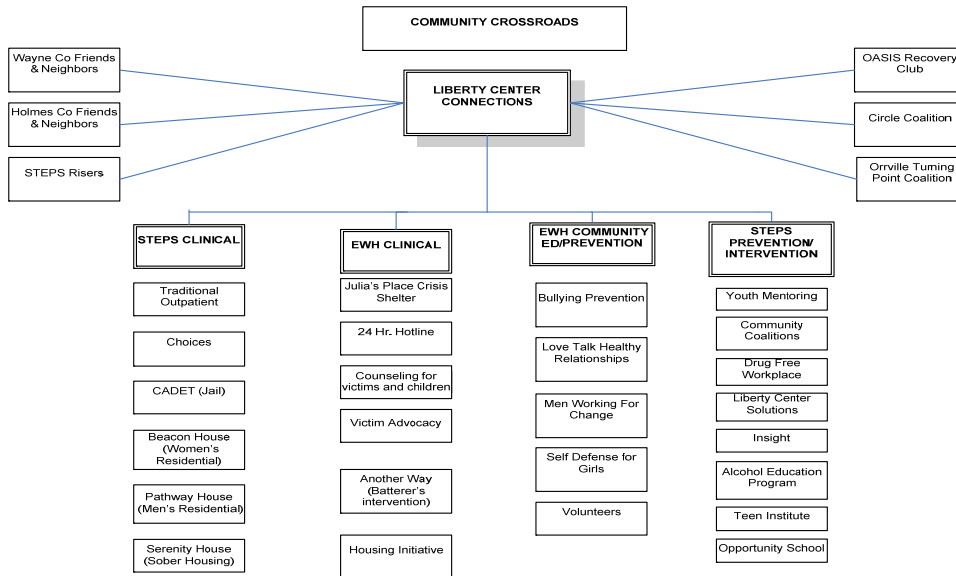


Liberty Center Connections

STEPS and Every Woman's House



Annual Report 2011



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Strategic Goals

1. Assure Financial Stability of the Organization
2. Recruit and Retain a Quality Staff
3. Grow the Organization in a Profitable Manner that Meets Mission and Community Need as well as Assures Viability and Maintains Low Overhead
4. Achieve Organizational Excellence
5. Create a Positive Image and Increased Awareness of our Organization, Mission, and the People we Serve

Every Woman's House Annual Report



Our Mission:

To promote the healing of individuals and families who experience the impact of domestic violence or sexual assault.

We are committed to the prevention of these crimes.

A Letter from the Clinical Director

Everyone has heard the saying, "It takes a village to raise a child." Well, it takes a community to stop violence. It takes a community to make victims feel safe. It takes a community to hold perpetrators of abuse accountable for their actions. It takes a community to help children stop the generational cycle of violence. Every Woman's House staff feels very strongly about the need for the entire community to assist in the process of helping victims/survivors and their children feel safe and holding perpetrators accountable. Below are some of the activities clinical staff conducted to increase collaboration and awareness:

- Conducted domestic violence risk assessments for Children's Services and Juvenile Court
- Continued active participation in the Wayne County Domestic Violence/ Sexual Assault Coalition, Housing Coalition, Elderly Alliance, and CAC Multi Disciplinary Team
- DV/SA Awareness Month Activities: Clothesline Project, Candlelight Vigil, Purple Ribbon Making Party, and Outreach to local college campuses.



Above: The Clothesline Project—A travelling display of t-shirts created by survivors and others affected by domestic violence and sexual assault.

Clinical Services

Outpatient Counseling:

The outpatient counseling office provides assessment, individual, group and family counseling, and crisis intervention services in Wayne and Holmes Counties. These services are primarily available to individuals experiencing difficulty because of domestic violence, sexual assault, or other abuse in their lives. A qualified clinician provides an initial diagnostic assessment of the client and develops an individualized service/treatment plan with the client and other family members, as appropriate.

Summary of Service Delivery: Overall, admissions to Every Woman's House increased 12% from last fiscal year. Of those admitted, 29% were male and 71% were female. Thirty-seven percent of clients were between 0-5 years old, demonstrating an increase in young child admissions. Adults

ages 46-55 decreased from the previous year. Ninety-one percent identified themselves as White, 7% identified themselves as Black, and 1% identified themselves as Other, comparable to FY 2010. The highest referral source continues to be "self" (39%). There was an 11% increase in admissions from townships within Wayne and Holmes County.

Outcomes: In FY 2011, 58% of children decreased their behavioral and emotional symptoms, as reported by their parents on the Ohio Mental Health Consumer Outcomes System Instrument-Ohio Scales-Parent Version. Fifty-eight percent of women, who had received counseling >90 days, decreased their symptoms of distress, as measured by the Ohio Mental Health Consumer Outcomes System Instrument.

