



McNabb Center

WELL MIND, WELL BEING

ANNUAL SERVICES REPORT

2019 – 2020

DEDICATION

SUSAN CONWAY

Changing for the better

Susan Conway knows the need for mental health care is not going away. She has seen it in her own family and, when she wears a McNabb Center t-shirt around town, has been stopped by strangers who want information on how to access services.

Susan first learned about the McNabb Center in 1993 when she attended the ribbon cutting for the second story addition of the Children & Youth Center. There, she was overcome by the story of a young child who had been neglected and abused and received care through the Therapeutic Nursery program.

“Hearing that child’s story made me want to ask to be a part of the work the Center was doing,” Susan said.

In 1994, Susan joined the Helen Ross McNabb Foundation board of directors and, after serving six years there, moved to the Center board. In 2014 Susan became the only board member to serve two back-to-back terms as chair for the Center board of directors. During this time, she helped guide the Center through multiple mergers and the transition from Andy Black to Jerry Vagnier as CEO. In addition, Susan watched with pride as the Foundation developed its Planned Giving effort, which encourages individuals to remember the Center in their planning.

She says during her time with each board it has been a joy to see how they work together and independently to improve lives in East Tennessee. Susan has watched the Center expand into numerous counties, develop new programs and merge with other, much needed, community organizations.

Susan is proud of the fact that the Center operates without long term debt and says this fiscal responsibility is important in an organization.

“When we merged with Child & Family Tennessee, it was a huge leap for me personally,” says Susan. “Voting to merge with them was a hard decision – I knew it would be wrong to let Child & Family go out of business, but I didn’t want to put the Center at risk.”



“

I have the utmost respect for every staff member at the McNabb Center, and how they live their lives to make a difference.”

—Susan Conway

Photo by Charles Brooks Photography

Watching how the McNabb Center has continued and upgraded those services and facilities reinforces to Susan that the merger was the right move. Susan is also continually impressed with the care provided by the staff.

“I have the utmost respect for every staff member at the McNabb Center, and how they live their lives to make a difference,” Susan said. “They are game changers and give people hope.”

Susan has been married to Pye Conway for 30 years and has two stepchildren and five grandchildren. Susan’s background is in banking, specifically commercial lending, with First American Bank. Pye, a retired investment advisor, has always supported Susan’s involvement in the Center and even helped fund the Center’s first video in the 90s.

“I am so thankful for Pye’s support of my time with the Center,” Susan says. “I couldn’t have done it without him.”

Susan is a very active volunteer in the community. She has been involved with the food bank as well as Volunteer Ministry Center. She also volunteers at her church and has participated in Leaders for Readers at Green Magnet Academy for five years.

“We are all put on this earth to help each other, and make it a better place for everyone,” Susan said.





LETTER FROM THE PRESIDENT

Displaying resiliency, providing quality care

Fiscal year 2020 was unlike anything the Center has experienced before. The year began with incredible optimism and new business growth. Opportunities to address several issues affecting our community and the people we serve seemed to abound. We were crafting long range plans with local officials to make a lasting impact. Additionally, state revenues were at an all-time high and our Governor and legislature were poised to enhance mental health and addiction funding to address both the opioid crisis that still plagues East Tennessee and bolster a number of exciting initiatives in the mental health arena ... then the COVID-19 pandemic occurred. It affected everyone and the McNabb Center was no exception.

While the pandemic marks history, it revealed so much about the Center, our professional workforce, our partners, our clients and our supporters. I could not have been more proud of the creativity, resiliency and unified response our staff displayed. Difficult decisions were made, procedures were developed, and client and staff safety was at the forefront of everyone’s mind. The driving force was always: “How do we help our clients; how do we continue to improve the lives of the people we serve?”

