

TARRY HOUSE, INC.

2013

Quality Improvement & Management Report

January 1, 2013 through December 31, 2013

564 Diagonal Rd. Akron, Ohio 44320

Introduction

The annual **Quality Improvement and Management Report** is generally written and disseminated after the first quarter each year outlining success and struggles to previous year. This 2013 Management Report is a summary of Tarry House's purpose, mission, vision, goals, objectives, accomplishments, outcomes, and financial performance for the previous year. The results are analyzed as part of Tarry House's continuous quality and performance improvement process. This process gives us the opportunity to address the needs of the people we serve, modify and/or develop programs, build upon our strengths, and correct problems. In order to give important stakeholders the opportunity to review our performance, printed and/or electronic copies will be provided to the Board of Trustees, Tarry House Staff, the County of Summit, Alcohol, Drug Addiction and Mental Health Services Board, NAMI of Summit County and Ohio, Community Support Services, Inc., consumers of mental health services, funders, licensers, volunteers, and other interested parties.

Tarry House's Purpose and Brief Service Descriptions:

Tarry House, Inc. serves Summit County residents who are over the age of 18 and who have been diagnosed with a severe mental illness. In 2013 the agency offered a 16-bed residential recovery/treatment program at 564 Diagonal Road, a 12-bed respite facility at 4635 Manchester Road, an 8-unit apartment building at 914 Copley Road and Mental Health Assessment, counseling and Community Psychiatric and Supportive Treatment services. A core belief of Tarry House is that mental health recovery services, provided through collaboration and partnerships within Summit County, enable all persons served to receive care within the least restrictive setting. Tarry House is dedicated to eliminating barriers based on race, gender, ethnicity, religion, age, national origin, marital status, disability and sexual orientation.

The Residential Recovery/Treatment Program offers 24-hour supervision, the monitoring of the persons served self-administration of medication, meals and individual and group skills training to help people regain or maintain their recovery and prepare for living in the community. Tarry House embraces the recovery model and encourages all persons served to set goals to increase their independence and improve the quality of their lives. Staff and volunteers have created and continue to maintain an atmosphere in which the persons served are treated with dignity and respect while they participate in behavioral health recovery services.

Tarry House's residential recovery/treatment program has also filled a need in the Summit County community by providing housing for persons with severe mental illness who would otherwise may be homeless. Of the 39 people served by the Tarry House Recovery Home in 2013, 33 were considered homeless at admission. Tarry House also works closely with CSS's forensic services team and mental health court teams, serving 11 individuals in 2013.

The large, multi-bedroom home is located a block away from public transportation and the persons served enjoy central dining, laundry, and recreational facilities. People are referred to the Tarry House residential behavioral health recovery program through Community Support Services, Inc. the agency in Summit County that provides multi-disciplinary services to persons with severe and persistent mental illness. A recovery specialist (generally a licensed social worker) helps each person served in the development of an Individualized Recovery Service Plan (IRSP) when he or she is admitted, and the plans are updated quarterly. The IRSP's reflect each person's needs, strengths, and preferences and vary in the level of structure, support and training. Services are planned and delivered to promote recovery and improve quality of life, as well as increasing skills in maintaining a home, budgeting, travel, use of community resources, and symptom recognition. Tarry House staff monitors the person served self-administration of medications and encourages the persons served to take responsibility for their continued recovery. People served in the residential program are

invited to attend a weekly “house council” meeting facilitated by the staff. Issues that affect the people living in the home are discussed and their input is solicited. In most cases, Tarry House supports the transition plans developed by the referring agencies and provides housing to the persons served until they are able to obtain a subsidized apartment or other less-restrictive living situation. However, Tarry House will ask the referring agency to remove a person if his/her behavior is violating the rights of other people living at Tarry House.

The 12-bed Tarry House Respite Program provides up to 13 days of emergency transitional housing “shelter” service including living quarters and support to people who are mentally ill and homeless or at risk for homelessness. The Respite Program is open to serve persons who are being discharged from hospitals and need further support. In addition, the program offers Summit County families a respite, freeing family members or other care givers to attend to other responsibilities. Treatment services are not offered at the Respite facility.

The 8-unit Belvedere Apartment Building was purchased in August, 2005. Tarry House has been providing supportive housing services to 7 individuals with severe and persistent mental illnesses. The tenants are generally referred to The Belvedere following a stay at one of the CSS or Tarry House Treatment group homes. In 2007, due to security issues as well as the needs of the tenants served, it was decided to hire a live-in apartment manager. The apartment manager provides security, liaisons with the tenant’s community recovery specialist and assists the tenants as needed. Security cameras were installed in 2009 to add one more layer of improved security.

The Tarry House Community Psychiatric Supportive Treatment Team provided CPST services to 9 individuals. 7 of the individuals were served via a sub-contract with Community Support Services, Inc. These individuals could not be served by CSS for a variety of reasons. The other two individuals were community referrals. One person receives free services as this individual has no benefits and the other is a private payee.

“Tarry House is dedicated to eliminating barriers based on race, gender, ethnicity, religion, age, national origin, marital status, disability and sexual orientation”.

Mission Statement

Tarry House, Inc. will provide quality consumer-driven and family-supported residential recovery services to assist persons with severe mental illness to maximize independence.

Vision Statement

Tarry House will be recognized as a model in treating all people with dignity, compassion, and respect. Tarry House will be acknowledged as a leader in recovery, fostering consumer resiliency and choice, while promoting family advocacy.

Admission Criteria & Referral Process

Tarry House serves Summit County residents, 18 years of age or older, who have a serious mental illness as a primary diagnosis. Admission to the Tarry House programs is voluntary, although there is usually no alternative available or offered.

People seeking admission to the **Tarry House Residential Recovery Program** are referred by ADM-affiliated agencies charged with serving persons with severe and persistent mental illnesses such as Community Support Services (CSS). Admission takes place after the referring agency determines that an applicant meets the admission criteria set forth by the ADM Board.

Referrals to the **Respite Facility** are received in a variety of ways. Agencies, families, caregivers or the individual served can access this service by completing the Tarry House Respite Program Referral Form. The referral form can be found at all the Summit County Behavior Health Centers as well as state and private behavioral health hospitals and consumer run organizations such as Choices Recreation Center. The referral form can be hand delivered or faxed to Respite at 330.645.9602.

Referrals for **CPST Services** can be made by calling 330.253.6689.

