



We partner with individuals and communities

to help people achieve and
maintain health and wellness.





Thank you for your service, your compassion and your commitment as we travel together on this **Journey to Always**

At Lifeways we pledge to always...

Serve individuals, communities and each other by honoring our mission, vision and values.



Our Mission

We partner with individuals and communities to help people achieve and maintain health and wellness.



Our Vision

Lifeways will be the recognized leading resource for people to access a full continuum of care throughout the Pacific Northwest.



Our Values

Integrity | Excellence | Compassion | Respect
Partnerships | Innovation

www.lifeways.org

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**“ We need eyes to see, and
I believe that can start with
a heart that feels. ”**

- CEO Tim Hoekstra

Lifeways Leadership



CEO Tim Hoekstra

Chief Executive Officer Tim Hoekstra is a seasoned healthcare executive with expertise in healthcare operations, compliance, quality, business development and finance. Mr. Hoekstra is a reputable behavioral health and integrated health leader in hospital operations, FQHC environments, program development, grant procurement, and multi-state legislation. He has extensive experience in working with a wide array of community partnerships to identify and implement best practices for community safety-net systems of care.



COO Liz Johnsen

As Chief Operations Officer, Liz Johnsen oversees the day-to-day administrative and operational functions of Lifeways to ensure quality service delivery. Ms. Johnsen holds a master's degree in Organizational Performance and Workplace Learning and has worked in healthcare for over 15 years.



CFO Steve Jensen

Steve Jensen has served as the Lifeways Chief Finance Officer since 2008. In this position, he provides management and oversight of finance, budgeting, payroll, patient financial services, client access, health information services and facilities. Mr. Jensen holds a master's degree in Public Administration and Health Services Administration.

Dr. Sandra Lare is the Chief Medical Officer for Lifeways. Dr. Lare joined us in 2014 and has been in healthcare for the better part of two decades and is a published author and lectures on health and nutrition. Dr. Lare has also had the esteemed title of medical director in the past. She has accreditations in several states, including North and South Carolina, Oregon and Idaho.



CMO Dr. Sandra Lare

Christine Gray is the Chief Human Resource Officer. She has been in management for more than 20 years, 10 of which were human resources related. She came to Lifeways from Wallowa County, Oregon, when she worked at Wallowa Valley Center for Wellness. Christine currently guides and manages the overall provision of Lifeways' Human Resources services, policies, and programs. Ms. Gray also serves on the Senior Executive management team.



CHRO Christine Gray

Micaela Cathey oversees Umatilla and Malheur County services. Working in behavioral health since 2007, she has experience with a variety of services including community and corrections-based mental health, addictions, crisis services, child and adult services. Ms. Cathey is strongly focused on trauma-informed care and approaches services from this lens. Ms. Cathey holds a Masters in Social Work from Northwest Nazarene University, a graduate certificate in Health Leadership from Boise State University and a Bachelor of Science, Psychology from Boise State University. Ms. Cathey has been with Lifeways since 2013 in a variety of roles and locations.



**Umatilla and Malheur County
Executive Director
Micaela Cathey**

Lifeways cuts the ribbon on Aspen Springs Psychiatric Hospital

Eastern Oregon residents in crisis will have access to acute care closer to home with the opening of Aspen Springs Psychiatric Hospital in Hermiston. The 16-bed hospital at 1212 Linda Avenue is run by Lifeways, Inc., a community mental health provider whose services cover parts of Eastern Oregon and Idaho. Oregon's shortage of beds for psychiatric patients has been a topic of concern across the state, but particularly in Eastern Oregon. Umatilla County Commissioner John Shafer said there has been a "staggering lack of help available to those in crisis" in the region.



“ We’re just really excited to start serving the community. ”

-Aspen Springs Administrator Jana Flatau



If you or someone you know has a mental illness, is struggling emotionally, or has concerns about their mental health, help is available.

Contact Lifeways at 800-995-9169 for referral assistance.

Message from the CEO

What a year it's been.

Lifeways faced surprising and unprecedented challenges during the fiscal year. We experienced a significant loss in revenue due to delays in hospital revenue resulting from new licensure protocols, cost overruns for our new psychiatric facility in Oregon stemming from conflicts with state requirements, and revenue reductions from Greater Oregon Behavioral, Inc. All of these factors posed a heavy burden to our financial bottom line even before COVID-19, requiring serious contemplation and adjustment.

The very virtues and values we espouse helped Lifeways carefully assess and respond. Compassion, dedicated partners, and an innovative team culture enabled new perspectives and insights to gain footing on operational streamlining and leadership restructuring. Better access and use of meaningful data helped to critically align services with patient needs and financial success.

