

Parkdale Center
2019 Annual Report



Providing a Remarkable
Recovery Experience

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The Future of Parkdale Center.

Our mission is to provide a remarkable recovery experience through the commitment to providing excellent rehabilitation outcomes as seen in quality, comprehensive, compassionate, and innovative care to adults struggling with alcohol and/or drug conditions. Recognizing the worth and dignity of every human being, we at Parkdale Center fulfill our mission through the expression of core values rooted in our history, defining our present, and directing our future. Our values recognize patients, families, colleagues and the community we serve without regard to ethnic or cultural differences, spiritual belief or lifestyle choices. We pledge ourselves to the following values and beliefs and commit ourselves continually to seek out ways to embody them in our attitudes, services and care.

As a nurse and physician owned company, the leadership team assures the Parkdale passion is seen through research-based and empathetic care; as these actions assure the possibility of a long-term recovery. We have developed a clinical and supportive team that empowers the individual and his/her family to assure optimal wellness of the mind, body, and spirit.

We are pleased to report that 2019 was a year of growth for Parkdale Center, as we enhanced our capabilities to deliver quality care and improve outcomes for our clients. During the year, we also began strategic movements with the American Association of Nurse Anesthetist and strengthened our management team to drive improved operational efficiency, which we believe will elevate Parkdale Center to the next level of organizational success. All of these actions have contributed to an exciting future for Parkdale Center, as we strive to build the premier national brand in addiction treatment.



Claudia Garcia, MBA, BSN, RN, CADA II, LAC
Chief Operations Officer

Rodrigo Garcia MBA, APN-BC, MSN, CRNA
Chief Executive Officer

David Cummins, MD
Chief Medical Officer

SUMMARY OF NATIONAL RESEARCH

EMDR Interventions in Addiction

Marcus, W., Hornsveld, H., (2017). EMDR Interventions in Addiction. *Journal of EMDR Practice and Research*, (11)1, 3-29.

“The use of illicit drugs and alcohol, is widespread and has significant negative consequences in communities and the individuals who live there. Substance use and behavioral addictions have in common that they provide short-term reinforcement that may engender persistent problematic behavior despite full awareness of adverse long-term consequences. When people seek help, there is often a strong wish to discontinue the behavior and simultaneously a felt incapability to do so. Diminished self-control is thus a core feature of both substance use disorders and behavioral addictions. According to the literature, “Some people are more vulnerable than others to develop an addiction disorder. Of particular importance is that early life experiences are an important risk factor (Enoch, 2011). In a large epidemiological study—the Adverse Childhood Experiences (ACEs) study—it was shown that the number of retrospectively reported ACEs (experienced before age 18 years) was highly associated with the incidence of addictive behaviors later in life (Felitti et al., 1998). Of interest is that traumatic experiences in childhood are also associated with a general vulnerability and the occurrence of somatic and psychiatric comorbidity, which may not include the typical symptoms seen in posttraumatic stress disorder (PTSD; Felitti et al., 1998). So, although these ACEs form an important risk factor regarding the development of an addiction, they may also go unnoticed or unreported when screening for PTSD.”

The article continued to state, “EMDR therapy is a phased, integrative psychotherapy approach guided by the adaptive information processing (AIP) model (Shapiro, 2001). The AIP model posits that psychopathology is driven by dysfunctional stored memories that—when activated—are accompanied by high levels of arousal. High levels of emotional arousal may either be positive or negative. For the brain, the use of a psychoactive drug is also a physiologically stressful—pharmacologically induced—event irrespective whether the subjective experience has a positive or negative valence (Sinha, 2008). In accordance, drug-induced deregulation of stress and arousal systems in the brain is observed in addiction (Martin-Fardon, Zorrilla, Ciccocioppo, & Weiss, 2010).

