Department of Health and Human Services
Division of Behavioral Health and Recovery Services

Description of Services ● 2020 – 2021
# Table of Contents

## TABLE OF CONTENTS

BHRS VISION, MISSION, AND VALUES  
BHRS PROGRAMS AND SERVICES  
Access Team  
Children’s System of Care  
- Early Periodic Screening, Diagnostic, and Treatment  
- Youth and Family Services  
- Youth Empowerment Services  
- Pathways to Well-Being and Continuous Care Reform  
- Children and Youth Medication Clinic  
- Children’s System of Care Contracted Services:  

Adult System of Care  
- Behavioral, Recovery, Integrated, and Dedicated to Growth and Excellence Program  
- Integrated Multi-Service Partnership Assertive Community Treatment Program  
- Helping Older People Excel Program  
- Adult Outpatient Therapy  
- Adult Continuing Care – Contract Providers  
- Residential Services Unit  
- BHRS Homeless Services  
- Access to Care Program  
- Family Support Meetings  
- BHRS and CAL-WORKs Partnership  
- Work Independence Network, An Employment Cooperative  

Crisis Continuum of Care  
- Crisis Stabilization Unit  
- Mobile Crisis Response Team  
- Transitions and Outreach Team  
- Casa Rene (Crisis Residential Unit)  

Substance Use Services  
- Drug Medi-Cal Organized Delivery System  
- Adult Outpatient Substance Use Treatment  
- Road to Recovery  
- Recovery Coach / Care Manager  
- Contracted Substance Use Services  
- Marin County 24-Hour Alcoholics Anonymous Hotline  

Updated August 20, 2020
Forensic Mental Health Services
   Support & Treatment After Release Program 26
   Marin County Jail Mental Health Team 26
   Proposition 47 Improving Lives Via Opportunity and Treatment (PIVOT) 26
   Assisted Outpatient Treatment (AOT) 26
   Behavioral Health Diversion 27
   Marin County Jail Substance Use Services 27
   Adult Drug Court Program 27

West Marin Service Center 29

Prevention and Early Intervention 30
   Early Childhood Mental Health Consultation 30
   School Age Prevention and Early Intervention 30
   Suicide Prevention 31
   Transition Age Youth Prevention and Early Intervention 31
   Older Adult Prevention and Early Intervention 32
   Latino Community Connection 32
   Vietnamese Community Connection 32
   Veteran’s Community Connection 33
   Newcomers Support and Coordination 33
   Storytelling Program 33
   Community and Provider Prevention and Early Intervention Training 34
   Statewide Prevention and Early Intervention 34

Behavioral Health Clinical Internship Program 35

BHRS Community Events 36

Patient’s Rights Advocate 37

BHRS ADVISORY BOARDS AND COMMITTEES 39
   Mental Health Board 39
   Alcohol and Drug Advisory Board 39
   Cultural Competency Advisory Board 39
   Mental Health Services Act Advisory Committee 39
   The Marin County Suicide Prevention Collaborative 39

BHRS QUALITY MANAGEMENT 41
   Quality Management 41
   BHRS Information Technology Team 41

BHRS ADMINISTRATIVE SERVICES 42

FISCAL 43
BHRS Vision, Mission, and Values

Behavioral Health and Recovery Services (BHRS) is a Division of the Marin County Department of Health and Human Services (HHS). BHRS offers prevention and early intervention, suicide prevention, and crisis services to all residents of Marin County. BHRS also provides outpatient, residential, and hospital care addressing specialty mental health and substance use service needs of Marin Medi-Cal beneficiaries and uninsured residents. The priorities and goals of BHRS strive to establish a comprehensive, integrated and recovery-oriented continuum of evidence-based services that are responsive to community needs, engage multiple systems and stakeholders, encourage community participation, promote system integration, and embrace a comprehensive approach to service delivery.

The Vision:
BHRS envisions a safer community for all where individuals may realize a meaningful life and the challenges of mental health and/or substance use are addressed in a respectful, compassionate, holistic, and effective manner. Inclusion and equity are valued and central to our work. Our diverse communities are honored and strengthened because of our differences.

The Mission:
BHRS provides prevention, treatment, and recovery services to inspire hope, resiliency, and connection with others to enhance the lives of those affected by mental health and/or substance use challenges. We are dedicated to advancing the health and social equity for all people in Marin County and for all communities. We are committed to be an organization that values inclusion and equity for all.

Our Values:

- We promote culturally responsive person-and-family centered recovery.
- We are inspired by the individuals and families we serve, their achievements, and potential for wellness and recovery
- The people, families, the communities we serve, and the members of our workforce guide the care we provide and shape policies and practices.
- We can achieve our mission and progress towards our vision only through mutual and respectful partnerships that enhance our capabilities and build our capacity.
- We use proven practices, opportunities, and technologies to prevent and/or reduce the impacts of mental illness and/or substance use, and to promote the health of the individuals, families, and communities we serve.
BHRS Programs and Services

BHRS provides assessment, outpatient, residential, crisis services, peer support, and hospital care addressing specialty mental health and substance use service needs of Marin Medi-Cal beneficiaries and low-income uninsured individuals. Services are provided in multiple settings including residential facilities, clinics, schools, hospitals, juvenile halls, mental health and substance use courts, board and care homes, in the field, and in the clients’ homes.

With the passage of the Mental Health Services Act (MHSA), BHRS has been pushed to work to create a more integrated, culturally competent, client and family-empowered system of care that emphasizes community-wide participation, prevention, wellness, recovery, and resiliency. Within the MHSA, Marin County has implemented Full Service Partnership (FSP) programs, which are provide a more intensive case management for our most vulnerable clients. FSPs are designed for individuals with SMI or SED and would benefit from an intensive service program. The foundation of FSP programs are to incorporate a “whatever it takes” approach to help individuals on their path to recovery and wellness. FSPs embrace client driven services and supports with each client choosing services based on individual’s needs. Unique to FSP programs are a low staff to client ratio, a 24/7 crisis availability, and a team approach that is a partnership between BHRS staff and clients.

Population served:

BHRS is mandated to serve Marin County residents with Medi-Cal and individuals who are low-income uninsured with moderate to severe Serious Mental Illness (SMI), Serious Emotional Disturbance (SED), and / or Co-Occurring Conditions. This includes clients with both Medi-Cal and Medicare (often referred to as Medi-Medi) or those enrolled in Medi-Cal through a private insurance carrier, such as Kaiser Permanente. Substance use services, such as outpatient treatment, intensive outpatient treatment, residential treatment, medication assisted treatment, and withdrawal management (detoxification), are available to people who meet medical necessity criteria and have Medi-Cal or who are uninsured. All substance use services are available on a sliding fee scale, based on ability to pay.

BHRS welcomes all children, adolescents, adults, older adults, and their families who are seeking guidance for behavioral health and / or co-occurring conditions, issues, or concerns. BHRS helps individuals and families navigate services and access treatments that will most appropriately address their unique needs. It is understood that co-occurring conditions are the norm rather than the exception. While the BHRS Access Team is the primary entry for BHRS services, staff in all programs and at every level of care will be able to identify, assess, re-assess, treat, and / or refer individuals with co-occurring conditions.

More information on BHRS programs and services is provided in this document. Additional information, including community events can be found on the BHRS webpage:

https://www.marinhhs.org/behavioral-health-recovery-services
Access Team
The BHRS Access Team is a multidisciplinary team that provides information, screenings, and clinical assessments to provide referrals for mental health and substance use services for Medi-Cal beneficiaries and low-income uninsured residents of Marin County. The Access line is operated 24/7 and screenings and assessments are provided during business hours in-person, by phone, and via telehealth (video).

The Access Team provides referrals and authorizations for Specialty Mental Health Services including for psychiatry, case management, and psychotherapy that may be provided by BHRS programs and/or a network of organizational and individual providers. The Access Team also reviews and authorizes substance use residential treatment services pursuant to the Drug Medi-Cal Waiver. Pre-consumers requesting mental health and/or substance use treatment services may be referred to seek services from other entities if the nature and severity of the mental health and/or substance use impairment of the individuals does not require specialty services.

Access Team Contact Information:
- **Address:** 250 Bon Air Road, Greenbrae, CA 94904
- **Phone:** 1-888-818-1115 (24 hours/7 days a week)
- **Webpage:** [https://www.marinhhs.org/access-team](https://www.marinhhs.org/access-team)
**Children’s System of Care**

Children’s System of Care (CSOC) provide mental health services to children and adolescents ages 0-21 years and their families. CSOC consists of 3 primary programs:

- Youth and Family Services
- Youth Empowerment Services
- Child Medication Clinic

We also have contracted services for family partners and mentors, wraparound services, therapeutic behavioral services, and Marin’s transition age youth (TAY) and First Episode Psychosis (FEP) programs.

CSOC is located on the Marin Health and Wellness campus and provides mental health services to the safety net population of Marin County.

The guiding philosophy is that children and youth with mental health and substance use issues should have access to an integrated and comprehensive array of services that address their physical, emotional, social, and educational needs in a coordinated and therapeutic manner. Mental health services are provided to children and youth at Kerner offices, in local schools, or in the community as appropriate. Psychiatric emergency mental health services are available at the Crisis Stabilization Unit (CSU) adjacent to Marin General Hospital.

**Children’s System of Care Contact Information:**

- **Address:** 3230 Kerner Blvd. San Rafael, CA 94901
- **Mailing:** P. O. Box 2728, San Rafael, CA 94903
- **Telephone:** 415-473-6724 or Marin Access 888-818-1115
- **Hours:** 8:30 a.m. - 5:00 p.m.

