

Parkdale Center
2023 Annual Report



Providing a Remarkable
Recovery Experience

CONTENTS

1. Leadership Message
2. Current Research
3. Community Education
4. Quality Outcomes
5. Finance Report
6. Summary

The Future of Parkdale Center.

Our mission is to *Restore Hope and Rebuild Lives* 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 beliefs, 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 ensure optimal wellness of the mind, body, and spirit.

We are pleased to report that 2023 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 partnering with insurance companies and streamlining our billing process. With a new program director, we were able to strengthen our management team and drive towards improved operational efficiencies, 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

The increasing attention to addiction recovery in policy, practice, and research is indeed a positive development. Understanding the perspectives of key stakeholders, including individuals in recovery and their family members, is crucial for effective and comprehensive approaches.

Research and policy initiatives should strive to bridge the gap between these perspectives to ensure a holistic understanding of addiction and recovery. By incorporating the experiences and insights of individuals in recovery and their family members, policies and practices can become more responsive and supportive.

It's essential to foster open communication and collaboration among stakeholders to address the challenges associated with addiction recovery comprehensively. Additionally, gathering qualitative data through interviews, surveys, or focus groups can help capture diverse perspectives and inform evidence-based policies and interventions.

One study of interest was completed by Dekkers, De Ruyscher and Vanderplasschen (2020). They explored the insight into 9 focus groups focusing on what recovery means to the respondents, which were conducted in both in- and outpatient treatment settings. They concluded that different perspectives on recovery lead to a different pace and different expectations of important stakeholders including family members. Therefore, mutual understanding is essential to gain awareness and to better align mismatching perspectives. A supportive context can provide the needed support for both individuals in recovery and family members to go through their recovery process, while accompanied and supported by others who proceed at their speed.

Dekkers, A., De Ruyscher, C., & Vanderplasschen, W. (2020). Perspectives on addiction recovery: Focus groups with individuals in recovery and family members, *Addiction Research & Theory*, 28:6, 526-536, Doi: 10.1080/16066359.2020.1714037

Parkdale Center: An Answer to the Study

Parkdale Center's strength is a consistent family program and family involvement. This has shown that meaningful family engagement positively impacts those in recovery with improved outcomes across various domains. Family involvement in recovery processes has been part of the Parkdale programming since 2015. By collecting surveys post-family programming Parkdale Center could focus on the purpose and roles of family engagement across the programming domains (PHP-IOP and OP). Advancements in family programming influence family engagement strategies in education on recovery, and behavioral health systems. Participants of the Parkdale Family Program express a better understanding of the addict's thought process and a safe place to share emotions. Parkdale Center believes that creating a strong support network is fundamental for individuals in recovery from addiction. A supportive family environment can indeed serve as a crucial foundation for healing and growth. Open communication and understanding within the family play pivotal roles in establishing and maintaining this supportive atmosphere which leads to healing and mending of the broken pieces. Families can contribute significantly to an individual's recovery journey and help create a nurturing environment for long-term success. Each person's recovery is unique, so tailoring support to the individual's needs is essential. This is the capstone to our Mission which is, "Restoring Hope and Rebuilding Lives".

COMMUNITY OUTREACH AND EDUCATION

Conference Presentations

In 2023, Parkdale participated in many conferences through presentations across the nation. By reaching out Parkdale Center allows 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 the 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. These presentations represent the dedication and commitment that our CEO and COO have to the management of impaired providers and society as a whole.