In short, Eye Movement Desensitization and Reprocessing (EMDR) therapy is the practice of helping someone’s trauma through sporadic visual stimulation. Generally speaking, it seems that there is a relation in the rhythm of someone’s eye movements, similar to when they enter REM sleep, and the association of the traumatic memory. Having patients recall those memories, similar to most therapy, while stimulating their vision can help reprocess how that memory is stored and reduce the intense feelings associated with that memory. It has proven to be an effective treatment to help patients heal traumatic events, negative reactions and other triggers.

Parkdale Center: An Answer to the Study

Our Expert Team

Specialized care

Parkdale Center offers EMDR therapy only after the therapist and client agree that EMDR therapy is a good fit, the client will work through the eight phases of EMDR therapy with their therapist. The Parkdale Therapist will help the client with a negative image, belief, and body feeling related to the PTSD event, and then to a positive belief that would indicate the issue was resolved. A typical EMDR therapy session lasts from 60-90 minutes. EMDR therapy may be used within a standard talking therapy, as an adjunctive therapy with a separate therapist, or as a treatment all by itself.

A plan built for you

Substance use issues can be especially complex for high risk professionals, especially healthcare workers and we at Parkdale Center recognize that every person's situation is unique. The very strengths that these professionals use in daily work can hinder addiction recovery but with the right care and support, addiction can be treated and managed for life.

COMMUNITY OUTREACH AND EDUCATION

Conference Presentations

In 2019, Parkdale participated in many conferences through presentations in and out of the state and the nation. By reaching out we allow our information to be present during many stages of development, (e.g., preliminary findings, recently collected data, or data that is waiting to be published). This allows us to present most up-to-date findings and receive feedback from colleagues, which will help our clients ultimately. Additionally, Parkdale had the opportunity to attend numerous exciting talks and poster sessions while at the conventions. As these presentations represent the dedication and commitment that our CEO and COO have to the management of impaired providers and society as a whole.

2019 Conference Presentation

Jan 15-Jan 16 UTAH, SLC- HCA Mountain Division Catch me if you Can Contact: Jennifer Neuberger	March 26-28 Seattle, Washington WA Rural Health Symposium Catch me if you Can	April 23-24 Terra Haute, IN Indiana University School of Medicine “The Impaired Provider” “Pebble in a Pond”
Jan 17-18 Jackson, Mississippi BON – Investigator Training	March 31-April 1 Greenwood, Mississippi Board of Nursing– Investigator Training	May 17-18 San Diego, CAA Changing the Alcohol and Opioid Narrative Vivitrol- Alkermes
February 1 Changing the Opioid Narrative Alkermes Contact: Natalyn Porter	April 9-11 Nashville, TN HCA- Internal Audits Training Catch me if you Can	June 12-13, 2019 New, Jersey. BD Health Care. <i>diversion Prevention Program.</i>
February 24-25 Tupelo, Mississippi Board of Nursing – Investigator Training	April 16-17 Des Moines, IA Annual Governor’s Conference “The Addicted Society”	June 24-25, 2019. Richmond Virginia. HCA Conference. <i>Catch me if you Can.</i>
June 28. Dayton, OH. Alkermes. Expert Speaker. “Medically Assisted Treatment”.	September 20, 2019. Northeastern University. <i>The impaired Health Care Provider.</i>	September 26-29, 2019. Alaska, Anchorage HCA. <i>The Addicted Provider.</i>
October 4-5, 2019. National Conference State Board of Nursing Chicago, IL. <i>Catch me if You Can.</i>	October 22, 2019. Dallas, TX Catch me if you Can. BD Incorporated	December 11-12 Nashville TN HCA Internal Audits

Media Links for interviews and conferences

<https://www.nurse.com/blog/2019/07/18/drug-diversion-understand-addiction-unfolds/>

https://www.pahomepage.com/news/drug-diversion-healthcare-s-hidden-epidemic/2052627391?utm_medium=social&utm_source=twitter_wbreyyou

<https://www.fox19.com/video/2020/05/04/helping-healthcare-workers-deal-with-mental-strain-coronavirus/>

