



GREEN HILL

ANNUAL REPORT

A comprehensive look at the prior year for our valued stakeholders.

2019

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10-YEAR VISION

In 10 years, there will be a “Green Hill Model.” Other organizations will base their programming on what we have created, implemented, researched, and refined. We will be an undisputed leader in the field of young adult substance use disorder treatment, evidenced by the adoption of our curriculum which will have been validated through research.

MISSION

Green Hill empowers young adults with problematic substance use to build meaningful lives.

VALUES

Living Centered

Balance in life is achieved through self-awareness.
We are mindful.

Transparency

Vulnerable, honest interactions build trust.
We communicate with radical candor.

Accountability

High standards elevate performance.
We rise together.

Unity

Human connection fosters well-being.
We cultivate meaningful relationships.

Growth

Change is the only constant.
We improve daily.



Partner Letter

Dear Stakeholders,

2019 was an exciting year. Green Hill solidified its foundation while it pursued significant growth. We began the year as a profitable company that lacked a unified vision on where to go next. As we began exploring growth opportunities, it was clear that major changes needed to be made before we felt comfortable expanding. This was no ordinary facelift, a few new plants in the office weren't going to cut it; the company needed to make changes at its very core. Few companies have the ability to simultaneously fix their foundation while growing, but Green Hill is no ordinary company.

The goal of our annual report is to highlight how we were able to accomplish so much in 2019, through a series of intentional strategic decisions. Green Hill is out of the start-up phase and is quickly solidifying itself as a built-to-last company that has enterprise value and a strong national reputation within the industry. While we did not hit the financial projections we set for last year, we are excited to share an abundance of good news. Last year, Green Hill achieved a number of major milestones, providing the company a platform for sustainable future growth: (1) changed ownership structure, (2) launched a community-based intensive outpatient program, (3) hired key leaders, (4) overhauled the Green Hill “brand,” (5) implemented the Entrepreneurial Operating System (EOS), (6) updated the pricing model, (7) cultivated and diversified our referral sources, and (8) received accreditation from the Joint Commission. January 2020 was our best financial month to date, and we're excited to share the deliberate steps that were taken to make that possible.

Tripp Johnson
CEO, Partner

Jake Summers
CFO, Partner

2019 Achievements

It was one for the ages. A decade from now, we'll look back and be proud of always making decisions based on our values and vision, not next quarter's earnings.

Ownership Change

Owners' values and vision must be aligned for a company to flourish. A change in ownership structure was necessary for Green Hill to accomplish its strategic objectives in a values-based, mission-driven manner.

Changed Ownership

- ✓ Aligned values
- ✓ Shared vision
- ✓ Incredible work ethic

Added Key Leaders

- ✓ CFO & Partner: Jake Summers
- ✓ Admissions Director: Wendy Kimball
- ✓ Chief Clinical Officer: Brandon Robinson

Overhauled the Brand

- ✓ Culture & brand aligned
- ✓ Brand appeals to target demographic
- ✓ Updated website
- ✓ Updated marketing materials

Accredited by the Joint Commission

- ✓ Allows Green Hill to contract with insurance providers
- ✓ Differentiator to referral sources
- ✓ Demonstrates commitment to excellence

Launched Community Program

- ✓ Added new revenue stream
- ✓ Leveraged economies of scale
- ✓ Solidified presence in the Triangle

Updated the Pricing Model

- ✓ Adapted to insurance reimbursement changes
- ✓ Increased revenue predictability
- ✓ Built a scalable finance department

Implemented EOS

- ✓ Aligned behind a single vision
- ✓ Increased accountability throughout the company
- ✓ Built common operating language

Cultivated Referral Bases

- ✓ Built relationship with Red Oak
- ✓ Cultivated educational consultant /therapeutic consultant referral sources nationwide
- ✓ Solidified standing in the Triangle area

My co-founder and childhood friend, Ben, was pivotal in helping establish Green Hill. Over the course of the first year in operation, we realized that we were not suited to be partners in a healthcare company. While I am eternally grateful for his initial vision, for Green Hill to become the company it was intended to be, we needed to part ways. In late 2018 my longtime friend from West Point and fellow entrepreneur, Jake Summers, consulted with me on how to handle Ben's departure from Green Hill. Early in 2019, I purchased Ben's shares of the company and he headed to Wharton to pursue his MBA.

Throughout the process, it was clear that Jake and I shared the same values and had the same vision for Green Hill. We wanted to build a values-based, purpose-driven company, so we began discussing partnership. Jake became a partner and assumed the position of Chief Financial Officer -- the result of this transition, which will be discussed in detail later, has been nothing short of prodigious. Our decade long relationship is a fascinating one. Despite never being in the same location, our lives tracked a very similar path. Our peaks and valleys always seemed to coincide, and we always shared a similar set of values and a long-term orientation toward business and life generally. We wrote the following report as partners, to reflect on all we accomplished in one year. Taking the time to reflect left us each feeling proud and served to remind us why a change in ownership was a pivotal step in 2019.