Our mission drove our decisions, infused our procedures and informed our safety precautions. The leadership displayed during this unprecedented time was quite marvelous and admirable. Our patients continued to receive treatment when other providers closed operations. Our clinical teams provided face-to-face services, telephonic and televideo options. I was grateful

for the flexibility displayed by our funders, allowing us to expand telehealth services in a variety of platforms. The two lessons we learned were 1) our clients readily embraced telehealth and 2) our clients deserve to continue having a choice in how they receive services in the future.

The Center continues to seek opportunities to meet unmet needs. We continue to expand mental health services in local schools to help children and families; and we have focused efforts to offer our services within our partner hospital systems including The University of Tennessee Medical Center, East Tennessee Children’s Hospital, Tennova Healthcare and Covenant Health. Our patients are the beneficiaries of better care when we are embedded in these larger systems of education and health care.

Finally, the Center continues to be fiscally strong, clinically relevant and administratively efficient. Our collective efforts and support from our contributors make for a great formula. We are built to respond to situations like unexpected pandemics as we have no long-term debt, are financially responsible and provide essential services to the community.

Best Regards,

Jerry Vagnier, MSSW, LCSW
President & CEO

LEADERSHIP TEAM

JERRY VAGNIER MSSW, LCSW
President & CEO

MONA BLANTON-KITTS MSSW, LCSW
Regional Clinical Vice President

STEPHANIE CARTER MSSW, LCSW
Vice President of Operations

PAULA HUDSON BS
Senior Director of Corporate Compliance

LEANN HUMAN-HILLIARD MSSW, LCSW
Regional Clinical Vice President

JASON LAY CPA
Vice President & Chief Financial Officer

DOVILE PAULAUSKAS MD
Chief Medical Officer

HOUSTON SMELCER MBA, CFP
Vice President of Development & Government Relations

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FINANCIALS

FISCAL YEAR 2020

Sources and Uses of Funds

The McNabb Center relies on a diverse group of funding sources, which makes the Center unique in its operation and provides solid financial strength. The Center receives grants from the federal government and state of Tennessee through various agencies including: the Division of TennCare, Tennessee Department of Children's Services, Tennessee Department of Education, Tennessee Department of Health and Tennessee Department of Mental Health & Substance Abuse Services.

It also receives funding from various local governments including:

