

The Right Step off the press

Quotable...

"The world makes way for the man who knows where he is going."

- Ralph Waldo Emerson



From the President

Dear Team,

As we say goodbye to 2008, we say hello to a new today in 2009. I want to thank everyone for your efforts. We are a much smarter and stronger company for all that we have learned in 2008. We have had to get tough and close or sell underperforming programs. We have had to raise our expectations on

all employees as we deal with the failing economy and challenges of more and more insurance cost shifting to our clients.

I was once asked from a leader of a large treatment company in Chicago how are we doing with so much more competition in our field. My answer was simple, "We are our only competition. If we provide caring, respectful and effective treatment, we will always have clients to serve and people to help." When we are plagued (I received this feedback recently) with complacency and burnout we basically lose our position as a leader in our field and move to the bottom of the pack. The challenge with complacency and burn out is you don't always know you are in it (you may want to take your inventory). Health and happiness is a result of continued personal, professional, physical and spiritual growth. This action, or lack of action, is your own responsibility; however, it affects our work environment and our clients.

The leadership team just completed our Year End retreat and updated our vision and mission. I hope you as employees will be happy to embrace this as I am:

Vision: Together We Transform Lives

Mission: We provide compassionate, comprehensive substance abuse care at an exceptional value.

These are powerful words and statements, and if we are all on the same page, the words sing beautiful recovery! I recommend everyone and every department set goals for 2009 -- those who write goals are always more productive than those who don't.

In closing, the world is a better place because of The Right Step, The Next Step and Spirit Lodge and all the work that we do!

In Sobriety,
George

Characteristics of a Great Team

- Everyone counts and contributes -- no egos or superstars!
- Many minds/better solutions
 - Communicate and clarify expectations
 - Commit to a vision/goal/outcome
- Never let a teammate fail
- Commitment to a constant improvement
- The HERO is the team!

DFW Gets in the Spirit

Photos and story submitted by Lydia Clemmons

DFW was in the spirit of Halloween this year. We had pumpkin carving and games for the patients during the day and then Alumni had a GREAT time that night at our Halloween party. We had a guest speaker and followed the meeting with a dance. We had about 65 people there.



Our Costume Winners



Lydia with the TNS guys dressed as Tip, Jack, and Lydia



Children costume winners with their alumni mommies

TRS Austin Region

By Terry Edwards, LCDC, Executive Director

Let's start with saying it has been an exciting year. Hill Country celebrated its 1 year anniversary this past October and I want to acknowledge some of the key people that make TRS, Hill Country successful and allowed us to exceed all 2008 budgetary goals.

I joined TRS in October of 2008 and was given the task (in addition to many, many others) of building an awesome clinical and recovery advocate team to match the great nursing, admission and food and beverage teams. My first hire was Jon Bohlmann, LCDC who rolled up his sleeves and worked days, nights and weekends with me to provide quality services to our clients and their families. I then was fortunate to hire Eric Gates as my Platinum Recovery Advocate who is caring, committed and grounded. The foundation was now in place. We have since added Colleen Culton, LCDC, and Frances Preston, LCDC to the clinical team, Dr. Joe McCreight as Medical Director, several caring and dedicated recovery advocates and last but not least, Rainbow Hot Lava and Queek Queek (our fierce watch-ducks).

Hill Country, RTC is also stronger due to the solid continuum of care provided by both IOP locations. Genaro Sandoval, LCDC joined TRS as Austin IOP Coordinator in the latter part of 2008. Since his arrival in Austin, he has doubled the census and infused the Austin IOP with positive energy. On the other end of I 35, we have the San Antonio IOP, led by Steve Murphy, LCDC which gained momentum throughout 2008. Steve brings a combination of business savvy and keen clinical skills.

With our top notch team in place, our goals for 2009 are to continue to provide excellent client services. We hope to enhance our RTC facility by adding additional group space, increase bed capacity and continue to upgrade facility exteriors.

How Time Flies!

