A foundation for recovery
Alliance housing investment paying off

As part of Alliance’s commitment to “Housing First, Housing Plus,” the principle of supportive housing as a platform for improving quality of life and a foundation for recovery, we have been busy forging new partnerships and exploring more opportunities to move people with complex needs from homelessness to housing … and help them stay there.

Those efforts are now showing good returns in terms of retention, improved outcomes and fewer visits to the emergency department by people served. In addition, through an investment of almost $5 million, Alliance has secured current and future access to 69 housing units.

The capital investments with private and non-profit housing developers include $750,000 from Alliance reinvestment funds and $4.2 million from Department of Justice grants. The money has secured 69 housing units with 20-year deed restrictions specifying that they be used by Alliance or our designee.

The inventory includes 28 units in Wake County, some of which are senior housing, and 41 units in Durham. Some of the investments are in new construction developments, the first of which will open at the end of August with occupancy scheduled for September 1.

In addition to our investment partnerships, we are seeing good outcomes from other partnerships, including a Health and Housing Program with Duke Health Systems and Resources for Human Development (RHD), and Bridge Housing at Harrington Place in partnership with Wake County and RHD.

The Health and Housing program serves people who are chronically homeless referred through two Duke outpatient clinics, with feeder sources in the ED. Through RHD, Alliance connects these people with housing and the supportive services they need to stay in that housing and manage their health conditions.

The initiative began in February 2017 and has housed 13 people who were classified as chronically homeless. Six people have remained in housing for 9-15 months.

One remarkable result of the initiative is that data provided by RHD show a 75 percent reduction in ED visits by people housed through the program. One person who has been housed through the program for nine months

Continued on Page 12
In times of need, getting the right information at the right time is essential for making good, informed decisions about care and support. That's where the Durham and Wake Networks of Care come in, providing fast and easy access to comprehensive community services, information, support, advocacy and assistance.

Each network is a searchable online resource directory to help people locate services related to mental and behavioral health, addiction, advocacy, support, housing and more. The networks were developed through collaboration between Durham and Wake counties and Alliance Behavioral Healthcare. The sites are county-funded and managed by Alliance staff.

The Durham Network of Care (DNOC) went live in February 2004 following Durham County's decision to do business under the System of Care (SOC) principles and guidelines developed by the state (read more about SOC at nccollaborative.org/what-is-system-of-care).

“The purpose of the DNOC is to have a to have a one-stop shop for resource information, thus continuing to model the 'No Wrong Door' approach to doing business in the human services world,” said Debra Duncan, DNOC administrator.

In 2016 Alliance teamed with Wake County Government to launch Wake Network of Care (WNOC). “There was a longstanding need in Wake County for a centralized, comprehensive, up-to-date directory of services and resources after many years of printed versions of resource guides that were cumbersome and outdated nearly as quickly as printed,” said WNOC administrator Dave Mullin.

“The site spans the entire system of care—from prenatal care through end-of-life issues,” Mullin said.

Visit Wake NOC at wake.nc.networkofcare.org or Durham NOC at durham.nc.networkofcare.org.
First Aspiring Leadership Program class graduates

Alliance’s Aspiring Leaders Program (ALP), designed to support highly motivated employees in their professional growth and development, graduated its inaugural class in June.

ALP is a year-long program aiming to provide competency-based leadership development and foster a culture of collaboration and leadership within Alliance. Participants were selected through an application process that sought self-motivated, high-potential employees in individual contributor roles (i.e., non-supervisory) with the drive to take their professional development to the next level.

“People applied to be in the program because they wanted to be in the program,” said Alliance Organizational Development and Learning Consultant Jen Carter, who led the ALP. “They are very passionate about what they do and what the organization does. That was certainly made evident, and they transitioned that level of passion toward learning.”

ALP participants devoted three to five hours per week, within and outside of work hours, to a variety of trainings, projects and activities geared toward enhancing essential leadership competencies. The curriculum included 12 in-person sessions, three books, four different presentations, eight e-learning sessions, two job-shadowing assignments, eight meetings with a mentor, and preparation of a leadership portfolio. Each student also had to tackle a “stretch” assignment, consisting of something he or she would not normally have attempted, such as speaking at an all-staff meeting, volunteering or stepping into leadership roles in a committee, or doing work with a community organization.

