

Reviewing a Year of Service...

“There is a bond deep within that binds us to one another . . . expressing itself in

compassion,

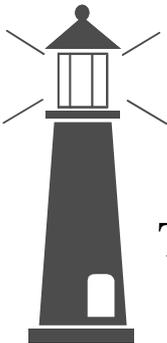
fairness,

willingness to support

and, when possible . . .

coming to the aid of another”

Charles R. Swindoll



2006 annual report

THE GUIDANCE CENTER

promoting healthy communities

How Can I Repay Them?

Debby Buchanan

There came a time when all the pain took my life away,
When I didn't want to live, even one more day,
When the loneliness and confusion, I just couldn't tame,
When there were days I didn't know my address or my name,
I didn't have a friend, my family didn't know,
And I was too afraid to let my feelings show,
For what was there in me worthy of anyone's care,
What was there in my life worth the effort to repair?
I didn't know what to do with all the guilt and shame,
Until these warriors took me in and engulfed me with their flame,
They shared with me their wisdom, taught me all I needed to know,
I learned to trust, to feel their care, to let my feelings show,
They treated me in a way I know came from their hearts,
They helped me put together all the pieces that were apart,
Now because of them I can stand before you today,
I can tell you from my heart there's no way I can repay,
For how do I repay them for all they've done for me,
They are always there to guide me and to help me see?
And how do I repay them they gave me all they had to give,
So I might have a better life; one I would want to live?
How do I repay them for showing me I'm not the enemy,
They took me by the hand and set my wounded soul free?
I stand here today because they are always there,
I stand here today to prove to you just how much they care,
When there was nothing left for me but more of the same,
They cared for me; they changed my life;
they made me proud of my name.

Our Vision

We envision healthy, safe communities where individual differences are valued, human dignity is preserved, and personal strengths are enhanced.

Our Mission

The Guidance Center promotes healthy communities by delivering comprehensive behavioral health services to individuals, families, and communities of Atchison, Jefferson and Leavenworth Counties.

Our Guiding Principles

Human suffering caused by psychological, relational, and substance abuse difficulties is both preventable and treatable. We will commit resources to both prevention and treatment.

We will provide our services in the least restrictive environment possible to prevent and alleviate human suffering.

Our communities benefit as we provide these services regardless of an affected person's ability to pay.

Our first priority is to serve the residents in our three-county area.

We will not deny services due to genuine inability to pay.

Core services will be readily accessible to every resident.

The quality of services will be our highest priority.

Integrity and ethics are never compromised.

Teamwork and community involvement are essential to long-term success.

The involvement of clients and their families is essential to providing responsive, accessible and culturally competent services.

The staff and Board of Directors of the Guidance Center constitute its human resources. The Center is the sum total of the efforts of these people. The Center can improve and grow as the dedication and talents of its people improve and grow.

Governing Board

Atchison County

Debby Buchanan

Julie Lowe

Chuck VanPetten

Corbin Witt

Jefferson County

Jeanne Hanson

Loren Lutes

Tim Marshall

Leavenworth County

Lora Black

Jay Byrne

Cindy Geiger

Dora Robinson

Executive Staff

Keith Rickard, MBA, MS, LCP

Executive Director

Kate Werring, LSCSW, ACSW

Operations Director

Jeff Brueggemann, CPA

Finance Director

David Barnum, Ph.D.

Clinical Director

Jayashree Coca, M.D.

Medical Director

Anne Werring, EMBA

Corporate Compliance/Critical Projects Director

Erik Nyberg, MPA

Information Systems Director

Jay Byrne

Governing Board President

In 2007 The Guidance Center will celebrate 70 years of service to the residents of Northeast Kansas. Established in 1937 in Atchison as the Child Guidance Clinic, The Guidance Center is now a primary source of behavioral health services to the individuals, families, and communities of Atchison, Jefferson, and Leavenworth Counties.

The Surgeon General estimates that approximately 22% of the general population may experience a diagnosable mental illness within a single year. Mental health disorders are the second leading cause of both disabilities and premature death in the United States. In addition to the loss in quality of life, mental illness also costs the country billions of dollars annually in indirect costs due to mortality, disability, and loss of productivity.

Last year The Guidance Center assisted nearly 3500 clients dealing with issues ranging from depression to substance abuse to schizophrenia. We have successfully adapted to new funding mechanisms, expanded our ongoing educational programs to include interested members of our communities, and enhanced programs and services available to many of the more vulnerable members of our community. In addition we have implemented practices and measurements to ensure our treatments and services remain consistently effective in assisting our clients.

Our vision is one of healthy, safe communities where individual differences are valued, human dignity is preserved, and personal strengths are enhanced. As we move into our 70th year The Guidance Center has the resources, the talent, the leadership, and the sense of purpose to help make this vision a reality.

