution of legal matters.
- Reassess needs and review the treatment plan at least every 90 days.

- Develop and maintain an effective coordinated team approach with internal/external providers and significant others per individual client assessed need.

Peer Recovery Services

Peer support services are services for individuals with a mental illness, developmental disabilities, or substance use disorder and their caregivers and families. Peer support services consist of activities that promote resiliency and recovery, self-determination, advocacy, well-being, and skill development. Peer support services are individualized and based on increasing knowledge and skills through a peer relationship that supports an individual's or family's ability to address needs, navigate systems and promote recovery, resiliency, and wellness. They promote family driven, youth guided, trauma informed care and cultural humility, encourage partnership with individuals and families, and advocate for informed choice.

Philosophy

- Harbor's peer recovery services are provided to help a person meet their identified goals. Because peers are guided by a foundation of lived experience, peer recovery specialists share with others based on that experience to encourage, motivate and support persons served and/or their families.

Goals

- Empowers individuals to make the best decisions for them and to strive towards their goals in their communities.
- Provide direct service activities to help support the individual's personal recovery goals or build resiliency.
- Provide educational activities including self-advocacy, wellness, life skills, goal setting, and decision-making.

Psychological Evaluation

Psychological Evaluation is administered when identified as part of the client's needs. The clinical assessor, primary clinician, or a member of the multidisciplinary team makes referral for this service. Harbor also accepts community referrals for Psychological Evaluations. All tests are administered by a licensed psychologist or other identified staff supervised by a licensed psychologist.

Philosophy

- Services provided will best exemplify the principles of recovery for adults and resiliency for youth.
- People can grow and change.
- The services provided will be based on the informed consent of the client and/or the parent, guardian, or authorized representative of the client.
- Service provision and planning are based on an ongoing process of assessing the needs of clients.
- The program offers comprehensive and coordinated services based on client needs.
- Clients and their families will be treated with respect and dignity, and in a non-discriminatory manner.
- Clients, and when possible, significant others of their choice will be actively involved in treatment planning and ongoing review.

- The rights of persons served to privacy and confidentiality will be protected. Disclosure of Protected Health Information will be based on client authorization or authorization of the parent or legal guardian, authorized representative, or as mandated by federal and state laws.
- Services will be delivered in a cost-effective manner to meet the needs of our clients.

Goals

- Assist clients to create a successful plan of care based on the person's unique needs.
- Assist clients to achieve their goals for treatment and improve their quality of life.
- Assist clients in coping more effectively with their problem(s) as identified in the initial and ongoing assessment of needs.
- Assist clients to develop skills to manage symptoms that interfere with daily living.

Crisis Intervention Mental Health

Harbor provides Crisis Intervention Mental Health Services for people of all ages and backgrounds at locations as indicated in the Locations Table above. Additionally, Crisis Intervention Mental Health Services is provided in the community by community-based clinicians, as appropriate to the client's needs.

This service is paid for by public funds such as Medicaid and local County Boards. The fee for this service is based on Ohio Department of Mental Health and Addiction Services standards regarding the reimbursement rate established for public funding for this service.

Harbor's Crisis Intervention Mental Health Services program ensures the accessibility of eligible professional staff to respond to emergency or crisis situations in a manner that is timely, responsive, and therapeutic to safely de-escalate an individual or situation, provide hospital pre-screening and mental status evaluation, determine appropriate treatment services, and coordinate the follow through of those services and referral linkages. Harbor provides crisis intervention services in outpatient services programs but also has a designated Mental Health Urgent Care. Community resources, such as Zepf Center Crisis Care, Unison Crisis Services, and the Police Department, are also utilized as appropriate to stabilize the crisis. Harbor's Crisis Intervention Mental Health Services consist of the following elements:

1. Immediate phone contact capability with individuals, parents, and significant others; and 24 hours a day, 7 days a week accessibility to timely face-to-face intervention with availability of mobile services and/or central location site with transportation options.

Backup support and consultation is available to the Crisis Intervention staff 24 hours a day including a registered nurse and a physician/psychiatrist. The Crisis Intervention team uses technology to assist in responding to crisis situations, as appropriate.

2. Provision for de-escalation, stabilization, and/or resolution of the crisis.
3. Prior training of staff providing Crisis Intervention Mental Health Services that includes but is not limited to:
 - Risk assessments
 - De-escalation techniques/suicide prevention
 - Mental status evaluation
 - Available community resources
 - Procedures for voluntary and involuntary hospitalization
 - Current training and/or certification in First Aid and Cardio-Pulmonary Resuscitation (CPR) and Nonviolent Crisis Intervention, Crisis Prevention Institute (CPI)

4. Policies and procedures that address coordination with and use of other community and emergency systems.

When clinically indicated, Harbor's Crisis Intervention Mental Health Services will consist of:

1. A face-to-face crisis assessment conducted by an eligible clinician and includes:
 - a. Understanding the presenting crisis/concerns
 - b. Preferences of the person served
 - c. Social determinants of health contributing to crisis
 - d. Current medications, including adherence
 - e. Current/recent use of alcohol or other substances
 - f. Risk factors
 - g. Trauma
 - h. Current medical conditions
 - i. Current treatment provider
 - j. Current safety plan
 - k. Current living situation
 - l. Availability of supports
 - m. Advance directives, when applicable
 - n. Current criminal justice involvement
2. A Crisis Plan that includes referral and linkages to appropriate services and coordination with other systems. The Crisis Plan will address immediate response needs, safety issues, follow-up instructions, alternative actions/steps to implement should the crisis recur, voluntary and involuntary procedures, documentation of crisis solution, and the wishes/preferences of the individual and parent, guardian or significant other, as appropriate.