Tripp Johnson

Community Outpatient Program Launched

Green Hill added an additional revenue stream while providing a much needed service to the local community. We are excited to be the Triangle's only gender and age specific treatment program for substance use disorder.

Background

Green Hill originally set out to become a nationally recognized transitional living program. The clinical services offered by Green Hill are licensed and operated as an Intensive Outpatient Program, which includes two levels of care: Intensive Outpatient (IOP) and Outpatient (OP). Typically, it takes programs years if not decades to gain national standing and to do so, the brand and reputation must be carefully cultivated and guarded. While Green Hill could have allowed individuals not living in our facility to participate in clinical services, doing so would have diluted the value of the therapeutic transitional living milieu.

After solidifying our transitional living program with a robust client schedule and proprietary clinical, academic, and career curriculum, we decided to open a separate community-based clinical program (CP). In layman's terms, a community program is comprised of similar daily clinical and coaching services we offered to our transitional living residents, but for individuals who live in the Triangle. Given the existing local demand for our unique clinical services, our existing relationships, and the economies of scale we were able to leverage, the community program got off to a quick start.

Community-Based Outpatient

A program that provides clinical services for individuals living in the community (not in Green Hill housing). Community programs are the best fit for individuals trying to add recovery into an existing work or school life.

Transitional Living

A program that provides clinical services integrated with non-clinical programming and a sober, supportive living environment. Transitional Living programs are the best fit for individuals who need the structure and daily routine combined with some distance from people, places, and things.

Demand/Need

People in the local area -- that did not want or need our residential living component -- have always sought outpatient treatment at Green Hill. Numerous agencies and treatment providers have tried to refer individuals into our (previously) nonexistent community program. We were constantly reminded that there was an unserved demand in our own city. Green Hill is now the Triangle's only age and gender specific treatment program for substance use disorders.

Geography/Strategic Relationships

While our transitional living program is based in Raleigh, most of our clients come from out of town / out of state. The community program is now able to serve the local population that is looking for part-time treatment. In addition to providing a much needed resource, the community program helps Green Hill grow its standing in the Triangle and leverages existing relationships, which cuts down on travel and marketing expenses.