Keith Rickard, MS, MBA, LCP

Executive Director

The Guidance Center completed another year of service to our communities in Atchison, Jefferson, and Leavenworth Counties. I dedicate my message this year with a tribute and thank you to more than 100 staff members and board members who served The Guidance Center in 2006.

Once again we were able to sustain our service volume, breadth, and quality on a balanced and stable budget. We were able to introduce some new services as well. I keep asking myself how we do this each and every year.

The answer, of course, is good people.

The Guidance Center deeply values the staff who committed themselves to enhancing the personal strengths of those with mental health and substance abuse service needs. Without well-trained and dedicated staff, achieving our vision of promoting healthy communities would not be possible. I am deeply grateful for each and every one of them.

The information in this report chronicles the service activity that took place in our facilities, in our schools, and in our communities. It reveals that the number of clients and services delivered mirrored 2005 performance, and we achieved good outcomes. We did all of this on the same level of financial resources that we generated in the previous year.

There were a number of initiatives undertaken this year, including using technology to improve efficiency. We continue to find new efficiencies brought about by improved communication systems, streamlined business processes, and our new electronic medical records system.

Additionally, administrative salaries were trimmed in order to balance the budget. Our Executive Leadership Team voluntarily reduced their salaries in mid-year by 4% in an effort to assist in achieving the savings needed to finish the year with revenues in excess of expenses. You can't find this kind of dedication or sacrifice in the for-profit sector. I am deeply appreciative of my Leadership Team.

It is important too that I recognize our Board of Directors for their lead-

ership. Their wise counsel was instrumental in setting the course, adjusting with the storms, and achieving our outcomes in 2006. Without their support and leadership we could not accomplish our service objectives.

I continue to be motivated and inspired by the people who share my vision and purpose to deliver high quality behavioral health care.

We look forward to 2007 knowing that—whatever the challenge—we will find solutions.

What services do we provide?

Outpatient Services consist of traditional mental health counseling and therapeutic intervention services delivered by professionals with training in psychiatry, clinical social work, counseling, marriage and family therapy, and psychology. A wide spectrum of diagnoses is seen in this service category to include mood disorders, anxiety, marital problems, parent-child problems, sexual problems, and impulse control disorders. As we work to incorporate behavioral healthcare into community settings, we have revitalized our delivery plan for mental health services in the school settings. Two of our locations are already providing services in their community schools, and our third office location will begin school-based services in 2007. We are now offering domestic mediation as an additional service in our outpatient program. Substance Abuse Recovery Services are designed for those individuals experiencing difficulties with alcohol and drug abuse or addiction and are also provided on an outpatient basis. Finally, the Center's outpatient services also include psychiatry coverage for psychiatric assessment and medication management.

Community Support Services are delivered to adults who have experienced significant mental health problems that have a pervasive nature, meeting the State-defined criteria for Seriously and Persistently Mentally Ill. They typically need more extensive mental health support services to maintain their residency in the community. These individuals experience illnesses including schizophrenia, Bipolar Disorder, Major Depression, and in some cases Borderline Personality Disorder. Case management, psychosocial group services, and attendant care are treatment options that provide alternatives to more restrictive levels of care such as hospitalization or nursing home care. Additionally, supported employment services provide assistance with job preparedness, employment search and application, and job coaching.

Community Based Services are delivered to children and adolescents who are at high risk for placement outside of the family. These children experience emotional problems that affect their functioning in the home, school, and neighborhood, meeting the State-defined criteria for Serious Emotional Disturbance. Services are typically provided in the home and school, including case management, psychosocial group programs, and attendant care. Services are intended to assist the youth and their family maintain successful placement within their own home and enjoy success in their academic and social environments. This program is based

on our belief that children are best raised within their own homes.

Emergency Services are available 24 hours a day, 7 days a week for clients requiring immediate attention. Walk-in emergency clinics, off-site pre-hospitalization screening assessments, and after-hours coverage are available throughout the Center's catchment area.

Evidence Based Practices (EBPs) are emphasized in the service delivery model of The Guidance Center. During 2006, we initiated or continued EBPs that include **Integrated Dual Diagnosis Treatment** (to meet the treatment needs of those affected by severe mental illness and substance abuse problems,) **Supported Employment** (to facilitate acquisition and continuation of gainful employment for those affected by mental illness,) and **Multisystemic Therapy** (to specifically intervene in the lives and families of youth identified as juvenile offenders.) These EBP are connected to well-researched protocols for treatment and incorporate ongoing fidelity assurance methods to maintain our adherence to the proven treatment model.