Documentation on all elements of the overall assessment of the crisis and intervention is maintained in the client's clinical record. Harbor's professional staff eligible to provide Crisis Intervention services meet criteria as stipulated by certification and accreditation organizations.

Philosophy

- As crises arise in a client's life, interventions to assess the situation, provide immediate stabilization, and determine or adjust the level of care in a timely, responsive, and therapeutic manner is imperative. Staff will work with the client in crisis to determine appropriate treatment, services, and coordinate services as appropriate with other community resources.

Goals

- Assess the immediate safety needs of the client and ensure the safety of both the client and the community
- Provide crisis stabilization
- Work with the client and significant others to develop a plan to minimize the effects of a crisis in the future

Prevention

Prevention Lucas County

Harbor provides prevention services to Lucas County residents with funding from the Mental Health Recovery Services Board of Lucas County. Prevention services are provided in various community locations (e.g., schools, churches, senior centers).

The program provides universal evidence-based services across the lifespan. The Prevention Service Delivery Strategies that the program utilizes to provide services include, but are not limited to: education regarding substance use/abuse prevention delivered by certified prevention specialists, information dissemination through various media/social outlets, community-based process accomplished through technical assistance multi-agency coordination, and environmental strategies addressing the safe storage and proper disposal of prescription drugs in collaboration with various organizations and institutions (e.g., promotion of permanent drop boxes, distribution of Detera bags and participation in DEA Drug Take Back Days).

Philosophy

- Harbor's Lucas County Prevention programs aim to reduce the negative impact of substance misuse, abuse or addiction by providing education, activities, and programming that keeps individuals, families, and communities free from problems related to substance use and abuse. The focus is on reducing risk factors, increasing resiliency, and enhancing protective factors.

Goals

- Provide prevention education and coordinated activities within the community that raise awareness of the problems associated with substance use disorders.
- Increase resiliency, enhance community supports, and highlight protective factors in the population served.

Diversion/Intervention

Diversion/Intervention programming is offered to those members of the community who are currently experiencing difficulties as the result of their involvement with alcohol and/or other drugs. The purpose of intervention programming is to provide services that are intended to break the pattern of "high risk" substance use disorder use or abuse before the addictive process advances to the point of needing treatment.

Intervention programming (New Awareness Programs [NAP]) is provided at our North Prospect site. Referrals for these programs are most typically made by area municipal courts, but also as the result of recommendations from diagnostic assessments or self-referrals. Diversion/Intervention programs include:

Intensive Education Program (IEP): This program is designed to impact 18- to 21-year-olds who have been charged with substance related offenses. This is an intensive weekend program that involves victim impact programming, counselor-facilitated educational groups, and a Sober Truth presentation. Education groups focus on increasing awareness of repercussions for continued dangerous behavior including information on the consequences of underage use as it relates to alcohol-related fatalities, physical and mental health, crime, and academic performance. Most participants are court referred, though other referrals are welcome. Each program runs Saturday from 8am-8pm, and Sunday from 8am-6pm at our North Prospect location.

Philosophy

- Diversion/Intervention programming provides targeted intervention services to individuals who exhibit early signs of problems related to alcohol and or other drug use and are at risk for continued or more significant problems. These programs strive to reduce the impact of substance use and abuse and reduce the likelihood of more serious problems developing.

Goals

- Reduce the negative impact of alcohol and or other drug use within a targeted population who have experienced some interference due to their use (e.g., legal charge, threat of job loss)
- Affect the knowledge, attitudes, and/or behaviors of individuals receiving programming so that their risk of continued problems with alcohol and or other drug use is significantly reduced

Detoxification/Withdrawal Management (Outpatient Detox)

Detoxification/withdrawal management programs are time-limited and designed to assist persons served with the physiological and psychological effects of acute withdrawal from alcohol and other drugs. The program maintains adequate staffing and network of treatment referrals to support individuals served in making progress towards a full recovery by engaging in treatment following successful completion of the detoxification program. Outpatient Detox is also referred to as Ambulatory Detox depending on the source.

Harbor provides detoxification/withdrawal management in the following setting:

Outpatient Setting: individuals served live in their own homes and attend the program in an outpatient setting. Harbor provides ambulatory detoxification at our Woodley location. Individuals served by Harbor's Outpatient Detoxification program are assessed for risks (e.g., harm to self/others, relapse, withdrawal, trauma), mental health needs, environmental supports and readiness to change.

Program services are provided under the direction of a qualified program director and medical director and provided to clients by an interdisciplinary team. This service always includes additional behavioral health services such as: Counseling and Case Management and appropriate discharge planning and linking clients to the appropriate next level of care upon completion of detoxification.

Philosophy

- The provision of a safe and supportive environment for managing withdrawal from alcohol and other drugs improves the likelihood of individuals successfully maintaining abstinence and building the motivation to engage in treatment activities that promote recovery. During the detoxification process, readiness and motivation to change are discussed with the ultimate goal of continued engagement in treatment. Staff will make appropriate referrals for treatment programs, supportive services, and other services, as indicated, to assist in a comprehensive plan of care based on individualized needs.

