



ANNUAL SERVICES REPORT | 2021-2022

DEDICATION

“You can’t be really healthy unless you have a place to live and something meaningful to do.”

—Dr. Clif Tennison

DR. CLIF & NAN TENNISON

Instrumental supporters of the McNabb Center

Dr. Clif and Nan Tennison have practiced mindfulness for much of their lives. They understand the deep impact mindfulness can have on a person’s overall wellbeing and, for Dr. Tennison, the practice has carried over to his long tenure with the McNabb Center.

When Dr. Tennison began working as a psychiatrist at the McNabb Center nearly 40 years ago, he joined Helen Ross McNabb herself and a small team of clinicians to serve mentally ill individuals at the Center on the grounds of the University of Tennessee Medical Center. Over the years, he watched the medical approach to treating mental illness change from solely counseling and psychotherapy to the inclusion of medication services. Medication and therapy, however, are not all that a person needs to be mentally healthy.

“We saw a shift in providing mental health care to grow additional services like peer counselors, assist with housing and other community services,” said Dr. Tennison. “You can’t be really healthy unless you have a place to live, something meaningful to do, a way to get there and someone to do it with.”

Dr. Tennison was drawn to the McNabb Center because of its commitment to helping patients meet their basic needs and because the Center has always been open to innovative and preventative approaches to mental health care.

In order to grow as a psychiatric physician, Dr. Tennison’s study of neuroscience expanded to include the research on mindfulness-based stress reduction, which was making a splash across the Western medical world. Mindfulness is defined as a mental state achieved by focusing one’s awareness on the present moment, while calmly acknowledging and accepting one’s feelings, thoughts and bodily sensations.

As an example, evidence had shown that even for those with early onset psychosis, such as those treated in the McNabb Center’s First Episode Psychosis program, significant symptom relief was possible with carefully designed and supported mindfulness practices. “In mindfulness, you want people to learn practices to get away from automatic brain habits that are maladaptive,” said Dr. Tennison. He said it’s incredible to see how mindfulness helps everyone who practices it, including children, the elderly, those with severe mental illness and those suffering from many mood and anxiety disorders.

“It’s exciting to see that something that was so personal has been studied so well,” Dr. Tennison said. “Helping to change yourself little by little over a long period of time opens you up to caring



about other people and make the world a better place.”

Nan, who has supported her husband throughout his career, knows the McNabb Center and mental health care were the right place.

“This is the only kind of doctor he could have been. His niche is mental health, public health,” Nan said. “He likes to spend a lot of time with his patients—he’s the kindest person I know.”

During their years in East Tennessee, the pair have been very involved in the community. Nan volunteered at Zoo Knoxville for more than three decades, worked as a Keeper in the Zoo’s animal clinic and continued their long-term support for Appalachian Bear Rescue, the Elephant Sanctuary and the Cancer Support Community of East Tennessee. In addition to teaching McNabb Center staff and local students in areas of professional ethics, psychopharmacotherapy and mindfulness practices, Dr. Tennison has held faculty appointments at a number of educational institutions. He has also participated with Interfaith Health Clinic, the Volunteer Ministry Center and the Knoxville Academy of Medicine.

Dr. Tennison rose from Staff Psychiatrist to clinical administration at the Center, serving as Medical Director and then Vice President and Chief Clinical Officer before he retired from full-time practice in 2014. Following his retirement, he continued to see patients through the Center’s University of Tennessee sports medicine program.

“It’s been a nice way for him to end his career, treating healthy young patients dealing with stressful conditions and emotional problems,” Nan said.

Dr. Clif and Nan Tennison have been ardent supporters of the McNabb Center and the people it serves and Dr. Tennison has been instrumental in shaping the way the Center approaches behavioral healthcare. It is a pleasure to dedicate this year’s annual report in their honor.





