Community Wellness Center

Douglas County, Colorado

Business Plan Submission

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Project Summary

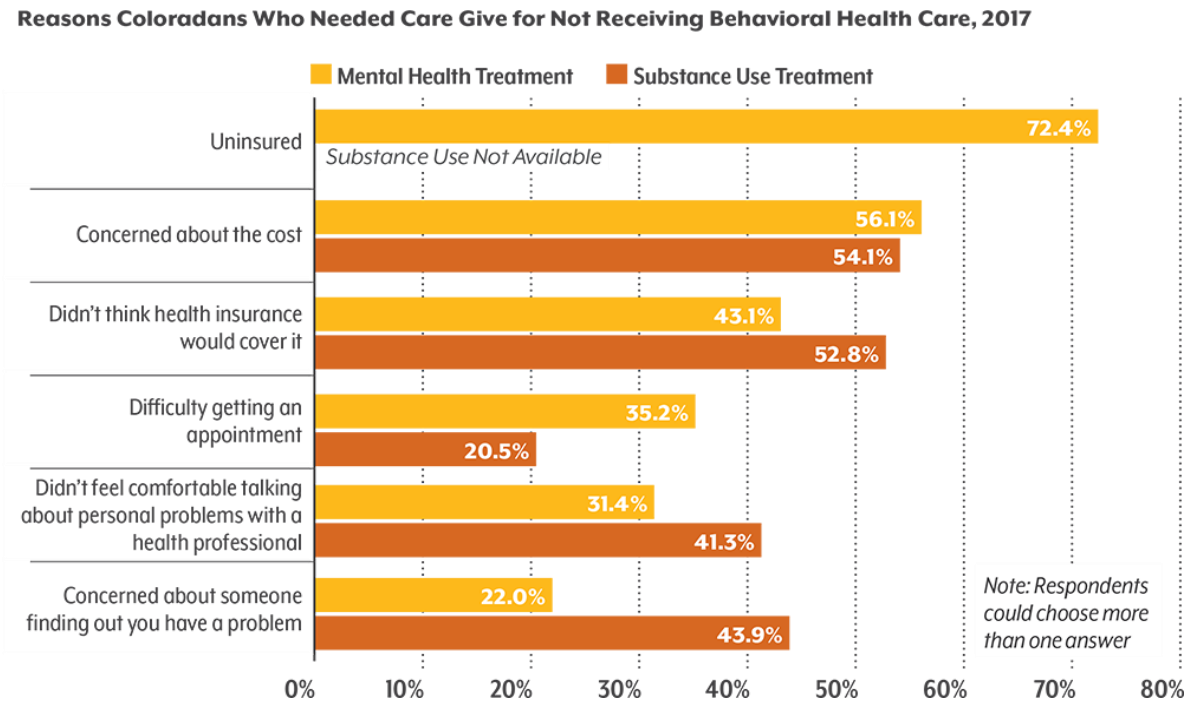
Proposed Strategic Business Plan Summary

Community Wellness Center—Douglas County

One in every four people in the United States will face a mental health or substance use issue in their lifetime. Only 25% of those people who need help will seek help. There are several reasons why people do not seek help, but two of the most prominent are a lack of available resources and the stigma of seeking mental health or substance use support. The National Alliance of Mental Illness says many people who need help do not want to be seen going into a mental health facility. Douglas County, Colorado is no different than the national average. The lack of resources and the fear of being stigmatized may be even worse in Douglas County, given that it is one of the fastest-growing (with a population of almost 350,000, it grew 6% in the last three years) and wealthiest (Forbes magazine lists it as the country's fifth wealthiest) counties in the United States.

Colorado is often celebrated as a fit and healthy state, but when it comes to behavioral health, there's more cause for concern than celebration.

Colorado ranks 43rd in the country for mental health conditions, according to a 2018 index created by Mental Health America. It has the ninth-highest rate of suicide in the country, the Centers for Disease Control and Prevention (CDC) reports. And it is the only state where residents are heavy consumers of four different substances: alcohol, marijuana, opioids and cocaine.



From 2010 to 2019, the population of Douglas County has increased by roughly 25%, from 286,977 to an estimated 358,000. This growth is expected to continue as major housing developments are underway across the county. This growth has strained the existing community service capacity beyond its limits, especially services for mental illness and substance abuse. Whereas leading counties across the United States and in Colorado have one behavioral health provider per 300 people, Douglas County has only about one provider per 1,000 people. As a consequence, law

enforcement, health care entities, schools and other government agencies are encountering an unprecedented number of cases of depression, substance use, suicidal behavior and other forms of mental illness.

In 2017, Douglas County formed the Douglas County Mental Health Initiative (DCMHI) to identify unmet community needs and generate possible recommendations. Among other things, the DCMHI identified the need to create an integrated and "stepped approach to care" that was able to serve the needs of individuals, regardless of their payer source. The need for additional behavioral health services in Douglas County is critical.

AllHealth has volunteered to take a lead role in developing a new state-of-the-art facility in Douglas County to help meet growing needs, but AllHealth cannot achieve the desired results by itself. The project will need financial and service provider partners. This initiative will need to bring together partners from the county, law enforcement and mental health/substance use professionals.

This proposed strategic business plan is for the creation and construction of a new 50,000-square-foot facility in the heart of Douglas County that brings together multispecialty partners. The center will be called the Community Wellness Center (CWC) of Douglas County. AllHealth will develop and build the center and then lease space to partners who will provide wrap-around services to support needs for mental health, human services and substance use for all ages. **AllHealth will maintain its normal operations independent of the CWC. It will be an investor in the building and one of its several service providers.**

The CWC of Douglas County will be comprised of several specialty and supporting businesses. The assembled partners will develop and fund this state-of-the-art, innovative center of excellence and provide several services under one roof in a discreet environment.

Community Wellness Center Overview

The center will be able to offer a wide array of traditional, unique and state-of-the-art services to any and all community members. Currently, many of these services are provided in one-off settings in disperse locations. AllHealth Network will be the anchor tenant in the facility and lease approximately half of the space. It is important that every tenant incorporate the shared philosophy of client care for Douglas County. A list of potential synergistic tenants is included later.

As the anchor tenant, AllHealth will coordinate the services provided in the building and ensure that tenants will meet the financial and philosophical requirements of the center. This will result in a more coordinated approach to client care and will drive services that will be performed in a single location. This approach makes service more convenient for clients, which will allow AllHealth to become a provider of choice and give it a competitive advantage in the market while providing better service to clients. The center will become the destination point for clients and their families who are seeking comprehensive high-quality client-centered care.

Financial Structure

AllHealth Network will set up an LLC to fund and manage the CWC. AllHealth will maintain its nonprofit status and still be a part owner of the LLC. According to its legal team, AllHealth can maintain its non-profit legal status as long as a significant portion of its revenue is from for-profit activities. The LLC will issue 200,000 membership units at $20 a unit. AllHealth will purchase

100,000 units for an investment of $2 million. The CWC will cost about $8 million to build including all costs. AllHealth will lead the capital raise of another $2 million for 100,000 shares. The additional funds for the building will come from a loan of $4 million.

The ROI for AllHealth Network and the impact investors (investors who will accept lower ROIs in order to make an impact.) on their $2 million is projected to be 9%.

AllHealth Network is the mental and substance use safety net provider for Arapahoe and Douglas County residents with nine locations in those counties. AllHealth offers a continuum of behavioral health care for clients, including those with severe and persistent mental health issues. Its services include an acute care unit, crisis stabilization unit, pharmacy and several substance use programs. With about 500 employees including 30 medical providers, 35 nurses and 200 plus clinicians, AllHealth does about $50 million in revenue annually. The network takes all forms of insurance, but 55% of its revenue is from Medicaid. No one is turned away due to inability to pay.

Introduction

Introduction

Douglas County, Colorado has grown very fast in the last 10 years-so fast, in fact, that it has outgrown the mental health services in the community. The county has formed an initiative to address the shortage of mental health services. The key issues are the lack of integrated services, staff and facilities. AllHealth Network is the only community mental health provider for Douglas County and is uniquely positioned to provide services to the county. However, AllHealth does not have the resources (financial or staffing) to keep up with the population growth and needs of the community. Therefore, AllHealth is recommending that it leads strategic planning efforts with several community partners to help meet the growing needs for facilities and services.

The strategic plan is to develop a facility in the heart of Douglas County that expands services in the community and brings together several partners to help close the gap in needed services. This section covers the community need, a summary of AllHealth Network and a summary of the proposed strategic initiative's business model. AllHealth will maintain its normal business structure as it presently functions but be a lead partner in setting up and managing the new LLC for this real estate venture.

The Need for a Community Wellness Center

According to the U.S. Department of Health and Human Services, 1 in 5 American adults have experienced a mental health issue, and 1 in 25 Americans live with a serious mental illness, such as schizophrenia, bipolar disorder or major depression. "More than half of adults with mental illness in the U.S. do not receive mental healthcare treatment."[1] The barriers to getting mental health care access are significant and that is why there is a need for the Community Wellness Center of Douglas County.

Why Douglas County?

Even though Douglas County is wealthy, its residents face many mental health issues. And although it's rated as the healthiest county in Colorado, it has some of the lowest rates of access to mental health providers in the state and ranks well below the national average. The County Health Rankings by the Robert Wood Johnson Foundation show that Douglas County has only one provider for every 1,000 people living there. The top-performing counties in the United States and Colorado have about one provider for every 300 people. The statistics may show Douglas County is healthy, but the mental health issues need to be addressed now because the problem there is getting worse.

Douglas County statistics show:

- Percent of adults with a diagnosed anxiety disorder in 2016: 14%. [2]
- The county's suicide rate has increased. Douglas County has the lowest rate of suicide in the tri-county area of Colorado but had the sharpest increase in recent years. States in the Rocky Mountain West tend to have the highest rates of suicide. In 2016, the suicide rate in Colorado was 20.5 per 100,000 people, the ninth highest rate in the country. The suicide rate for Douglas County has grown from a little over 10% in 2006 to more than 16% in 2016. About 90% of people who die of suicide have a mental illness at the time of their death.[3]
- The younger the person and the lower the income level, the less access to care. A higher percentage of adults at the lower income levels reported nationally they had 14 or more poor mental health days in the past month. Douglas County has the same issues. Douglas County's suicide rate of youth includes a high percentage who said, prior to taking their lives, that their mental health was not good.[4]

Barriers

Unlike other chronic diseases, promoting mental health has been hampered by negative attitudes, beliefs and behaviors. This negativity, or stigma, has not changed despite the medical advances that have been achieved in understanding the underlying causes of and treatments for mental illness. Recent data indicates that the number of Coloradans expressing concern about mental health stigma rose significantly from 2013 to 2015.

In Colorado, more people died from suicide than from motor vehicle crashes, unintentional poisonings, falls or homicides. The largest number of Colorado suicide deaths is among men of working age (35-64).[5]

So, what are the barriers? If people in Douglas County need mental health support, why can't they find what they need or why do they not seek help?

According to Social Solutions of Austin, Texas, there are five main reasons for not seeking mental health support. They are:

- **Financial Barriers:** The cost of treatment often limits access to mental health services. For many individuals, a lack of financial resources prevents them from seeking help or they receive inadequate help.
- **Lack of Mental Health Professionals:** While the U.S. is facing an overall shortage of doctors, the shortage of mental health professionals is steeper than any other category. Inadequate reimbursement from government and private insurance plans means fewer doctors are choosing mental health specialties in school, and some private clinicians are only accepting new patients who can pay out of pocket.

- **Mental Health Education and Awareness:** Mental illnesses, however, can be hard to recognize. Often, symptoms are subtle and might be dismissed as "personality" or "attitude" issues. Clinical anxiety may be dismissed as "worrying too much." Depression can often look like "laziness" or fatigue.
- **The Social Stigma of Mental Health Conditions:** Multiple studies have found that the stigma associated with mental illness often prevents people from accessing treatment. Even personal beliefs about mental illness can prevent people from acknowledging their illness or sticking with treatment. People may fear that family and friends will avoid them or treat them negatively. It can also lead to negative treatment and perceptions at work.
- **Racial Barriers to Mental Health Care Access:** There are significant disparities in mental health care access among different racial and ethnic groups. A recent study found that white people are the only racial group in which a majority of people with severe psychological distress get treatment. More than half of people facing severe mental illness who are black, Hispanic or Asian don't get treatment.

Poverty Is Also an Issue

"Poverty is associated with an increased risk for psychological problems."[5] Many low- income adults and families do not receive treatment because of logistical, attitudinal and systemic barriers. Despite significant barriers to obtaining care, research suggests low- income individuals show significant benefit from evidence- based mental health care. A study by Stacy Hodgkinson, Leandra Godoy, Lee Savio Beers and Amy Lewin articulates a link between poverty and poor mental health. The authors also discuss common barriers to obtaining mental health services and treatment for low- income groups.

Further, the authors state that poverty has been consistently linked with poor health and increased risk for psychological disorders in children and adults that can persist across the life span. Despite the mental health needs of families living in poverty, few gain access to high-quality mental health services.[6]

Poverty and Compromised Mental Health

The effects of poverty on families and children are extraordinarily complex. In 2014, 46.7 million people were living at or below the federal poverty level—well below the income level research suggests is generally needed to meet a family's needs. Children are disproportionately affected by poverty: They make up 23% of the total population, but 33% of all people living in poverty. In 2014, 20% of all children lived in low-income households, and 10% of children lived in "persistent poverty," putting them at greater risk for adverse mental health outcomes across their life spans.[7]

<u>References</u>

1. *Mental Health America, Alexander Virginia*
2. *Colorado Behavioral Risk Factor Surveillance System, Colorado Department of Public Health and Environment*
3. *Vital Records Unit, Colorado Department of Public Health and Environment*
4. *Tri-County Health Department of Colorado*
5. *Tri-County Health Department of Colorado*

6. *Improving Mental Health Access for Low-Income Children and Families in the Primary Care Setting, Stacy Hodgkinson, Leandra Godoy, Lee Savio Beers and Amy Lewin*
7. *Relationship Between Household Income and Mental Disorders, Jitender Sareen, Tracie O. Afifi and Katherine A. McMillan*

AllHealth Network Summary

AllHealth Network (formerly known as Arapahoe Douglas Mental Health Network) is an organization that has been providing mental health and substance use counseling since 1955. AllHealth is a cutting-edge community behavioral health nonprofit, with $50 million in annual revenue, providing out-patient, acute, substance abuse and integrated care services with 500-plus employees and nine facilities including a pharmacy. Thirty employees are medical health providers, including doctors and nurse practitioners, and more than 200 therapists are on staff. www.allhealthnetwork.org.

AllHealth is deeply connected to the community in the south-Denver metro area. A mission-driven, not for-profit private organization with a full array of clinical services available to all ages, AllHealth is a trusted family of mental health and substance use providers. Warm, smart and compassionate clinicians (counselors, therapists, social workers, psychiatrists, case managers, nurses) offer a consistent model of clinical excellence with a focus on personalized goals for treatment. Whether it's a first-time or long-time client seeking services for a mental health emergency, the providers are here to serve with an open heart and mind.

C = Your neighborhood resource for …

Care: We offer same-day walk-in initial appointments in Littleton and Parker and 24/7 crisis care.

Community: As a large community mental health center, we are able to offer mental health or substance use assessment appointments within seven days of request.

Connection: We help you build social connections and understand the importance of belonging.

Crisis: Our walk-in crisis center is open 24 hours a day, 7 days a week to provide crisis evaluations for all ages.

Conversation: We have almost 200 clinicians working in various programs across our network—20 of whom are trained in Dr. Brené Brown's The Daring Way™ to provide powerful conversations with clients who want to live freely and authentically.

Counseling: Our highly skilled providers are trained in the latest, most effective, evidence-based practices with demonstrated outcomes.

Co-Occurring: We offer co-occurring treatment for those dealing with both mental health and addiction issues.

Our Mission

We enhance quality of life for individuals and families in our communities through compassionate, integrated behavioral health services.

Our Vision

AllHealth Network leadership and the board of directors set the direction to identify our hope for the future state of our organization—an image of what we want our organization to achieve when we are fulfilling our mission.

- As a specialized and highly skilled provider of behavioral health care services, AllHealth Network improves the health and wellness of individuals, families and our communities.
- Exceptional results are achieved with exceptional people. Our culture of excellence and transformation attracts and retains the highest-quality employees.
- AllHealth Network promotes a compassionate understanding of behavioral health to eliminate stigma, drive healthy public attitudes, and improve access to life-changing services.
- We partner to transform and constantly improve health care so that people we serve may establish a lifetime path of health and wellness.
- We strongly believe that when we improve quality of life for the people we serve, the well-being of the entire community is elevated.
- AllHealth Network is positioned to expand our reach and positive impact on the health of our communities.

Our Values

AllHealth Network employees identified the values for the organization. More than 350 compassionate staff shared their beliefs on the selection of guiding principles that represent who AllHealth is. These values shape the culture and emphasize how we care for one another, our clients, our community and our partners. AllHealth expects all employees to embody these expectations and values in their everyday work and as part of their competency as members of the AllHealth family.