**Early Periodic Screening, Diagnostic, and Treatment**

This Early Periodic Screening, Diagnostic, and Treatment (EPSDT) team provides assessments and referrals for children and adolescents who are full-scope Medi-Cal eligible and are in need of mental health services. Children and youth with Medi-Cal are assessed by the Access Team staff and are then referred to Beacon Strategies, Medi-Cal providers in the community or BHRS programs and services depending on medical necessity. Those children and youth with more serious functional impairment who need specialty mental health services are seen by the Youth & Family Services team.

The network of Marin Mental Health Plan (MMHP) providers offers an array of necessary services. Psychiatric medication services are provided at our clinic at Kerner Boulevard.

For more information on our Access Team and assessments and referrals, see the section in this document on the BHRS Access Team.

**Youth and Family Services**

The Youth and Family Services program (YFS) serves children and families who are eligible for Medi-Cal (i.e., fall below the 200% Federal Poverty Line) and experience significant impairments in daily functioning secondary to mental health conditions.

YFS staff provide mental health services at school district sites (San Rafael, Novato, and Marin City), in client homes as well as in our offices on the Kerner campus. Services include individual and family
therapy, intensive case management, medication services, groups, peer counseling, wraparound support, parent coaching and parenting classes.

YFS also provides intensive care coordination and intensive home-based services for all eligible youth with mental health needs.

Youth and Family Services Contact Information:
- Address: 3230 Kerner Blvd. San Rafael, CA 94901
- Mailing: P. O. Box 2728, San Rafael, CA 94903
- Telephone: 415-473-6724
- Webpage: https://www.marinhhs.org/youth-family-services-team

Youth Empowerment Services
Marin County’s Youth Empowerment Services (YES) is one of our Mental Health Services Act (MHSA) Full Service Partnership (FSP) Programs and serves higher risk youth that are unserved or underserved, as well as youth on probation or youth with significant educational, social and behavioral challenges.

- YES serves approximately 60 clients per year
- YES provides intensive outpatient and family services, case management, medication support, vocational support, mentoring and wraparound support to youth and their families
- 70% of clients are Latinx currently and over half speak Spanish as the primary language at home
- A county child psychiatrist provides dedicated hours weekly at Juvenile Hall for medication evaluation and management
- YES staff work intensively with probation officers, school staff and other providers to address school challenges, substance use, behavioral or other high-risk behaviors and to encourage family involvement.

Youth Empowerment Services Contact Information:
- Telephone: 415-473-6724
- Webpage: https://www.marinhhs.org/youth-empowerment-services-yes-full-service-partnership-fsp

Pathways to Well-Being and Continuous Care Reform
Foster care reform under AB403 continues to change how foster youth access needed support services. Goals of reform include decreasing barriers to mental health services when foster youth move from one county to another, as well as increasing the level of coordinated care available to all youth. Some important aspects of CCR implemented in Marin include:

- Integrated Core Practice Model (ICPM). The goal is to establish a system where children, youth and families, child welfare and mental health staff work within a team environment to build a culturally relevant and trauma-informed system of supports and services that is responsive to the strengths and underlying needs of families being served jointly by child welfare and mental health.
- Child and Family Teams (CFT) are one component of this model, along with intensive care coordination (ICC) and intensive home-based services (IHBS).
• Presumptive transfer (AB1299) refers to changes in how foster youth access mental health services. Responsibility for mental health services now transfers to the county mental health plan where the youth resides unless a transfer is waived by the county of jurisdiction. Marin has accepted approximately 20 youth placed in Marin annually since 2018.
• Introduction of short-term residential treatment programs (STRTPs) that are intended to be intensive, short term placements for youth.
• Therapeutic foster care homes to decrease the need for youth to be placed in STRTPs and support youth to remain in the community.

Children and Youth Medication Clinic
Under direction of the BHRS Medical Director, two part time psychiatrists provide assessment and medication support services to children and youth. These services are typically provided on site but now include telemedicine appointments during COVID-19.

Children’s System of Care Contracted Services:
First Episode Psychosis (FEP)
Launched in May 2020, BHRS’ First Episode Psychosis Program (FEP), provided through our contract with Felton Institute, provides specialized services to increase treatment engagement of BHRS clients who are experiencing current or recent onset of psychosis symptoms. The goal is to reduce the long-term negative consequences of untreated psychosis by using the evidence-based approach of short (two years or less), intensive, engaging, and recovery-oriented interventions. These services include:

• Creation of internal processes for better identifying and referring the FEP population through the most common points of entry (e.g., CSU and Access team), including training staff on use of a validated early psychosis screening measure
• Rapid response and comprehensive differential assessment for any individual who is suspected of experiencing the onset of a first psychotic episode, both in the clinic and community as needed
• Extended outreach, assessment, and education period of 6 to 8 weeks to promote understanding of their schizophrenia spectrum diagnosis, collaborative goal setting, engagement and retention in services, and determination of additional treatment/case management needs
• Ongoing monitoring of treatment efficacy for service engaged clients and maintaining a centralized access point for linkage to additional services
• Development of outreach and psychoeducation groups for clients and their families in partnership with the TAY program to directly engage them in treatment options, problem-solving, and shared decision-making approaches as well as instill hope, reduce stigma, and promote recovery-oriented messages
• System-wide education and consultation on early psychosis cases to better serve the specialized needs of these individuals
• Supervision of team and continued program evaluation to ensure fidelity to FEP treatment model

First Episode Psychosis Contact Information:
Contractor: Felton Institute (re)Mind Marin
Transition Age Youth Partnership
Marin County’s Transition Age Youth (TAY) Partnership, provided by Side by Side, is a FSP providing up to 24 young people (ages 16-25) at any given time, with independent living skills, employment services, housing supports, and comprehensive, culturally appropriate, and integrated mental health and substance use services.

- Staffing includes team leader, case manager, outreach coordinator, independent living skills coordinator, substance use counselor
- Bilingual capacity for youth and new parent group for Spanish speaking parents of youth with SMI

Transition Age Youth Partnership Contact Information:
Contractor: Side by Side
Address: 615 B Street, Suite 1A, San Rafael 94901
Telephone: 415-473-2167

Family Partnership Program
A component of both the YES and the YFS mental health services is the Family Partnership Program, contracted through Community Action Marin (CAM). This program employs parents as Family Partners whose children or close family members received mental health services and therefore know how to navigate the system as well as provide a parent’s perspective and enhance communication between the family and the mental health professionals. This program also has mentors that provide mentoring services for youth to develop skills and capacities to function better at home and school. The Director of the Family Partnership Program directly participates in developing policies, programs and services. Family Partners provide the following direct services:

- Parent coaching in English and Spanish
- Parenting support and instruction in positive parenting program (PPP)
- Individualized support and case management
- Support navigating the mental health, educational, and county systems

Family Partnership Program Contact Information:
Contractor: Community Action Marin
Webpage: https://www.marinhhs.org/family-partnership-program

Therapeutic Behavioral Services
Therapeutic Behavioral Services (TBS) are supplemental mental health services under the Early & Periodic Screening, Diagnosis & Treatment (EPSDT) benefit. They are short-term, individualized behavioral interventions for children who are receiving other mental health services, but who are at risk of hospitalization or out of home placement. The risk must be due to behaviors related to the child’s mental health condition. Services can also be used to transition children to lower levels of care (i.e., transition back to the community from residential placement).
TBS staff meets with clients in the home, school, and/or community using interventions based on the client’s abilities, interests, and strengths to address and manage challenging behaviors. TBS coaches teach skills and replacement behaviors to develop alternative behaviors that are more adaptive and appropriate to support progress and long-term success for the client.

Referrals for TBS come from clinicians, Child and Family Service, YFS, and community providers, although anyone can make a referral. Referrals may also come directly from TBS providers. Our contract provider is Sunny Hills.

**Seneca Family of Agencies-Marin**

Seneca Family of Agencies is a contracted provider in Marin to provide wraparound services and mental health support to youth placed in intensive foster care homes.

- Seneca’s wraparound program primarily serves youth from probation and child welfare who are at risk of being placed outside their home. This program serves up to 30 families with intensive care coordination, meeting facilitation, support counseling for youth, crisis intervention and family finding.
- Seneca also supports youth in intensive foster care homes with counselors who can assist young adults with independent living skills, vocational/educational support and other skill development.
Adult System of Care
The BHRS Adult System of Care (ASOC) programs provide services and supports for adults 18 years and older with moderate to severe mental illness with an integrated and multicultural lens. Services include case management, psychotherapy, psychiatric services, peer support, and residential. ASOC also collaborates with key partners both within and external to BHRS, including collaborations with the criminal justice system, substance use services, social services, and the Marin County Whole Person Care initiative.

Behavioral, Recovery, Integrated, and Dedicated to Growth and Excellence Program
The Behavioral, Recovery, Integrated, and Dedicated to Growth and Excellence (BRIDGE) Program offers recovery oriented and strengths-based services to Marin County residents 18 years of age or older, who are diagnosed with SMI, as well as possible co-occurring disorders and require the services of a multi-disciplinary team to promote their path to recovery and well-being. BRIDGE teams offer support to BHRS clients with case management, in a variety of settings ranging from licensed board and cares to independent living. The BRIDGE team also provides the full range of psychiatric and medication support services.

The BRIDGE programs are dedicated to support individuals to excel and grow, using evidence-based, trauma-informed, and culturally inclusive practices.