2023 Conference Presentation

January 5 Dayton, OH. Alkermes. Expert Speaker. “Medically Assisted Treatment”.	March 23 WV Board of Nursing “Alternative to Discipline Programming Update and Report	May 23-24 Philadelphia, PA Alkermes. Expert Speaker. “Medically Assisted Treatment”.
January 12 Dayton, OH. Alkermes. Expert Speaker. “Medically Assisted Treatment”.	March 30 Akron, OH University of Akron, School of Anesthesia “Catch me if you Can, the impaired provider.”	May 31 Denver, Colorado University of Colorado Health System Diversion Prevention Programming
Jan 20-22 Dallas, Texas “Catch me if you Can, the impaired provider.”	April 12 Webinar Training Alkermes. Expert Speaker. “Medically Assisted Treatment”.	August 18 Seattle, WA Annual Congress Support the front, compassion fatigue.
Feb 24-26 Austin, TX ADCE for AANA Support the Front, self-care in health care.	April 16-17 Washington D.C.- AANA Mid-Year Assembly “Support the Front, self-care in health care.”	September 18 Chicago, IL IHFDA annual congress “Would you raise your hand? A discussion on diversion”
March 9 Chicago, IL National Council State Board of Nursing “Catch me if you Can, the impaired provider.”	May 15-16 Philadelphia, PA Alkermes. Expert Speaker. “Medically Assisted Treatment”.	October 30 Valparaiso University Valparaiso, Indiana “Catch me if you Can.”

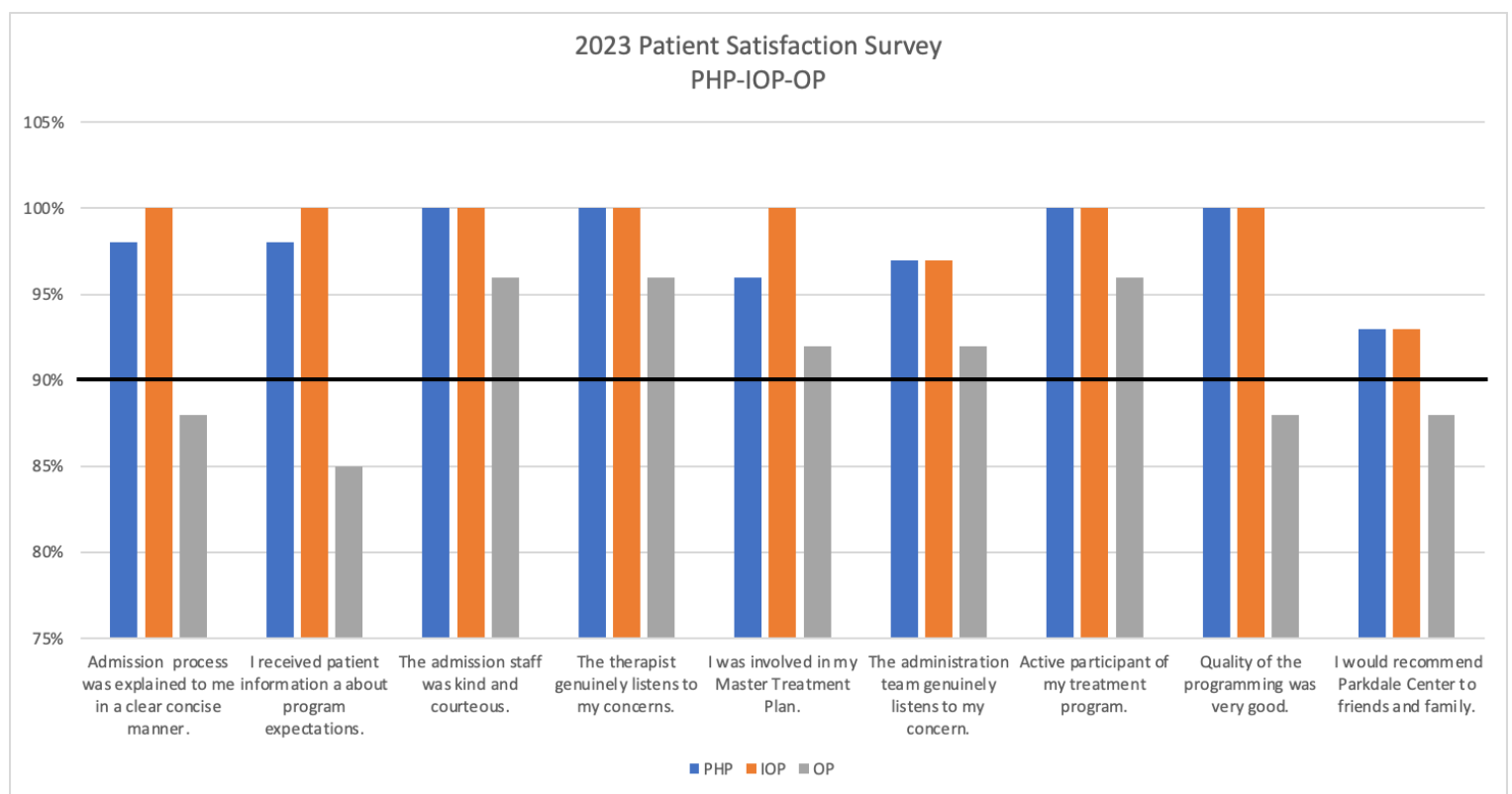
QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

