



Great Lakes Recovery Centers

Behavioral Health Services

People are our purpose
love them all.



Mission:
to empower
recovery
through hope
and change

Vision:
creating
healthy
communities,
one person at
a time.

Strategic Plan 2021-2023



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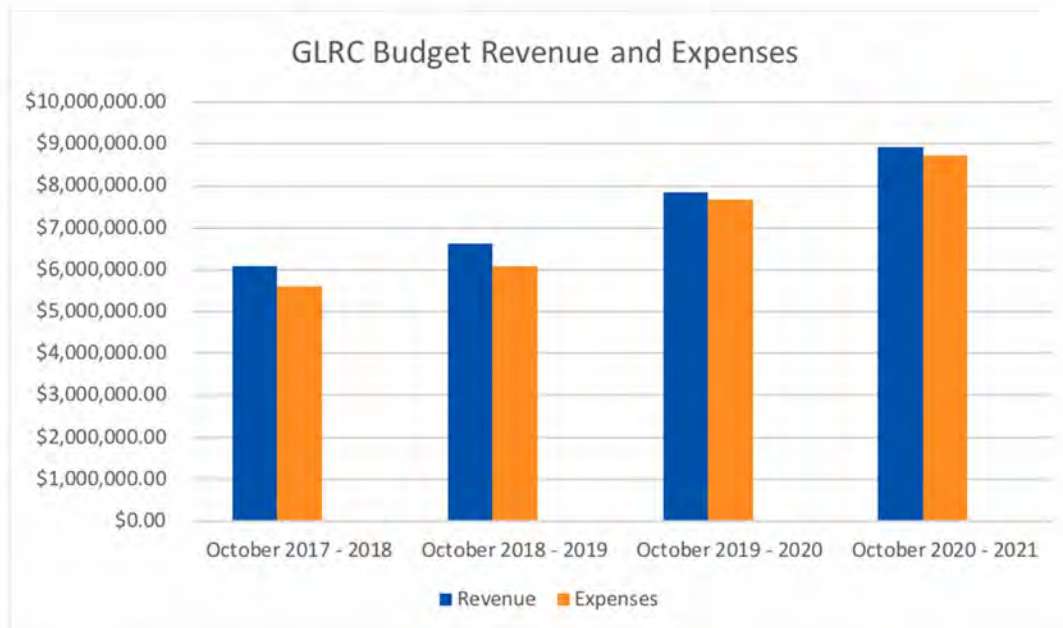
Introduction

On behalf of Great Lakes Recovery Centers, Inc., our clients, staff, and board members, this document helps to serve as a mechanism to focus our collective thoughts on strategic positioning and goal planning for the agency within the next several years.

GLRC solicited input from many sources when developing the information contained in this document. We were able to ascertain client information, stakeholder perspective, staff feedback, and leadership level insight into our outline of strategic planning.

In relation to the outlined goals and initiatives contained in this report, GLRC has undergone consistent growth throughout the last decade, morphing from services in a few counties to becoming a Regional Service Provider with a diverse mix of behavioral health services. Our growth throughout the last 20 years has been through strategic acquisition and opportunities in which other organizations have sought out GLRC for merging their services under our umbrella. This has resulted in blending many separate entity cultures into our shared history and has broadened our scope of practice and base of operations.

Understanding the context of our services, it is important to look at our overall financial picture. During the past 4 years we have experienced steady growth while balancing our revenue and expenditures. The following is a graph of our budgeted revenue and expenses:



As we have continued to grow it has placed strain on keeping up with the infrastructure needed to accommodate growth and diversity of programming. Our staff and agency has done well with meeting many demands of an ever-changing non-profit, and in the next several years the key incentives outlined in this report will have to be balanced with the resources and funding necessary for us to keep balanced on staffing, technology, clinical, and business office needs.

As GLRC navigates a changing landscape within the State of Michigan and in the country, our ability to keep our board, staff, clients, and stakeholders as core partners in our evolution will be priority in helping us actualize the items contained in this report.



Executive Summary

GLRC has worked diligently this past decade to increase our alignment with funding sources, the careful development of creative partnerships, and the diversification of our service system to expand vital care to clients suffering from the impact of behavioral health conditions and its related challenges (homelessness, poverty, disenfranchisement, family turmoil, life stressors, etc).

It is through our missional commitment to serving those in need that we remain humble, compassionate, and focused on finding solutions to the conditions that impact clients and our shared communities.

The initiatives and goals outlined in this Strategic Plan reflect the ongoing needs of our clients, communities, and stakeholders and should serve as a guide to operational direction in the coming years. In no way should this be a static document. We have, and will continue, to live out the items outlined in this document. As we have continued to operate strategically, there is much more that we tackle each and every day in our diligence in managing a valuable non-profit agency in the Upper Peninsula.

We remain very proud of the work of our staff and are fortunate to have the collection of skilled board members, volunteers, donors, and supporters willing to serve and help guide our efforts. Our continued growth will depend on how we refine our current services (pillars of care) while building around the needs of our clients (social determinants of care). We must remain vigilant and help to influence regional and statewide distribution of resources and continue our aggressive advocacy surrounding the care for our clients. Together, we can take the steps needed to continue to balance our operations and remain focused on the future of behavioral health services in our region, State, and Country.



GLRC Board of Directors

The Board of Directors for GLRC serves an important role in providing guidance, leadership, direction, and oversight of the agency's resources and mission. Our Board of Directors is made up of a diverse collection of individuals representing the community. The Board of Directors has been historically based on a community representation model bringing together expertise in the areas of business, banking, finance, human services, government, legal, people with lived recovery experience, medical, faith-based, and higher education.

The Board of Directors is a major strength for the organization due in part to the expertise of its membership as well as the length of time and commitment they have given to the agency.

Board terms are for three-year increments, with the ability to renew for subsequent terms. The GLRC Board of directors consists of the following individuals:

- | | |
|-----------------------------------|--------------------|
| ■ Ray Amtmann, President | ■ Jim Divine |
| ■ Lindsey Butorac, Vice President | ■ LaMart Hightower |
| ■ Rob Jamros, Treasurer | ■ Tyler Jenema |
| ■ Richard Graybill, Secretary | ■ Jacki Lykins |
| ■ Sue Burcar | ■ Chad Radabaugh |
| ■ Nichole Collins | ■ Robyn Stille |
-
- Kevin Ayotte, MDOC Liaison
 - Melody Beres, Community Liaison -- Western Upper Peninsula
 - Gary Sharp, Community Liaison -- Eastern Upper Peninsula
 - Laurence Ziolkowski, Emeritus

The GLRC Board has a strong committee system which reviews on a quarterly basis several important aspects of the agency including Personnel and Quality Improvement. The GLRC Foundation committee meets monthly. The full Board meets quarterly and the Finance/Executive Committee meets monthly when there is no scheduled full board meeting. The GLRC Board is a policy board versus operational board, in which they delegate operational authority to the Executive Director for day-to-day functions and reporting.