Major Highlights of 2013

- ❖ Celebrated 46 years of providing services to Summit County constituents.
- ❖ Provided residential recovery services to 39 different people at Tarry House.
- ❖ Provided respite services to 183 different people at Tarry House Respite.
- ❖ Provide permanent Supported Housing for 7 tenants at the Belvedere Apartments.
- ❖ Provided CPST services to 9 individuals.
- ❖ Provided 7886 total unit days of service; 4339 units of service at Tarry House Recovery Home and 3547 units of service at Respite.
- ❖ Maintained its Ohio Department of Mental Health Certification renewal as a provider of Assessment, CPST and “Other Services” – Residential Treatment and Respite Services.
- ❖ Maintained a 3-Year CARF Accreditation to provide Case Management, Assessment and Referral Services, Respite Services and Residential Treatment Services.
- ❖ Honored the contract with CSS to provide CPST Services to 7 individuals.
- ❖ Organized and held an agency-wide retreat that provided training on health and safety, exercises in team building activities, staff members were recognized for hard work and for years of service and for strategic planning..
- ❖ Participated in the 2013 Akron Marathon. 20 runners raised about \$1000.00 for Tarry House.
- ❖ Provided internship experience and supervision for undergraduate students.
- ❖ The Recovery Home had three successful “friends and family gatherings” where staffs provided information about recovery, talked about Tarry House services and enjoyed some great food.
- ❖ Maintained an organic garden at Tarry House Recovery Home. Those served enjoyed home grown vegetables.

Some of the completed goals found in the Tarry House, Inc. 2011-13 Organizational and Accessibility Plan by the end of 2013:

Insufficient office, programming and storage for use by staff.	Explore the feasibility of adding office, storage, and programming space through addition to main facility, changing the lay out of the facility, acquisition of leased space or purchase of additional space. June, 2013. Plans being reviewed by the City of Akron for Approval.	12/13	Complete	Executive Director and the Tarry House Management Team
	Break ground on the renovation project. September, 2013: Project began on 9/10/14.	9/13	Complete	Executive Director and the Tarry House Management Team
The Respite Van is getting up in years and may need to be replaced.	Decide when the van should be replaced. September 2011: Respite van received extensive maintenance and will be utilized for one more year. Possible look at grants in 2013.	9/13	Complete	Respite Program Manager
	Secure prices and explore grants. September 2013: Grant Submitted	9/13	Complete	Respite Program Manager
Web-site could be updated to make it easier to manage by Tarry House Staff and more interactive	Tarry House to contract with an information technology consultant and author an updated Tarry House Technology Plan. May 2013: Met with IT Contractor. To decide whether or not to contract. September 2013: Rough Draft Web-site completed but still waiting to gain access to be able to update ourselves December 2013: Web-Site Complete. Training for Tarry House Staff to manage site to occur in 2014.	12/13	Complete	Executive Director and Administrative Assistant

Demographics: People Served in 2013:

Tarry House Treatment/Recovery Facility - 564 Diagonal Road:

Number of People Served on 1/1/13:	12						
Number of Admissions	43						
Number of Discharges	41						
Number on 12/31/13	14						
	2013	2012	2011	2010	2009	2008	2007
Number of People Served	39	28	32	31	33	36	36

Gender:

Ethnicity:

Male	23	African American	20	Latino	0
Female	16	Asian American	0	Native American	0
		Caucasian	18	Other	1

Challenges and Concerns Other Than Severe Mental Illness

Diabetes	2	Mental Health Court/Forensic/ Probation/Parole	11
Other Medical Problems*	12	Physically Disabled – Ambulatory Issues	2
Cigarette Smoking	28	Co-occurring Alcohol/ Substance Abuse	9
Homeless prior to admission	33	Veterans	0

Note: each person served might be counted in more than one category

* COPD, traumatic brain injury, HIV/AIDS and other communicable diseases, kidney failure, hypertension, etc.

More people were served at Tarry House in 2013 compared to 2012. The severity of symptoms for those served has increased steadily over the years. Also, as apparent from the table above, 71% of the people served by Tarry House in 2013 smoke cigarettes and many of them have medical problems, such as COPD or hypertension, that are exacerbated by smoking. Tarry House continues providing options for those served to attend a smoking cessation program, training to the cook to prepare healthy meals and training to all staff related to the care and prevention of diabetes.

The people served who were involved with the court system remained about the same. Tarry House continues to work closely with the person's community recovery specialist to ensure the whole team is following court orders and expectations for treatment.

33 of the 39 individuals served at Tarry House were homeless based on the federal definition of homelessness prior to admission.

Demographic Data Continued

Tarry House Respite:

Calendar Year	2013	2012	2011	2010	2009	2008	2007
Number of Persons Served	185	142	182	167	171	190	195
Total Admissions	393	367	388	348	386	383	389

Gender and Ethnicity:

Women	73	African American	79	Multi-racial or other	3
Men	112	Caucasian	103		

Challenges and Concerns Other Than Severe Mental Illness

Diabetes	5	Mental Health Court/Forensic/ Probation/Parole	30	Co-Occurring Drug and Alcohol	67
Other Medical Problems *	11	Physically Disabled – Ambulatory Issues	12	Developmentally Disabled	1
Cigarette Smoking	75	Co-occurring Alcohol	107	Communicable Disease	2
Homeless prior to admission	161	Drug Abuse	96	Veterans	1

Note: each person served might be counted in more than one category

* COPD, traumatic brain injury, HIV/AIDS and other communicable diseases, kidney failure, hypertension, etc.

Tarry House Respite served 185 people and of those people served, 161 or 87% were homeless prior to admission. This was one of the primary reasons the Tarry House Respite Program was established 21 years ago. Of the 24 or so individuals who were not homeless, the primary reason for these admissions was to give caregivers a “respite” from care-giving responsibilities, another mission of the Respite Program. In 2013, 75 of the people served at Respite were smokers. This is 41% of those served. This is an obvious area for which the community needs to set goals to help people quit smoking. Although there were 393 admissions, only 185 different people were served. Many people were served at least 2 times throughout 2013. People may stay up to 13 days, but can be “re-referred” immediately after discharge if necessary and many do.

Utilization of Services in 2013

Tarry House Treatment/Recovery Home (specifications based on 85% of 14 beds)			
Units of Service expected:	4343	Average length of stay – days - of those discharged in 2013	140 days
CY 2012 Units of Service (“bed days”):	4339	Median Length of Stay	105 days
Percentage of Goal:	99.9%	Number of days people served needed acute hospital stay	295 days
“Unduplicated Persons Served”	39	Number of days people served had “therapeutic leave day”	49 days
Total People Served (some admitted more than one time)	43		

Comments about Tarry House Treatment/Recovery Home’ utilization of services: In 2013, the Tarry House Recovery Home provided 4339 units (bed days) of service. The expectation was to provide 4343 units of service. This goal was just a little below the goal. A thank you goes out to Community Support Services (CSS) and to the ADM Board as referrals were steady throughout the year. The 4339 days only reflects days when the person served slept at the recovery home. There was an additional 344 days when the persons served were either in the hospital (295) or on therapeutic leave (49). This is a slight decrease from 2012 when there were 359 leave days for which could not be billed. A therapeutic leaves are generally when the person visits family or friends’ over-night or had left the home and had not returned without notice. When a person leaves the program without notice, the “bed” is held as long as ADM, Tarry House, Inc. and CSS think it is appropriate. The target for length of stay at the Tarry House Treatment/Recovery Home is 140 days. This is the first year in over 10 years that this goal has been met. Some reasons for this good news meeting this goal is it might just be a coincidence that the people served chose not to stay long. In fact there were a few individuals who left against the treatment team’s advice. Second, Summit County has worked very hard on providing more affordable, subsidized housing for the people Tarry House serves and people who are homeless in general, thus people left Tarry House when ready and not having to wait until an affordable apartment was available. Of the 27 individuals who transitioned from the Tarry House Treatment/Recovery Home in 2013 the average length of stay was 140 days with the longest length of stay being 786 days and the least just 6 days. The median length of stay is 105 days and of the 27 people who transitioned from Tarry house all but 6 moved before the length of day goal of 180 days. Serving 39 people at the Tarry House Recovery Home in 2013 was statistically much higher than the previous 7 years.