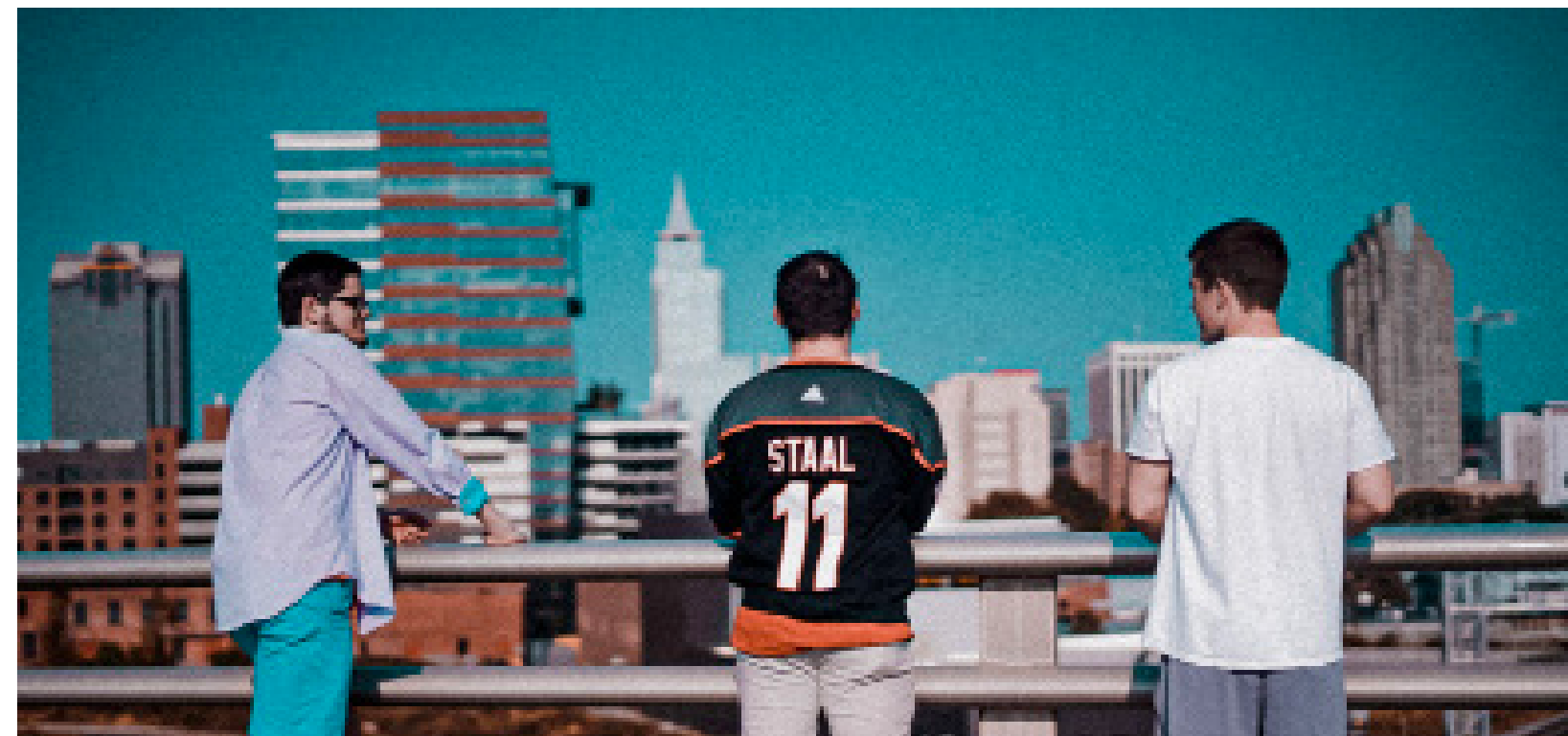
Economies of Scale

We launched the community program with little capital investment due to pre-existing infrastructure. We did not need new office space, major staffing increases, or any additional marketing staff. We added an additional revenue stream with a fractional increase in expenses.

Outbound Referrals

Transitional living programs operate primarily on downstream referrals. Our single largest source of referrals are inpatient and wilderness treatment programs. The community program allows clients to try a part-time treatment option before jumping into a 30-90 day inpatient program. If the client is unsuccessful in the community program, we have the opportunity to make a referral to an inpatient or wilderness treatment program, which makes the referral relationship a two-way street.

Community Program Timeline



Key Leadership Additions

Building and maintaining a strong leadership team is imperative for long-term, enterprise success. We now have a leadership team that has a myopic focus on aligning actions with values both individually and corporately for a shared vision of the future.

People are Green Hill's competitive advantage. Tripp's greatest asset as a leader has been his ability to develop a compelling vision for Green Hill and attract the kind of values-based and mission-driven individuals based on the vision. In 2019, Green Hill added three key leaders in positions that were previously nonexistent. Prior to Jake joining the team, the finance department was run by Tripp's previous partner and there was a constant tension between delivering short-term results and building enterprise value. When Jake came onboard, he re-shaped the finance department to ensure that it existed to support the mission of creating value for all of Green Hill's stakeholders -- partners, clients, and families. Prior to Wendy, Tripp served as the Admissions Director. Prior to Brandon, there was no community outpatient program. Both of these individuals left stable comfortable jobs to come to Green Hill's 'field of dreams.' Wendy brought new life, energy and consistency to the team and built our admissions department from scratch. Brandon brought invaluable experience in running a community outpatient program, and came here to help us start one from scratch. These hires, and the rest of the current leadership team, are the rare type of individuals who sacrifice for a greater goal.



Jake Summers
Chief Financial Officer

Jake is a passionate entrepreneur who helped to found and advise multiple start-up companies. Jake runs a contracting and real estate company in Philadelphia, co-founded a mango farming / export company in Cambodia, and serves as an advisor for a number of small businesses. He graduated with a Bachelors in Business Administration from Villanova University and became a Chartered Financial Analyst in 2016.



Wendy Kimball
Admissions Director

Wendy has spent her entire career working in the mental health and substance use field; with refugee communities in the District of Columbia, with recovering professionals across the country, in employee assistance programs, and with young adults in experiential and wilderness treatment. A North Carolina native, Wendy brings 20 years of both clinical and program development experience to the team. She graduated from Davidson College with a Bachelor of Arts in Psychology and received her Master's in Addiction Counseling from the College of William & Mary.



Brandon Robinson
Chief Clinical Officer

Brandon has been in the clinical field since 2001 and has provided clinical supervision for outpatient programs for the past ten years. Prior to joining Green Hill, Brandon served as the clinical director of a community based mental health program in Raleigh, where he provided clinical leadership to Wake County's nationally recognized Drug Treatment Court program. Brandon graduated from Western Michigan University with a Bachelor of Science in Psychology and received his Master's in Rehabilitation Studies from East Carolina University.



Brand Overhaul

A brand is much more than a logo or style guide. It's a company's identity. Great brands align the company's visual identity with its culture and values.

