



Shaping Our Future

Living Our Values to Address the Biggest Behavioral Health Needs of the People and Communities We Serve



Partnership In Action

ADVOCATING FOR SWEEPING NEW MENTAL HEALTH LEGISLATION IN PARTNERSHIP WITH THE STEINBERG INSTITUTE, THE KENNEDY FORUM, AND CA DEPUTY SECRETARY OF BEHAVIORAL HEALTH.



Service In Action

FILLING GAPS IN SERVICE DELIVERY BY LINKING JUSTICE-INVOLVED CLIENTS IN ORANGE COUNTY, CA, WITH PEER STAFF WHO CAN CONNECT THEM TO COMMUNITY RESOURCES.



Excellence In Action

REVAMPING THE CRISIS CARE CONTINUUM IN SANTA CRUZ COUNTY, CA, WITH COORDINATION BETWEEN THE SHERIFF, COUNTY MENTAL HEALTH, AND COMMUNITY HOSPITALS.



Respect In Action

CELEBRATING THE SUCCESS OF OUR CULTURAL HUMILITY, EQUITY, AND DIVERSITY INITIATIVES IN PIERCE COUNTY, WA, BY INCLUDING MORE DIVERSE PERSPECTIVES AND LIVED EXPERIENCE.



50%

REDUCTION IN REGISTRY SPENDING BETWEEN Q1 AND Q3 FY22-23

Security In Action

ENHANCING STAFFING AND REDUCING REGISTRY USE SYSTEMWIDE WITH INNOVATIVE APPROACHES SUCH AS REGIONAL FLOAT POOLS, CENTRALIZED STAFFING, AND NEW TECHNOLOGY.



HMA
COMMUNITY STRATEGIES

Growth In Action

LEVERAGING A GRANT RECEIVED FROM HEALTH MANAGEMENT ASSOCIATES TO ENHANCE OUR EVIDENCE-BASED APPROACH TO CO-OCCURRING SUBSTANCE USE TREATMENT.

Yearly Recap 2023

Good Progress, Good News

We are living through a momentous time in the field of behavioral health. As serious psychological distress, substance use disorders, and suicide rates skyrocket, **the need to bring evidence-based behavioral health services to scale has never been greater.**

And while the reduction in mental health stigma is a positive development, it is heightening the urgency for increased access.

As an inpatient and outpatient provider with nearly six decades of experience serving individuals and systems of care on behalf of those who are most in need, Telecare recognizes what a critical role and responsibility we have to drive progress in this environment.

As a result, over the last year, **we met 1x1 with our county, state, and health plan partners to identify their most pressing needs and vision for the future.**



ANNE BAKAR, TELECARE PRESIDENT AND CEO; MARIA CANTWELL, UNITED STATES SENATOR FROM WASHINGTON

We heard loud and clear that the priorities across the five states and 34 counties where we serve span a broad continuum:

- Addressing the needs of the unhoused more fully with the Full-Service Partnership (FSP) model of community care.
- Expanding access to crisis services with mobile crisis care and a continuum of crisis residential services.
- Expanding inpatient resources, from acute care to residential services.
- Addressing California Governor Newsom's CARE Act legislation with supportive housing and wraparound services.
- Partnering to address the biggest gaps in the system of care, such as creating new levels of care for co-occurring populations or coordinating crisis and police response.

“We need to treat brain health on par with physical health and begin a new conversation about an issue that impacts almost every other issue in the state of California and frame it as such with a sense of urgency that this issue requires.”

— GAVIN NEWSOM,
GOVERNOR OF CALIFORNIA

Telecare is 100% aligned with these priorities, and we recognize how timely this call to action is given sweeping new mental health legislation on the horizon.

Good Progress, Good News

As a result, in this year's recap, we are highlighting multiple partnership success stories across our customer base. Under the banner of “good progress, good news,” we wanted to take a strengths-based approach in order to elevate awareness and hope for our shared future at such a demanding time.

