

**ODYSSEY HOUSE OF UTAH**

**ANNUAL REPORT**

**To the Board of Directors**

(For the Fiscal Year July 1, 2007 ~ June 30, 2008)

This report serves as my annual effort to describe to the Board of Directors of Odyssey House the current health of the Agency and the past year's accomplishments. This writing is designed to both maintain my accountability and to create transparency regarding Odyssey House's events and culminations of effort. Through this chronicling, I aspire to survey the current conditions and happenings at Odyssey House to formulate wise and fruitful strategies for our future, which address impending threats, opportunities, growth areas, and strengths.

I believe it prudent to first address the most substantial undertaking of the year, the passing of the proverbial torch from Glen Lambert, a 31-year veteran of Odyssey House, to me. This passage betided on January 1<sup>st</sup> of this year. The transition plan has proven responsible and productive. The success of this undertaking is largely due to Glen's preparation of the agency and of me. I clearly inherited stewardship of the organization in a prosperous and financially stable condition, a result of Glen's meticulous care of the agency over the years.

**Mission of the Agency** ~ *"Not just a treatment program, but a new way of life"*

Providing quality and effective treatment, education, and prevention services to those in need including those that are socially and economically disadvantaged is our most important purpose. Our range of services covers all ages without discrimination due to gender, race or ethnic group, religion, disability, or sexual orientation. We wish to give even those with very difficult problems the chance to grow and change. Our mission as an Agency is to tackle with treatment, education and prevention services, emotional problems, anti-social and self-destructive lifestyles. Our main focus has been on substance abuse, but we don't stop there. We alter lifestyles so that people can become productive citizens with positive social and psychological skills. We want to produce contributing and healthy human beings. Odyssey symbolizes a journey to health and the resources we raise are used to support this objective. It is our primary focus.

## **ORGANIZATION AND BOARD**

Odyssey House of Utah is a private non-profit corporation, which now has 21 treatment, education, support, and prevention components of its service delivery system. These include: (1) Adult Residential Substance Abuse Treatment, (2) Adolescent Residential Treatment, (3) Women and Children Residential Treatment, (4) Father's and Children Residential Treatment, (5) Children Services Center, (6) Odyssey Academy, (7) Intensive Outpatient Treatment, (8) Federal Probation Outpatient Treatment, (9) Adolescent Outpatient Treatment, (10) Northern Utah Outpatient Corrections Treatment, (11) Vocational Rehabilitation, (12) Transitional Housing Treatment (3 locations), (13) START Program and COMPASS Programs, (14) Medicaid Treatment Unit, (15) Veteran's Program, (16) Aftercare, (17) Private Industry-based Vocational Training, (18) Community Re-entry Services, (19) Drug Court Treatment, (20) Drug Offender Reform (DORA) Services, (20) Prime For Life Classes, and (21) Reunification Services. Each of these programs has numerous aspects, which are rendered in numerous locations. Odyssey House employs over 140 full and part-time staff to fulfill these obligations.

Odyssey House was served by a governing Board of Directors composed of 22 members. Twelve sub-committees provide more intensive oversight to specific projects undertaken by Odyssey House's staff. The Board devoted many hours of labor on multiple projects. They donated money, time, expertise and goods. The Board is genuinely appreciated and considered an essential part of Odyssey House. Board members were particularly helpful in providing the Thanksgiving and Christmas celebrations for the clients. They were instrumental with our most successful Spring Fling.

Finally, I wish to express my gratitude and admiration to those of you serving on the board. Your dedication to our mission helps us save and reform the lives of those less fortunate. You are truly instruments of hope for those we serve. I would personally like to convey my heartfelt gratitude to the Board for their work, caring, friendship, and support of me as I embrace the role of Executive Director.

