



GOOD LANDING RECOVERY STRATEGIC PLAN

2022

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I. PHILOSOPHY

The Strategic Plan for the Good Landing Recovery is a created and built from several interdependent planning documents. Each planning document is also based upon and reflects key elements of the Written Plan for Services which addresses:

- The characteristics of the population being served.
- The core principle of the best marriage of evidenced based treatment and faith driven principles.
- The clinical services that best meet the needs of that population and the administrative support mechanisms that facilitate them.
- The nature of the staff best suited to provide the responses.
- The goals and objectives of the program(s).
- The monitoring, evaluation and improvement processes to be used to assure that the clinical and administrative functions are being conducted effectively.

II. ORGANIZATIONAL ETHICS AND VALUES

The principals and administrative leadership of Good Landing Recovery are committed to full compliance with professional and business ethics. All members of the treatment staff are expected to deliver care in accordance with the ethics of their chosen professions and the values of Good Landing Recovery. Additionally, the business practices of Good Landing Recovery must also be conducted in concert with the organizational ethics and values. For this reason, Good Landing Recovery establishes and supports the following formal business and service ethical guidelines:

1. All clients and/or families and guardians of clients will be fully informed of the cost of Good Landing Recovery services at the time of admission.
2. Clients will only be billed for services rendered.
3. Good Landing Recovery will not advertise services that it cannot render in accordance with the law and professional standards of practice.
4. Good Landing Recovery will be true to the message of providing the best in clinical care.
5. Good Landing Recovery's Leadership Team will always measure the program by two core questions; *"Is The Lord Pleased With What We Do?"* and *"Would I Put My Own Child In Our Program?"*.
6. Good Landing Recovery will not provide financial incentives to referral resources or conduct other business and professional relationships that pose a conflict of interest.
7. Good Landing Recovery will acknowledge its affiliations with other providers to prospective clients.
8. Good Landing Recovery will not discharge a client solely because of an inability to pay.
9. Good Landing Recovery will make financial arrangements for treatment prior to or at the time of admission. The arrangements will be acknowledged by all those assuming responsibility for payment. If payment changes occur during the course of care, the client, family or others will be immediately notified and assisted in making alternate arrangements. During this period, the client will continue to receive the same level and intensity of care.

III. CORPORATE AND CLINICAL LEADERSHIP

The corporate vision of Good Landing Recovery is led by a defined leadership team. As of 2022, that team consists of the CEO, the COO, the CFO, the VP of Clinical Outreach and the Director of Operations.

This team provides the vision and accountability of the organization to its core principles.

The Clinical Leadership of Good Landing Recovery represents oversight to the core service delivery to persons served

The Clinical Leadership shall be composed of the CEO, the COO, the Clinical Director and Medical Director. The purposes of the Clinical Leadership, in addition to providing day-to-day clinical supervision, are to annually review and revise as necessary the following documents:

These include:

- The Written Plan for Clinical Services,
- Clinical Staff Competency Standards
- Organizational Quality Improvement Plan,
- Review of Staffing and Space Needs,
- Review of Admission/Continued Stay/Discharge Criteria and length of stay data.

IV. PLANNING APPROACH:

Good Landing Recovery's approach to strategic planning involves a series of steps including: (a) defining mission, (b) conducting analysis on feedback from both staff and persons served , (c) defining and ranking strategic areas, (d) development of strategy statements, (e) defining and validating long-term objectives, and (f) developing integrated programs for action.

V. POPULATION TO BE SERVED:

In 2022, Good Landing's focus on the population served remains the same. Chemical Dependency/ Substance Use Disorder has become accepted as a significant medical problem in the United States. Alcoholism has been identified in government- studies as the nation's fourth largest health problem, following cancer, heart disease, and mental illness. Cirrhosis of the liver, related to alcoholism, has overtaken diabetes mellitus as the fifth major cause of death nationwide and in large urban states has become the third largest cause of all deaths in the active age group between 25 and 65 years of age. The United National Commission on Marijuana and Alcohol Abuse emphasized alcoholism as "the most widely used and abused" drug in the United States, constituting this country's number one drug problem.