By Robert Pitts, Chief Clinical Officer

With 2008 coming to an end, I can't believe this year has gone by so fast. How time flies. There are so many things I am proud of that the clinical teams have accomplished.

- TRS has a centralized Utilization Review department
- Hill Country facility met their budget
- Spirit Lodge is licensed and operating with guests
- TRS has implemented a new IOP curriculum

Each year it seems as though we, as an organization, continue to grow and mature - developing into a substantial force in the drug and alcohol treatment industry. Our existing staff has greater expertise and insight than we've ever had before. Our curriculums are changing to encompass greater focus on a holistic approach to treatment instead of having just one tool in our toolbox. Now, we offer our clinical teams multiple tools to use in dealing with their clients. In order to provide high quality of care, we must travel the continuum of change to be the leaders - the ones that are proactive not reactive to such changes.

In this New Year, I look forward to the challenges and goals that we've set into place.

- Implement a new residential education curriculum
- Continue to increase our clients' length of stay
- Put all policies and procedures on-line
- Centralize utilization review for all of our affiliate offices
- Increase completion rates to 88%
- Increase customer satisfaction to 90%

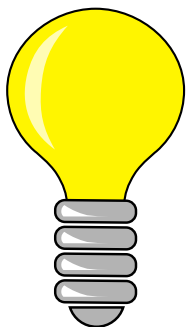
We continue to provide excellent services at an exceptional value. We have dedicated professionals battling this deadly disease on a daily basis. In this coming year, we have both our state licensing review and our CARF Accreditation Survey, which I am positive that both will receive the highest awards.

Yes, I am looking forward to this New Year with all the ups and downs that make the time fly by. I just hope that each of us can slow the process to consider the challenges we overcome, the work we do, the accomplishments we master, and the teams we are building, which translate into one more person helped in their recovery process.

TRS Ft. Worth

By Terry Busse, IOP Coordinator

Greetings From TRS Ft. Worth IOP! I will take this time to brag about our accomplishments this past year. On 12/01/2007 we had a census of 9, today, 12/01/2008 we have a census of 19! What does this mean? This means a number of things; First I want to thank the staff of TRS Ft. Worth residential programs (adult and adolescent) for their confidence and support. The IOP receives a lot of referrals from them. Second, I need to thank the admissions staff for their support and patience while working with me and the admissions process. I have just come on board a year ago and trust me when I tell you I have tested the admission team's patience. :-)) I need to thank TRS for supporting the IOP with staffing and confidence. The goal for this IOP in 2009 is to hit an average census of 30 before the year is over. With continued support, I have no doubt but that we will accomplish this goal.



Got an Idea for the Newsletter?

We welcome your suggestions!
Send them to
hr@rightstep.com

Powersful News

By Dr. Jason Powers

Hello to everyone in the TRS family and in the community! For me, 2008 was the best year with TRS so far. I felt this way all year but especially around the holidays where the camaraderie and warmth was evident all the way from the new and improved call center to the new alumni gatherings to the staffings. Despite some road bumps that are to be expected within any organization and in life, the atmosphere among the clients and the employees has been positive for me. I have been very impressed with everyone's sense of teamwork and commitment. I have seen some new leaders grow into their roles and I have been just as happy to see some new faces contributing to our mission with a new life and energy.

I am proud to welcome Amy in Dallas and I share everyone's confidence in her abilities. We are poised for continued greatness with Stacy in Houston and Terry in Austin. Furthermore, Jennifer at the beautiful Spirit Lodge is also going to help lead that gem of a program starting in 2009. In addition, I have seen how Paul has added a sense of poise and direction and I have faith he will take us to greater heights in 2009. Liz has also done a remarkable job in the not-so-existent-before-she-came HR department and I think her efforts should be highlighted as the best area of improvement in 2008. There are so many people to thank and highlight including Austin's Dr. McCreight, who is providing our clients with outstanding care; but number one in my little niche has got to be Julie Denofa. Quite simply, she is the best and makes me look better than I deserve sometimes. Robert, George, and Donna continue to offer excellent leadership..what a team we have!