## **AGENCY PRIORITIES 2007-2008**

As with every year, substantial time was devoted to formulating goals and objectives, designed to ensure we remain viable, progressive, and dedicated to excellence. This process is part of our quality improvement endeavors, by which we hold ourselves accountable to you. To this end, we held a number of self-evaluation sessions and reviews. We built consensus around areas needing attention and set goals accordingly. The resulting priorities offered benchmarks we could use to measure how effectively we tackled problems and challenges.

The following are the Agency Priorities from the past year, with a brief assessment of our progress respective to each goal and objective.

### ***(1) Excellence and Improvement in our Services***

- a) Increase in clinical knowledge and skills in clinical staff as measured by increased targeted training and quality supervision. We have instituted a bi-monthly clinical training group for select employees. These groups have been facilitated by Glen and me. We also offer mandatory staff-wide trainings each month. We increased our clinical training and education budget to encourage staff to attend key conferences and trainings. We have also provided tuition reimbursement and compensation incentives to enroll in school. Several staff members have completed the educational requirements associated with their attainment of a Licensed Substance Abuse Counselor License. Another staff member is in pursuit of a Masters in Business Administration.
- b) Increase in retention. Our retention rates have hovered around 89%, high above the national average for this population, over the past 18 months.
- c) Increased completion. On average, completion rates in each program continue to climb.
- d) Improved overall outcomes. Our outcomes remain impressive, as will be illustrated in the charts following this section.
- e) Solidify and make new, more effective, program designs in Parent's and Children, Adolescent Outpatient, and COMPASS/DORA client services. Multiple efforts have been devoted to achieving this objective. In the adolescent outpatient, a

skiing program was created. The Parent's and Children program is fully operational, having settled into their program. COMPASS is an integrated component of the Adult Residential Treatment program, with an assigned coordinator.

- f) Redesign Veteran's program to be more effective. This objective is still in process. When this objective was formulated, negotiations with the VA were in full swing. However, we reached a stumbling block in 'ramping up' a program for veterans. We discovered we had to possess site control of the building where services were to be delivered prior to submitting a proposal to the VA. It was determined to be too high a risk to obtain a building with no promise of a contract. Currently, negotiations with the VA continue, with the hopes of a resulting contract.
- g) Design strategies to keep graduates more connected to the program. There has been progress in this area, albeit difficult to measure. Perhaps the strongest indicator of progress is the recent Graduate's Day, where attendance was a record high.
- h) Pass and successfully complete licensing and clinical audits. We passed all of our audits with 'flying colors', a result of more thorough attention to charting. However, sufficient and timely documentation of services continues to be an area for improvement.
- i) Make Centralized Intake work for us. Despite Centralized Intake, we remain consistently full, with a lengthy waiting list. Thanks, in great part to our admission team headed by Kristine Freeman, we have successfully negotiated the new County admissions process.

(2) **Staff**

- a) Utilize newly budgeted "way-to-go" program to boost morale and demonstrate appreciation. Morale remains a high priority for the Executive Leadership Team. I attend staff meetings at each site at least once per month and bestow gift cards to staff members who have been identified by their supervisors or peers as having 'gone beyond the call of duty'.

- b) Provide ongoing intramural clinical training, which has been proven to increase job satisfaction and retention. See 1.a. above
- c) Give staff recognition awards at each staff gathering to demonstrate acknowledgement of excellence, improvement, etc. This objective needs improvement. This strategy did, at one time, have a ‘head of steam’. However, of late it has fizzled. An incentives committee was formed in May, consisting of non-management staff members. Perhaps this committee will re-embrace this approach to public accolade.
- d) Create leadership development program for Program Directors, which include coaching etc. While this program is currently slated for expansion, several efforts were pursued this past year, with strong results. Two Executive Team members participated in leadership development programs sponsored by the Mountainwest ATTC, a federal government agency devoted to increasing technical expertise in the field of substance abuse, and the Fieldstone Foundation, a foundation created by the homebuilder company. One of the members emerged from their experience with a long-term leadership coach.
- e) Help pay for ongoing education to increase caliber of staff and retention. See 1.a. above.
- f) Create staff barometers to assess how staff believes we are progressing towards agency goals and to promote staff being ‘on board’ with agency direction. This objective is still in process, with little progress in this last year, save a limited 360-degree evaluation on me, which yielded favorable feedback.

