

The Center for Therapeutic Interventions

Business &

Annual Strategic Plan for 2023

Review of January -December 2022

Mission Vision Values & Beliefs

The mission of CTI is to assist each individual to reach his or her full potential with encouragement and empowerment and instilling hope of achieving improvement in all areas of life through a holistic strength-based model of behavioral health care.

Our values are guideposts that inspire us to:

- Uphold Integrity by maintaining the highest standards of care which encompasses honesty, ethics and doing the right things for the right reasons
- Strive for innovation and stretching our creativity by our willingness to explore innovative approaches to improve quality of life for all persons
- Seek to always provide superior services and committing to a level of excellence in the quality of care
- Ensure positive stewardship of our resources and assets and being dedicated to the communities we service.
- Promote respect and dignity for everyone we serve
- Make available a safe, sanitary, and humane environment that exudes a positive psychological atmosphere free from harm, abuse, or neglect
- Pledge to uphold an environment of empowerment and rights of informed choice for persons served
- Pursue continuous improvement in all areas of the organization.

Our Vision is to transform behavioral health care through a culture of caring, quality, safety, service, innovation, and excellence and be recognized as a wonderful place to work, a wonderful place to receive care and great asset to the community.

It is our belief that all people have innate strengths from which to draw in times of crisis or when problems arise, however many people will inevitably encounter concerns or difficulties in life that may require therapeutic intervention. Assistance and intervention from a professional may be beneficial or necessary by providing encouragement and empowerment to the person served to gain insight; thereby utilizing their own strengths to resolve their issues and achieve their fullest potential.

Capabilities of CTI-Demographics of Service Areas & Social Determinants of Health

Since 2005, CTI has provided comprehensive, outpatient services through a combination of behavioral health counseling, addiction medicine and ancillary services such as psychiatric medication management, and comprehensive wellness & health services are utilized and provided based on the individual person served and/or family needs. Attention is given to the persons' served ethnicity, spiritual beliefs, gender, and culture. Treatment is sensitive to each of these areas and the clinicians shall make every attempt to be respectful of the persons' served individuality.

Person served can expect that the services we provide are made available with the goal of increased overall functioning, reducing symptomology, and preventing added functional impairment. CTI seeks to understand the demographics of the areas we provide services and to consider the social determinants of health of those individuals and the impact of those factors on health and our healthcare services. CTI makes every effort to positively improve those conditions and reduce barriers of those we provide services to and in many ways assist in the reduction of stigma and discrimination of those with mental illness and addiction.

The Center for Therapeutic Interventions will ensure that sufficient funding and staffing are in place to provide the proper amount of care for the proper length of time, based on the needs of the persons served. CTI always encourages and seeks input from persons served and other stakeholders to provide us with their expectations.

Competitive Industry Environment

Although stigma still exists for seeking help for mental health or addiction issues, in the last several years utilizing behavioral health services are more widely accepted. CTI has continued to carry out the fundamental philosophy of comprehensive and holistic services. Particularly within the area of addictions, many changes have occurred in the substance abuse certification and licensure boards and the fast-growing trends in treatment and awareness of gambling and other related community problems. The current industry trend is toward the integration of primary care with behavioral healthcare. CTI has continued to achieve this goal by focusing on initiatives of wellness and attempts to assist promoting and encouraging overall health and well-being.

CTI seeks to stand out from the other counseling providers to offer comprehensive individualized personal services. CTI upholds the philosophy that persons served should be treated with compassion, dignity, and respect and not as a file or a file number or a diagnostic label. CTI also seeks to have low turnover rates and improve the retention of staff for consistency with persons served needs and their treatment. Since Covid, provision of service has changed, and the overarching theme of safety and infection prevention and control have dominated the industry and CTI has transitioned to supplying a sizable portion of telehealth services.

CCBHCs in the service area have created a financial threat as many are receiving value-based payments and significant financial opportunities that primary substance use disorder providers don't have. In addition to the MCD decrease in rates, these two combined issues have created financial threats.

Stakeholders & Community Partners

CTI seeks to have input from stakeholders and diversify community partners whenever possible. The leadership at CTI makes every effort to obtain information from multiple sources to actively listen to community members. CTI leadership participate in various advocacy organizations, community task forces, coalition groups, state profit, non-profit, and licensure boards to ensure that a

breadth and depth of information is acquired on assorted topics of the healthcare field. Relationships with external stakeholders are particularly important and are fostered in multiple arenas around the state. The expectations of stakeholders are CTI continuing to be a leader in innovative substance use disorder treatment in Northeast Oklahoma.

