

**Community Center for Alcoholism of Jefferson County, Inc.
Established 1970**

&

**CREDO Foundation, Inc.
Established 1973**

CREDO COMMUNITY CENTER
for the Treatment of Addictions, Inc.
Established 2000

**TRANSFORMING LIVES THROUGH
QUALITY TREATMENT**

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Executive Director Report 2018

A great deal of time and effort was spent this past year fine tuning new programs and services to address the opiate/heroin epidemic. Credo opened an Opioid Treatment Program (OTP) in September 2016 and 2017 was the first full year of operating that service. The first year was a financial investment by Credo to get the program started in order to meet the needs of the community. In 2018, as the number of clients served increased, the OTP was able to significantly improve the bottom line and bounce back from the initial start-up. The OTP clinic reached a daily census of 126 in 2018 and is still steadily increasing.

Credo's Integrated Outpatient Services Clinic (IOS) also continues to grow. The IOS allows clients to receive their substance abuse and mental health services under one roof at 595 West Main Street. The IOS offers Open Access, so that clients can walk in without having to schedule an appointment. Credo's Engagement Staff and Care Managers meet with individuals who come into the clinic during Open Access and can assist with referrals to higher levels of care and/or connect them to a Credo service. We have turned group rooms, storage rooms, and training rooms into Care Manager and Counselor offices in an effort to create space due to the increased demand. We are literally busting at the seams at the 595 West Main Street site and will soon reach capacity. Credo submitted for a Capital Project in September 2017 and are just finishing the feasibility study. It is our hope to buy the vacant JRC building to the west of our West Main Street property and to renovate that building to encompass all of Credo Outpatient and OTP services on one floor. The timeframe for this is hopefully Fall of 2020 or early 2021.

Credo's new Outreach and Offsite services has blossomed with the use of new funding through the Center's of Treatment Innovation (COTI). This has allowed us to add Peer Services, Care Management, and Clinical Services that are provided offsite at the Jefferson and Lewis County Jails and in the City Court offices. This has allowed Credo to reach those individuals who do not walk through our doors, and has contributed to the growth in our OTP and IOS services in 2018.

Credo's Residential and Apartment Programs all continue to provide excellent services to the 67 individuals that we are able to serve at our 5 different sites. In September 2018, the Residential Rehabilitation for Youth Program (RRSY) started the conversion of the Credo barn to allow us to transition from pigs and sheep to horses. Use of horses to provide Equine Therapy to our clients is an evidence-based model of care that has been proven to be very beneficial to individuals struggling with addiction and mental health issues. Led by Scott Donato, Credo's Maintenance Supervisor, the barn has been transformed into a large arena with the addition of 10 new stalls to accommodate our horses. Clinical staff have been trained and all the staff are very excited to start Equine Therapy in 2019. Funding for this transition was

provided by the Jane Deline Foundation, Northern New York Community Foundation, Delaney Bay Foundation, White's Lumber, and Credo Community Center Foundation.

Credo finished 2018 with a review of the previous year's goals and objectives. We also completed a new Strategic Plan, which will serve as a road map for where we are going in 2019. We look forward too many new opportunities in 2019.

Finance Report

- In 2018, the Credo Community Center Foundation Board awarded \$2,500 from the alumni endowment fund to Credo Community Center alumni in scholarships for educational or vocational pursuits.
- The Credo Community Center Foundation offered \$500 employee scholarships for employees wishing to further their education in the addiction field.
- In 2018 all private donations, pledges, and revenues from memberships went to the Credo Community Center Foundation, totaling \$36,400
- The Annual Lavery Golf Tournament and Spring Antique Show raised \$3,800 and \$4,400, respectively.
- Donor Memorial donations of \$1,000 came in 2018 to support programming.
- The Credo Fishing Tournament at Lucky Star Ranch raised \$6,200.
- The United Way of Northern New York supported the CREDO Community Center in 2018 with \$30,820. These monies were for the Opioid Treatment Program.
- The Health Home Care Managers provided services in 2018 generating \$263,920.

There are 8 budgets governed by NYS OASAS

1. Watertown Chemical Dependency Outpatient Clinic (Satellite in Lowville)
2. Community Residence (Washington Street)
3. Community Residence (Winthrop Street)
4. Intensive Residential for Women (State Street)
5. Residential Rehabilitation Services for Youth (Evans Mills)
6. Vocational Educational Programs for Residential an Outpatient Services
7. Homeless Supportive Housing
8. Opiate Treatment Program
9. Jefferson County Jail Outreach Program (administered in 2018 under the COTI grant)

There is 1 budget governed by the NYS Office of Mental Health

1. Credo Mental Health Clinic (West Main Street)

2017 Total Program Budget for the Agency

Total Budget:	\$ 7,228,051
Total Revenues:	\$ 5,283,643 (73%)
Total State Aid & Local Support:	\$ 1,944,408 (27%)

Human Resources

In 2018 we were once again able to continue our high deductible health plan that includes a Health Savings Account (HSA) and a Health Reimbursement Arrangement (HRA). The cost to the employee for the health plan was increased for the first time in eight years. The savings Credo realized in 2017 from the HRA was used to offset the health plan premium increase for 2018. However, the Credo Board felt it was time to share the cost of the premium increase with the employees to avoid the potential of a large increase in their cost in subsequent years. The health plan increase of 7.9% was split 50/50 between Credo and the employees. We are quite proud of the long run we had of no increase in cost to the employee for their health plan premium! Wellness continues to be offered to all full-time employees including those who do not participate in Credo's health plan as well as spouses of employees. We had 65 out of 87 full time staff participate in a biometric screening. This is a slight decrease from 76% participation in 2017 to 75% in 2018. Of the 65 who were screened, 27 were first time participants. Those who choose not to participate will pay a higher premium and have another chance to participate next year. In preparation for 2019, we explored the ability to create a health plan consortium to leverage multiple agencies in the continued effort for health plan cost control. This effort has great potential. All other benefits for 2018 remained consistent with slight increases in cost.

Of significance is that we had 110 employees in January 2018 and 122 in December 2018 which equates to a growth rate of 11%. We hired 68 employees over 2018. Millennials made up 53.3% of our agency and 75% of our employees were female. Credo's total employee turnover for 2018 was 49.7%; this is an increase from 43.2% in 2017. If we break out the full-time turnover from the part time turnover we see a significant increase in turnover for part time staff, from 67.7% to 80.8%. This rate has been consistently inclining over the last three years. However, full time turnover has remained the same – 40.8% in 2017 to 40.9% in 2018. It's important to note that 16 of the 37 full-time positions (or 43%) were non-clinical including the higher than average turnover with our Office Workers. These numbers do not include turnover due to promotions within the agency.

We had 58 who left Credo in 2018: 12 were counseling staff compared to 11 last year; 15 were Relief Workers/Entry Level Counselors (an increase from 14 last year), and 8 were clerical support or Engagement staff (a drop from 11 last year). In addition, five RN/LPNs, five on-call/temp workers, three managers, a Vocational Rehabilitation Counselor and an equine specialist left the agency. Overall, we saw the same number of full-time staff leave, 30. Twenty-one staff left for personal reasons, no reason given or position not a good fit of which 10 were full time. Ten staff left for more remunerative employment or another job offer; nine were full time. Of those nine, five were Counselors, three were RN/LPNs, and two were support staff. We had eight staff move out of the area; six were full time including one military

and two part time including one military. When looking at the 12 clinical staff who left, four left for higher pay, two were involuntary terminations, two moved out of the area, and four left for personal or no reason. Six of the 12 left from the Outpatient Clinic (three in Watertown, three in Lowville); two from OTP and each residence lost one clinical staff. The average tenure for departing employees was 3.6 years. It cost Credo \$147,000 in overtime pay to cover vacant positions in all programs throughout the year.

We had 14 involuntary terminations (compared to 10 last year), one retirement, two military moves, six moves out of the area and 35 resignations. Eight of the involuntary terminations were full time staff; two of which were managers, two were clinical positions and the balance were support/clerical staff. The primary reason for termination was failure to follow/comply with policy.