2008 was an especially busy and productive year for me as well. In addition to managing the detox and RTC folks here and weekly in DFW, I was able to contribute with a record number of speaking engagements and marketing opportunities in the community. I was also proud to receive a best addiction doc in Houston nod as well as an award for compassion in 2008. More importantly, we were able to help more folks get well this year than the previous year and for that, I am truly, truly grateful! Finally, I have seen a little wish granted during 2008. Somehow I convinced Grant, Leanna, Stacy, and Julie to join me on the curriculum committee this past year. That is, we have begun to roll out a new and improved curriculum at TRS Central that has elements of mind-body and evidence based therapeutics that provide a holistic and comprehensive program for our clients. What I have enjoyed most about the process of the rollout has been the sessions where all the clinical staff joins together to help one another improve their clinical skills. I would like TRS to be known as a place where not only clients come to get better, but where clinical staff also learn our craft better and grow professionally!

Next year I hope to surpass the activity of 2008. The year will start off that way as I am to speak in Atlanta in February and with Dr. Terry Rustin, I will host a workshop in New Orleans at the American Society of Addiction Medicine annual conference. In 2009, I hope to continue serving TRS and ya'll best way I can and my office is always open to help. May we have the best year yet treating those with the disease of addiction with dignity, love, compassion, and respect! May we continue to develop spiritually and professionally also!

God Bless!

From Spirit Lodge

By Jennifer Holbrook McKenzie, Clinical Director

2008 was a ground breaking year for us here at Spirit Lodge and we look to carry this momentum into 2009 and beyond. This feat will not be an easy one, but with outstanding staff and clinical assistance we have; it should be well within our reach. 2008 introduced one of our many great achievements by bringing Jennifer Holbrook-McKenzie MA, LCDC to the Spirit Lodge staff as the new Clinical Director. Jennifer has proven for many years that she is an asset to the chemical dependency field and we are glad to have her on board to lead us to great opportunities in the future. Along with Jennifer, we had the pleasure of adding two outstanding Chefs, James Webb and Andrew Giles. Not only are all of our new additions experienced at their profession, but they also bring a tremendous amount of care and passion for the field and are tremendous asset to Spirit Lodge and it's guests.

Along with the staff additions that took place, Spirit Lodge also experienced many other changes in 2008 that will truly benefit our 2009 goals and objectives. At the beginning of 2008, Spirit Lodge had the dream of occupying a large number of guests. We are happy to say that goal was reached when we became licensed to occupy 24 guests from the slim 3 we had at the start. The true task begins in filling these occupancies. But, with the development of positive community relations we look to accomplish this purpose in the near future.

For 2009, Spirit Lodge has already compiled an impressive list for success. We have applied for Detox LOC for our guests, so that we can ensure they are getting the highest quality care that Spirit Lodge has to offer. Along with the addition of Detox services, Jennifer and the Spirit Lodge staff are working diligently to expand and restructure our programming to assist each and every guest in reaching their goals.

2009 will be a challenging task with many bright opportunities along the way. Our goal is to seize these opportunities to accomplish what we came here to do, which is to help the addict and alcoholic in need. We are looking forward to a great year of exceeding our goals and adding yet another star on to the 5 STAR status of Spirit Lodge...

"If you have built castles in the air, your work need not be lost; there is where they should be. Now put foundations under them."

- Henry David Thoreau

Hello from Houston

By Stacie R. Allphin LCDC, NCAC

2008 was a very busy year here at TRS Central. There were many new accomplishments to celebrate and many goals that came to fruition. One main focus was on the admissions department. For the past two years we have been seeking that perfect balance of personality, professionalism, cooperation, and collaboration. Finally in November of 2008 we found the ideal mix in Rahsaan Edwards and Kim Brisbin. Rahsaan is a brand new CI with motivation, compassion and a willingness to take on new tasks. Kim was with us previously from 2005 till 2007, when she left to work as a counselor at her son's school. After her grant ended she returned to TRS as our Admissions Coordinator.

