



**BTG 2021**

# Vision and Mission

## **BTG's Vision:**

To get to the roots of addiction and build a bridge to wellness.

## **BTG's Mission:**

Devoted to optimizing recovery from the grasp of addiction through exceptional quality of care using integrated best practices. There is no status quo in our approach; our programs, facilities and processes continuously evolve and improve to deliver the best care and quantified outcomes that we can provide.

# BTG 2021 Strategy and Objectives

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- Recap of what we wanted to do for 2020
- Rearview: How'd we do, what did we learn?
- Improving the strategy process
- 2021 – Vision, mission and aspirations
- Sandbox: 2021 BTG Objectives

Strategy without  
tactics is the slowest  
route to victory.  
Tactics without  
strategy is the noise  
before defeat.

Sun Tzu

# Recap and review – 2020 progress

Targets for improvement:	Results and what we learned:
Improve <b>outcomes</b> ; measure objectively to inform everything we do	Outcome measurement tools are in place; less progress made integrating analysis and actions based on the data collected
Enhance <b>programming</b> to reflect the evolving nature of addiction	Telehealth need was unplanned; the organization responded quickly and effectively. Other programming ambitions show uneven progress; both these results reflect Covid's impact.
Our people deliver our mission; <b>inspire, train and develop</b> our team	Covid response and protocols took priority and impacted our standing methods of training/developing the team. An important challenge was the need to train telemetrically.
As we transform BTG into the facility of choice, <b>reinvest</b> our revenue growth into the business	Financial events were well managed (revenue stop/start and receipt of relief monies; this resulted in deferral of investment until year end
Enhance our client sourcing (marketing) and <b>diversify our revenue streams</b>	Basic marketing infrastructure has been installed; we did not influence the fraction of revenue from private pay clients, but likely benefited from our efforts as Q3/Q4 census has been good.
<b>Embed continuous improvement</b> at BTG using robust, HIPAA compliant (technology) tools	New server and endpoints added – use of GTM for telehealth launched. HIPAA training and self audit delayed

## 2021 BTG Strategic Objectives

Key areas for improvement focus:	Strategic objectives
<b>Secure and effective use of technology</b>	<ul style="list-style-type: none"> <li>• Evaluate note making improvement options to yield at least a 20% productivity gain</li> </ul>
<b>Enhance clinical programming</b>	<ul style="list-style-type: none"> <li>• Amino acid supplementation – improve orientation for clients</li> <li>• Evening IOP</li> <li>• Improve internal communications consistency</li> <li>• Clinical leadership and staff development</li> </ul>
<b>Outcomes – embed processes and manage to results to improve client outcomes and stakeholder satisfaction</b>	<ul style="list-style-type: none"> <li>• Assess data collected in 2020 to form an initial baseline</li> <li>• Measure &amp; manage to achieve a 75% data capture rate</li> <li>• By end May '21, be managing programs and staff to reach targeted and quantified outcomes results</li> </ul>
<b>Continue efforts to embed financial stability and evolve focus on development of strategic partnerships</b>	<ul style="list-style-type: none"> <li>• <u>Active</u> private pay dialog with stakeholders</li> <li>• Review critical supply chain partners for value and capability (TLIT, BN, BS, Ins Center, Accounting firm)</li> <li>• SEO &amp; marketing strategy integrated w/ programming plans</li> <li>• Use incentive system to reinforce</li> </ul>
<b>Improve BTG's "say-do" ratio; use closed loop analysis and corrective action processes to do so</b>	<ul style="list-style-type: none"> <li>• CARF: Risk mgt closed loop</li> <li>• CARF H&amp;S mgt closed loop</li> <li>• CARF Financial mgt closed loop</li> <li>• P&amp;P discipline</li> <li>• Training and expectations</li> <li>• Internal audits and corrective action program</li> </ul>

# Appendix – tactical objectives for 2020



# How BTG will get the strategy done: **(tactics)**

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1. Improve outcomes; measure objectively to inform everything we do
  - a) *Finalize Outcomes Program by end of April to deliver ongoing quantified outcomes;*
  - b) *Use of outcomes by end of the year to re-negotiate optimum reimbursement rates with BCBS and improve private pay space*

**Ownership by Quality Assurance**



# How BTG will get the strategy done: **(tactics)**

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## 2. Enhance programming to reflect the evolving nature of addiction

- a) *Finalize program development and staffing for PHP-7 by [**certain date**];*
- b) *Re-evaluate Program Development upon implementation of PHP-7 to consider next steps*
  - a) *IOP/MAT ?*

**Ownership by Clinical**



# How BTG will get the strategy done: **(tactics)**

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3. Our people deliver our mission; inspire, train and develop our team.
  - a) *Transformation through integration of new Clinical Director, Operations Manager, and QA Manger;*
  - b) *Coordination of new Residential Structure for optimal coordination;*
  - c) *Take action to address our highest priority single point of failure*
  - d) *Quarterly All-Staff in-service with new emphasis on professional development (HIPAA, IT sophistication)*



# How BTG will get the strategy done: **(tactics)**

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4. As we transform BTG into the facility of choice, reinvest our revenue growth into the business.
  - a) *Targeted investment through continued capital improvement projects (improvements to Hamilton House as standard for all facilities);*
  - b) *Evaluate suitability of BestNotes as EHR for 2020 and beyond.*

**Ownership Executive Director;  
Manager of Operations; QA Manager**



# How BTG will get the strategy done: **(tactics)**

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5. Enhance our client sourcing (marketing) and diversify our revenue streams

- a) *Re-ignite Office of the Potential Client efforts with objective of identifying external marketing resources appropriate for our aspirations.*

**Ownership with Executive Director and OPC**



# How BTG will get the strategy done: **(tactics)**

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6. Embed continuous improvement at BTG using robust, HIPAA compliant (technology) tools
  - a) *Evaluate PIP structure and team membership*
    - *Adopt new “Score Card” for 2020*
  - b) *Investment in technology appropriate for the mission*
  - c) *Refine Employee Incentive Program*