Thirty-three staff of the 58 who left (or 57%, down from 59% last year) had been employed at Credo less than one year with an average stay of 7 months (up from 6 months last year). Twenty were full time staff; 13 were part time staff. Of the 33, seven were involuntary terminations (four full time, three part time), eight left for other employment of which seven were full time staff, 14 left for personal reasons (eight were full time staff), one was for childcare issues, one moved out of the area, one was a military move and one provided no reason. Even though more effort has been given to the interview process for all positions, we consistently face a shortage of qualified applicants making it very challenging to hire "good fits". An onboarding process for Outpatient clinical staff was implemented in 2017 to better prepare them for their job duties and has been adjusted over 2018 to improve retention. An onboarding process was created for the COTI staff as well.

Overall, it is noted that the average stay of someone with less than one year with Credo has gradually improved from 5 ¼ months in 2015 and 2016, to 6 months in 2017, to 7 months in 2018. And our full-time staff turnover rate has remained essentially the same for 2017 and 2018 at just under 41%. If we look at the average turnover rate across companies in the North American Industry Classification System that are classified the same as Credo under NAICS Code 62 (Health Care and Social Assistance), then we are slightly above the industry benchmark of 45.2% with our turnover rate being 49.7%. I see this as a positive, especially if only looking at the full-time turnover rate, based on the challenges we face due to being a non-profit, the shortage of talent in this area, and being in the North Country

In 2018 we had 12 promotions within the agency in addition to 5 staff whose title and job description were updated. We had two positions that were expanded to include equine related responsibilities. Four part time staff covering evening, night and weekend hours took on a full-time schedule to reduce the number of vacant part time positions. Of the 12 promotions, four were part time staff (not including the four referred to earlier) promoted into a full-time position.

One was promoted into a supervisor position, one into a Clinical Director position and one into a Senior Integrated Treatment Therapist position.

Due to a grant that HR secured in 2017, we were able to assist with the cost of education and training required for staff to meet the new OASAS Scope of Practice. We partnered with JCC to have two staff participate in the OASAS approved 350-hour course and several staff took specific coursework that was needed to address their CASAC deficiencies. This enable us to meet the July 1, 2018 deadline for compliance.

Human Resources continued with Stay Interviews to meet with each employee individually to personally determine their level of employee satisfaction and learn about their career goals and aspirations. HR represented Credo on the Lewis County Workforce Development Committee and the North Country Behavioral Health Network Project Oversight Committee.

Recruitment and retention continue to require a large amount of HR dedication and time. Limited qualified staff in the local area present the biggest challenge. We're hoping that our application for the NHSC loan repayment program will be approved therefore be an incentive to work at Credo.

Beginning in January 2018 Credo implemented Paylocity, a Human Resources Information System (HRIS) inclusive of payroll and time keeping. HR paper files and payroll data have been merged into this electronic system with great success. Continued efforts to maximize its potential will continue into 2019.

As a follow up to our employee surveys and to address the turnover of part time employees, we have set goals for 2019. This will include increasing the hourly rate for part time employees, providing paid time off for part time employees, and paying time and a half for part time employees who work holidays. We will target certain positions or high performing employees for pay increases. In addition, we will provide training to our managers to help them be successful. As we grow and increase in numbers, the Human Resource Department will need to adapt to meet the need of the employees, the recruitment of new employees and the retention of current employees.

Quality Assurance and Compliance

Policy and Procedure Development:

- Conducted an annual review of all agency and program policies.

Confidentiality:

- Executive Director and Director of Corporate Compliance met with Judges and legal authorities regarding confidentiality changes;
- There were four reported violations of confidentiality, which required internal incident reports (one additional report was made but determined to not be a reportable incident);
- The agency did not file any reportable breaches of confidentiality with the Office of Civil Rights;
- Annual confidentiality training was conducted with staff and incident review committee; and
- Annual review of Business Associates Agreements/Qualified Service Organization Agreements and Privacy/Security Policies.

Safety Program:

- Reviewed a total of 13 safety related incident reports (includes incident types of: injury to client or staff, physical altercation between clients, slip/fall non-injury, and vehicle incident).

Continuous Quality Improvement Program:

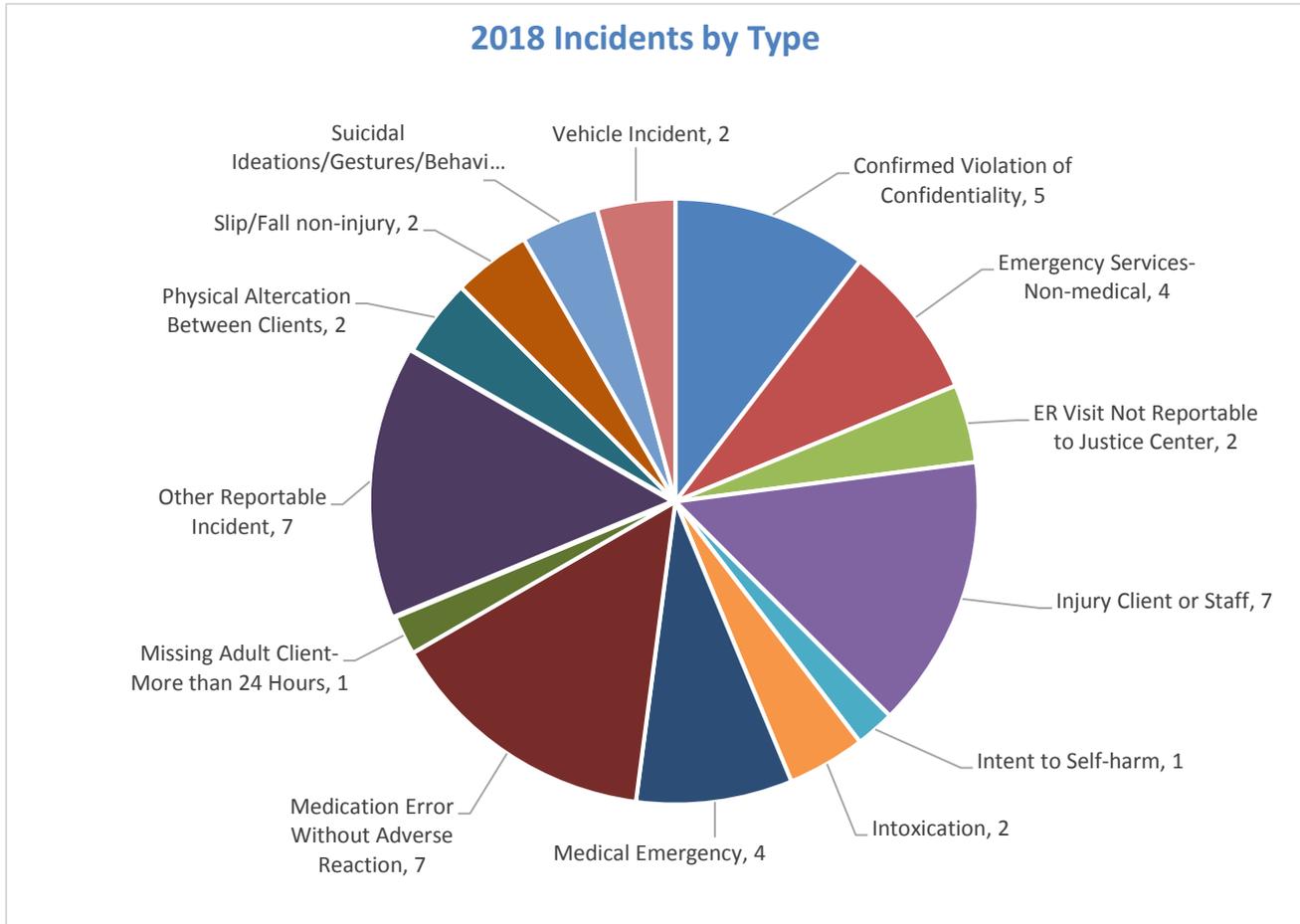
- Utilized multiple levels of Quality Assurance throughout the agency.
 - Simulated OASAS/OMIG audits being conducted at the executive level, which utilize standardized audit tools. This level includes corrective action planning to prevent reoccurrence.
 - Daily QA being conducted to identify and stop mistakes immediately.

