



Firetree, Ltd., Scranton Pavilion

409 Olive St, Scranton, PA 18509

Telephone: 570-955-3802 Fax: 570-291-5120

ScrantonPavilion@firetree.com

SCRANTON PAVILION

2023 ANNUAL REPORT



Together Building a New Way of Life

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GOVERNING BODY

CORPORATE OFFICE LOCATION

Firetree, Ltd.
800 W. 4th Street
Williamsport, PA 17701
570-601-0877

BOARD OF DIRECTORS

William C. Brown, President
Amy Ertel, Vice President
Edward B. Ertel
Catherine K. Ertel

CHIEF OPERATING OFFICER

Thomas McDermott

SCRANTON PAVILION EXECUTIVE DIRECTOR

Gordon Traveny

COMMUNICATION THROUGH THE AGENCY

Monthly conference calls were held with facility directors and the COO. These meetings provide a supportive foundation for communication regarding individual facilities and overall corporate well-being. Meetings reciprocally enhance communication between facility directors and corporate staff members regarding issues and new concerns.

Quarterly Directors meetings at the home office were held at the corporate office in Williamsport, PA.

Whether they are virtual corporate meetings or those held at the facility level, all meetings are geared at creating a healthy work environment for staff and a productive atmosphere for residents to make positive changes in their lives.

FACILITY MISSION STATEMENT

TOGETHER BUILDING A NEW WAY OF LIFE

In keeping with our Firetree, Ltd., Mission, Scranton Pavilion's commitment is to provide our residents with opportunities to have a second chance to change and improve their lives and to provide resources for them which best provide needed support for the individual both during their placement and following their discharge from the program.

Firetree Ltd., Scranton Pavilion continues efforts to hire staff members who genuinely want to provide a structured and supportive environment where residents can be appropriately prepared for release and are ultimately productive and contributing members of society. Staff members at Scranton Pavilion are continually seeking opportunities to enrich professional inter-agency collaboration and training. This includes, but is not limited to sharing information with the US Probation Office, the Bureau of Prisons' Residential Re-entry Office, PBPP, and the DOC in addition to the numerous community agencies that assist our residents in the re-integration progress.

Every effort is made to remain well informed regarding the availability of local services and community development projects, which would best serve our residents, both while in the facility and upon their return to their home and community.

While at Scranton Pavilion, all residents receive an equal continuum of care, structure, guidance and supervision. In conjunction with governing agencies, each resident is provided a comprehensive individualized program plan (IPP) to assist him/her in a successful transition. Staff members offer supportive programming, assistance in preparing for, and seeking employment, a variety of life skills training and, access to both group and individual aftercare drug/alcohol treatment. We continue to have a high population of residents arrive with more significant mental and physical health problems, greater emphasis has been placed on tailoring more individualized time with them to ensure that they not only receive the medical care and attention while in the program, have appointments made to reestablish health care and monitoring but understand their medication regimen and are capable of self-managing their medications upon release.

In sum, all services provided at or in conjunction with the facility, are intended to assist residents in successfully reintegrating into the community in which they live, and in establishing healthy and positive lifestyle changes. With this mission mindfully followed, the program and the agency may continue to grow while providing exemplary and responsible service provision to residents.

PHILOSOPHY

The philosophy of Scranton Pavilion continues to focus on establishing and maintaining Scranton Pavilion as a professional and reputable Residential Reentry Program among the various agencies with whom we work, as well as residents, their families and the City of Scranton and surrounding areas. Being several hours removed from any other Firetree

Ltd. facility with whom we can share resource information, it has remained vital that staff members have an awareness of community resources and associations with individuals who are supportive and have influential ability in their agencies and/or the community. As in previous years, this remains necessary as the public becomes increasingly aware of our existence and the increasing risk posed by our acceptance of particular residents. Since many in the community may hold negative preconceptions regarding the purpose of our existence and the services we provide to residents it remains important to ensure that we strive to maintain our credibility as staff members, as a program and as an agency.

