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Annual  
Report  
2020

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In nine years, there will be a 'Green Hill Model'. Others will base their organizations on what we have created, implemented, researched, and refined. We will be an undisputed leader in healthcare, evidenced by the adoption of our values-based orientation to strategy, training, service provision, curriculum development, and continual improvement. Our model encapsulates an ever-evolving ecosystem that promotes human flourishing. In addition to client-centric outcomes measures, the 'Green Hill Model' also measures and evaluates the personal and professional growth of team members and quantifies the impact that we have in the broader community.

### 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.*



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# Partner Letter

Dear Stakeholders,

2020 was a year we'll never forget, for better or for worse. From navigating a global pandemic to contracting with insurance companies and expanding our real estate footprint, we were in perpetual motion. Last year's annual report focused on a laundry list of accomplishments that helped solidify Green Hill's foundation as a 'built to last' company.

This year we're trying something different. Our 2020 annual report takes a more philosophical approach, as we believe that entrepreneurship and in particular, social entrepreneurship, is the ultimate philosophical endeavor. We often refer to the 'Green Hill Model' as an ecosystem that promotes human flourishing and here we articulate what it means to be a values-based, mission-driven company through a new lens. Green Hill has always been a triple bottom line company (3BL) and this year we're going to CRISPR that into our DNA.

What follows will provide you with a glimpse into the thought processes and guiding principles behind our strategy. As we navigate the coming year, we turn to you to help us accomplish our goals and help us meet our 3BL mandate. We know we don't have all the answers and we're hoping that 'showing our work' will help you course correct us when we're off the mark.

The following document will be open source as we lean hard into our value of transparency. While we aren't perfect with respect to taking care of our people, our planet, or our profits, we're hoping that with your help we can. Let's make this world a better place together.

Tripp Johnson  
CEO, Partner

Jake Summers  
CFO, Partner

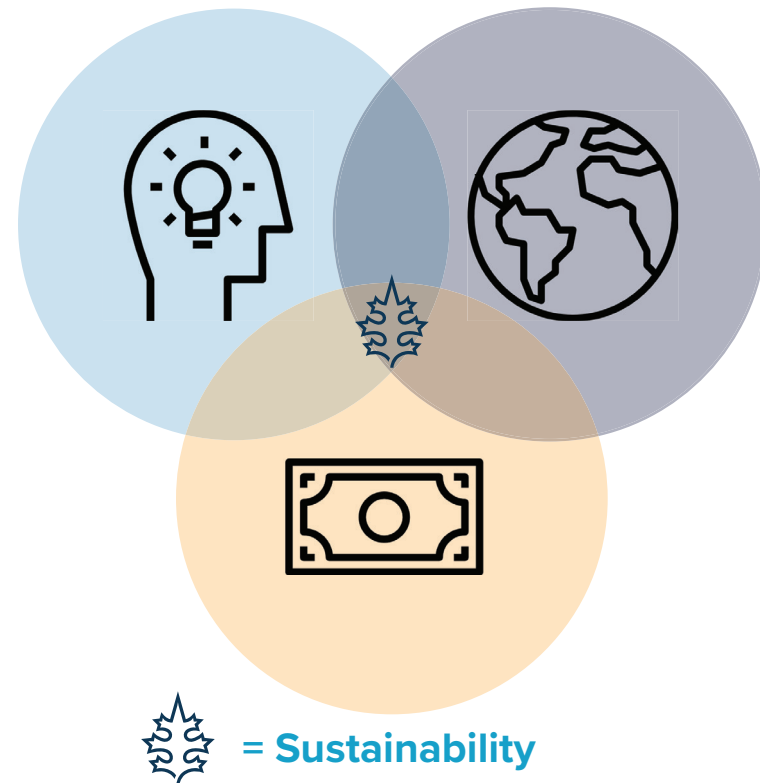


# 3BL: People, Planet, Profit

One of the most exciting aspects of being social entrepreneurs is the real life thrill of testing your philosophy. Let's not be naive. We're in the for-profit healthcare business and depending on your political inclinations, this may seem abhorrent. However, we choose not to define ourselves by a narrow field -- healthcare, mental health, substance use disorder treatment -- but rather by what we do. Green Hill is an ecosystem committed to empowering individuals to live with profound purpose.

When most people think of a business model, they're thinking about some combination of a pro forma and a balance sheet. While those are certainly foundational elements of running any successful organization, whether it's for-profit or not-for-profit, we all joined the helping professions because we're interested in more than collecting a paycheck. As an organization, Green Hill has always implicitly taken a triple bottom line approach -- focusing on impact beyond our bottom line; however, we lacked a cohesive framework that was widely understood. As the company has grown, we can no longer 'wing' our approach and we've found a framework that will assist us in our co-creative endeavor. Enter the Triple Bottom Line (3BL) approach. The triple bottom line approach gives us an objective framework through which we can more deliberately analyze our decisions and elicit buy-in for new opportunities, with our core mission in mind. Green Hill is more than a business, it's an ecosystem dedicated to the reduction of suffering and the empowerment of individuals. 3BL gives us an objective framework to build something special.

**People** In the marketing and admissions department, a frequent question arises: what sets Green Hill apart from other programs? The answer has always been straightforward: our people. The most important characteristic we look for in our team members, the traits that we encourage and hone, are (1) a desire for intellectual, personal, and professional growth; (2) adherence to a values-based ethical code that drives decision making, and (3) a steadfast, compassionate,



determination.

We believe that over time, growth-minded, ethically concerned, hard working people can move mountains -- and that's what we plan to do. So while our people have always been our "special sauce", embracing the triple bottom line framework means that we will look at our "people practices" through a more objective lens and increase transparency for our team and the world writ large.

- Financial Security & Pay Transparency
- Health, Wellness, & Safety
- Career Development
- Engagement & Satisfaction

## Planet: Community + Environment

Green Hill is a mission-driven company within a mission-driven, people-centric industry. Our work is dedicated to serving others so they may live more fulfilling lives. As part of that mission we see Green Hill as a citizen of the community and the environment. To that end we will be examining how our organization impacts the broader community (in the Triangle) and the environment. While it may seem unusual for us, as a mental health and substance abuse treatment center, to focus on our environmental and community impact, it shouldn't be. For us to live up to our values of transparency, unity, and accountability, we must take a hard look at Green Hill's relationship to the local civic landscape and environment.

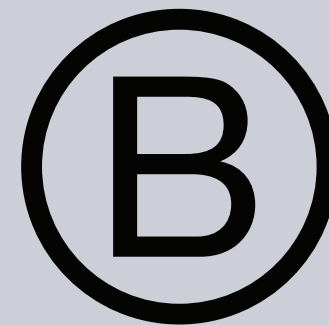
- Diversity, Equity, & Inclusion
- Civic Engagement & Giving
- Energy & Water Usage
- Trash, Recycling, & Waste

**Profit** We believe in the potential of capitalism, and in the notion of conscious capitalism. We are

a for-profit company and thus we need to make a profit to serve the community. While we could engage in a fun, mind-expanding conversation regarding corporate structure, tax incentives, and why our "for-profit healthcare" company is less susceptible to corruption than your "not-for-profit healthcare" company, that's not what we're here to do. We believe that our leadership is committed to our values and mission and thus, we're committed to making our financial goals and outcomes completely transparent. Profit has always ranked the lowest on our list of concerns but that has often caused unnecessary anxiety throughout the organization. Last year our annual report focused on how we successfully navigated a challenging financial landscape and this year we are looking ahead to codify our financial goals and what we'll do with the money.

- Economic Impact
- Financial Transparency & Co-Created Goals
- Data-Driven, Impact-Oriented Decision Making (think effective altruism)
- Distributions & Charitable Giving Targets
- Team Member Bonuses & Incentive Structure

## Certified



## Corporation®

"Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy."

In 2019 we received our Joint Commission Accreditation which we pursued because we wanted to ensure that we were following rigorous, third-party standards for healthcare delivery. While TJC accreditation does look at corporate governance, we don't believe it goes far enough into the underlying business model. We are actively pursuing our B-Corp certification which we anticipate will be completed in Q1 2021. B-Corp certification is one step in the direction of mainstreaming conscious capitalism and positioning Green Hill at the intersection of capitalism and altruism.