To say Green Hill was founded without an intentional brand, is an understatement. The name was grabbed from a street on a mountain, the logo was hopelessly outdated, and that was pretty much the extent of our brand. Tripp realized in his early marketing efforts that branding was so much more than a name, logo, or a website. In a successful business, brand and culture should be well defined and one in the same. In this industry, brand is everything. Your staff, office, and logo, should all tell a story of how you approach treatment. The only thing left at the end of the year was our name, which we even considered changing! We launched a new website and unveiled a new logo this year, that were built from the ground up to better tell our story. For example, in our initial branding meetings we kept saying how we were unique because we were located in downtown Raleigh, to which our marketing consultants responded, why is your logo a set of rolling hills, and your main website picture of a mountain? Highlighting a city setting is appealing to millennials, and we needed to capture that in our branding. This was an obvious thing that set us apart from other programs, but we actually told a conflicting story with our branding. We made this and many more intentional changes to our branding, which is all grounded in our values. Every little detail was done for a reason, and the brand and values are the drivers for all operational aspects of our business. Our new website is complemented by a wide array of new print materials that all tell a story of who we are, and why we do what we do.

7/1/2018	Tripp noticed that Green Hill needed to rebrand. "Your culture is your brand" -- we needed to fix the culture, our core before we could worry about the visual identity.
12/15/2018	Values Initiative v1: With largely a new team in place, Tripp gave the first annual State of Green Hill presentation which also announced the Company's values and vision.
6/3/2019	Identity redesign begins / Sam Cox begins consulting with Green Hill
8/15/2019	Updated logo and brand guide for Green Hill finalized
9/1/2019	Website redesign begins
11/15/2019	New website launched
1/15/2020	Blog feature added to website



GREEN HILL
 DISCOVER • EMPOWER • CONNECT



Identity Cohesion: Our logo is comprised of the three main elements (Compass, Oakleaf, and Lemniscate, which are three of the phases our clients complete during their time at Green Hill. Our new website, logo, and print materials were the culmination of an intentional, 18-month process.

EOS Implementation

We ‘installed’ a company-wide ‘operating system’ which keeps us aligned with our values and vision, while providing structure and accountability down to our weekly meetings.

One of the most difficult inflection points for small businesses and entrepreneurs is transforming from start-up to enterprise. Start-ups are very cerebral. Every decision can be contemplated by the entire leadership team and while most staff members have poorly defined and ever-changing roles, it works because all hands are on deck. To become an enterprise, the leadership team must set on a deliberate journey to ‘systemize the predictable, and humanize the exceptional.’ After reading Traction, Tripp realized that Green Hill’s operational status quo was unsustainable and decided that we needed to adopt a company-wide operations system; enter the Entrepreneurial Operating System (EOS). The EOS model breaks a business down into six key components: (1) People, (2) Vision, (3) Data, (4) Process, (5) Issues, and (6) Traction.

Co-Create & Communicate the Vision

We clearly defined that Green Hill is a values-based, purpose-driven company. While Tripp has always had a strategic plan, EOS implementation provided a venue for that to be shared, and bring the leadership team into the strategic planning process. Our vision building culminated with clearly defined goals for the next one, three, and ten years.

Implementation Process

9/15: Focus Day

Understand why companies ‘hit the ceiling.’
 Determine ‘Accountability Chart.’
 Set quarterly ‘Rocks.’
 Learn to conduct a weekly ‘Level 10’ meeting.
 Build a company ‘Scorecard.’

10/15: Vision Building 1

Define Green Hill’s core values.
 Set the Green Hill’s ‘Core Focus.’
 Develop a 10-year target (big, hairy, audacious goal).
 Define the marketing strategy.

12/15: Vision Building 2

Develop the 3-year picture.
 Develop the 1-year plan.
 Review Green Hill’s previous ‘Rocks.’
 Set next quarter’s ‘Rocks.’
 Discuss any long-term issues.



Boundaries and Accountability

The EOS Model leans heavily on Jim Collins’ “right people, right seats” paradigm popularized in *Good to Great*. The first task when implementing EOS is to develop an accountability chart. This is an organizational chart with the main functions of each position defined. When implementing EOS, the leadership team first defines the positions that the company needs (based on the core functions of a business: marketing and sales, operations, and finance), not pre-existing titles. For example, through this process, we decided to define marketing and sales (admissions for us) as two distinct roles; Tripp is responsible for marketing and Wendy is responsible for the admissions process, whereas Wendy had been held accountable for both in the past. There were a number of difficult conversations which ultimately led to significant breakthroughs. Our Clinical Director (Matt) went into the implementation on the same “level” or in charge of the Outpatient Director (Brandon); however, we confronted Matt’s relative inexperience as an administrator head on, which resulted in Brandon becoming the Chief Clinical Officer.

