

I have fought the good fight,
I have finished the race,
I have kept the faith.

2 Timothy 4:7



www.adriel.org

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Foster Family-based Treatment Association



Annual Report



Our Mission

Providing quality care
for children in the spirit
of Christian love.

This summer residential youth participated in a run club in preparation for a 5k race. Preparation included one morning once a week for eight weeks getting up before breakfast, strategic training, and finishing with a time of devotion. Of the many youth who participated throughout the training, six successfully completed a 5k benefitting a local not-for-profit! The 2 Timothy verse was part of a campus wide summer program verse memorizing activity. 35 youth managed to memorize all ten verses learned throughout the summer! Praise be to God.



Our Vision

Until every child lives in
a safe and loving home,
Adriel will be a premier
provider of exceptional
care to children in need.

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Adriel
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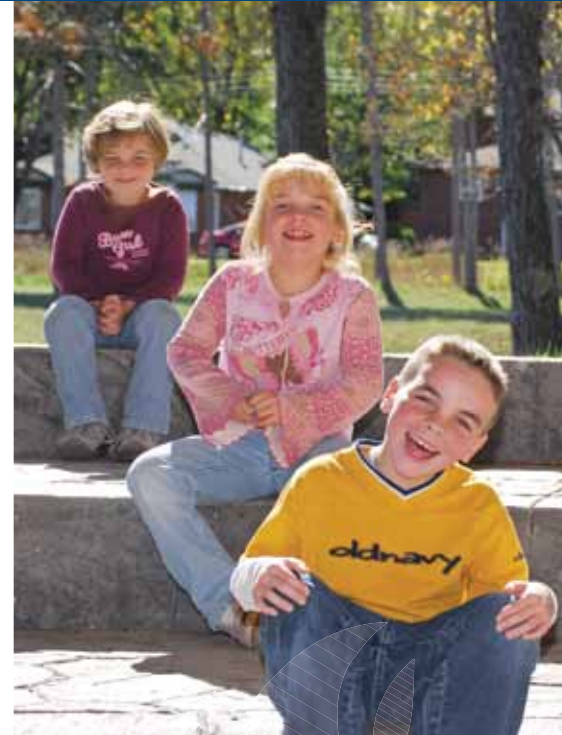
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By Kay Wyse, LSW, MHSA
CEO/President

“Life affords no greater
responsibility, no greater
privilege, than the
raising of the next
generation.”



C. Everett Koop

The Year in Review

Adriel's commitment to its mission of providing quality care to children in the spirit of Christian love remains strong. We maintained our high standards of care and did not increase rates to our consumers. Yet, we finished another year financially positive.

	2010	2011	2012	2013	2014
Total # Foster Youth Served	289	263	280	261	269
Total # Residential Youth Served	84	89	101	111	121
Total # of Adoptions	19	24	22	31	24
Total Bed Days External Respite/Preservation				1244	1323
Total # Families served through Family Coaching				10	24

Caring for children, especially children removed from their families, is one of the most highly regulated professions in this country. Adriel is licensed to provide child care by the Ohio Department of Job and Family Services. There are entire chapters of rules in the Ohio Administrative Code for each different program Adriel operates. Compliance requires much expertise and attention to detail by many people. 2014 was a recertification year for Adriel. An entire team of ODJFS Licensing Specialists spent a week visiting our locations and foster homes, interviewing youth and staff, reviewing records and inspecting buildings. Adriel has a reputation of high standards, which is proven during times like these. A few very minor issues were recommended for correction. This is truly a remarkable testimony to the dedication of our staff, especially since Adriel is considered by our ODJFS team as “One of the Big Five.” In any scenario where literally thousands of details are uncovered, to have such positive results is affirming.

Incidentally, Adriel is also licensed by The Ohio Department of Mental Health and Addiction Services, and accredited by the Council on Accreditation, each of which has more rules and standards with which we must comply.

Adriel remains a leader in service provision to youth and families all across Ohio. The financial state of the agency remains strong. Donors continue to provide additional support to meet the needs of today's children. We closed Fiscal Year 2014 with gratitude for another positive year of successful service to children.