EWH - # of Clients Served and # of Hours of Service Delivery					
FY 2011					
Program/Type		FY 2011 # clients	FY 2011 # hours	FY 2010 # clients	FY 2010 # hours
Assessment	Children	85	82	52	59
	Adult Males	34	42	32	36
	Adult Females	114	125	110	137
Total (Assess)		233	249	194	232
Group	Children	9	63	9	155
	Adult Males	39	381	32	341
	Adult Females	0	0	28	68
Total (Group)		48	444	69	564
Individual	Children	127	924	115	928
	Adult Males	7	21	10	62
	Adult Females	134	982	121	739
Total (Individual)		268	1927	246	1729
TOTAL	Children	131		113	
	Adults	215		217	
Grand Total	Unduplicated Clients	346	2620	330	2525



Julia's Place

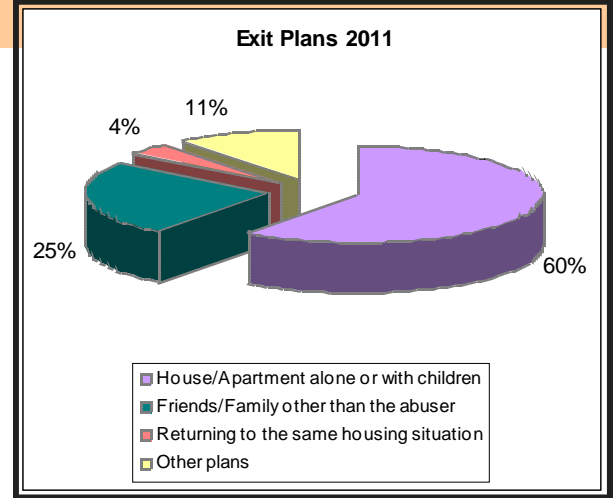
Julia's Place Shelter provides a safe shelter for both women and women with children who are victims/survivors of domestic violence. It also provides temporary shelter for homeless women and their children when other resources are not available.

Lucy, an African American woman, entered the shelter in January 2011 with her 10 year old son, Chuck, who is diagnosed with autism. Lucy sought shelter due to incidents of domestic violence against herself and her son by her boyfriend. Lucy was receiving benefits from the Dept. of Job and Family Services and was planning on taking STNA training to provide additional financial income for her family. While at the shelter, she completed a housing assessment and was informed that she qualified for long term assistance from a housing program. Working closely with her case manager, Lucy was able to find an apartment within the financial requirements of the program and was able to move from the shelter in March into her own apartment. She continues to meet with her case manager on a weekly basis and reports that things are going well. She continues to investigate the STNA courses and to discuss educational options with her case manager.*

(* not real name)

2011 At a Glance

- Julia's Place housed 97 women and 102 children for a total of 6579 days.
- Average length of stay was 37 days.
- We responded to over 550 hotline calls.
- 82% of women exiting the shelter reported enhanced safety levels.
- 93% felt safe from physical harm from their abuser while in the shelter.



Housing Initiative

The goal of the Housing Initiative is to provide households that are homeless or at risk of becoming homeless financial assistance and/or services that enable them to achieve housing stability.

In its first year of operation it has seen significant growth. The department now hosts the Homelessness Prevention and Rapid Re-Housing Program (HPRP), Rapid Re-Housing Ohio (RRHO), and Housing Case Management Services.

Housing Outcomes/ Service Delivery

- 10 households are currently enrolled in HPRP (made up of 14 individuals).
- Of the 25 households that have exited HPRP, 84% are still stably housed.
- Of the 25 households that have exited HPRP, 90% feel comfortable maintaining their budget.
- 15 evictions have been stopped through HPRP, allowing those families to stay in their homes.
- 20 families have been moved into housing from homelessness.
- 11 families enrolled in RRHO.
- 2 successfully completed, and 7 are still receiving assistance.

Client Satisfaction

100% of respondents agreed:

- My household is safe, and I will be able to maintain living there.
- I am confident I can budget my expenses.
- I am confident I will be able to maintain my current employment or able to find future employment.
- The services I have received were specific to my needs.
- Overall, I am satisfied with the services I have received.

*After being laid off with her unemployment benefits running out, *Grace found herself in a situation she had never been in before...homelessness. Through the help of The Salvation Army, Grace was referred to LCC's HPRP program. Since beginning HPRP, Grace has obtained and maintained employment through a local job placement agency. Amazingly, Grace has also significantly improved her credit score and been able to save money to cover 3 months of living expenses since beginning the Financial Management Series courses.*

When asked what specific skills she has gained from the program, Grace reported being able to pay all of her bills on time, stay within her budget, utilize stress management techniques, take care of her financial needs and responsibilities before wants.

After successfully completing the program, Grace's goal is to be able to maintain stable housing and be self sufficient. Grace has the following to say to supporters of the Homelessness Prevention and Rapid Re-Housing Program: "This is a great program [which helps] those who are homeless, learn the skills to be able to keep their housing. It is a very rewarding program and it is worth people's money. It's a good investment."

(* not real name)

Another Way

The Another Way Program is a Batterer's Intervention Program (BIP) for men who have been abusive to their families. The Another Way Program is based on the philosophy that the cause of domestic violence is power and control. The program is modeled after well-researched programs.