Corporate Compliance:

- Completion of Justice Center Code of Conduct by all agency employees;
- Completion and approval of annual compliance work plan;
- Continued participation with the Compliance Group to implement The Guard compliance solution as advised by DSRIP; and
- Distributed conflict of interest disclosure statements to all staff and Board members.

Incident Management:

- The agency had a total of 120 incidents in 2018 that were reviewed by the Incident Review Committee (IRC) as indicated in the chart below.



Information Technology:

- Contracted to have the networks upgraded at the Men’s House and Halfway House intensive residential facilities. This has increased internet speeds and enabled better access of the electronic health records system.
- The agency also purchased several desktop and laptop computers throughout the agency. This has enabled the IT Program to maintain compliance with the technology plan, developed in accordance with CARF standards.
- Enabled Geo Ip Filter and Botnet filters for all locations to increase Network Security.
- We have upgraded all Clients to the newest version of Symantec Small Business To better protect from malware and virus attacks.

- Started upgrading all windows 7 pcs to windows 10 to maintain security updates after windows 7 is no longer supported.
- Closed all forwarded ports on all routers.

Trainings Conducted:

01/24/2018	Code of Conduct/Incident Reporting
02/28/2018	Safety/Hazard Communication
03/28/2018	Confidentiality
04/25/2018	Security Awareness
05/30/2018	Violence in the Workplace by Pivot
06/27/2018	Mandated Reporter by Jefferson County Department of Social Services: Child Protective Services
07/25/2018	Corporate Compliance/Incident Reporting
08/22/2018	Infectious Disease and Universal Precautions
09/26/2018	Fire Safety by City of Watertown Fire Department
10/24/2018	Resolving Conflict by Pivot
11/28/2018	HIV / AIDS Update & HIV Confidentiality Law by ARC Health

CREDO BEHAVIORAL HEALTH OUTPATIENT SERVICES **Watertown, NY 13601 & Lowville, NY 13367**

Services Overview

Credo Community Center operates Behavioral Health Outpatient Services in Watertown and Lowville and holds both Office of Alcohol and Substance Abuse Services (OASAS) and Office of Mental Health (OMH) operating certificates. The Watertown office operates integrated services for co-occurring substance use and mental health needs, including medication assisted treatment (MAT) and nicotine replacement therapy (NRT). The clinic operates under the regulations of the OASAS 822 Opioid Treatment Program (OTP), OASAS 825 Integrated Outpatient Services (IOS) and OMH 599 Clinic Treatment Program.

The Watertown site provides individual, family and group psychotherapy, peer services, assessment, vocational/educational services, care management, off-site services, psychotropic and MAT prescribing by a Psychiatric Nurse Practitioner (NPP), and daily MAT dosing services administered by medical staff including professional nurses and a Medical Doctor (MD). Additional services include counseling services for both substance use and mental health disorders, specialized adolescent and young adult services through the Seven Challenges Program, open access intake, community education and outreach, engagement, referrals to additional services, discharge planning, and assessment, treatment and referral in the jail.

The Lowville site is an additional location for the OASAS 825 Integrated Outpatient Services regulation and provides counseling services for both substance use and mental health disorders, individual, family and group psychotherapy, peer services, assessment, vocational/educational services, care management, off-site services, and psychotropic and MAT prescribing by a Psychiatric Nurse Practitioner (NPP). Additional services include specialized adolescent and young adult services through the Seven Challenges Program, open access intake, community education and outreach, engagement, referrals to additional services, discharge planning, and assessment, treatment and referral in the jail.

Credo OP prides itself on offering a comprehensive, professional, person-centered and safe treatment environment for clients seeking help for conditions and challenges that arise from the use and abuse of substances and mental health symptoms. In 2018, the team focused on professional development in trauma care and continued the commitment to learn as much as possible about the misuse of opioids and effective treatment modalities.

Staffing

Credo's OTP, IOS and Mental Health clinics in Watertown and Lowville employed, two peers, five Central New York Health Home Care Managers, two Credo Supportive Care Managers to coordinate referrals and discharge planning, 21 counselors and licensed therapists, two Voc/Ed Counselors, a Site Supervisor in Lowville, two Clinical Coordinators, two Clinical Directors, a Program Director, three professional nurses, a Nursing Supervisor, a NPP, and a Medical Doctor functioning as the Medical Director and OTP prescriber.

This multidisciplinary team is comprised of one Licensed Clinical Social Worker with the psychotherapy privilege, six Licensed Master Social Workers, one Licensed Creative Art Therapist, four Licensed Mental Health Counselors, one Licensed Marriage and Family Therapist, one Limited Permit Mental Health Counselor, two Limited Permit Marriage and Family Therapists, one Art Therapist in training, three Registered Nurses, and one Licensed Practical Nurse. Additionally, more than half of the clinical staff at the sites are Credentialed Alcohol and Substance Abuse Counselor (CASAC) or in training, which is regulated and authorized by OASAS and recognized nationally.

Credo OP also employed eight Engagement Specialists to help potential and current clients enter treatment and remain successful, a medical support professional, two quality assurance clerks, a coder, and billing personnel.

Ancillary Services

2018's follow-up to 2017's consolidation and collaboration of Care Management services through CNYHHN and Credo Vocational/Educational Services continued the trend of improved efficiency and improving client outcomes. 2018 saw continued demand of care management services with the addition of two care managers to the Ancillary Services Team.

The two new positions were created to identify and assess HARP (Health and Recovery Plan) and potential HARP individuals. HARP is a designation provided by managed care organizations to open additional billable services and enhanced rates for individuals who require additional care and more frequent services. Of the average 150 enrolled clients throughout 2018 almost one third were eligible for HARP and close to 40 eligibility assessments were completed, opening opportunities for clients and enhancing billable rates for all of their providers.

Care Managers identified and collaborated with comprehensive treatment teams to enhance communication and outcomes for the clients. Clients were able to quickly gain access to housing supports, food and nutrition, medical and primary care services, effective navigation of

county Departments of Social Services (DSS), social supports, volunteer opportunities, educational/tutoring and employment readiness.

Collectively during 2018, Care Managers provided these numerous services to over 300 clients with over 1800 face to face services, improving the effectiveness of substance abuse and mental health counseling and their outcomes. In 2018, the average caseload for Credo Care Managers continued at 50 clients with a total average of about 150 enrolled. An increase from the 115 in 2017. The Credo Vocational/Educational Counselor provided 134 client assessments and work readiness services and 359 consultations to both outpatient and residential clients.

Opioid Treatment Services

The Credo Opioid Treatment Program celebrated its two-year anniversary in September 2018. The Opioid Treatment Program has continued to grow both with the increase of clients as well as with the need for additional staffing as the need for this specialized service continues in this community. During the span of 2018 the clinic has continued to grow its overall census and started the 2018 year with 95 admitted clients and ended the year with 123. During the 2018 year the Opioid Treatment Program began to utilize the assistance of some of the IOS staff to assist in providing services to the OTP clients. As a result, this has enabled us to enhance the services we offer to our clients allowing for additional groups, additional admissions, and a service continuity for clients moving from the IOS to the OTP and want to keep their primary clinician. The Opioid crisis continues to be an issue within the Community and therefore the need for the continued growth of the OTP program will continue in 2019.

Outreach and Offsite Services

COTI (Center of Treatment Innovations) has evolved into Credo outpatient's Outreach and Offsite Services Program, which is operating in both Jefferson and Lewis Counties. In Jefferson County, COTI staff are currently working inside Jefferson County Correctional Facility, Watertown City Courts, and moving forward to working inside Jefferson County Probation. COTI teams provide assessments, education, recommendations, supports and connection to community resources both at the main facilities and offsite, for both the OTP and IOS programs. The COTI team has assisted many individuals in getting to higher levels of care throughout the state of New York and in some cases has even provided the transportation when there were no other options available. We have assisted with and seen many individuals receive a warm handoff back to Credo services after completing treatment at other facilities, including jail and prison. With COTI funds we have been able to pay for transportation when no other program is available and passes for clients to use the facilities at the YMCA. In 2019, the COTI team plans to work with New York State for Credo to be an Opioid Overdose Prevention

Program (OOPP) to provide NARCAN kits and training to Credo staff, clients, community members and even incarcerated individuals.

