



SOAR CORP RECOVERY CENTER

Annual Report For 2020

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Program Population

SOAR CORP is an outpatient substance abuse treatment center located in Lansdowne, Philadelphia Warminster and Levittown PA. Our mission is to provide comprehensive and holistic outpatient service to those suffering from addiction with a wide range of individualized services. The program is designed to assist people in recovery examine their lifestyles, learn how to make different decisions and for recovery to become a primary focus in an environment that is safe, supportive, and conducive to individual change. SOAR is a Medication Assisted Treatment (MAT) program that believes outpatient treatment is an effective mechanism to assist individuals in achieving their recovery and becoming productive members of our society. SOAR believes that individuals the use of specific medications such as methadone, for detoxification and maintenance purposes can ease the pain and discomfort of withdrawal symptoms. We operate a Person Served Multi-Disciplinary Team Approach to provide a holistic approach to treatment that includes balancing ones physical, mental, and spiritual stability. Our Treatment Team staff consists of highly trained professionals, with Bachelor and Masters level counselors, Licensed Nursing, Medical Doctors and APRN's. The clinical staff has specializations in marriage and family, addiction, co-occurring, and trauma to meet the needs of the patients. Soar offers educational Services on Relapse Prevention, HIV/AIDS, Hepatitis "C" STDs, life skills, educational and employment issues are offered through the group and individual services.

SOAR believes in treating people with respect, dignity and incorporates a member's lifestyle choices into the individualized treatment planning process. At Soar, person first individualized treatment plans are used to support recovery goals, personal growth, and development. Members are encouraged to be an active participant in their own recovery by collaborating with the treatment team to achieve personal goals. We make attempts to integrate and educate a member on local community activities such as religious organizations, library participation, job and educational resources along with 12 step / sober support networks. Family involvement is encouraged in the treatment process as Soar counselors will complete a couple or family session at the request of a member. Evidence based practices have been adapted into the programming at each site in order to assist members. Approaches such as the Matrix program, IMR (Illness Management and Recovery) and trauma informed care have been added and are in use at all sites of our corporation. Additionally, staff members have completed formal training in specific evidence based approaches such as EMDR and CBT. Soar shall continue to encourage its clinical staff to obtain training and certification in evidence based tracks to meet the needs of members being served.

In terms of program structure and staffing, Soar Lansdowne has a total of 7 counselors employed within the agency, 1 being male, 6 being female, the Levittown office has a total of 5 counselors, 2 being male, 3 being female, the Soar Philadelphia has a total of 15 counselors and the Warminster office has a total of 3 counselor 1 male and 2 female. Typically, fulltime counselors work a scheduled 40 hours week at various times of the day. Our current O.P. full time counselors have a caseload ratio that does not exceed 35 to 1, however soar attempts to keep the caseload ratio at 30 to one to meet the needs of the members. Our current I.O.P. full time counselors have a caseload ratio that does not exceed 20 to 1 to one to meet the needs of the members.

Soar was reviewed by outside inspection sources such as the Department of Drug and Alcohol Programs, contracted funding sources and other consumer satisfaction teams. Overall all of the feedback about the program has been positive and no significant issues in terms of patient care were found within the reviews and inspections. Soar has completed both a Consumer Satisfaction Team Reviews along with a review from the Network Improvement and Accountability Collaborative (NIAC) receiving a two year accreditation from NIAC. Additionally, the Philadelphia, Lansdowne and Warminster locations have been reaccredited by CARF receiving a 3 year continued accreditation till 2022. Our new site in Levittown has received a new 3 year accreditation from CARF till 2021.

2020 COVID-19

Due to the COVID-19 outbreak, Soar Corp suspended all group therapy sessions within all of its locations. This measure was taken in order to ensure social distancing guidelines and CDC guidelines for gatherings were followed during the 2020 calendar year. Additionally, programming and service delivery methods were modified to ensure patient care continued during the pandemic. Soar Corp expanded its take home dosing procedures for patients during the pandemic in order to minimize the risk for exposure and limit patient numbers within the facility. The agency also adapted the use of tele-health options such as video, phone and internet services for counseling services and medical services in the first quarter of the year and continued this practice throughout the calendar year.