I hope in reviewing this report you are buoyed by the progress and inspired by possibilities for impact at a time when the stakes have never been higher. **Thank you for your partnership and your passion, and another year where we saved lives, reduced suffering, and restored hope for so many who suffer.**

Good Progress, Good News

Improving Care & Outcomes for Unhoused with Full Service Partnerships

Our communities are facing major challenges when it comes to meeting the needs of people with complex needs, including **those who are unhoused or whose untreated mental health conditions are putting them at risk of court-ordered care or justice involvement.**

Through Telecare's partnership with **The Steinberg Institute**, we are keenly aware of the need to accelerate and expand work in this area. People with complex needs can make progress when they have access to treatment, housing, and appropriate resources. **We believe the FSP model could be more impactful with strategic focus and investment in five key areas. And as the largest FSP provider in the state, we are actively working to develop these opportunities, especially with the rollout of the MHSA modernization.**

- **Housing:** FSPs can create new paths to client-centered recovery and fiscal responsibility with dedicated housing specialists; expanded housing funding; more diverse, integrated, and inter-agency partnerships; a continuum of housing options; and evolved service delivery models.
- **Employment/Vocation:** FSPs can help people find and keep meaningful work and activity, gain financial independence, and extend strengths and recovery by incorporating education and vocation specialists.
- **Peer Supports:** FSPs can engage people in treatment more effectively through peer supports at all levels.
- **Tiered Services:** FSPs can increase the flexibility of care by individual need — and help more people get care — by integrating tiered levels of service (high intensity, lower intensity, graduation) into the model.
- **Whole Person Care:** FSPs can support recovery and reduce costs by incorporating more physical health supports into the model, especially as the population ages.

Good Progress, Good News

Support for Unhoused

In addition to using Full Service Partnerships as a wraparound support for individuals in need, Telecare has developed supportive housing models in partnership with several California counties. One excellent example is in San Diego County, where Telecare partners with the **San Diego Behavioral Health Services Department** and the **San Diego Housing Commission** to operate an array of services that help people find and maintain housing to live more effectively in the community.

- **Kearny Vista Permanent Supportive Housing (PSH) program:** Part of California's Homekey Development initiative, this program has 142 dedicated housing units. Telecare provides on-site housing-focused case management and behavioral health services to tenants in this development.
- **La Luz, Tesoro, and Vida ACT programs:** Dedicated housing teams assist clients to utilize 110 Sponsor Based Subsidies (SBS). Our SBS housing team leads coordination between the ACT teams, members, landlords, and San Diego Housing Commission for utilization of these tenant-based subsidies.

Across Telecare, we provide services to 878 Permanent Supportive Housing (PSH) units, 739 of which opened in the past three years. We also operate 10 supportive housing programs exclusively servicing people unhoused or experiencing housing instability. These include FSPs with dedicated PSH units funded by California's No Place Like Home (NPLH), Homekey, and MHSA — and supportive housing-only programs where Telecare is the onsite PSH development service provider.



Good Progress, Good News

Expanding Mobile Crisis

While there has been an increased need for all crisis services, mobile crisis services in particular are becoming a key component of the crisis care continuum, especially with the national implementation of 988, the suicide and crisis hotline. Telecare provides a full spectrum of crisis services from mobile crisis to crisis residential and more, and is uniquely prepared to work with customers in building their crisis services in a more systematic way.

In 2023, **Telecare’s San Diego Mobile Crisis Response Team (MCRT)** expanded to support more residents of **San Diego County, CA**, with non-law-enforcement-based crisis response. Telecare’s MCRT has become a model program across the state and has also received national recognition.

The MCRT program previously had nine mobile offices (crisis vans) and 16 teams. As of 2023, they now have 13 mobile offices and 25 teams. In addition, the program launched two new pilots to serve local tribal communities and grade schools.



