



**Annual Agency Service
Plan Book**

FY27

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BACKGROUND

Harbor, formerly Harbor Behavioral Healthcare, was created in 1995 by the merger of Cummings-Zucker Center and West Center, both of which 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 girls. West Center began in 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.

As a leading provider of mental health and substance use services in Ohio, Harbor 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 provides 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 FY26, Harbor served 23,044 unique individuals and 6,340 vocational grant consumers supported by a dedicated team of over 600 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 Harbor's 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 North Central Behavioral Health Board of Seneca, Huron, 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 provider of public behavioral health services, Harbor is successfully provides behavioral health services to the private sector. Harbor's Employee Assistance Program (EAP) has provided services to employers in the area for many years and continues to support the community by responding to Critical Incidents and providing EAP assessments and services.

Harbor generates approximately 64% 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 Behavioral Health (DBH). 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

The logo for Harbor, featuring a stylized blue 'H' with a white building silhouette inside the top bar, followed by the word 'arbor' in a blue serif font.

ORGANIZATIONAL PHILOSOPHY

Harbor's Board and staff base their decisions and actions on a philosophical set of values:

- Provide 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.
- Serve our community and individual clients using largely publicly generated revenue is seen as a significant trust and responsibility.
- Honesty and candor mark both the administrative and clinical services.
- Service provision and planning is based on an ongoing process of assessing and understanding community needs.
- Services are preventive in nature when possible; when not possible, services focus on early intervention and remediation when necessary.
- Services are provided in the community with a focus on the most integrated setting.
- Outreach services in the community are encouraged as needed and possible within the constraints of staffing and budget patterns.
- Planning and services are based on clients' needs and rights.
- Client and, when possible, family members and significant others, are actively involved in the treatment planning and review process.
- Services are as effective as possible in meeting client needs.
- Services and operations are as efficient as possible in order to best use public dollars and to support sustainability.
- Respect for and demonstrated appreciation of staff are a foundation for Harbor services.
- Effective teamwork among all levels of staff are expected and actively supported.
- Effective relationships with other service providers are developed as needed to best serve our clients.

COMMITMENT TO FLEXIBLE, INDIVIDUALIZED PERSON-CENTERED SERVICES

Harbor is committed to providing individualized, person-centered services based on the needs of the client. Our system of care is designed to assess the individual needs of each client and provide the most appropriate service(s) and intervention(s) 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 community resources, as appropriate, to support clients to meet treatment goals.

ORGANIZATION/LINES OF AUTHORITY AND RESPONSIBILITY

Harbor is organized in a traditional pyramid 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, 2026 through December 31, 2029. A summary of the organizational structure follows.

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 up to nine years (three 3-year terms). The Board has two functional committees: Executive Committee and 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 includes the Chief Medical Officer and others who oversee the following departments: Clinical, Medical, Care Coordination, 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 for staff to view.

ORGANIZATIONAL GOALS

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.

The strategic planning process includes completion and ongoing review of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis 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 planning process as is input from our Board of Directors and other stakeholders. The final Strategic Plan is reviewed and approved by our Board of Directors and is then 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 using historical financial and statistical baselines, as well as new and different programming as identified in the Strategic Plan, and the various funding bodies' priorities resulting from their planning processes. The annual budget is reviewed by Harbor's Executive Committee and forwarded to the Board of Directors for review and approval. Additionally, 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 funding application processes.

SERVICE AREA

Harbor's corporate office is in Lucas County, Toledo, Ohio. Lucas County is in Northwest Ohio, bordering Michigan and Lake Erie. Northwest Ohio has a strong manufacturing base of glass, plastic, primary and fabricated metal products, and automotive assembly and parts. The metropolitan area of Toledo has a population of over 650,000 and is served by America's longest east-west Interstates (80/90) and longest north-south Interstate (75), allowing individuals to reach nearly 10 million people within a 2-hour drive. Most of the region outside of Lucas County is rural, where farming is a predominant industry and community resources are more limited.

Harbor provides services throughout Northwest Ohio with outpatient offices in Lucas and Wood counties. Services are available to out-of-county residents, provided their insurance 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 of Ohio. Vocational programs are available in Williams, Fulton, Defiance, Henry, Paulding, Putnam, Hancock, Van Wert, Allen, Mercer, Auglaize, Lucas, Wood, Ottawa, Sandusky, Erie, Seneca, Huron, Cuyahoga, Lake, Ashtabula, Hamilton, Clermont, and Brown counties.