The COTI team has collaborated with ACR Health in their community efforts as well as Anchor Recovery Center in holding a NOPE (Narcotics Overdose Prevention & Education) vigil in October. COTI members have spoken to many different community programs to provide education on substance use, MAT, harm reduction concepts, and person-centered care.

In 2019, Credo is planning to also offer outreach and offsite services in Lewis County, and has applied for the SOR (State Opioid Response) grant. This will allow for a peer, supportive care manager and a counselor to provide the same offsite services that we provide in Jefferson County. Credo did establish assessment services in the Lewis County jail in 2018.

Mental Health Clinic Overview

In 2018, the Credo Mental Health Clinic continued to provide a service to the community for those with primary mental health needs. The program was again smaller than the previous year as the Credo IOS and OTP clinics provided co-occurring mental health and substance use services.

Outpatient Service Delivery 2018	Watertown IOS	Lowville IOS	Mental Health	OTP	Total
Number of Clients Served	626	199	74	204	1,103
Individual Units of Service Provided	6,349	1,998	892	3,702	12,941
Group Units of Service Provided	12,638	3,203	456	8,091	24,388
Medical Service (MD or NPP)	751	17	436	713	1,917
Dispensing	n/a	n/a	n/a	37,537	37,537

Outpatient Service Delivery 2018	CNYHHN	Voc/Ed	COTI
Number of Clients Served	354	48	362
Individual Units of Service Provided	2,014	88	n/a

Central Intake

2018 was the first full year of the Central Intake department up and running. During 2018, the department added three additional Engagement Specialists for a total of 8 between the Watertown and Lowville sites. The Watertown outpatient site provided 1,997 engagement encounters for clients interested in an assessment and the Lowville site provided 192.

Central Intake took up several new engagement processes this year in order to better serve our clients. For a majority of 2018, Engagement Specialists made a reach-out call to all clients that unexpectedly missed group, to identify barriers that might prevent them from attending and assist them be more successful. Additionally, Engagement Specialists had regular contact with clients that were identified by the counseling team as needing some additional help to be successful in treatment and re-establishing services for those that needed it. In November 2018, Engagement Specialists began completing all residential screenings with the plan of having a centralized point of entrance into Credo Community Center programs. The Central Intake department continually works to improve client retention and success.

RESIDENTIAL REHABILITATION SERVICES FOR YOUTH “THE FARM” Evans Mills, NY

The Residential Rehabilitation for Youth (RRSY) facility is located 10 miles north of Watertown, on a 115-acre working farm. The program provides intensive chemical dependency services to adolescent and transitional age adult males. Residents must be at least 16 years of age and no older than 20 to enter treatment at the facility, and stay on average six to eight months, depending on the severity of their symptoms and the environment they will be moving to after treatment. All residents have a recent chemical dependency diagnosis and come to treatment with a using history of any number of substances and many are using multiple substances on a regular basis. Most of the residents that come to the Farm are also involved in the criminal justice system and typically are mandated to complete treatment as an alternative to incarceration.

Treatment at the Farm consists of a minimum of 40 hours a week in a combination of services, which include individual, group and family counseling, vocational training, educational services, active recreation, quiet recreation, fitness, daily living skills training, recovery skill development, relapse prevention education, and spirituality opportunities. Whenever possible these services are delivered through activity-based programming, using the various resources available directly on the property. Treatment continues to be based on the values the Farm was built on, which include personal accountability, work ethic, integrity, respect, trust, hope, and self-worth.

The treatment team at the Farm is led by the medical director, Dr. Robert Pyke, MD, Clinical Director, Nicole Pierce, LCSW, CASAC, and Clinical Coordinator, Megan O'Brien, LMFT, CASAC-T, and overseen by the Director of Operations, John Wilson, BA. In 2018, the program had a change in staffing, most notably with the transition of a new medical director as Dr. Jeffrey Aronowitz left the agency in April. Additionally, the following staff left the agency in 2018: Natalie Shea (Primary Counselor), Tim Connor (RN), Kaitlyn Ashcroft (Family Counselor), and Olin Warren (Entry Level Counselor). The following staff were hired and left the agency in 2018: Lousia Rivers (Administrative Assistant) and Megan Laboda-Osgood (RN). In January, Paul Kellogg (Clinical Overnight Supervisor) retired after working for the agency for 17 years. The Farm welcomed the following staff: Laura O'Brien (Family Therapist/LMSW), Kate Polk (Primary Counselor), Kenna Renda (Entry Level Counselor), and Kenyatta Scott (Overnight Entry Level Counselor). Tyree Smith transitioned from Primary Counselor to part-time Entry Level Counselor, Laura O'Brien added Equine Specialist to her role of Family Therapist, Megan O'Brien added Equine Therapist to her role of Clinical Coordinator, and Sean Scott was promoted to Overnight Clinical Supervisor. In 2018, Megan O'Brien and Laura O'Brien became certified in EAGALA Therapy and Laura also became a Licensed Master of Social Work. Kate Polk completed her Master's in Mental Health Counseling and became credentialed as a Board-Certified Counselor.

In the beginning of 2018, the Farm continued with low utilization after a difficult year in 2017 with few referrals. The program remained committed to the 817 Residential Rehabilitation Services for Youth as discussion began around changing the program to the new 820 model of rehabilitation due to low utilization. The RRSY received a total of 54 referrals and completed 25 admissions for the year. In June, the Central Intake Department collaborated with the management team at the Farm to increase referrals and utilization. Utilizing more proactive marketing approaches and increasing the amount of contact with current and potential referral sources, the Farm experienced a 54% increase in referrals from June to December. The effects of these efforts can be seen in the monthly utilization with January to July averaging 76% and August to December averaging 91%. Overall referrals decreased by 17% from 2017 to 2018, as well as a decrease of 20% of assessments completed and an increase of 8% of actual admissions.

The RRSY provided treatment to a total of 34 clients and maintained the 14-bed capacity. The quarterly utilizations were as follows: first quarter 80%, second quarter 72%, third quarter 88%, and fourth quarter 92%, rounding out the year with an overall utilization of 83%. Of the 21 client discharges in 2018, seven of these individuals completed the program as treatment complete—all goals met, resulting in a 33% completion rate. This percentage is down 1% from 2017. The Farm will always be in the pursuit of increasing successful completions and maintaining high standards to provide the most beneficial treatment for the needs of this population.

In 2018, the Farm continued with the focus of implementing the Evidence Based Journal (EBP) System. The MEE Journals (Motivational, Educational, and Experiential) have now been used for over two and a half years and have enhanced counselors' work with clients to promote an optimal therapeutic approach that aligns well with the Farm's use of Cognitive Behavioral Therapy and Motivational Interviewing approaches and techniques. The variety of journals continues to be expanded and additional topics were added to treatment to meet the needs of clients. Staff incorporates the journals on both an individual and group basis with the residents and this provides opportunity for guided discussion and skill building across a multitude of life areas. Additionally, continued training was provided in the areas of concurrent charting, treatment planning and note writing in order to increase the effectiveness of the electronic health record as well as to better manage program time.

The clinical team continued to emphasize the importance of healthy social leisure opportunities by providing activities such as rock climbing, yoga, bowling, paint ball with balloons, talent shows, attending offsite sporting events, white water rafting, and hiking. The RRSY also continued with the yearly traditions of apple picking, skiing, fishing, canoeing, baking contests, speaking engagements at Syracuse University, participating in community 5K runs and other volunteer opportunities. One tradition of the Farm has been to teach clients how to work hard in

return for various opportunities to engage in different activities. Residents exchanged their hard work to earn passes for skiing and an opportunity to go white water rafting.

