

**RIVER EDGE  
BEHAVIORAL HEALTH**



**FY  
2023**



**ANNUAL  
REPORT**



**BUILDING A  
BETTER  
FUTURE**



## A LETTER FROM THE CHAIRMAN

Dear River Edge Team and Community Stakeholders,

Creating safe and welcoming spaces for children, adolescents, and adults to learn and thrive is the foundation of excellent care for individuals with behavioral health and intellectual and developmental disabilities.

The last few years have been challenging for everyone. But through these challenges – post COVID-19 and new leadership, River Edge’s resilient team members have weathered the storm. I am humbled by this group of servant leaders and their commitment to the individuals in our care. It is inspiring to watch them in action – their patience, positivity, and passion for our mission and our individuals is like nothing I have ever witnessed.

I am also grateful for the dedication and guidance of my fellow Community Service Board members, whose enduring support has been instrumental in helping to shape this outstanding organization’s future.

This annual report underscores River Edge’s unyielding commitment to enhancing safety and quality throughout our programs and services. It represents a comprehensive and concerted effort to drive positive change in our programs, in our communities and across the industry – through actionable initiatives, outcomes-driven reporting and steadfast transparency. I have been proud to watch the River Edge leadership team work together tirelessly to implement steps toward this end.

Our journey to serve some of the most vulnerable members of our society includes many stakeholders. Countless partners, including family, friends, elected officials, educators, law enforcement and the Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD) all play a vital role in helping the individuals we support unlock their full potential. With clinical expertise and compassion, our partners serve as a critical source of emerging insight, coordinated care, and shared best practices.

Looking ahead, we will continue to improve relationships with our valued partners – particularly in today’s complex and ever-changing behavioral health landscape – to ensure we are providing the highest levels of quality and evidence-based treatment, coupled with empathy and the utilization of exceedingly safe and measurable programs, for our individuals in care.

My heartfelt thanks go out to the entire Macon-Bibb community who work together, every day, to help ensure the individuals we are privileged to serve lead healthy and happy lives, and that, with our support, blossom into the people they were meant to become.

A handwritten signature in blue ink that reads "Steven E. Corkery". The signature is fluid and cursive, written over a white background.

Steven E. Corkery, PhD, NCSP  
Chairman, River Edge Behavioral Health Board of Directors



## A LETTER FROM THE CEO

Dear Team, Partners, and Supporters,

It has been a transformational and pivotal year for River Edge, and I am excited to share our successes with you in our fiscal year.

Guided by our mission and supported by the shared compassion of the River Edge team, we have made significant improvements, particularly in the areas of quality service delivery throughout our entire network. I am extremely proud to report on our four innovative behavioral health partnership programs: Jail In-Reach, Co-Responder, Integrated Medicine, and our National Association for the Dually Diagnosed (NADD) certification which can be read in detail in the following pages. These transformational care delivery models are serving more people and building a healthier community.

Due to a confluence of trends – a rapidly changing behavioral healthcare landscape as we transition to a Certified Community Behavioral Health Center (CCBHC) – the world's focus on mental health has never been greater or more essential. Across all corners of society, the call for holistic care has taken on new urgency.

On par with CCBHC systems, River Edge has taken several actions to further enhance its evidence-based metrics and reporting efforts. We are committed to accelerating the continued adoption of outcomes-driven reporting to elevate the value, transparency, and accountability of our work for all River Edge constituents – from individuals and families served to providers, funders, and community partners.

In this report, you will find an overview of River Edge's clinical and community impact, metrics tied to safety and quality, financials, and our sincere recognition and gratitude for those who are advancing our mission for the benefit of the individuals we are privileged to serve. Truly, we are charting a new course, with an enhanced outcomes-driven focus to support our field's forward momentum in the years to come.