Soar has experienced some turnover during the 2020 year as a result of the pandemic. Staff expressed the need to resign from their position due having school aged children being taught virtually with no means of childcare. Additional staffing needs were generated from expansion in the form of increased intake and admissions. The corporation continues to work to address its staffing needs by recruiting and nursing staff at all sites.

Quality Improvement

An annual quality improvement reports is being completed at this time to comment on some of the outcomes of Soar Philadelphia for the 2020 calendar year. Soar shall use the following items to establish base line data for this quality improvement report, the patient satisfaction with the program, the effectiveness of the program, the efficiency of the program, the accessibility of the program and the retention of the program. Over the course of the year, Soar established and achieved several goals on these domains and feel which we feel increase the quality of services being offered.

Soar Philadelphia

The outbreak of COVID-19 proved to be a significant barrier for treatment accessibility. During the course of 2020, Soar Philadelphia modified its admission and intake process in order to continue services in a safe and efficient manner. Soar continued to provide in person admissions for all patients seeking treatment from the point of the initial contact to the medication induction. However, due to continued safety measures and protocols, the admission time period at time was extended from 24 hours to 48 hours.

Even with these barriers, Soar Philadelphia continued to grow and expand during the year of 2020. During the periods of growth and expansion, there appeared to be a significant trend of outside consumers and providers being interested in being admitted to SOAR for treatment. Over the course of 2020, a total of 384 patients in Philadelphia requested an intake, screening, readmission or reinstatements to the facility. Of the 384 patients who had requested a screening at the Philadelphia location, a total of 300 patients or 78% of those patients were admitted into the program. A further review of the quarterly results showed a consistent request an intake, screening, readmission or reinstatements across each quarter, with an average of 96 requests per quarter for Philadelphia and an average of 75 patients being admitted in each quarter. In regards to the retention of admissions, Soar Philadelphia showed an average rate of over 88% of its patients by the end of the calendar year.

During the course of the year, the program received requests from patients to transfer to another MMT provider within the area. Additionally, a review of the referral sources also indicated a large population of the admission request were patients who is not in treatment and continuing to use while on the street. Other referral sources included inpatient residential programs such as Kirk bride, Aldie, CBH, Bucks County SCA and local hospitals.

Finally, a further review of the denials to admissions has been completed in order to identify trends that acted as a barrier to enrolling in treatment. First, it was found that 47% of the denials for enrollment in the MMT program were due to a patient being positive for illicit substance use that is

contraindicated for this type of program. Specific examples include patients being positive for suboxone, alcohol and any type of benzodiazepines. Second, data on the denials also showed that patients were at times unwilling to allow Soar to contact their doctor who was prescribing the benzodiazepine prescription to coordinate care with our MMT program, resulting in an inability to proceed with an admission. Finally, 25% of the patients who did not show for a scheduled appointment. The patients who were willing to discuss their choice to not attend the program stated factors such as, being issued emergency take home dosing on admission at another provider, being able to obtain take homes with a medical marijuana card and being able to receive a higher number of emergency take homes from another provider. Others stated that they were not ready to enter treatment due to receiving stimulus and unemployment money and will seek treatment after they have exhausted this resource.

Second, an annual review of the current drug monitoring reports is being completed by Soar located in PHILADELPHIA in order to establish a sense of program effectiveness to the population being served. Quest diagnostics has provided us with quarterly reports that show the breakdown of the positive drug screens by substance along with averages and percentages for the quarter.

The quarterly drug monitoring report was defined in the following manner

1. Consistent drug screen ----only the Rx drug was present (methadone)
2. No Drugs found-----negative for all including methadone
3. Additional drugs-----positive for other substances beside methadone

First, Soar PHILADELPHIA has had steady growth from new admissions, transfers and assessments. As a result of this growth, it is estimated that a total of 6243 urine screen samples have been collected for new admission request where 6% (close to 100) of the urine screens collected within a quarter were associated with new admissions. Admissions appeared to grow over the year rising from an average of 68 admissions in the first quarter of the year to 136 admissions by the end of the fourth quarter.