# People

We are in the helping profession, which means we are inherently stakeholder-oriented. The needs of our clients and their families are of paramount importance but that doesn't mean they are our only, or even the main concern. To ensure our clients have the best possible outcomes, we posit that focusing on our team is the primary concern. 2021 is the year we take it a step further and double down on the *our-people-first* approach.

To understand Green Hill's *our people first* approach, it's important to understand the underlying theory which is comprised of three main components: (1) structural isomorphism, (2) people as dynamic systems, and (3) kaizen & self-renewal.

**Isomorphism** is a similarity of the processes or structure of one organization to those of another, be it the result of imitation or independent development under similar constraints. At micro and macro levels, entities (individuals or organizations) mirror like entities. The general concept we're trying to apply is simple: provide the same level of engagement for each member of our team as we expect them to do towards our clients. If we pride ourselves on being a program that goes far beyond treating substance use and mental health concerns to helping people maximize their potential, then that needs to be true for each member of the team.

**Dynamic Systems Theory** states that the environment (available resources or affordances), task (goal), and individual constraints (past experience + genetics) themselves influence the output (our actions or behaviors). In simple terms, we are all shaped by a combination of factors that are constantly influencing each other. As an organization, it's important that we provide the best possible environment to facilitate learning and growth, as that will greatly impact how successful an individual is at meeting their goals. People are not static -- it's on us to provide the necessary training, resources, and mentorship to help each member of the team reach their full potential.

**Kaizen** is a Japanese word that translates into "change for the better" or "continuous improvement". Green Hill is an organization that is committed to isomorphic kaizen, which means that we expect each client, team member, and the organization as a whole to be committed to continual

improvement. While this spirit has always been captured in our value of 'growth', we want to more formally acknowledge our 'growth mindset' as a key component to who we are.

## Implications

We will focus on team member personal-professional development (PPD). PPD is the cornerstone of what Green Hill provides -- we believe that a life in recovery is a life of limitless opportunity, not a limitation. From the top down, we will all be engaged in a standardized PPD program that will focus on goal setting, mentorship, and learning. Green Hill's leadership team is committed to each team member's growth and we want to leverage the company to help you meet your goals.

This translates directly into the work we're doing with our clients. If they see each member of the team engaged in personal and professional growth, there will be implicit (positive) pressure from their environment to do the same, that's the structural isomorphism at work. Moreover, if you receive mentorship and opportunities to pursue the things that interest you, you're more likely to understand how to do the same for our clients. At the leadership level, we don't get to spend as much time as we'd like with our clients and our front-line team; however, this company-wide approach to PPD is how we turn Green Hill into an ecosystem of human flourishing.

Our people are extremely talented, hardworking, and share a set of values. Regardless of where our people sit on the organizational chart, they have the ability to impact strategic decisions. We want everyone to be empowered to make a positive impact and it's of the utmost importance that our team members see their work as rewarding.

## 3BL People Group

Green Hill will establish a working group that will meet monthly to focus on addressing the people within the Green Hill community, with a primary focus on our team members in 2021. The goal of this working group is simple, though not easy: make Green Hill the best place to work. To accomplish this, the People Group will analyze our current operational policies and procedures and then provide recommendations on how to improve our organization.

### Health, wellness, & safety

- How can Green Hill better encourage team member wellness?
- Do our benefits package line up with our values?
- What team-oriented activities should we add to our schedule?

### Mentoring & coaching DNA

- Are we receiving consistent mentorship and coaching?
- Do we provide holistic development opportunities?
- What general training should we add?
- How can the Company better support your personal goals?

### Career development & hiring

- How can the Company better provide job-specific training?
- Does Green Hill support non-job-specific broadening?
- What can the Company do to better prepare you for your next role?
- How can we better demonstrate our commitment to diversity, equity and inclusion?

### Engagement & satisfaction

- Are we living up to our core values?
- What team-wide events should we have?
- How can we improve the physical environments?



## Values Highlight: Growth

Change is the only constant.  
*We improve daily.*

Whether it's as a company or as individuals, we want to grow. When we initially conceived of our core values, "growth" was not included; however, as we looked at the team members who best exemplified the other values, it was obvious that they valued personal growth and that Green Hill was a piece of their development.

As we look to the future, it's clear that our organization needs to value growth from the top down. If we want a sustainable, high-impact company, we must all be committed to developing to our fullest potential. Optimal growth does not occur when we're in our comfort zone, nor does it occur when we're pushed far beyond our capabilities. At Green Hill, we're committed to providing mentorship, supervision, and coaching to serve our team in their personal journeys to their potential.





# Planet

Until recently, little thought has been given to how Green Hill affects the broader planet. We've always taken a holistic approach to the treatment of substance use disorder, so it only seems natural that we'd take a holistic approach to corporate stewardship. Just because we're in the healthcare field doesn't give us an excuse to overlook the environmental impact of our company. As such, in 2021, we're focused on minimizing our environmental impact and maximizing our service to the community.

Green Hill recognizes its responsibility to its local community and global environment. This year we are redoubling our efforts, on behalf of all our stakeholders, to (1) lower our environmental impact, (2) exemplify ideal corporate citizenship, and (3) build a culture of civic and community engagement.

## Green Hill becoming a "Green Company"

We believe that the local and global environment are key stakeholders in any business or organization. In particular, as helpers we are responsible for the stewardship of our environment which allows humans to enjoy the natural world. Recognizing the importance of sustainability, we are focused on making sure that Green Hill's activities and policies serve to advance these priorities.

## Stewards of our community

As a corporate citizen, Green Hill is an integral part

of our local community. To reflect that important component of our identity we believe that giving back to our community and actively participating in local initiatives is crucial. By emphasizing service and civic engagement we can enhance our internal culture and have a transformative impact on Raleigh and the Triangle. We also see our role in addressing social injustice by focusing on how we can partner with minority owned businesses.

## Inculcating interconnectedness

Green Hill has always been focused on how we can create value for our clients and help them reach their full potential. We know that once our clients and team members move on, they will become leaders in positions to create positive change. Our cultural values of environmental and civic responsibility will live on with these future leaders and have an enormous echo effect on their communities and on the global environment.

Executive Director, Nick Slovak, Member of Raleigh's Substance Abuse Commission



## 3BL Planet Group

Green Hill will establish a working group that will meet monthly to address how the Company affects the planet or more tangibly, how we affect the Research Triangle. Our organization is shaped by our community and it serves to shape the community. The Planet Group will provide the Company's leadership with a review of our current impact on the community and what we can do to be better citizens.

### Energy, water, trash, recycling, & waste

- How can we create less waste?
- What is our current environmental impact?
- Are there ways to reduce energy consumption?

### Civic engagement & charitable giving

- How can we encourage and track public service projects by our clients and team?
- What local initiatives can we partner with to advance our civic values?
- How can we contribute to addressing major issues facing our community?

### A network of leaders

- How can we instill stewardship in our clients and team members?
- How can we engage our alumni in social and environmental initiatives?
- How can we match our people's strengths with the needs of our community and environment?

## Values Highlight: Unity

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

At its core, any company or organization is simply a group of people that come together to achieve a common purpose. For an organization to reach its fullest potential, individuals must embrace the notion of interconnectedness, or our value of unity. We have seen time and time again that the best results happen when we are working collaboratively to achieve a common goal.

As an individual, it's natural to be concerned with our place in the world or the exact scope of our role within an organization but we must always keep in mind the purpose which brought us to the serving profession: the desire to help others.

In 2021, we're committed not only to our individual success, or the Company's success, but to understanding our role in the larger ecosystem. We will achieve the best results when we remain committed to seeing how interconnected we are: with each other, with the recovery community, and with the world at large.





# Profit

Green Hill is designated as a for-profit company, which we view as an important advantage in realizing our vision. While not-for-profits have an important role in our industry, we believe that our for-profit model is more sustainable, independent, and more flexible. In 2021, we are going to take unprecedented steps in making this a financially transparent, equitable, and impact-oriented company.