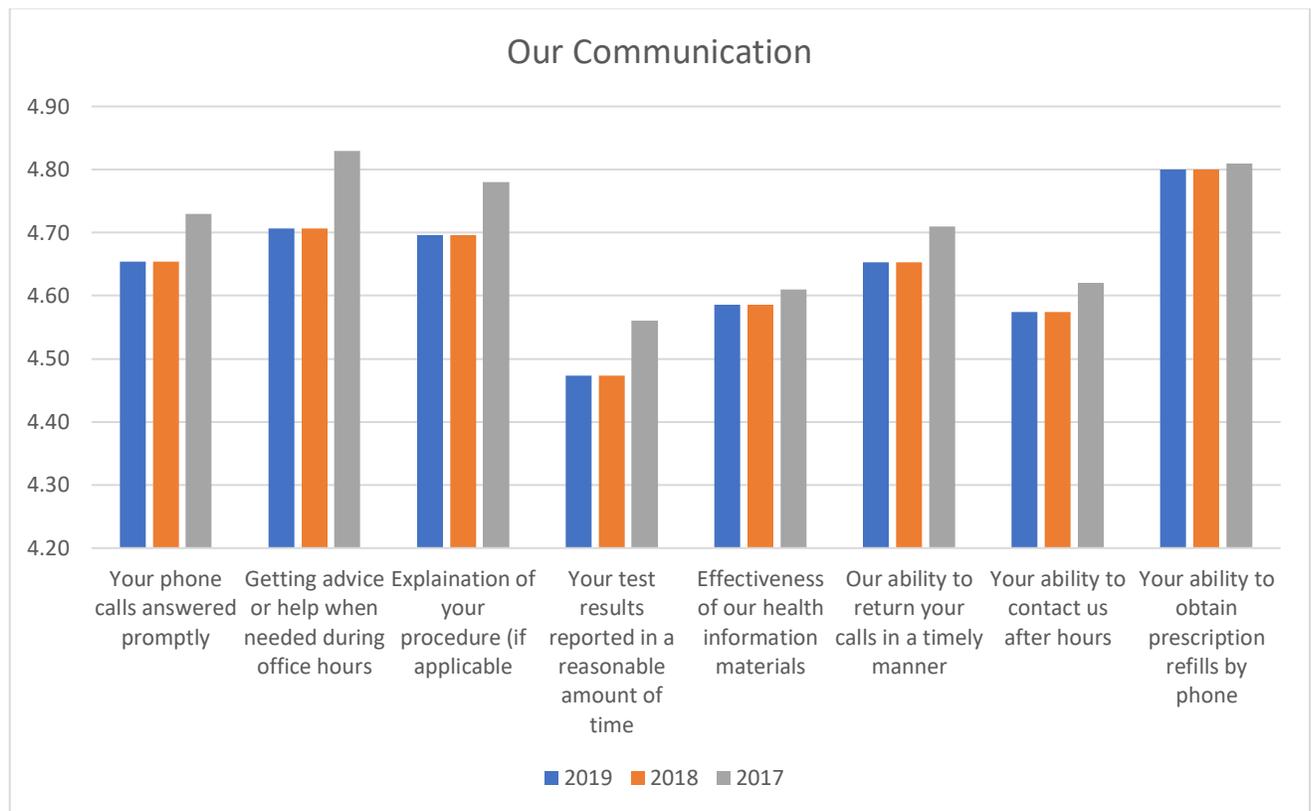
<https://www.kusi.com/parkdale-center-and-aana-launch-free-virtual-support-for-healthcare-professionals-amid-coronavirus-pandemic/>

QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

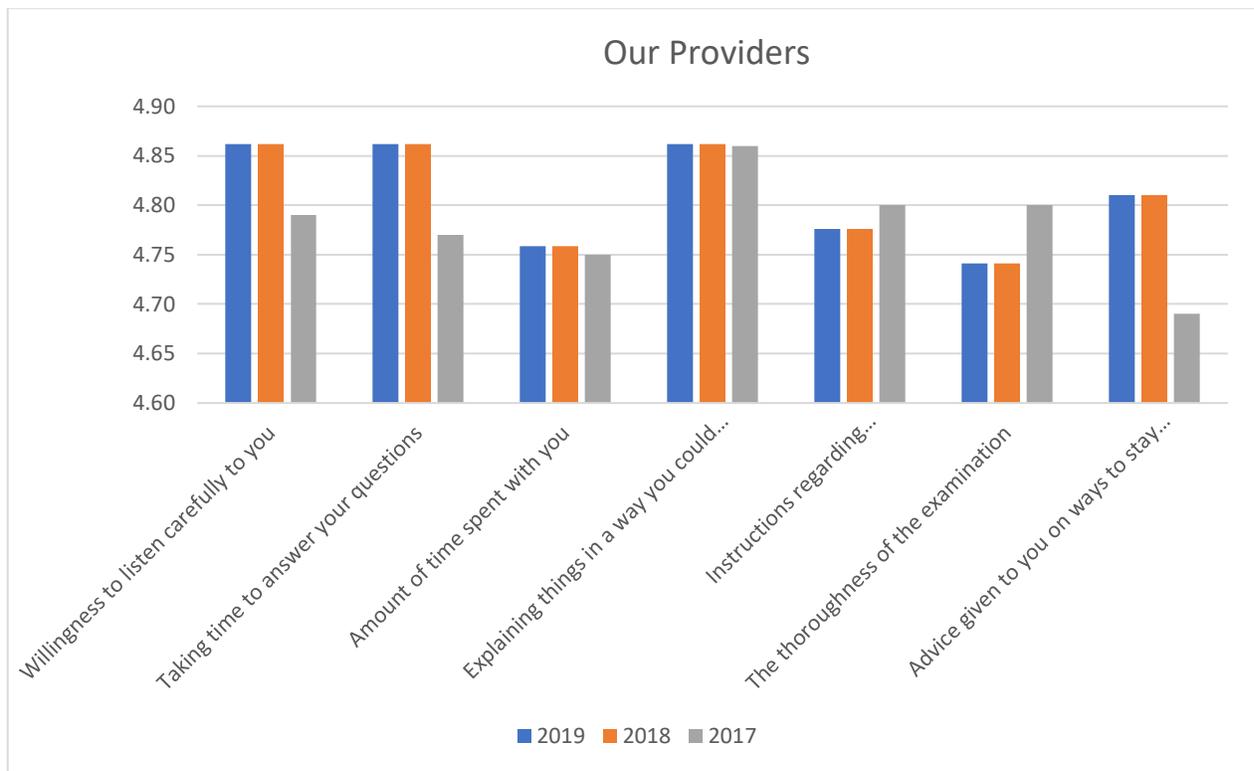
The Quality Management Program identifies the key performance indicators across functional areas within Parkdale Center that affect the operation and develops the utilization management project plan for the coming year. Over the course of the year (2019), the indicators are monitored, findings are analyzed, trends, barriers 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 2020 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 2020 Quality Plan.