3,423

CALLS ACCEPTED

2,300

CALLS ACCEPTED FROM ACCESS & CRISIS LINE

800

CALLS SCREENED THROUGH THE CALL CENTER

1,023

CALLS ACCEPTED FROM LAW ENFORCEMENT, 911 DISPATCHERS, AND FIELD OFFICERS

2,237

ADULTS (18-59) SERVED

661

OLDER ADULTS (60+) SERVED

335

MINORS SERVED

1,198

CALLS SUCCESSFULLY STABILIZED IN THE FIELD

68

CALLS REQUIRED LAW ENFORCEMENT RESPONSE

295

CALLS REQUIRED HOLDS TO BE INITIATED & TRANSPORT TO ACUTE CARE

“The Mobile Crisis Response Team approach is a prime example of transforming and shifting from a system of care driven by crisis to one rooted in prevention, ongoing and long-term care, and integration with primary health care.”

— NICK MACCHIONE, DIRECTOR OF SAN DIEGO COUNTY’S HEALTH AND HUMAN SERVICES AGENCY, AND LUKE BERGMANN, DIRECTOR OF THE AGENCY’S BEHAVIORAL HEALTH SERVICES DIVISION.
SAN DIEGO UNION-TRIBUNE,
AUGUST 8, 2022

This triage and dispatch process is made possible by Telecare’s IT Department. Our team carefully evaluated systems used by law enforcement and emergency vehicles, then equipped our MCRT program with a call center, Computer Aided Dispatch (CAD), rapid communication tools, and mobile office vehicles. These tools help our program respond quickly, provide better care to clients and the community, and ensure staff safety in the field.



National 988 Line & CA Mobile Crisis Medi-Cal Benefit

With the passage of 988 legislation, we are seeing growth in crisis services across the regions we serve. In 2022, California added community-based behavioral health mobile crisis services as a new Medi-Cal benefit. This benefit will ensure that Medi-Cal beneficiaries have access to community-based services 24/7 if they are in a mental health or substance use disorder crisis. Building on what we’ve accomplished in San Diego, **we will begin providing mobile crisis services in Stanislaus County, CA, and San Mateo County, CA, in the upcoming fiscal year.**

Good Progress, Good News

Building the Crisis Care Continuum

The mental health crisis in the United States exploded in intensity during and following the pandemic. While the situation remains dire, the good news is greater awareness than ever about the need for a full continuum of crisis supports — as well as the funding and drive to make it happen.

Telecare worked with customers across California to open a range of crisis residential treatment (CRT) and crisis stabilization unit (CSU), and crisis walk-in services in 2022-2023.

Los Angeles County

Olive House CRT
Magnolia House CRT
Citrus House CRT

Riverside County

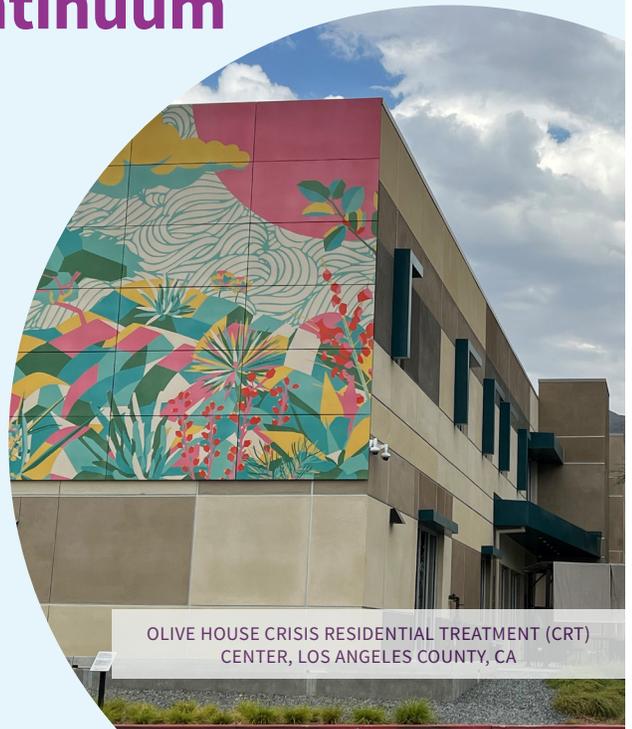
Western Riverside CSU
Riverside Desert CSU
Tranquil Springs CRT