Strategic items for the Board of Directors consists of further diversification of board membership to include recruitment of medical expertise and membership from more geographically isolated areas such as the Western and Eastern areas of the Upper Peninsula. The Board will also be looking at succession planning for board officer roles. The Board will provide continued focused energy and resources toward the Rebuilding Hope capital campaign for the new facility in Sault Ste Marie as well as continued risk management over agency operations through ongoing oversight over finance and audit functions. Additionally, the Board will be working with administration on the adding of an ad-hoc committee to help provide and strategically position the recently created medical services department of the agency.



GLRC Board of Directors

The GLRC Board of Directors has made a concerted and consistent effort to stay involved and informed on both the strategic and tactical activities of the agency, and we provide the Executive Director with clear inputs and recommendations to ensure he has a unified understanding of the direction of the board.

The Board has been very active in developing opportunities to broaden the scope of the agency's activities from our initial substance abuse role to the areas of behavioral health, prevention, recovery housing, and medical services. This broader spectrum of services is a necessary evolution to respond to the ever-changing landscape of the health care changes in our society. Through our growth we have also opened ourselves up to more opportunities for additional resources and third-party financial reimbursement. Additionally, to this end we have paid significant attention to developing and nurturing our GLRC Foundation. Overall, we must continue to seek out new opportunities to broaden our sources of financial support to ensure future viability. If we were to remain static, we could easily be overcome by circumstances out of our control. Therefore, our staff is encouraged to seek out well thought out innovation and collaboration to ensure GLRC remains a financially viable and significant entity in the future. We also are dedicated to providing the much-needed services to the everyday population which our agency was founded to serve to ensure our clients are able to be successful and productive members of society.



Accomplishments

GLRC's Empowerment and Restoration (EAR) Team is made up of agency staff members that periodically come together as a team to work on enhancing and maintaining the mission of the agency. In the past two years, our EAR team has identified the following highlighted accomplishments.

Agency Highlights

- As an essential service, GLRC maintained services throughout the COVID pandemic. The agency received numerous grants and other funds to expand our services, allowing us to offer both telehealth and telephonic services to our outpatient clients. The residential treatment facilities remained open during the pandemic, limiting visitors and taking other precautions.
- GLRC received a 93.8% on 2019 NorthCare's Desk Audit.
- Clients from each of Michigan's 10 Prepaid Inpatient Health Plans (PIHP's) received GLRC services between 2018 and 2020.
- GLRC introduced a new logo and branding in the summer of 2017.
- During FY2019, \$332,118 was received in grant funding. These grants helped to fund several programs throughout the agency.
- GLRC adapted its organizational leadership to a regional operations format in FY2020, allowing a more streamlined and integrated approach to service management.
- GLRC acquired the former Catholic Church on Easterday Avenue in Sault Ste. Marie for its conversion to our new Men's Residential Treatment Facility and Men's Recovery Residence in 2019.
- In 2019, GLRC was voted Organization of the Year by the Greater Ishpeming Negaunee Chamber of Commerce and GLRC's CEO, Greg Toutant, was voted Business Person of the Year.

Community Services Highlights

- A partnership was established with New Points Needle Exchange through the Marquette County Health Department, utilizing GLRC's Peer Recovery Coaches.
- Project Assert was developed with the help of Peer Recovery Coaches in the War Memorial Hospital Emergency Department.
- Two new recovery residences were established -- Ripple Recovery Residence in L'Anse and Gary's House in Sault Ste. Marie. The Ripple Recovery Residence will allow children -- up to age 11 -- to reside there with their mothers.
- All GLRC recovery houses are MARR (Michigan Association of Recovery Residences) certified.
- GLRC began to offer specialty court drug testing in Marquette County.
- Naloxone is being distributed through GLRC Peer Recovery Coaches.
- Two Peer Recovery Coaches received CCAR certification; Michigan's Certified Peer Recovery Coach Certificate.
- Offender Success partnered with Northern Michigan University, Bay College and Midwest Truck Driving School to offer specialized training to Returning Citizens.
- The Ishpeming and Ironwood Outpatient Service locations became HRSA (Health Resources Services Administration) approved sites.

Clinical Services Highlights

- GLRC entered into a partnership with the Marquette County Health Department, to provide therapists for their school-based clinics at Ishpeming, Gwinn, Marquette and Westwood High Schools.
- Electronic Medical Records in AWARDS was utilized for E-Prescribing, as well as piloting of paperless features.
- The Child & Adolescent Psychiatric Services program was developed in 2018.
- Medication Assisted Treatment services expanded to include Hancock, Ishpeming, Marquette, and Sault Ste. Marie.
- The principals of the D.R.I.V.E Curriculum were implemented at Adolescent Services Center in 2020, through a partnership with Pine Rest Christian Mental Health Services.
- Medical Services were added as an additional service line.
- Insurance verifications are completed by the GLRC Access Center allowing clients to know immediately if their insurance covers required services.
- Clinical consultation services and expanded clinical supervision with Pine Rest Christian Mental Health
- Clinical supervision is held twice monthly, encouraging additional growth.

Facility Improvements Highlights

- The Iron River Outpatient Services office moved to a new location in 2018.
- There was flooding at our Women's New Hope House in Sault Ste. Marie. Cleanup and repairs were done and through community donations, Women's New Hope House was able to provide the women with new bedding and other improvements.
- New flooring and furniture were secured at both Sault Ste. Marie residential locations.
- New blacktop was installed at Adult Residential Services.
- A sensory room was created at Adolescent Services Center in Negaunee.
- The phone system was moved in-house, so that GLRC could have more control over the system.
- Many agency computers that were no longer supported by Microsoft were replaced.

Other Highlights

- During FY2019, prevention services were expanded to include six counties, with a seventh county being added in FY2020.
- The Foster Care Family Recruitment and Retention program across 15 counties in the UP was added in 2018.
- West End Suicide Prevention (WESP) transitioned from a contract service to a GLRC program. The LIVE campaign, developed by WESP, was introduced to the whole UP.
- The John Kivela Legacy Fund was established and raised over \$24,000.



Prior Strategic Plan Goals 2018 - 2020

Internal

Financial Goals:

- Reduce accounts receivable beyond 90 days to 10% or under
- Streamline billing through our EMR
- Planned replacements for infrastructure including technology upgrades
- Planned replacements for vehicles
- Property sale – AMCAB
- External billing system review

Operational Goals:

- Offender Success: 5-year program implementation
- Trauma-based service expansion to outlying clinics beginning with Hancock and Ironwood
- Recovery residence development in targeted communities including Marquette, Sault Ste Marie and Escanaba
- Telehealth service implementation beginning in Manistique
- Specialty behavioral health clinic development to include autism spectrum services, testing and limited psychological services
- Medication-Assisted Treatment [MAT] clinic expansion in Sault Ste Marie and Hancock
- Organizational changes and alignment with service systems to reduce silos and improve clinical consistency
- Peer coaching services expanded in targeted locations
- Acudetox services expanded in targeted locations

External

Facility Master Plan:

- Market analysis for potential sale of Tobin building with relocation to Teal Lake Medical Facility

Market Positioning:

- Continue exploration of partnership with Upper Great Lakes for integrated care
- Teaching Family Homes analysis for consulting or management services
- Positioning with UPHP for regional streamlining and Medicaid services
- Recovery Centers of MI project goals – alignment with health plans for marketing of residential care
- St. Ignace Shores partnership with Hope Network

Workforce Development:

- Continue partnership development with NMU and Lake State University for addiction counselor training and education

Clinical:

- Establishment of agency-wide Medical Director
- Refinement of co-occurring capabilities in residential facilities
- Continued growth for our Clinical Model (Multiple Pathways for Recovery)
- Residential: Development of intake coordinators to improve efficiency and scheduling
- Clinician billing streamlining through EMR
- Nursing services expanded to New Hope residential programs
- Residential and outpatient addiction programs development of specific opiate response and services



Going forward -- Important Elements for the Strategic Plan

As we approach the crafting of our strategic plan and the development of targeted goals and shared vision, we base our plan on several central ideas, concepts, and themes that include the following:

Being Client Centered: GLRC's is a client driven organization. Our growth will hinge on the integration of how we strengthen the lives of our clients.

