



















Annual Report FY 2017







G L R C

Great Lakes Recovery Centers

Behavioral Health Services

During the summer of 2017, GLRC introduced a new logo to the community. The new logo is simple, clean, versatile and will stand the test of time. It was immediately embraced by the management team while the staff like the bright and cheerful design. Some of the words the staff use to describe the new logo are calm, modern, focused, innovative, and united. The new logo, along with our Branding Guide, unite the agency as a whole across the Upper Peninsula.

The colors selected for the logo reflect the beauty of the nature that surrounds us here in Michigan's Upper Peninsula. The blues signify the 'Great Lakes' portion of Great Lakes Recovery Centers. The orange represents the sun, as well as 'hope and change,' which is part of our mission statement.

'Behavioral Health Services' takes on a more significant role in the new logo to highlight the scope of services we offer. Our programming has become more diversified over the years to include expanded substance abuse and mental health services, Offender Success programming, prevention services, Neuro-Developmental Trauma Assessments for youth, and more.

Mission: to empower recovery through hope and change.

Vision: to create a healthy community one person at a time.

mental health clients

crisis assessments

The numbers on this page speak volumes, but these numbers would not be possible without YOU. You, our dedicated staff who give hope to others on a regular basis. You, our clients who entrust us to help you make change in your daily lives. You, our Board members who guide us in our mission. You, our donors and funders, who see our vision and help us make it happen. And you, the community and family members who trust us with the hearts, minds, and lives of your loved ones. Thank you.

805 residential clients

2,228 outpatient clients

Number of clients served at each outpatient office:

Escanaba -- 210

Hancock -- 157

Iron Mountain -- 317

Iron River -- 71

Ironwood -- 69

Ishpeming -- 403

Marquette -- 610

Newberry -- 54

Sault Ste. Marie -- 264

St. Ignace -- 73

\$88,749 raised by GLRC foundation

\$5,00

value in donated stock

Thank you!

As I sat down to write this contribution to our annual report, I tried to consider what message would be important to convey about GLRC. Having done this for several years, I usually try to relate to our successes and challenges for the current and past year. However, in this constantly changing world of healthcare and financing, I think what is most important right now is perspective.

If you are looking for a cause to support where you can impact 15,000 people across the entire Upper Peninsula, GLRC has that kind of major impact.

Board of Directors

GLRC has evolved over the years from humble beginnings in 1968 with Project REHAB, to the opening of our Wright Street location in 1986, adding the New Hope programs in Sault Ste. Marie in 1992 and adding Bell Behavioral in 2008. This evolution in services provided regional expansion throughout the entire Upper Peninsula and is very important to the many diverse communities we now serve. It also has increased the benefits we can provide to our clients.

If you consider we served approximately 3,000 clients in the last year, you may see that as a significant accomplishment. However, the real impact is not simply those individual clients, but their families who are impacted by our clients' behavioral health and substance abuse issues and struggles. If you consider all the family members affected by their loved ones' problems, you can begin to see our real impact. If you consider each family as only four other people, our efforts are impacting 12,000 more people. Combining our clients and their family members we are impacting over 15,000 people per year. An organization that has that kind of impact year in and year out is something you should be proud to be a part of.

If you are looking for a cause to support, that is "a lot of bang for your buck" where you can impact 15,000 people across the entire Upper Peninsula, GLRC and our 170 employees have that kind of major impact in restoring troubled lives throughout the entire Upper Peninsula.

-- Ray Amtmann, GLRC Board President

GLRC Board Members: Ray Amtmann, Kevin Ayotte, Lisa Barabe, Melody Beres, Nancy Berkompas, Lindsey Butorac, Jim Divine, Richard Graybill, Pete Hendrickson, Rob Jamros, Jacki Lykins, Jenny Sides, Chad Radabaugh, Robyn Stille, and Lawrence Ziomkowski.

In 2017, we continued our strategic initiatives and ongoing development. At the heart of our continued development has been a clinical platform shift to understanding the treatment for behavioral health issues and disorders as a recovery "Pathway" to personal transformation. Our treatment paradigm is one that focuses on offering multiple pathways to recovery that is individualized and co-created with the client, which in turn strengthens the outcome of the treatment experience. Our clinical team has been working on operationalizing the concept of Multiple Pathways to Recovery and the diversification of treatment options and treatment planning that goes along with this model. The goal for our clinical services is to create a treatment experience that is recovery-oriented (long term sustained recovery) regardless of the presenting condition or conditions. This can be found throughout our five platforms of services: Residential Treatment, Outpatient Services, Offender Success programming, Children's Services, and Prevention programming.