Respect

We treat our clients, colleagues and partners with respect and sensitivity; we appreciate and accept all individuals and value their unique contributions.

Compassion

We possess an inner desire to positively impact the lives of others (clients, colleagues and partners) through kindness, empathy, generosity and acceptance.

Integrity

We are consistently open, honest, ethical and genuine; we do what we say we will do.

Client-Centered Service

We do what's right for our clients; we speak, act and make decisions with the client in mind.

Accountability

We accept responsibility for our behaviors and decisions; we communicate results transparently.

AllHealth Strategic Goals

AllHealth Network operates in alignment with a strategic plan that provides specific direction to accomplish our mission and vision. The strategic plan was developed with staff input across all departments and members of the leadership team and finalized by the executive team. AllHealth Network has adopted six pillars of excellence, which are embedded in quality improvement activities throughout the organization.

People

AllHealth Network is committed to becoming the employer of choice by hiring, developing, retaining and rewarding a diverse workforce. We strive to build a culture characterized by client-centered care, accountability, compassion, innovation, open communication, trust and mutual respect.

Community

The Community pillar demonstrates AllHealth Network's commitment to understanding and being responsive to the behavioral health needs of individuals and families in our community and working with other organizations to transform and constantly improve health care.

Quality

The Quality pillar describes AllHealth Network's plan for providing high-quality care and measuring outcomes in a way that drives further success. Quality links directly to our culture, focusing not only on what we do but how we do it.

Service

The Service pillar demonstrates AllHealth Network's commitment to client-centered care and our commitment to continually improve the experience of care.

Growth

The Growth pillar demonstrates AllHealth Network's commitment to developing new and innovative services to improve the well-being of the community and support the financial sustainability of the organization.

Finance

The Finance pillar demonstrates AllHealth Network's commitment to becoming financially secure with the capacity for growth. Maximizing preservation and utilization of our key investments (e.g., facilities and IT infrastructure), establishing cash reserves, supporting new growth and revenue diversification and maintaining financial independence are key components of this pillar.

Management

AllHealth Network is managed by the following staff:

- CEO & PRESIDENT

Leads the AllHealth Network family toward transformation, growth and long-term sustainability of our future. He has focused most of his career on developing and enhancing clinical businesses to best meet the mental health and substance use needs of clients through the strategic development of high-quality, community-based programs. His special interest is in co-occurring treatment programs with demonstrated outcomes. He earned a Master of Science and a Ph.D. in clinical psychology from Miami University-Ohio, an MBA from Marquette University, and a bachelor's degree in psychology from Augustana College.

- CHIEF CLINICAL OFFICER

Leads the clinical operations for our community mental health center family with pride and joy. She is a licensed clinical social worker with a background in providing emergency crisis services, as well as counseling for individuals, couples and families. She is passionate about suicide prevention and ensuring that clients with severe and persistent mental illness receive appropriate connections with providers to meet their needs. She holds a master's degree and Ph.D. in social work from Loyola University Chicago and a bachelor's degree in psychology and women's studies from the University of North Carolina-Chapel Hill.

- CHIEF FINANCIAL OFFICER/CHIEF BUSINESS OFFICER

Proudly serves the organization as the protector of the financial health of our clinical business. A former U.S. Air Force sergeant, he spent many years leading a Fortune 500 company and supporting the development of highly successful startups prior to bringing his financial skills and heart to

AllHealth Network. He is an innovative thinker and leader with great purpose that translates well to our organization. He earned an executive MBA from IMD Business School, a Master of Science in industrial and systems engineering from Iowa State University and a bachelor's degree in science from the University of Wisconsin-Madison.

The rest of the AllHealth leadership team includes:

- Network Medical Director
- VP Community Wellness
- VP Counseling Services
- VP Business Development
- Director of Client Access
- Controller
- Pharmacy Director
- Clinical Systems Integration Director
- Revenue Cycle Director
- Director of Information Technology & Facilities
- Director of Medical Services
- Director of Quality Improvement & Compliance
- Human Resources Director

Services Provided by AllHealth Network

Therapy

- Individual therapy: Some of the key issues we work with during individual counseling or psychotherapy may include:

Stress	Depression
Life/work/school transitions	ADHD
Relationship struggles	Trauma
Self-esteem	Loneliness
Grief/loss	Anxiety

- Group therapy
- Couples therapy
- Family therapy

Psychiatry and Substance Use Services

- Psychiatry
- Medication
- Substance use
- Intensive out-patient treatment
- Co-occurring treatment
- Detox

Community Wellness Services

- Case management

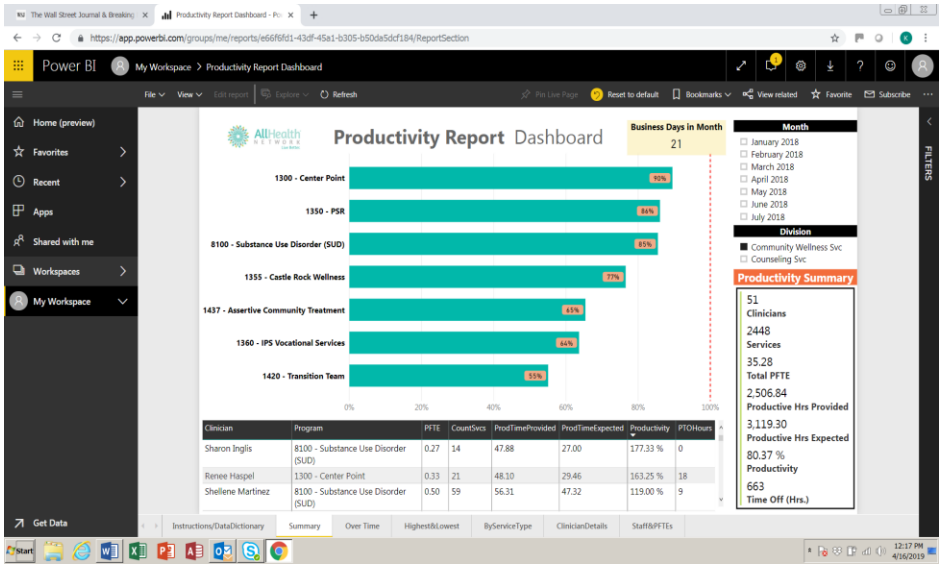
- Care navigation (i.e., benefits, resources, transportation, housing assistance)
- Counseling for serious mental illness
- Psychosocial rehabilitation (groups to help build skills and connections with others)
- Center Point (drop-in program)
- Criminal justice liaison support programs
- Competency restoration education
- Assertive community treatment
- Certifications (for individuals who are court-ordered to mental health treatment)
- First episode psychosis
- Medication management

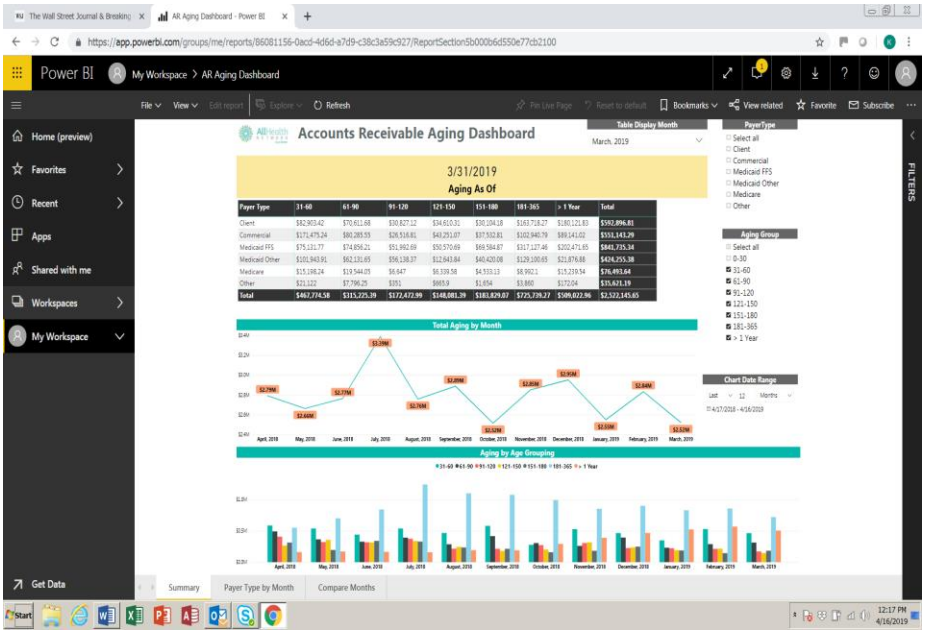
Crisis Services

- Walk-in center
- Licensed crisis stabilization unit
- Access to crisis stabilization units
- Access to in-patient acute treatment unit
- Partnerships with law enforcement

AllHealth's Competitive Advantages–Why AllHealth is the right organization to lead the development of a community wellness center for Douglas County.

- AllHealth was recently announced a Top Place to Work by the Denver Post. Employees like to work at AllHealth and that translates to better care for clients.
- AllHealth was recently awarded GuideStars' highest level of transparency, a Platinum Seal of Transparency. This level of transparency will help AllHealth raise funds.
- There have been partnership issues with key county government and law enforcement groups in the past. However, there is a new management team at AllHealth. One of AllHealth's goals for FY20 is community involvement. Several of the AllHealth managers are now on community boards. They have made significant progress in helping AllHealth become a community leader.
- AllHealth is the only designated community mental health center in the county and the only Medicaid safety net organization for behavioral health.
- Quality and client satisfaction metrics are published and available to the public. AllHealth recently installed state-of-the-art computer systems for EHR, finance, human resources and payroll. These systems feed a business intelligence interface with several dashboard outputs for better management. AllHealth has 30 different dashboards to monitor results. This is a very unique skillset for a behavioral health organization. (Please see examples below.).





The organization has invested in better clinical training, intake training and leadership training for all appropriate staff members.

Proposed Business Model

The strategic initiative is to build a Community Wellness Center of Douglas County that will be unique in today's mental/behavioral health care industry. Creating a 50,000-square-foot multi-

specialty center complete with out-patient, primary care, dental and drop-off services, as well as a gymnasium, pharmacy and coffee shop, will bring and enhances level of support and connection to the community. Along with partnering with the county government, local law enforcement, the sheriff's department and many others who are philosophically aligned with providing superior, high-quality care for clients, the center will provide a sense of connection for the community at large.

The center will be able to offer a wide array of traditional, unique and state-of-the-art services to any and all community members. Currently, many of these services are provided in one-off settings in disperse locations. AllHealth Network will be the anchor tenant in the facility and lease approximately half of the space. It is important that every tenant incorporate the shared philosophy of client care for Douglas County. A list of potential complementary tenants is listed in this section. A list of shared philosophies will be developed by the tenants similar to the AllHealth values. The board and management of the CWC will monitors compliance.

As the anchor tenant, AllHealth will coordinate the services provided in the building and ensure that tenants will meet the financial and philosophical requirements of the center. This will result in a more coordinated approach to client care and will drive services that will be performed in a single location. This approach makes service more convenient for clients, which will allow AllHealth to become a provider of choice and give it a competitive advantage in the market while providing better service to clients. The center will become the destination point for clients and their families who are seeking comprehensive high-quality client-centered care.

AllHealth will maintain the rest of its operations as they are today. AllHealth will open some new services in the Community Wellness Center for Douglas County along with other partners. This proposal is about the operations of the Community Wellness Center only. AllHealth is highlighted in this proposal because it is the largest tenant and the community lead for this project.

Market Opportunity

Why would impact investors be interested in this project? Below is a list of some of the best market opportunities for investors to consider.

- Fast Growing: Douglas County is one of the fastest-growing counties in Colorado and in the United States, with a population of almost 350,000 and 6% growth in the last three years. It is also one of the nation's wealthiest counties (Forbes magazine lists it as the fifth wealthiest U.S. county).
- Underserved Community: The population has outgrown the services available. There is a shortage of clinical services, psychiatrists, doctors and other specialists in the county.
- Excellent Partners: Partnering with complementary providers/organizations to offer expanded services will enhance coordination of care for the community good.
- Strong Anchor Tenant: AllHealth has a strong mental and behavioral health presence in the county. With expanded services and partnerships, it can increase its quality and client satisfaction.

- Impact: A lot of attention is paid to mental health in today's media but not enough is being done to help solve the many issues. Investing in this Community Wellness Center gives a good ROI of about 9% and it make a difference in helping provide mental health services.

Capital Requirements

We estimate that we will need to secure $8 million with a $2 million down payment on the building and furnishings. This capital will be used for operations in year one, construction, fixtures, furniture and equipment. It is projected that the loan will be paid in full before year 30.

Competitors:

Below is a list of strengths and weaknesses of AllHealth competitors. AllHealth Network is uniquely positioned to lead this effort since it has a long history serving the community. With a non-profit status and reputation that puts the community first, it offers full range of services to meet community needs like no other mental health provider in the area.

Strengths

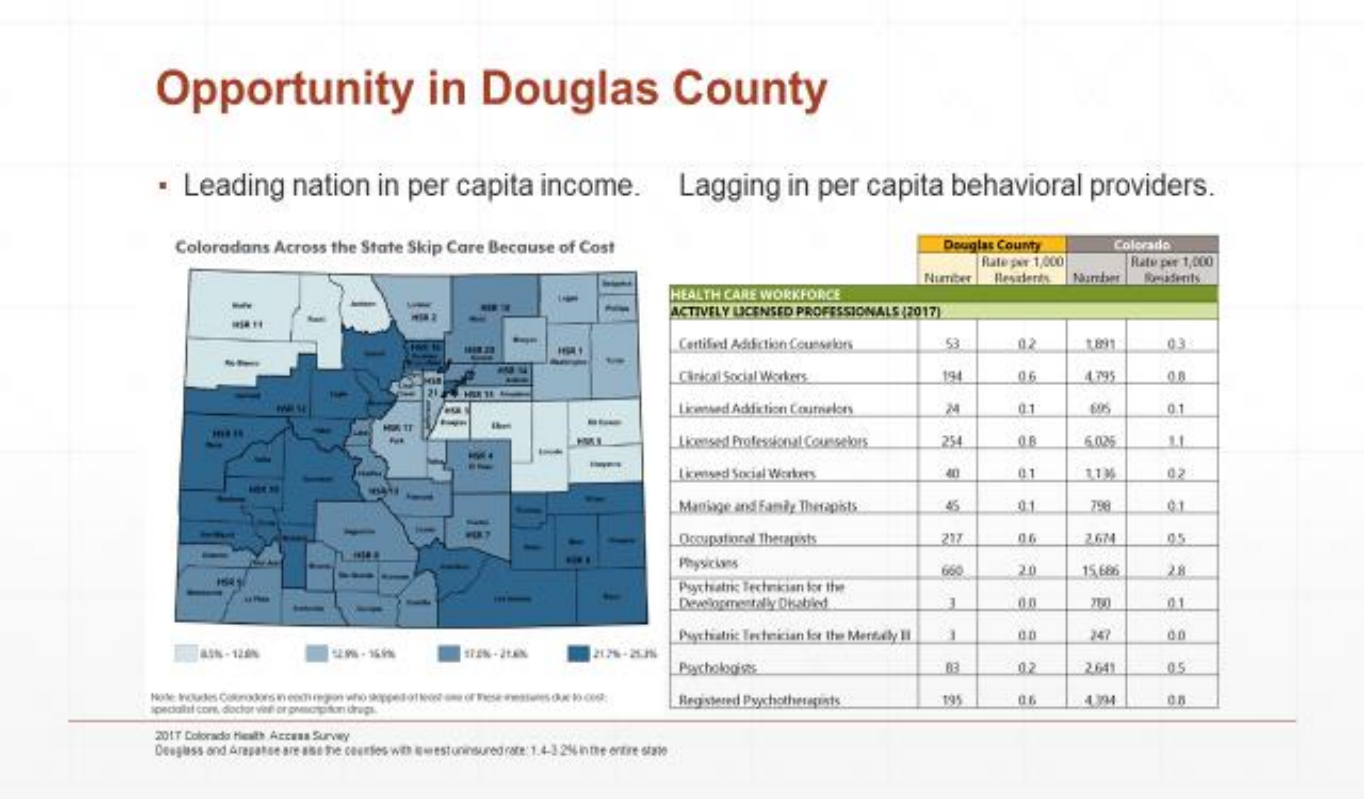
- Several specialty practices in the county.
- Similar services offered.
- Some of the practices have been in the county for several years.
- Many practices do not have the same Medicaid intake requirements.

Weaknesses

- Many of the competitors only have a singular focus and do not have a continuity of care approach.
- There are not enough providers in the county so there are long wait times.
- Most of the present providers are small operations so they do not have quality metrics or systems to capture the information required.
- There is no coordinated effort to connect complementary service providers with the county government, law enforcement and the physical health community.
- There is no one building set up to coordinate care across several organizations for efficient care and community wellness.

Market Research

An analysis was done to figure out if Douglas County was the right location for the CWC. The result is that it is clear that Douglas County is underserved, which creates the right environment for new services.