3 people referred and admitted from the State Hospital were admitted to Tarry House but due to severe symptoms, were returned to the State Hospital for further treatment. All three were able to return to Tarry House.

Level of Care Following Treatment in the Tarry House Recovery Home in 2013 (N= 27)

apartment	11 people	Psychiatric Hospital	3 people
Family, friend or significant other	5 people	Tarry House Respite	0 persons
Board and care group home	1 people	Nursing home	3 person
jail	2 person		
lateral transfer (treatment group home)	2 person	TOTAL Discharges	27 people

Of the 27 people who transitioned/discharged from the Recovery Home, 2013, 17 (63%) went to a setting that was an equal to or less restrictive environment such as an apartment, board and care group home, or a friend or family member’s home. 3 people with severe symptoms related to their mental illness were transferred to a psychiatric hospital and then after stabilized all three did return to Tarry House. One person violated the condition of their probation with non-compliance with mandated treatment and was taken to jail. Overall, the transitions were favorable as the goal of Tarry House is for 50% of those served move to independent apartments and that occurred 11 times or about 55% of the time

Utilization of Service Continued

Tarry House Respite: (specifications based on 85% of 11 beds):				
Units of Service Goal (bed days):	3412		Utilized Service 5 times	5
Units Provided	3547		Utilized Service 6 times	3
Percentage of Goal:	104%		Utilized Service 7 times	2
“Unduplicated” Persons Served	185		Utilized Service 8 times	2
Total Admissions	393		Utilized Service 9 times	4
Average Length of Stay	10 Days		Utilized Service 10 times	0
Utilized Service 1 time	112		Utilized Service 11 times	0
Utilized Service 2 times	35		Utilized Service 12 times	1
Utilized Service 3 times	10		Utilized Service 13 times	1
Utilized Service 4 times	9		Utilized Service 20 times	1

Tarry House Respite:

Tarry House Respite had the goal to provide 3412 units of service and provided 3547 days of service, or 104% of the goal. Tarry House Respite would have exceeded this goal at an even greater percent had everyone referred and accepted to Respite actually showed up for admission. “No call, no shows” occurred on an average of 15 times monthly, similar to the previous year. The documented explanation for these no shows was a lack of follow-through of the person served, and/or the person’s Community Recovery Specialist (CRS). Procedurally, the first thing in the morning a Respite employee phones the persons on the waiting list and/or the person’s CRS is notified that there is a vacancy. The vacancy is reserved for that person for approximately four hours the day of the vacancy. Often the person and/or CRS would not return calls or show up, thus potentially contributing to a vacancy.

Of the 185 (up from 142 in 2012) people served at Respite, 112 individuals utilized the program just one time. 54 individuals used the program two, three or four times. There were also a number of individuals who stayed at the Respite facility more than four times. One individual used the Respite program 20 times in 2012. The primary reason for multiple admissions for these individuals was due to chronic homelessness, coupled with a long waiting list for subsidized housing.

Although individuals may stay at Respite for up to 13 days, people stayed an average of 10 days for each admission; this is up from 9 days average stay in 2012. As was the case the last couple years and probably through the history of Respite, the main reason the census was not higher is due to “beds” being held for people who never arrive to utilize the facility. See 2013 Major and Minor Incident Reports – absence without notice in pages to come.

Human Resources

All Staff Breakdown (as of 12/31/12):

Executive/Clinical Director	1 FTE	CPST Specialist	.5 FTE
Contract Accountant	.125 FTE	Maintenance Technician	1 FTE
Bookkeeper	.5 FTE	Administrative Assistant	.7 FTE
Program Managers	1.5 FTE	Contract Clinical Nurse Specialist	.013
Recovery Specialist	1.0 FTE		
Recovery Aides	11.15 FTE		
Contract Apartment Manager	.25 FTE	Total FTE's	17.75 FTE

Staff Diversity in CY 2013 (on the last day of the year: 12/31/13):

African American	14	African American Men	2	African American Women	12
Caucasian	11	Caucasian Men	4	Caucasian Women	7
Total Staff	25	Total Men	6	Total Women	17
				Staff Vacancies	1

- Total staff budgeted positions: 17.75 FTE
- Direct services staff (13 FTE) to persons served (up to 28). **Ratio: .5 FTE to 1 Person Served**

Tarry House, Inc. strives to hire and employ a culturally diverse work force that is representative of the persons served. By the end of 2013 according to the staff to person served statistics, about 45% of the staff was Caucasian and the other 55% were African American. Of the 224 different people served, 55% were Caucasians and 45% were African Americans. Tarry House accomplished this goal for diversity as the ethnicity of the employees closely resembles the ethnicity of those served.

Community Needs Assessment

Tarry House, Inc. staff addresses the need for residential services in the following manner. The Respite Program Manager and the Tarry House Recovery Specialist and/or the Program Manager attend the weekly residential placement meeting held at Community Support Services. This group includes the funding agency, liaisons from the many CSS Treatment Teams to present and discuss referrals, representatives from the residential treatment facilities and group homes. The group reviews key information for each person served in need of housing and determines the appropriate placement referral.

Tarry House contracts to provide about 7756 bed days per calendar year, based on 25 total beds between Respite and Tarry House at 85% occupancy. In the calendar year 2013, the agency provided 7886 bed days exceeding the goal thus supporting the “The Housing Plan,” at 102% of the goal. This indicates a continued need for the services that Tarry House, Inc. offers.

2013 Major and Minor Incident Reports:

Major Incident Reports				Minor Incident Reports				
Incident Reported	#	T. H.	R	Incident Reported	#	T. H.	R	
Self-Inflicted Injuries	0	0	0	Medical Emergencies	0	0	0	
Attempted Suicide	2	2	0	Missing Persons	3	3	0	
Physical Assault	0	0	0	Away without Notice	52	1	51	
Sexual Assault	0	0	0	Threat of Suicide	0	0	0	
Adverse Reaction	0	0	0	Assault of Staff Person	0	0	0	
Death	1	0	1	Under the influence of drugs/alcohol	3	3	0	
Totals	3	2	1	Medication not taken by person served found	0	0	0	
				Non-Medical Attention – Self Injury	1	1	0	
				Self-Inflicted Injury, requiring med. attention	0	0	0	
				Accidental Injury no medical attention required	3	3	0	
				Accidental Injury requiring med. attention	3	3	0	
				Illegal Contraband Found	3	3	0	
				Wrong meds consumed by person served	0	0	0	
				Threats/Threatening Behavior	25	23	2	
				Person Served Assault on Person Served.	0	0	0	
				Exposure to Hazardous Waste	0	0	0	
				Illness not requiring Medical attention	3	3	0	
				Illness requiring Medical attention	13	9	4	
				Property Damage	4	4	0	
				Theft	2	2	0	
				Other	46	35	11	
				Totals	161	93	68	

Comments about the 2013 Incident Reports:

As an organization, there was just 3 Major Unusual Incident Reports in 2013 as defined by the Ohio Department of Mental Health and Addictive Services. This was 2 more than last year. Tarry House has averaged 5 or less major incidents per year for the past 10 years. Unfortunately one man passed away at the Tarry House Respite Facility in 2013 due to a heroin overdose. Tarry House administration provided grief support to staff

members and also supported the family by attending the funeral. The two attempted suicide were both incidents when providing remediation after the incidents, were considered more attention seeking behavior versus true suicide attempts. Both individuals were educated on plans as to how to secure attention by using less drastic means.

