

Washington State Department of Social and Health Services

Behavioral Health Administration 2022 ANNUAL REPORT



Washington State
Department of Social
& Health Services

Transforming lives



As we continue working every day to transform behavioral health in our state, we must keep in mind that while change can sometimes be overwhelming, it can also be very inspiring.

I'm inspired by your commitment to service, to our patients – I'm inspired by the work each of you does every day.

Amid all this change, we must take a moment to pause and celebrate our milestones across the Behavioral Health Administration. This annual report gives a brief snapshot of some of the people, programs, projects, and successes we experienced in 2022.

We are working hard to build new facilities to add more beds for those coming to us for care through the criminal court system. We continue to hire and strategically place employees who are passionate and dedicated to their calling of caring for people in the behavioral health system, and who want to be part of our changing landscape. We are excited to welcome Eric Carpenter, chief executive officer at Eastern State Hospital, and Joseph Kosmach, chief medical officer for the Civil Center of Excellence.

Our staff is on the front lines when it comes to the people we care for, and they're engaging in new ways to provide quality care for our patients. A team from the Fort Steilacoom Competency Restoration Program recently partnered with a professor from the University of Alabama to create a new treatment model tailored to competency restoration patients.

We're also focusing considerable efforts on fortifying our commitment to Equity, Diversity, Access, and Inclusion throughout our staffing ranks across the administration.

In February, the administration's largest cohort to date was recognized in a virtual presentation for its diversity certifications. Seven staff members from across the administration earned the titles of Certified Diversity Professionals and Certified Diversity Executives.

We also welcomed Lolo Arevalo, the new Equity, Diversity, Access, and Inclusion administrator for BHA, as well as John Levi, in the same position for Eastern State Hospital.

Our facilities also play a critical role in how we transform behavioral health in our state, and in 2022 we continued to make progress toward bringing new facilities online. The Western State Hospital Master Facilities Plan was approved by the City of Lakewood, paving the way for the construction of the new 350-bed forensic hospital in the coming years. A conditional-use permit was also approved in Clark County for the construction phase of three 16-bed residential treatment facilities there.

We continue to do everything possible to create immediate bed space for transferring current felony civil conversion patients to allow for more admissions, specifically competency restoration. We are excited about opening 58 beds at WSH and 16-civil conversion beds at Maple Lane in 2023, fortifying our ability to admit more competency restoration cases.

These benchmarks and achievements are just a few examples manifested in this report of the heartfelt commitment of everyone in the administration. We hope you continue to follow along as we transform lives throughout Washington. Thank you.

Fondly,

*Jilma Meneses, Secretary
Department of Social and Health Services*



This year as an organization we have made leaps and bounds in reaching new milestones and laying the foundation for a more sustainable and agile Behavioral Health Administration. We have embarked on a journey that will revolutionize how we provide care through the modernization of facilities and technology and reshaping how we serve those in our care and our communities.

In 2023 we will see some of the fruits of our labor come into clearer view as we open the doors of our new Civil Center for Behavioral Health at Maple Lane and as we open two new forensic wards at Western State Hospital. These milestones are a reflection of the greater changes taking place within our organization as we operationalize our mission to transform lives through transformative care. Through continual dialogue with staff and review of our practices, we have been able to identify areas of change, sustainable solutions, and practical applications. This includes improving how we manage patient health records, communicate and report incidents, and provide more normative therapeutic facilities for our patients.

The advancements we've made this year as an organization came about amidst daunting challenges as many COVID-19 restrictions are still in play, extreme staffing challenges put an incredible strain on our personnel, and we face an overwhelming rise in demand for behavioral health services. Yet, through resiliency and cohesive teamwork we are reshaping processes through projects such as improving treatment plans and progress toward trauma-informed care.

Change cannot and does not happen overnight. More importantly lasting change sometimes takes the longest and is the most difficult to make. However, I believe the changes we are implementing are not only sustainable but will over time accrue compounding benefits by directly and indirectly increasing care capacity, streamlining treatment and documentation, improving the work-life balance of staff, increasing safety, modernizing technology, improving communications, and increasing the quality of care.

While it's humbling to take part in these statewide initiatives and be at the forefront of these revolutionizing organizational changes, it is most humbling to be a part of a team who cares. A team that listens to the needs of patients and the needs of the community. A team that advocates on the behalf of those that cannot. And a team of dedicated professionals that provides transformative care around the clock. Thank you all for being a part of the Behavioral Health Administration and carrying out our mission daily in amazing ways amidst the challenges. I am both confident and excited to see what new heights we can achieve in 2023.

*Kevin Bovenkamp, Assistant Secretary
Behavioral Health Administration
Department of Social and Health Services*

DSHS Goals

PUBLIC TRUST: Strong management practices ensure quality and efficiency.

HEALTH: Each person and each community will be healthy.

PROTECTION: Each person who is vulnerable will be protected.

QUALITY OF LIFE: Each person in need will be supported to attain the highest possible quality of life.

SAFETY: Each person and each community will be safe.



BHA Goals

MISSION: To transform lives through dedication to the wellness of individuals, their families and the community through behavioral health intervention, treatment and education.

VISION: People are healthy because we provide safe treatment and recovery resources. Communities are safe because of the services we provide. People in our care and custody are safe and supported. Taxpayer resources are guarded.

VALUES: Compassion and Hope, Safety and Concern for Others, Teamwork and Stewardship, Transparency, Integrity and Respect, Quality and Innovation.

Collaboration leads to conference submission, potential new treatment model

A team from the Fort Steilacoom Competency Restoration Program partnered with a professor from the University of Alabama to create a new treatment model tailored to competency restoration patients.

Last year they presented what is known as Stephen's Game at the American Psychology-Law Society's annual conference for the pilot program. Currently, they are collaborating on the development of the pilot program to be introduced to FSCRCP.

Dr. Elizabeth Bolinger, the FSCRCP clinical services manager, led a team of psychology associates at the restoration treatment facility in collaboration with University of Alabama researcher Dr. Lauren Kois and some of her graduate students. The group worked together despite being 2,500 miles apart to tailor Michael's Game — the treatment used by BHA as part of the Breaking Barriers Competency Restoration Program that was created for people suffering from delusions — directly to the needs of competency restoration patients.

"The research for cognitive behavioral therapy on psychosis, in general, is vast in terms of reducing delusional conviction and increasing reality testing," said Kois, the director of UA's Collaborative Law and Social Sciences laboratory. "That makes it an effective treatment for people with delusions. In the context of restoration, we want to address the symptoms that are upholding competency. If an accused person is incompetent all or partly due to delusional conviction, CBTp can help get more at the root of the issue, and that will help with competency restoration."