LETTER FROM THE CEO

Thriving through perseverance and compassion

The McNabb Center continues to thrive as we find ourselves on the other side of a global pandemic, which provided a shared traumatic experience for all people. The Center’s staff and clients were no exception. Over these past couple of years, I witnessed behavioral health needs increase in our community. Our staff persevered through the anxiety, uncertainty and in some cases loss. In all cases, the Center rose to the challenge to deliver essential services in an amazing manner.

There are three common elements of a traumatic event: the event is unexpected; there is nothing a person can do about it; and it is life threatening. The pandemic was certainly all three. I am proud that the McNabb Center has responded compassionately at a local level across the 30+ East Tennessee counties we serve.

As evidence of the pandemic’s impact, the Center has seen the need for psychiatric and behavioral health services increase by 20 percent over the last year. In our efforts to meet the needs in East Tennessee, our team developed services across our continuum totaling in excess of \$10 million in new programming. Some noteworthy service highlights were the Center’s implementation of evidence-based mental health services for students across college campuses in Hamilton, Blount and Jefferson counties; advances in increased access to psychiatric services in our outpatient centers; expanded domestic violence programming; and medication assisted treatment (MAT) enhancement. These intentional expansions provide new and effective treatment for all segments of our community.

An emphasis of treatment in the last year was bolstering our crisis continuum. As a leader in children’s services, the McNabb Center aimed to change how children and families experienced a psychiatric crisis. Creating a continuum that offers: 1. Tennessee’s first Children’s Crisis Stabilization Unit, which is located in East Tennessee

Children’s Hospital; 2. a Family Walk-In Center; and 3. an intensive outpatient program with specialized psychiatric care was a great start. As our community engages in this service array, children and families will find new ways to find hope and healing.

The Center also expanded its adult crisis programming to include a 15 bed Crisis Stabilization Unit in Hamblen County, which also provides mobile crisis services to six additional counties. This new Crisis Stabilization Unit is a state-of-the-art facility and is one of many structures that, with the support of the Helen Ross McNabb Foundation, allows the Center to have access to buildings that promote recovery throughout their design.

Additionally, we began a Recovery High School in partnership with Knox County Schools serving students with co-occurring disorders. Our belief is recovery and education are essential and a student should not have to choose between the two.

Finally, I am excited to share about our year-long effort to train and support our staff in Compassion Science. Our entire organization has been immersed in learning the benefits of being compassionate to clients, each other and to ourselves. The McNabb Center has always been known for its passion, scope of services and dedication to helping. We also want to be recognized in our industry as a compassionate organization. The evidence is clear—compassion results in better outcomes for the people we serve, a better work environment for our staff and a healthier community. Our clients and staff deserve to experience compassion at every encounter!

Mona Blanton-Kitts, MSSW, LCSW
President & CEO

LEADERSHIP TEAM

MONA BLANTON-KITTS
MSSW, LCSW
President & CEO

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

MARY KATSIKAS MAFP
Regional Clinical Vice President

JASON LAY CPA
Vice President & Chief
Financial Officer

DOVILE PAULAUŠKAS MD
Chief Medical Officer

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

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FINANCIALS

FISCAL YEAR 2022

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, Tennessee Department of and Mental Health & Substance Abuse Services.

