VALLEY CITIES
Behavioral Health Care

Compassion.
Connection.
Community.

Annual Report 2021

www.valleycities.org | 253.833.7444
A Year of Challenges, Changes, and Continued Service to Our Community

We started 2021 knowing it would be a challenging year. We knew the uncertainty of 2020 was going to linger on, and it did. The vaccine rollout began early in the year, which generated much hope as well as uncertainty about its availability, safety, and efficacy. As vaccines became more widely available, they were then mandated for all healthcare workers, adding another level of commitment and dedication from all Valley Cities staff. I am grateful and proud to report we made it through the vaccine mandate with 98% of our staff fully vaccinated. We successfully partnered with Genoa Pharmacy (co-located at two of our clinics) to offer vaccines for staff as well as clients.

Having made it through the spring, we were optimistic and hoped to soon have the COVID-19 pandemic behind us. Unfortunately, as the year progressed, we learned that the pandemic would not resolve so simply. We also had to face a heatwave, wildfires, and a deeply divided political climate. In response to the horrifying incidents of racial violence witnessed during the past year, Valley Cities redoubled its efforts to implement our strategic plan for diversity, equity, and inclusion (DEI). Our role as a behavioral health care provider includes not only treating the people we serve in our agencies but also advocating for those who need care in our community.

Throughout the year, Valley Cities has been working at the center of a national behavioral health crisis that has been caused by lingering uncertainty, grief, loss, and residual trauma from the ongoing COVID-19 pandemic. As an organization, we knew we would have to make meaningful, transformative changes to ensure Valley Cities continues to provide quality care to the people and communities we serve. This year, we spent countless hours advocating for increased Medicaid reimbursement rates and for additional COVID-19 relief funding. We continued to build on the new King County Medicaid reimbursement system introduced in 2020, and we continued to improve our data-driven approach to increasing revenue and maximizing client outcomes.

“We knew we would have to make meaningful, transformative changes to ensure Valley Cities continues to provide quality care to the people and communities we serve.”
We continue to make telehealth services meaningful, and we expanded access to telehealth by adding individual and group telehealth technology to our clinics. We continue to make the most of what we can control and the resources that we have. Despite the rapidly rising cost of doing business, Valley Cities was able to give all staff a 3% raise in late 2021, in addition to their annual raise. We recognized Juneteenth as a national holiday and a paid Valley Cities holiday. Despite all these challenges, Valley Cities sits among the biggest and best behavioral health care providers in King County.

I acknowledge that 2021 was not easy, but we made it through! I want to thank all who volunteered their time this year, and I thank everyone who donated to support Valley Cities. We could not do this work without you. I also want to thank our many community partners. Thank you for your continued support. Thank you for caring about the mental health and wellbeing of so many families and individuals in our community.

I am optimistic about the future, and I can tell you that Valley Cities is well-positioned to take on whatever challenges this next year brings.

Sincerely,

Shekh Ali
CEO
WE ASKED…

What made you want to serve on the Valley Cities Board of Directors?

THE BOARD ANSWERED…

Holly West  
Board Chair

“It is important to work on the stigma surrounding mental health and drug and alcohol issues, so people aren’t hiding in the shadows – so they are talking about these issues as commonly as any other kind of health issues.”

At every place I have worked, I felt proud to be part of the organization and its mission. Yet with Valley Cities, that feeling was most profound, and in my retirement, here I am serving on the board. This is a challenging and exciting time for those of us in the world of behavioral health care.”

Dan McDougall-Treacy  
Vice Chair

“Too often, behavioral healthcare needs go unmet. But these needs are critically important and make all the difference in people’s lives. We must ensure that where people need help, support, and care, that it is available and accessible.”

Tallman Trask  
Treasurer

“I want to impact change within a community that I was and still am a part of. I want to use my advocacy skills as well as my personal experiences to create systematic change.”