Current estimates indicate that there are approximately 10 million alcoholics in the United States, or, in other terms, one alcoholic for every 10 persons who drink any alcohol at all. The cost of alcohol use and alcoholism to society is enormous. According to a report issued to the United States Congress on Alcohol and Health, alcoholism and alcohol use and abuse were estimated to cost the United States approximately \$43 billion in 1983, including approximately \$13 billion in health and medical costs and \$20 billion lost production.

The United States Department of Health and Human Services estimated in 1981 that 10 percent of the American work force suffers from a drug or an alcohol problem. The National Council on Alcoholism estimated that, for the individual employer, the company's loss due to each unrehabilitated substance abusing employee rates of \$3,000 per year. Substance abusers have been found to have excessive rates of absenteeism, disability leave, visits to medical facilities and tardiness. They are also more likely to be involved in disciplinary actions and grievance procedures, and they receive more in medical benefit payments. When working, they are estimated to be operating at 67 percent of their capacity.

Concurrently, the problem of drug abuse escalated in the United States during the past decade or more. There have been waves of concern about the abuse of drugs such as heroin, amphetamines, LSD, marijuana, cocaine, and crack. The response of society in general helped introduce elements of education, prevention, and treatment into all geographic areas of this country and across all levels of cultural, ethnic, and income backgrounds.

It is estimated that almost 10 percent of adult Americans have used cocaine (approximately 22 million). Early studies indicate that between 10 and 30 percent of regular users have a life-threatening addiction. Cocaine deaths have tripled in the last few years.

Georgia and The Fentanyl Crisis:

Fatal and non-fatal drug overdoses have been increasing nationally and in Georgia in recent years, and especially throughout the COVID-19 pandemic. These increases are largely driven by the presence of fentanyl and other synthetic opioids in the drug supply; 64% of drug overdoses in the U.S. involved a synthetic opioid during 2021.

In Georgia, from 2019 to 2021, drug overdose deaths increased by 61% and fentanyl-involved overdose deaths increased by 230%, representing 2,404 and 1,294 lives lost respectively in 2021.

Adults are not the only demographic affected by this alarming trend, the increase in fentanyl-involved overdose deaths among adolescents (persons aged 10-19 years) was far greater; overdose deaths rose 800%, and increases were seen across all sexes, races, ethnicities, and geographic areas of the state.

An increasing number of fatal overdoses among adolescents are attributed to fentanyl, yet this age group lacks critical information about the risks and prevalence of this substance.

Good Landing Recovery Clients:

The majority of clients for Good Landing Recovery are from the Southeastern United States although there are no restrictions of client admissions from any geographic area.

A more specific description of the population to be served is contained in the following statement:

- Good Landing Recovery will admit male and female clients over 18 years of age and older into its primary SUD and co-occurring disorder program. It will accept patients 12 and above into its adolescent program that include specific elements tailored to this population.
- All clients admitted for Outpatient treatment must have a primary diagnosis of alcohol and/or drug dependency and/or mental health diagnosis and be medically cleared. Good Landing Recovery admits on both voluntary and involuntary status.
- Clients are accepted from the following referral sources: Self, Primary Treatment Programs, Family, Physicians, Social Services, Employee Assistance Programs, Mental Health Professionals and facilities, Law Enforcement Agencies, churches, other Christian organizations and concerned individuals.
- Good Landing Recovery will not admit imminently dangerous persons, persons requiring legal confinement, or those so impaired by chronic mental physical illness as to be unable to benefit from a psychotherapeutic program.
- Good Landing Recovery will treat clients regardless of race, creed, color, religion, ethnic origin, HIV status, or handicap.
- The facility is open 8 hours per day; 5 days per week. Persons in need of treatment can be admitted during facility hours.
- Family Services - It is our firm conviction that unless family members and significant others are treated simultaneously with the chemically dependent person, the possibility of relapse increases. Special family sessions and intensive family education series programs are provided as needed.
- Accommodate Social Determinants both negative and positive – assisting clients with the negative impacts in their lives and offering guidance to provide positive impacts.
- In a process to ensure that the population served is receiving the services as described Good Landing Recovery. will develop a process of surveying the client base and evaluating that data as part of the CQI committee meeting. The CEO will determine any necessary course of action based on those findings.
- As a part of the CQI evaluation any area that is found to be “troubled” that area will continue to be surveyed for a period of 6 months or until a marked improvement is noted.