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Top: Aspiring Leaders Program class members surround Organizational Development and Learning Consultant Jen Carter, who led the program. Right: Program participant Crystal O’Briant, an MH/SUD Care Coordination Supervisor, receives her diploma from Carter and Alliance SVP Amanda Graham.

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“The Aspiring Leaders Program is the opportunity to take a year and focus on doing a self-assessment of your skills and abilities while also working in your current role and responsibilities,” Carter said. “It’s an opportunity for growth, it’s an opportunity for self-awareness and reflection, and it’s an opportunity to build relationships with others whom you might not get to know otherwise, as well as get visibility within the organization.”

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ADD Care Coordinator Keshia Bunch said the program is a good example of what it means to invest in people. “The investment Alliance is making in us is going to cause us to invest in other people, especially as we take on good leadership roles,” Bunch said.

Program participant Lynn McKoy, a power analyst, said ALP helped her tap into capabilities she didn’t know she had. “It uncovered my leadership. I didn’t view myself as a leader. I knew I was smart, I knew I could make decisions but not leadership decisions. And now I know leaders are on every level, not just at the top. It’s not about title, it’s about what they hold you accountable for,” she said.
Talking Points

Early Childhood Development

According to a report by the Robert Wood Johnson Foundation:

★ Poverty limits childrens' and families' options for healthy living conditions. Poverty can limit where children live, and can lead to exposure to unhealthy conditions such as lead or mold, air pollution and lack of healthy food options.

★ Structural racism also limits families’ options for healthy living conditions. Race-based unfair treatment built into institutions, policies, and practices constrain parents’ ability to provide healthy living conditions for their children.

★ Sustained poverty and racism can create chronic stress in children and parents that can derail healthy physical, cognitive, and social emotional development.

★ Early care and education can help narrow the inequitable gaps. More than 40 years of research links short- and long-term health and health-related outcomes with a range of early-care and education programs.

★ Supporting children requires supporting families. Improving health equity in early childhood requires reducing poverty in households with children, which may require different strategies than those that focus on services for children alone.

Alliance CARES spotlights early childhood development

The Alliance CARES third quarter focus is on early childhood development. The CARES committee is planning different types of opportunities for staff to participate, from book drives, donations for school supplies and sponsoring kids for reduced lunch programs and school activities to volunteering in the community.”

“The impact of trauma and toxic stress, family separation, poverty, lack of access to quality childcare, safe housing and neighborhoods and poor social connections have a profound impact on brain development, educational attainment, health and life outcomes, said Ann Oshel, Alliance Senior Vice President, Community Relations. “The consequences when we fail the youngest and most vulnerable of our children will be felt for generations.”

At-risk children who don’t receive a high-quality early childhood education are:

- 25 percent more likely to drop out of school
- 40 percent more likely to become a teen parent
- 50 percent more likely to be placed in special education
- 60 percent more likely to never attend college
- 70 percent more likely to be arrested for a violent crime

Early childhood poverty is a health concern even before a child is born. Almost half of North Carolina’s kids live in poor or low-income households (defined as less than 200 percent of the federal poverty level). 28 percent of children live in households spending over 30 percent of income on housing costs.

- Children born to families experiencing poverty are more likely to be born premature and at a low birth weight, and more likely to have their health rated as fair or poor by their caregivers
- Children who are born preterm or with a low birth weight are more likely to develop chronic diseases like obesity, diabetes and heart disease as adults
- Inadequate or unsafe housing – where families experiencing poverty are often forced to live – is associated with asthma, lead exposure and injuries as well as reduced opportunities for play and exercise.
- Lack of safe spaces to play and poor nutrition contribute to an increased risk of obesity in early childhood, which can impact physical and mental health for a lifetime.
- By age three a child living in poverty has heard three million words compared to a child with parents of a higher socio-economic status who will have heard 11 million words. The achievement gap can be seen by as early as nine months.
Alliance Addresses The Opioid Epidemic

Addiction to heroin and other illegal opioids, as well as misuse of prescription pain medications, is a national crisis that has led to increased opioid overdose deaths. In North Carolina, Alliance is at the forefront of efforts to help stem the tide.

We've expanded opioid treatment programs (OTPs) in the Alliance region from one to six and have grown our network of office-based opioid treatment (OBOT), where physicians provide addiction treatment services in primary care settings. Through OBOT, individuals receive a prescription for anti-opioid medicine instead of receiving medication daily in a methadone clinic.