A NIATx change team took place primarily in FY 2010 and concluded in early FY 2011. The purpose of the change team was to increase the number of successful referrals to the program. Participants included an assistant prosecutor and chief probation officer of municipal court. The following changes were made:

- Improved referral process and communication with municipal probation
- Met with municipal court judges to discuss program and appropriate referrals
- Shortened program to increase attractiveness
- Created and distributed brochure
- Engaged in multiple trainings and consultations to increase quality of program

There were only 5 referrals in the first half of this fiscal year, but 15 successful referrals from January to July 2011. If this trend is sustained, there will be an increase next fiscal year. The ultimate goal is to reduce relationship violence and the agency continues to be open to creative ways of reaching this goal.

An additional change to the Another Way Program will take place July 1, 2011. It will change from a mental health program to an intervention/prevention program

EWH Client Satisfaction Surveys

- Of the 71 counseling respondents 100% indicated the services were overall helpful
- Of the 26 Another Way respondents, 100% indicated the services were overall helpful

Outcomes: One measurement used to determine the effectiveness of the Another Way Program in reducing domestic violence is to track recidivism. Of the 22 participants who completed Phase I or more of the program in FY 2009, only one individual (4.5%) was convicted again for domestic violence or a similar crime the following year. This same group of graduated participants were followed a second year. That same individual who re-offended previously was arrested again for domestic violence and the case is still open. Additionally, three other participants have been convicted of DV or a similar crime putting the recidivism rate at 18% (Source: Wayne County Courtview July 2012). Other studies report national average recidivism rates close to 35% for Batterer Intervention Programs.

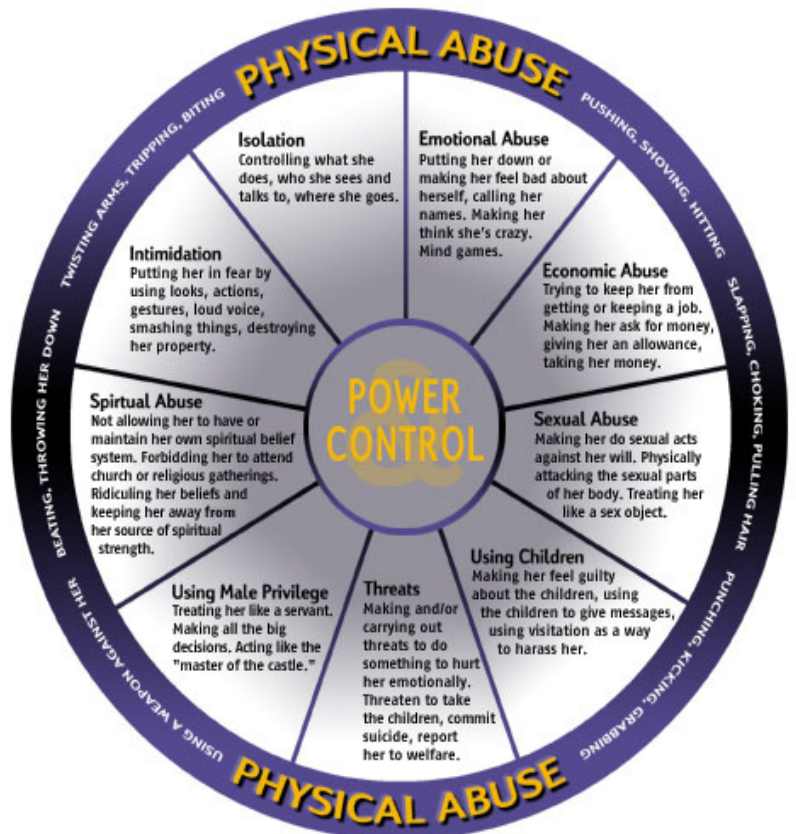
Advocacy Services

Providing advocacy services are an essential part of EWH's continuum of care. Services include, but are not limited to, safety planning, information and referral, assistance with Civil Protection Orders (CPO's) and civil stand-by's, and court accompaniment. The Wayne County office has a full-time victim advocate. Holmes County has a full-time staff member who provides victim advocacy, community coordination, and outreach.

The EWH advocacy program provided services to 352 individuals, which is a slight decrease from last fiscal year (374). Advocates provided a total of 1243 hours of advocacy. Staff assisted 107 victims in issues regarding CPO's and made over 600 referrals for legal, medical, housing, and other assistance. For several years the number of victims served continually increased, but that trend appears to have leveled off.

The Victim Advocates also facilitate the Sexual Assault Response Team (SART) programs in their respective counties. The SART Team is responsible for recruiting and training volunteers to go the hospitals as hospital advocates. The Wayne County SART team has 17 volunteers and responded to 17 requests for an advocate from Wooster Community Hospital. Holmes County has 10 volunteers and responded to 4 requests for an advocate from Joel Pomerene Hospital.

EWH's Wayne County office partnered with Community Legal Aid in a VAWA-Legal Assistance for Victim's Grant. EWH has also had the opportunity to refer victims to a legal program sponsored by the Ohio Domestic Violence Network (ODVN).