CEO Report

Hope is the light that makes change possible.

The Empowerment and Restoration (EAR) Team, which consists of members of management from across the agency, met to review the Strategic Plan. These are a few of the accomplishments that were recorded: Expanded Social Detox to Adult Residential Services in Marquette * Developed our Emergency Shelter Beds at Adolescent Services Centers in partnership with Marquette County Juvenile Court * Expanded our dashboard for quality reporting * Re-implemented Women and Family programming * Developed an Administrative Services Organization (Recovery Centers of Michigan) as a strategic partnership with Addiction Treatment Services, Harbor Hall, Phoenix House, and Ten 16 Recovery Network.

The concept that unites our agency throughout our platforms of care is that of Hope. As our mission statement indicates, we "Empower Recovery through Hope and Change." Hope as a pathway to recovery is the essential element that propels a journey toward healing; it brings light to darkness, and courage to overcome challenging times and situations. Without hope as a guiding principle, there is no compelling vision of what personal transformation could become. Hope is the light that makes change possible, it provides motivation and a vision that a life can change for the better. It is our compelling mission to be a beacon of hope and light for our clients, families, and communities. It is present in our many initiatives and can be found throughout the goals that comprise our strategic plan. Hope is found in our staff members, board, and personnel. Hope is manifested in our unconditional positive regard for those we treat and it remains the essential element that continues to drive us forward.

-- Greg Toutant, CEO

Through this work, we strive to reduce the stigma surrounding mental health and substance abuse and their services.

CTC's SPAT's

GLRC facilitates both substance abuse and suicide prevention programming throughout the Upper Peninsula. Through this work, we also strive to reduce the stigma around mental health and substance abuse, and the services to help in these areas. GLRC staff coordinate Communities that Care (CTC) in four Upper Michigan Counties. We offer prevention services in three counties and have Suicide Prevention Action Teams (SPAT) in two communities in Marquette County. We also coordinate the Mental Health First Aid (MHFA) Initiative across the Upper Peninsula.

Prevention

Communities that Care

GLRC facilitates the evidence-based CTC Coalitions in Dickinson, Iron, Mackinac, and Schoolcraft Counties. Dickinson County is already in Phase 3. Iron County just started their coalition in June of 2017. Mackinac added a new Coordinator in September of 2017, and Schoolcraft is getting ready to release their data.

Prevention Services

Prevention Specialists
go into the community to
offer evidence-based
programming in
Dickinson, Marquette,
and Schoolcraft
Counties. Courses
offered include Botvin's
Lifeskills (for middle
school students), Guiding
Good Choices (for
parents of middle
schoolers) and Prime for
Life (for those at risk).

Suicide Prevention Action Teams

Partnering with the Marquette County Health Department, GLRC facilitates SPATs in Ishpeming and Gwinn. The groups are geared at preventing suicide in youth ages 10 through 24 and are made up of agencies, businesses, and community members.

Mental Health First Aid Initiative

Mental Health First Aid (MHFA) is an 8-hour course designed to teach individuals how to help in a mental health crisis. GLRC works with instructors to ensure that Mental Health First Aid classes can be offered across the Upper Peninsula, free of charge, to individuals who wish to take the course.

Offender Success

The vision of Offender Success is that every offender released from prison will have the tools needed to succeed in the community and the opportunity to utilize those tools to be productive, self-sufficient citizens.

Offender Success provides services in all 15 Upper Peninsula counties to meet the needs of parolees as they return to community-based living. By helping to meet their needs, it reduces the risk of re-offending.

252
parolees
served

Offender Success Resource and Job Development Specialists provide services in the following four domains:

Employment Readiness
Offender Success will
help parolees find
temporary work
experiences, 'try out'
employment, and secure
work tools and clothing.
They also help parolees
create a resume.

Residential Stability
Offender Success helps
parolees find a place to
live, offers short term
base housing or rental
assistance, and can
help to provide basic
necessities, such as
kitchen supplies.