Census Data

Population	Wood County	Lucas County	United States
Population estimates, July 1, 2025, (V2025)	134,176	423,347	341,784,857
Population, percent change - April 1, 2020 to July 1, 2025 (V2025)	1.5%	-1.80%	3.10%
Population, Census, April 1, 2020	132,248	431,279	331,449,281
Age and Sex (Census, April 1, 2020)			
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 (Census, April 1, 2020)			
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 (2020-2024)			
Veterans	5,955	19,437	16,185,883
Foreign-born persons	3.80%	4.00%	14.10%
Language other than English spoken at home, age 5 years+	5.80%	6.10%	22.30%
Households with a computer	96.80%	94.40%	95.50%
Households with a broadband Internet subscription	92.80%	89.40%	91.00%
Mean travel time to work (minutes)	20.5	20.5	26.4
Median households income (in 2024 dollars)	\$74,216	\$62,224	\$80,734
Persons in poverty	11.00%	16.80%	10.60%

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	• 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-F: 8am to 4:30pm Outpatient Detox: M-F: 8am to 2pm	• Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • 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 1pm	• Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • Case Management • Youth Day Treatment • Substance Use Disorder Services • Psychological Testing • Early Childhood Mental Health Consultation
Port Sylvania & Women's Residential Rehab 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	• Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • Case Management • Psychological Testing • Developmental Behavioral Services • 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	• Community Employment Services (through Career Connections) • Case Management
1010 North Prospect Bowling Green, OH 43402	M-W: 8am to 7pm Th: 8am to 6pm F: 8am to 5pm	• Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • 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	• Behavioral Health Assessment and Counseling • Pharmacologic Management • Crisis Intervention • Case Management • Substance Use Disorder Services • Housing Assistance Program
1033 Devlac Grove Bowling Green, OH 43402	M-F: 8am to 5pm	• Case Management • Adult Day Treatment • Vocational Services
309 South Main Street Bowling Green, OH 43402 Connection Center	M,W,Th,F: 9am-4pm T: 9am-7pm S: 11am-4pm	• Psychosocial Rehabilitation
801 North College Bowling Green, OH 43402	24 hours/7 days	• Community Housing – Supervised
1228 Wren Road Bowling Green, OH 43402	24 hours/7 days	• Community Housing – Supervised
309 Ridge Street Bowling Green, OH 43402 (Transitional Youth ages 18-24)	24 hours/7 days	• Community Housing – Supervised
1946 North 13 th Street Toledo, OH 43604		• Vocational Services

3737 West Sylvania Avenue Toledo, OH 43623		• Lucas County Comprehensive Case Management and Employment Program
7746 County Road 140 Findlay, OH 45840		• Vocational Services
8043 W. State Rte. 163 Oak Harbor, OH 34339		• Vocational Services
4900 Vine Street Cincinnati, OH 45217		• Vocational Services
42495 North Ridge Road Elyria, OH 44035		• Vocational Services
1 Victoria Place Painesville, OH 44077		• Vocational Services

COMMITMENT TO CLIENT SAFETY AND HIGH-QUALITY CARE

Harbor is committed to promoting and providing a safe environment for its staff and clients, while also providing high quality, cost-effective services. Harbor strives to improve safety, quality of care, and services by implementing our mission and vision, and through quality improvement initiatives. Harbor keeps this commitment by the following performance improvement activities:

- Ongoing feedback from clients and stakeholders via customer satisfaction surveys
- Ensuring staff competency by offering training opportunities, including at hire and annually
- 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 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 to policies and procedures regarding risk management, health, and safety
- 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 Security Committee comprised of Quality Improvement, Information Technology, and Facilities staff to assess and ensure HIPAA compliance. The Security Committee completed an initial HIPAA readiness assessment, completes annual HIPAA security risk assessments, and provides support and consultation to the HIPAA Privacy, Security, and Complaints Officers. 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 included on the Security Committee, this team includes the Chief Quality Officer, CEO, and Executive Leadership Team members.

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

CLIENT SATISFACTION

Our clients are our most valued resource, and Harbor is committed to improving client satisfaction. Harbor uses Client Satisfaction Surveys to measure client satisfaction and identify areas for improvement. These surveys are typically completed twice per fiscal year (October and April) via Survey Monkey and in-person paper surveys. During FY26, Harbor clients and/or family members completed and submitted 1742 Client 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 measurement. In areas where the target is not met, the performance is 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 are 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: 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 cyber security and related safety measures. The agency's Electronic Health Record (EHR) is managed by a designated set of IT staff, and they lead the EHR Committee, which includes staff from all departments. The IT department leadership assists in developing priorities that improve client care, system security, and staff efficiencies; 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

Per HIPAA, a designated record set 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 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. DBH includes assessment, counseling and therapy activities, and medical services as part of General Services. A description of these and other clinical services follows.

Harbor provides an integrated approach to behavioral health care. Individuals with co-occurring mental health and substance use issues have their needs addressed within one unified treatment plan. A multidisciplinary treatment team works together to provide a holistic, supportive approach to care.

Behavioral Health Assessment

Harbor provides Behavioral Health Assessments for people of all ages and backgrounds at various locations as indicated in the Locations Table above and via telehealth. Additionally, assessments may be conducted in the community for designated programs. Assessments are conducted Monday through Friday during regular business hours at each location and in the community when necessary.

This service is paid 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 is variable based on the assessor's training and license, and the intensity of the assessment. Arrangements for payment for assessments are made prior to the beginning of the assessment.

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

An initial Assessment is completed prior to starting any other services, except in emergency situations in which the delivery of Crisis Intervention Services or Pharmacologic Management services are the least-restrictive alternative. 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 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 health disorder 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. Ongoing Assessment services are provided for clients as needed and at least every three years to ensure up-to-date diagnoses and excellence in clinical treatment.