With the central campus able to retain up to 43 guests it is imperative that we have a full compliment of staff. In 2008 we were able to obtain a full Adult and Adolescent Residential counseling staff. At the Adult RTC we have Grant Perry, Program Coordinator for the past 9 years. Accompanying him is Vicki Piper, formerly of The Next Step for Women, Michelle Redic who is also a LPC, and Mark Chapman, a retired music teacher and new CI. On the Adolescent unit we have Ernest Patterson, Program Coordinator for the past 3 ½ years, and Jessica Zolar (formerly Zwebback), who

As you know, Hurricane Ike hit us fairly hard, but as is the TRS way, we made the best of it.

holds a LMSW, is a yoga instructor, and get this, she is a drummer and vocalist in a band!!!

As you know, Hurricane Ike hit us fairly hard, but as is the TRS way, we made the best of it. During the down time we had several of our beautiful hardwood floors refinished in the men's house, and the adolescent house. We were also able to acquire a restaurant called the Bistro. Our Chef Catarino Torres is delighted to have his own kitchen and space where our guests can come to enjoy their meals. It has a gorgeous patio with a fountain. Just the right atmosphere to relax and de-stress.

Margaret Kays took over the Handle with Care and Alumni Committees. In October we all agreed that we had the best Halloween party / festival ever. There was a pie throwing contest, a football toss, bean bag toss, balloon (Cont on page 6)

Finance Department

Accomplishments for 2008/Goals for 2009

By Donna Charleson, Chief Financial Officer

In looking back over 2008, I quickly realized that the accomplishments of the finance department are in large measure driven by the collaborative efforts of our colleagues in operations and clinical. Robert Pitts, our chief clinical officer, said it well early on: "Good financial practices are consistent with good clinical practices." Here are some great examples of where we put that into practice:

- **Time of Service (TOS) Committee**—Approximately 30% of every insurance bill is payable by the client in the form of deductibles, copays and coinsurance. This is significant! Again, Robert's insight: "Having clients live up to their financial responsibilities is an important step on their road to recovery." The best way to collect these funds is during the time the clients are in treatment. To that end, we formed a TOS committee in August, 2007, now chaired by Keith Jordan, our Call Center Executive Director. Every two weeks, Jason Hose, one of the call center reps, prepares an analysis of where we are in those collection efforts. During a conference call which includes the executive directors, as well as their financial counselors, we use the report to discuss issues and challenges related to these collections. The team shares learnings and solutions, all designed to make this part of the client experience go as smoothly as possible so all can focus on the core issue of sobriety. How successful have we been? At the beginning of 2008, our "success" rate, as defined, was about 88%. Now we're at 98%!
- **Clean "Company Time Cards"**—in the last newsletter, we discussed the importance of populating the claims form with accurate data. A key piece of data on the claim is the auth information. In order to improve the quality of that, in early 2008, Julie DeNofa, our chief nursing officer, reorganized the department to put Charles Procell in charge of all IOP auths. That made a tremendous difference in the quality and timeliness of the auth information! How much of a difference? OP auth issues resulting in write offs average less than \$1000/month, or less than 1% of IOP billings. Additionally, although revenues are up by 17% from last year, it only takes one person, Francis Villarreal, in the revenue cycle department, to prepare ALL billings!
- **Monthly Ops Meetings**—In 2008, the leadership team began meeting with our executive and area directors (Stacie Allphin for Houston, Terri Edwards for Austin, Sean Murphy for New Mexico) to discuss monthly operating results for their regions. The directors really run the meetings, providing important insights as to both opportunities and challenges they face in providing client care. They have become quite skilled at identifying revenue growth and cost savings opportunities! We look forward to Amy Swetnam in DFW and Jennifer McKenzie at Spirit Lodge joining these discussions.

