



Santé's FY23 Annual Impact Report

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A Year of Growth, Development, and Service

Letter from the CEO

We, here at The Santé Group, are excited to share with you this past year's successes and the positive impact our staff have made on the communities that we serve. It has been a privilege to lead an organization full of dedicated behavioral health professionals focused on person-centered care and a holistic approach to consumer wellness. I am constantly inspired by the hard work and devotion of our employees who continue to rise to meet the challenges of providing services in an ever-changing environment of behavioral health service provision and the on-going nation-wide workforce shortage.

As our consumers continue to face challenges on the heels of the pandemic including grief, anxiety, child, adolescent, and family behavioral health concerns, increased financial challenges, and a significant increase in barriers to treatment, our teams have had to evolve and adjust to serve individuals with more complex and intense behavioral health challenges and get creative with services as they seek to minimize barriers to treatment and ensure a holistic approach to care with a focus on social determinants of health and fair and equitable access to behavioral health care.

It has been a challenging year, but a significant one in The Santé Group's history as we continue to expand crisis services to communities in need and partner with other crisis service organizations. As we continue to serve our most vulnerable communities and address disparities in access to care, one thing becomes apparent, our consumers, our employees, our partners, and community stakeholders have displayed outstanding resilience and strength. I am beyond humbled to be a part of these communities and for Santé to be a trusted provider.

As we embark on our new fiscal year, we hope to continue our trend of strategic and sustainable growth while ensuring consumer wellness and high-level services remain at the forefront of all our endeavors. Santé prides itself on its strong partnerships and anticipates FY24 bringing additional opportunities to work closely with both state and local partners as we work to evolve both crisis and traditional behavioral health to provide the best possible care.

Sincerely,



Michelle Grigsby-Hackett, CEO

Please visit our websites and social media accounts for additional information and to stay informed of our newest updates.

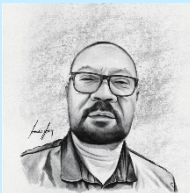
The Santé Group
Baltimore County Crisis Response
Eastern Shore Crisis Response
www.facebook.com/affiliatedsantegroup
<https://www.linkedin.com/company/the-sante-group-companies/>

www.thesantegroup.org
www.santebaltimorecounty.org
www.santeeasternshore.org
www.instagram.com/santegroupcompanies/

Leadership and Board of Directors



CEO - Michelle Grigsby-Hackett, LCPC, CPRP
With over 22 years of experience in the Behavioral health industry, Michelle is dedicated to ensuring Santé provides the best care possible to consumers and their communities



Medical Director - Efemwonyi "Frank" Jesuorobo
Frank is a board-certified Family Nurse Practitioner and Family Psychiatric mental health practitioner. With over 25 years of experience, he is committed to providing compassionate, patient-centered care.



Vice President of Operations - Vernessa Scurry
Vernessa is a Healthcare Executive with over 18 years of experience working with individuals with severe and persistent mental illnesses.



Vice President of Program Services - Sam Richberg, LCPC
Sam has over 13 years of experience in behavioral health. As the vice president of program services, Sam oversees over 10 sites composed of clinical, rehabilitation, and crisis program services across the state of Maryland.



Director of Corporate Compliance - Melissa Quick
She has been in the field of substance abuse/mental health for over 25 years. Over the last 10 years, she has helped multiple companies obtain and maintain their Commission on Accreditation of Rehabilitation Facilities (CARF)



Director of Grants and Contracts - LaTeka Graham
LaTeka has over ten years of experience in the Grants Financial Management & Non-Profit Developmental sector and holds a Project Management for Development Professionals certification and is a passionate humanitarian.



Director Baltimore County Crisis - Allison Paladino, LCSW-C
Allison has been the Director of BCCRS since 2006. Over the last 17 years, she has worked hard to expand crisis services not just in Baltimore County but in all of Maryland.



Director Eastern Shore Crisis - Tina-Marie Brown, LCSW-C
Tina has been the Director of ESCRS since 2020. Under her leadership ESCRS has seen significant growth. She is also the mobile crisis sub-committee chair for the American Association of Suicidology.



Director of Behavioral Health - Stephanie Svec, LCPC
Stephanie has worked in mental health for over 20 years beginning as an individual and group therapist with adults, adolescents, and families. She is also a certified Mental Health First Aid Trainer.

Board of Trustees

Immediate Past Chair & Chair Emeritus:
Bruce M. Casner

Board Treasurer:
Robert S. Stauffer

Board Chair:
William J. Neugroschel

Vice Chair:
Firas (Johnny) J. Abedrabbo Board

Corporate Counsel: Irving Greenberg, Esq.²

Members:
Robert A. Blaker

Patricia Manasevit, Esq.

Christopher Wimbush, Esq.

Heather Lewis, M.D.