Goals

- Provide a medically safe and supportive withdrawal experience
- Prepare motivate clients to continue treatment upon completion of detoxification
- Encourage clients in their progress towards a full and complete recovery from alcohol and other drug misuse

OTHER SERVICES

Community Employment Services (Vocational Services)

Employment is seen as an important aspect of the recovery process. Harbor provides Community Employment Services (Career Connections) for both youth and adult populations to promote recovery and secure/maintain employment by providing training and skill development that is goal oriented, ability based and incorporates individual choice. Harbor facilitates the Lucas County Benefit Bridge Program for SNAP recipients who pursue employment and experience reduction or loss of benefits due to their earned income. Harbor facilitates the Work Experience Program (WEP) for several counties including the Lake County Department of Job and Family Services, the Lorain County Department of Job and Family Services, and the Lucas County Department of Jobs and Family Services. Harbor works with TANF families to help meet their work experience requirements. They are also receiving job placement services as part of a grant to help clients obtain employment and transition off of public assistance. Community Employment Services are provided both in the community and at our Defiance, and Woodley locations. Community Employment Services vary with respect to hours, type and intensity of services, depending on the changing needs of each individual. The desired outcome of community employment services is for the individual to obtain and maintain employment, learn new job skills, increase sufficiency, and contribute to the community while recovering.

This service is funded by the Opportunities for Ohioans with Disabilities (OOD), formerly the Ohio Rehabilitation Services Commission, and the Ohio Bureau of Workers' Compensation. These funding sources provide referrals to this service based on the needs of the individual. This service involves meeting with consumers individually to identify and weigh the benefits of employment. Staff then assist the consumer in examining what effect employment will have on their current living situation (i.e., SSI/SSDI benefits, Medicaid, Section 8, etc.) and to explore the positives of pursuing this new life role. Consumers then define their strengths, formulate potential job goals, and chart out the necessary steps to take to progress towards their job goal. Consumers also explore with staff issues related to their mental illnesses that have interfered with past employment and identify and implement strategies to promote greater employment success. Staff assist with connecting consumers with existing employment resources (i.e., BVR, ODJFS, One-Stop, etc.) and provide support and encouragement to consumers as they access and participate in services.

Elements of employment/vocational rehabilitation services consists of:

1. At a minimum, a documented rationale for provision of the service.
2. An employment/vocational assessment, when necessary, which may include:
 - a. Individual choice
 - b. Strengths
 - c. Skills
 - d. Employment history
 - e. Education
 - f. Needs
 - g. Job market/career exploration
 - h. Limitations
 - i. Needed accommodations
 - j. Benefit analysis
 - k. Individual resources
 - l. Transportation
 - m. Vocational plan that can be part of the individual's ISP, a separate document, or a document furnished by another source.
3. Supportive employment services which may include:
 - a. Job coaching
 - b. Job placement
 - c. Community assessment
 - d. Job development
 - e. Follow-along

- f. Job seeking and keeping skills training
- g. Job club
- h. Benefit counseling
- i. Peer support
- j. Networking
- k. Training

Individuals supervising and providing this service are eligible in accordance with applicable CARF and ODMHAS (Employment Services) standards.

Philosophy

- Employment is seen as an important aspect of the recovery process. We believe that everyone can work and should have the opportunity to utilize their unique skills and talents. Employment provides a means to increase greater self-esteem, self-sufficiency, and establish a higher quality of life while making a contribution to society.

Goals

- To assist individuals to obtain competitive community employment that matches the individuals stated employment goals.
- To assist individuals in gaining an understanding of the effects of earned income related to their financial benefits such as SSI and SSDI.
- To increase individuals' understanding of employment opportunities in the local market and ways in which their unique skills can be marketed to potential employers.

Developmental and Behavioral Services

The Developmental & Behavioral Services team is designed to specifically serve children and adults with developmental delays and those with co-occurring mental health disorders. When treating children, there are common developmental stages that each should arrive at by a specific age. These stages fall into five different classifications:

- Cognitive: thinking, problem solving, concept understanding, and information processing
- Language and hearing: storytelling, sound recognition and imitation, ability to apply words and tenses in sentences form
- Social and emotional: non-verbal communication, ability to adapt to social situations, expresses feelings, role playing, distinguish reality from fantasy
- Gross motor: general body movement and control
- Fine motor: specific body movement and control

Staff on the Developmental & Behavioral Services team have training in treating children with developmental delays and mental health disorders. They specialize in diagnosing and treating children up to age 18 who have conditions, such as ADHD, Autism Spectrum Disorder, learning disabilities, developmental delays (cognitive, language, motor, social), intellectual disabilities, chromosomal abnormalities, and language disorders. They also serve adults who have developmental delays and those with co-occurring mental health disorders.

Our developmental staff works closely with primary care physicians and specialists in many areas of practice, such as, speech/language pathologists, psychologists, psychiatrists, geneticists, neurologists, and occupational therapist to ensure the most effective treatment for each client.

This team also provides Applied Behavior Analysis (ABA) services to individuals diagnosed with Autism. The ABA Clinic serves young children in a half-day model each day of the week, supporting skill growth and goal attainment to increase the likelihood of typical school placement. Providers serving in the ABA Clinic also work with families of children served to ensure transition of skills to the home and community settings. ABA is a highly effective approach devoted to the understanding and improvement of human behavior. Using data collection and systematic application of interventions, ABA can determine the purpose of a behavior and provide ongoing recommendations for modification of the behavior. It focuses on re-training unwanted behaviors and reinforcing wanted behaviors through rewards. In doing so, ABA can aid an individual in attaining treatment goals and improving quality of life.