Tarry House also tracks “Minor Incident Reports” as outlined in the Tarry House Policy and Procedures for quality improvement purposes. In 2013 there were 161 minor incidents a substantial decrease over the 195 in 2012. There were 121 minor incidents recorded in 2011, so the 2012 minor incident number seemed to be an outlier. A common reported incident in 2013, as has been the case since Tarry House Respite opened, was failure to return to the Respite Home by those served at the end of the day. This occurred a total of 51 times, the exact same number as 2012, although still a decrease when compared to recent years. The reason for so many “absence without notice” continues to be the location of the Respite Facility. There is only one stop by public transportation to and from the residential area where the Respite Facility is located, persons served are unable to return after appointments in the city. Discussed over the years has been to have staff take a “second run” into town but there is only one staff after 3:00 at Respite and adding a second staff member, coupled with the cost of fuel, this would cost prohibitive. Persons served at Respite are reminded everyday they go to CSS that they must be available to return at 12:30 p.m. to return by Respite van; otherwise they need to secure their own transportation. Another common minor incident in 2012 was threatening behavior. This occurred 25 times. In discussing this with the Tarry House clinical team, several people served in 2012 had personality disorders where acting out behaviors are often one of their symptoms. Although a decrease from the year before, Tarry House continues to see incidents related to chronic medical conditions in those served the last several years and continues to evaluate and have improved its dietary monitoring for those served who are diabetic and agree to allow Tarry House to assist them in an appropriate diet. Tarry house as an organization has added education programs for those served and staff about health living.

Tarry House, Inc.
Summary of Grievances - Calendar Year: 2013

<i>Types of Grievances/Complaints by Clients Rights Categories</i>	<i>Number of grievances received</i>	<i>Resolution status of grievance, ,i.e. Number of Grievances Resolved to the Satisfaction of the Consumer</i>
Right to Dignity and Respect	3	3
Right to Informed Choice and Treatment	0	0
Right to Freedom	0	0
Right to Personal Liberties	0	0
Right to Freely Exercise All Rights	0	0
Other (i.e. Housing, employment, custody)	0	0
Service Improvement and Environment	0	0

Comments about 2012 Grievances, Complaints and Client Rights:

There were a total of 3 grievances at Tarry House, Inc., Recovery Home, in the calendar year- 2013. The primary source of complaints stemmed from Staff and /or persons served residing at Tarry House. All three complaints were resolved to the person making the complaint satisfaction. Tarry House continues to complete Annual Client Rights and Grievances training and ensures that persons served are aware of their rights and the grievance procedure as a resident. For the 2013 Calendar year, the Ohio Disability Rights and Law Policy Center provided a speaker to assist in increasing their knowledge of residents' rights.

Tarry House continues to spend a great deal of time on client rights and ethical behavior training with the people served and staff members. The 2 grievances/complaints were comparable statistically form the previous 2 years. Tarry House will continually train staff in the areas of ethical behavior and client rights and continue to hire staff with good ethical standards and belief in client rights.

Comparing 2010, 2011, 2012 and 2013 Grievances

<i>Types of Grievances/Complaints by Clients Rights Categories</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
Right to Dignity and Respect	3	4	2	3
Right to Informed Choice and Treatment	0	0	0	0
Right to Freedom	0	0	0	0
Right to Personal Liberties	0	0	0	0
Right to Freely Exercise All Rights	0	0	0	0
Other (i.e. Housing, employment, custody)	0	0	0	0
Service Improvement and Environment	0	1	0	0

Financial Reports

The financial status of Tarry House, Inc. is presented by the Board's Finance Committee to the Board of Trustees at the monthly Board Meetings. On an annual basis, a financial audit is performed by a certified public accounting firm. Tarry House ended 2013 spending less money than it brought in. As has been the case for the past several years, there were no significant findings or recommendations by either the Tarry House, Inc. Board of Trustees or the certified public accounting firm who completed the agency's annual audit for calendar year 2012 Tarry House, Inc. remains a financial solvent organization.

Criminal Background Checks/Drug and Alcohol Screening

Tarry House, Inc. has a policy of performing pre-employment criminal background checks and drug and alcohol screenings as part of the decision making process. Per State of Ohio statutes, the agency cannot hire individuals who have been convicted of violent crimes.

Fire/Disaster/Emergency Drills

The Tarry House Recovery Facility and Tarry House Respite conducted monthly fire drills, covering each shift, once per quarter in 2013. In analyzing the results of the fire drills, there were no significant findings necessitating a change in how these fire drills are conducted. Response from staff and persons served were generally within acceptable limits for the drills. These sites also conducted many required disaster/ emergency evacuation drills during 2013. The drills conducted were as follows: tornado, power failure, workplace violence, handling psychiatric emergencies and medical emergencies. Again in reviewing the documented data related to these drills, there were no significant findings. Having a small administrative team, the “safety committee” meets as part of the Administrative Staff Meeting were safety issues are discussed.

Technological Systems Review

The organization’s information systems technology had some improvements and changes in 2013. Tarry House has hired Probe Technologies to handle its information technology needs and increased the contract with Probe to improve the Tarry House Website. The main house has wireless internet access with a secure router and software. A few more computers were replaced as well. While Tarry House, Inc. continues to use Microsoft Windows as its operating system, many computers have been upgraded with the most current Window’s operating system. The majority of management staff is fairly skilled in using computers. A goal in the area of technology over the next couple years will be an effort to move to more electronic records and documents. Tarry House, Inc. is trying to become more “green” as far too much paper is being used.

Respite is still without wireless internet access and needs to have more electronic records. The Tarry House Management Team will look at setting some goals in 2014 to improve the work environment through technology at Respite and to improve the agency web-site.

Quality Improvement and Satisfaction Survey Information

Tarry House, Inc. has several methods to secure data from people who are served, staff members and external stakeholders. This data is reviewed, analyzed and utilized to effect change. For moderate and long term goals, this information is utilized as an organization in its development in its organizational strategic and accessibility plans. Data and its analysis, is also discussed as part of the monthly administrative staff meetings to effect immediate change as well. In addition to survey data, incident reports and client rights are discussed as needed at the administrative staff meeting to effect immediate change when it is appropriate.