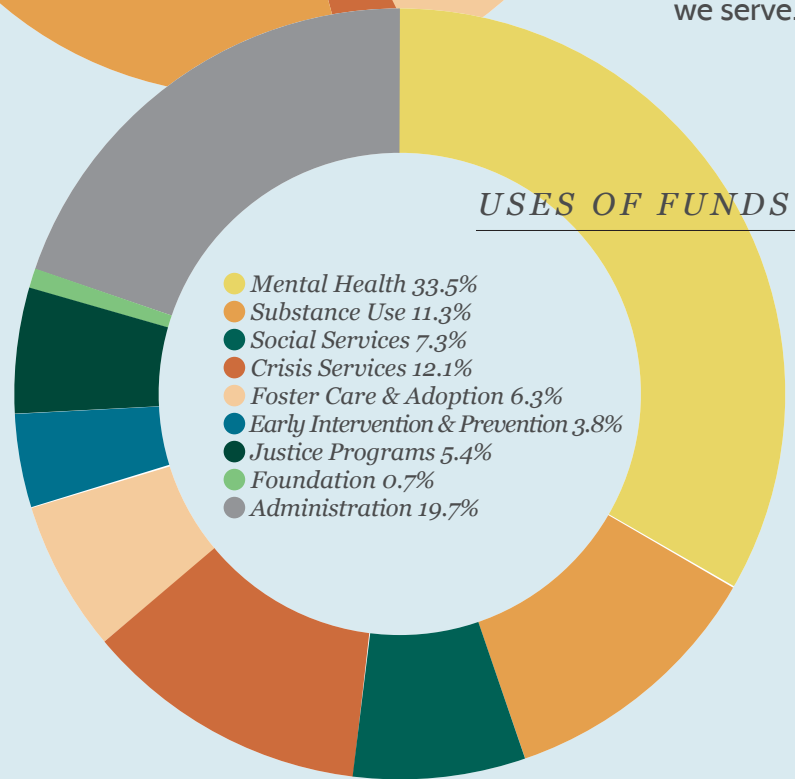
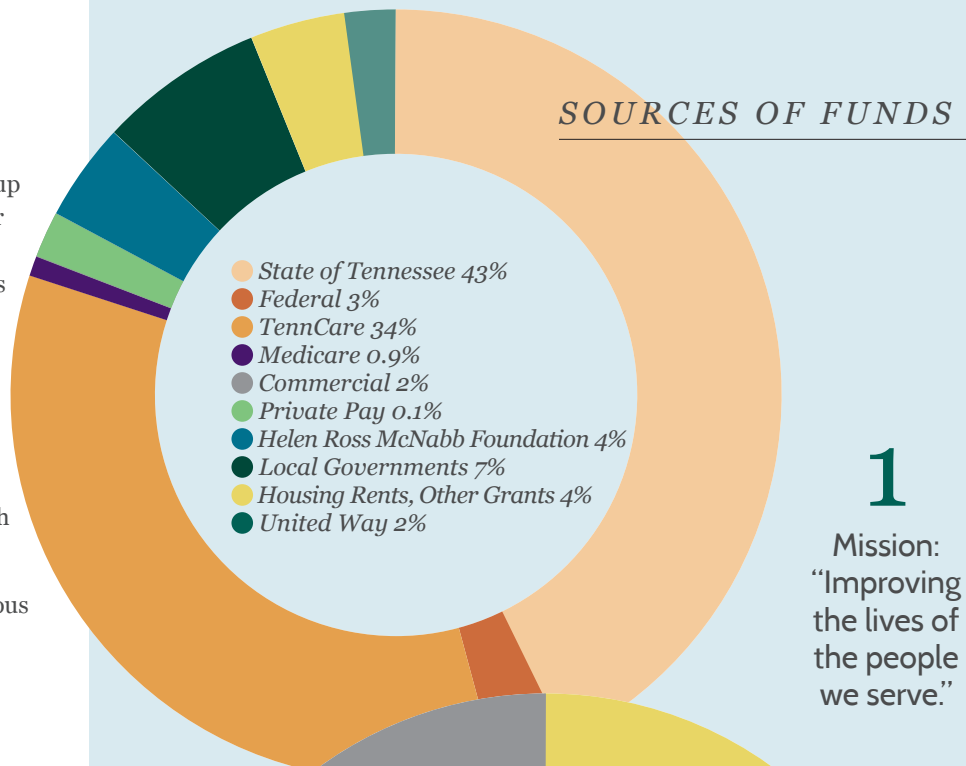
The Center also receives funding from various local governments, including:

- Blount County
- Blount County Schools
- Campbell County
- City of Alcoa
- City of Chattanooga
- City of Knoxville
- City of Maryville
- City of Morristown
- City of Oak Ridge
- Claiborne County
- Cocke County
- Hamblen County
- Lenoir City
- Knox County
- Knox County Schools
- Knox County Sheriff’s Office
- Knoxville Police Department
- Maryville City Schools
- Sevier County