Primary Care

Harbor's Primary Care services integrate medical and behavioral healthcare services to more fully address the spectrum of problems/complaints that clients may have. A holistic care model is used to help clients that are receiving behavioral healthcare services who also have physical ailments that are affected by stress, problems maintaining healthy lifestyles or psychological disorders that are aggravated by physical ailments. In addition, for those clients who do not have a Primary Care Provider, Harbor's PCPs can treat the individual, based on the individual's choice, rather than referring the individual to another community agency. We find that many of our more seriously ill client do not access primary care due to many reasons including fear, anxiety, lack of transportation, etc. Harbor's unique ability to address the complex primary care needs of our clients has proven very beneficial to their overall health status. The goal is to improve the quality of care by addressing both the behavioral health and/or physical needs of the client in one setting. This service is provided at our Woodley Road and North Prospect locations.

Care Coordination - CCBHC

Harbor's commitment to becoming a Certified Community Behavioral Health Clinic (CCBHC) includes providing care coordination. This includes requirements to coordinate care across all settings and providers to ensure seamless transitions for patients across the full spectrum of health services, including both physical health (acute and chronic) and behavioral health needs, as well as social services, housing, educational systems and employment opportunities as necessary to facilitate wellness and recovery of the whole person. Coordination with other systems to meet the needs of individuals, including criminal and juvenile justice and child welfare, is also required. Additionally, community-based mental health care for veterans is one of the nine core services for CCBHCs. The care coordinators provide additional assistance to ensure that veteran needs are met, and coordination with other veteran services is completed. Harbor's care coordination team provides assistance to support individuals in a comprehensive manner.

Forensic Monitor

Section 5119.29 of the Ohio Revised Code requires that a coordinated system be developed to track and monitor persons who have been found Not Guilty by Reason of Insanity (NGRI) or Incompetent to Stand Trial – Unrestorable – Criminal Justice Jurisdiction (IST-U-CJJ) and are on Conditional Release status living in the community. The coordinated system is developed through collaboration between the Ohio Department of Mental Health and Addiction Services and county boards of alcohol, drug addiction, and mental health services. To accomplish this, each county has a designated Forensic Monitor, and in Wood County the Board has designated an employee of this agency to serve as their county's Forensic Monitor. The Board provides funding to support the monitoring and coordination activities of this position.

The Forensic Monitor tracks those individuals on conditional release in Wood County, monitors compliance with treatment and other court-ordered requirements, and reports when any violations of

the conditional release or decompensation so that a determination of the need for re-hospitalization, re-institutionalization, or detention can be made.

Representative Payee Program

The Representative Payee program assists clients with severe mental illness with the financial management of their Social Security and SSI payments. This service is provided to adult clients identified as not capable of managing their own benefits at the North Prospect location.

The Representative Payee Program follows the guidelines established by the Social Security Administration and as such the responsibilities of the representative payee include:

1. Using benefits to pay for the current and foreseeable needs of the beneficiaries
2. Appropriately saving any remaining benefits
3. Keeping good records of the expenditure of benefits

Staff serving as the representative payee assists those clients identified as not capable of managing their own benefits with this process to help them maintain their basic needs and other financial goals. The payee meets regularly with clients to determine needs, develop budgets, and assist with monetary concerns as they arise. Clients who use the representative payee at Harbor also receive other services from the agency, and the payee works in coordination with other members of the treatment team in meeting the clients' needs. Social Security benefits continue to be managed by the representative payee until either the client's benefits cease, the client moves out of county and no longer pursues services with the agency, the client requests a transfer to another individual to serve as his or her representative payee, or the client's ability to manage funds is restored by completion of treatment goals as indicated on the treatment plan and a medical doctor signs a statement indicating the individual is capable of managing funds.

Community Integration/Psychosocial Rehabilitation

Harbor provides psychosocial rehabilitation services at the Connection Center location in Wood County. This is a community-based program designed to assist individuals with mental illness in a normalized setting. It provides opportunities for skill development, socialization, peer support, and vocational training. The services provided by this program are grant funded by the Wood County Alcohol, Drug Addiction and Mental Health Services Board.

The guiding principles of the Psychosocial Rehabilitation program focus on community integration, member empowerment, and stigma reduction. Staff and members, together, make decisions and do the work to operate the program.

The Connection Center contains six focus areas:

1. Member Unit
2. Career Unit
3. Business Unit
4. Café Unit
5. Environmental Services Unit
6. Creative Unit

Members focus on the operation of the center via participation in structured and unstructured activities including group discussions, arts and crafts, skill building, community involvement, member outreach, and peer support. Any individual who is a client of this agency or a Wood County resident receiving mental health services with another provider may become a member of the Connection Center. Those

clients who are in services with a provider outside of Harbor are required to have a referral form from their provider so that care can be coordinated as needed.

Philosophy

- Providing opportunities for skill development, socialization, peer support and work-related training in a community setting is essential to enhancing the recovery, resiliency, and integration in the community for individuals diagnosed with severe and persistent mental illness.

Goals

- Provide structured and unstructured activities to build daily living and work-related skills
- Enhance socialization and engagement of peer support to assist in recovery
- Empower members to take an active role in the program and the community and reduce stigma through collaboration with the community

Community Housing/Residential Services

Harbor provides a range of residential services in Wood County with the purpose of assisting clients to live in the least restrictive environment and have access to support that enhances their quality of life.