Second, trends for existing patients are as follows. Soar PHILADELPHIA remained unchanged with its urine screen results that are considered consistent, remaining at a 35% level by the end of 2020. Additionally, the rate of urine screens being negative for opiates also improved from the previous year rising from 59% in 2019 to an annual average of 62% by the end of 2020. Soar PHILADELPHIA also calculated that the total percentage of negative alcohol results equaled 99% for the calendar year and this was seen as an improvement from the 2019 calendar year. Soar Philadelphia also saw a reduction in the amount of illicit benzo use. At the end of 2020, a total of 86% of the urine drug screens were negative for benzo use as compare to 2019 where 73% of the drug screens were negative for benzo use.

Third, the with legalization of medical marijuana's, Soar Philadelphia saw an increase in the rate of prescription medical marijuana cards and also in the rate of positive drug screen results for this

substance. By the end of the fourth quarter of 2020, it is estimated that 40% of the urine screen samples were positive for marijuana. Due to this issue, it is evident that the rate of consistent (or clean uds screens) has been affected as there are many patients who are only positive for marijuana. This variable will have to be planned for in 2021

Third, a review of the overall efficiency of treatment services for the 2020 year is being completed at this time for SOAR Corp located in Philadelphia, PA. Currently Soar is measuring the term “treatment efficiency” through the establishment of the following standard. First Soar will keep monthly, quarterly, and annual data on the number of treatment hours completed by the patient population for the specific time periods listed above. This data shall be compared to an established standard for “expected treatment hours” (#pts* 20 billable hrs) for each specified time period that was previously listed. A second measure will focus on the completion of a monthly individual session for all of the patients within the program. Soar shall keep data on a monthly, quarterly and annual basis of the total number of patients who did not complete at least one individual counseling session a month. Soar believes that measuring these two standards will give an accurate reflection of both the patients’ engagement in treatment and of the quality of services being offered at the program.

Overall for the 2020 calendar year, Soar Philadelphia rate of service delivery was impacted due to the COVID-19 outbreak. Group therapy sessions remained cancelled for most of the 2020 calendar year due to social distancing requirements and concerns. Soar continued to complete individual sessions both in person and also by tele-health series. Patients reported mixed feelings regarding the tele-health services, and reported times of having to end sessions by this means early due to not being able to keep their home location confidential to continue the services. The patient census remained consistent with an average census of 480 patients per month.

During the 2020 calendar year, the patients attended a total of 17,500 hours of individual therapy and Soar established a 96% rating for ensuring that all patients attended the minimum monthly standards of 1 session by regulations. When compared to the 2019 data a total of 5750 hours of individual therapy was completed and Soar established a 98% rating for ensuring that all patients attended the minimum monthly standards of 1 session by regulations. Additionally, the 2020 the results show some fluctuations in the completion of individual sessions from month to month, particularly in the 4th quarter of the year where the monthly average dropped from 97% to 92%. Data from the fourth quarter showed staff losses due to COVID-19 assisted issues such as a lack of childcare for virtual learning. The data also showed some difficulty in patients keeping telehealth appointments due to not having working phones or minutes, having to end sessions early or simply not answering the phone when a therapist calls at a scheduled time.

Finally, due to the COVID-19 restrictions the overall percent of treatment hours expectations decreased as the year progressed. At the close of 2019, it is calculated that the patients completed 70% of all of the expected treatment hours at the Philadelphia Office. This equates to each patient having on average 14 hours of counseling sessions per calendar month, being a mixture of both individual and group therapy sessions. At the close of 2020, it is calculated that the patients completed less than 20% of all of the expected treatment hours at the Philadelphia Office. This equates to each patient having completed less than 3 hours of counseling sessions per calendar month, being only individual therapy sessions.

