

# Inside Advantage



**Dear Advantage Family:**

You have heard much over the last year about the different initiatives the State is taking to ensure the strength of the behavioral health Safety Net. From development of the Georgia ASO to the introduction of revenue cycle management principles, to creation of new accountability policies and the generation of new KPIs and conversion to fee-for-service reimbursement, the State is determined to birth a new way of doing behavioral health business in Georgia.

In February 2015 I sat at a meeting in Atlanta and listened to our Commissioner's account of the financial health of the CSBs. The department produced a "risk map" which delineated four levels of risk and assigned each CSB in the State to one of those risk categories. Advantage was one of nine CSBs who were in the high risk category. We heard that news loud and clear and we've been working hard to improve productivity and watch expenses. Advantage has not had a significant increase in state funds for core services in more than 7 years, and expenses continue to climb.

At the Association CEO Interest Group last month, the members talked for almost two hours about the general health of the system and the fear that some of the CSBs, without mergers, would not be able to remain open. While we are not fretting about our viability at this time, many CSBs are. There was much speculation about the Department's true vision for the Safety Net; many believe that the Department wishes to see the current 26 CSBs skinny down to 12 to 18. Having said that, the Department has not stepped up to lead us in a focused discussion on how that reduction would happen. We also do not know what the Department's plans are in case CSBs start to fail.

I do know one thing — I am very, very proud of all of you. You've seen the challenge and stepped up to the plate. Over the last few months, our situation has improved dramatically. Productivity is up; failed claims are down and in some cases are ZERO (Hallelujah!!!). What remains to be seen is how these improved results mitigate the new challenges to come in January.

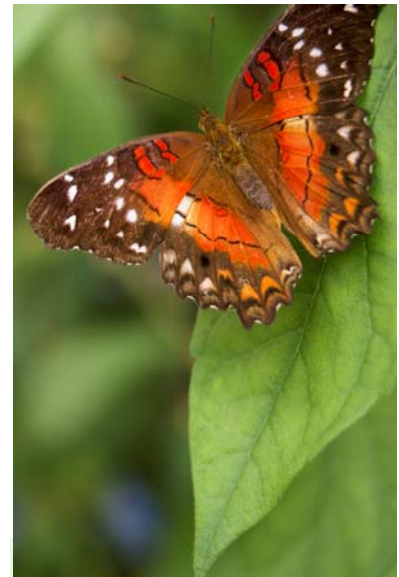
I want you to know that Advantage is constantly held up around the state as a leader and a CSB to emulate. That's great recognition, but at the end of every day, we all have to ask two basic questions:

1. Will we generate enough income to stay viable, and;
2. Are our clients safe and cared for to the best of our ability?

You can't have one without the other, and I'm confident everyone's on board.

Until next time,

**September 2015**



## **INSIDE THIS ISSUE:**

Update from Sherrie .....	2
GEM and Team Awards .....	3
Save The Dates .....	3
Welcome New Employees .....	4
Advantage CARES .....	6
Policy and Procedures .....	6-7
Advantage Birthdays .....	8
Advantage Anniversaries .....	8

## **SPECIAL DATES OF INTEREST:**

### **Monday, September 14th**

1:30 p.m. - Open Executive Management Team Meeting

### **Tuesday, September 22nd**

4:00 p.m. - Community Service Board Meeting - Training Room at North Avenue

### **Monday, September 30th**

Wear your jeans and Advantage T-shirt day!



**T**he last article I wrote talked about failed claims and the importance of ensuring that we get paid for every service we provide. Well, you are answering the call in a BIG way. I am so proud of the work that you are doing. I can't begin to tell you. I want to mention that the Walton County Clinic has had NO failed claims for the last two weeks! I want to commend the entire team for this and for making my anecdotal requirement of NO failed claims a reality!

This week, I want to talk about productivity. First, let me repeat myself by saying that our revenue has been declining slightly and with the failed claims, if we had been fee-for-service last fiscal year, we would have lost \$2.3 million dollars. This is pretty alarming, right? All of you know that with a loss like that we would not be able to continue with business as usual. The upside to that is that we have the opportunity to grow our business and to exceed the State and everybody else's expectations. So, what is the opportunity?

Right now agency-wide, our overall productivity is 58.48%. The Standard for clinicians is 65%. The standard for most paraprofessionals is 50%. As you can see, we have a ways to go, but this is totally doable. In fact, we have several folk who are meeting and/or exceeding the productivity standard. For clinicians, if you see just seven (7) clients per day (for a 10 hour day), you will meet the standard. Remember, 65% is the floor, not the ceiling of the opportunity.