As a for-profit company, Green Hill is (1) directly attuned to the needs of our clients, (2) our services are sustained directly by the need of our stakeholders for them, and (3) our continued operation hinges on our ability to manage resources effectively and compensate our people appropriately. We have a compelling vision for our impact on the treatment field and the for-profit model provides the freedom we need to realize our full potential. To meet our financial responsibilities we are focused on the following areas: (1) financial transparency, (2) data-driven, impact-oriented decision making (think effective altruism), (3) team member bonuses & incentive structure, and (4) distributions & charitable giving targets.

## Financial transparency

We believe that our entire team, clients, and stakeholders are partners in making Green Hill successful. To underscore this point we will work to provide regular information on our finances. We believe we are creating a model for others to emulate. We will provide insight into our financial decisions, executive compensation, and revenue sources so that we can offer a template for transparency, accountability, and sustainability. Our motivation for this stems from our desire to have an impact on the healthcare system and to provide value to our stakeholders, which can't be achieved through opaque business practices. To build transparency into our cultural DNA we will build a new ethics regime into our employee policies and training.

## Conscious Capitalism

Green Hill's team of dedicated professionals entered this field because they wanted to make a positive impact on the world. We believe in the model of Effective Altruism, in which an emphasis is placed on results rather than just good intentions. Implementing measures to track client success will allow us to better channel resources to areas of need and to

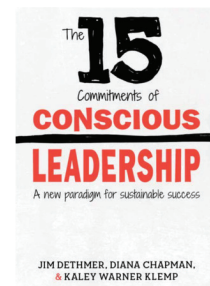
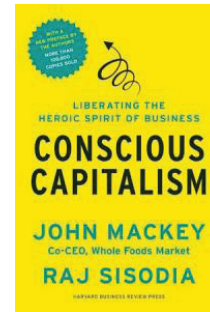
innovate models for better outcomes. We recognize we are a team of leaders and believe that financial decisions should be made with the input, and to the benefit of, all our stakeholders.

## Valuing our team

We value the contributions of our team. We believe many care providers are undervalued, which contributes to burn-out and less effective care to clients. Our conviction is that when we value our team members highly, they are able to be more energetic, innovative, and engaged when working with clients. We want our professionals to enjoy financial security and to feel valued for their significant contributions to the mental health and wellness of our clients. To put our values into practice we will implement transparent HR processes such as formalized pay scales, bonus structures, and benefits packages with the input of our team.

## Charitable giving targets

Our financial stakeholders include the wider community. We have a responsibility to share our financial success within Raleigh and the Triangle and to ensure our model is sustainable for all stakeholders. Businesses that extract profit at the expense of all else will not find the long term success or have the impact we envision for Green Hill and we must ensure that our economic footprint is a net positive. We also know that a culture of giving will live on in our alumni, shaping their lives and the wider world.



## 3BL Profit Group

Green Hill will establish a Profit Group that will meet monthly to analyze the economic impact of the Company and provide recommendations to the leadership team regarding how to make a bigger impact for our stakeholders and the community. The Profit Group is tasked with allocating financial resources in a transparent, equitable manner. The main areas of focus are listed below.

### Transparency

- How are we engaging our team in our financial decisions?
- How can we instill ethics as part of our cultural DNA?
- How can we make our revenue generation and costs more transparent?

### Conscious capitalism

- What does effective altruism mean in our business?
- How can we better track client success?
- How do we incentivise success and innovation?
- How can we bring the input of our team into financial decision making?

### Equitable compensation

- How can the Company expand to provide more opportunity for our team members?
- What can the Company do to have a larger impact on the community?
- Who can we use our infrastructure to better serve?

### Charitable giving

- How can Green Hill better support high-impact nonprofits through financial and in-kind donations?
- How can we build a culture of giving within Green Hill?
- What is our economic impact on our community?



## Values Highlight: Transparency

Vulnerable, honest interactions build trust.

*We communicate with radical candor.*

Financial disclosure epitomizes vulnerability. At different points in Green Hill's three-year history, the financials have painted drastically different pictures with the outlook often fluctuating from feast to famine from one month to the next. The ownership team has decided that increased financial transparency will make us a stronger, more durable company and unlock creative potential throughout the team.

- ✓ Trust: We believe that the Green Hill team will use financial information to better the Company and good months will not breed complacency while bad months breed panic.
- ✓ Co-Creation: We believe that good ideas can be found throughout the Company and making financial goals and outcomes public knowledge increase our ability to create value.
- ✓ Alignment: We believe that everyone on the team has (1) impeccable values, (2) strong intellect, and (3) tremendous work ethic. Ultimately we rely on profit to survive and the team should be given the opportunity to play a role.



# 2020 Company Wide Review



We set out in 2020 to mature as an organization and focus on solidifying our operational and cultural foundation as a team. We specifically planned key initiatives that both supported this goal and our 10 year vision. We are happy to say we have accomplished or made significant forward progress on the majority of our goals. We did this while having to pivot priorities countless times throughout the year in response to a pandemic. This was a heck of a year, and we are proud of our report card!

In last year's annual report, we highlighted the following nine key initiatives for 2020.

## Insurance Contracts

**Goal:** In-network contracts with BCBS of NC, Aetna, & Cigna  
**Result:** As of January 1st, we are fully in-network with Aetna and BCBS of NC. Many of our advisors told us this would be a painful process, and it certainly was (especially during a pandemic)! This was a significant accomplishment for our team. Cigna applications have been submitted and we hope to be in-network in the near future.  
**Grade:** A



## Medical

**Goal:** Fully integrated healthcare delivery model with psychiatry and primary care  
**Result:** Last year, we successfully started our sister medical practice Green Hill PLLC. This practice is owned by Dr. Sara Koenig and managed directly by Green Hill Recovery. Our clients have started to see Dr. K for both psychiatric and primary care, however there are still significant operational improvements to scale and optimize the medical side of our organization.  
**Grade:** B



## Outcomes Measures

**Goal:** Data collection from clients and families to holistically assess the efficacy of our program and make improvements.  
**Result:** We successfully added and began using a battery of outcomes measures through our electronic health records system, thanks to the hard work Cassidy Conway put in. While we could consider this proverbial box checked, we will focus this year on using the data to improve our programming and begin to look at long-term client outcomes.  
**Grade:** B-



## Office Expansion

**Goal:** Add additional 'on brand' office space to meet current and future needs  
**Result:** Our office expansion initiative went so well that it gets its own page in this annual report! We were lucky enough to find our forever home and successfully purchased and move in to a new office for Green Hill.  
**Grade:** A+

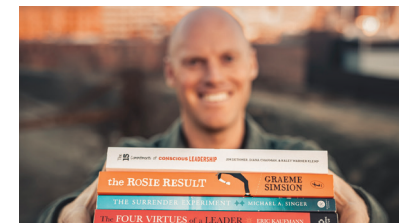


## Housing Expansion



**Goal:** Add additional alumni & step down housing.  
**Result:** We were never pressured by our census to increase our housing capacity, so this has remained an opportunistic initiative for us. We have engaged with a real estate group that is currently searching for off market opportunities for us that would add 8-10 beds, but the real estate market has been difficult to navigate this year.  
**Grade:** C+

## Thought Leadership



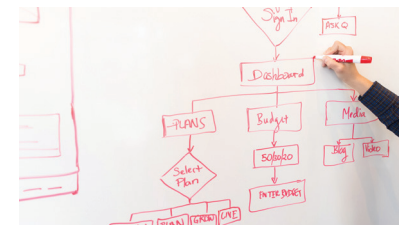
**Goal:** Gain national standing as thought leaders in SUD field  
**Result:** We did not become national thought leaders in this field in 2020. This was largely due to the cancellation of all major events because of the pandemic. However, we did emerge as thought leaders in a business sense. During the early days of COVID, our leadership team started to host business discussions with other program owners to help them successfully navigate a recessionary environment. Green Hill has emerged as a professional leader in the field as strategic decision makers and risk managers.  
**Grade:** C+

## Digital Marketing



**Goal:** Develop low cost digital strategy or staying top of mind and use digital as a platform for thought leadership initiatives.  
**Result:** Digital marketing became even more vital because of the lack of face to face & travel based outreach activities. By the end of 2020, we successfully hired a digital marketing director, started an SEO strategy, revitalized our blog & social media to provide better top of mind content, and launched a newsletter.  
**Grade:** A-

## Core Processes



**Goal:** Document all Green Hill core processes  
**Result:** This was a difficult initiative for us to complete this year, as we spent a significant amount of time and energy developing and documenting Infection control policies. We have documented a significant amount of our core processes, however this will be less of an initiative and more of an ongoing part of our continued growth. We have seen significant improvement in our employees navigating emergencies without involving senior leadership and increased process driven interactions between departments.  
**Grade:** C+

## Staff Training Manual



**Goal:** Create staff training manuals for all roles and develop Green Hill culture + vision training.  
**Result:** Job specific training manuals have been created for program staff and clinicians, and cross training between departments. Our new employee on-boarding process has been significantly improved. Tripp conducted culture + vision training with our entire staff and launched a new personal professional development curriculum for 2021.  
**Grade:** B+



# 6112 Saint Giles: Our new home



Searching for an office for almost a year is a necessary condition of having Tripp Johnson as your CEO. As we have continued to grow and expand, a new office has been a key priority for a long time. We knew from the beginning that we were ready to take a stab at finding a forever home and that space would be a pivotal part of our brand and company culture.