Social Determinants of Health: Social determinants of health, such as housing, medical care, employment, transportation, etc. play an important role in the lives of our clients and the services they need for their journey to recovery. Our ability to design services surrounding the social determinants of health is a vital step in our growth and strengthening recovery-based programming.

Medical Services: The integration of medical services into GLRC programming is critical if we are to move forward as an independent agency. Providing these services will allow us to be a complete health home for our clients.

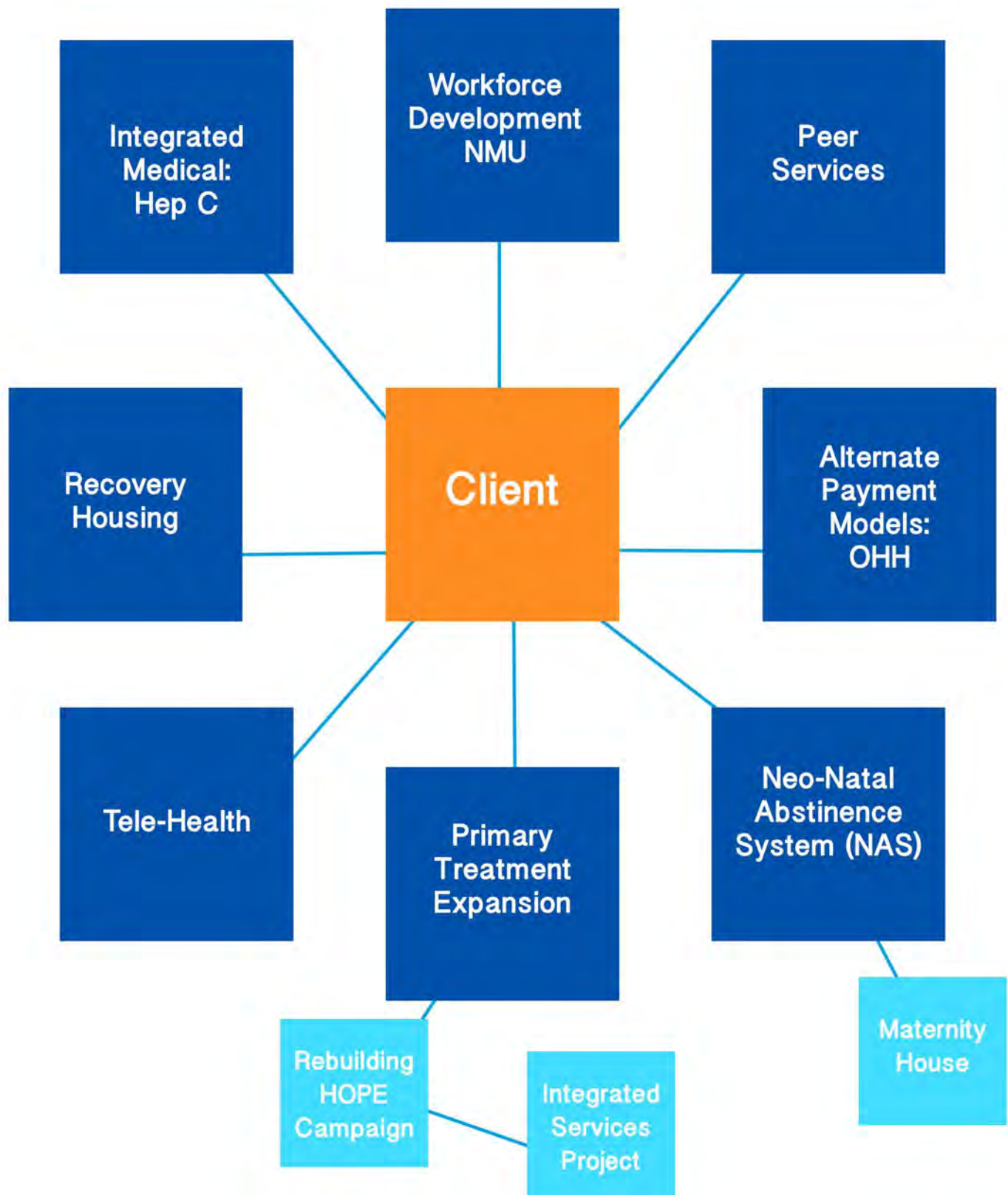
GLRC Foundation: As GLRC moves forward to expand offerings into the community, the GLRC Foundation infrastructure will need to grow to meet the ever-evolving needs of the agency.

Health Plans: GLRC will continue to work with our health plan partners including NorthCare Network and the Upper Peninsula Health Plan to build on our existing relationships. GLRC will also work with the other Health Plans in Michigan to broaden our funding base for our services.

Certified Community Behavioral Health Clinic (CCBHC): As the state of Michigan advances the development of CCBHC's, it will be important for GLRC to align with an established regional CCBHC or research the feasibility of becoming one.

Agency Benefit Plan Enhancement: Critical to our ongoing work force development and retention efforts, is our ability to provide growth in our compensation scales, the ability for expanded family medical care coverage, and retirement plan offerings, such as the reestablishment of our 401K platform.

Sustainability Efforts: Critical to the continued provision of client services, will be our ability to successfully renegotiate rate increases, contract extensions with the state of Michigan for Offender Success, contract reclassification for our adolescent residential treatment program with the State of Michigan, expanded integration efforts for medical care and dual disorder programming, and maintaining contract status with the Veterans Affairs department and Blue Cross Blue Shield.



As GLRC moves forward, it is important to look at what we do well, as well as address the areas we are lacking in, both internally and externally.

