Greater Lakes 50th Anniversary Celebration & Fundraiser — a Huge Success!

In May, we held our 50th Anniversary Celebration and Fundraiser - an opportunity to see old friends, make new ones and be inspired by the stories of those we serve. And the event lived up to its name – it was a great celebration and raised $50,000 to support our PORCH program.

The PORCH program serves individuals with mental illness who have been homeless or have lived in institutions such as State Hospitals for an extended period of time. Attendees had the opportunity to see video clips of interviews with two inspiring women, both of whom have built lives of purpose and joy, something they didn’t think was possible until their involvement with the PORCH program. With nearly 200 attendees and an outstanding group of Corporate Sponsors (see list below), we exceeded our goal for this first-time fundraising event, enabling Greater Lakes to continue to help create more PORCH success stories.

But of course, the unmet needs of individuals with mental illness in our community continue to grow. So please mark your calendars for May 18, 2016, for our next annual celebration, which will support the new Lakewood COPS program. In this program, a Greater Lakes Mental Health Professional and a Lakewood Police Officer team up to help individuals with mental illness who come to the attention of law enforcement. We hope to see you there!

Corporate Sponsors for the Greater Lakes 50th Anniversary Celebration & Fundraiser

The Puyallup Tribe of Indians – $7500.00
Albers & Company – $5000.00
Franciscan Foundation – $5000.00
MultiCare Health Systems – $2500.00
Optum – $2500.00
KeyBank Foundation – $2500.00
genoa, a QoL healthcare company – $2000.00
Community Health Care – $1000.00
Heritage Bank – $1000.00
Moss Adams, LLP – $1000.00
Public mental health is subject to constantly changing priorities and funding. To be successful, providers must frequently shift service delivery and business models in response. This is the reason we added a sixth value to our Values Statements — “Be nimble and responsive in creating solutions.” Here are a few examples of nimble changes that we managed this year.

- Reductions in State funding for supported housing left us with insufficient resources to maintain Forest Lodge, a small house and 4-unit apartment building in south Tacoma. As a result, we have closed this supported housing complex and are in the process of selling the property. Every single client was successfully transferred to alternative housing, to minimize disruption to clients’ safety and security.

- For Adult Residential Treatment, which is still a State-covered service, payment rates have steadily decreased in the last decade. For years, Greater Lakes has operated Independence Inn, a small, homelike Residential Treatment facility in Spanaway. As this was no longer financially sustainable, we made the difficult decision to close this facility. In closing Independence Inn, every single client was successfully placed in either another residential treatment facility or a less intensive living arrangement. And we were able to transition most of the staff to jobs at other Greater Lakes locations, avoiding layoffs of 20 Staff.

- And there is good program news here as well! We plan to convert the Independence Inn building into an outpatient clinic, opening this spring! This much needed service location will be well utilized, because adults in the Spanaway area are currently underserved relative to the degree of need, due to the lack of current outpatient services in that distant part of Pierce County. Our experience with our new 72nd Street Clinic reminded us that mental health services must be available nearby in order to be truly accessible.

- Also on the plus side, we launched a valuable new service with the Lakewood Police Department, the “Lakewood COPS Program”, described on Page 2 of this report.

The new COPS program will be the focus of our 2016 Celebration and Fundraiser on May 18th. We hope you and your friends will join us to learn more about and support this worthwhile cause while enjoying a great meal and a fun evening. This event will be an opportunity to remember that while change is constant, we continue to experience wonderful opportunities to be of service to our community.

Steve Brockel, Board Chair

Every successful organization engages in effective planning. However, the new reality is that the pace of change is so fast that no one can make reasonable, concrete predictions about the future to permit setting specific goals and timelines for their organization. In considering this situation, our leadership concluded that the “old style” strategic plan, with a five year horizon, is no longer useful.

So we set about to create a “strategic direction” that was flexible yet provided clear guidance. This framework recognizes that our field is now so dynamic that broad guidelines are most appropriate.

We identified some strong trends, such as moving towards person-centered, integrated care for mental health and substance use disorders; followed next by integrating with physical healthcare. But there is little concrete information available about elements such as how the regulations will be crafted, specific practice models, or financing. The result is that the near future may offer some surprising turns.

We completed some elements of traditional strategic planning – seeking broad community, Board and staff input about our strengths, weaknesses, opportunities and threats. We analyzed information from local, State and Federal sources about the direction that mental health is going, and what roles we should strive for. The result was a set of directions for where we want to go and concepts that will help us get there:

1. Maintain flexibility and the ability to change directions effectively and efficiently when warranted.

2. Continue to move toward integration (mental health, chemical dependency and physical health care) in a deliberate, yet responsive manner, recognizing that significant system unknowns exist.