The goal of the team when it presented at the conference in Denver last March was to share the research about Stephen's Game with peers in psychology and possibly inspire a new way of treating competency restoration patients nationwide.

"Stephen's Game was created to improve cognitive flexibility and increase rational thought processes," Bolinger said.

"It's closely tied to the theoretical underpinnings of Michael's Game and heightens it to relate to competency restoration-related delusions and thought patterns."

Michael's Game was created in 2006 by a group of European researchers and uses 80 scenarios that begin with non-emotional and non-psychotic content and progresses to emotional and psychotic situations. The

goal of Michael's Game is to decrease a patient's conviction in a delusion. Bolinger used a glass of ice water as an example of helping a patient deal with delusions: Ice is in the glass when the person goes to sleep, but it's gone when they wake up. A person suffering from delusions might believe the ice was stolen rather than melted.



In Stephen's Game, the scenarios are tailored toward understanding courtroom interactions and how to communicate with the judge and attorneys. No modifications to the structure of Michael's Game have been made, so Stephen's Game could have profound implications in the treatment of competency restoration patients.

"We want to bring attention to the various treatment modalities that are out there for competency restoration and to put this new spin on having it more focused on competency restoration treatment," Bolinger said. "Tailoring it to a competency restoration setting could be more beneficial for treatment."

In addition to getting exposure for the research team and their findings, the conference provided others in the psychology field the opportunity to see the innovative work being done by the Office of Forensic Mental Health Services. Teaming with Kois and her team was a bonus for Bolinger.

"Dr. Kois is building a name for herself, and the University of Alabama has a world-renowned psychology and law research program," Bolinger said. "I think we were lucky she reached out."

Kois said she was excited to team with OFMHS because of its groundbreaking competency restoration work that other states are closely monitoring.

"Compared to many areas of the country, Washington is being very progressive in terms of competency restoration issues," she said. "For years I was eager to integrate cognitive behavior therapy for psychosis into restoration protocols, and OFMHS has been doing it for years, so it was kind of a match made in heaven in that way."

Types of treatment

Psychiatric care

Psychiatrists evaluate, diagnose and treat patients who experience mental health symptoms or conditions. Psychiatrists provide medication therapies to address illnesses such as psychosis, mood disorders and anxiety.

Medical care

Medical team members treat both chronic and acute complex medical illnesses.

Psychological care

Psychologists and psychology associates provide assessment, evaluation, treatment, and consultation.

Social work

Social workers act as liaisons between patients, legal representatives, families and community partners. Social workers also provide support and education to family and primary support people.

Rehabilitative counseling

Institutional counselors provide group and individual treatments to address behaviors and symptoms that are barriers to transitioning back into the community.

Recreational therapy

Recreation therapists provide leisure education, social interaction skills, creative and expressive activities, relaxation and stress management skills, cognitive and mental-focused activities, physical and exercise-based activities and community safety skills.

Occupational therapy

Occupational therapists assist with behavioral and physical health activities by teaching sensory modulation, work readiness, social skills, basic life skills, mindfulness, money management and coping skills.

Substance use disorder services

Substance use counselors provide disorder assessments, psychoeducation and motivational interviewing.

Physical therapy

Physical therapists provide treatment for orthopedic problems, balance and function.

Vocational programming

Treatment focused on developing the tools and skills to be successful in finding and keeping employment.



Treatments provided

- **Medication therapies, education and management**
- **Treatment of chronic and acute medical conditions**
- **Psychological assessments**
- **Group therapies and group education**
- **Individual therapy**
- **Family therapy**
- **Occupational, physical and recreational therapies, substance use disorder services, rehabilitative counseling and vocational programming**

BHA staff member shares her story - Living and thriving in recovery

My name is Rachel Dreon. I am a leader within the DSHS and BHA, a single mother of three successful young adults, a sports lover, an avid traveler and, most importantly, a grateful, recovering addict, and this is my story.

DSHS has been supporting me with services since nearly the beginning of my life.

DSHS has been supporting me with services since nearly the beginning of my life. I was adopted by a loving, supporting family through DSHS and the Washington state foster care system during infancy. On reflection, I have found that I have used nearly every possible DSHS administration for support and services throughout my life. I have used services through the Department of Children, Youth and Families (formerly under DSHS) as a foster child, and then, later in life, as a foster parent. I was provided services by the Economic Services Administration as a young 19-year-old widowed mother needing medical benefits, food benefits and child care subsidies. I have used the Division of Child Support for establishing and maintaining child support services after a divorce. I have used several services funded by the Behavioral Health Administration for community mental health services, parenting classes and substance use treatment programs. Recently, I have used services offered by the Aging and Long-Term Support Administration to

support our family dealing with hospice and an aging mother. I have also used other community social service programs designed to help families who need support, including Social Security Administration benefits for my oldest son, Pell grants and subsidized loans to allow me, and now each of my three children, to get a higher education. I've utilized sober housing programs, subsidized low-income housing and eventually a HUD Section 8 voucher. I used these programs to help me rebuild my life, provide ongoing support for my physical and mental health, and ultimately emerge as a successful, productive member of society.

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Here is a little bit of my story. Adopted at 9 months old by a loving family of educators, I spent my early years engaged in theater arts, music, sports, and visiting our family farm in Iowa during summers. However, as I grew older, I often had trouble feeling like I fit in. In high school, while a successful student, I started using drugs and alcohol to self-medicate and to mask internal feelings and underlying mental health issues (addiction and depression).

After high school graduation, I came home from college after one quarter, pregnant. Within a year of having my eldest son, his father died traumatically from an accident with explosives. I became a teenage mother and a widow; I was without financial support and emotionally devastated. From that day on I used any drug I could find as a coping mechanism to not feel, and it soon got out of control. I eventually ended up as a daily user. In 2003, after adding two more children to my family, and continuing to use drugs, I was arrested and given the opportunity to change my life through the Thurston County Drug Court. This program changed my life, introduced me to self-care, taught me to be accountable, taught me about personal responsibility and allowed me to get access to behavioral health services. Most importantly, drug court introduced and encouraged me to get involved in a 12-step program. Living in recovery is a lifetime process and a daily commitment for me. After several years of hard work and determination, along with the help of Narcotics Anonymous and many community programs, including various services provided at DSHS, I have a life today that I never dreamed would be possible.



BHA's new Equity, Diversity, Access and Inclusion administrator



Lolo Florentino Arévalo

People's Golf Gathering "Out of Bounds Conversation About Race" tournament. He used this platform to discuss race and the importance of dismantling systemic racism.

