

## AGENCY DIRECTORS' REPORT

AGENCY: Lake's Crossing Center

SUBMITTED BY: Tom Durante, LCSW

DATE: 4/21/2017

**Reporting Period: 5/12/2017**

### **STAFFING**

Positions filled: In the last 3 months we have hired one Clinical Social Worker, one Activity Therapist, one Forensic Specialist, and one Psychiatric Nurse.

Vacancies: Currently we have the following vacancies: 9 Forensic Specialist III, 1 Forensic Specialist IV, 1 Clinical Social Worker, 1 Psychiatric Nurse III, and 3 Psychiatric Nurse II.

Difficulties filling: Forensic Specialists, Nurses, and Social Workers.

### **CASELOADS/WAITING LISTS**

**Program: Inpatient**

Caseload: 72

Waiting List: Offered bed; 18

**Program: Outpatient**

Caseload: Conditional Release: 4; Treatment to Competency: 1

Waiting List: 0

**Program: Outpatient Compency Evaluations**

Caseload: Approximately 70 evaluations a month

Waiting List: N/A

**Program:** Click here to enter text.

Caseload: Click here to enter text.

Waiting List: Click here to enter text.

**Program:**

**Program:** Click here to enter text.

Caseload:

Caseload: Click here to enter text.

Waiting List:

Waiting List:

### **PROGRAMS**

New Programs: No new programs

Program Changes: No changes in programming in our inpatient or outpatient services.

### **Service Needs/Recommendations**

Lake's Crossing is meeting it's mission in supplying evaluation and restoration services in a timely manner as well as providing treatment and safety for those committed to the agency long term. As staff has grown to meet these needs, available office space and meeting space has not. Clinicians and support staff frequently have a difficult time finding adequate space to complete assignments. Assistance in meeting this need has been discussed between Agency Managers and will be explored as the civil client population increases accessing services in the community rather than on campus. Another on-going need is filling forensic, nursing, and social work positions. In order to attract more applicants for these positions, as well as retaining current staff, increasing incentives for working for the State will need to continue to be explored.

### **Agency Concerns/Issues**

Although Lake's Crossing is meeting the demands of admissions as described in the Consent Decree, a major concern is the number of referrals for evaluation and restoration services. Currently we have 18 beds offered amongst the various counties. If each county were to bring the clients that we have offered beds to at approximately the same time, we would not have the capacity to admit them. This is a major concern, as our hospital license does not allow us to go over census. Another concern is the unexpected costs that often arise in treating this population. We have had several clients that are hearing impaired and have special interpretive needs which can be costly but are necessary. Similarly, clients often are admitted that have multiple medical issues that need evaluation and treatment. The cost of providing these services is difficult to predict.

# AGENCY DIRECTOR'S REPORT

AGENCY: NNAMHS  
 SUBMITTED BY: Lisa Sherych

REPORTING PERIOD: February – April 2017  
 DATE: May 1, 2017

## STAFFING

**POSITIONS FILLED**

|                                |     |                            |     |
|--------------------------------|-----|----------------------------|-----|
| Administrative Assistant IV    | (1) | Psychiatric Nurse II       | (1) |
| Maintenance Repair Spec. I     | (1) | Vocational Habilitation TR | (1) |
| Mental Health Technician III   | (2) |                            |     |
| Mid-Level Medical Practitioner | (1) |                            |     |

**VACANCIES**

|                             |     |                            |     |
|-----------------------------|-----|----------------------------|-----|
| Accounting Technician II    | (1) | Psychiatric Case Worker II | (1) |
| Clinical Social Worker II   | (2) | SR. Psychiatrist I         | (1) |
| Clinical Social Worker III  | (1) |                            |     |
| Mental Health Counselor III | (2) |                            |     |

**VACANCIES NOT UNDER RECRUITMENT TO FILL**

|                             |       |                              |       |
|-----------------------------|-------|------------------------------|-------|
| Accountant Technician I     | (1)   | Microbiologist IV            | (1)   |
| Administrative Assistant I  | (3)   | Pharmacist I                 | (2)   |
| Administrative Assistant II | (1)   | Pharmacy Technician II       | (2.5) |
| Administrative Assistant IV | (1)   | Psychiatric Nurse II         | (14)  |
| Clinical Program Manager I  | (1)   | Psychological Assistant      | (1)   |
| Clinical Social Worker II   | (3)   | Substance Abuse Counselor II | (1)   |
| Custodial Supervisor II     | (1)   | Supply Assistant             | (1)   |
| Laboratory Technician I     | (0.5) |                              |       |
| Mental Health Counselor II  | (2)   |                              |       |