Our Mission:

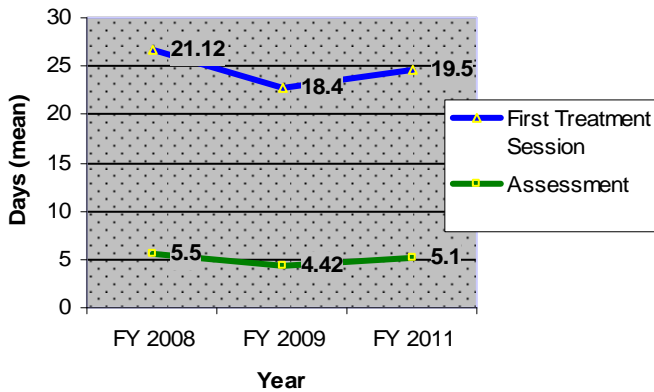
To prevent and treat chemical dependency and abuse through strategies which meet the needs of individuals, families and communities

Niatx Aims

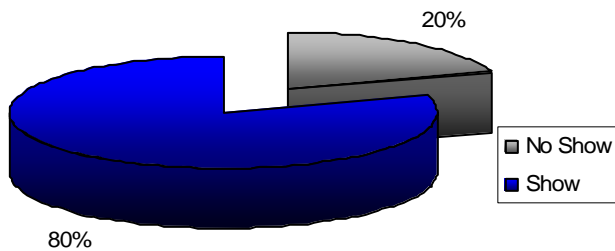
STEPS continues to track data on the four aims related to the improvement of access and retention in addiction treatment, as presented by The Network for the Improvement of Addiction Treatment (NIATx). The four aims are:

1. Reduce the number of clients who do not keep an appointment (no shows)
2. Increase admissions to treatment
3. Increase continuation from the first through the fourth session
4. Reduce waiting time between first request for service and first treatment session

Wait Times



No Show Rates FY 2011



In FY 2011

No show rate was 20%, compared to 25% in previous years
 576 new admissions (13% decrease); 8% increase in services
 25% of clients completed treatment
 Average Wait time for assessment: 5 days
 Average Wait time for treatment 19.5 days

Clinical Services

The counseling program provides individual, group and family counseling for individuals experiencing difficulty because of substance use in their lives. STEPS provides the following services:

- Assessment
- Individual counseling/Group counseling/Family Counseling/Couples Therapy
- Crisis intervention
- Case management
- Women's Residential Treatment/Men's Residential Treatment
- Transitional Services
- Intensive outpatient services
- School based counseling services
- Ambulatory detoxification
- Drug court program.

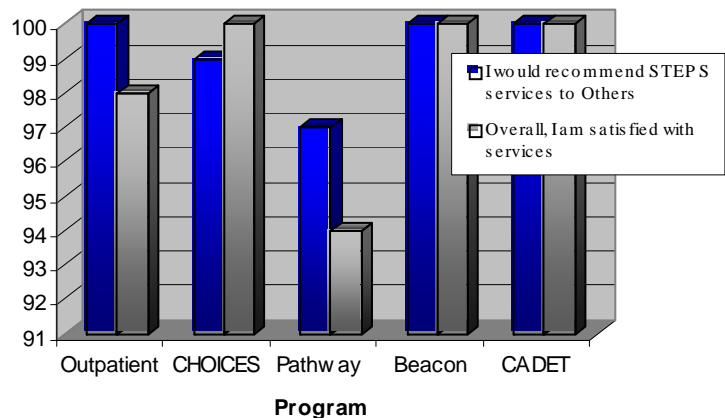
Demographics

Of those admitted in FY 2011, 93% identify themselves as White, 6% as African American, and 1% as Other. The ratio between men and women has remained stable at 68% male and 32% female. 62% of those served are between the ages of 18-35 years old. The largest number of referrals continues to be from the courts (38%), however "self" has increased as the second largest referral source (36%). The agency has served more individuals outside of Wayne County during this fiscal year. Nine percent of individuals resided outside of Wayne and Holmes Counties, while 5% lived in Holmes County, and the remainder was from Wayne (86%). The agency receives alternative funding for out of county clients.

Client Satisfaction

Client satisfaction continues to be very high among participants of STEPS. All clients are given the opportunity to provide feedback.