However, as Lifeways began to move toward a positive financial position, COVID-19 caused the closure of Lifeways Recovery Center and significant reductions in all services. We saw the need for our services multiply as did the obstacles to providing these services.

We rose to the most recent challenges by establishing a COVID-19 task force and quickly adopting new protocols and prevention methods. We moved our teams to remote work and moved clients to telehealth. We continued to provide services where we could do it safely and securely.

Despite the trials throughout the year, there was progress to celebrate. We continued to execute on our goals by:

- Initiating our first integrated health services
- Building Eastern Oregon's first psychiatric hospital
- Integrating housing projects with onsite mental health services
- Opening a free walk-in crisis center in Idaho
- Aligning our organizational structure to our renewed vision and mission
- Using data for decision-making

Resilience is often revealed by trials and tribulations. This is as true for organizations as it is for people and I'm happy to report that this difficult year brought out our best. Our focus and deep commitment has actually positioned us for a .05 percent net gain in FY 2021.

As we contend with challenges in the coming year, Lifeways remains committed to providing a continuum of care to our communities in a safe, secure, and dependable manner. The steps we have taken to align our organizational structure with evidence-based best practices has us well-positioned for the future.

I truly believe the best of Lifeways is still ahead of us.

— Tim Hoekstra



Lifeways Innovations

Integrating Physical Health into Behavioral Health Clinics

Our Ontario office completed its first integrated care visit in June of 2020! We are excited to expand this service line throughout 2021 to those clients with comorbidities and lack of PCP care. In Umatilla, the purchase of a medical office building will allow all services, including physical health, to live under one roof for the convenience and streamlined coordination of care for our clients.

Neighborhood Services

Our Ontario teams initiated the Malheur United Housing Task Force, which includes members from DHS, Community In Action, Saint Alphonsus, Northwest Housing Alternatives, Valley Family Health Care, Law Enforcement, the City of Ontario and Malheur County. The Task Force has supported 3 housing projects this year, the first of which was just awarded \$5.3M to build a 70-unit affordable townhouse complex with on-site mental, physical and social health support services. In Idaho, Lifeways contracted with Southwest District Health to open a free, walk-in Crisis Center for 6 rural counties. Individuals can receive up to 23 hours and 59 minutes of one-on-one care and linking to community resources to assist with their mental, physical and social support needs for free, 24 hours a day, 7 days a week, 365 days a year.

Meeting Children Where They Are

Our Idaho team is now on-site in several schools, offering services to students in a familiar environment without disruption to their daily schedules. As we look to the 2020-2021 school year, the team is using innovation and technology to continue these services through telehealth and school-based COVID protocols.

Accessibility

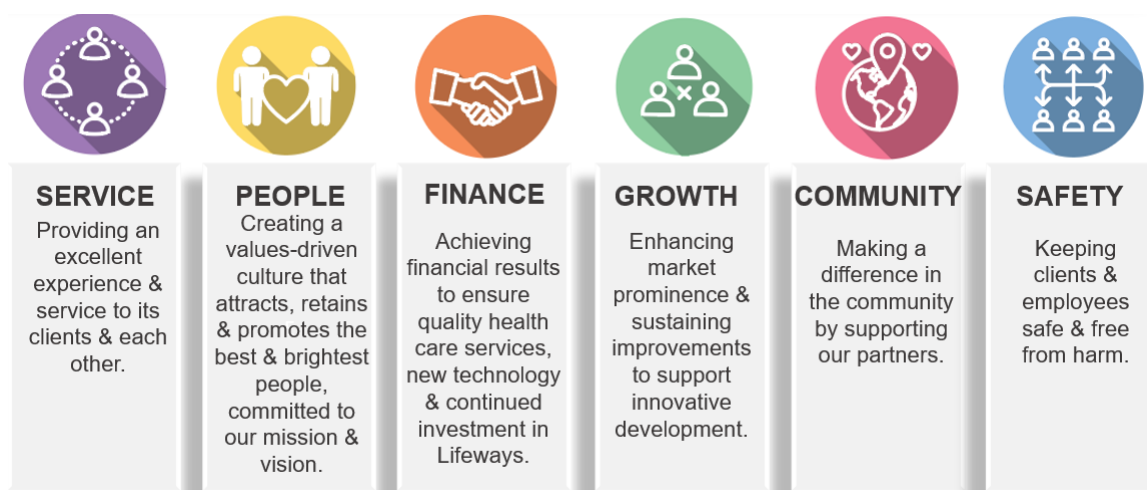
Lifeways was able to leverage our early adoption of telehealth technology at the beginning of the COVID pandemic. We have kept a majority of our services open and at full capacity. As we move into the next year, we continue to vet technologies and workflow models to ensure that our services remain accessible in all regions we serve.