Finally, an annual review of the patient surveys for Soar Philadelphia has been completed to review trends and outcomes for the program. The yearly data for 2020 regarding patient surveys has significantly affected due to the COVID-19 outbreak. Patients are taking part in telehealth mechanisms for treatment and have expressed less desire to take part in a survey for the calendar year. Additionally, specific domains such as group therapy will not have any significant data to evaluate due to the groups being cancelled for social distancing reasons. Over the course of the year, quarterly data has been formulated based off patient's surveys that were completed and focused on 15 different domains of the program. Both annual and quarterly averages were established for each of the domains questioned through the surveys.

Overall the results for 2020 showed that the patients attending the program are satisfied with the program. In total, there were a total of 1155 responses to the survey questions and this is seen as a 50% drop in responses from 2019. Out of the total 1155 responses 52% stated of the patients reported they were satisfied to completely satisfy with the program. A review of the information showed 5 categories that were significantly higher than the average. One category was the individual sessions where patients expressed a 79% satisfaction rating. Another category with a high rating was the feelings of staff confidentiality where patients expressed a 60% satisfaction rating. A third category which had a high rating was the ability of appointments at the clinic provided where patients expressed a 63% satisfaction rating. A fourth category which had a high rating was feelings of respect by the clinic where the patients expressed a 62% satisfaction rating. A final category which had a high rating was the safety and feelings of safety at the clinic where patients expressed a 56% satisfaction rating

Community Outreach and Development

During the 2020 calendar year, SOAR increased involvement in the Bucks County, Delaware County and Philadelphia County recovery community. COVID-19 constraints caused most community events, including the recovery walks to be cancelled for the calendar year. However, Soar continued to be involved in the community and fostered relationships with others.

Within Philadelphia County, Soar worked to strengthen its current relationship with the local civic groups in the area. Soar met with representatives from the bustelton civic group and the Holmberg

civic group, discussing the impact of addiction within their local community. Soar's Vice President Richard Mangano held several community discussions at the local civic group and addressed concerns that the local community had about the growing epidemic of addiction in the northeast portion of Philadelphia. Soar Philadelphia also worked with the local community business that surrounds our program to foster a good neighbor policy. Soar Corp's Vice President and Regional Project Director have met with much local business to explain the nature of our program and our interest in being a good supportive neighbor. The community business was given our contact information for any perceived issues with person who is believed to be a member of the program. The businesses were given assurance of a response from Soar and it is seen that this outreach has fostered a positive relationship at this time.

Additionally management took part on many zoom meetings and conferences with funding sources, community members and patients to discuss treatment barriers related to COVID-19. The management team of Soar also took part in several other zoom meetings with other MMT and treatment providers to discuss the impact of COVID-19 on treatment, admissions and to brainstorm as a community methods to manage identified barriers.

Safety and Emergency Information

In Terms of health and safety outcomes, yearly review has been completed on the fire drills, disaster drills, and the grievances and incidents filed for the 2020 calendar year. It should be noted, there was one fire drill recorded for each month of the 2020 calendar year. Within Philadelphia, the drills combined showed a total of 6 problems that reported throughout the drills. There were 2 drills that the staff did not hear the alarm, 2 issues of staff being unsure of where to meet, and 2 issues relating to windows and doors being left open. Staff has met frequently in health and safety meetings to discuss all of the fire drills. There has been a new Safety Officer elected to improve fire drill issues reported for the upcoming year. All staff is responsible to take their fire safety test yearly to improve fire safety drill issues.

Soar Corp (Bristol) completed all of the assigned disaster drills for all of the 2020 calendar year. Different patterns and trends from the drills were recorded and examined in order to establish re-occurring trends and create new ways to improve the trends to increase our accuracy of all Disaster drills. Over the last 12 months, there were a total of 2 different issues reported. Each issue that was established within each drill was discussed as well as staff and patients being re-trained or reminded of what should occur throughout each drill which could contribute to no issues being reported more than once over the calendar year of 2019. Staff will continue to meet and discuss the 6 specific types of drills and ensure all staff existing and new is properly trained and patients are being made aware of the drills procedures.