VI. EXTERNAL ENVIRONMENT:

A number of critical observations concerning the future of healthcare were made during the overall Good Landing Recovery's planning effort and include recognition that:

- Government Regulation: There will continue to be close examination of the role of the federal government in the American society, and competition for federal government funding will become even more intense than it is now.
- Most healthcare in the United States will continue to be provided by the private sector.
- There will continue to be marked turmoil in the healthcare market with consolidation of medical groups, hospitals, health maintenance organizations, and other elements of the private sector.
- Managed care within integrated delivery systems will become the most common mode of healthcare delivery in the United States. At current, Good Landing Recovery does not accept managed care plans, which may constrict access for that population.
- Medical and scientific information will continue to grow at an astonishing rate, and the next decade will likely see major biomedical breakthroughs for many disorders currently not having effective therapy.
- Technological innovations will continue to revolutionize clinical practice, and the trend of providing care in non-hospital settings will continue, and even accelerate, as concern about healthcare costs continues and as new medical devices and pharmaceutical products allow even more medical care to be safely and effectively provided at home or in ambulatory settings.
- Advances in information and communications technology and imaging systems will open many new opportunities for improving the delivery of healthcare.
- Integrated information systems will be the key to success for future healthcare systems.
- Non-physician caregivers will be increasingly used in healthcare systems of the future.
- Delivery of care will become more "cafeteria style" as the continuum of services is provided in even more settings.
- There will be increased demand for accountability in healthcare and increased emphasis on health care outcomes and outcome measurements.
- Dual and multiple diagnosis clients will continue to increase.
- The cost of healthcare will continue to be the major driving force in the healthcare industry.

- Quality of care and customer service will become more important issues. In addition to the "macro" issues, there will be myriad of local and regional dynamics impacting individual facilities and networks.

As the need of the client base is ever increasing so is the availability of other treatment resources. This lends to the competitive environment of providing care to persons needing services. Good Landing's leadership team is determined therefore more than ever to work within the framework available in terms of marketing appropriately, to include clinical outreach, media exposure, publica awareness and faith-based advocacy, to ensure that we can stand out against the crowd of other providers.

As an annual plan the CEO will plan to work in conjunction with other local providers to ensure that we develop a network of a continuing care. The goals in this are ultimately to work within the established network to provide the needed care for the ever-growing population of persons needing services.

These evaluations represent a consensus opinion of reviews of current research, expert opinion, and the work of a multidisciplinary task force. Together, they provide some of the essential building blocks for the planning documents and strategic initiatives to follow. The assumptions provide an important conceptual platform for the more specific strategies development.

VII. INTERNAL ENVIRONMENT AND ANALYSIS:

The elements of this section of the Plan were developed by the leaders of Good Landing Recovery in coordination with the staff. The assessment below represents an analysis and assessment of the organization. Various strengths and potential vulnerabilities are noted.

Good Landing Recovery is a health service organization devoted to treatment of addiction and co-occurring diagnosis. Presently it has a staff of over sixty (60) full time, part time and adjunct staff and serves approximately 400 clients a year for outpatient and case management services.

The organization has many strengths including:

- A CEO that is in recovery and has a story of long-term success and sobriety. a small but highly experienced and competent staff
- A "winning" culture that promotes performance-based advancement
- A friendly atmosphere which supports a "family-like treatment" experience and a chemical-free atmosphere
- Close proximity and good working relationship with other specialty health providers
- A strong and long-standing commitment to the local community
- A solid reputation as a "provider of choice" for drug and alcohol treatment in the area
- The ability to move rapidly and flexibility in an ever-changing health marketplace.

- Due to the size of its client base and graduate base, Good Landing represents a brand that people want to be a part of.

Challenges and potential vulnerabilities the organization faces are somewhat reflective of the national healthcare experience and include:

- Increasing competition from organizations that see the success of Good Landing's family friendly and faith led approach and try to duplicate it.
- Decreasing authorizations for care from commercial insurance providers
- Tensions between paperwork/regulatory demands and direct clinical care activities
- Staff coverage with a variable census keeping up to date with and planning for emerging technological changes
- Efforts directed at including continuous quality improvements into the daily work of the organization

At the time of this Strategic Plan, Good Landing Recovery has already or will publish a budget, structured to assess the internal and external issues that may arise. The company will use the process of S.W.O.T. analysis to gauge what areas are or may be lacking. This information will be reviewed as part of the CQI committee meeting and the findings will be communicated to the CEO for review. This plan will assess the areas that may be exposed to threats as well as an overview on areas that may represent any opportunities.