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 unaudited revenue and expenses for fiscal year 2022 (July 1, 2021 – June 30, 2022)



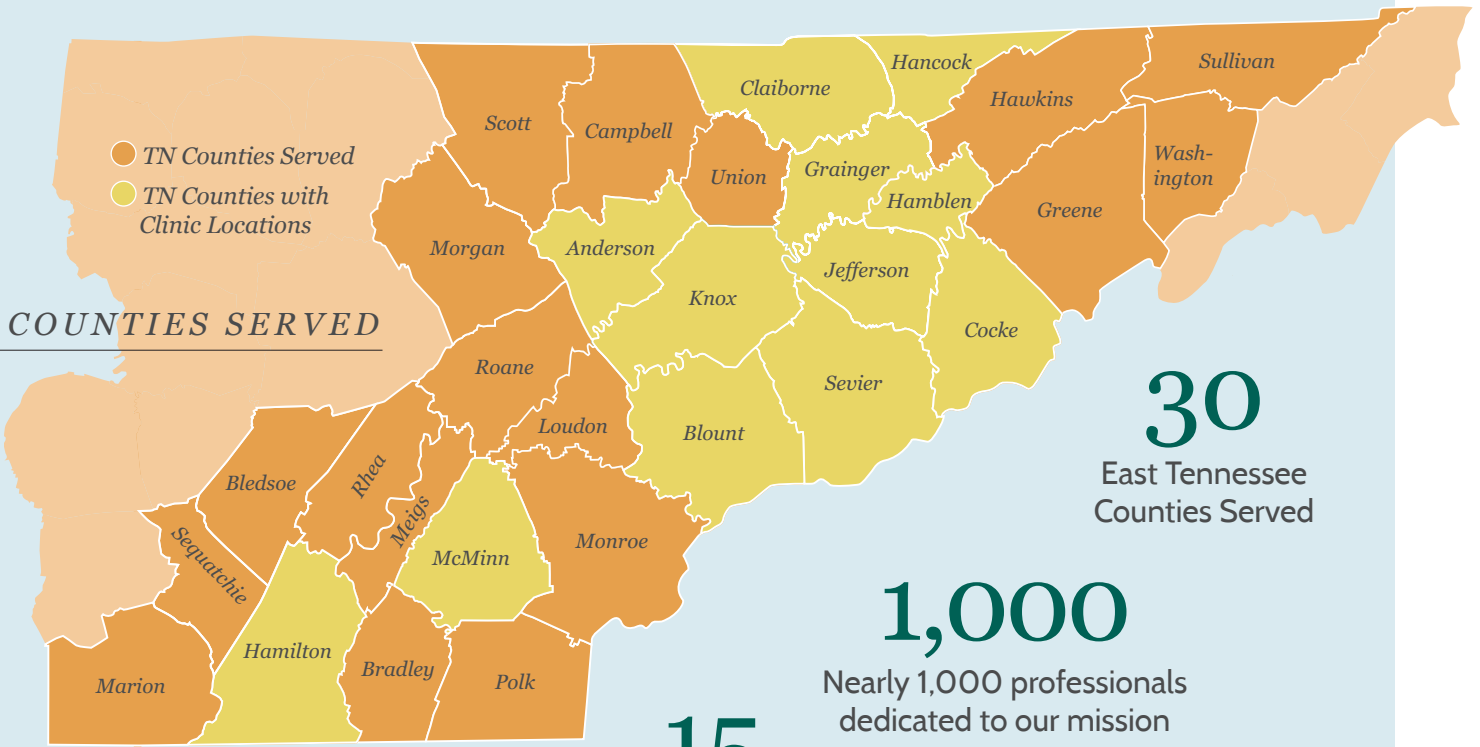
Community Partner



1

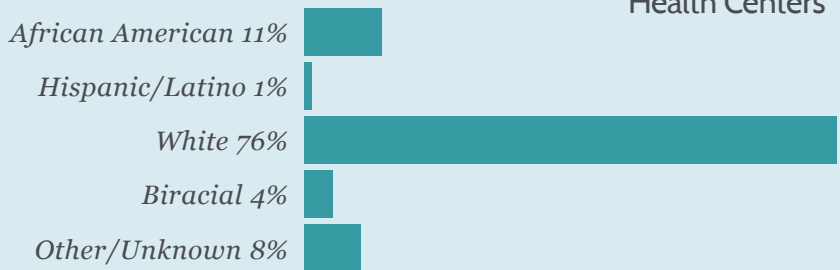
Mission:
“Improving
the lives of
the people
we serve.”

SERVICE NUMBERS



15
Outpatient Mental Health Centers

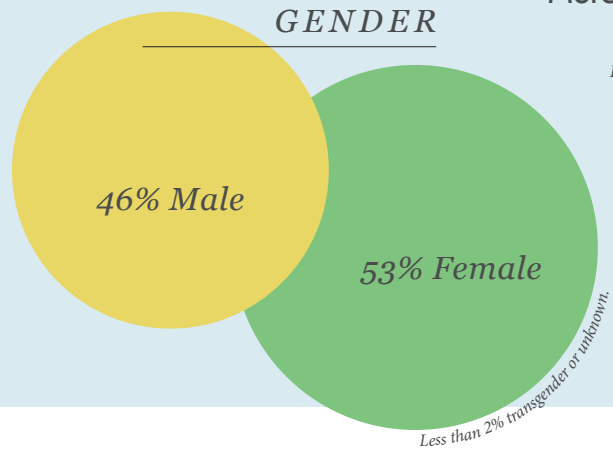
RACE



43,000
More than 43,000 children and adults served

Estimate excludes some grant-based programs, like DCS programming

1,293
This past year, 1,293 volunteers contributed
35,490 service hours



ABOUT THE CENTER



Left to right, top to bottom:
Whit Addicks, Rebecca Ashford,
Heidi Barcus, Eden McNabb Bishop,
Dr. Amy Cathey, Wade Davies,
Dr. Jerry Epps; Scott Ferguson,
Dale Keasling, George Kershaw,
Randy Miller, Brian Rauch,
Cindy Sexton; Laura Shamiyeh,
Cheryl Rice, Mitch Steenrod, Carl
Van Hoozier, Traci Topham, and
Mickey Wade.

BOARD OF DIRECTORS 2021-2022

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:
Laura Shamiyeh,
Jason Bohne, Claire Petrone, Cindy Sexton and Traci Topham

MENTAL HEALTH CARE

22,007 children and adults living with mental health and emotional disturbances received counseling, psychiatric services and case management through outpatient clinical facilities in 12 East Tennessee counties.

8,573 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.

1,379 individuals were served by the Crisis Stabilization Unit, a service that delivers short-term stabilization treatment to prevent acute psychiatric hospitalization.

2,600 children and youth received school-based services.

The McNabb Center focused on **expanding crisis services** and changing the way individuals experience a crisis. Over the past year, the Center **opened a new Crisis Stabilization Unit and Mobile Crisis Unit** in Hamblen County to serve individuals in that region; **launched the first Children's Crisis Stabilization Unit in Tennessee** at East Tennessee Children's Hospital; and **opened a Family Walk-In Center** to serve families with urgent psychiatric needs.

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

157 children were served through Therapeutic Preschool. The McNabb Center offers the only two Therapeutic Preschool programs in the state, located in Knox County and Hamilton County.

THOUGH ONLY 14 YEARS OLD, Audrey* felt overwhelmed by the demands of school, friends and helping out at home. She had struggled with her mood since her parents divorced, but her problems worsened at the start of the school year. She felt hopeless; had sudden crying spells; and was fixated on death and dying, but most of the time she just felt numb and would cut her arms and legs to feel anything at all. One day her baby sister walked in on Audrey while she was cutting and started screaming. Audrey realized then that she needed help.