Prior to serving at the DOC, Arévalo studied clinical psychology at Eastern Washington University and performed his internship

Lolo Florentino Arevalo joined BHA in October as the new EDAI administrator. He has a long history of EDAI related experience. Prior to his hire, he served at the Department of Corrections where he worked on addressing issues of implicit bias and creating equitable hiring practices. Outside of work, Arévalo recently served in his community in the EDAI arena by assisting in the creation of the

work at the Developmental Disabilities Administration Lakeland Village, where his focus was on autism and behavioral treatment methodologies. He was also involved in community impact work with the University of Washington. Receiving a research fellowship from the University of Washington and graduating from the Graduate School of Public Affairs, Arévalo was actively involved in social justice projects, addressing challenges such as social economic disparities and racial discrimination, and promoting equitable leadership development opportunities.

A favorite quote of Arévalo's is by Dr. Cornell West from his recent talk at the DSHS Leadership Summit— "Something is happening in the State of Washington, it's a kind of spiritual and moral renaissance that has something to do with staying in contact with the humanity of people." Arévalo shared, "Dr. West's words resonated with me. Washington state and its leaders, including those at BHA, have illustrated such a strong unified vision of courage and compassion for the work of EDAI, that I feel honored to be a part of it."

BHA staff become certified diversity professionals, executives

In February, the Behavioral Health Administration's largest cohort to date was recognized in a virtual presentation for their diversity certifications. Seven staff members from across the administration earned the titles of certified diversity professionals and certified diversity executives.

"You are bringing to . . . DSHS — to our work — your own perspective, your own way of processing and seeing the future, and we appreciate it so very much," said Theresa Powell, DSHS's senior director of the Office of Equity, Diversity, Access, and Inclusion.

The program requires that all participants not only complete coursework and pass certification exams, but also develop and implement EDAI projects.

For Darla Dawson, forensic admissions coordinator with the Office of Forensic Mental Health Services, that meant conducting a survey with residential treatment facility staff on their workplaces' EDAI climates. Her research found that while 89 percent of staff felt encouraged by their managers to discuss different ideas, and 75 percent felt they could bring their whole self to work, 32 percent did not feel they could share difficult topics with their teams. Dawson presented the survey findings to OFMHS leadership to help inform their future EDAI efforts.

Other BHA staff who presented their projects during the virtual ceremony included Jenise Gogan, BHA's then-director of community transitions. She partnered with Simone Gardner, Eastern State Hospital's then-director of social work, and Dave Chipchase, Western State Hospital's director of workforce administration, to develop a proposal for staff career advancement opportunities.

Gogan shared that within BHA, the most diverse group of employees are people in entry-level positions. The question became how to provide better mentorship and resources to these staff.

"We developed a pilot project that includes surveying staff at entry-level positions about where their interests lie, how they would like to be involved in the pilot, and what they would like to see included in the pilot," said Gogan. "After the pilot, the project will look at employee engagement, retention levels, and staff morale and engagement."



45 Years of Transforming Lives

One of the best things about May is that it is the month set aside to honor nurses. According to the latest annual Gallup rating of various professions, nurses lead the nation in ratings for honesty and ethics for the 20th consecutive year. Why is this? I believe that it's because we treat our patients like we would want a nurse to treat our family.

After 45 years of being a nurse, I can honestly look back and say that nursing has always been my plan A. I can't remember a time of not wanting to be a nurse. In high school, I took an elective to work in the health room — the school nurse was my hero — and I volunteered as a candy striper. Early in my career as a nurse I started working in the emergency department and, at the time, thought this is where I would continue to work my entire career. But life happens and plans change.

When my daughter was born, I switched to employee health for a better life balance, which led me to infection prevention. At that time, we were right at the beginning of treating HIV cases. We didn't even have safety needles or needle boxes, and I got to be a part of that culture change by getting needle boxes at bedsides and teaching about bloodborne pathogens. From then on (except for a short stint as a school nurse), I worked in infection prevention/employee health, including through the H1N1 and Ebola scares. Eventually, I took a position at Western State Hospital as the director of infection prevention; while there, the COVID-19 pandemic began. I've always enjoyed the aspects of infection control which include researching and solving challenges, autonomy, and using my expertise.



Karen Pitman

// In general, my career as a nurse has taught me a lot about medicine, human nature, leadership and kindness. I'd like to share a few of those thoughts with you. While I don't pretend to have all of the answers, I have seen and experienced a lot. //

For those who are in small fields like infection prevention, you may find yourself the only person in your field in a facility. My advice to you is to network, network, and network. Find your peers and share with them your challenges and your planned courses of action. Connect to professional organizations. It's still important to do your own research, but consulting with your peers can be immeasurably valuable.

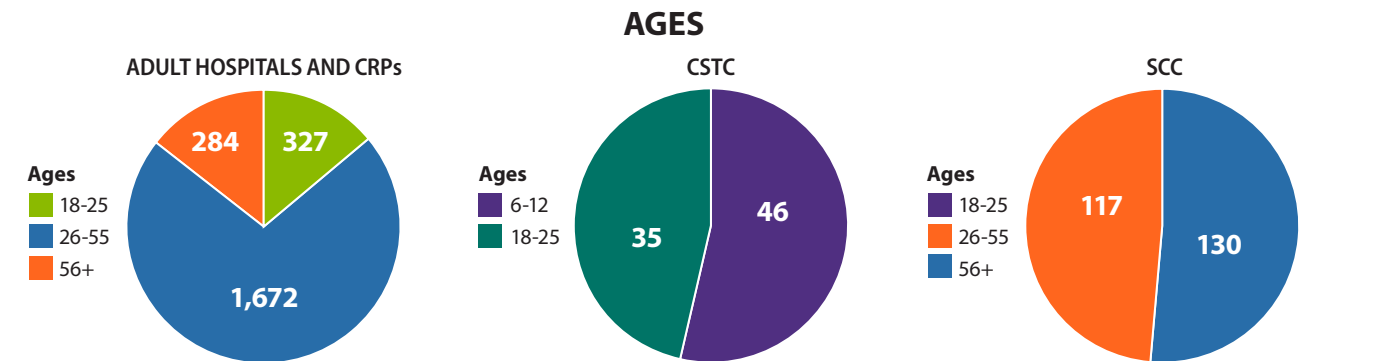
To new nurses in general, I would encourage you to find mentors who you trust. I remember working at a hospital as a nurse leader when one day while rounding I met a new nurse whose hands were literally shaking because she was so afraid of doing something wrong. She needed help with time management especially. I encouraged her, as I would with all new nurses, to find a mentor for at least the first year to vent to and to ask for advice from.

For mid-career nurses, I would encourage you to trust your gut instinct. If you feel something is off with a patient, don't be afraid to move that concern forward. My other piece of advice for more seasoned nurses is to be on the lookout for burnout. I once saw a nurse in an ER be very callous with a young mother. The nurse was clinically skilled, but lost some of her compassion when this mother with two kids in tow didn't follow the rules at the time of getting a Medicaid clearance to go to the ER. The nurse berated the mother, who was just trying to get care for her child. Now I can see that the nurse was burned out and that she probably didn't realize it (which can be all too common).