BRIDGE Contact Information
BRIDGE provides services at two locations:

Address: Bon Air, 250 Bon Air Rd, Greenbrae, CA 94904
Kerner, 3270 Kerner Blvd. Second Floor, Ste. B, San Rafael, CA 94901
Telephone: 1-888-818-1115

Integrated Multi-Service Partnership Assertive Community Treatment Program
The Integrated Multi-Service Partnership Assertive Community Treatment Program (IMPACT) FSP provides culturally competent intensive, integrated services to thirty to 40 priority population at-risk adults. The program is guided by the Assertive Community Treatment (ACT) model and uses a strengths-based approach, focused on recovery and relapse prevention, seeking out participants and serving them wherever they may be. As stated above, the goals of the program are to promote recovery and self-sufficiency, improve the ability to function independently in the community, reduce homelessness, reduce incarceration, and reduce hospitalization.

Following the ACT model, a diverse multi-disciplinary team provides comprehensive “wrap-around” services for individuals in need of the highest level of outpatient services. Staffing will be comprised of mental health clinicians, Peer Specialists, Family Partners, paraprofessionals, psychiatry, and Nurse Practitioners. Services include comprehensive assessment, individualized client-centered service planning, crisis management, therapy services, peer counseling and support, medication support, psychoeducation, employment services, independent living skills training, assistance with money management, and linkages to/provision of all needed services and supports. Treatment for co-occurring substance abuse disorders is essential to successful recovery and will be provided on a case-by-case basis. In addition, the team has a pool of flexible funding to purchase needed goods and services (including emergency and transitional housing, medications, and transportation) that cannot be otherwise obtained.
Helping Older People Excel Program

The Helping Older People Excel (HOPE) FSP Program is a MHSA funded program that provides intensive case management to 50 people ages 60 years and older who are suffering from severe and chronic mental illness. The HOPE Program team is guided by the Assertive Community Treatment (ACT) model and uses a multi-disciplinary approach that is comprised of mental health practitioners, nurse practitioners, a public guardian, and a psychiatrist. Services include:

- Information and Referral
- Professional Consultation
- In-home psychosocial assessment
- Senior Peer Counseling
- Psychotherapy
- Psychiatric Medication Management
- Intensive Case Management

Senior Peer Counseling serves individuals over the age of 60 who are experiencing emotional distress and can benefit from a little extra support in their lives. Support is provided where the clients reside by trained volunteers who receive weekly supervision from a licensed MFT and/or Registered Nurse. Decreasing isolation, issues of aging, grief (bereavement), and depression are common issues addressed in Senior Peer Counseling.

Adult Outpatient Therapy

Time-limited intern services are provided for clients with Medi-Cal or no insurance. Fees for the uninsured are based on the client’s ability to pay. Graduate level psychology and social work interns, working under supervision of BHRS clinicians, provide evidence-based, and culturally responsive individual therapy, group therapy, and case management services with an emphasis on skill building, fostering strengths, and meaningful recovery. Doctoral-level interns can also provide structured psychological testing to better clarify needs and inform the overall treatment plan. Interns are trained to work collaboratively with other multidisciplinary team members, family members, and community partners to promote achievement of recovery and wellness goals.

Adult Outpatient Therapy Contact Information:

Telephone: 415-473-6835
Adult Continuing Care – Contract Providers

**Buckelew Programs**

- **Marin Assisted Independent Living (MAIL)** – Houses individuals 18 years and older, providing them with mental health and social rehabilitation support, either individually or in a group household. Supported housing clients benefit from while person daily, intensive services including treatment planning, case management, and living skills that enable them to live semi-independently. Housing is limited and by referral from BHRS and coordinated entry only.

- **Residential Support Services (RSS)** (Avanti RSS, D Street RSS, Novato RSS, Draper House RSS) – RSS provides individualized care, meals, medication management, support with independent living skills, intensive case management, social rehabilitation groups, therapeutic activities, creative arts, and support with co-occurring issues. Currently, there are 41 beds in 4 locations providing quality board and care. The emphasis is on providing 24-hour, 7 day per week services in a home like setting with activities designed for enrichment.

- **Buckelew Employment Services** – Provides comprehensive vocational services including pre-employment counseling, vocational training, job development, placement, job coaching, a computer lab, and classes for support and skill development to assist clients not enrolled in the State Department of Rehabilitation to secure and maintain employment. Serves up to 30 clients at any given time.

**Buckelew Programs Contact Information:**

**Telephone:** 415-457-6966

**Community Action Marin**

- Community Action Marin (CAM) provides a client run drop-in center, warm phone line, peer companion program, trains and supervises peer providers, and provides outreach and engagement services. CAM staffs and operates the CARE Team providing outreach and pre-crisis support homeless adults who have mental illness. Places trained peer case managers on several service teams through the ASOC, including Adult Case Management, and the Odyssey and STAR Programs. Also provides family support and education services through Adult Family Partners who works with families throughout the adult and older adult system.

**Community Action Marin Contact Information:**

**Telephone:** 415-526-7500

**Homeward Bound**

Homeward Bound of Marin provides homeless shelters and services for individuals and families who are currently homeless.

- **Carmel Hotel** - Offers 26 rooms in a local hotel for semi-independent living adults with mental illness formerly homeless/at-risk of homelessness. Located in San Rafael, provides permanent, affordable supported housing.

- **Voyager** - An eight-bed temporary housing program for adults with mental illness who are homeless or at-risk of homelessness allowing a length of stay up to 4 months.

**Homeward Bound of Marin Contact Information:**

**Telephone:** 415-382-3363
Integrated Community Services

- Provides comprehensive vocational services including pre-employment counseling, vocational training, job development and placement. Offers job coaching and independent living skills training to clients of the adult and older adult system.

Integrated Community Services Contact Information:

**Telephone:** 415-455-8481

Marin Housing Authority

- Support for Shelter Plus Care program provides rental subsidy and case management support for up to 110 adults with mental illness who are homeless, many of whom are also enrolled in the Odyssey Program.

Marin Housing Authority Contact Information:

**Telephone:** 415-491-2525

Residential Services Unit

This BHRS Residential Services Unit serves Marin County residents, 18 years and older, who have been admitted to a contracted treatment facility following an inpatient hospitalization and Temporary Conservatorship, or Lanterman-Petris Short (LPS) conservatorship, due to grave disability. Services include:

- comprehensive assessment;
- individualized planning;
- crisis management;
- medication support;
- psychoeducation;
- teaching proper hygiene; and
- interpersonal issues;

The goal of the program is to step people down to the lowest level of care possible to meet their needs with the ultimate goal of moving them back into their community.

Contracted Facilities in Marin County

- **All Saints** – A facility located in downtown San Rafael with a 15-bed capacity and Marin County contracts for up to 8 beds. All Saints serves individuals who have a SMI who are stabilized and require licensed board and care. Staff provide 24-hour supervision, medication support, meals, and prompting to complete ADLs. Accepts adults ages 18 to 59. Does accept private pay clients.

- **Saint Michael’s Extended Care** – A facility located in downtown San Rafael that has a 42-bed capacity and Marin County has 32 contracted beds. Program specializes in individuals with a SMI with complex medical needs. Staff provide 24-hour supervision, medication support, incontinent care and assistance with activities of daily living (ADLs). Accepts ambulatory and non-ambulatory individuals. Accepts Adults and Older Adults, 18 years and older. Clients referred by Marin County BHRS must be on conservatorship.

- **Golden Home Extended Care** – 28-bed capacity licensed board and care home; also licensed as a Residential Care Facility for Elderly (RCFE). Marin County’s current capacity is 9 clients.
Golden Home specializes in frail older adults. Facility provides 24-hour supervision, medication management, nurse on staff and on-call physician. Offers Mental Wellness program and accepts older Adults ages 60+. Serves adults with mental illness, those with co-occurring physical illness, persons with dementia, and provides hospice services. Clients referred by Marin County BHRS must be on conservatorship.

- **Canyon Manor** – An 89-bed locked Mental Health Rehabilitation Center located in Novato. Provides Rehabilitation treatment programing and nursing care in addition to structured groups and unstructured time. All clients must be on conservatorship.

### Out of County Contracted Facilities

**Institution for Mental Disease / Mental Health Rehabilitation Centers (IMD/MHRCs)** - All clients referred to this level of care from Marin County must be on conservatorship.

- **Creekside Mental Health Rehabilitation Program, Nadhan, Inc.** – A 57-bed secured Special Treatment Program. Marin County has 20 designated beds. The program is based on psychosocial rehabilitation model utilizing a recovery approach to treatment. Provides daily groups and activities. Referrals primarily from acute psychiatric hospitals, mainly MarinHealth (formally known as Marin General), Unit A. Must be LPS conserved. Ages 18 to 64.

- **Crestwood Manor** – Offers beds in Skilled Nursing Facilities/Specialty Treatment Programs (SNF/STP) and MHRC throughout California. Marin County mostly utilizes facilities in Modesto, Stockton, San Francisco, and Vallejo. Also provided services at Enhanced Board and Care facilities at American River and Our House in Vallejo.

- **California Psychiatric Transitions (CPT)** – This is a 98-bed MHRC and is also a step down from State Hospital. CPT has 4 programs – Disruptive Behavior Unit, Main Floor, Forensic Unit, and Reentry (22 beds). CPT Accepts clients with assultive behaviors and hypersexuality and is also an alternative to State Hospital System with more rehabilitative component. CPT accepts client determined Incompetent to Stand Trial (IST) and client on a Murphy’s LPS conservatorship.