AUDREY'S STORY

Audrey's mom felt panicked when her daughter told her she had thoughts every day about ending her life, so she did what people do during an emergency: she took Audrey to the emergency room. Audrey didn't want to die, but she couldn't imagine living while feeling the way she did and didn't know how else to communicate how badly she felt all the time. The emergency department staff assessed Audrey, ensured she was safe and referred her to McNabb's new Children's Crisis Family Walk-In Center. Audrey and her family were met immediately and the staff explained the services offered through the Family Walk-In Center, including up to two months of medication services, crisis-focused therapy, case management and 24-hour on call support. The goal would be to keep Audrey safe and give the family the skills and support they needed to deal with future crises.

During Audrey's treatment she began to draw connections between the things that were going on around her and thoughts of ending her life, including being bullied on social media, academic pressures and her parents communicating through her instead of talking to each other. The medications helped even out her moods, and the case manager helped her use the coping skills she learned in therapy at home. The Family Walk-In Center team helped Audrey and her mom choose providers to continue services after she graduated from the Family Walk-In Center, and coordinated the transition of care. Audrey still has bad days, but now she knows what to do stay safe when she starts feeling sad.

**Name changed to protect privacy.*



SUBSTANCE USE TREATMENT

JOSH IS NO STRANGER TO STRUGGLE.

After 13 years of working in construction and owning his own company, Josh was severely injured on the job. A broken femur and torn knee ligaments left Josh unable to work.

JOSH'S STORY

Like many clients, Josh was treated with opiates for six months post-surgery. During that time, he became addicted to those medications and

when prescriptions from his primary care physician ceased, Josh felt he had no choice but to buy opiates off the street. Josh's life quickly began to spin out of control and he ended up losing his car, his house and his wife and kids.

After a year, Josh was homeless and destitute. Before long, opiates were replaced with lethal amounts of fentanyl. He said, "I didn't even feel high, I just didn't want to be sick." During the most severe period of his addiction, Josh overdosed and was revived with Narcan five different times. After the last time he was saved by emergency medical personnel, Josh decided something needed to change.

Josh stumbled into The University of Tennessee Medical Center, hopeless and at the end of his rope. While in the emergency department, Josh met with a McNabb Center Peer Navigator, a staff person who has lived experience with substance use and recovery. The navigator told him about the Medication Assisted Treatment (MAT) Bridge Program. This program would get Josh the help he needed by starting Suboxone in the ER and transferring him to the outpatient MAT program that same day.

This medication stopped the withdrawals so Josh could focus on

treatment and getting his life back. And Josh did. He worked with his MAT Case Manager to get into a halfway house and attended Narcotics Anonymous meetings along with his weekly MAT and counseling appointments.

After one year in the program, Josh graduated from the halfway house and found full time employment, began visits with his ex-wife and kids, gained private insurance, purchased his own car and is helping others on their path to recovery. Josh believes his growth would not have been possible without the MAT program: "It not only saved my life, but it gave me another chance at life."

**Name changed to protect privacy.*

In August 2021, the McNabb Center opened Elevate, a recovery high

school, in partnership with Knox County Schools. The program is designed to support students struggling with substance misuse in a learning environment that provides recovery, relationships and rigor.

In FY22 the Elevate program served 22 high school students in need.



1,424 individuals received residential rehabilitation and medical detoxification.

1,516 individuals received intensive outpatient services.

150 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.

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

457 individuals received Medication Assisted Treatment, which combines the use of medications with counseling and other behavioral therapies to treat substance use disorders.

37 individuals lived in Recovery Home, a 12 Step, abstinence-based recovery program provided in a homelike environment.

30 women received intensive support through Hamblen County's Jail to Work program.

SOCIAL SERVICES

649 individuals facing homelessness received outreach and case management services.

151 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.

2,016 individuals involved in the criminal justice system received psychiatric assessments, medication management, case management, advocacy, counseling and crisis intervention.

28 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.

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

*Number based on 2021 calendar year

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

682

individuals received services focusing on **improving life skills** in programs funded **by the TN Prevention Network.**

151

youth received **therapeutic foster care.**

59

youth were placed in **therapeutic foster homes.**

2,185

nights of safe and supportive care were ensured across McNabb service areas.