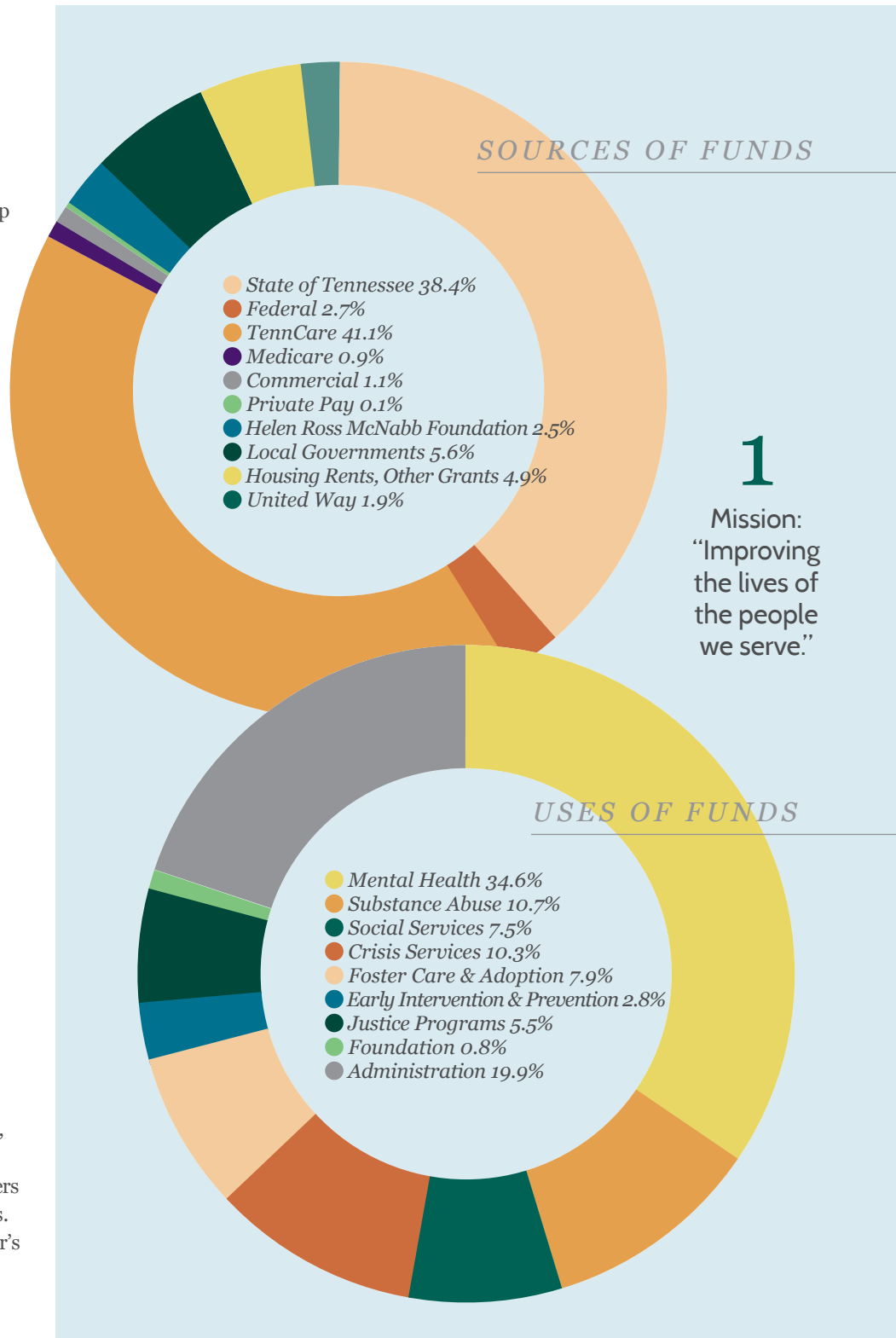
- Blount County
- Blount County Schools
- City of Maryville
- Maryville City Schools
- City of Alcoa
- Lenoir City
- Campbell County
- Cocke County
- City of Knoxville
- Knox County
- Knox County Schools
- Knoxville Police Department
- Knox County Sheriff's Office
- Sevier County
- Hamblen County
- City of Morristown
- City of Chattanooga
- City of Pigeon Forge
- City of Gatlinburg

Other sources of revenue include local grants, contributions from donors, the Helen Ross McNabb Foundation, local United Way partners and third party and private client payments. The following information displays the Center's



Community Partner

unaudited revenue and expenses for fiscal year 2020 (July 1, 2019 – June 30, 2020).