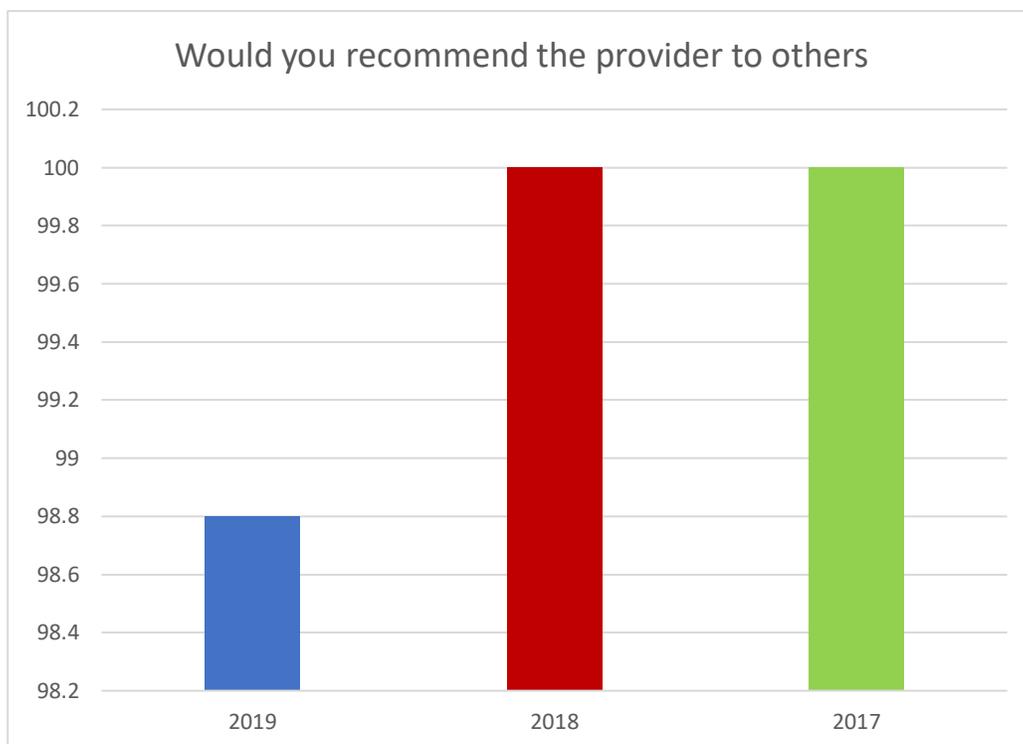
The **2019 patient satisfaction survey** was completed and the one goal Parkdale Center really worked on compared to the past previous years was communication. The Goal was to rate higher than a 4.5 out of 5-point scale in communication. All categories scored higher than a 4.5 besides “Your test results reported in a reasonable time”. This is referring to urine test or hair samples being sent out. We scored low in this questions in 2018 as well and in 2020, we will issue an action plan to keep clients aware of any delays in testing.



The other area that Parkdale Center worked on was Provider questions. The goal was to rate higher than a 4.5 out of 5-point scale in all Provider questions. In 2019, Parkdale scored higher than 4.5 in all Provider categories as seen below. The lowest scored category was the amount of time the provider spent with you and even though that scored at 4.79, it is an item to carry over into 2020.



For the three consecutive years, Parkdale Center has scored above 95% in “Would you Recommend Parkdale Center to Friends and Family.” In 2019, Parkdale scored at the 98.8%. Even though it is below the 100% from 2017 and 2019, we met our goal of 95% or higher.



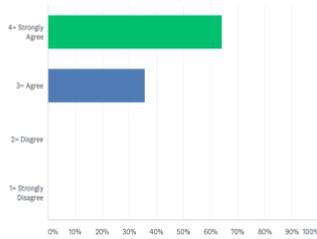
QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

2019 Overall Employee Engagement Survey Compared to Previous Survey

The 2019 employee engagement survey improved compared to the 2018 and 2017. The goal for 2019 was to have over 85% of employees complete the on-line survey and to have an improved relationship score. In 2018, 87.5 % of employees completed the survey and in 2019, 100% of the employees completed the survey. In summation, Parkdale employees feel connected to the leadership and feel they receive good communication and are satisfied with his/her job. Most importantly, employees feel Parkdale follows the Mission, Vision and Values set forth by the Executive Leaders and 100% of the employees would recommend Parkdale to Friends and Family.

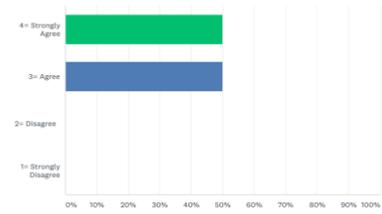
I am satisfied with my interpersonal relationship with administration.

Answered: 14 Skipped: 0



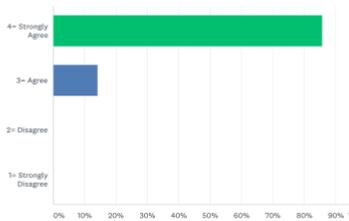
I am satisfied with the amount of communication received from administration.

