We Adapt and Grow Stronger
Advocating for Behavioral Health

In 2022, the diligent advocacy efforts in the field of behavioral healthcare yielded positive outcomes, with significant support from state and county authorities for community behavioral healthcare organizations. The increase in Behavioral Healthcare rates of 7% early in the year played a pivotal role in enabling us to provide raises to our staff while maintaining financial stability amidst high inflation rates. The commitment to supporting behavioral healthcare organizations extended further through the generous grants from Washington Health Care Authority. With strategic utilization of these funds, Valley Cities and similar organizations have been able to make meaningful progress in mitigating the healthcare worker shortage. Through targeted initiatives, recruitment efforts, and improved job support, the workforce shortage is gradually decreasing, paving the way for enhanced care provision and increased access to services.

Behavioral Health Care is More Important Than Ever Before

The events of 2022 underscored the significance of behavioral healthcare and urgency to prioritize mental health services and address barriers that hinder individuals from seeking and receiving the support they require. It emphasized the need for accessible, evidence-based interventions, early identification of mental health issues, and comprehensive support systems to ensure the well-being of individuals and communities. The challenges and lessons learned in 2022 continue to shape the way we approach mental health, with a collective commitment to creating a more inclusive and supportive environment for all.

Internal Quality Improvements

In 2022, Valley Cities emphasized Continuous Quality Improvement (CQI) to enhance operational effectiveness and provide a secure environment for both staff and clients. Recognizing the growing threat of ransomware attacks on healthcare organizations, significant steps were taken to bolster data security. One notable accomplishment was the migration of internal communications and file storage to a more secure platform to safeguard sensitive information and protect against potential breaches. Leveraging a secure platform, ensures the confidentiality and integrity of its data, reinforcing trust and confidence among staff and clients.

We acknowledged the importance of ongoing staff training and professional development. In response to the increasing prevalence of workplace violence, training was conducted to equip staff with the necessary tools and knowledge to mitigate such incidents effectively. Additionally, recognizing the impact of trauma on individuals and the importance of trauma-informed care, relevant training sessions were organized to foster a supportive and empathetic environment for both staff and clients.

In response to staff requests, the CQI team organized a Burnout Prevention training program for all staff. This proactive approach to addressing burnout highlighted Valley Cities’ commitment to supporting its workforce and promoting staff well-being. By equipping staff with strategies to prevent and manage burnout, Valley Cities aimed to create a resilient and supportive work environment. The staff’s willingness to embrace new systems, as well as engage in training initiatives, is a testament to their dedication to providing exceptional care to the community.
Incorporating Zero Suicide Framework
We began partnering with King County in 2022 to incorporate the Zero Suicide framework into all of our programs. The Zero Suicide Framework is an evidence-based and multifaceted tool to reduce the risk of suicide among Valley Cities’ clients. These changes require constant flexibility and adaptation, and our Valley Cities team continually shows their willingness to grow and change, even when it is challenging and difficult.

Improving DEI Framework
Valley Cities remains steadfast in its commitment to promoting diversity, equity, and inclusion for both its staff and clients. The events that unfolded in 2022, including the overturn of Roe v. Wade, shootings disproportionately affecting marginalized individuals, and King County’s ongoing homelessness epidemic, further emphasized the importance of prioritizing DEI efforts.

Valley Cities has developed a comprehensive Diversity, Equity, and Inclusion (DEI) strategic plan and implemented DEI training initiatives designed to create a more inclusive and equitable environment. A significant outcome was the creation of DEI goals by each department and team, specifically tailored to their daily activities. These goals serve as tangible reminders of the importance of DEI in all aspects of Valley Cities’ operations.

“The need for social services as part of the safety net is at an all-time high, as is awareness of the importance of behavioral health services. Valley Cities is looking forward to a year of strength and growth in 2023.”