The comprehensive Assessment includes the following elements:

- Age-appropriate psychosocial history and assessment, inclusive of consideration of multi-cultural/ethnic, and religious influences
- Presenting issues from the perspective of the person served
- Urgent needs, including suicide risk, personal safety, risk to others, and risk-taking behaviors
- Individual needs
- Age, gender, sexual orientation, and gender expression
- Need for service and the service appropriateness
- Strengths, abilities, interests, and skills
- Preferences for treatment
- Family background/circumstances
- History of emotional and behavioral problems (client/family)
- History of previous behavioral health treatment, including diagnostic and treatment history and information regarding medications
- Use of alcohol, tobacco and/or other drugs
- Environment and living situation
- Child developmental milestones
- Health history/health needs, co-occurring disabilities, disorders, or medical conditions
- Current level of functioning
- Sexual abuse/physical abuse/neglect/domestic violence/exploitation
- History of trauma (experienced or witnessed) and losses
- Special communication needs, assistive technology needs, and accessibility
- Relationships, including families, friends, community members, and other interested parties
- Employment/vocational issues
- Educational background
- Military service
- Legal history
- Literacy level
- Social determinants of health
- Psychological and social adjustment to disabilities and/or disorders
- Mental status exam
- Diagnostic impressions/interpretive summary
- Treatment recommendations

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

Philosophy

- Each client receiving services with Harbor's behavioral health programs participates in 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 actively participate in the care process and to communicate his or her preferences for treatment.

Goals

- Complete a comprehensive assessment/evaluation that assists 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 and/or externally

Outpatient Treatment

Behavioral Health Counseling and Therapy

Harbor provides Behavioral Health Counseling and Therapy/Outpatient Treatment for people of all ages and backgrounds at several locations (see Locations Table above). Referrals to Harbor for this service are received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referrals. Behavioral Health Counseling and Therapy/Outpatient Treatment may also be provided in the community and via telehealth, as appropriate to the client's needs.

This service is paid 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 is 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 made prior to the delivery of services.

Clients are referred to Behavioral Health Counseling and Therapy Services/Outpatient Treatment based on the results of their initial assessment and the client's expressed preferences for treatment. The service consists of interaction with a person served in which the focus is on treatment of the person's behavioral health disorder. The frequency of service is determined with the client/guardian upon initiation of the service and is modified throughout treatment as appropriate to the needs of the client; frequency is typically weekly or biweekly. The service consists of a series of time-limited sessions which work toward attaining the client's goals as indicated in the Individualized Service Plan (ISP). For a child or adolescent client, the service may include family members and/or parent, guardian, and significant others. In providing Behavioral Health Counseling and Therapy Services/Outpatient Treatment 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/Outpatient Treatment include individual and group therapy, and it includes relevant education about the person's mental health or substance use disorder or concerns, family interactions, community integration, relationships, and/or importance of living skills, as applicable. Family members and supportive others are included in the treatment services with the client's permission, to support the client's treatment goals. 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/Outpatient Treatment may be provided at a Harbor location or in the natural environment of the person served and is provided in a way that ensures privacy regardless of the location where 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.

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

- Process Groups allow clients the 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 screening.
- 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 concerns and the skills needed to cope with or manage the problem. During the second half, the issues are processed, allowing the client to gain and share insight.

Psychiatric Services/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.

This service is paid 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 is variable based on the training and license of the provider and the intensity of Pharmacologic Management services. Arrangements for payment for Pharmacologic Management/Pharmacotherapy are made prior to the delivery of services. Harbor receives referrals for this service from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referrals.

Pharmacologic Management Service is a psychiatric/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 behavioral health needs as identified in the 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 clients and family regarding medication and its actions, effects, and side effects so that they can effectively participate in decisions making; (4) assist clients in obtaining medications, when needed, and; (5) provide follow-up, as needed.

Pharmacologic Management Services are initiated by referral from Harbor's professional staff, including the client's clinical assessor or primary care clinician. To receive Pharmacologic Management Services, the individual must be admitted as a client of Harbor through the Assessment process described above, or during ongoing care. Harbor's Pharmacologic Management Services team ensures that the services result in well-informed, educated individuals and family members, to decrease/minimize symptoms and improve/maintain functioning for clients receiving the service. The frequency of service is determined with the client/guardian upon initiation of the service and is modified throughout treatment as appropriate to the needs of the client.

Pharmacologic Management Services at Harbor consist of one or more of the following elements as they relate to the client's psychiatric needs and as clinically indicated:

- Performance of psychiatric/mental health and substance use evaluation.

- Prescription of medications and related processes which include:
 - Consideration of allergies, substance use, current medications, medical history, and physical status;
 - Behavioral health education to individuals and/or families, (e.g., purpose, risks, side effects, and benefits of the medication prescribed); and
 - 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.
- 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.
- 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, Vice President of Medical Practice Management, Director-Crisis Nursing, Manager-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, clinical staff are available as needed to assist with care coordination. Referrals from hospitals concerning inpatient psychiatric discharge are handled promptly. Harbor works with the referring entity to schedule 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

Case Management

Harbor provides case management services for people of all ages and backgrounds at locations as indicated in the Locations Table above. Harbor receives referrals for this service from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referrals. Case Management is primarily provided in the community as appropriate to the client's needs. Case Management at Harbor is provided by staff eligible to provide this service as stipulated by the Ohio

Revised Code and certification and accreditation organizations. This service is paid for by public funds such as Medicaid and local County Boards. The fee for this service is based on DBH standards regarding the reimbursement rate established for public funding for this service.