The Residential Services Program provides combinations of affordable housing with services that help people with severe and persistent mental illness to live as independently as possible in their home community. Options include Supervised, Semi-independent, and Supportive Independent Living Services. Services provided include room and board, the supervision of self-administration of medication, special diets, and assistance with the activities of daily living and accommodations. Mental health services are provided by other treatment team members and are inherent and integral to Residential Services. The goals of this program include maintaining low rates of hospitalization and incarceration among individuals with diagnosed mental health concerns and to provide individualized housing accommodations, supports, and personal care services that promote stabilization and personal dignity. There are also two supervised houses focusing on the needs of transition aged youth (18-25) with the goal of preparing these individuals with diagnosed mental health concerns for successful, independent living.

Semi-Independent/Supportive Independent Living options are non-congregate, unsupervised, individually selected, permanent living environments for individuals with mental illness or severe mental disability. Supportive services are provided to the person within the residence as needed. However, those living in semi-independent or supportive independent living are expected to successfully complete Activities of Daily Living (ADLs) without assistance, manage their own dietary needs, and manage their medication schedule with minimal prompting. Initial occupancy and continued residency are governed only by standard landlord-tenant leases.

Supervised Living options are provided at four locations: 801 North College, 1228 Wren Road, 402 North Main and 309 Ridge Street. These homes are staffed 24 hours per day, 7 days per week and licensed as Type 2 Residential Facilities by the Ohio Department of Mental Health and Addictions Services. Individuals living in these facilities are provided, as needed, personal care services including, but not limited to:

1. Assistance with activities of daily living
2. Assistance with self-administration of medications
3. Preparation of special diets based on instructions of a physician or licensed dietitian

These personal care services do not include skilled nursing care procedures that require technical skills and knowledge beyond those the untrained person possesses (e.g., catheterizations, objective

observation of changes in condition meant to analyze and determine nursing care required or need for further diagnosis and treatment). Staff members in Type 2 Residential Facilities have received training that includes emergency and evacuation procedures, residents' rights, First Aid/CPR, non-violent crisis resolution, providing personal care services, and initial and annual training in topics relevant to caring for persons diagnosed with mental illness.

Each resident in a Type 2 Residential Facility has an individual record that contains demographic and contact information, required initial and annual health assessments, notations of significant changes in physical health or behavioral status, written emergency contact information, written resident agreement, and mental health plan of care.

Philosophy

- A stable living situation is essential to ongoing recovery and stability for individuals with mental health concerns. We work to provide stable and affordable housing options with an appropriate level of supervision that allows individuals with severe and persistent mental illness to remain members of the community and live in the least restricted environment possible.

Goals

- Provide support and personal care services as appropriate to clients that promote stability and personal dignity
- Reduce rates of psychiatric hospitalization by providing a stable living environment and supports to assist clients in maintaining residence in the community

Care Management Entity (CME) - OhioRISE

Harbor's Care Management Entity provides moderate and intensive care coordination in an 11-county region as part of OhioRISE. This initiative is designed to improve access and quality of behavioral health services to Medicaid-eligible youth. Care Coordinators provide high-fidelity wraparound and service coordination to youth and families through community-based, multidisciplinary teams.

Philosophy

Each client admitted to Harbor's Care Management Entity (CME) will be given individualized care coordination that is:

- Family Driven and Youth Guided – Families are engaged as active participants at all levels of planning, organization, and service delivery.
- Community Based – Locally based services that are the least restrictive, accessible, and sustainable to maintain and strengthen the family's existing community relationship.
- Family and Youth Voice and Choice – Family and youth voice, choice and preferences are intentionally sought and prioritized during all phases of the process, including planning, delivery, transition, and evaluation of services. Services and interventions are family-focused and youth-centered from the first contact with or about the family or youth.
- Team based – Services and supports are planned and delivered through a multi-agency, collaborative teaming approach. In addition to the Care Coordinators, team members are chosen by the family and the youth and are connected to them through natural, community, and formal support and service relationships. The team works together to develop and implement a plan to address unmet needs and work toward the youth's and family's vision.

Goals

- Creating a seamless delivery system for children and youth, families/caregivers, and system partners.
- Providing a “locus of accountability” by offering community-driven comprehensive care coordination.
- Expanding access to critical behavioral health services and supports needed for this population such as Intensive and Moderate Care Coordination, Mobile Response and Stabilization, Respite, Intensive Homebased Treatment, and Flexible Funds.
- Assisting youth, families, state, and local child serving agencies, and other health providers to locate and use these services.

Housing Assistance Program

The Housing Assistance Program (HAP) assists persons with severe mental illnesses in obtaining safe, decent, and affordable community housing through the provision of time-limited subsidies for rent and utilities or other start-up costs and is operated in Harbor Wood County locations. Individuals are eligible for assistance through this program if they:

1. Have been diagnosed with severe and persistent mental illness (SPMI).
2. Are at risk of homelessness.
3. Have applied for section 8 housing or the waiting list for a Section 8 voucher. If the waiting list is closed, the individual must apply when the list opens.

The Housing Assistance Program (HAP) is modeled after the Section 8 Program administered by the Public Housing Authority (PHA). HAP provides a subsidy for rent and utilities for a brief period until a person can be employed at a level that supports their housing needs, purchasing a home, or getting a permanent or long-term rental subsidy. Individuals pay 35% of their adjusted household income for rent and utilities in rental units, which meet fair market value standards, set by the PHA. HAP can also be used to provide start up loans for security deposits and utility deposits, basic goods/household items, or furniture. The interest free loans are paid back on a schedule affordable to a person or family with a very low income.