We support network providers in using more peer support specialists who have “lived experience” of treatment and recovery and can help engage others in treatment. Peer support specialists can help people connect with services through their recovery journey, and provide support to help them remain engaged in treatment.

We introduced a pilot program to assess and address environmental factors – the social determinants of health – that may present barriers to people engaging and remaining in treatment and recovery. These can include housing, transportation, food security and education needs.

We introduced the Alliance For Action on Opioids website (AllianceForAction.org), which helps individuals, family members, and professionals take small but important steps in their lives and work to help stem the tide of the opioid epidemic.

We increased the number of people served, including “self-funded” people, because treatment costs are often too high for people with no jobs, low-paying jobs or irregular work opportunities.

We’ve made naloxone, the antidote to opioid overdose, available to local police and other agencies who work with high-risk individuals. We’re also giving away thousands of disposal kits that allow people to safely dispose of unused opioids at home.

We also partnered with the NC Lock Your Meds campaign, which is designed to educate people about the importance of securing medications to prevent misuse.
Leader to Leader Conference promotes collaboration

Alliance held its annual Leader to Leader Conference in late July, the latest in a series of learning opportunities designed to promote collaboration between all levels of Alliance leadership. This year’s theme was “Constructing a Culture that Exhibits our Values” and conference sessions shared insight to allow leaders to better exhibit, communicate and integrate Alliance's core values across the organization. Learn more about Alliance’s mission, vision and values here: alliancebhc.org/about-alliance/vision-mission-and-values.

Leader to Leader is part of the Alliance Leadership Development Academy, which also includes:

- Aspiring Leaders Program, designed for individual contributors interested in leadership roles within Alliance. Graduates earn a LEAD (Leadership Exploration and Development) certification and are equipped with the essential knowledge and skills needed to lead.
- Emerging Leaders Program, geared to developing the leadership skills of mid-level managers and supervisors at Alliance.
- Strategic Leaders Program, providing access to advanced leadership training for senior and executive leadership.

The Leadership Development Academy, and the opportunities for learning and growth it provides, is one part of Alliance's wide-ranging commitment to being an “employer of choice” in the healthcare industry in North Carolina.

Alliance welcomes (back) new SVP for Provider Network and Evaluation

Sean Schreiber, who as Executive Vice President of Care Management helped Alliance earn our reputation for clinical excellence, has returned to serve as interim Senior Vice President for Provider Network and Evaluation.

After his previous tenure with Alliance, Schreiber had been contracting with a nationwide managed care company working on projects related to network strategy, including assisting in the development of value based contracting strategies that promote greater integration of physical and behavioral health. He also helped with a project in Western NC to launch the first American Indian managed care organization in the country.

“I am excited to be back at Alliance and it has been great to learn about all of the new advancements that have occurred over the last year and a half,” Schreiber said. “I believe Alliance is well-positioned to create a nationally recognized model for managing the whole health needs of individuals who have not been well served by the current fragmented system. I am thrilled at the opportunity to work with such a talented organization to help transform healthcare delivery in NC.”
Banquet honors Johnston County CIT personnel

Johnston County law enforcement officers and first responders who completed crisis intervention team (CIT) training were honored at a July banquet, where Officer Kaleb Smith of the Smithfield Police Department was named CIT Officer of the Year.

CIT is a training and response program designed for first responders who handle crisis calls involving people with mental illness, intellectual disabilities, and alcohol and/or substance abuse disorders. CIT training teaches police and other emergency personnel how to recognize and respond appropriately to individuals in crisis so that they may de-escalate dangerous situations and refer individuals, when appropriate, to treatment instead of emergency departments or jail.

Smith, who has been a Smithfield Police officer for two years and a CIT officer for one year, was honored for using his CIT training to diffuse a potentially violent incident involving a juvenile in acute mental distress. Officers were called by the mother of the young man who had made a threat on social media and found him locked in his room in a state of extreme agitation saying he wanted to leave this world and that nobody understood him. The young man was screaming at officers to leave and became more agitated when EMS arrived, refusing treatment. Officer Smith began talking with the young man and noticed soccer shoes in the room, so he asked if he played soccer. Talking about soccer helped to calm the young man down and he soon allowed Officer Smith to drape a blanket around his shoulders and check for weapons. The young man told Officer Smith he was scared and needed help, and he eventually allowed EMTs to check his vitals. Officer Smith then urged the young man to go peacefully to the hospital for evaluation, and the young man agreed on the condition that Officer Smith accompany him.