The Farm was persistent in utilizing the Level System and worked to refine the levels of treatment. Residents have provided feedback about additional components to add to the level system, such as new responsibilities and privileges. Each level reflects the stages of change a client experiences in their recovery and in treatment and is designed to encourage individuals to make forward progress in their program. Clients have a clearer understanding of what is expected of them as well as how to reach the goals they established at the beginning of their treatment.

In 2018, the Farm witnessed one of its most significant changes in several decades with the decision to implement equine therapy. This process began in mid-2017 with the initial steps of research and exploration and continued on in early 2018 with the beginning steps of policy and procedure development. A push began in July/August to make forward movement with the new program and funding requests were made through grants with the Jane DeLine Foundation, Delaney Bay Fund, Northern New York Community Foundation, Credo Community Center Foundation, employee donation, and significant discounts through White's Lumber Supply. All of these contributions made it possible for construction to begin on the barn in late August and by early September the rebuilding process began. With the support of Scott Donato as the main contractor, a new extension was added to the existing barn to house horses and the main part of the barn was gutted to be prepped as the new indoor arena. Residents and staff had the opportunity to be a part of the demolition and rebuilding process and this experience proved beneficial to the treatment process as residents understood the significance of how this transition would impact them as well as future clients. By the end of 2018, the equine program had purchased 5 horses that were planned to be onsite by January/February 2019.

During 2018, the Farm continued its incorporation of the barn in programming and treatment components. Residents had opportunities to learn about the life and death cycle, as well as how to care for a being other than themselves. Residents have found the barn to be beneficial to their overall well-being to include building a strong work ethic, the benefit of physical labor, and caring for animals; the addition of the equine program to the barn will work to enhance treatment and also offer a better utilization of the barn and property.

Staff worked with residents to grow several garden boxes as well as utilize our home-grown fertilizer to grow vegetables and flowers of all varieties which were started from seed in the greenhouse. The crop produced in 2018 provided an abundant harvest and residents and staff celebrated the hard work with our annual Fall Harvest during which dishes were prepared with produce from the garden. The Farm had a new agricultural addition to the property with the planting of several young apple trees. Residents and staff were heavily invested in the process

throughout the summer to help ensure that the new crop survived the summer months. It is a hope that this orchard will be a successful addition to the program.

The Farm stands firm on our belief in building relationships and connections in order to further the healing process for clients. The environment creates natural opportunities for personal growth and self-reflection, both vital components to maintaining long-term recovery. The holistic approach to treatment and recovery is what sets the Farm apart from other programs. The Farm remains committed in provision of substance abuse and mental health counseling, involvement of family and family therapy, educational services, physical fitness opportunities, a variety of sober leisure activities, development of a healthy support network, emphasis on relapse prevention skill building, and case management for discharge planning are all components of the quality care the program provides. The Farm also encourages clients to remain in contact after completing the program through the Credo Alumni group which hosts an annual reunion and encourages support amongst one another. Graduates visit the Farm throughout the year, including drug meetings and spending holidays with current residents which are always a benefit to everyone involved.

Goals for 2018:

1. Reach and consistently maintain a 90% monthly utilization.

Results: As mentioned previously this goal was not obtained through the first three quarters of the year. The RRSY and the Central Intake Department collaborated in an effort to identify the lack of referrals and also increase the marketing of the program. These efforts began to yield results as utilization increased from August to December. Additionally, there is a belief and expectation that the start of the equine program will encourage clients to receive treatment at the Farm.

2. Comply with and maintain standards of the Scope of Practice directed by OASAS

Results: The Scope of Practice set forth by OASAS has provided direction for the program in regards to ensuring that clinical staff either have or are working towards a credential. Two of the RRSY staff have been pursuing their CASAC through Jefferson Community College while other staff have obtained their license or national counselor accreditation. The Farm is complying with and maintain the standards of the Scope of Practice.

3. Increase successful completions by 5%

Results: The Farm maintained the same completion rate as 2017. The staff worked diligently to maintain all appropriate clients and the reduced number of admissions also impacted the lack of growth in completion rates.

4. Plan for the implementation of Equine Therapy

Results: This goal was successfully achieved and even surpassed as not only the planning for the implementation of equine was accomplished but also the rebuilding of the barn, hiring and training of needed staff, and purchase of horses was completed. It is with great expectation in 2019 that the equine program will be an invaluable part of the program.

Statistics for 2018:

- Referrals- 54
- Intakes/Admissions- 25
- Discharges- 21
- Total Units of Service- 3,825

Family Services

In April of 2018, Laura O'Brien joined the Farm team as Family Counselor, as the previous family counselor did not return after maternity leave. Laura was a welcome addition to the team as she had previously been a Farm intern during her Masters of Social Work program. Utilizing the already developed family curriculum, Laura continued to enhance the Family Program and brought on the addition of family workshops as a whole day event. She facilitated a Saturday workshop in October with the support of Megan O'Brien and families had an opportunity to gain more skills in the areas of communication, family dynamics, and trust building. This event was a success and is targeted to happen at least twice a year. The family program continued to provide weekly family group for the residents to learn new skills to engage their families as well as gain insight into the impact of substance use on their relationships.

The following is a list of family sessions completed during 2018:

- A total of 88 family sessions, with an average of 45 minutes per session
- A total of 25 family visits, occurring on the first and third Sundays of the month from 12:00 pm -4:00 pm, as well as an additional family visit around Christmas.

In 2018, the following goals for the family program were established:

1. Involve families in the discharge process, to include a discharge seminar.

Results: This goal was met through the use of home visits prior to discharge as well as including family members, when able, in the wrap around meeting for residents that were attending the halfway house.

2. Send educational information to families on a regular basis (the Credo "family post") to increase understandings of addiction and to encourage them to be informed about their resident's treatment.

Results: Laura O'Brien was able to actively pursue this goal through the development of her family workshop as well as a quarterly newsletter that she was sending out to family members.

3. Educate staff on family dynamics, attachment, and family systems theory

Results: This goal was achieved and Megan O'Brien facilitated a training on attachment theory during the Fall staff retreat.

Family Service Goals for 2019:

1. Further develop and complete semi-annual family workshops.
2. Maintain communication with family members via bi-monthly newsletter.

RRSY Program Goals for 2019:

1. Reach and consistently maintain a 90% monthly utilization
2. Complete all components of barn renovation and implement EAGALA therapy
3. Increase marketing and improve number of referrals by 20%

MEN'S COMMUNITY RESIDENCES
Watertown, NY 13601

The Community Residences provide a safe and supportive home-like living environment that is drug and alcohol free and promotes an abstinent lifestyle. All individuals admitted into the programs have completed a short- or long-term inpatient program. The programs are designed to provide individuals with structure, daily living skills, responsibility, accountability, vocational/educational programming and employment opportunities, as well as fun and recreational-type activities. The programs work by utilizing a level system where the clients earn privileges based on the current level they are on. Levels are obtained through the client's working a program of recovery as evidenced by responsibility, holding themselves and others accountable and by being an overall positive member of the houses.

Community Residences 417 Washington St. & 138 Winthrop St.

We further addressed an ongoing challenge of the Community Residences: keeping our clients in treatment and engaged in their recovery. During 2018 all our clients met with a Care Manager, this service continued to add to our utilization rate, it also gave ongoing care following the completion of Community Residential Treatment. Being successful in recovery requires much effort. Although ending their substance use is the most crucial step, it is only the beginning. Recovery is often referred to as a process and not an event. In order to guide our clients towards recovery and on track to gain the tools necessary to overcome the many challenges our clients will be facing, we continue to make early retention a priority. In 2018, the two Community Residences exceeded all utilization goals with both houses exceeding 95% utilization for the year. In 2018, the two Community Residences provided services to 85 individuals from the following counties: Jefferson, Lewis, Erie, Franklin, Tompkins, Albany, Warren, Columbia, Saratoga, St. Lawrence, Tioga, Oswego, Oneida, Cayuga, Rensselaer, Chemung, Fulton, Cayuga, Ontario, Madison and Onondaga. The 85 individuals treated resulted in 10,877 units of service.