An annual review of the incidents that have occurred over the course of the 2020 year has been completed to identify trend and outcomes for the site. Overall 3 different incidents were reported over the year and this is an increase in the number of reports as compared to the 2019 calendar year however in 2016 the site was only open for 2 months with 2 incidents compared to 3 incidents in 12 months in the year 2017. Statistically 67% (2 incidents) of all of the reported incidences for the year fell within the category of medication/dosing related issues and 33% within the category of patient death (1 incident). In terms of dosing, reported incidents fell within this group due to issues of a dose being spilled by nursing staff and an inaccurate amount of medication was entered into the computer system. The medication spill was rectified by incorporating alternative storage in the nursing office in order to reduce clutter on the counter. The nurse that entered inaccurate information into the computer was written up for this behavior. The third incident was due to a patient who passed away in her sleep and was not medication or substance abuse related to our knowledge. Moving forward we will continue to advocate that our clients seek medical attention with their primary as needed and at least annually for an annual exam.

An annual review of the grievances that have occurred over the course of the 2020 year has been completed to identify trend and outcomes for the site. Overall 12 different incidents were reported over the year and this is an increase in the number of reports as compared to the 2016 calendar year where there were 0 grievances. Overall it appears that a large portion of the grievances centered on a patient filing an appeal to a decision of a detox that was started. Other grievances were filed including patients requesting new counselors (Other type specified), patient to patient confidentiality, policy and procedure questions/ concerns, and staff misconduct. We believe with more patients being added over the last year, the amount of grievances that have been received could have played a part in the increase of grievances as well as the change in leadership in the last quarter of the year which increased accountability by staff and subsequently patients.

Information from Outside Sources

Soar Corp has been reviewed by outside certification and licensure bodies during the course of 2020, and has been found to be in compliance with all standards. All four facilities have been reviewed by the PA Department of Drug and Alcohol and have received full licensure accreditation. Additionally, the consumer satisfaction teams have completed onsite reviews in the Philadelphia and Lansdowne locations, citing positive feedback from members being serviced and no recommendations for improvement. Finally, the DEA has completed their routine inspection of the Philadelphia site and Soar was found to be in full compliance with all regulations.

Information and Technology Systems

During the course of the 2020 year, several large improvement projects were done to the current IT systems for Soar ranging from hardware, software and network capabilities. Specific changes and

upgrades were made in order to meet program changes related to the COVID-19 outbreak, to allow services to continue without interruption for the patients being served. Also as result of this shift other IT needs identified for the 2020 calendar year were only partially completed and shall be continued during the 2021 year.

First, issues around the reliability of the remote access system for after hour calls, network speed, hardware and component issues and the data backup system were deemed as essential components to be addressed during the 2020 year and ongoing. Currently it is seen that this goal to update the systems is partially met. A new system for the remote log in system has been identified and is in operation but there continues to be some ongoing issues with the remote connection to the servers, resulting in failed attempts for remote logins. Our current IT vender is working on the issue and will have this resolved within the first quarter of 2021. In terms of the network speed, this issue appears to be resolved as the internet provider and network speed has been updated to meet the needs of the program.

Second in terms of security and confidentiality, our IT vender has continued to work with Soar to revise the security level platforms within our existing computer system. Now all users are assigned a security level within the system which allows a user to only assess information within their job description. Additionally in terms of security, all computers automatically lock out after 3 minutes of inactivity and computer password for all users must be changed every 60 days. Lab and drug screen information now received from Ammon labs electronically is now sent encrypted to our server and decoded by our IT vender to be placed in our electronic software system. Additionally in terms of security, updated virus protection packages have been installed on each computer across all sites. Further work has progressed on the remote access system in order to increase security measures.

Also during the calendar year of 2021, the issue of data speed and transmission was addressed by our IT vender in the following ways. First, the IT manager worked to redevelop, and organized DFS system (**Distributed File System**) to ensure instant mirroring has created across all sites. Within this process the group shares on the agencies multiple servers were reformatted to link shares into a single hierarchical system. . Second, the It manager also worked on updating and locking down the firewall configurations across all locations while turning off all non-essential services on firewalls. Finally, the IT vendor decommissioned outdated servers while cleaning up unneeded virtual machines that were tasked with single server roles.