San Mateo County

Serenity House CRT

Alameda County

Alameda County Youth CSU



OLIVE HOUSE CRISIS RESIDENTIAL TREATMENT (CRT) CENTER, LOS ANGELES COUNTY, CA

Good Progress, Good News

Expanding Inpatient Resources

Access to inpatient care is essential for some individuals in their recovery journey. Telecare partnered with **Kern County Behavioral Health and Recovery Services** to construct a new 16-bed Psychiatric Health Facility (PHF) from the ground up.

New PHF Coming Soon in Kern County, CA

Telecare will operate 16-bed adult PHF.
Stars, Inc. will operate 16-bed adolescent PHF.
Both will open in spring 2024.



“Our partnership with Telecare has been invaluable throughout this project, expanding our crisis services while creating a new vision of hope and healing for our community. Telecare has worked alongside us every step of the way, providing their expertise and support.”

— ROBIN TAYLOR, DEPUTY DIRECTOR,
KERN COUNTY, CA, BHRS



TELECARE IS SUPPORTING THE DEVELOPMENT OF A NEW PHF PROJECT FROM DESIGN TO BUILD, IN PARTNERSHIP WITH KERN COUNTY, CA.

Good Progress, Good News

CARE Act

California's Community Assistance, Recovery, and Empowerment (CARE) Act is a new approach spearheaded by California Governor Gavin Newsom, to ensure that individuals with a diagnosis of schizophrenia spectrum or other psychotic disorders, and their families, have greater access to supportive services through a court-ordered process. Individuals who are not engaged in treatment can be referred to the program for assessment, engagement, and access to treatment.

This legislation went live in California on October 1, 2023. During October 2023, Telecare opened two programs to support the **CARE Act in San Diego County: CARE Court Outreach and CARE Assertive Community Treatment (ACT)**.

These programs are offshoots of existing programs, San Diego AOT and San Diego IHOT, which serve clients who are referred through Laura's Law. These established programs have proven success in actively engaging clients in care to elicit participation in treatment. The new CARE Act programs were similarly designed to support success.

Telecare is also partnering with **Orange County, CA**, to serve CARE Act clients through the expansion of our existing AOT program. We will use supportive decision-making to help Orange County implement use of the **Psychiatric Advance Directive (PAD)**, with this population. We will be collecting expansive data for Orange County to better understand the impact of this new approach.



Scan to learn more about Psychiatric Advance Directives (PAD).

“CARE Court ACT and Outreach are about creating a meaningful entry into care, filling the gap for folks who might otherwise be unserved or ‘falling through the cracks.’ We will always deliver our services the Telecare way — person-centered and recovery-oriented.”

— ALEXIS GEORGE,
REGIONAL DIRECTOR OF
OPERATIONS AT TELECARE

Approximately 40% of Telecare's Programs are ACT/AOT/FSP

Telecare is the leading provider of ACT/AOT/FSP services in California, in partnership with 14 CA counties. **Together, our programs served approximately 18% of all adult individuals in FSPs in the state of California, or nearly 8,400 individuals.** These programs helped people to stay out of hospitals, avoid higher levels of care, live in the community, and move forward in recovery. **Here are some stats from our ACT/AOT/FSP programs:**

Employment/Vocation Support

TELECARE HAS 20 EMPLOYMENT AND VOCATION SPECIALISTS AT 16 PROGRAMS.

Housing Support

TELECARE HAS 40 STAFF DEDICATED TO SECURING AND MAINTAINING HOUSING AT 29 PROGRAMS.