During FY23 Santé's Programs:

Served **15,509** individuals with behavioral health concerns

Provided support for **14,766** crisis events

Fielded **72,214** crisis phone calls

Diverted **1,440** Individuals from the Emergency Room

Diverted **217** individuals from the Criminal Justice System

Diverted **1,061** Individuals from Emergency Petition

Maintained a **95%** consumer satisfaction rate



Introduction to The Affiliated Santé Group

Company Overview and History

The Affiliated Santé Group (Santé) is the largest provider of crisis services in Maryland. It is part of a group of companies called “The Santé Group”, a family of affiliated companies dedicated to providing treatment and support to individuals and families in Maryland, Pennsylvania, and North Carolina. Together, the Affiliated Santé Group (Santé), Santé Medical Associates (SMA), Rock Creek Foundation (RCF), CriSyS, and CCRN comprise the Santé Group of companies.



The Santé Group has operated community-based services for over 40 years beginning with the Rock Creek Foundation (RCF) which was founded in 1974. RCF continues to be recognized as a national pioneer in the field of independent living and psychiatric treatment for the dually diagnosed (individuals with intellectual deficits and co-occurring psychiatric disorders). RCF coined the term “dually diagnosed” before it was applied to mental health/substance use. Over the years, RCF has created and operated numerous programs that were the first of their kind both in Maryland and nationally. RCF’s ground-breaking treatment and service delivery strategies were cited by the President’s Committee on Mental Retardation as a “Program of National Significance”. Service innovations include: opening the first private non-government behavioral health center in the state (OMHC), being the first agency to operate psychiatric rehabilitation and behavioral health clinic services solely on a fee-for-service basis without local or state support, the first outpatient clinic/PRP to make services available to clients in their community/home/job rather than in a facility, and the first agency to open and operate multi-location clinics in numerous Maryland counties. RCF’s desire to deepen its capabilities and serve a broader array of people led to the creation, in 1992, of the Affiliated Santé Group (Santé) and Santé Medical Associates (SMA).

Today, Santé provides behavioral health and crisis support to thousands of Maryland residents every year through a variety of services. Santé currently provides crisis response, outpatient behavioral health and psychiatric recovery services, as well as senior services, and a peer-run community center.



Santé Services and Programs

Santé operates multiple programs with multiple service types. All programs and services are dedicated to meeting individuals where they are and providing person-centered, strengths-based care.

The following is a list of services and programs that Santé offers directly and/or through affiliate organizations and brief definitions of each.

Outpatient Mental Health Clinic Services – Our Outpatient Mental Health Clinics work with youth, adults, and families to provide behavioral health treatment and medication management to improve daily functioning and promote mental health.

Psychiatric Recovery Programs – Our Psychiatric Recovery Services are dedicated to assisting individuals with mental illness live independent lives in the community by assisting with daily living activities and providing long-term therapy and psychiatric services.

Senior Outreach Services (For English and Spanish speaking) - Our Senior Outreach programs are committed to providing experienced, compassionate support to seniors, their loved ones, and caretakers of seniors. Through tailored services and programs free of charge, our licensed clinicians and psychiatric licensed nurse practitioner ensures every individual in our community receives the support they need.

Peer-Run Wellness and Recovery Center

Santé's peer-led community support and resource center services Montgomery County residents who have a history of mental health concerns. The center offers resources, socialization, and activities. The center focuses on creating a community of peer support dedicated to empowering individuals to achieve and maintain their wellness and recovery goals.