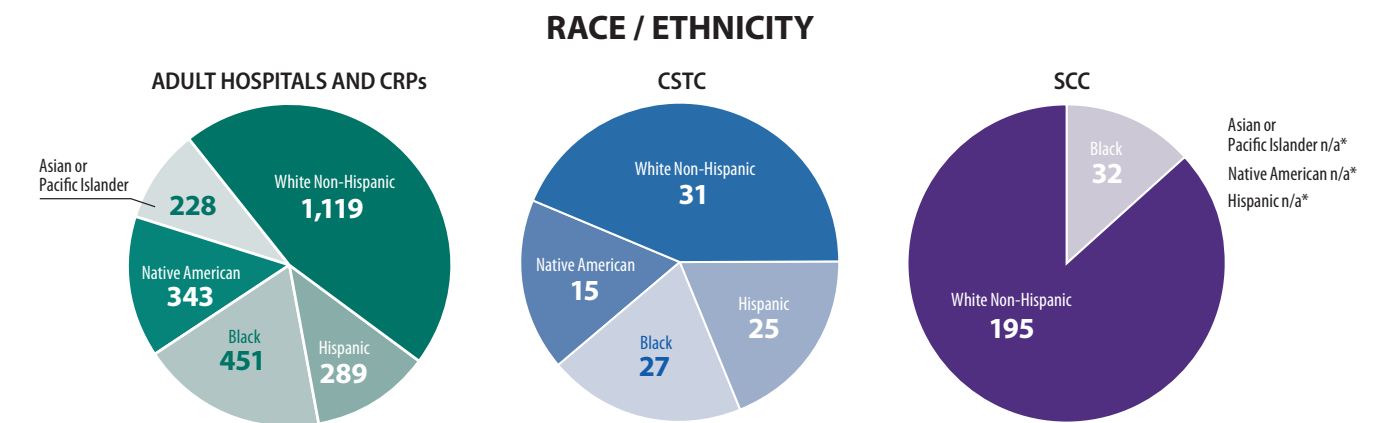
I have been a nurse for 45 years and have never regretted it. I have learned a lot about compassion, empathy, leadership and team building. I have learned that being a patient advocate is one of the greatest gifts I have been given in my life.

Who we serve

BHA strives to provide culturally aware and competent care to a diverse patient population that spans different ages, genders and races/ethnicities.

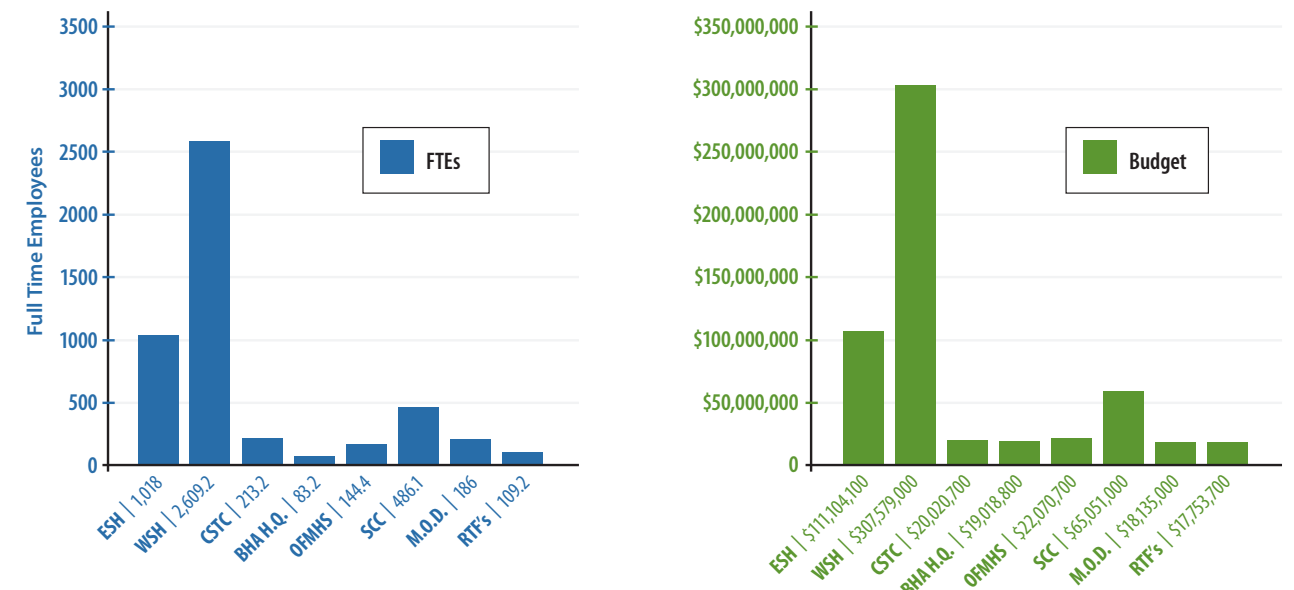


*DSHS does not report demographic information in numbers below 10.



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* A small number of patients who move between facilities may be counted more than once.

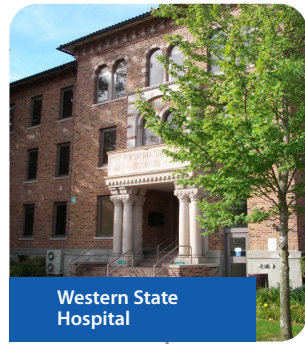
OPERATING BUDGETS | FY2022*



KEY
CRP Competency Restoration Program | CSTC Child Study and Treatment Center |
ESH Eastern State Hospital | MOD Maintenance and Operation Division | OFMHS Office
of Forensic Mental Health Services | SCC Special Commitment Center | WSH Western State Hospital



Special Commitment Center



Western State Hospital



Eastern State Hospital



Ft. Steilacoom Competency Restoration Program



Maple Lane Competency Restoration Program



Child Study Treatment Center

Planned and pending facilities

FACILITY	BED COUNT	OPERATED BY	CONSTRUCTION START	PATIENT ADMITS
Maple Lane Civil RTF	16	DSHS/BHA	October 2021	Winter 2023
Maple Lane Columbia Cottage	30	NGRI DSHS/BHA	September 2022	Fall 2023
Clark County Civil RTF	48	DSHS/BHA	Spring 2023	Winter 2024-25
Forensic Hospital	350	DSHS/WSH	Spring 2024	2027-29

Maple Lane School honors past while celebrating a bright future

Established more than a century ago in 1914, the sprawling 160-acre campus of Maple Lane School in Centralia opened its first government facility as a training school for girls. Today, Maple Lane School is home to the Maple Lane Competency Restoration Program, which provides court-ordered psychiatric care to patients undergoing competency restoration and the campus is preparing to soon open its doors to a wider array of forensic and civil psychiatric care.

