



**Annual Report  
FY2019**

**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*



every day I get to come here is a blessing to me! I work with THE most amazing team, across the board.

The work we do, both in early childhood development through education, as well as mental health and substance use treatment, is IMPORTANT work. I've said this before: but **WHAT WE DO MATTERS!!!**

Dear Staff:

Wow, FY2019 flew by really fast! But we had a good year, right? I know this may sound wonky, but

I like knowing that every day when each of us comes to work we treat people with kindness and empathy. For the person who comes in, again, for the same thing that they did not follow through with before, it doesn't matter. They are HERE today. That's what counts.

The children and families we serve through Head Start and Early Head Start are set on a path that will impact the rest of their lives. Stop and think about that for a moment. It's incredible. The people we see through Green Country are trusting us to support, honor, advise, guide, teach, process – YOU pick a word. Think about what we are asked to do, daily. People depend on us to help them, really help them. They ask us for assistance. What an honor that is!!

I'm not just talking about direct care either – because, if we don't believe it takes a team, then we're wrong. Regardless of your role here, YOU MATTER!! I feel tremendously blessed to be a part of this team.

I'm also excited for FY2020, when Green Country will hit the 40 years of service mark! I'm excited that we will still continue to serve our communities and that we have employees who care about what we do and how YOU represent the organization. I'm excited about the possibility of a new Medical Building in our future! We're out-growing our office space and I appreciate all of your patience with this.

In the new year, I will continue to expect the BEST from each and every one of you. I will continue to expect you to use your brain. I will continue to expect that you will come to work when you are supposed to and do the very best you can each and every day you are here! And you can expect these things from me as well!

I will continue to expect you to speak up when you have an idea about how we can be better at what we do or how we can improve an internal system to make our business more efficient, more successful. We work for our clients, our communities and each other!

As always, thanks to each of you for being a part of our GCBHS team!!!

God Bless,

*Joy*

Green Country Behavioral Health Services, Inc.  
Scope of Services

In 1979, GCBHS answered the community's call for comprehensive mental healthcare, becoming Muskogee's first and only certified community mental health center. 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. In our 39th year, GCBHS continues to operate under the Oklahoma Department of Mental Health's "Certification with Special Distinction".

We provide a full continuum of care, which includes assessment, counseling and treatment for behavioral health and substance use disorders. GCBHS has served as designated Health Home for children and adults in Muskogee and McIntosh Counties since March 2015. We also operate a 16-bed capacity Adult Crisis Stabilization Unit. GCBHS programs are partially funded through a contract with ODMHSAS.

GCBHS employees 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. The main GCBHS phone line, 918 682.8407, is also a 24-hour crisis line for adults and children. In addition, we have a 24-hour mobile response line, 918 441-1315, for children and families.

GCBHS became grantee for Muskogee County Head Start (MCHS) 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. In FY2019, MCHS served over 625 children and their families.

GCBHS Services/Programs

- Screening/Assessment/Referral
- Care as Needed (CAN) Unit
- Case Management/Peer Support
- Co-occurring Treatment
- Crisis Stabilization/Intervention
- Disaster Management
- Health Home for Children and Adults
- Individual/Family/Group Therapy
- Integrated Healthcare – O-PIP Program
- Medication Management
- MAT/SOR Treatment
- Prevention/Wellness Activities
- Psycho-Social Rehabilitation

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\*

- Systems of Care/Transition Services
- Specialty Court Services (MH/Offenders' reentry)

Early Head Start site locations:

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

Public Accountability

Change seems ever present in our business because GCBHS programs are created and provided to serve a changing population within a changing community. However, one thing that remains constant is our commitment to ethical practices in our service delivery and accountability in our business practices.

At GCBHS, we are committed to public service in our community. Our employees, "caring people caring for others," work to meet the needs of clients and help strengthen families in Muskogee and McIntosh Counties. Fundamental values, which strengthen the foundation of our agency, are listed at the beginning of this report. These values guide us in day-to-day operations and "Accountability" is at the top of our list.