We knew a few things about our forever home: it couldn't look sterile, it had to be secluded but still in the city of Raleigh, and it had to have enough space for us to not only do our day to day work, but allow our clients to also work out of the office. In other words, we were looking for a unicorn and we found just that -- Saint Giles is more than an office, it is an environment of care.

## Vision: The Environment of Care

"You may think that you control most of your choices, but the truth is that a large portion of your actions every day are simply a response to the environment design around you." - James Clear, Atomic Habits

There's a reason you find candy bars conveniently located near the checkout: grocery store owners structure the environment to increase impulse purchases of high margin items, not to cater to your long-term health goals. It's hard to feel like you're living with profound purpose if you're working in a windowless office in the middle of a strip mall, which makes it all the more difficult to help clients feel empowered to live with purpose. When we began searching for new office space, we first considered what type of space would foster the growth and change that we're hoping to see. We loved the previous downtown Raleigh location, but it certainly wasn't enough space nor did we have dedicated parking -- if you want young men in early recovery to show up to clinical sessions, we suggest making it as easy as possible.

Our Saint Giles office felt like it was custom built for Green Hill. Each room has natural lighting, plenty of large conference areas/group rooms, twenty dedicated parking spaces, and thirteen private offices. This is a far cry from our humble beginnings at 723 W Johnson Street. While we still have a significant amount of upfitting to do, there is a clear, inspired vision behind the design of the environment. Our team and clients will spend a significant amount of time at our office and we are placing an emphasis on marrying form and function by intentionally designing the environment to promote human flourishing.

## Saint Giles Highlights

- ✓ 13 private, naturally lit offices
- ✓ 3 primary group rooms
- ✓ 1 large conference room
- ✓ Commercial bathrooms
- ✓ 20 parking spaces

**Meditation & Yoga Room** We took a huge first floor storage room and stripped it down and turned it into a yoga studio with hardwood floors. This was the first group room we customized, which shouldn't surprise anyone given our leadership team's emphasis on mindfulness.

**Client Lounge** The "lounge" is the primary room used for group therapy and when it's not in use, it's a great place for guys to hang out with each other, members of our team, and alumni -- in the post pandemic world. Our client lounge is designed to be a fun, communal space that fosters connection even if that's over a game of Madden or FIFA.

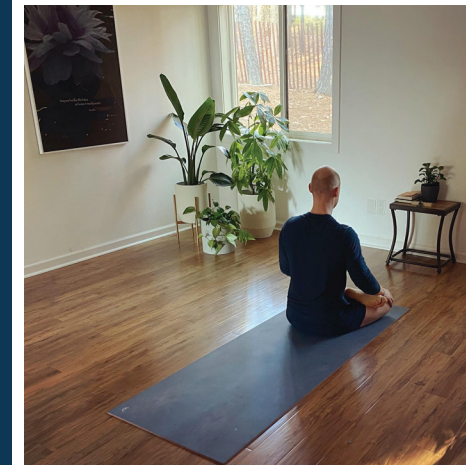
**Academic Hall** The previous occupants of our office building left a cubical farm which we originally planned

## & Specifications

- ✓ \$1.25mm purchase
- ✓ SBA / Providence Bank loans
- ✓ 5,832 square feet
- ✓ Easy access throughout Triangle

to remove and replace with modern open floor desks. After seeing our clients interact with the space, we realized that the cubicles provide the type of environment that mirrors a professional workplace or a college library, so we decided to leave them. We're going to turn this area into a combination of private and group workspaces but it's already a hit with our clients.

**Green Hill Studios** Our biggest wish list item for Saint Giles is a full recording studio. One of the major themes around mental health treatment is increasing awareness and decreasing stigmas. We want to make educational content production a major part of our goal to help the planet. GH Studios will also double as a teaching space for our residents who want to learn AV engineering.





# Community Outpatient

To say that the pandemic had an impact on our Outpatient program would be an understatement. How do you run a community-based program when the community is closed? While this presented a challenge on its own, it's important to highlight the fact that increased stress, uncertainty, and isolation only made mental health more prevalent in the height of the pandemic.

While we had aggressive expansion goals for 2020 in our Outpatient program, we spent the majority of our time and energy figuring out how to continue to help our clients and community in new and creative ways. While 2020 feels like a lost year in terms of financial performance and growth for our Outpatient program, it has set the stage for a more diverse product offering in the future and a better awareness of how to help our clients.

A community-based outpatient program is difficult to manage in the best of times and the pandemic made things endlessly more complex as we navigated client engagement on a virtual platform, the logistics of drug and alcohol screenings, and the new reality of distributed work. We've got a great team in place as we look forward to 2021.



**Cassidy Conway, LCMHC-A, LCAS-A**

Cassidy Conway is a primary therapist in Green Hill's community outpatient program. She has focused her career on counseling young adults and has extensive experience within substance abuse treatment. She graduated with a BS in both Psychology and Mental Health Counseling from Drexel University and earned her Master's degree in Counseling from UNC Charlotte where she worked as a graduate assistant in the school's Collegiate Recovery Community. Before joining Green Hill, Cassidy worked in an outpatient program focused on substance abuse within a population who experienced homelessness.



**Luis Marciano, LCMHC, LCAS-A**

Luis is a Primary Therapist in Green Hill's community outpatient program. He provides individual, family and group therapy services to his clients and is able to serve clients in Spanish. After earning his BA in Social Work in 2008, Luis worked with adolescents and families struggling with mental health issues and substance abuse. In 2016, Luis earned his Master of Science in Mental Health Counseling, with distinction. With nine years of clinical experience, Luis brings an effective evidence based approach to serving his clients.

## The Challenge: Global Pandemic

Covid-19 exacerbated long standing weaknesses in America's mental health and substance abuse landscape. It was already difficult to find age and gender specific treatment in most areas of the state and the pandemic made it nearly impossible.

Many programs went to fully virtual treatment programs with varying degrees of success. If you've never facilitated a 3-hour process group over Zoom, we assure you that it ain't easy. Green Hill's outpatient team has navigated a world of hybrid in-person and virtual treatment over the past nine months. One thing has become clear: telehealth is here to stay.

## The Opportunity: State-Wide Virtual

We believe that Green Hill can become North Carolina's go-to treatment provider for collegiate substance use disorder. Our fully virtual outpatient program will be marketed across the state with specific focus on colleges and universities. Green Hill will look to establish formal relationships with community colleges and universities throughout North Carolina in 2021.

- Collegiate-focused virtual treatment options
- Age and gender specific group offerings
- Academic and career focused coaching and curriculum
- Partnerships with colleges, universities, and corporations

## Specific Metrics for 2021

### People:

- 6 FTE
- Average census: 40
- Utilization: 60-70%
- Feedback informed treatment
- Fully-integrated medical services

### Planet:

- In-network: BCBS, Humana, Tri-Care, Aetna, Cigna, Optum
- Volunteer hours: 300
- Specific population programming (LGBTQ+, BIPOC)

### Profit:

- Revenue: \$600,000
- EBITDA: \$120,000
- Margin: 20%

## Looking at 2021

As we mentioned before, we had ambitious growth plans for our Outpatient program. We are excited to attack the next year with the mentality that we need to catch up. We believe in our program and the impact it can have on the community, and we owe it to our clients to expand our offering and foster deeper relationships in the Triangle. Our initial efforts in 2021 fall broadly into the three categories below.