	Douglas County		Colorado	
	Number	Rate per 1,000 Residents	Number	Rate per 1,000 Residents
HEALTH CARE WORKFORCE ACTIVELY LICENSED PROFESSIONALS (2017)				
Certified Addiction Counselors	53	0.2	1,891	0.3
Clinical Social Workers	194	0.6	4,795	0.8
Licensed Addiction Counselors	24	0.1	695	0.1
Licensed Professional Counselors	254	0.8	6,026	1.1
Licensed Social Workers	40	0.1	1,136	0.2
Marriage and Family Therapists	45	0.1	798	0.1
Occupational Therapists	217	0.6	2,674	0.5
Physicians	660	2.0	15,686	2.8
Psychiatric Technician for the Developmentally Disabled	3	0.0	780	0.1
Psychiatric Technician for the Mentally Ill	3	0.0	247	0.0
Psychologists	83	0.2	2,641	0.5
Registered Psychotherapists	195	0.6	4,394	0.8

A side-by-side comparison was also done with the main competitors in the area.

Competitive Landscape – Inpatient Services

Service	AllHealth Network	Springstone	Highlands Behavioral Health
Acute Treatment Unit	X		
Crisis Stabilization Unit	X		
Impatient Mental Health		X	X
Impatient Detox		X	
Walk in Crisis Services	X	X	X
Partial Hospitalization		X	X
Substance Use Intensive Outpatient	X	X	IOP services for MH but can be secondary SU
Mental Health Intensive Outpatient		X	X
Walk in Outpatient Services	X		
Adult Outpatient	X		
Ongoing Child Counseling	X		
Ongoing Adult Psychiatry	X		
Ongoing Adult Counseling	X		
Ongoing Child Psychiatry	X		
Group Therapy (Not IOP)	X		
Family Therapy	X	Only as part of IP, PHP and /or IOP	
Pharmacy	X		

Competitive Landscape – Outpatient Services

Name of Clinic		Clients	PHP	IOP	# of Enrollments		MH	Substance Use
Center for Recovery, Inc.		Adults		X				X
Chrysalis Treatment Center		Adults		X	Closed			
Highland Behavioral Health System		Adult & Adolescents	X	X			X	
Shadow Mountain Recovery Center		Adults	X	X	Closed			
Valley Hope of Denver		Adults		X	IOP can setup 10 -20 clients			X
Porter Hospital		Adults		X			Mood Trauma	X
Sandstone Care		Adolescents, Young Adults (18 -30)	X	X	PHP can serve 20 clients IOP can setup 30 -35 clients		Future	Yes - Co-occurring
New Beginnings Recovery Center		Adults		X	IOP can setup 10 -20 clients			X
Treatment Centers XL			Inpatient	X	Up to 50 in Denver			X
Empower Centers of Excellence in Family Behavioral Health		Ages 5 - 19		X				
Wellness Treatment Center		Adults		X	Serves 25 - 30 clients		Mood Trauma	Yes -Co-occurring
Equinox Counseling and Wellness Center		10 - 25 plus		X	IOP Currently serves 25+ families but no limit		Mood Trauma	No
CeDAR. University of Colorado Hospital		Adults	Future	X	IOP serves 24 clients			Yes (All Dual Diagnoses)
Aspen Ridge Recovery		Adults	X	X	PHP can serve 27 clients IOP can serve 32 clients			Yes (All Dual Diagnoses)
Children's Hospital Colorado		6 - 17 plus	X	X	PHP can serve 22 clients IOP can serve families in 13 - 17		Mood Trauma	

This side-by-side comparison shows that AllHealth is very competitive for inpatient and outpatient services. It also shows that many competitors are full and closed to new clients. Therefore, as Douglas County continues to grow quickly, it will need more and more new services. There is more discussion on these topics in the marketing section.

Financial Projections

Financial projections are provided in the financial documents section, beginning on page 39.

Organizational Plan

Organizational Plan

Community Wellness Center Business Strategy

The idea of creating a community wellness center that provides a wide range of services is not a new concept. The Family Resource Pavilion in neighboring Arapahoe County has a similar concept and has become very successful after struggling initially. There are no models of a community wellness center with the same details as the one suggested in this proposal. As mentioned, the focus on mental health has gained momentum over the last few years and the time is right for a new approach. This center can be very successful in serving the community and having a good sustainable financial model. However, a strong business strategy will need to be put in place first. What is needed to achieve this? **This strategy is for the Community Wellness Center and not for AllHealth as an organization. The CWC will need to develop shared principles with the tenants as operating guidelines for the building. There will be a tenant committee, a building board and management committee. These three groups will develop these principles and outline a process for monitoring compliance with the principles and outcomes if the principles are not followed.**

Short-Term Goals: One to Two Years

1) Develop the details of this concept including a building layout and costs.
2) Develop a pitch to present to potential investors.
3) Find a list of investors and ask for funds.
4) Find a list of like-minded providers to lease parts of the new building.
5) Develop a referral network for other community organizations to send clients to the center.
6) Find the appropriate employees for AllHealth and the other tenants.
7) Develop a list of needed strategic relationships and partners. Develop a strong relationship with the new partners to enhance and strengthen the relationship with the initial partners.

Long-Term Goals: Three to Five years

1) Finish the construction of the building on time and on budget.
2) Finance the capital needed after investors and grant funds are collected.
3) Market the building and providers in the building.
4) Sign leases with all tenants and fill the building.
5) Become the provider of choice for all appropriate clients.
6) Become a sustainable facility offering high-quality, client-centered care at a competitive cost and achieve high client satisfaction. Obtain better health outcomes for the community the center serves.

Operational Plan Overview

Below is a detailed operational plan, complete with timelines for success and highlighted milestones to ensure a successful opening day for the center. However, many unforeseen issues could delay the opening. For example, delayed approval of the building design or issuance of building permits would hold up ground-breaking and the start of construction. Issues with the final inspection could delay the occupancy, creating the inability to move in and get the center ready for business. Many issues could arise with the delivery of furniture or construction materials, which could negatively impact the ability to open the center on schedule. The key to staying on schedule is securing additional funding from impact investors in a timely fashion. Weekly and monthly meetings will be held to review the plan and troubleshoot obstacles. It will be crucial that all key players in the project work diligently to ensure their assigned tasks are completed accurately and on time. This diligence will ensure that the center opens on schedule.

a) **Short- and Long-Term Goals**

i) Short-Term Goals

1) Meet with key stakeholders to assess community needs for the center by Sept. 1, 2019.
2) Create investor communication materials but 12/1/20.
3) Decide on potential partners by Dec. 1, 2019. Need at least eight partners.
4) Gain community support by Jan. 1, 2020. Need to meet with at least 20 community organizations
5) Design the building and develop architectural drawings for first review by Nov. 1, 2019 for first review.
6) Assess capital requirements by Dec. 1, 2019. Achieve an $8 million to $10 million budget.
7) Develop list of potential investors, grantees and other potential loan sources by Dec. 1, 2019. At least 25 targeted investors are needed.
8) Develop ongoing profit and loss statements by Oct. 1, 2019 that meets the goals of this project.
9) Review CWC staffing needs and recruiting process by Dec. 1, 2019.

ii) Long-Term Goals

1) Raise at least $2 million in additional capital for building through investors and grants by Mar. 1, 2020. Secure a loan of $4 million by May 1, 2020.
2) Develop construction plan and details that meets the budget by Jan. 1, 2020t.
3) Recruit and hire staff of at least three people by June 1, 2020.
4) Recruit and sign LOIs with partners and lessees of at least eight by Mar. 1, 2020.
5) Develop marketing campaign in more detail that meets the budget by Mar. 1, 2020.
6) Gain support from payers—Medicaid, Medicare and commercial insurance-by Feb. 1, 2020.
7) Be open and ready for business on target date of May 1, 2021.
8) Sustain community support and service utilization with a detailed ongoing marketing program by Aug. 1, 2020.

9) Expand services beyond initial needs if necessary. Assess the need for more services by Aug. 1, 2021 and develop an expansion plan if needed by Oct. 1, 2021.

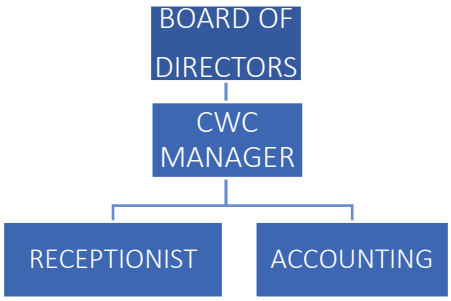
Wellness Center Potential Additional Services Provided

The following is a list of potential clients for the CWC. These organizations all have complimentary services with AllHealth and can be a feeder of clients for AllHealth. None of these potential tenants for the CWC provide the same services as AllHealth and therefore would be good partners in the CWC by providing complimentary services to AllHealth.

- Primary Care Physicians
- Dentists
- Douglas County government offices
- Law enforcement offices
- Social workers
- Recreation service and gymnasium
- Coffee shop
- Pharmacy
- Parenting education, coaching and support
- Short-term respite care
- Law enforcement drop-off services
- Truancy and academic support

Rendering of potential Community Wellness Center of Douglas County

Administrative Plan for the Management of the Community Wellness Center.



- **CWC Manager**: The manager, who reports directly to the board of directors, will be responsible for leading all administrative aspects of the new center, once operational, and will be a key thought leader in its physical layout and optimization. The manager will oversee all center operations and will work closely with tenants to ensure the center delivers on its promise of seamless, innovative, high-quality and client-centered care. The manager will have the authority to:
    1. Integrate the center with existing and future services including supporting clinical services and all tenants.
    2. Develop and implement service line plans for clinical services, workforce, finance and business strategy, including annual budgets.
    3. Implement contemporary operational practices to promote safe, timely, effective, efficient and equitable client-centered care.
    4. Approve equipment and supply orders up to $20,000.
- **Receptionist:** The receptionist, who reports directly to the manager, is responsible for directing and coordinating center clients and activities to provide quality, seamless and cost-effective client flow. This position operates within the context of an established budget, collaborates with all tenants to make recommendations for annual budgets and maximizes opportunities to meet and exceed budget guidelines.
- **Accounting:** The accounting team, which reports directly to the manager, is an outsourced function from AllHealth Network and is responsible for office financial management responsibilities such as planning, organizing and supervising accounting operations to support high-quality and efficient operations. The position approves payroll for all building staff while staying within budget. It tracks and maintains operations to stay within budget, submitting requests to the manager for approval.

b) **Community Wellness Center SWOT Analysis**

i) Strengths

The strengths of the Community Wellness Center of Douglas County are listed below.

- **Cost**
    - The current payment model for the center will provide three major fund sources for the LLC. AllHealth will be the anchor tenant and its Medicaid payment model will be the main source for making lease payments. Commercial insurance rates are also favorable but will be a minor source of payments for AllHealth in the center. Medicare payments are not very favorable at this time and may be a very limited source of payment. As the anchor tenant, AllHealth's fund sources are critical. For the foreseeable future, AllHealth is financially stable and that will be a key to the center's financial viability.
    - The center will attract several key tenants that fit the financial and philosophical requirements of the building. The building will be owned by an LLC that will have several sources of funding, so the

center and its tenants will be financially stable and positioned well to concentrate on the necessary services for the community. It is critical to have collaboration among all the center's service providers.
    - The community surrounding the center is financially very sound. Therefore, the number of potentially active supporters of the community center will consistently help the center meet community needs.

- **Convenience**
    - The center will be located in Lone Tree, Colo., one of the fastest growing and economically viable communities in the state. The center will be close to two major highways and right off the major light rail system.
    - The center will operate during hours that meet the needs of its clients and partners.
    - There will be many services in one building, so a client can meet several needs in one trip.
    - The public transportation system will make access convenient for clients and the location will be helpful for law enforcement's needs for drop-off services.
- **Accessibility**
    - There will be an easy access entrance and waiting area for clients.
    - The facility will be designed for comfort but won't be extravagant.
    - There will be a help desk at the entrance to direct people to what they are looking for.
    - The lighting, signage and appearance of the building will be comfortable and inviting.
- **Professionalism**
    - It is important for all tenants to maintain a highly trained and professional staff.
    - The building will be very professional and meet the requirements of being environmentally friendly. This will present a professional image to the community and potential clients.
    - AllHealth will lead the way as an evidence-based and client-centered provider.
- **Outcomes**
    - It will be critical for the community to view the center and all its tenants as high-quality service providers, so only tenants with high professional standards and a focus on professional outcome will be part of the center.
    - AllHealth is rated as a Top Place to Work and is a Platinum Member of GuideStar. All tenants will be expected to have similar standards.
    - The community around the center is full of many strong organizations and will demand all providers to meet their requirements for achieving the best outcomes.

- **Coordination Using Collective Impact Model**
  - AllHealth has a new, state-of-the-art EHR system, so it will be able to coordinate care throughout its nine other facilities. AllHealth also has an electronic referral system that can refer clients to other partners inside or outside of the center.
  - The building LLC will have a board of directors and an office manager to develop a community within all tenants for better cooperation and coordination.
  - There will be a standard set of principles for all services set under a shared-values concept for all tenants.
- **Community**
  - Partnering with like-minded organizations that are focused on the same goals of better care for clients will be important to the relationship with the community.
  - Building long-term relationships with clients will help raise the health of the community.
  - Being purpose driven to impact and change lives will enhance the people in the community and lead to healthier clients.
  - Caring for the entire health of the clients, including their mental and physical health, will lead to lower costs, healthier minds and bodies and a sense of connection in the community.

ii) Weaknesses

Although the center will be doing a lot of the right things in building to recruit the right partners and employees, there are some weaknesses. The positioning in the community and aligning of service providers, partners and key stakeholders will be critical. Below is a list of key weaknesses the center will encounter.

- **Recruitment**
  - There is a large pool of talent in Denver and the Lone Tree area since they are desirable places to work and live. However, there is also a high demand for talent in the area since it's home for many employers and is expensive to live in.
- **Operations**
  - Even though AllHealth will be a strong anchor tenant, there will need to be other strong tenants in the building in order to make the concept feasible. There is a new management team at AllHealth, and it will need to support this new venture 100%. Also, coordinating many different types of providers will not be an easy task.
- **Marketing Messaging**
  - In order for the building to be ultimately successful, marketing and messaging to the community will need to be strong and consistent. Coordination of marketing across all of the building providers will take coordination and finesse.
  - Key positioning of the building and messaging could easily go astray without strong leadership.

- Errors and out-of-date information of tenants will hurt the other building tenants.
- Having a website for the LLC and building will take extensive coordination with its many, many key stakeholders.
- Creating brochures, public relations initiatives and online messaging through Google, Yelp and many other sources will be very important. If one service provider gets a bad reputation online, it could severely hurt other building providers.
- Key search words and directions to the building could be a strength or a weakness depending on how they are managed.

iii) Opportunities

- AllHealth and many of the other providers in the building may not be well known in the community. A strong marketing program could accelerate the presence in the community and create new revenue opportunities.
- The Increase in the amount of new people and organizations moving into Douglas County can be a definite growth opportunity.
- Expansion of an online presence will be a direct avenue into the younger generation that is more and more active in the community.
- Positioning the center with easy access to transportation systems will create several opportunities and make it more available to those in need.
- A new Lone Tree "downtown" concept is being built near the same area as the potential center location. Being involved in that new development will immediately give the center more visibility.

iv) Threats

- Some negative past perceptions of AllHealth still linger but AllHealth is now a valued partner in the community. AllHealth laid off 65 people in 2015 for financial reasons. The layoffs negatively impact some community support programs. The community was very frustrated with the layoffs and the short notice.
- With limited connections with local media, it may be hard to get the positive message out about AllHealth and the new Community Wellness Center. A strong public relations campaign will help resolve this threat.
- There is very little trust amongst many of the potential partners, so a lot of team building may be required.
- It's a competitive landscape. There are many providers in the area, but none in the community that has a wellness focus with a coordinated approach. Some competitive providers could try to undermine the center and its new concept by providing cheap one-off services. However, most of the competitors do not have the resources to undermine AllHealth.
- The Medicaid payment structure may change even though a seven-year contract is in place.

c) Strategic Relationships Currently in Place

As a community mental health center, AllHealth Network maintains incredibly strong relationships with multiple organizations and human service agencies to support the needs of our clients. These relationships can be utilized by the CWC. A sample list of a few of our key partners is shown below. The following are critical partners in the success of the CWC. These partners will play an important role in sending clients to AllHealth and other CWC tenants. They will also help in finding potential funders and building tenants. Some of these community members may even want to lease space in the building.

Partner Descriptions

- **ARC -** Promoting and protecting the human rights of people with intellectual and developmental disabilities. They send Clients to AllHealth and vice versa.
- **Café 180 –** They serve good quality food to even those who cannot pay. AllHealth Clients that need a good meal but cannot pay can go there.
- **Colorado Access –** Medicaid payer. AllHealth's largest payer with 55% of its revenue.
- **Community Crisis Connection** – Management organization set up after the Aurora Shootings. It provides a network for mental Health services for all comers. Sends many clients to AllHealth.
- **Domestic Violence Crisis Center –** Send many clients to AllHealth and promotes the elimination of domestic abuse.
- **Family Resource Pavilion –** A Partner with AllHealth in Arapahoe County. AllHealth provides services in the pavilion.