Services are delivered by community-based, mobile individuals or multidisciplinary teams of professionals and trained others, depending on the service. All persons served have met eligibility criteria for the service. Services address the individualized behavioral health needs of the client. Services vary with respect to hours, type, intensity, and frequency depending on the changing needs of each client. The purpose of services is to provide specific, measurable, and individualized services. Services are focused on the client'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.

Philosophy

- The provision of care and recovery services is most effective in the community setting when guided by client preferences and participation in individualized treatment options, which might include input from the parent or guardian. Coordination of evaluation, rehabilitation, and supportive services leads to a reduction of symptoms and psychiatric disorders, improves a client's access to community resources, and supports the client's return to an optimal level of functioning.
- It is the role of the Case Management team to provide advocacy, education, coordination of community support, and activities supporting independence and growth.
- Client preferences in behavioral health care, housing options, education, social relationships, and daily activities are 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 disorders
- Assist clients with obtaining and establishing decent, affordable and safe housing
- Program staff develop and maintain effective teamwork with internal and external stakeholders

Harbor provides Case Management through Community Psychiatric Supportive Treatment (CPST), Therapeutic Behavioral Support (TBS) services, and SUD Case Management. Details of each type of service follows.

Community Psychiatric Support Treatment (CPST)

Harbor's CPST services are delivered to the client and/or any other individual who will assist in the client's mental health treatment. CPST services are delivered face-to-face, and via telephone and tele-video contacts. CPST services are provided on-site as well as in locations that meet the needs of the client. 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 Case Management staff employed by Harbor responsible for case coordination.

Harbor's CPST services may consist of the following elements:

- Ongoing assessment of needs
- Assistance in achieving personal independence in managing basic needs as identified by the individual and/or parent or guardian
- Facilitation of further development of daily living skills
- Coordination of the ISP, including:
 - Services identified in the ISP

- Assistance with accessing natural support systems in the community
- Linkages to formal community services/systems
- Systems monitoring
- Coordination and/or assistance in crisis management and stabilization as needed
- Advocacy and outreach
- Education and training specific to the individual's needs, abilities, and readiness to learn
- Mental health interventions that address symptoms, behaviors, thought processes, etc., that assist an individual in eliminating barriers to seeking or maintaining education and employment
- 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 staff and addresses the following:

- 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
- Characteristics of the population to be served, such as psychiatric symptoms, medications, culture and age/gender development
- Knowledge of CPST purpose, intent, and activities

Therapeutic Behavioral Support (TBS)

TBS are an array of activities intended to provide individualized support or care coordination. TBS is provided in all settings that meet the needs of the client and involve collateral contacts as appropriate.

Harbor's TBS services consist of the following elements:

- Consultation with other eligible providers of the service to assist with the client's needs and service planning for individualized supports or care coordination of healthcare, behavioral healthcare, and non-healthcare services
- Referral and linkage to other healthcare, behavioral healthcare, and non-healthcare services to avoid more restrictive levels of treatment
- Interventions using evidence-based techniques
- Restoration of social skills and daily functioning
- Crisis prevention and amelioration

SUD Case Management

SUD Case Management services are an array of activities intended to provide individualized support or care coordination. SUD Case Management is provided in all settings that meet the needs of the client and involve collateral contacts as appropriate.

Harbor's SUD Case Management services include assessment, referral, monitoring, and follow-up. They include activities such as:

- Treatment planning and crisis intervention services
- Providing training and facilitating linkages of use of community resources
- Monitoring service delivery
- Assisting individuals in obtaining necessary services such as housing, food, clothing, educational services
- Assisting individuals in becoming involved with self-help groups
- Increasing social support networks

Day Treatment Services

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

Clients receiving Day Treatment services are referred to Harbor by other treatment providers and Harbor's practitioners. Enrollment in Day Treatment services is based on the results of the client's assessment and the preferences expressed for treatment. Day Treatment services have clear admission and discharge criteria, and frequency of service is determined based upon the needs of the client and program enrollment. The Day Treatment environment is highly structured to ensure a staff-to-client ratio that guarantees sufficient therapeutic services and professional monitoring, control, and protection.

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 client as identified in the 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:

- Determination of needed behavioral health interventions
- Skill development:
 - Interpersonal and social competency that are age, developmentally, and clinically appropriate, such as:
 - Functional relationship with adults, peers, community/school, employer/family, and authority figures
 - Problem-solving, conflict resolution, and emotions/behavior management
 - Developing positive coping mechanisms
- 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:
 - Individual psychotherapy
 - Group psychotherapy
 - Psychoeducation
 - Medication education
 - Substance use disorder education
 - Provisions of/linkage with educational activities
 - Provision of/linkage with vocational activities

- Assistance with activities of daily living
- Nutritional/fitness activities and their impact on the integration of mental and physical health

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 challenges.
- A multidisciplinary approach using the integration of education and intensive behavioral health services helps 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, to develop a successful plan of care based on the clients' specific needs.
- Make appropriate internal and community referrals that assist clients in achieving treatment goals.
- Provide services for the family and help them deal effectively with clients' special needs.
- Assist clients in learning prosocial behaviors that facilitate return to a less-restrictive setting.

