



## Annual Report FY2016

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

## Table of Contents

Mission and Values.....	2
Message from CEO Joy R. Sloan.....	3
GCBHS Programs/Scope of Services .....	4
Public Accountability.....	5
Integrated Healthcare/Health Home.....	5
Demographics.....	6
Early Childhood Education Programs.....	7
Health & Wellness.....	8
Program Certification.....	8
Partnerships and Collaborations.....	9
GCBHS Milestones.....	10
Staff Longevity.....	10
FY2016 Program Outcomes.....	11
GCBHS Board of Directors.....	12
Operating Revenue and Expenses.....	12
Looking Forward to FY2017.....	13
FY2017 GCBHS Agency Goals.....	13

### **GCBHS Mission:**

GCBHS strives to create a safe, supportive and welcoming environment where those we serve can gain skills and resources necessary to lead 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 (MCHS/EHS). Our community work through this program is guided by the following principles:*

### **MCHS/EHS Mission:**

The mission of Muskogee County Head Start and Early Head Start 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 Muskogee, Green Country and Head Start 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*



Dear Staff:

We began FY2016 under our motto: *“Everyone Matters”* and it was true this year, as it has always been true. Everyone does matter. And it takes each one of us, working together, to meet the challenges of our business and to continue the high-quality work that brought all of our programs – outpatient and crisis – to the highest level of certification by the Oklahoma Department of Mental Health and Substance Abuse Services: *“Certification with Special Distinction”*.

Like all of my years as CEO, FY2016 was a year of change. Health Homes and integrated health-care changed the way we do business. Our funding processes for state and federal dollars have become more competitive and we have seen firsthand the struggle for program dollars across our state and in the legislative chambers of our State Capitol. One thing has not changed: we still work it out together. And our successes continue for that reason.

In FY2016, we invited our legislators here for a *“Legislative Tailgate Party”*, which was a great success. Once again, you came through and welcomed them with Green Country hospitality and lots of good food! You heard their comments – they were genuinely overwhelmed by the work that you do. And they are not alone. Your leadership team has confidence that this staff is able to do anything!

That confidence is echoed by our Board of Directors. GCBHS Board President Johnny Teehee made a comment in a board meeting this year that made me even more proud to be a part of this team. I’ve already shared this with you, but it bears repeating. He said that he was honored to serve on our board and that he would put Green Country’s staff up against ANY other team in the nation and *“just sit back and watch the other guys scramble to try to keep up with Green Country!”* I don’t think it gets much better than that.

In November this year, we began our 37th year of service to our community. As usual, we started the year with a celebration of our staff. Employees of the Year, selected from your nominations, each came to the podium to receive their awards and hear applause from their co-workers. I still think this is a wonderful way to start a new year of service – by taking time to say *“thanks”* and also to acknowledge the years of service that you have given Green Country. This year, we recognized 14 employees for a collective 120 Years of service! That’s a great deal of loyalty and dedication.

Once again, I want to thank you for another year. Thank you for hanging in there, for having such pride in the work you do, and for the difference you make in the lives of our clients and their families.

*Joy*

Green Country Behavioral Health Services, Inc.  
Scope of Services

Green Country Behavioral Health Services (GCBHS) is Muskogee’s only certified community mental health center. GCBHS is a private, non-profit behavioral health center incorporated in 1979 in response to the need for comprehensive mental healthcare in our community. We provide outpatient and crisis services, which are partially funded through a contract with the Oklahoma Department of Mental Health and Substance Abuse Services. GCBHS serves adults, adolescents and children in Muskogee and McIntosh Counties, including those who are homeless and those who have no ability to pay for services. 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 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. We also operate an Adult Crisis Stabilization Unit, with a 15-bed capacity.

Since March 2015, GCBHS has served as designated Health Homes for adult and children SoonerCare members in Muskogee and McIntosh Counties. This year, grant funds enabled us to expand this level of integrated care outside of SoonerCare membership.

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 became grantee for Muskogee County Early Head Start in 2001, providing early childhood development services in classrooms and home based programs for infants, toddlers, expectant mothers, and their families.