- **MHCA (Mental Health Colorado Association) –** Community mental health association in Colorado that pulls together all 17 community mental health centers for collaboration.
- **Mile High United Way –** Supports AllHealth clients in recovery and provides more access and programs for AllHealth clients.
- **NAMI (National Association for Mental Illness)** – National association trying to reduce the stigma of mental health. NAMI helps AllHealth with education, awareness and fundraising.
- **SIGNAL** – A managed service organization that provides funding for substance use programs utilizing mostly federal and state funds. Provides funding for many of the substance use programs and crisis programs at AllHealth.
- **Tri-County Health Department** - Serves over 1.5 million people in Adams, Arapahoe and Douglas Counties, and offers over 60 programs/services ranging from birth certificates, immunizations and health care referrals to restaurant inspections and infectious disease investigations. Provides information, training and support for AllHealth.
- **YPR (Young People in Recovery) -** Creates welcoming spaces for people in or seeking recovery and their allies. Several clients utilize AllHealth Services as well as AllHealth clients utilize YPR and they integrate back into the communities.

SCHOOL PARTNERS

AllHealth Network has formal relationships with several school districts in our region. The AllHealth behavioral health staff provides mental health and substance use treatment in many elementary, middle and high schools in these districts. Students and parents may self-refer for services provided during the school day. All services are confidential (i.e., information is not accessible to school staff) and are billed through your health insurance/Medicaid. AllHealth's relationships will help the CWC partners. These relationships can be utilized by the CWC. The school partners will send clients to AllHealth and other building tenants. These school systems are in a behavioral health crisis and they already depend on AllHealth for many services. Giving these school systems even more access and locations will benefit the community.

GOVERNMENT PARTNERS

Government partners may provide regulatory oversight, as well as additional financial support to clients and the CWC partners. In some cases, government or county agencies refer individuals for mandatory treatment at AllHealth and the CWC partners. These relationships can be utilized by the CWC. These government partners are some of the largest payers for AllHealth and for many of the potential building tenants. They will be critical in establishing payment structures, outcome measurements and accountability measures.

LAW ENFORCEMENT PARTNERS

Officers in the community are often the first responders for people with mental health symptoms. In addition, there are an increased number of individuals in correctional systems (jails and prisons) who have unmet mental health and substance use needs. It is important for AllHealth and the CWC partners to have close connections to assist with behavioral health needs, whenever possible, for individuals who encounter the criminal justice system or local law enforcement. These relationships can be utilized by the CWC. The law enforcement community utilizes the AllHealth services almost every day. They are demanding more services and more locations. They want a location where they can drop-off clients on a daily basis instead of taking clients to the emergency rooms or even the jails.

d) **Key Stakeholders/Key Community Members:** A list of key stakeholders and decision makers for this project are listed below.
   - Community Wellness Center LLC board of directors
   - Other building owners in the community

- Douglas County government
- Douglas County law enforcement
- 18th District Court system
- AllHealth board and management
- Other providers in the community
- Tenants of the center
- Medicaid payers
- All strategic partners
- Community members
- Clients
- Employees of tenant organizations
- Douglas County school systems
- Signal MSO
- Tri-County Health Department
- WRAP
- Rock Church in Castle Rock
- Centura
- National Alliance on Mental Illness

e) CWC Detailed Operational Plan

Below is a comprehensive list of action steps for the CWC development. AllHealth Network will lead the project, but many other partners will be required-at least until the CWC is up and running and standing on its own financially. The following project management system will be used, and the detailed plan is listed in this section.

SMART project management is the implementation of the tenets of SMART goal setting in the practice of project management. Since project managers handle every aspect of the task from beginning to end, setting their objectives according to the principles laid down by SMART is crucial for the success of the project.

SMART is an acronym or mnemonic device that stands for Specific, Measurable, Attainable, Relevant and Time-bound. These terms apply primarily to determining which goals are the most suited to complete a given project. Setting the proper goals will hasten project completion and improve its chances of success.

Community Wellness Center

Project Plan - Target Opening Day 9/1/2021

Legend			
Not Started	**In Progress**	**Delayed**	**Complete**
ON	**ON**	**ON**	**ON**

Task	Status	Owner	Assigned to	Anticipated Start Date	Anticipated End Date
Develop Preliminary Plan	**Complete**	**Keith**	**Keith**	**3/1/2019**	**5/1/2019**
Obtain AllHealth Executive Approval	**Complete**	**Keith**	**Keith**	**5/1/2019**	**6/1/2019**

Present Preliminary Idea to Steering Team	Complete	Keith	Keith	7/1/2019	8/1/2019
Meet with Architects for Preliminary Concept	Complete	Keith	Keith	4/1/2019	5/1/2019
Meet with Impact Investors for Concept Review	Complete	Keith	Keith	3/15/2019	8/1/2019
Meet with Bank for Preliminary Review	Complete	Keith	Keith	4/24/2019	6/1/2019
Present Preliminary Idea to DCSO & Community	Complete	EC	Keith	8/1/2019	9/1/2019
Gain Support from DCSO	In Progress	Steering Team	EC	8/1/2019	10/1/2019
Final Approval of Plan	Not Started	Steering Team	EC	9/1/2019	11/1/2019
Goal - Build and Occupy Community Wellness Center by 9/1/21					
Action Steps					
Set Up LLC	In Progress	LLC	Keith	8/1/2019	10/1/2019
Obtain Investor Commitment	Not Started	Keith	Keith	6/1/2019	1/1/2020
Obtain Loan Commitment	Not Started	Keith	Keith	6/1/2019	1/1/2020
Finalize Architect Plans	Not Started	Architects	Keith	6/1/2019	1/1/2020
Finalize Construction Plans	Not Started	Contractor	Keith	8/1/2019	3/1/2010
Purchase Land Site	Not Started	LLC	Keith	9/1/2020	3/1/2020
Secure Permits	Not Started	LLC	Project Manager	2/1/2020	5/1/2020
Breaking Ground	Not Started	LLC	Project Manager	3/1/2020	6/1/2020
Secure Leases from New Tenants	Not Started	LLC	Project Manager	10/1/2020	6/1/2020
Monthly Construction Meetings	Not Started	LLC	Contractor	6/1/2020	9/1/2021
Final Building Inspection	Not Started	LLC	Project Manager	8/1/2021	9/15/2021

Hire Building Office Manager	Not Started	LLC	Project Manager	1/1/2021	3/1/2021
Hire Building Staff	Not Started	LLC	Office Manager	3/1/2021	6/1/2021
Take Occupancy of Building	Not Started	LLC	Office Manager	9/1/2021	9/15/2021
Move In Day	Not Started	LLC	Office Manager	9/15/2021	10/1/2021
Goal - Develop a Marketing Program and Prepare for Open House by 9/1/21					
Action Steps					
Develop Website	Not Started	LLC	Marketing Team	6/1/2021	8/15/2021
Develop Marketing Material	Not Started	LLC	Marketing Team	6/1/2021	8/15/2021
Business Cards	Not Started	LLC	Marketing Team	6/1/2021	8/15/2021
Develop Receptionist Process & Materials	Not Started	LLC	Office Manager	5/1/2021	9/1/2021
Set up Advertising Campaign	Not Started	LLC	Marketing Team	6/1/2021	9/1/2021
Set up PR program	Not Started	LLC	Marketing Team	7/1/2021	9/1/2021
Train Staff	Not Started	LLC	Office Manager	6/2/2021	9/1/2021
Set up Mailing & Promotion Program	Not Started	LLC	Marketing Team	7/1/2021	9/1/2021
Plan Open House	Not Started	LLC	Office Manager	8/1/2021	10/1/2021
Goal - Order Office Equipment, Furniture & Supplies within Budget by 7/1/21					
Action Steps					
Copiers, Printers & Scanners	Not Started	LLC	Office Manager	6/1/2021	9/1/2021
Furniture	Not Started	LLC	Office Manager	5/1/2021	9/1/2021
Computers, Monitors and Phones	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Office Supplies	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Pharmacy Supplies	Not Started	LLC	Office Manager	7/1/2021	9/1/2021

Break Area Supplies	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Office Supplies	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Goal - Develop Staffing Plan, Hire Staff & Prepare site for Operations by 7/1/21					
Action Steps					
Develop Staffing Plan	Not Started	LLC	Project Manager	2/1/2021	3/1/2021
Write Job Descriptions	Not Started	LLC	Project Manager	3/1/2021	4/1/2021
Set Up Recruiting Timeline	Not Started	LLC	Project Manager	3/15/2021	4/1/2021
Recruitment	Not Started	LLC	Project Manager	4/1/2021	7/1/2021
New Staff Training & Orientation	Not Started	LLC	Office Manager	8/1/2021	9/1/2021
Background Checks	Not Started	LLC	Office Manager	5/1/2021	6/1/2021
Employee Handbook	Not Started	LLC	Office Manager	6/1/2021	8/1/2021
Credentialing	Not Started	LLC	Project Manager	8/1/2021	11/1/2021
Goal - AllHealth Needs to Prepare to Utilize the Community Wellness by 8/1/21					
Action Steps					
Policy and Procedures Manual	Not Started	AllHealth	Keith	6/1/2021	8/1/2021
Intake Process Manual	Not Started	AllHealth	Keith	6/1/2021	8/1/2021
Disaster Plan	Not Started	AllHealth	Keith	6/1/2021	8/1/2021
Clinical & HIPPA Manuals	Not Started	AllHealth	Project Manager	6/1/2021	8/1/2021
EHR Manual	Not Started	AllHealth	Project Manager	6/1/2021	8/1/2021
Building License	Not Started	AllHealth	Project Manager	8/1/2021	9/15/2021
Billing License	Not Started	AllHealth	Project Manager	8/1/2021	9/15/2021
SUD License	Not Started	AllHealth	Project Manager	8/1/2021	9/15/2021

OBH License	Not Started	AllHealth	Project Manager	8/1/2021	9/15/2021
CDPHE License	Not Started	AllHealth	Project Manager	8/1/2021	9/15/2021
Goal - Prepare the Facility for Occupation by 7/1/21					
Action Steps					
Fire Extinguishers	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Keys	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Access Badges & Codes	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
IT Set up and Cabling	Not Started	LLC	Project Manager	7/1/2021	9/1/2021
Front Desk Set up & Training	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
WiFi	Not Started	LLC	Project Manager	7/1/2021	9/1/2021
Coffee	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Shredding	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Linens	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Cleaning	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Landscaping	Not Started	LLC	Project Manager	7/1/2021	9/1/2021
Utilities	Not Started	LLC	Project Manager	7/1/2021	9/1/2021
Trash	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Mail	Not Started	LLC	Office Manager	7/1/2021	9/1/2021
Pharmacy Supplies	Not Started	LLC	Project Manager	7/1/2021	9/1/2021
Goal - Develop a Space Plan, Recruit Tenants to Fill 10,000 sq. ft. by 8/1/21					
Action Steps					
Develop Tenant Space Plan	Not Started	Architects	Keith	9/1/2019	1/1/2020

Develop List of Potential Tenants	**Not Started**	**AllHealth**	**Keith**	**11/1/2019**	**2/1/2020**
Recruit Potential Tenants	**Not Started**	**AllHealth**	**Keith**	**2/1/2020**	**9/1/2020**
Tour Potential Tenants	**Not Started**	**LLC**	**Project Manager**	**7/1/2020**	**1/1/2021**
Sign Leases of New Tenants	**Not Started**	**LLC**	**Project Manager**	**9/1/2020**	**6/1/2021**
Buildout Tenant Spaces	**Not Started**	**LLC**	**Project Manager**	**9/1/2020**	**9/1/2021**
Move in New Tenants	**Not Started**	**LLC**	**Office Manager**	**9/15/2021**	**10/1/2021**

Marketing Plan

Overview

The following is an overview of the strategic marketing plan for this project. The recommendations
with-in this plan are based on numerous conversations held over the past several months with key stakeholders within the organization, and other stakeholders including partners, vendors and residents in the existing and surrounding communities. There was a major review of the previous marketing material of AllHealth and several potential CWC partners. Additionally, key advertising materials, data, technologies and more were reviewed as part of the marketing analysis. We also contacted local medical providers, community members, payers, businesses and other organizations.

The combination of all these inputs is critical to ensure the success of the Community Wellness Center.

Before a new marketing campaign can be launched, a couple of items must first be addressed:

- The overall brand strategy of the LLC and how it positions the story to resonate with key stakeholders in the existing and surrounding communities.
- The overall client experience from the top to the bottom of the sales and marketing lifecycle.

Therefore, the first half of this section addresses the above items, beginning with a potential brand overview and SWOT analysis from a marketing and sales perspective. This analysis helps to discover a new way of thinking about what the center could be and define what it might stand for, and how to potentially engage prospective new partners to join the center in this new and innovative model.

Once the LLC is established, the second action is to dive into specific campaign plans, tactics and budgets to tell the story in a strategic attempt to acquire additional partnerships within the existing community as well as spread to surrounding communities.

AllHealth Strategic Analysis and Planning

As the lead partner and major tenant in the CWC building, AllHealth needs to be a strong lead partner and be financially viable to attract the kind of financial support and strong partners the center needs. AllHealth needed to develop a strategic plan internally before it could move forward with the CWC plan. AllHealth used the following summary of the process.

Two Pronged Business Development Strategy

Play on Strengths. Play to Win.

1. Strengthen Core Business - Medicaid

Identify Strengths: Trained Professionals, Processes, Network
Targeted Expansion: Trauma IOP, Substance Use MAT/IOP
Purpose: Build core capabilities sustainably
Pros: Less capital, low risk, mission aligned
Cons: Potential for growth is capped

Build Business Development Processes

Structure: Independent operating across verticals
Purpose: To build the innovation engine for future
Innovation: Research and develop new programs outside the constraints of core business paradigm
Growth: Support core business by empowering their best ideas to grow in commercial space

2. Create an Innovation & Growth Vehicle

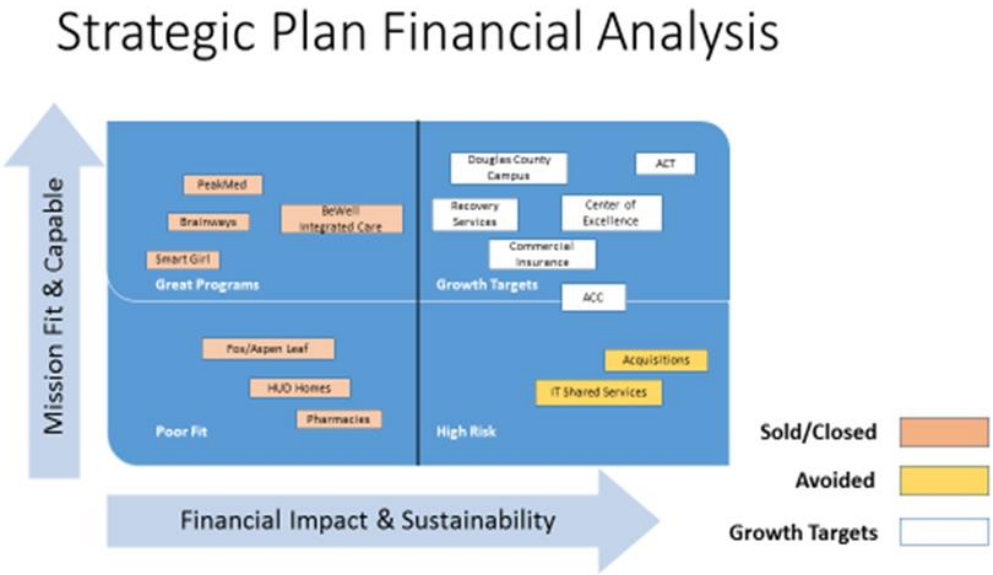
Structure: An independent business unit with its own identity
Purpose: To scale the core business programs that are getting capped and to launch specialized, cutting-edge programs for commercial insurances
Pros: Future growth and revenue diversification
Cons: High risk, high reward strategy

Scale up!

Take the programs from Innovation Unit that meet great success and scale them regionally: Colorado Springs, Boulder, or nationally.

AllHealth NETWORK
Live Better.

Therefore, AllHealth did a review of all its programs.



This chart shows the summary of the analysis AllHealth went through. Every program in the network was analyzed for its fit with the AllHealth mission and its capabilities. Then, all those programs were analyzed for their financial impact and sustainability. AllHealth sold or shutdown all the programs that were not a fit with the mission or were not deemed to be financial sustainable. A couple of potential programs were also reviewed and the decision to implement those programs were avoided. After doing this exercise and implementing the strategy, AllHealth became a financially viable organization that could now position itself for growth. AllHealth then looked at potential new programs to develop that fit this analysis. The Douglas County Community Center rated high on that list for its strong fit with the mission, need in the community and its reasonable financial sustainability. Therefore, AllHealth decided to initiate the CWC concept and take the lead role in its development.

