



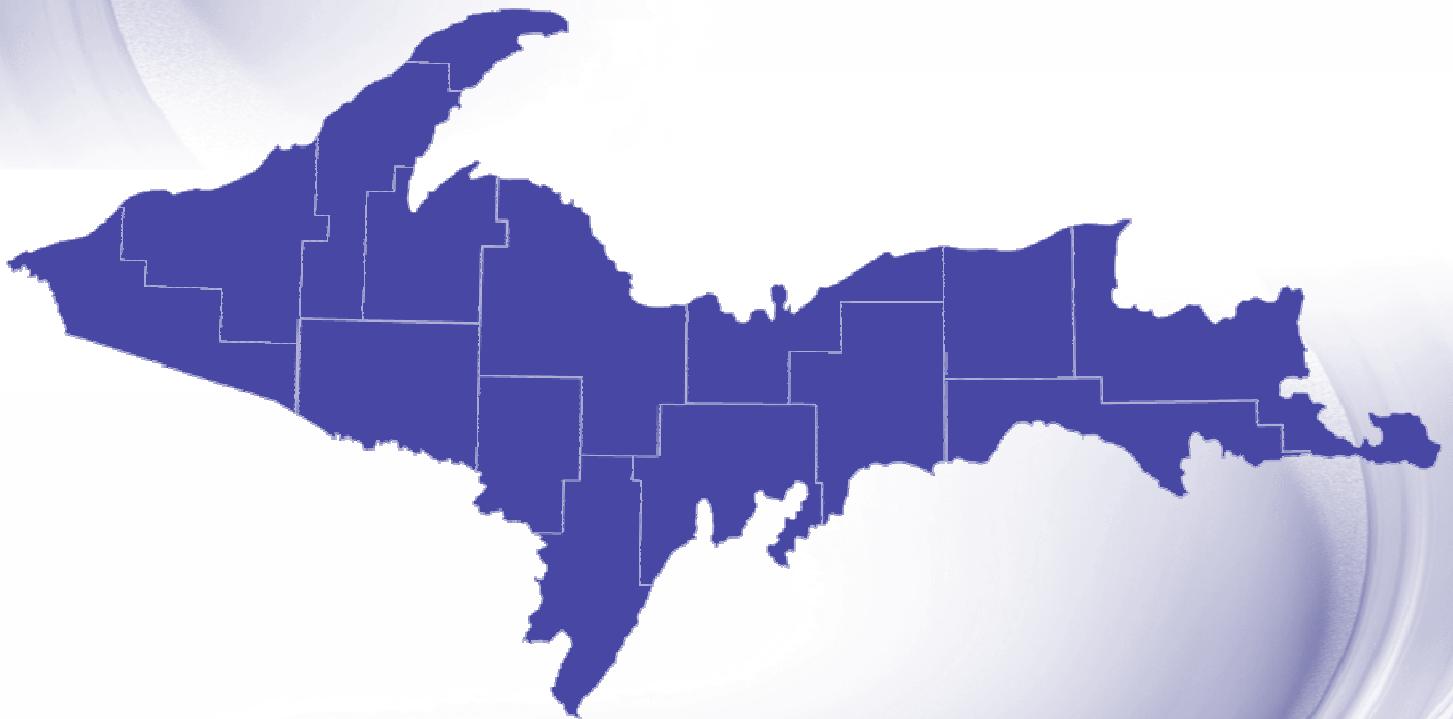
# Great Lakes Recovery Centers

Addiction & Behavioral Health  
Treatment Services

Healing individuals, families and communities for over 25 years



## 2010 - 2011 Annual Report



ACROSS THE UPPER PENINSULA, MICHIGAN

Addiction Services  
&  
Behavioral Health



**Greg Toutant**  
**Chief Executive Officer**

## **CATALYSTS OF CHANGE**

The mission of our services and the clients we serve remains the very breath that gives life to our structure and agency. Without the dedication of our staff to our shared mission and values we would not have accomplished so much this past year. In expanding our scope of operations to include crisis mental health screenings at local hospitals, expanded capacity to treat veterans, as well as increasing treatment

capacity for returning offenders, Great Lakes Recovery Centers continues to be a catalyst of change and a vital community resource.

In order to make our system more responsive to the conditions surrounding behavioral health-care, we have restructured our financial services department while also broadening out our organizational structure. In 2012 we will take steps to increase our capacity to generate additional resources through the formation of the GLRC Foundation.