**(3) Financial Success, Growth and Stability**

- a) Successful in competitive bids. We participated in several bids, including DORA, United Way, etc. All were successful.
- b) Successful fundraising and development. The highlights of our fundraising year were Spring Fling and two private foundations. Spring Fling set a net record again this year, netting over \$100,000. The private foundations each donated \$100,000 beyond their normal gift. These major gifts were the results of Glen’s personal relationships with the families.

- c) Successful in solicitation from foundations and find new funding sources.  
Foundation giving is at an all time high for Odyssey House, with 20% more foundations contributing than four years ago.
- d) Control Expenditures. Expenditures in several areas increased due to the rapid rise of fuel costs and the resulting domino effect. Food, transportation, energy, etc. all increased despite efforts to keep spending minimal. Aging buildings also negatively impacted this area. I have adopted my predecessor's conservative approach to cost controls and agency spending.
- e) Increase income in Parent's Program and Adolescent Treatment (both residential and outpatient). This objective was set in the wake of the 'split' between the Parent's Program and the Adult Residential Program. At that time anxieties were high regarding the fledgling Parent and Children (PC) Program's ability to perform financially. As will be highlighted in Pie Charts later, the PC Program proved quite capable of growing Medicaid revenues. Medicaid revenues, which are predominantly generated by the PC Program, now represent our largest income source. For the Adolescent Program, this objective was formed following a year of poor financial performance, specifically in the fee-for-service arena. This past year has seen a fruitful deviation in that trend. Fee-for-service referrals increased this past year, particularly toward the end of the year, which augmented the Adolescent revenue posting.
- g) Increase fee-for-service (special emphasis on Adolescent and Outpatient services). See 3.e. above.
- h) Appropriately influence public policy. Last year saw an increase in actively pursuing relationships with local, state, and federal policy-makers. Efforts included educating congressmen in Washington D.C. and hosting lunches for local officials.

**(4) Program Development**

- a) Target one new area for program development. As has been discussed in several board meetings, a new approach to Vocational Training is being piloted in the Adult Residential Program. A new Community Re-entry Program is in the

hopper, which will allow for a more gradual integration in the community at large for clients.

- b) Apply for new federal prevention monies and mental health monies. In February, the Director of Administration and I submitted a proposal to SAMHSA, which, if awarded, will help fund the Re-entry program.

(5) **Perform Administrative, Personnel and Financial Functions Efficiently and Effectively**

- a) Maintain current effective administrative, personnel and financial functions and practices. Improve and revise when necessary. Despite the replacement of key personnel in these areas, these functions remain efficient and productive. The Personnel Manual was revised in January of this year.
- b) Maintain effective data collection functions. This objective continues to be consistently met. Odyssey House remains a ‘front runner’ in this arena compared to agencies in the community and the field.
- c) Handle workload efficiently and effectively. Odyssey House staff members continue to excel in this area. However, during the past year several staff positions were added to help effectively manage demands associated with our multiple payer contracts.

(6) **Improve and Maintain Effective Public Relations and Marketing**

- a) New webpage and display. The new webpage is predominantly complete and online. However, some details need completion.
- b) Develop, maintain and reach marketing and networking plans and goals. Considerable efforts are devoted to this each year, with specific persons, markets, etc. identified as targets for marketing and networking efforts.
- c) Work on and develop relationships with county and city councils. This goal is ongoing, with consistent positive results.
- d) Develop better relations with media. While this area continues to warrant improvement, several programs, clients, and staff have been featured in newspaper articles over the past year.