Assistance through the Housing Assistance Program continues until the client receives rental subsidy through Section 8 housing/voucher or three years of assistance has been reached, whichever comes sooner. Assistance is also discontinued if the individual commits a violation of his or her original lease.

Access Center

Harbor's Access Center went into operation in 2014 to dedicate staff to Harbor's main line phone number, 419.475.4449. The call center utilizes automatic call distribution capabilities that include call volume management resources and statistics of incoming phone call volumes. The call center staff provide callers with first call resolution to callers including centralized scheduling for new and existing clients, service portfolio navigation, general information, and appointment reminders. The Access Center employs eight Scheduling Specialists. Harbor's main line receives an average of 600 calls per day. The call center operates Monday & Tuesday 8:00am to 7:00pm, Wednesday & Thursday, 8:00am to 6:00pm and Friday, 8:00am to 5:00pm.

Student Services

Harbor's Student Services Program is designed to foster "hands-on" clinical experience to students as part of their practicum or internship.

All students accepted in the program are assigned an appropriate supervisor according to the requirements of the educational institution, the appropriate licensure board, and certification and an accreditation organization such as OMHAS and CARF. A potential student must complete Harbor's application process that includes information about the potential student's major course of study, the educational institution, instructor, supervision requirements, duration of the internship, type of experience desired and two references. The student application is reviewed by the Human Resource staff and an interview will be arranged with the potential student. Prior to starting, applicants must complete a drug screen and criminal background check. The student must also be familiar with, acknowledge, understand, and agree to comply with Harbor's policies on Privacy and Confidentiality, Dual Relationships, Drug Free Workplace and Client Rights and Grievance Procedures. Students are also provided with a copy of these policies. As stated previously, students are given a copy of Harbor's Core Values and are asked to commit to implementing them.

Genoa Healthcare

In order to provide clients with convenient and affordable access to prescription medications, Harbor has partnered with Genoa Healthcare to house a pharmacy within the Woodley Road, North Prospect and Commerce Drive locations. Harbor and Genoa continue to look for additional opportunities for co-location. Genoa Healthcare is a privately-owned, company that provides a full array of traditional and non-traditional in-house pharmacy services for community mental health centers throughout the United States. The pharmacy is operated independently of Harbor and is staffed by Genoa. The goal of the pharmacy is to serve Harbor clients seen at all locations, and to provide dedicated attention to client needs, improving medication education and compliance. The pharmacy staff is also readily available to consult with and assist Harbor providers.

PROFESSIONAL STAFF AND COMPETENCY

The Professional Staff of Harbor is composed of all independently licensed clinical staff in good standing with the State of Ohio. This staff includes Physicians, Psychologists, Advance Practice Nurses (APNs), Nurses, Licensed Independent Social Workers, Licensed Professional Clinical Counselors with Clinical Endorsement (LPCC), Licensed Professional Counselors (LPC), and Licensed Social Workers (LSW). Other programs may also utilize Certified Chemical Dependency, Certified Prevention Specialists, and Certified Peer Supporters. Dependently licensed staff are provided supervision by independently licensed staff.

When hiring physicians, job offers are contingent on verification of competency through the National Practitioners Data Bank. When hiring counselors, social workers and psychologists, job offers are contingent on receipt of sealed transcripts. Competency for professional staff as determined by Harbor's Management team is assessed as follows:

For Physicians:

- a. References; and
- b. License verification from the applicable Board;
- c. Education verification;
- d. Experience (through reference checks) with the specific population as indicated on the specific job summary for which the physician was recruited; and
- e. Population-specific courses as evidenced by copies of specific education and training;
- f. Report of continuing education is considered in assessing continued competency.

For Clinical Staff:

- a. References;
- b. Education verification;
- c. Online verification of current independent license/license renewal by Human Resources
- d. Report of continuing education is considered in assessing continued competency.

CONTINUUM OF CARE PLAN

To meet the needs of clients, Harbor has a process to provide access to the appropriate level of care, its health professionals, programs, and services. Harbor's Continuum of Care Plan consists of the following components.

Medical Necessity

Harbor is committed to promoting the provision of the necessity for mental health services considering the most clinically appropriate, least-intensive services necessary for safe and effective treatment of each client. Admission, level of care, continued treatment and termination decisions are based on Medical Necessity criteria as stipulated by certification and accreditation organizations.

Admission Screening

Potential clients are screened during the initial contact, via phone or face-to-face, to determine treatment needs and appropriate service providers. Screening is usually a brief process aimed at determining the individual's reason for seeking treatment, immediate need (such as crisis intervention) and to obtain pertinent information necessary for scheduling the intake/mental health/diagnostic assessment appointment with the appropriate assessor or provider. If Harbor is an appropriate service provider, the potential client is asked to complete admission paperwork at the initial visit. Client Rights and Responsibilities are discussed, and the client receives a copy of the Client Rights, Responsibilities and Grievance Procedure. During this time and again at intake/assessment, Harbor's hours of operation and cost of service are shared. If Harbor is not the appropriate service provider, the individual will be referred to an appropriate community agency/organization. Every effort is made to schedule the initial appointment based on client care needs and convenience considering timeframes and other stipulations by certification organizations, local County Boards and/or Private/Managed Care Insurances/Third Party Payers.