Brand Overview

Below is a detailed outline of how the brand overview could look. Categories could include Vision, Mission, Qualities, Core Values and Product/Service, similar to the following overview. The final review will need to involve all active community partners as part of the process to engage the community.

- **Vision**
  What does the center want to be?

  The catalyst for helping our community come together to improve the overall health of community members.

- **Mission**
  Why does it exist?

  We are committed to providing extraordinary, client-centered care to our clients, their families and our community to ensure peace of mind through high-quality, compassionate treatment and to deliver care beyond their expectations.

- **Qualities**
  How does the CWC want to deliver services?

  Client-Centered: The provider engages clients in making decisions about their health.

  Coordinated Care: A comprehensive group of providers and specialists work together to provide coordinated care in a team environment.

  Innovative: We routinely implement fresh ideas and methods—a process which has consistently helped the organization achieve community acknowledgment and success.

  Integrated: The primary elements of a comprehensive system are intelligently connected.

  Value-Based: Quality and cost remain the clear and unabashed focus of attention in the delivery of care. In this respect, new and innovative technology is embraced to the extent that it supports the creation of greater value to the clients who are served.

  Core Values
  What principles guide our decision making?

  Service: We exceed expectations.

  Stewardship: We are responsible for health care outcomes.

  Quality: We seek excellence in our care and caregiving.

  Innovation: We create a better way.

- **Product/Service Recognition**

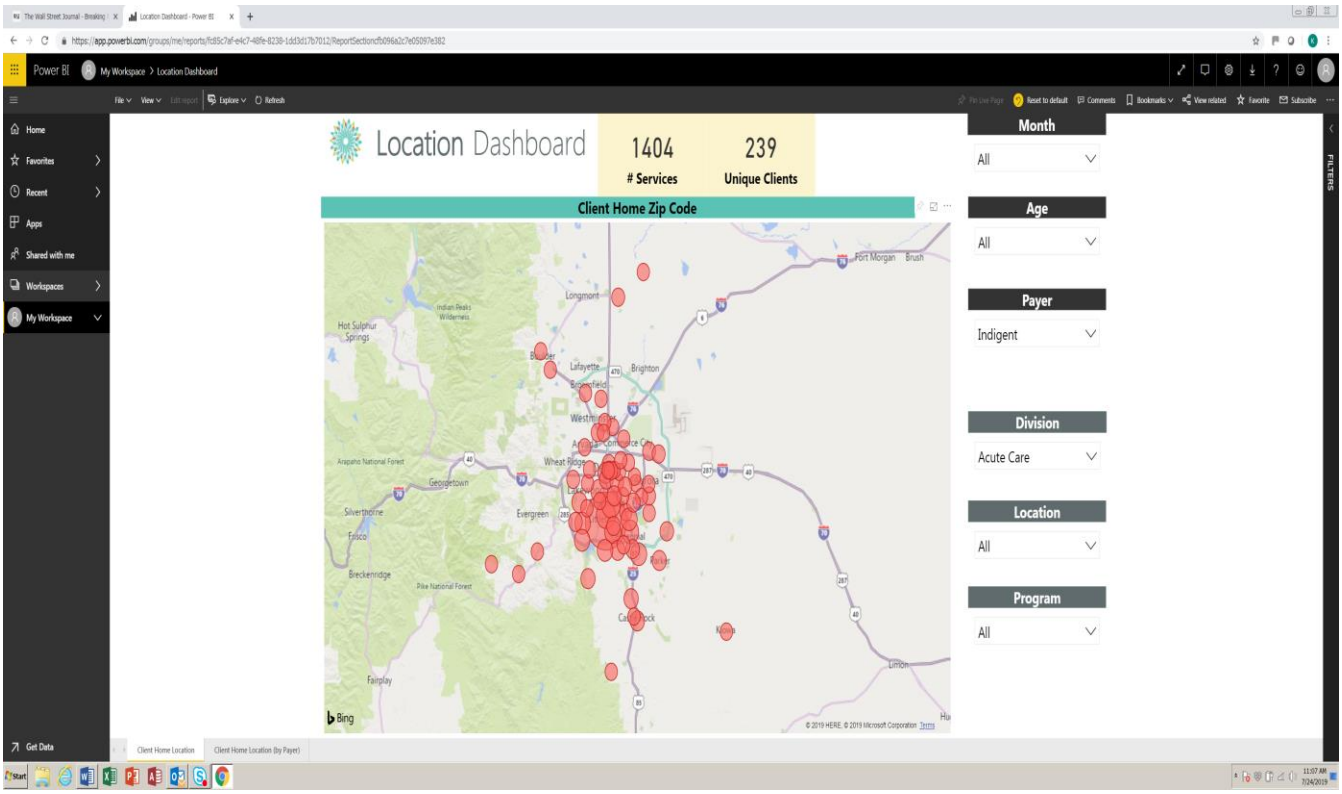
  What is our service?

  The center will provide client-centered care, which is driven by the established Vision, Mission, Qualities and Core Values as noted above. The team will provide a full-service, one-stop shop to meet our client's health care needs and enhance the client experience by complementing the services with top-rated accommodations and amenities. Imagine walking into a state-of-the-art facility and being able to have all

your care needs met in one location. It will be a seamless experience, from the time the client schedules an appointment(s), arrives and is greeted by a receptionist to welcome and guide the client to his or her check-in point. It will be a great competitive advantage to be able to check in for all services at one central location. It will be easy to meet with a selected provider, then check out and head to another appointment, if they choose. This process will help the CWC to exceed the expectations of the community.

Market Analysis

a) Target Market and Audience: The primary target market for this venture is Douglas County, which is growing fast, has a high average income and is, where the CWC will be positioned as a community partner. Our target audience will primarily be individuals and families in need of support, on Medicaid and with defined needs like OCD. However, there is a large group of potential clients who will have commercial insurance and Medicare. The client demographics will include children and adults older than 65. The center will consider expanding services as needed by the community. We have tracked where our present client come from and what services they want, so we can tell the CWC operations where to market and for what diagnosis. The following is just one example of where the AllHealth clients are coming from.



We have also looked at the number of potential clients who are available for several of the diagnosis that AllHealth provides. The following is an example of the marketing research per diagnosis that was accomplished. These two charts are just examples of the unmet needs for mental health services. The

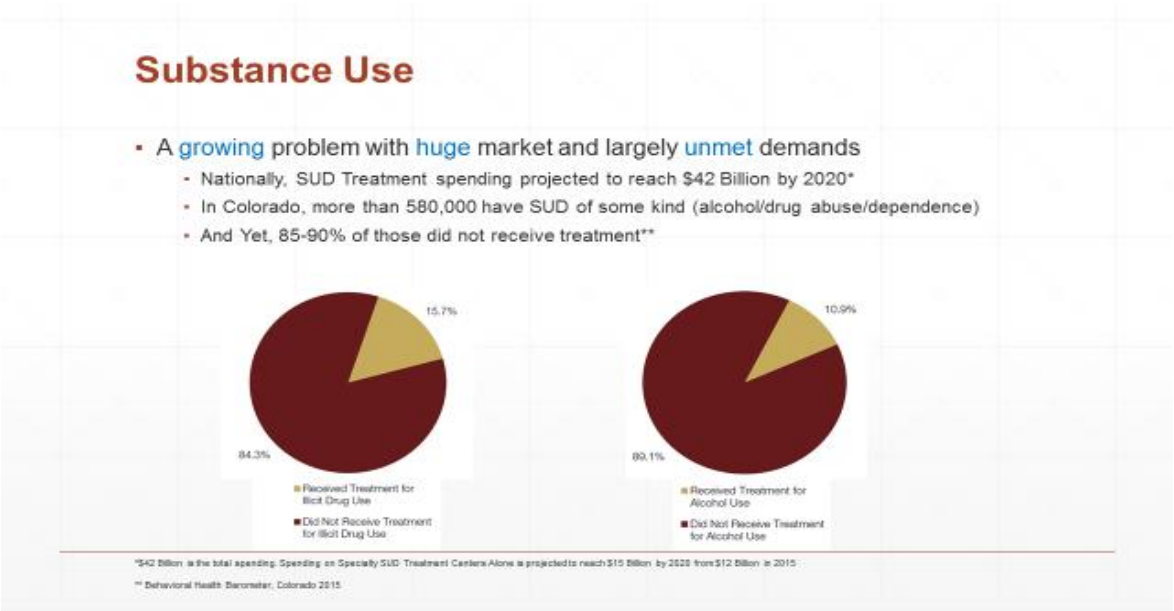
first chart shows need for OCD therapy and the second chart shows the unmet need for substance use therapy.

The following are four of the programs that went under a competitive analysis.

1) OCD

	USA		Colorado		Denver Metro Area		Douglas	
	%age	Number	%age	Number	%age	Number	%age	Number
Population		325,719,178		5,607,000		2,800,000		328,478
Males	49.2%	160,253,836	50%	2,803,500	50%	1,400,000	50%	164,239
Females	50.8%	165,465,342	50%	2,803,500	50%	1,400,000	50%	164,239
Population Distribution by Age[5]								
Children under 5 years of age	6.3%	20,520,308	6.3%	353,241	6.3%	176,400	6.3%	20,694
School-aged youths (5-9 years of age)	6.5%	21,171,747	6.5%	364,455	6.5%	182,000	6.5%	21,351
Adolescents (10-19 years of age)	13.2%	42,994,931	13.2%	740,124	13.2%	369,600	13.2%	43,359
Total Children	26.0%	84,686,986	26.0%	1,457,820	26.0%	728,000	26.0%	85,404
Adults (18+ years)	74.0%	241,032,192	74.0%	4,149,180	74.0%	2,072,000	74.0%	243,074
Pediatric OCD								
Total children with OCD		5,258,736		90,525		45,206		5,303
Prevalence of OCD in male children[3]	3.7%	3,155,242	3.7%	54,315	3.7%	27,124	3.7%	3,182
Prevalence of OCD in female children[3]	2.5%	2,103,494	2.5%	36,210	2.5%	18,082	2.5%	2,121
Prevalence in school-aged youths[3]	2.50%	529,294	2.50%	9,111	2.50%	4,550	2.50%	534
Prevalence in adolescence[3]	11%	4,729,442	11%	81,414	11%	40,656	11%	4,770
Adult OCD[2]								
12-month prevalence of OCD among US adults(2001-2003)[2]	1.20%	3,908,630	1.20%	67,284	1.20%	33,600	1.20%	3,942
Lifetime prevalence of OCD among U.S. adults(2001-2003)[2]	2.30%	7,491,541	2.30%	128,961	2.30%	64,400	2.30%	7,555
Prevalence of OCD in males	0.50%	801,269	0.50%	14,018	0.50%	7,000	0.50%	821
Prevalence of OCD in females	1.80%	2,978,376	1.80%	50,463	1.80%	25,200	1.80%	2,956
Total adults with OCD		3,779,645		64,481		32,200		3,777
Level of Impairment with OCD[2]								
People having serious impairment	50.60%	1,912,501	50.60%	32,627	50.60%	16,293	50.60%	1,911
People having moderate impairment	34.80%	1,315,317	34.80%	22,439	34.80%	11,206	34.80%	1,315
People having mild impairment	14.60%	551,828	14.60%	9,414	14.60%	4,701	14.60%	552

2) Substance Use



3) Mood Disorder IOP Competitive Analysis

Descriptions include: population, programs, areas of treatment, modalities, hours, insurance

Denver Springs: Adult and adolescent PHP and IOP services/tracks for general mental health, including anxiety, depression, bipolar, disorder, psychosis, ADHD, PTSD, and BPD. Accepts Medicaid/CO Access for mental health IP, IOP, and OP services, as well as commercial insurance plans.

Children's Hospital Colorado Anschutz Medical Campus: (U of C Department of Psychiatry) - Child/Adolescent IP, PHP, IOP and OP. Specialty programming/tracks for the treatment of anxiety/OCD, disruptive behaviors disorder, mood and thought disorders, med/psych, and OP group therapy.

Components of behavior and mood programs include psychosocial assessment, psychoeducation, psychosocial skills training, parent effectiveness training and creative arts therapies. Components of OCD/anxiety program includes evaluations, medication management and psychological testing, along with individual, group, family and creative arts therapy. Specialized individual work is available, including exposure and response prevention for OCD, habit reversal training for trichotillomania and tics, and interoceptive exposure for panic disorder.

IOP meets three times per week for five weeks. PHP is two weeks on average and runs Monday to Friday, 8:30 am to 2:30 pm. Accepts CO Access and many commercial insurance plans.

Porter Adventist Hospital Centura Health: Adult and senior IP, IOP and OP services. Mental Health IOP primarily serves people with mood and anxiety disorders such as major depression, bipolar disorder, and OCD. Program is skills based and uses DBT and CBT.

MH-IOP takes place Monday to Friday: 9 a.m. to noon. The program consists of a Goals Group, a DBT Group, and ends with a Coping Skill Group or CBT Group. Runs a minimum of six weeks on tapering schedule.

Currently does not accept Medicaid for MH-IOP. Does accept it for IP acute hospitalization and IP/OP ECT. Accepts ABC and BHI Medicaid only for its Substance Use Intensive Outpatient Program (SU-IOP).

SCL Health West Pines: Adult IP, PHP, IOP, Med Mgmt., Detox, Addiction IP and TMS services. Its IOP is general mental health and best for depression, bipolar disorder, anxiety disorders and personality disorders. It is a DBT-based program that includes mindfulness, interpersonal effectiveness, emotional regulation, and distress tolerance.

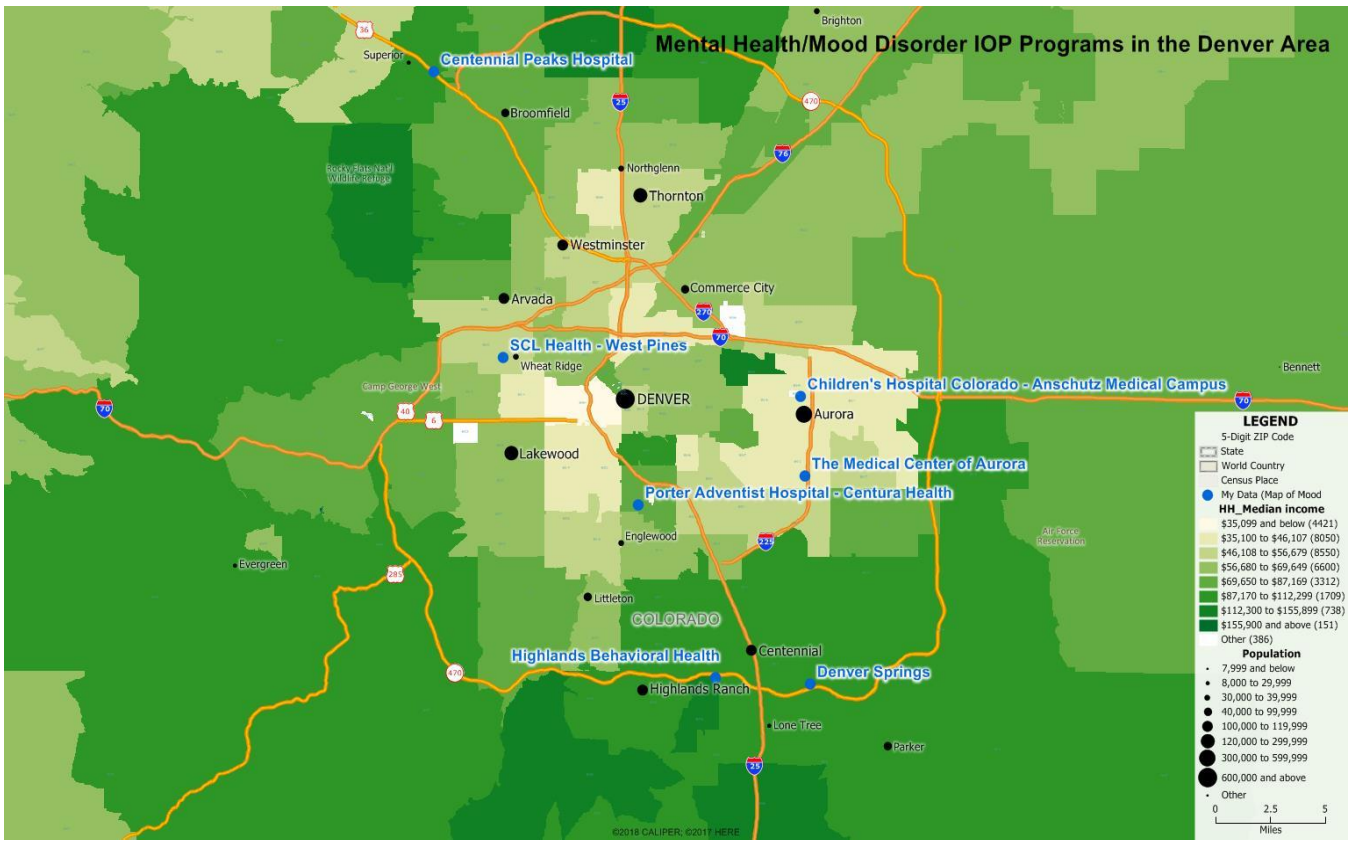
IOP runs for eight weeks with two schedule options: Monday, Wednesday, Friday from 9 a.m. to noon or Monday, Tuesday, Thursday from 5:30 - 8:30 p.m. In-network with most major insurance carriers, accepts Medicaid for its IOP but coverage depends on where the client lives, their plan, etc.