Strengths

- Balance of long-term and newer employees
- Cash flow and cash reserve
- Long-term experienced board members
- Diversification of funding sources
- Concentrated work and past years surrounding market positioning and service diversification
- Strong connections on local and statewide committees and advocacy groups
- Increased visibility in region and state

Weaknesses

- Vulnerability of Medicaid funding
- Vulnerability of key staffing changes
- Vulnerability around increased fragmentation with agency continued growth
- Infrastructure growth needed to better manage agency growth
- Increased need for training and cross-training
- Need for increased compensation scales for direct care staff

Opportunities

- A new Electronic Medical Records system was secured, helping to streamline documentation
- GLRC Foundation providing for critical gap funding
- GLRC Foundation growth enhances the agency
- Integrated Care providing for enhancement of client care and program growth
- Strengthening of eastern UP facilities through the Rebuilding HOPE campaign
- Recovery Centers of Michigan providing for strategic alignment for contracting and resource procurement
- Positioning for increased commercial insurance and private pay
- Involvement with the NMU Center for Rural Health
- Increased partnering with UPHP and alignment with community health initiatives

Threats

- Changes to the Affordable Care Act impacting the Healthy Michigan Medicaid expansion
- Continued shifting of contracts for services to utilization and Medicaid (ie: MDOC, OCC, etc.)
- Lack of available and trained workforce
- Expanded cost of personnel without balanced rate increases
- State of Michigan licensing and regulatory changes surrounding certified counselors and detox programming
- Community Mental Health agencies expanding footprint into Substance Use Disorder programming
- COVID-19 impact on service utilization
- Over-reliance on PIHP systems for funding



2021 - 2023 Strategic Plan Goals

GLRC has identified several strategic goal areas, resulting in identified initiatives that includes the following break-out:

Financial Goals

- Continue to hold accounts receivable beyond 90 days to less than 10%
- Expand auxiliary services such as acupuncture and Opioid Health Home (OHH) programming
- Increase infrastructure of financial office and restructuring of office
- Maintaining over 60 days operating cash on hand
- New agency company QuickBooks file and streaming QuickBooks functioning
- Researching and implementing outpatient clinician compensation structures to enhance billing and operational effectiveness
- Building for the financial future through the appointment of a new CFO and adding back the controller position
- Adding Finance and Revenue Manager dedicated role
- Staff compensation and benefits management: increasing compensation structures and provide for a new 401K investment plan (recruitment and retention efforts)

Operational Goals

- Case Consultation and Clinical Supervision enhancement with Pine Rest Christian Mental Health
- Continued refinement of the GLRC Clinical Model: Multiple Pathways for Recovery
- Moving toward a seamless full episode of clinical care for clients within our levels of care and using our new Emergency Medical Records platform to structure the process
- Development of a comprehensive training program for GLRC staff
- The continued refinement and development of our Tele-health platforms, and the inter-operability of this through Outpatient and Residential programs
- Increased infrastructure and development of the IT department, as additional staffing and resources needed
- Centralized residential access and adding Adolescent Residential Services to finalize our migration to centralized screening and access
- Increased longevity and staff retention through compensation, adding of new 401K platform, and researching 36-hour FTE design for increased flexibility and remote work/telehealth options.
- Structured recovery/Alumni events – sober activities around celebratory events
- Maternity House Development as an approach to provide wrap-around care for moms giving birth to drug exposed babies and babies born with Neonatal abstinence syndrome
- Offender Success KPM's (Key Performance Measures) and work toward a new 5 year contract
- Development of Phase 2 and 3 of the Rebuilding Hope Campaign
- Planned recruitment and succession planning around Crisis Services and Trauma Services staff, as well as therapists

Further Program Diversification

- Medical Services: Hepatitis C treatment
- Expanded Medical Services development in Chippewa County
- Planned development of agency drug testing services in targeted locations
- Adolescent Services Center and its integration efforts encapsulated in contract expansion with Blue Cross Blue Shield, as well as alignment with the State of Michigan's new Qualified Residential Treatment Program standards
- Reimplementation of in-home behavioral health services
- Enhanced Women and Family care services
- Specialty service development for older adults including integrated addiction and medical care
- Exploration of the possibility for development of a Treatment Foster Care home for continued care for adolescents that leave our residential treatment facility
- Commercial Insurance capability for Residential Treatment programs in Eastern U.P.
- Exploration and development of expanded level of care options for the agency to better align with commercial insurance (i.e. Partial Hospitalization programming, Intensive Outpatient Services, etc).