While we are not sure how the State of Michigan will define the core benefits and funding for substance use disorder treatment and prevention in light of National Healthcare reform, it is clear the purpose and mission of Great Lakes Recovery Centers will continue to be reaching out to those in desperate need of help. We will work to continue breaking down stigma attached with such issues as substance use, mental health, and suicide. As an organization, we must be the change that we seek in others, and through our dedicated staff, we will continue to be a catalyst of change.

## **GLRC BOARD MEMBERS**

### **OFFICERS**

**Ray Amtmann, President**  
**Rob Jamros, Vice President**  
**Pete Meyer, Treasurer**  
**Richard Graybill, Secretary**

### **TRUSTEES**

**Frank Bailey**  
**Melody Beres**  
**Nancy Berkompas**  
**Jim Clark**  
**Jacki Lykins**  
**Herb Parsons**  
**Gordon Warchock**  
**Matt Wiese**

## **NEW SERVICES**

### **Outpatient Intensive Maintenance Services—Youth**

Youth services has implemented Intensive Maintenance and Outpatient Services. A Purchase of Services Agreement for Intensive Maintenance services was formalized between GLRC Youth Services and Marquette County Juvenile Court as part of a defined referral process. Intensive Maintenance Services are provided for clients transitioning out of residential treatment and need a more significant level of support than traditional outpatient services. Local youth who were not successful in traditional outpatient services but did not meet admission criteria for residential treatment are considered for outpatient services through the youth program. In combination, these services served 12 local youth in 2010-2011 resulting in \$14,879.50 in additional revenue.



### **On-Call Crisis Intervention Services**

Great Lakes Recovery Centers has entered into a agreements with Marquette General Health Systems and Bell Memorial Hospital to provide contracted mental health screening and evaluation services to patients being seen in the emergency room. Great

Lakes Recovery Centers has trained professional staff providing emergency on-call crisis intervention services for patients requiring mental health and psychiatric care and will make the appropriate recommendations or referrals for patients receiving such evaluations.

### **Valley Hope Billing & Accounting System**

Great Lakes Recovery Centers purchased and implemented the WinPIMS Software Program from Valley Hope Association Information Management Consulting and Software Solutions to enable the charging and tracking of client accounts. The GLRC billing staff have been trained and the system is up and running as expected. We are now able, for the first time, to easily identify those accounts which have outstanding balances, those accounts that have been paid incorrectly and to respond to client questions regarding their accounts as well as provide a clear audit trail for those entities which do our audits.

We have not yet implemented the contract module which will allow us to actually download a client's charges with the correct contract rate for billing, automatically post contractual adjustments and simplify payment posting. That module is expected to be functional sometime during the first quarter of 2012. We are looking forward to an improved collection of revenues with this system.

### **MISSION**

We empower people to improve their lives by offering comprehensive, personalized recovery services.



### **VISION**

Our vision is to be the industry leader in providing behavioral health and community based services in the Great Lakes region as recognized by our consumers and partners.





**RAY AMTMANN**  
**PRESIDENT**

As I look at Great Lakes Recovery Centers (GLRC) at the end of this year I am compelled to think about the one major issue that has confronted us and that is change. Next month I will start my seventh

consecutive year as Board President. It has been and still is a great honor to serve this wonderful organization. I also find it a great challenge. When I first became a board member some 14 years ago we were a much different organization. We had approximately one million dollars annual revenue and a much smaller staff. We now have over four and a half million dollars annual revenue and around 115 employees. Why do I point this out? I do so because it represents a huge change.

As I look at 2011, I find that change has continued and even accelerated. The face of health care is rapidly changing in the United States and we are changing with it. When I started with GLRC we were almost solely a Substance Abuse Agency. Today we are much more. We maintain our core substance abuse care function but we are also a diversified behavioral health system, a corrections re-entry program, and a critical mental health provider. GLRC, much like the greater health care field around us, continues to evolve and change. Accountable Care Organizations (ACO) are growing and partnering with an ever more diverse group of providers and that includes GLRC. Those connected with GLRC must all recognize this change and become active partners in it. I am convinced if we fail to do so our organization will cease to exist. That is what change is all about and if you look at our society and business landscape you will see those organizations that fail to adapt disappear.

If you look at our agency you will see a completely new face to our financial management structure, which has taken place over this year. We are now able to adapt and react to the ever-changing financial landscape we face dealing with

changing State of Michigan funding plans and our roles dealing with third party payers. This change was essential to our progress and stability.