Substance Use Disorder (SUD) Treatment Programs

Harbor's specialized SUD treatment programs are designed to help people with substance use disorders reclaim their lives. The goal of the program is promoting resiliency by developing and using abilities, supports, and knowledge, working on a recovery and relapse prevention plan, and to have a life that is healthy and successful without using substances. During the assessment process and throughout treatment, if an individual is diagnosed with a substance use disorder, a level of care evaluation, according to criteria developed by ASAM, is completed to best understand individuals' needs. Harbor continues to use the ASAM Third Edition until the Ohio Department of Behavioral Health rules are updated to reflect the updated ASAM Fourth Edition. Referrals are made to the appropriate level of care based on the assessment. In addition to SUD services provided as part of our integrated Outpatient Treatment, Harbor offers additional SUD specific programs.

Medication Assisted Treatment: Medication Assisted Treatment (MAT) 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. MAT services are provided as part of the Outpatient Pharmacological Management services, as an ASAM 1.0 level of care service. 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. MAT 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 MAT are made prior to the delivery of services.

MAT uses a combination of medications, counseling, and encouragement to utilize community resources (e.g., social sober support groups, supportive services) to enhance a client'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 clients 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 and group 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 encouraged to engage in counseling and social sober support to maintain compliance with program objectives and be able to initiate and/or continue with MAT. 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.

Intensive Outpatient Program (IOP): IOP services are available to adults at the locations and hours listed in the table above. The service is available on-site and via telehealth. The IOP program includes a variety of different services, including assessment, structured individual counseling, group counseling, and crisis intervention as needed, with services provided at least three days per week and offered for a minimum of nine hours per week. Before admission to the IOP, individuals must be assessed and meet the ASAM 2.1 level of care criteria. Throughout treatment, the individual's ongoing needs and treatment plan are reviewed at least once a month. Individuals are primarily referred internally after an assessment but may also be referred by external providers or during care at Harbor as new or updated needs are identified. This service is paid 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 made prior to the delivery of services.

Philosophy

- The IOP provides robust, structured treatment services to support individuals in addressing the management of addiction and co-occurring mental health conditions. IOP services are more intensive in frequency and comprehensive care than traditional outpatient services with staff assisting clients at their pace to work toward their recovery or to help prevent a more intensive level of care.

Goals

- Providing education and support for wellness, recovery, and resiliency.
- Providing support for relapse prevention, developing healthier coping skills, and strengthening support systems.
- Assist individuals with obtaining or maintaining abstinence.

Detoxification/withdrawal management: Detoxification/withdrawal management programs are time-limited and designed to assist clients with the physiological and psychological effects of acute withdrawal from alcohol and other drugs. The program maintains adequate staffing and a network of treatment referral sources to support clients 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 this service in the outpatient setting at our Woodley location and is an ASAM level of care 2 - Withdraw Management.

Clients live in their own homes and 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 includes behavioral health services such as: counseling, case

management, discharge planning, and linkage to the appropriate next level of care upon completion of detoxification. The frequency of service is determined with the client/guardian in coordination with the treatment team upon initiation of the service and is modified throughout treatment as appropriate to the needs of the client.

Philosophy

- The provision of a safe and supportive environment for managing withdrawal from alcohol and other drugs improves the likelihood of clients 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 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 and 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

Substance Use Disorder (SUD) Residential Treatment: Harbor's Women's Residential Rehab program is a non-medical community residential treatment for adult women at the Port Sylvania location in Lucas County. This level of care is a 24-hour rehabilitation facility, without 24-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 made prior to the delivery of the services.

The Women's Residential Rehab program is for individuals who meet the criteria for a 3.5 ASAM level of care. The program offers at least 30 hours of skilled treatment services and clinically managed services and support weekly. At least 10 of the 30 hours consists of individual and group counseling. Additional programming includes psychoeducation, peer support, family education, and therapeutic activities focusing on chemical dependency and trauma. 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 seven-to-eight weeks. The Women's Residential Rehab program provides the opportunity for the client to stay in the facility with her child after giving birth.

Philosophy

- Treatment works; SUD is treatable and people can live a successful recovery life.
- Treatment requires a coordinated approach among the client, treatment providers, and significant others.
- Treatment addresses recovery in all areas of the client'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 support clients 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 that assists in determining the needs of the clients, considering emergent, urgent, and non-life-threatening care needs.
- Timely referral of clients to appropriate SUD level of care programming internally, externally, or both.
- 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 30 days.
- Develop and maintain an effective coordinated team approach with internal/external providers and significant others per individual client assessed need.

Peer Support Services

Peer Support Services are provided to youth and adult clients with a mental health disorders and/or substance use disorder, and can include the client's 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 a client's or family's ability to address needs, navigate systems and promote recovery, resiliency, and wellness. They promote person-centered, trauma informed care and cultural humility services, encourage partnership with individuals and families, and advocate for informed choice.

Peer support services are integrated in the Outpatient Treatment teams and is also provided through a variety of grant programs. Referrals to Harbor for this service are received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referral. The frequency of service is determined with the client/guardian upon initiation of the service and is modified throughout treatment as appropriate to the needs of the client. This service is paid for through a variety of funding sources, including public funds such as Medicaid and local County Board, grant funds, and self-payment by clients. The fee for this service may vary based on the frequency of the service and the payer.