- **Idylwood** – This is a 106-bed skilled nursing facility. Program provides services for individuals with a combination of medical and behavioral needs. Services focus on skilled nursing, along with specific clinical programming addressing behavioral needs. This facility has both a locked side of the facility and an unlocked side of the facility.

- **Telecare Morton Bakar** – A 97-bed facility accepting clients aged 65 and older. Does accept clients with increased medical issues and difficult behavioral issues. Located in the East Bay.

- **Garfield** – A facility whose focus is on clients with neurobehavioral issues. Located in the East Bay.

- **Medical Hill Rehabilitation Center** – Supplies beds in an IMD/skilled nursing facility for mentally ill adults; located in Oakland.

- **Country Villa Merced Behavioral Health Center** – A 96-bed STP/SNF facility which accepts clients ages 18 to 65 and is located in Merced.

- **Willow Glenn Care Center Sequoia Treatment and Cedar Grove** – Provides many levels of care from IMD to Enhanced Board and Care for adults with SMI; located in Yuba City.
Enhanced Board and Cares:

- **Davis Guest Home (DGH)** – DGH has several homes in Modesto County. DGH is family owned and operated and provides a homelike environment for residents. Facility provides 24-hour constant care and supervision. DGH contracts with a local psychiatrist, provides medication support, offers structured activities and educational opportunities, provides transportation to professional appointments. Serves adults and older adults who are on conservatorship. Recently opened an RCFE site.

- **Ruby’s Valley Care Home** – This is a 50-bed facility located in Fresno. Ruby’s offers full range of activities each day and accepts ambulatory and non-ambulatory clients. Accepts registered sex offenders and ex-offenders. Provides a secured environment with supervised outings. Ruby’s has a part-time Psychiatrist with 24 hour on-call availability. At least 4 staff, a supervisor, and a security guard at the facility 24 hours a day. Employs a certified activities coordinator, a nurse and nutritionist. Clients must be on conservatorship. Accepts clients ages 18 to 50 and will need an age waiver for clients over the age of 60.

- **Psynergy Programs** – Psynergy has 4 locations in Morgan Hill, Sacramento, Greenfield, and Rancho Cordova. Psynergy is also going to be opening an RCFE in Sacramento. Psynergy utilizes Wellness and Recovery principles, Medication Management, Integrated Dual Diagnosis Treatment, and Modified Therapeutic Community modalities. Program provides 24-hour supervision, Independent Living Skills training, recreation activities, health and fitness, educational classes, and vocational readiness. The only program we contract with that provides Intensive Outpatient Mental Health Services. Accepts client ages 18 to 59, needing a waiver for clients over age 60. All client must be on conservatorship.

- **EverWell Programs** – Has both RCF and RCFE facilities in the Stockton area and Dinuba. Provide 24-hour care, medication management, support around ADLs and independent living skills (ILS), and encourages enhancing skills around each clients’ interests and hobbies. Accepts client ages 18-59 and the RCFE accepts client over the age of 60. Clients must be on conservatorship.

- **Willow Glen and Rosewood** - 2 levels of residential care - For both facilities all clients must be on conservatorship:
  - **Intensive Residential Care (IRC)** - 40-bed capacity. Specializing in residential care for older adults with chronic mental illness who are unable to maintain traditional residential placement because of persistent behavioral problems. Provides mental health stabilization in an intermediate placement before returning to a board and care, or those who are transitioning from an acute psychiatric inpatient program, IMD, or state hospital to a lower level of supervised care.
  - **Rosewood** - 40-bed Adult Residential Program within Willow Glen Care Center specializing in serving adults with mental health conditions. Provides interventions and skill building for residents to maintain placement in less restrictive levels of care. Able to go out on own or with another peer. All programs provide medication support. Accepts ambulatory and non-ambulatory clients.

**BHRS Homeless Services**

BHRS partners with the Marin County Whole Person Care (WPC) team, as well as community organizations, such as Homeward Bound of Marin, Ritter Center, St Vincent de Paul of Marin, to provide
services and supports to individuals who are currently homeless or at risk of becoming homeless and have a serious mental health and / or substance use disorder.

**Odyssey - Homeless Outreach Program**
The Odyssey – Homeless Outreach Program is an FSP program funded through the MHSA. The team provides a comprehensive, integrated continuum of services to individuals who are seriously and persistently mentally ill, and who are currently experiencing homelessness or at risk of homelessness.

All services are guided by the principles of recovery and consumer empowerment and the Assertive Community Treatment (ACT) model. Odyssey currently has a target to serve 90 clients. Odyssey’s multidisciplinary staff works within a strength-based model, confident that program participants are most successful when they set their own goals and actively engage in their mental health recovery. Services including outreach, a personal service coordinator, psychiatric and medical treatment, psychotherapy, employment support services, and some supportive housing services are designed to reduce symptoms that impair clients' ability to live independently, work, maintain community supports, care for their children, remain healthy, and avoid psychiatric hospitalizations and crime. The program’s goal is to help consumers achieve their highest level of wellness and independence within their recovery and their community.

**Odyssey Contact Information:**
- **Address:** 1682 Novato Blvd., Suite 105, Novato, CA 94947
- **Telephone:** 1-888-818-1115

**Contracted Homelessness Services**

**Ritter Center** – Provides Intensive Outpatient Services for the Safety Net Population (individuals who are currently homeless or at risk of homelessness). Shelter and transitional housing are available at Mill Street and New Beginnings Center, respectively, while individuals are actively participating in treatment services.

- **Telephone:** 415-457-0728

**Access to Care Program**
The Adult Medication Clinic provides psychiatric medications to clients who are uninsured and in need of medication in support of their treatment program. BHRS works with the pharmaceutical companies to obtain medications at no cost to the client when possible. Each company has its own criteria for admission to their program. BHRS works with over 20 pharmaceutical companies. The program can only provide this service to BHRS clients. BHRS currently provides this service to approximately 175 clients.

**Family Support Meetings**
These no-fee drop-in meetings are open to families and friends of adults living with a SMI. Staffed by BHRS mental health staff, the meetings offer on-going support, education, coping/problem-solving strategies, and information about local resources. More information can be found on our BHRS Community Events Page: [https://www.marinhhs.org/bhrs-community-events](https://www.marinhhs.org/bhrs-community-events)

**BHRS and CAL-WORKs Partnership**
The BHRS Adult and Older Adult System of Care has a partnership with the Marin County Division of Social Services CalWORKs Employment and Training Branch to provide a Licensed Mental Health
Practitioner (LMHP) to work in the Employment and Training Branch. This multidisciplinary team works with clients and families with mild-to-moderate conditions that receive CalWORKs cash assistance – a requirement to receive this benefit is participation in the Welfare to Work (WTW) program. Staff who work in this program are Employment Development Counselors, Support Service Worker, Senior Program Coordinator, Psychologist, and Social Service Workers. The goal of the WTW program is to assist and support clients into employment or education leading to employment and eventual self-sufficiency from CalWORKs. The MHP/MHPL has a key role as the lead clinician to provide assessment, short-term individual and group therapy services to an average of 18 individuals, including linking individuals to community resources or ongoing care services when appropriate and other duties as assigned.

**Work Independence Network, An Employment Cooperative**

Work Independence Network (WIN) is an employment program that offers support services, including job development and job coaching services to adults with severe and chronic mental illness to assist them in overcoming challenges to employment. Up to 40 eligible enrollees can be enrolled into WIN at any given time. Based on a wellness and recovery focus, WIN integrates services provided by a Mental Health Liaison from BHRS, Employment Specialists from Buckelew Employment Services, and a California Department of Rehabilitation Counselor. Funding is provided by a collaborative contract between the California Department of Rehabilitation and Marin County Health & Human Services.

WIN’s multidisciplinary team recognizes that employment success happens when an enrollee is actively engaged in mental health recovery. WIN’s goal is to support enrollees through the employment process – identifying ways clients can achieve levels of wellness and independence that help them reach their employment goals.

**WIN Contact Information:**

- **Telephone:** 415-473-3304 (Mental Health Liaison)
- **Telephone:** 415-456-9350 (Buckelew Social Enterprises)
Crisis Continuum of Care

Crisis Stabilization Unit

Marin County Crisis Stabilization Unit (CSU) serves children, teenagers, young adults, adults, and older adults, regardless of financial status, whether or not they are insured. CSU services are available 24 hours a day, 7 days per week. Length of stay is limited to less than 24 hours.

The CSU provides psychiatric assessments, referrals, recommendations, and consultation on behalf of individuals who arrive on an involuntary basis (Pursuant: California Welfare and Institutions Code 5150), and for those who come to CSU voluntarily. Typically, clients are experiencing a mental or emotional crisis; in that they may be deemed a danger to themselves or to others, or they may appear incapable of caring for their basic needs.

- Provides crisis stabilization; i.e., individualized interventions directed toward resolution of the presenting, psychiatric episode.
- Provides evaluations of clients for whom inpatient psychiatric hospitalization appears indicated. Admissions for inpatient, psychiatric hospitalization are arranged as necessary.
- Provides referrals to other county and community-based agencies and services.

Referrals to CSU are received from families and individuals, from all County of Marin departments, our thirteen, local law enforcement agencies, community health providers and agencies, and from facilities and agencies throughout Northern California.

