

## Strategic Plan 2016-2017

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Regulation Reference(s):	CARF 1.C.1-3., 2.A.10.

This document sets out the strategic plan for SelfRefind. It first reviews the strengths, weaknesses, threats and opportunities that we now face. It then presents our purpose or mission statement along with our company vision and core values. Finally, the plan outlines specific goals and focus areas that we have identified in order to meet the needs of the patients, staff and stakeholders of the company.

### Strengths:

- 1) Quality of the National Clinical Advisory Board
- 2) Quality of the clinical model
- 3) Breath of footprint
- 4) Back office platform (Ancillary Services and EMR)
- 5) Growing payer relationships
- 6) Mission driven leadership and management team

### Weaknesses:

- 1) Lack of Senior Executive staff that can scale the business
- 2) Primarily located in small markets
- 3) Recent transition of payer model
- 4) Early stages of revenue cycle management execution

### Threats:

- 1) Political/Regulatory landscape changes
- 2) Competitive landscape changes
- 3) Failing to anticipate, understand or comply with specific payers and regulators
- 4) Payer Mix

### Opportunities:

- 1) Unlimited growth potential
- 2) Sign favorable bundled contracts with top payers
- 3) Development of partnership with key strategic stakeholders
- 4) Be the nationally recognized leader for out-patient, MAT of addictive disorders
- 5) Develop new locations (regional and payer directed) that hit budgeted targets
- 6) Develop additional clinical services to complement the core business
- 7) Operate above 80% capacity in all existing locations

### Mission/Purpose Statement

SelfRefind exists to save lives, instill hope and restore relationships.

### Vision

- 1) We are passionate about redefining treatment and recovery to save lives.

- 2) We will pioneer a local and affordable blended treatment model that transforms the individuals, families and communities impacted by the disease of addiction.
- 3) We will become the nationally recognized brand for out-patient, medication-assisted treatment of addictive disorders.

#### Values

- 1) We treat people with kindness, compassion, dignity and respect; this is the heart and soul of our company.
- 2) We use cutting edge medicine, education, counseling, training and technology to achieve high quality of life, outcomes and growth.
- 3) We are strategic, responsible and generous with our resources.

#### Major Goals

- 1) To have 100 locations in 10 states by year ending 2021.
- 2) To move clinic utilization above 80% capacity.
- 3) To have a more balanced, 50-50 payer mix with a focus on bundled services.
- 4) To develop substantial outcome metrics for our patients, staff and payers.
- 5) To obtain our 3 year CARF certification.

#### Focus Areas

- 1) A fully staffed leadership team to include some seasoned healthcare executives.
- 2) A fully functioning and operating local and regional staffing, leadership and management model.
- 3) A fully developed roadmap (process, platform, systems) for entering new states; opening new treatment centers; state and federal regulatory compliance; excellence in the delivery of quality medical/clinical care; payer relations; and back office support.
- 4) A proven and complete revenue cycle and cash flow management platform.