



Green Country

Behavioral Health Services, Inc.

caring people, caring for others



Annual Report FY2018

Green Country Behavioral Health Services, Inc.
Annual Report to the Community

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GCBHS Mission:

GCBHS strives to create a safe, supportive and welcoming environment where those we serve can gain skills and resources necessary to lead healthy, self-sufficient, productive lives.

GCBHS Vision:

Our vision is to be the team of excellence and leaders in the provision of quality services.

GCBHS is Grantee for Muskogee County Head Start/Early Head Start. Our community work through this program is guided by the following principles:

MCHS/EHS Mission:

Muskogee County Head Start and Early Head Start’s mission is to provide comprehensive school readiness services to preschool-aged children to enhance their social and cognitive development through health, educational, nutritional and social services.

Values:

As we work together serving our community, Green Country and MCHS/EHS staff value Accountability, Appreciation of Diversity, Respect, High Ethical Standards, Mutual Trust, Professional Development, Integrity, Dedication, Open/Honest Communication, Excellence, and Loyalty.

A message from the CEO



Leadership quotes shared in opening remarks at Green Country's FY2018 Strategic Planning meeting:

- ✚ *leadership is an action, not a position;*
- ✚ *it's nice to be important, but it's more important to be nice;*
- ✚ *none of us is as strong as all of us*

Dear Staff:

As I move closer to my tenth year as CEO, it's a time for looking forward. My hope is that FY2019 will be a year of GCBHS growth – a year when we expand our reach. In response to our county opioid crisis, we will expand addiction services, with continued growth of our Medication Assisted Treatment (MAT) Clinic. In McIntosh County, plans are underway to reach a community where GCBHS services are greatly needed, Checotah. It also appears that GCBHS will be primed for funding and support for additional integrated services in both counties. But these things don't fall into our hands. Any growth that we realize in FY2019 started long ago, and great progress was made this past fiscal year.

In FY2018, after much planning, GCBHS and the Arkansas Verdigris Valley Health Center (AVVHC), doing business here as the Muskogee Health Center, enriched our long-standing partnership and started our MAT Clinic, an outpatient clinical setting for opioid treatment. We're hearing great success stories coming from that program!

Throughout our history, GCBHS staff has been open to change and willing to face challenges. However, the changes that came in FY2018 hit hard across the agency. We lost our Clinical Director, Lisa Deason, and her 20 years of expertise, and we lost our Medical Director, Dr. Jeff McIlroy. In the first hours of 2018, we had a devastating flood at our crisis unit. Through it all, as always, we came together and, sometimes quite literally, picked up the pieces and started the process to rebuild.

From our first planning discussions of FY2018, through our Employee Recognition and celebration of Green Country's 39 years of service in November, to the close of the fiscal year, we have all stood together to serve our community in the very best way possible. I'm proud to stand beside you!

Please remember that the high quality, compassionate work you do every day is greatly appreciated.

Thank you,
Joy

Green Country Behavioral Health Services, Inc.

Scope of Services

GCBHS is Muskogee’s first and only certified community mental health center, incorporated in 1979 in response to the need for comprehensive mental healthcare in our community. We provide a full continuum of care, which includes assessment, counseling and treatment for behavioral health and substance use disorders. GCBHS is a private, non-profit center providing outpatient and crisis services to adults, adolescents and children, including those who are homeless and those who have no ability to pay for services. We also operate an Adult Crisis Stabilization Unit, with a 15-bed capacity. GCBHS primarily serves Muskogee and McIntosh Counties; however, in FY2018 we welcomed residents of 30 Oklahoma counties.

GCBHS programs are partially funded through a contract with the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS.) Our main phone line, 918.682.8407, is also a 24-hour crisis line for adults and children. In addition, we have a 24-hour mobile crisis line for children and families that assists with meeting our community’s response to the State Pinnacle Plan.

GCBHS employees, “*caring people, caring for others*”, are committed to providing compassionate, inclusive, integrated behavioral healthcare and substance use treatment, including crisis intervention and stabilization. Our clients may access outpatient services on a “walk-in” basis or may schedule appointments. Since March 2015, GCBHS has served as designated Health Home for children and adults in Muskogee and McIntosh Counties.

GCBHS became grantee for Muskogee County Head Start in 1997 and began providing early childhood development programs and services to preschool-aged children and their families. We expanded with an Early Head Start program in 2001, providing early childhood development services in classrooms and home-based programs for infants, toddlers, expectant mothers, and their families.