Referrals to the program came from the following agencies:

- Canton-Potsdam Rehabilitation
- Conifer Park
- Credo Community Center RRSY
- McPike ATC, Bradford
- St. Lawrence ATC
- St. Joseph's Rehabilitation
- Jefferson County Drug Court
- Lewis County Drug Court
- Cortland County Drug Court
- Cayuga Drug Court
- Clifton Springs
- Hospitality House
- Columbia County Drug Court
- Rensselaer County Drug Court

- Fulton City Drug Court
- Horizon Village
- Warren County Probation
- Tioga County Probation
- Ontario County Probation
- Tioga County Drug Court
- Hope House
- Lawrence County Probation
- Onondaga County Probation
- The Bridge Program
- Jefferson County Probation
- NYS Parole

At the Credo Men’s Residence collaboration for clients happens weekly during our multi-disciplinary treatment team. Meghan Clement, CASAC II, Program Director runs this team meeting. In attendance are the other clinical staff from the residence, Kim Richards NP, the outpatient therapists that provide treatment, and care management. All that are involved in the care of the clients attend the treatment team meeting to ensure everyone involved in the client’s care are working together. This treatment team meeting gives us the opportunity to discuss coordination of care for clients, regarding physical and mental health as well as MAT’s.

The Credo Men’s Residence focuses on treating the whole person. Within the first 30 days we will set up a referral for Black River Medical, so the client is able to have a primary care doctor while in treatment and get an up to date physical. Clients are also encouraged to utilize the YMCA passes to improve physical health. Upon entry to the residence if a mental health diagnoses is identified, or a client identifies they are struggling with mental health, clients are referred to Kim Richards Credo’s Psychiatric Nurse Practitioner. During 2018 70% of our clients saw Kim Richards for mental health medications. During a client’s intake they are educated on the MAT’s available through the Credo OTP clinic. During 2018 50% of the clients who came through the Credo Men’s Residence were on a MAT through the Credo OTP. Counselor’s will make a referral to the Credo OTP clinic if a client is interested in obtaining a MAT to assist them in their recovery program. At times clients will come into treatment and not request to be on a MAT but after a month or so in treatment they begin to struggle and will ask for the referral to the OTP clinic. Our clients have shown great success in combination with therapy, MAT, mental health medications and improving physical health.

Volunteering

All of the residents in the program are expected to volunteer in the community unless a disability prohibits them. The expectation is to volunteer 20 hours each month.

Credo Community Center believes that volunteering is an important part of a client’s treatment. The volunteering provides the client with an opportunity to learn to balance responsibilities, give

back to the community and enhance their job resumes. In 2018, clients volunteered at the following agencies or events, giving back and being part of the community.

- Taste of the Town (Victims Assistance Center)
- Shamrock Run (YMCA)
- NRCIL (Northern Regional Center for Independent Living)
- Urban Mission
- Jefferson County Historical Society
- Samaritan Medical Center
- Outdoor Expo
- Bridge Program Victims Panels (4 throughout the year)
- YMCA
- Habitat for Humanity
- First Frost Walk (ACR)
- United Way Food Drive
- First Presbyterian Church
- Mental Health Association
- Antique Show
- Pivot Recovery Center
- Run for Recovery from Addictions sponsored by the Bridge Program
- S.P.C.A.
- ACR Health
- Mercy Point Church
- Anchor Recovery Center
- Turkey Trot Run (YMCA)
- YMCA

Leisure Activities

Beyond the basic benefits of exercise and stress reduction, we feel quality treatment must include an opportunity for quality leisure activities to assist with social functioning and stress reduction. For these reasons, our treatment program incorporated a client based recreational committee that met monthly to develop recreational options for our clients. For many of our clients, participation in these recreation options is their first experience of fun sober or clean activities in a very long time. In 2018 our clients participated in the following activities:

- Volleyball and horseshoes at the residence
- Basketball, weightlifting, swimming, and other fitness activities at YMCA
 - In 2018 these programs had 1,629 visits to the YMCA
- Trip to Wellesley Island for fishing and hiking

- Participated in the First Presbyterian Picnic in the Park
- Hosted an agency wide summer cookout with 90+ guests in attendance
- Trip to Wehle State Park for hiking and fishing
- Trip to Water Safari
- Guests of honor at the First Presbyterian Church Dinner for the residents
- Bowling outings
- Trip Jefferson Community College for college hosted recovery event
- Trip to the Cider Mill
- Trip to go apple picking at Behling's Orchards in Mexico, NY
- Staff and Clients walk/run together in the color Run for Recovery

2018 Goals and Results

All utilization goals were exceeded in 2018 as follows: both residences exceeded the 1-month goal of 85%, as well as the 3-month goal of 65%. The yearly bed utilization goal of 90% was also exceeded by both residences with each residence having a 95% utilization rate for the year.

820 Residential Redesign was addressed again throughout the year at multiple meetings. The 820 application was completed.

Peer education was an asset to our clients. This helped with retention in our program as well as supporting the client. We will continue this goal through 2019.

Our Goal for 2019:

1. **Goal:** We will continue our utilization goals and will strive to maintain or exceed 90% utilization at both residences.
2. **Goal:** Peer education will be a priority for 2019. Peer support fulfills a unique role in the support and recovery from mental illness and substance abuse disorders. Our goal for 2019 is to educate each of our residential clients on benefits of working with an individual peer advocate that can provide direct support in accessing resources and supporting a person-centered recovery journey to achieve community inclusion and participation, independence, recovery and resiliency

PATRICIA POND HINCKLEY
WOMEN'S INTENSIVE RESIDENTIAL SERVICES
1130 State Street, Watertown 13601

At the Credo Women's Intensive Residence, comprehensive services are available to 15 women. The program accepts women ranging from 16 years old and up. Women may come to the program pregnant. The women also are allowed to have their child under age 5 live in the house with them while they complete treatment.

In 2018, 35 women from the following counties: Jefferson, Lewis, Onondaga, Oneida, Oswego, St. Lawrence, Franklin, Camillus, Cortland, Otsego, Tompkins, Tioga, Broome, and Erie were provided services by the Credo Women's Intensive Residence. Also, in 2018, the program provided 5188 units of service and had a utilization rate for the year of 95%. The program provided treatment to women with complex substance abuse problems. Services included on-site are individual and group counseling, vocational and educational classes, life skills and case management.

With the intent of building an understanding of addiction and recovery, each resident has an individual session with their primary counselor once a week and attends 3-6 group counseling sessions a week. There are other groups and classes held on a weekly basis to help the resident gain an understanding of their addiction and recovery too.

Counselors ran over 364 groups and classes on the topics of:

- Spirituality
- Self-esteem
- Relapse prevention
- Trauma recovery
- Nicotine treatment
- Arts & crafts
- Opiate track
- Non-opiate group
- Music therapy group
- GED
- Voc-Ed
- Meditation
- Team Building
- Client history
- Cornell group
- Daily living group
- Home processing group
- House meeting group
- Post-visiting group
- Pre-visiting group
- Primary group
- Step class
- Check-in group
- Closing group
- HIV Risk/Sexuality
- Peer values
- Responsible values
- Culture group
- Social values
- Feelings group
- Self-worth
- Family ties
- Self-control
- Getting started group

The program has a unique benefit in its capability to treat pregnant women and have children under the age of 5 accompany their mothers in treatment. The mothers experience what it

takes to care for a child while developing a program of long-standing recovery by having their children reside with them. This also helps the mother receive regular health care and remain abstinent from alcohol and other drugs that could harm the baby, which results in a healthier baby. All the women in the program participate in parenting classes due to having daily contact with children while at the residence, and to obtain education for future family planning. Due to the family atmosphere of the residence, all the residents need to know how to appropriately interact with the children who reside and visit here.