If you look you will see we have now taken on increased responsibilities in the behavioral health area as local and regional hospitals have changed and in some cases reduced their presence in these areas. We are now very active partners in what had traditionally been the purview of hospitals. I see our presence in these areas growing significantly in the future.

We have undergone a staffing reorganization to now include regional directors to manage our very large geographical presence throughout the Upper Peninsula and into Wisconsin. We have also added a new GLRC Foundation structure to help better establish opportunities for those who would give to support our worthy efforts and to better manage our marketing functions.

So what does this all mean? It means we are changing and broadening our scope without compromising our core values. However, no organization can successfully surmount changes of this magnitude solely through top down management efforts. Each step of the way our employees have made valuable input on many of these changes, which has been very important. As we go forward it will take forward thinking not only on the part of management but on the part of every employee in the organization. Each of you know your personal jobs better than anyone else and it is critical that you are always examining your roles and finding more efficient and better ways to accomplish your work. When you find those innovative ways to work, we need those innovations communicated throughout the organization. Change will be our constant companion for the next several years, and in this technological age and economically challenging times we need to not just stay up with change but to prepare for it and as much as possible stay out ahead of it.

So my charge to you is please join me in our efforts to keep GLRC as a model of efficiency and a leading provider of outstanding service to our clients by becoming a leader in your area of responsibility and someone who is committed to the sustained future of GLRC.

**NUMBER OF CLIENTS SERVED—OUTPATIENT SERVICES**

Facility	Substance Abuse	Mental Health	Co-Occurring	Assessment Only	Total Served
Ishpeming	202	301	101	20	625
Marquette	285	55	188	44	572
Escanaba	23	7	49	64	143
Menominee	34	0	18	3	55
Munising	26	0	22	3	51
Ironwood	53	1	42	9	105
Iron Mountain	83	1	81	29	194
Manistique	24	3	60	33	119
Newberry	16	4	14	9	43
St. Ignace	28	0	7	4	39
Sault Ste Marie	89	10	52	38	189
Intensive Maintenance Program—(Youth)	6	0	0	0	6

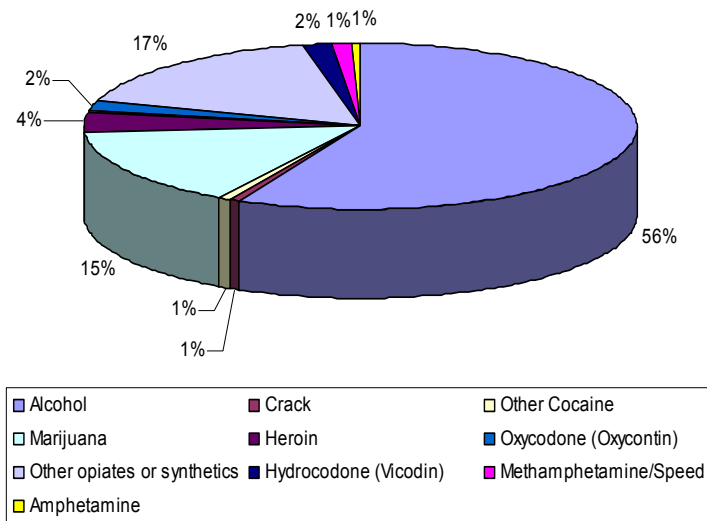
**TOTAL OUTPATIENT CLIENTS SERVED: 2141**


**Treatment Works!**

**NUMBER OF CLIENTS SERVED—RESIDENTIAL SERVICES**

Facility	Clients Served	Average Length of Stay
Adult Residential Services—Marquette	292	32 Days
Men's New Hope House—Sault Ste. Marie	111	29 Days
Women's New Hope House—Sault Ste. Marie	148	37 Days
Youth Residential Services—Marquette	57	59 Days

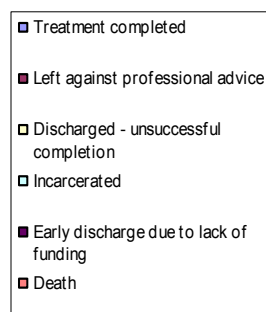
**TOTAL RESIDENTIAL CLIENTS SERVED: 608**

**PRIMARY DRUG OF CHOICE****RACE**

White	82.50%
American Indian (other than Alaska Native)	10.00%
Black or African American	1.00%
Two or More Races	0.40%
Alaska Native (Aleut/Eskimo/Indian)	0.20%
Native Hawaiian or Other Pacific Islander	0.20%
Other Single Race	0.20%
Asian	0.10%