Integrated Health Services/Programs

- Assessment
- Case Management
- Co-occurring Counseling
- Health Home for Children and Adults
- Individual/Family/Group Therapy
- Integrated Healthcare
- Medication Management
- Medication Assisted Treatment
- Opioid Treatment
- Peer Support Services
- Prevention/Wellness Activities
- Psycho-Social Rehabilitation
- Systems of Care/Transition Services
- Trauma Focused Cognitive Behavioral Therapy

Early Childhood Education

Head Start site locations:

- Cherokee Elementary
- East Campus Muskogee*
- Fort Gibson School Campus*
- Grant Foreman Elementary
- Haskell School Campus
- JBR Campus Muskogee*
- Warner School Campus*
- Youth Central Muskogee*

Early Head Start site locations:

- Head Start sites above*
- Shawnee Campus Muskogee
- Little Okie Childcare Center

Public Accountability

GCBHS is a nonprofit agency committed to public service in our community. Our employees work to meet the needs of our clients and help strengthen families in Muskogee and McIntosh Counties. We are committed to ethical practices in our service delivery and accountability in our business practices.

Fundamental values, which strengthen the foundation of our agency, are listed at the beginning of this report. These values guide GCBHS staff in day-to-day operations. At the top of our list is 'accountability.' Accountability toward client care is evidenced in the following section, including a list of Program Outcomes for FY2018. This annual yearend report is available to the community and staff on our website at GCBHS.com. The GCBHS Board of Directors review the report annually.

The agency's financial accountability is maintained through adherence to internal control policies approved each year by the GCBHS Board of Directors and evidenced through annual financial audits. This audit is conducted by an external certified public accountant firm and approved by the GCBHS Board. The GCBHS/MCHS Financial Audit for FY2018 was conducted by EideBailly and identified no issues of non-compliance and no material weakness.

Performance Improvement Process FY2018 Program Outcomes

Our business changes with the needs of the population we serve. In order to fulfill a continued commitment to provide quality, affordable, easily accessible client care, GCBHS programs are planned, and goals are set, based upon the needs of our consumers and our community. Those needs are identified through an annual strategic planning session, which includes discussion of survey responses from clients and other stakeholders.

The FY2018 Strategic Planning meeting was held on June 9, 2017, with GCBHS leadership and supervisors participating. The greatest need identified in our community, and a need that has been growing for some time, is prevention and treatment for drug/alcohol addiction. At the time of our planning meeting, GCBHS had one Substance Abuse Counselor. The determination was made that our community needs easy access to an Addiction Services Program. Within FY2018, our Addictions Program was developed, a licensed Program Director was hired, along with three other clinical staff members, and we entered into an agreement with our local FQHC to provide a Medication Assisted Treatment clinic.

Our community partnership with Arkansas Verdigris Valley Health Center, doing business here as Muskogee Health Center, was expanded and enhanced this year, with the opening of our MAT Clinic. With MHC located in our main outpatient facility, GCBHS clients and other community members have easy access to affordable therapy, doctor's appointments, medication, and medication monitoring, all vital parts of the opioid treatment program.

A need identified in our McIntosh County service area was for GCBHS to establish a farther reach, and move deeper into that community. The decision was made to accomplish this goal through movement of our clinic from Eufaula into Checotah, a rural, medically underserved area. The

search for potential clinic space continued through most of FY2018 and a lease agreement was signed in June. With help from our newest GCBHS Board member, who lives and works in Checotah, Green Country has received an exceptionally warm welcome there. The relationship is new; however, we see great growth potential in McIntosh County.

Each year, our progress toward meeting identified needs is reviewed and monitored through the GCBHS Quality Assurance Committee. This process is outlined in our GCBHS Annual Plan, also available on the GCBHS website. Throughout the year, the QA Committee is the primary group that routinely reviews and adapts systems and processes, monitors progress toward program goals, and assesses the quality of services and systems. This committee is a multi-disciplinary team consisting of social workers, licensed professional clinicians, nursing, administrative and support staff, collaborating with the agency Medical Director as needed. Representatives from various departments attend this meeting as requested by the chairperson. The projected end-result is continued improvement in the quality of our services and evidence that our programs meet the needs of the people we serve.

Through collaboration across multiple disciplines and departments, the QA team identifies and prioritizes areas for improvement based upon our goals and initiatives consistent with our mission, vision, and values. The team also receives and reviews quarterly Consumer Satisfaction Survey results for insight into client care. The GCBHS QA Committee submits a report with recommendations to leadership on a quarterly basis, at a minimum.