Of course, the above accomplishments couldn't have happened without the great work done by the finance teams. Dan Anderson, our controller, produces the monthly financial packages for the directors, and works closely with them to answer questions. Sandra McClelland, our A/P clerk, keep the bills paid timely and keeps us all on our toes! Gina Bruno and Jim McCoy, our revenue cycle team leaders, oversee the billing and collection process that keep the monies coming in. Their efforts allow us to consistently close the financial part of Easy Step on the first business day of (Cont on page 8)

Employee Celebration Week



Ann McCarroll and Margaret Kays from Houston are rockin' and rollin'!



Top Dawg - Employee of the Year (Houston), Robert Wingate

Safe Steps

By Michelle Harrison, Employment Manager

February is American Heart Month

Tips to reduce your chances of cardiovascular disease:

- Maintain a healthy and balanced diet
- Exercise regularly for at least 20 minutes, three times a week
- Avoid preventable risk factors such as stress, smoking and high blood pressure
- Know your family history of heart disease

March is Eye Safety Month

Eye exercises to help prevent Occupational Overuse

- Extended Focus: Every half hour look away from the computer screen and focus on an object at least 20 feet away. Look back at the screen and then look away and focus again. Repeat three times.
- Eye Rolls: Close your eyes and slowly roll your eyeballs clockwise all the way around. Repeat three times. Now rotate in the opposite direction.

TRS Trivia

By Jim Isom

1. CEO George Joseph first became affiliated with The Right Step in:

A - 1976 B - 1989 C - 1994

2. The Right Step operates facilities in how many states?

A - 1 B - 2 C - 3

3 - Name the states.

4 - Name Robert Pitts' favorite NFL team.

A - Dallas Cowboys

B - Pittsburgh Steelers

C - None of the above, he actually enjoys water ballet.

5 - TRS opened its first facility in DFW in what year?

A - 2000 B - 2003 C - 2010

6 - TRS Wimberley can accommodate how many clients?

A - 32 B - 50 C - 7

7 - Who is the Corporate Medical Director for TRS?

A - Dr. Strangelove

B - Dr. Zchivago

C - Dr. Powers

8 - Spirit Lodge is located in:

A - Spicewood, Texas

B - Marble Falls, Texas

C - Dripping Springs, Texas

9 - The Right Step is the largest private chemical dependency treatment services provider in the Southwest.

A - True B - False

10 - Who is the new Executive Director for DFW?

A - Amy Grant

B - Amy Fisher

C - Amy Swetnam

Bonus Question: What does CARF stand for?

(Answers on page 7)

Never Stop Contributing to Your 401(k)

By Joshua Kennon, *About.com*

Contributed by Leana Gadbois-Sills, *Compliance Officer*

Some idiot (pardon my candor) at one of the other major financial sites just wrote an article explaining that low and middle income people should stop contributing to their 401k if they experience a personal financial crisis. The author clearly knows nothing about tax or bankruptcy law and the advice, in my opinion, is nothing short of journalistic treason. If you don't know the subject matter at hand, the responsible thing to do is to put down your pen, and do some research. Real people's lives could possibly be affected or influenced if you state something as fact rather than just provide information.

What is the problem? Here's why you should always - and I mean always - contribute to your 401k, even if you are falling behind on your bills.

Contributions to your 401k are often tax-deductible. This means that if you instead choose not to put those dollars aside, the Federal and state governments are going to take a bigger chunk of your pay in income taxes. Not only will you end up with less money in your retirement account, you'll end up with less cash in your hand today. It's sort of like killing the chicken for meat now when you could live off the eggs for a much longer time.

Many employers offer matching contributions to money put into a 401k by employees. If your firm were to give, say, a dollar-for-dollar match on the first 3% of salary, someone making \$40,000 per year could get an extra \$1,200 in pay - tax deferred - simply by making contributions to their 401k. If you stop, not only are you going to pay the higher taxes we discussed just a moment ago, but you are going to forfeit this money forever.