Philosophy

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

Goals

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

Crisis Intervention

Harbor provides Crisis Intervention Services for people of all ages and backgrounds at locations as indicated in the Locations Table above, and in the community as needed. Crisis Intervention services are provided as part of Outpatient Treatment and Case Management services, and in our Mental Health Urgent Care.

This service is paid for by public funds such as Medicaid and local County Boards. The fee for this service is based on DBH standards regarding the reimbursement rate established for public funding for this service. Referrals to Harbor for this service are received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referral. The frequency of service is variable according to the client's needs and crisis presentation.

Harbor's Crisis Intervention services ensure 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 and has a designated Mental Health Urgent Care. Community resources, such as Zepf Center Crisis Care, Unison Crisis Services, and local police departments, are also utilized as appropriate to stabilize the crisis.

Harbor's Crisis Intervention Services consist of the following:

- Immediate phone contact capability with individuals, parents, and significant others; 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, through community collaborations. 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.
- Provision for de-escalation, stabilization, and/or resolution of the crisis
- Policies and procedures that address coordination with and use of other community and emergency systems
- Prior training of staff that includes but is not limited to:
 - Risk assessment
 - De-escalation techniques/suicide prevention
 - Mental status evaluation
 - Available community resources
 - Procedures for voluntary and involuntary hospitalization
 - Training and/or certification in First Aid and Cardio-Pulmonary Resuscitation (CPR) and Nonviolent Crisis Intervention, Crisis Prevention Institute (CPI)

When clinically indicated, Harbor's Crisis Intervention Services consists of:

- A face-to-face crisis assessment conducted by an eligible clinician that includes:
 - Understanding the presenting crisis/concerns
 - Preferences of the person served
 - Social determinants of health contributing to crisis
 - Current medications, including adherence
 - Current/recent use of alcohol or other substances
 - Risk factors
 - Trauma

- Current: medical conditions, treatment provider, safety plan, living situation, and criminal justice involvement
- Availability of supports
- Advance directives, when applicable
- A crisis plan that includes referral and linkages to appropriate services and coordinate with others systems. The crisis plan addresses immediate response needs, safety concerns, 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 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 work with the client in crisis to determine appropriate treatment, services, and coordination 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 parent/guardian/significant others to develop a plan to minimize the effects of a crisis in the future

Psychological Testing

Psychological Testing is completed for clients of all ages when identified as part of the client's needs at the time of assessment, and for the purpose of medically necessary diagnostic conclusion and refinement. The clinical assessor, primary clinician, or a member of the multidisciplinary team makes referral for this service. Referrals to Harbor for this service are also received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referral. Psychological testing is administered by a licensed psychologist or other identified staff supervised by a licensed psychologist. The frequency of service is determined with the client/guardian upon initiation of the service and is modified as appropriate to the needs of the client.

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 services are made prior to the delivery of the services.

Philosophy

- Services provided best exemplify the principles of recovery for adults and resiliency for youth.
- People can grow and change.
- The services provided are 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 are treated with respect and dignity, and in a non-discriminatory manner.
- Clients, and when possible, significant others of their choice are actively involved in treatment planning and ongoing review.
- The rights of persons served to privacy and confidentiality are protected. Disclosure of Protected Health Information is based on client authorization or authorization of the parent or legal guardian, authorized representative, or as mandated by federal and state laws.
- Services are 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 identified diagnoses as indicated in the initial and ongoing assessment of needs.
- Assist clients to develop skills to manage symptoms that interfere with daily living.

OTHER SERVICES

Community Employment Services (Vocational Services)

Harbor provides Community Employment Services (Career Connections) for 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 also receive 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) and the Ohio Bureau of Workers' Compensation. These funding sources provide referrals to this service based on the needs of the individual. Supervisors and providers of this service are eligible in accordance with applicable CARF and DBH (Employment Services) standards. 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) and to explore the positive outcomes 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 health symptoms that have interfered with past employment, and identify and implement strategies to promote greater employment success. Staff assist with connecting consumers to 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:

- Documented rationale for provision of the service
- Employment/vocational assessment, when necessary, which may include:
 - Individual Choice
 - Strengths
 - Skills
 - Employment History
 - Education
 - Needs
 - Limitations
 - Job market/career exploration
 - Individual resources
 - Transportation
 - Needed accommodations
 - Benefit analysis
 - Vocational plan as part of the ISP, separate, or furnished by another source
- Supportive employment services, which may include:
 - Job coaching
 - Job placement
 - Follow-along
 - Job seeking/keeping skills training
 - Community assessment
 - Job development
 - Job club
 - Benefit counseling
 - Peer support
 - Networking

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 self-esteem and 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 serves children and adults with developmental delays, mental health disorders, and those with co-occurring disorders. Services provided may include case management and counseling/therapy as described above.

Referrals to Harbor for this service are received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referral. The frequency of service is determined with the client/guardian upon initiation of the service and is modified throughout treatment as appropriate to the needs of the client. 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 is variable based on the training and license of the provider and the intensity of the service. Arrangements for payment are made prior to the delivery of services.