Medical Center of Aurora: Adult IP, PHP, IOP, OP; child/adolescent OP. Adult IOP is for individuals struggling with substance abuse, crisis management, depression and/or anxiety, management of daily living skills, medical management and self-injury. Modalities include: DBT, CBT, trauma informed therapy, dual-diagnosis therapy, interpersonal effectiveness training and life skills. Meetings take place Monday to Thursday from 3:30-6:30 p.m. at the Medical Center of Aurora and from 4-7 p.m. at Centennial Medical Plaza. Accepts most major insurance plans, including Medicaid.

Outside Denver Metro

Peak View Behavioral Health (Colorado Springs)**:** All populations (youth, adults and seniors) IP, PHP, IOP, and ECT programs for clients with general mental health (anxiety, depression, bipolar disorder, and other psychiatric disorders) as well as chemical dependency (18 and older) and dual diagnosis. Accepts Medicare, Medicaid, Tricare and most commercial insurances.

Centennial Peaks Hospital (Louisville): Adult IP, IOP and IP detox; adolescent IP, PHP and IOP. Adult MH-IOP for those experiencing mood swings, depression, mania, anger, anxiety. Uses primarily CBT, DBT and other skills-based treatment methods. Adult MH-IOP meets three times per week, for three-hour sessions, over six weeks, for a total of 18 sessions, which also includes a family night once a month. Also has a separate adult chemical dependency IOP track. Offers adolescent MH-IOP as well. Accepts most major insurance including Medicare, Medicaid and Tricare.



4) Trauma IOP Competitive Analysis

Descriptions include: population, programs, areas of treatment, modalities, hours and insurance.
Denver Springs: Adult and adolescent PHP and IOP services/tracks for general mental health, including anxiety, depression, bipolar disorder, psychosis, ADHD, PTSTD, BPD. Accepts Medicaid/CO Access for mental health IP, IOP and OP services, as well as commercial insurance plans.

Aspen Ridge Recovery: Adult PHP and IOP services for co-occuring/PTSD/trauma and addictions. Lists EMDR, CPT, equine-assisted therapy, inner child therapy and family systems therapy. Accepts commercial insurance plans but does not list Medicaid.

Sandstone Care: Young adult (ages 18-30) PHP and IOP services for co-occuring PTSD/trauma and addictions. Lists the following modalities: CBT, DBT, ACT, mindfulness, somatic symptom assessment plan, brain and body trauma assessment plan, nutrition assessment plan, weekly organized physical activities. Programming runs from 5-9 p.m. Monday through Thursday. Accepts commercial insurance; does not accept Medicare or Medicaid.

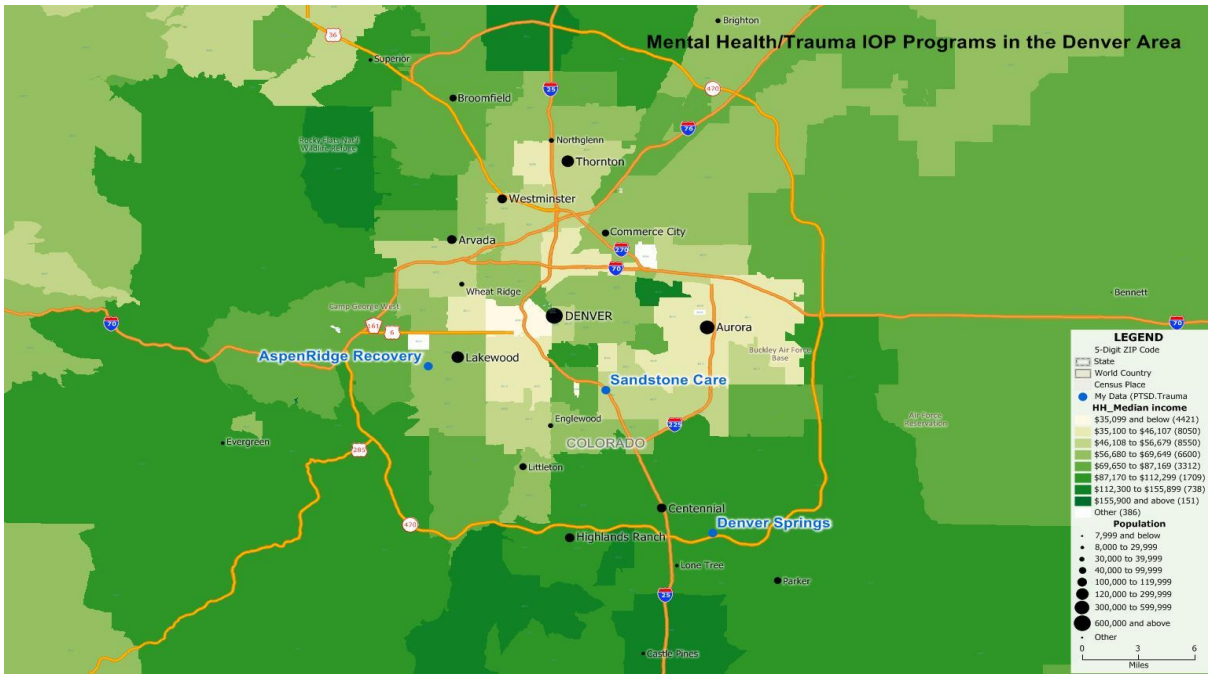
Outside Denver Metro

Cedar Springs Hospital (Colorado Springs): Adult IP acute care, IP rehab, PHP, IOP, as well as child/adolescent IP acute care, psychiatric residential, half-day program and facility school. Treats adults with psychiatric disorders and substance use disorder, and C/A's with an assortment of psychiatric, emotional and behavioral problems. Accepts most insurance including Medicare, Medicaid and Tricare.

Also has military program that offers: adult IP, adult PHP, adolescent residential and C/A facility school for psychiatric, emotional, behavioral, cognitive, substance abuse and PTSD.

The Recovery Village at Palmer Lake: Adult co-occurring and substance use treatment across all levels of care except residential services. Customized care includes treatment for eating disorders, trauma and PTSD. Does not accept Medicaid. Commercial insurance plans only.

Mountain Post Behavioral Health Clinic (Fort Carson): Active duty service members IOP. They offer two tracks: resiliency and trauma resolution. Primary modality is sequential cognitive therapy treatment (CPT-C). Accepts Tricare.



b) Competition: Primary competitors in the area will have similar providers located in these communities. Geographically, some will even be closer to clients, which may cause clients to set up appointments at a different provider simply for convenience purposes. Our challenge will be to

have creative and tactful marketing material for the center in a way that will encourage clients to want to experience what it has to offer.

The center will need to highlight and spotlight the attributes it has in such a way that clients will make it a destination point to experience the care and services offered. As mentioned earlier, marketing analysis has been done on a side-by-side comparison with the inpatient and outpatient services.

AllHealth is the only comprehensive provider of mental health services in the county, as indicated by the marketing research. This will be an advantage for the CWC, since AllHealth will draw a wide range of clients from all over the Denver metro area so the partners in the CWC can benefit from that client traffic.

Competitive Landscape – Inpatient Services

Service	AllHealth Network	Springstone	Highlands Behavioral Health
Acute Treatment Unit	X		
Crisis Stabilization Unit	X		
Impatient Mental Health		X	X
Impatient Detox		X	
Walk in Crisis Services	X	X	X
Partial Hospitalization		X	X
Substance Use Intensive Outpatient	X	X	IOP services for MH but can be secondary SU
Mental Health Intensive Outpatient		X	X
Walk in Outpatient Services	X		
Adult Outpatient	X		
Ongoing Child Counseling	X		
Ongoing Adult Psychiatry	X		
Ongoing Adult Counseling	X		
Ongoing Child Psychiatry	X		
Group Therapy (Not IOP)	X		
Family Therapy	X	Only as part of IP, PHP and /or IOP	
Pharmacy	X		

Competitive Landscape – Outpatient Services

Name of Clinic		Clients	PHP	IOP	# of Enrollments		MH	Substance Use
Center for Recovery, Inc.		Adults		X				X
Chrysalis Treatment Center		Adults		X	Closed			
Highland Behavioral Health System		Adult & Adolescents	X	X			X	
Shadow Mountain Recovery Center		Adults	X	X	Closed			
Valley Hope of Denver		Adults		X	IOP can setup 10 -20 clients			X
Porter Hospital		Adults		X			Mood Trauma	X
Sandstone Care		Adolescents, Young Adults (18 -30)	X	X	PHP can serve 20 clients IOP can setup 30 -35 clients		Future	Yes - Co-occurring
New Beginnings Recovery Center		Adults		X	IOP can setup 10 -20 clients			X
Treatment Centers XL			Inpatient	X	Up to 50 in Denver			X
Empower Centers of Excellence in Family Behavioral Health		Ages 5 - 19		X				
Wellness Treatment Center		Adults		X	Serves 25 - 30 clients		Mood Trauma	Yes -Co-occurring
Equinox Counseling and Wellness Center		10 - 25 plus		X	IOP Currently serves 25+ families but no limit		Mood Trauma	No
CeDAR. University of Colorado Hospital		Adults	Future	X	IOP serves 24 clients			Yes (All Dual Diagnoses)
Aspen Ridge Recovery		Adults	X	X	PHP can serve 27 clients IOP can serve 32 clients			Yes (All Dual Diagnoses)
Children's Hospital Colorado		6 - 17 plus	X	X	PHP can serve 22 clients IOP can serve families in 13 - 17		Mood Trauma	

c) Market Trends: There has been significant growth in the community over the past several years. Douglas County is one of the country's fastest-growing (population of almost 350,000; 6% growth in the last three years) and wealthiest counties (Forbes magazine lists it as the fifth wealthiest county in the U.S.). This growth is significant. There is a continued need for additional health care services and staff to provide these services. The challenge is being able to grow fast enough to meet the demands and needs of the community.

d) Psychiatrist Demand: In researching demand by specialty from a variety of organizations, there is a trend toward a growing shortage across multiple specialties with an estimated deficit continuing to grow. These projections are calculated based on:
   - Five-year population growth from 2020 to 2025 showing continued strong growth.
   - Psychiatrist demand will continue.

The estimated deficit of providers should be considered a key issue that needs to be accounted for in the development of AllHealth and the CWC. Colorado and Douglas County

are no different than the averages for a typical U.S. population. Based on this data, demand continues to be on the rise, while supply continues to slip. The CWC will need to be a professional facility that attracts and retains top medical talent. It also needs to be located in an area that meets the social, transportation and housing needs of the medical staff and partners.

e) Market Research and Survey Conclusions: Our market research indicates the following conclusions.

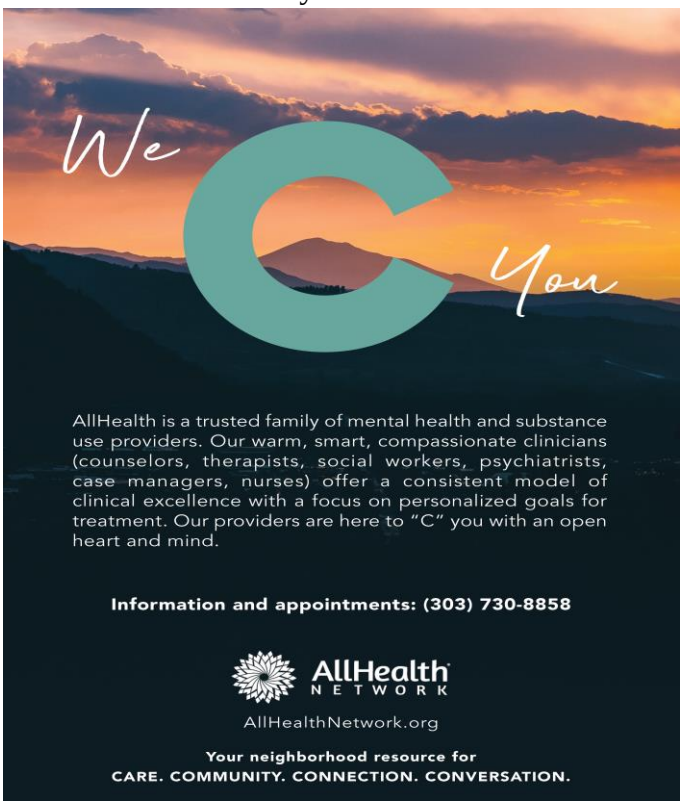
- The demand for services in Douglas County has out stripped the supply. There is only one provider per 1,000 people in the community when the state and local averages are one per 300 people.
- There is need for a variety of services in Douglas County, including substance use, intensive outpatient, OCD and many more, since many of the area's providers are not taking new clients.
- AllHealth is very competitive in pricing and has the most comprehensive programs in the county.
- AllHealth draws clients from across the Denver metro area and that client traffic will help other partners in the CWC.
- In preliminary discussions with the county and potential partners, there is strong support from the county, law enforcement and potential partners for the CWC.
- The banks (Citywide & AMG) are preliminarily interested in the CWC and providing a loan.
- In conversations with the impact investor community, there is strong interest in investment that may have a lower return but makes a difference in the community.
- The community partners have clearly stated that they support the concept and want to flush out the details and enlist even more partners.
- AllHealth will conduct a marketing campaign this year and two awareness campaigns. The marketing will include some print advertising, press releases, internet campaigns and direct mailings. The two key awareness events will bring in keynote speakers like Patrick Kennedy for AllHealth's 65th anniversary. The CWC will also benefit from these marketing activities but will not have to provide any funding.

Implementation of Marketing Strategy

Mode and Methods for Marketing: A variety of marketing tools and strategies may be used to introduce the CWC to target groups that may include schools, primary care facilities, libraries, law enforcement, etc.

- Specialty providers will need to be recruited: These specialty providers will be spending their time in the center, collaborating and educating clients and other providers on their specialties and services that will be available.
- Monthly webinars: The providers will want to present a monthly webinar, broadcast to all tenants in the center. This is another way to help connect specialists with other providers in the center and update everyone on their skill sets.
- Several Regular meetings: There will be regular meetings in the center for all tenants to get to know each other and their services.

- Postcards: Postcards can be mailed out monthly, several months in advance of the center's opening, and will highlight specific providers in the center, i.e., the services and specialties offered. They will show tenants and photos of providers who will be practicing at the center. There will also be communication on how to access the website to view and learn more about the center. Please see the following sample from AllHealth that CWC may utilize.



- Testimonials: Testimonials could be uploaded to the website so potential new clients could hear about the experiences they have had receiving care from the CWC's current providers. These testimonials can also be in videos. They can position the CWC and AllHealth as community leaders.
- Digital ads: There could be streaming digital ads displayed on televisions within the center highlighting the opening. They could show the services and amenities that will be offered. Please see example from AllHealth that the CWC can use to setup and manage internet advertising.

The CWC website redesign will achieve the following:

- Provide clear and concise path for clients to access our services and third-party providers and institutions to refer their clients.
- Embrace a simple approach to navigation.
- Improve our organizational image and align the website with our mission and values.
- Improve relationships with partners.
- Attract potential employees with a more robust career area and attractive, vocal website
- Improve our social media presence and reveal our personality in the community.
- Improve Google rankings and public visibility in organic search.

- Improve mobile viewing by creating an experience which is designed specifically with smartphones and tablets in mind.
- Allow for future expansion on the platform.
- Improve our website response speed by moving to a dedicated server hosted environment.

Website Design Criteria

a. Create sitemap.
b. Create site wireframes.
c. Create favicon for site.
d. Prepare photography and imagery as they are acquired.
e. Determine action Items/buttons.
f. Ensure contact information is easily accessible at all times.
g. Convert sitemap and wireframes to menu items and blank pages.
h. Menu design: Setup search friendly URLS.
i. Build front page and interior pages.
j. Build footer links.
k. Choose and prepare any videos to be used on the site linked from YouTube.
l. Ensure privacy policy is in place.
m. Design side menus from wireframes.