Crisis Response Systems

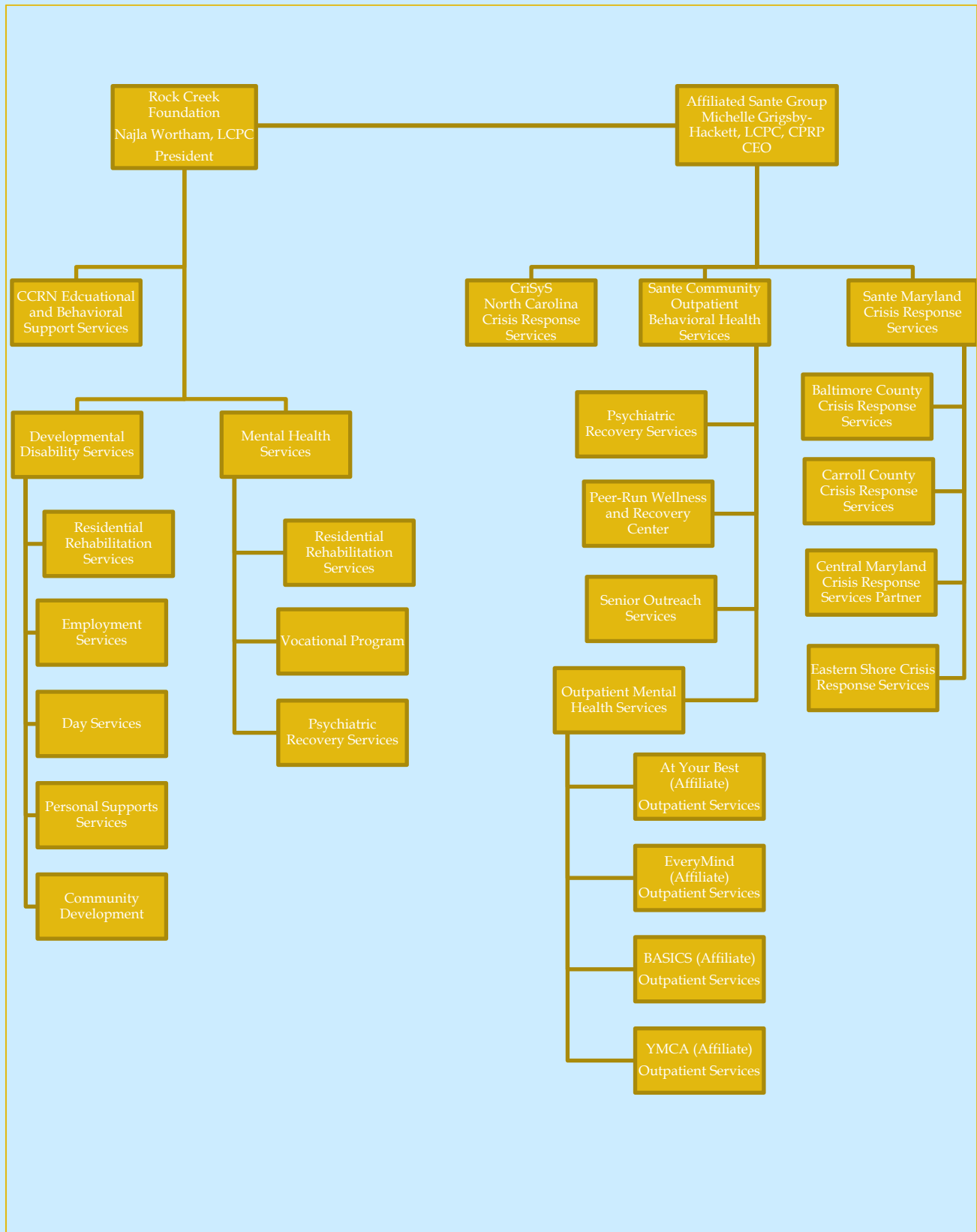
Our Crisis Response systems provide immediate support to anyone experiencing emotional distress in the communities we serve. Services can be over the phone, telehealth, or in person in the community or in an individual's home. Crisis support is only a phone call away and include:

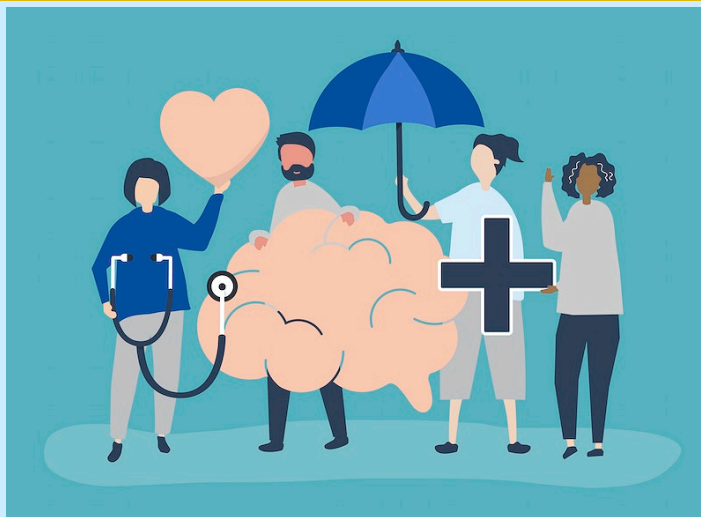
- Operation Dispatch and Triage Centers
- Call Centers, Hotline/Warmline
- Mobile Crisis Response Teams
- Mobile Response and Stabilization Services for Children and Adol.
- In-Home Intervention Teams
- Crisis Stabilization Services
- School Intervention Services
- Urgent Care Scheduling and Services
- Critical Incident Stress Management