**GENDER**

Female	40.20%
Male	59.70%

**AGENCY WIDE COMPLETION STATISTICS**

## 2010-2011 FINANCIAL REPORT

### **Greg Perttula** **Chief Financial Officer**

Great Lakes Recovery Centers fiscal year ending September 30, 2011 has been a year of financial rebuilding, both in staffing and operations. We have had a significant change in our personnel including the addition of the Chief Financial Officer position, Client Accounting Manager, and an added general ledger accountant. Duties throughout the administration office have been revised and procedures refined to increase effectiveness and supplant our finance staff. We've initiated the installation of a new client accounting system to better track our billing and accounts receivable processing. The accounting system has been "rebuilt" with a significant amount of work performed reconciling our accounts in an effort to provide management and the Board with more accurate financial reports.

Over the past few years, much like the behavioral health industry surrounding us, GLRC has realized some operating losses. The losses have made it challenging to keep up with industry requirements. Through working with staff, improving operations, and working with our funding agencies, we believe we have turned a corner and our financial performance should continue to improve. Our future is brighter as we've been successful in obtaining improved reimbursement rates from our funding agencies to cover the costs of providing services. Over the past fiscal year, GLRC received approximately



35% of our revenue through our home coordinating agency, Northcare / Pathways. Related agencies such as NMSAS and WUPSAS in total have provided another 12% of our revenue. Private insurance (10%) and MDOC – State Corrections (9%) are other major contracts which provide the funding for operations and programs.

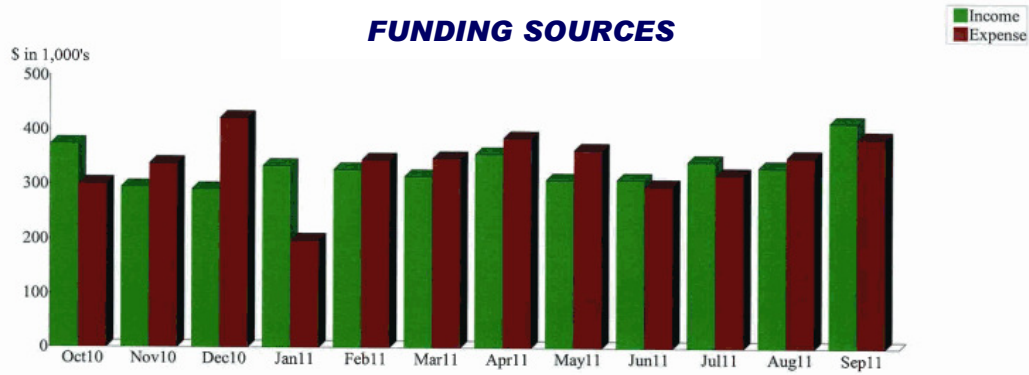
Our agency relies on our residential and outpatient staff for provision of services to our clients. Payroll expenses total approximately 64% of our total cost and employee insurance costs comprise an additional 9% of expense. Include subcontractors and our total costs of the agency for staffing make up over 76% of the total operating expense. We are a service driven organization and our staff is the backbone of GLRC. Administratively, our costs comprise approximately 15% of the total so most of our operating costs are programmatic and geared toward our client's direct care.



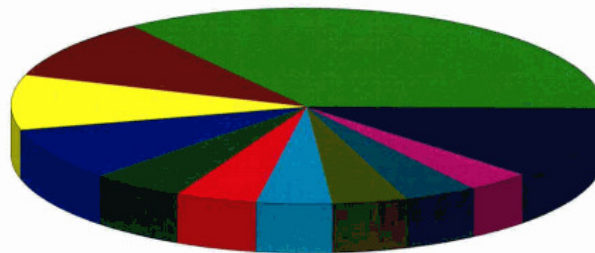
As challenges continue throughout the industry, GLRC will adjust as necessary our operations to maintain a high level of client performance. Our thanks goes out to our staff and their commitment to quality and caring service and our various funding agencies who work with us daily to assist those most in need.