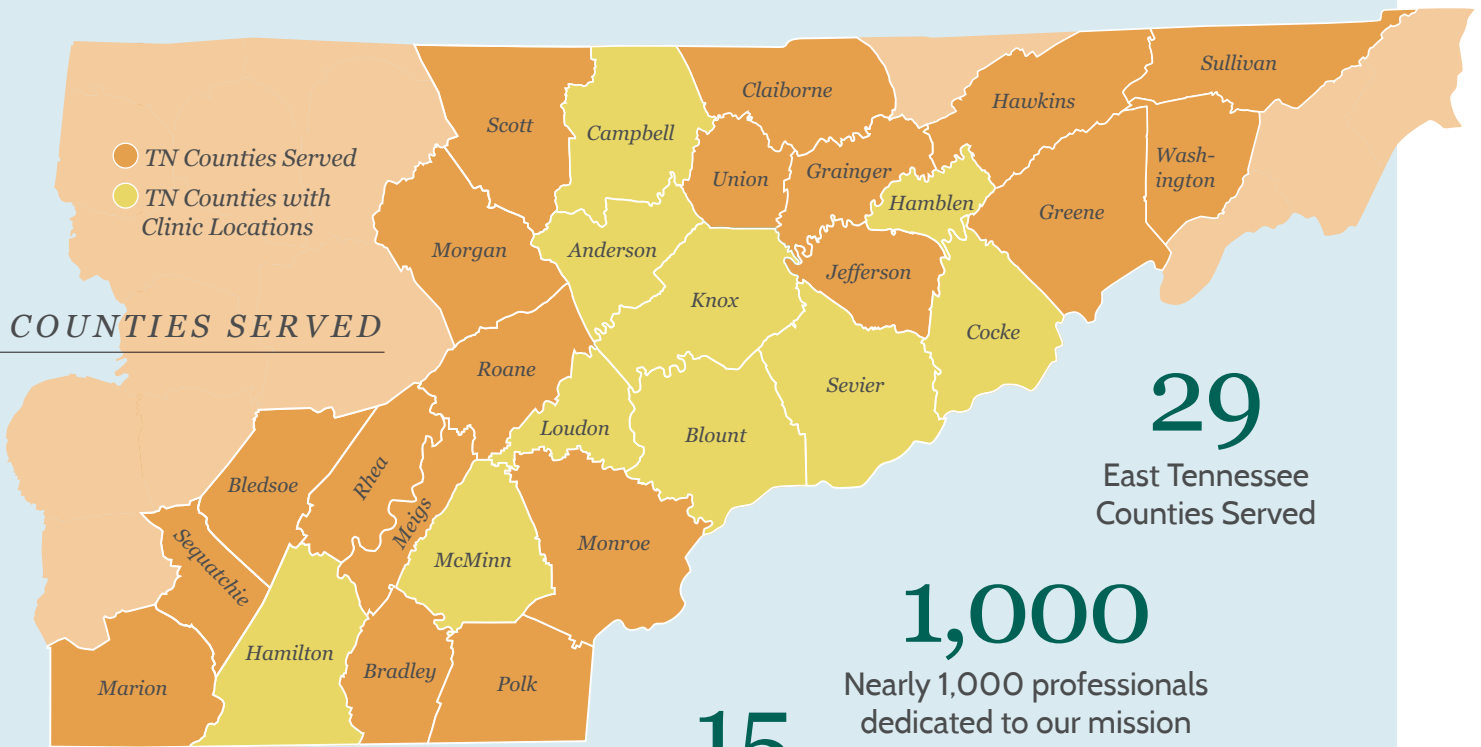


1

Mission:
"Improving
the lives of
the people
we serve."



SERVICE NUMBERS



1,000
Nearly 1,000 professionals
dedicated to our mission

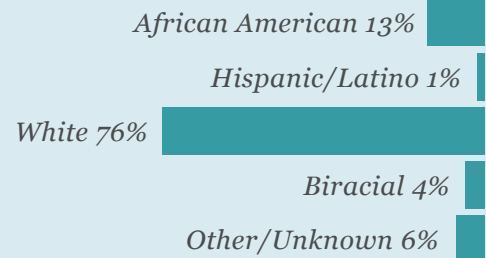
15
Outpatient Mental
Health Centers



31,500 Estimated children
and adults served

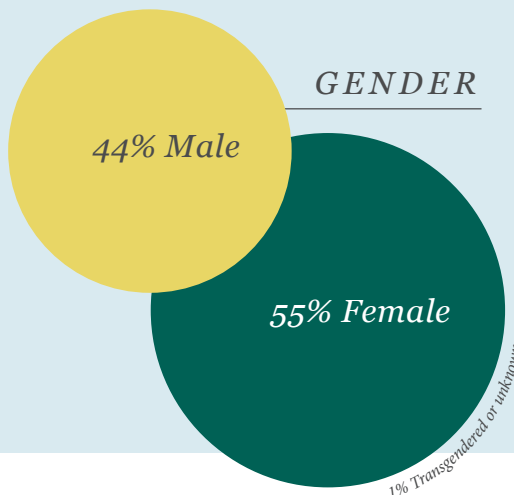
Estimate excludes some grant-based programs, like DCS programming