People

- ✓ ‘Right People, Right Seats’
- ✓ Shared Values
- ✓ Clearly defined responsibilities
- ✓ Accountability: only one person can ultimately be responsible for any core function

Vision

- ✓ Core Values
- ✓ 10-Year Vision (BHAG)
- ✓ 3-Year Vision
- ✓ 1-Year Plan & Targets
- ✓ Quarterly Objectives (Rocks)

Data

- ✓ Each department has a ‘score-card’ which identifies key metrics
- ✓ Metrics are measured weekly
- ✓ Unambiguous criteria for success and failure

Processes

- ✓ All core processes must be documented
- ✓ All team members must follow the core processes
- ✓ ‘Systemize the predictable, and humanize the exceptional.’

Issues

- ✓ Running ‘issues’ list that is the main focus of weekly leadership meetings
- ✓ Identify-Discuss-Solve methodology adopted for resolving ‘issues’
- ✓ No elephants in the room

Traction

- ✓ Major deliverables are quarterly projects, or ‘Rocks’
- ✓ System for weekly meetings: focus on issues and rocks
- ✓ Quarterly and annual offsites for strategic planning

Joint Commission Accreditation

Most organizations wait until they're mature before seeking third-party accreditation, not Green Hill. For us to achieve our vision, we must be comfortable with scrutiny. Growth is accelerated through feedback loops.

Green Hill was subjected to intense, thorough review by Joint Commission officials in November. The objectives of this survey are to evaluate the organization using standards concerning performance and care and to provide education on best practices that will help staff continually improve the organization's performance. These standards are developed in consultation with health care providers, measurement experts, and patients. They are informed by scientific literature and expert consensus to help health care organizations measure, assess, and improve performance. Receiving Joint Commission accreditation boosts Green Hill's reputation for quality care and attention to detail and is a requirement for gaining in-network contracts with major insurance providers. This may have been the most important thing we did in 2019. This rigorous accreditation is normally reserved for hospitals or larger medical organizations. The simple fact is, nobody does this for a sober living facility, at least not in the first few years. It instantly placed us above a majority of our competitors. The feedback we received on this from people within the industry was simply "wait, you did what.... How?". In ten years, this may be the thing we look back on that serves as the foundational piece for our long term goal to be a nationally recognized model for young adult behavioral healthcare. Nick Slovak, our Executive Director, gets a huge shoutout for this undertaking. It took months of hard, thankless, painful detail oriented work across the entire organization. We couldn't have accomplished this without Nick taking a strong lead.

Why Seek Accreditation?

- Prerequisite for contracting to be in-network with the major insurance providers
- Distinguish ourselves as an organization committed to upholding the most stringent of standards
- Key differentiator for referring professionals



The Joint Commission

An independent, not-for-profit organization, The Joint Commission is the nation's oldest and largest standards-setting and accrediting body in health care. To earn and maintain The Gold Seal of Approval® from The Joint Commission, an organization undergoes an on-site survey by a Joint Commission survey team at least every three years (Laboratories are surveyed every two years).

The Joint Commission is governed by a 21-member Board of Commissioners that includes physicians, administrators, nurses, employers, quality experts, a consumer advocate and educators. The Joint Commission employs approximately 1,000 people in its surveyor force, at its central office in Oakbrook Terrace, Illinois, and at an office in Washington, D.C.



Marketing: Referral Bases

Relationship building and strategic partnerships are invaluable in this industry. As a new program, it's difficult to gain the trust of the 'in-crowd' but 2019 was a major turning point for Green Hill. Bottom line: you sink or swim based on referrals.

In 2018, there was only one inpatient treatment center (Pavillon) that consistently referred to Green Hill. It's difficult to start a new program and without the knowledge or network gained through decades of experience, cultivating strong referral bases is an extreme uphill battle. Tripp learned a lot about the field in 2018, traveling to over 75 programs and attending over a dozen conferences nationwide. In 2019, Tripp weaponized what he learned.

Red Oak

Known as the premier inpatient treatment program in North Carolina for our demographic, Red Oak Recovery has always had the potential to refer multiple clients each month to Green Hill. Prior to the change in ownership, Red Oak refused to partner with / refer to us. In the last 45 days of 2019, we received three referrals from Red Oak, compared to zero in the previous two years. While the courting of Red Oak was a year-long process for Tripp and Wendy, we are excited to have developed a strong partnership -- we sponsored an event with them in January 2020 and we will be presenting at their nationally attended conference in May. In financial terms, the relationship with Red Oak cannot be overstated.

Additional Referral Bases

Green Hill has developed strong relationships with a number of educational consultants / referring professionals throughout the country while continuing to build relationships with inpatient treatment programs and wilderness treatment programs. Green Hill has successfully diversified its referral stream which accounts for the strength of our census at the start of 2020.



Educational Consultants

or therapeutic consultants, are professionals that help families navigate the mental and behavioral health landscape. They are responsible for providing program recommendations and helping ensure that families are receiving the best services possible. About one third of Green Hill's transitional living clients are referred by consultants.