Staff on the Developmental & Behavioral Services team specialize in diagnosing and treating individuals who have conditions such as Attention-Deficit/Hyperactivity Disorder (ADHD), Autism Spectrum Disorder (ASD), developmental delays, Intellectual Disability, and other related disorders. The staff work closely with primary care physicians and specialists in many areas of practice, such as speech/language pathology, neurology, and occupational therapy to ensure the most effective treatment for each client.

Applied Behavior Analysis (ABA) Clinic

Harbor's ABA Clinic serves young children (ages 2-6 years; or from time of diagnosis until enrollment in kindergarten as required by the state of Ohio) diagnosed with Autism Spectrum Disorder in an early intensive behavioral intervention model. Children attend the program up to 6 hours each weekday, 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.

Referrals to Harbor for this service are received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referral. This service is paid for through a variety of funding sources, including public funds such as Medicaid and private insurers. The fee for this service is variable based on the training and license of the provider and the intensity of the service. Arrangements for payment are made prior to the delivery of services.

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 (PCP), Harbor's PCPs can treat the client, based on the client's choice, rather than referring the client to another community agency. We find that many of our clients more impacted by their mental health disorders do not access primary care for 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 location. Referrals to Harbor for this service are received from a variety of sources, including Harbor clinicians, primary care physicians, community stakeholders, and self-referral. This service is paid for through a variety of funding sources, including public funds such as Medicaid and private insurers. The fee for this service is variable based on the training and license of the provider and the intensity of the service. Arrangements for payment are made prior to the delivery of services.

Community Integration – Connection Center

Harbor provides psychosocial rehabilitation services at the Connection Center location in Wood County. This is a community-based program designed to assist individuals with behavioral health disorders 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 to operate the program.

The Connection Center contains six focus areas:

- Member Unit
- Career Unit
- Business Unit
- Café Unit
- Environmental Services Unit
- 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 Harbor 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 a behavioral health disorder.

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

Prevention

Harbor provides prevention services to Lucas County residents with funding from the Mental Health Recovery Services Board of Lucas County for children and adults. Prevention services are provided in various community locations (e.g., schools, churches, senior centers). Referrals to Harbor for this service are received from a variety of sources, including schools, primary care physicians, community stakeholders, and self-referral. The frequency of the service is variable according to the programming and individual need.

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 mental health and 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, 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. Additionally, programs aim to educate about mental health issues to decrease stigma, provide education and provide referrals with services as needed. 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 and mental health issues.
- Increase resiliency, enhance community supports, and highlight protective factors in the population served.

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 combines affordable housing with services that help people with SPMI to live as independently as possible in their home community.

Community Housing/Residential Services include Supervised, Semi-independent, and Supportive Independent Living Services options. 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 disorders and to provide individualized housing accommodations, supports, and personal care services that promote stabilization and personal dignity.

Semi-Independent/Supportive Independent Living options are non-congregate, unsupervised, individually selected, permanent living environments for individuals with mental health disorders or SPMI. 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 three locations: 801 North College, 1228 Wren Road, 309 Ridge Street. These homes are staffed 24 hours per day, 7 days per week and licensed as Type 2 Residential Facilities by the DBH. The 309 Ridge Street house focuses 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. Individuals living in these facilities are provided, as needed, personal care services including, but not limited to:

- Assistance with activities of daily living
- Assistance with self-administration of medications
- 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 (e.g., catheterizations, 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 health disorders.

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 SPMI to remain members of the community and live in the least restrictive 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 service coordination to youth and families through community-based, multidisciplinary teams. Referrals for this service are received from a variety of sources, including mental health treatment providers and primary care physicians. The frequency of service is determined based upon initial and ongoing assessment as appropriate.

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.

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 DBH and county boards of alcohol, drug addiction, and mental health services. To accomplish this, each county has a designated Forensic Monitor. The Wood County Board has designated an employee of Harbor 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 behavioral health disorders with the financial management of their Social Security and SSI payments. This service is provided to adult clients in Wood County who are identified as not capable of managing their own benefits.

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

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

Staff serving as the representative payee assist 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 to meet 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 client is capable of managing funds.

Housing Assistance Program

The Housing Assistance Program (HAP) assists persons with severe mental health disorders in obtaining safe 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:

- Have been diagnosed with a severe and persistent mental health disorder (SPMI)

- Are at risk of homelessness
- Have applied for section 8 housing or the waiting list for a Section 8 voucher.

The 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.

Diversion/Intervention

Diversion/Intervention programming is offered to those members of the community who are experiencing difficulties as the result of their involvement with alcohol and/or other drugs. The purpose of programming is to break the pattern of “high risk” substance use disorder or abuse before the addictive process advances to the point of requiring treatment.

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

Harbor’s Diversion/Intervention program, Intensive Education Program (IEP) serves 18- to 21-year-olds who have been charged with substance related offenses. IEP 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

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 clients across the full spectrum of health services, including 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 clients, 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 clients in a comprehensive manner.