O.J. and I have been visiting each of the sites to talk about the state of the business, the upcoming fee-for-service, the new ASO and the DSM5 changes. We are also soliciting your feedback about the barriers to achieving the targets. We are getting some amazing feedback. The most inspiring thing I am learning is that you are willing to take ownership of your own performance and believe, like I do, that it is achievable. I have seen some good improvement and I cannot wait until next month to see more. We are about eighty days from go live. It's here! After a year and a half of work, our whole work world is about to change. We are up to the challenge. **Let's do this!**

I will end by congratulating those who have exceeded the expectation for the month of July.

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The entire Walton County Clinic staff, led by Nickie Leazer, had NO failed activities for the past two weeks in a row:

**Janice Cobb, Patti McGrew, Debra Shreve, Melinda Bedoya, Melissa Forschler, Tammy Luke, Cathryn Avery, Vikki Jones, Janice Cobb, Dianne Parker, Pam Callaway, Deborah Becker, Vernell Flood, Virginia Wright, and Mehmood Mehdi**

The entire CST team, led by Jackie Stubbs, exceeded productivity:

**Jackie Stubbs, Susan Davis, Simone Moonsammy, Melissa Hoffman, Heather Peak, and Dr. Robert Stephens**

**Terri Wiemorts**, Jackson Clinic & Accountability Court had zero failed claims for the month of July.

The following folks met or exceeded the productivity requirements:

**Craig Widenhouse, LPC – Barrow Clinic  
Joan Quinn, C&A, Epic, Apex  
Tammy Luke, formerly Walton Clinic  
Debra Shreve, Walton Clinic**

Almost all of the prescribers significantly exceeded their standard of 70%.

I'll end by saying to all of you, Thank you so much for all of the work that you do to serve the clients of Advantage. We are grateful.

**Sherrie Maxwell, COO**





Advantage Employee Appreciation Picnic will be held **Friday, September 25** at Sandy Creek Park

## Enter the Advantage Picnic Competitions!!



### Advantage Chopped

If you are interested, enter your name to compete in our cooking contest by emailing [tdalton@advantagebhs.org](mailto:tdalton@advantagebhs.org).

All names submitted will be put in a drawing. Three names will be drawn to identify our 3 competitors for this competition during the picnic. There will only be one round. A camp stove and ingredients will be provided for the competitors to cook a selection of choice using the required ingredients.

“Pantry Items” will also be available for the competitors to use at their discretion.



### T-Shirt Contest

Advantage programs are encouraged to design and wear t-shirts to the picnic that represents their programs. Employees from the programs model their work together during the contest.

Lip Sync Contest to Moving Related Songs-Pick your favorite song for your program or a representative to lip sync to.

**Remember to BYOC...Bring your own chair!**



The 7<sup>th</sup> Annual Cruise In & Children’s Carnival is slated for Sunday, October 18, 2015 at the Varsity in Athens. Bring out the show vehicles to include classics, hot rods, rat rods, trucks, bikes, etc. The Children’s Carnival offers a variety of kid games, prizes, costume contests, and trunk of treating. We welcome Advantage employee volunteers for input, planning, and implementing this event.



Advantage programs that have client made items to sale to the public are highly encouraged to come out to vend at all FOA events and sale your wares!

Contact Tammy Dalton at 706-389-6789 ext. 1306 or email [tdalton@advantagebhs.org](mailto:tdalton@advantagebhs.org) with your interests or questions.

## Welcome New Advantage Employees



### **Sandra Morse - Administrative Operations Assistant (North Avenue)**

I was born and raised in Oglethorpe County. I moved to Clarke County over 30 years ago. My husband Douglas and I reside in Winterville. We have three sons and two grandchildren. I am a member of the Thankful Baptist Church in Stephens, Ga., under the leadership of Pastor Dwight L. Sims. I enjoy singing, reading, theatre and attempting playing the piano. I have a swing in my backyard that I love to sit in and watch the different birds and an occasional squirrel eating from the feeder.

I am happy to be a part of the Advantage Group and look forward to a rewarding career.