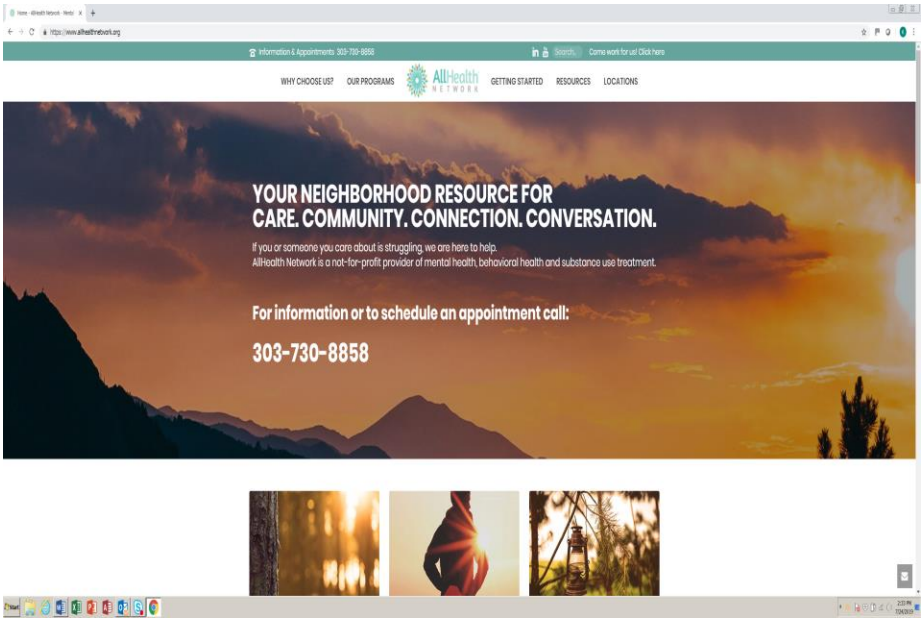
1. Mobile-SEO

n. Install social sharing plugins if not already installed.
o. Ensure social metadata tags are in place.
p. Enable breadcrumbs.
q. Enable Twitter metadata.
r. Enable Facebook metadata.
s. Verify the site with Bing and Google webmasters.
t. Configure Yoast SEO plugin.
u. Create XML sitemap. Ensure plugin acquired is dynamic, meaning it will continually monitor new site additions and add them.
v. SEO: Check semantics for each page (H1, H2, H3 tags, etc.).
w. SEO: Use unique meta descriptions and page titles.
x. SEO: Utilize keywords on unique pages.
y. Mobile: Enable viewport meta tags.
z. Mobile: Verify all forms use correct form field input types that mobile recognizes (eReferral, Internship).
aa. Mobile: Test site using device emulators and real devices.
bb. Mobile: Run MobileOK and test site for any changes necessary for best speed and scores.

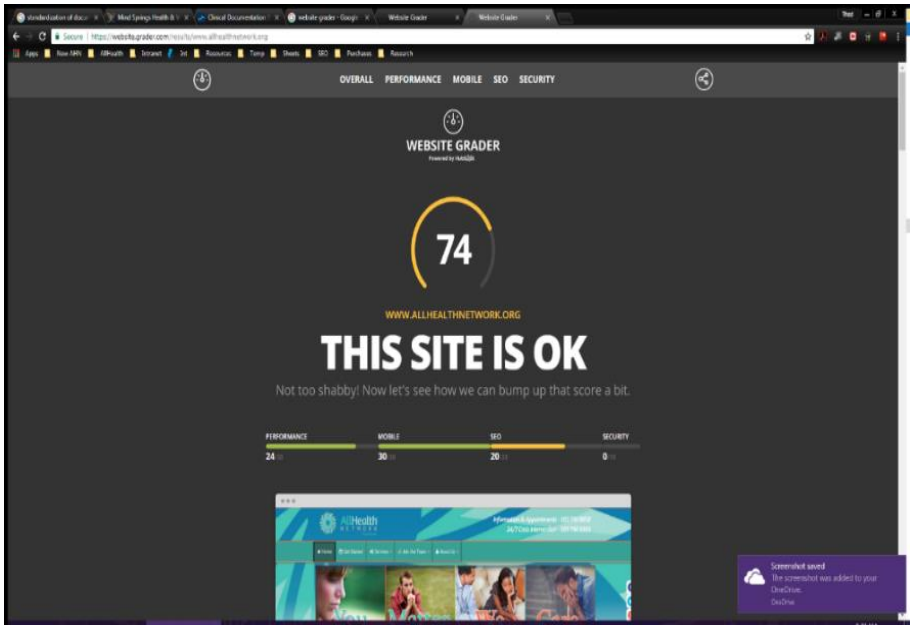
2. Social Media

a. Enable rich snippets/excerpts–predetermined summary paragraphs for each page shared. This is what will show on a Facebook share.
b. Implement Twitter Cards
c. Implement OG: tags (will be done with Yoast plugin but will verify this).

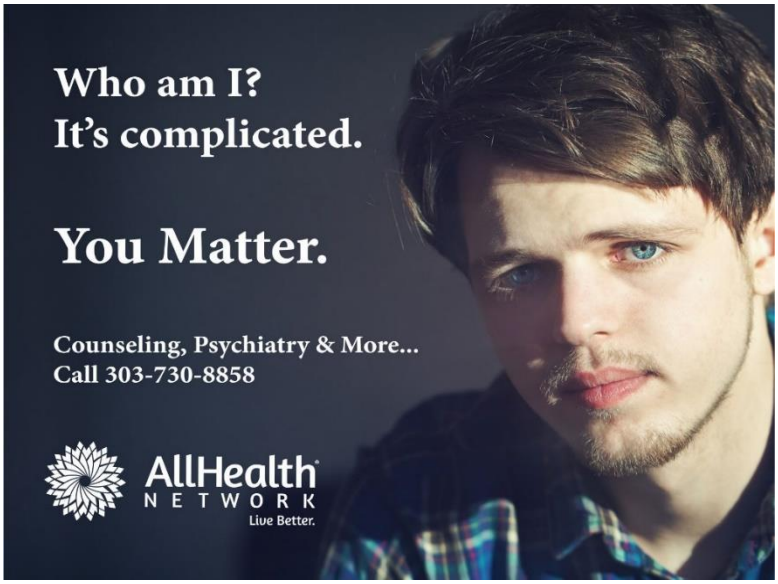
The output will be similar to the following.



The website will be graded after it is setup with the following system.



- Print ads: There could also be weekly sponsored articles in the local newspaper, the Villager and the Denver Business Journal that will run several months prior to the opening. The articles will contain interviews with current providers as well as new providers and tenants that will be partnering with the center. The AllHealth ad below can be used as a model for the CWC ads.



- Radio ads: Frequent radio ads could run on local radio stations. These ads could play throughout the day and throughout the community, reaching people coming in from outside of the community as well.
- Open house/grand opening: A planned open house will allow clients and members of the community to come in and tour the facility. The center will have staff available to sign up new clients, and there will be live entertainment and refreshments for guests. There are two events already planned. One is in September at the Denver University Hospitality center. About 150 people will attend the Kickoff to the 65th anniversary. The second event will be in April of 2020. It will be the 65th anniversary event at the Denver University Cable Center with 300 people. The keynote speaker will be Patrick Kennedy, nephew of John Kennedy.

Marketing and Advertising Budget

The following budget will be proposed for the CWC. AllHealth and the other tenants of the CWC will have their own marketing budgets and this budget is only for the CWC. All the partners in the CWC will handle their own marketing and advertising and there will be a synergistic effect so the CWC can capitalize on that synergy and not need a large marketing budget.

Assets and associated costs needed for a Marketing Campaign

ITEM	ESTIMATE
Post Card Design	$1,800
Post Card Mail & Postage	$16,000
Promotional Videos	$10,000
Digital Ad Designs	$800
Digital Spend - 4 Months	$7,000
Print Ad Design - 4 Months	$7,500
Radio Spot Production	$1,500
Radio Ads - 4 Months	$10,000
Open House Event	
- Entertainment	$1,500
- Catering	$5,000
- Advertising	$25,000
- Takeaways	$10,000
ANNUAL TOTAL	**$73,600**

1) Evaluating and Monitoring Results of Marketing Plan and Effectiveness Metrics

For the various marketing methods used to promote the new center, it will be important to track the effectiveness of these tools and the effects they have on the businesses. The team anticipates seeing an initial surge in inquiries and new client sign-ups once the ads begin running.

Below are the goals that will be set and tracked:

- Goal 1: The team would expect to see phone volume for new client inquiries increase once ads begin through print, radio, digital, postcards and client testimonials. Outcome: 10,000 inquiries in the first six months.
- Goal 2: The team would expect to see new client sign-ups, as a result of the above-mentioned ads and the open house. Outcome: 1,000 new clients in the first six months.
- Goal 3: The team would expect to see walk-in traffic increase as a result of the ads and would like to see a significant increase in walk-ins who will sign up to become new clients. Outcome: 100 walk-ins in the first six months
- Goal 4: Develop substantial internet activity as measured by the following; Outcome: 20,000 hits in the first six months.

  Analytics and Performance
  - Enable GZIP compression.
  - Use tracking and/or another analytics software.
  - Implement Google analytics property code.
  - Optimize all images.
  - Add expires headers to XML sitemaps.
  - Minify JavaScript and CSS files.

- The team will track the methods by which new clients heard about the opening of the center (newspaper, radio, digital, etc.).

Financial Plan

Financial Documents

2) Summary of Financial Needs

The plan estimate is to secure financing of $8 million to assist with covering capital expenses, such as startup operations, first-year deficits, lease hold improvements and fixed assets. The capital for fixed assets covers the clinical offices, conference rooms, group rooms, common spaces, gymnasium, children play areas, waiting rooms and tenant spaces for the 50,000-square-foot facility.

- AllHealth Network will set up an LLC to fund and manage the Community Wellness Center. The LLC will issue 200,000 membership units at $20 a unit. AllHealth will purchase 100,000 units for an investment of $2 million. The center will cost about $8 million to build, furnish and setup. AllHealth will lead the capital raise of another $2 million for 100,000 units. The additional funds for the building will come from a loan of $4 million at about 4.5% interest. The payments will be $10,134 per month.
- The LLC will lease the 50,000 square feet. The revenue from the leasing will be $101,667 per month in the first full year of operation. The overhead and maintenance of the building will be $52,240 a month. Therefore, the cost of the building is $84,596 per month with a revenue of $101,667 a month at 84% occupancy for a profit of $17,071 per month. The ROI for AllHealth Network and the impact investors on their $2 million is projected to be 9%.

2) Proforma Cash Flow Statement

Below is a projected three-year cash flow statement for the Community Wellness Center for Douglas County.

	2020	2021	2022
Cash Flow from Operations			
Net Income	-$51,438	$204,851	$213,027
Adjustment for Depreciation Expense	$42,667	$266,666	$266,667
(Increase)/Decrease in Accounts Receivable	-$216,000	-$350,000	-$12,500
Increase/(Decrease) in Accounts Payable	$210,000	$3,000,000	-$3,000,000
Increase/(Decrease) in Accrued Payroll	$29,880	$28,800	$19,200
Total Cash Flow from Operations	$15,109	$3,150,317	-$2,513,606
Cash Flow from Investing			
Purchase of Furniture and Equipment	-$200,000	-$300,000	
Construction of Building	-$1,800,000	-$3,200,000	-$2,000,000
Total Cash Flow from Investing	-$2,000,000	-$3,500,000	-$2,000,000
Cash Flow from Financing			
Proceeds from Investors	$1,000,000	$1,000,000	
Proceeds from Bank Loan		$4,000,000	
Proceeds from AllHealth	$1,000,000	$1,000,000	
Loan Repayment	$60,802	$121,605	$121,605
Total Cash Flow from Financing	$2,060,802	$6,121,605	$121,605
Net Increase / (Decrease) in Cash	$75,911	$5,771,922	-$4,392,001
Beginning Cash Balance	$0	$75,911	$5,847,833
Ending Cash Balance	$75,911	$5,847,833	$1,455,832

1) Profit and Loss Statement for the LLC
   Below is the projected three-year profit and loss income statement for the Community Wellness Center LLC.

Income Statement

	2020	2021	2022
Revenue			
AllHealth Network	$ 168,750	$ 700,000	$ 725,000
Primary Care Clinic	$ 33,750	$ 140,000	$ 145,000
Dentist	$ 27,000	$ 35,000	$ 36,250
Pharmacy	$ 13,500	$ 35,000	$ 36,250
County Offices	$ 20,250	$ 35,000	$ 36,250
Client Services	$ 33,750	$ 35,000	$ 36,250
Coffee Shop	$ 13,500	$ 14,000	$ 14,500
Bldg Maint.	$ 37,500	$ 200,000	$ 200,000
FF&E Lease	$ 46,875	$ 250,000	$ 250,000
Unfilled Occupancy	$ (40,500)	$ (224,000)	$ (232,000)
Total	$ 354,375	$ 1,220,000	$ 1,247,500
Expenses			
Compensation			
Building Manager	$ 37,500	$ 77,250	$ 79,500
Admin Salary	$ 30,000	$ 61,800	$ 63,600
Building Maintenance	$ 22,500	$ 46,350	$ 47,800
P/R Taxes	$ 2,844	$ 5,859	$ 6,032
Insurance	$ 22,500	$ 46,350	$ 47,725
401K	$ 4,500	$ 9,270	$ 9,545
Total	$ 119,844	$ 246,879	$ 254,202
Facility			
Rentable Space	50,000	50,000	50,000
Price per Square Foot	$ 27.00	$ 28.00	$ 29.00
Bldg Maint.	$ 50,000	$ 100,000	$ 100,000
FF&E Leases	$ 62,500	$ 200,000	$ 200,000
Total	$ 112,500	$ 300,000	$ 300,000
Supplies			
Office Supplies	$ 4,000	$ 6,000	$ 8,000
IT Supplies	$ 3,000	$ 6,000	$ 8,000
Equipment	$ 6,000	$ 8,000	$ 10,000
Total	$ 13,000	$ 20,000	$ 26,000
Services			
Accounting Expense	$ 5,000	$ 12,000	$ 13,000
HR Expense	$ 5,000	$ 12,000	$ 13,000
IT Expense	$ 5,000	$ 13,000	$ 15,000
T&E Expense	$ 2,000	$ 8,000	$ 10,000
Marketing Expense	$ 40,000	$ 15,000	$ 15,000
Total	$ 57,000	$ 60,000	$ 66,000
Finance Expense			
Interest Rate	4.5%	4.5%	4.5%
Loan Amount	$ 2,000,000	$ 2,000,000	$ 2,000,000
Term	30 Years	30 Years	30 Years
Loan Expense	$ 60,802	$ 121,605	$ 121,605
Depreciation	$ 42,667	$ 266,666	$ 266,666
Total Expense	$ 405,813	$ 1,015,149	$ 1,034,473
Profit	$ (51,438)	$ 204,851	$ 213,027

Assumptions	
Building Manager	$75,000
Admin Salary	$60,000
Building Maintenance	$45,000

*All non-clinical employees are budgeted to get a 3% pay increase per year.

2) Financing Needs
Below are the projected financing needs and the ROI calculation for the Community Wellness Center.

Financing Needs

Capital to fund operations	$6,000,000
Capital to fund first year deficit	$1,000,000
Capital for lease hold improvements	$500,000
Capital for fixed assets	$500,000
	$8,000,000
Capital Infusion Investors	$2,000,000
Capital from AllHealth	$2,000,000
Financing Required	$4,000,000
Interest Rate	4.5%
Term	25 years
Monthly Payment	$10,134
Cost per year	**$121,605**
Discount Rate	5%

ROI Calculator	Year One	Year Two	Year Three	Year Four	Year Five	Year Six	Ongoing
Investment	$ (2,000,000)	$ (2,000,000)					
Return	$ -	$ (51,434)	$ 204,851	$ 213,027	$ 213,027	$ 213,027	$ 200,000
NPV of Investment	$ (3,975,138)	$ 3,975,138					
NPV of Return	$ 4,351,636						
ROI	9%						

3) Projected Balance Sheet
Below is a three-year balance sheet for the center.

Summary Balance Sheet	12/31/2020	12/31/2021	12/31/2022
Cash	$2,000,000	$6,000,000	$1,000,000
Receivables	$216,000	$350,000	$362,500
Fixed Assets		$2,000,000	$7,000,000
Other Assets			$500,000
Total Assets	$2,216,000	$8,350,000	$8,862,500
Accounts Payable	$210,000	$3,000,000	$2,000,000
Accrued Payroll	$29,880	$28,800	$48,000
Other Liabilities		$75,000	$500,000
Bank Loan		$4,000,000	$3,750,000
Equity	$1,976,120	$1,246,200	$2,564,500
Total Liabilities & Equity	$2,216,000	$8,350,000	$8,862,500

4) Break-Even Analysis
Below is a three-year break-even analysis for the Community Wellness Center.

Break Even Analysis

	2020	%	2021	%	2022	%
Revenue	$354,375	100%	$1,220,000	100%	$1,247,500	100%
Expenses						
Compensation	$119,844	34%	$246,879	20%	$254,202	20%
Facility	$112,500	32%	$300,000	25%	$300,000	24%
Supplies	$13,000	4%	$20,000	2%	$26,000	2%
Services	$57,000	16%	$60,000	5%	$66,000	5%
Total Expense	$302,344	85%	$626,879	51%	$646,202	52%
Contribution Margin	**$52,031**	15%	**$593,121**	49%	**$601,298**	48%
Depreciation	-$42,667		-$266,666		-$266,666	
Interest Expense	-$60,802		-$121,605		-$121,605	
Operating Income	**-$51,438**		**$204,850**		**$213,027**	

Revenue Metrics at Break-Even

Total Square Feet	50,000	50,000	50,000
Occupied Space	80%	84%	84%
Rate per square foot	$27	$28	$29
Collection Rate	100%	100%	100%
Additional Expense	$4	$2	$2
Building Maintenance	$5	$4	$4
Totals	$354,375	$1,220,000	$1,247,500

AllHealth P&L Projections in the CWC

Below is the projected three-year income statement for AllHealth Network for the activities in the Community Wellness Center. These financials are not part of the project but show that AllHealth will be a viable lead partner in the CWC.