Peer Support

124 PEER STAFF ARE AT 56 COMMUNITY-BASED PROGRAMS, INCLUDING 9 LEADERSHIP ROLES.

Tiered Services

TELECARE HAS OPERATED 10+ PROGRAMS THAT OFFER TIERED COMMUNITY-BASED SERVICES.

95.4% Had No New Charges

MOST PEOPLE IN OUR JUSTICE-INVOLVED PROGRAMS HAD NO NEW CRIMINAL CHARGES DURING FY22-23.

60% Reduction in Unhoused Days

PEOPLE IN OUR FSPS EXPERIENCED FEWER UNHOUSED DAYS IN FIRST YEAR OF SERVICE COMPARED TO BEFORE THEY ENTERED THE PROGRAM.

90% Housing Retention in PSH Units

PEOPLE IN OUR PERMANENT SUPPORTED HOUSING UNITS RETAINED THEIR HOUSING.

95% Reduction in Subacute Days

PEOPLE IN OUR FSPS SAW REDUCTIONS IN COSTLY SUBACUTE CARE DURING FIRST YEAR OF SERVICE COMPARED TO BEFORE THEY ENTERED THE PROGRAM.

Good Progress, Good News

Collaborating with Customers to Address Their Biggest Systems Challenges

Telecare has a long track record of working with customers on systemic solutions to their needs, not only on a specific product need. This year, we tackled major systems challenges in places like **Santa Cruz County, CA**, where we partnered to revamp the crisis care continuum; in **Riverside County, CA**, where we have added more than 48 beds of tiered inpatient services since 2020; with **Regional Centers**, where we created a new level of residential care; and **Oregon**, where we utilized grant funds to build new residential capacity.

“Our partnership is key to successfully embracing our community’s needs. Over the last few years when emergent situations arise, Telecare has been there to assist without hesitation.”

—RHYAN MILLER, DEPUTY DIRECTOR INTEGRATED PROGRAMS,
RIVERSIDE UNIVERSITY HEALTH SYSTEM



RIVERSIDE MHRC STAFF WITH
RHYAN MILLER, RIVERSIDE CO. DEPUTY DIRECTOR



New Residential Program

Rhone Street, a new Residential Treatment Facility for adults with SMI needs, opened in Oregon in August 2023.

New Regional Centers Customer

We launched a new partnership with **Regional Centers of Orange County** to open two Enhanced Behavioral Supports Homes (EBSH) to provide intensive home-based services to people with I/DD and SMI needs.



TELECARE PARTNERS WITH SANTA CRUZ COUNTY BEHAVIORAL HEALTH AND THE SANTA CRUZ SHERIFF'S DEPARTMENT TO OPERATE THE SANTA CRUZ PSYCHIATRIC HEALTH FACILITY AND CRISIS STABILIZATION UNITS

“I have found the current leadership team to be full partners in our crisis care continuum of services in Santa Cruz County. They have been receptive to feedback, made difficult choices to improve the provision of care, and effectively communicated with their partners.”

—JAMES RUSSELL, DIRECTOR OF ACCESS AND CRISIS SERVICES, SANTA CRUZ COUNTY, CA, BEHAVIORAL HEALTH

Good Progress, Good News

Elevating Our Mission of Complex Care After COVID

With COVID mostly behind us, we reinvigorated our clinical mission with expanded efforts to strengthen our outstanding medical team — which now includes more than 180 Telecare providers managed by our Physician Services Organization (PSO).

We also stepped up our investment in co-occurring substance use treatment initiatives given the national increase in overdose rates. We've done this by increasing screening and surveillance efforts to identify those at risk, providing access to rescue medications, and expanding our ability to offer medication-assisted treatment. As the pandemic has subsided, we've also increased efforts to provide more in-person training.

Improving SUTS Services & Overdose Prevention

We received a grant from Health Management Associates that will enhance our ability to deliver evidence-based, co-occurring substance use treatment services. We've also been growing our overdose prevention efforts including more Narcan availability, expanding universal SUD screening, and are beginning to offer Suboxone in certain settings.