Answered: 14 Skipped: 0



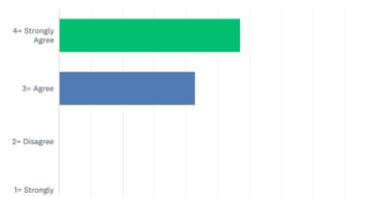
I am satisfied with my job.

Answered: 14 Skipped: 0



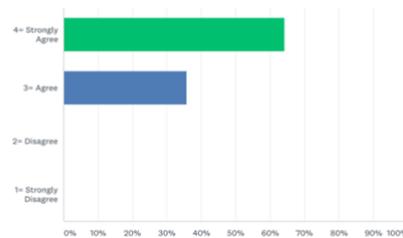
I feel that the organization operates according to its mission, vision and values.

Answered: 14 Skipped: 0



I would recommend the organization to my friends and family.

Answered: 14 Skipped: 0



QUALITY OUTCOMES

In addition to treating drug and alcohol abuse through positive rehabilitative programming the goal of treatment is to return people to productive functioning in the family, workplace, and community. According to research that tracks individuals in treatment over extended periods, most people who get into and remain in treatment stop using drugs, decrease their criminal activity, and improve their occupational, social, and psychological functioning. However, individual treatment outcomes depend on the extent and nature of the patient's problems, the appropriateness of treatment and related services used to address those problems, and the quality of interaction between the patient and his or her treatment providers.

For the addicted individual, lapses to drug abuse do not indicate failure—rather, they signify that treatment needs to be reinstated or adjusted, or that alternate treatment is needed. Here at Parkdale Center, we measure our relapse rate at 30 days post discharge from the program and use a bench mark of 60% as defined by those that are still sober and active in a 12-step program within their community. In 2019, 82% (n=106) patients completed program admissions within the PHP program. This is up from 19.08% compared to 2018. During the 2019-time period, and information collected from survey monkey and those that contributed in the survey (n=80), 96.20% (n=76) maintained sobriety at 30 days and 83.75% maintained sobriety at 6 months (n=67). The 6-month sobriety is up 10% compared to 2018 and the one year sobriety rate is up to 62.5% (n=50). We believe this is directly contributed to AA and NA participation as well as active work in support groups. This is seen with the 2019 PHP graduates maintaining active group support courses at 81.25% (n=65).

Human Resource Report

In 2019, Parkdale began offering a 401(k)-retirement plan and health insurance (including dental & vision). Currently, Parkdale pays 50% of the employee's health insurance cost. Parkdale continues to provide generous paid time off for personal, sick, or vacation use. Parkdale continues to invest in ongoing training for employees and in offsetting the cost for employees to maintain their professional certifications.

Vacancy:

In 2019, Parkdale continued to maintain a relatively low vacancy rate at 5.9%, the same vacancy rate as in 2018. At 12/31/19 Parkdale Center had one, newly created position open.

Turnover:

Parkdale's turnover rate in 2019 was approximately 12%, down from an adjusted turnover rate of 15% 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 market. As Parkdale continues to grow, leadership will continue to evaluate how and when to best expand the clinical, administrative, and professional staffing. A key area of focus for Parkdale leadership is to continue to promote training, staff engagement and open communication between staff and leadership through standard weekly meetings and a culture of transparency.

Finance Report

In 2019 Parkdale Center generated 2.1% more in annual revenues compared to 2018 (vs. .5% growth from '17 to '18). This modest revenue increase in 2019 was achieved despite the number of patients served, on an adjusted basis, declining by approximately 10% from 2018 to 2019. Parkdale's 2019 gross revenue was 3.8% short of budget expectations (vs. 5.9% short in 2018).

