

Parkdale Center  
2020 Annual Report



Providing a Remarkable  
Recovery Experience

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# The Future of Parkdale Center.

Parkdale Center had plenty of excitement in the year 2020. We survived a global pandemic, expanded our services to incorporate tele-counseling for IOP and Aftercare (OP); became a preeminent PHP center and partnered with the American Association of Nurse Anesthetist (AAN). In early 2020, Parkdale Center Leadership with input from our employee and stakeholders adjusted the corporate mission and vision to reflect what we really do and how we do it. The new Mission of Parkdale Center is *Restoring Hope and Rebuilding Life* and we achieve that by providing compassionate care and professional advocacy throughout the recovery journey. With all of our great accomplishments in 2020, one thing went unnoticed due to the COVID pandemic, it was Parkdale Centers 5-year anniversary. In 2015, Parkdale Center opened its doors with only six employees and a vision with a passion to change the lives of others, one person at a time. Parkdale Center has touched, moved and inspired people from coast to coast and from board to board. It has created the possibilities for others, when others felt there were no possibilities. It created the space for others to experience freedom from addiction and to live the life they love. This was not easy while in the middle of a pandemic but it was definitely needed.

When faced with the COVID-19 pandemic, many places closed doors, refused to provide care and yet, care was needed for those on the frontline. Essential workers being exposed to COVID patients felt fear and anxiety as in the early phases of the pandemic, no one truly knew where the end was and the sense of constant dread on essential workers loomed daily. The pandemic disrupted the normal rhythm of our lives and the outlets we once had for relieving our stress and anxiety were no longer available. The change from moderate to problem drinking can at times be subtle and often accompany mood changes, depression, poor sleep, and malaise. As we know, substance use disorder is a progressive disease, one that may start small and seemingly innocuous but can become progressively worse with social isolation, work stress and anxiety as well as fear of dying from the pandemic. This is why Parkdale Center stayed open, and generated new avenues for people to seek help. In 2020, the frontline staff at Parkdale Center continued to provide PHP, IOP and Aftercare services to those seeking the path back to freedom from addiction and did it in a safe manner while following Center for Disease Control Recommendations.



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## SUMMARY OF NATIONAL RESEARCH

Chiappini, S., Guirguis, A., John, A., Corkery J.M., & Schifano, F. (2020). COVID-19: The hidden impact on mental health and drug addiction. *Frontier in Psychiatry* (11), 767, p. 1-3. <https://doi.org/10.3389/fpsy.2020.00767>

There is concern the Coronavirus Disease (COVID)-19 pandemic is having a negative impact on the mental health of the general population through a range of suggested mechanisms: fear, uncertainty, and anxiety; social distancing/isolation; loneliness; and economic repercussions. According to article, high levels of stress, isolation and unemployment due to the COVID-19 pandemic could cause up to 75,000 “deaths of despair” related to deaths to drug, alcohol, and suicide. It continued to state that healthcare workers have been experiencing emotional overload due organizational issues relating to staff shortage, shortage of suitable personal protective equipment, reduction in human resources and relentless work shifts but also the burden developed by the fear of becoming infected and infecting relatives, high mortality rates, grieving the loss of patients and colleagues, separation from families.

The article states, often overlooked in this scenario are those with substance use disorders who may experience: (a) changes in levels of drug use—an increase is often seen as a reactive behavior to negative impact of disasters; (b) a shift to other substances if access to those previously used become limited; (c) a relapse, if they had already recovered from alcohol/drug addiction.

In conclusion the authors state, in response to the long-lasting and wide-ranging challenging effects of the pandemic some harm-avoiding interventions have been adopted, including: more flexible take-home-medication treatment programs for opioid addicted patients; guidance for facilitating controlled substance prescribing; tele-health for monitoring drug-dependent patients; and access to virtual support groups through online meetings.

## Parkdale Center: An Answer to the Study

### Our Expert Team

In the second quarter of 2020, Parkdale Center leadership, staff as well as stakeholders came to the conclusion that expanding outpatient services would be possible utilizing Tele counseling. In coordination with Jason Kniola, LMHC, LCAC, NCC the lead therapist and counselor for IOP and Alice Olson, LMHC, LCAC, NCACII the lead therapist and counselor for OP and Dr. Terry Harman, Program Director; Tele-counseling was born on March 23, 2020. Since the induction, Parkdale Center has reached over 100 persons between the IOP and OP programs. IOP averaged 4.5 patients in the morning sessions and 4.9 patients in the afternoon sessions.