Rikki Evans  
Secretary
FROM THE BOARD OF DIRECTORS

Jennifer Harjehausen

“I understand the significant need for and importance of access to behavioral health services. I love supporting this work in our communities - especially as it applies to increasing opportunities for all.”

Teresa Curry

“I want to make a difference in my community and throughout South King County, and I so appreciate the hardworking employees of Valley Cities.”

Mark Fordham

“I have a strong interest in the provision of quality mental health services. The need is extensive, and the opportunity to improve the community is great.”

Jesse Golodner

“Improving and expanding behavioral health and addiction care is crucial for our community. As a practicing clinician, I have firsthand experience with this. I am on the Valley Cities board with the goal of continuing to expand access to quality and timely care for those in need.”

Francis Mercado

“Over the years, I have been working with Valley Cities throughout our shared communities in South King County. I am impressed with the dedication of Valley Cities and the mission to improve the health of individual clients as well as the greater community.”

Alex Sheehan

“As a Probation Officer, I worked closely with Valley Cities over the years. I have always appreciated their goal of providing excellent service and support by working with various partners for the betterment of those in our community.”
Workforce Development During COVID-19

Despite the ongoing COVID-19 pandemic, the rise in opiate overdoses, and the national record-breaking number of worker resignations in 2021, our Valley Cities team has continued to provide excellent client care.

Filling open staff positions while the need for community care rose in 2021 was a major challenge, but we began to see improvements in hiring during August. We continued to improve the Valley Cities working environment based on staff feedback. Recruiting and retention for mental health and substance use professionals must remain our top priority.

Valley Cities management responded to staff requests for increased transparency, and we now conduct monthly town halls where all staff are welcome to talk directly with the leadership team. We also send out monthly intra-agency updates so that staff are kept abreast of upcoming changes in the organization. Finally, whenever possible, Valley Cities has offered raises, bonuses, and increased benefits to staff.

Valley Cities saw steady growth in staffing until the COVID-19 pandemic. The pandemic led to unprecedented resignations, difficulty filling open positions, and massive financial burden placed on safety net healthcare agencies, leading to an inability to match client needs with available staff and programming.

Valley Cities’ staff has been doing amazing work to care for clients during this tumultuous time, and we began to see an increase in new hires in August 2021. We are excited to see our staffing continue to grow throughout the year.
Valley Cities Re-Commits to DEI Efforts

With the rise in hate crimes against Asian-Americans, ongoing police brutality targeting communities of color, and the deep-rooted systemic inequities in our healthcare system, Valley Cities re-committed in 2021 to our Diversity, Equity, and Inclusion (DEI) efforts.

Valley Cities’ leadership, in partnership with our DEI committee, created a DEI Strategic Plan outlining goals and objectives to guide our equity improvement efforts, developed in accordance with the Culturally and Linguistically Appropriate Services (CLAS) Standards from the US Department of Health and Human Services. This plan is reviewed monthly to determine interventions that align with our objectives.

Valley Cities also offered multiple DEI trainings for leadership and staff and added two interview questions to our hiring process intended to decrease bias. Improving DEI is an ongoing process. It is integral to providing quality, equitable services and creating a culture of communication and openness in our clinics. We look forward to continued progress in the years to come. Our workforce must reflect the rich diversity of the communities we serve.

Valley Cities Staff Diversity

Creating a healthy, inclusive workforce that welcomes staff from all backgrounds has always been a goal here at Valley Cities.

This chart shows the diverse racial and ethnic backgrounds of Valley Cities employees. The racial and ethnic makeup of our staff reflects the diversity of the clients we serve in Seattle and south King County.
Substance Use Disorder Services

In behavioral health, we face an immense task in the form of the opioid epidemic. In 2021, opiate overdoses continued to rise. This year, King County saw 719 overdose deaths, a new record high and a 40% increase over 2020. Substance use treatment work has always been very labor intensive, and it has become even more difficult as the COVID-19 pandemic gives rise to increased and worsening substance use in our communities.