Internship takes Alliance staffer to Liberia

Alliance Appeals Coordinator Davida Jones recently visited Liberia as part of her internship for NC Central University’s Executive Masters of Public Administration program. Davida was placed at JFK Memorial Medical Center and ES Grant Mental Hospital. While there, she assisted in developing operating procedures at ES Grant, making policy revision recommendations for mental health, providing feedback on fiscal budget for one department, and understanding the roles of the various administrators of the four major components of the hospital.

Alliance, NAMI present training in Spanish

Through a partnership with NAMI (National Alliance on Mental Illness), Alliance presented a Spanish-language training called “Buscando, Encontrando y Dando Esperanza” (Looking, Finding and Giving Hope) in July. Alliance Care Review Coordinator Dulce Ramirez presented the training, which was designed to promote mental health awareness and counteract the lack of information and misconceptions surrounding mental health issues that may prevent members of the Latino community from getting the help and support they need.
In March Alliance launched the Alliance For Action on Opioids website (allianceforaction.org), a resource to help individuals, family members, and professionals take small but important steps in their lives and work to help stem the tide of the opioid epidemic.

Building the website was just the first step, because it doesn’t help if no one knows about it. So we launched a promotional campaign to reach people in our communities and encourage them to visit the site and learn what they can do. The advertising component of the campaign included:

- A 15-second radio ad heard on stations throughout the Alliance service area. The audio was also used in an online promotional video for social media.
- Ads on buses in Durham and Fayetteville featuring the website information as well as and the Alliance 24-hour access and information number.
- Ads on prescription bags in several area pharmacies.

In addition to advertising, we enlisted the help of the Alliance Community Relations staff, who have direct contact with people at trainings, community events and other activities throughout our service area. We equipped them with promotional materials designed to spark conversations and remind people of the site later. The materials included business cards with Alliance For Action information on one side and the Alliance 24-hour access and information number on the other side, sticky note pads with the Alliance For Action logo and URL and emery boards with the logo and URL.

The Community Relations staff also distributed the business cards and holders to display them in to almost 100 pharmacies in our service area. They reported positive feedback from most pharmacists, some of whom engaged them in discussions about Alliance, the website, and the need for opioid education in the community.

Alliance employee named chair of Cumberland Continuum of Care on Homelessness

Alliance Community Education Specialist Laressa Witt was recently installed as the chair of the Continuum of Care on Homelessness (CoC) in Cumberland County.

“The goal of the CoC is to develop systems so homelessness is rare, brief, and non-reoccurring,” Witt said. “We’ve made strides in Cumberland but there is still much to do.”

In October 2015, Cumberland County was the first in the state and eighth in the nation to essentially end veteran homelessness. There are now systems and resources to house veterans who are homeless within 30 days or less and the CoC aims to do the same for non-veterans. Toward this end, the City of Fayetteville and Cumberland County recently developed an interlocal agreement to fund a housing initiative program. As the chair of the CoC, Alliance has a voice to ensure the populations served by Alliance are included in the system development. Alliance has been instrumental in preventing homelessness and rapidly rehousing individuals. During FY18, Alliance prevented 106 people from becoming homeless and assisted 83 people to move into housing from homelessness in Cumberland County. Numbers reported from all sites show how that 300 people were rehoused from homelessness and 240 people were prevented from going into homelessness.
Human Resources Corner

Don’t let skin cancer surprise you
Summer – when North Carolinians are compelled to get outside and enjoy our state’s gorgeous warm weather – is a good time for some education on just how dangerous the sun can be.
Read more at BCBSNC.org

Grow your career at Alliance

The Opportunity.
At Alliance Behavioral Healthcare our mission is to improve the health and well-being of the people we serve by ensuring highly effective, community-based support and care. Our work is driven by dedication and an understanding of the importance of community in each of our lives. We actively seek meaningful and diverse partnerships to improve services and systems. Valuing communication and cooperation between team members and departments ensures the delivery of needed services and support.

As we move forward in growth to serve our community, we seek out candidates who are dedicated and aligned with our core values: accountability, integrity, collaboration, compassion, dignity, respect, and innovation.