- e) Approach new business contacts. Several board members have been instrumental in facilitating relationships with new business contacts. Thus far, these relationships have proven quite productive, particularly in consistently amplifying the ongoing success of Spring Fling.
- f) Maintain good relationships with funding agents and referral agents. This year has seen marked improvement in customer service. Funding agents and referral sources have reported feeling more comfortable with Odyssey House's product. The past few years have been devoted to 'lowering the veil' pertaining to our processes, treatment approaches, and performance improvements. In the wake of these efforts community partners have become more familiar and comfortable with our programming, which in turn has improved our relations with them. Specifically, relations have improved with the Legal Defender Association, the District Attorney's Office, the Family Dependency Drug Court staff and judges, the Department of Child and Family Services, the Adult Probation and Parole officers, etc. These efforts are seen as ongoing.
- g) Maintain good public relations overall. As mentioned above, customer service has improved as our product has become more refined.

(7) **Capital Improvements & Building**

- a) Complete new adolescent bed room and office space renovations. The renovations have been completed. The expansion is fully licensed, with residents in the beds.
- b) Complete adult HVAC system. While considerable progress has been made, this project is not yet complete.
- c) Meet beautification goals within buildings. This is an ongoing process. However, the goals for the past year in this area, which include new carpeting, paint, etc., have been met.
- d) Complete engineering analysis of the buildings. This objective is in process.
- e) Develop a more systematic building maintenance and building plan. An intramural survey was completed to this end. Further, a full-time building maintenance employee was hired, who oversees the condition of the properties, ensures projects are complete, and provides maintenance services.

## **TREATMENT PROGRAM HIGHLIGHTS**

The Therapeutic Community approach to treatment remains the mainstay in achievement of our mission. We serve a varied population, most of whom have few, if any, means to pay for treatment. Very challenging problems await us with those we serve, but we are very proud of the hard work they do to change their lives. Odyssey House is justifiably proud of the outcomes we observe. (See Below)

The difficulties of our clients remain mental health issues, family dysfunction, health concerns, neurological issues (increases with meth use), and involvement with the criminal justice system. This requires intensive, complex, and sophisticated treatment.

New intramural funding designs are currently under investigation, a pilot project having launched associated with one potential solution, in order to sustain current levels of revenues, or hopefully surpass them.

At the end of the prior year we designed and implemented a stand-alone Parent's and Children Program. This was done to diminish complications in work load and streamline some processes. The resulting program was devised to more specifically serve parents and children, to increase Medicaid services, and to provide more child rearing time. Over this past year, it has become abundantly clear this was a prudent decision, both clinically and financially. Client satisfaction and retention in the PC Program are at a historical pinnacle.

Client satisfaction scores are exceptionally high, compared with those five years ago. Scores average 4.26 on a 5-point Lickert Scale.

## **TREATMENT OUTCOMES FY 2007-2008**

The following tables highlight outcomes for the year:

NUMBER OF PERSONS SERVED PER PROGRAM

| <b>PROGRAM</b>  | <b>PERSONS</b> |
|---|----------------|
| Adult Residential Treatment Program                   | 218            |
| Women & Children's Residential Treatment Program      | 25             |
| Infants born in Odyssey House                         | 3              |
| Father's and Children Residential Treatment Program   | 12             |
| Children's Services Treatment                         | 40             |
| Children in reunification                             | 37             |
| Families from Parent's Program transferred to housing | 12             |
| Adolescent Residential Treatment Program              | 143            |
| Adolescent Outpatient Program                         | 47             |
| Transitional Housing Programs                         | 34             |
| Odyssey Academy (34 graduated from Odyssey Academy)   | 155            |
| Vocational Training                                   | 126            |
| Intensive Outpatient                                  | 177            |
| Federal Outpatient Program                            | 174            |
| Northern Utah Outpatient for the Dept. of Corrections | 218            |
| Family Members Served                                 | 245            |

You may notice far fewer persons served in our residential programming (except adolescent). This actually reflects program improvement because it is directly correlated with retention. In other words, when we retain clients there are fewer admissions because clients complete their program, which disallows clients on the waiting list from entering the program. Our client retention efforts have effectively halted the 'revolving door'.