Offender Success assures that all counties have adequate services and vendors to meet the needs of all parolees returning to the Upper Peninsula.

Social Supports
Offender Success is
able to help parolees
with clothing assistance,
teach them about
proper food hygiene,
provide gas cards or
bicycles to help with
transportation, or
provide bus or taxi
youchers. They can

also help parolees

secure identification.

Health/Behavioral Health
Offender Success
provides cognitive
behavioral programming,
group counseling,
substance abuse services,
batterers intervention,
mental health and sex
offender assessments,
and counseling. It also
provides parolees
referrals for psychotropic
medications as needed.

A UP-Wide Advisory Committee was formed in August of 2017 and will meet quarterly. This committee is comprised of agency members and community stakeholders, such as NMU, Law Enforcement, Women's Center, and community employers and will act as an advocacy group that informs the community about re-entry efforts. The initial meeting was centered around informing the members what Offender Success is and the major barriers that are in the way for parolees reintegrating into society.

Adolescent Services Center (ASC) is working to expand it's services beyond residential substance abuse treatment to more fully meet the needs of the children in our community. The expansion of services has included the LUNA Neuro-Developmental Trauma Assessments, Emergency Shelter, and Outpatient Services.

Children's Services

33
assessments

In partnership with Easterseals, GLRC provides comprehensive Neuro-Developmental Trauma Assessments for children ages 2 through 17. A team of Occupational Therapists, Speech and Language Pathologists, and Behavioral Health Clinicians perform the assessment which looks at the impact of trauma or complex stress on a child. Up to 21 standardized tools are used to assess intelligence, speech and language, fine and gross motor skills, sensory processing, neurological processing, trauma exposure and effects, behavioral challenges, and mental health.

In addition, the LUNA team also provides Comprehensive Clinical Assessments. These assessments are an in-depth assessment of the severity of the trauma symptoms that are impacting a child's emotional and psychological functioning when there is not a concern regarding the developmental functioning of the child.

Adolescent Services Center is working to expand it's services beyond substance abuse treatment to better meet the needs of the children in our community.

The Marquette County Juvenile Court partnered with ASC to provide Emergency Shelter Care Services for youth ages 13 to 18 who need safe short-term residential care. Thirty-four youth were housed at ASC for a total of 410 days in this program. Of these youth, 23 were male and 11 were female. Their average length of stay was four days.

34
emergency
shelter

outpatient clients

ASC began offering outpatient services for mental health, substance abuse, and co-occurring disorders in the fourth quarter of the fiscal year. During this time, four outpatient clients were seen at ASC. Of these clients, three identified as males and one as a female; three sought Substance Use Disorder services and one sought mental health services. The clinicians are trained in Trauma-Focused Cognitive Behavioral Therapy, Intergenerational Trauma, and Neuro-Developmental Trauma, and are Certified Advanced Alcohol and Drug designees.

GLRC Foundation

The GLRC Foundation focuses it's efforts on promoting Great Lakes Recovery Centers through fundraising, community events, presentations, and marketing efforts. It works to raise funds through events, sponsorships, and grants, as well as donations from individuals, agencies, and businesses. All funds raised through the GLRC Foundation are used to enhance or expand the programming at Great Lakes Recovery Centers or to create new programs that will help our clients in their journey towards recovery.

Every Sunday in February of 2017, Sol Azteca donated a portion of their proceeds to Sue B's House! Through this 'Sunny Sundays' at Sol Azteca endeavor, we raised over \$1,800!

The Foundation raises funds and awareness to enhance the programming of Great Lakes Recovery Centers.

\$9,127
Run for Recovery revenue

The Run for Recovery is our largest fundraiser each year. 2017 marked our 10th Annual Run for Recovery and it brought in a record of about \$9,127. For this special year, we brought in Chester Marcol, former Green Bay Packer. Along with being there for the event, he also talked with some of our clients beforehand. For the first time, we held a Run for Recovery Logo Contest for our residential clients.

Over \$40,000 was raised in grants this fiscal year! The granting agencies included: Bell Auxiliary, Frazier Fund, Keweenaw Bay Indian Community, Marquette Breakfast Rotary, Marquette County Community Foundation -- Ishpeming, Marquette, and Negaunee, Rotary Club West, Superior Health Foundation, Western Marquette County Health Foundation, and Zonta Club.