Santé Group Companies

Organizational Chart of Programs

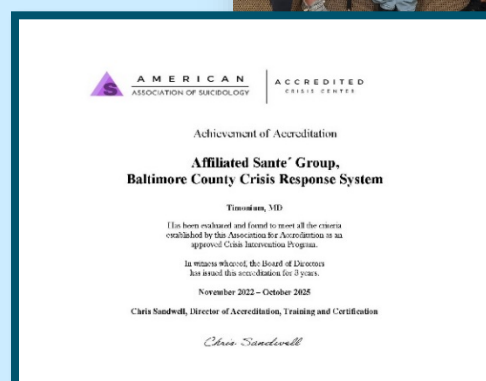




Santé Group Highlights of FY23

Highlights of FY23

- New Mobile Response and Stabilization Services (MRSS) program in our Eastern Shore Crisis Response System
- New Central Maryland Mobile Response Team serving Baltimore City, Baltimore County, Carroll County, and Howard County
- Partner in the new Central Maryland Virtual Call Center for 988
- CARF Accreditation 3-year renewal
- 3-Year AAS Certification for our Baltimore County Call Center
- 3-Year AAS Certification for our Eastern Shore Call Center and Mobile Crisis Teams
- Citation from former Senator Adelaide Eckhardt Eastern Shore Crisis Response for their community support
- National Council Rural Summit Presentation and Poster Session
- Bay Bridge Partnership Collaboration Presentation at CIT
- Completed Salisbury Police Department Co-Responder Mobile Crisis Pilot Program
- Completed year 1 of Care Traffic Control Center software pilot program



Crisis Response Programs

Introduction

In 1998, Santé opened the first crisis system in Maryland in response to a Request for Proposal (RFP) from Prince George's County. Since then, the company has implemented five additional crisis systems (12 counties) all tailored specifically to the unique needs of each area. and model-hybrids of behavioral health crisis service delivery is extensive.

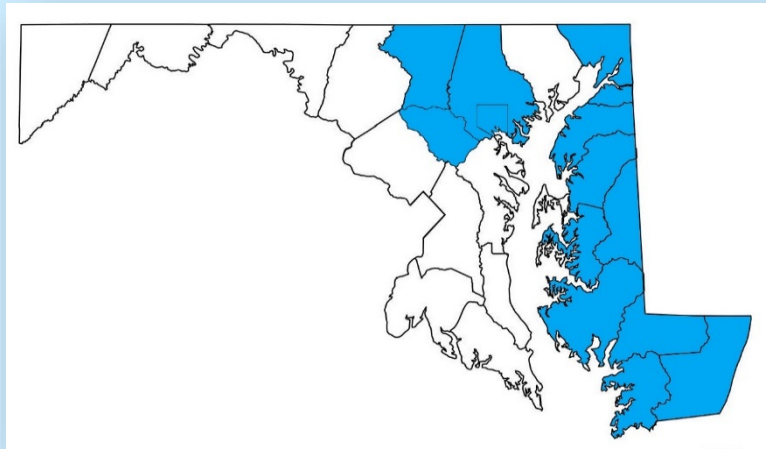


Figure 1: Santé's Maryland Crisis Response Programs

Each of Santé's crisis systems has evolved and been enhanced since inception. As the needs of the behavioral health population change over time, as do the national and state healthcare models, so too must crisis services. For instance, all programs are now substance use competent. Santé finds that flexibility, proactive approaches, and constant trend monitoring are operational necessities.

The following services are provided in Santé's various crisis response systems and have been tailored to the precise specifications of the county in which they operate:

- Crisis Call Center Hotline/Warm line
- Operations Centers (OPS)
- Mobile Crisis Teams (MCTs)
- Mobile Response and Stabilization Services (MRSS)
- School-based Teams
- Urgent Care Services (psychiatric and non-psychiatric)
- In-Home Family Intervention and Stabilization Teams
- Hospital and Jail Diversion
- Critical Incident Stress Management
- Police Academy Training
- Crisis Intervention Training
- Community Education

Besides contract funded services, the Santé Group is the oldest free-standing private behavioral health Medicaid fee-for-service company in Maryland. It has billed Medicaid/Medicare services since 1983 and is experienced in the process and the pitfalls. Santé employs a fully integrated electronic medical record (Credible Inc.) and billing software system for all fee-for-service programs. Santé is compliant with HIPAA privacy and security standards.



Crisis Response System Service Descriptions

Operations Centers: 24-hour Call Center:

Provides immediate telephone crisis counseling as well as information and referral. In addition, the Operation Center acts as a single point of contact, an axial point for all crisis services.

Mobile Crisis Teams (both clinician lead and clinician/police teams):

Provides immediate on-scene crisis intervention, stabilization, and linkage to community services. The mobile crisis teams are able to divert individuals from emergency petition, emergency departments, and criminal justice when appropriate.



School Intervention Services:

Provides immediate response to youth in schools as well as school staff and communities. Works with school staff and families to stabilize youth in crisis, provide skills building support, and ensure linkage to community behavioral health resources.

In-Home and Family Intervention Teams:

Provides a series of visits focused on stabilizing those in crisis with a focus on pre-emergent and post-crisis. Provides skills building support, engagement, enrollment assistance, and linkage and referral.

Crisis Stabilization Services for Youth:

Works directly with DSS to provide crisis intervention and stabilization for families and youth at risk of out-of-home placement. Provides skills building support, engagement, enrollment assistance, and linkage and referral.

Urgent Care Centers:

Provides urgent appointments for individuals in need of a diagnostic assessment and referral to a psychiatrist for medication evaluation as needed.