Improving Care & Safety

We increased in-person Crisis Prevention Institute (CPI) trainings and are exploring ways to reduce seclusions and restraints while maintaining a safe environment for the people we serve — and the staff who care for them.



Medication Assisted Treatment

We introduced Medication-Assisted Treatment (MAT) in several programs. This evidence-based practice is a step in the right direction to improve care for people with SMI and will also contribute to overdose prevention.



Nurse Practitioner Support

We instituted a psychiatric nurse practitioner fellowship program in partnership with Community Healthcare Network, sponsoring five recent graduates through a 12-month program.

Coming Attractions in the Year Ahead

We plan to introduce alternative screening and assessment tools for individuals with limited verbal and/or cognitive skills. We are implementing SAMHSA best practices for children and adolescents in crisis settings. We are introducing new EBP using cognitive behavioral therapy those with co-occurring and psychosis disorders.

Good Progress, Good News

Building Our Internal Capacity to Serve

Telecare has been exploring and advancing the ways that we, as a provider, can reimagine who we are and position our organization to be of greater service in the future. Our new leadership elevates our capacity to deliver quality behavioral healthcare services, adapt our organization to address future opportunities and challenges, and create a more diverse and inclusive workplace. We are honored to have them on our team, energized by their passion for our recovery mission, and fortified by their experience leading mission-driven health care organizations of larger scale and scope.



New Leadership

We are thrilled to welcome new leaders who bring professional expertise on a larger scale and scope to help Telecare as we grow.

- **Trisha Niemuth, Senior Vice President and Chief Financial Officer**, previously served as the CFO at Vibra/Ernest Healthcare and in other senior positions at LifeCare Health Partners.
- **Rich Leib, Board of Directors member**, is currently Chair of the Board of UC Regents, has a long history of working with Telecare as a policy consultant, and serves with Anne Bakar on the Steinberg Institute's Board of Directors.
- **Mike Goodwin, Board of Directors member**, previously had Chief Technology roles at Hallmark Cards, Inc. and PetSmart, as well as Board Governance experience on publicly traded companies.

Advocacy & Involvement

Telecare is a provider who believes it is important to also advocate with other mental health stakeholders at state and local levels on behalf of people we serve and the staff who serve them. **Dawan Utecht** is a member of the CalAIM Behavioral Health Workgroup, the California Health and Human Services Behavioral Health Task Force, and a California CARE Act ad hoc group. **Lei Portugal-Calloway**, Peer Team Lead at Telecare's Orange County, CA, AOT program, is participating as a peer representative on the 988/Crisis Policy Advisory Group, hosted by the California Health and Human Services Agency (CalHHS).



Investing in Our Workforce

With the help of our customers, Telecare has **accelerated our investment** in our workforce to enhance recruitment and retention including **compensation, onboarding, training, flexible work schedules, and leadership development**. We plan to continue these efforts in the year ahead, and we've already seen positive effects. Telecare-wide vacancy was down to 14% in June 2023 from a high of 20% in Aug 2022, including a 20% reduction in turnover for people who have been with Telecare less than two years. We reduced leadership vacancy rates by 30% and nursing vacancy rates by 15%. We've also reduced registry spending by 50%.

Investing in the Professional Growth of Our Staff



Internships & Credit Hours

We currently have 300 interns at Telecare and 62 have converted into full-time employees! Additionally, 41 current employees are accruing school credit hours while they work.

Educational Partnerships

We have 140 partnerships with schools and 54 agreements in process! Four schools provide educational discounts to Telecare staff and their families.

Scholarships & Education

Telecare awarded scholarship funds to 190 employees, providing \$139,328 toward their education and growth goals.