In addition, we have implemented evidence-based methods in other areas of service as a means for developing new treatment approaches with a solid empirical basis. These include: (1) the incorporation of a SAMHSA-recognized protocol for independent living skills into our new T.A.R.G.E.T. (Teens Achieving, Reaching, Growing, Exploring and Transitioning) psychosocial program that is designed to better meet the needs of our youth/young adults with mental illness as they transition from childhood into adulthood; (2) detailed review of our protocols for psychosocial programs to ensure consistency with empirical findings for effective psychosocial treatment; and, (3) implementation of session-by-session outcome and therapeutic alliance measures for all adult outpatient therapy services. In 2007, we will be completing review and revision of the adult psychosocial curriculum and implementing a child version of the outpatient measures for all child and youth therapy services.

In support of our efforts to provide state-of-the-art, evidence responsive, and effective treatment services, we have augmented our **training and consultation programs**. More of our clinicians and program managers are involved in community consultation, from ad hoc consultation for community members to more formal service on community councils, committees, and program refinement groups in our communities.

In addition, we provided a range of training programs for community groups and schools, as well as free parent information groups for par-

ents and caregivers of those affected by autism spectrum disorders. We have also enhanced our professional training programs to include more diversity in our clinical continuing education offerings, specific training institutes for both youth and adult case managers, and active solicitation of external participants to attend our training programs. Due to the success of this program in 2006, we are seeking approval as a continuing education program from the Behavioral Sciences Regulatory Board in Kansas and the American Psychological Association. Both applications are scheduled for submission and review in 2007. Finally, our pre-professional training, which provides supervised practicum experiences for students in various types of clinical programs, has continued to grow. In 2006, we expanded from two practicum students to four practicum students, and anticipate more growth in 2007.

Celebrating Client Successes

Affordable, accessible, and quality behavioral health care changes lives and improves our community. Guidance Center providers, working collaboratively with clients and families, help individuals feel empowered and in control of their future. Each year, we like to share with the community the real-life success stories our clients celebrate. With The Guidance Center's services:

- A young man in middle school, who formerly experienced serious challenges with friendships, school work, and self-care has made great strides with the assistance of his youth case manager. His personal appearance and hygiene have improved and his improved communication skills have led to the development of friendships with classmates. His case manager has also facilitated improved and consistent communication between his parents and the school. As a result, his grades have improved from primarily F's to A's and B's. Now that he is making positive choices more consistently, he has been allowed more freedom and new privileges. While he continues to struggle occasionally, he also reports that he is happier than he has ever been and feels like a part of his family for the first time.
- A middle-aged woman struggled for years with the emotional effects of childhood sexual abuse, including depression, eating disorders, and psychosis, which lead to multiple suicide attempts and hospitalizations. Through case management, medication management, and therapy services, she has worked hard to move past her anger toward her abuser and take positive steps in enhancing her own life.
- A young woman with a long history of psychiatric illness, multiple hospitalizations and suicide attempts had never experienced independent living—she formerly only lived with family members or boyfriends. She gathered the courage to leave an abusive relationship, and with the support of therapy and case management, she is hopeful and excited to make the transition to an apartment of her own with dignity. Her last suicide attempt and subsequent hospitalization occurred over one year ago.
- A middle-aged man, who lived for nearly three years in a nursing facility due to severe mental illness, has achieved success in independent living for almost one year by utilizing case management,

medication management, and adult psychosocial services at the Guidance Center.

- A young man in high school, in Center services since the elementary school, struggled for years with social skills, inability to form friendships, and his family's long period of homelessness. In the past year, he accomplished his treatment goals and graduated from case management. He is an independent young man, is successful in school, self-sufficient at home, and has a regular group of friends to socialize with.
- A middle-aged man, who struggled for years with serious mental illness and substance abuse, has successfully maintained steady employment for over one year, after an extended absence from the working world. He attributes his success to therapy services and the supported employment program.

Client Information

3,430 clients served in 2006

Clients Served by County of Residence

	2006	2005
Atchison County.....	863	941
Jefferson County.....	421	394
Leavenworth County.....	1,964	1,925
Outside Catchment Area.....	182	183
Total.....	3,430	3,449

Clients by Program/Service

	2006	2005
Outpatient Therapy Services (includes medication management services).....	83%	84%
Substance Abuse Recovery Services.....	11%	10%
Emergency Services.....	22%	21%
Home-Based Services (Multisystemic Therapy/ Intensive Case Management).....	3%	2%
Community Support Services (for SPMI adults).....	12%	14%
Community Based Services (for SED youth).....	23%	24%