In 2018, 35 unique women were provided treatment. Of those, 1 was pregnant and delivered a healthy baby girl. 3 of the women had their baby while in the residence in 2017 and the baby continued to reside with them in treatment in 2018. 18 established regular visiting with their children (32 in total) through overnights, weekends, supervised visits and day visitations. Some also attended family counseling sessions in addition to their family members attending family group twice per month during visitations. The program provided education to families on how to be a healthy support for their loved one's addiction, recovery, enabling, co-dependency, alonon-resources, the signs and symptoms of relapse, re-establishing trust, healthy boundaries and self-care. We offered outside speakers, including past graduates who shared what their families did to help them be successful, and offered new ideas to support their family member's recovery.

Mental Health

The majority of the women that enter the program have a co-occurring mental health diagnosis or are diagnosed with a mental health disorder while being in the program. Many times, their diagnosis relates back to a trauma the resident has suffered. The women are supported with these concerns through an Evidence Based Practice 6 -12 week Trauma Recovery Group facilitated by clinical staff. Most of the women attended the Credo's Behavioral Health clinic and were provided mental health counseling and medication maintenance at an off-site facility located at Credo Outpatient, 595 West Main St, Watertown. Medication maintenance is prescribed by Kim Richards, PNP, who also worked with our residential team regarding monitoring. Melinda Gabriel LMFT, CASAC Level 2, Clinical Coordinator, Kaitlyn Steel, Marriage and Family Therapist and Rachel Suter MSW, Integrated Treatment Therapist collaborated with clinical staff to sustain continuity of care between the two programs. They have provided the clinicians with accommodating feedback, guidance regarding specific coping skills, and have been a great resource for the multidisciplinary treatment team. This has been crucial to retaining clients with severe mental health disorders. The Mental Health Association also presented to the women, explaining the services and resources they have available to them.

Medicated Assisted Treatment (MAT)

In 2018, at 595 W. Main St., Watertown, Credo increased the number of clients seen at the Opioid Treatment Program. The program assists individuals in overcoming their opiate/heroin addiction under the supervision and guidance of physicians, nurses and counselors, which allows them to be able to offer MAT treatment. The MAT options are vivitrol, suboxone and methadone. Any woman that enters the residence has the option to be referred for these services. In 2018, 2 women were referred for MAT services through the OTP for daily dosing with methadone. Another 13 were seen for Suboxone through Credo's prescribers in Outpatient and 10 were given vivitrol injections.

Spirituality

When women enter treatment into the facility, they often lack a sense of self, are confused about what spirituality consists of, and how it differs from religion. As a result, many struggle to integrate spirituality into their recovery program. Many feel spiritual impoverishment yet feel it could be a crucial component to recovery. For those clients interested, we provide opportunities to become educated about different spiritual paths that could improve a person's recovery. In 2018, the staff led several different types of spiritual/meditational walks and the women were taken to a local yoga center. Several inspirational speakers came to the residence to talk about spirituality and recovery. In 2018, the women's program was a diverse group of women with different spiritual beliefs. The women at the residence participated in a cultural group which allowed them to gain insight on different religions and culture, which increased their sense of spirituality. The women have the option to attend Emmanuel Congregational Church on Sundays, which most of the women do and the church allows them to be volunteers for a number of different events. A special invitation was sent from the church congregation for the women to help decorate the church for Christmas and asked that the women be weekly greeters before each service. The church frequently invites the women to volunteer and participate in special programming. In 2018 we also had 1 client attend Degel Israel Synagogue and participate in special activities.

Education and Vocational Training/Employment

As a requirement of treatment, all women who enter the residence without a high school diploma or general equivalency diploma (GED) must attend classes two times per week. These classes are instructed by Christine Jordan and are meant to prepare the resident for the GED exam. In 2018, we had 3 women obtain their general equivalency diplomas (GED) and 2 women are continuing their studies to take the GED exam in 2019. All residents are involved in vocational preparation, which includes an assessment of employable skills and interest. We saw 1 woman become employed while residing in the house close to the end of her treatment.

The weekly classes are offered by the Vocational/Educational Counselor and outside educators from the area. Some of the class topics included:

- Computer skills
- Job readiness
- Resume writing
- Cover letter writing
- Interests survey
- Interviewing skills
- Dressing for success
- Proper job etiquette
- Public speaking
- College preparation
- Applying for financial aide
- Presentations
- Kitchen safety
- Tax preparation
- Marketing
- Budgeting, bill paying & banking
- How to obtain identification
- Maintaining a safe work environment
- How to handle sexual harassment or discrimination
- Indigo and wool works
- Successful women in history
- Work place first aid & safety
- Healthy work relationships/boundaries
- Professional leadership

The Vocational Educational Instructor also arranged for several speakers to come into the residence and present for the women. These speakers came from Jefferson Community College, Samaritan Medical Center, Attain Lab, Cornell Cooperative Extension, and Toastmasters.

As part of every woman’s treatment experience they are required to volunteer, whether it is individually in the community during the later phase of their stay or with the house. This allows the women a chance to experience what it’s like to give back to the community and begin to implement the relapse prevention tools acquired prior to completing treatment and leaving the safety of the residence. As a result of volunteering, all women enhance their resume. In 2018, 20 women volunteered in the community, the following are some of those organizations:

- Samaritan Medical Center
- Emmanuel Church
 - o Helped decorate for Christmas
 - o Cleaned Sanctuary
 - o Lasagna dinner
 - o Fundraising
- Urban Mission
- Historical Society

Fitness and Recreation

The women enjoyed volleyball and fitness 2-3 times per week as part of their physical activities. The women enjoyed trips to the YMCA as a way for them to engage in fitness. In addition, the women were educated on physical, emotional, and intellectual wellness presented by Credo, and North Country Pre-Natal Perinatal Council. They participated in the Recovery Walk and the Heart Walk.

In 2018, the women went to Enchanted Forest Water Safari which was paid for in part by money raised by selling handmade jewelry at church functions. The women participated in a number of fun sober leisure activities throughout the year such as bowling, movies, Christmas Parade with Emmanuel Church, lasagna dinner with the Church, library trips, trip to Shorty's restaurant for lunch, Tibbett's Point Lighthouse, Spring Fling, Art Therapy at Anchor Recovery, paintings with Danyelle, Serendipity, Rock Painting, Cider Mill Trip, Farmer's Market, watched fireworks, outside meetings on Thursdays, went on walks, and went on walks/runs with Samantha Barter.

Collaboration

The women's needs have been supported by local agencies that provided services that cannot be met through services at the Women's program. Here is list of local agencies we collaborated with to meet those needs:

- Jefferson County Department of Social Services
- Aqua Dental
- McCue Dental
- Aspen Dental
- Rescue Mission/Thrifty Shopper
- Urban Mission
- First Step Daycare
- North Country Pre-Natal Perinatal Council
- North Country Family Health
- Black River Medical
- Quik-Med
- Women's Comprehensive
- Cerebral Palsy
- Jefferson Community College
- BOCES
- Jefferson County Drug Court
- Lewis County Drug Court

- Oswego County Drug Court
- Samaritan Medical Center
 - o Samaritan Medical Center Physical Therapy
 - o Samaritan Medical Center Pain Center
 - o Samaritan Medical Center Behavioral Health
 - o Samaritan Medical Center Urology
 - o Samaritan Family Health
- YMCA
- Transitional Living
- Family Counseling Services
- Dr. Aronowitz
- Salvation Army
- Cornell Cooperative Extension
- AIDS Community Resources
- Flower Memorial Library
- Planned Parenthood
- Public Health
- Majak Podiatry
- Jefferson County WIC
- Child and Adolescent Health Associates
- Watertown Pediatrics
- North Country Orthopedic Group
- North Country Neurology
- Jefferson County Family Court
- St. Lawrence County Family Court
- Dr. Littell
- AAA of NNY
- SMART
- North Country Dental
- NCPPC
- Dr. Obeid
- ENT
- Dr. Ashraf
- Dr. Fish
- Pain Solutions of Northern New York
- SLHC
- Northern Radiology
- Watertown Eye Center
- Allergy Care
- Watertown Audiology