3. Ensure a trained, capable and sufficient workforce to meet the demands of the community and opportunities by funders.

4. Ensure that technology solutions are implemented in a timely process that is both rational and speedy.

5. Continue to be a provider of choice and be viewed positively by our clients, community, funders and regulators.

6. Maintain successful business practices and sufficient cash to weather difficult circumstances and to be able to take advantage of business opportunities that arise.

As always, it will be the details in each of these directions that are likely to pose the greatest challenges and we will continue to make adjustments going forward. But these six strategic directions sum up what we believe to be the core elements of success for Greater Lakes in this dynamic environment. Our most important priority continues to be that Greater Lakes Mental Healthcare stays relevant and effective in caring for those with mental illness and mental health challenges.

Terri Card, President & CEO
New “Lakewood COPS” Program – An Effective Collaboration

Law enforcement officers are occasionally called to help assist with individuals with mental illness. The challenge for law enforcement is that they are professionally trained police officers, not mental health professionals. The other challenge for law enforcement is that often these individuals cannot be left in the community in their current state, yet there are limited options for where they can go for help.

With funding from the Lakewood Police Department, the City of Lakewood now has an answer to these challenges – the Lakewood COPS program. In this program, a Lakewood Police Officer and a Licensed Mental Health Professional from Greater Lakes work together to respond to individuals who are experiencing a psychiatric crisis. This model is already showing incredible results because this team has the combined legal and psychiatric skills and resources necessary to assess and meet the challenges on the spot.

In addition to the City of Lakewood funds for the program, Greater Lakes applied for grant funds to help meet the emergency needs of the people they assist, such as a gift card for food, a safe night in a motel or some warm clothing. And when needed, this team can arrange for immediate access to an intake assessment for mental health services.

The Lakewood COPS Program is less than a year old, but it is already demonstrating that collaboration between law enforcement and mental health is a winning combination. So please mark your calendars for our Fundraising Celebration on May 18, 2016, when the Lakewood COPS Program will be the recipient of our fundraising efforts. Great work is being done, but there is so much more we can do with the support of our community!

“I always feel respected by my counselor. I can tell he really cares about me.”
— GLMH consumer

Service Volumes

This chart shows the number of persons served at Greater Lakes and the number of hours of service we provided to our clients.

<table>
<thead>
<tr>
<th>Program</th>
<th>2014 Hours</th>
<th>2013 Hours</th>
<th>2012 Hours</th>
<th>2014 Clients</th>
<th>2013 Clients</th>
<th>2012 Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Center</td>
<td>1,617</td>
<td>1,429</td>
<td>924</td>
<td>5,387</td>
<td>3,850</td>
<td>3,677</td>
</tr>
<tr>
<td>Child &amp; Family</td>
<td>23,775</td>
<td>21,733</td>
<td>18,661</td>
<td>2,801</td>
<td>2,192</td>
<td>1,814</td>
</tr>
<tr>
<td>GLCC(^1)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>72nd Street Clinic</td>
<td>5,536</td>
<td></td>
<td>744</td>
<td>671</td>
<td></td>
<td>1,573</td>
</tr>
<tr>
<td>Contracts(^2)</td>
<td>3,712</td>
<td>5,178</td>
<td></td>
<td>435</td>
<td>711</td>
<td>1,145</td>
</tr>
<tr>
<td>Adult Outpatient &amp; Therapy Services(^3)</td>
<td>74,623</td>
<td>69,200</td>
<td>58,547</td>
<td>8,952</td>
<td>6,672</td>
<td>4,780</td>
</tr>
<tr>
<td>Recovery Center LOS(^4)</td>
<td>21</td>
<td>23</td>
<td>20</td>
<td>248</td>
<td>230</td>
<td>262</td>
</tr>
<tr>
<td>Residential(^5)</td>
<td>1,519</td>
<td>1,427</td>
<td>1,313</td>
<td>224</td>
<td>210</td>
<td>213</td>
</tr>
<tr>
<td><strong>TOTAL CLIENT/HOURS</strong></td>
<td><strong>111,024</strong></td>
<td><strong>99,240</strong></td>
<td><strong>92,786</strong></td>
<td><strong>10,918</strong></td>
<td><strong>8,584</strong></td>
<td><strong>9,092</strong></td>
</tr>
</tbody>
</table>

1. Greater Lakes Counseling Center (GLCC) closed in 2012.
2. Contracts include Clover Park Schools, and CHC Ryan White.
3. Adult Outpatient Services and Therapy Services include the Community Reentry Program, Jail Transition Services, PATH, PORCH, SCORE, City of Lakewood Police and FFAC.
4. Recovery Center statistics are measured in Average Length of Stay (ALOS) in days, rather than number of service hours. The number of Recovery Center clients is included in the Total Clients: ALOS is not included in the total service hours.
5. Residential statistics reflect the number of clients who are served within a residential program, including: Independence Inn, Forest Lodge, Montgrove Manor, Seeley Lake Lodge and the HUD apartments. They also include the crisis beds at Seeley Lake Lodge. They do not include GLMH consumers residing at the Congregate Care Facilities (CCFs).