Third, in terms of equipment, Soar has invested in the purchase of 20 new lap top computers over the course of the calendar year. The lap top computers were purchased as part of the COVID-19 action plan of Soar Corp to allow counseling staff to be able to continue remote working from home. The lap tops allowed the counseling staff to continue to provide counseling sessions by telehealth methods and to have remote access to the company's electronic medical records to place the contact notes in the patients file. The lap tops also allowed patients who attended the clinic to complete medication review checks with MD's who were off site to ensure services continued without incident.

Other items were purchased during the year in order to aid in the action plan for COVID-19 include web cams, head sets, printers and other devices to help support remote / telehealth treatment for the patients.

Fourth in terms of our electronic medical record and billing system entitled Tower systems, Soar has completed the upgrade to Tower's Systems new software package the new Levittown location and its new site Warminster, but continues to have the old version of the software at the Lansdowne and Philadelphia site. It is recommended that Soar transfer all sites to the new version of Tower, as it meets current regulation and funding standards. Additionally, Tower Systems continues to not meet PA regulations in order to use this program as a full electronic medical record system, and has struggled to make modifications and changes as suggested by Soar. Currently all of the DAP notes; Billing and MD order are built within the electronic order system. As a result, Soar has been in discussion with two other electronic medical record systems that specialize in MMT services to explore the use of an alternative EMR system in order to comply with standards

Finally, our IT vender has been working on creating a virtual environment between all of Soar's sites that will allow users to access their desktop from any location. During 2020, ongoing issues of lag, desk top backups not being completed or data not being transmitted from site server to site server progressed was addressed and resolved. Soar's new IT vendor intensified issues with settings and subpar equipment being used by the previous IT management company. Specific routers, switches, and firewalls were replaced or modified in order to increase the efficiency within the virtual environment. By the end of the fourth quarter of 2020, data transfer rates within a site and between sites dramatically increased and there was an ability to localize specific users and limit wireless traffic within the system.

Financial Health

Finally, the financial health of the each site of the agency was examined to identify any issues and concerns. For the 2020 year Lansdowne generated a total of revenue in \$2,106,249 with a total operating expense of \$1,800,000 dollars being generated for the 2020 Lansdowne site. For the 2020 year Philadelphia site generated a total of revenue in \$4,974,235 with a total operating expense of \$4,600,000 dollars being generated for the 2020 Philadelphia site. For the 2020 year Levittown generated a total of revenue in \$1,235,269 with a total operating expense of 750,000. For the 2020 year Warminster generated a total of revenue in \$500,000 with a total operating expense of 480,000.

Additional expenses with were generated computer and infrastructure upgrades, along with increasing security adding more full time guards and hiring a shift supervisor for the security personal. Other expenses included hiring additional staff (including an additional MD), computer and networking issues, along with additional furniture. Additional expenses were generated for improvements to the physical plant to increase safety. Items such as such external lighting, camera and security monitoring

systems, along with other mechanical upgrades were completed in the 2019 year. Other physical upgrades expenses included building a new chart room to increase patient confidentiality of records, and upgrading the nursing dispensing stations to reduce accidental spills of medication by patient and staff. Soar also had additional expenses for computer and hardware upgrades to increase our efficiency and effectiveness for the services that are being delivered. A final additional expense included construction fees and cost to build a new 4th facility that will be opened in Warminster PA in 2019. In total these expenses totaled \$1,010,562

Conclusions and Future Goals

Philadelphia Recommendations for 2021

First in terms of accessibility, recommendations for 2021 shall be as following. First Soar will strive to complete a same day admission for patients in the next calendar year while holding a minimum standard to complete intakes within a 24 hour window for all inductions and inquiries. Soar shall monitor the turnaround time of urine screen analysis so ensure screens are completed within 24 hours. The intake department shall use instant test for the intake process to help expedite the process for all walk in admissions and screenings. Second, will continue to increase both its telehealth and in person services during the COVID-19 pandemic to give patients more options for treatment to meet their comfort levels. Finally, Soar shall explore the possibility of expanding the current services of the Psychiatrist to address the growing trend of patients using benzos at intake and during the course of treatment. Implementing this service expansion will accommodate the needs of the patients and provide more effective wrap around services to ensure patient stability.