Did you know that every time you make a purchase through Amazon, a portion of your purchase can be donated to Great Lakes Recovery Centers through their AmazonSmile program? All you have to do is select Great Lakes Recovery Centers, Inc. as your charity of choice when you shop at smile.amazon.com. During this fiscal year we earned \$698 through AmazonSmile!



In Fiscal Year 2017, Great Lakes Recovery Centers participated with Copper Country United Way, the United Way of Dickinson County, the United Way of the Eastern Upper Peninsula, and United Way of Marquette County. We value the relationships we have with these United Way Agencies and are proud to partner with them.

During Fiscal Year 2017, GLRC Outpatient Services offices were located in Escanaba, Hancock, Iron Mountain, Iron River, Ironwood, Ishpeming, Marquette, Newberry, Sault Ste. Marie, and St. Ignace. Although the service availability may differ in each office, these are services that GLRC offers: individual, group, and family mental health counseling, substance abuse services, emergency services, Peer Support Services, Prison In-reach, Medication Assisted Treatment, and Women & Family Services.

Outpatient Services

A Medication Assisted Treatment (MAT) Clinic was developed at the Ishpeming Outpatient Services office this year. The clinic consists of a physician and nurse/case manager who work with GLRC clients that meet program criteria to provide medications to assist in their recovery from Substance Use Disorders. The MAT staff work closely with other GLRC clinicians to provide integrated care. The program began in May of 2017 and by the end of the fiscal year, 26 clients were accepted into the MAT program.



'Hope is being able to see that there is light despite all of the darkness.'

-- Desmond Tutu

Mental health services, along with services for co-occurring disorders and substance abuse, are offered in the following Outpatient Services offices: Hancock, Iron Mountain, Iron River, Ironwood, Ishpeming, Marquette, and Sault Ste. Marie. The Escanaba, Newberry, and St. Ignace Outpatient Services offices provide substance abuse services only.

2,228 clients served

Peer Recovery services are offered at all GLRC locations in Marquette County. In addition to providing services, the Peer Recovery Coach also provides community outreach for up to 20 hours per week. During this Fiscal Year, 1,653 individuals received face-to-face contact and 43 individuals made informational calls to the Peer Recovery Coach located in Marquette County.

Men's New Hope House

Men's New Hope House is an intensive, 16-bed residential treatment program for men with Substance Use Disorder. It offers variable lengths of stay based on each man's needs and insurance and/or funding. The program offers a variety of evidence-based therapy models and uses strength-based, client-centered approaches to complete treatment planning. Each client is assigned a primary counselor and will receive at least one hour of individual counseling each week. There are numerous group functions and at least one self-help recovery meeting offered daily. Clients have full access to staff 24 hours a day and are encouraged to be honest, open, and willing in their recovery program.

54
average
length of stay

In an effort to continue to offer individualized pathways to recovery, Men's New Hope House began offering Auricular Acupuncture to it's clients in fiscal year 2016-2017. In this inaugural year, 53 clients were served with Auricular Acupuncture in 116 different sessions. The average number of sessions each client participated in was two.

116 residential clients served

During this fiscal year, Men's New Hope House served 116 clients with a total of 3,887 bed nights. 54% of the residents successfully completed treatment.

There were 39 Social Detox clients, with a total of 93 bed nights. 67% of Social Detox clients completed the program.

Men's New Hope House has a full-time Peer Recovery Coach who provides resources, support, and transportation for clients. The Peer Recovery Coach often talks to the clients before they arrive at Men's New Hope House, and is available for any assistance the client may need before arriving at Men's New Hope House. During Fiscal Year 2016-2017, the Peer Recovery Coach had 285 face-to-face contacts.

Alcohol was the number one substance of choice at Men's New Hope House with opiates following closely behind. Of the 116 clients, 44% had Alcohol Use Disorder and 39% had Opioid Use Disorder.

Women's New Hope House is a 21-bed residential facility for women with Substance Use Disorder. Women's New Hope House provides individual. educational, and group counseling sessions, using evidence-based treatment models. The program offers a structured environment through twice daily groups, nightly recovery meetings, and peer social activities. Treatment planning is done with an individualized, strengthsbased, client-centered approach. In addition to individual and group counseling, self-help recovery meetings are held daily and a variety of recreational activities are scheduled throughout the week. The primary focus of the services provided is substance abuse; however, a variety of aspects of the client's life are looked at including mental health, family and peer relationships, trauma, housing, legal obligations, education, and employment. Supports are developed in each client's hometown throughout the treatment stay to ensure the safest and warmest transition back to their home as possible.