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*“Courteous treatment will make a customer a walking advertisement” – James Cash Penney*

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### **Kiana Richardson - Receptionist (North Avenue)**

I was born and raised in Athens, Ga. I am the 2<sup>nd</sup> born of 4 children. Both my parents (father deceased) are natives of Athens, Ga. Both are ministers. I am a part of a social club here in Athens. We give back to the community by having charity events and fundraisers throughout the year. I love singing, reading, watching TV and most of all SHOPPING. Although it's not my passion anymore, I have attended two cosmetology schools in Georgia and Kentucky and worked in two salons here in Athens. I attended Clarke Central High School here in Athens c/O 98. I also studied Criminal Justice and Medical Assisting at Athens Technical College. I love kids. I was a preschool teacher for 8 years where I taught

newborn up to 12 years old in the after school program and also at summer camp.

Although I am a fulltime employee here, I'm also a part time supervisor at Sam's Club here in Athens. I am looking forward to longevity here at ABHS. I'm striving to put my best foot forward and provide the absolute BEST customer service possible. I'm glad to be a part of the ABHS family and I look forward to fellowshiping with you all.

# ATHENS RECOVERY FEST

## ADVANTAGE EMPLOYEES

We need your help!

**When: Saturday, September 12, 2015 from 4pm-8pm**

**Where: Georgia Square Mall (back parking lot)**

The Fourth Annual Athens Recovery Fest will be held on Saturday, September 12, 2015, at Georgia Square Mall. Our mission is to provide people seeking recovery from addiction and mental illness by providing information, services, hope, and the message that recovery is real. Athens Recovery Fest started as a smaller event in 2012, in collaboration between the Athens Day Reporting Center and Advantage. The event has grown to reach over 500 people each year. We received grant funding from the Georgia Council on Substance Abuse through the Department of Behavioral Health and Developmental Disabilities and Georgia Detox & Recovery, but need additional donations to meet the needs of our expected attendees.



In an effort to provide all adults and children free food, beverages, activities, and access to other services, **we are seeking volunteers for set-up, running, load-out.** Additionally we need **assistance with promoting this event** among our staff, consumers, their families and community. Can you help our cause with **additional monies for supplies or services, goods in kind or volunteer-**

**ing?** Last year several agencies that provided information about their services and programs included: TEEN Matters, Economic Justice Coalition, The Healing Place of Athens, Family Counseling Services, The Palm House, Freedom from Bondage, Al-Anon / Nar-Anon, AA, Earth Fare, Collegiate Recovery Community, Grief Recovery After a Substance-related Passing, Healthy Brain Campaign, and Advantage. Still other agencies and businesses donated gift cards and a variety of raffle items.

Included this year are education and information on mental health and addiction recovery, family-friendly entertainment, blood pressure and blood sugar checks, HIV testing, vouchers for free mammograms, voter registration, - and many other services! This is an excellent opportunity for consumers to engage in and become aware of recovery resources available in our community, and to share about services that have helped them in the past. Join us in inspiring, educating, and empowering our community to be a part of the recovery process.

## Policy and Procedure Pearls

The following policies have been reviewed and/or modified and uploaded to the Intranet.

**200.190 - Deaths of Clients** This policy was reformatted and modified to provide DBHDD definitions and the expected responses and timelines for reporting.

**200.110 - Rights of Clients: Prohibiting Abuse and Neglect** This policy emphasizes the responsibility of staff to protect clients, including abuse, neglect, exploitation, etc.

**500.15 - Clinical Records: Crisis Documentation** This policy was renamed from Emergency Services to Crisis Documentation to better reflect its content. Besides referencing back to the BH procedure for Treatment Planning for High Risk Clients and the use of the CSSR-S, it also requires staff to make appropriate notations in the medical record when receiving crisis telephone calls/electronic messages from clients.

**500.100 - Clinical Records: Centralized Files** Minor modifications were made to this policy and procedure. It further clarified that the electronic record is the central medical file for clients. Information that is hardcopy (such as logs, assessments, labwork, etc.) related to the care and treatment of clients is to be uploaded into the client's medical record. Examples were given.

**1500.001 - Sexual Harassment** Minor modifications were made to wording.

**100.100 - Mission, Vision, Values, Strategic Directions** No changes were made at present, however a review and discussion by the Board and Executive Team is forthcoming. Wording that reflects Resiliency, Recovery, Independence, and Well-being will be considered for inclusion.

**100.110- Philosophy** No changes were made at present. This policy will be further reviewed by the Board and Executive Team.

**300.100 - Health and Safety: Overview** Although there was a formatting change and clarification of wording, there was no content change for now.

## Advantage CARES Customer Service Prize Drawing Winners Are....

Congratulations to **Ashley Cotter**, **Jill Gibson**, and **Denise Soriano** as their names were pulled today in the Advantage CARES Customer Service Prize Drawing today.