CSU Contact Information:
Address: 250 Bon Air Road, Greenbrae, CA 94904
Telephone: 415-473-6666 (crisis)
Webpage: https://www.marinhhs.org/crisis-stabilization-unit-csu

Mobile Crisis Response Team

The Mobile Crisis Response Team (MCRT) operates 6 days a week (Mon-Sat) from 1-9 p.m. This team is comprised of two licensed and/or licensed eligible Crisis Specialists and a peer provider. The team will be able to respond to individuals in the community who present in a crisis; schools; police departments; and family members who are concerned about loved ones. This team will have the capacity to initiate a 5150 if warranted or to offer crisis intervention, stabilization, and linkage to appropriate community-based services.

MCRT Contact Information:
Address: 250 Bon Air Road, Greenbrae, CA 94904
Telephone: 415-473-6392
Webpage: https://www.marinhhs.org/mobile-crisis-team

Transitions and Outreach Team

The Transitions and Outreach Team (TOT) is a field-based outreach program with services provided Monday through Friday 10am-6pm. This team provides time limited crisis-oriented case management and crisis intervention to individuals presenting in crisis that do not meet the criteria for a 5150 and are willing to and wanting to engage in the help offered.
Transitions and Outreach Team Contact Information

**Address:** 250 Bon Air Road, Greenbrae, CA 94904  
**Telephone:** 888-818-1115  
**Webpage:** [https://www.marinhhs.org/transition-team](https://www.marinhhs.org/transition-team)

Casa Rene (Crisis Residential Unit)
Casa Rene is a 10 bed Crisis Residential Unit located in Marin County. This unit serves to divert individuals 18 years and older from locked psychiatric units to a lower level of care in the community with a recovery and wellness focus. This program is operated by Buckelew and referrals all come through Marin County’s CSU Unit Supervisor or through BHRS Hospital Liaison for step down referrals for clients in inpatient units. Clients must have Marin Medi-cal.

**Casa Rene Contact Information:**  
**Telephone:** 415-473-6666 (CSU is point of access for Casa Rene referrals)
Substance Use Services
The BHRS Substance Use Services (SUS) team provides services and supports, including outpatient treatment, intensive outpatient treatment, residential treatment, medication assisted treatment, and withdrawal management (detoxification). These services are available to people who meet medical necessity criteria and have Medi-Cal or who are uninsured. All substance services are available on a sliding fee scale, based on the individual's ability to pay.

Drug Medi-Cal Organized Delivery System
The Centers for Medicare and Medicaid Services (CMS) approved California’s Drug Medi-Cal Organized Delivery System (DMC-ODS) Waiver amendment, which provides a continuum of care modeled after the American Society of Addiction Medicine (ASAM) criteria for substance use services. The DMC-ODS is a waiver that aims to demonstrate how organized substance use disorder care increases successful outcomes for Medi-Cal beneficiaries while decreasing overall health care costs. Marin County BHRS implemented the DMC-ODS in April 2017 and improves access to and quality of care by:

1. Expanding the continuum of substance use services available in Marin through the DMC program from four to eleven modalities services, including adding case management, residential treatment, withdrawal management, recovery services, partial hospitalization, physician consultation and additional Medication Assisted Treatment;
2. Ensuring coordination of care with Managed Care Health Plans and Mental Health Plans;
3. Expanding workforce capacity to allow licensed practitioners of the healing arts (LPHAs) to determine medical necessity for services;
4. Requiring use of evidence-based practices for determining the appropriate level of care and delivering substance use treatment services; and
5. Enhancing County oversight, monitoring and reporting capabilities.

Adult Outpatient Substance Use Treatment
Provided by the County and contracted community-based agencies, adult outpatient substance use services are designed to address the treatment needs of individuals, and typically include individualized treatment planning, education and counseling groups, individual counseling sessions, and linkage with ancillary and recovery support services.

Road to Recovery
Road to Recovery provides Outpatient and Intensive Outpatient Treatment Program for individuals with co-occurring Substance Use Disorders and SMI. The program utilizes Recovery Coaches that help support individuals in their recovery process.

Recovery Coach / Care Manager
BHRS contracts with four Recovery Coaches. The purpose of the Recovery Oriented Coach / Care Manager is to:

1. Help individuals gain access to needed resources, services, or supports that will help them achieve recovery from their substance use disorder and other co-occurring issues;
2. Identify, evaluate, inventory, and collaborate with public and private community agencies to assist clients with referrals and linkages to these services; and
3. Ensure that clients are supported through the criminal justice process, as applicable, to: Increase the likelihood of retention in co-occurring treatment and long-term success.

Contracted Substance Use Services

- **Center Point, Inc.** - Center Point offers residential treatment programs for Men, Women, and Women with Children up to five years of age or younger. Center Point uses a Therapeutic Community model which seeks to restore the dignity, values, and self-esteem of each client, helping them to realize their own potential. The focus of treatment is to provide services that help reintegrate the individuals into the community life with the necessary coping mechanism to sustain recovery. The first phase of residential program utilizes an intensive, psycho-educational treatment approach, followed by a second phase focused on the development of vocational and community reintegration skills. Telephone: 415-456-6655.

- **Bay Area Community Resources** - Gender Specific Outpatient and Intensive Outpatient Treatment Program for Women and Women with Children: This program provides gender-specific services to women and women with children. Telephone: 415-328-6269.

- **Marin Outpatient Recovery Services** - Spanish Speaking Outpatient and Intensive Outpatient Treatment Program for Spanish speaking Men and Women. This program provides services to Spanish-speaking men and women. Telephone: 415-485-6736; 1466 Lincoln Avenue, San Rafael

- **Marin Treatment Center** - Outpatient and Intensive Outpatient Treatment Program with Access to Medication Assisted Treatment. This program provides services, including access to Medication Assisted Treatment, for individuals with opiate-related substance use disorders (additional information below). Group Counseling: Marin Treatment Center provides individual and group counseling services to participants with co-occurring substance use and mental health disorders in the STAR and ODYSSEY Programs. Contact Marin Treatment Center for an evaluation and consultation for other medication assisted treatments, such as buprenorphine (suboxone) and disulfiram. Telephone: 415-457-3755.

- **Buckelew Programs – Helen Vine Recovery Center** - The Helen Vine Recovery Center is a non-medical detoxification program where adults under the influence of drugs and/or alcohol can safely withdraw from the ill effects of intoxication. The Helen Vine Recovery Center is staffed by trained personnel specializing in alcohol and drug detoxification, relapse prevention, assessment and referral, and teaching skills of daily living. The typical length of stay is 3-5 days. Telephone: 415-492-0818; Address: 291 Smith Ranch Rd., San Rafael

- **HealthRight 360** - HealthRight 360 is a highly qualified provider of residential SUD treatment services, with decades of experience successfully engaging, treating, and transitioning adult populations, including people with co-occurring SMI. Services are based upon evidence-based practices, so that the therapeutic environment and the clinical interventions are appropriate and effective for the needs of the people in each program. Telephone: 415-292-9111; Address: 815 Buena Vista West, San Francisco.

- **Adult Medication Assisted Treatment (Narcotic Replacement Treatment)** - Methadone Maintenance: Narcotic replacement treatment services are a long-term treatment for opiate addiction, and include methadone, treatment planning, individual counseling, and random monthly urinalysis.
• **Housing and Support Services for Persons with Chronic Alcoholism and related-Justice Involvement - Center Point** - “Transitions” is a new program designed to provide housing and support services to 10 individuals annually. Individuals are identified by the Office of the District Attorney and Public Defender as having 4 or more arrests related to alcohol use, as well as multiple usage of emergency room visits, hospitalizations, and detoxification admissions, and for which traditional treatment programs have not been successful. Individuals are deemed eligible for the program by the justice system and eligible following screening and assessment by Center Point staff. Telephone: 415-456-6655

• **Sober Living** – BHRS contracts with a variety of Sober Living Environments (SLEs) for eligible clients in the community including AB 109 affiliates, probationers, drug court and private pay referrals. SLE’s are safe, clean, sober, residential environments that promote individual recovery through positive peer group interactions among house members and staff. Call 415.473.4074 for additional information.

**Marin County 24-Hour Alcoholics Anonymous Hotline**

Marin Teleservice is a telephone service which is available 24 hours a day to help alcoholics in need. Specifically, we refer callers to Alcoholics Anonymous meetings and provide current AA meeting directory information. In addition, we see that 12th-step workers are called to talk with and/or visit suffering alcoholics when needed. We are sober alcoholics doing what we can to stay sober and to help other alcoholics to achieve sobriety.

**Telephone:** 415-499-0400 (24 hrs / 7 days/wk)
Forensic Mental Health Services
Support & Treatment After Release Program
The Support & Treatment After Release (STAR) Program is an FSP program funded by MHSA. This multi-agency, multi-disciplinary team provides culturally competent, community-based services to 50 adults who have SMI and involvement with the criminal justice system. BHRS STAR operated in conjunction with the STAR Court within the Marin County Superior Court of California, a court-supervised program aimed to decrease the frequency of client’s contacts with the criminal justice system by improving social functioning skills and linking them to appropriate services. The team provides comprehensive assessment, individualized client-centered service planning, psychiatric care, intensive case management, therapy and linkages to all needed services and supports. The goals of the program are to promote recovery and self-sufficiency, improve the ability to function independently in the community, reduce incarceration, and reduce hospitalization.