If you are unfortunate enough to have to declare bankruptcy, most courts will protect your retirement accounts, including your 401k. That means that the money that has been put aside will stay there while the rest of your assets are liquidated or reorganized. If you are really in trouble, you should want to put as much as possible away in this relatively safe place, beyond the reach of many creditors.

Over long periods of time, the tax advantages enjoyed by a 401k can result in far more wealth than if you had held your stocks or mutual funds in a brokerage account. You lose all of the time value of money compounding that would have gone to you.

At the very least, as Suze Orman has said, you should be making contributions up to the amount of matching offered by your employer. That should be a no-brainer.

Hello from Houston (*Cont from page 4*)

pop, a donut relay, face painting, a bake off, pumpkin carving contest, best booth decoration contest, and a dunking booth. Yes, the clients and staff all took part, and some pleasure, in dunking our CCO Robert Pitts.

The Alumni had a donation drive for the Star of hope and collected enough funds to feed 144 families, along with 5 car loads of donations including food, clothes, and toiletries. In November they participated in the sober bowling tournament showing up with 8 teams. 3 of those 8 teams won. In December the alumni hosted a gratitude luncheon complete with Frosty the Snowman for the RTC clients and held their 1st annual Holiday party with 81 alumni in attendance. They finished out the year with a New Years Eve Party for Alumni and current Residential Guests, complete with music, dancing, hats, horns and balloon drop.

There were other changes too. The Call center's new coordinator Keith Jordan came to us in July. In August, Joe Rivera was named Medical Records Manager. TRS' H.R. department located our first "Chief People Officer," Liz Starr in May and our Employment Manager, Michelle Harrison, in June. The Financial department saw some big changes as well in 2008. Our very own Gina Bruno was promoted in May to Revenue Cycle Manager and Jim McCoy was promoted to Assistant Revenue Cycle Manager. Stacie Hernandez was promoted from "Billor" to "Collector" while Francis Villarreal became the one and only biller for all of TRS in September. She has also been able to accelerate the billing to 3-5 days as opposed to our 10 day standard. Additionally Ericka Gutierrez and Andrea Moore joined the team in the last quarter.

Last, but not least, 6 of the Houston Region IOP's met or exceeded the QA criteria of 85% or better for the last Quarter. They are as follows: Northwest with Rhonda McBride and Michelle Swanson at 92%, Adolescent RTC with Ernest Patterson and Jessica Zolar at 93%, The Woodlands, with David Hanna and Skye Dowell at 89%, North with Adrienne Banks at 90%, Ft. Bend, with Les Lammlein and Jessica Smith at 90%, and Baytown with Joe Barela at 93%.

Needless to say, there were numerous accomplishments in 2008 and not nearly enough time to list them all here. As we look forward to what we can make of 2009, some innovative goals have been set. For example the new Residential curriculum which was spearheaded by Dr. Jason Powers, was rolled out on January 5th. The goal was to incorporate the body, mind, emotion, and soul with the new curriculum and truly have the best 30 day curriculum available. Along with this we have changed our strategies for process group by having a daily case management / process group.

In the realm of curriculum here are some other projects we hope to complete soon after the New Year. They are: New Adolescent RTC curriculum; New Adolescent IOP curriculum; New Young Peoples Track for RTC; New TPAPN track for RTC. Ideas will be solicited from every counselor, client and family member, to ensure that we gather and comprise the most effective, informative and creative curriculum available.

The majority of other goals for the Houston Region is quantitative, and will require collaboration across all continuums of care and departments. The 2009 Capacity goals for IOP offices are 150% which equals an average of 24 clients' per month. The Capacity goal for Central RTC is 86% which is equal to 37 clients per day. The QA goal for Houston IOP and RTC is being raised (by me) to 90%.

There are bound to be more ideas, goals, and objectives added to this list as the year unfolds, and we are excited to see what will be revealed. 2009 is sure to be remarkable and spectacular with the wonderful team and talent that the Houston Region possesses.