The Six Pillars of Excellence

Lifeways' culture is built upon six pillars of excellence. These pillars serve as the foundation on which our strategic goals are developed. Through the alignment of our culture and goals, Lifeways is well on its way on the Journey to Always.

Lifeways' Journey to Always



Service Pillar: To serve our communities in the best way possible by providing services in a manner that is needed and valued.

People Pillar: Because Lifeways values employee engagement. Fairness matters. To ensure mission & vision align with employee's first contact & ongoing to become the workplace of choice.

Finance Pillar: To create a solvent and stable base and to support new initiatives and growth.

Community Pillar: To increase Lifeways Board awareness & showcase Lifeways staff, services and facilities. To strengthen Lifeways recognition as a leading resource and community partner in supporting the achievements of health and wellness.

Safety Pillar: To provide a safe, trauma informed environment of work for employees and environment of care for clients and patients.

Growth Pillar: Lifeways must achieve an integrated system to support the mission by providing clients/patients physical, mental and behavioral health wellness care. To align with revenue changes and new P4P incentives with CCO 2.0

Lifeways and COVID-19

Lifeways supports some of the most vulnerable populations in our communities through providing Psychiatric Hospital, Secure Residential Treatment Facility, Crisis Center, Crisis Team, Substance Use Disorder, EASA, ACT, WRAP Around, and Community-Based Services. In addition, Lifeways works closely with community partners such as emergency departments, Department of Human Services, Public Health, hospital staff, law enforcement and other emergency responders to support one another in serving our communities in the best ways possible to maintain overall health.



Taking Action During COVID-19

Our immediate steps to counter the crisis included:

- Establishing a cross-regional COVID19 task force.
- Amending protocols, per CDC and State guidance, across all services to implement social distancing, symptom screening of clients and staff, information collection from employees on their risk factors, identifying clients that would be at a higher risk in this environment, and placing orders for PPE where inventory fell short.
- Moving over 80% of our workforce to work from home offices within days of CDC and OHA guidance. With our current tele-technology, we were able to move face-to-face appointment to tele-video and telephone appointments within one week.
- Implementing our pandemic protocols in residential, hospital, crisis, and community-based services to keep access open while assisting in preventing further infection spread.
- Setting up telehealth specific rooms in each outpatient location for those clients without access to technology. Cleaning of the room occurs after each appointment.

Location Highlights from around Lifeways



Lifeways Hospital Staff creates gift baskets for front line workers

With the Coronavirus pandemic altering our state of normalcy, we would like to highlight the people on the front lines of the fight against this virus. Lifeways has partnered with numerous organizations across the Treasure Valley to bring nurses and doctors in the area a small token of our unrelenting gratitude for the work that they are doing and the lives they are saving.

Malheur County Community Developmental Disabilities Program

The Malheur County CDDP provides case management, residential and vocational services in Malheur County. Other services include family support & education, community support & education, and skills training among others.



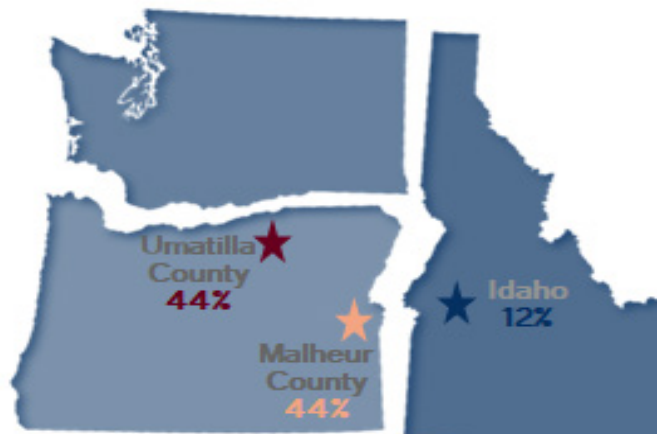
Umatilla Peer Support

The peer support specialist program is composed of adults with lived experience with mental illness, recovery and resilience. Peer support specialists model recovery and help participants to identify personal strengths and set their own recovery goals. Services include assistance with keeping appointments, completing paperwork or acquiring benefits. Socialization opportunities include art and music activities, cooking classes and recreational activities.

Lifeways Continuum of Care

Lifeways delivers individualized and comprehensive services designed to embrace and create hope.