Taziki's is our Advantage Customer Service award sponsor for August and has donated a \$25 gift card for each of our winners this month.

If you wish you can join in on Advantage CARES Day too. Simply wear your Advantage shirt on the last working day of the month. Your next opportunity is Wednesday, September 30th. Email Tammy at [tdalton@advantagebhs.org](mailto:tdalton@advantagebhs.org) to let me know you are wearing your shirt prior to 3pm that day.

Thanks to each of you who participate!

**Note: This is also the ONLY Advantage approved Jean Day, so you may wear your jeans as long as they are not holey, ripped, ragged, frayed, etc... Good luck!**



It is possible for a person to carry HIV in their body for 10 to 12 years before they show any symptoms.

## Policy and Procedure Pearls (Cont'd)

### **500.105- Ownership of Records**

No changes were made to the content of this policy.

### **600.100 - Organizational Medical Director 600.110-Medical Director Responsibilities**

**600.113 -Physician/Physician Extender Responsibilities** These policies outline the roles and functions of the physicians and physician extenders (clinical nurse specialists, nurse practitioners, etc.) at Advantage. The Medical Director provides guidance for the medical staff and assures quality medical/psychiatric care of our clients.

### **600.131-Pregnancy Status of Female Clients**

The policy stresses the importance of determining the pregnancy status of female clients prior to the prescribing or administering medications. It provides information related to communication flows between Advantage staff, external medical providers, and clients about decisions regarding the use of medications in clients who are pregnant or thinking about becoming pregnant.

### **1500.701-Non-discrimination Compliant**

**Process** Communication flow processes for complaints regarding discrimination and sexual harassment were clarified. The Chief Executive Officer is informed of all instances of allegations of discrimination and sexual harassment within the organization. He/she works with Human Resources to assure that allegations are investigated and substantiated.

**100.125-Non-Discrimination** This policy emphasizes the organization's compliance with non-discriminatory practices.

**100.126-Corporate Compliance** Minor wording changes were made to this overview policy for corporate compliance. It outlines the flow processes that are implemented when an allegation of non-compliance is made.

**300.110-Medical Emergencies** This policy

outlines the basic steps to take in the event of a medical emergency.

### **300.150-HIV Education, Counseling, and Testing**

The organization's participation in this health initiative is outlined, giving an overview of the educational, counseling, and testing processes.

### **400.110-Clinical Services: Outcomes and Key Performance Indicators for Clinical Programs**

This is an overview policy that covers Clinical, I/DD, and Medical Services. It is expected that this policy will morph to become more comprehensive after the ASO/DBHDD transitions are completed. Expect ongoing modifications.

### **400.117-Clinical Services: Credentialing**

Training and credentialing of paraprofessionals is now handled through the HR department. The Billing department has the responsibility for credentialing and paneling of clinicians and medical staff with commercial insurance.

### **900.180-Risk Management Program and Plan**

This is an overview policy that outlines the multiple interfaces between department with the prevention and management of risk. It establishes the Risk Management/Comprehensive Loss Control Plan which considers various areas of potential risk, such as complaints, incidents, insurance, workman's compensation, fiscal responsibility, motor vehicle accidents, publicity, etc.

### **900.100-CQI: Organizational Processes**

This is an overview policy that provides attachments which visually display the various categorical processes for quality improvement throughout the organization.

### **900.120-CQI: Performance Improvement Overview**

This is an overview policy that outlines the organization's commitment to performance improvement in its business function and service delivery areas.

## To Review or Not to Review...this is only one of the questions

In a previous newsletter, Advantage staff members were introduced to the six Focus Outcome Areas that will be explored through client and staff interviews when reviewers from DBHDD/GA Collaborative Administrative Service Organization (ASO) come to Advantage to evaluate quality of services. These were Whole Health, Safety, Rights, Choice, Community, and Person-Centered Practices. In order to begin preparation for this new way of reviewing for quality, it is important to know some of the key elements that might emerge in the interview process. This update will re-introduce you to three of the Focus Outcome Areas and give examples to help you think about your documentation and discussions with clients about these areas.

**Whole Health:** This area helps ensure that individuals/families are being supported to experience the best possible health - Mind, Body, Spirit.

### Expectations of the Individuals

Did you have a dental appointment/physical this year? Did you want this? What was your barrier to getting treatment? Transportation, access, funding? How can I help you? Follow-up? Did you receive education about your health condition (or your new diagnosis)?