While the scope and complexity of our industry continues to evolve, River Edge's promise of high-quality, evidence-based treatment and compassionate care has never been stronger. Ensuring the well-being of our individuals' minds and bodies will continue to be the cornerstone of our programs and services, connecting everything we do for the 8,000 children, adolescents, and adults – and their families – entrusted to our care annually. On behalf of our Community Service Board and staff, we will continue to focus on the behavioral health demands of today while concentrating on the future needs in providing the best compassionate healthcare.

Sincerely,

Cass Hatcher, CCM, EDFP  
Chief Executive Officer



## OUR MISSION, VISION, AND VALUES

In alignment with our mission, vision, and values, River Edge provides comprehensive access to expert mental health and substance use care so people can enjoy healthy and fulfilling lives.

Individuals at every level of care at all River Edge locations benefit from a multi-disciplinary and compassionate care team(s) who provide personalized guidance and support. Our teams of licensed clinicians and support team members are experts in their fields who bring a wide array of knowledge and diversity to the individuals they serve.

### **OUR MISSION:**

We deliver services and support that promote recovery, resilience, and inclusion with dedication and pride.

### **OUR VISION:**

To be a national leader of behavioral health services & developmental disability supports.

### **OUR VALUES:**

Excellence  
Integrity  
Respect  
Teamwork

## FY23 HIGHLIGHTS

River Edge was awarded another three-year accreditation by CARF International (Commission on Accreditation of Rehabilitation Facilities), the highest award possible. Surveyors described River Edge as a 'spectacular organization' and listed almost four pages of strengths. Of the 2,297 standards that were reviewed, only three recommendations were identified, giving a total score of 99.89%!

River Edge was the first CSB in the state to earn NADD accreditation! This certification will ensure that River Edge continues to provide quality and effective services to individuals with Intellectual and Developmental Disabilities (IDD) through competency-based professional standards and promoting ongoing professional and program development.

A group of individuals supported by River Edge formed the See Me, Hear Me Advocacy Group. This small grassroots group is making a name for themselves in the advocacy community. They visited the Georgia State Capitol building and met with local House of Representatives and Senate leaders. They also participate with Uniting for a Change, Unlock 2.0, and Georgia Council for Developmental Disabilities in attending meetings to learn how to use their voices.

River Edge incorporated integrated medicine in December 2022 by partnering with First Choice Primary Care to provide medical services to individuals.

## 5-YEAR STRATEGIC PRIORITIES

River Edge's Board of Directors and leadership identified five key areas to focus on building a better future.

### QUALITY OF CARE

- Key tactics:
  - Prioritize health equity
  - Establish and track outcomes
  - Provide comprehensive training
  - Adhere to CCBHC standards
  - Utilize innovative technology

### FINANCIAL STRENGTH AND SUSTAINABILITY

- Key tactics:
  - Build an adequate cash reserve
  - Be Mindful of expenses and be good stewards
  - Optimize clinical efficiencies and program expense ratios to ensure River Edge experiences the ROI intended in a CCBHC model
  - Capital projects are managed on time and within +5% of budget

### COMMUNITY COLLABORATION AND COORDINATION

- Key tactics:
  - Be active and visible in the community
  - Ensure timely access to care
  - Identify and provide services that meet community needs

### POSITIVE CULTURE

- Key tactics:
  - Create a culture of belonging
  - Hire and retain talented people
  - Strengthen and amplify communication

## CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC (CCBHC)

The Certified Community Behavioral Health Clinic (CCBHC) model is becoming the “gold standard” of care, transforming access to high-quality behavioral health treatment across the country. CCBHCs meet high standards for the breadth of services and quality of care provided. A central theme of the CCBHC model is care coordination – ensuring that the client's needs are addressed across the spectrum of care. Criteria for certification also include advancing Health Equity through evaluating social determinants of health to advance health outcomes for members of marginalized communities.

River Edge is the recipient of a CCBHC grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) that funds planning, development, and infrastructure to meet certification criteria. River Edge's wide range of services, well-trained staff and providers, and commitment to quality care puts the organization in an advantageous position to achieve CCBHC status.