Looking Forward to New Opportunities
As I look forward to 2023, I am hopeful. Recruiting and retaining staff remains a challenge moving forward, as will cyberattacks and inflation conditions. However, with mindfulness, compassion and creativity, I am confident in our ability to adapt and respond to the needs of our staff, clients and community. In 2023, the Valley Cities Mobile Clinic will be operational, allowing us to provide services in rural King County. We will continue to work on raising staff salaries and other retention measures. We also expect to continue growing and offering more care to more clients. As Valley Cities embarks on this year of strength and growth, it does so with gratitude for the support of its staff, community, partners, and stakeholders. Together, we can make a lasting impact on the lives of those we serve and contribute to the overall well-being of our community.

Sincerely, Shekh Ali, CEO
2022: Year in Numbers

506
Valley Cities employees

17,353
clients served

694,465
services provided

"Thank you very much for your support. I thought I was alone and didn't know what to do. Now I have hope for the future."

~ Valley Cities client
"Inpatient services have always been so deeply important to me. I have a predisposition to caretaking, and in an inpatient setting I get to contribute to the caretaking of very vulnerable people. It is my vocation and also my avocation."

Dan McDougal-Treacy
Board Chair

"Behavioral health is a very important topic for me. We need more compassionate people like the staff at Valley Cities Behavioral Healthcare and I am so grateful to be working with them to do good in our community."

Teresa Curry
Board Vice-Chair

"People are beginning to realize that behavioral health isn’t just a ‘them’ problem and it isn’t something that is wrong with people. It can affect every walk of life and sadly it does. There is a quote I think about often, ‘Proximity breeds care, distance breeds fear.’"

Holly West
Board Secretary

"Of all our Valley Cities services, the children’s program is the closest to my heart. I started my career with kids. Kids are our future. Families need help. When we can impact our youth and their family system, we can impact cycles of family/intergenerational hardships and trauma."

Megan Kelly
Chief of Outpatient Services

"Inpatient services have always been so deeply important to me. I have a predisposition to caretaking, and in an inpatient setting I get to contribute to the caretaking of very vulnerable people. It is my vocation and also my avocation."

Richard Geiger
Chief of Inpatient and Residential Services

Please consider supporting the vital services Valley Cities provides to the community. Scan the QR code to give a gift.
Valley Cities Workforce

DEI at Valley Cities
Diversity, equity, and inclusion are crucial to quality client treatment, staff recruitment, and retention. In 2022, Valley Cities redoubled our efforts to ensure a welcoming and inclusive organization.

Valley Cities partnered with Cultures Connecting to develop a “courageous conversations curriculum” specific to our organizational strengths and weakness in DEI and hosted 11 DEI trainings across inpatient, outpatient, and administrative.

Post trainings, all agency departments developed SMARTIE Goals (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable) to increase inclusivity through out all departments. Each team was allocated time and funding to accomplish their goals.

Workforce Stabilization
The pandemic, the national workforce shortage, inflation, and other factors such as limited funding made it a challenge to provide community behavioral healthcare.

In 2022, Valley Cities was fortunate enough to receive workforce stability grant funding from the Health Care Authority. Valley Cities used this funding to provide year-end bonuses, incentives for our employees of the month, increased hiring bonuses, and more.

The National health care worker shortage has been a challenge these last few years. Rather than focusing on the staff we do not have, we want to honor those we do have!

Thanks to the dedication of Valley Cities staff, our organization has kept all of it’s clinic doors open throughout the pandemic and workforce shortage!
Continuous Quality Improvement (CQI) is the systematic approach of increasing or improving the quality of performance across all departments and programs. CQI is achieved through planful and continuous actions that lead to measurable improvement in the services delivered.

With a strong focus on the agency’s mission and core values, Valley Cities works to continually improve all processes by challenging each employee to engage in the quality improvement mission. Valley Cities believes that being an active participant in improvement efforts promotes staff engagement, reinforces responsibility and accountability, and encourages innovation.

2022 CQI Accomplishments:

- Improved our Medical Support Line answering system resulting in a reported 60% decrease in errant calls.
- Streamlined our discharge process for both inpatient and outpatient programs which led to clinician reports of decreased administrative burden.
- Increased accessibility of our client feedback survey by offering it in 6 languages, offering hard copies in large print, and increasing the collection period from one to three months.
- Revised and adapted onboarding process to create a more informative and efficient process for new hires.
Outpatient Treatment:
A Team-Based Approach

At Valley Cities, Mental health services look different for each client because the team of providers is built around client specific needs. Each client is set up with a team of providers to deliver wholistic, wraparound support as clients build the foundation of their recovery.