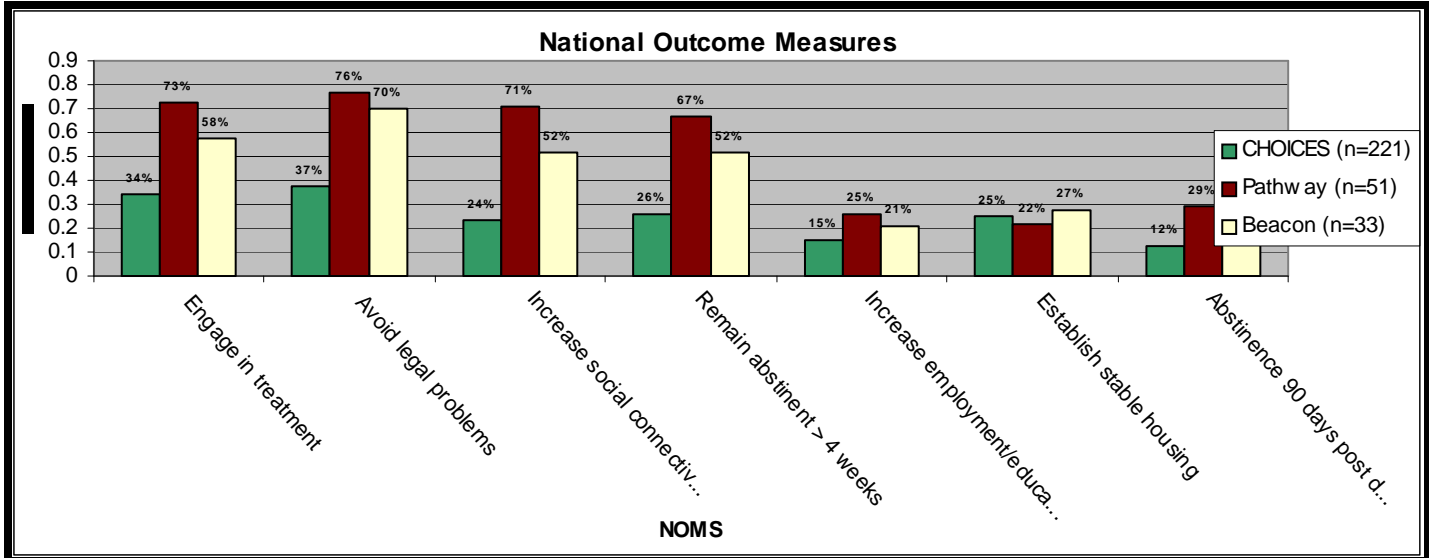
Client Satisfaction 2011



Summary of Service Delivery

STEPS Program Type	Qtr 1: FY 2011		Qtr 2: FY 2011		Qtr 3: FY 2011		Qtr 4: FY 2011		FY 2011 (unique count)		FY 2010 (unique count)	
	#clients	#hours	#clients	#hours	#clients	#hours	#clients	#hours	#clients	# hours	#clients	# hour
Assessment	157	373	144	337	172	446	175	406	597	1562	663	1782
CADET	32	635	35	469	28	546	30	571	89	2221	100	2106
Case Mgmt	109	321	106	296	103	327	103	302	303	1246	286	444.1
Choices	95	4956	87	4896	84	4794	95	4812	221	19476	210	18153
Group	101	615	93	688	82	633	101	601	248	2541	287	2474
Individual	230	673	223	659	224	697	224	706	491	2748	502	2396
TOTAL (Unduplicated)	352	7573	330	7305	369	7443	360	7398	788	29794	824	27355

	#clients		#days		#clients		#days		#clients		#days	
Beacon	14	541	11	654	13	513	13	721	33	2412	28	2443
Pathway	23	1043	20	1108	23	1149	24	1086	51	4378	47	3788
TOTAL (Residential)	37	1584	31	1762	36	1662	37	1807	84	6790	75	6231



**Beth sat remembering a STEPS therapy group she had participated in a few years ago regarding legacies. On this day, she again sat in a jail cell thinking of the "legacy" her alcoholic father had left for her. Despite her adamant pledge to never do that to her children, Beth had to admit she had passed that legacy on to her own children. This was when Beth dedicated herself to the rest of her father's legacy - - one of positive change, recovery, and hope. Beth's father had entered Pathway House, which was the beginning of an on-going journey in recovery. He eventually was able to establish sobriety and obtain a degree in nursing. A year and a half have passed since Beth made that pledge and MUCH has changed. She began to attend a therapy group within the Justice Center itself, and was released directly into Beacon House. During her five month stay at the house, she began to learn how to live without alcohol and other drugs in her life. For the first time, she began to address past trauma in her life through specialized therapeutic interventions. She was able to have her children come live with her at the house. Today Beth loves working as an aid in a nursing home. She is close to having to her Associate's degree with plans to go on for a degree in nursing. Most important to her, she has custody of her children. She continues to have occasional contact with her STEPS therapist and remains very active in AA & NA. Some days she still reflects on her "legacy" with her father. Now it is a shared "legacy" of recovery and hope.
(*not real name)*

National Outcome Measures are used in order to evaluate how well a program is achieving nationally recognized goals in treatment.

The graph above displays results for FY 2011. Additionally:

- < 23% of CADET clients from 2008 re offended for a similar crime.
- 79% (n=34) of Suboxone clients inducted (n=43) completed the program. There were 0 medical complications.
- The Opportunity School graduated 11 students this school year.
- Drug Court Program served 27 individuals this FY. 8 have remained abstinent > 6 months, and 11 have increased school/work attendance.
- Transitional Living program served 17 individuals at both Beacon House and Pathway.
- Average Length of Stay:
Beacon = 73 days
Pathway = 86 days
CHOICES = 42 days
CADET = 52 days

Community Education (EWH) Annual Report



Summary of Services

In FY 2011, the Community Education Program (CEP) Department of Every Woman's House continued its mission to provide education and raise awareness on the impact of violence to the community members of Wayne and Holmes County. EWH programs create safe school and community environments through positive character development.