Rehab/Primary Treatment:

Primary treatment is what you think of as 'rehab.' Programs that work with insurance dependent clients are typically 21-30 days whereas private pay programs are typically 45-90 days. About one third of Green Hill's transitional living clients, and one third of the community program clients, are referred by primary treatment providers.

Wilderness Treatment:

Wilderness therapy programs often offer a similar level of care to traditional rehab or primary treatment, however, they do so in an alternative setting that emphasizes adventure and the value of being outside. Most clients in wilderness programs were referred by consultants. About one fifth of Green Hill's transitional living clients attend wilderness treatment programs prior to joining Green Hill.

Updated Pricing Model

Our finance department was broken. Through a series of deliberate steps, we were able to overhaul our billing model and the structure and mission of the finance department.

Transitional living programs are expensive. Our competitors typically charge \$9,500 to \$12,500 per month during the first 3-4 months of care and \$7,000 to \$9,000 thereafter. Most programs charge a flat fee that is comprised of (1) clinical services and (2) resident fees, which go towards daily activities, coaching, gym memberships, trips, meals, etc. If a program chooses to bill insurance, it only helps cover costs associated with clinical services. To make matters more confusing, insurance reimbursement is largely a blackbox based on the insurance provider's assessment of the individual receiving treatment. So while we may argue that a client should be in the IOP level of care, the provider may only reimburse us at the OP level of care (a fraction of the revenue). Even if a family has the best insurance policy available, it's unlikely that it will cover half of the costs of transitional living. We began 2019 with a model that only collected money upfront for the non-clinical services and contracted with a billing company to collect reimbursements for clinical care. This worked because of certain outlier insurance plans (see sidebar).

It is no secret that families want to use insurance for treatment. We were faced with an extremely tough decision with declining reimbursements. Should Green Hill continue to bill insurance, or switch to a flat fee model? The predictable cash flows from a flat fee model would help us develop a more robust program and more comfortably hire the elite staff we wanted. However, unity is one our values, and we view our relationships with clients and parents as a financial partnership. We settled on a new model where we collect a flat fee for all services and bill insurance on behalf of clients. While Green Hill continues to pay for this billing service on behalf of clients, it is important for us to not let finances take clients out of treatment before they are ready.

The transition was quite difficult as we wound down one billing model, and ramped up another. But as of January 1st 2020, we are almost full, with all clients on the new billing model. This major financial change allowed us to remain mission driven, but protect the financial health of our company.

Insurance Outliers:

Our previous financial model relied heavily on Green Hill maintaining 2-3 clients whose insurance reimbursed at astronomically high rates. While the average insurance reimbursement for the IOP level of care is \$4,000, we had some insurance providers paying upwards of \$12,000. Similarly, the average reimbursement for the OP level of care is \$1,200 but we had some policies paying out upwards of \$4,000. These outlier plans disappeared in Q1 2019. And while we caught this macro shift early, it took us a few months to adjust our model.

Insurance Next Steps:

A major initiative for 2020 is contracting with insurance providers to go in-network. This will allow our services, particularly the community program, to be more accessible and it will provide us increased revenue predictability.

Community Program:

Our community program operates on a completely different financial model. While we do collect clinical costs upfront, this is a fraction of the transitional living fees, and depending on insurance plans, most may be covered once a client's patient responsibility has been met.

2020 Outlook

This year is focused on maturing as an organization and ensuring that our foundation as a clinically-driven treatment program is rock solid. In 2020, Green Hill will become the undisputed leader in outpatient treatment program for young men in the Triangle, and we will be known as the premier, academic and career oriented transitional living program in the country.

Insurance Contracts

- ✓ In-network contracts with BCBSNC, Aetna, & Cigna
- ✓ Increases access to services for potential clients
- ✓ Aids in revenue collection

Medical Providers

- ✓ Psychiatrist
- ✓ Primary care (nurse practitioner, physician's assistant, or family doctor)
- ✓ Fully integrated healthcare delivery model

Outcomes Measures

- ✓ Data collection from clients and families
- ✓ Green Hill is in 'permanent beta,' always improving our services

Office Expansion

- ✓ Lease expires in June
- ✓ Out of space currently
- ✓ No room to add revenue-generating team members (clinicians)
- ✓ Office space should be 'on-brand'

Housing Expansion

- ✓ Additional alumni / step-down housing is needed
- ✓ Phase-based housing for clients in transitional living
- ✓ Staffing economies of scale

Thought Leadership

- ✓ Leverage the existing experience and expertise of staff to gain national standing
- ✓ Develop specialty in content marketing
- ✓ Builds trust / on brand

Digital Marketing

- ✓ Low cost method for staying 'top of mind' with potential referents
- ✓ Method for becoming thought leaders within the industry
- ✓ Common sense in the digital era

Core Processes

- ✓ Increased scalability
- ✓ Decreased margin of human error
- ✓ Decreased decision fatigue

Staff Training Manuals

- ✓ Shorter on-boarding time
- ✓ Ability to delegate
- ✓ Cross training for all staff on core processes
- ✓ Green Hill Culture + Vision Training Curriculum

Insurance Contracts

We have already pursued a blue ocean strategy, integrating clinical services with academic and career advising, but when we contract with insurance providers to be in-network, we will be the only gender-specific, in-network intensive outpatient program in North Carolina.