During FY2018, the Quality Assurance Committee documented GCBHS Program and Agency Outcomes, including the following:

- ✚ The GCBHS Medication Assisted Treatment clinic opened and grew quickly to the first year's capacity – a total of 60 clients for the two medical providers.
- ✚ Our Children's Mobile Crisis unit accomplished an 80% diversion rate in FY2018, developing safety plans with children and their families, rather than placement of the child in an inpatient facility.
- ✚ Our FY2018 financial audit report shows only 13% of GCBHS expenses were allocated to overhead; we continue to increase program services and still manage to maintain a low percentage of overhead.
- ✚ Medication Clinic staff met their goal to link 100% of GCBHS consumers without prescription drug coverage, and those who cannot afford medications, to the Patient Assistance Program.
- ✚ GCBHS promotes a strong culture of health and wellness among staff and those we serve. In FY2018, we achieved the "Excellence" level of certification as a Healthy Business, for the fourth consecutive year.
- ✚ In FY2018, over 4,000 GCBHS clients received almost 70,000 services.

- ✚ GCBHS Children’s Services increased their number of clients served in FY2018 by 15% over the number served in FY2017.
- ✚ GCBHS assisted our clients in obtaining a total of \$3.7 million in free medications, which are distributed through our Patient Assistance Program.
- ✚ All GCBHS outpatient programs and our crisis stabilization unit continued to operate under ODMHSAS Certification *with Special Distinction* in FY2018.
- ✚ Satisfaction Surveys are completed by GCBHS clients on a quarterly basis. GCBHS clients who completed our surveys in FY2018 reported the following levels of client satisfaction:
 - 98% of Adult Outpatient clients agreed that GCBHS services have a positive effect on their lives.
 - 96% of Medication Clinic clients said they are able to handle day-to-day living better because of their GCBHS services.
 - 97% of Crisis Unit clients said there were actively involved in decisions about their treatment.
 - 100% of GCBHS Children’s Services youth reported that they liked the services they received.
 - 97% of Adult Outpatient clients reported being confident that they can take actions to prevent or minimize the symptoms/problems associated with health concerns.
 - 97% of Crisis Unit clients reported that the therapeutic services they received had a positive effect on their lives.
 - 96% of Medication Clinic clients reported that they were able to get their medications in a timely manner.
 - 96% of Crisis Unit clients said they are able to handle day-to-day living better because of their GCBHS services.
 - 100% of children receiving GCBHS services felt that the staff seemed to respect them as a person (explained on our survey as consideration of age, race, religion, language, culture, etc.).

Quotes from GCBHS FY2018 Client Satisfaction Surveys:

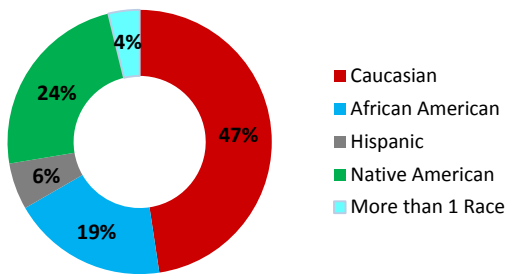
- ✚ The fact that I know my child and I have a whole team to be there for us when we need them helps with my ‘mommy stress’.
- ✚ This experience opened my eyes to addiction.
- ✚ I felt safe and the Crisis Unit staff really cared about my well-being.
- ✚ I realize how badly I was being abused.
- ✚ My life is finally getting better!

Demographics

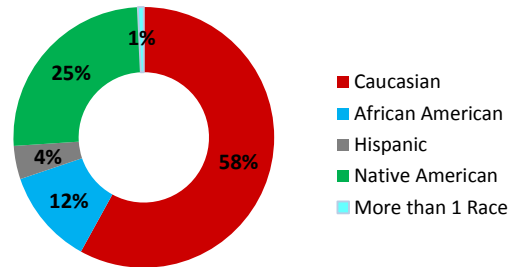
GCBHS leadership reviews community assessment data in order to align our workforce and the groups that govern our programs with the cultural and racial composition of our clients and our community. We serve a community that is rich in diverse cultural heritage. The following statistics show that GCBHS staff, Head Start staff, and our governing groups provide a solid representation of the cultural diversity of our community and of those we serve. Another GCBHS agency value and also a guiding principle - the *appreciation of diversity* - is evident here:

FY2018 Cultural Composition

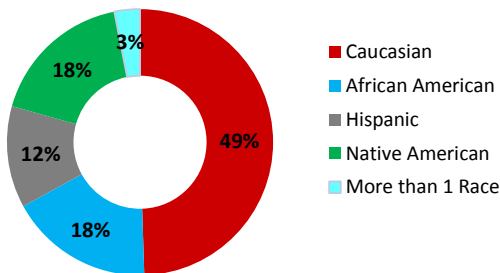
GCBHS Staff



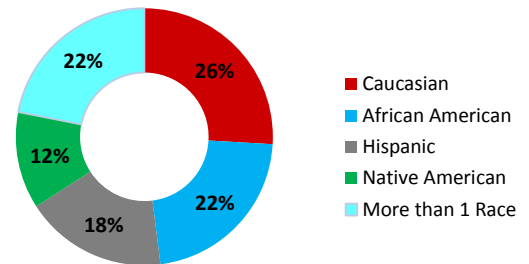
GCBHS Clients



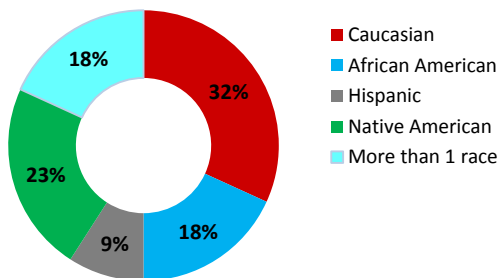
MCHS/EHS Staff



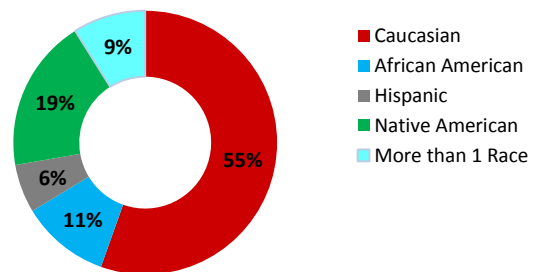
MCHS/EHS Children



GCBHS Board/MCHS Policy Council



Muskogee County



Early Childhood Education Programs

GCBHS continues to serve as Grantee for Muskogee County Head Start and Early Head Start (MCHS), with staff divided almost equally between behavioral health programs and early childhood education. FY2018 was the fourth year in our current five-year Head Start grant cycle. MCHS programs operate under joint governance by the Policy Council and the GCBHS Board of Directors. Our program is primarily center-based, funded for 302 in Head Start and 131 in Early Head Start, with eleven of these Early Head Start children and families receiving home-based services.

In FY2018, a cumulative total of 607 children, and their families, were served in our programs. As shown in the “MCHS/EHS Children” racial composition chart in the previous section, this population is very diverse. Our program staff work toward the goal of serving these children and their family members efficiently and effectively, taking into consideration their home language and home culture. In FY2018, Spanish was the primary language spoken in 67 MCHS children’s homes and 39 of our families received “English as a Second Language” training through our program. Head Start and Early Head Start classrooms are located in four facilities in Muskogee: Youth Central, JBR, East Campus and Shawnee, as well as four public school partnerships: Muskogee, Fort Gibson, Haskell, and Warner.

Health and Wellness

We support our GCBHS workforce by promoting staff wellness. In FY2018, GCBHS maintained certification as a Healthy Business, earning the Excellence level of certification. Our goal is to make a positive impact on the health of GCBHS employees and our clients. Additionally, every Head Start and Early Head Start site in our program achieved the highest level of certification as a Healthy Early Childhood Program.

Our staff participate in wellness activities, which are coordinated and monitored by a Staff Wellness Committee. Through these activities, staff learn to eat better, drink more water, and get more physical exercise, all with a spirit of fun competition and rewards. We also provide a wellness component to the curriculum for our behavioral health consumers and for those enrolled in our early childhood education programs. Children in our Head Start and Early Head Start programs spend part of every day, weather permitting, on supervised outings on playgrounds designed specifically for their age group.

Partnerships, Collaborations and Community Outreach

Strength of Mind

GCBHS clients receive services with Strength of Mind physicians through telemedicine. In FY2018, we continued this partnership with our psychiatric medical team. Sadly, Dr. Jeffrey McIlroy, Strength of Mind’s Medical Director, passed away early in 2018. Strength of Mind staff continued to provide quality services to our clients.