Behavioral Health Services/Programs

Screening/Assessment/Referral  
Prevention/Wellness Activities  
Crisis Intervention/Stabilization  
Case Management  
Co-occurring Counseling  
Individual/Family/Group Therapy  
School Based Services  
Medication Clinic  
Psychiatric Rehabilitation  
Peer Support Services  
Systems of Care  
Integrated Healthcare  
Health Home for Children and Adults

Early Childhood Education

Head Start site locations:

- Braggs School Campus\*
- East Campus Muskogee\*
- Fort Gibson School Campus\*
- Haskell School Campus
- JBR Campus Muskogee\*
- Warner School Campus\*
- Youth Central Muskogee\*

Early Head Start site locations:

- Head Start sites above\*
- Shawnee Campus Muskogee

### 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.' This annual report, available to the community on our website at GCBHS.com, includes *GCBHS Program Outcomes*, evidence of accountability toward quality client care.

Our annual finances are also available in this report, under *Operating Revenue and Expenses*. Financial accountability is ensured through adherence to internal control policies approved each year by the GCBHS Board of Directors and is evidenced through annual financial audits, conducted by an external certified public accountant firm, and also approved by the GCBHS Board. The GCBHS/MCHS Financial Audit for FY2016 was conducted by EideBailly and identified no issues of non-compliance and no material weakness.

### Integrated Healthcare/GCBHS Health Home Program

In response to our state's on-going poor health outcomes, Oklahoma's Health Improvement Plan called for service providers to work together across multiple healthcare systems to improve the health of our community citizens. GCBHS answered this call years ago by enhancing a long-term relationship with a federally qualified health center (FQHC). A 2012 challenge grant from the Muskogee Foundation allowed us to reconstruct our main office, creating a shared space for the GCBHS medication clinic and the FQHC medical office. We became the first agency in our community to offer full service outpatient behavioral healthcare, substance use treatment, and medical care in one location.

Integrated healthcare at GCBHS was enhanced in FY2015, when the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) designated GCBHS as the Health Home for adult and children SoonerCare members in Muskogee and McIntosh Counties. Unfortunately, behavioral health clients are often plagued by untreated, serious health problems. Studies show that this combination of mental illness and chronic untreated medical problems leads to a life expectancy which is shortened by 35 years from the norm. Our Health Home program was created to improve health outcomes, with the goal of adding years back to life expectancy, by coordinating behavioral healthcare, medical services, medication management, and preventative care.

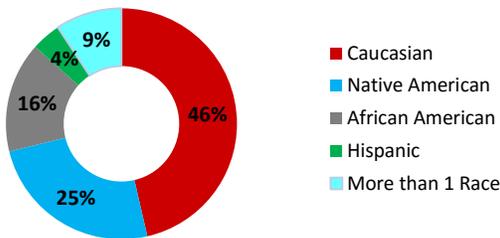
In FY2016, we expanded our reach by providing integrated healthcare to indigent clients who are not eligible for SoonerCare. Through a Telligen Community Initiative grant, GCBHS brought our partnership with Muskogee Health Center to a higher level. During FY2016, we coordinated appointments and assisted 200 behavioral health clients in receiving medical screenings and treatment. Most of these clients reported not seeing a doctor for at least seven years prior, many as long as 20 years.

Demographics

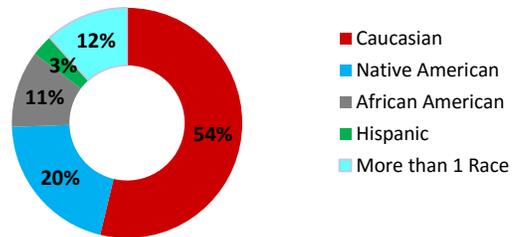
GCBHS leadership reviews community assessment data in order to align our workforce and the groups that govern our programs with the cultural and racial composition of our clients and our community. We serve a community that is rich in diverse cultural heritage. The following statistics show that GCBHS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