The campus is undergoing major infrastructure updates, and in February 2023 a new long-term, civil community-based residential treatment facility will open. Construction has also begun on the renovation of a new patient treatment mall and a new forensic mental health treatment center for patients who are found not guilty by reason of insanity (NGRI).

“We help give folks clarity about their situation so they can move forward,” said Mandi Maycumber, Maple Lane Competency Restoration Program residential services manager. “We give them a therapeutic way out into hopefully a better and happier life.”

Currently, the Maple Lane Competency Restoration Program can treat up to 30 patients at a time who are found to be non-competent.

Expanding care to civilly-committed patients, the new state-of-the-art, eco-friendly Maple Lane community residential treatment facility will have 16 beds and provide community psychiatric care for patients who are committed for 90–180 days. The mission of the facility will be to create



a safe and secure treatment facility where patients will be provided individual-centered care which recognizes their humanity.

The planning for the facility was extensive and comprehensive, taking into consideration best practices for residential care, aligning or exceeding industry standards, and ensuring a safe and therapeutic environment that would alleviate patient aggression and stress due to seclusion or isolation. Aligning with these measures, the facility will have community spaces for patients, outdoor areas accessible to patients, views of nature, and access to natural light. There was also an intentional effort made to reduce environmental stressors through noise reduction and limiting patient density.

“This project is one example of how we as a department are aligning with the governor’s priorities by building sustainable infrastructure, which aligns with our vision for creating a safe, comforting, and healing experience for our patients,” DSHS Secretary Jilma Meneses said.

As Maple Lane staff look to the future, there are hopes and plans for other new facilities and services being added to the campus.

The new community civil treatment center at Maple Lane will start admitting its first patients in February.



Civil War Veteran recognized with headstone at ESH



U.S. Army Captain John G. Kribs died at Eastern State Hospital on April 23, 1901. But it wasn't until 18 months ago that anyone knew he was there.

However, the dogged determination and research of Chandra Prater not only helped locate his remains but also revealed the life of a man who fought in two of the most important battles in the

history of the nation. Prater, a member of the Daughters of the American Revolution, laid a wreath after a headstone was placed at his grave on Sept. 27.

"I have to say that it may have turned into a little bit of an obsession," said Prater, who drove to Spokane from her home in Olympia to place the wreath. "But it's always felt like a worthwhile effort."

DAR is a lineage-based membership service organization for women who often are directly descended from a person involved in past U.S. service during the American Revolution. While conducting online research about two years ago, Prater happened to stumble across Kribs.

"It showed he was buried at Eastern State Hospital," she said.

Born in Ontario, Canada on April 5, 1841, Prater's research uncovered that Kribs' family moved to Elgin, Illinois in his early childhood. By the start of the Civil War in 1861, Kribs and his brother Aaron enlisted in the Union Army. Before the war ended, Capt. Kribs fought in the battles of Antietam and Gettysburg.

Along the way, Kribs oversaw the recruitment of African American men to the Union ranks as part of what was then known as the U.S. Colored Troops.

Following the war's end in 1865, Kribs returned to Elgin and became an attorney. Then, after what appeared to be the successful start of a career, Kribs suffered a pair of traumatic events. The building where he practiced law caught fire and burned, and not long after, his wife died three days after giving birth to a daughter.

As is customary with genealogical research, Kribs' whereabouts are somewhat spotty, according to Prater. What is conclusive though is that by the late 1800s, he was committed to Western State Hospital before being transferred to Eastern State Hospital not long after it opened.

Now, more than 121 years later, Prater feels honored to recognize Kribs for his service.

"I hope it brings him a little peace," she said.

ESH welcomes EDAI administrator to team

One of the key actions outlined in the DSHS Truth, Social Justice, and Anti-Racism three-year action plan details an effort to foster an environment for brave conversations and to embrace discomfort.

Equity, Diversity, Access, and Inclusion Administrator John Levi III is now at the center of this environment at Eastern State Hospital in Medical Lake, and he couldn't be any happier.

Levi joined the ESH team June 1 and is a key piece of the Behavioral Health Administration's commitment to combatting racist policies and systems that deter from overall equity and inclusion.

"I believe in truly building relationships to help understand our life experiences and how those play into the greater good of seeing people for people," Levi said.

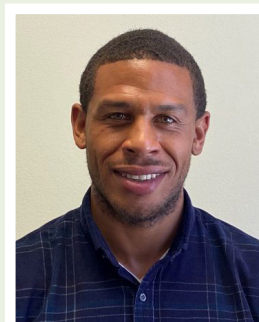
Levi, a Tacoma native and graduate of The Evergreen State College in Olympia, comes to DSHS/BHA after stints working in community engagement and on EDAI efforts for Elevate Health of Pierce County and as a site coordinator for Communities in Schools of Tacoma. During his college years, he interned at the state Capitol and for former Tacoma Mayor Marilyn Strickland.

He is excited about the opportunity to incorporate conversations about equity, diversity, access, and inclusion concepts in team meetings — and to be a catalyst to get staff engaged in this important effort.

"Humanity brings us together. It's about listening to our differences and breaking down barriers to understanding," said Levi, the hospital's first EDAI administrator.

By coming together and seeing commonalities, "we won't be impacted by human behaviors that are negative," Levi said.

For more information on BHA's commitment to EDAI, click [here](#).



Eric Carpenter

DSHS announces new Eastern State Hospital CEO

The Department of Social and Health Services has hired a new chief executive officer at Eastern State Hospital.

Eric Carpenter, who brings with him years of healthcare executive leadership in both behavioral and community health, officially started with the department's Behavioral Health Administration on June 1.

Most recently, he was the senior leadership executive of planning and operations for various healthcare systems and nonprofits across the United States.

Previously, Carpenter was the chief executive officer of the Massachusetts Department of Mental Health Worcester Recovery Center and Hospital, where he provided direct oversight of management and strategic leadership for clinical operations, budgets, programming, human resources, contracted services, and infrastructure.

"Eric's many years of health care executive leadership experience and his extensive knowledge of behavioral and community health make him an ideal fit to lead our staff at Eastern State Hospital as we continue to transform behavioral health in our state," DSHS Secretary Jilma Meneses said. "It takes very special people to work with our patients. We believe Eric has the knowledge and compassion to lead our staff and give them the tools and the resources they need to better serve our patients."