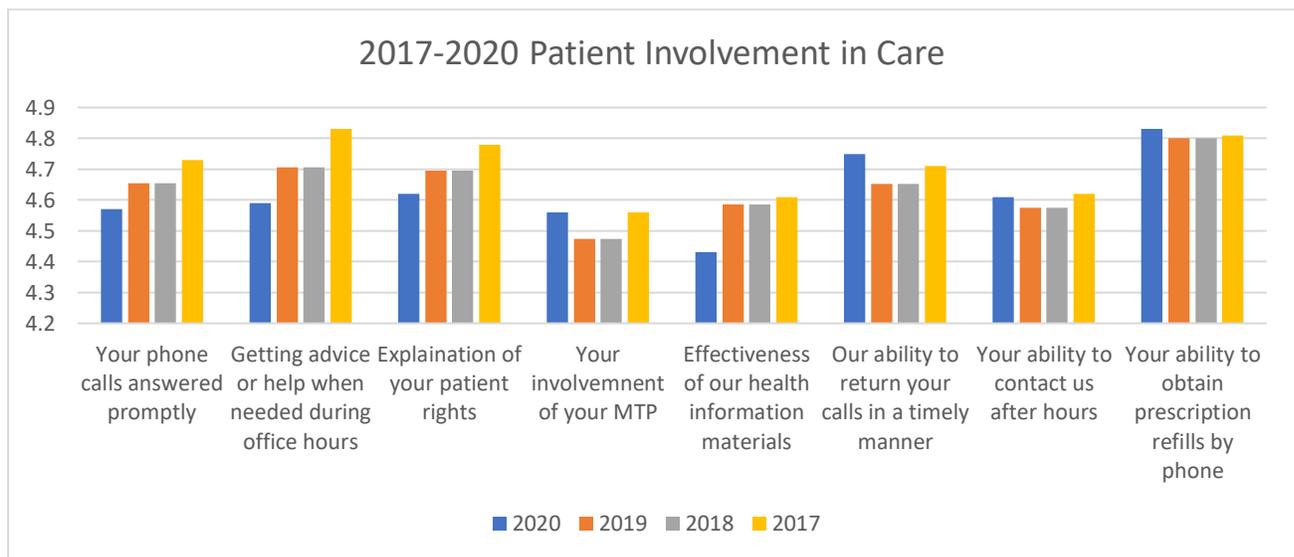
## COMMUNITY OUTREACH AND EDUCATION

In 2020 and in the middle of the COVID-19 pandemic, our CEO and Parkdale Center leadership team partnered with the American Association of Nurse Anesthetist (AANA) to create *Support the Front*. As part of Parkdale’s mission this national outreach program was developed to save the lives of those essential healthcare who were experiencing burnout, depression and addiction. According to our CEO Mr. Garcia in an interview about frontline workers, he stated, “Front line workers are suddenly and regularly dealing with significant stress, anxiety, and trauma. Our bodies and minds are not prepared or equipped to handle this. Without a healthy means to cope and receive professional support when needed, maladaptive responses to these repeated traumatic events may result in mental breakdowns, emotional instability, physical health manifestations, or increased drug or alcohol use.” *Support the Front* offers free virtual support groups for all healthcare professionals serving on the frontlines of care, along with their support networks. The program served as a comprehensive resource hub designed to provide support and safe refuge, so that those caring for others can continue more effectively. Visit [supportthefront.com](http://supportthefront.com) to access a comprehensive resource hub and information on support groups.

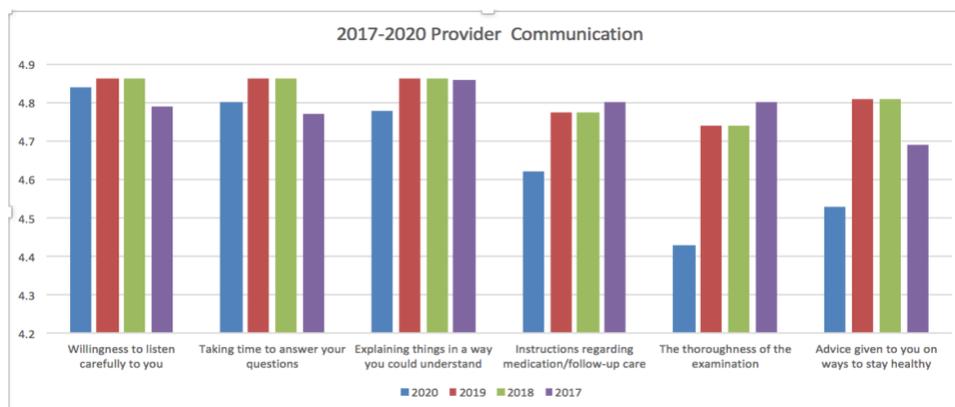
## QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

The Quality Management Program identifies the key performance indicators across functional areas within Parkdale Center that affect the operations and develops the utilization management project plan for the coming year. Over the course of the year (2020), the indicators are monitored, findings are analyzed and trends as well as barriers are identified, and then actions initiated to improve performance when necessary. A review of each of the goals is included within this annual evaluation along with a description of each goal and sub-goal, commentary regarding their completion status, and recommendations for whether to carry them over into the 2021 quality plan. The results of this program evaluation, together with the additional goals that reflect the strategic planning done collaboratively will be used to formulate the 2021 Quality Plan.