### 1. Partnerships & Marketing

**Digital Marketing:** In this day and age, visibility on the internet is key. Our new digital marketing director Will Bernholz is spearheading an ambitious strategy to win the internet and be a resource to anyone in need of care in the Triangle.

**Partnerships:** Pursuing large partnerships with institutions like universities, churches, and group medical practices will be the foundation of our expanded relationship based marketing strategy.

### 2. New Lines of Service

**PHP:** Green Hill is a licensed Partial Hospitalization Program, and we will begin to offer this level of care for potential clients in 2021. This will give us more flexibility to be a clinical solution for more difficult cases and provide more acute clinical care in early recovery.

**Coaching & Case Management:** At the other end of the continuum care is ongoing support. We believe that a lifelong commitment to personal and professional growth is important. As such, clients will have the ability to engage with our team through group and individual coaching as their need for therapy diminishes.

### 3. Expanded Schedule

**Modular Outpatient Groups:** With significantly more space in our office, we will be now offering thematic outpatient groups on a daily basis. This will allow clients to choose specific groups that are more tailored to their individual needs.

**Evening Offerings:** To meet demand in the community, we have decided to offer an evening schedule for all group services. This will allow clients with full time jobs or school schedules to utilize our services.

**Full Virtual Option:** The pandemic taught us that being able to serve clients in a virtual setting is extremely important. It allows us to expand our geographic reach without utilizing capital and makes our program more accessible. This is a 3BL friendly development for our organization.



# Transitional Living

Green Hill's transitional living (TL) program came into its own in 2020. Clinical Director Matt O'Connor led the team with his compelling vision focused on client care, supervision, and relationship management. His leadership in enacting policies and programs will serve Green Hill's Transitional Living service for years to come. We are lucky to have the Transitional Living team that we have and Matt is the linchpin of this critical arm of our company.

## Growth-oriented curriculum launched

One of the crowning achievements was the completion and subsequent delivery of Green Hill's program curriculum which consists of over 200 pages of personal growth oriented modules for our residents to complete. In addition to the workbook, there are a host of slide decks, quizzes, activities and additional resources included in the curriculum. This was a multiyear project that came to fruition early in the year. Everyone played a key role in developing Green Hill's holistic curriculum but we'd be remiss if we didn't give Matt, Samantha, and Casey explicit kudos.

## Resident schedule & programming

The Covid-19 pandemic presented enormous challenges to our Transitional living program, but thanks to the efforts of our team we not only kept our clients safe, but made our program even better. In particular, Jay, Samantha, and Ryan worked tirelessly to ensure that our residents had the best transitional living experience possible. To support the robust curriculum, we also made a number of significant changes to the resident schedule to increase engagement. Our program facilitation team introduced regular afternoon activities on weekdays and major outings on Saturdays. We launched our staff and peer mentorship program to give each client an individualized advocate and guide through our program. Our longstanding tradition of Sunday night community dinners was formalized as an official activity.

## Family programming

The one and only, Emily Trapp LMFT, LCAS-A, also started a weekly family support call that was well-attended throughout the year. She's looking forward to working with Casey and Matt to launch a family curriculum that aligns nicely with the resident workbook -- stay tuned for more!

## Team growth

In 2020, we added a primary therapist (Casey Miller), a clinical case manager (Samantha Puckett), and three program facilitators (Ryan Jarrell, Joey Porchetta, and Troy Skisak -- our first alumni hire!). We're excited to have such talented, compassionate, and hard working folks join the Green Hill team!

## Navigating a Pandemic

### Safety

Our primary concern is always our residents' health and safety. To combat the spread of the coronavirus, we introduced rigorous quarantine and testing protocols. We continually monitored the public health situation and modified our policies and procedures regularly.

### Engagement

Just because we weren't as 'out-and-about' as normal, doesn't mean our residents weren't engaged. We began running client activities every day, installed an in-house gym, and introduced a formal mentorship program. We also started our "Passion Projects" where clients complete a service project for the Green Hill community.

### Communication

We're grateful for all the support we received from our families and the treatment community. We prioritized regular, candid conversation to keep all stakeholders apprised of changes by launching two newsletters.



## Looking at 2021

### Alumni program

Our clients have exceptional potential, and we want to help them reach it. We are launching a new coaching service to provide support and accountability as our clients move into independent living. Our new Alumni program will serve as a node for all our community members, past and present, to stay connected to our network of leaders. Our alumni's growth is a lifelong mission and we are excited to be able to walk with them through their journey.

### Additional housing

Our clients have exceptional potential, and we want to help them reach it. We are launching a new coaching service to provide support and accountability as our clients move into independent living. Our new Alumni program will serve as a node for all our community members, past and present, to stay connected to our network of leaders. Our alumni's growth is a lifelong mission and we are excited to be able to walk with them through their journey.

### Family program

We've always focused on the family system as an integral part of the individual's recovery process and in 2021, we're building out our offering for families. At the end of 2020, our TL clinical team finished the first family workbook and now they're turning their attention towards adding quarterly intensives and really shepherding families through a systems-based recovery process.

## Specific Metrics for 2021

### People:

- 18 FTE
- Average census: 22
- Feedback informed treatment
- Fully-integrated medical services

### Planet:

- Scholarship: \$200,000+
- Volunteer hours: 600

### Profit:

- Revenue: \$1.5mm
- EBITDA: \$400,000
- Margin: 27%



# Communications & Marketing

Green Hill's growth this year has been remarkable. This is thanks, in no small part, to our focus on marketing, admissions, and communication. When Green Hill began, Tripp and Wendy largely had to build our marketing by instinct and only when they had time. This year we brought on a professional team to systemize and optimize our marketing and admissions efforts.

Our marketing strategy this year focused on being top-of-mind for our partners as a premier young adult substance use and mental health treatment program. Our communications, publications, and outreach were aimed at this major goal. We expanded our referral network to include more top programs, hosted continuing education events to contribute to our industry and gain recognition as leaders in our field, and implemented a system of key performance metrics to track the efficacy of our marketing initiatives. We also leveraged public relations channels to disseminate important company announcements.

## Intuition to Metrics

Another area of evolution for Green Hill in 2020 was an increased focus on tracking key performance indicators (KPIs) across the organization and using that data for decision making. Nowhere was this more important than in our digital marketing and outreach efforts. We systemized our approach to measure, track, and report on performance of our website, email, search, and social media programs. We scaled marketing programs, and used an agile approach to make go/kill decisions based on performance. We also notably implemented a referral funnel tracking system which provides a quantifiable system for tracking our progress towards building relationships with referral sources.

- Website (usage, conversion, bounce rates)
- Search & Paid (keyword & relevance ranking, CPC & CAC)
- Email (growth, open, click, bounce rates)
- Social (growth, engagement, sponsorship ROI)
- Outreach Funnel (Prospecting > Awareness > Cultivating > Retaining)

In addition to tracking KPIs across from digital and relationship based marketing, our marketing and admissions department is placing a big emphasis in sharing information on a daily basis. We brought in a treatment marketing consultant, Jamie Vance, to assess our programs and one of the biggest takeaways was simple: know what your goals are and share the information every day. As we expand our marketing programs and tactics, we're committed to doing the fundamentals well, 100% of the time.

## Newsletter

In order to stay top-of-mind and to contribute to our field we launched a company newsletter. This regular update is circulated to over 600 leading professionals and helps build Green Hill's reputation as a dynamic and innovative transitional living service. We are proud of what we offer clients, and we want to share what we've learned.

## Blog

Our blog program built on the newsletter to provide an outlet for our team to share their experience and expertise. Our recurring topics also help to underscore our culture, team and partnerships. Notable recurring themes include our residents' Passion Projects, our Meet the Team installments, and our Meet our Partner Network posts.

## Looking at 2021

In 2021 we hope to leverage the marketing team we have assembled to build out an education-focused marketing strategy that matches Green Hill's standard of excellence. To kick off the year, we're focused on the four main initiatives below.