### Documentation

Evidence of conversations between staff and individuals, individuals and peers.

How are you helping the individual advocate for his/herself? How did you prep the client with questions for them to ask at their appointments?

Documentation demonstrates ongoing assessment to determine external referrals for health services, supports, and treatment when they are not available within the organization; for example, routine assessments such as annual physical examinations; chronic medical issues; ongoing psychiatric issues; acute and emergent medical and/or psychiatric needs; diagnostic testing such as psychological testing or labs.

If the person has current medication conditions, documentation demonstrates these conditions are assessed, monitored, and recorded.

What preventative steps were documented?

Evidence of small step changes to reach objective/goal.

Replacement behaviors versus stopping, therefore adding choice and adopting positive behavior (e.g., nutrition, food choices, exercise options).

What were the referrals and the follow-up? There is documentation of evidence of communication with those referral sources to determine the results of testing and treatment. Evidence includes: releases of information, lab reports, additional diagnoses, medications prescribed for physical health care, etc.

Follow-up on recommendations from external referral sources and/or coordination with providers of IDD services (if applicable to the individual served) is also evident in documentation.

There are documented safeguards utilized for medications which are known to have substantial risk or undesirable effects that have been identified (e.g., lab testing, assessments, etc.).

### Training Needed/Practices by Providers

Provider knowledge of basic Health and Nutrition.

Training on guidelines and protocols.

Make referrals to Medical Providers and follow-up; communication flows; coordinate health-related supports and services when needed.

Provide educational materials and individuals to clients in order to manage their own health.

**Safety:** This area helps ensure that individuals/families are aware of unsafe situations or have awareness skills in all environments.



## To Review or Not to Review... (Cont'd)

### Expectations of the Individuals

If there was a fire in your house, what would you do? What if someone bothers you on the bus?  
What does safety mean to you?  
Education on self-preservation.  
Focus on Prevention.

### Documentation

Evidence that multiple environments are considered—personal, home, community, school, work, social gathering, street.  
“What if” situations are practiced with the client.  
Documentation shows how providers work with the individual to develop, document, and implement a safety/crisis plan as needed. There may be several safety plans—not just one that addresses behavioral crises, yet ones that include such things as safety at home, how to take medications, get out of the house, make phone calls when scared, etc. “Safety plan for treatment and life skills”  
Preventative practices.  
Documentation demonstrates the individual is provided education on the risks and benefits of the medication.  
Has the individual completed a Wellness Recovery Action Plan or Psychiatric Advance Directive?  
How document examples of client knowledge of abuse, neglect, exploitation?

### Training Needs/Practices by Providers

Are there policies and procedure in place that address safety? What training has been documented?  
Are there partnerships with law enforcement?  
Evidence that protocols are in place—what safety practices are in place for the staff?  
Clients and staff will be interviewed with scenarios by the reviewers.  
Secondary trauma issues/trauma-informed care.  
WRAP training.

**Rights:** Individuals/families feel they are being respected by others and are treated with dignity.

### Expectations of the Individuals

Individuals/families are exercising rights that matter the most.  
Individuals/families are treated with respect.  
Rights restrictions are not occurring without explicit understanding and consent from the person.

### Documentation

The individual is informed about his/her rights and responsibilities: At the onset of services, supports, and treatment; At least annually during services; Through information that is readily available, well prepared and written using language accessible and understandable to the individual; and Evidenced by the individual's or legal guardian signature on notification.  
Documentation indicates that HIPAA Privacy and Security Rules, as outlined in 45 CFR Parts 160 and 164, are specifically reviewed with the individual.  
Record and review preferences; how are these applied to/for the client?  
How do you prevent abuse at your organization?  
Review and document rights at least one time after intake or at re-authorization.  
Critical incidents will be reviewed by DBHDD.  
What are the client rights or client bill of rights?  
How do you document client knowledge of abuse, neglect, and exploitation?  
The person taking psychotropic medications and the person (or legal representative, guardian/parent of a minor) has a signed consent.

### Training Needs/Practices by Providers

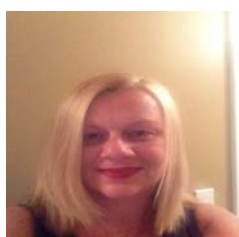
Staff must be able to articulate rights and what they mean.  
Cultural Competency/Human Diversity training.  
“Respect Institute”.