2013 Behavioral Health Outcome Surveys (BHOS's):

Table 1

Tarry House Residential Treatment Facility

2013 BHOS Surveys - Selected Questions n = 24

		Very Dissatisfied	Somewhat Dissatisfied	Neither sat. nor Disat	Somewhat Satisfied	Very Satisfied	Score Totals	Average score
		1	2	3	4	5		
1	How much focus on the problem(s) or issue(s) for which I sought help	1	2	2	10	9	96	4.0
2	Overall were you satisfied with the services you received	0	1	3	8	12	103	4.3
3	The comfort, cleanliness and appearance of the facility	0	0	2	2	20	114	4.8
4	The respect I am given	1	1	2	8	12	101	4.2
5	The effort I am making in treatment	0	1	2	10	11	103	4.3
6	How committed the staff is to helping me	1	1	0	7	15	106	4.4
7	How sensitive the staff is to my cultural/ethical/racial background	1	0	3	5	15	105	4.4
8	The warmth of the staff	1	1	2	7	13	102	4.3
9	How productive my treatment is	1	2	5	6	10	94	3.9
10	The progress I am making in my treatment	0	1	2	10	11	103	4.3
	totals	7	12	26	77	133	1027	4.3
		yes	no					
11	If I was to seek help again, I would return here for services	23	1					
12	I would recommend the services I received to others	22	2					

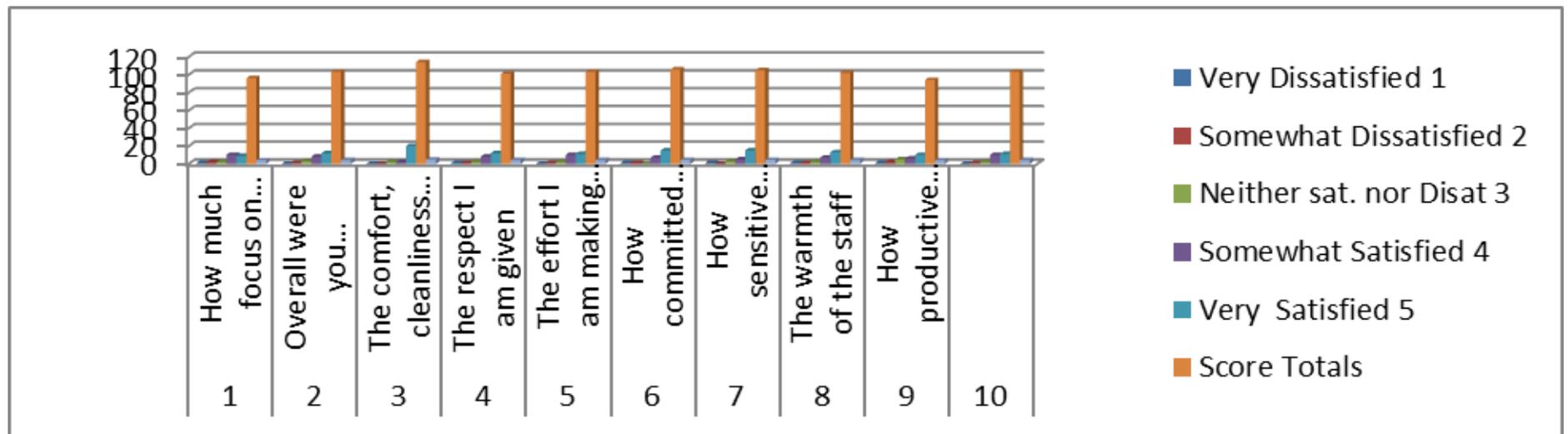
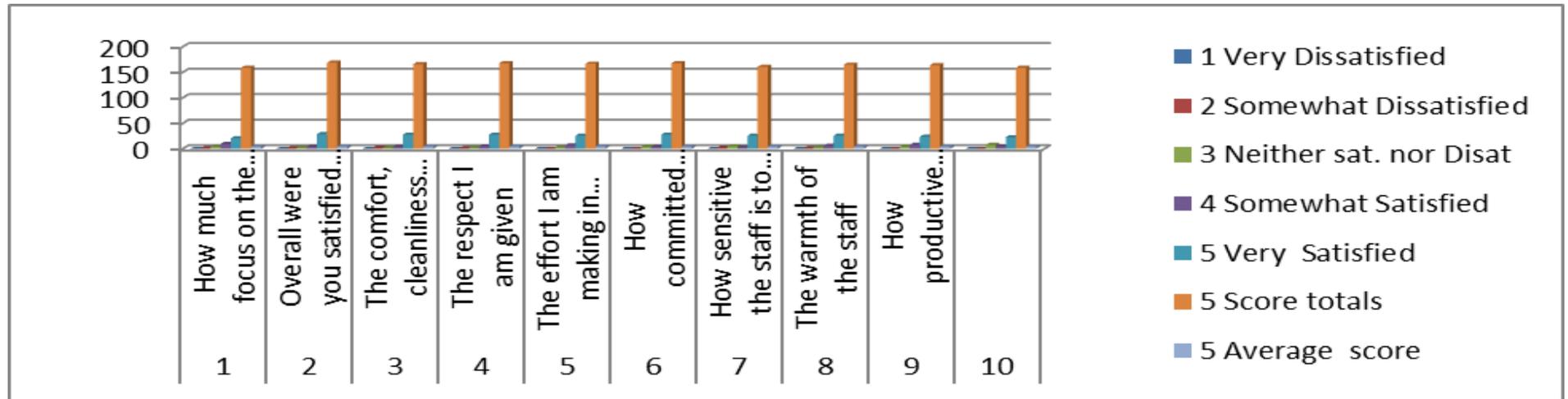


Table 2

Tarry House Respite n=36

BHOS Surveys 2013

		1 Very Dissatisfied	2 Somewhat Dissatisfied	3 Neither sat. nor Disat	4 Somewhat Satisfied	5 Very Satisfied	Score totals	Average score
1	How much focus on the problem(s) or issue(s) for which I sought help	0	1	4	10	21	159	4.4
2	Overall were you satisfied with the services you received	0	1	2	4	29	169	4.7
3	The comfort, cleanliness and appearance of the facility	0	2	2	4	28	166	4.6
4	The respect I am given	0	1	2	5	28	168	4.7
5	The effort I am making in treatment	0	0	3	7	26	167	4.7
6	How committed the staff is to helping me	0	0	4	4	28	168	4.7
7	How sensitive the staff is to my cultural/ethical/racial background	0	2	5	3	26	161	4.7
8	The warmth of the staff	0	1	3	6	26	165	4.6
9	How productive my treatment is	0	0	4	8	24	164	4.6
10	The progress I am making in my treatment	0	0	8	5	23	159	4.4
	totals	0	8	37	56	259	1646	4.6
		yes	no					
11	If I was to seek help again, I would return here for services	35	1					
12	I would recommend the services I received to others	35	1					