Second in terms of treatment effectiveness, Soar PHILADELPHIA would like to set the following benchmarks for the 2021 calendar year. First for the overall consistent urine screens, Soar would like to increase its annual percentage to 40%. Second for the opiate negative results, Soar would like to achieve a 70% annual rate. Second, with the ongoing issue of medical marijuana and patients seeking out the prescription cards for this substance, Soar would like to define a protocol for managing prescription and illicit use of this substance. The current take home policy will need to be reviewed due to this issue and possible changes will need to be submitted to regulatory bodies for approval. Third, Soar will need to continue to monitor the current COVID-19 pandemic and adjust programming to meet the needs of the patients being served. A final recommendation shall be to reduce the total percentage for overall illicit substance abuse by 10%. These recommendations shall be achieved by continuing to specialize care to meet the needs of the members. Some of the specialized care shall focus on developing tracks of cocaine use, methamphetamine use and mental health needs

Third, in terms of treatment efficiency, the following recommendations for improvement shall be made for 2021. First, Soar shall continue to examine its programming and find ways to continue treatment for patients during the COVID-19 restrictions. Soar shall start to explore ways to institute group therapy sessions for patients that desire this service in a means that practices social distance. The options of expanding telehealth to include groups by means of virtual services (zoom etc.) shall be explored. Second, Soar will examine its previous group therapy structure, group times and length of the groups to see if improvements can be made to this service. Finally, Soar shall ask for and examine feedback from the patients of the program on what therapy sessions should look like post COVID-19 to accommodate patient stated needs.

Overall it appears that Soar Philadelphia's modified programming due to the COVID-19 outbreak was received well by the patients. However, moving forward for 2021, Soar Philadelphia shall work on increasing the total satisfaction in the following areas. First, when the program is able to return to group therapy programming, the agency shall focus on increasing the group therapy options being offered at the program to increase the attendance and satisfaction. To achieve this goal Soar shall continue to explore the resources to add more programming to the weekend and later hours of the day as suggested by the members. Also the ability to offer earlier offering of sessions shall be explored in order to accommodate the members who are working. Finally, a reduction in the length of the group shall be explored by management as patient feedback has suggested that 3 hours is too long for one session. Second, Soar Philadelphia shall aim to improve the current rating for patient feedback and input within the program. To achieve this goal, Soar shall continue to encourage participation and engagement in the peer advocate group, seeking input and involvement from this group into the program. Soar shall also encourage more members to join and actively participate in the peer advocate group to have a forum to discuss concerns and provide feedback. Soar shall also explore the possibility of hiring a peer support specialist at the program to aid in this area. Finally, Soar shall increase the current rating of both education and recreation options offered within the program to assist patients in making connections to outside community resources to support their recovery. We will also increase our education sessions within groups and have implemented a creative recovery group for patients to participate in should that be a specialty interest and a more effective to increase their overall satisfaction with programming.

IT Recommendations for 2021 shall be as followed.

First Soar Corp will update its existing network based virus protection system by the end of 2021, to a server based system. The IT department will continue to address Virus/malware cleanup on all company desktop systems. This will allow for updates to reach all computer and machines across the entire network efficiently. Second, Soar will establish a full plan to transfer to electronic medical records with the intent to execute the plan by the end of 2021. Soar will expect to be able to complete

full intakes within Tower Systems EMR by the end of the 2nd quarter of 2021. Third, Soar shall move towards upgrading the current windows platform for all computer systems from windows 7 as this system is now discontinued with no support from Microsoft. An assessment of the steps that are needed to achieve this goal shall be made in early 2021 and a plan to follow. Finally, the IT manager will continue to adjust the group policies for all users and agency servers while examining the active directory hierarchy to make corrections to company user/pc layout to reduce lag time and directory errors.

SOAR Board of Directors

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