FY2016 Racial Composition

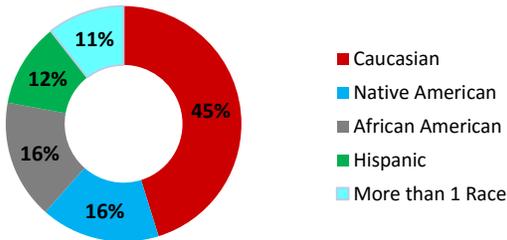
GCBHS Staff



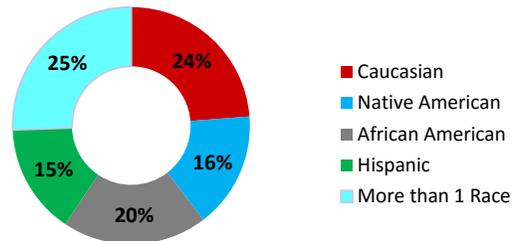
GCBHS Clients



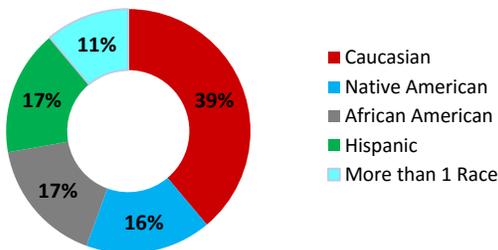
MCHS/EHS Staff



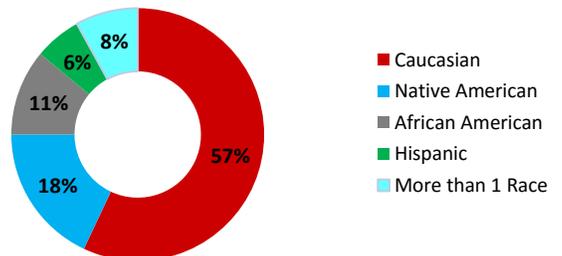
MCHS/EHS Children



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. MCHS programs operate under joint governance of the Policy Council and the GCBHS Board of Directors. Our program is primarily center-based, funded for 337 in Head Start and 104 in Early Head Start, with an additional eight children and families receiving home-based services.

In FY2016, a cumulative total of 609 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 FY2016, Spanish was the primary language spoken in over 15% of our MCHS homes and 45 of our families received “English as a Second Language” training through our program.

Head Start and Early Head Start classrooms are located in three facilities in Muskogee (Youth Central, JBR and East campus), and three public school partnerships: Braggs, Fort Gibson, and Warner. Our Shawnee campus in Muskogee is entirely an Early Head Start site, (infants and toddlers) and our Haskell Public School partnership only offers Head Start (three and four year-olds). We also have a long-standing partnership with Muskogee Public Schools, where Head Start four year-olds share classrooms in Muskogee’s Early Childhood Center (ECC).

In FY2016, we were pleased to have the ECC Principal as a member of our Policy Council. She served as a Community Representative, along with employees from the Muskogee County Health Department, a liaison from the GCBHS Board of Directors, and a past Head Start parent. The Council is reassembled each year to include MCHS parents elected from each site. Head Start standards call for at least 51% of this group to be parents of current Head Start children. In FY2016, parents of children in the MCHS program made up over 80% of our Policy Council.

### Grant funds build Children’s Gardens, a Mud Kitchen and Water Tables



An FY2016 grant from the Muskogee Welfare Association transformed a large empty field in our JBR campus playground into an outdoor space where children can put their hands in the dirt and learn about nutrition. Ten garden beds sprouted pumpkins, carrots, radishes, lettuce, cucumbers, and herbs this year – all planted by very small hands. We know that healthy lifestyles, including good nutrition and physical activity, begin at an early age; our goal was to make learning to be

more healthy fun. Our children are ready to taste any of the vegetables they planted and they are as excited to work in the gardens as to make mud pies in their outdoor kitchen. They also have four rain barrels in the garden area, with spigots low enough for them to access the water. This garden provides MCHS children with hands-on experience to see how vegetables grow, it opens the dialogue about nutrition, and helps them develop an even deeper love for the outdoors.

### Health and Wellness at GCBHS and MCHS/ Healthy Oklahoma Business Certification

In FY2016, GCBHS applied for continued state certification as a Healthy Oklahoma Business, a program established to promote health and wellness where Oklahoman's live, work and play. Our goal is to make a positive impact on the health of GCBHS employees and our clients. Once again, GCBHS received the highest level of certification. In FY2016, GCBHS became a Certified Healthy Business for the third consecutive year, earning the Excellence level of certification. 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 and Head Start 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.

