

**Recovery Technology LLC**

**Strategic Plan Outcome Report**

**2024**

## **Outcomes on Goals from Recovery Technology Strategic Plan 2024**

**Goal #1: Recovery Technology will become the desired agency in the community to work for and to receive services from.**

**Objective #1: Recovery Technology will enhance training in all areas from onboarding new staff to the latest innovations in mental health treatments.**

Recovery Technology leadership improved the initial onboarding process for new staff by partnering new staff with a mentor in addition to training provided by their supervisor. Some training was transferred to the Improving MI Practices website. Recovery Technology's score on the annual employee satisfaction question regarding training improved over previous years as a result of our efforts. This objective has been met.

**Objective #2: Recovery Technology will create a positive culture.**

Recovery Technology Leadership continued to focus on our core values and how we treat our staff. Our staff turnover this year was 16% or 11 staff. Of the eleven, 3 retired, 1 moved and 1 died. Five staff resigned and one staff terminated. Overall, employee satisfaction surveys improved over 2023. This objective has been met.

**Objective #3: Recovery Technology will promote a culture of safety for staff and clients.**

Recovery Technology had no Clinical Emergencies in 2024. There were no incident reports involving behaviors. There were no staff or clients injured in 2024. This objective has been met.

**Objective #4: Recovery Technology will encourage staff to play an active role in cultivating an environment where our core values are embraced, and coworkers consistently treat each other with respect.**

Recovery Technology Leadership put a great deal of effort into embracing and practicing our core values. This made it possible for us to easily talk to staff when they were stepping outside of the core values and bring them back into professional behaviors. This seems to become more difficult for staff who are serving difficult, behavioral clients where multiple agencies and disciplines are involved. Recovery Technology's annual employee satisfaction survey showed improvements in the areas of staff treating each other with respect. This objective has been met.

**Objective #5: Management will support each other by being transparent, honest, and understanding of boundaries to allow each other to grow and become better leaders, always leading by example.**

Recovery Technology's Leadership took on a new look in 2024 as Greg Gallagher (owner) decided to branch off and start another company. The other leaders were required to step up and take on more responsibilities in his absence. In addition, our HR director retired in 2024. Her replacement did not join the leadership team. Our IT Director and CSM director joined the group also. The Leadership Team now consists of:

-Jim DeBruler, CEO

-Devin Dombrowski, Clinical Director

-Amy Thomas, Executive Director, Director of ACT and IDDT services

-Cathy Geistel, CFO

-Mardelle Robb, CSM Director

-Shane Senecal, IT Director

As the new team grew in trust and effectiveness, we were able to start making some noticeable changes in the culture and direction of the company. This objective has been met.

**Goal #2: On an annual basis, regulatory audits (LifeWays, MDCH, CARF, etc.) will demonstrate superior organizational performance. Superior organizational performance is defined as 95% or better on all audits.**

Recovery Technology performed well on all audits in 2024. There were no plans of correction required by any payer. Recovery Technology had its CARF audit in 2024 resulting in a 3-year accreditation being granted. This objective has been met.

**Objective #1: Recovery Technology will continue to perform internal audits on staff training, billing, clinical record reviews, and performance evaluations.**

Recovery Technology performed 100% on staff training audits, performance evaluations and billing audits. We continue to struggle with clinical record reviews. This was also a recommendation from our CARF audit. Each department implemented a process for getting the clinical record reviews completed and will be evaluated by the Performance Improvement team for trends.

**Objective #2: Recovery Technology will score 95% or better on external audits. If a score is below that, the Performance Improvement Team will immediately act to quickly resolve the issue.**

Recovery Technology performed well on all audits in 2024. There were no plans of correction required by any payer. Recovery Technology had its CARF audit in 2024 resulting in a 3-year accreditation being granted. This objective has been met.

**Goal #3: Recovery Technology will remain financially healthy.**

**Objective #1: By the end of 2024, Recovery Technology will have 3 months of operating expenses in reserve.**

Recovery Technology performed well financially in 2024 in spite of numerous obstacles. While we did not have quite 3 months of operating expense in reserve, we had approximately 2 months of operating expense in reserve. We will continue to work toward this objective.

**Objective #2: All Recovery Technology departments will remain financially stable. Departmental budgets will be reviewed by leadership every month to ensure that staff and departments are reaching their monthly budgeted goals.**

Each department at Recovery Technology remained financially stable and contributed to the overall financial success of the company. This objective has been met.

**Goal #4: Recovery Technology will take steps to attract and retain quality staff**

**Objective #1: Recovery Technology leadership will continue to learn new ways of attracting and maintaining staff by studying and sharing the latest research regarding trends related to employment.**

Recovery Technology leadership was able to maintain appropriate staffing levels to keep up with the demand for services. While we are still struggling to obtain new Master's Level Therapists, we have been able to meet the current demand. We continue to study what makes a great workplace and how to reduce staff leaving the agency. With a 16% turnover rate for 2024, this objective has been met.

**Objective #2: Recovery Technology will continue to utilize interns from area universities to help train and nurture the next generation of mental health workers as well as an added resource to hire new staff after the completion of their education.**

Recovery Technology utilized 2 Master's level interns and 1 bachelor level intern during 2024. All 3 interns were hired after completing their education and are still employed as of the date of this report. In addition, Recovery Technology assisted in the education of 2 NP students and 2 PA students. This objective has been met.

**Objective #3: Recovery Technology will continue to look for ways to recognize staff for their hard work and provide positive feedback in real-time.**

Recovery Technology Leadership has improved in this area but feel there is still progress to be made. We invested in gift cards to give to staff in the moment when they have gone above and beyond in their job. Leadership began giving staff anniversary cards on their anniversary which all leadership had personalized and signed. We continued to offer events throughout the year and celebrate things like Nurse's Week and Social Work Month. Leadership would like to continue to find ways to reward staff and offer them help and relief from stressful jobs.

**Objective #4: Recovery Technology will offer the chance for employees to focus on improvement, skill expansion, and advancement opportunities. This will increase the likelihood that the staff will stay with Recovery Technology instead of looking for another job.**

At the forefront of this objective is Recovery Technology's Succession Plan. Leadership has tried to alert staff about potential job openings in the near future and how to prepare for the job you want. Leadership encourages staff to pursue their personal passions as well as helping clients pursue their passions. This objective has been met but will continue to be worked on.

**Objective #5: Recovery Technology will explore adding additional benefits such as additional paid holidays, affordable insurance or other expanded benefits.**

Recovery Technology was unable to add any additional vacation days or holidays. We were able to maintain the same cost with health insurance this year. In addition, Michigan created an ESTA law that goes into effect on February 21, 2025. This law has a mandatory amount of paid time off that companies were required to give to all staff. Recovery Technology was in compliance with this law with the exception of how much PTO new staff receive in their first 6 months of employment and how much paid time off is carried over into the next year. Those items were changed in our employee handbook and policies and procedures. Even if the law changes and is less restrictive, Recovery Technology will keep it's improved PTO policy. We will continue to look for ways to increase benefits but feel the need to be cautious at this time due to shifting political policies.