## CASELOADS/WAITING LISTS

**PROGRAM: AOT**

CASELOAD: 6  
 WAITLIST: 0

**PROGRAM: MED CLINIC**

CASELOAD: 1,567  
 WAITLIST: 38

**PROGRAM: MENTAL HEALTH COURT**

CASELOAD: 105  
 WAITLIST: N/A

**PROGRAM: PACT**

CASELOAD: 85  
 WAITLIST: 0

**PROGRAM: OP COUNSELING**

CASELOAD: 107  
 WAITLIST: 12

**PROGRAM: SERVICE COORDINATION**

CASELOAD: 126  
 WAITLIST: 0

**PROGRAM: SLA**

CASELOAD: 235  
 WAITLIST: 0

## PROGRAMS

**NEW PROGRAMS:** There are no new programs to report at this time, but we are current working on collaborative efforts with the courts.

**PROGRAM CHANGES:** Christina Brooks is our new Outpatient Services Manager.

## SERVICE NEEDS/ RECOMMENDATIONS

We are currently recruiting for two MHC III positions. One for Mental Health Court and the other is for Step Down Support/service Coordination.

## AGENCY CONCERNS/ISSUES

**INPATIENT:** Dini-Townsend Hospital just received their 3 year Accreditation from the Joint Commission.

**OUTPATIENT:** There are no Outpatient agency concerns or issues at this time.

# AGENCY DIRECTORS' REPORT

AGENCY: SNAMHS

SUBMITTED BY: OP Administration

DATE: 5/1/17

Reporting Period: April 2017

## STAFFING

Positions filled: 591.04 FTE

Vacancies: 168.53 FTE (83.00 FTE are ON HOLD vacancies)

Difficulties filling: 91.02 FTE (33.49 FTE are ON HOLD vacancies) (Clinical Social Workers –8.49 FTE,

Licensed Psychologist – 4.00 FTE, Psychiatric Nurses – 48.00, Senior Psychiatrists – 30.53)

## CASELOADS/WAITING LISTS

**Program: SLA+Shelter+ISLA**

Caseload: 338

Waiting List: 8

**Program: Group Care + Sp. Needs**

Caseload: 223

Waiting List: 0

**Program: PACT**

Caseload: 70

Waiting List: 0

**Program: Medication Clinic**

Caseload: 3002

Waiting List: 162

**Program: Counseling**

Caseload: 392

Waiting List: 1

**Program: Service Coord. + Intensive**

Caseload: 442

Waiting List: 20

**Program: MHC**

Caseload: 71

Waiting List: 0

**Program: IP**

Caseload: licensed beds; 211

Waiting List: See ER Data

**Program: AOT**

Caseload: 64

Waiting List: 1

**Program: Co-Occurring Program**

Caseload: 54

Waiting List: 4

**Program: Residential**

Caseload: 624

Waiting List: 4

**Program: Laughlin Mesquite Med Clin**

Caseload: 221

Waiting List: 15

**Program: Laughlin Mesquite SC**

Caseload: 48

Waiting List: 3

**Program: Laughlin Mesquite OP Coun**

Caseload: 194

Waiting List: 2

**PROGRAMS**

**Service Needs/Recommendations**

**Agency Concerns/Issues**

## AGENCY DIRECTORS' REPORT

AGENCY: SNAMHS    SUBMITTED BY: Sharon Dollarhide    DATE: 5/4/2017

**Reporting Period: 3/1/2017**

### **STAFFING**

Positions filled: In the past two months, we have hired 5 Forensic Specialists I's (1 voluntarily separated from state service).

Vacancies: Currently we have the following vacancies: 21 Forensic Specialist (FS) III's, 1 Forensic Specialist IV, 2 Clinical Social Worker II's (on hold), .51 FTE Substance Abuse Counselor II (on hold), 1 Activity Therapy Technical II (on hold), 1 Mental Health Technician IV (on hold), and 1 Licensed Psychologist I (on hold).