## REVENUES / EXPENDITURES

### FUNDING SOURCES

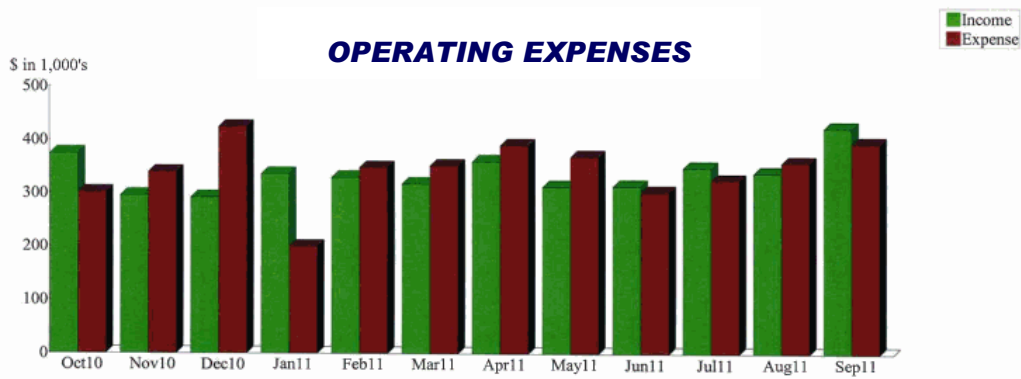


Income Summary  
October 2010 through September 2011

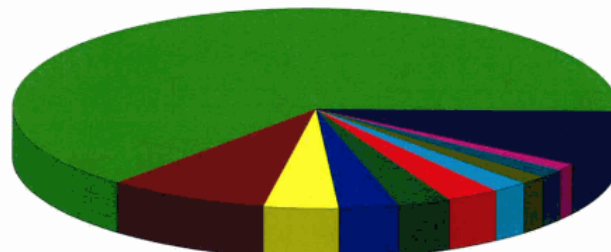


Northeare	%35.15
Insurance	10.17
MDOC - State Corrections	9.17
NMSAS	8.73
FBOP	5.24
Self Pay Income	4.52
Tribal Funding	4.25
OCC - Local Corrections	4.22
DHS (Child Welfare)	4.12
WUPSAS	3.65
Other	10.76
Total	\$4,019,577.26

### OPERATING EXPENSES



Expense Summary  
October 2010 through September 2011



Payroll Expenses	%63.75
Insurance - Employees	8.74
Bad Debt Expense	4.02
Subcontractors	3.33
Rent	3.01
Program Specific Costs	3.01
Utilities	2.01
Building/Facility	1.54
Travel - Staff	1.47
Telephone	1.23
Other	7.87
Total	\$4,079,680.02



## MICHIGAN PRISONER RE-ENTRY INITIATIVE



Great Lakes Recovery Centers has been involved with implementing the state wide MPRI process in the Upper Peninsula since it's inception in November of 2007. In collaboration with Eastern Upper Peninsula Michigan Works and Western Upper Peninsula Substance Abuse Service Coordinating Agency, public safety, creating safer neighborhoods and better citizens by assuring that returning former prisoners have direction and access to the tools necessary for successful re-integration in their communities has been the primary goals of the MPRI.

In 2011, Great Lakes Recovery Centers In-Reach Specialist, Bob Swanson, and Resource Specialists, Gary Matheny and Darrell Dixson provided vital services to **133** MPRI Parolees across eight Upper Peninsula Counties, (Chippewa, Mackinac, Luce,

Alger, Marquette, Schoolcraft, Delta and Menomonee). Services range from assistance with safe affordable housing, employment readiness / training, substance abuse and mental health assessment and counseling, emergency medical care, sex offender assessment / counseling, family support and domestic violence prevention, victim support, transportation, life skills, mentoring and other vital services. Of the 133 MPRI parolees served, **34** successfully completed and were released from their parole, while **4** were returned to prison for parole violations, or new crimes.

In moving forward with the new fiscal year 2012, the Michigan Prisoner Re-Entry Initiative (MPRI) will be sporting a new name, (Prisoner Re-Entry, or PR) and a new administration at

the state level. With the new over-site, there will be some new parameters and programming changes, but will not lose sight of it's main goal of keeping our neighborhoods safe by addressing the needs of returning former prisoners with navigating public programs and MPRI resources to aid in gaining the tools necessary to find employment and become self sufficient, contributing community members.

Great Lakes Recovery Centers takes pride in continuing to be a major part of an ambitious, national recognized commitment to public safety that gives prisoners the tools they need to succeed in a process that begins when they enter prison and continues through parole and reintegration back into the community.



## PRISON BASED SERVICES

As we enter into the final year of our current three year prison-based treatment contract, we are faced with the challenge of taking on the back-log of clients that was created by a temporary suspension of services by the MDOC over the months of July through September 2011 and are currently evaluating staffing needs.