Clients by Age Range

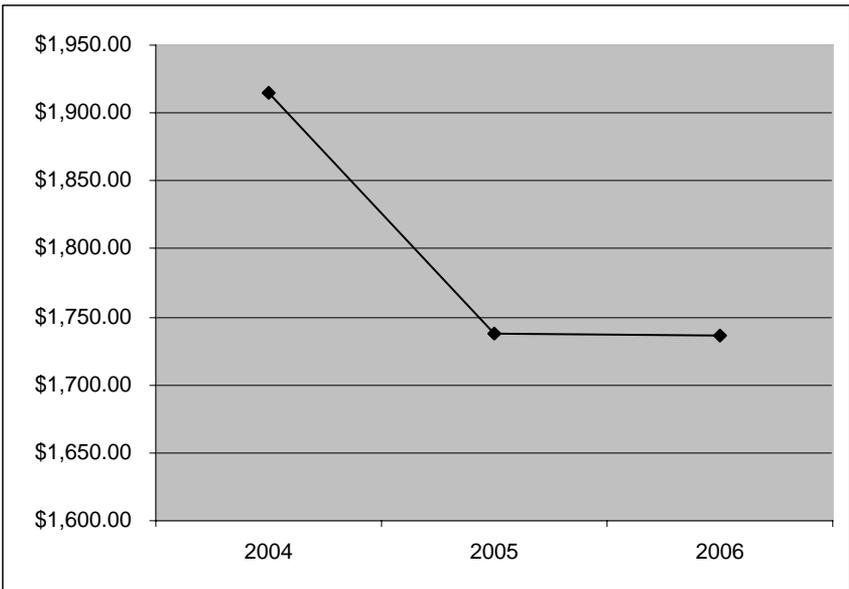
	2006	2005
0-11 years.....	15%	15%
12-18 years.....	22%	23%
19-30 years.....	22%	21%
31-40 years.....	17%	16%
41-50 years.....	16%	16%
51-64 years.....	9%	9%
65 years and over.....	3%	2%

Clients by Diagnosis

	2006	2005
Affective Disorders (Depression, Bipolar Disorder)	30%	29%
ADHD/Disruptive Behavior	12%	13%
Adjustment Disorders	12%	11%
Substance Abuse-Related	7%	6%
Schizophrenia	7%	7%
Anxiety Disorders.....	7%	7%
Impulse Control Disorders.....	1%	1%
Eating Disorders.....	0.09%	0.14%
Personality Disorders	0.23%	0.43%
Other Disorders	35%	32%

Many clients receive more than one type of service, have more than one diagnosis, or have progressed in age during the service period. Therefore, the percentages above total more than 100%.

Service Delivery Costs per Client Three Year Comparison



2006 Financial Summary

Fiscal Year Ending December 31, 2006

Summary of Operating Expenses and Revenues

	2006	2005
Revenue		
For services provided, TGC billed clients:	\$4,955,249	\$5,331,306
But because of required contractual and other allowances, and the inability of patients to pay in full, TGC wrote off:	<u>(\$ 883,361)</u>	<u>(\$1,050,100)</u>
Therefore, net revenues from patient services were:	\$4,071,888	\$4,281,206
In addition, TGC received:		
State Aid	\$ 323,828	\$ 323,828
County Taxes	\$ 133,000	\$ 130,139
Grants and other	<u>\$1,520,581</u>	<u>\$1,235,451</u>
Therefore, our total operating revenues were:	\$6,049,297	\$5,970,624
Operating Expenses		
TGC paid:		
For salaries, wages and employee benefits:	\$4,254,630	\$4,315,742
Supply and ancillary services and depreciation	<u>\$1,698,146</u>	<u>\$1,676,393</u>
Total operating expenses:	\$5,952,776	\$5,992,135
Excess of Revenue Over Expenses	<u>\$ 96,521</u>	<u>(\$ 21,511)</u>

Balance Sheet

	2006	2005
Assets		
Cash & Cash Equivalents	\$ 482,247	\$ 870,084
Fixed Assets—Property & Equipment (net of depreciation)	\$5,587,616	\$5,698,615
Accounts Receivable	\$ 201,060	\$ 310,547
Pledges Receivable	\$ 299,601	\$ 345,901
Prepaid Expenses	\$ 21,967	\$ 32,075
Other Receivable	<u>\$ 809,186</u>	<u>\$ 558,705</u>
Total Assets	<u>\$7,401,677</u>	<u>\$7,815,927</u>
Liabilities		
Accounts Payable	\$ 196,870	\$ 80,131
Industrial Revenue Bonds	\$2,782,932	\$2,874,610
Accrued Expenses	\$ 84,863	\$ 98,967
Deferred Revenue	<u>\$ 822,573</u>	<u>\$1,178,755</u>
Total Liabilities	\$3,887,238	\$4,232,463
Fund Balance—Net Worth		
Fund Balance	\$3,214,838	\$3,237,563
Temporarily Restricted Assets	<u>\$ 299,601</u>	<u>\$ 345,901</u>
Total Fund Balance	\$3,514,439	\$3,583,464
Total Liabilities & Fund Balance	<u>\$7,401,677</u>	<u>\$7,815,927</u>