**ADOLESCENT RESIDENTIAL SELECTED OUTCOMES**

Clients in treatment showed improvement in the following areas of treatment (Post treatment responses are gathered from clients who have completed the respective program):

|  | <b>At Admission Responses</b> | <b>During Treatment Responses</b> | <b>Upon Discharge Responses</b> | <b>Post Treatment Responses</b> |
|--|-------------------------------|-----------------------------------|---------------------------------|---------------------------------|
| <b>Abstinence f/ Drug/Alcohol</b>                  | N/A                           | 92%                               | 69%                             | 100%                            |
| <b>Reduced Frequency of Substance Abuse</b>        | N/A                           | 100%                              | 100%                            | 100%                            |
| <b>Regular School Attendance and/or Employment</b> | 64%                           | 84%                               | 88%                             | 100%                            |
| <b>Running Away</b>                                | 63%                           | 16%                               | 32%                             | 0%                              |
| <b>Arrests</b>                                     | 82%                           | 1%                                | 1%                              | 0%                              |
| <b>Violence in Relationships</b>                   | 52%                           | 5%                                | 0%                              | 0%                              |
| <b>Passing Grades</b>                              | 29%                           | 80%                               | 72%                             | 100%                            |
| <b>Health Complaints</b>                           | 20%                           | 22%                               | 17%                             | 0%                              |
| <b>Improved Family Relations</b>                   | N/A                           | 92%                               | 91%                             | 100%                            |
| <b>Gained Insight About Self and Relationships</b> | N/A                           | 85%                               | 88%                             | 95%                             |
| <b>Learned Therapeutic Skills</b>                  | N/A                           | 85%                               | 80%                             | 95%                             |
| <b>Practices Therapeutic Skills Regularly</b>      | N/A                           | 75%                               | 68%                             | 100%                            |
| <b>Lives in a Supportive Environment</b>           | 74%                           | 85%                               | 83%                             | 95%                             |
| <b>YOQ Total</b>                                   | 58                            | 40.77                             | 44.92                           | 35.67                           |

\*YOQ Results (reducing numbers indicate success)

**ADULT RESIDENTIAL SELECTED OUTCOMES**

|   | <b>At Admission Responses</b> | <b>During Treatment Responses</b> | <b>Upon Discharge Responses</b> | <b>Post Treatment Responses</b> |
|---|-------------------------------|-----------------------------------|---------------------------------|---------------------------------|
| <b>Abstinence f/ Drug/Alcohol</b>                 | N/A                           | 100%                              | 100%                            | 100%                            |
| <b>Reduced Frequency of Substance Abuse</b>       | N/A                           | 100%                              | 100%                            | 100%                            |
| <b>Employed</b>                                   | 8%                            | 2%                                | 100%                            | 88%                             |
| <b>Enrolled in School or Job Training Program</b> | 6%                            | 50%                               | 33%                             | 63%                             |
| <b>Arrests</b>                                    | 36%                           | 0%                                | 0%                              | 0%                              |
| <b>Violence in Relationships</b>                  | 38%                           | 0%                                | 0%                              | 0%                              |
| <b>Health Complaints</b>                          | 7%                            | 2%                                | 0%                              | 0%                              |
| <b>Improved Family Relations</b>                  | N/A                           | 99%                               | 100%                            | 100%                            |
| <b>Homeless or living in a shelter</b>            | 9%                            | 0%                                | 0%                              | 0%                              |
| <b>Stress because of A&amp;D use</b>              | 75%                           | 13%                               | 0%                              | 0%                              |
| <b>Emotional Problems due to A&amp;D use</b>      | 69%                           | 15%                               | 0%                              | 0%                              |