Critical Incident Stress Management (Mass Trauma Debriefing):

Provides crisis intervention service to victims and responders following critical incidents and traumatic events in the community such as death in a workplace, disaster in schools, etc. Provides prevention and/or mitigation of post-traumatic stress among the citizens of the affected communities and offers individual crisis services for those experiencing more acute trauma.

Crisis Intervention Team Training for First Responders:

Provides interactive 40-hour CIT program that teaches officers additional skills necessary when dealing with clients in behavioral health crisis. Ensures experiential training enhances officer's de-escalation skills with a variety of presenting behavioral health issues.

Community Education:

Community education is available upon request for crisis service components and specialized training such as suicide prevention, de-escalation techniques, and other selected behavioral health topics.



FY23 Crisis Service Highlights

Santé is one of three 988 partners for the Central Maryland Crisis Response System Virtual Call Center. This new virtual call center is a partnership between Baltimore City Crisis Response Inc. and Grassroots. Staff from all three partner agencies answer calls to 988/Lifeline and help stabilize crisis and triage calls to other crisis services such as Mobile Crisis Response Teams. Santé was also awarded a contract as a Mobile Response Team provider for the Central Maryland Crisis Response System. These teams provide Mobile Crisis Services to Baltimore City, Baltimore County, Carroll County, and Howard County.

In the spring, Santé's Eastern Shore Crisis Response System was awarded a Mobile Response and Stabilization Services (MRSS) contract to provide crisis care to children, adolescents, and their families. MRSS is a new model of crisis care specific to children and youth. The MRSS program was also selected as early adopters for the state's Crisis Assessment Tool (CAT) for children.

Our Baltimore County Crisis Response System and Eastern Shore Call Centers as well as our Eastern Shore Mobile Crisis Team were awarded a three-year accreditation through the American Association of Suicidology.



FY2023 Crisis Programs Community Impact



Total Crisis Cases:

14,766



Total Calls Handled:

72,214

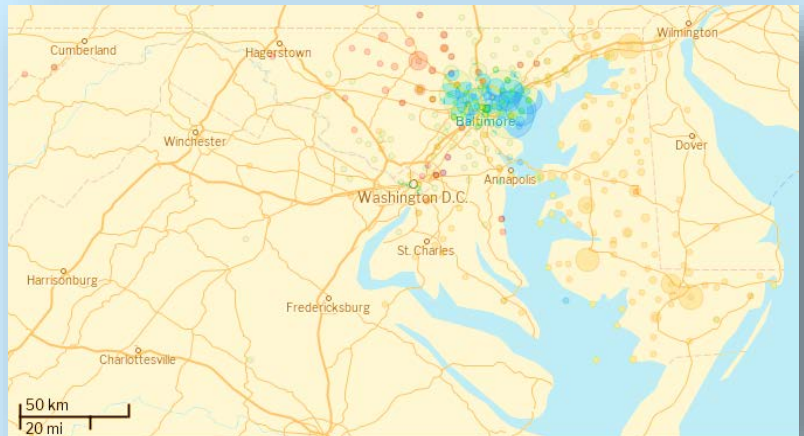
Incoming Calls: 22,183

Outgoing: 45,826



Urgent Care Access

1,600



● Baltimore County Crisis Team ● Carroll County Mobile Crisis Team ● Eastern Shore Crisis Team ● GBRICS
● Prince George County Crisis Team

Figure 2: Santé's FY23 Maryland Crisis Community Saturation Map



Mobile Crisis Dispatches:

6,413

Emergency Department Diversion: **1,440**

Emergency Petition Diversion: **1,061**

Criminal Justice Diversion: **217**



Additional Community-based Crisis Programs

IHIT: 3,069

MRSS: 490

MCSS: 26

C&A: 647

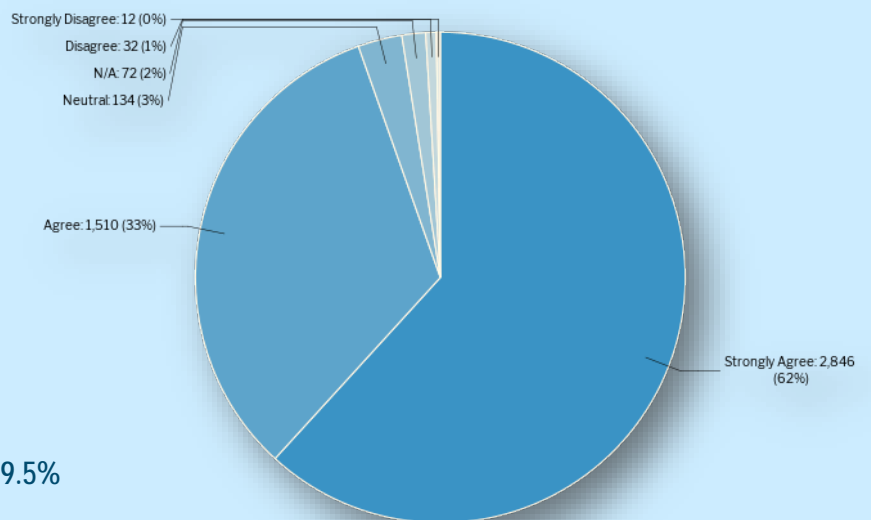
SIS: 131



Linkage Rate: 54%



Client Satisfaction Rate: 89.5%



Estimated Cost Savings

ER Diversion Cost Savings: \$3,152,160 (over 12 months)