RACE



GENDER

864
This past year, 864
volunteers contributed
18,393 service hours



ABOUT THE CENTER



Left to right, top to bottom:
Dr. Amy Cathey, Carl Van Hoozier,
Clarence Vaughn, Dale Keasling,
George Kershaw, Richard Maples;
Heidi Barcus, Dr. Jerry Epps,
Mike Fishman, Randy Miller,
Dr. Rebecca Ashford, Dr. Mary Kay
Sullivan; Hon. Richard Stair,
Scott Ferguson, Dr. Joe Johnson,
Ted Flickinger, Wade Davies, and
Andrea White; not pictured:
Nancy Cain.

BOARD OF DIRECTORS 2019–2020

The Center is governed by a volunteer board of directors. Board members have the responsibility to create and evaluate policy and organizational goals regarding the Center’s finances and services. Board members are elected to serve a three-year term and may serve two terms consecutively.

CENTER MISSION

Improving the lives of the people we serve; helping children, adults, and families with substance use, mental illness, and social challenges.

CENTER VISION

To be the premier provider of high quality behavioral health and social services through a continuum of care focusing on our clients first and foremost, delivering quality services, demonstrating effectiveness, inspiring our staff, and building upon the spirit of our founder.

Special thanks

to the Marketing and Public Relations Committee:
Dr. Amy Cathey,
Wade Ewers,
Mike Fishman,
Bob Joy and
Ashley White.



MENTAL HEALTH CARE

18,989 children and adults living with mental health and emotional disturbances received counseling, psychiatric services and case management through outpatient clinical facilities in 9 East Tennessee counties.

8,923 individuals who are at a higher risk for intensive mental health disorders and chronic health conditions received Tennessee Health Link care coordination, a collaboration of external healthcare providers and other community partners.

The McNabb Center was able to pivot service delivery at the onset of the COVID-19 pandemic and provide numerous services via telehealth through both telephone and digital interface platforms. During this time, the Center provided 39,873 telehealth services to clients, ensuring no lapse in care for those with the most need.

3,880 assessments were provided through the Adult and Children & Youth Mobile Crisis Units, which provide a 24-hour response system to individuals experiencing a psychiatric crisis.

598 individuals were served by the Crisis Stabilization Unit, a service that delivers short-term stabilization treatment to prevent acute psychiatric hospitalization.

179 individuals received care in The

Living Room, a voluntary, peer-driven, recovery-based alternative to hospitalization.

1,972 children and youth received services in their school through the Center's school-based services.

157 active and veteran service members and their families received care through the Center's innovative Military Services program.

137 children were served through Therapeutic Preschool.

Kevin's Story

Kevin's* mother sought emergency care for him starting at age 9, which often resulted in psychiatric inpatient hospitalizations. At 11 years old, Kevin's mother brought him to East Tennessee Children's Hospital Emergency Room because she could not manage his aggressive behaviors safely at home.

The behaviors that led to this hospital visit were brought on by the stress of losing structure, difficulty in finding consistent outpatient services and multiple recent medication changes. Upon arriving in the emergency room, Kevin continued to be aggressive and agitated. He was assessed by McNabb Center's Mobile Crisis Unit and met criteria for inpatient psychiatric care.

Finding appropriate inpatient care for a child can be challenging; often resulting in placement away from home, which can be difficult for both the child and the family. Immediately, the Embedded Psychiatry program was recommended for Kevin. This program provides a McNabb Center psychiatrist who is directly embedded in the emergency room. The psychiatrist evaluated Kevin, interviewed his mother, and consulted with the emergency room physicians who made medication adjustments based on the assessment.