SUSAN* STARTED USING DRUGS after her mother passed away. She became addicted and was an active, functional user for 13 years. In 2018, Susan was diagnosed with breast cancer. This news devastated her, and she increased her drug use to cope. She felt reckless and out of control. Unfortunately, Susan did not have the support at home to help her cope with these many difficult events. Her child's father, who was also using drugs, was physically abusive to Susan.

Susan's turning point came when Department of Child Services (DCS) became involved with her family in early 2021. She failed her drug test and lost custody of her son. Susan wanted to be sober and began focusing on rebuilding her life and regaining custody of her son.

Susan left her hometown in an effort to remove herself from her unhealthy living environment. She began living in her car to be closer to her son who was staying with a family. While she was living in her car, she was attending Intensive Outpatient treatment three days a week. During this time, she began working with a Knoxville-Knox County Community Action Committee Case Manager to secure housing for herself and her son.

Susan was referred to PleasanTree Apartments at the McNabb Center and secured housing in October of 2021. Once Susan had a safe, secure housing at PleasanTree, she began working with her case manager on additional issues. She realized working in a convenience store was an unhealthy environment because the temptation of drugs was strong

She worked with her PleasanTree case manager to job search and in January 2022, she was hired at Bojangles. Despite no longer having a vehicle, Susan was determined to work and walked to work every day. After five months of employment, she was promoted to shift manager and received a raise, enabling her to get her own car.

Susan's hard work paid off when she was able to go to court and get full custody of her son. Susan states that she is thankful for her housing and to the McNabb Center for not only the services provided but for the support she has received.

*Name changed to protect privacy.

SUSAN'S STORY



VICTIM SERVICES

IN 2020, MORE THAN 69,000

offenses were flagged as domestic related across the state and females are three times more likely to be victims of domestic violence than males. Over the past year, the McNabb

Center saw a community need to grow its victim services continuum. In Hamblen County, the Center began delivering domestic violence advocacy services when Harbor of Hamblen dissolved. Domestic violence continues to be an issue across the state and the McNabb Center ensured individuals in need did not experience a gap in care in Hamblen County.

The need for domestic violence services will continue into the future. Survivors of domestic violence often struggle to find safe and affordable housing when they choose to leave their abuser. Safe housing is essential for an individual seeking freedom, but victims often face numerous barriers to housing.

Knowing this, the Helen Ross McNabb Foundation launched a capital foundation campaign in support of new and expanded transitional housing for individuals escaping a domestic violence situation.

STATUS REPORT

1,525 calls were made to the Sexual Assault Center of East Tennessee (SACET) crisis hotline.

1,032 victims of sexual assault received advocacy and therapy services.

1,415 calls were made to the domestic violence hotline.

292 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.

71.5%

According to the Tennessee Bureau of Investigations' Domestic Violence 2020 report, **females were more likely to be victims of domestic violence** than males; accounting for 71.5% of all domestic violence victims; and domestic violence resulted in 90 murders in the state in 2020.

2021 STAFF AWARDS

Candace Allen 2021 DISTINGUISHED SERVICE AWARD

Candace Allen, senior director of adult intensive mental health services, was honored with the Tennessee Association of Mental Health Organizations' (TAMHO) 2021 Distinguished Service Award. This award recognizes an individual for their extraordinary and long-standing dedication and service. Candace has spent more than 40 extraordinary years changing the face of behavioral health care and serving the community.

Under her leadership, the McNabb Center expanded its school-based services, implemented the area's first and only Program for Assertive Community Treatment and created the Crisis Stabilization Unit. Candace has been instrumental in bringing Crisis Intervention Team training to local law enforcement and ensuring the development of the Behavioral Health Urgent Care Center.