### Thought Leadership & Education

We are excited to continue to grow as thought leaders and to establish the "Green Hill Model" as not only a model for young adult substance use disorder treatment, but more broadly as an impact-oriented model that creates value for all stakeholders. As always, client care is our primary focus and thus our educational efforts will center on holistic clinical excellence.

### Business Development

To reach the widest number of people possible we will train our team on how to represent the Company and provide community members information about Green Hill's programs. Our national business development efforts which focused primarily on our Transitional Living program bore fruits in 2020 and now it's time to apply the same relationship-based, education-focused approach to the Triangle to grow the Community Outpatient program.

### Customer Relationship Software

We want our clients to have the best experience possible, from first contact through graduation. To standardize our marketing and admissions process and track our success, we will be utilizing Salesforce and Elixir software and building out our marketing training.

### Digital Marketing

In 2021 we hope to organically connect with clients through our online presence. We know we can help many young adults and their families and believe that our strong online platform will be able to reach more potential clients than our team members can personally.



**Marcus Shumate, LCMHC, LCAS**

As a veteran of the substance use treatment industry Marcus has cultivated close ties with inpatient treatment centers across the country. In his role he is able to partner Green Hill with inpatient centers to provide the best client care.



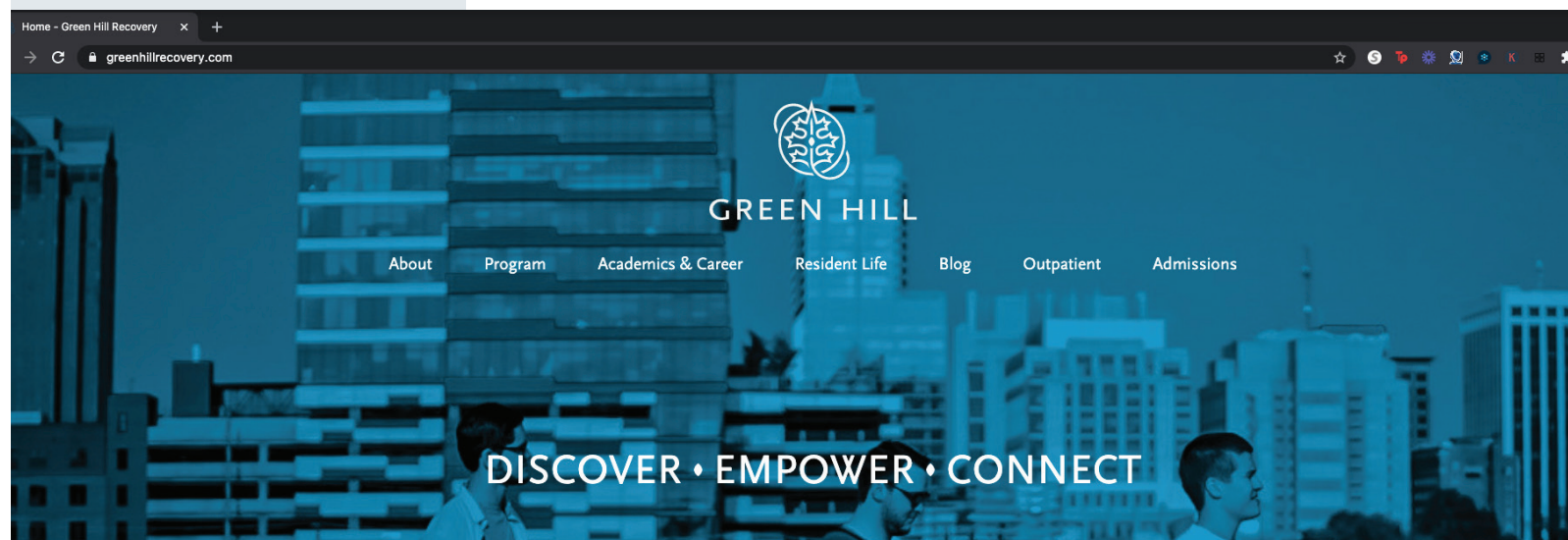
**Megan King**

As the admissions and outreach coordinator, Megan is often the first point of contact for new clients and parents and her efforts help smooth the transition into our program. Her work expands Green Hill's presence in the minds of our partners, clients, and families.



**Will Bernholz, MBA**

As the communications director, Will has planned and executed Green Hill's digital marketing strategy. He is a professional with over ten years of experience in marketing and brings a valuable perspective to the team.





# Finance

Every set of financials tell a story and here is ours. Green Hill is still firmly in the growth stage of organizational development. Despite ongoing economic uncertainty, we had an impressive growth year. Our top line revenue grew by 41% without launching any additional lines of service. We primarily operate a fixed cost business, so our increases in revenue directly translated to increases in both profit and margin. We utilized a significant portion of profit for the year to purchase our new home at Saint Giles.

Most privately held companies choose to keep financial information close to the chest, but not us. In the past we've done our best to shield team members from any financial concerns of the Company; however, in the spirit of our core value of transparency, we're taking a step in the opposite direction. We believe not only in the work we're doing and the integrity of our leadership but also in leveraging the expertise throughout Green Hill to co-create a better future.

### Covid-19 & Recession Planning

Despite working in an infinite number of fields, industries, or geographies, every young entrepreneur born roughly after 1985 has one thing in common,

we have never experienced a recession in our professional career. One of the biggest silver linings of the pandemic was our ability to navigate a recession. For a few months, we were able to see how we operated as business owners in the face of rising risk and uncertainty. Flexing that muscle is rare and valuable.

We're proud that not only were we able to weather the storm but we grew through the uncertainty, providing much needed services to the community and much needed stable employment to our team. Jake and Tripp were economics majors together and the recession planning began well before 2020, as we started the laborious process of contracting with insurance providers.

### Insurance contracting

2020 highlighted the need for affordable and accessible healthcare. When Green Hill was founded in 2017, we envisioned serving a wider client base than our then out-of-network status would allow. As a part of our 2020 initiatives, we contracted with several insurers who operate in North Carolina and nationally. Despite the change to our business model, we remain convinced that our impact is more equitable, accessible, and scalable now that we have contracted with insurers. While the impact of these contracts has not been significant for our business, we believe that this change will continue to allow us to reach more clients each year.

#### Insurance contracts increase:

- Access to healthcare
- Affordability of quality treatment
- Scalability for Green Hill
- Enterprise value

#### Insurance contracts decrease:

- Reimbursement rates for individual services

Our Executive Director Nick Slovak worked tirelessly to discover which insurance partners would be most relevant to our population. With support from everyone on the Green Hill team Nick was able to successfully complete the labor intensive and months long projects of becoming in-network with Aetna and BCBS of NC. With Cigna, Optum, and Humana also currently in process, we will continue to go in-network with more providers as our company continues to grow

**Q1 - Starting strong:** Our program was close to full in the beginning of the year. The pandemic had an immediate impact on admissions, but not a major loss in revenue.

**Q2 - Eye of the storm:** Pandemic causes admissions to lag, but expenses decline with lack of travel and activities.

**Q3 - Breaking through a plateau:** We had felt like we were at a plateau in our model Q1, and we wanted to spend our Q1 and Q2 earnings to break through to the next level of growth. We onboarded more strategic team members in marketing, invested in medical PLLC expansion.

**Q4 - Solidifying the foundation:** Purchased a 6000 sqft office, launched digital marketing department.

### CFO Corner

This was an interesting year from a strategic finance perspective, filled with a healthy dose of cognitive dissonance. As an ownership group, we have been very committed to reinvesting earnings and growing organically. Maintaining a disciplined growth mindset while also planning for an unexpected recessionary dip was an interesting journey in 2020. We were able to use our earnings to purchase an office, and spend on new team members that increased our ability to market and serve our clients. The toughest part about spending money to grow is that it feels like you are heading backwards when you look at the P&L. We were hitting 30% margins in Q1 and saw our margin dip because we invested in more space and people. Having a leader like Tripp who can clearly communicate a medium and long term vision of why that money is well spent is vital to growing in a comfortable way.

We have spent a significant amount of time and energy creating internal awareness around our finances. We work in a field that is pretty far away from more capitalist industries like finance or big tech where awareness of profit margins, funding rounds, and cash runway are top of mind. We have done an excellent job of threading the needle of putting our mission first while educating our team to take ownership of their role in the bottom line and realize the connection between profits and their ability to sustain and grow our mission. The more money we make, the more impact we can have.