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. Throughout 2023, the indicators are monitored, findings are analyzed, trends, and barriers are identified, and then actions are 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 2024 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 2024 Quality Plan.

The **2023 patient satisfaction survey** was completed electronically within the patient portal at the time of discharge. The one focused goal Parkdale Center worked on compared to the past years was communication on the admission process and patient expectations. The goal was to have < 90% scoring 3 (Agree) and 4 (Strongly Agreed).

In 2023, the communication question was standardized across all three programs. The questions state, *“The admission process was explained to me in a clear concise manner”* and *“I received patient information about the program expectations”*. For the first question, the PHP and IOP programs met the desired outcome of <90% with 98% and 100% of the clients agreeing that the admission process was clear and concise. Aftercare program (OP) clients rated agreed and strongly agreed at 88%, falling short of the outcome. The PHP and IOP programs exceeded the desired outcome for question number two with 98% of the PHP clients expressing that they received information about program expectations while 100% of the IOP patients also agreed. Aftercare program (OP) clients rated agreed and strongly agreed at 85%, falling short of the outcome. Lastly, Parkdale Center evaluates the overall quality of the programs and whether Parkdale clients would recommend Parkdale Center to friends and family. As in the past two years, (2021 and 2022) Parkdale Center has met and exceeded the 90% goal in PHP and IOP but the Aftercare (OP) programming falls short with 88% agreeing and strongly agreeing with the questions.



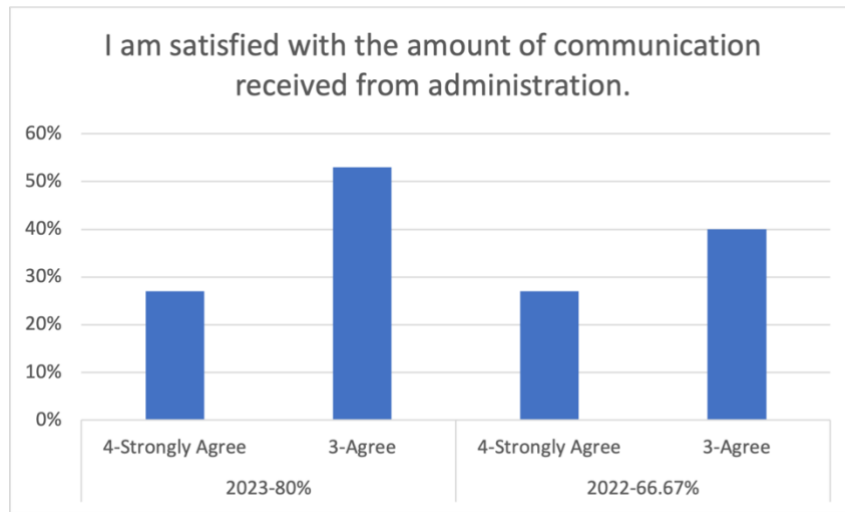
QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