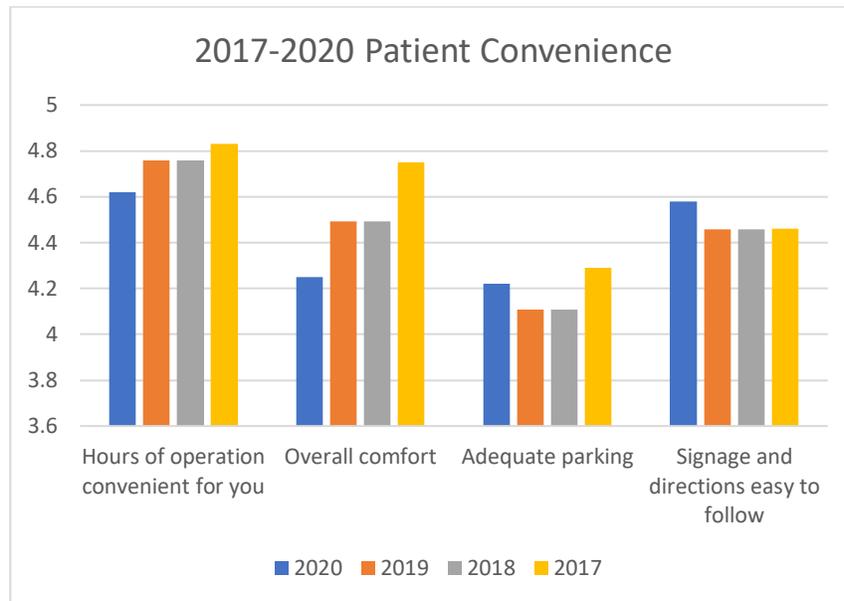
The **2020 Patient Satisfaction Survey** was completed and the one goal Parkdale Center really worked on compared to the past previous years was *Patient Involvement in Care Domain*. All elements in the Patient Involvement in Care Domain met or exceed the goal of 4.5, besides *Effectiveness of Our Health Information Materials* (4.43). This score is not far off from the goal and is associated to information to keep one healthy such as diet, exercise and supplemental intakes. Also, in 2020 we removed the question about Test Results (2017-2019) and added *Your Involvement of your MTP (2020)* and *Explanation of your patient Rights*. Both of these questions reflect the transparency in care and assure the patient is directly informed and participates in self-care.



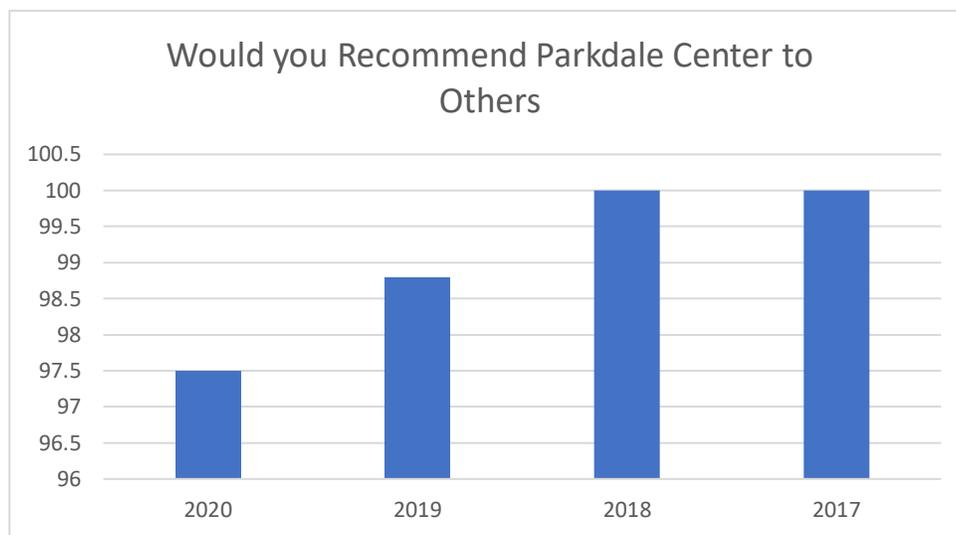
In the Provider Communication Domain, all the elements met or exceeded the benchmark of 4.5 besides the *Thoroughness of the Examination* (4.43). This element was recognized and was tracked in 2020 with timeliness of examination as delayed, examinations can be perceived as rushed and not thorough. In 2020, Parkdale was at a 62% compliance rate averaging 4.09 days between admission to physical exam, but in the 3<sup>rd</sup> quarter, there was an intervention and this reflected in an improvement in the 2020 4<sup>th</sup> quarter outcomes, which improved to 2.7 days from admission to assessment and compliance increased to 72%.