Basic Behavioral Health (BBH) Training

Our first BBH training module has been completed by more than 80% of newly hired direct care staff. In total, staff completed 2,127 hours of online Basic Behavioral Health training! We also established BBH Leader Support Calls and 100+ leaders have participated in the monthly support calls that began in January 2023.

Clinical Training More Broadly

Over 83,000 hours of clinical training were completed online and in person this year, including 19,000 hours of CPI training completed (3,517 people trained!); 683 hours of trauma-informed care training; 1,640 hours of Motivational Interviewing; 630 hours of in-person RCCS training; 1,696 hours of documentation and service billing training; 704 hours of Life Skills training; and many more!

This year, we piloted our brand-new How-To Guides for four of our largest employee groups: LVNs, peer staff, recovery specialists and mental health workers, and case managers. The guides have been piloted by staff in Arizona, Nebraska, Los Angeles, Central Coast California, Northern California, and Southern California. We are continuing to improve these guides based on feedback and our learnings from these pilots.

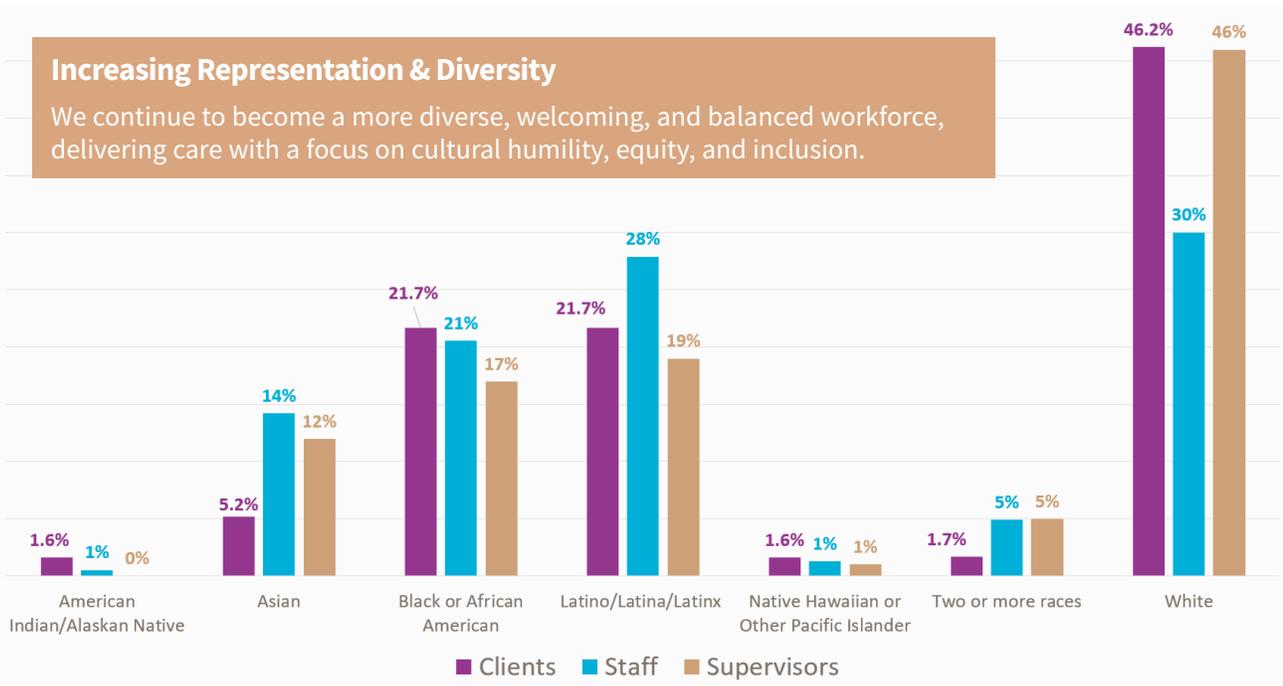
1,678%

Increase in ESOP

Telecare is a family- and employee-owned company. Our Employee Stock Ownership Plan (ESOP) has increased 1,678% in value since its inception in 1997.