We are committed to working with individuals every step of the way to secure a healthy future. Our professional staff across a myriad of comprehensive services partners with people to identify their strengths, challenges, and assess areas for growth. Our clients are participants in the development of their treatment plans that are designed to help them achieve their health and wellness goals.



SERVICES

4th Avenue House | 5 bed Housing
Burdic House | 5 bed Housing
Lifeways Recovery Center | 46 bed Adult Addiction Treatment Facility
McNary Place | 16 bed Secure Residential Treatment Facility (SRTF)
North Oregon | 5 bed Women's Transition Home
Westgate House | 5 bed Crisis & Treatment Facility



RESIDENTIAL

Recovery, Transitional, Supported & Secure



PSYCHIATRIC HOSPITALIZATION

Aspen Springs Hospital
Lifeways Hospital

LIFEWAYS' CONTINUUM OF CARE



CRISIS

Western Idaho Community
Crisis Center 24/7/365
&
24/7 Crisis Intervention

HEALTH & WELLNESS

Our mission is to partner with individuals & communities to help people achieve health & wellness.



CHILD & ADOLESCENT

Outpatient & Intensive Outpatient Programs

SERVICES

Addiction & Mental Health
Child-Parent Psychotherapy (CPP)
Day Treatment Program
Early Assessment Support Alliance (EASA)
Parent Child Interaction Therapy (PCIT)
School Located Services

SERVICES

Jail Diversion
Mental Health First Aid Training
Peer Support
Skills Training
Supported Employment
Transportation Services



COMMUNITY BASED

Meeting people where they are.



ADULT & FAMILY

Outpatient & Intensive Mental Health

SERVICES

Case Management & Peer Support Services
Assertive Community Treatment
Couples & Family Counseling
Intellectual & Developmental Disabilities (IDD)
Intensive Outpatient Counseling
Employee Assistance Programs (EAP)
Medication Management
Psychological Evaluation
System of Care Wraparound Initiative (SOCWI)