In the Patient Convenience Domain two elements did not meet the set goal of 4.5; Overall Comfort (4.25) and Adequate Parking (4.22). Parking trending is up compared to 2018 and 2019 post purchase of the front parking lot and in 2020 during the COVID pandemic, overall comfort was compromised as mask were worn all day while in group and then 6-foot distance affected the intimacy of group as well. It will be two elements to monitor in 2021.



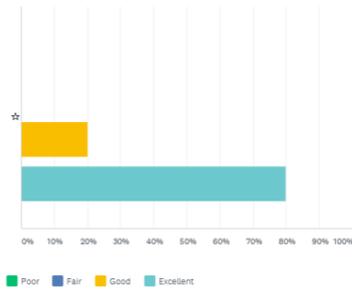
Lastly, it is a Strategic Goal to have 95% or greater response to Would You Recommend Parkdale Center to Others. The bar graph is misleading as 2020 was at 97.5%, 2019 was at 98.9% and 2018 and 2017 was at 100%. Parkdale Center still leads other competitors in the area of quality and satisfaction outcomes and surpassed the 95% goal 4 years in a row.



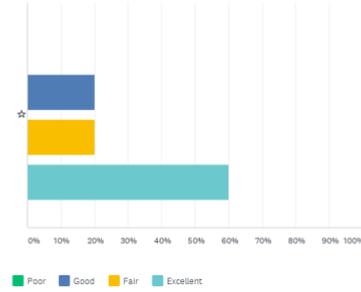
## QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

In 2020, IOP and OP introduced tele-counseling to meet the needs of the community during the COVID pandemic. Parkdale Center recognized that people with addiction disorders still need care and support even during a pandemic. To high light a few of the questions that were aligned with the Mission and Vision, question 4 focused on time to get into a tele-counseling group. 80% of the patients rated as Excellent and 20% rated as good. Question 5 evaluated the ease of access and 60% rated as Excellent, 20% rated as good and 20% rated as fair. Question 6 evaluated thoroughness and 80% were Excellent and 20% Good. Questions 10 evaluated the Overall Score of Tele-counseling and proud to state 100% rated as Excellent. This will be monitored again in 2021 for themes and trends.

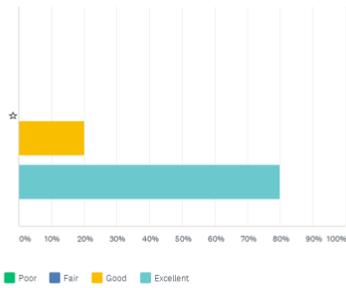
Q4 The length of time to get a Tele-counseling appointment at Parkdale Center?



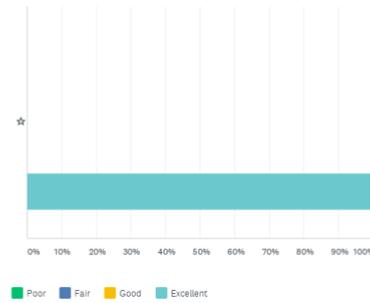
Q5 The ease at accessing Zoom?



Q6 The thoroughness, carefulness and skillfulness of the Tele-counseling staff?



Q10 Your overall treatment experience at using Tele-counseling services?



## Parkdale Center Leadership Engagement Survey – Employees

In 2020, Parkdale Center Leadership was rated by *the Employees and Stakeholder*. This was because employee engagement or disengagement is strongly influenced by the degree to which the employees “buy in” to the company's priorities. The question of who actually sets a company's priorities is paramount to this level of employee engagement. If employees feel that leaders set priorities with little input or influence from employees, the degree of engagement will decrease, which is why high performing organizations perform a leadership engagement survey. This survey helps leaders set goals that engage employees so the company mission and vision is supported by all persons served. The leadership engagement index goal for 2020 was to be higher than a 4.0. As an organization, the goal was met with a Parkdale Center Index of 4.26. The leadership team ranged in scores with Parkdale Center high score was 4.60 and 3.86 being the lowest. Scores are reflected on perception of the employee. This means that even though an employee may be involved or consulted on decisions close to their work, when major, strategic decisions that impact their workplace environment and their sense of security are made with no input and no understanding of why they were made, employees are likely to maintain the perception that all decisions are made by administration. Below are the engagement questions which represent high engagement perception and low engagement perception. The high index scores suggest that the leaders are respected and give respect which in turn encourages team work at all levels within Parkdale Center. The low index scores suggest that communication is an area of improvement by leadership and that influences the feelings of the employees not being heard or his/her ideas are not considered.