Income Statement

	2021	2022	2023
Revenue			
Therapy	$ 800,000	$ 4,000,000	$ 6,000,000
Total	$ 800,000	$ 4,000,000	$ 6,000,000
Expenses			
Compensation			
Clinicians Salary	$ 600,000	$ 1,200,000	$ 1,800,000
Management Salary	$ 127,500	$ 170,000	$ 170,000
Admin Salary	$ 30,000	$ 60,000	$ 60,000
Med Services Salary	$ 37,500	$ 75,000	$ 75,000
Psychiatrist Salary	$ 10,500	$ 52,500	$ 52,500
P/R Taxes	$ 25,454	$ 49,217	$ 68,177
Insurance	$ 201,375	$ 389,375	$ 539,375
401K	$ 40,275	$ 77,875	$ 107,875
Total	$ 1,072,604	$ 2,073,967	$ 2,872,927
Facility			
Rentable Space	25,000	25,000	25,000
Price per Square Foot	$ 27.00	$ 28.00	$ 29.00
Bldg Rent	$ 168,750	$ 700,000	$ 725,000
Bldg Maint.	$ 18,750	$ 75,000	$ 100,000
FF&E Leases	$ 31,250	$ 125,000	$ 125,000
Total	$ 218,750	$ 900,000	$ 950,000
Supplies			
Office Supplies	$ 10,000	$ 10,000	$ 12,000
IT Supplies	$ 12,000	$ 12,000	$ 14,000
Equipment	$ 11,000	$ 18,000	$ 20,000
Total	$ 33,000	$ 40,000	$ 46,000
Services			
Billing Expense	$ 7,500	$ 30,000	$ 35,000
Accounting Expense	$ 6,250	$ 25,000	$ 30,000
HR Expense	$ 5,000	$ 20,000	$ 25,000
IT Expense	$ 7,500	$ 30,000	$ 35,000
T&E Expense	$ 5,000	$ 20,000	$ 23,000
Other Expense	$ 4,500	$ 18,000	$ 13,000
Total	$ 35,750	$ 143,000	$ 161,000
Total Expense	$ 1,360,104	$ 3,156,967	$ 4,029,927
Profit	$ (560,104)	$ 843,033	$ 1,970,073

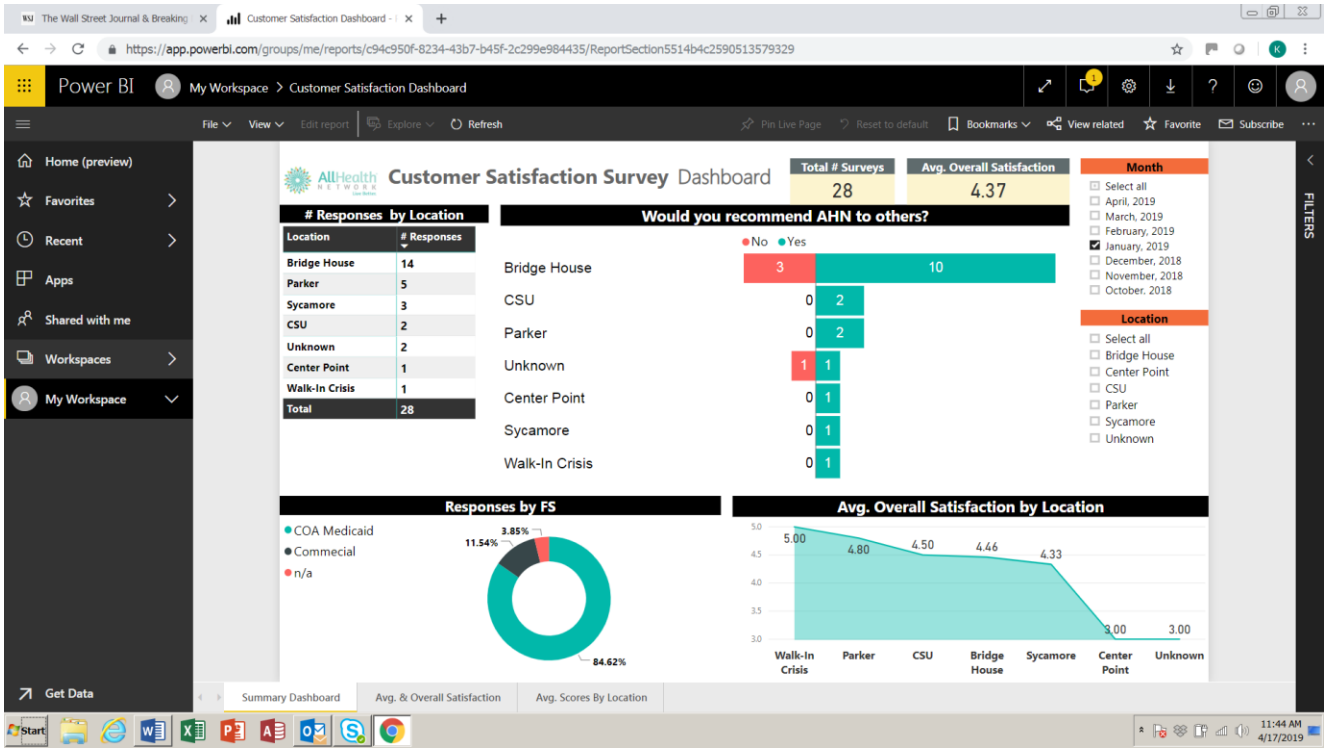
Innovative Elements and Expected Outcomes

Innovative Elements and Expected Business Outcomes

1) The CWC will have a very positive impact on the total health of the county's population. It is also important to have financial stability of all tenants in the center:

   Once the center is open and fully operational, the impact this innovative model of care will have on the total health of the client population, as well as the business impact on the organization, will be:

   - Client care that is better coordinated and cost-effective for our clients as measured in a dashboard like the one below:



   - Reduction in emergency room visits, hospital admissions and re-admissions.
   - Measures for stability of tenants.
   - Increased access to specialists.
   - Increased outcomes as a result of improved access and coordinated care for clients resulting in better total health.
   - Positive ratings in LinkedIn, Google, Yelp and other social media platforms.
   - The center will be rated as a Top Place to Work by the Denver Post newspaper.
   - Higher-quality care, which can relate to lower medical costs for clients and lowered costs for providers/practices/payers.
   - Advisory groups within the center consisting of specialists, tenants, providers and partners who will work together to achieve better quality outcomes.
   - Tenant partners receptive to collaboration that benefits their businesses and their clients or customers.
   - Eventually, there could be cost sharing or even profit sharing with the tenants from the LLC.

- Aligned incentives could be established across all tenants.
- The center could be firmly positioned to grow into other markets and become a model for health care in the state.
- A focus for law enforcement drop-offs, so they can get back to patrol activities as soon as possible.
- Rapid access to care with the walk-in center.
- The first comprehensive and full-service center in Douglas County to serve youth and adults.

2) Challenges and Lessons Learned

The process of creating a business plan helped identify issues and opportunities in many ways. Some particularly challenging areas included figuring out how to make this innovative idea a reality. For instance, finding providers and tenants who will buy into the model will be one of the biggest challenges. The Community Wellness Center will be passionate in its desire to deliver high-quality and comprehensive services to Douglas County. The CWC will share its vision of creating a health care delivery system that offers high-quality, better-coordinated, cost-effective health care. However, designing the system presents its own set of challenges. The center will be able to find those providers and secure letters of intent from various tenants to obtain space within the center. Initial conversations with potential partners and tenants are very encouraging. Additionally, putting the timeline in place and outlining each step that needs to happen, and when, was challenging to forecast. AllHealth Network feels confident that this plan has outlined a clear and realistic timeline. Preparing the financials for a project of this size took a great deal of consideration.

Considerable time was spent trying to determine what services would be needed to make the financial numbers work. It was also time-consuming to anticipate what would be needed for startup capital to help cover the first year of expenses. Therefore, every angle was really examined in this project so that the team could determine the best possible scenario to make this venture profitable in a realistic period of time. Other challenges included determining the right marketing approach and looking at creative ways to reach target markets. The CWC will need to keep in mind the goal is to make the center a destination points for clients. The goal also is to make this center a model for other communities in the state of Colorado.

3) Next Steps to Put Project in Action

Listed below are the critical next steps that need to take place in order to get this project off the ground and in motion.

- Obtain DCSO and community support.
- Set up LLC board of directors.
- Obtain board approval.
- Recruit CWC manager.
- Secure financing.
- Complete tenant leases LOIs (execute).
- Develop collaborative charter (rules of engagement) for all tenants.
- Participate in the design and build components of the project.

Once these steps have been completed, the CWC team can begin the marketing campaign. Then, the team can work toward a successful grand opening of the Community Wellness Center.

Conclusion

The objective of this plan is to lay a clear path to success in creating a Community Wellness Center for Douglas County. The county has grown very fast and is underserved in many areas, especially in Mental Health services. This plan establishes a focused strategy to make the goal of improved services for Douglas County into a reality. This plan is ambitious and needs support from many community partners in order for it to become a reality. The implementation of the plan will take 2-3 years and will encounter many challenges along the way. The following chart illustrates some of the potential challenges ahead and the strategies to overcome those challenges. The AllHealth team is committed to the project. Two potential investors have already given verbal indications of interest and many community partners have given verbal support.

Expected Challenge Strategies

Potential Challenges	Impact	Strategy
Funding Shortage	Increase the loan request or reduce financial viability.	1. Look outside normal funding avenue. 2. Source impact investors 3. Pursue grants
Bank Loan not Approved	Need more investment. Reduce scope.	1. Pursue other banks 2. Look for other loan sources 3. Find other Loan guarantors
Medicaid Funding Changes	Largest tenant struggles. Most needy clients without services.	1. Find other revenue sources 2. Write new grant proposals 3. Commercial payers
Community Partner Shortage	Loss of community support. Loss of potential fundraising.	1. Hold communication meetings 2. Talk to thought leaders 3. Redesign to engage them.
Tenant Shortage	Fund shortage. Sustainability in question. Loan not approved.	1. Advertise 2. Hold communication meetings 3. Incentives for first tenants
Staffing Shortage	Startup delayed. Staff not trained well. Funds delayed.	1. Advertise for help 2. Use temporary employees 3. Incentives to join.
New Competitors	Reduction of revenue. Uniqueness of image reduced.	1. Position services as unique 2. Differentiate in market 3. Advertise where needed.
Lacks Government Support	Government starts programs. Duplication of efforts.	1. Find reasons for issues 2. Modify program where possible 3. Meet with opponents.
Law Enforcement Skeptics	Loss of key clients for services. Loss of potential Tenant.	1. Meet with Law Enforcement. 2. Change programs 3. Make CWC easy to use.

Key Words - Mental Health, Suicide, Community Wellness, Douglas County, AllHealth, Therapy, Counseling, Psychotherapy, Stress, Depression, Anxiety, Group therapy, Couples Therapy, Family Therapy, Psychiatry, Substance Use, Medication, Intensive Out-patient Treatment, Co-occurring Treatment, Case Management, Psychosocial Rehabilitation, Criminal Justice, Competency Restoration Education, Crisis Services.

The following is the one-pager being used to generate initial support for the county, potential investors and potential partners/tenants.

Douglas County
Community Wellness Center
A new community center for mental & physical wellness.

Sponsor

AllHealth Network
116 Inverness Drive East
Englewood, CO 80112
720.707.6542
Contact: Keith Larson CFO/CBO
klarson@allhealthnetwork.org
www.allhealthnetwork.org

Funding:
$8 million project
AllHealth Investment - $2 million
Outside Investment Needed - $2 mill.
Debt - $4 million

Use of Proceeds:
- Building $7 million
- Furniture & Equipment $1 million

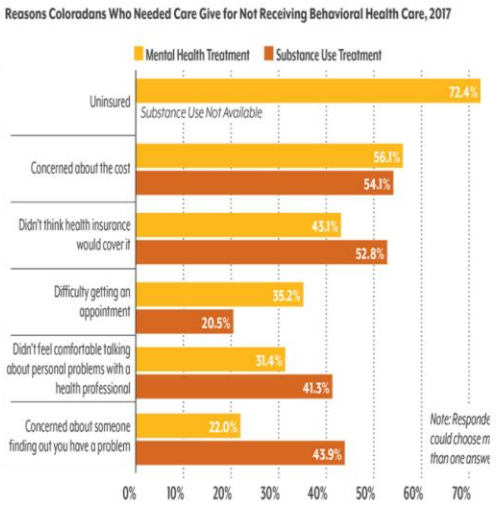
LLC Revenue Forecast:
- 2021: $354,375
- 2022: $1,220,000
- 2023: $1,247,500

Break Even in 2021
Profit
-2022: $204,851
-2023: $213,027
ROI = 9%

Competitive Advantage:
- AllHealth is a Top Place to Work.
- AllHealth is a GuideStar's highest level of transparency, a Platinum Seal of Transparency.
- AllHealth is the only designated community mental health center & only Medicaid safety net organization for behavioral health in Douglas County.
- AllHealth recently installed state-of-the-art computer systems for EHR, finance, human resources and payroll. Quality & client satisfaction & outcome metrics are available.

Key Executives:
- CEO - PhD, MBA
- CCO - PhD, MBA, LCSW
- CFO/CBO - MSIE, CMPE, EMBA

Problem
From 2010 to January, 2019, the population of Douglas County has increased by roughly 25 percent, from 286,977 to an estimated 358,000. This growth is expected to continue as major housing developments are underway across the County. This growth has strained existing community service capacity, especially services for mental illness and substance abuse, beyond their limits. Whereas leading counties across the United States and in Colorado have one behavioral health provider per 300 people, Douglas County has only about one provider per 1,000. As a consequence, law enforcement, healthcare entities, schools and other government agencies are encountering an unprecedented number of cases of depression, substance use, suicidal behavior and other forms of mental illness.



Part of the Solution

In 2018, Douglas County formed the Douglas County Mental Health Initiative (DCMHI) to identify unmet community needs and generate possible solutions. Among other things, the DCMHI identified the need to create an integrated and "stepped approach to care" that was able to serve the needs of individuals, regardless of their payer source. The need for additional behavioral health services in Douglas County is critical. This proposed strategic business plan is for the creation and construction of a new 40,000 square foot facility in the heart of Douglas County that brings together multispecialty partners.
The center will be called the Community Wellness Center (CWC) of Douglas County. AllHealth will develop and build the center and then lease space to partners that provide wrap around service in support of the needed service for mental health, human services and substance use for all ages. AllHealth management has already met and is searching for ways to make this vision a reality.

Competitive Landscape
Competitor Strengths

- Several specialty practices in the county.
- Similar services offered.
- Some practices have been in the county for several years.
- Many practices do not have the same Medicaid intake requirements.

Weaknesses
- Many of the competitors have a singular focus and do not offer continuity of care.
- There are not enough providers in the county, so there are long wait times.
- Most of the present providers are small operations so they do not have quality metrics or systems to capture the information required.
- There is no coordinated effort to connect complementary service providers with the county government, law enforcement and the physical health community.

Business Model
AllHealth Network will set up an LLC to fund and manage the Community Wellness Center. The LLC will issue 200,000 shares at $20 a share. AllHealth will purchase 100,000 shares for an investment of $2,000,000. The Center will cost about $8 million to build including all costs. AllHealth will lead the capital raise of another $2,000,000 for 100,000 shares. The additional funds for the building will come from a loan of $4,000,000 at 4.5% interest. The payments will be about $10K/month. The LLC will lease the 50,000 square feet at about $27/square foot. The revenue from the leasing will be over $100k/month. AllHealth will lease 25,000 square feet for a payment of about $4k/month. The ROI for AllHealth Network and the Impact Investors is about 8-9%. Potential tenants are Douglas County, law enforcement, primary care, dentist, alternative medicine, gymnasium, coffee shop, police drop off center, pharmacy & etc.

AllHealth Network
AllHealth Network (formerly known as Arapahoe Douglas Mental Health Network) is an organization that has been providing mental health and substance use counseling since 1955. AllHealth Network is a cutting-edge community behavioral health non-profit, with $40+M in annual revenues providing outpatient services, acute services, substance use service with almost 500 employees & 9 clinical facilities including a pharmacy. Thirty of the employees are prescribers (MDs and NPs) with over 200+ therapists. www.allhealthnetwork.org

Traction to Date
- Concept Support from Douglas County
- AllHealth Executive Committee & Board
- Bank Support from CityWide & AMG Banks
- Support from Two Impact Investor Groups