Financial Report

Income and Expenses for the Year Ending June 30, 2015

EXPENDITURES AND SURPLUS $21,109,470

Program Services 85.4%
Support and Management Services 12.9%
Fund-raising 0.2%
Increase in Net Assets 1.6%

REVENUES $21,109,470

Patient Service and Contract Revenue 12%
RSN and State Revenue 87%
Investment Income 0.1%
Contributions 0.7%
Greater Lakes has New Mission, Vision and Values Statements!

Over the past year, Greater Lakes Board and staff engaged with our community and clients to update our Mission, Vision and Values statements. It was an exciting process that involved 1) input from stakeholders, 2) analysis of our strengths, weaknesses, opportunities and threats, and 3) many hours of discussion about our identity and what matters most to everyone involved.

The result was a re-dedication to the Values that sustain and guide us and increased clarity around our Vision and Mission statements that guide our behavior.

Our new Vision statement creates the ideal that we strive for:

**Greater Lakes Mental Healthcare** — Empowering hope, relief and recovery

Our new Mission statement operationalizes our vision:

**Greater Lakes Mental Healthcare:**

- Empowers hope through compassion, engagement and connection with those we serve
- Empowers relief through effective evidence based practices that promote skills and resilience
- Empowers recovery by building upon strengths and supporting individuals in their goals.

Our Values statements create the foundation on which we operate. The first 5 remain unchanged. This year we added a 6th Value statement to reflect a crucial core competency in today’s changing healthcare world.

Our updated values list is now:

- Do the right things for the right reasons
- Provide great customer service with high-quality outcomes
- Communicate openly, honestly and respectfully
- Problem solve collaboratively with clients, staff and the community
- Promote healthy options for clients and staff
- Be nimble and responsive in creating solutions.

A huge “Thank You!” to our Board of Directors, Consumer Advisory Committee and Staff for their energy, tenacity and creativity throughout this process!

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**A Different Look**

We’ve taken another positive step in our commitment to “empowering hope, relief and recovery” at our Main Building — all Plexiglas barriers in our three Front Desk reception areas have been removed. These barriers were previously thought to be essential to protect staff in a mental health environment. However, new research shows that it doesn’t necessarily work that way. Studies and experience suggest that such barriers actually promote anger, feelings of distance and intimidation, as well as making it difficult for staff and clients to hear each other.

We have received positive feedback from clients who report feeling more welcomed and more accepted.

And our reception staff report feeling more connected to clients and more positive about the interactions. Plus it helps our lobbies look more open and spacious. Another great Win-Win!
Thank You to Our Generous Donors

Nancy Scott
Madelyn & Bob Smith
John & Marti Sutton
Linda A. Tatlock
Edward Taylor
David & Jean Tritenbach
Marsha J. Williams

MEMORIALS

In Memory of
Daniel Alpert
John & Chris West
In Memory of
Les Brodie
Nelda Brodie
In Memory of
Vic Cozzetto
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David & Jean Tritenbach
In Memory of
Lloyd & Margo Sass
Sylvia Sass
In Memory of
James (Jim) Smith
JoEthel Smith
HONORARIA

In Honor of Mary Bohn
Julie & Milt Hempel
In Honor of Terri Card
Donna A. Card
Bill & Bobby Street

Greater Lakes Mental Healthcare is proud to partner with Lakewood’s Promise in efforts to strengthen our community.
This is our goal.
Greater Lakes Mental Healthcare
Empowering Hope, Relief, & Recovery

This is what we do.
Greater Lakes Mental Healthcare
Empowers hope through compassion, engagement and connection with those we serve.
Empowers relief through effective evidence based practices that promote skills & resilience.
Empowers recovery by building upon strengths and supporting individuals in their goals.

This is how we do it.
Do the right things for the right reasons.
Provide great customer service with high quality outcomes.
Communicate openly, honestly, and respectfully.
Problem solve collaboratively with clients, staff, and the community.
Promote healthy options for clients and staff.
Be nimble and responsive in creating solutions.

Adopted July 23, 2015