	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Total
<b>Ordinary Income/Expense</b>					
<b>Income</b>					
Clinical Services	\$291,135	\$222,019	\$286,668	\$251,538	\$1,051,359
Program Fees	\$184,409	\$186,914	\$173,834	\$171,603	\$716,761
<b>Total Income</b>	<b>\$475,544</b>	<b>\$408,933</b>	<b>\$460,502</b>	<b>\$423,141</b>	<b>\$1,768,120</b>
<b>Expense</b>					
Payroll	\$197,062	\$200,149	\$239,630	\$274,129	\$910,971
Rent	\$41,204	\$36,600	\$37,472	\$46,143	\$161,419
Marketing	\$11,053	\$4,213	\$6,110	\$14,198	\$35,575
Client Activities	\$17,523	\$8,421	\$13,563	\$12,264	\$51,772
Billing	\$11,283	\$16,802	\$15,645	\$14,204	\$57,934
Other Expense	\$54,570	\$55,812	\$56,641	\$61,404	\$228,426
<b>Total Expense</b>	<b>\$332,695</b>	<b>\$321,998</b>	<b>\$369,062</b>	<b>\$422,342</b>	<b>\$1,446,097</b>
<b>EBITDA</b>	<b>\$136,887</b>	<b>\$79,745</b>	<b>\$85,970</b>	<b>\$799</b>	<b>\$303,401</b>
<b>EBITDA Margin</b>	<b>29%</b>	<b>20%</b>	<b>19%</b>	<b>0%</b>	<b>17%</b>





# 2021 Strategic Initiatives

Growth in context is going to be a major theme of 2021. In the past, our leadership team and owners have been very shy about financial goals and the desire to grow. Too many great therapeutic offerings become diluted as they scale and what were once socially conscious, idealistic members of a small organization quickly become jaded, paycheck collectors in a large bureaucracy. We want to grow to provide our team with more opportunities and because we believe that we are bringing a model that is needed into the world.

Before jumping into a laundry list of strategic initiatives that give off an overly corporate feel, we're going to take a minute to address the most important thing: the essence of Green Hill. Too often we get busy trying to "get better" as an organization and not enough time "being" who we are. As we kick off the new year, we want everyone to question, "What really matters?"

Strategic initiatives are designed to help us improve and grow as an organization but the ques-

tions remain, what are we improving and why are we growing? Simply put, we are developing the "Green Hill Model". This model extends beyond our clinical philosophy and program offerings and into the realm of organizational psychology. We want this Company to be a sustainable, self-renewing organization that quantifiably improves the lives of our stakeholders. For this to happen, Green Hill must address the economic realities of running a business. This isn't what fills our proverbial cups, but it's important to share.

Financial Forecasting Snapshot

	2019	2020	YoY Change	2021	YoY Change
<b>Revenue</b>	\$1.2mm	\$1.7mm	+41%	\$2.7mm	+50%
<b>Profit</b>	\$110k	\$320k	+177%	\$600k	+87%
<b>Profit Margin</b>	10%	18%	+80%	22%	+22%
<b>Real Estate</b>	1	2	+100%	3	+50%
<b>Team (FTE)</b>	17	23	+35%	30	+43%

As a leadership team, we haven't stressed financial goals the past couple years. We understand that it takes time to build a service-oriented organization but there are economic realities. For our team to have the opportunity for raises, internal promotions, and additional training, we have to make a sizable profit. In an effort to embrace our core value of transparency, we are sharing our financial goals in the hope that you can (1) understand the broader context of running an organization and (2) help us meet our goals so that we can have a larger impact on the community.

Making \$600k in profit may sound like a lot but let's walk through what happened with our \$320k profit from 2020. First, we have to set aside approximately \$80k for taxes, and then we purchased an office building that required nearly \$200k in down payment, which leaves us with about \$40k. As an ownership team, we've prioritized full-time employment (versus contractors) and we have yet to have layoffs even when our census dips -- that's only possible if we have cash reserves.

In 2021, our leadership team will take more responsibility for our profits and losses which will empower them to make informed decisions that are aligned with our long-term goals. We look forward to walking this path of transparency with you.

Our initiatives are all geared towards our 3BL objectives: providing value to our stakeholders (people), being an exemplary corporate entity in the Triangle (planet), and meeting our financial goals that will sustain continued growth and improvement (profit). Here's what we have in store for 2021.

## Personal-Professional Development in our DNA

Green Hill's approach to human flourishing requires us to look beyond merely stopping substance abuse. We believe that only a life of constant growth, development, and iteration is truly worth living. To reflect this core principle we will imprint a culture of growth and giving, not only within our clients, but within our whole team. We will pursue growth via the following areas:

- Begin formal coaching for clients and for staff
- Develop a culture of volunteerism
- Develop a network of local professionals in recovery



## PLLC

Medical integration is a key part of our approach to client recovery. Where many programs suffer from lack of coordination between medical and clinical teams, we see a necessary opportunity to provide a better service. With our new medical team we are prepared to offer integrated care and provide the best possible platform for client success. To that end we will:

- Turn PLLC into stand-alone medical entity
- Reach more independent clients in the community
- Utilize our brand

See the following pages for a more in-depth look at how adding medical services is pivotal to our growth and sustainability. By the end of Q1, we will send out similar information for the each of our 2021 initiatives.



## Office 2.0

Green Hill is a community, our power to serve our clients emanates from our people. To facilitate our people power, we are taking full advantage of our new office facility. After moving in November of 2020 we have embarked on a mission to turn 6112 St Giles into Green Hill Recovery community HQ. Some of our planned site development includes:

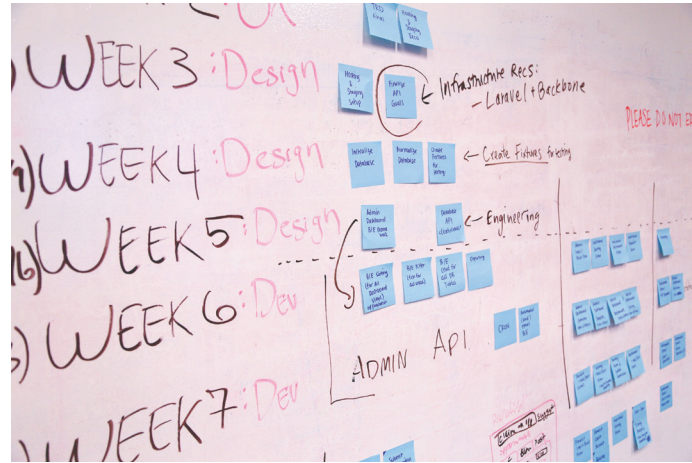
- Develop campus schedule
- Continue upfit to make space more multi use for clients
- Leverage our space for outside events



**Lines of Service**

As a business of multi-talented and growth-oriented people, maintaining the status-quo is never enough. By leveraging our people we can provide whole new lines of service to meet the financial, vocational, and recovery needs of our clients. We can also uphold our commitment to growing our impact and developing our internal talent. New service lines will include:

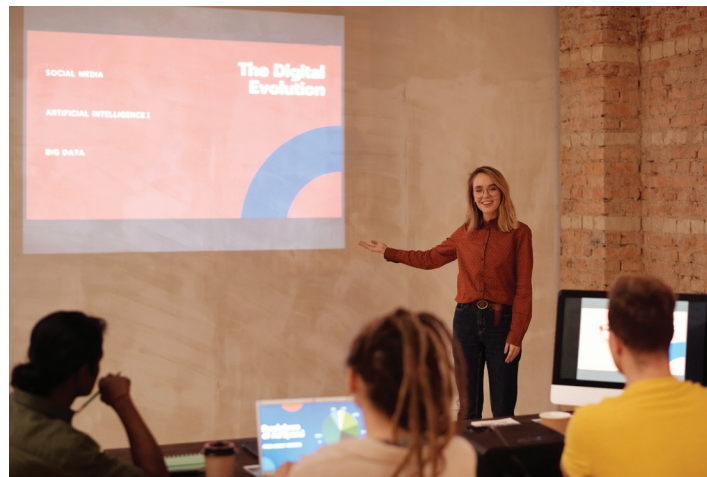
- Coaching & Monitoring
- Career Consulting
- Partial Hospitalization (PHP)



**Thought leadership**

On one's first visit to Green Hill the first thing that strikes you is the level of talent and professionalism of our team. Green Hill wants to share some of this talent with our professions and the wider world by hosting continuing education events for clinicians but also in the form of 3BL thought leadership. We believe that we have a 'Green Hill Model', not just for treating substance use disorder, but for running values-based, mission-driven organizations.