<i>High Engagement Questions</i>	Parkdale Index	% Fav	% Neutral	% Unfav
1. Leaders treats me with respect.	4.352	85%	12%	3%
4. I respect the abilities of the leaders	4.48	86%	8%	5%
8. Leaders allows me to disconnect from work communications during my free time.	4.46	89%	11%	0%
9. Leaders encourages teamwork.	4.39	87%	8%	4%

<i>Low Engagement Questions</i>	Parkdale Index	% Fav	% Neutral	% Unfav
3. Leaders involves me in decisions that affect my work.	4.11	74%	18%	8%
5. Leaders are good communicators.	3.86	68%	21%	11%
6. Leaders create an environment within the organization making employees what to go above and beyond what's expected of them.	4.09	74%	21%	5%
10. My ideas and suggestions are seriously considered by leaders.	4.23	84%	13%	3%

### Parkdale Center Engagement Survey – Stakeholders

The Parkdale Center Stakeholder Engagement Survey polled all facets of the community. The survey focused on four areas: longevity of partnership, communication, services aligning to mission and organizational effectiveness. The emailed survey was sent out October 12, 2020. Stakeholders serve in many roles; attorneys, professional partnerships, community leaders and national organizations. A four-point Likert scale was used for most items (not very good, somewhat good, good and very good). Other items included other responses using a four-point (not very satisfied, somewhat satisfied, satisfied and very satisfied).

There was a 62.5% response rate. Eighty percent of the stakeholders have been associated with Parkdale Center for more than 3 years and 40% of those have been partners of Parkdale Center for more than 5 years. Eighty percent of the stakeholders stated that Parkdale Center reaches out with communication at least monthly and 80% rated the communication as “very good” and 20% rated it as “good”.



80% of the Stakeholders state Parkdale reaches out at least monthly. 100% of the responded stakeholders feel that Parkdale Center follows their Mission-Vision and Values and 100% also stated they are “very satisfied” with Parkdale Center and lastly, 100% would recommend Parkdale Center to friends and family who needed addiction services.

### Parkdale Center Engagement Survey – Employees

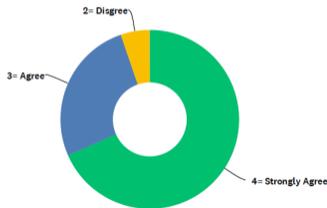
The Parkdale Center 2020 Annual Employee Engagement Survey had a new question this year based on the COVID-19 pandemic as we wanted to evaluate safety. In 2020, there were lots of moving parts, lots of uncertainty and lots of fear, and yet the Employee Engagement Survey demonstrated unity. The survey focused on four areas: Relationships-Communication-Meaningful Work-Safety. In the 2020 Employee Engagement Survey, 90 % of the staff completed the survey and this met the set strategic benchmark set in 2019 of 85% and it had a better response rate than 2019 (87.75%). The one area that had a drop was relationship and communication with leadership. In 2019, 100% Strongly Agreed and Agreed to communication and relationship with leadership but in 2020, 95% of all employees Strongly Agreed and Agreed to have positive communication and relationships with leadership. In short, 18 of the 19 employees surveyed felt relationship with leadership is both strong in relationship and communication.

This finding is the same for question 9 which associates work towards Mission and Vision. In this question, 95% of the employees Strongly Agreed and Agreed that Parkdale Center operates according to the Mission and Vision. In the area of Meaningful Work, 100% of the employees Strongly Agreed and Agreed that what he/she does, contributes to Parkdale Goals and are doing what he/she was hired. 100% of the Employees Would Recommend Parkdale Center to Friends and Family. All of these categories were unchanged compared to 2019.

2020 Employee Satisfaction Survey

Q1 I am satisfied with my interpersonal relationship with administration.

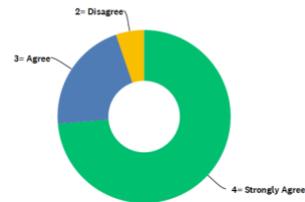
Answered: 19 Skipped: 0



2020 Employee Satisfaction Survey

Q9 I feel that the organization operates according to its mission, vision and values.