As a result, emphasis has therefore been placed on connecting with those working with the same or similar clientele in an attempt to explore ways in which services can be expanded upon and outside support established. The community advisory board meets quarterly to discuss many variety of topics, from judicial, educational, employment, etc.

In addition to seeking out support within the community, great effort continues to be placed on recruiting dedicated staff member whose goal is to encourage residents to lead law abiding and substance free lifestyles while simultaneously able to maintain a professional relationship with residents while still following all rules and regulations. Staff interested in the criminal justice system must learn and appropriately utilize the various required policies and procedures designed to maintain a safe, healthy and structured environment. It is expected that staff will exemplify integrity and role-modeling in every facet of both their work and personal lives. Staff members must share a genuine desire to assist residents in successfully reintegrating back in to the community and must exhibit behavior that models respectfulness, honesty, fairness, patience, structure, and follow-through with both residents and their staff peers. Staff integrity is always emphasized encouraged and monitored. It is always the intent of Scranton Pavilion administration to provide a work environment that recognizes staff member contributions to the program and strives to ensure that their employment is challenging and allows them to grow personally and professionally.

Another key to our philosophy is to provide quality programming and professional interactions with residents that, in essence, recognizes their individuality while continuing to adhere to all required policies and procedures regarding resident accountability. As part of the orientation to the facility, a resident is encouraged to view their placement at Scranton Pavilion as an opportunity to write a new chapter in their life; start over and look ahead to a new life. The backgrounds of all residents are known and used only to identify appropriate services for them and are never used to judge a resident or treat them differently. Each new resident during the first week following their admission to the program, has an opportunity to meet with supervisory staff and the Executive Director to discuss his/her placement at the facility. During these meetings, rules and regulations, expectations and opportunities are discussed with the resident. It gives the resident an opportunity to clarify his or her expectations while assisting staff in laying out a plan for his or her successful return to the community. All residents are encouraged through a variety of one-on-one and group discussions to utilize good judgment when making decisions and to take advantage of all opportunities presented to them.

It is the hope that all residents passing through our doors will take with them an appreciation for the experience and knowledge of his/her resources.

GOALS AND OBJECTIVES

GOAL:

To maintain regular communication between Firetree Ltd., Scranton Pavilion and the BOP, DOC, USPO, PAROLE, offices, ensuring facility operations meet all contracted program expectations. Further, every effort will be made to maintain public safety and adherence to all court mandates.

OBJECTIVES:

- Correspond with and reply to the BOP/DOC staff in a timely manner
- Communicate with USPO/PBPP to assist the resident population with obtaining ex offender photo identification cards. These cards will assist residents with obtain proper identification from the Department of Motor Vehicles.
- Complete weekly, monthly and annual review of residents files to ensure compliance.

GOAL:

To recruit, supervise and motivate professional and principled staff, who through common values strive to provide a strong consistent message, which applied fairly to all residents, encourages accountability for their behavior.

OBJECTIVE:

- Ensure a comprehensive interview process which will include at least two current staff in every interview. The interview process will occur at least once prior to a candidate (Pre-Employment screening) being selected to go onto the next phase of the interviewing process.
- Encourage the candidate to be open and honest about his/her criminal history and drug use.
- Complete thorough personal and professional reference, which will include verification of past employment.
- Ensure that Scranton Pavilion staff members participate at least 40 hours per year in-house refresher training. Additional training will be conducted in Relias Learning online.
- Schedule and hold monthly staff meetings with all staff. Hold staff accountable that fail to attend staff meetings without a reasonable justification.

- Maintain a high level of moral amongst staff members. This will directly impact the residents in a positive manner.
- Employee annual evaluation reviews for all staff conducted by the Director and or Assistant.

GOAL:

To recognize and appreciate individual differences and needs while ensuring treatment, recreation, social, psychological, medical and spiritual needs are met and developed so residents have a support system in the community upon release.