The agency's financial accountability is maintained through adherence to GCBHS internal control policies, approved each year by our Board of Directors, and evidenced through annual financial audits. Our financial audits are conducted by an external certified public accountant firm and approved by the GCBHS Board. The GCBHS/MCHS Financial Audit for FY2019 was conducted by Eide Bailly, L.L.P. and identified no issues of non-compliance and no material weakness.

Accountability toward client care is evidenced in the following section, which includes a list of Program Outcomes for FY2019. This annual yearend report is reviewed by our Board of Directors, available to the community and staff on our website at GCBHS.com, and is provided to ODMHSAS.

Needs Assessment Process  
Performance Improvement Process

In order to maintain 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 clients and our community. We identify those needs through contact with GCBHS clients and community stakeholders. Our stakeholders respond through surveys distributed in Muskogee and McIntosh Counties annually; GCBHS clients respond (at least quarterly) to Client Satisfaction Surveys distributed in each program.

We conduct an annual planning session, where agency leaders review responses from clients and community in order to assess the quality of our services and also identify service gaps and agency needs. GCBHS leadership, including all program supervisors, participated in our FY2019 Planning session, held on June 21, 2018.

During our annual planning for FY2019, program supervisors reported on changes seen in client needs during FY2018 and how those needs were met. All participants shared ideas for a “Green Country Miracle” (i.e. what change would make you happy?) We shared suggestions on how to further promote Green Country; how to attract quality staff; and how we can better utilize our space. GCBHS strengths, opportunities and challenges were also identified by the group.

From this comprehensive discussion, Program Supervisors identified priorities for their FY2019 Program Goals.

The Strategic Planning report is submitted to our Quality Improvement Committee. The QI Committee meets at least quarterly to review collected data monitoring the on-going quality, effectiveness and efficiency of services provided to our clients. Routine reports submitted to, and reviewed/analyzed by, the QI Committee, include the following: consumer satisfaction survey results; periodic outcome reports for program and agency goals; Critical Incident reports; Treatment Outcome reports; Quality Records Review; Fire and Safety reports; medication error reports; and Crisis Unit quarterly reports on Seclusion and Restraint. Throughout the year, the committee also receives and reviews program and agency goals and outcomes.

**FY2019 Strategic Planning Findings:**

- We still see clients who are in need of medical healthcare (even with our integrated health care partnership with Arkansas Verdigris Valley Health Care.)
- We see an increase in families that need an actual mobile response; Children’s Services crisis workers were more successful in the past of handling these calls over the phone.
- Families and individuals continue to suffer from the impact of increased opioid abuse in our community.
- We have a growing number of clients in Muskogee who need Spanish translation.
- We would prefer to have a physician on site, working with our mid-level providers.
- In our early education program, Head Start, our community needs assessment tells us that we need to convert more of our Head Start enrollment slots to infants and toddlers in Early Head Start funded slots.
- We need more clinical staff to serve our clients; we intend to solidify our most effective clinical staff recruitment tool, which is the loan repayment program. In FY2019, we plan to obtain continued certification as a HRSA site for loan repayment; we will also continue to work toward an increased HPSA (community) score which will place our agency above the funding level for loan repayment applications.
- Across the agency, we need to review and increase staff incentives.
- We moved our McIntosh County clinic from Eufaula (where growth was slow) to Checotah. We plan to make our new Checotah Outpatient Clinic a success in this first year.

**FY2019 Performance Improvement Program Review/Findings:**

Green Country’s Quality Improvement Committee brings together a group of GCBHS clinical and administrative staff. In FY2019, the committee held eleven meetings between July 20, 2018 and June 7, 2019, reviewing goals and outcomes for every GCBHS program and agency goals. Some of the agency and program outcomes reviewed are listed in the next section of this report.

QI committee members monitored planning, initiation, and success of new programs, based on the needs of our service area and our clients. QI meeting minutes show the development, the progress and impact of our new outpatient clinic in Checotah – from Green Country’s Operations Crew planning and building the clinic interior to protect client safety and confidentiality – to the new voices heard in our client satisfaction surveys collected in Checotah.