During 2019, Parkdale provided initial evaluations, IOP and PHP admissions to 130 patients, which is down 26% from 2018 (n=176 patients). Much of this reduction is due to a change in how Parkdale calculated patient count in 2019 vs. 2018 and 2017. For example, in 2018 and 2017 if a single patient attended both PHP and IOP treatment that patient was counted twice. In 2019, however, this patient would be counted as a distinct, single patient. Adjusted for this change in reporting methodology, the number of patients served in 2019 was approximately 10% less than the number served in 2018. Beginning in 2020, Parkdale plans to begin reporting number patients served by treatment category. In 2019, Parkdale Center's normalized net operating income increased by approximately 1.5% compared to 2018 net operating income. Parkdale's 2019 net operating income fell short of budget expectations by approximately 8.4% (vs. 9% short in 2018), due primarily to higher than planned staff salaries resulting from a difference in actual timing of hiring vs. budgeted timing of hiring. Parkdale remains committed to continuously improving and streamlining its billing, collection, and receivable reporting functions. In 2019 Parkdale added two head-counts to its team. In early 2019, Parkdale hired a full-time Billing Director who brings more than 19 years of office managing and billing experience. Additionally, in late 2019 Parkdale hired a full time CFO who brings 18 years of relevant experience as a

Certified Public Accountant in industry, including several years with a fortune 200 company. Parkdale also remains committed to investing in its facilities to provide patients with the best possible environment for recovery. For example, between 2017 and 2019 Parkdale invested over \$120k into facility improvements. Depending on the economy, Parkdale plans to invest heavily into facility improvements in 2020 and 2021 as well.

Technology Improvements

Information technology is an integral part of Parkdale Center's business strategies and practices. It is critical for the organization to proactively plan and take measures to avoid potential threats and ensure uninterrupted access to systems and data. With that goal in mind, Parkdale Center partnered with SIM2K. The increased demand for wireless connections has made network security more of an issue today and with the help of SIM2K, Parkdale replaced aging wireless access points with new centrally managed access points to provide a secure wireless network. Parkdale's computers are domain joined and subject to centrally managed authentication, password policies, and now encryption policies. Traditional signature based anti-virus as well as a 2nd machine learning execution prevention package is managed by SIM2K as well as patch management software. To assure accessible real-time data, backups are taken by SIM2K of the on-site server on a nightly basis. Google, Mango and Citrix also are contracted for services and maintain backups of their individual systems. Parkdale is more secure than ever with the upgrades in comprehensive security assessments and the continuous network inspection to harden our network from intrusions.

Infrastructure Improvement Report

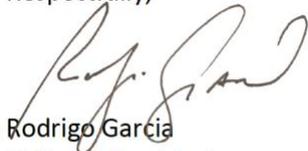
In 2019, Parkdale Center completed infrastructure improvements totaling over \$50,000 in capital expenses. These improvements are for all the persons served and employees. Several areas addressed safety improvements and others involved cosmetic improvements.

1. Replace residence window treatments
2. Replace residence stairway carpet runners with friction non-skid appliques
3. New couches for residence living room
4. New fire pit for residence PHP
5. Replace office window treatments
6. Contract with Aramark for entry rugs and safety carpet runners
7. Remove tree and planter from parking lot, pave area
8. Continue removing dead trees from property (ongoing project)
9. Begin phasing out incandescent and florescent lighting, replacing with LED
10. Revise storage for yoga equipment, allow for "airing out" of used and cleaned items

Summary

With an alcohol and opiate epidemic that is growing, we at Parkdale Center are personally dedicated to finding innovative ways to serve our patients and their families better. Specifically, Parkdale Center's focus on two key areas: First, investing in clinical care and practices that will enhance patient treatments such as the introduction to EMDR and social integration, and secondly, taking advantage of new technologies that will improve our ability to provide patient care. We are already introducing new technologies, and have been a leader since 2016 with an integrated electronic medical record (EMR) system and now CARF reporting data generated directly from the EMR assures both validity and reliability in our reporting capabilities. Improved technologies and robust data will lead to more positive outcomes for our clients. As the CEO and on behalf of my leadership team, I want to thank our dedicated employees for a successful 2019 and for their contributions to Parkdale Center's growth and success in 2020 and beyond.

Respectfully,



Rodrigo Garcia
CEO and President
Parkdale Center, LLC