"We're looking forward to Eric leading our ESH team and leveraging his extensive knowledge of state and federal health care policies and regulations, third-party payers, and Joint Commission accreditation to benefit both the hospital and our entire administration," said Kevin Bovenkamp, Assistant Secretary for BHA.

Carpenter completed a Bachelor's of Public and Health Services Administration and a Master's of Public Health Administration, Health Services, and Nonprofit Administration from Roosevelt University in Chicago, Illinois. He also completed an Executive Management and Leadership Program at Furman University in Greenville, South Carolina.

Tony Bowie served as Interim Chief Executive Officer during the search for a permanent CEO at Eastern State Hospital.

ESH staff play family feud at employee appreciation event

The Westside Annihilators saved their best effort for last. And they have Val Beecher to thank for it.

The certified occupational therapy assistant carried her Westlake campus teammates to a stunning 738-472 comeback victory against the Eastlake campus Accidental Volunteers in the debut edition of the Eastern State Hospital Family Feud contest on Aug. 25 and 26.

Playing the role of Steve Harvey — and original host Richard Dawson — ESH CEO Eric Carpenter served as contest moderator both days.

A 23-year employee of ESH, Beecher scored all her team's points in the last round of questions from Eric.

"You know it's all for fun, but I did get a little nervous there at the end," Beecher said. "Yes, I absolutely felt some pressure."

Though the Annihilators approached the stage with synchronized struts as they took their seats, their confident postures soon shriveled as the Accidental Volunteers raced to a 316-0 lead after the first three rounds.

"It felt great to win the championship," Beecher said. "Being the smaller campus, we felt like we represented the underdog."

The day before, the Westside Annihilators beat the Westlake CoyOTes to earn a spot in the championship match.

Eastern State Hospital Family Feud was part of a two-day employee appreciation event that featured a company barbecue that saw hundreds of employees gather across a total of six events.



"It felt great to win the championship."

— Val Beecher

Secretary Meneses visits Western State, Child Study and Treatment Center



Secretary Gilma Meneses visited Western State Hospital and the Child Study and Treatment Center on March 16 and 17 for the first time since she joined the Department of Social and Health Services in January.

Her inaugural visits included tours of

patient wards and milieus, meetings with leadership, and an open-house-style staff meet-and-greet at WSH's gym.

"We have such amazing people here," Meneses told the crowd of staff members from CSTC and WSH. "As I've said to so many of you, yesterday or today, you are working with a very complex population defined as patients — very, very complex — and it takes very special people to work with our patients. Not just anybody can do your jobs ... It takes an immense amount of emotional intelligence; it takes immense amount of compassion; it takes an immense amount of integrity; and it takes an immense amount of dignity; and that's what you all carry in common.

Meneses also spoke about the need to offer staff good infrastructure and the right tools to become more successful in their roles.

"Kevin and I, we're going to work very hard to listen to you to see what we can do to help to give you many tools to get your jobs done ... you absolutely need an electronic medical record system," she said.

Meneses said that in addition to establishing an EHR, another goal she has for BHA is to acquire a modernized incident reporting system that works, gives proper notifications, and isn't laborious.

"I would like to see more modernization across BHA in regard to technology and infrastructure so that people have the tools to do their job better, more efficiently and safer," Meneses said.

The secretary left the staff with accolades for the work they do every day and the spirit in which they do it.

"You should not only be very, very proud of what you do, but you also should continue with that courage and that stamina and that tenacity you carry."

Pongo Poetry Project



Pongo Poetry Project's mission is to engage youth in writing poetry to inspire healing and growth. For over 20 years, Pongo has mentored poetry with children at the Child Study and Treatment Center, the only state-run psychiatric hospital for youth in Washington State.

MOM, IF YOU KNEW ME

by a young person at CSTC

You see that I hurt
You see that I struggle
Like self-harming
Like being aggressive
Pushing people away
Punching
A mother bear defending her cubs
But defending myself
Because you don't know me

You would know me if
You knew how hard it was to open up and trust people
When you do open up you just get hurt again
Opening an old wound
That just keeps bleeding and won't stop
Like there's no hope for anything to get better
Anything to change

You see that I shut down
Self-isolating
Not talking
Not eating
You see that I cry
Because you don't know

You would know me if
You knew how I laugh
Joking with my friends
Hanging out with my siblings

You would know me if
You knew how I love music
Listening to Matthew West
Playing the flute
Calming me down
Making me happy

You would know me if you knew how much I loved you.

Special Commitment Center Fire Department rescues two young boaters

A 911 call on May 18 led to the Special Commitment Center Fire Department rescuing two young brothers stranded on a sailboat in Puget Sound.

Although the day started off windy, when the wind calmed down the 17- and 10-year-old boys decided to go sailing. When they got about a quarter mile offshore, the wind kicked up, caught their small sailboat's aluminum mast and bent it, according to SCC Fire Captain Aaron MacLean. The boys' boat got caught in unusual winds coming from the south which, combined with tides coming from the north, defied their efforts to paddle to shore.

"It could've gone south real fast," said MacLean.

Fire Lieutenant Esmeralda Martinez answered the call from the Pierce County Sheriff; it was her first day on duty as a permanent member of the department. The boys were near the south of SCC's McNeil Island, just 10 minutes away via boat. Martinez joined Assistant Chief Joseph Dilley as crew on the fire boat as MacLean took the helm.

When they arrived, the crew found that the boys' boat was taking on water. MacLean needed to get close to the boys' sailboat safely, taking into account that the SCC's fire boat design makes it trickier to steer in the wind.

"The problem that I was fighting the most was being able to maneuver close to them, with the same problems they

were having of winds coming from the south and tides going to the south... we got about 15 feet or so (away from the sailboat) and were able to throw them a rope," he said.

The SCC fire boat was low enough to the water that the boys were able to walk on the ramp, and Dilley was able to get the tow line attached to the sailboat.

For Martinez, the rescue was "just another day on the job ... it just felt like a normal call, just something that we would naturally do."

MacLean echoed that thought.

"It's not only part of the job, but that's why we train, that's why we try do as much public outreach as we can just to keep people safe. That's why we're here; that's why I do what I do, is to help."



Commentary by Tabitha Yockey, BHA, Special Commitment Center, chief of Secure Residential Operations

The staff members at the Special Commitment Center personify perseverance, strength, and dedication; 2022 has proven to be one of the most challenging and demanding years to date with COVID-19 restrictions, the staffing shortage, and the most impactful- the change in leadership. However, the staff remains steadfast in their goal to do good work, braving the daily commute to McNeil Island, the chilly temperatures during the winter months and the pesky raccoons to make sure that the residents are taken care of.

COVID-19 restrictions have resulted in limiting operations, yard times were shorted, staff were limited to the units that they could work on, and treatment groups were put on hold.