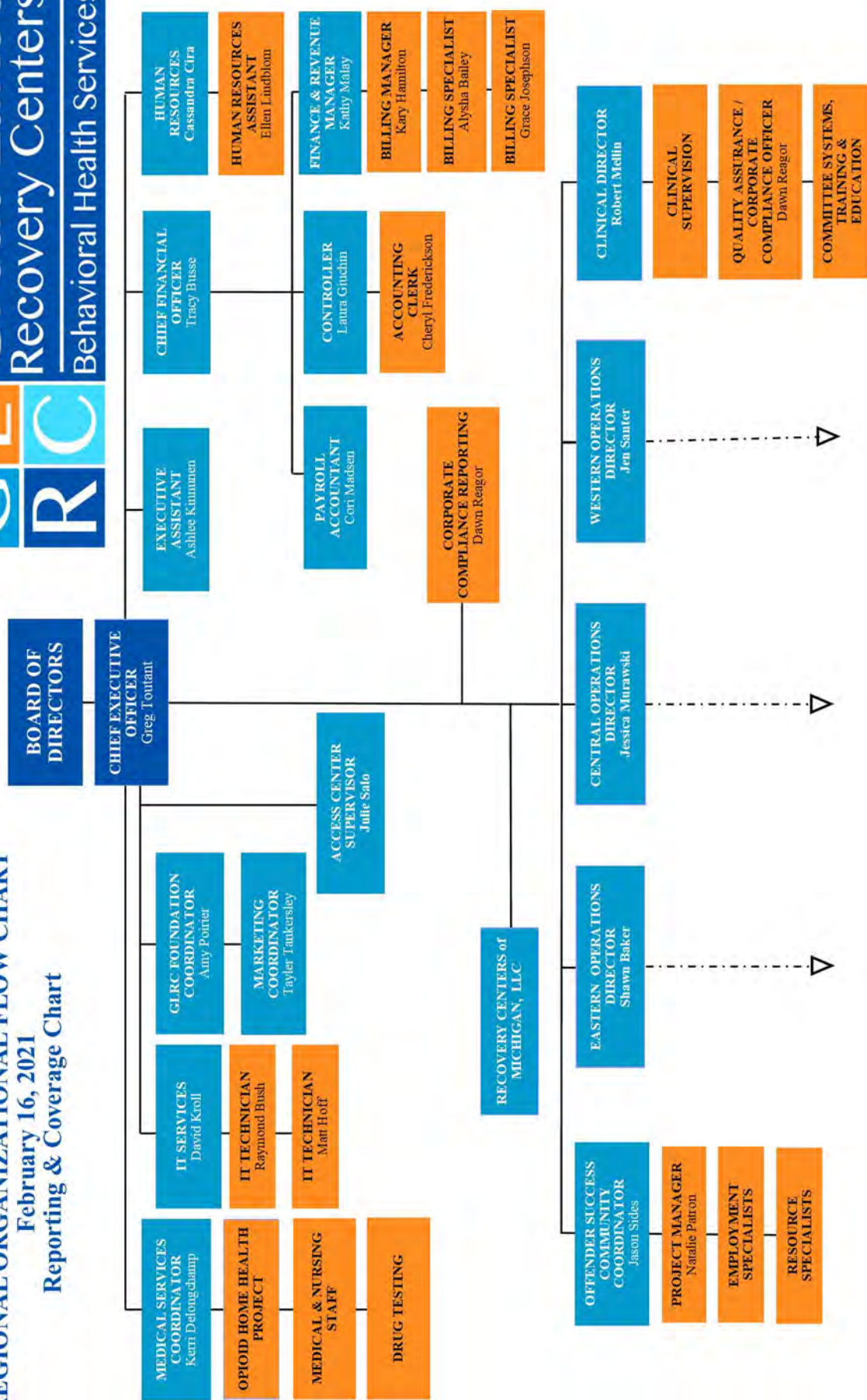
Facility Goals

- Movement of the Men's New Hope House to the new Easterday location through the Rebuilding Hope Capital Campaign
- The repurposing of East Spruce Street property into a targeted Women's Recovery Residence through the completion of Phase III of the Rebuilding Hope Campaign
- Refinement of recovery housing operations at Gary's House and the Ripple Recovery Residence
- Exploration and development of GLRC's new Men's Recovery Residence (John Kivela House) in Marquette
- Working with Duke/Lifepoint and other community stakeholders on facility acquisition for a proposed Maternity House
- Development of a long-term plan for a "Campus" design for facilities in Marquette County. Researching the acquisition of the Teal Lake Medical Facility adjacent to our Adolescent Services Center and our 26 acres of property. Expansion efforts could bring in our 36 bed adult residential treatment program, Access Center, Foundation Office, Ishpeming outpatient services, Medical Services Office, and Administrative Office to one central location for increased utilization of agency resources. Development of a Steering Committee involving board members, staff, and stakeholders can be an initial goal for the upcoming year to take steps in reaching a potential long-term vision on actualizing a campus model.
- New Kitchen development for Adult Residential Services in Marquette
- Enhancements on security systems for Adolescent Services Center

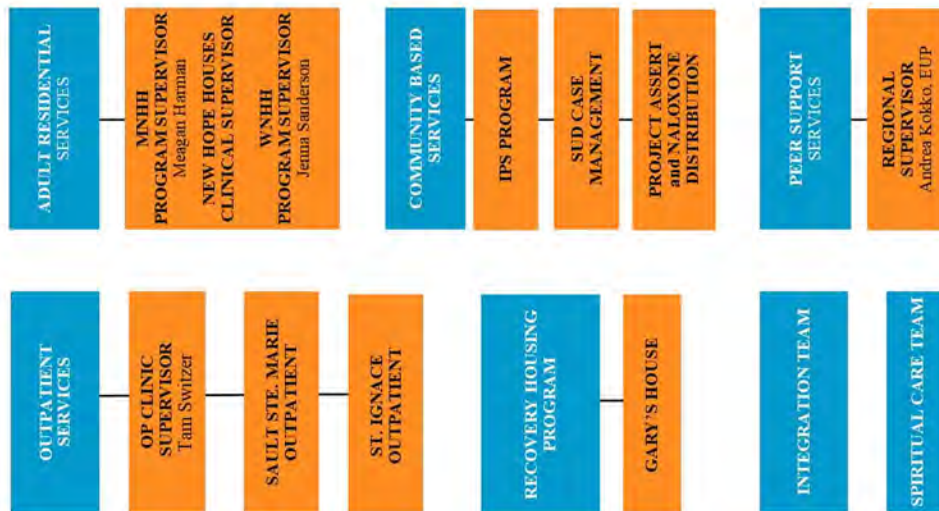
External Goals

- Continued work on value-based reimbursement models such as our partnering with UPHP on our Per Member Per Month (PM/PM) project around adolescent outpatient psychiatric capacity.
- Maintain relationships – positive partnerships with Upper Great Lakes Family Health Center, Pine Rest Christian Mental Health, Hope Network, Pre-paid Inpatient Health Plans, Michigan Department of Corrections, Courts, and Health Plans
- Future Behavioral Health Alignment
- Recovery Centers of Michigan increased development for defined (ASO)-Administrative Services Organization services
- The study of CCBH's (Certified Community Behavioral Health clinics) and our ability to be a contracted partner for services
- Development with NMU and Center for Rural Health for the development of the Addiction Minor platform will aid in workforce development and alignment with the Michigan Certification Board for Addiction Professionals
- Medicare approved provider status for residential
- Refinement of our partnership with Marquette County Health Department on GLRC staffing and operational assistance with local school-based behavioral health clinics

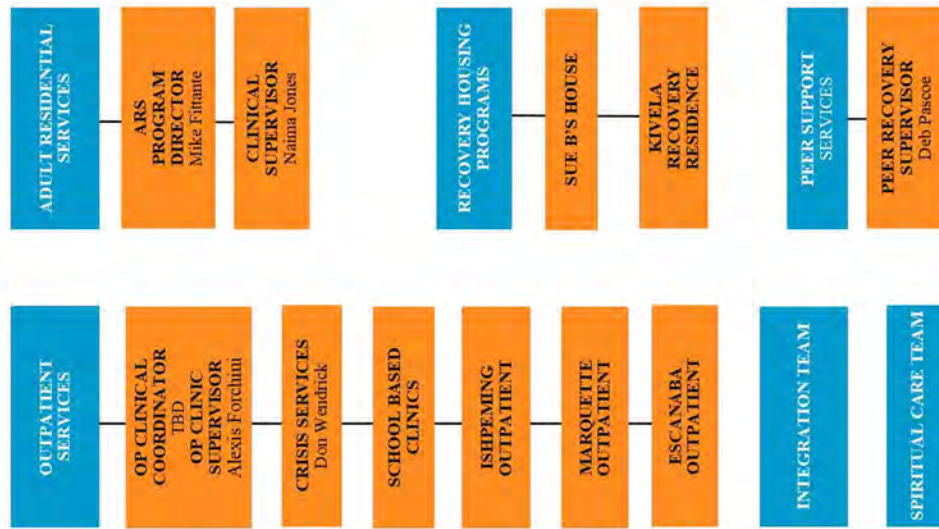
GREAT LAKES RECOVERY CENTERS REGIONAL ORGANIZATIONAL FLOW CHART February 16, 2021 Reporting & Coverage Chart



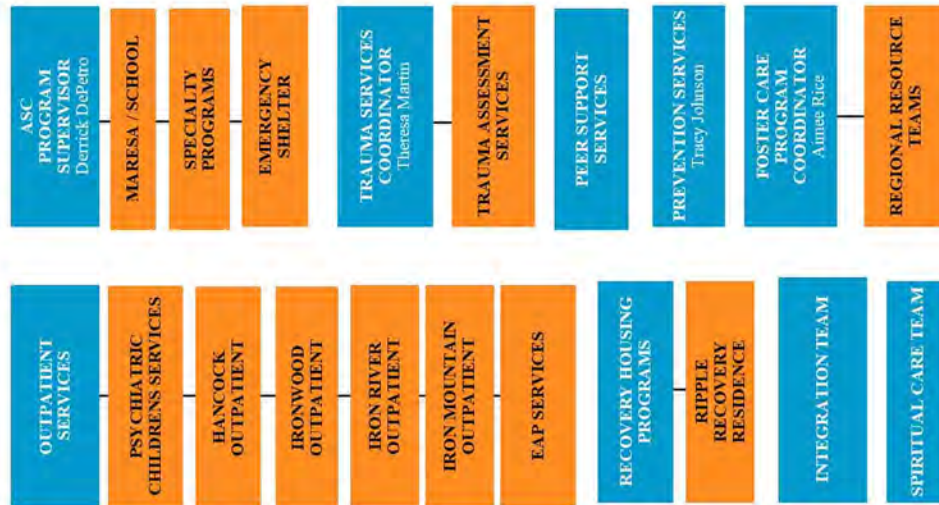
Eastern U.P. Operations Director



Central U.P. Operations Director



Western U.P. Operations Director



GLRC operates three adult residential treatment programs throughout the Upper Peninsula of Michigan. These programs are located in Chippewa and Marquette Counties.