Each and every staff member is critical to the operation and success of the Valley Cities’ SUD treatment facilities and programs. These include Recovery Place Seattle, Recovery Place Kent, the Medication-Assisted Treatment and Community Health (MATCH) Program, and outpatient programs including groups and one-on-one counseling. In 2021, Valley Cities’ SUD staff did an incredible job stepping up to the challenges of the growing substance use disorder epidemic and opiate crisis.

- **5,695** SUD clients served in total
- **2,275** inpatient & residential clients served
- **2,202** outpatient SUD clients served
- **718** Medication-Assisted Treatment clients served
- **430,893** total service hours
- The MATCH Program began a new partnership with Enumclaw Jail to provide medication-assisted treatment to people in need of services
- The MATCH Program added a new Peer Support Specialist to their team to connect clients with a provider who has had their own recovery journey
Housing Programs

The goal of the Valley Cities Housing programs is to provide safe, permanent supportive housing through case management focused on housing stability and based on needs of the families and individuals.

Program services support housing participants in maintaining stable housing; maximizing mainstream supports and entitlements; making linkage to mental health and supported employment services; and connecting to community services. Housing stability plans are driven by family and individual voice and choice.

2021 Achievements

162 homeless households provided with permanent supportive housing

75% of residents graduated to stable, permanent housing, despite the challenges of COVID-19

12 modular housing units opened in Auburn, in partnership with Blokable. These units have been at 100% occupancy since opening.

$78k in eviction prevention and move-in assistance funds distributed to 68 households, thanks to a grant from the City of Auburn and the Housing Stability Project.

$18k per month in emergency housing vouchers from King County Housing Authority, Seattle Housing Authority, and Renton Housing Authority for homeless clients and their families.
Supported Employment

The Supported Employment program uses the evidence-based Individual Placement and Support model to help clients find and retain competitive employment in their field of choice. Valley Cities operates one of the largest behavioral health supported employment programs in King County, with a team of vocational specialists and Certified Work Incentive Planners to help clients build job search skills, match them with well-fitting job opportunities, and assist them with retaining employment.

Despite Valley Cities staffing shortages of up to 50% at times, the Supported Employment team accomplished a lot this year:

- 254 clients served
- 70 successful job placements
- Successfully advocated for a more supportive payment structure from King County

Success story: Allie H.

Allie, a 39-year-old single mom with Tourette’s syndrome, came to Valley Cities 4 years ago. Her tics and other symptoms caused interpersonal difficulties at work, and she often felt that she missed out on opportunities because of them. When the COVID-19 pandemic struck, she lost her job and enrolled in the Supported Employment program.

The program provided Allie with concrete supports like skills coaching, rides to job fairs and interviews, and information about assistive technology, but she says what helped her the most was her vocational specialist’s consistent encouragement and support.

“\textit{I'm actually making forward progress in my life for the first time.}”

Allie found a job working outdoors, which she loves and has now retained for a full year. The position utilizes her education and has allowed her to buy her own tiny house, a major step towards increased independence and stability.

She has worked incredibly hard, but she gives much of the credit to the Supported Employment program, saying, “I’m actually making forward progress in my life for the first time because of [my vocational specialist’s] support.”
Youth and Family Services

Despite challenges including significant increases in community need, risk of suicide and self-harm in youth, and stress for staff, as well as difficulty hiring and retaining team members due to COVID-19 and the "Great Resignation," Valley Cities had remarkable achievements this year, which included providing over 46,000 total youth service hours. Three of our youth programs include:

**The School-Based Program**

- **30** schools served
- **321** youth received services
- **402** hours of billable services provided
- **8.0** FTE added to new contract with Federal Way Public Schools
- **$175k** grant from the Office of the Superintendent of Public Instruction

"I am advocating for myself at home and at school. I made some new friends. I am in a much better place."
- SCHOOL-BASED CLIENT