STAR Contact Information:
Address: 3270 Kerner Blvd, Suite A, San Rafael, CA 94901
Telephone: 1-888-818-1115 (Access Line)
Webpage: https://www.marinhhs.org/support-treatment-after-release-star-full-service-partnership-program

Marin County Jail Mental Health Team
The Jail Mental Health Team provides consultation, evaluation, treatment discharge planning, and placement services for mentally disordered offenders at the County Jail. The goal of the jail mental health service is to provide seamless psychiatric care for clients who are involved with Behavioral Health and Recovery Services and private providers during a jail stay. In addition, the Team provides referrals, evaluations, and other consultations to the jail staff, as well as to the courts, District Attorney and Public Defender’s Office. BHRS staff participates in pre-trial conferences and provide clinical input to the court as requested.

Jail Mental Health Contact Information:
Telephone: 415-473-6648
Webpage: https://www.marinhhs.org/marin-county-jail-mental-health-team

Proposition 47 Improving Lives Via Opportunity and Treatment (PIVOT)
The PIVOT team provides justice care coordination, recovery supports, and case management to individuals with behavioral health disorders in the criminal justice system. This team works closely with the Superior Court, Public Defender, District Attorney, Jail, and community agencies to assist individuals avoid a cycle of re-arrest and re-incarceration by engagement and referral to appropriate services.

PIVOT Contact Information
Telephone: 415-473-3326

Assisted Outpatient Treatment (AOT)
AOT, also known as AB 1421 or Laura’s Law, provides services for individuals who are experiencing a severe and persistent mental illness, who can benefit from treatment but decline voluntary participation. Once an individual is referred, the AOT team will attempt to engage them in services on a voluntary basis. If the individual is still declining the recommended treatment, the AOT team may
petition the Court with a plan and recommendation seeking court-ordered, involuntary outpatient treatment (not medications). Participants will be offered community-based behavioral health services delivered by a highly trained, professional, multidisciplinary team.

**AOT Contact Information**

- **Address:** 3270 Kerner Blvd., Suite a, San Rafael, CA 94901
- **Telephone:** 415-473-4321
- **Email:** AssistedOutpatientTreatment@marincounty.org
- **Webpage:** [https://www.marinhhs.org/assisted-outpatient-treatment](https://www.marinhhs.org/assisted-outpatient-treatment)

**Behavioral Health Diversion**

Individuals arrested and charged with Felony charges who are Incompetent to Stand Trial (IST) are eligible for pre-trial Diversion. This includes screening, evaluation, treatment planning, and wrap around services provided by the STAR team. Following successful completion of the program, clients will have charges reduced or dropped by the Court.

**Behavioral Health Diversion Contact Information**

- **Telephone:** 415-473-2127

**Marin County Jail Substance Use Services**

**Bay Area Community Resources (BACR)** provides screening, engagement, and group counseling services to inmates in the Marin County Jail. Thinking for a Change, is offered in Pods A, B, C, and F on a continuous basis, and has the capacity to serve up to approximately 150 individuals annually. Thinking for a Change is a cognitive behavioral therapeutic curriculum designed to facilitate behavior change through addressing the underlying thought processes that precede behavior. In addition, an evidence-based program titled Seeking Safety is also offered in the female Pod and several male Pods.

**BACR Contact Information:**

- **Telephone:** 415-507-4137
- **Webpage:** [https://www.marinhhs.org/marin-county-jail-substance-use-services](https://www.marinhhs.org/marin-county-jail-substance-use-services)

**Adult Drug Court Program**

The Marin County Adult Drug Court Program, which was established in 2002, is a collaborative between the Division of Behavioral Health and Recovery Services, Marin County Superior Court, the District Attorney, the Public Defender, Marin County Probation, and community agencies.

Adult Drug Courts utilize a specialized, therapeutic focused legal approach with over twenty years of research demonstrating their effectiveness in working with criminal defendants who have a substance use disorder. Under the model of the Ten Key Components of Adult Drug Courts, eligible participants may be sent to Drug Court in lieu of traditional justice system case processing.

The mission of the Marin County Adult Drug Court is to improve lives that have been impacted by substance use, and to increase public safety by reducing the amount and frequency of drug related crime. The Court aims to reduce criminal recidivism by facilitating treatment and rehabilitation. The Court provides increased supervision to individuals with a substance use disorder involved in the
criminal justice system, thereby returning individuals to the community better equipped to maintain their recovery and not engage in further criminal behavior.

*Adult Drug Court Program*

**Telephone:** 415-473-7433
West Marin Service Center
Marin County West Marin Service Center provides assessment, referral, crisis intervention, medication management, and individual and family counseling for youth and adults. West Marin HHS also manages and supervises the PEI funded Promotores Program in conjunction with Canal Alliance.

West Marin Service Center
Address: 1 6th Street
Point Reyes Station, California 94956
Mailing – P.O. Box 331, Point Reyes Station, California 94956
Telephone: 415-473-3800 or 888-818-1115 (Access Line)
Hours: 9:00 am - 4:30 pm
Webpage: https://www.marinhhs.org/west-marin-health-human-services-integrated-center
Prevention and Early Intervention
BHRS Prevention and Early Intervention (PEI) focuses on prevention and early intervention services, education, support, and outreach to help inform and identify individuals and their families who may be affected by some level of a mental health and / or substance use issue. Providing mental health education, outreach, and early identification (prior to diagnosis) can mitigate costly negative long-term outcomes for mental health consumers and their families.

PEI seeks to reduce the risk factors and build protective factors which increase a person’s resiliency, interpersonal connections, and raise the general level of health and well-being for individuals, families, and the community. The role of PEI is applicable throughout the lifespan – from young childhood to older adulthood.

Early Childhood Mental Health Consultation
Early Childhood Mental Health (ECMH) Consultation is offered by Jewish Family and Children’s Services and provides training and consultation to approximately 20 child-care centers in the county to increase their ability to identify and respond to the children’s behavioral and emotional difficulties. Consultants meet with parents, teacher, or both regarding children identified as needing brief or more extensive services. They also provide assessment, action planning and referrals for families as needed.

ECMH Consultation Contact Information:
Provider: Jewish Family and Children’s Services
Address: 600 Fifth Ave, San Rafael CA 94901
Telephone: 415-491-7960

School Age Prevention and Early Intervention
School Age Prevention and Early Intervention is offered at the below school districts through provider agencies who work with the districts to provide services such as staff training, identification and referral of students, and prevention and early intervention services.

Shoreline School District
Provider: Petaluma Health Center (formerly Coastal Health Alliance)
Address: 65 Third St., Suite 21, Pt. Reyes Station, CA 94956
Telephone: 415-663-8781

Sausalito Marin City School District
Provider: Performing Stars
Address: 271 Drake Ave. Sausalito, CA 94965
Telephone: 510-777-5300

Provider: Seneca Family of Agencies
Address: 8945 Golf Links Road
Oakland, CA 94605
Telephone: 510-654-4004

Novato Unified School District
Provider: North Marin Community Services
Address: 680 Wilson Ave
Suicide Prevention

Suicide prevention is addressed at the individual, community, and institutional level addressing prevention, intervention, and postvention approaches across the lifespan. A comprehensive strategy integrates, training and education, state policies, media, community and school partnerships, lethal means reduction, coordinated care, data and surveillance, and advocacy. It also relies on active community engagement in the Marin County Suicide Prevention Collaborative supported by the recently released county strategic plan for suicide prevention.

More information on Marin County’s Suicide Prevention efforts and the Suicide Prevention Strategic Plan can be found here: [https://www.marinhhs.org/suicide-prevention](https://www.marinhhs.org/suicide-prevention)

Buckelew’s North Bay Suicide Prevention provides a 24/7 Hotline for Marin, Sonoma, Mendocino, and Lake Counties, and received over 14,000 calls annually.

**Suicide Prevention Contact Information:**

- **Provider:** Buckelew Programs
- **Address:** 201 Alameda Del Prado, Suite 201
  Novato, CA 94949
- **Telephone:** 415-457-6964

Transition Age Youth Prevention and Early Intervention

Transition Age Youth Prevention and Early Intervention (TAY PEI) provides screening and brief intervention for behavioral health concerns in teen clinics; psycho-education for TAY and community members, including parents and providers of TAY; and individual and group services in high schools for at-risk TAY, such as students who have recently immigrated to the US or at risk for dropping out of traditional school settings. Targeted supports for LGBTQ+ students provided, as well as trainings for educators on supporting LGBTQ+ students.

**Transition Age Youth Prevention and Early Intervention Contact Information:**

- **Provider:** Huckleberry Youth Programs
- **Address:** 361 Third St, Suite G
  San Rafael, CA 94901
- **Telephone:** 415-258-494

- **Provider:** North Marin Community Services
- **Address:** 680 Wilson Ave
  Novato CA 94947
- **Telephone:** 415-892-1643

- **Provider:** The Spahr Center
- **Address:** 150 Nellen Ave
  Corte Madera, CA 94925
- **Telephone:** 415-457-2487
Older Adult Prevention and Early Intervention
Older Adult Prevention and Early Intervention (PEI) provides screening and brief intervention for individuals ages 60 years and older who are experiencing symptoms of depression, anxiety, and/or trauma. Interventions include evidence-based methods, such as CBT and Healthy Ideas, are home or office based, and provide linkages to additional services as needed. Education is also provided to community providers and members regarding identifying and responding to behavioral health symptoms in older adults.

Older Adult Prevention and Early Intervention Contact Information:
- **Provider:** Jewish Family and Children’s Services
- **Address:** 600 Fifth Ave, San Rafael CA 94901
- **Telephone:** 415-491-7960

Latino Community Connection
Latino Community Connection trains and supports Promotores to provide outreach, education, support, and linkages to services in Central, North and West Marin. Provides mental health education, screening, and assistance in a community-based organization in the Canal District and Novato. Bilingual behavioral health providers provide brief interventions for individuals, couples, and families, including psychoeducation, and coping skills. These services help to bridge the cultural and language barriers that contribute to the Latino community being underserved for mental health needs.