422 West Gentry; Checotah, Oklahoma

QI committee reviewed quarterly, mid-year and year-end reports on client satisfaction survey results. In FY2019, we held a competition to increase the number of surveys collected and the results were monitored throughout the year by QI committee. The competition was successful and the QI committee Chair announced winners at our Full Staff meeting on August 2, 2019:

- Adult Services collected 520 client satisfaction surveys; 96% of those responding liked the services they received, reported they were better able to handle day-to-day living, due to GCBHS services, and believed their services here have a positive effect on their lives. It was determined in QI that clarification needs to be made on the Adult surveys; the Health Home questions bring confusing results, because not all of those surveyed are actually Health Home members. Clinicians will try to clarify the survey Health Home questions during our collection dates to see if we can get clearer information.
- Med Clinic collected 447 surveys from clients receiving medication monitoring services; 93% reported feeling that the time they spent with the doctor was adequate for their needs; 98% indicated they were actively involved in decisions about their treatment; and 95% reported they were better able to handle day-to-day living. One concern with this group of surveys was that only 73% said they only waited 30 minutes or less to see the doctor. In June 2019, Med Clinic added a four-hour outpatient clinic to their schedule and client response will be monitored in FY2020, hopefully with a better outcome.



QI Committee members also reviewed FY2019 quarterly and annual client satisfaction reports for Children's Services, totaling 374 surveys, and Crisis Unit, totaling 242 surveys.

### FY2019 Program Outcomes

During FY2019, the Quality Improvement Committee documented GCBHS Program and Agency Outcomes, including the following:

- The GCBHS Medication Assisted Treatment clinic continued to grow in FY2019; a third medical provider was added and 150 clients received services through the program this year. The program has maintained a retention rate of 70% of clients who consistently participate in all aspects of the program, including group, individual, case management services and pharmacological intervention.
- Our Children's Mobile Crisis unit met an 83% diversion rate in FY2019, developing safety plans with children and their families, rather than placement of the child in an inpatient facility.
- In FY2019, over 3,500 GCBHS clients received more than 81,000 services.
- The number of GCBHS clients receiving Adult Outpatient Services increased by 8% over FY2018.
- Our commitment to integrated healthcare was enhanced in FY2019 with Green Country's new O-PIP program (Oklahoma Promotes Integrated Primary and Mental Healthcare.)
- Medication Clinic staff met their goal to link 100% of GCBHS clients without prescription drug coverage, and those who cannot afford medications, to the Patient Assistance Program.
- GCBHS assisted our clients in obtaining a total of over \$3.8 million in free medications.
- GCBHS promotes a strong culture of health and wellness among staff and those we serve. In FY2019, we achieved the "Excellence" level of certification as a Healthy Business, for the fourth consecutive year.
- Our Children's Services program increased their number of clients served in FY2019 by 25% over the number served in FY2018. This year, GCBHS Children's Clinicians were embedded in nine schools (up from five schools last year).
- All GCBHS outpatient programs and our crisis stabilization unit continued to operate under ODMHSAS Certification *with Special Distinction* in FY2019.
- Our new Checotah outpatient clinic opened on August 15, 2019 and grew quickly. During this fiscal year, Green Country employees have been completely welcomed by the town and our client base is growing.

Quotes from GCBHS FY2019 Client Satisfaction Surveys:

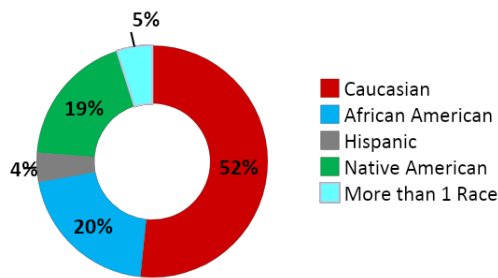
- (Adults) I have been coming here for four years and it has helped me out a lot. I now have two children and I feel I can be a better Mommy to them.
- (Addiction program) They helped me get my life back and I'm going to keep it! They have an amazing team.
- (Youth) I learned new ways to deal with and look at situations in my life.
- (Health Home) I love having a place where I feel safe talking about my problems.
- (Crisis Unit) I honestly didn't think I would ever get better ... I was WRONG. Thank you!