People who come to work for Alliance become part of an outstanding team of innovative and caring professionals dedicated to the principles of recovery and self-determination, a team committed to enhancing the quality of life for the thousands who benefit from the behavioral health services we manage.

Come join us in our vision to be a service leader and an employer of choice in transforming the delivery of whole person care in the public sector.

Here’s Why.
• Rich benefits (medical, dental, vision, disability, LGERS and 401(k), Competitive vacation package, holiday and sick leave)
• Direct industry experience & presence
• Internal growth & development opportunities/training
• Employee appreciation & recognition
• Opportunity to work with committed professionals

Division Job Openings
Executive — Chief Medical Officer, https://www.appone.com/MainInfoReq.asp?R_ID=2058268

For a complete list of our job opportunities, please visit our career’s page at https://www.alliancebhc.org/about-alliance/careers. Launch our online Candidate Portal by clicking inside the box and search for jobs.

Internal applicants are encouraged to apply via the Intranet under Departments > HR > Working at Alliance-Internal.
Save The Dates
Alliance Community Events

Our schedule of board meetings and provider events can be found online at www.alliancebhc.org/calendar

August 2018

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Cumberland
August 11: Depression & Substance Use Awareness for Falling Run Missionary Baptist Women’s Conference, 10:30 am – 11:30 pm
2852 Cedar Creek Rd Fayetteville 28312.

Cumberland
August 23: Community Homeless Stand-down, 9 am – 2 pm
Festival Park, 335 Ray Ave, Fayetteville, NC 28301.

Durham
September 8: Durham Celebrates Recovery, 2 – 6 pm
Durham Central Park, 501 Foster St, Durham, NC 27701. More information: recoverycommunityofdurham.org/

Cumberland
September 16: American Foundation for Suicide Prevention Fayetteville Area Out Of The Darkness Walk, 1 – 3:45 pm
Festival Park, 335 Ray Ave, Fayetteville, NC 28301. Join the Alliance team: https://afsp.donordrive.com/team/181657

Wake
September 22: Southeast Raleigh Community Empowerment Fair, 10 am – 2 pm
John Chavis Park, 505 Martin Luther King Blvd, Raleigh, NC 27601.

Durham
September 30: American Foundation for Suicide Prevention Triangle Area Out Of The Darkness Walk, 9 am – 1 pm
Durham Central Park, 501 Foster St, Durham, NC 27701. Join the Alliance team: https://afsp.donordrive.com/team/181662

Wake
September 30: American Foundation for Suicide Prevention Fuquay Varina Out Of The Darkness Walk, 1 – 4 pm
South Park, J. Wells Environmental Trail, 900 S Main St, Fuquay Varina, NC 27526. Join the Alliance team: https://afsp.donordrive.com/team/181716

Cumberland
September 27: Temperament and Stress Management for Foster Parents, 6 – 7:30 pm
Harvest Baptist Church, 5504 McPhail St, Hope Mills, NC 28348.
Spirit Week 2018

Each year, Spirit Week is when Alliance employees celebrate our anniversary (this year was our sixth!) and share their enthusiasm for the work we do. The week featured the following theme days:

Superhero Day (dress as your favorite superhero).
Time-Out Tuesday (wear your favorite sports team apparel).
Whatever Wednesday (fun socks and hats, plaid with polka dots ... whatever!).
Throwback Thursday (dress as your favorite decade).
Spirit Day (wear an Alliance T-shirt), featuring a lunchtime hot dog roast.
had accounted for 11 ED visits before being housed. After her first three months of housing, she has not been back to the ED at all.

“The Health and Housing program really illustrates the intersect between physical health and behavioral health and how important that is,” said Alliance CEO Rob Robinson. “This program has so much potential to be successful because it originates out of the hospital and the Duke outpatient clinics, and the physicians there really understand social determinants and the importance of housing.”

“The thing with housing is that you plant a seed and you really have to cultivate it,” said Ann Oshel, Alliance Senior Vice President, Community Relations. “And it takes time.”

“We spent a year trying to figure out the process of how we would identify the people, get the funding for the supportive housing case management, get the vouchers, and we are really starting to literally and figuratively see it pay off with all the people who are in and maintaining housing and not going to the ED,” Oshel said. “We had a couple of people who had crisis episodes but that’s almost what we want—let us know you before you have an episode so we can get you to the right place and then get you back home.”