Increasing Representation & Diversity

We continue to become a more diverse, welcoming, and balanced workforce, delivering care with a focus on cultural humility, equity, and inclusion.



Telecare at a Glance

Telecare’s mission is to deliver excellent and effective behavioral health services that engage individuals with complex needs in recovering their health, hopes, and dreams.

Telecare is a 58-year-old family- and employee-owned organization devoted to the recovery of individuals who are most in need, those with complex behavioral health challenges. We work on systemic solutions with our county, state, and health plan partners in California, Washington, Oregon, Arizona, and Nebraska.

We are uniquely qualified to deliver successful results for the clients and communities we serve because of our comprehensive array of inpatient and outpatient services, our diverse professional workforce of more than 5,000 employees, our recovery-centered clinical system, and our track record of public/private partnership over decades.

In an environment where new mental health approaches are needed to address the growing public crisis, we are committed to advancing innovative approaches to care, scaling best practices, and supporting continuous learning and improvement.



SUBACUTE

- Mental Health Rehabilitation Centers (MHRC)
- Secure Residential Treatment Facilities (SRTF)
- Skilled Nursing Facilities (SMI, neurobehavioral)



ACUTE

- Psychiatric Health Facilities (PHF)
- Evaluation & Treatment Centers
- In-custody



CRISIS

- Mobile
- Walk-in
- Stabilization
- Residential
- In-custody



RESIDENTIAL

- Adult residential treatment homes
- Community crisis homes
- Enhanced behavioral support home (EBSH)
- Residential Substance Use
- Permanent Supportive Housing (PSH)



COMMUNITY

- ACT, PACT, FACT
- Full-Service Partnership (FSP)
- Case management (ICM, TCM)
- Peer-bridger
- Medication clinic
- Housing supports
- Substance use specific
- Justice-involved specific



41,573

UNIQUE INDIVIDUALS SERVED IN FY22-23



5,177

TELECARE EMPLOYEES

“Leadership and staff members are motivated, dedicated, and humble professionals who deeply care and are enthusiastic about their work for Telecare. They foster an organizational culture of accountability, transparency, and mutual trust. Through investment in positive relationship building, leadership and staff members establish pathways for the delivery of high-quality services leading to greater opportunities for recovery and acceptance in the community.”

— NORTHERN AND CENTRAL COAST CARF SURVEY TEAM



SOME OF TELECARE'S MOST IMPORTANT FUTURE INITIATIVES ARE BEING LED BY THESE PEOPLE (CLOCKWISE FROM TOP LEFT): JESSICA JONES, DIRECTOR OF STARTUP; DANIELLE VOSBURG, DIRECTOR OF SERVICE BILLING; ALEXIS GEORGE, REGIONAL DIRECTOR OF OPERATIONS IN SAN DIEGO, CA; RENEE CHIASSON, DIRECTOR OF LEARNING & LEADERSHIP DEVELOPMENT; JULIA EGAN, DIRECTOR OF TELEHEALTH; AND KATHERINE LEE, DIRECTOR OF STAFFING STANDARDS.



ANNE BAKAR WITH CHAD HAMILTON, A RECOVERY SPECIALIST, MURALIST, AND 13-YEAR EMPLOYEE AT TELECARE'S RECOVERY CENTER AT GRESHAM, OR.



SOUTHERN CALIFORNIA LEADERS GATHERING TO SHARE KNOWLEDGE AND BEST PRACTICES AT A REGIONAL LEADERSHIP MEETING.



MARCELO CAVALHEIRO, REGIONAL DIRECTOR OF OPERATIONS, WITH NATALIE REINFELD, DIRECTOR OF INTERNSHIPS, ONBOARDING, AND ORIENTATION.



STAFF MEMBERS AT TELECARE'S KEAMY VISTA PERMANENT SUPPORTIVE HOUSING (PSH) PROGRAM IN SAN DIEGO, CA.