Staffing shortages have resulted in staff working a lot of overtime, presenting challenges for a work/ life balance. However, we are actively recruiting on an ongoing basis and seeking innovative ways to hire more staff.

Despite the many challenges that come with navigating the waters of SCC, our dedicated team of professionals has shown themselves up to the task and continues to provide first-rate care to our unique population of residents. The stability and dependability of our team ensures that the SCC population remains secure and appropriately progressing in their treatment.

Nothing happens without our team. I want to recognize every member of our team from our security team to our nurses; thank you for what you do every day. Thank you for helping to transform lives and make our state a great state to live. And as I always say teamwork makes the dreamwork, and we are proof of that at the SCC.

Western State Hospital staff coordinates patient holiday

Each year Jodi Douglas, Director of Employee Engagement, and volunteer ward coordinators support a holiday gift event for Western State Hospital patients. For this event, each eligible patient chooses three gifts from a list of gift offerings; those not eligible to receive gifts are given treat bags filled with candy and drink packets. For nearly a decade, three special communities, Langley United Methodist Church, Saint Hubert's Catholic Church, and Trinity Freeland Church, have provided ample donations to support this event. Over several years, Kristi Etzell has helped coordinate and gather donations like socks, slippers, sweats, journals, wallets, watches, coloring books and calendars.

Many of the community members of Whidbey Island have personal connections to Western State Hospital, either as former employees or relatives of current or former patients. Whidbey Island is a community connected to the work and mission of all who advocate for better mental health resources. These Whidbey Island church communities feel "blessed to be a blessing" to all patients, staff, and families at Western State Hospital. It takes a host of folks to make this event successful. The Patient Holiday would not be possible without the gracious ward coordinators, or generous donors like those from Whidbey Island.



Western State Hospital staff help patient give special gift to kids battling medical hair loss

Western State Hospital beauticians Celina Shrader and Danyell Elwell, who are certified to collect hair for the Wigs for Kids, got the green light to collect the first locks of hair from a patient at the hospital.

The beauty salon closed during the height of the pandemic, so for several months, Shrader and Elwell have coached patients on ways to keep their hair clean, healthy, and untangled.

To donate, hair must be provided in a special way called "harvesting." The method ensures hair arrives clean, dry, and without any mold or damage. Donating requires 12 inches of useable hair, and six ponytails can make up to 30 hair pieces.

"Some of the patients were super excited when they learned about the program," Shrader said. "We showed them how to braid their hair and provided light trims every few weeks so when the time came they (and their hair) would be ready."

The pair's advice paid off and on Aug. 19, the light turned green, and they collected some beautiful hair from patient Jared Standley. When asked if his hair donation story could be shared, Standley emphatically said yes.

"I would like to have my experience broadcasted to add momentum and energy to others who might also donate," Standley said.

Each wig costs about \$1,800 to make and is custom-made, and hand-tied with human hair. The program provides the hairpiece and accessories to the child free of charge.

Wigs for Kids is a nonprofit organization that provides hair for children who cannot grow their own due to medical reasons (i.e., alopecia, trichotillomania, or chemotherapy treatments).

"We all feel better when we look better," said Shrader. "And that goes for you, me, patients, and kids suffering from hair loss. The Wigs for Kids program lets patients help others who also suffer from self-esteem issues because of their own illness."

To learn more about the Wigs for Kids program, visit the organization's website at www.wigsforkids.org.



Center for Forensic Services formally renamed Gage Center of Forensic Excellence

Following the announcement that Dr. Bruce Gage had a terminal illness in 2020, DSHS leadership decided to name the new forensic center at Western State Hospital (the building he worked in for many years) after him.

"I am deeply honored and touched by this appreciation of my work in the field. It is hard for me not to feel that so many others are more or just as deserving. The Center for Forensic Services was a wonderful place to be for all those years I was there and it really felt like we built something strong and valuable. It was the greatest teamwork experience I have ever had in my career," said Dr. Gage when he learned of the dedication.



In April 2021, Dr. Gage passed away before a formal ceremony could be held. More than a year later, July 11, 2022, following what is hoped to be the worst of the pandemic, DSHS welcomed Dr. Gage's family, friends, and colleagues to WSH's campus to formally rename the Center.

Approximately 100 attendees from Western State Hospital, the Washington State Department of Corrections, the National Association of Mental Illness, and his family gathered to pay their respects and honor the late doctor. The Gage Center CEO opened the event and introduced both secretaries of DSHS and DOC as keynote speakers.

"Though my journey here began after Dr. Gage passed," said DSHS Secretary Meneses, "I've learned from many, that he was a tremendously smart, caring person whose mark on the world made a better place for all us – now and for years to come."

"Though my journey here began after Dr. Gage passed," said DSHS Secretary Meneses, "I've learned from many, that he was a tremendously smart, caring person whose mark on the world made a better place for all us – now and for years to come."

Department of Corrections Secretary Cheryl Strange, who worked with Dr. Gage while serving in roles at WSH in her past, spoke of his commitment.

"Bruce Gage spent an entire lifetime ensuring anyone with a mental illness caught in the criminal justice system was treated with the best medical, biological, neurological science had to offer," Strange said.

In a touching tribute, Jim Bloss of NAMI, presented Dr. Gage's wife, Indra Finch, with the 2021 Exemplary Psychiatrist award.

"Bruce taught me that sometimes you have to speed up to avoid the calamity," said Dr. Finch as she accepted the award. "Do something counter-intuitive – creative. He was a man who lived life to the fullest, could be a provocateur to get the best out of people, and never settled for less."



Trueblood Phase 3 recommends extending services to five new counties: Thurston, Mason, Kitsap, Jefferson, and Clallam

After an extensive planning period, and more than three years of progressive improvement and implementation of Trueblood Contempt Settlement programs to expand forensic behavioral health services, Washington state, and Disability Rights Washington announced their recommendation for extending programs to five additional counties in July 2023.

The state agencies tasked with implementing the orders – the Department of Social and Health Services, the Health Care Authority, and the Criminal Justice Training Commission – are now setting their collective sights on applying the best practices learned during Phase 1 and Phase 2 as Trueblood-required programs are recommended to be implemented in Thurston, Mason and the Salish Region (Kitsap, Jefferson, and Clallam counties) as part of Phase 3, which will begin July 1, 2023.

“The rollout of Phase 3 of the Trueblood Settlement Agreement highlights our efforts toward implementing new services for those who are involved in the criminal court system and need behavioral health treatment,” DSHS Secretary Jilma Meneses said. “Faced with new and unexpected challenges as we continue to work to transform the behavioral health system in Washington, I’m proud of how our department continues to strengthen relationships with our partners in the Settlement Agreement in order to serve those most in need. This next phase is critical as we continue to fund existing programs while reaching new counties and cities throughout the state.”