OBJECTIVE:

- Maintain and expand management availability to residents. This will include the availability of management during weekends/evenings.
- Conduct orientations and reviews with residents that identify individual needs and make appropriate referrals accordingly or assist resident in locating resources.
- Share individual resident needs with USPO/DOC/PBPP, so that they are aware of any issues a resident may be experiencing and thus be prepared to address those issues upon the resident's release. Homelessness is an area of concern that requires a collaborative effort between the client, USPO, DOC, PBPP, RRC staff and community resources.
- Refer the resident to services which promote personal improvement and assist the resident in locating community programs that are available on currently on limited basis only.

GOAL:

To enhance collaboration with community resources which benefit both current and future residents of Scranton Pavilion RRC.

OBJECTIVE:

- Once COVID 19 restrictions are lifted hold quarterly Community Resource Board Meetings.
- Be informed regarding community changes and events from which the residents or RRC staff could benefit i.e. virtual job fairs and open interview events.
- Maintain professional relationships with various local employment agencies.
- Encourage community service with the re-entrants

GOAL:

At all times, reflect the goals of Firetree Ltd., which are designed to provide residents with the guidance and resources necessary to return to lifestyles that are productive, independent, and chemical free.

OBJECTIVE:

- Abide by all Firetree Ltd., Policies and Procedures
- Abide by all Bureau of Prisons Statement of Work guidelines.
- Abide by all Department of Corrections Policies and Procedures
- Encourage family reunification and visitation when allowed.
- Identify various resources in the community that discharging residents may utilize.

GOAL:

Maintain Prison Rape Elimination Act (PREA) compliance

OBJECTIVE:

- Report all PREA allegations to the appropriate corporate level staff, Department of Corrections, Pennsylvania Board of Parole Probation, Federal Bureau of Prisons and Federal Probation.
- Continue to conduct PRAT (Prison Risk Assessment Tool) assessments
- Continue to provide training to new hire staff and annual training on the topic of PREA
- Maintain current PREA certification, which was acquired in May 2022. PREA re-certification will occur every three years after our next inspection.

PROGRAM AND STATISTICAL INFORMATION

Residents are assigned an individual federal/doc case manager. An advantage to this is that each case manager has a better understanding of the residents he/she supervises. This allows for a better tracking system for the case manager to ensure all requirements are being met for that resident. A disadvantage to this system is that the resident's assigned case manager is not always available when he/she is available.

Individual PRT meetings are held for all residents. The first PRT meeting is held within one week of the resident's admission into the facility. The reason for these meetings is so the resident is to provide the resident with an outline of the expectations of not only the Scranton Pavilion but also supervised release. The resident meets regularly with his/her assigned case manager during the duration of his/her placement.

It is not uncommon for residents to transfer from the BOP/DOC institutions with mental health needs as well as medications needs. The Community Treatment Services (CTS) contracts with Valley Psychological for mental health. Residents are provided individual counselors and or psychiatrists based on the individual needs of the resident. If at any time a resident exhibits mental health related issues but does not have a referral for mental health treatment one can be obtained with the volunteer consent of the resident and a written request submitted to the Community Treatment Services branch of the Bureau of Prisons.

Scranton Pavilion management staff meets monthly with Valley Psychological Counseling staff to discuss individual resident's needs and goals. These meetings provide RRC staff with a better understanding of how they are doing in treatment and if they are complying with the expectations of the treatment provider. Outside of these meetings, at least weekly contact is made.

In order to facilitate the resident obtaining medication, the resident obtains a prescription or it is electrical submitted to Medspack; and then provides this prescription to the BOP Employment Specialist or Life Skills Coordinator. A written request (213) is submitted into the BOP R3M application. Once it received and the approved request is approved/denied by Health Systems Specialist representative of the BOP. Once the approval is received by the Health Systems Specialist submits the request to a NaphCare INC. Naphcare will email a copy of the medical services authorization to the RRC staff member that submitted the original request. Naphcare is responsible party for paying the medical bills, this been helpful in streamlining the medical payments being paid in a timely manner, however some invoices are still not being unpaid causing bills to be placed in collections for BOP re-entrants. DOC re-entrants are responsible for covering any cost that may occur.