Arkansas Verdigris Valley Health Centers, dba Muskogee Health Center

Our partnership with Muskogee Health Center (MHC) is enhanced every year, as we coordinate medical services within our integrated healthcare programs. These services, which are vital to our client base, are simplified through coordinated care at our shared location. Service needs have increased so much that AVVHC is building a second primary health clinic in Muskogee.

Women In Safe Homes (WISH)

In FY2017, GCBHS continued our long-standing partnership and easily accessed referral system with WISH, our local domestic violence shelter for women and children. In addition to providing a referral source, WISH also provides training to GCBHS clinical staff on domestic violence issues.

Neighbors Building Neighborhoods

In Muskogee County, Neighbors Building Neighborhoods (NBN) coordinates community efforts and helps agencies build coalitions through the Nonprofit Resource Center. GCBHS became certified under the Oklahoma Standards for Excellence through a comprehensive training offered at the Nonprofit Resource Center. Also through NBN, our clients and Head Start families access a program to help participants work their way out of generational poverty. The program, Building Bridges out of Poverty, helps low-income families transition into self-sufficiency and has been very successful in our community.

Public School Systems in Muskogee County

GCBHS and our Head Start programs collaborate with Muskogee Public Schools for school counseling and early childhood education programs. In FY2018, we also continued partnerships with public school systems in Fort Gibson, Warner and Haskell to provide a school readiness program, and comprehensive services in these communities. GCBHS continued long-standing collaboration with Muskogee, Hilldale and Checotah Public Schools in FY2018 by providing counseling services, along with crisis intervention and crisis management. Our children's services clinicians are available to schools at all levels, providing support during critical events that impact the student body and/or teaching staff.

GCBHS Staff Appreciation

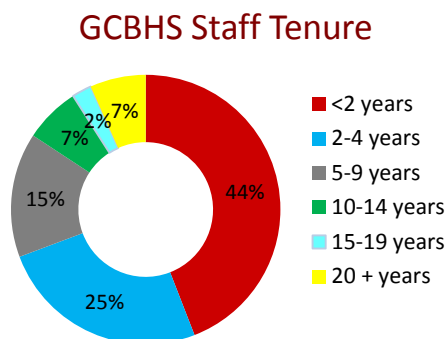
GCBHS sets aside a day every November to celebrate the agency's anniversary and recognize staff for length of service and special accomplishments. This year's theme: *Remember the 80's!*



Annual awards were received by Leadership team members, Adult Services Clinicians, Crisis Unit staff, a Medication Clinic Nurse and Case Manager, Children’s Services Clinicians and support staff from Data Integrity, Human Resources, Information Technology and Administration. Included in this group was our CEO, Joy Sloan, who received a 25-Year Service Award

Appreciating Staff Longevity

In FY2018, GCBHS welcomed many new employees, some filling positions for new programs. Sadly, we also lost some employees this year. Whatever we faced, GCBHS employees came together to provide more services to our clients, welcome new staff, and say goodbye to some who left us too soon. During FY2018, our clinical and support staff reflected the following levels of experience:



M&M Committee

In our strategic planning committee meetings, participants began with a list of agency strengths. This list begins with “GCBHS staff”. In order to help our employees remember just how vitally important they are, Green Country’s Motivation and Morale (M&M) Committee was born. This year, our M&M Committee continued their work to increase staff morale through staff games and prizes, drawings, lunches and recognition in GCBHS staff meetings.

GCBHS Board of Directors

Since its incorporation in 1979, GCBHS has been fortunate to have community members willing to volunteer their time and share their expertise while serving on our Board of Directors. GCBHS Board members not only reflect the diversity of our community, they also meet standards for Head Start program monitoring. Our Directors have expertise in the areas of finance, healthcare, law enforcement, philanthropy, elementary education and early childhood education.

In FY2018, Paula Wilburn, Muskogee attorney at Wright, Stout, and Wilburn, served as GCBHS Board President; Beverly Romine, Vice President, Muskogee Federal Credit Union, served as Board Vice President; Chaplain Forrest L. Kirk, PhD, Chief Chaplain at Eastern Oklahoma VA Healthcare System, held the Secretary position; and Johnny Teehee, Muskogee Assistant Police Chief, served as Board Treasurer. GCBHS Board members also include; McIntosh County representative Penny Mitchell; Cathy Kass, Professor, Educational Psychology, Bacone College, and Loretta Reed, retired Muskogee educator.