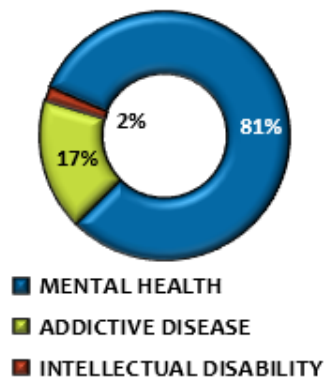
State-certified CCBHCs qualify for enhanced Medicaid payment designed to support the costs associated with expanding access to care. Both state-certified and grantees see benefits to individuals, team members, and the general public.

## PROGRAM REPORTS

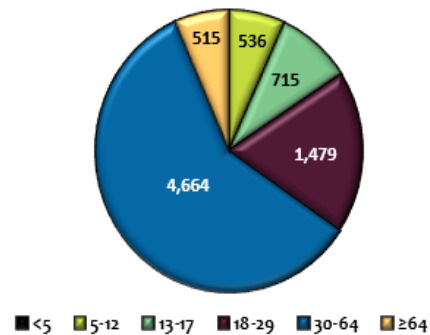
### BEHAVIORAL HEALTH SERVICES

7,909 Individuals Served FY23

SERVED BY DIAGNOSTIC CATEGORY



SERVED BY AGE



*Diagnostic tests are an important part of supporting and maintaining individuals' overall health. The above represents categories and number of individuals served by age group.*

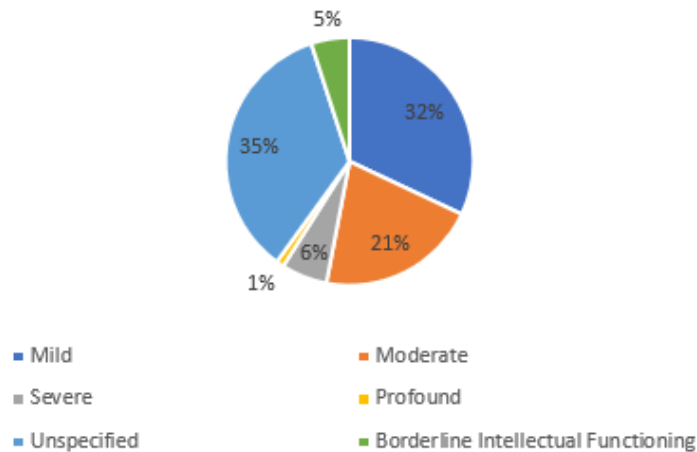
**ADULT SERVICES:** Behavioral Health Assessments (BHA), including admissions, nursing assessments, medication management, and medication administration (injections):

- 1,630 individuals served per month
- 79 individuals served per day
- The three most frequently occurring diagnoses are psychotic disorders, depressive disorders, and bipolar disorders

**CHILD AND ADOLESCENT SERVICES:** BHAs, nursing assessments, medication management, and individual and family therapy:

- 321 individuals served per month
- 34 individuals served per day
- 566 individuals served for therapy
- Georgia Apex Program (APEX): Promotes collaboration between River Edge and schools to provide school-based services and supports, including training for school staff, in hopes of facilitating the right care at the right time for children, young adults, and families:
  - 458 students served
  - 37 schools in 6 counties

## INTELLECTUAL AND DEVELOPMENTAL DISABILITIES



*Acuity for individuals with intellectual disabilities refers to the severity of the individual's situation.*

- **Community Residential Alternative (CRA) Licensed Group Homes:** Serve up to 4 individuals with intellectual and developmental disabilities who require intense levels of residential support:
  - 10 group homes
  - 34 individuals served
  - 92% occupancy rate
- **Community Living Support (CLS):** Regularly scheduled services in an individual's natural home that help individuals maintain a healthy and productive life at home and in the community:
  - 12 individuals served at 8 residences
  - 92% occupancy rate