•Healthcare Bluebook cites average cost of Psych. ED visit as \$2,189

Jail Diversion Cost Savings: \$486,080 (over 12 months)

•Average cost of person entering criminal justice system \$2,240

Clinics and Behavioral Health Programs

Introduction

Santé opened its first outpatient mental health clinic in 1982. Santé prioritizes providing experienced, compassionate support to children, adolescents, adults, and seniors struggling with behavioral and mental health challenges. Our treatment and recover services are personalized and focus on the individual and their strengths. Our therapists and prescribers are committed to ensuring every individual and their loved ones have access to the support and care they need.

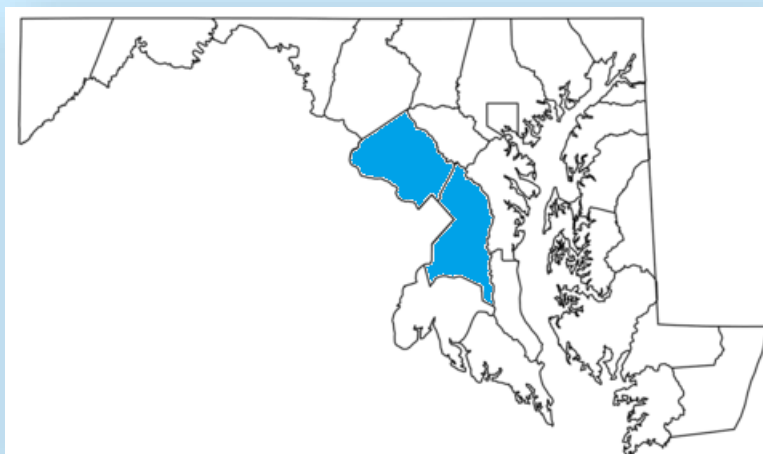


Figure 3: Santé Maryland Clinic Programs

Santé provides outpatient mental health care and psychiatric recovery services in Montgomery and Prince George's counties in Maryland. While the services are located in these two counties, any Maryland resident, in any count is welcome to come to us for care.



Outpatient Mental Health Clinic (OMHC)

Santé's clinics provide person-centered individual counseling, group therapy, medication evaluation and management, cognitive and dialectical behavioral therapy, and other treatment options as needed. Our clinics offer both in-person and telehealth options.

Psychiatric Recovery Program (PRP)

Santé's psychiatric recover services are dedicated to serving individuals with severe mental illness and/or disability. For these individuals simple daily living tasks can feel overwhelming. Our staff understands the barriers individuals with severe mental illness and/ or disabilities encounter daily. This year Affiliated Santé group and its consumers participated in a study with the Maryland Behavioral Health Administration and Systems Evaluation Center at the University of Maryland Baltimore to allow consumers to advocate for their needs. The aim is to better understand the needs of participants on a subjective level and bridge gaps in services. Santé's Psychiatric Recovery Program is dedicated to creating an environment for learning and growth using an Illness Management and Recovery Model. Topics such as medication management, coping skills development, building a social network, understanding mental illness, education, and employment are introduced to consumers to aid them in living independently in the community.

For more information on our services see our website www.thesantegroup.org

Seniors Outreach Services:

Santé's Senior Outreach services are a unique grant-funded service operating in Montgomery County, Maryland. This program provides home-bound or limited accessibility seniors with short-term in-home behavioral health services. The program utilizes licensed clinicians and psychiatric licensed nurse practitioners to ensure every individual receives the care they need. While these services are short-term, they are designed to assist individuals with developing the skills and accessing the resources they need to enroll in long-term care. These services are available to Spanish-only speaking seniors as well.



In addition to seniors, mental health support for full-time caregivers is also available. Santé understands how exhausting it can be to give so much of yourself day after day in a caretaking position. This short-term therapy is offered to full-time caregivers of seniors in our community to ensure they have the support they need to maintain their own mental health.



Affiliate Organizations:

In addition to direct care services, the Affiliated Santé Group acts as a management, oversight, and billing administration for its affiliates. Santé works with several clinic affiliates including:

EveryMind provides a broad range of mental health services for individuals across all age groups and their families. Their experienced professional team carries out services including crisis intervention, mental health education, case management, and counseling to enhance mental wellbeing. In

partnership with Montgomery County Public Schools, they deliver school-based mental health programs that offer comprehensive resources to children and their families. Further, by collaborating with Santé, they facilitate outpatient mental health care for individuals receiving medical assistance.