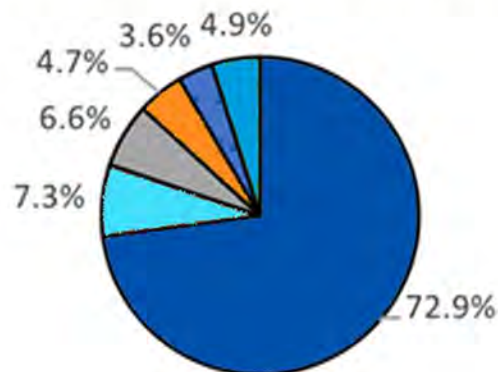
The Fiscal Analysis of the Adult Residential program is as follows:

37.80% -- Adult Residential as a percentage of the overall agency revenue

38.40% -- Adult Residential as a percentage of the overall agency expense

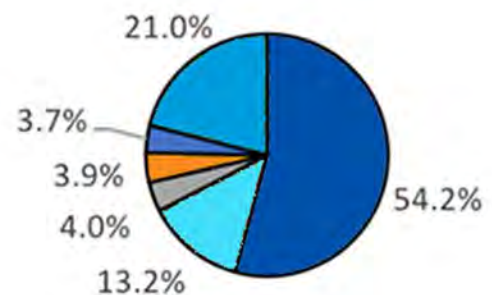
3.50% -- Overall Adult Residential margin

Adult Residential Revenue



■ Medicaid ■ FBOP ■ MDOC
■ Insurance ■ Self-Pay ■ Other

Adult Residential Expenses



■ Payroll ■ Admin Costs
■ Program Costs ■ Bldg & Maint
■ Utilities ■ Other

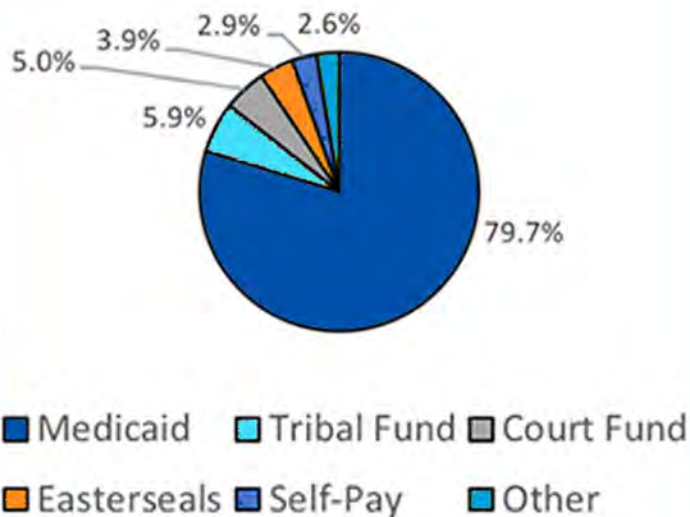
GLRC provides a range of Children's Services that includes our Adolescent Services Center (adolescent residential treatment program), Neurodevelopmental Trauma Assessments, and foster care recruitment, retention and training.

17.4% -- Children's Services as a percentage of the overall agency revenue

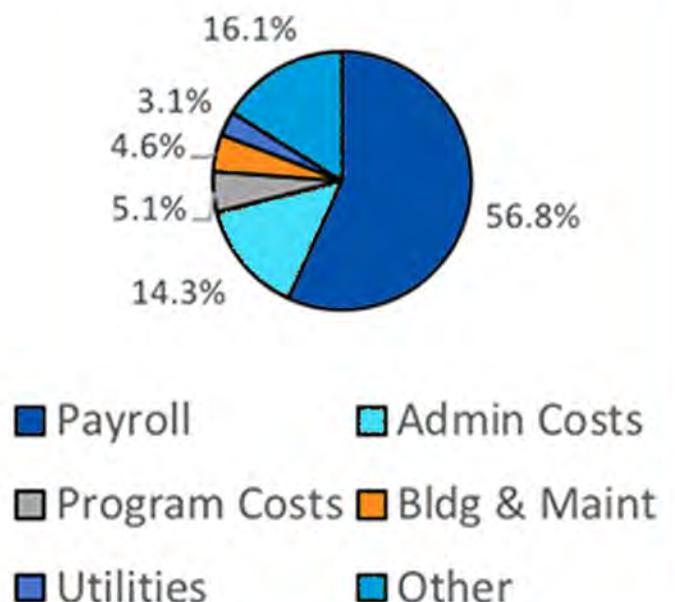
16.10% -- Children's Services as a percentage of the overall agency expense

0.13% -- Overall Children's Services margin as a percent of overall agency margin

Children's Services Revenue



Children's Services Expenses



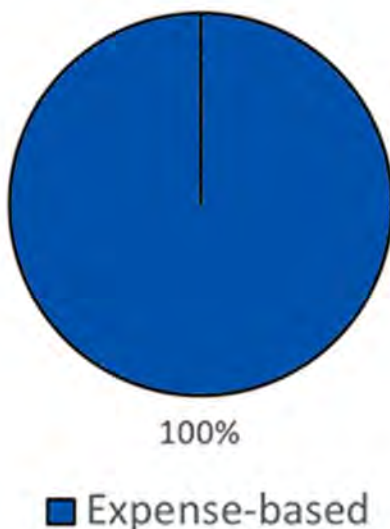
GLRC administers the Offender Success program for Region 1 (Upper Michigan) as a partnership with the Michigan Department of Corrections. We are in year four of our five-year contract, working with Returning Citizens paroling to the Upper Peninsula of Michigan.