**Wraparound/WISE**

- **132** families served
- **Expanded contract** with Washington State Health Care Authority (HCA) to serve American Indian and Alaska Native youth and families
- **Increased case rate** and reduced administrative burden successfully negotiated with HCA and managed care organizations
- **Provided trainings** to attorneys, court appointed special advocates, social workers, and judges regarding the program model and benefits
- **Developed new** assessment tool and team training processes

**Real Talk for Teens**

- **9** schools served in Kent and Federal Way
- **58** youth served
- **671** hours of services provided
- **67%** of participants were youth of color
- **51%** of youth served were transgender or nonbinary

"I was always supported... and I was constantly reminded of how important I am and how important my emotions are."
- REAL TALK PARTICIPANT
### Public Support & Revenues 2021

<table>
<thead>
<tr>
<th></th>
<th>Net assets without donor restriction</th>
<th>Net assets with donor restriction</th>
<th>Total</th>
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<tr>
<td><strong>PUBLIC SUPPORT</strong></td>
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<tr>
<td>Contributions</td>
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<td><strong>REVENUES</strong></td>
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<td>King County prepaid health plan</td>
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<td>King County contracts</td>
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<td>Federal contracts</td>
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<td>Client &amp; third party</td>
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<td>Medicaid</td>
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<td>State of Washington</td>
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<td>Other</td>
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<td>Net assets released from restriction</td>
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<td>($1,700,716)</td>
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<td><strong>Total public support and revenues</strong></td>
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<td><strong>$662,345</strong></td>
<td><strong>$52,441,462</strong></td>
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### Total Expenses 2021

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<td>Salaries and wages</td>
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<td>Employee benefits</td>
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<td>Payroll taxes</td>
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<td><strong>Total salaries and related expenses</strong></td>
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<td>Professional fees</td>
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<td>Sub-contractor expenses</td>
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<td>Conference and training</td>
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<td>Travel and vehicle</td>
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<td>Insurance</td>
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<td>Supplies</td>
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<td>Computer expense</td>
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<td>Telephone</td>
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<td>Postage and delivery</td>
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<td>Rent</td>
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<td>Furniture and equipment</td>
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<td>Depreciation and amortization</td>
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<td>Printing/advertising</td>
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<td>Client assistance</td>
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<td>Clients—special needs</td>
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<td>Miscellaneous</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$49,985,855</strong></td>
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### Change in Net Assets

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<tbody>
<tr>
<td>Net assets, beginning of year</td>
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<tr>
<td>Total public support and revenues</td>
<td>$52,441,462</td>
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<tr>
<td>Total expenses</td>
<td>$49,985,855</td>
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<tr>
<td>Change in net assets</td>
<td>$2,455,607</td>
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<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>$34,167,200</strong></td>
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To our generous community: thank you for your support!