Assessment: Mental Health and SUD

A comprehensive assessment including information on mental health and substance use history and issues is completed on every client presenting for services. The assessment tool is comprehensive and assesses the full range of the individual's functional status including risk to self or others. The assessment includes a history of emotional, physical, behavioral, substance abuse, physical abuse, and sex abuse problems. Based on the information presented, social history and other information reported, the assessor determines diagnosis, medical necessity, and the level of care needs of the client. The care needs and arrangements necessary to facilitate the care, such as internal transfer/referral, are explained to the client, parent, or guardian. Clients are reassessed every three years or as needed.

Level of Care

The management of each client's care is the responsibility of the Professional Staff. All treatment is provided by or supervised by one of Harbor's Licensed Independent Professional (LIP) staff. The client

and clinician complete the initial Individualized Service Plan and review it periodically, at client request, when clinically indicated and/or when a recommended service is terminated, denied or no longer available. For mental health services, documentation of the ISP review will occur at least every 6 months. The ISP will be reviewed every 90 days for treatment plans including SUD case management services. The goal is to provide the least restrictive, most cost-effective treatment to meet the needs of the client. All clients receive an appropriate assessment at intake. Most services offered by Harbor are done so as an outpatient level of care and include those listed below.

1. Behavioral Health Counseling and Therapy Service (Individual, Family, Group)
2. Psychiatric Evaluation/Pharmacologic Management Services
3. Psychological Testing
4. Community Psychiatric Supportive Treatment Services/Therapeutic Behavioral Services
5. Substance Use Disorder Treatment
6. Employment/Vocational
7. Day Treatment
8. Referral for a crisis stabilization or hospital bed/Crisis Intervention/Pre-hospital Screening
9. Referral outside of Harbor when appropriate

Two levels of residential treatment are offered:

- Women's Residential Treatment for Substance Use Disorder Use (Port Sylvania [Chrysalis])
- 24-Hour Supervised Group Home for adults with severe and persistent mental illness (at one of four licensed Type 2 Residential Facilities)

Harbor physicians (psychiatrists, medical doctors) and nurse practitioners are responsible for the care of clients who are on medication prescribed by a Harbor prescriber. These individuals make decisions regarding level of care and appropriate treatment modalities. Clients who are not on medication prescribed by a Harbor staff have a primary clinician that is responsible for their care. The decision as to who will serve as the client's primary clinician is made by the assessor at intake. This responsibility may be transferred when appropriate. Levels of care/treatment needs are discussed with the client and/or spouse, significant other, parent or guardian. They are also discussed in individual supervision and clinical supervision team meetings. Consultation can occur with clinical supervisors and managers.

Treatment/ISP Planning

The Treatment Plan/Individual Service Plan development as well as the review process includes the active participation of the client and his/her family, parent, guardian or significant other when appropriate. The ISP is developed using the information from the assessment and diagnostic impressions/interpretive summary. The ISP for Behavioral Health services is completed within five sessions or 30 days of admission, whichever is longer. A description of the specific needs of the client is included in the ISP. Clear, measurable treatment goals are determined by the client and written in the client's own words, and objectives are selected which reflect the client's input. Type of service, frequency of sessions, client strengths, target date, and the name and title of responsible clinician(s) are also noted on the ISP. Also, as relevant, the inability or refusal of the client to participate in ISP development and review, and the reasons given are also documented. The ISP is reviewed periodically upon client request, when clinically indicated, and/or when a recommended service is terminated, denied or no longer available. When applicable or permitted, the ISP process involves the family/legal guardian of the persons served. Documentation of such review is provided in the progress note and documented at least every 6 months on the ISP for mental health treatment and every 90 days for treatment plans including SUD case management services. The ISP will also contain the signature of

staff responsible for developing and reviewing it, the date it was developed and documented evidence of clinical supervision, as appropriate.

Continuity of Care /Coordination of Care

Harbor's professional staff provides continuity of care and services over the course of treatment for all individuals served. Services are coordinated throughout clinical team meetings to ensure appropriate continuity of care from the time of entry through assessment, treatment planning, delivery of services, and discharge. Also, Harbor maintains affiliate agreements with community agencies/ organizations to supplement existing care or to provide specialty services that Harbor does not provide. For all services, care coordination and outreach will be provided as appropriate.

TRANSITIONAL / CONTINUING CARE

In order to ensure that appropriate care is given to clients and to provide continuity of care, it may be necessary to refer clients for additional services or to transfer to a different care/service provider. Most services offered by Harbor are done so as an outpatient level of care except for Women's Residential Treatment for Substance Use Disorders. When transferring a client to a new primary clinician, the transferring clinician first discusses the matter with the client, parent/guardian, or authorized representative. If agreed, the clinician then discusses the transfer with the receiving clinician or program. The transferring clinician will complete the appropriate sections of the Transfer/Referral Form to ensure the change is made in the system to reflect the service and service provider.

When referring a client to a service or program outside of Harbor, the clinician will discuss the matter with the client, parent/guardian, or authorized representative. If required by law, the clinician obtains an Authorization to Disclose form from the client or appropriate individual, contacts the appropriate provider, and sends authorized clinical information. Consultation and referrals are documented in the client's clinical record. It is the referring clinician's responsibility to follow-up with the referral to ensure that the client is engaged and obtains progress reports when appropriate. These contacts are documented in the client's clinical record.