Kevin stabilized as a result of these interventions, and the team developed a plan for him to return home to his family with a comprehensive safety plan. He was referred to the McNabb Center and began receiving services the day after he was discharged from the emergency room. Kevin will continue to be seen by the McNabb Center for medication and therapy services and was also referred to intensive case management services to assist him in his home and community.

Helping Kevin to remain in his own home with his family instead of being placed in an inpatient program away from home is one of the highlights of the Embedded Psychiatry program and directly related to having a McNabb Center psychiatrist embedded in the emergency department.

**Name changed to protect privacy.*



SUBSTANCE USE TREATMENT

Brian's Story

In 2019 Brian* was using opiates while driving. He overdosed and had a car accident. Paramedics used Narcan to revive him and quickly realized Brian had also broken his back. In the emergency room at The University of Tennessee Medical Center Brian was contacted by Hope United's peer support staff; but Brian was not interested in recovery and stated that he did not have a problem with using drugs, saying, "I only use one day a week." Hope United connects individuals struggling with substance use disorders, who have been revived by Narcan, with community recovery resources.

Despite denying his addiction, Hope United staff visited him daily in the hospital; where he was admitted due to his extensive injuries from the accident. The staff shared their experience with their own recovery journey. Brian was connected to his sponsor, began writing in a journal and reading recovery literature. Near the end of his hospital stay, Brian realized he may need treatment.

Because of his substance use, Brian served jail time upon his release from the hospital. After finishing his sentence, Brian contacted the program to be connected with treatment. Brian completed treatment in a residential treatment facility and contacted Hope United staff to thank them for their support and services. He accepted continued treatment services and began an intensive outpatient program with the McNabb Center.

Brian participated fully in the intensive outpatient program, attended 12 Step meetings and maintained contact with his sponsor. Because of Brian's initial connection with the Hope United Program in the emergency department he acknowledged his need for recovery and became willing to take the necessary steps to be on that journey.

**Name changed to protect privacy.*

UNITED HEALTH FOUNDATION®

1,463 individuals received residential rehabilitation and medical detoxification.

1,428 individuals received intensive outpatient services.

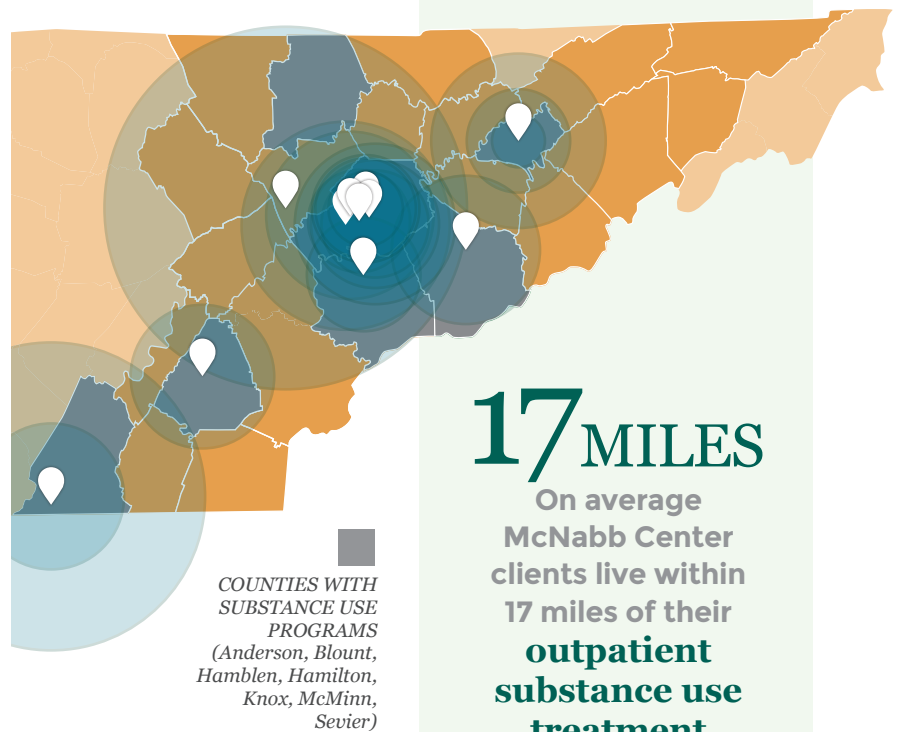
297 pregnant or parenting women received intensive outpatient treatment, wraparound care and structured living services with their children for chemical dependency and co-occurring behavioral health issues.