### Program Certification

**DMHSAS:** GCBHS programs, partially funded through the Oklahoma Department of Mental Health and Substance Abuse Services, also receive certification through DMHSAS. Through DMHSAS certification and our FY2016 DMHSAS contract, GCBHS clinical staff provided the following services this year:

#### Services to Adults

Screening/Referral/Assessment  
Health Home Services/Care Coordination  
Outpatient Counseling  
Psychosocial Rehabilitation  
Case Management  
Medication Management  
Counseling for Co-occurring Disorders  
Crisis Intervention  
Crisis Stabilization Unit  
Wellness and Prevention Services

#### Services to Children

Screening/Referral/Assessment  
Health Home Services/Care Coordination  
Outpatient Family Counseling  
Psychosocial Rehabilitation  
Co-occurring Counseling  
Case Management  
Medication Management  
Crisis Intervention/Mobile Crisis  
Systems of Care/Transition Services  
Wellness and Prevention Services

In FY2016, all GCBHS programs, outpatient and crisis, operated under *“Certification with Special Distinction”*. We achieved this highest level of certification through two prior fiscal year reviews, and both on-site reviews will be conducted soon for recertification. ODMHSAS monitoring review teams will visit our Crisis Stabilization Unit in August 2016. Our Community Mental Health certification review will be held early in 2017. Our goal is to hit the highest mark again and continue Certification with Special Distinction for our crisis and outpatient programs.

## Partnerships, Collaborations and Community Outreach

### Strength of Mind

GCBHS clients receive services with physicians through telemedicine. In FY2016, GCBHS continued a partnership with our psychiatric medical team, Strength of Mind. Our Medical Director, Dr. Jeffrey McIlroy, is Board Certified in both General and Geriatric Psychiatry.

### Muskogee Health Center: Integrated Healthcare

Our partnership with MHC was further enhanced in FY2016 as we provided integrated healthcare through our Telligent Community Initiative (TCI) grant. Integrated healthcare, which is so important to our indigent population, is simplified through coordinated care at our shared location.

### Muskogee Service Agencies: Women In Safe Homes (WISH); Muskogee County Council of Youth Services (MCCOYS); and Monarch

In FY2016, GCBHS continued long standing partnerships and easily accessible referral systems with these service providers in our community:

MCCOYS, a substance abuse prevention and treatment center for community youth and their families;

Monarch, a residential treatment center and halfway house providing chemical dependency treatment for women and their dependent children; and

WISH, our local domestic violence shelter for women and children. In addition to providing a referral source, WISH staff also provide 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. GCBHS employees participate in NBN’s Nonprofit Resource Center training programs on goals and outcomes, as well as a variety of business topics. GCBHS became certified under the Oklahoma Standards for Excellence through a comprehensive training program 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.

### Muskogee Against Tobacco Coalition: Great American Smoke-out

One indicator of poor health outcomes in our county and our state is the high number of smokers and tobacco users. Oklahoma ranks among the worst states in smoking. The most recent community health assessment for Muskogee County, conducted in 2015, showed that 33% of adults in Muskogee County smoke, compared to the state average of 24% and the national average of 18%. GCBHS participates in the annual Great American Smoke-out, encouraging clients and staff to stop smoking for 24 hours, with the hope that they will quit for life. Our outpatient and crisis unit staff talk to community residents about the importance of tobacco cessation, the Quit Now Program and Empathy Pledges. Every discharge packet from the GCBHS adult Crisis Stabilization Unit includes information on the 1-800-QUITNOW information hotline.

### Public School Systems in Muskogee County

GCBHS and MCHS collaborate with Muskogee Public Schools for school counseling and early education programs. In FY2016, we also continued partnerships with public school systems in Fort Gibson, Braggs, Warner and Haskell to provide a school readiness program in these communities. Along with the educational component of this program, families with children enrolled in Head Start/public school collaborative classrooms received health and mental health screenings for their children and a comprehensive plan to connect them with health, nutrition, mental health, disabilities and other services, through family engagement.

GCBHS continued long-standing collaboration with Muskogee and Hildale Public Schools in FY2016 by providing counseling services, along with crisis intervention and crisis management. Our children's services clinicians were available to schools at all levels, providing support during critical events that impact the student body.

## GCBHS FY2016 Milestones

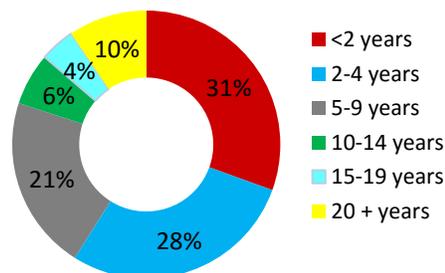
### Staff Appreciation

GCBHS sets aside a day in November each year to recognize staff for length of service and special accomplishments. On November 13, 2015, staff came together to celebrate the beginning of the agency's thirty-seventh year of service to our community and to applaud the accomplishments of co-workers. Annual awards were received by support, clinical, and Crisis Unit staff. Fourteen GCBHS employees received service awards in FY2016, representing a total of 120 years of experience. Nine employees received 5-Year Service Awards; three received 10-Year Service Awards; one received a 20-Year Service Award; and one received a 25-Year Service Award.