6% -- Offender Success as a percentage of the overall agency revenue

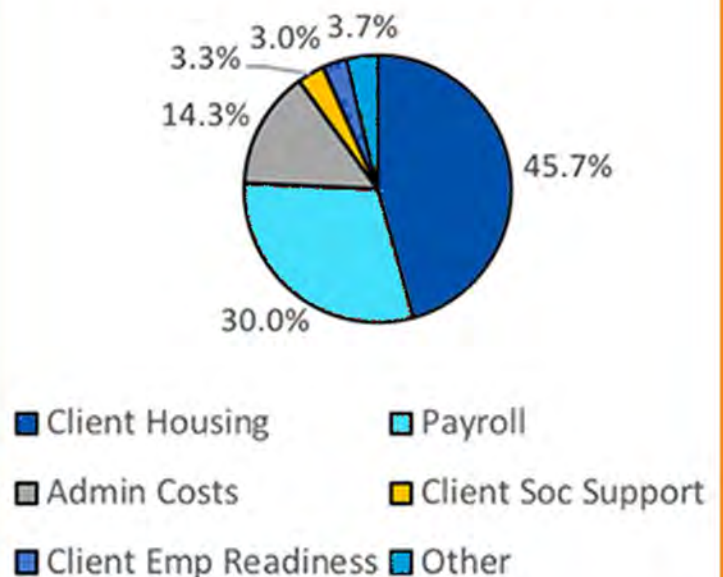
6% -- Offender Success as a percentage of the overall agency expense

0% -- Overall Offender Success margin as a percent of overall agency margin

Offender Success Revenue



Offender Success Expenses



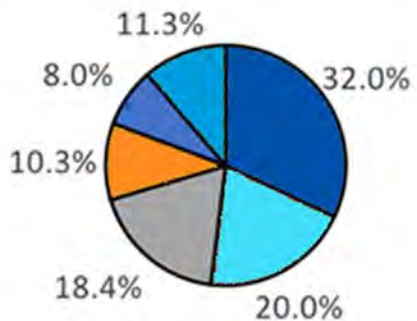
GLRC operates nine outpatient clinic service locations throughout the Upper Peninsula of Michigan. Services include a range of programming, such as: substance use disorder counseling, drug testing, mental health counseling, acupuncture, DMV assessments, and Medication Assisted Treatment.

36.10% -- Outpatient as a percentage of the overall agency revenue

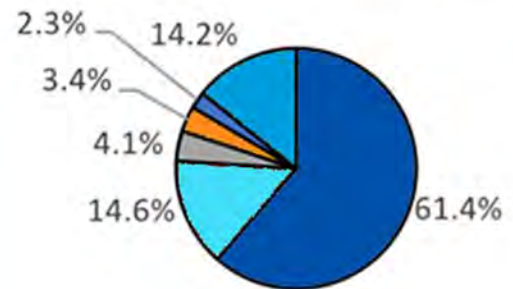
32.70% -- Outpatient as a percentage of the overall agency expense

5.30% -- Overall Outpatient profit margin

Outpatient Revenue



Outpatient Expenses



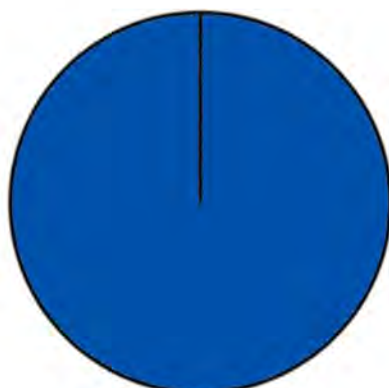
GLRC provides contracted prevention programming for six Michigan counties under the Communities that Care model. The six counties include: Alger, Dickinson, Iron, Luce, Mackinac, Schoolcraft. Additional prevention services provided include such things as Botvin's Lifeskills training and Guiding Good Choices.

2.90% -- Prevention as a percentage of the overall agency revenue

3.50% -- Prevention as a percentage of the overall agency expense

-0.04% -- Overall Prevention margin as a percent of overall agency margin

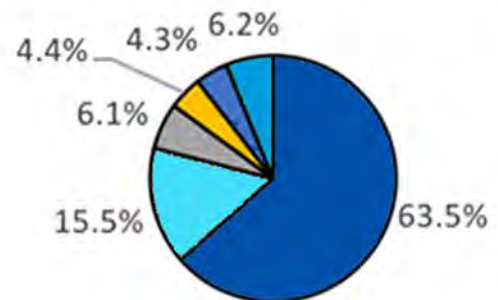
Prevention Revenue



100%

■ Expense-based

Prevention Expenses



■ Payroll	■ Admin Costs
■ Program Costs	■ Rent
■ Staff Travel	■ Other



New Pillars of Service

GLRC has developed two new Pillar of Services.

Medical Services encompasses integrated and primary medical care, Opioid Health Home Program, Hepatitis C testing and treatment, and Office Based Opioid Treatment programming (OBOT). Additional exploration of specialty service development for older adults.

5% -- medical as a percentage of revenue FY21 budget

3%-- medical as a percentage of expense for FY21 budget

GLRC Recovery Housing has developed three recovery residences in the Upper Peninsula that include Gary's House (men) in Sault Ste. Marie, Ripple Recovery Residence (women/women with children) in L'Anse and Sue B's House (women) in Marquette. Development of a fourth location, a men's recovery residence located in Marquette is slated for 2021.

5% -- medical as a percentage of revenue FY21 budget

3%-- medical as a percentage of expense for FY21 budget



Environment -- Responses to Change

Since the development of our last strategic plan document, our agency has undergone continued development, adaptation, and strategic response to our environment, industry, and stakeholders. Our continued vigilance is needed to balance our strategic efforts in relation to our fiscal health and the needs of the community. We have worked through some significant contractual changes impacting some of our services. Some of them included the following:

Challenge:

The Federal Bureau of Prisons ceased contracting to 17 minor utilization facilities in the country, ending our long-standing FBOP Residential Re-Entry Center service for returning citizens to the Upper Peninsula.

Response:

GLRC was able to expand access to traditional residential treatment beds increasing capacity for clients impacted by the Opioid epidemic; we were also able to reduce the presence of overarching criminal justice regulations improving the therapeutic environment of care for clients.

Challenge:

The Office of Veterans Affairs discontinued the long-standing contract for our VA therapy group in Ishpeming and Marquette.

Response:

GLRC started the process of contracting and credentialing with OPTUM Behavioral Health, and national managed care provider for Veterans benefits. GLRC has continued to provide the service to our Veterans while working on contracting for continued funding.

Challenge:

The Michigan Department of Corrections (MDOC) ending its statewide contracts for residential and outpatient services, instead contracting with Prepaid Inpatient Health Plans for the management and streaming of counseling services for Substance Use Disorder with Medicaid integration.

Response:

GLRC continued serving MDOC clients through our contract with NorthCare, our regional Prepaid Inpatient Health Plan, making the process of Medicaid management for MDOC clients more seamless.

Challenge:

GLRC ended our pilot project with Upper Great Lakes Family Health Center for integrated medical services at our Adult and Adolescent Residential Centers in Marquette County.

Response:

GLRC created its own medical division and hired a Full-Time Nurse Practitioner to work with our agency medical director for the provision of integrated medical services for improved whole-person care for our residential and outpatient clients. This initiative is expanding to our other locations in the coming years.



Agency Strategic Developments: What We Have Done

Throughout the past year, GLRC has concentrated its efforts on several key strategic programmatic developments and efforts to enhance the further diversification of our services and alignment with national, state and local trends.