### RIVER EDGE RECOVERY CENTER

Crisis services divert people away from hospitalization and reduce the need for intervention within emergency departments or by law enforcement:

- Individuals in crisis diverted from hospitalization:
  - 30 adult beds with 995 individuals served
  - 16 child & adolescent beds with 337 individuals served

### PERMANENT SUPPORTIVE HOUSING SERVICES

Investments in permanent supportive housing have helped decrease the number of chronically homeless individuals:

- Central Georgia area:
  - 482 individuals experiencing homelessness
  - 143 male
  - 160 females
  - 0 transgender
  - 303 individuals and/or families in housing

## **SUPPORTED EMPLOYMENT**

Promotes obtaining competitive work in the community, while providing the support necessary to ensure workplace success.

- 197 individuals applied/referred to Supported Employment services
- 150 individuals served
- 101 individuals employed

## **FULTON COUNTY**

As a provider for the Fulton County Behavioral Health Network, River Edge provides comprehensive adult mental health and addiction treatment services to all Fulton County residents regardless of their ability to pay:

- **Court Related Mental Health Services:** In collaboration with Magistrate and State Courts, debuted the Misdemeanor Mental Health Court Program (MMHC):
  - DUI – 31 individuals completed the year-long treatment portion of the program
  - MMC – Incorporated 2 new treatment groups:
    - Living in Balance (addresses wellness and recovery)
    - Thinking 4 A Change (addresses thinking patterns through cognitive behavior therapy). MMC has had 5 individuals successfully complete the year-long program
- **Core Behavioral Health Services:** Provides therapy services for common behavioral issues including depression, anxiety, addiction, and other emotional and behavioral health concerns.
- **Permanent Supportive Housing:** Work with Fulton County to execute its strategies to end homelessness in the County:
  - 3,289 individuals experiencing homelessness
  - 126 male
  - 58 female
  - 1 transgender
  - 185 individuals and /or families in housing

## **PHARMACY SERVICES**

River Edge offers provides value-added products and services to Mental health agencies, psychiatric and behavioral health centers, supportive housing and Assertive Community Treatment (ACT) teams:

- Emery Highway location:
  - 30,146 prescriptions dispensed
  - 2086 individuals served, including 486 new individuals
- Atlanta location:
  - 4,305 prescriptions dispensed
  - 373 individuals served, including 155 new individuals
- River Edge Recovery Center (inpatient):
  - 13,368 prescriptions dispensed
  - 1,133 individuals served, including 1,003 new individuals
- Acquisition costs (formerly Patient Assistance Program [PAP]): \$541,749.03

## **RECRUITMENT, HIRING, AND RETENTION**

Over the last years, we have supported our model of care with comprehensive recruiting, hiring, training, and staffing protocols that help our dedicated team members best support the individuals we serve every day. 95% of the training is provided in-house:



- 100% background check compliance
- 100% organizational (core) competencies
- 97% TB test compliance
- 100% credential compliance overall, 90% compliance at the end of Onboarding

Recognition and reward programs were designed to increase engagement, motivate, and retain team members:

- Working Advantage (employee discount program)
- Team member online gifts program – 88% participation rate
- Increased team member communication through connective communication methods

## CAPITAL PROJECTS

**INTELLECTUAL & DEVELOPMENTAL DISABILITIES (IDD) CRISIS STABILIZATION AND DIAGNOSTIC CENTER (CSDC):** The first of its kind in the state of Georgia, this Georgia Department of Behavioral Health, and Developmental Disabilities (DBHDD) initiative offers a broad range of healthcare services for adult individuals with IDD to include the following:

- Short-term 24/7 crisis stabilization unit with 16 beds providing integrated behavioral health services



*Architectural Rendering of Building by Azar + Walsh Architects*

Developmental Medicine providing quality care in a patient-centered and family-focused environment providing:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Behavioral health assessments</li> <li>• Dentistry</li> <li>• Psychiatry</li> <li>• Neurology</li> </ul> | <ul style="list-style-type: none"> <li>• Physical therapy</li> <li>• Occupational therapy</li> <li>• Speech and language pathology</li> <li>• Ophthalmology</li> <li>• Other primary care specialist services</li> </ul> |
|---|--|

The total development cost is \$20 million, with an estimated completion date of January, 2025.