Who We Serve



614

NUMBER OF

INTAKES

126,062

NUMBER OF

OUTPATIENT VISITS

1,802

**CRISIS
INTERVENTION
SERVICES**



12,798

NUMBER OF

**PEOPLE
SERVED**



3,342

NUMBER OF

NEW CONSUMERS



775

NUMBER OF
PEOPLE

Served at
Western Idaho
Community Crisis

209

COMMUNITY MEMBERS
TRAINED IN
MENTAL HEALTH FIRST
AID AND TOOLBOX



8,928
**ADDICTION/
RECOVERY
SERVICES**



32

**DAY
TREATMENT**

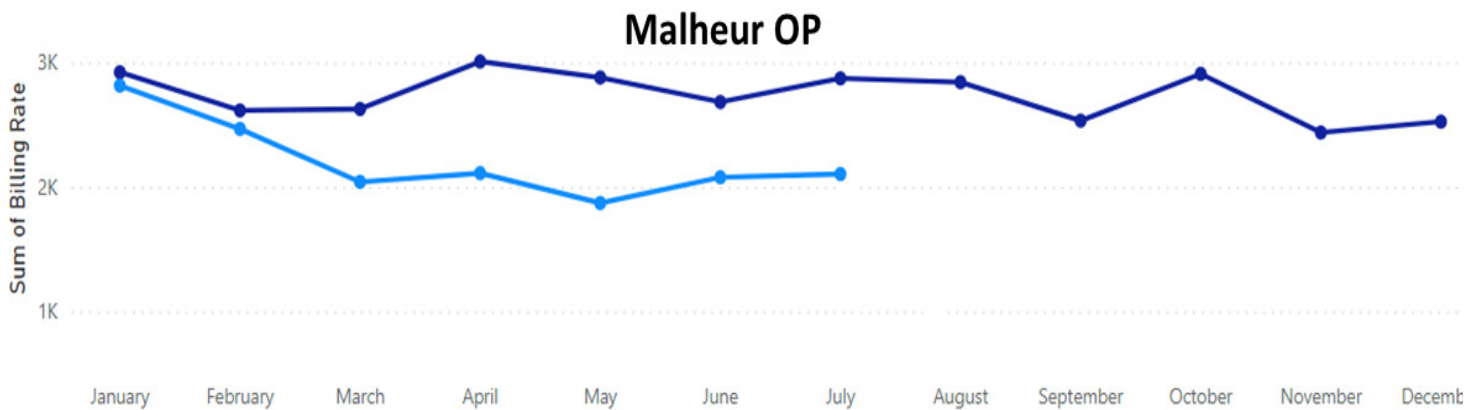
Students Served

23,091

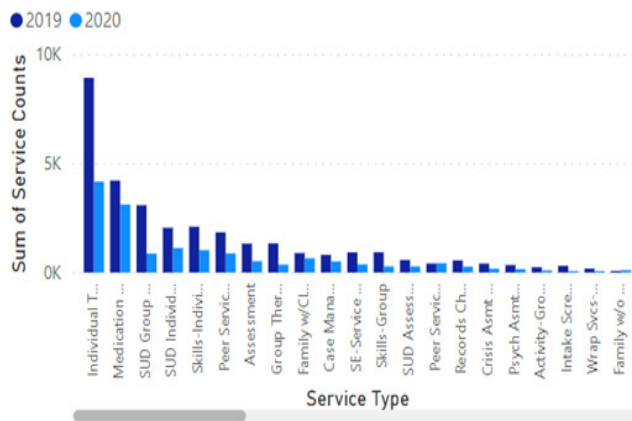
NUMBER OF

**OUTPATIENT
PSYCHIATRIC
VISITS**

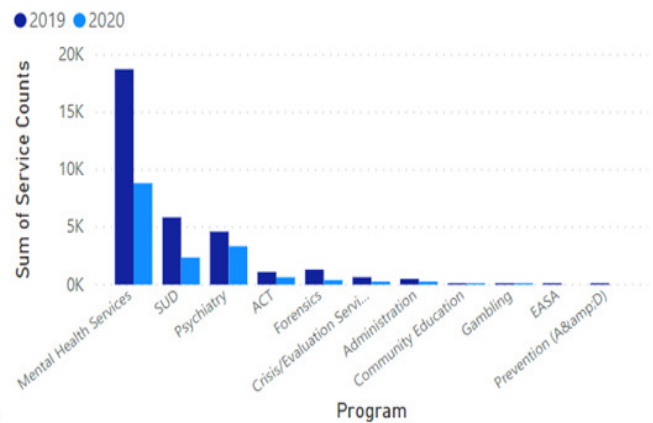
Malheur Region in Review



Service Count by Service Year Over Year



Service Count by Program Year Over Year



Malheur Outpatient Service Count

While Lifeways has been able to move most services over to tele-video and telephone, we have still seen a drop in service counts when compared to the same time period in 2019 due to the constraints COVID-19 has placed on individuals and communities. Our Malheur teams continue to provide community based-services and peer services via tele-video whenever possible. During this period, our teams are restructuring to provide more preventive and outreach services.

Lifeways 'lights Malheur

Lacee Salinas CQI Manager

Lacee has been in healthcare for more than 20 years. She manages our Continuous Quality Improvement at Lifeways. Prior to joining us, she coordinated the Quality, Regulatory, Risk and Emergency Management programs for the St. Alphonsus Medical Center in Ontario. Lacee is certified in project management and FEMA Incident Command.

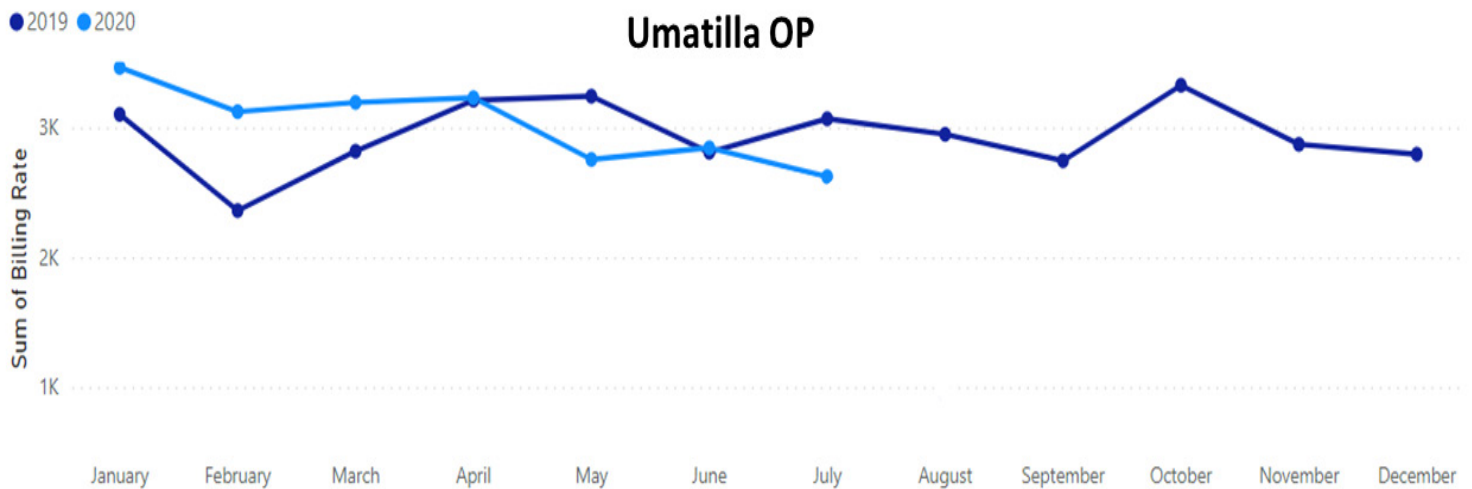
Ron Van Ausdal Ontario Outpatient Program Administrator