Alumni Outreach Program

By Margaret Kays, Director of Customer Relations

I would like to introduce the new TRS ALUMNI OUTREACH PROGRAM! Starting on March 1st TRS will have a full fledged OUTREACH PROGRAM! It is a wonderful opportunity for our Alumni to get out into the community! We will be setting up Outreach Programs with schools, businesses, community groups, and various other organizations within this great city! The Alumni will be presenting an Educational and Inspirational Workshop at these locations several times throughout the months to come! We will kick off our new program with a ribbon cutting for our "Adopt an Esplanade" which will house a sign with TRS OUTREACH PROGRAM on it! We will also be hosting an "Open House" for all to see firsthand not only our presentation, but what an incredible group of Alumni we have! more detail to come...



From left to right: Terry Busse- IOP Coordinator, Lisa Opdyke- Admitting Counselor LCDC, Willie Vasquez- Operations Coordinator, Kimberly Hearne- Admissions Assistant, Jose Guerrero- Maintenance Rep.A

TRS Trivia Answers

- 1 - C - 1994
- 2 - C - 3
- 3 - Texas, New Mexico and Louisiana
- 4 - Pittsburgh Steelers
- 5 - B - 2003
- 6 - A - 32
- 7 - C - Dr. Powers
- 8 - A - Spicewood, Texas
- 9 - True
- 10 - Amy Swetnam

Bonus Question - Commission on Accreditation of Rehabilitation Facilities



SPIRIT LODGE LEMON BOX PIE

Submitted by Spirit Lodge Chefs James Webb and Andrew Giles

Ingredients:

- 8 Oz. Cream cheese (thawed for 30-45 minutes at room temperature)
- _ Cup fresh lemon juice strained (4-8 medium sized lemons)
- 1 12 Oz. Can of eagle brand sweetened condensed milk
- 1 Tsp. Of vanilla
- 1 Graham cracker crust

Directions:

- Allow cream cheese to thaw for 30-45 minutes at room temperature.
- Once softened, place in bowl and beat with hand mixer until smooth
- Add lemon juice, condensed milk, and vanilla.
- Beat mixture until blended well.
- Add mixture to pie crust and refrigerate. For best results and consistency; leave in refrigerator for 24 hours before serving.

BANANA NUT BREAD

Submitted by Reatta Robinson

- 1/4 cup of shortening or cooking oil
- 1/4 cup of margarine or butter
- 1 cup + 2 TB sugar
- 2 eggs
- 1/8 tsp salt
- 2 tsp baking soda
- 2 cups flour
- 3 large very ripe bananas (the mushier the better)
- 1 cup of chopped pecan or walnuts (real nutty)

Blend cooking oil, margarine & sugar together until smooth. Whip eggs, then pour in to cooking oil mixture. Combine flour, salt & baking soda. Then combine flour mixture w/cooking oil mixture. Mixture may be stiff, but blend until smooth. Add whipped eggs. Blend thoroughly. Mash bananas until creamy. Add to mixture. Blend in nuts.

Preheat oven at 325. Cook for about 50 minutes to 1 hr. Bread should be golden brown. When you are able to stick a toothpick in & it comes out clean, bread should be ready.

YUM YUM!

Personal Milestones

- **Erin Leavell** celebrated 10 years of sobriety on January 9th, 2009!
- **Reatta Robinson's** son was married to Katherine Gale on December 27th, 2008!
- **Crystal Drake** had a baby girl, Chloe Bella Drake, on December 1, 2008 at 8:07 am. She weighed in at 6 lbs. 15 oz., 19 inches long.



- **Lisa Opdyke** entered an art contest in Richland Hills and was awarded with a ribbon. Her artwork will be displayed on a signal light box along with five other winners at a busy intersection in town.