**NEW MACON-BIBB HEADQUARTERS AND OUTPATIENT CLINIC:** River Edge is developing the next generation of behavioral health facilities to use design innovation as part of treatment and recovery. The building design will directly enhance individuals' care and will directly enhance our mission to provide high quality care.



Concept Image

**PEER SUPPORT COMMUNITY INTEGRATION ADULT CENTER:** Supports the concept of recovery – a way of living a satisfying, hopeful, and contributing life even with limitations that may be caused by mental illness. Our community integration services strive to provide the resources and activities to assist individuals in their growth and improvement in the areas of health, education, and emotional well-being. Our trained peer support specialist gives advice and guidance, provides insight, shares information on services, and empowers the beneficiary to make healthy decisions. Group therapy will be designed to target a specific problem, such as coping with depression. Other groups may focus more generally on issues, including improving social skills or helping you deal with emotions, such as anger or loneliness. Construction is anticipated to begin in 2024, with completion by 2026.



**TINY COTTAGES OF MACON PERMANENT SUPPORTIVE HOUSING:** Macon-Bibb County appears to be in an affordable housing and mental health crisis. Every day, we see the impacts of poverty, mental illness, and chronic health problems on our streets, along our highways, and in our neighborhoods. People are struggling to pay rent, and many of our neighbors are destitute. In Macon-Bibb County, there are approximately 250 PSH units which have a 100% occupancy rate and 96% success rate at keeping people from re-entering homelessness. Tiny Cottages of Macon is a

new, innovative PSH project for chronically homeless adults that will consist of ten (10) single-family “Tiny Cottages”. Each cottage will provide 670 square feet of living space featuring a living, bedroom, kitchen, bathroom, hallway, closet, and dining space. Construction of Phase I five (5) units began August 2023. Phase II construction is anticipated to begin in October 2023, with completion by February 2024.

**SERENITY COURTYARD OF MACON PERMANENT SUPPORTIVE HOUSING:** Received multiple finding sources to develop 26 affordable housing units for senior persons 55 and older:

- Georgia Investment in Housing Grant: \$4,788,334
- Macon-Bibb County HOME Funds: \$600,000
- Community Foundation of Central Georgia Grant: \$20,000
- REdge Foundation \$600,000

Construction is anticipated to begin in October 2023.



Architectural Rendering of Building by Azar + Walsh Architects

## INFORMATION TECHNOLOGY

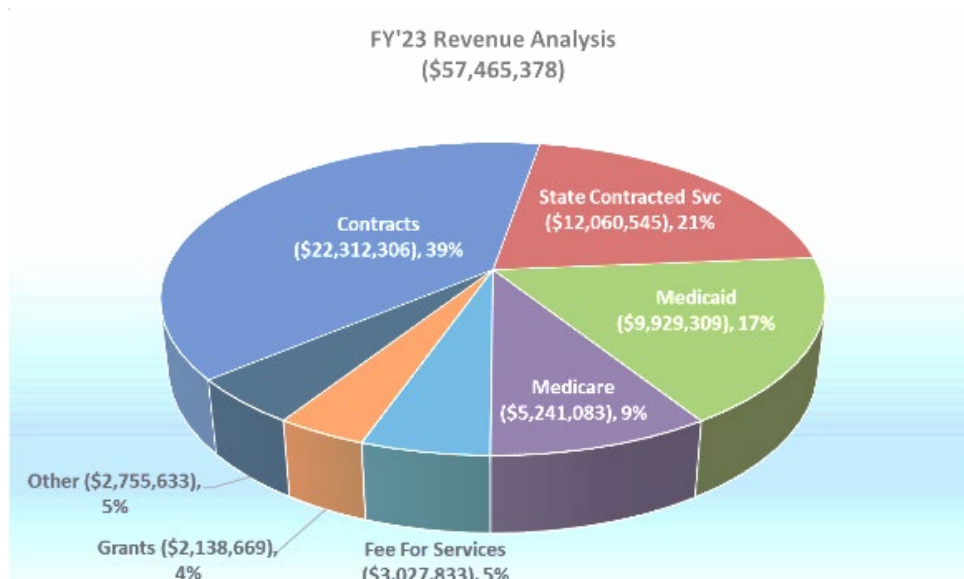
River Edge's IT Department successfully migrated the entire organization to Microsoft Office 365, a cloud-based office system for all River Edge team members.