Ron received his master's in Clinical Social Work from Northwest Nazarene University, and his bachelor's degree in Psychology from the University of Nevada Reno. He has experience as a Psychosocial Rehabilitationist and program administrator. In 2015, Ron joined the Lifeways team in Fruitland. He then moved to the Ontario office where he took on a supervisor roll before becoming the Outpatient Program Administrator.

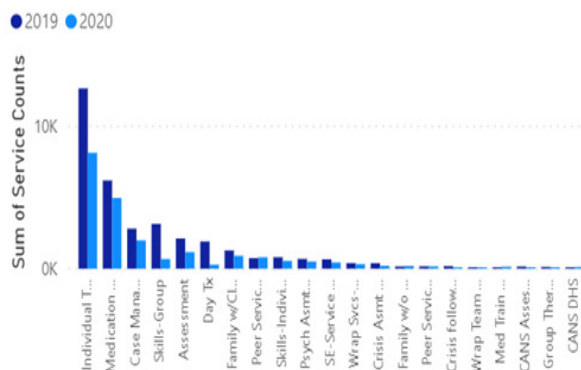
David Tovar MH Supervisor

David has worked in the field of mental health since 2010 in various settings and areas, and came to Lifeways from Idaho when he worked in Program Coordination, Case Management and Residential Habilitation. Since being at Lifeways he has experienced an incredible amount of opportunities for growth and is now a supervisor for Lifeways.

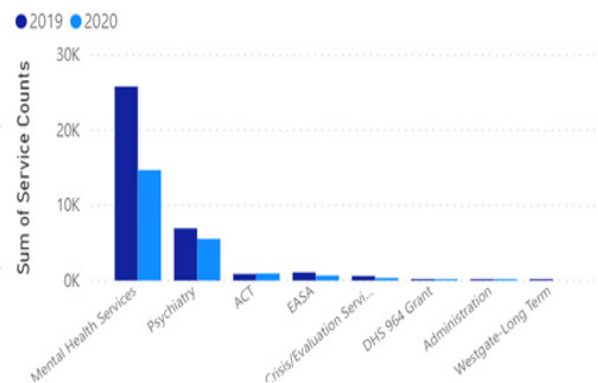
Umatilla Region in Review



Service Count by Service Year Over Year



Service Count by Program Year Over Year



Umatilla Outpatient Service Count

While Lifeways has been able to move most services over to tele-video and telephone, we have still seen a drop in service counts when compared to the same time period in 2019 due to the constraints COVID-19 has placed on individuals and communities. Our Umatilla teams continue to provide community based-services and peer services via tele-video whenever possible. During this period, our teams have worked with community partners to re-open day treatment programs for youth. We also continue our work to open a 16-bed psychiatric hospital in Hermiston.

Lifeways 'lights Umatilla

Rory Schilling **Program Manager**

Rory joined Lifeways after working for Child Protective Services in Washington State for 20 years. He was also an Area Administrator overseeing Foster Care Licensing for the Eastern Washington Region. For Rory, it's all about laughing and appreciating the little things of his job. "I have the opportunity to work with some of the most amazing and professional people I've met or had the pleasure of working with. We make sure to laugh often with each other and the people we serve."