Phase 3 will also provide additional funding to existing programs implemented in Phase 1 (serving Pierce, Spokane, and Southwest regions) and Phase 2 (serving King County) to better improve and expand services in those regions. Programs that will receive additional funding include Forensic Housing and Recovery through Peer Services, Outpatient Competency Restoration Program, Forensic Projects for Assistance in Transition from Homelessness, and the Forensic Navigator Program.

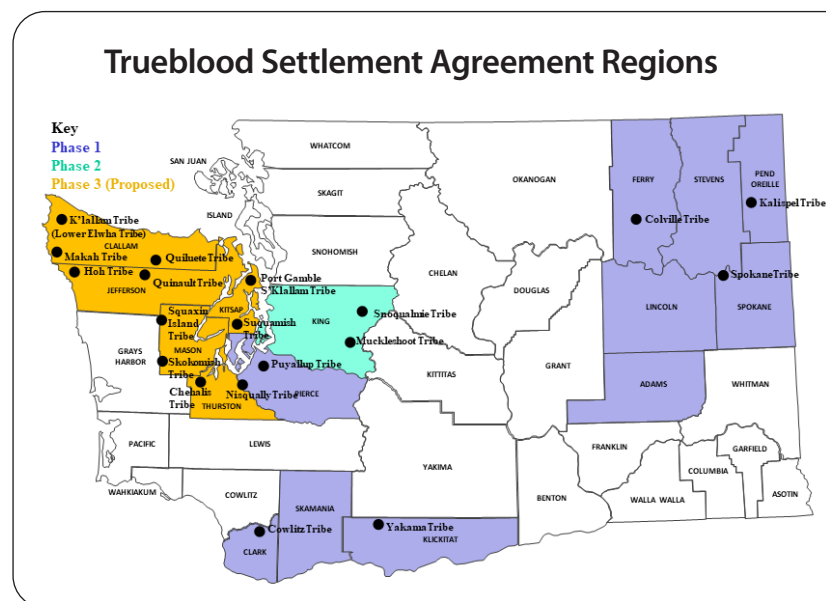
The Trueblood vs. DSHS lawsuit challenges unconstitutional delays in competency evaluations and restoration services. The state has been ordered to provide court-ordered competency evaluations within 14 days and competency restoration services within seven days.

“A major key to reducing the demand on competency services is to continue to intervene as early as possible within the intersection of law and behavioral health,” said Dr. Tom Kinlen, BHA director of the Office of Forensic Mental Health Services. “The investments and resources employed in Phase 1, 2, and hopefully in Phase 3 continue this work to help improve services for one of the most vulnerable populations in Washington.”

FHARPS and FPATH prove to continue to be successful in Phase 1 and Phase 2. FHARPS secured or stabilized housing for 651 people since it began offering services in March 2020, while FPATH has outreached 875 clients since its inception.

“I commend the continued partnerships and progress made over the last three years to transform the way our behavioral health system intersects with the criminal legal system,” said Keri Waterland, assistant director of HCA’s Department of Behavioral Health and Recovery. “Over the past three years, HCA and DSHS have continued to work together to encourage and support people through and out of the forensic mental health and legal systems into the best possible services in their chosen home communities. Our priority continues to be to collaborate, lead, and manage solutions that improve public behavioral health services for people of Washington State who are at the intersection of behavioral health and the law.”

The first phase of the Trueblood project included Pierce, Spokane, Clark, Skamania, Klickitat, Ferry, Stevens, Lincoln, Adams, and Pend Oreille counties. Phase 2 included all of King County. Phase 3 will extend to the following counties: Clallam, Jefferson, Kitsap, Mason, and Thurston. Trueblood Settlement programs will extend to 16 counties in total by the end of Phase 3.



BHA welcomes new and newly appointed team members to new roles

Important New Team Members and Promotions

- **Lolo Florentino Arévalo** joined the BHA as the first-time Equity, Diversity, Access, and Inclusion Administrator; he previously at the Department of corrections addressing issues of implicit bias and equitable hiring practices.
- **Jenise Gogan**, was appointed to serve as Special Assistant to Deputy Secretary Sjan Talbot, to oversee civil and forensic RTFs.
- **Morgan Williams** joined the BHA as the new HR Business Partner with the BHA HR Business Partner Team in December. She joins the team from a local software company where she was the HR Director.
- **Aaron Goddu**, former BHA Civil Bed Capacity Manager, was appointed as interim Director of Community Transitions.
- **Simone Gardner**, former ESH Director of Social Work, was appointed to serve as a Special Assistant to Assistant Secretary Kevin Bovenkamp where she will work on the development and implementation of a new statewide discharge tracking system.
- **Dr. Joe Kosmach** was welcomed to the team at WSH as the new Chief Medical Officer for the Civil Center of Excellence.
- **Casey Anne Gilling-Allen** was selected to serve as Interim Chief Nursing Officer for the Civil Center of Excellence. She will be replacing Nora Hennecken, the former CCE CNO.
- **Marissa Colorado** has accepted the position of Interim Chief Quality Officer for the WSH Civil Center of Excellence. She previously served as Director of Certification and Accreditation.

Wallace embraces new role as deputy assistant secretary

Following a competitive recruitment and interview process, Shannon Wallace was appointed as the new Deputy Assistant Secretary. BHA is experiencing unprecedented growth and change, with even more exciting initiatives on the horizon. Given this period of transformation of BHA’s facilities and programs, we made the decision to establish an additional Deputy Assistant Secretary position to help focus resources and to lead project planning.

Wallace comes to her new role with more than 20 years of experience spanning government, private and non-profit sectors in the fields of public administration, policy development, strategic planning, and organizational effectiveness. She joined BHA six years ago, serving first as the legislative affairs manager, in her current role as the chief administrative officer, and also as the interim Deputy Assistant Secretary for approximately eight months. She previously served as the director of strategic operations and policy with the Washington State Employment Security Department, as a communications and strategic initiatives manager with the Economic Services Administration, and as a public affairs manager with Pioneer Human Services, a nonprofit providing services to veterans, at-risk youth, and people who were previously incarcerated.

Shannon brings existing positive relationships with key leaders across state government, Lean principles, and strong leadership experience.

Wallace brings existing positive relationships with key leaders across state government, Lean principles, and strong leadership experience. She has a Master of Public Administration and a Bachelor of Arts in Political Science and Communications and is a Certified Diversity Executive and Lean Six Sigma Green Belt.

Wallace began her new role December 1. Please join me in welcoming her as our newest BHA Deputy Assistant Secretary.

— Kevin Bovenkamp



Shannon Wallace



Washington State
Department of Social
& Health Services

Transforming lives

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