Rachel Loveday PATSY CRONK MENTOR OF THE YEAR AWARD

Rachel Loveday, Hope United Team Leader, received two awards at the 2021 Certified Peer Recovery Specialist (CPRS) Conference. She was recognized with the Patsy Cronk Mentor of the Year Award, which is presented to the CPRS who demonstrates exceptional mentoring to other peer specialists. In addition, Rachel received the Advocate of Peer Recovery Service—Individual award for her work advocating for peer recovery services to empower those living in Tennessee with a mental health and/or substance use disorder.



COMMUNITY INVOLVEMENT

JERRY VAGNIER & MONA BLANTON-KITTS

After 35 years of improving lives with the McNabb Center, Jerry Vagnier announced his retirement as the Center's Chief Executive Officer, and Mona Blanton-Kitts was appointed as CEO. Mona began her career with the McNabb Center in 1986 and has seen success at every level. No matter her role, Mona has always been committed to clinical work and enjoys developing tomorrow's leaders to make sure they are confident in their clinical skills. She is business savvy and her strategic planning skills will be an asset to the Center. It is easy to look back over the last 30 years and see Mona's "fingerprints" on the Center's services, culture and leadership.

HAMBLEN CSU & DV EXPANSION

The past year has been one of growth for the McNabb Center's Hamblen County services. In October 2021, the Center celebrated the ribbon cutting of its new Crisis Stabilization Unit, which will serve Hamblen and nine additional counties. The 15-bed unit will offer care 24 hours a day, seven days a week for those who are 18 or older and facing a behavioral health crisis.

In addition, following the closure of Harbor of Hamblen, the McNabb Center began delivering domestic violence advocacy services in Hamblen County. The Office of Criminal Justice Programs funded Harbor of Hamblen's services and the McNabb Center contracted with the State to continue the services through the remainder of fiscal year 2022 and fiscal year 2023. By taking over service delivery, the McNabb Center ensured that individuals in need did not experience a gap in care.



CHILD CSU/CRISIS EXPANSION

In May 2022, the McNabb Center and East Tennessee Children's Hospital cut the ribbon on the Children's Crisis Stabilization Unit. The first of its kind in Tennessee, this pediatric CSU serves children in need of behavioral health treatments, including therapy, medication and other services to help them work through a mental health crisis. The McNabb Center was awarded a \$5 million grant by the Substance Abuse and Mental Health Services Agency (SAMHSA) to create a crisis continuum of care for children, including the CSU at East Tennessee Children's Hospital. The CSU is one piece of a comprehensive continuum of care to address the increasing mental health crisis needs in children and teens in East Tennessee.



Top to bottom: Gov. Bill Lee visits the McMinn County clinic; Claiborne County Jail to Work ribbon cutting; CenterPointe groundbreaking; and Pediatric CSU ribbon cutting.



GOVERNOR LEE VISIT

In April 2022, the McNabb Center welcomed Governor Bill Lee to the McMinn County clinic. During his visit, the Center's leadership shared with Gov. Lee the great work of the McMinn County staff and discussed the unique needs of Tennessee's rural counties. The Center's leadership also thanked the governor for the state's investments in mental health care and substance use treatment.

CLAIBORNE JAIL TO WORK

The McNabb Center expanded its Jail to Work program and cut the ribbon of its newest location in Claiborne County. Through this program, the Center provides rehabilitation services, including therapy, substance use treatment and life skills to incarcerated women who are housed in the new facility. In addition to finding gainful employment, the women will pay restitution. After eight to 12 weeks, the women in the program graduate and move back into the community. This is the second Jail to Work program implemented by the Center. The success of the Hamblen County program, which launched in 2017, has been unprecedented.

CENTERPOINTE GROUNDBREAKING

In February 2022, the McNabb Center broke ground on the expansion of its residential substance use treatment facility, CenterPointe. This expansion will increase the number of treatment and medical detoxification beds by 40 percent and improve the building's meeting spaces and outdoor amenities.





McNabb Center

WELL MIND, WELL BEING

[MCNABBCENTER.ORG](https://mcnabbcenter.org)

| [1-800-255-9711](tel:1-800-255-9711)