Difficulties filling: We have a difficult time filling Forensic Specialist III positions. 6 FS packages are pending background searches, with 3 FS' due to start in May and 3 FS' due to start in June. FS III and FS IV positions were posted, with a closing date of 5/4/17. Human Resources has posted the FS III position on Governmentjobs.com, UNLV, and Usajobs. HR will participate in 2 upcoming community job fairs.

### **CASELOADS/WAITING LISTS**

**Program: Inpatient:**

Caseload: 67

Waiting List: 8, beds offered to all 425's w/in 7 days

**Program: Outpatient:**

Caseload:

Waiting List:

**Program: Outpatient Compency Evaluations**

Caseload: 3

Waiting List: N/A

**Program:** Click here to enter text.

Caseload: Click here to enter text.

Waiting List: N/A

**Program: Outpatient Competency Restoration**

Caseload: 1

Waiting List: N/A

**Program:** Click here to enter text.

Caseload: Click here to enter text.

Waiting List:

### **PROGRAMS**

New Programs: No new programs

Program Changes: During this reporting period, Stein has focused on reducing the use of seclusion and restraints. Activities used to accomplish this goal have included: changing participants on the response team from all Forensic Specialists to staff from the interdisciplinary team (i.e. – Nurses, Mental Health Technicians, as well as Forensic Specialists), sending out a "Verbal De-Escalation Tip of the Week" to all staff, and preparing a Verbal De-Escalation Power Point training. A reduction of seclusion and restraint incidents from a high of 41 in October 2016 to 8 in March 2017 has occurred.

### **Service Needs/Recommendations**

Adequate staffing levels is an issue of concern for Stein. Staffing levels have been based on a 3 clients to 1 staff ratio, however this is inadequate to meet program operations and building design. An alternative staffing level has been proposed for Stein. Data on staffing levels for each shift was collected for January – April 2017 and this data has been submitted to the Division.

## Agency Concerns/Issues

During this reporting period, Stein Forensic Facility experienced a successful escape on 4/10/17. The client tampered with and breached a window and the perimeter. He was apprehended the following day, on 4/11/17, in Arizona. Clients were moved from unsafe rooms until repairs could be made to windows. An Investigation and Corrective Action Plan are being conducted. As reported above, recruitment and retention continues to be a concern. We are experiencing difficulty in recruiting Forensic Specialists and clinicians (although current vacancies for Licensed Psychologist I and Clinical Social Worker II's are on hold pending budget cuts at Rawson-Neal and SNAMHS Outpatient Services). Increased efforts to recruit Forensic Specialists has been initiated by Human Resources by posting vacancies on various websites and attending community job fairs. Stein is competing with area law enforcement agencies and struggles to match starting salaries offered by other agencies. Although Stein referred 14 staff members for the Silver State Law Enforcement Academy that started on 1/14/17, only 3 graduated. Graduation from Category III POST Academy is required for all Forensic Specialists within one year of hire. Three staff members have been accepted for the Nevada Department of Corrections Category III POST Academy which will start on 5/27/17.

-AGENCY DIRECTORS' REPORT

AGENCY: Rural Regional Center

SUBMITTED BY: Robin Williams

DATE: 5/12/2017

Reporting Period: 3/31/2017

**STAFFING**

Positions filled : 40 as of May 1, 2017

Vacancies: Licensed Psychologist; Psychiatric Nurse; DS III .5

Difficulties filling: Competition with county and local agencies makes it difficult to recruit professional staff.

**CASELOADS/WAITING LISTS**

**Program: Targeted Case Management (TCM)**

Caseload @3/31/2017: 736

Waiting List: All individuals accepted into services receive TCM

**Program: Family Support**

Caseload @3/31/2017: 90

Waiting List: 16

**Program: Supported Living Arrangement (SLA)**

Caseload @3/31/2017: 360

Waiting List: 0

Number of 24-Hour SLA Homes: 130

Number of Intermittent/Share Living Homes: 209

Number of Fiscal Intermediaries: 21

**Program: Respite**

Caseload @3/31/2017: 51

Waiting List: 16

*Note: Respite Services for children are approved by and paid for by the county of residence of the custodial parent.*