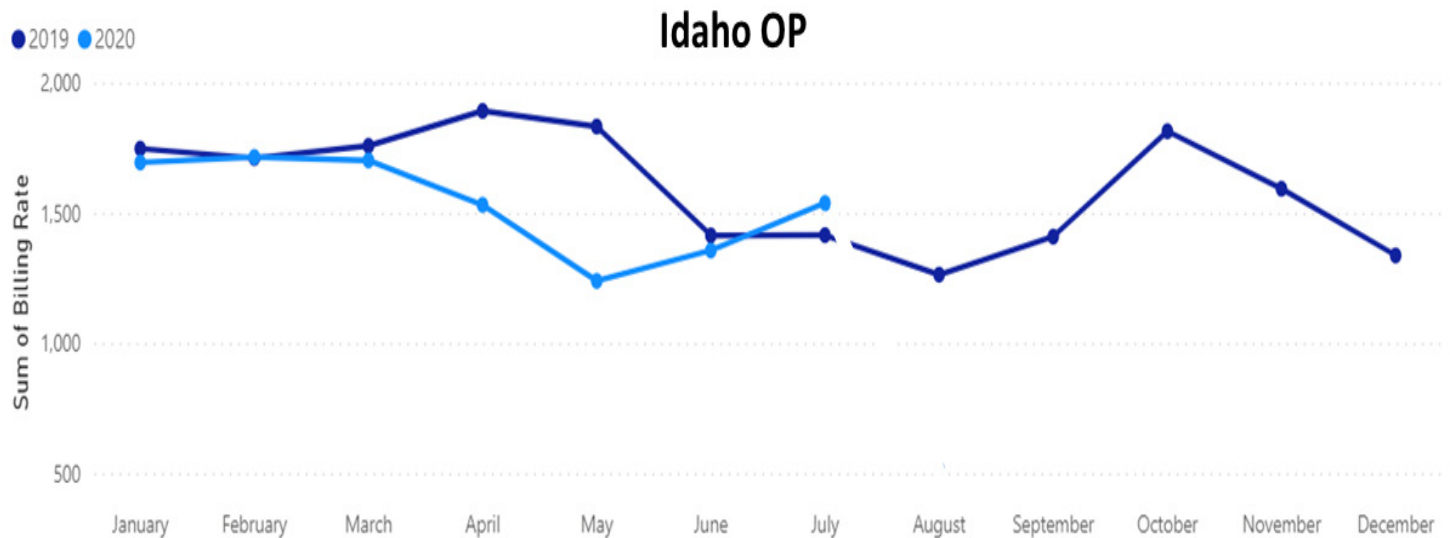
Marina Longoria **Administrative Assistant**

Marina came to Lifeways from Good Shepherd Hospital where she worked in Patient Financial Services. Marina attended Columbia Basin College in Pasco, Washington and Blue Mountain Community College in Pendleton, Oregon. Marina also worked as a CNA for 2 years while going to school.

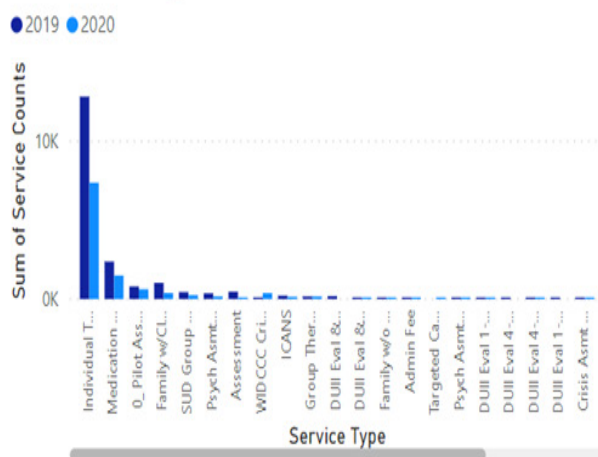
Taylor Parks **Registered Nurse**

Taylor is a Registered Nurse at Lifeways and is close to completing her QMHA certification. Taylor was the valedictorian of her graduating class at Blue Mountain Community College in Pendleton.

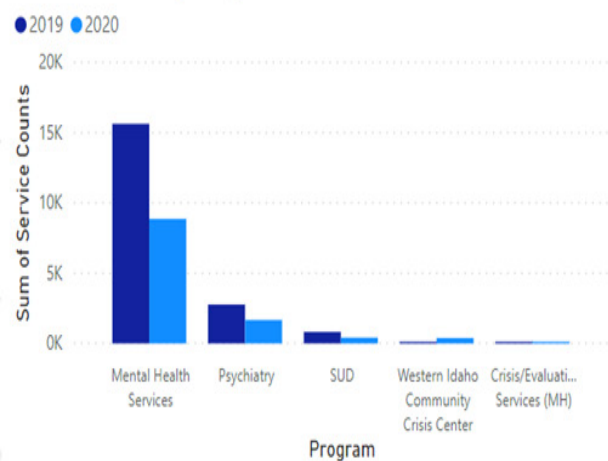
Idaho Region in Review



Service Count by Service Year Over Year



Service Count by Program Year Over Year



Idaho Outpatient Service Count

While Lifeways has been able to move most services over to tele-video and telephone, we have still seen a drop in service counts when compared to the same time period in 2019 due to the constraints COVID-19 has placed on individuals and communities. Our Idaho teams continue to innovate service models to meet clients where they are. We now provide more on-site services in schools and community partner locations than ever before.