ADMISSION INFORMATION

2022

	MALES	FEMALES	TOTAL
BUREAU OF PRISONS			
REFERRALS	59	5	64
US PROBATION			
REFERRALS	2	1	3
TOTAL	61	6	67

	MALES	FEMALES	TOTAL
DEPARTMENT OF CORRECTIONS REFERRALS	86	51	137

	MALES	FEMALES	TOTAL
OVERALL	147	57	204

DISCHARGES IN 2022

Unsuccessful Discharges	16	Overall Poor Performance 14
		Absconded 0
		Escapes 2
Successful Discharges	136	

In regard to life skills, BOP residents being referred to the RRC are directed to participate in a variety of selected life skill assignments. USPO cases are not designated to participate in these programs but do often volunteer to attend. There are seven categories of life skill programming; including Employment/ Job Readiness; Money Management; Housing; Family/ Parenting; Anger Management; Wellness; Vocational; Sexual, Emotional and Sexual Abuse.

For DOC reentrants, a Life Skills Coordinator is assigned to each reentrant. They are tasked with completing a life skills needs assessment, networking with community resources, assist in the research and development of materials necessary to supplement the curriculum, communicate with staff with reentrant concerns, tutor and mentor reentrants, assist in employment preparation, and perform other duties as assigned.

The BOP requires residents expect for USPO offender being referred to the RRC to complete a nine week journaling program. The only BOP residents that are exempt from this required is those that completed the 500 hour drug abuse program in the institution. Due to the successful completion of this program they are eligible for a reduction in their sentence up to one year. This program is facilitated by the BOP Employment Specialist.

PERSONNEL

STAFFING

One Federal Case Manager, Jessica Moran, One BOP Employment Specialist Robert Waiters, One DOC Case Manager, Lori Davis, One Life Skills Coordinator Quatione Brown, One Assistant Director Kathy Calabrese, and One Facility Director Gordon Traveny.

Staffing difficulties continued to be prevalent within the facility; particularly with the program monitor. Seven program monitors resigned their position for better opportunities, while two program monitors were terminated.

TRAINING

All staff members complete a training assessment and training plan upon hire and every year thereafter. All newly hired staff attend a two day “New Hire Orientation” training that is provided by Firetree, Ltd.’s corporate office.

This New Hire Orientation includes the following topics:

- History and Mission of Firetree, Ltd.
- Employee Handbook
- Confidentiality
- Client Rights
- Zero-Tolerance Policy
- Boundaries
- Addictions 101
- Positive Approaches
- Cultural Awareness
- De-escalation
- Medical Topics

Additionally, newly hired staff complete trainings assigned in Relias that vary depending on position. Some of these courses cover topics such as Confidentiality, Boundaries, and Suicide Prevention.

Each month, staff attend in-service trainings that cover one of the following topics:

- Suicide Prevention & Intervention
- Cultural Awareness
- Sexual Harassment
- Addictions 101 & Substance Abuse Trends
- Code of Ethics / Fraud, Waste, & Abuse
- Safety, Fire, and Emergency Procedures
- Zero Tolerance Policy
- Interpersonal Relations & Communication Skills
- Universal Precautions & Medical Topics
- Accountability and Security Procedures

- Confidentiality & HIPAA
- De-escalation, Conflict Management, and Use of Force

Firetree, Ltd. continues to utilize Relias, an online learning management system, which has increased the agency's ability to address training needs. This has enhanced Firetree, Ltd.'s New Hire Orientation as new employees are enrolled into a training plan with courses related to their position. Relias has also allowed staff to be enrolled in courses to make up monthly in-service training that they may have missed. Each Relias course requires the user to take an exam to ensure competency on the training topic prior to receiving a certificate for the course. In addition, this system has the ability to track both internal and external training hours and helps assure staff are meeting training deadlines by sending email notifications when trainings are coming due or are overdue. Relias reports help the agency to conduct statistical analysis on training evaluations to assess for training effectiveness and improving the training offered. In addition to this, all staff are required to attend a 40 hour basic training course provided by the Department of Corrections.

Annual Evaluation of the Overall 2022 Training Plan

COVID-19 has produced many challenges in providing training this year. For many months,. Firetree, Ltd. had to do the same with a number of trainings provided internally, such as New Hire Orientation, HIV, and TB/STD. Offering trainings virtually has presented its own set of trials, including keeping participants engaged and overcoming barriers related to technology.