The Department consists of the following programs:

- The Prevention Education Program
- Community Education Program
- Adult Education Program
- Volunteer Program
- Men Working for Change

Prevention Education Program

The Anti-Bullying and Dating Violence/Healthy Relationship programs have been presented to middle and high schools in both Wayne and Holmes Counties for over 16 years. The qualified staff of Every Woman's House provided workshops on a variety of topics related to interpersonal violence. The programs strive to:

- Raise awareness of healthy and abusive relationships
- Raise awareness of abuse and its causes and consequences
- Equip students with skills & resources to help themselves or friends in abusive relationships
- Equip students with the skills to develop healthy relationships, including positive communication, anger management and conflict resolution

Summary of Service Delivery/Outcomes:

337 hours of prevention education were provided to 4925 students in 10 school districts in both Wayne County and Holmes County. Also,

- 99% of students indicated they understood how Dating Violence can affect one's life
- 100% learned the various forms of Dating Violence
- 99% learned precautions to take to avoid dating violence
- 98% learned how to recognize signs of Dating Violence

Community Education Programs: Many churches and community organizations in Wayne and Holmes County request outreach activities for their groups. During this FY, the agency visited 4 churches, provided training to the College of Wooster, met with Springhaven Counseling Center, conducted activities related to Sexual Assault/Domestic Violence Awareness Month, provided training to MOMS program, and presented to Wooster High School.

Adult Education Program:

EWH and STEPS received a grant to provide positive parenting programming to clients of both agencies. Four *Active Parenting Now* seminars were held throughout the year, to increase knowledge of parenting and child development thus, decreasing the risk of child abuse and neglect. A total of 32 parents participated in this program. 86% of participants were able to identify at least one strategy to assist them with their own identified parenting struggle. 100% of participants were able to identify one fact they learned about child development, parenting strategies, or respectful parenting.

Volunteer Program:

Volunteers of Every Woman's House and STEPS at Liberty Center are a dedicated and compassionate group of people that performed a total of 19735.5 hours in FY 2011. The hours were the equivalent of nearly 9 full time employees. There are currently over 140 active volunteers. Volunteers are trained to complete a variety of tasks beginning with staffing the crisis hotline, working closely with case workers in Julia's Place, performing clerical work, landscaping, managing the donation room, grocery shopping and special event projects. Volunteers are annually given the opportunity to complete satisfaction surveys. During FY 2011, 100% of respondents would recommend Liberty Center Connections to friends and family as a volunteer experience, and had an overall positive volunteer experience.

Men Working for Change: Currently, Men Working For Change (MWFC) targets young men in Wayne County between the ages of 14 and 22. The activities of the program consist of involving young men in the prevention of sexual violence, and also work towards improving the community's response to sexual violence by strengthening the knowledge and skills of teens/young adults, professionals, community organizations, and the general public. The goal of this project is to reduce the incidence of sexual violence through changing unhealthy attitudes and beliefs regarding gender roles in relationships and increasing knowledge and awareness of sexual violence.



Above is a picture from the Sexual Assault Awareness Month 2011 Campaign "It's Time...to Get Involved". A group of community members, agency staff members, area professionals, and agency volunteers participated in this awareness event.

Department of Prevention and Intervention Services

Annual Report

Summary of Services

The STEPS Department of Prevention and Intervention Services (DPIS) promotes positive development of children, youth and families. The goals are to prevent and delay the use of alcohol and other drugs, as well as to minimize the potential future harm from use.

These goals are accomplished through the following programs and services:

- Youth Empowerment (Teen Institute)
- Community Coalitions
- Mentoring Programs
- Intervention Programs: Insight & Alcohol Education Program (AEP)
- Drug Free Workplace Programs

The Chippewa Care Coalition conducted its first formal meeting in April of 2008. This year, members continued to work to develop a drug-free community coalition, and conducted mainly school-based Alcohol, Tobacco, and other Drugs (AToD) prevention activities.

The Rittman C.A.R.E. Coalition was established more than 11 years ago and has functioned as a school-based coalition since its inception. Its mission included substance prevention and a variety of other healthy-living concerns.

Both coalitions created Parent Alerts, newsletters, were invited to training opportunities, and received other help as requested.

Through assistance from the CIRCLE Coalition, Chippewa and Rittman applied for and received funding for a mentoring grant from the Substance Abuse and Mental Health Services Administration (SAMSHA).

A Youth Asset/Substance Use Survey was administered to sixth, eighth, tenth and twelfth grade students to assess the community's needs in both communities.

Community Coalitions

Community Coalitions are designed to empower the community to be involved in activities aimed to reduce substance abuse among youth and, over time, adults by addressing environmental factors in the community that increase the risk of substance abuse and by enhancing factors that reduce that risk.

CIRCLE Coalition (CIRCLE) is a community-based, volunteer organization, founded in 1999. It is completing its 10th and final year with a Drug Free Community Coalition grant.

