

Strengthening Recovery Infrastructure to Support Community-Based Addiction Treatment

Holman Recovery Center | Arlington, Washington

Client:
Holman Recovery Center

Partner:
Ascension Recovery Services

Focus: Operational stabilization, infrastructure development, and strategic growth

Holman Recovery Center (HRC) was founded with a clear and deeply personal mission: to provide compassionate residential treatment for individuals struggling with substance use disorder in Snohomish County, Washington. Inspired by the life and service of Susan Holman, the organization was created to relieve suffering and help individuals begin a path toward long-term recovery.

From the beginning, Holman Recovery Center built a reputation for delivering high-quality, compassionate care to the individuals and families it serves. Even during periods of operational challenge, the center's leadership and clinical team remained deeply committed to supporting clients through evidence-based treatment, community support, and a recovery-oriented approach.

As the organization grew, however, the complexity of operating a residential treatment facility began to place increasing demands on financial systems, operational processes, and leadership infrastructure. Ascension Recovery Services (ARS) was engaged to conduct a comprehensive operational assessment and help strengthen the infrastructure required to support HRC's long-term mission.

Today, Holman Recovery Center is financially stable, operationally strong, and preparing to expand access to care through the development of a second treatment facility.



Background

Holman Recovery Center was established as a nonprofit organization in 2018 and opened its residential treatment facility in Arlington, Washington on February 14, 2022. The 36-bed facility was developed in partnership with Grandview, which designed and constructed the center to meet Washington State Residential Treatment Facility requirements.

Under the leadership of its Executive Director and Board of Directors, and informed by leadership experience gained through roles across counseling, drug court coordination, and program development, the organization quickly became a valuable part of the regional continuum of care for substance use disorder treatment. Demand for services remained strong, and the organization maintained a clear commitment to delivering compassionate, high-quality care to individuals seeking recovery.

However, like many mission-driven treatment organizations experiencing rapid growth, Holman encountered operational challenges related to financial management systems and administrative infrastructure.

The Opportunity

When Ascension Recovery Services was engaged, the organization was facing a series of operational and financial pressures that are common among rapidly developing treatment providers.

These included:

- **Revenue cycle inefficiencies caused by billing vendor performance**
- **Cash flow instability related to reimbursement delays**
- **Limited financial infrastructure to support organizational growth**
- **Leadership teams managing both clinical operations and complex administrative demands**

Importantly, these challenges were not related to the quality of clinical care or the commitment of HRC's leadership team. Instead, they reflected the reality that many mission-driven recovery organizations grow faster than the operational infrastructure required to sustain them.

As Edmund described, demand for care was never the issue:

“The heart of Holman Recovery Center was always there. The demand was there. We had people waiting for care. But financially, we were struggling to keep up.”

Recognizing this opportunity, HRC partnered with Ascension Recovery Services to strengthen the systems needed to support long-term sustainability.

The Ascension Recovery Services Approach

ARS conducted a comprehensive operational and financial feasibility assessment to identify the most important opportunities for improvement.

The findings indicated that strengthening revenue cycle operations, financial oversight, and leadership infrastructure would allow the organization to fully realize its potential.

ARS worked closely with HRC leadership to implement a structured stabilization plan focused on four key areas.

Financial Infrastructure and Revenue Cycle Optimization

ARS reviewed billing workflows and vendor performance, identifying opportunities to improve claims submission accuracy and reimbursement timelines.

Key actions included:

- Revenue cycle workflow improvements
- Financial reporting and reconciliation processes
- Cash flow stabilization planning

These changes allowed the organization to capture revenue more effectively and improve financial visibility.

Leadership Support and Mentorship

Holman Recovery Center was founded on a powerful vision and a deep commitment to helping individuals find recovery.

ARS partnered with the organization's leadership team to introduce systems that strengthened financial accountability and operational planning while allowing leadership to remain focused on the mission of recovery.

As Edmund noted:

“What ARS brought wasn't just support—it was direction. They stepped in at a time when we needed clarity and helped us build a path forward.”

Operational Infrastructure Development

ARS expanded its engagement to support several operational areas, including:

- Financial management systems
- Human resources and workforce planning
- Clinical program development
- Operational planning for long-term sustainability

Together, these efforts helped build the infrastructure required to support a growing recovery organization.

Organizational Alignment

ARS supported the development of stronger operational and governance structures, helping align leadership roles, board reporting processes, and administrative responsibilities.

This provided the organization with a clearer operational framework to support continued growth.

Results

Within several months, Holman Recovery Center had significantly strengthened its operational foundation.

Key outcomes included:

Financial Stability

- Improved revenue cycle performance
- Stabilized cash flow
- Sustainable operating structure

Workforce Strengthening

- Competitive compensation structures
- Improved staff retention
- Greater workforce stability

Leadership and Governance Stability

- Strengthened operational visibility for the leadership team and board
- Improved financial oversight and planning
- A clearer organizational structure to support growth

Edmund described the transformation simply:

“It was a full 180. We went from worrying about making payroll to having a stable, growing organization that can focus on serving more people.”

Expansion of Services

With operational infrastructure in place, Holman Recovery Center is now focused on expanding access to treatment and strengthening its role within the regional recovery ecosystem.

Current initiatives include:

- Development of a second residential treatment center
- Expanded program design including ASAM 3.7 detox level of care
- Increased public relations and community awareness efforts to support recovery in the region

The expansion will significantly increase capacity while introducing new levels of care to better serve patients across the recovery continuum.

As Edmund shared:

“We’re not just growing—we’re building something that will last. With the right foundation and the right partner, we know this work will continue to impact lives for years to come.”

“Our mission has always been to provide compassionate, life-changing care for individuals seeking recovery. Ascension didn’t change that—they helped us build the foundation to sustain it. Today, we’re stronger, more stable, and able to reach more people than ever before.”

- Edmund Smith, Executive Director, Holman Recovery Services

A Stronger Foundation for Recovery

Holman Recovery Center demonstrates how mission-driven organizations can thrive when the operational systems supporting clinical care are strengthened.

Through a collaborative partnership between HRC leadership and Ascension Recovery Services, the organization successfully reinforced the infrastructure required to sustain its mission and expand access to recovery services.

Today, Holman Recovery Center continues to provide compassionate, high-quality care while preparing for its next phase of growth—bringing hope and recovery to even more individuals and families across the region.