Care teams may include any of the following: Case Manager, Therapist, Psychiatric Provider, Peer Support Specialist, and Employment Specialist

Evidence-Based Treatment Modalities offered at Valley Cities, include:

- Eye Movement Desensitization and Reprocessing (EMDR)
- Dialectical Behavioral Therapy (DBT)
- Cognitive Behavioral Therapy (CBT)
- Motivational Interviewing
- CBTp for Psychosis

Nearly 50 group therapy options offered at Valley Cities, including:

- Grief and Loss Support Group
- Better Boundaries Therapy Group
- Women’s Self Esteem Group
- Coffee Talk
- Easy Chair Yoga
- And many more!

Number of services provided at our outpatient clinics in 2022: 

521,865

Number of clients served at our outpatient clinics in 2022: 

15,398
Inpatient Treatment

Recovery Place Kent
Recovery Place Kent (RPK) houses a 16-bed Secure Withdrawal Management Service for Clients requiring acute detoxification and a 16-bed Evaluation and Treatment service for Clients with an acute psychiatric condition. Both services are for Adults who have been involuntarily detained. RPK is also a licensed Co-Occurring facility which allows us to provide comprehensive, integrated care for Clients struggling with both substance use disorders and mental illness.

Recover Place Seattle
Recovery Place Seattle (RPS) has 33 beds for acute withdrawal management services and 42 beds for Residential Treatment for substance use disorders. RPS is for adults seeking voluntary treatment for substance use.

1,279 clients served in the detox unit at Recovery Place Seattle.

407 clients served at Recovery Place Kent, for both substance use disorders and mental illness.

971 clients served in the Intensive Inpatient Program at Recovery Place Seattle.
New Journeys

Comprehensive, wraparound treatment for clients with First Episode Psychosis

New Journeys is focused on providing critically-needed comprehensive treatment to individuals ages 15-40 who are experiencing a first episode of psychosis.

Treatment services are provided through a team of mental health staff focused on assisting clients in identifying their needs and personal values for recovery. Our purpose is to help them explore their interests which can include engaging with their job, school, home, and other areas of life.

“Thank you very much for your support. I’ve learned many things I didn’t know before. I know I can do this on my own now.”
~ New Journeys client

MATCH

Medication Assisted Treatment and Community Health

MATCH is an outreach program, linking people with opiate addictions to medication assisted treatment. Care Navigators work with clients, correctional officers, medical providers and other community partners to help clients meet their recovery goals.

With rising deaths from opiate overdose, MATCH has never been a more crucial service.

Success Story:

Brad was admitted to the MATCH program and inpatient services in 2022. He was referred by his attorney after a drug related robbery charge. It was his second episode in the MATCH program. Brad explained that his arrest was directly related to a relapse. He realized he needed a more structured sober living community to maintain sobriety moving forward. After completing his inpatient treatment, he moved to a sober house through the Weld Program. Brad worked with MATCH to begin suboxone and establish a new treatment approach. Brad is doing better; the charges against him may soon be dropped.
Additional Programs and Specialty Services

<table>
<thead>
<tr>
<th>Number</th>
<th>Program Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>83</td>
<td>Served By WRAPAROUND/WISE: to care for youth with complex needs</td>
</tr>
<tr>
<td>21</td>
<td>Served By WRAPAROUND Family Treatment to support families in Family Drug Court</td>
</tr>
<tr>
<td>253</td>
<td>Served By School Based Mental Health Services</td>
</tr>
<tr>
<td>48</td>
<td>Served By Prevention and Community Support Program (PCSP) to support LGBT+ Youth</td>
</tr>
<tr>
<td>88</td>
<td>Served By Supported Employment to reenter the work force</td>
</tr>
<tr>
<td>149</td>
<td>Served By Housing Services to maintain stable housing</td>
</tr>
<tr>
<td>121</td>
<td>Served By 24-hour Expanded Community Services to support clients recently released from inpatient treatment in being successful in the community</td>
</tr>
<tr>
<td>208</td>
<td>Served By Senior Center Program to provide services older adults</td>
</tr>
<tr>
<td>179</td>
<td>Served By Care Transitions to coordinate treatment for incarcerated clients and clients on LROs</td>
</tr>
<tr>
<td>121</td>
<td>Served By Daytime and After Hours Crisis Teams</td>
</tr>
<tr>
<td>105</td>
<td>Served By Veterans Services in King County</td>
</tr>
</tbody>
</table>
*Does not contain all client data from Cohen Clinic*
Thank You 2022 Donors!