Do you have a personal milestone that you would like to share? Send them to hr@rightstep.com

Let Go and God

As children bring their broken toys
 With tears for us to mend,
 I brought my broken dreams to God,
 Because he was my friend.
 But then, instead of leaving him in peace to
 work alone,
 I hung around and tried to help,
 With ways that were my own.
 At last, I snatched them back and cried,
 "How can you be so slow??"
 "My child," He said
 "What could I do?
 You never did let go."

Author: Kristone

Finance Accomplishments (Cont from page 4)

every month, an awesome achievement! They are all very talented and dedicated to superior client service, whether that client is a TRS client, or another employee!

Our 2008 accomplishments give us an excellent foundation on which to build 2009. The finance department goals are straightforward:

- We want to publish monthly financial data even more quickly for the executive directors to review and continue to partner with them to identify financial improvement opportunities.
- We want to reduce the amount of outstanding , unpaid claims greater than 90 days from 40% of the total to 20% of the total. That will give us approximately \$350,000 in cash to reinvest in TRS, our employees and clients..

We look forward to working with the rest of the TRS family as together "We Transform Lives!"

Birthdays

January

Lydia Clemmons	2-Jan
Skye Dowell	2-Jan
Patti Hardesty	3-Jan
Stacie Allphin	5-Jan
Roman Alvarado	6-Jan
Jamie Morino	8-Jan
Gail Dunn	11-Jan
Marianne Horne	14-Jan
Jack Woods	15-Jan
Kimberly Hearne	17-Jan
Steve Yocum	18-Jan
Andrew Giles	18-Jan
James Webb	19-Jan
Frank Camargo	21-Jan
Ladonna Wooden	24-Jan
Sandra Raborn	25-Jan
Heather Carroll	27-Jan
Erin Leavell	28-Jan
Dario Medrano	31-Jan

February

Kristi Radabaugh	1-Feb
Reuben Marth	7-Feb
Steven Fortner	8-Feb
Samuel Duplechain	8-Feb
James McCoy	9-Feb
Adrienne Banks	11-Feb
Lauren Brown	12-Feb
Bennie Smith	13-Feb
Robert Pitts	17-Feb
Janette Moreno	18-Feb
Michelle Carey-Redic	19-Feb
Jason Powers	23-Feb
Amanda Rhodes	27-Feb

March

Joaquin Torres	1-Mar
Dennis Watkins	1-Mar
Maria Cuestas	4-Mar
Jennifer Prause	8-Mar
Sandy Boeser	10-Mar
Francis Villarreal	12-Mar
Jessica Zoller	12-Mar
Angela Hardnett	14-Mar
Stephanie Videll	15-Mar
Mark Chapman	15-Mar
Gina Bruno	19-Mar
Guy Holly	20-Mar
Andria Holmes	27-Mar
Andrea Moore	27-Mar

Anniversaries

January

George Joseph	Jan-94
Vicki Piper	Jan-02
Charles Fry	Jan-04
Jim Isom	Jan-05
Gina Bruno	Jan-06
Ladonna Wooden	Jan-07
Inez Lopez	Jan-08
Lydia Clemmons	Jan-08
Susie Veerasammy	Jan-08
Kimberly Hearne	Jan-08

February

Percy Tennessee	Feb-06
Kevin Ryan	Feb-06
David Hanna	Feb-07
Paul Zeringue	Feb-05
Gail Dunn	Feb-08
Zeola Browne-Jackson	Feb-08
Michael Davis	Feb-08
Eric Gates	Feb-08
Sally Isom	Feb-08
Naomi Armendariz	Feb-08
Kathy Woodmansee	Feb-08
Carver Jones	Feb-08
Colleen Culton	Feb-08

March

Lisa Hinson	Mar-05
Charles Procell	Mar-05
Ann McCarroll	Mar-06
Cinda Rhodes-Hopp	Mar-04
Reatta Johnson	Mar-03
Adnan Begic	Mar-07
Stacie Hernandez	Mar-08
Jason Chambers	Mar-08
Jonas Lopez	Mar-08
Stephanie Videll	Mar-08