2023 Overall Employee Engagement Survey Compared to Previous Survey

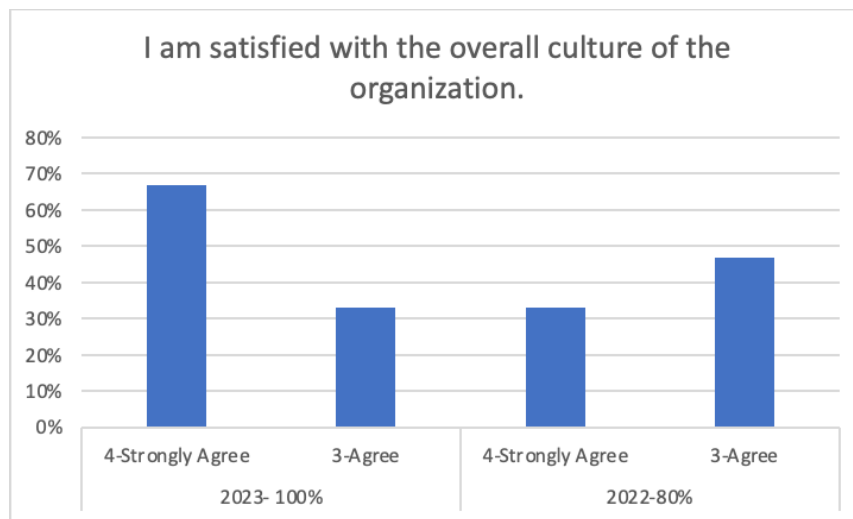
The employee engagement survey serves as a valuable tool for Parkdale Center to gauge the satisfaction and engagement levels of the workforce. The data collected enables leadership to make informed decisions, leading to a more positive and productive workplace.

In 2023, the goal was to improve on three survey questions. First *“I am satisfied with the amount of communication received from the administration”* and second *“I am satisfied with the overall culture of the organization”* and lastly, *“I feel the organization operates according to its Mission, Vision, and Values.”*

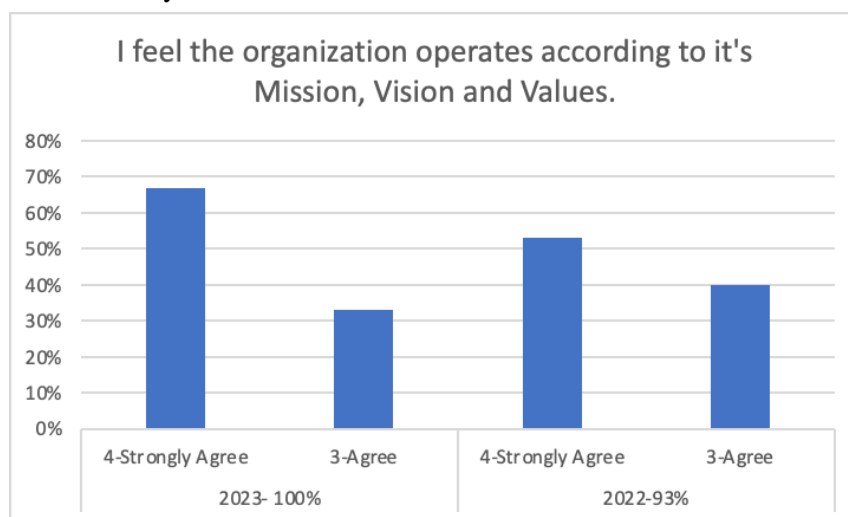
“I am satisfied with the amount of communication received from the administration” improved in 2023 compared to 2022. The goal is to be at 95% or higher and even though we did not meet the goal, the score rose from 66.67% to 80%. This question will be tracked and trended in 2024.



“I am satisfied with the overall culture of the organization.” This question improved in 2023 compared to 2022. The goal is to be at 95% or higher. This goal was met at 100% compared to 80% in 2022. This question will be tracked and trended in 2024 to ensure consistency in achievement.