Adobe Employees
Amazon Smile
Ann Webster
Anya & Rafael Zimberoff
Avery Watkins
Barbara Sitsch
Barry Minster
Biella Foundation
BNSF Railway Foundation
Boeing Global Engagement
Boeing SoHo Spirit of the Holidays
Boeing Employee Match Fund
Brian Allender
Carlton Turner
Carole Murray
Cathy Peterson
Cher Scarlett
Clearmasks
Columbia Bank
Costco
Cozette Shackelford
Dan McDougall-Treacy
Deseret Industries
Donna Nickelberry
Fales Foundation Trust
Federal Way Chamber of Commerce
Francis Mercado
Fred Meyer/Kroger
Gary Minnier II
Genjo Marinello
Glaser Foundation
Goodwill
Grace Fosado
Hannah Kennedy
HealthierHere
Hearing, Speech and Deaf Center
Holly Berg
Holly West
Housing Development Consortium of Seattle-King County
Humble Design
James Morris
James R Paige
Jamie Noritake-Henson
Janet Sullivan
Jennifer Harjehausen
Jennifer Wooten
Jesse Golodner
John South
Kathleen Quinn-Lyon
Keith Seinfeld
Kelly O’Donnell
Kent Community Foundation
Khava Dobremski
King County DCHS
King of Kings Lutheran Church
Kris Vasquez
Lisa Wivag
Louise Harris
Malika Allen
Marc Manzo
Margaret Buckholdt
Mark Fordham
Mark West
Megan Kelly
Michael De Souza
Michael Newell
Microsoft Employee Match Fund
Mike and Cathy Peterson
M.J. Murdock Charitable Trust
National Council for Behavioral Health
Nermeen Mikhail
Nichole Ayres
Nicholas Batkoski
Noah Mass
Norcliffe Foundation
Noreen Wedman
Pamalla Knight
Patricia Marcus
Patrick Gaston
Paul Feuerpeil
Polly Trout
Puyallup Tribe Charity Trust Board
Rachele Wright
Ray Suvendu
Redeeming Soles
Renee Higgins
Renton Regional Community Foundation
Rhonda Burell
Rikki Evans
Robins/Larowe Donations Fund
Rodney Goin
Ruth Rhodes
Safe’N’Clear Masks
Scott Driver
Scott Schickler
Seattle Foundation
Seattle T2P2
Sencer Comert
Suvendu Ray
Sierra Abrams
Snoqualmie Indian Tribe
St. Vincent de Paul of King County
Stacy Fortney
Starbucks
Stephanie Kimberling
Stephen Murphy
Steven English
Sundeep Malhi
Susan Marie Payne Fund
Susan Schmitz
Suzanne Laurel
Suzanne Malsberry
Swedish Medical Center
Tallman Trask
Tammy Iverson
Tara Solis
Teresa Brumfield
Thurston Mason Behavioral Health
Todd Hawkins
Toysmith
Travis Dalton
United Business Machines (UBM)
Union Pacific Foundation
Walmart
Wendy Lee
Wesley Lai
William Geary
Windermere Federal Way
Zimberoff Fund of the Jewish Foundation of Greater Seattle
Outpatient Clinics

Auburn
2704 I Street N.E.
Auburn, WA 98002

Bitter Lake
929 N 130th Street
Seattle, WA 98133

Enumclaw
1335 Cole Street
Enumclaw, WA 98022

Federal Way 1
1336 S. 336th Street
Federal Way, WA 98033

Kent
325 W. Gow Street
Kent, WA 98032

Meridian Center For Health
10521 Meridian Avenue N.
Seattle, WA 98133

Midway @ Healthpoint
26401 Pacific Hwy S.
Des Moines, WA 98198

Pike Place
1537 Western Avenue
Seattle, WA 98101

Rainier Beach
8444 Rainier Avenue S.
Seattle, WA 98118

Renton
221 Wells Avenue S.
Renton, WA 98057

The Steven A. Cohen
Military Family Clinic
6103 Mt. Tacoma Drive
Lakewood, WA 98499

Inpatient Facilities

Recovery Place Seattle
1701 18th Avenue S.
Seattle, WA 98144

Recovery Place Kent
505 Washington Avenue S.
Kent, WA 98032

Housing

Valley Cities Landing
2516 I Street NE
Auburn, WA 98002

Valley Cities Place
3858 D Place SE
Auburn, WA 98002

Phoenix Rising
915 26th Street NE
Auburn, WA 98002

Valley Cities Modular Units
915 26th Street NE
Auburn, WA 98002

Administrative

Federal Way 2
33405 8th Avenue S.
Federal Way, WA 98003

Harrison
403 W. Meeker Street
Kent, WA 98032

Partnership Sites

School-Based Program
Auburn School District
Federal Way Public Schools
Kent School District

Enumclaw Jail MOUD Program
1705 Wells Street
Enumclaw, WA 98022

MATCH Walk-in Spoke
Swedish Cherry Hill Campus
500 17th Ave.
Seattle, WA 98122

We’re also proud to partner with the Department of Vocational Rehabilitation, King County Library System, and several senior centers, group homes, and other community organizations.

Our vision: Healthy communities where every person can achieve their fullest potential.