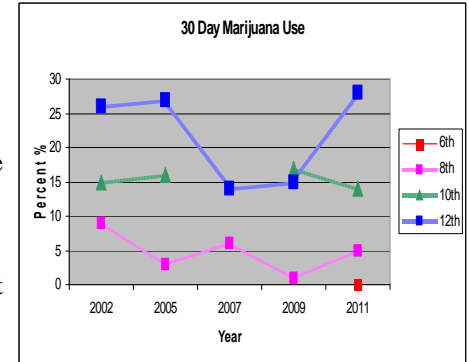
In June, CIRCLE received the results of bi-annual Substance Use/Youth Asset Survey for the Wooster City Schools. The survey is an instrument that measures a variety of assets youth may have in their life that helps keep them away from using substances.

The main findings indicate that local use rates were lower than national use rates for grades 6, 8, and 10. Marijuana use rates among 12th graders (44%) were significantly higher than national average. Additionally, youth who report using alcohol or tobacco are more likely to use marijuana. The survey measures youth assets, which are the ingredients required for positive youth development. Youth Assets include items such as peer role models, community involvement, and family communication. Having >4 assets predicts lower use rates.

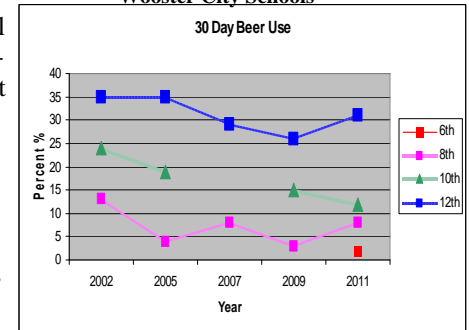
The Orrville Turning Point Coalition (OTPC) was developed in 2004. OTPC is committed to service the entire Orrville area (Dalton Local, Green Local and Orrville City School districts). Its mission remains to keep youth alcohol, tobacco and drug free.

OTPC received the results of the bi-annual Substance Use/Youth Asset Survey. The graph to the right indicates monthly use rates for substances. 6th graders had significantly lower use of illicit drugs, and were comparable to national use rates for tobacco and alcohol. 8th graders had similar use rates to the national average. 10th graders had lower use rates for tobacco and alcohol, and similar use rates for illicit drugs. 12th graders had lower use rates for tobacco and alcohol and higher use rates for illicit drugs. 37% percent of the youth had 7 or more assets. Overall, Orrville youths appear to have higher number of assets than national averages.

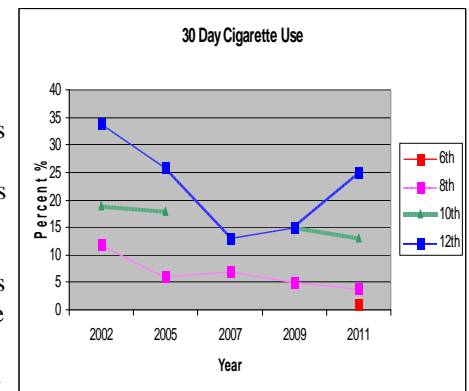
Wooster City Schools



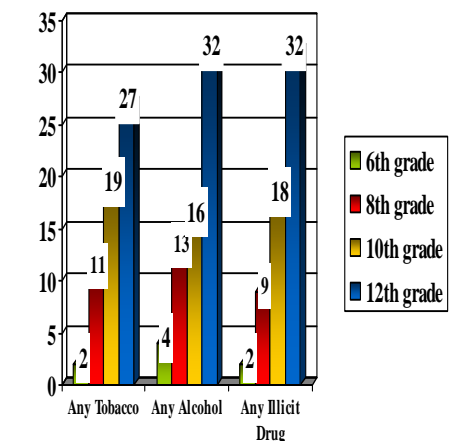
Wooster City Schools



Wooster City Schools



Orrville City Schools



Safe and Drug Free Schools



Comments from Stepping Stones mentees

"I learned that I should always try my best at everything."

"I have improved my science grade."

"...having a mentor is like having a best friend."

Wooster Teen Institute

Wooster Teen Institute (TI) is a youth-led peer prevention group that was re-established in Wooster in 2007. The mission of TI is to empower youth to develop skills to make drug free, healthy lifestyle choices, and to positively impact their schools and communities. There were 20 participants.

At the end of the program year:

- 100% believe they are better leaders
- 100% believe that have useful roles in their school
- 100% have friends who make positive choices
- 100% can stand up for their beliefs
- 100% have higher expectations for themselves
- 100% responded that they had not used alcohol, tobacco or drugs during the past school year

Stepping Stones

Stepping Stones places caring adults in the lives of youth. The mission of the program is to empower youth to make positive life choices that enable them to maximize their personal potential. During the 2010-2011 school year, 52 mentors and 53 youth participated in the program.

- 89% of mentees feel there are more people that care about them
- 93% of mentees feel like there are people who will help them if they need it
- 54% of mentees have a better attitude towards school
- 39% of mentees have better classroom behavior
- 71% of mentees reported that their grades were better because of their relationship with their mentor

Grade reports indicate that 42 of the 50 youth (84%) were at least average by the end of the year. Of the youth 98% indicated they had not used during the past school year.

Prevention

Alcohol Education Program

INSIGHT

The Insight program is a family-centered, strength-based, early intervention program serving youth. It is offered as an alternative to or in tandem with other sanctions youth may face for their involvement with alcohol and/or other drugs.