As a state-designated program, WNHH offers programming for women who are pregnant and/or have children, allowing mothers to bring their children with them to treatment.

As a state-designated program, Women's New Hope House offers specialty programming and comprehensive services for women who are pregnant and/or have children. This programming allows mothers to bring their children -- up to age 11 -- with them to treatment, while learning parenting skills with day-to-day practical application opportunities. The programming includes mother and child needs assessments, assistance securing prenatal classes, support groups and medical appointments. Onsite childcare is provided and children ages 5 through 11 have their own treatment plan as well as counseling so that the mother and child can address any identified issues using a family systems approach.

187
clients served

18
children

Women's New Hope House served 187 clients during Fiscal Year 2017, of those clients 43% chose opioids as their primary drug of choice and 32% chose alcohol. Many clients use multiple substances.

Women's New Hope House

426 total clients served

303
residential

129 social detox

Sue B's

Adult Residential Services celebrated 30 years of service in 2017.

30 years

Adult Residential Services

Adult Residential Services (ARS) is a 36-bed residential facility for adults with Substance Use Disorder. The facility offers a full range of services from Sub-Acute Social Detox for medically stable patients to residential services for both men and women to transitional housing for women who are starting their lives of sobriety.

Of the 303 residential clients at ARS, 166 identified as female and 137 identified as male, with an average client age of 36. The average length of stay was just over 29 days. Although many clients abuse multiple substances, opioids were the number one substance abused by clients (46.8%) with alcohol following closely behind (40.9%).

The number of people served through the Sub-Acute Social Detox program at ARS increased by 26.5% from last fiscal year. Nearly 56% of the clients in this program were withdrawing from various opioids/opiates, such as heroin, suboxone, methadone, and other pain killers. 78% of the Social Detox clients transitioned into another GLRC program.

Sue B's House is an 8-bed facility for women who are beginning their life of recovery. The program requires women to participate in outpatient counseling and community support groups.

HOPE

I was going downward with nothing left to lose my life had been destroyed from my addiction to the booze

I'm picking up the pieces
It's getting easier everyday
'cause Great Lakes Recovery
is teaching me the way

I've learned to stand up tall as I say goodbye to dope for the first time in my life I've learned to just have hope.

-- ARS Client

Adolescent Services Center (ASC) is a 16-bed residential facility for individuals ages 12 through 17 with Substance Use Disorder. The staff are committed to providing the youth with a safe, nurturing, and stable environment to help them in their recovery, while educating them about their addiction and how it impacts all aspects of their life. While young people are in residence at ASC, they take part in a year-round classroom, work on completing their community service requirements, and participate in a variety of therapies, such as individual, group and family therapies, **EAGALA** certified Equine Assisted Psychotherapy, and Music Therapy.

Childhood trauma and co-occurring disorders continue to be the underlying cause of many of the issues faced by the residents of Adolescent Services Center.

Adolescent Services Center

76 clients

There were 76 clients at ASC during fiscal year 2017. Of these clients, 44% were court ordered to treatment. 32 of those clients identified themselves as females, while 44 identified as male. The number one drug of choice was marijuana (42%) with alcohol being the second drug of choice at 24%.

Comprehensive medical and dental care is provided to clients to ensure they are up to date on all their medical needs. An in-house physician and nurse attend to residents' needs in a private and discreet manner.

Childhood trauma and co-occurring disorders continue to be the underlying cause of many of the issues faced by the residents of ASC. Trauma-Focused Cognitive Behavioral Therapy is available to residents at this facility. ASC is staffed with credentialed mental health professionals who are able to assess and treat co-occurring disorders.

Native American residents are given the opportunity to take part in many cultural activities, such as daily purification ceremonies (smudging), pow-wows, sweat lodges, beading, and drumming when available. Through a relationship with the Native American Center at Northern Michigan University, Native American contacts are provided for clients. Clients are exposed to Native American literature and traditions through *The Red Road to Wellbriety: In the Native American Way*, by White Bison, Inc. The counseling staff have attended trainings specific to the Native American culture.