**Program: Jobs & Day Training**

Caseload @3/31/2017: 248

Waiting List: 0

Number of Individuals receiving

|  |     |
|--|-----|
| Facility-based Non-Work (Day Habilitation):  | 99  |
| Facility-based Work (Prevocational):         | 135 |
| Integrated Employment (Supported):           | 12  |
| Community-based Non-Work (Day Habilitation): | 2   |
| Career Planning:                             | 0   |

**Program: Autism**

Caseload: 0

Waitlist: Transferred to ATAP July 1, 2011



## Intake Information

Number of Applications Received @3/31/2017 : 16

Number of Applicants found Eligible: 11

Number of Applicants found In-Eligible: 2

## PROGRAMS

### New Programs:

RRC recently conducted three "Getting Social with Your Peers" social skills training groups. Groups were held in Carson City and Fernley, with a total of 21 participants, and were led by RRC Psychological Services staff. Topics included conversational skills, choosing friends, electronic communication, and handling difficult situations, such as arguments, teasing, and bullying. This group received positive feedback from all attendees and more groups are planned.

Program Changes: N/A

## Service Needs/Recommendations

RRC continues to recruit for Providers, particularly in the frontier areas of the state.

## Agency Concerns/Issues

The ability to find professional provider staff and state staff continue to be a challenge.

## AGENCY DIRECTORS' REPORT

AGENCY: Sierra Regional Center

SUBMITTED BY: Julian Montoya

DATE: 5/12/2017

Reporting Period: 3/31/2017

### STAFFING

Positions filled @ 3/31/2017: 1 DS II, 1 DS IV

Vacancies: 6 ; 1 Psych Nurse II, 3 Dev Spec III, 2 Acct Tech II

Difficulties filling: Concerns about Psych Nurse position due to higher paying positions being available around the Reno and Sparks area.

### CASELOADS/WAITING LISTS

**Program @ 3/31/17: Targeted Case Management (TCM)**

Caseload: 1,395

Waiting List: All individuals accepted into services receive TCM

**Program: Family Support**

Caseload @3/31/2017: 196

Waiting List: 0

**Program @ 3/31/17: Supported Living Arrangement (SLA)**

Caseload @3/31/17: 692

Waiting List @ 3/31/17: 11

Number of 24-Hour SLA Homes: 312

Number of Intermittent/Share Living Homes: 349

Number of Fiscal Intermediaries: 31

**Program: Respite**

Caseload @3/31/2017: 153

Waiting List: 0

*Note: Respite Services for children are approved by and paid for by the county of residence of the custodial parent.*

**Program: Jobs & Day Training**

Caseload @ 3/31/17: 415

Waiting List: 0

Number of Individuals receiving

Facility-based Non-Work (Day Habilitation): 171

Facility-based Work (Prevocational): 217

Integrated Employment (Supported): 17

Community-based Non-Work (Day Habilitation): 10

Career Planning:

**Program: Autism**

Caseload: 0

Waitlist: Transferred to ATAP July 1, 2011

## Intake Information

Number of Applications Received @3/31/2017: 16

Number of Applicants found Eligible: 12

Number of Applicants found In-Eligible: 2

## PROGRAMS

New Programs: AB 307 pilot home opened on August 15<sup>th</sup> with 2 youths that we serve. SRC is working with the provider, Medicaid, and other partners in this pilot program that runs until 2019.

Program Changes: SRC has opened another SLA home for the 2 youths that were originally served in the pilot program as we have a need for more youths to go through the program. With this new home we are calling it our step-down home and are actively looking for foster placement or Host Home options for these youths. We have opened another home that is now the AB 307 home with a few more youths coming into placement later this month.

## Service Needs/Recommendations

With our AB 307 pilot home project which targets the need for increased behavioral supports for youth with co-occurring Intellectual Disability and Mental Health/Behavioral disorder our agency continues to advocate for a behavioral complex rate increase for providers to be able to serve this increasing population. SRC has also identified the need to increase our efforts to recruit more Host Home providers for the people we serve. [Click here to enter text.](#)