The agency staff continue to display a genuine desire to broaden their clinical skills and provide clients with the most effective treatment possible. All staff actively participated in training throughout the year. Training needs assessment forms and individual employee training plans were formulated to identify training needs and the resources for fulfilling those needs.

The agency conducted monthly in-service trainings during this review period. The corporate training coordinator has evaluated the annual monthly in-service training schedule and made updates to the training topics so that they are more current and interactive. Restrictions put in place due to COVID-19 limited the effectiveness of the monthly in-service trainings as staff were unable to gather in large groups for live training. Instead, these training requirements were met by reading through the training materials.

Also noted as a continued concern, the facility is required to create individual and facility wide training plans early in the calendar year, before many of the available trainings are posted. This tends to lead to staff going through the motion to get the forms filled out without sufficient thought or available resources to complete the process in a meaningful manner. The corporate training coordinator implemented a new process in completing individual training plans for administrative and clinical staff. Newly hired clinical staff met with the corporate training coordinator, corporate clinical director, and their clinical supervisor to review training requirements within their first year of hire, and newly hired facility directors met with the

corporate training coordinator and chief operating officer to do the same. For the annual training plans, a similar process was implemented where the corporate training coordinator was able to identify resources to meet training needs and interests. Additionally, the individual training plan was updated to include a section that focuses on areas identified on an employee's performance evaluation which can be addressed through training.

In order to continue the agency's consistency and training effectiveness, the Facility Director in addition to the corporate training coordinator will continue to track individual staff training. The director and training coordinator will continue to strive to better coordinate the agency's training plans with the individual needs of the staff and the need areas highlighted in the training needs assessments as well as the individual employee evaluations.

In regards to Relias, agency staff had a course completion rate of 85.62% and a compliance rate of 48.56%. These rates are determined by using the following formulas:

$$\text{Total Completion \%} = \frac{(\text{Courses Completed On Time} + \text{Courses Completed Late})}{\text{Total Courses Assigned}}$$

$$\text{Total Compliance \%} = \frac{(\text{Courses Completed On Time})}{\text{Total Courses Assigned}}$$

Through employee feedback, time management and limited knowledge in basic computer skills have been barriers to completing courses on time. COVID-19 has also cause facilities to be short on staff, requiring employees to place their focus on other job duties over training, resulting in trainings becoming completed past due. The corporate training coordinator has made adjustments to time frames to complete courses as well as removing courses that have been unhelpful based upon complete course evaluations in hopes that this will help with better time management. The corporate training coordinator also intends to offer basic computer skill classes to the staff who are in need. Overall, staff have been receptive to the Relias Learning Management System and continue to view it as an opportunity to enhance their skills sets.

COMMUNITY INVOLVEMENT

Due to COVID 19 restrictions, community involvement for 2022 was suspended until further notice. Once the restrictions are lifted the following will continue:

- Center for Community Re-integration Services Advisory Board

- Community Relations Advisory Board

MARKETING

Marketing efforts in 2022 were focused on maintaining the census in our programs in these very challenging pandemic times while looking for opportunities for expansion. We can be proud that we continue to make a difference in the communities we serve.

- All facilities continue to offer MAT programming as desired by SCAs and MCOs. All programs offer Vivitrol and can accept clients already on buprenorphine maintenance. Along with Vivitrol and buprenorphine maintenance, methadone maintenance is also an option. The new five-year DDAP contract also calls for the ability to provide methadone to clients, either on-site or with a third party.
- Referrals from a number of counties, county prisons and the PA Board of Probation and Parole have dropped considerably due to Covid -19 and we have dropped our census at all facilities. Hopefully a vaccine will help to make individuals more comfortable entering a congregate treatment setting.
- We had to suspend art and music therapy due to the pandemic but these programs are slowly coming back online in the facilities. Both have been very well-received by the clients.
- We expanded our contracts at both New Way of Life Facilities as well as the co-occurring program.
- The prison program has expanded to just about every county in the state and continues to be a steady source of referrals to our facilities. Success is attributed to working with the Intake Unit and county drug and alcohol entities to assure a smooth transition for clients from jail to treatment. The Intake Unit has developed a vetting process to mitigate the possibility of bringing Covid-19 into the facilities.
- Alexandra DeMarco was hired as a Community Relations Specialist for the western territory.