Regulatory & Legislative environments are closely watched. In addition, Janet Cizek the CEO is on the board of a statewide BH organization that advocates, educates, and is extremely involved in the state legislative processes. This work also includes putting forth legislative bills to increase access to care, reduce stigma, and improve healthcare practices. Janet Cizek is also a Board Member of the OAPCG, statewide problem gambling association and serves on the Oklahoma Healthcare Authority both the Behavioral Health Advisory Council and the Medical Advisory Council. In the fall of 2021, Janet Cizek was appointed by Governor Stitt to the Oklahoma Forensic Review Board, her 5-year appointment will begin January 2022. All the information gathered from these organizations is utilized in the strategic planning process and business decisions for current and future corporate practices at CTI. Information from the Analysis of Performance-CTI understands that funding is driven by outcomes and data that can support the performance of an organization. CTI conducts internal and external audits to increase on-going information regarding the performance of the organization. CTI is always gathering data from persons served, personnel, stakeholders, advisors, and professionals. CTI leadership reviews data on an on-going basis to determine threats and trends to ensure that the organization is as adaptable as can be in this changing industry.

Marketing Business opportunity

The Center for Therapeutic Interventions has proven contacts and networked with other agencies and referral sources. CTI's leadership team have collectively worked for various other agencies and with many other business individuals gaining knowledge for therapeutic means and management knowledge. Having both therapeutic skills and management experience provides for the best and most efficient behavioral healthcare services. Our holistic strengths-based and person-centered philosophy has proven to outweigh any disadvantages of being a mid-sized agency. CTI through its property company, CW Properties, purchased three buildings and is fully operationally conducting MAT services including methadone treatments at these new locations in Tulsa since 2015. CTI has quickly become a leading organization in Oklahoma on addiction treatment and is considered an expert in Opioid Addiction treatment. Medication Expansion in Oklahoma began July 1, 2021, and many Oklahomans have insurance for the first time in their adult lives. Although this change has had a positive effect on persons served, the Medicaid rate decreases in addition to a mandatory per service co-pay reduction of \$4 has created a significant reduction in funding since nearly 300 of our 1200 patients now have Medicaid Healthy Adult Program Medicaid services. Discussion has been had regarding the emergency exception ending which means close to 200,000 individuals will lose Medicaid coverage. This will create significant barriers to accessing treatment

Company strategy

CTI understands that marketing research is an important part of the business planning process and seeks to gain input from and provide information to potential consumers and other stakeholders, effectively and efficiency satisfy the needs of persons served and the community at large and in our ever-expanding efforts to meet the needs for behavioral healthcare in our communities. Currently CTI offers outreach presentations at various agencies, organizations, and other places of business to allow others in the community to gain an understanding of the kind of services we offer. As part of our on-going marketing plan, we seek to gain input from a variety of sources to better serve the community and our persons served. The input process seeks to have samples of individuals or groups complete surveys regarding the kinds of counseling services and or community needs which may need to be addressed and how CTI is doing in the process of meeting these various needs. This year CTI will market by completing more outreach presentations for mental health, substance abuse, and gambling to various doctors, schools, and other large market areas in need of counseling type services. CTI leadership believe that if individuals and families utilize our services, each will understand that we are compassionate, caring, and non-judgmental in the provision of healthcare services and they in-turn will refer others to obtain our services. In the last few years, CTI has sought to improve our marketing by utilizing more social media efforts and this has also greatly improved and expanded our clientele. Many healthcare and behavioral healthcare providers exist in Oklahoma and CTI stands out as a leader in addiction treatment because our leaders attend national trainings, follow new and innovative medical treatment trends and are willing to adapt and evolve to meet the needs of our community members.

Organizational Structure-Capabilities

CTI is currently owned and operated by a sole proprietor who has a variety of experience and tasks. CTI has a dedicated leadership team in place who direct and supervise staff, coordinate programs, and provide direct services to persons served. All clinical leaders are required to provide direct services to persons served as are the directors and coordinators. Dustin Bryan as the clinical director & MAT Program Coordinator, Tara Hurst as the Assistant Clinical Director & Bartlesville Site Supervisor, Katie Cizek as the CTI specialty Court programs supervisor oversee the clinical services at CTI. Layne Subera, D.O. is the medical director who manages and oversees the medical team. Dr. Subera has served on statewide task forces, medical review boards and is a practicing physician. CTI employs an entire multi-disciplinary team of medical, clinical, administrative and peer professionals to ensure the vast array of services and treatments are available to meet the needs of persons seeking services. CTI's leadership team has agency longevity, industry knowledge, and the passion & drive to meet the behavioral healthcare needs of the community in innovative and compassionate means. In 2018, CTI became a qualified HRSA Student loan repayment site. In addition, to the 8 previous

recipients, an additional 4 new employees have utilized the HRSA program to become nearly debt free personally. This tool has become an incredibly effective employee recruitment tool.