Sources of Income

In FY2018, GCBHS continued as an ODMHSAS contracted provider for outpatient and crisis services in Muskogee and McIntosh Counties. We also maintained Medicaid provider contracts through the Oklahoma Health Care Authority so that all of our sites are available for SoonerCare members. GCBHS

also maintains provider contracts with private insurance and private organizations. Federal grant funds for the operation of Muskogee County Head Start and Early Head Start programs were received from the U.S. Department of Health and Human Services Administration for Children and Families.

FY2019 Agency Goals and Objectives

GCBHS services are provided in safe facilities with confidential, welcoming, relaxed settings. We strive to deliver services that are evidence based, solution focused and aligned with the following agency goals:

Goal 1:

Reduce stigma associated with seeking help for mental health concerns, substance use, and domestic violence.

Objectives:

1. Provide public awareness and education through outreach and presentations.
2. Advocate for the services we provide through advertisement, forums, and employment fairs.
3. Develop and implement prevention and early intervention strategies.

Target date: On-going, Monitor Quarterly

Responsible Staff: Leadership Team, All Staff as Requested

Goal 2:

Provide fully integrated care for everyone we serve utilizing the Chronic Care Model for population based treatment.

Objectives:

1. Follow the "Health Home" model from the state for all persons served.
2. Implement the Chronic Care Model that will help reduce cost and improve outcomes for persons served by coordinating prevention and wellness services, acute care, and disease management.

Target Date: On-going, Monitor Semi-Annually

Responsible Staff: Clinical Staff, Leadership

Goal 3:

Continue to develop the agency's wellness strategies which include staff and clients, through activities, policies, and procedures that encompass healthy alternatives and directions.

Objectives:

1. Advertise the risks associated with tobacco use and encourage cessation through education.
2. Be proactive in our wellness activities, including nutrition and mindfulness activities.

Target Date: On-going, Monitor Quarterly

Responsible Staff: Wellness Champion, Leadership Team Support, All Staff

Goal 4:

Ensure that clinical staff is trained and utilizing only evidence based practices and best practice methods.

Objectives:

1. Provide training to clinical staff regarding best practices and examine their knowledge about evidence based interventions.

Target Date: June 2019, Review Monthly

Responsible Staff: Clinical Staff, Clinical Supervisors, Clinical Director

Goal 5:

Ensure that all agency employees have applicable education and understanding of problems related to co-occurring, trauma informed, client centered, culturally competent practices and holistic approaches for the people we serve.

Objective:

1. Provide education / training opportunities to staff.

Target Date: Staff Orientation, Annual training – March 2019, Review Quarterly

Responsible Staff: Leadership, Other identified staff

Goal 6:

Ensure that we have adequate staffing patterns to meet the needs of our communities and the people we serve.

Objectives:

1. Recruit and maintain licensed, quality staff for all agency departments and/or programs.
2. Provide supervision for licensed eligible staff to assist with licensure and certification requirements.
3. Review and compare salary scale to other similar businesses
4. Review and assess current employee benefits
5. Continue collaboration with area universities for internship opportunities.
6. Provide opportunities for staff to attend continuing education offerings to increase job skills and licensure requirements.

Target Date: On-going, review June 2019

Responsible Staff: HR Department, Leadership Team

Responsible Staff: HR Department, Leadership Team

Goal 7:

Utilize resources to better serve McIntosh County, expanding our reach in order to provide high quality, integrated behavioral health and substance use services to a greater number of people in need.

Objectives:

1. Create a safe, inviting clinic in Checotah through the purchase or lease of a building which is structurally sound, conveniently located, and suitable for clinic offices, waiting rooms and other amenities; plan and execute necessary modifications.
2. Ensure that the needs of current Eufaula clients are met by assisting with the transition.
3. Build new relationships by increased involvement in the Checotah community.
4. Be a community partner from the beginning; invite community to an open house when the clinic is complete.

Target Date: Opening: September 1, 2018, On-going

Responsible Staff: Leadership Team

Goal 8:

Continue to utilize all forms of technology to enhance services and improve staff and client safety.

Objective:

1. Utilize the most updated technology where possible for agency business.

Target Date: On-going, Review Semi-annually

Responsible Staff: Leadership, Primarily Information Technology Director

Goal 9:

Maintain strong financial stability.

Objective:

1. Increase Medicare and Medicaid billing opportunities
2. Increase grant funding
3. Maintain and continue federal Head Start grant program

Target Date: Review monthly; financial audit December 2018

Responsible Staff: Leadership, CFO