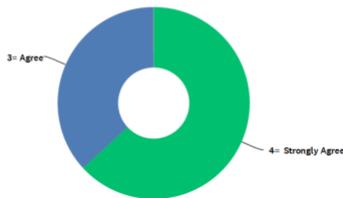
Answered: 19 Skipped: 0



2020 Employee Satisfaction Survey

Q3 I am satisfied with the relationships I have with my co-workers.

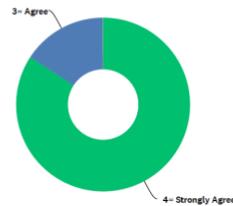
Answered: 19 Skipped: 0



2020 Employee Satisfaction Survey

Q4 I feel that my daily work contributes to the overall goals of the organization.

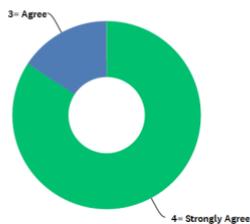
Answered: 19 Skipped: 0



2020 Employee Satisfaction Survey

Q5 I feel I am doing the job I was hired to do.

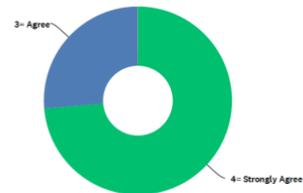
Answered: 19 Skipped: 0



2020 Employee Satisfaction Survey

Q10 I would recommend the organization to my friends and family.

Answered: 19 Skipped: 0

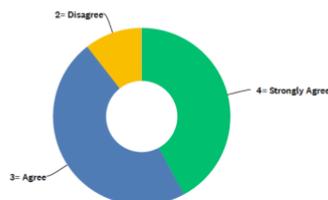


Question 11 of the Survey asked, “During the COVID-19 Pandemic, leadership kept me informed on how to stay safe?” 89% of the employees Strongly Agreed and Agreed that Parkdale Center leadership informed employees and person served on how to be safe, while 10% of those surveyed (n=2) Disagreed with this statement.

2020 Employee Satisfaction Survey

Q11 During the COVID-19 Pandemic, leadership kept me informed on how to stay safe?

Answered: 19 Skipped: 0



## Business Quality Reports

One of Parkdale Centers Key Performance Indicators (KPI) used to assess the business performance is the Occupancy Rate. Occupancy rate refers to the number of participants at a given time, compared to the total number of available spots at that same time. In 2020, the occupancy rate was 56.66 % for PHP and this is calculated based on the monthly census sheet. The IOP occupancy rate in 2020 was calculated on Day census rate and Night Census rate as Parkdale Center has a broad IOP program allowing flexibility for the participants. Total IOP occupancy was 93.5% in 2020, with Day time occupancy being 34.7% and Night time occupancy being 58.57%. Trending was seen during the peak of COVID-19 with the highest admissions for IOP being April-July. This high IOP occupancy rate was contributed to the introduction of the Tele-counseling program.

Another Business Function KPI is participant completion rate. In 2020, 114 PHP participants were tracked to determine completion rates. Out of the 114 PHP participants, 95% completed the full PHP program, while 5% dropped from the program; or were removed for not following policy or were transferred to higher level of care. The PHP completion rate for 2020 outperformed the 2019 rate of 80%. A majority of the 2020 PHP participants completed the program in 4 weeks (66%) compared to the 57% completion rate in 2019.

During the same time period, 60 IOP participants were tracked to determine program completion rate. In 2020, 88% completed the IOP program and 12% dropped the program or were removed for not following policy. Of the 88% who completed the IOP, he/she completed it within 6 weeks (65%) compared to 4 weeks (35%). As seen in the PHP, the IOP was comprised of 62% healthcare workers with the Register Nurse (32%) and CRNA (28%) totaling 60% of all participants. Healthcare providers made up the majority of the participants in the PHP program for both 2019 and 2020 (67% v/s 61% respectively). In summary, both PHP and IOP participant completion rates outperform the 2020 set benchmark of 85%.

	2019	2020		2020
Number PHP	104	114	Number IOP	60
% Completed	80%	95%	% Completed	88%
4 weeks %	57%	66%	4 weeks %	35%
6 weeks %	43%	34%	6 weeks %	65%
ETOH	55%	50%	ETOH	48%
OPI	63%	39%	OPI	40%
Cocaine	1%	3%	Cocaine	3%
Sedative	0%	3%	Sedative	3%
AMPH	2%	4%	AMPH	3%
Other	4%	1%	Other	2%
Male	54%	50%	Male	48%
Female	64%	50%	Female	52%
Average Age	42.45	43.66	Average Age	41
RNs	25%	26%	RNs	32%
CRNAs	38%	32%	CRNAs	28%
Other Medical	6%	3%	Doctor	2%
Other Workers	41%	44%	Other Workers	38%
% Healthcare	67%	61%	% Healthcare	62%

The last Business Function KPI that was measured in 2020 was participant first contact to admission to the PHP program. Parkdale wanted to evaluate the business function of operations from when a patient has first contact with the Parkdale intake office and when he/she enter the PHP. Out of 81 charts audited, the mode was 1 day and the median was 3 days with the average being 5.2 days from first contact to admission. The assumption is that insurance verification and authorization is both effective and efficient within the business intake office allowing for more people to be admitted at the time of inquiry.