Firetree continues its strong commitment to the recovery process beyond the treatment experience. As a provider to Philadelphia we continue to be involved in their widely acclaimed Recovery Transformation Initiative. I continue to represent Firetree, Ltd. as a member on the Value Based Payment Committee of CBH, which is developing new methods of billing constructed to more accurately reflect services rendered. Firetree supports the research and the rapid, effective dissemination of the results of that research to significantly improve prevention, treatment and policy. Firetree is also participating in Philadelphia's Medicated Assisted Treatment Initiative using buprenorphine and Vivitrol to offer alternatives to methadone, as well as, continuing the research supporting the use of Vivitrol to prevent relapse. Firetree/Conewago continues

as a potential national research site for “Marketing, FDA Communications and Tobacco Perceptions and its Use in Drug Treatment”. This program is conducted by the Institute for Health Policy Studies of the University of California, San Francisco. Additionally, Harold Imber continues to serve as a member of the Pay-4 Performance Advisory Board of CBH.

Maintaining open communications with the state’s Single County Authorities (SCA), BCC, PBPP, County Probation departments and HealthChoices managed care organizations (MCOs) remains a primary goal and has been critical during the pandemic. Meetings that cannot be held in person have been held remotely and in person when possible. Providing treatment to HealthChoices members in the past years has become more important due to restricted SCA budgets which were further stretched by the restricted state budget due to the pandemic. Firetree, Ltd. consistently receives accolades from referral sources for being able to expediently complete the enrollment process. This is one way we in which we work with SCAs and clients battling the reality of today’s difficult times. We have increased outreach to other agencies and organizations such as hospitals and outpatient providers in order to reach HealthChoices members more effectively as well as the clientele that enter treatment through the warm hand-off process.

Conferences this year were either canceled or held virtually. We attended the RCPA (Rehabilitation and Community Providers Association), National Council on Behavioral Health, CompassMark, COCA (Council on Chemical Abuse) and CCAP (County Commissioners Association of Pennsylvania) conferences. We continue to be involved with RCPA (Rehabilitation and Community Providers Association) by sitting on various committees and workgroups including: Drug & Alcohol Committee, Forensics Committee and Regulation workgroups. Patti Brader co-chairs the Forensics Committee which gives us additional access. The support and information gleaned from the Association has always served us well especially in relation to the pandemic.

The marketing department continues to be involved in supporting the efforts of administration in the proposal and contract process. We continue to pursue additional opportunities to serve the needs of those returning to their communities after incarceration.

In 2021, the Marketing Team continued to foster good relationships with the Bureau of Community Corrections (BCC), the Pennsylvania Board of Probation and Parole (PBPP), county SCA staff and MCO staff to the extent possible.

In 2020 the Marketing Department continued exploring new ways to communicate more effectively with referral sources and directly with the consumer. Increased use of targeted emails helped keep the ever growing number of potential referral sources

informed. Marketing has ramped up the use of social media to communicate with the public.

As we enter 2023 the marketing department continues to work closely with all departments within Firetree Ltd. to continue to fulfill our mission statement: *“Together Building a New Way of Life.”*

FISCAL

SEE CORPORATE FISCAL RECORDS

2022 Annual Report Completed by:

Written by:

Gordon Traveny, Facility Director

DEFINITION OF TERMS

BOP	Bureau of Prisons
DOC	Department of Corrections
RRM	Residential Re-Entry Manager
RRC	Residential Re-Entry Center
SUSPO	Supervising United States Probation Officer
CTS	Community Treatment Services
USPO	United States Probation Officer

PBPP

Pennsylvania Board Parole/Probation

Scranton Pavilion

409 Olive Street, Scranton PA 18509

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