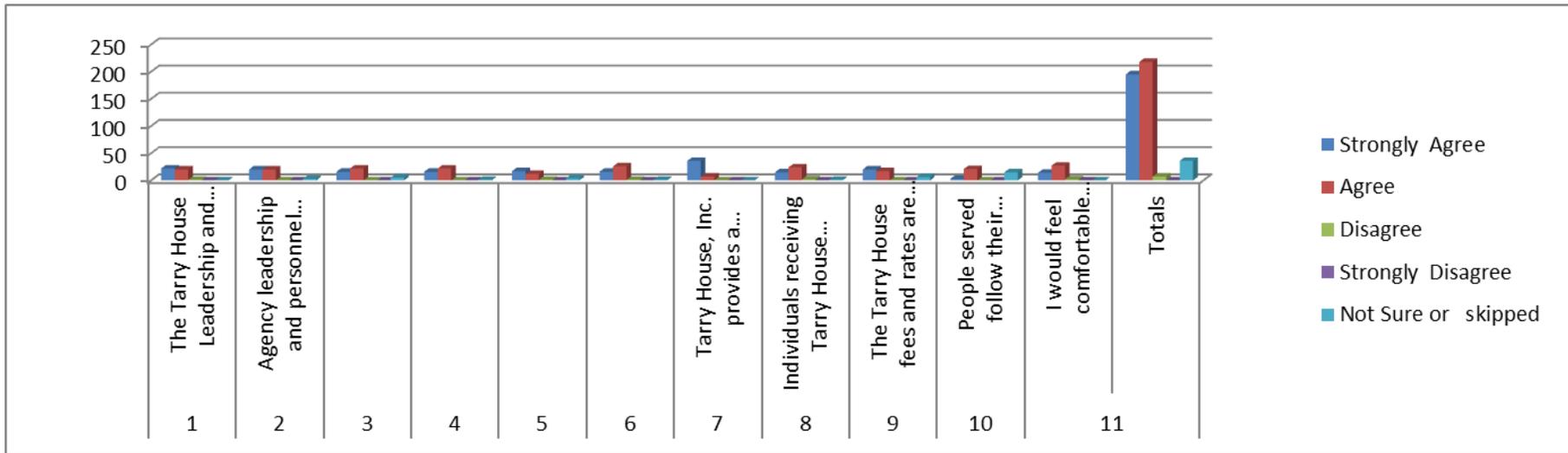
People served at the **Tarry House Treatment Home** gave an average score of 4.3. This is similar to last year’s score and shows that most people served at the Tarry House Treatment Home are somewhat to very satisfied with the services provided. People served at **Tarry House Respite** gave an average score of 4.4. This is the same as last year and shows that most people served at Respite are somewhat to very satisfied with the services provided by Tarry House Respite.

Looking at the people served at Tarry House who completed the BHOS Survey in 2013; the average score was 4.45 which essentially the same (within .01%) as 2011 and 2012. This score is within percentage points of the average score of all organizations who chose to use this BHOS tool in the in the County of Summit ADM behavioral health system. That score was 4.5. A goal in the coming years will be to bring the Tarry House number up to surpass the system’s average. The lowest score of 3.9 was to the questions related to how productive the person felt about their treatment at the Tarry House Treatment Facility. This is definitely an area that should be addressed with organizational goals. Also, for the two questions requiring a yes or no answer: “If I were to seek help again, I would return here for services” and “I would recommend the services I received to others”, nearly 100% of the respondents answered “yes”. Lastly, the ADM Board provides equipment to scan the BHOS forms which include 30 questions. Tarry House chose the 12 questions above to review and analyze.

Stakeholder Surveys Results and Analysis:

Stakeholder surveys are completed once a year, usually in the fall. Only people who referred people to Tarry House, case managed the persons served and payers were asked to complete surveys in 2013. Staff and board members took part in a strategic planning retreat and did not take individual surveys. Instead staff and Board Members completed exercises that outlined Tarry House’s strengths, weaknesses, threats, opportunities, areas to improve efficiency and effectiveness. Goals from this exercise and email follow ups, became the 2014-16 Tarry House Strategic and Quality Improvement Plan. Most of the rating reflected Agree and strongly agree with the statements about Tarry House. The ratings were obviously very positive and resemble scoring from 2011 and 2012. Areas for future clarification will be to get better input about those served related to continuing on with his/her recovery plan after discharge.

Table 3		Strongly	Agree	Disagree	Strongly	Not Sure or
September, 2013 (N=43) All programs		Agree			Disagree	skipped
1	The Tarry House Leadership and employees are professional, courteous and helpful.	22	20	1	0	0
2	Agency leadership and personnel involved in community and partnerships	20	20	0	0	3
3	Tarry House's referral and intake procedures are efficient & employees are helpful in the process.	16	22	0	0	5
4	When I make a special request(s) on behalf of the person served, it is honored by Tarry House if it is reasonable.	16	22	0	0	1
5	The people served by Tarry House have favorable comments about the services they've received.	17	12	1	0	4
6	Tarry House's facilities are clean, safe, comfortable and welcoming.	16	26	1	0	1
7	Tarry House, Inc. provides a valuable service to the Summit County Community	36	7	0	0	0
8	Individuals receiving Tarry House services improve in their recovery	15	24	2	0	1
9	The Tarry House fees and rates are fair and competitive	20	17	0	0	6
10	People served follow their recovery plan and maintain their recovery following discharge for more than 90 days.	3	21	0	0	15
11	I would feel comfortable referring a loved one for Tarry House services.	14	27	2	0	0
	Totals	195	218	7	0	36



Comments:

A. Funding and/or referring organization(s) and Case Managers from Survey Monkey Surveys:

1. Over all a great service with a clean environment. Staff was often unprofessional though, and sometimes difficult to communicate with. Staff seem to lack rapport with some clients and often was not successful at problem solving with clients.
2. Tarry House/Respite provides excellent services for the population of consumers we serve. Providing transportation is very essential to treatment
3. The only issue my team has had was in regards to staff consistently calling the case manager to deal with problems when they arose, then not following through with consequences. Our client consistently violated the rules and the case manager was told that client was going to be put out. The case manager informed the client and then the staff at tarry house backed off and didn't follow through with termination from the program, making the case manager look like the bad guy. This occurred after repeated rule violations that should have resulted in termination from services. This sets a bad precedent for clients that get the impression that they will be able to continuously violate rules without consequences and sets them up for failure when permanent housing is obtained. My staff is totally willing to help out in any way possible, but should not be expected to drop everything for every single issue that comes up during a client's stay at Tarry House
4. I was not impressed with the skills utilized with a Borderline client recently. The client was obviously manipulative and the staff were enabling her, coddling her, etc.
5. The staff is responsive, respectful, and follows thru. I believe clients are well served by Tarry House.
6. Tarry House does an outstanding job working with clients and being treatment oriented
7. Keep up the good work. You are doing a fantastic job! - Mike and your entire staff.
8. Only current complaint is the bed bugs
9. Respite seems to have an ongoing issue with bed bugs. I would feel better about referring clients to Respite if I was confident this was no longer a problem.
10. I have nothing but positive things to say about Tarry House. I have recently assisted a client get independent housing after his discharge from Tarry House, and they did an amazing job in facilitating the transition. The staffs have been amazingly helpful in regards to my client and obviously care very much about what they do.
11. The atmosphere at Tarry House is extremely positive and the staff is highly effective at advocating for clients and assisting with problems.