935 individuals participated in TN-ROCS, the Tennessee Recovery-Oriented Compliance Strategy.

100%

100 percent of participants in the Hamblen County Jail to Work program **obtained employment by week 9** of the program and maintain employment long term.

**Percentage based on 2019 calendar year*



SOCIAL SERVICES

1,033 at risk families received prevention services to strengthen families and prevent abuse.

530 individuals facing homelessness received outreach and case management services.

116 children who are in the State's custody due to abuse or neglect and who are experiencing behavioral or emotional problems, were placed in the McNabb Center's Therapeutic Foster Care & Adoption program.

1,863 individuals involved in the criminal justice system received psychiatric assessments, medication management, case management, advocacy, counseling and crisis intervention.

32 children ages 2-5 were served by the Regional Intervention Program, which provides behavior modification while strengthening a child's social skills and empowering parents to set developmentally appropriate limits and consequences for their child.

13 children and youth were provided safe, stable and loving homes through adoption.

**Number based on 2019 calendar year*

The McNabb Center provides **157** units of safe, affordable, permanent housing for individuals with existing mental health diagnoses.

97%

97 percent of prospective foster parents who complete the PATH curriculum are available to take placements within 90 days of their graduation date.

**Percentage based on 2019 calendar year*



100%

100 percent of youth involved in the EXIT program, an intensive aftercare program for juvenile offenders in the Department of Children's Services custody, are enrolled and consistently participating in an educational placement.

**Percentage based on 2019 calendar year*

Jenny's Story

Jenny*, a 17 year old girl, was referred to the Juvenile Justice program after being charged with possession of marijuana and assaulting a police officer while the officer was searching Jenny's vehicle. Jenny was in her senior year of high school and hoped to become a nurse, but she was making negative choices with her boyfriend, a known drug dealer.

After completing her intake, it was recommended that Jenny start out with frequent visits from a juvenile justice case manager to provide support to her and her family. As she made progress toward treatment goals, she could be stepped down to visits less frequently. Jenny worked on a combination of curriculums, including aggression replacement and therapy.

Jenny was beginning to make better choices during her involvement in the program and her family appreciated the support and gained skills to better parent her. She continually tested negative for drug use and developed the resiliency to testify against her boyfriend. She graduated from high school and became a certified nursing assistant. Jenny was accepted into a local community college to continue her education.

Jenny successfully completed the Juvenile Justice Diversion Reform program and has continued to build a strong and supportive network of friends and family.

**Name changed to protect privacy.*



VICTIM SERVICES

Rosa's Story

Rosa* and her husband immigrated to the United States from Mexico in 2010. After their move, they had two children and worked hard to create a life for themselves. Over time, Rosa's husband became more and more aggressive toward her, compounding her stress of being in a new place and knowing very little English. She separated from her husband with the help of her sister but continued to let him visit with his children. During one of these visits, Rosa's husband became violent with her and sexually assaulted her.

Unsure of what to do, Rosa reached out to her sister who immediately called the police and took her to a local hospital. The hospital called the Sexual Assault Center of East Tennessee (SACET), a service of McNabb Center, and both a sexual assault nurse examiner and advocate met with Rosa. Although unsure if she wanted to press charges against her husband, she decided to have a forensic exam to collect any evidence. Rosa had her advocate by her side during the exam. Rosa discussed the potential risks and benefits of reporting with her advocate and ultimately decided to give her statement to law enforcement.