BASICS Group Practice, LLC is dedicated to establishing and maintaining a standard of excellence in providing proven community behavioral health care and developmental services to Maryland Medicaid residents of Prince George's County and neighboring areas. Our programs and services are connected by the common goal of offering comprehensive, integrated, and evidence-based mental health treatment for those in need. Through our partnership with ASG, we are able to provide a comprehensive, holistic model of care - attending to the physical, mental, spiritual, and emotional well-being of each person - that is promoted and fostered through the core values of personal responsibility, family involvement, and community integration.

At Your Best Behavioral Health Group provides comprehensive mental health services to individuals, families and children within the state of Maryland. At Your Best specializes providing community-based services to individuals within the home, a community location or by phone or video. If you need mental health services, At Your Best is here to serve you so you, too can live every day, At Your Best!

YMCA operates a unique program called Linkages to Learning, which operates in various schools in Montgomery County providing mental health services to students and families from those schools. We also provide case management to support families. Partnering with Santé to provide psychiatric services, our teams work closely with the schools to serve students and their families.



FY23 Behavioral Health Treatment Highlights

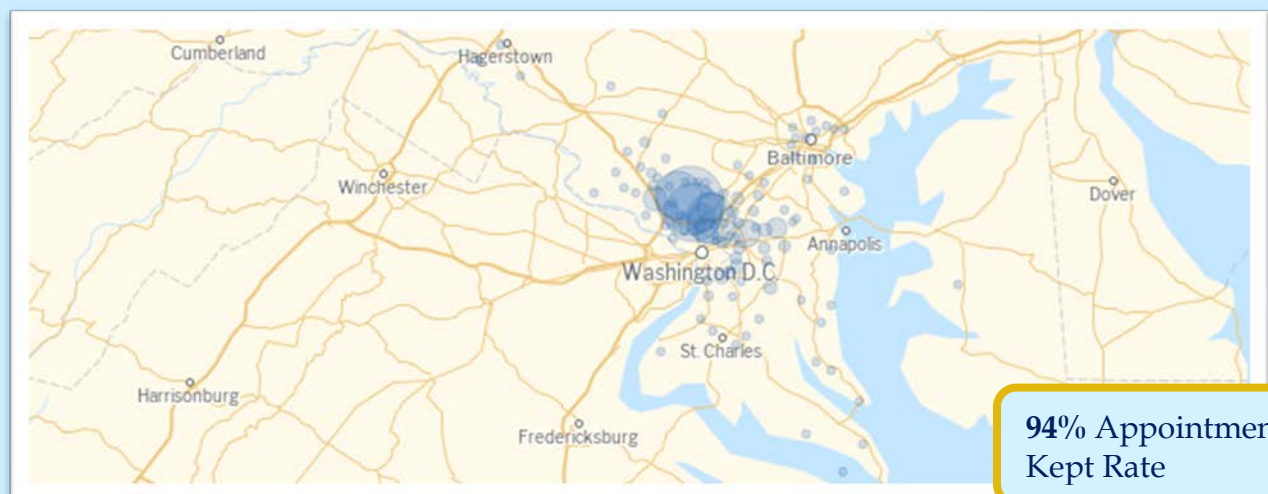
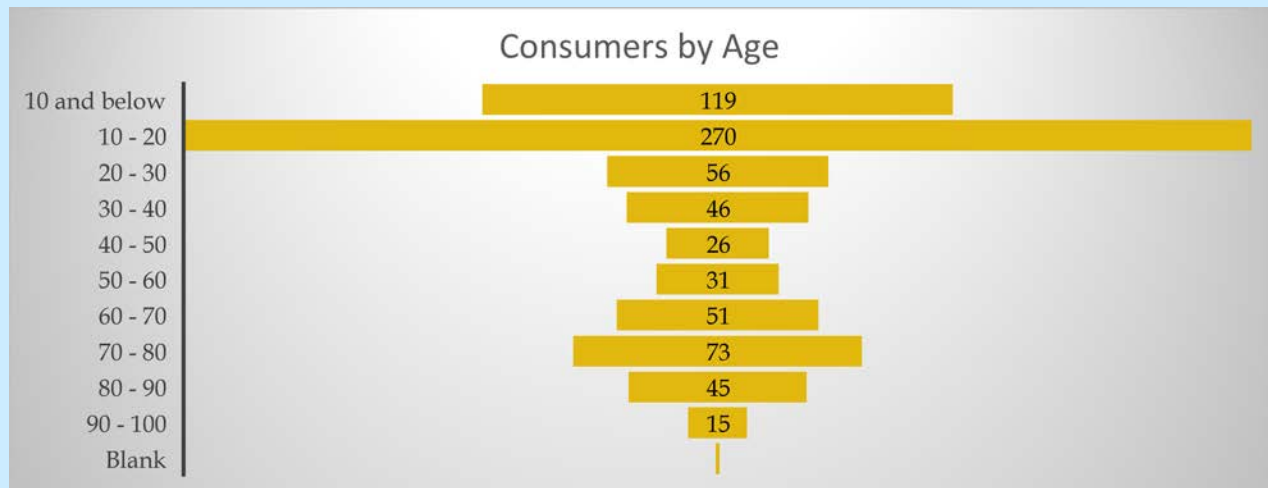
Santé continues to work hard to provide individuals with the best possible behavioral health services. The vast majority of people served by Santé are individuals are below the federal poverty level and rely on Medicaid for all their health care needs. Poverty can seriously limit an individual's access to proper nutrition, safe neighborhoods, and other elements that can define an individual's standard of living. With this in mind, Santé ensures a wrap-around approach to care that looks at a person's social determinants of health and works to mitigate barriers to treatment and negative impacts to a person's well-being.