12. The staff of both houses has always been very welcoming and cooperative. Thank you
13. Tarry House does a great job. For question #12 some of my clients have been successful after discharge from the group home and others haven't so that is why I marked agree and disagree.
14. I currently have a client there, and she said the socialization she is receiving has made a dramatic change in her recovery, and she realizes that her social isolation has been a big barrier to recovery
15. great job with flexibility and follow-through
16. Every community should have a Respite facility - the clients we serve are homeless so often.

Those served at the Tarry House Treatment/Recovery Facility – Treatment Goals and Objectives reached before discharge:

In completing a random sample of the records of the persons served discharged in 2013, when reviewing the goals and objectives completed in the persons served. Of the 12 records reviewed, 6 individuals showed improvement in meeting the goals of their individual recovery service plan. Most people who transitioned into the community had a better understanding about how to maintain their recovery. However, 50% is a number Tarry House would like to improve.

In addition to surveys completed by employees and those served a suggestion box remains available but continues to be underutilized by those served and staff. Managers and supervisors offer suggestions and input in administrative staff meetings or informally as program or facility needs arise. Administration monitors programmatic/facility needs through the above-mentioned meetings, informal discussions, the completed surveys and by conducting equipment and systems inventory.

Quality Improvement Indicators Report – 2013

1. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Effectiveness: All Programs Maximize the percent of people served who report that the services received have helped in their recovery.	Report and track responses regarding whether the persons served perceive the services they receive have helped in their recovery. Increase the scores by encouraging staff to use outcomes focused on persons served recovery goals and other evidenced based measures	Program Managers, Executive Director	BHOS, other surveys	Annually	80%	Goal met at 95% when compared to all ADM Agencies Per BHOS Surveys: Respite: 4.6 out of 5.00 TH: 4.3 out of 5.00 All ADM participating agencies: 4.5
Comments about indicator above	Goal met, and BHOS rating improved a bit from last year. The BHOS asks participants to rate 30 areas. Once the forms are scanned and put into the system, it groups the response in 4 major areas, for which Tarry House uses to compare. However Tarry House takes all the forms completed and puts 12 responses into a data sheet and report on those as indicated in Table 1 & 2. So there is a small chance the data may be off by a .10 percentage or two.					

2. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Effectiveness: Tarry House and CPST Programs Minimize the amount of times those served are in need of inpatient or treatment group home treatment.	Report and track the amount of times individuals served need inpatient care. Provide interventions to assist the individual in learning techniques to maintain recovery in the community. Utilize the clinical meetings to develop strategies to help individuals avoid the need for inpatient care.	Program Managers, & CPST Specialist	Billing reports, staff supervision and group case discussions. Maintain a daily census sheet that tracks where those served are living.	Monthly	Hospital admissions will not exceed .05%	Goal Not Met: Tarry House: 295 days out of 4339 possible days or .067% (just missed goal by .017%) CPST: There were approximately 2555 days to serve 7 individuals. 2 individuals spent a total of 27 days in inpatient care or .01%. Goal met.
Comments about indicator above		Goals met for CPST and just missed for Tarry House. <ul style="list-style-type: none"> • Still need a better way to track this for CPST as utilizing clinical staff notes was used. Perhaps keep a census sheet for CPST folks? • As far as acute hospital stays, often medical reasons caused hospital stays and when someone “decompensated” to where psychiatric hospitalization was needed, occasionally the person ended up transferred to the State Hospital and Tarry House was not consistent in tracking those beds days... i.e.: when was the bed no longer saved for that person? Perhaps in both case, track incidents of hospitalization versus days of. 				

3. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Effectiveness: All Programs Minimize the amount of times those served are arrested/incarcerated.	Report and track the amount of times individuals served are arrested. Provide interventions to assist the individual in learning techniques to avoid behaviors that lead to arrests and possible incarceration. Utilize the clinical meetings to develop strategies to help individuals avoid troubles with the law.	Program Managers, Recovery Specialist, & CPST Specialist	Billing reports, staff supervision and group case discussions. Maintain a daily log that tracks occurrences with the law. Possibly utilize agency incident report form.	Monthly	Arrests and/or incarcerations will occur in less than .5% of those served	Tarry House: Goal Met: 2 incarceration out of 39 people = .05% Respite: not tracked CPST: Goal met: 0 incidents of 7
Comments about indicator above		Both goals met. Will continue to track.				

4. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Effectiveness: Tarry House Recovery Home Groups Currently Tarry House offers at least 4 hours a day	Track attendance to these groups by looking at data from 2013 and then ongoing, track attendance on a daily basis. Add to monthly report	Program Manager, Recovery Specialist,	Clinical records, Program Manager’s Monthly Report	Monthly	Goal = 50% attendance.	Goals not Met: Attendance to Tarry House groups for year 2013 was

of individual and group programming at the recovery home. There could be an improvement in attendance to this programming (groups and individual) and activities scheduled.	percentages of group attendance.	Student Interns				47%. No improvement from 2012.
Comments about indicator above		Goal not met, but 7% increase from last year. Best attendance was for “cook’s helper” and laundry skills group. An emphasis was placed on this via staff training and on-going reminders to persons served and staff.				

5. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Efficiency: CPST Minimize no show rates when meeting with CPST Worker.	Average percentage of appointments that are “no shows” over the first year of this program was about 15%. Develop strategies to minimize no shows. Improve engagement; evaluate scheduling practices on an on-going basis. Enforce scheduling policies for those served who frequently no show.	Program Managers, Team Leader, Quality Improvement Manager	Scheduling data base, billing reports and other reports from CPST Staff.	Quarterly the first year, semi-annually thereafter	Better than 15% no shows	Goal met: It is estimated that “no shows” and the like occurred about 12% of the time.
Comments about indicator above		The biggest reason for the improved attendance is that two individuals served the first two years of this program, Who consistently missed appointments left the program. Plus a change in the CPST worker may have contributed to the improvement. Still not a good way to track this. Will review the credible wireless technology used to see if there is a way to track this.				

6. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Access to Service: Tarry House and CPST Services. Minimize the average number of days between when person starts treatment to when they are assessed into service.	Report and track the average number of days between the move-in dates of the initial assessment.	Program Managers, CPST Worker	Reviewing clinical records/notes	Semi-Annually	Intake assessment occurs within 12 business days of the referral 90% of the time	Goal met: No new CPST Referrals in 2013. Tarry House goal is to complete assessment within 12 business days, and that goal was met 92% of the time.
Comments about indicator above		The targeted expectation of this goal changed from assessed within 5 days to 12 business days as outlined in Tarry House clinical records procedure. This improved the goal a bit. Will leave goal at 90% for a couple more years and hopefully bump it up to 95%.				

7. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Satisfaction with Treatment – those served: CPST, Respite and Tarry House Maximize the percent of clients who report that the treatments received focused on the problems they identified. “progress toward goals” in BHOS.	Track and report client responses regarding whether they were given the opportunity to participate in decisions regarding their treatment on consumer satisfaction survey. Maximize this percent by providing ongoing trainings and support for person centered treatment and review of clinical records to ensure persons served participation.	Program Managers, Recovery Specialist, CPST Specialist	Clinical Records Review and BHOS Surveys	Annually	4 out of 5 rating	Goal Met: Tarry House = 4.3 Respite = 4.4 CPST = Not tracked
Comments about indicator above		Are starting to give folks served in CPST the BHOS Survey in 2014. Only had about 1/2 of the surveys scanned at ADM. Tabulated the data on our own. Will try to do a better job of getting BHOS forms scanned at ADM.				

8. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Satisfaction – those served: All Programs Maximize the percent of clients who report that the quality of care and services they received is/was somewhat to very satisfied. 4 out of 5 on the BHOS likert scale	Track and report responses to whether or not the person served believe they received an excellent quality of care in the services they received. Maximize this percentage by providing ongoing training and supervision to support and equip all employees to provide outcomes focuses interventions, friendly, accurate administrative procedures and timely responses to concerns.	Program Managers, Recovery Specialist, CPST Specialist	BHOS and/or other Satisfaction Survey	Quarterly	At least 4 out of 5 on the BHOS	Goal Met: Tarry House = 4 out of 5 Respite = 4.7 out of 5 CPST = not rated
Comments about indicator above		Again need to have the folks served in CPST take these surveys.				

9. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Satisfaction & Efficiency - Funders & Referral Sources. Maximize the satisfaction scores reported by referral and funding sources regarding Tarry House’s referral and intake procedures for service.	Survey referral and funding sources regarding their satisfaction of Tarry House’s referral process considering timely response and ease in making referrals. Maximize the score by considering and implanting survey results as possible.	Executive Director	Satisfaction Survey: Survey Monkey	Semi-Annually	85% Strongly Agree or Agree ratings	Goal Met: 16 of the 43 respondents selected strongly agree as satisfied with the referral and an additional 22 individuals selected “Agree” so in all, 88% of referring entities were satisfied with the process.
Comments about indicator above		Goal met. Since all external stakeholders were surveyed, several responses were from the ADM Board staff who provide funding but do not go through the referral process so there were 5 “n/a’s”. Perhaps change the Survey Monkey Questions for				

ADM staff and other external stakeholders who couldn't answer this question?

10. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Satisfaction – Other Stakeholders: (Family and Friends) Maximize the scores reported by stakeholders when surveyed regarding their satisfaction with Tarry House Services.	Survey other stakeholders regarding their impression of Tarry House's delivery practices. Maximize these scores by considering and implementing survey results as applicable.	Executive Director	Satisfaction Survey: Survey Monkey	Semi-Annually	85% Strongly Agree ratings	Goal Not Met: Satisfaction surveys not completed by external stakeholders: Family and Friends in 2013.
Comments about indicator above		Goal not met because family and friends were not surveyed in 2013. Tarry House needs to find a way to more consistently survey stakeholders. Up until this time, it has been initiated with too much direct responsibility by the Executive Director. Need to explore ways to make sure quality improvement activities occur on-going as a team.				

11. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Satisfaction – Staff Members (including student interns and volunteers) Maximize the scores reported by staff Members when surveyed regarding their satisfaction with Tarry House Services.	Survey staff members regarding their impression of Tarry House's delivery practices. Maximize these scores by considering and implementing survey results as applicable.	Executive Director	Satisfaction Survey: survey Monkey	Annually in May	85% Strongly Agree ratings	Goal Not Met: Tarry House employees did not take a staff survey in 2013 as the focus was on brainstorming and implementing goals and objectives for the 2014-16 Quality Improvement and Strategic Plan.
Comments about indicator above		Goal not met, again, because surveys were not taken. Will survey staff annually hereafter.				

12. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Efficiency and accuracy – Records of the Persons Served. Tarry House Treatment Home. Minimize the amount of missing items in the records of the person served.	All records via accreditation standards and as mandated by ADM and ODMHAS have standards for what is to be included in the records for the persons served.	Executive Director	Records review	Quarterly	95% of the 33 elements to be in place as and meeting the standards of quality.	Goal Met: N = 24 100%
Comments about indicator above		Goal Met. Only 4 records were found to be missing some documents and in all 4 cases, there were only one element not there. However, there were several incidents where filing had not taken place leading to items being marked as "not there" but most				

items were complete but just not filed and credit was given. Need to address this in 2014 to make sure filing is completed on-going. Also, there are a lot of elements that are not applicable. May need to review this while doing the statistical analysis.

13. Performance Indicator What Program?	Description	Person Responsible	Supporting Documents/Source	When Measured	Targeted Expectancies	Results
Efficiency and accuracy—Records of the Persons Served. Tarry House Respite. Minimize the amount of missing items in the records of the person served.	All records via accreditation standards and as mandated by ADM and ODMHAS have standards for what is to be included in the records for the persons served.	Executive Director	Records review	Quarterly	95% items to be in place and meeting the standards of quality as required.	Goal Met: N = 40 100%
Comments about indicator above		Goal Met. No needed changes at this time.				

Final Thoughts and Summary

Tarry House remains financially solvent ended the year with revenue exceeding expenditures. At the end of 2008, Tarry House signed a direct contract with the ADM Board after negotiating a fair purchase of service rate. Information collected throughout 2013 was analyzed and was utilized in the formation of the 2014 budget. Based on information gathered and the preliminary analysis, the budget recommendations were approved by the Board of Trustees and submitted to the ADM Board in October, 2014. Administration also took into consideration new health insurance plans for 2014, expecting rate increases. The Board also took into consideration expected pay increases, needed equipment and renovations and the likelihood of unscheduled repairs.

Tarry House continues to hire employees who treat those served with dignity and respect. Overall, employees are generally very satisfied with employment at Tarry House, Inc. as based on employee comments in supervision and staff meetings. Employees have also complimented the management staff and Board Members on informative and enjoyable staff retreats every year as well as the annual holiday party.

Tarry House served 239 different people in 2013 and based on satisfaction surveys, Tarry House continues to receive high ratings from those served. Tarry House will be completing an addition to the Tarry House facility on Diagonal Road, although remaining at 16 beds, providing a much better recreation space for the people served as well as moving from mostly dorm bedrooms to 8 single bedrooms. Also, private meeting spaces will be added.

Overall 2013 was another challenging year for providers in the mental health system with budgets remaining mostly flat. But 2013 was also a very successful year highlighted by successful fundraising for the ADM Levy Support Committee which helped in the overwhelming passage of the ADM Board Renewal Levy. Tarry House employees and Board Members were very involved in fund-raising activities as well as in Levy activities.

Tarry House has been an important provider of recovery services to persons with severe and persistent mental illness for 46 years. Tarry House looks forward to continue its role in helping the constituents of Summit County live more productive and fulfilling lives regardless of challenges.