This is done through overall changes in organizational staffing, enhancing current programming and diversifying our offerings, providing our employees with the tools they need, establishing community relationships and outgoing grant and resource development. Below are some of the developments that we have undergone:

Organizational Changes:

GLRC became managed on a regional structure, breaking the UP into Eastern, Western and Central regions. New positions were added, including an overall agency Clinical Director and Integrated Services Director to offer specialized oversight. The Controller position was not filled when the long-time CFO retired. This position has now been filled. In addition, a new position, Finance and Revenue Manager, was created to help navigate our revenue collections, payments and finance items.

Opioid Health Home (OHH):

GLRC will be one of two Opioid Health Home providers in the UP beginning October 1, 2020. This will allow clients to get all of their care, including physical and mental health care coordinated in one complete program (providing more inclusive whole-person care management for identified clients impacted by opioid use disorder). Specialized financial structure and reimbursement is provided in efforts to manage this endeavor from our regional PIHP.

Adolescent Residential Integration Project:

Through grant funding from the Michigan Health Endowment Fund, GLRC continued its work on diversification of services at our Adolescent Services Center in efforts to provide integrated mental health and SUD treatment to the adolescent population in the region and throughout the State of Michigan. Work with the State of Michigan and Blue Cross/Blue Shield have been ongoing for clinical design work and reclassification of services.

Psychiatric Clinic:

GLRC continued its development and provision of adolescent psychiatric care services for children of western Marquette County. We were able to work through the retirement of Dr. Steven Klamerus (Upper Michigan's only board-certified child and adolescent psychiatrist) and recruit Melissa Coppenhaver, FNP to work with Dr. Peters from Pine Rest for the continuation and expansion of psychiatric services for children.



Agency Strategic Developments: What We Have Done

Recovery Centers of Michigan:

GLRC and its partner agencies that comprise the separate LLC organization, Recovery Centers of Michigan, have been working on a review of the commercial insurance industry in the State of Michigan and their lack of congruency with the Medicaid Model for covered care for Substance Use Disorder services as well as how our Administrative Services Organization (ASO) model can help the participating organizations streamline contracting and purchasing of services.

Partnerships with Pine Rest Christian Mental Health:

GLRC continues to work closely with Pine Rest for the provision of expanded clinical supervision and service development. This past year GLRC launched an agency-wide clinical supervision expansion utilizing Pine Rest psychologists to work with residential and outpatient staff.

Rebuilding HOPE Capital Campaign for our new Men's Residential Treatment Facility in Sault Ste Marie:

This past year we undertook one of the most significant projects in our history with the acquisition of a former catholic church in Sault Ste Marie as part of a three-fold plan that would provide a 5-bed men's recovery residence, Gary's House, a new 18-bed Men's Treatment Facility, and the revision of our East Spruce Street location to a Women's Recovery Residence. This total project has a 1.5 million dollar value and our work with Kenarri Consulting on our campaign has allowed the organization to grow our donor base and expand our capital reach for years to come.

COVID-19 Mitigation and Management Efforts:

In the midst of provision of client care and the growth and development of our agency we, along with all citizens, were impacted by the COVID-19 pandemic. Agency efforts and response included the development of our agency mitigation efforts surrounding expanded use of PPE and sanitization efforts, while also working to secure a PPP loan and regional assistance on losses impacted by the pandemic. This management of COVID-19 and its aftermath will continue to play out over the next year and beyond, as we adapt to our environment. Our adaptation in the use of Tele-health equipment and services has been a major effort to allow for the continuity of care for our clients and for our staff members to continue to participate in meaningful work remotely.



Agency Strategic Developments: What We Have Done

Workforce Development:

NMU Center for Rural Health: GLRC participated as a stakeholder in assisting the University in their efforts at developing a critical resource for our region through the design of the NMU Center for Rural Health. This initiative will aid in the ability for providers to increase workforce development for counselors and direct care workers while also streaming more needed resources to our region.

New Clinical Operating System:

Electronic Medical Records (EMR) Platform Change: After more than a decade with our current EMR system (Foothold Technologies), GLRC made the decision to move to a more robust and integrated tool, Advanced Data Systems (ADS). This conversion rolled out October 1st of 2020 and will aid the agency in its effort at more seamless access and documentation for clients and counselors.

Community Partnership:

Health Department School-Based Clinics: GLRC was able to partner with the Marquette County Health Department for the provision of staffing for three school-based clinics in the County, expanding access to mental health and substance use disorder treatment and intervention. The clinics are located in the Ishpeming School-Based Health Clinic and the Marquette and Westwood High Schools.

State of Michigan Advocacy:

Licensing and State level changes: In response to the Michigan Licensing and Regulatory body and their changes to the SUD Licensing standards, GLRC has worked with legislators and advocacy groups in the state to call for the review and retooling of licensing guidelines that unfairly impact rural-based services surrounding Detox care and Outpatient satellite offices.



GLRC Stakeholders

Our stakeholders and communities play an important role in helping us achieve the goals and initiatives outlined in this Strategic Plan. They have continued to be vital partners in our effort to provide quality and compassionate care. Major partners that we will continue to work with on our initiatives are:

- Area Service Clubs and Organizations
- Beyond the Save
- Blue Cross and Blue Shield
- Blue Cross and Blue Shield Foundation
- Communities that Care (CTC) partners
- District and Federal Court Entities
- EAP Member agencies of the Western Upper Peninsula
- Indian Health Services
- Lifepoint Health Systems
- Marquette County Health Department
- Michigan Department of Corrections
- Michigan Department of Health and Human Services
- Michigan Health Endowment Fund
- NorthCare Network
- NMU Center for Rural Health
- Office of Recovery Oriented Systems of Care (OROSC)
- Old Mission Bank
- OPTUM Behavioral Health
- Partridge Creek
- Pathways Community Mental Health
- Portage Health Foundation
- Range Bank
- Rebuilding HOPE Capital Campaign Committee Members
- Recovery Centers of Michigan affiliated partners
- Regional Prepaid Inpatient Health Plans
- Ripple Recovery Residence Advisory Committee
- Sault Ste. Marie Tribe of Chippewa Indians
- Superior Health Foundation
- United States Pretrial and Parole Services
- Upper Peninsula Health Care Solutions
- Upper Peninsula Health Plan
- Veterans Administration
- War Memorial Hospital
- West End Health Foundation



Conclusion Statement

The Strategic Plan process and items outlined in this document help to serve a vital function in providing goals and initiatives to help further advance the improvement of the agency and in expanding the reach of the mission of GLRC.

Our mission to serve the disenfranchised, people impacted by poverty, and people stigmatized by addiction or behavioral health disorders, continues to be an emphasis that drives our purpose in the community. Our Board of Directors, staff, and stakeholders are an integral part of keeping the mission of our agency going forward as well as helping to provide passion surrounding our essential truth: 'People are Our Purpose, Love Them All'.

It is through the collective effort of those that came before us, and those that have continued to be a part of our agency, that we have sculpted GLRC into what it is today. We approach the initiatives and goals of this plan with vision, hope, and drive in efforts to continue to mold GLRC into a multifaceted behavioral health specialty organization that can continue to adapt, grow, and meet the many needs of our collective communities. Thank you for being a part of this process!

Greg Toutant, CEO