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 Access Center utilizes automatic call distribution capabilities that include call volume management resources and statistics of incoming phone call volumes. Staff provide first call resolution to callers, including centralized scheduling for new and existing clients, service portfolio navigation, general information, and appointment reminders. The Access Center Scheduling Specialists receives incoming calls for all new clients, other agencies, and calls for five outpatient locations. The Access Center staff also respond to email referrals received through Harbor's website. The Access Center operates Monday – Wednesday 8am to 7pm, Thursday 8am to 6pm, and Friday 8am to 5pm.

Internship Program

Harbor's Internship Program is designed to provide students with meaningful, hands-on clinical experience as part of their practicum or internship requirements. The program supports the development of professional competencies while aligning with academic, licensure, and accreditation standards. All students accepted into the program are assigned a qualified supervisor in accordance with the requirements of their educational institution, applicable licensure boards, and relevant certification and accreditation bodies (e.g., DBH and CARF). Prospective students must complete Harbor's application process, which includes submission of information related to their field of study, academic institution, faculty contact, supervision requirements, internship duration, desired clinical experience, and at least two professional references. Applications are reviewed by Human Resources and selected candidates are scheduled for an interview.

Prior to beginning their placement, students are required to successfully complete a drug screening and criminal background check. Students must also review, acknowledge, and agree to comply with Harbor's policies, including but not limited to Privacy and Confidentiality, Dual Relationships, Drug-Free Workplace, and Client Rights and Grievance Procedures. Copies of these policies are provided to each student. In addition, students receive an orientation to Harbor's mission, expectations, and practices. They are provided with Harbor's Core Values and are expected to demonstrate these values consistently throughout their internship experience.

Genoa Healthcare

To provide clients with convenient and affordable access to prescription medications, Harbor has partnered with Genoa Healthcare to house pharmacies at the Woodley Road, North Prospect, and Commerce Drive locations. 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 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 (LISW), 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, Certified Peer Supporters, Registered Behavior Technicians, and Board Certified Behavior Analysts. Supervision for dependently licensed staff is provided 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:

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

For Clinical Staff:

- References
- Education verification
- Online verification of current independent license/license renewal by Human Resources
- 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 behavioral 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, whether phone or face-to-face, to determine treatment needs and appropriate service providers. Screening is 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 initial 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 time of first contact. Client Rights and Responsibilities are discussed, and the client receives a copy of the Client Rights, Responsibilities, and Grievance Procedure. During this time, Harbor's hours of operation and cost of service are shared. If Harbor is not the appropriate service provider, the individual is 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.

Mental Health and SUD Assessment: A comprehensive assessment including information on mental health and substance use history is completed on every client presenting for services. The assessment tool gathers information on the full range of the client's functional status, including risk to self or others, as well as a history of emotional, physical, behavioral, substance abuse, physical abuse, and sexual abuse concerns. Based on the information presented, social history, and other information reported, the assessor determines diagnosis, medical necessity for services, 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 or supervised by one of Harbor's Licensed Independent Professional (LIP) staff. The client and clinician complete the initial ISP 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 occurs at least every 6 months. The ISP is 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. Most services offered by Harbor are done so as an outpatient level of care and include those listed below:

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

Two levels of residential treatment are offered:

- Women's Residential Treatment for Substance Use Disorder Use (Port Sylvania)
- 24-Hour Supervised Group Home for adults with SPMI (at one of three 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 and review process includes the active participation of the client and 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. 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 includes 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. Harbor also 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 are 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 completes 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 discusses 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 ensures that the client meets medical necessity for treatment and is an appropriate referral considering the services we provide. Other factors considered 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 keeps the client and/or client's family informed of the care process, including planning for termination/discharge. Discussion regarding discharge planning occurs as early as possible in the care process with the formulation of the ISP, continues throughout the care process, and includes an anticipated discharge date or attainment of goals and measurable objectives as stated on 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 necessary referrals for further or additional care and ensuring appropriate linkages. The client, and if appropriate, parent, guardian/custodian, or authorized representative, is involved in 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:

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

As part of the continuum of care process, the client's behavioral health needs are a priority. In situations where the client's benefit package has been exhausted and out-of-pocket fees cannot be paid; Harbor completes an assessment and consult with the Chief Medical Officer to discuss the need for continued treatment. In cases of medical necessity, Harbor continues treatment until the client's level of functioning is stable and appropriate for termination. Harbor also pursues 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 regular, 1:1 supervision to supervisees, most often on a weekly to biweekly basis. Additional supervision is provided as needed.

The CEO meets with the Executive Leadership Team (ELT) weekly. There are several means of enhancing communication between the ELT and staff members, including the Information to Leadership Surveys, CEO communications via email, and Harbor Happenings. The information for the leadership survey is sent to all staff as an opportunity for staff to provide feedback directly to the ELT. 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 are also sent to the agency providing updates and staff recognition.

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 clients.

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:

- Meet the established outcomes of the client
- Ensure client safety
- Address unplanned absences of personnel
- Meet the performance expectations of the organization
- Identify 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
- Lucas County Mental Health & Recovery Services Board Provider Agreement
- Wood County Alcohol, Drug Addiction and Mental Health Services Board Provider Agreement
- North Central Behavioral Health Board Agreement
- Designated Record Set
- Business Associates/Affiliation Agreements
- Table of Organization (Org Chart)
- Certified Community Behavioral Health Clinic (CCBHC) Certification Criteria