Financial Opportunities

CTI has a strong and long-standing partnership with many organizations and departments throughout the state, such as ODMHSAS, DHS, Specialty Court Programs, OAPCG, jails, etc. These partnerships have encouraged and fostered many organizations to be primary referral sources for CTI. Providing excellent healthcare services to individuals and working with referral sources to address their needs has made CTI remarkably successful. CTI has been the recipient of federal funding, state block grant funding and state funding since 2006 and has received increases in funding nearly every year. In January 2020, Medicare offered a new facility status to OTPs. CTI applied for the Medicare OTP status to receive bundled weekly payments for high-risk opioid dependent individuals. CTI has been a Medicare provider since 2015 and believes Medicare OTP status is attainable which will increase funding for this population. CTI has also been a Medicaid provider since 2006 and continues to provide services for individuals with Title 19 insurance. Although an organization can't mitigate all financial threats, CTI has a diversified it's funding sources and streams in an effort to be on a very steady financial foundation.

Accreditations & Certifications

CTI has been accredited by CARF for behavioral health programs since 2006 and the Opioid treatment program since 2017. CTI has also been certified by the Oklahoma Department of Mental Health & Substance Abuse Services since 2006 for behavioral health programs and 2015 for Opioid Program treatment. CTI also attained SAMHSA-CSAT certification in 2017 for our Opioid Treatment program. In 2020 and 2021, these programs were all be re-evaluated for reaccreditation/recertification for the 3-year cycles, the OTP is accredited by CARF until August 2023 and DMH until August 2024, and the CTI outpatient programs MH/SA adults and children's CARF is set to have a site review in February 2022, and the DMH state accreditation is valid until March 2024. CTI has a well-trained staff and considers staff development vital to the vision of the organization. CTI has employs staff trained in the following evidence-based programs: CRA, CBT, TF-CBT, Celebrating Families, Strengthening Families, SFP-0-3, Child Parent Psychotherapy, CPT, Dimension Tobacco Free, Dimensions Well Body, IPS Model, Matrix, Moral Recognition Therapy, Motivational Interviewing, Contingency Management, Seeking Safety, Thinking for Change, Beyond Trauma, EMDR, Medication Assisted Recovery and many others.

Technology

Technology trends continue to evolve in the healthcare industry. CTI has a technology plan in place which considers current literature and professional consensus in determining our current and future technology needs and also identifies the resources needed to advance our use of technology to support operations, provide effective service delivery and improve performance. CTI utilizes technology via our electronic health record and telehealth services. In March of 2020 with CARES Act Funds CTI was able to purchase 650 iPad to disburse to staff and patients to stay connect and provide services via technology. This use of technology has allowed for efficient operations for staff to work remotely when needed and to not cause a disruption in service delivery. Technology has also improved performance as some of the social determinants of health regarding transportation are no longer a factor. CTI will be looking into new electronic health record systems that allow for more medical friendly capabilities, allow patient portal access, and can send and receive PHI with greater ease. The other piece of technology that CTI will be looking for is an automated system to send appointment reminders and constant contact with updates. CTI will be seeking a new EHR and automated patient reminder system that can interface or are within the same system.

Analysis of Performance

In a value driven healthcare landscape, it is imperative that CTI be able to demonstrate to persons served, personnel and the community that the services we provide make a positive impact to individuals, families, and the community. Through the use, tracking and collection of data at intervals throughout treatment, CTI provides evidence of detailed improvement in persons' served lives using standardized measures. This aggregated data, extracted via our electronic health record in conjunction with the statewide PICIS portal utilizes numerous quality assurance indicators such as National Outcomes (NOMS), Washington Circle, and Oklahoma Performance Measures to evaluate persons served treatment progress, program targets & goals, and agency targets and goals in the overarching pursuit of improvement. From January 2022 to December 2022 CTI provided services to 2632 unique individuals between the ages of zero to seventy-seven, living in eighteen counties throughout Oklahoma. The demographic breakdown is 1079 males and 1553 females, 351 Native American, 16 Asian, 485 African American, 13 Pacific Islander and 1711 Caucasian, and additionally category of 203 individuals identified as Other-Bi-racial, in addition 226 were Latino. These individuals and their families through 143,890 unduplicated clinical, medical and program services and of these services. Value Base payments were implemented in July 2022 for providers to meet high quality standards of care and in meeting benchmarks, payments would be received. For both FY23 Quarter1 and 2 CTI received over 1.2 million dollars in bonus payments consistently performing better than all other comparable providers.

Through these services persons served achieved and maintained recovery by decreasing substance use, accessing recovery supports, increasing employment, decreasing arrests and recidivism, decreasing homelessness, decreasing tobacco usage, improving family functioning, and increasing family reunification. In addition, studies show that if an individual will initiate (a second service within 14 days of the first) and engage (two more services within 30 days of the second service) early in the treatment process the more likely that individual is to successfully complete treatment. In the last year, CTI had an overall score of initiation rate of 96.4% and a 93.3% rate of engagement throughout all individuals seeking treatment which is an improvement from last year and far exceeds the state average of other providers. The data also shows that individuals accessing CTI service have successful planned discharges from treatment at a rate that far exceeds the state average for other treatment providers by 27%.

Although not a great deal of the raw data seems to have changed from the previous year, 408 fewer clients were served for the 12-month period, however 5,675 more services were provided. \$165,859.02 less revenue was collected even though more services have been billed.