During the past year, 54 adolescents completed the Insight program. Upon completion, 25 participants were provided with referrals for more specialized services.

Overall, there was a 36% increase from the pre test scores to the post test scores, demonstrating knowledge about addiction and safety. 100% of adolescents completed action plans.

During FY 2011, 45 parents completed a survey.

- 95% were hopeful for better communication with their child in the future
- 95% of parents felt they had a better understanding of adolescent alcohol and other drug use

Drug Free Workplace

The STEPS Drug-Free Safety Program (DFSP) is a voluntary Bureau of Worker's Compensation incentive program designed to help employers establish a safer and more cost-effective workplace. By implementing this program, an employer can address workplace use and misuse of alcohol and other drugs, and take appropriate corrective action.

A total of 27 hours of service were provided to 16 employers in Wayne County and Holmes County during fiscal year 2011. Evaluations are completed by the recipients. For this fiscal year 243 participants responded.

- 99% of respondents indicated the information was clearly presented
- 98% of respondents agreed that the presenter was knowledgeable about content

The Alcohol Education Program (AEP) is a 72-hour Driver Intervention Program for adults who have been convicted of drinking and driving offenses. It is intended for first-time offenders and is not in lieu of jail sentencing. Programming consists of lectures, videos, small and large group interaction, and guest speakers. Each client receives an individual written evaluation and participates in testing and written assignments, as well as individual and group counseling.

A total of 289 clients attended and completed the AEP Program during the fiscal year, which is a 3% increase from FY 2010.

AEP demonstrated a 6% recidivism rate for a similar offense, two years from the completion of the program. Also:

- 99% indicated they learned more about their use and the consequences
- 97% indicated they have decided to change their behavior related to alcohol and/or other drug use
- 99% of clients would recommend AEP to others
- 96% indicated overall satisfaction with services
- Additionally, 100% completed an individualized action plan



Liberty Center Connections Operations, Human Resources, and Fiscal Management

Human Resources

During FY 2011, Liberty Center Connections employed 85 employees. 79% of staff members were female. 72% of staff was over 40 years old. 87.1% of employees were White, with 12.9% were African American. During FY 2011, the agency maintained a 5% turnover rate, which is well below the national average for the field (26%).

	LCC
Age	
Employee Under 40	24
Employee Over 40	61
Sex	
Male	19
Female	67
Management Composition	
Male	1
Female	5
Under 40	0
Over 40	6
Racial Characteristics	
White	87%
African American	13%
Other	0

Employee Satisfaction

During the fiscal year, employees were given the opportunity to fill out a satisfaction survey. **100%** of employees agreed that the agency is making a positive difference in the lives of clients. Overall feedback from the survey was positive, however, areas for improvement were also noted.

Employee Training

Employees were provided trainings that enabled them to keep abreast of current developments in the field of substance abuse and domestic violence. In addition, employees earned free continuing education credits for the training. **21.5** units were offered for clinicians. Outside agencies were invited to participate in the trainings offered, and an agreement was made between the agency and The Village Network to coordinate trainings. Additionally, employees have access to online training via Netsmart University.

Operations

STEPS at Liberty Center and Every Woman's House collaborated in order to create Community Crossroads. Community Crossroads is the property holding company for both agencies. It is comprised of board members from STEPS and Every Woman's House and a few members of the community. Community Crossroads oversees the following six facilities in the downtown Wooster area:

- Gault Liberty Center
- Julia's Place
- Noble House (Pathway House)
- Beacon House
- Serenity House
- Grant St.

Information Technology (IT)

One of the largest decisions made this year in the IT department was to contract with Schneider Computers to manage all IT requests and trouble issues through a helpdesk ticket process. The managed services contract has enabled us to free up internal staff and has allowed us to look at the root cause of problems, develop a more systematic approach to problem solving, and better position us to design and develop a plan for the electronic healthcare record database implementation. Technology was a large focus this past year in part because we were preparing the organization for the purchase of an electronic healthcare record database. Some of the areas that were updated include; firewalls, backup systems creating virtual images of hard drives, and anti-spam and antivirus software with daily reports. Remote desktop connections were moved to a virtual private network (VPN) connection to ensure the safety and security of the information. Also, a program called Lansweeper was installed as a low cost solution to help us manage our hardware inventory.

Fiscal Management

In FY 2011, Liberty Center Connections ended the year with a positive bottom line. This was achieved through engaging in various cost cutting efforts and actively pursuing new grants and contracts. The graph below represents the total revenues for the fiscal year. The actual revenue was 14% over the budgeted revenue, due to significant one time monies from federal stimulus dollars. Actual expenditures were 7% over the total expenditures budgeted, which was affected by the purchase of technology in anticipation of implementation of an electronic health record.

Revenue Source	Percentage
Grants & Contracts	33%
Mental Health & Recovery Board	24%
Medicaid	12%
Donations and Fundraising	9%
United Way	6%
Title XX (Ohio Department of Jobs and Family Services)	4%
Alcohol Education Program	3%
In Kind Volunteer Hours	3%
Client Ins. & Out of County	2%
Investment Income	2%
Miscellaneous/Workshops/Training	>1%
In-Kind Food Stamps	1%