## Demographics

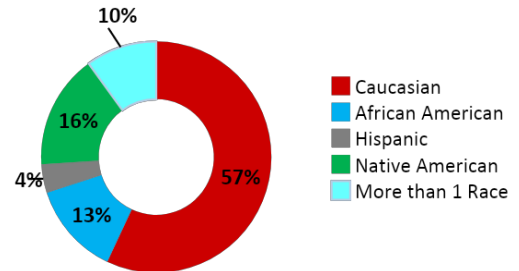
GCBHS leadership reviews community assessment data in order to align our workforce and the groups that govern our programs with the cultural and racial composition of our clients and our community. We serve a community that is rich in diverse cultural heritage. The following statistics show that GCBHS 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:

### FY2019 Cultural Composition

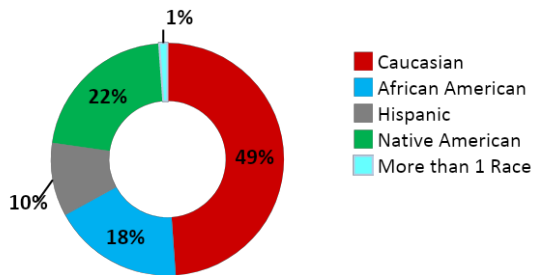
GCBHS Staff



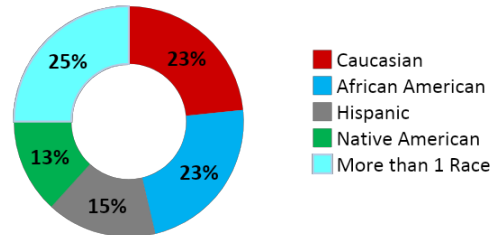
GCBHS Clients



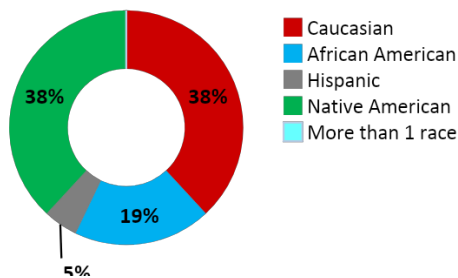
MCHS/EHS Staff



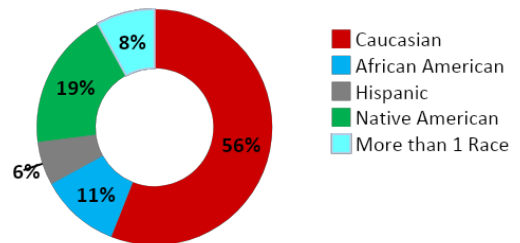
MCHS/EHS Children



GCBHS Board/MCHS Policy Council



Muskogee County



### Early Childhood Education Programs

GCBHS serves 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. FY2019 was the last 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 FY2019, a cumulative total of 629 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.

### Health and Wellness

We support our GCBHS workforce by promoting staff wellness. In FY2019, 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.

GCBHS 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 clients 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

In FY2019, we continued our partnership with Strength of Mind physicians to provide outpatient services for children and adults, as well as rounds and on-call services for our Crisis Stabilization Unit. SOM medical provider services are both face-to-face and through telemedicine.

#### Arkansas Verdigris Valley Health Centers, dba Muskogee Health Center

The GCBHS/AVVHC partnership is enhanced every year, as we coordinate medical services and behavioral health services within our integrated healthcare programs. These services, which are vital to our client base, are simplified through coordinated care at our shared location. This year, we expanded integrated services with AVVHC through the new O-PIP program. Staff from both agencies met to plan the program and identify any concerns, in order to create a smooth,

seamless system of integrated care. Throughout FY2019, each agency has met with the partner agency staff to provide training for a deeper understanding of integrated services.

Women In Safe Homes (WISH)

In FY2019, 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. GCBHS has also found Bridges members who have become excellent employees here.

Public School Systems in Muskogee County

GCBHS and MCHS programs collaborate with Muskogee County Schools for school counseling and early childhood education programs. In FY2019, 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 FY2019 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

Each November (the month of our incorporation), GCBHS leadership sets aside a day to celebrate the agency's anniversary and recognize staff for length of service and special accomplishments.