## Meet your Ops Managers

**As of September 14<sup>th</sup> we will have exciting changes and new additions to our Ops Team.**



**Neil C. Griffith, Ops Manager,  
Athens-Clarke Clinic**



**Nickie Leazer, Ops Manager,  
Walton Co. Clinic**



**Melanie Yancy, Ops Supervisor,  
Greene Co. Clinic**



**Jamie L. Dickerson, Ops Manager  
Barrow Co. Clinic**



**David Harris, Ops Manager  
Jackson Co. Clinic**



**Kimberly R. Massey, Ops Supervisor,  
Elbert Co. Clinic**

**An Ops Supervisor will be hired for C & A, however the position is currently vacant.**

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## Take Time To Recognize Those Around You



All Advantage staff is invited to take a minute to recognize those around you that are proving exceptional customer service within their assigned job duties with Advantage Kudos cards.

GEM Nomination Forms are available on the website for those who are providing exceptional customer service within Advantage and are Going the Extra Mile or above and beyond their assigned job duties. Email your nominations to [tdalton@advantagebhs.org](mailto:tdalton@advantagebhs.org) by the 10<sup>th</sup> of each month.

Quarterly Team Awards are given on a quarterly basis. 2nd Quarter April-June nominations are due by June 17, 2015, 3rd Quarter nominations are due by September 16, 2015, and 4th Quarter nominations are due by December 16, 2015. Please feel free to email [tdalton@advantagebhs.org](mailto:tdalton@advantagebhs.org) the details in how your team has exceeded in setting and reaching goals that result in better service delivery and an improved bottom line for their program and the agency. This award is accompanied by the Advantage Traveling Banner that will be housed at the winning program site until the next award season.



## ADVANTAGE September Birthdays! celebration time!



- |             |  |             |                                    |
|-------------|--|-------------|------------------------------------|
| <b>1st</b>  | Maria Murphy   | <b>17th</b> | Mary Cobb<br>Mike Rentschler       |
| <b>3rd</b>  | Helen Smith  | <b>18th</b> | Ella Parrott                       |
| <b>4th</b>  | Anasthasia Dempsey   | <b>20th</b> | Troy Little                        |
| <b>7th</b>  | Jemar Freeman<br>Joan Quinn                                    | <b>21st</b> | Patricia Arnold                    |
| <b>9th</b>  | Patricia Gay<br>Diane Sears<br>Robert Stephens<br>Chris Turman | <b>23rd</b> | Catrede Smith<br>Lori Stenander    |
| <b>11th</b> | Janet Gonzalez<br>Brenda Hall                                  | <b>24th</b> | Crystal Ingram                     |
| <b>13th</b> | William Warren   | <b>26th</b> | Elaine Moss<br>Barbette Walls      |
| <b>14th</b> | Sibyl Henderson  | <b>27th</b> | Susan Shadix                       |
| <b>15th</b> | Jendera Smith  | <b>29th</b> | Vernell Flood<br>Jill Gibson       |
| <b>16th</b> | Carey Parrott<br>Charlotte Thomas                              | <b>30th</b> | Tarsha Deadwyler<br>Virginia Wight |

*Happy Anniversary*

## ADVANTAGE Staff!

- |            |  |             |   |
|------------|--|-------------|---|
| <b>1st</b> | Cora Berry – 6 years   | <b>16th</b> | Tabitha Adkins – 1 year<br>Elizabeth Easley – 1 year<br>Sarah Jackson – 1 year<br>William Warren – 1 year |
| <b>2nd</b> | Vikki Jones – 1 year<br>Simone Moonsammy – 1 year<br>Doris Watson – 1 year | <b>17th</b> | Tammy Dalton – 25 years<br>Connie Hamley – 3 years<br>Sharon Weaver – 3 years                             |
| <b>3rd</b> | Neil Griffith – 2 years  | <b>21st</b> | Carrie Cox – 27 years   |
| <b>4th</b> | Kimberly Roach – 8 years   |             |   |

# Custom Industries Annual Bar-B-Que Chicken Plate Fundraiser

Time: 11:00 am - 2:00 pm

Date: September 18, 2015



**Chicken**

**Baked Beans**

**Cole Slaw**

**Bread**

**Homemade Pound Cake**

**Tickets \$7.00**

Please make checks payable to Custom Cares, free delivery is available on orders of 10 or more plates (within 25 miles of Custom).

**Contact: 770-307-3028**

**115 Lanthier Street**

**Winder, GA**

We are a non-profit agency under the umbrella of Advantage Behavioral Health Systems.

Our primary focus is to enhance and improve the lives of persons with developmental disabilities.

We thank you for your support!