### Appreciating Staff Longevity

GCBHS leadership is acutely aware that the agency's best asset drives out of our parking lot at the end of the workday and returns the next morning. We are fortunate to have a group of dedicated employees. During FY2016, our clinical and support staff reflected the following levels of experience:

### GCBHS Staff Tenure



## M and M Committee

In our strategic planning committee meeting, participants began with a list of agency strengths. As always, this list began with “GCBHS staff” which led to the question: *do they know how important they are to the success of the agency?* At the end of this discussion, Green Country’s Motivation and Morale Committee was born. In FY2016 M and M Committee girls worked to increase staff morale through events, such as an ice cream social, an Easter egg hunt for prizes, a football toss and tailgate party, and the opportunity to compete in a costume contest. The committee also paid tribute to GCBHS employees by presenting “Wordles” at Full Staff meetings. These colorful certificates list positive characteristics of each employee, collected from co-workers. Throughout FY2016, GCBHS employees found little bags of M&M candies on office doors, with encouraging messages and wishes for a good day.

## Sources of Income

In FY2016, 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.

## GCBHS Program Outcomes in FY2016

- Our 15-bed Crisis Stabilization Unit (CSU) served almost 600 adults in FY2016, including those from our community and referrals from other agencies and other Oklahoma communities.
- CSU clients responding to satisfaction surveys reported the following: 98% are able to handle day-to-day living better due to GC services; 97% said they felt respected by staff and they were actively involved in decisions about their treatment; 98% said they would refer a friend or family member if they had a problem.
- All interested GCBHS clients met with our patient assistance case manager; those who qualified for patient assistance received free medication through this program.
- In FY2016, GCBHS clients received donated medication valued at over \$2.8 million through the GCBHS Patient Assistance Program.
- Over 41,000 services were provided to adults this year; 11,000 children’s services were provided in our children’s programs.
- Adults responding to satisfaction surveys in regard to their Outpatient services reported the following: 97% liked the services they received; 99% would send a friend or family member to GCBHS if they had a problem; 94% felt that services were available at convenient times.
- In GCBHS children’s services, client satisfaction survey responses show that 92% of children taking the survey said they liked the services they received and 93% felt respected by staff; in regard to adults with children in GCBHS programs, 98% would refer a friend to GCBHS, 93% felt that GCBHS staff seemed to believe their child can grow, change and get better, and 94% found that GCBHS staff were willing to help as often as the parent felt it necessary.

- Hunter Pharmacy, located within the GCBHS Medication Clinic, provided five days per week pharmacy service in FY2016, allowing clients in many cases to obtain medication on the same day they see the physician.
- In FY2016, SoonerCare members in our Adult Health Home program showed an average three point reduction in the severity level of their depression. In our Children's Health Home, over a three-month period this year, the average reduction in the severity level of depression in this population was almost five points.
- Over 100 children received health screenings at our FY2016 Community Health Fair, another collaboration with Muskogee Health Center.
- GCBHS, MCHS and Muskogee Health Center served 300 meals during our Community Appreciation lunch in September.
- GCBHS provided a free community Safety Training for Home-based Professionals in FY2016, with full registration and attendance. Oklahoma Highway Patrol State Trooper Lance Schroyer, who holds a variety of commendations including Trooper of the Year and the FBI Shield of Bravery, facilitated the training, which brought high reviews from attendees.
- We hosted our first Legislative Tailgate Party in FY2016. The event was very successful, with legislators from both sides of the aisle representing both the House and the Senate. District 13 Representative Jerry McPeak delivered a sincere public compliment to GCBHS staff regarding the impact of our services and the exceptional, extremely necessary, support we provide for community families.
- GCBHS staff worked with our clients to provide a deeper understanding of the power of their votes in the political process by offering voter registration. In our inaugural event, over 40 people registered to vote.