Rosa has worked closely with her advocate to navigate the criminal justice process. Rosa revealed she had been receiving threats from her husband, and the advocate assisted her in filing for an order of protection. After a lengthy court process her husband pled guilty to aggravated assault and will serve two years in jail and then be required to return to Mexico.

Throughout the process, Rosa's advocate has stayed in touch and made sure her needs are met, including: setting her up with a therapist at SACET; connecting her to Legal Aid to assist with a divorce; and working with a local agency to assist with applying for a U-Visa. With the help of the Sexual Assault Center of East Tennessee, Rosa has been able to overcome her feelings of guilt and feels confident that she is making the right decision for her children by protecting them from someone causing harm to her family.

**Name changed to protect privacy.*

1,162 calls were made to the Sexual Assault Center of East Tennessee (SACET) crisis hotline.

802 victims of sexual assault received advocacy and therapy services

1,528 calls were made to the domestic violence hotline.

351 adults and/or children were served by the center's domestic violence shelter.

31 children were served through the Youth Emergency Shelter, which provides a temporary home and place of stability for children who need immediate care.

68%

68 percent of clients receiving services through SACET will report their sexual assault to law enforcement.

**Percentage based on 2019 calendar year*

37%

The National Sexual Violence Resource Center reports that nationally, only 37 percent of sexual assaults are reported to police.

**Percentage based on 2019 calendar year*

COVID RESPONSE

Across the McNabb Center, programs saw an increased need for personal protective equipment (PPE), telehealth supplies and other items to ensure our services could continue uninterrupted during the COVID-19 pandemic. The Center was fortunate to receive nearly \$530,000 in COVID-19 funding from a variety of organizations. Because of these dollars, which offset the cost of equipment for telehealth services, allowed for new outreach and funded new clinical services in response to COVID-19, the Center was able to continue meeting the needs within our communities. We are thankful for local, state and federal funders as well as individual and organizational donors who help us achieve whole person care and focus on "well mind, well being."



AWARDS, RECOGNITION & COMMUNITY INVOLVEMENT



The ribbon cutting at the new facility in Anderson County.



CARF

The McNabb Center was awarded a three-year accreditation from CARF International. This is the highest level of accreditation and the Center's eighth consecutive accreditation. This accomplishment exhibits significant conformance to the CARF standards. The CARF surveyors were highly complementary of our services and staff and cited numerous strengths, including: a positive reputation within the communities we serve; strong leadership; inventive, cutting-edge services; and a high degree of client satisfaction. This recognition demonstrates to our communities that we greatly value the quality of our services and supports our vision to be the premier behavioral health agency in East Tennessee.

TAMHO

The Center received two media awards from the Tennessee Association of Mental Health Organizations (TAMHO). These awards recognized the Center's newsletter and use of social media to provide awareness information, share services and continue to combat the stigma surrounding mental health and addiction.



RIBBON CUTTINGS

The Center celebrated two ribbon cuttings for new outpatient facilities this year. First, the Center opened an 8,000 square foot clinic in Sevier County. The new location has allowed the Center to expand services in the region. Then, in Anderson County, the Center opened its new, permanent home. This site allows the staff to grow outpatient mental health, substance use, and social services as well as house the Center's new centralized scheduling team.



ABOVE: At the new Sevier County clinic.

EVENTS



McNabb Center staff at the inaugural Flowers on the Water event.

Flowers on the Water

A domestic violence awareness event

Flowers on the Water

The McNabb Center presented Flowers on the Water, a Domestic Violence Awareness Month event. This event was supported by Junior League of Knoxville and recognized individuals affected by domestic violence.

Community Day

Through Community Day, the Center invited the public to raise awareness, reduce stigma and provide information regarding mental health resources in our community. This event is a traditional part of Mental Illness Awareness Week.





McNabb Center

WELL MIND, WELL BEING

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