“I feel the organization operates according to its Mission, Vision, and Values.” This question improved in 2023 compared to 2022. The goal is to be at 95% or higher. This goal was met at 100% compared to 80% in 2022. This question will be tracked and trended in 2024 to ensure consistency in achievement.



QUALITY OUTCOMES

Every year, Parkdale Center sends out an annual Sobriety Survey that helps determine which post-treatment modalities help in recovery and in living sober. In 2023, Parkdale Center measured the success of its community pathway by monitoring the participants in PHP, IOP, and OP. Surveys were sent out to 425 past persons served during the period 2022-2023. There was a total of 124 responses that were returned during the 2023 Sobriety Survey period, which represented a 29.17% response rate and outperformed the 2022 response rate of 23%. Below are the results representing the aforementioned periods.

- Sobriety for 30 days post-discharge was 97.58% (2022-98.86%).
- Sobriety 90 days post-discharge rose to 96.61% (2022-95.29%).
- For those who completed PHP and IOP, the six-month sobriety rate was 93.93% (2022-97.26%).
- For those who completed the PHP, IOP, and OP, the one-year sobriety rate was 86.84% (2022-91.07%).
- For those who completed PHP, IOP, and OP, the two-year sobriety rate was 83.87% (2022-92.30%).

The three key factors reported in maintaining sober living were social and community support, and affiliation with 12-step organizations such as AA and/or NA. Parkdale Center recognizes that support groups provide many benefits to maintaining recovery.

Of those who completed the survey:

- 81.45% attended AA and NA meetings compared to 75.28% in 2022.
- 70.97% participate in community support groups compared to 70.79% in 2022.
- 86.59% are back working in your field of choice compared to 65.17% in 2022.
- 97.56% of all who completed the survey feel that Parkdale Center contributed to the sobriety compared to 96.93% in 2022.

Human Resource Report

Parkdale remains committed to rewarding, recognizing, and competitively compensating employees. Attracting and retaining qualified talent is a challenge that continues to persist in the healthcare industry. Thanks to Parkdale's strong total compensation package compared to the local market and the addiction treatment industry, and a Leadership Team that proactively plans for staffing contingencies, Parkdale continues to responsibly navigate the industry-wide healthcare staffing challenges.

The Parkdale Leadership Team annually reviews pay ranges for each position and modifies, as appropriate, to ensure each position's compensation range remains competitive in the local market and industry. Pay ranges for each position are communicated to employees during annual performance reviews. In 2023 Parkdale Center Leadership awarded staff an aggregate total of approximately \$10,000 in bonuses, holiday, birthday, and achievement gifts.

In 2023, Parkdale continued to offer a 401(k)-retirement plan, group health insurance (including dental, vision, life, short-term & long-term disability), paid time off, and professional development reimbursement opportunities. Details of some of these benefits are described below.

- 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. In 2023, Parkdale made over \$12,000 of matching contributions to employee retirement plans.
- Parkdale, despite rising health insurance costs, continued to pay 50% of employee individual health insurance premiums.
- Parkdale continued providing flexible paid time off for personal, sick, or vacation use.

- Parkdale encouraged employees to participate in the company's Professional Development Expense Reimbursement program to help offset the employees' cost to maintain the education and training required to retain their professional certifications.
- As employer benefit packages become an increasingly important talent attraction and retention tool, the Parkdale Leadership Team remains committed to annually evaluating Parkdale's total benefits package and modify it as appropriate to stay competitive.

Vacancy:

On 12/31/23, for the fourth consecutive year, Parkdale's vacancy rate was 0%, meaning there were zero vacant positions for current needs. On 12/31/23 Parkdale was considering hiring additional staff based on anticipated growth in its one-on-one Counseling Division, however, such positions are not considered vacant because they are for future growth and not to address current needs.