When accepting a transfer from an external agency, Harbor will ensure that the client meets medical necessity for treatment and is an appropriate referral considering the services we provide. Other factors to consider include the client's willingness to participate in treatment, safety, risk concerns, and as appropriate the client's willingness to accept financial responsibility for treatment.

Harbor has a process of keeping the client and/or client's family informed of the care process, including termination/discharge planning. The discussion about discharge planning occurs as early as possible in the care process, continues throughout the care process, and includes an anticipated discharge date or attainment of goals and measurable objectives as stated on the ISP. Discharge planning begins for all clients with the formulation of the ISP. The ISP establishes specific measurable goals against which progress can be monitored during the course of treatment. The process is an important aid in keeping treatment focused and efficient. As the client approaches goal attainment, more specific discharge planning takes place. The discharge process involves making the necessary referrals for further or additional care and ensuring appropriate linkages. The client, and if appropriate, parent, guardian/custodian or authorized representative, is involved with this process and is given clear information on the referral such as name, date, time, address, and telephone number of the new provider. Harbor's re-admission process is also explained. Within 30 days of the last contact, the case is closed unless there is reason to delay termination. If there is reason to delay termination, the clinician should complete a Case Conference Note or Activity Note explaining the reasons and should document periodic contact with the client while the case remains inactive. If there is no reason to delay termination, the primary clinician completes the Termination section of the Discharge Summary.

Harbor's Termination/Discharge Summary includes the following information:

1. Client admission date
2. Date of the last service provided to the client
3. List/describes the services provided
4. Results of the service(s) provided/describe the extent to which goals/objectives were achieved
5. Reason for discharge
6. Identifies the status of the client at last contact
7. Recommendations made to the client, as appropriate to the ISP, including referrals to other community resources
8. Medications prescribed by the agency upon the client's termination from service
9. If the termination is involuntary, documentation that the client was informed of his/her right to file an appeal
10. Date of discharge
11. Dated signature and credentials of the staff member completing the summary

As part of the continuum of care process, the client's mental health needs are a priority. In situations where the client's benefit package has been exhausted and he/she cannot afford to pay out-of-pocket fees; Harbor will complete an assessment and consult with the Chief Medical Officer to discuss the need for continued treatment. In cases of medical necessity, Harbor will continue treatment until the client's level of functioning is stable and appropriate for termination. Harbor will also pursue the need for authorization of additional sessions with the appropriate managed care or external entity.

BUSINESS ASSOCIATE AGREEMENTS/AFFILIATIONS

Harbor maintains Business Associate/Affiliation Agreements with a variety of resources within the local community. Harbor's Business Associate Agreement also serves as a Qualifying Service Organization Agreement per regulations in 42 CFR Part 2 related to affiliations involving information regarding substance use disorder diagnosis and treatment. These affiliations are for the purpose of providing services for Harbor clients that we do not provide, and/or to enhance the client's functioning, recovery, and well-being.

STAFF SUPERVISION

Guidelines for supervision of staff are strictly followed in accordance with State Licensure requirements, Harbor Policy #213 and Harbor's Table of Organization and individual Job Summaries.

ORGANIZATION COMMUNICATION AND REPORTING

Harbor makes efforts to maintain a system for managing communication and reporting. Leaders of the organization communicate the organization's mission, vision, plan, policies and procedures via orientation, training, meetings, and supervision.

Program directors and managers have regularly scheduled team meetings. Supervisors provide weekly or biweekly supervision to supervisees. Additional supervision is provided as needed.

The CEO meets with the executive leadership team weekly. There are several means of enhancing communication between the executive leadership team and staff members, including the Information to

Leadership Surveys, CEO communications via email and Harbor Happenings. The information for the leadership survey is being sent to all staff as an opportunity for staff to provide feedback directly to the executive leadership team. Survey themes are identified, and an action plan is developed based on staff feedback. CEO email communication is designed to update agency staff on changes throughout the agency. The purpose of this communication is to provide everyone with a consistent message directly from the CEO. Monthly newsletters sent to the agency providing updates and staff recognition. It's also an opportunity for staff to stay abreast of initiatives and events across sites, teams, and around the community.

Harbor provides financial reporting to Board Members. Actual results are compared with budgeted figures, and differences are analyzed. Information on quality improvement is also shared with Board Members, staff and persons served.

Clients and others may access our website for information about Harbor and the services we provide.

STAFFING PLAN

Staffing is based on the utilization of Harbor's resources and funding. Specific staff allocations are reviewed at least every fiscal year in accordance with projected service volume and caseload management needs.

Harbor maintains an adequate workforce to:

1. meet the established outcomes of the client
2. ensure client safety
3. deal with unplanned absences of personnel, and
4. meet the performance expectations of the organization
5. Identifies the status of the client at last contact

ADDITIONAL RESOURCES RELATED TO THE PLAN BOOK

- Union Agreement
- Board of Directors Roster
- Strategic Plan
- Annual Budget – FY 2026
- Lucas County Mental Health & Recovery Services Board Provider Agreement
- Wood County Alcohol, Drug Addiction and Mental Health Services Board Provider Agreement
- The Mental Health and Recovery Services Board of Seneca, Ottawa, Sandusky and Wyandot Counties Provider Agreement
- Designated Record Set
- Business Associates/Affiliation Agreement
- Table of Organization (Org Chart)
- Certified Community Behavioral Health Clinic (CCBHC) Certification Criteria