## Agency Concerns/Issues

SRC has identified the need to work with JDT providers to increase capacity for supported employment in our community. The CMS final ruling will require DS to work with our JDT providers in re-vamping their programs to be more community based (as opposed to facility based). Our current JDT structure (facility based) does limit the number of people they can serve – our goal is to move toward a more community based service system. (2) DS providers express concern about the current provider rate and report that it is impacting their ability to recruit qualified employees. The 24 hour SLA providers report a high turnover rate which impacts consistency of supports offered to individual's served. (3) DS is experiencing a major shift in rental increase for homes and apartments in the Washoe County area. As major companies such as Tesla and Switch come into the area with an increased need for a labor force, prices have increased making it difficult to find homes that are aligned with what DS can support. (4) With an increased need for services across the board all DS agencies are always concerned about caseloads and not having enough Service Coordinator positions available. (5) SRC has been able to reduce almost all of its waitlists for services but we are experiencing trouble with our Intermittent Providers. These are services that take place in homes where the people we serve live. They might need a few hours a day of support and providers are having difficulties hiring these part time employees with the rate we currently pay. A way to increase this rate is something our division is looking into.

## AGENCY DIRECTORS' REPORT

**AGENCY:** Desert Regional Center    **SUBMITTED BY:** Leslie Brown

**DATE:** 5/2/2017

**Reporting Period:** 3/31/2017

### **STAFFING**

Positions filled: 302

Vacancies: 15

**Difficulties filling:** There have been no changes since last report concerning vacancies. DRC continues to have 4 Full Time Licensed Psychologist I positions vacant in the Community Services Department. DRC has faced great challenges recruiting for these positions as Developmental Services does not pay competitive starting salary. Efforts have been made to accelerate pay steps for candidates. However, due to the time it takes to get this approved, candidates often select employment elsewhere. DRC has contracted with two Licensed Psychologists during this quarter to support the department and will consider additional contractors during the ongoing recruitment process. DRC also submitted request for accelerated pay for two currently employed Licensed Psychologist Is in September 2016 which has yet to be approved by DHHS. There are currently several Developmental Specialist III/Service Coordination vacancies that we are trying to fill through the interview/recruiting process. DRC has at minimum monthly recruitments which result in a few new hires. However, due to stress and burnout, Service Coordinators

### **CASELOADS/WAITING LISTS**

**Program: Targeted Case Management (TCM)**

Caseload: 4558

Waitlist: All individuals accepted into services receive TCM

**Program: Family Support**

Caseload: N/A

Waitlist: N/A

**Program: Supported Living Arrangements (SLA)**

Caseload: 1262

Waitlist: 216

Number of 24-Hour SLA Homes: 343

Number of Intermittent/Share Living Homes: 763

Number of Fiscal Intermediaries: 156

**Program: Respite**

Caseload: 1703 (as of 4/21/17; number constantly changes)

Waitlist: 510

*Note: Respite Services for children are approved by and paid for by the county of residence of the custodial parent.*

**Program: Jobs & Day Training**

Caseload: 1902

Waitlist: 122

Number of Individuals receiving

Facility-based Non-Work (Day Habilitation): 627

Facility-based Work (Prevocational): 876

Integrated Employment (Supported): 395

Community-based Non-Work (Day Habilitation): 4

**Program: Autism**

Caseload: 4

Waitlist: Transferred to ATAP July 1, 2011

**Program: Desert Regional Center ICF/IID**

Caseload: 48

Waitlist: 15

**Intake Information [Quarter Sum – January to March]**

|   |     |
|---|-----|
| Number of Applications Received:        | 113 |
| Number of Applicants found Eligible:    | 97  |
| Number of Applicants found In-Eligible: | 16  |

**PROGRAMS**

**New Programs:**

The AB 307 Pilot Program (Specialized ISLA home) at DRC opened on 2/24/17 when the first young male moved into the home. A second moved into the home, but was later moved back home by their parents. DRC is coordinated the move of another male into the home on 4/17/17. They will now proceed with a third referral. The home is fully staffed with employees who have received Trauma Informed Care training through DCFS; the Chrysalis Program Coordinator and DRC Service Coordinator went through Wrap-Around training also through DCFS. Chrysalis has been a responsive partner to work with and there are still plans to open a second AB 307 24 hour home if there is a need. DRC continues to fund new placements in our Supported Living Arrangement Programs including Intermittent, 24 hour Awake, and Shared Living Arrangements (previously known as host homes). While new placements and funding are authorized, there have been challenges to the initiation of services. SLA providers have had difficulty locating homes in the community that meet DRC's strict standards, have acceptable rent, and are in communities where HOAs are accepting of these homes where the residents have visiting staff. DRC is funding new Jobs and Day Training placements and has opened the entire JDT wait list to offer funding to all individuals waiting for this service. JDT providers have indicated the ability to receive referrals and grow their programs. DRC is working with several new JDT provider applicants at this time in effort to expand options/choice for individuals DRC serves with intense behavioral support needs. While the funding is available to serve individuals in JDT, the implementation of WIOA has resulted in a delay in the start of services for some individuals who are 24 years old or younger as this federal requirement mandates a pre-assessment prior to placement in a JDT. BVR is the agency to provide/coordinate these assessments and has been not been able to meet the demand of referrals from DRC in a timely fashion. The timely coordination of jobs and day training services to individuals on the waiting list is a priority of the agency at this time. Respite Services: While we continue to have a high demand for respite services and a waitlist of 510, DRC has committed 100% of its budget for FY 2017 through respite vouchers to families and one-shot vouchers to meet special requests and/or supplement the annual allotment. The Respite Coordinator and fiscal staff collaborate monthly to analyze for non-users, return funding for others in need, and offering services to additional people on the respite waiting list.