“Cuerpo, Corazon, Comunidad”
“Cuerpo, Corazon, Comunidad” is a weekly radio show on a Spanish language station addressing health issues, including mental health and substance use. A BHRS clinician hosts the show. The show can be listened to on KBBF 89.1 FM or at CuerpoCorazonComunidad.org.

Latino Community Connection Contact Information:
- **Provider:** Canal Alliance
- **Address:** 91 Larkspur St, San Rafael, CA 94901
- **Telephone:** 415-454-2640

- **Provider:** North Marin Community Services
  - **Address:** 680 Wilson Ave, Novato CA 94947
  - **Telephone:** 415-892-1643

- **Provider:** Multicultural Center of Marin
  - **Address:** 30 N San Pedro Road, #250, San Rafael, CA 94903
  - **Telephone:** 415-526-2486

Vietnamese Community Connection
Vietnamese Community Connection provides mental health outreach, engagement, and prevention services for the Vietnamese community. Outreach is provided through trained Community Health Advocates. The Outreach Coordinator provides individual and family support, problem solving, and linkages to additional services as needed. Community activities are organized to reduce isolation and increase support.
Vietnamese Community Connection Contact Information:
Provider: MarinLink—Marin Asian Advocacy Program
Address: 30 N San Pedro Road, Suite 290, San Rafael, CA 94903
Telephone: 415-491-9677

Veteran’s Community Connection
Veteran’s Community Connection provides outreach and supportive services for veterans with behavioral health concerns who are homeless and/or involved in the criminal justice system to stabilize their mental health.

Veteran’s Community Connection Contact Information:
Provider: Marin County Veterans Service Office
Address: 10 N San Pedro Road, San Rafael, CA 94903
Telephone: 415-473-6193

Newcomers Support and Coordination
The program supports newly arrived immigrant youth primarily in San Rafael, Novato and West Marin. Interventions are intended to build on their strengths and resilience in order to help them succeed in school and beyond. A coordinator provides assessment, linkage to resources, and short-term case management for students and their families in San Rafael secondary schools. The program also provides newcomer groups that focus on issues such as grief and loss, acculturation, and building resources and supports.

Newcomers Support and Coordination Contact Information:
Provider: Bay Area Community Resources (BACR)
Address: 171 Carlos Drive, San Rafael, CA 94903
Telephone: 415-444-5580

Provider: North Marin Community Services
Address: 680 Wilson Ave, Novato CA 94947
Telephone: 415-892-1643

Provider: Huckleberry Youth Programs
Address: 361 Third St, Suite G, San Rafael, CA 94901
Telephone: 415-258-4944

Storytelling Program
BHRS’s Storytelling Program is designed to raise awareness of mental health, suicide and substance use, create safe and healthy environments for sharing and increase knowledge of community resources.

Storytelling Program Contact Information:
Provider: National Alliance on Mental Illness (NAMI)
Address: 555 Northgate Drive, Ste 101, San Rafael, CA 94904
Telephone: 415-444-0480

Provider: Opening the World
Address: 636 Lindaro Street, Ste 1, San Rafael, CA 94901
Community and Provider Prevention and Early Intervention Training
A variety of training opportunities are provided for providers, consumers, family members and other community members, including Mental Health First Aid, evidence-based practices, stigma and discrimination reduction, suicide prevention, cultural competence and others.

Statewide Prevention and Early Intervention
Support for statewide efforts regarding Student Mental Health, Suicide Prevention and Stigma Reduction. Youth and Adult focused Mental Health First Aid Trainings offered in English, Spanish and Vietnamese.
Behavioral Health Clinical Internship Program

BHRS offers an American Psychological Association (APA) accredited clinical internship program for graduate students in psychology, as well as training programs for students in social work, counseling, and marriage and family therapy. The purpose of the training program is to provide carefully supervised, in depth, clinical experience in a multi-service community-based behavioral health system of care.

BHRS provides both emergency and continuing care to a diverse client population with a wide range of challenging behavioral health needs. Under the direction of a licensed clinical psychologist, the interns are assigned throughout the BHRS system located at Bon Air and Kerner clinics, in addition to specialty opportunities with the Crisis Stabilization Unit and Access team. BHRS currently provides small stipends for both full and part-time interns.

The BHRS Clinical Internship Program is designed to provide the following:

1. Direct experience in clinical work with clients who have acute and chronic behavioral health disorders, specifically those in the safety net population.
2. Supervision and training to develop interns’ repertoire of clinical intervention skills to meet case specific needs.
3. Training and practice in assessment, treatment planning, case disposition and collaborative work with affiliated providers in the field.

Multiple opportunities to formulate cases, discuss treatment perspectives and integrate theory and practice.

More information about the internship program can be found here: [https://www.marinhhs.org/mental-health-graduate-clinical-training-program](https://www.marinhhs.org/mental-health-graduate-clinical-training-program)
BHRS Community Events
BHRS facilitates and partners with community organizations to provide events throughout the county to provide additional support to both BHRS clients, their families, and other community members. These events are held year-round and can include:

- Education and training opportunities
- Townhalls
- Awareness events
- Support Groups

More information about BHRS community events can be found here: https://www.marinhhs.org/bhrs-community-events
Patient’s Rights Advocate

BHRS contracts with the Mental Health Association of Alameda County to provide Patients’ Rights Advocacy to clients receiving behavioral health services in Marin County. It is the goal of our program to assure that persons with mental illness receive quality treatment in a safe environment. We act to make certain that mental health clients are provided treatment in a manner that safeguards the rights afforded to them in the law, including rights guaranteed by the constitution of the United States and the codes and regulations of the State of California.

We do this through five main activities:

1. **Investigate** complaints of abuse and neglect and work with facilities to find solutions in those cases where complaints are substantiated.
   a. We respond to questions and complaints from patients in psychiatric hospitals/facilities, and residents of adult residential homes who feel one or more of their rights have been denied. (Calls are also received from concerned family members or friends on behalf of a relative or friend.)

2. We **monitor** psychiatric facilities for compliance with codes and regulations and assist facilities in the development of policies and procedures that support their compliance with legal requirements.

3. We **represent** patients in **hearings** regarding involuntary treatment to assure when treatment is provided on an involuntary basis, the due process rights of the individuals are respected in accordance with basic principles of the constitution.
   a. Representation is provided at **Certification Review Hearings**, when patients are detained beyond the 72 hours of a 5150 and are placed on an additional involuntary hold for up to 14 days. These clients will automatically be provided a hearing in which a judicial officer will determine if there is probable cause for continued involuntary detention.
   b. Representation is provided at **Capacity Hearings** when a patient is refusing medication prescribed by a psychiatrist and that physician believes the patient lacks the legal capacity to utilize a rational thought process to make a decision about accepting treatment with psychotropic medications.

4. **Provide education** - We provide training and education to providers, consumers, family members and interested members of the community.
   a. We give in-services to treatment providers to help them understand the rights of their clients and least restrictive approaches to treatment;
   b. We offer presentations for consumers to assist the understanding of their rights as clients of mental health treatment and provide suggestions to help empower them to advocate effectively on their own behalf;
   c. We outreach to family members to help them understand the rights of their loved ones and dispel misunderstandings surrounding the process of involuntary hospitalization (e.g., 5150), and other members of the community to provide education about our services as well offer to provide presentations regarding the laws governing mental health treatment, to offer trainings on patients’ rights and mental health law to consumers, providers and other interested parties.
5. Provide **consultation** to treatment staff and administrators to help them appropriately apply the law to treatment decisions.
   a. Doctors, Social Workers, Administrators, and others call our office in cases where there is concern for what is clinically in the best interests of their patients and they wish to assure they are complying with laws protecting the rights of their patients. Our familiarity with the law and the legislative intent of the law allows us to provide creative solutions to what may appear to be a clash between the law and clients’ clinical needs. We assist the facility personnel in finding least restrictive approaches to treatment, maintaining compliance with laws and regulations, and minimizing potential liabilities in their clinical decisions.

The Patients’ Rights Advocate can be reached at: (415) 473-2960 phone or by email at Marinpra@mhaac.org.
BHRS Advisory Boards and Committees

Mental Health Board
The Mental Health Board (MHB) is a state-mandated advisory group that makes recommendations to the Board of Supervisors and to the Mental Health Director about the local mental health services. The MHB meets the second Tuesday evening each month at 6:00 p.m.

Alcohol and Drug Advisory Board
The Alcohol and Drug Advisory Board (ADAB) makes recommendations to the Board of Supervisors and Substance Use Services Division Director on substance use related issues, The ADAB meets the first Monday evening of each month at 6:00 p.m.

Cultural Competency Advisory Board
The purpose of the Cultural Competence Advisory Board (CCAB) is to serve as advisors to Behavioral Health and Recovery Services (BHRS) administrators, managers, and direct service staff. The charge of the Board is to examine, analyze, and make recommendations about promising and current behavioral health services and practices that are culturally sensitive, appropriate, and responsive to our diverse consumer community. Additionally, the Board identifies barriers and challenges within BHRS’ system that prevents consumers from adequately accessing needed mental health and substance use services. Barriers may include, but are not limited to, stigma and discrimination, language, and/or lack of cultural awareness. Lastly, the board shall advocate for the rights of consumers and/or family members, when needed and appropriate, to ensure that consumers’ civil rights are respected and protected.