We are looking forward to negotiating a new contract in 2012 to continue to provide these much needed and effective prison based services. We continue to provide The Reintegration Module in the eight Michigan Department of Correctional facilities located in Baraga, Kinchella, Marquette, Munising, Marenisco, and Newberry.

A sincere thank you to the dedicated and determined staff who have done and continue to do a superb job. Bob Swanson, Heidi Gibbons, Linda Sirtola, and Carrie Yon.

## Partnering For A Better Tomorrow

Great Lakes Recovery Centers strives to raise public awareness surrounding addiction and behavioral health issues by coordinating and/or participating in a variety of community activities. Staff and clients have several opportunities to “give back” by volunteering, fund raising, community service and service learning projects. Some highlights from this year include:

- Valentine Boxes to our Troops
- 4th Annual Run/Walk
- Annual Out of the Darkness Suicide Prevention Walk
- 4th Annual New Hope Golf Challenge
- Annual United Way Chili Cook-Off
- Youth Art Display
- Thanksgiving Dinner at Brownstone Inn
- Habitat for Humanity Service Learning
- Bridges R.O.A.D. Day & Annual Tea
- “Your Mind Matters” at Peter White Public Library
- Adopt A Family (Christmas partnership)



There is a special place to go  
when your life gets out of control,  
drinking, smoking, sniffing, shooting,  
are all a part of what we've been doing.  
We've managed to make our lives hell,  
then someone lifted us from where we fell.

This special place is always there,  
the people in it show they care,  
some days they're hard on you,  
only cause they want you to improve.

A place that is a special blessing,  
where no judgments are past against me.  
People accept you for the being you are  
and they praise you cause you've come so far.

This special place is my second home,  
one beautiful family I call my own.

When we're together I feel so free,  
because they accept every part of me.  
What I know is my life would've ended,  
but this place has helped me mend it.

When I fell they held out a hand,  
Great Lakes Recovery Centers has help me stand.

~GLRC Client



***We're here for you. Treatment works!***



## **GLRC FOUNDATION**

In the fall of 2011 with assistance from Larry Ziomkowski, Great Lakes Recovery Centers began working on the creation and development of a GLRC Foundation. The purpose of the Foundation will be to provide an avenue for grant writing, charitable donations and giving to enhance our current facilities and services throughout the Upper Peninsula. GLRC

operates four residential treatment facilities in the Upper Peninsula. In the past several years, we have dedicated resources to the building of a new outpatient facility in Sault Ste. Marie, while also enhancing our Women's Facility also located in Sault Ste. Marie.

Our residential facilities located at 241 Wright Street in Marquette, while functional, needs significant renovations and updating that will allow for growth while also providing clients with a comfortable home-like atmosphere. In 2011, we began discussions with Northern Michigan University in order to explore the options available for both building and parking lot expansions and look forward to ongoing discussions with NMU on how we can move forward with our facility needs on Wright Street. The GLRC Foundation will be an instrumental part in how we develop resources and support for our facility issues and needs for the future.



Administration Office  
201 Rublein Street  
Suite A  
Marquette, MI 49855

Phone: (906) 228-9699  
Fax: (906) 228-0505  
[www.greatlakesrecovery.org](http://www.greatlakesrecovery.org)

### **Residential Locations:**

***Marquette – Adolescents 12-17 (Co-Ed)***  
***Marquette – Adults (Co-Ed)***  
***Sault Ste. Marie – Adult Women & Infants***  
***Sault Ste. Marie – Adult Men***

### **Outpatient Services:**

<b><i>Escanaba</i></b>	<b><i>(906) 789-3528</i></b>
<b><i>Hurley, WI</i></b>	<b><i>(715) 561-3636</i></b>
<b><i>Iron Mountain</i></b>	<b><i>(906) 774-2561</i></b>
<b><i>Ironwood</i></b>	<b><i>(906) 932-3481</i></b>
<b><i>Ishpeming</i></b>	<b><i>(906) 485-2347</i></b>
<b><i>Marquette</i></b>	<b><i>(906) 228-6545</i></b>
<b><i>Manistique</i></b>	<b><i>(906) 341-2244</i></b>
<b><i>Menominee</i></b>	<b><i>(906) 863-4153</i></b>
<b><i>Munising</i></b>	<b><i>(906) 387-3626</i></b>
<b><i>Newberry</i></b>	<b><i>(906) 293-1622</i></b>
<b><i>Sault Ste. Marie</i></b>	<b><i>(906) 632-9809</i></b>



**GIVE. ADVOCATE. VOLUNTEER.**  
**LIVE UNITED.** 