Good Landing Recovery slightly underperformed in its revenue projections in 2021. This was mainly due to the continued restriction in claims reimbursement from commercial payers, particularly Anthem Blue Cross Blue Shield of Georgia.

In evaluating the proposed versus actual budget in 2021, Good Landing's Executive Team will also ensure that the 2022 budget includes allocation improvements as follows:

- Increased allocation of staff budget to provide greater access to Psychiatric Nursing
- Increased allocation of staff budget to provide greater access to Revenue Cycle Management
- Securing INN Contract nationwide w/ the Blue Cross Blue Shield Network

Challenges and potential vulnerabilities the organization faces are somewhat reflective of the national healthcare experience and include:

Good Landing Recovery has had a long and successful history of treatment of drug and alcohol problems. It is positioned well to continue its efforts to meet the identified challenges. Future success will be related to several emerging themes including: (a) careful and comprehensive strategic and organizational planning, (b) thoughtful integration of new technologies on the administrative and clinical fronts (e.g. computer supported applications), and perhaps most importantly, (c) continuation of provision of the highest quality care to its many customers eventually including empirical outcomes databases.

VIII. STRATEGIC TARGETS:

Good Landing Recovery Strategic Plan centers on several, interrelated targets including:

- To provide excellence in evidenced based chemical dependency treatment
- To provide excellence in services as defined by clients
- To improve accessibility of lower income clients to addiction services
- To be an organization characterized by exceptional accountability
- Gain feedback from agencies or individuals that refer clients to Good Landing Recovery on an annual basis to ensure the expectations are being met.
- Gain feedback agencies that Good Landing Recovery refer clients to evaluate the process of referral and determine any areas of improvement.
- Gain feedback from persons served to determine how to improve service delivery.
- Gain feedback from employees to evaluate their desired goals and needs

In review of the above, our Executive Team outlines the below 2022 objectives:

IX. 2022 ORGANIZATIONAL GOALS & OBJECTIVES

PRI	GOAL	TIMEFRAME	AREA
HIGH	Re-organized the organizational chart to install a developed Finance Team underneath the office of the CFO. Develop new organizational chart and communicate to all staff.	End of Q1	Staffing
HIGH	Begin insourcing of inhouse revenue cycle management functions	End of Q1	Staffing / Technology
MED	The Clinical Director will improve the system of a monitoring/supervision as new clinical staff are hired. Problem areas will be addressed daily, weekly, or monthly depending on the severity. Improve Use of Internal clinical chart audits conducted monthly to ensure timely and complete documentation of all current clients	End of Q3	Service Delivery / Clinical Controls / Process Improvement
HIGH	Hire and develop full time case management resources and staff for both programs	End of Q2	Staffing
LOW	Monitor to ensure that Steps 1 thru 3 Education are being conducted on Mondays at 11:00AM during Motivational Interviewing Group Psychotherapy.	End of Q3	Service Delivery

HIGH	Facility improvements to enhance service delivery	End of Q3	Accessibility
HIGH	strengthen marketing and outreach and stabilize census through In Network Contracts Acquisition of providers that offer coverage through the Affordable Care Act	End of Q3	Accessibility
HIGH	Migrate Good Landing Recovery EMR system to KIPU.	End of Q1	Technology
LPW	Deploy KIPU Messenger Portal for Clients	End of Q4	Accessibility
LOW	Offer alternative / improved solutions to improve offerings to the opioid use population	End of Q3	Accessibility

X. VISION (LONG TERM)

- 2022 - 2023 Explore need to develop an Alumni Association.
- 2022 - 2023 To expand the models of treatment to provide a special program or track for relapse in meeting the needs of the clients who are relapse-prone and/or clients who are in danger of relapse and/or clients who have relapse.
- 2022 - 2023 To continue improving the difference between the men's and women's programs.

XI. ELT REVIEW

REVIEWED AND ESTABLISHED BY:

Robert Lewis, Founder and CEO: 1/15/22 Executive Retreat
Charlie Campbell, COO: 1/15/22 Executive Retreat
Daniel Garner, VP: 1/15/22 Executive Retreat