Turnover:

As the Leadership Team anticipated, Parkdale's turnover rate decreased considerably from a company high of 55% in 2022 to 35% in 2023. While Parkdale's 2023 turnover rate is higher than previous years (~6% in 2021 and 2020, ~12% in 2019, and ~32% in 2018), the 2023 turnover rate remains on the lower end of the industry average of ~30% - ~60%. (The average turnover rate in the industry, according to a September 2022 article from the National Association of Addiction Treatment Providers^(a) and based on the best information available to Parkdale at the time, is estimated to be between 30% - 60%).

Looking ahead to 2024, Parkdale Leadership will emphasize the following priorities in HR:

1. Growing a strong, well-performing company-wide team with a turnover rate that consistently outperforms the addiction treatment center industry turnover rate.
2. Ongoing evaluation of when and how to expand clinical, administrative, and professional staffing.
3. Building a culture that emphasizes regular, transparent communication between staff and leadership.
4. Providing staff with professional development opportunities that pertain to their roles and responsibilities within the organization.
5. Recognizing staff through awarding an 'employee of the month' during staff meetings. (Employee of the month is selected by the Program Director from nominations submitted by employees).

Footnotes:

(a) <https://www.naatp.org/resources/blog/workforce-turnover-substance-use-disorder-organizations-why-it%E2%80%99s-happening-and-how>

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 continued its partnership 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 ensure 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 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.

In the fall of 2022, Parkdale Center switched over to a more robust EMR and partnered with Lightning Step. In 2023, Parkdale Center enhanced EMR interoperability by including a patient portal for ease of admissions, patient document signing, and patient discharge surveys. Lightning Step has improved clinical documentation due to its functionality and has robust leadership reports for quality improvement and quality assurance. Lightning Step is a comprehensive solution for Parkdale Center as it allows us to access the EMR, CRM, and RCM in a single, integrated platform.

Infrastructure Improvement Report

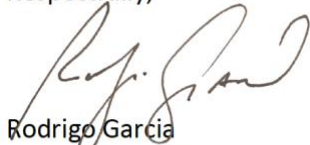
In 2023, Parkdale Center completed infrastructure improvements totaling over \$55,000 in capital expenses. These improvements are for all the persons served and employees. Several areas addressed safety improvements and others involved cosmetic improvements.

- Refresh and update offices. New ceiling, some walls, floors, fresh paint. (30K)
- New freezer and repurposed refrigerator for client's use. (1K)
- Repurposed "Room 2" from staff to new lodging for clients' use, two additional beds. Total remodel of room and bathroom. Allows clients more space during their stay. (5k)
- New computer for client's use. (0.8K)
- IOP meeting room retractable privacy wall allows reconfiguring of the space for differing needs. (4k)
- Contracted landscape company to provide and plant annual flowering plants in the gardens around Parkdale. (1.4K)
- Converted old conference room into director's new office. (3.5K)
- Provided new lockable cabinets for outside recovery support groups to store their meeting materials used when servicing our clients. (.4K)
- Cleared 28 dead and diseased trees from the north shore of Lake Chubby and removed all overgrowth. Removed all obstructions for springtime rehabilitation of that shoreline to beautify and allow recreational access. (14K)
- Removed dilapidated storage barn from the north shore of Lake Chubby, reasons stated above.
- Cleaned out former owner's debris and materials from 2 barns allowing building repairs and improved storage for facility maintenance equipment and supplies. (2.6K includes above barn removal)
- Upgraded A/V system components in Genesis meeting area to improve experience for lectures, discussions, video presentations, remote video meetings (Zoom, Bridge, Guest Speaker, etc.) (.5K)
- New roof on the main building. (25K)
- Update plumbing equipment to the new high-efficiency unit (ongoing process/planned upgrades) (6.2K)

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 is 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 second, 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 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 2023 and their contributions to Parkdale Center's growth and success in 2024 and beyond.

Respectfully,



Rodrigo Garcia
CEO and President
Parkdale Center, LLC