Great Lakes Recovery Centers ended our fiscal year on September 30, 2017 with a positive operating margin of 5%. Overall net revenue increased 17% from the previous year. Funding from Prepaid Inpatient Health Plans (PIHP) increased 24%. NorthCare Network is the PIHP that funds the Upper Peninsula, although clients who reside in lower Michigan may be funded by other PIHPs. The increase from NorthCare Network was a result of expanded prevention programming, expanded Healthy Michigan and Medicaid; Social Detox programming; and a significant program funding increase for the Women and Family program.

Federal funding for prisons increased 6%, while Michigan Corrections revenue decreased 1% from the previous year. Our Crisis Service revenue with UP Health Systems- Bell and UP Health Systems- Marquette increased by 13%, due to the expanded number of clients seeking Crisis Mental Health Evaluations in these two locations. Probation services increased by 34% due to increased referrals through the court systems. Self-pay revenue increased significantly -- 69% -- as private-pay service requests increased. GLRC was fortunate this fiscal year to receive an additional \$42,500 in federal funding under 'meaningful use' implementation costs related to our electronic medical record system.

440/0
NorthCare funding

Over the past fiscal year, GLRC received approximately 52% of our revenue through the PIHP networks. NorthCare Network alone provided 44% of our revenue through our prevention contract, our Women's and Family contract, and general service delivery. Our insurance-funded clients have provided 12% of total revenue through insurances such as Blue Cross Blue Shield, Medicare, Upper Peninsula Health Plan, TriCare, Magellen, and various smaller plans. Corrections-related services provided 22% of the total, which includes Offender Success, Jail- and Prison In-Reach and court-funded outpatient and residential services. The remainder of the revenue came from self-pay clients, various contracts, grants, and donations.

Payroll and related expenses were approximately 69% of our total cost and employee insurance costs comprised an additional 4% of expense. We remain a service-driven organization and, including our staff and contracted service providers, the total expense percentage is 75%. Adding direct program support expenses of 5%, the vast majority -- 80% -- of total operating costs are client care-related.

As future challenges continue throughout the industry, GLRC will adjust our operations, as necessary, to continue to maintain a high level of client service.

Our thanks goes out to our staff and their commitment to providing our clients with high quality and caring services. As well as to our various funding agencies who work with us daily to assist in meeting our mission.

-- Greg Perttula, CFO

Finance

GLRC ended our 2017 fiscal year with a positive operating margin of 5% and a net revenue increase of 17% from fiscal year 2016.





Through Our Eyes



Through Our Eyes is a monthly program held at our Adolescent Services Center which allows the youth to express themselves through photography. Local photographers -- from amateurs to professionals -- come in to share one or two of their favorite photographs with the youth, while explaining what makes it a good photograph. Then the youth venture out to take pictures with the photographers acting as mentors and building supportive, positive relationships. The pictures on the cover of this annual report were taken by the youth and staff during Through Our Eyes. All of the pictures on this page were taken by the youth at Through Our Eyes.











The beauty of Through Our Eyes is that the participants may each stand in front of the same tree, but they each capture it in a unique way, just as their journey to recovery will take its own unique path.

Residential Locations

Adolescent Services Center

104 Malton Road, Negaunee, MI (906) 228-4692

Adult Residential Services

241 Wright Street, Marquette, MI (906) 228-7611

Men's New Hope House

301 E. Spruce Street, Sault Ste. Marie, MI (906) 635-5542

Women's New Hope House

2655 Ashmun Street, Sault Ste. Marie, MI (906) 632-2522

Contact Us

Administrative Office

97 South Fourth Street, Suite C Ishpeming, MI

Ph: (906) 228-9699 Fax: (906) 228-0505

Outpatient Services

Escanaba

(906) 789-3528

Hancock

(906) 482-7710

Iron Mountain

(906) 774-2561

Iron River

(906) 214-4777

Ironwood

(906) 364-7506

Ishpeming

(906) 485-2347

Manistique

(906) 451-5402

Marquette

(906) 228-6545

Sault Ste. Marie

(906) 632-9809

St. Ignace

(906) 643-0944

Once you choose hope, anything is possible.

-- Christopher Reeve

For new appointments or for more information, call our ACCESS CENTER today!

GLRC ACCESS CENTER

1-855-906-GLRC (4572) or (906) 228-9696