Keeping people who are chronically homeless in housing can be a challenge, however, and it’s one reason Oshel now talks of moving people out of homelessness into housing “and beyond.” After finding a sense of community in homelessness or institutional care, many people can find housing, and the responsibilities that go along with it, to be a lonely and difficult experience.

“We focus a lot on moving people out of homelessness and trying to find a roof over their head, and I’m starting to think that’s the easy part,” Oshel said. “Keeping people engaged in services, helping them make friends and figure out how to navigate transportation, all that stuff is hugely difficult, overwhelming and complicated.”

The Bridge Housing program at Harrington Place in Wake County offers people with disabilities just what the name implies: a bridge between homelessness and being housed by providing a room in a group living setting, with many supports, including a case manager and peer support specialist.

“For a lot of people that in-between step is really important just so they can take a baby step to being on their own, learn a little bit more about what it’s going to be like, and get a little bit more used to maintaining even a small room,” Oshel said. “It has built-in supports while you’re there, so there is someone to check on you, someone to help you get connected to benefits, and you get a chance to practice your skills like how to cook and do laundry. For people who are very sick, they get a chance to learn to care for their conditions.”

The Bridge Housing program opened in March and has served 17 people, six of whom have moved on to permanent housing with a voucher. The facility has 12 units, and participants typically stay three to five months in the program. The 17 people who have come through the program represent 1,422 months of homelessness.

“We’re just starting to see what kind of difference it makes to give people a landing spot between homelessness and looking for housing,” Oshel said. Meanwhile, Oshel and her staff continue to explore possibilities and expand the ways we can move people from homelessness into housing and help them thrive there. “We’ve always got some ideas that we’re looking for the next great partnership on. For the moment, what we are really trying to focus on is what it means to really support someone in housing. How do we know that it has improved their quality of life? I believe that it does, and I believe that for some it’s so scary and overwhelming that it’s easier to go back to they have always known than to give it long enough. From our end we need to make sure that we really recognize what it takes. That’s why I say ‘from homelessness to housing and beyond.’”
New staff development initiatives pair employees for growth and success

Peer Advisory Leader program matches newest staff with mentors

The Peer Advisory Leader (PAL) mentoring Program pairs our newest employees with a more experience employee for advice, guidance and mentoring. Mentoring encompasses coaching, sharing perspectives, and transferring knowledge and wisdom. A PAL can help a new employee network and become more productive by providing necessary, relevant information.

The PAL program began in July.

After their initial mentoring period, if the new employee also needs to master new skills, he or she may then be assigned a Peer Success Coach.

Fifteen Alliance employees recently oriented into the PAL program:

April Bauer
Leesha Brady
Laura Bram
La'Teasha Brown
Alicia Bryan
Renee Campbell
E. Marie Dodson
Nikki Edwards

Alejandro (Alex) Garcia
Jennifer Krantz
Noel Pellish
Charles (Avery) Piercy
Amy Taylor
Bonita Williams
Kamila Woodruff

Peer Success Coach program helps employees hone new skills

The Alliance Peer Success Coach (PSC) program was developed to help our employees enhance their current skills or acquire new skills. The program matches employees with specific existing competencies with other employees who are trying to master those skills. The PSC program will begin in August.

Recently, 24 Alliance employees completed the orientation to become peer coaches:

Aimee Izawa
Alicia Bryan
Anna O'Neill
Beverly Harris
Danny Wamsley
Debra Kinney
Ginger Yarbrough
Jessica King
Kimberly Harrer
LaTonya Packer
Leesha Brady
Nicole Layden
Paulette Walker
Rachel McLean
Tabatha Pankey
Tiffany Batiste
Tiffany Harris
TJ Hayes
William Ethridge
Noel Pellish

Alliance employees interested in participating in the PAL or PSC programs should contact the ODL department.

Alliance Resources

Discover Recovery University, the online training gateway that allows users to register for all Alliance trainings (online and in-person), including Mental Health First Aid.

The It's Time to Re-Think campaign aims to debunk the common myths and misconceptions about people with mental illness, substance use disorders and intellectual/developmental disabilities that create stigma and keep them from getting the help they need.

Alliance InTouch is a newsletter for the employees and community of Alliance Behavioral Healthcare. Please send comments and suggestions about this publication and its contents to Lisa Brockmeier: lbrockmeier@alliancebhc.org.

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