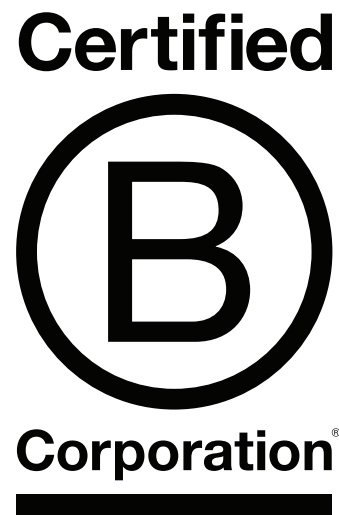
- Publish material every week
- All our directors certified to perform CLEs in their respective field
- Research within Green Hill



**B-Corp Certification**

Green Hill is committed to demonstrating its core principles in everything we do. Becoming B-Corp certified will both provide us with metrics to hold us accountable to our values and an opportunity to showcase our leadership in the industry. This certification will allow us to review our policies and operations to ensure that all our stakeholders benefit from our business. Included in this process are varied targets and goals including:

- Developing target goals in waste, water, and energy conservation
- Building a culture enmeshed in our wider community
- Enhancing our policies on hiring, compensation, and benefits



**Green Hill PLLC (Medical)**

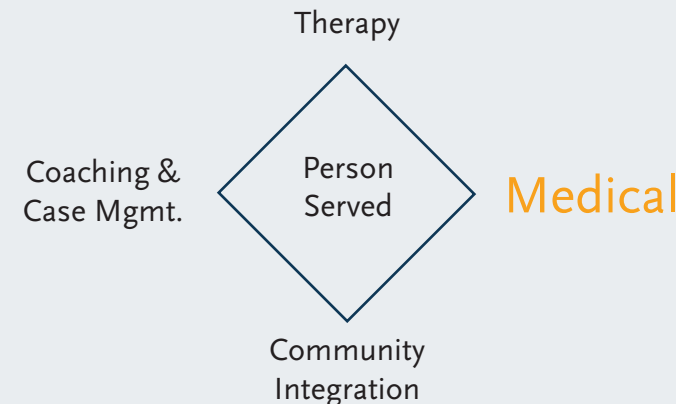
For Green Hill to become the premier integrated healthcare provider for substance use disorder and other co-occurring mental health disorders in the Triangle, it's necessary to have in-house medical services. A physician-led entity in the Green Hill portfolio helps accomplish two chief aims (1) integrated care for our current and future clients, a model we believe in, and (2) an improved business model that is more durable and scalable.

**Integrated care: a necessity not a luxury**

We take a nuanced view of the human condition and thus siloed care suboptimal to promoting human flourishing. Gasoline and automobile makers produce complimentary products yet there has been no auto-gas company integration because the end products are standardized and can be seam-

lessly combined to produce transportation by the consumer. This is the exact opposite of what we are faced with in the healthcare industry, though you wouldn't believe it with the current proliferation of fee for service, doc-in-a-box transfusion clinics and pill mills.

**Green Hill Model of Care**



Green Hill seeks to provide it's clients with top-notch, holistic care. We believe in creating a self-sustaining ecosystem that equips our clients to lead successful lives through providing (1) group, individual, and family therapy, (2) academic, career, and personal growth coaching and case management, (3) support in establishing a recovery community, and (4) medical support for physical health and psychiatric care. We have successfully accomplished integrating the first three components in our model and in 2021, our focus is on establishing a medical entity that support the Triangle community.

**Green Hill PLLC**

Last year we established a North Carolina PLLC to provide medical services through a managed services agreement. Dr. Sara Koenig officially joined the team as medical director in September and we have slowly begun transitioning our clients under her care.

Adding a medical line of service to the Green Hill portfolio serves two chief aims: (1) providing radically patient-centered care for all who enter the ecosystem and (2) accomplishing strategic growth financial goals through increased revenue, profit, and long-term enterprise value creation. Green

Hill's medical practice needs to be financially viable through an insurance-driven reimbursement and will provide the below services.

- Psychiatric evaluations
- Medication management
- Ambulatory detoxification
- Medication assisted treatment

**2021 PLLC Goals**

Operate PLLC as a standalone medical entity that supports Green Hill's current clients as well as the broader Triangle community.

- Revenue: \$600,000+
- Projected existing client revenue: \$40,000



# Team wrap up: essence

A lot of this report focused on ‘higher level’ strategy and our underlying philosophical orientation, which may seem disconnected from your daily responsibilities. That was by design. We are maturing as an organization and it seemed important to lay out a cohesive vision and strategy for what it means to create the ‘Green Hill Model’. We’d be remiss if we didn’t talk about the most important thing...

## Essence = Engagement → Human Flourishing

You probably didn’t join this team to wax philosophical. You joined to serve a population in need of support as they battle the immediate problem of substance use disorder and navigate the existential issues of early recovery: how to live a life of purpose. Hopefully this document resonates with you and sheds light on our vision and strategy but let’s not forget the most important thing: the essence of what we do.

This year we’re going to keep everyone focused on the fundamentals: client engagement. Ultimately, our clients’ outcomes are going to largely hinge on the relationships they build with each other and with members of the Green Hill team. If you feel like there is too much to do and you’re stressed out working on updating policies, contracting with insurance companies, or planning client activities, step away from your computer. Go find one of our clients and have a conversation, grab coffee, go for a walk and reorient yourself to why you choose this line of work. We can’t tell you what matters to you but if you’re on the Green Hill team, we’ve got a hunch that you want to make a difference in the lives of others. The projects, policies, and planning are a means to an end, but the end is always fully engaging with the present moment with each other. As Ram Dass said, “We’re all just walking each other home.” Let’s slow down and enjoy that walk together.

Next year we’re going to be focused on results. Our 2021 Annual Report will be geared towards objectively quantifying the impact we’ve had on our (1) clients via outcomes measures, (2) team via satisfaction and engagement surveys, (3) community via service hours and environmental stewardship, and (4) business via financial statements. Let’s build a better future, together.



# A message from the CEO

Green Hill Stakeholders,

It’s truly humbling to be at the helm of an organization composed of such amazing people. I get to wake up every morning and do work that I find incredibly rewarding, which is the ultimate privilege. As such, one of my main goals for 2021 is to spend time being (with you) and not so busy doing.

One of the most challenging aspects of my job is navigating the multitude of variables that go into every decision. Green Hill, like the world generally, is intricately interconnected and each decision has ripple effects. I’ve got to keep the entire ecosystem in mind as we address specific, nuanced issues such as team member pay and client activities. If I’m being completely honest, it’s rare that I get to make a big decision and sleep soundly knowing that I made the right call. And that’s exactly why we’re moving in the direction of transparency -- you can help me optimize the ecosystem and keep it growing without losing sight of the essence of what we do: empower individuals to live with profound purpose.

So I’ve got a request of you, the reader. Give me feedback so that I can be a better servant leader. I won’t promise that you’ll always get what you want, but I will promise that your voice will be heard and your perspective will be taken seriously. If you think we’re not living up to our values, not placing enough emphasis on certain things (be it office furnishing or training and development, to name a few), let me know. I also ask that you practice forgiveness. Let’s give each other the benefit of the doubt and trust that we’re all doing our best to navigate situations for the first time on a daily basis. If we can do that, we’ll grow together, personally and professionally.

2020 took a toll on us as a human race. While the long-term impacts of the worldwide pandemic are unknown, it’s safe to say that the need for sophisticated treatment for substance use and mental health disorders will continue to rise. We are on the frontlines of a battle for a better tomorrow.

Let’s take responsibility for our role in co-creating a better world.

Mindfully,

Tripp Johnson  
CEO, Partner



Green Hill  
Est. 2017  
Raleigh, NC