## SOCIAL MEDIA

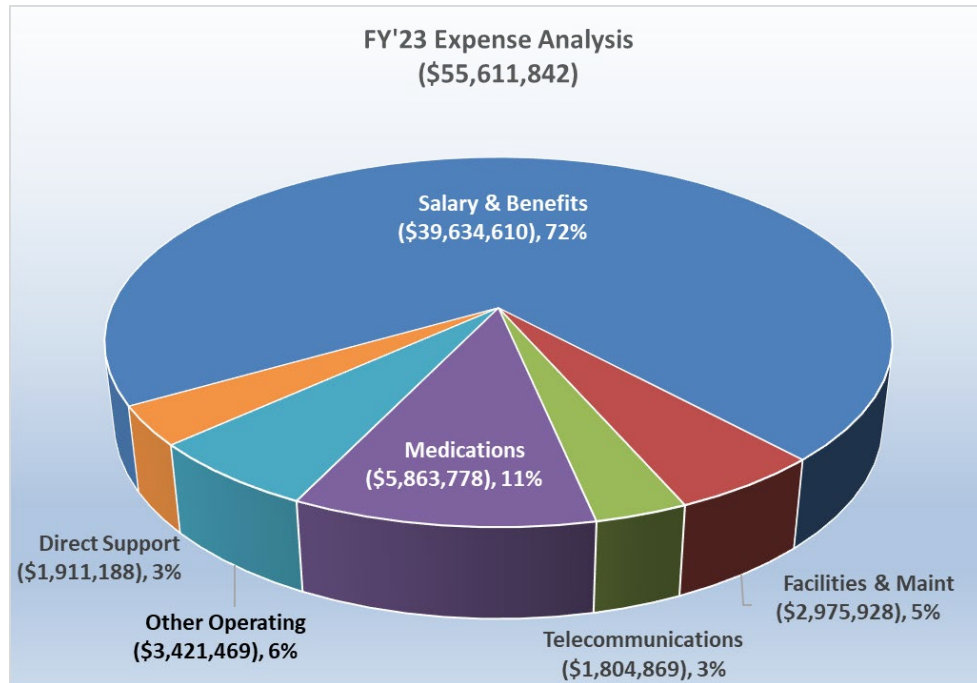
River Edge's Facebook reach is expanding:

- Reach: 119,479
- Page Likes: 2,802
- New Page Likes: 192
- Profile Visits: 9,940
- Followers: 2,990