### 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 FY2016, Johnny Teehee, Muskogee Assistant Police Chief, served as GCBHS Board President; Paula Wilburn, Muskogee attorney at Wright, Stout, and Wilburn, served as Vice President; Beverly Romine, Vice President, Muskogee Federal Credit Union, held the Secretary position; and Loretta Reed, retired Muskogee educator, was Board Treasurer. GCBHS Board members include Chaplain Forrest L. Kirk, PhD, Chief Chaplain, Eastern Oklahoma VA Healthcare System; McIntosh County representative Faye Gibson; and, Cathy Kass, Professor, Educational Psychology, Bacone College.

## Looking Forward to FY2017

We know that FY2017 will be a full year of monitoring and certification reviews for Green Country and Head Start programs; our staff will welcome and work with State and Federal review teams.

As in the past, we will open our doors to the community. We are already gearing up for the annual Health Fair, with plans to provide health screenings and services to Head Start eligible children and their families. A Legislative Appreciation Day will also be planned.

Integrated healthcare will continue to expand, along with our partnership with Muskogee Health Center. Due to the growth of their business, with an average monthly census of over 480 patients in FY2016, MHC has already discussed their plans to expand services in Muskogee County. Although they will open a second center in Muskogee, MHC will remain within our main facility and continue to serve GCBHS clients and other community citizens.

Health and wellness will continue to be a goal for our staff and consumers. The GCBHS Wellness Program will become even more visible throughout the agency and we will continue to work with the community-wide program toward the goal of a healthier company in a healthier community.

With so much still to be done in our community, as evidenced by our most recent Community Assessment, GCBHS and Head Start staff will continue to work together in FY2016 to make a positive difference in the lives of the children and families that we serve.

## FY2017 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 illness, substance abuse, and domestic violence.*

### **Objectives:**

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

**Target date:** Throughout FY2017

**Responsible Staff:** Leadership Team, All Staff as Requested

### **Goal 2:**

*Provide fully integrated care for all of the people we serve by implementing Health Home services as defined and approved by the State of Oklahoma.*

**Objectives:**

- Continue learning about effective models of care by participating in meetings held by the ODMHSAS.
- Analyze models of care that will help reduce cost and improve outcomes for persons eligible for health homes by coordinating prevention & wellness services, acute care, and disease management.

**Target Date:** June 30, 2017

**Responsible Staff:** Health Home 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:**

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

**Target Date:** Throughout FY2017

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

**Goal 4:**

*Ensure that clinical staff members are trained and utilizing only evidence based practices and best practice methods.*

**Objectives:**

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

**Target Date:** June 2017, Review Monthly

**Responsible Staff:** Clinical Staff, Clinical Supervisors, Clinical Director, PI Team

**Goal 5:**

*Ensure that all agency staff members 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:**

- Provide education / training opportunities to staff.

**Target Date:** Annual staff training by May 2017

**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:**

- Recruit and maintain licensed, quality staff for all agency departments and/or programs.
- Provide supervision for licensed eligible staff to assist with licensure and certification requirements.
- Review and compare salary scale to other similar businesses
- Review and assess employee benefits annually
- Continue collaboration with area Universities for internship opportunities.
- Provide opportunities for staff to attend continuing education offerings to increase job skills and Licensure requirements.

**Target Date:** Recruitment throughout FY2017; Compare Salary Scale/Make Necessary Salary Adjustments by December 2016.

**Goal 7:**

*To fully utilize technology, including the GCBHS Electronic Health Records information system, across various programs to improve and enhance service delivery to GCBHS clients.*

**Objective:**

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

**Target Date:** Implementation of new electronic records system, staff training and a Go-Live date of August 4, 2016.

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

**Goal 8:**

*Maintain strong financial stability.*

**Objective:**

- Increase Medicare and Medicaid billing opportunities

**Target Date:** June 2017

**Responsible Staff:** Leadership, CFO

*Special Project, Special Thanks*

In FY2016, our main facility in Muskogee underwent a construction project to renovate the front of our building and correct some architectural problems, which had been responsible for years of leaking entryways and fogged atrium windows. As is often the case, bad weather pushed back projected completion dates and the work crew was with us for several weeks. An obstructed parking lot and temporary building entries resulted in changes to routine routes and longer walks. There is no doubt that the end result was absolutely worth the wait. However, let us say again: *THANK YOU to our GCBHS clients, staff and visitors and we apologize for the temporary inconvenience.*