There are a number of reasons to pursue in-network contracts with the major insurance providers: BCBS, Aetna, and Cigna. We have learned from the example of Red Oak and other premier (predominantly private-pay programs) that you can have in-network contracts and still have a private pay model. Green Hill is pursuing in-network contracts to: (1) increase the access to services, especially in regards to the community outpatient program; (2) mitigate risk by shifting the payment burden more to major insurance providers instead of individual families; (3) aligned with our vision -- to become a model of care we must be a scalable platform that works beyond the top 1% families; (4) long-term plan of integrating with universities through Eightfold Ventures.

Eightfold Ventures:

Green Hill is just the beginning for this partnership. In 2020, we plan to create a parent company (Eightfold Ventures) that will focus on large, long-term initiatives. We have made good headway with UNC-CH and we hope to contract with the university to create the first of its kind behavioral and mental health program.

Medical Providers

We have the opportunity to be trailblazers in the substance use disorder treatment field. Given our fractured healthcare system, most programs must rely heavily on outside medical providers; we will be a one-stop wellness shop for our clients.

Integrated Healthcare:

The systematic coordination of general and behavioral healthcare. Integrating mental health, substance abuse, and primary care services produces the best outcomes and proves the most effective approach to caring for people with multiple healthcare needs. - SAMHSA

Once Green Hill secures in-network contracts, we will bring a psychiatrist and a family care doctor or a nurse practitioner in-house to have a fully integrated system of care. This will make us one of, if not the only, program in North Carolina to have those services coupled with our existing clinical services. Everyone has struggled against the fractured healthcare system in the United States. Bringing together an interdisciplinary team is a priority to Green Hill and we believe that we will have the client results to prove its effectiveness.

Outcomes Measures

To be the best, we must have the results to prove it. Our industry has, for far too long, sought to obscure the results of treatment. We want to be part of the solution.

Substance use disorder is difficult to treat, but that is no excuse for skirting scrutiny. A major objective for our clinical team in 2020 is to codify all of the assessment and outcomes measures being used. We intend to partner with a Tier 1 research institution to provide oversight of surrounding clinical practices, implementation sciences, outcomes tracking, and data collection. This is a scary proposition, but we intend to be trailblazers for empiricism.

Office Expansion

The lease on our first office is set to expire in June 2020. This is great news, because for the last nine months we have played a game of extreme musical chairs trying to creatively use every inch of space we have.

We need more office space, and intend to use this next office as an opportunity to find office space that will allow us to grow further. We may also take a larger space and sublet to individual therapists or a small private practice. We are very excited about this opportunity to make our office a larger part of our brand and our identity. At the time this was written, we have leads on a few potential office locations, and this will allow us to add more revenue generating staff members. If the community program continues to grow, we will also start looking for space in Chapel Hill to set up a second location.

Housing Expansion

We beta-tested a housing expansion in 2019 and found initial success. In 2020, we plan to add 4-8 beds that will be considered ‘step-down’ housing -- a less structured environment for clients that have done well in the early phases of our program.

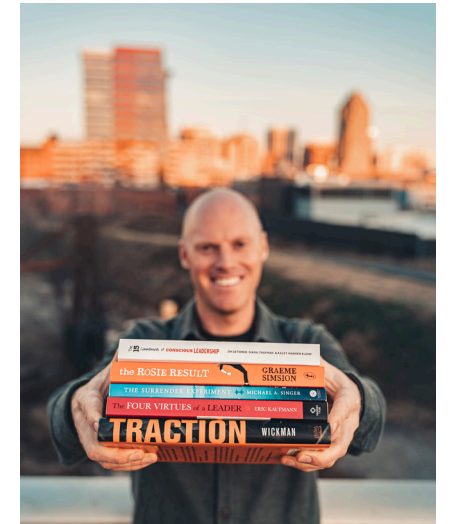
Since May 2019, we’ve leased a four bedroom house, that was available as a next stop for clients graduating from our program, mainly young men who were enrolled at NC State. The step-down house was a learning experience, which was supported and encouraged by parents. Long-term, we plan to have 20 beds for clients in the first few phases of our program and an additional 20 beds for the last phase and our alumni. Many top-tier programs operate on a similar model, segregating housing for different phases of the program, and that is what we’re moving towards.



Thought Leadership

We want our model of care to become nationally recognized. For that to happen, we’re going to need more than just research-backed results, we’re going to need to be known in the field as leaders and innovators.