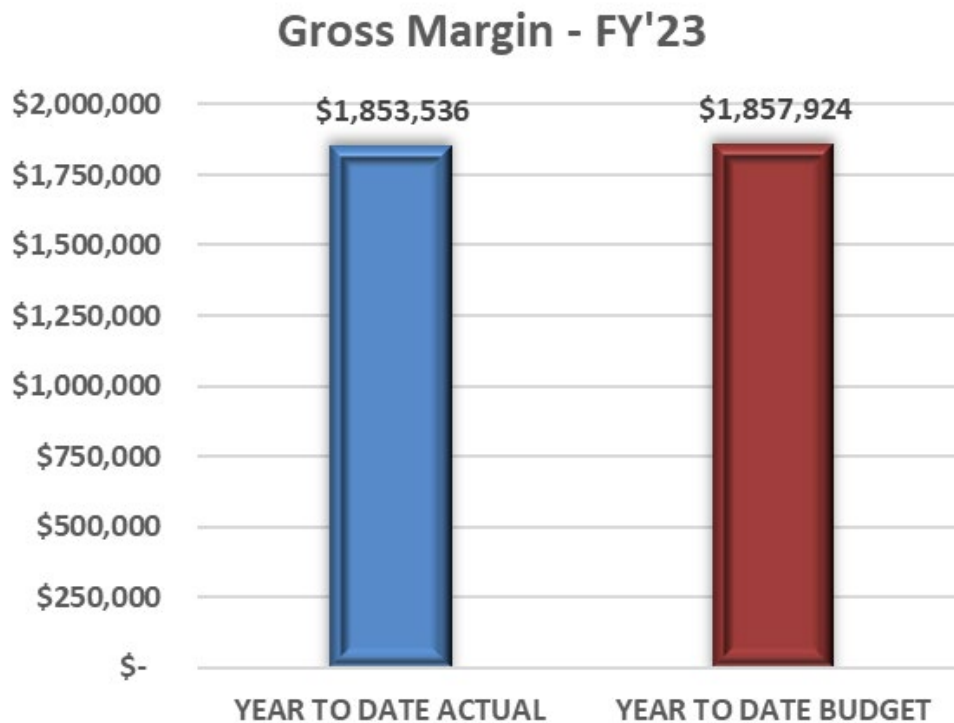
## FINANCIAL REPORT



*The Revenue Analysis identifies the source of funding received in FY23*

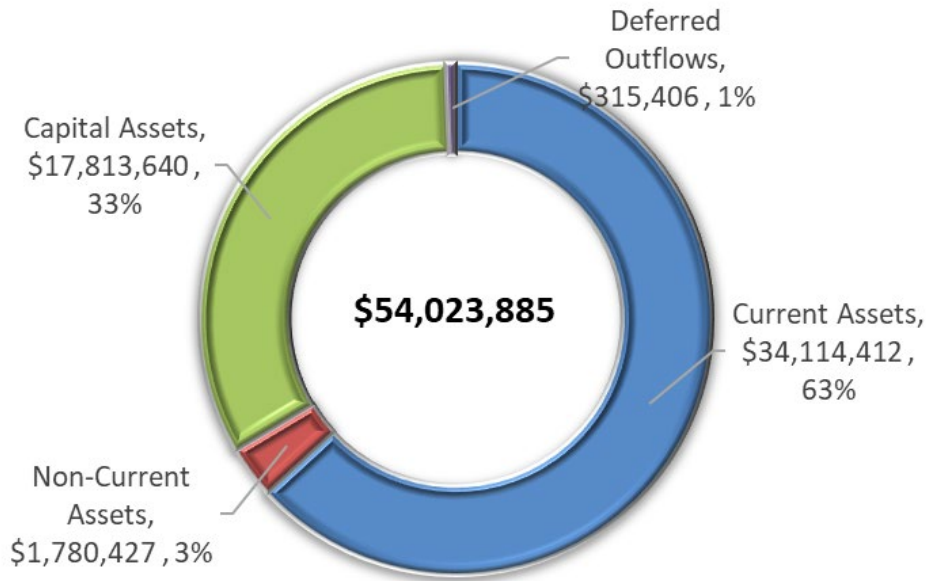


*The Expense Analysis shows how and where River Edge used the Revenue in FY23*



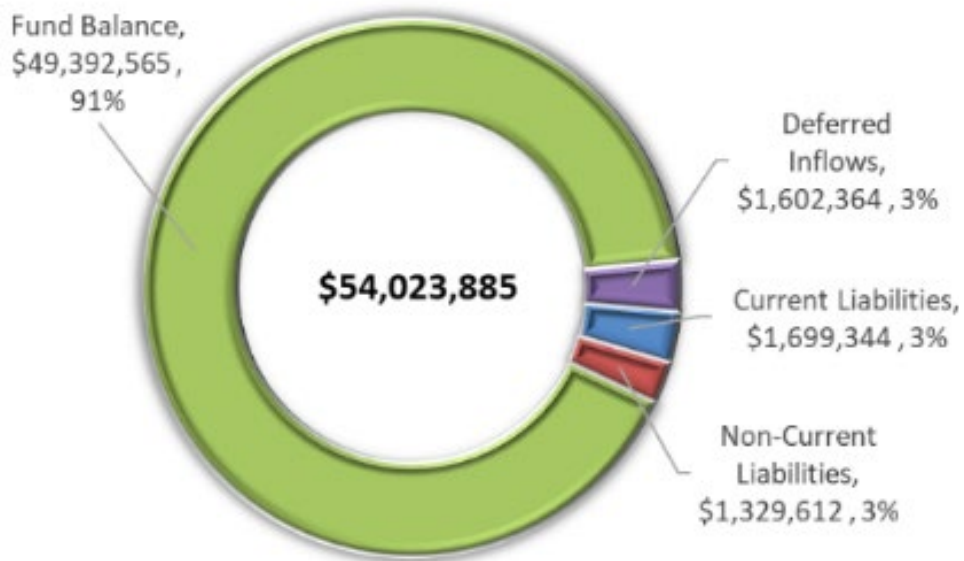
*The Gross Margin for FY23 resulted in a net profit*

### Asset Analysis



*The Asset Analysis lists the net value of selected assets for FY23*

### Liability & Fund Balance Analysis



*The Liability & Fund Balance Analysis lists the net values of River Edge obligations and excess fund balances for FY23*

## RIVER EDGE COMMUNITY SERVICE BOARD OF DIRECTORS

Dr. Steven E. Corkery, PhD, NCSP  
Chairman  
(Macon-Bibb County)

Charles Jones, JD,  
Vice Chair  
(Macon-Bibb County)

Priscilla G. Doster, EdD  
Secretary  
(Monroe County)

Carolann Evans  
(Monroe County)

Lonnie Ford  
(Twiggs County)

Erin P. Keller, MEd  
(Macon-Bibb County)

Alex Smith, JD  
(Jones County)

Monica Swayne, LCSW  
(Macon-Bibb County)

## RIVER EDGE LEADERSHIP

Cass Hatcher, CCM, EDFP  
Chief Executive Officer

Shaquenna Baker  
Director of Baldwin County Services

Wm. "Tommy" Barnes, MBA  
Chief Operating Officer

Michele Fulcher, RN  
Director of Health Information,  
Risk Management & Nursing

Christy Hallman, CPRP  
Director of Admissions

Shane L. Hester, CPA  
Chief Financial Officer

Bryan N. Layman, RPh  
Director of Pharmacy

Frederica McClary-Myers, LPC, CPCS,  
MAC, CAMS  
Director of Fulton County Behavioral  
Health Services

Kelly McWilliams  
Director of Communications & Marketing

Miranda Nunez, LCSW, CPRP  
Chief Clinical Officer

Jessica Oakes  
Billing Manager/ECR System  
Administrator

Greta O'Dell, DDP, CACTS  
Intellectual and Developmental  
Disabilities Director

Sujatha Reddy, MD  
Medical Director

JoAnne Sims  
Confidential Secretary

Rita Wright-King, CCP,  
SHRM-SCP, SPHR  
Chief Human Resources Officer

Ali Yallah, PhD, PMP  
Chief Information Officer