On November 9, 2018, we celebrated 80 years of accumulated GCBHS service. Two employees hit the five-year mark, four employees reached ten years of service, and one employee celebrated 30 years at GCBHS. Annual tenure awards were received by leadership team members, Adult Services clinicians, Crisis Unit staff, Health Home staff and a CSU nurse. Annual special awards were also received by the following staff:

- Traci Riddle – Children's Services Clinician of the Year
- Susan Spears – Adult Services Clinician of the Year
- Fred Sandoval – Nurse of the Year
- Kelli Anderson – Supervisor of the Year
- Heather Perry – Rookie of the Year
- Jose Tapia – Support Staff of the Year

Cheryl Nelson – esprit de corps Award

### **M&M Committee**

During every one of our agency strategic planning meetings, participants began the process with a list of agency strengths. This list always begins with “GCBHS staff”. Leadership has long understood that our best asset drives in to the agency parking lot early in the morning and leaves at the end of the day. In order to help our employees remember just how vitally important they are, Green Country’s Motivation and Morale Committee was created. This year, our M&M Committee continued creating opportunities for staff to have fun and enjoy each other. The committee plans get-togethers around holidays. The M&M Committee learned years ago that GCBHS employees are very competitive. This competitive nature can be seen at our Full Staff meetings with, where employees participate in M&M Committee games to win prizes.

### **GCBHS Board of Directors**

GCBHS has been fortunate, since its incorporation in 1979, 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, elementary education, legal issues, veterans’ services, and early childhood education, as well as experience with our services.

In FY2019, Johnny Teehee, Muskogee Police Chief, served as Board President; Paula Wilburn, Muskogee attorney at Wright, Stout, and Wilburn, served as Vice-President; Beverly Romine, Vice President, Muskogee Federal Credit Union, served as Treasurer; and Penny Mitchell, Peoples National Bank Officer in Checotah held the Secretary position. GCBHS Board members also include; Cathy Kass, Professor, Educational Psychology, Bacone College, Loretta Reed, retired Muskogee educator, and Chaplain Forrest Kirk, PhD, Chief Chaplain at Eastern Oklahoma VA Healthcare System.

### **Sources of Income**

In FY2019, 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, and a Medicare provider contract, so that all of our sites are available for SoonerCare and Medicare 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.

### **FY2020 Agency Goals and Objectives**

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

#### **Goal 1:**

*Reduce stigma associated with seeking help for mental illness, 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:** All Staff as Requested

**Goal 2:**

*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 3:**

*Provide fully integrated services for everyone we serve.*

**Objectives:**

1. Utilize the Chronic Care Model for population based treatment, which 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 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 30, 2020, 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:** Provide formal annual training, 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 2020

**Responsible Staff:** HR Department, Leadership Team

**Goal 7:**

*Increase services and client base in 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. Continue to provide a safe, inviting clinic in Checotah and plan for additional space needs.
2. Build new relationships by continued involvement in the Checotah community.
3. Continue to strengthen community partnerships.

**Target Date:** On-going

**Responsible Staff:** Leadership Team, Checotah Services Team

**Goal 8:**



*Ensure that all staff have an understanding of our mission to reduce suicides to zero for those we touch.*

**Objectives:**

1. Continue to cultivate our Zero Suicide team and attend all required state meetings.
2. Complete a basic training for ALL GCBHS staff around the concepts of Zero Suicide.
3. Develop a plan for on-going trainings and staff development.

**Target Date:** On-going, review June 30, 2020

**Responsible Staff:** HR Department, Leadership Team

**Goal 9:**

*Fully utilize all forms of technology across various programs to improve and enhance services to both clients and staff.*

**Objective:**

1. Utilize the most updated technology where possible for agency business.
2. Increase our iPad program to the community by starting to utilize them at the local hospital.
3. Increase the program to children's services and others as funding and resources.

**Target Date:** On-going, Review Semi-annually

**Responsible Staff:** Leadership, Primarily Information Technology Director

**Goal 10:**

*Maintain strong financial stability.*

**Objective:**

1. Increase GCBHS client base.
2. Increase Medicare and Medicaid billing opportunities
3. Increase EAP, Insurance and private revenue sources

**Target Date:** Review June 30, 2020

**Responsible Staff:** Leadership, Program Supervisors