As with many behavioral health providers, the pandemic inspired Santé to provide more robust telehealth services. Over the last couple years, Santé has made a many changes and adjustments in order to offer telehealth services. During FY23, Santé saw many individuals come back to in-person treatment, however there are a number of who individuals prefer telehealth and Santé is dedicated to ensuring individuals who prefer telehealth or those who have transportation limitations are able to receive the care they need with us.



FY2023 Behavioral Health Treatment Programs

Community Impact



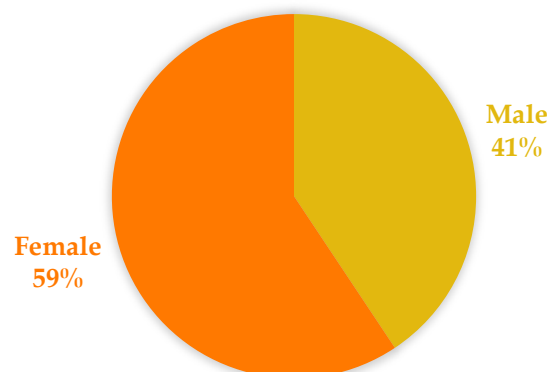
733 - Individuals Served in Our Clinic, PRP, Youth and Senior Programs

Over 42,000 – Sessions with Consumers

191 – Individuals Served in Our Senior Outreach Program

1,073 - Sessions with Seniors

BREAKDOWN BY SEX



End of Year Wrap-up

This has been a significant year for Santé in many ways. It has been an honor working with fantastic partners, community agencies, and behavioral health authorities. Santé is dedicated to serving people with behavioral health concerns, their families, caregivers, and communities.

This year has been one of the best for Santé in terms of community collaboration and building strong working relationships. In addition to continuing to work with hundreds of other providers, local behavioral health authorities, numerous law enforcement agencies, schools, and social assistance agencies, Santé became a lead agency in developing and implementing the Central Maryland Crisis Response System. This new project is a collaboration between Santé, Baltimore Crisis Response, Inc., and Grassroots. With leadership provided by Behavioral Health Systems Baltimore, this collaboration has developed a virtual, regional call center and additional mobile crisis response teams to serve the Central Maryland region. As the system evolves and crisis response services develop to further serve state residents, Santé is dedicated to this partnership and ensuring quality, effective crisis services.

Santé is proud to play a lead role in helping to make crisis services not only more effective but more accessible to all individuals in need. Santé has been a National Suicide Prevention Lifeline (NSPL) hotline provider for over 5 years, as the nation works to transition NSPL to 988, Santé is right there on the front lines helping to create larger hotline capacity, integrated systems of response and on-site crisis care through both the Central Maryland Crisis Response System project as well as its existing crisis programs.

As the world of behavioral health service provision continues to face numerous challenges such as the workforce shortage, higher demand for services, and continued behavioral health complexities on the heels of COVID-19, Santé continues to work hard to meet the needs of the community and is honored to be a trusted provider in Maryland, North Carolina, and Pennsylvania.



FY24 Roadmap and Development Opportunities

Santé has its sights set on continued excellence in FY24 through behavioral health service expansions, crisis services enhancements and adjustments through state billing options, expanded clinic offerings, and consultation service development. Santé will continue to work to expand behavioral health equity.

This next fiscal year, Santé will be expanding clinical services to additional communities and ensuring the care access bridge between crisis services and long-term care is accessible and easily navigated for consumers.

Crisis Services have always been a passion of Santé's. We will continue to work with stakeholders to continue to provide the highest level of crisis care and evolve services to better meet the needs of the community including billable services.

Santé is looking to take advantage of its long history of program development, quality service provision, and strategic innovation to develop services which will offer over 30 years of experience to assist other organizations as they develop programs, establish growth opportunities, and meet goals.





**Inspiring hope in
our communities
by providing
quality services,
advocacy,
education to
promote
emotional well-
being**



SANTÉ