## Human Resource Report

Parkdale is committed to competitively compensating, recognizing, and rewarding all employees. Effectively recruiting and retaining competent, certified staff is made possible through Parkdale's competitive compensation package in the local market and in the addiction treatment industry. The Parkdale Leadership Team annually reviews pay bands for each position and will modify, as appropriate, to ensure each position's compensation range remains competitive. The pay ranges for each position are communicated to employees during their annual performance reviews. In 2020 Parkdale Center Leadership awarded staff approximately \$20,000 in bonuses, holiday gifts, achievement gifts, and birthday gifts. This was unprecedented as during the pandemic of 2020, many organizations closed doors, laid-off employees and furloughed but Parkdale Center grew and maintained a vision of excellence and safety. This was achieved through team work and dedication to serve others.

In 2020, Parkdale continued to offer a 401(k)-retirement plan, group health insurance (including dental & vision), paid time off, and a professional development reimbursement policy.

- Parkdale offered a maximum 80% match on up to 5% of an employee's elected salary deferral into the retirement plan. For example, if an employee contributes 5% of their salary, Parkdale will contribute 4% of that employee's salary to their retirement plan.
- The cost of health insurance continues to increase rapidly across the country. Despite these rising costs, in 2020 Parkdale remained committed to paying 50% of an employee's individual health insurance cost.
- Parkdale continued to provide flexible paid time off for personal, sick, or vacation use.
- Parkdale continued to invest in training for employees and, in 2020, instituted a Professional Development Reimbursement Policy to help offset costs for employees to maintain the education required to retain their professional certifications.

### Vacancy:

Parkdale's vacancy rate on 12/31/19 was 0%, down from 5.9% at 12/31/19 and 12/31/18. At 12/31/20 Parkdale Center did not have any open positions.

### Turnover:

Parkdale's turnover rate in 2020 was ~6%, down from ~12% in 2019 and ~32% in 2018. The average turnover rate in the industry, based on the best information available at the time, is between 20% and 25%. Parkdale remains committed to building a strong team with a turnover rate that consistently out-performs the addiction treatment center industry.

As Parkdale grows, Leadership will continue to evaluate how and when to best expand the Clinical, Administrative, and Professional staffing. Parkdale leadership remains committed to building a culture that promotes regular, transparent communication between staff and leadership.

## Finance Report

In 2020 Parkdale Center generated ~11.8% more in annual revenues (cash-basis) compared to 2019 (vs. 2.1% annual growth from 2018 to 2019). Parkdale's 2020 revenue growth was driven by two key factors. First, Parkdale made improvements in its revenue-cycle-management process, including strengthening pre-admission communication between Parkdale, the patient, and the patient's health insurance company. Second, in response to the COVID-19 pandemic, in March of 2020 Parkdale expanded its service offering to include IOP (Intensive Outpatient Programming) remotely via Tele-health.

Considering the operational challenges presented by COVID-19 during 2020, Parkdale was pleased to have only fallen short of its budgeted gross revenue by ~4.4%.

During 2020, Parkdale provided services in four key categories:

- 1) Evaluations (initial and back-to-work)
- 2) PHP (Partial Hospitalization)
- 3) IOP (Intensive Outpatient Programming, and
- 4) Aftercare

Approximately 130 distinct patients were served across these four categories, which is consistent with the ~130 patients served in 2019. The average number of PHP and IOP patients served per month was 9.05 and 9.41, respectively. Parkdale Center's Aftercare program averaged approximately 30 patients per month. In 2021 and 2022 Parkdale anticipates further detailing in its Annual Report the patient count by service (for example, number of patients in 4-wk PHP vs 6-wk PHP and number of patients served by morning IOP vs. evening IOP).

In 2020, Parkdale Center's normalized Net Operating Income (NOI) increased by approximately 20% compared to 2019 NOI (vs. 1.5% NOI growth from 2018 to 2019). The primary driver for Parkdale's 2020 NOI increase was the ~11.8% increase in gross revenue from 2019.