Adobe Employees
Amazon Smiles
Ann Webster
Anonymous
Anya Zimberoff
AOF/Pacific Affordable Housing Corp.
Auburn School District
Biella Foundation
BHTC (Pierce County)
BNSF Railway Foundation
Boeing Company
Boeing Employees
Brian and Theresa Allender
Carlton Turner
Carole Murray
Catherine Peterson
Century Link Employees
Chick-fil-A
City of Auburn
City of Covington
City of Federal Way
City of Kent
City of Renton
Christopher Sample
Columbia Bank
Costco
Dan McDougall-Treacy
Deacon Charitable Trust
Degh Tegh Community Kitchen
Deseret Industries Thrift Store
DCHS (Best Starts for Kids)
D. V. & Ida McEachern Charitable Trust
E3 Wines, Jonathan Oliver
Federal Way School District
Fidelity Charitable Trust
Fred & Gretel Biel Charitable Trust
Gary Minnier II
Goodwill
Grace & Javier Fosado
Guy Renfro
Health Care Authority
Healthier Here
Heather McLaughlin
Holly Berg
Holly Gruger
Holly West
Homestreet Bank
Housing Development Consortium of Seattle-King County
Jamie Noritake Henson
Jennifer Harjehausen
John South
Kawabe Memorial Fund
Kaylie Burrell
Keith and Beth Seinfeld Roberts
Kelly O’Donnell
Kent School District
King of Kings Lutheran Church
Kroger
Laura Castro
Laurel Lemke
Lucky Seven Foundation
Malika Allen
Mark & Kaylie Burrell
Mark West
Marcel Lou (Paster Family Foundation)
Master Builders Association of King and Snohomish Counties
Maus/McGrath Charitable Fund
Michael DeSouza
Michael Newell
Michael Tobin
Michael Warden
Mick Lamb Foundation
Mike and Cathy Peterson
Monica Besteman
Muckleshoot Tribal Council
Murdock Foundation
Nicholas Batkoski
Noah Mass
Norm Weinberg
Path with Art
Patrick Gaston
Paul Feuerpfel
Puyallup Tribe of Indians Charity Trust
Rebecca Laszlo
Renee Higgins
Rhonda Burell
Richard Geiger
Robins/Larowe Donations Fund
Ruth Murphy Evans Charitable Trust, Greater Tacoma Community Foundation
Safeway
Schwab Charitable
Scott Driver & Company
Seattle Aquarium
Seattle Foundation
Seattle Mariners
Seattle Seahawks
Seattle T2P2
Sencer Comert
Shannon Spicciati
Shekh Ali
Stacy Fortney
Stephanie Kimberling
Steven English
Susan Schmitz
Suzanne Laurel
Suzanne Malsberry
Tara Solis
Teresa Brumfield
Teresa Curry
Teresa Daniels
Thomas Flynn
Todd Hawkins
Trader Joe’s
Travis Miner, Quaker Hill Foundation
Tulalip Charitable Foundation
Tyraina Berry
Uline
Union Pacific Railway
United Business Machines of Washington
Walmart
Wendy Lee
Wesley Lai
Windermere
William Geary
Woodland Park Zoo
Zero Suicide
**Public Support & Revenues 2022**

<table>
<thead>
<tr>
<th>PUBLIC SUPPORT</th>
<th>Net assets without donor restriction</th>
<th>Net assets with donor restriction</th>
<th>Total</th>
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<tbody>
<tr>
<td>Contributions</td>
<td>$23,340</td>
<td>$2,001,728</td>
<td>$2,025,068</td>
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**REVENUES**