**PARENTS AND CHILDREN SELECTED OUTCOMES**

|   | <b>At<br/>Admission<br/>Responses</b> | <b>During<br/>Treatment<br/>Responses</b> | <b>Upon<br/>Discharge<br/>Responses</b> | <b>Post<br/>Treatment<br/>Responses</b> |
|---|---------------------------------------|---|---|---|
| <b>Abstinence f/<br/>Drug/Alcohol</b>                 | N/A                                   | 100%                                      | 100%                                    | 100%                                    |
| <b>Reduced Frequency<br/>of Substance Abuse</b>       | N/A                                   | 100%                                      | 100%                                    | 100%                                    |
| <b>Employed</b>                                       | 0%                                    | 0%  | 0%                                      | 100%                                    |
| <b>Enrolled in School or<br/>Job Training Program</b> | 0%                                    | 37%                                       | 0%                                      | 0%                                      |
| <b>Arrests</b>  | 13%                                   | 0%  | 0%                                      | 0%                                      |
| <b>Violence in<br/>Relationships</b>                  | 78%                                   | 0%  | 0%                                      | 0%                                      |
| <b>Health Complaints</b>                              | 22%                                   | 3%  | 0%                                      | 0%                                      |
| <b>Improved Family<br/>Relations</b>                  | N/A                                   | 100%                                      | 100%                                    | 100%                                    |
| <b>Homeless or living in a<br/>shelter</b>            | 22%                                   | 0%  | 0%                                      | 0%                                      |
| <b>Stress because of A&amp;D<br/>use</b>              | 56%                                   | 7%  | 0%                                      | 0%                                      |
| <b>Emotional Problems due to<br/>A&amp;D use</b>      | 56%                                   | 7%  | 0%                                      | 0%                                      |

**ADULT OUTPATIENT SELECTED OUTCOMES**

|   | <b>At Admission Responses</b> | <b>During Treatment Responses</b> | <b>Upon Discharge Responses</b> | <b>Post Treatment Responses</b> |
|---|-------------------------------|-----------------------------------|---------------------------------|---------------------------------|
| <b>Abstinence f/ Drug/Alcohol</b>                 | N/A                           | 100%                              | 100%                            | 91%                             |
| <b>Reduced Frequency of Substance Abuse</b>       | N/A                           | 100%                              | 100%                            | 100%                            |
| <b>Employed</b>                                   | 65%                           | 79%                               | 75%                             | 100%                            |
| <b>Enrolled in School or Job Training Program</b> | 23%                           | 21%                               | 25%                             | 50%                             |
| <b>Arrests</b>                                    | 6%                            | 2%                                | 0%                              | 0%                              |
| <b>Violence in Relationships</b>                  | 18%                           | 0%                                | 0%                              | 0%                              |
| <b>Health Complaints</b>                          | 4%                            | 0%                                | 25%                             | 0%                              |
| <b>Improved Family Relations</b>                  | N/A                           | 93%                               | 100%                            | 100%                            |
| <b>Homeless or living in a shelter</b>            | 5%                            | 3%                                | 0%                              | 0%                              |
| <b>Stress because of A&amp;D use</b>              | 28%                           | 7%                                | 25%                             | 0%                              |
| <b>Emotional Problems due to A&amp;D use</b>      | 21%                           | 7%                                | 25%                             | 0%                              |