Parkdale's 2020 NOI fell short of budget expectations by ~10% (vs. ~9% short in 2019). This budget shortfall was influenced by three key factors:

- 1) Revenue coming in under budget by ~4.4%,
- 2) Unanticipated expenses associated with the COVID-19 pandemic, and
- 3) Unanticipated expenses and business disruption due to water damage in March of 2020

Parkdale remains committed to continuously improving and streamlining its billing, collection, and receivable reporting functions through talent acquisition, talent development, and ongoing training. In just two years (2019 and 2020), Parkdale added four experienced staff to its Finance Team. In 2019, Parkdale added two full time positions: a Billing Director and CFO. In 2020, Parkdale added one full time position, a Billing Associate, and one part-time position, a Staff Accountant.

Parkdale will continue to emphasize investing in its facilities and infrastructure with the goal being to provide patients with the best possible environment for recovery. Between 2017 and 2020 Parkdale invested ~\$140k into facility improvements (with ~\$20k of this in 2020). While Parkdale's investment in 2020 was less than planned due to the COVID-19 pandemic, Parkdale expects to resume to these previously planned investments in Q3 of 2021 and throughout 2022.

## Technology Improvements

Parkdale's stated goals in April of 2019 was to achieve data security, CIO level services, ability to work remotely, enterprise encrypted messaging, standardization of user PC's, support for personal computers, a common interface for vendors and an integration of the tech plan in an annual report. We are proud to state that this was achieved in 2020! The technology partnership with SIM2K has excelled Parkdale Center in both business processes and efficient operations. Technology security and data protection was a focus in 2020 and this to was accomplished as behind the scenes, SIM2K maintained two different backup systems and provided daily monitoring and monthly partial tests of the system. Within the vision of security and protection, SIM2K has proven that the off-site backup can be restored to different physical hardware as well as virtual systems, Microsoft Azure and/or Amazon environments in the case of a disaster. This places Parkdale Center in the driver's seat to assure full interoperated reliability.

## Infrastructure Improvement Report

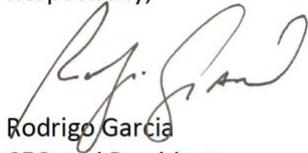
- Rebuild emergency exit staircase to current building code. Repaint staircase.
- Repaint building. Repair aged and damaged siding-appearance and longevity.
- Repaved walkway to front entrance-removed trip hazard.
- Concrete company leveled walkways and patio that had settled- removed trip hazard.
- Repaved and resealed north driveway and client parking area. Painted lines and handicapped spot designated.
- Removed overgrown trees and vegetation around client parking lot-improved visibility and safety.
- Repaved 10'x15' area in main lot that was crumbling-removed trip hazard.
- Replaced client use clothes washers and dryers-improved reliability and function.
- Replaced all flooring in south half client's residence with sanitary and easy to maintain plank flooring.

- Replaced anti-slip material with improved system on patient's residence staircase.
- Rewired the driveway lighting-improve reliability and brightness.
- Replaced overhead walkway lights along main building to Genesis building-LED and increased brightness/visibility.
- Removed natural vegetation along main driveway and lakefront-improved visibility and curb appeal.
- Removed 13 trees on main lawn and lakefront.
- Replaced decrepit and failing patio fountain with a new, ornate and larger fountain.
- Replaced switches and wiring to the new fountain-bring up to current codes.
- Began biweekly electrostatic spraying/fogging of the entire facility to battle the COVID-19 virus on all surfaces.

## Summary

As the CEO and on the behalf of Parkdale Center leadership team, I would like to personally thank all of you as health care professionals for your hard work, thoughtfulness, and commitment to the community and the people we served during the challenging times of 2020. Among the heroes who have emerged from this crisis are the health care professionals. We, here at Parkdale Center, are indebted to you. As we move forward into 2021, I know we as an organization will continue to deliver high-quality care to those in need, especially the front-line workers who have turned to alternative substances for comfort and refuge from the daily turmoil to which he/she have faced. Fortunately, the scientists and medical community have made significant progress in our understanding of this disease and our ability to combat it. When I look back at 2020, we as an organization not only survived; we flourished! We grew as a family, by expressing our fears, our anger and our frustrations to one another. We allowed freedom to express our emotions and surrounded each other with supportive friendship and this produced fruit that we shall harvest in 2021. We are strong and resilient as this shows in our quality outcomes, our employee satisfaction, our patient satisfaction and financial health. As we close out the 2020 journey, let all of us reflect and be grateful that we are all still here, under this roof we call Parkdale Center. May the Lord bless us and keep us safe allowing us to serve those who are less fortunate than we.

Respectfully,



Rodrigo Garcia  
CEO and President  
Parkdale Center, LLC