**Program Changes:**

Following a self-assessment of its intake procedures earlier this year, DRC has implemented a pilot of new procedures which are consistent with the other regional centers across the state. DRC intends to perform face-to-face interviews with all applicants for services to increase efficiency and timeliness of the eligibility determination process. This practice has begun with one half of the intake service coordinators and has had positive outcomes. Once DRC has overcome challenges to implementing this process completely (for instance, office space is a barrier to holding face-to-face interviews with each applicant), the new procedures will be fully adopted.

**Service Needs/Recommendations**

The DRC ICF/ID continues to be at capacity at 48 consumers and the waitlist is currently at approximately 15. There was one discharge and one admission during this reporting period. There remains the need for an intensive level of residential care for individuals who have been unsuccessful in community placement, are a danger to self/danger to others, and have comorbid mental disorders. Further, DRC has numerous individuals in out-of-state residential treatment centers due to the lack of options/available beds in Nevada. There is a need for additional intensive residential options for both adults and children in Nevada. There continues to be the need for new providers of SLA and JDT to offer choice to individuals as well as an evaluation of provider rates to ensure that they are adequate.

### **Agency Concerns/Issues**

The Harmony Case Management system for Developmental Services remains a top priority for the agency. There have been further delays to implementation of the Incident Reporting/Serious Occurrence Reporting (previously scheduled for 4/1/17), Service Provider Case Management (previously scheduled for 4/1/17), and Fiscal Systems (previously scheduled for 5/1/17). Go Live dates for each of these areas is still to be determined. DRC continues to devote a lot of time and resources to this project. The only portion of Harmony that has gone live to date is the Case Management system that supports the documentation of all targeted case management activities by service coordinators in community services. This includes case notes, social assessments, Person Centered Plans, intake documentation and other related activities. DRC has begun billing Medicaid for Targeted Case Management via the Harmony system. The change in electronic case notes systems has been significant for Service Coordinators and other users resulting in longer time to complete documentation and loss of revenue associated with the performance of active TCM services with consumers.

DRC continues its collaboration with DETR in educating Service Coordinators and individuals served about WIOA. DRC began following the regulations under WIOA beginning July 2016 which includes referring individuals requesting employment services to BVR for assessment prior to receiving placement through contracted JDT providers. This has slowed the rate of placement of some age groups into JDT placement due to the waiting period for assessments; BVR continue to develop resources to meet the demands of DRC referrals.

With the expansion of the CMS HCBS Settings Ruling to Jobs and Day Training Services, DRC's Quality Assurance Department has provided education to JDT providers about its requirements and pending environmental evaluations of JDT sites by regional center staff to assess their compliance with the regulations. DRC's Quality Assurance Specialists will be deployed in teams to the JDT sites to perform standardized assessments being used statewide in the coming months. While an increase in State oversight of these programs is now mandated, DRC has not received additional QA staff to meet these needs. QA Department will face the challenge of adding these duties to their current duties.

The increase in caseloads for Service Coordination resulting from increase in cases being opened and the reassignment of cases due to staff turnover, in addition to the implementation of the new electronic case management system and the increased monitoring requirements for waiver services, has led to increased staff burnout. Although DRC conducts interviews at least monthly to fill SC vacancies, with additional resignations occurring during this trying time, we have not benefited from being fully staffed.