## **FINANCE**

- (1) Our financial accomplishments were successful this year. Odyssey House enjoyed strong revenues in general. The pilot Vocational Training approach has yielded impressive results. We were forced to ‘write off’ around \$100,000 in SL County billings, due to funding shortages experienced by them. Tightly controlled expenditures endure.
- (2) Odyssey House has once again positioned itself for financial stability in the future. As mentioned above we have instituted redesigns to safeguard financial success in the future. Other projects, such as the fledgling Re-entry program, should ensure financial sustainability in the face of impending climate changes in our funding.
- (3) Reimbursement rates continue to be inadequate to cover the work load.
- (4) Marketing and organizational efforts to increase fee-for-service and Vocational Rehabilitation income have been successful. However, fee-for-service efforts in Outpatient and Adolescent services still need to improve.
- (5) We were successful in raising SL County rates for Youth Residential.
- (6) New financial procedures were invoked, which tightened the purchasing and expenditure approval methods. As a result, Program Directors are much more aware of expenses in their departments and disbursements are much more heavily scrutinized. Now each disbursement will be approved by a minimum of four reviewers. Further, check signing trainings were held to remind signers of the importance of carefully examining the supporting documentation associated with each check. Finally monthly reconciliations, which are reviewed by the chair of the Finance Committee, have been redesigned to increase accountability.

## **BUILDING MAINTENANCE AND CAPITAL IMPROVEMENT**

- (1) A large emphasis was placed on general beautification and maintenance of the various facilities, with excellent progress.
- (2) Odyssey House and Western Odyssey have invested considerably in various building upgrades and improvements, for total expenditures of \$112,000.
- (3) In the previous year, the Board helped design and approve several building expansion projects, including the Adult and Adolescent Outpatient space and new offices and bedrooms for the Adolescent building. Both projects are complete.

## **ADMINISTRATION, COMMUNITY RELATIONS, AND STAFF**

- (1) We devoted substantial assiduousness to realizing our Agency goals and priorities. As evidenced above, we achieved most of our goals. Particularly, we are proud of improvement in treatment, client retention, public relations, finance, information systems, building enhancements, Parents and Children programming, and leadership development.
- (2) Important administrative tasks were completed. The overall performance of administrative, personnel, and the finance sections was efficient.
- (3) Quality assurance and improvements were fructuous, evidenced by resplendent licensing and auditing (treatment and financial) reports. Our financial auditors, in particular, praised the management of finances and Agency procedures.
- (4) Community and public relations efforts were energetic and favorable. The Agency put on our best Spring Fling, a great Odyssey Day, and several public relations luncheons. We participated in United Way Day, Recovery Day, Graduates Day, Legislature Day, the Utah Automobile Dealer Association fund raiser, and other events. Staff was involved with numerous community, business, professional, advocacy, university and public education organizations and groups. Improving our reputation, visibility, image and overall responsiveness with families, clients, decision makers, funding agents, governmental business and community leaders and other organizations is a top priority for us.
- (5) The Adolescent Residential Program experienced significant turnover at the Director level. Chuck Nuttall and his replacement, Albert Nieto, both resigned within the fiscal

- year for personal and health reasons. Christina Nielson, a several year veteran who has served as the Clinical Director of the PC Program, was hired as the Program Director. The financial, admissions, and administrative departments were upgraded.
- (6) Ken Miller, who served as the Director of Finance for six years, retired this year. Terry Fredrickson, who trained with Ken for succession, has taken the helm of the Finance Department. Terry is learning quickly and instituted many of the necessary procedural changes discussed in the Finance section above.
  - (7) The goal of creating a more supportive, accountable and effective work environment and staff was diligently pursued through training, retreats, improved communication, morale boosters and a different organization structure. This seems to have been successful, with staff turnover much lower than the preceding years.
  - (8) The MIS component was improved substantially through the established MIS office and goal accomplishments in this area. Our information system is now more accurate and responsive.
  - (9) The Agency has become more customer friendly.
  - (10) Appropriately, we have been tireless in planning productively for our future and in working towards meeting future funding needs and other challenges. These efforts focus on safeguarding our treatment model and appropriate lengths of stay.

### **IN CLOSING**

Overall, the various intramural teams and the Board have helped create another successful year in the proud history of Odyssey House. We have accomplished much this year. It seems the direction, attention, and goals set for the coming year will ensure continuity of that pattern. Most importantly, we have changed lives for the better, which is the ultimate fruit of our labors. Thank you.

Respectfully submitted by:

Eric Schmidt, LCSW, MBA  
Executive Director