Mental Health Services Act Advisory Committee
The Mental Health Services Act (MHSA) Advisory Committee helps oversee the use of MHSA funding in Marin County and serves as advisors to the MHSA Coordinator, Behavioral Health and Recovery Services (BHRS) Director, and other BHRS leaders. This advisory committee is comprised of individuals with lived experience, family members, representatives from education, law enforcement, social services, veterans’ services, as well as geographic diversity including West Marin, Marin City, and the Canal Neighborhood of San Rafael. There is a focus on including voices of people with lived experience as well as those representing underserved populations. The committee helps define goals, assists with developing the road map for the MHSA Community Program Planning Process, reviews outcomes and metrics for MHSA programs and assist with monitoring and improvement of evaluation strategies, as well as helps shape the vision for the future of Behavioral Health Services in Marin County with how to best utilize the MHSA funding. The committee meets every other month on the third Wednesday from 1:30-3pm.

The Marin County Suicide Prevention Collaborative
The Marin County Suicide Prevention Collaborative launched in August 2020 in response to the recent release of the Marin County Suicide Prevention Strategic Plan. The Collaborative is comprised of public and private agencies and individuals, including community members, behavioral specialists, senior advocates, health care leaders, crisis interventionists, educators, and many more. The focus of the Collaborative is to implement this seven-strategy strategic plan, including:

- Establish infrastructure to provide leadership, oversight, and accountability to the Strategic Plan
- Develop a coordinated system of care to promote suicide prevention and wellness
• Implement public campaigns to raise awareness about warning signs, promote available resources, and increase help-seeking
• Provide evidence-based training and education to Marin County residents
• Provide outreach, engagement, and support to all residents with targeted efforts to groups disproportionately affected by suicide
• Foster safe and healthy environments on all school campuses
• Reduce access to lethal means for those at risk of suicide

The Collaborative pursues a comprehensive public health framework addressing prevention, intervention, and postvention approaches at the individual, community, and institutional levels. Members of the Collaborative serve on Community Teams focusing on: Training and Education, Postvention, Data, Schools, and Communication. The Collaborative meets the first Wednesday each month. To learn more about the Collaborative, please contact: kconnors@marincounty.org
BHRS Quality Management

Quality Management
The BHRS Quality Management (QM) team under the Division Director of Quality Management, who reports to the BHRS Director, is responsible for ensuring that BHRS fulfills all state and federal requirements regarding quality of care, including but not limited to:

- DHCS contract compliance, provider credentialing, site certifications, utilization review and management, initiating performance improvement projects and monitoring and maintaining the accessibility and timeliness and quality of clinical care.
- Promoting and supporting the use of quality management principles to improve the quality, accessibility, and delivery of care provided by BHRS to ensure program compliance with all Federal, State and Local regulations.
- Monitoring the Mental Health Plan effectiveness by providing oversight and review of clinics, organizations, and clinicians providing services to BHRS clients.
- Assisting BHRS by providing training and support to users regarding BHRS’ Electronic Health Record (EHR) systems, ShareCare and Clinician’s Gateway to ensure the accuracy and integrity of data is maintained and in line with industry standards of care.
- Encouraging continuous monitoring, modification, and enhancement of beneficiary services to improve the delivery of effective, culturally diverse, timely, appropriate, safe, and accessible healthcare services throughout BHRS.

The Division Director of QM chairs the Quality Improvement Committee. The Quality Improvement Coordinator and the QM Unit Supervisor reports to the Division Director of QM and is responsible for the day to day implementation of the Quality Improvement Plan.

BHRS Information Technology Team
The BHRS Information Technology (IT) Team is responsible for overseeing, enhancing, and assisting in all efforts related to the BHRS electronic health records (EHR) systems: Clinicians Gateway and ShareCare. IT staff also assist staff with any technical issues related to the EHRs and data requests.
BHRS Administrative Services

Centralized administrative and fiscal services are provided by the HHS Division of Administration. However, some services are specific to the BHRS Division and provided under the leadership of the Assistant Chief Fiscal Officers, the Division’s Administrative Services Manager, and the Program Division Directors.

Administrative Services

The Division’s administrative services are provided by the BHRS Administrative Services Manager and Substance Use Services Division Director. These include supervision of administrative staff in multiple Division locations; oversight of Division compliance efforts; contract management of community-based behavioral health prevention, intervention, treatment and recovery support services; training, technical assistance and program development support for contracted providers; management of all Division-specific facilities issues including Capital Improvement projects; oversight of BHRS Medical records, medication clinic locations, and administrative and fiscal management of all County-operated services, as well as other administrative management functions in the Division.

Substance use related administrative services also include responsibility for ensuring Contractor’s compliance in accordance with applicable Federal, State and local laws, statutes, rules, regulations, guidelines and ordinances. Both informal and formal monitoring of contract objectives and use of funds are performed as well as technical assistance in program planning and implementation and evaluation.

Administrative Services - Contract Providers

All other contracts listed in the following sections are under the joint oversight and responsibility of the BHRS Division Director(s) and the Behavioral Health and Recovery Services Director.
Fiscal
BHRS Financial Services are under the direction of the BHRS Assistant Chief Fiscal Officer (Assistant CFO) in Marin County Health and Human Services (HHS) – who provides overall direction for all fiscal and related administrative services. The Assistant CFO reports to the Chief Fiscal Officer of HHS.

Fiscal services include:

- Fiscal services, including budget management, negotiation, and analysis to ensure compliance with State and Federal funding sources;
- Maintenance of systems and procedures to comply with reporting requirements of multiple funding sources;
- Contract management;
- System-wide data collection management; and
- Accounting operations.
Disaster Team

One of the mandates of the state of California for each county mental health system is to provide community mental health services as appropriate to people affected by disasters. The County of Marin Behavioral Health and Recovery Services has an emergency response capacity with the Disaster Response Team. The Disaster Assistance Coordinator develops and regularly updates the Disaster Response Plan in collaboration with other emergency staff from the county and is directly responsible for the direction and management of the disaster mental health response capability. The Disaster Assistance Coordinator reports to the BHRS Division Director.

The Disaster Team Coordinator is responsible for ensuring clinicians from both adult and children's services have been trained to respond to the psychological needs of disaster victims and first responders. They provide counseling and debriefing to those involved with traumatic and highly stressful events. The local community often calls on these trained staff to provide counseling for small groups in the community when a traumatic event or accident has occurred. The team also provides mutual aid to other counties struggling to respond to large disasters of all kinds.
Glossary
ACT – Assertive Community Treatment
ADLs – Activities of daily living
AOD – Alcohol and other drug
ASAM – American Society of Addiction Medicine
ASOC – Adult System of Care
BHRS – Behavioral Health and Recovery Services
BRIDGE – Behavioral, Recovery, Integrated, and Dedicated to Growth and Excellence
CAM – Community Action Marin
CCR – Continuous Care Reform
CFT – Child and Family Teams
CPT – California Psychiatric Transitions
CSOC – Children’s System of Care
CSU – Crisis Stabilization Unit
DGH – Davis Guest Home
DMC-ODS – Drug-Medi-Cal
EPSTD – Early & Periodic Screening, Diagnosis & Treatment
FEP – First Episode Psychosis
FSP – Full Service Partnership
ICC – Intensive Care Coordination
IMD – Institution for Mental Disease
IST – Incompetent to Stand Trial
ILS – Independent living skills
IMPACT - Integrated Multi-Service Partnership Assertive Community Treatment Program
LMHP – Licensed Mental Health Professional
LPS - Lanterman-Petris Short
MAIL - Marin Assisted Independent Living
MCRT – Mobile Crisis Response Team
MHRC – Mental Health Rehabilitation Center

Updated August 20, 2020
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>MHSA</td>
<td>Mental Health Services Act</td>
</tr>
<tr>
<td>MMHP</td>
<td>Marin Mental Health Plan</td>
</tr>
<tr>
<td>PEI</td>
<td>Prevention and Early Intervention</td>
</tr>
<tr>
<td>PPP</td>
<td>Positive Parenting Program</td>
</tr>
<tr>
<td>QM</td>
<td>Quality Management</td>
</tr>
<tr>
<td>RCFE</td>
<td>Residential Care Facility for Elderly</td>
</tr>
<tr>
<td>RSS</td>
<td>Residential Support Services</td>
</tr>
<tr>
<td>SED</td>
<td>Serious Emotional Disturbance</td>
</tr>
<tr>
<td>SMI</td>
<td>Serious Mental Illness</td>
</tr>
<tr>
<td>SNF</td>
<td>Skilled Nursing Facility</td>
</tr>
<tr>
<td>STAR</td>
<td>Support &amp; Treatment After Release</td>
</tr>
<tr>
<td>STP</td>
<td>Specialty Treatment Programs</td>
</tr>
<tr>
<td>SUD</td>
<td>Substance use disorders</td>
</tr>
<tr>
<td>SUS</td>
<td>Substance use services</td>
</tr>
<tr>
<td>TAY</td>
<td>Transition age youth</td>
</tr>
<tr>
<td>TBS</td>
<td>Therapeutic Behavioral Services</td>
</tr>
<tr>
<td>TOT</td>
<td>Transition Outreach Team</td>
</tr>
<tr>
<td>YES</td>
<td>Youth Empowerment Services</td>
</tr>
<tr>
<td>YFS</td>
<td>Youth and Family Services</td>
</tr>
<tr>
<td>WPC</td>
<td>Whole Person Care</td>
</tr>
</tbody>
</table>