- Women 2 Women
- Sports Med
- Black River Oral Surgery
- Dhami Family Dental
- Pulmonary Associates
- Advanced Asthma and Allergy of Northern New York
- SFHC Plaza
- Dr. LoCastro
- Center for Sight
- Women's Perspective
- Syracuse Brain & Spine
- Dr. Mayo –Cortland
- Lewis County Dermatology
- Vision Works
- Dr. Weinstein
- Bridge
- The Workplace
- Dr. Weir (ENT?)
- Dr. Duah
- Dr. Dines (dentist)
- Dr. Chandrala (gastrologist in with Dr. Reindl at SMC)
- Housing Assistance Program
- ACR Health
- AUD
- Neighbors of Watertown
- Oral Surgery of New York
- Jefferson County CPS
- St. Lawrence County CPS
- Watertown Animal Hospital
- Autumn's Barbershop

As part of comprehensive services to our women our program provided the following additional services:

- ❖ Meditation
- ❖ Family Counseling
- ❖ Nicotine replacement treatment and therapies
- ❖ Medicated Assisted Treatment

Prior to discharge women are asked to complete an exit questionnaire that gives them the opportunity to share their experience in treatment what was most helpful and what was least helpful. This allows us to monitor program effectiveness and to make any changes needed that would enhance the treatment experience.

Our Goal for 2018:

1. **Goal:** Maintain 90-92% utilization
Result: In 2018, the program maintained a 95% utilization.
2. **Goal:** All clinical staff will be trained in the Evidenced Based Practice “MEE Interactive Journaling” and Trauma Recovery.
Result: All clinical staff was trained on the Evidenced Based Practice “MEE Interactive Journaling” and Trauma Recovery.

Our Goal for 2019:

1. **Goal:** Maintain 90%-92% utilization
2. **Goal:** Monitor and update conversion to 820

RESIDENTIAL CENTRAL INTAKE

Residential Central Intake coordinates all referrals, assessments, admissions and financials for 15 beds at the Women’s Intensive Residential, 15 beds at the Winthrop Street Community Residence, 16 beds at the Washington Street Community Residence, 14 beds at the Residential Rehabilitation Services for Youth, and 7 apartments with the Permanent Supportive Housing Program, for a total of 67 beds over the agency.

- Central Intake is the centralized point of contact for all residential referrals.
- Central Intake has a uniform referral and assessment process for all programs which has increased efficiency for referral sources and staff.
- Central Intake Department along with the Financial Facilitator monitors all insurance and financial aspects of the client’s cases.
- All clients in the Residential Programs are insured and most receive Temporary Assistance for payment of services. Others receive Social Security/Disability or are self-pay.

In 2017, Central Intake processed 468 referrals, conducted 274 assessments and scheduled a minimum of 114 admissions across all programs, including Permanent Supportive Housing. Three of the 5 residential programs were over 90% utilized or higher for the end of 2017.

In 2018, Central Intake processed 432 referrals, conducted 290 assessments and scheduled a minimum of 109 admissions across all programs, including the Permanent Supportive Housing Program. 4 out of 5 residential programs were 90% or above utilized: RRSY 83% WIR 95% Washington Street 96% Winthrop Street 96% and PSH 92%.

2018 Goals:

- Increase marketing efforts for the residential programs with emphasis on RRSY program.
 - New brochures were created for the RRSY program to send out to prospective referral sources.
 - Marketing calls/faxes sent out monthly for all residential programs detailing vacancies.
 - Networking table set up at Northern Tier advertising upcoming implementation of equine therapy at the RRSY.
- Increase number of referrals for the RRSY by 25 per year.
 - In 2017 the RRSY received 65 referrals, in 2018 the RRSY lost referrals and only had 54 referrals. Although referrals decreased in 2018, the RRSY did have higher utilization rates and the end of 2018 saw increased marketing efforts.
- Participate in implementation of 820 conversion for WIR and CR.

- Implementation of the 820 programs has not taken place therefore participation did not occur.

2019 Goals:

- Maintain 90% utilization for all residential programs.
- Full implementation of central intake across agency. Engagement staff will screen for all residential and outpatient programs.
- Design and implement marketing plan that includes setting up at events at least four times a year.

**CREDO COMMUNITY CENTER
for the Treatment of Addictions, Inc.**

EMPLOYEES

As of December 31, 2018

James P. Scordo
Executive Director

John Wilson
Director of Operations

Kathleen Scheible
Human Resources Director

- | | | | |
|--------------------|--------------------|----------------------|---------------------|
| Adam Mancini | Emily Byers | Kenyatta Scott | Michele Smithers |
| Alyssa Krysiak | Gage Regg | Kerry Aldridge | Miranda Mogg |
| Amanda Keller | Gail Hicks | Kim Richards | Nathaniel Greene |
| Amanda Rashleigh | Ginger Thomas | Kimberly Giller | Nichole Jackman |
| Amber Roscoe | Grace Nowak | Kizzy Allum | Nicole Pierce |
| Andrea Smith | Heather Oatman | Korin Scheible | Paige Duprey |
| Ann DuMond | Heather Villarreal | Kristin McLendon | Patricia Wetterhahn |
| April Beamer-Breen | Heather Loree | Kristina Miller | Paul Kellogg |
| Ashley Peppers | Jacqueline Scott | Kristine Baker | Rachael Golas |
| Bernadette Cruz | Jade Sorensen | Kyle Bellinger | Rachael Suter |
| Cary Parker | Jay Kittle | Laura O'Brien | Rachel Handura |
| Caryn White | Jenna Jerome | Leah Schneider | Randi Forbes |
| Chant'y Harper | Jennifer Allen | Leon France | Richard Baik |
| Charlotte Hicks | Jessica Kirk | Lesley Kirch | Robert Mullin |
| Chelsea Lasell | Jessica Roney | Levi Silkwood | Ronald German |
| Cheryl Martin | Jessica Vida | Linda Vincent | Samantha Barter |
| Cheryl Malbeuf | Jodi Countryman | Lindsey Morrow | Scott Donato |
| Christina Harris | John Breen | Lori Hadley | Sean Scott |
| Christine Jordan | John Chase | Louisa Rivers | Shane Brown |
| Christopher Coose | Johnny Bailey | Margaret Dillabough | Stefanie Truesdale |
| Ciara Harper | Kadejah Horne | Maria Dismuke | Susan Boswell |
| Craig Frederick | Kaitlyn Steel | Mary Henderson | Timothy Skinner |
| Daniel Pisaniello | Kate Polk | Megan O'Brien | Tina Porter |
| Danielle Brett | Katelyn Jessmer | Megan Smith | Tyree Smith |
| Danyelle Brown | Kathy Cole | Meghan Clement | Vanessa Pearson |
| David Scanlin | Kelly McNierney | Melinda Gabriel | Vicki Wolfe |
| Dawn DeLair | Kelly Wright | Melinda Darling | William Draper |
| Doreen Slocum | Kendra Wheeler | Melissa Calhoun | Wilson Garcia Jr |
| Elise Labatore | Kendrea Skiles | Mercedes Giacaz | |
| Elizabeth Stevens | Kenna Renda | Merritt Reynolds III | |

WE CELEBRATE LIFE!

**CREDO COMMUNITY CENTER
for the Treatment of Addictions, Inc.**

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Transforming Lives Through Quality Treatment.

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Ken Baker <i>Emeritus</i>	David Geurtsen	John Nuber
Edward Brown <i>Emeritus</i>	Jeanette Hardy	Sam Purrington
Dave Corey	Edie Marsala <i>Emeritus</i>	Sandra Spadoni
Bonnie Eppolito	Marty Morrison	Jane Schmitt
Teresa Gaffney		

**CREDO COMMUNITY CENTER FOUNDATION
MISSION STATEMENT**

To morally and financially support the mission
of the Credo Community Center
for the Treatment of Addictions, Inc.

FOUNDATION BOARD

Shane Simser	President
Michelle Capone	Vice President
Stacy Spaziani	Secretary
Clifford Brown	Treasurer

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