Thought leadership is content marketing that allows us to tap into the talent, experience, and passion inside Green Hill. While we may not currently have cutting-edge researchers or an empirically validated program, we can start to cultivate a reputation as thought leaders in the field. In 2020, our clinical team is focused on providing education to local clinicians and families and nationally to treatment programs. We have begun work on presentations that marry evidenced-based research with implementation strategies. In addition to clinical thought leadership, Tripp has developed a personal blog that focuses on ‘conscious leadership,’ which will boost Green Hill’s standing throughout the country. In an industry rife with corruption, it’s important that Green Hill be a beacon of hope.



Digital Marketing

Our marketing efforts have mainly consisted of throwing things at the wall and seeing what sticks, and we’ve managed to be successful. In 2020, we’re going to be more deliberate and integrate digital marketing into our efforts.

Our census is the single driver of our financial health. While building and maintaining strategic partnerships will always be the core focus of our marketing efforts, we believe that through an intentional digital marketing strategy (email, social media, blog, etc.), the admissions pipeline should remain full and thus our census will not fluctuate wildly. A strong digital marketing effort will allow us to reach a new audience and provide a cost effective method of staying “top of mind” with existing relationships.

Blog / Website / SEO:

Our new website has been extremely helpful to our sales/admissions process. We want to drive traffic to our website by developing thoughtful content and pursuing an SEO strategy. We will pursue of strategy that focuses on content marketing, specifically developing a reputation as thought leaders.

Email Lists:

For both the transitional living and the community program, we need to be ‘top-of-mind’ for potential referents. We will be sending monthly, targeted emails to various segmented lists of potential referents.

Social Media :

We receive a lot of positive feedback about the pictures we share on our social media profiles. However, there is no deliberate strategy that nests with our larger marketing aims. In 2020, we will build and deploy organic content and pursue specific goals on our social channels.

Core Processes

Decision fatigue impairs performance. For our staff to execute to the best of their abilities, we must systemize everything possible.

As a part of the EOS implementation, we have committed to documenting processes for the entire organization in an effort to 'systemize the predictable'. Many of our staff members were hired to create a position that did not exist previously in the company. Now that those roles and responsibilities have been shaped, and we have streamlined how the company functions, we will document all of Green Hill's core processes in 2020. This will help our organization run more smoothly, and aid us in scaling in the future. While it isn't sexy, documenting our processes is essential as we continue to grow and through that process, we also identify any issues and blindspots.

Marketing:

We have developed an admissions process that has greatly aided in our 'client conversion rate,' and now we need to go upstream and develop a marketing strategy that is effective and measurable.

Operations:

Our core operations consist of (1) admissions, (2) clinical services, (3) academic & career advising, (4) experiential activities, and (5) discharge.

Finance:

Navigating the finance department is akin to walking through a minefield. We must send out invoices, reconcile insurance payments, and navigate difficult conversations with families.

Staff Training Manuals

Documenting our core processes is just the start. Training manuals are a necessary foundation to providing our staff with the skills necessary to be successful.

Now that we are hiring men and women into well defined positions, we need a formal process for turning them from outsiders to Green Hill team members. This is an important opportunity to show that our values, culture, and operations are scalable. It sounds simple, but having well written staff training handbooks is the best way to accomplish that. Once we have completed our core process documentation, we will translate those into our staff training manuals and ensure that all team members have the training necessary to be successful.



Wrap Up

To put it bluntly, 2019 was a wild ride. In putting together this document, we've realized that we accomplished a lot in one year, and also how much we learned along the way.

We give an annual 'State of Green Hill' presentation before our holiday party. This presentation serves as to review the year prior, share the vision for the year ahead, and inculcate our core values. The most amazing part of 2019 was that we actually became a values-based, purpose-driven organization. And we achieved the majority of the goals we set in 2018. We encountered a number of trying moments last year and navigated them successfully, always reminding ourselves to embrace our values and stick to our deliberate plans. We survived a bad stretch with client retention that impacted our financials in Q3, and we navigated unfamiliar terrain with client crises and staffing changes, but we never lost touch with our values or sight of our vision. We have assembled a team of exceptional people that will take the 10-year vision we have created and make it a reality. As we mentioned in the introduction, our main goals in 2019 were to both pursue growth and to make difficult, deliberate changes at the core of our organization. We hope that this report demonstrates that we accomplished our 2019 goals, and that we will provide more value (and profit) in the future.

How Can You Help?

Real Estate

We are looking for investors / partners and exploring creative ways to expand our facilities while minimizing our risk.

Finances

We have some interesting future projects in the works, and some will require additional capital. We want to seize opportunities in a thoughtful manner.

Insurance Contracting

We will be newbies when contracting with large companies, so that learning curve is likely to be expensive.





Green Hill | Raleigh, NC