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
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<tbody>
<tr>
<td>King County prepaid health plan</td>
<td>$23,274,506</td>
</tr>
<tr>
<td>King County contracts</td>
<td>$16,200,986</td>
</tr>
<tr>
<td>Client &amp; third party</td>
<td>$598,606</td>
</tr>
<tr>
<td>Local</td>
<td>$1,705,137</td>
</tr>
<tr>
<td>Medicare</td>
<td>$162,845</td>
</tr>
<tr>
<td>Medicaid</td>
<td>$3,077,419</td>
</tr>
<tr>
<td>State of Washington</td>
<td>$5,673,640</td>
</tr>
<tr>
<td>Other</td>
<td>$651,465</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td><strong>$51,344,604</strong></td>
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<tr>
<td>Net assets released from restriction</td>
<td>$(1,968,998)</td>
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<tr>
<td><strong>Total public support and revenues</strong></td>
<td><strong>$53,336,942</strong></td>
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</table>

**Total Expenses 2022**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>$32,485,611</td>
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<tr>
<td>Employee benefits</td>
<td>$4,074,502</td>
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<tr>
<td>Payroll taxes</td>
<td>$2,820,959</td>
</tr>
<tr>
<td>Total salaries and related expenses</td>
<td><strong>$39,381,072</strong></td>
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<tr>
<td>Professional fees</td>
<td>$203,408</td>
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<tr>
<td>Sub-contractor expenses</td>
<td>$406,251</td>
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<tr>
<td>Conference and training</td>
<td>$271,207</td>
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<tr>
<td>Travel and vehicle</td>
<td>$105,896</td>
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<tr>
<td>Insurance</td>
<td>$519,344</td>
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<tr>
<td>Supplies</td>
<td>$1,267,436</td>
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<tr>
<td>Interest expense</td>
<td>$335,279</td>
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<tr>
<td>Computer expense</td>
<td>$695,777</td>
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<tr>
<td>Telephone</td>
<td>$1,041,318</td>
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<tr>
<td>Postage and delivery</td>
<td>$123,279</td>
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<tr>
<td>Rent</td>
<td>$1,748,353</td>
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<tr>
<td>Furniture and equipment</td>
<td>$247,614</td>
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<tr>
<td>Depreciation and amortization</td>
<td>$1,506,694</td>
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<tr>
<td>Utilities</td>
<td>$462,050</td>
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<tr>
<td>Occupancy</td>
<td>$1,075,253</td>
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<tr>
<td>Printing/advertising</td>
<td>$149,733</td>
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<tr>
<td>Client assistance</td>
<td>$548,119</td>
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<tr>
<td>Clients—special needs</td>
<td>$52,693</td>
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<tr>
<td>Miscellaneous</td>
<td>$51,657</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$50,192,433</strong></td>
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</table>

**Change in Net Assets**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Net assets, beginning of year</td>
<td>$34,167,200</td>
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<tr>
<td>Total public support and revenues</td>
<td>$53,369,672</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$50,192,433</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$3,177,239</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td><strong>$37,344,439</strong></td>
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</tbody>
</table>

**Financial Breakdown**

- **Net assets without donor restriction**
  - King County prepaid health plan, $23,274,506 (44%)
  - Client and third party, $598,606 (1%)
  - State of Washington, $5,673,640 (11%)
  - Other, $651,465 (1%)
- **Net assets with donor restriction**
  - Local, $1,705,137 (3%)
  - Medicare, $162,845 (0%)
  - Medicaid, $3,077,419 (6%)
- **Total**
  - Contributions, $2,025,068 (4%)
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. Gowe 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

Partnership Sites

School-Based Program
Auburn School District
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.

The Valley Cities Mobile Clinic is coming later this year.
DIVERSITY, EQUITY, AND INCLUSION MISSION STATEMENT:

Valley Cities is dedicated to building a diverse, equitable, and inclusive (DEI) organization that results in an environment where health disparities are reduced, and employees and the individuals we serve experience a culture of connection and belonging. Together, we commit to establishing, achieving, and integrating DEI goals in alignment with our values for every department and program. We remain open to adjusting and changing our goals as our understanding and the needs of the community transform.