Lifeways 'lights Idaho

Misti Newson
Director of Nursing Services

Misti has spent her professional career working in healthcare and has worked at a number of different facilities. Before her came to Lifeways, Misti was the Charge Nurse at Intermountain Hospital. Misti sums up her experience with Lifeways and healthcare perfectly. "I have been privileged to work as a nurse since 2008 and have learned many valuable fundamentals and gained experience."

Camryn Conrad-Renteria
**Idaho Outpatient
Program Manager**

Camryn has been with Lifeways since 2015 and also helped with the inception of the Caldwell, Idaho branch. She even previously worked with Lifeways in the Caldwell School District. She is the Idaho Outpatient Program Manager at Lifeways but is also a key part in building mental health services at The Elevate academy and the Canyon-Owyhee School Service Agency.

Janet Tooley
**Licensed Clinical
Social Worker**

Janet has been with Lifeways for nearly 5 years. Her background includes clinical work for Insight Consulting, and she also served as the Program Manager Psychosocial Rehab Specialist for the Caldwell School District in Idaho.

Lifeways by the Numbers

FINANCIAL REPORT

Revenue FY20	Net Total	
Patient Services	\$31,739,059	98%
Program Support/Other	\$621,098	2%
Grants	\$178,294	1%
<i>Deductions to Revenue</i>		
Revenue Adjustments	\$6,902,654	21%
Charity	\$267,803	1%
	\$25,367,994	
Expenses FY20		
Employee Expenses	\$16,375,310	57%
Non-Employee Expenses	\$12,358,856	43%
	\$28,734,166	
Income FY 20	(\$3,366,172)	

Our Board of Directors

Lifeways would like to thank our Board of Directors for their ongoing encouragement and in-kind support.

Dave Waldo, Chair

Mike Hannigan

Dennis Burke

Anne Wilde

Susan McHenry

Rachel Reyna

Dana Young

Dan Joyce

Our People

July 2019 – June 2020

- Lifeways employs 338 individuals in Oregon and Idaho
- Lifeways paid \$12,207,325.00 in salaries in FY20
- Lifeways hired 86 people
- 151 employees terminated employment with Lifeways. Seventy-six (76) of those were voluntary discharges
- Lifeways' rate of turnover is 28%*
- Lifeways received 1,142 applications
- The # of days from a position opened until a hire date was 54.83 days, which is down from 100.12 in FY19

*Rate of turnover does not include Lifeways Recovery Center as it was a program closure

* Industry Standard for rate of turnover is between 40%-70%



Lifeways Locations

Idaho Outpatient

Caldwell | 208-454-2766

2609 S. 10th Ave., Ste. 102, Caldwell, ID 83605

Fax: 208-454-2771

Email: caldwellinfo@lifeways.org

Idaho Inpatient

Boise | (208)-327-0504

8050 W Northview St, Boise, ID 83704

Oregon Outpatient

Ontario | 541-889-9167

702 Sunset Drive

Ontario, OR 97914

Toll Free: 800-995-9169

Fax: 541-889-7873

Email: ontarioinfo@lifeways.org

Hermiston | 541-567-2536

595 NW 11th Street

Hermiston, OR 97838

Fax: 541-567-2632

Email: hermistoninfo@lifeways.org

Pendleton | 541-276-6207

331 SW 2nd Street

Pendleton, OR 97801

Toll Free: 866-343-4473

Fax: 541-276-4628

Email: pendletoninfo@lifeways.org

Milton-Freewater | 541-276-6207

299 N. Columbia

Milton-Freewater, OR 97862

Fax: 541.276.4628

Oregon Residential

Lifeways Recovery Center | 541-889-2490

686 NW 9th Street, Ontario, OR 97914

•35-bed Adult Substance Use Treatment Facility

•5-bed Social Detox

North Oregon | 541-889-4490

•5-bed Women's Transitional Sober Living House

4th Avenue | 541-889-0888

•5-bed Psychiatric Secure Supported Housing

Burdic House | 541-889-0493

•5-bed Supported Housing

Umatilla, Oregon

McNary Place | 541-922-0880

•16-bed Non-Hospital Acute, Secure Residential Treatment Facility

Pendleton, Oregon

Westgate House | 541-240-8030

•5-bed Crisis & Residential Treatment Facility

McKay House | 541-276-6406

•5-bed Supported Housing

Oregon Inpatient

Aspen Springs | 541-289-2340

16- bed Acute Psychiatric Facility

“ All of our lives are, of course, independent of one another, and yet collectively, we bring ourselves forward each and every day to meet in this space. ”

- CEO Tim Hoekstra