Adriel Executive Team

Kay Wyse, LSW, MHSA
CEO

Kerry Beck, LISW-S
Director of Clinical and Residential Services

Mary Atkins, MBA
Controller

Amy Bennett, LSW, MSW
Director of Program Development

Jacquie Linville, LSW, MSW
Director of Foster Care and Adoption Services

Cortney Coyle, MBA
Director of Human Resources





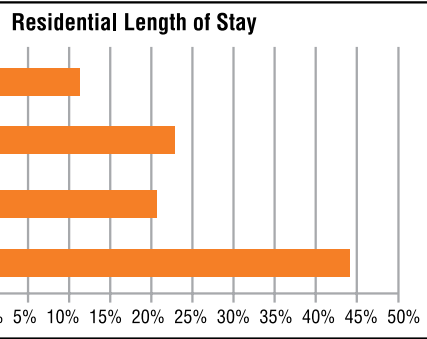
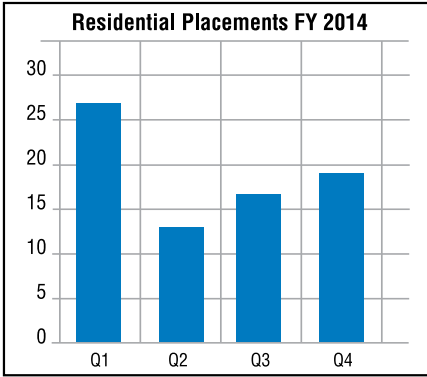
By Kerry Beck, LISW-S
Director of Clinical and
Residential Services

Residential and Clinical Report

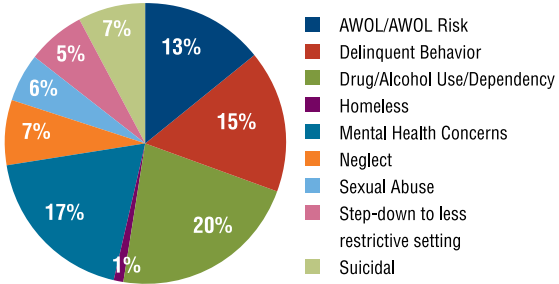
Renewed focus on training residential supervisors was a highlight of this fiscal year. This was a true team effort as all of the members of the Executive Team were a part of developing or delivering this training to the team of supervisors. This not only offered a great resource of knowledge but also helped to connect the supervisors to all directors at Adriel. Continuing on the theme of training, Jason Moyer transitioned from the training department to the Residential Manager position. His background in training has been helpful to continue the work of professional development for the supervisors he leads. Connecting with the

community outside of our Adriel campus has also been important this year. This has occurred in many ways: volunteering at local businesses and agencies, having a community garden on campus, participating in local Thanksgiving and Christmas services and having Adriel leaders speak at local service clubs. Connections such as these help to build our reputation not only as an agency delivering exceptional services to children but also as a good neighbor and responsible place of business in our local community.

Mental Health had a strong year as evidenced by some of our strongest mental health billing months on record. This is good for us as an agency but ultimately this reflects increased clinical services to our youth. Two of our therapists started a 12-month training/consultation process to gain certification in Trauma Focused Cognitive Behavioral Therapy. This ensures that the increased clinical services noted above are high quality and evidenced based. Adriel is blessed to have an experienced and hard working clinical team.



Residential Reasons for Referral



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Foster Care and Adoptions Report

Last fiscal year (2013) in the Foster Care and Adoptions (FCA) Department was one of “transition” and “change”. Fiscal Year 2014 has brought minimal transition and change to the FCA department when compared to 2013. Therefore, Fiscal Year 2014 will be a year of “establishing stability” in the FCA Department. The following are some highlights of that. The leadership of the FCA Department has not had any changes over the past year (the average tenure at Adriel for the group is nine years). The stability of the department over the past year has enabled the FCA leadership group to focus on much needed “fine tuning” of the program. This included the beginning stages of rewriting the entire Foster Parent Preservice Training Curriculum. Although this is a huge undertaking, it is a task that has been on the list to complete for many years and because of the stability of the department we were able to have the time to focus on the project. This group has also had the chance to tailor its procedure of training and preparing new staff. This has included finalizing an orientation task list and the development of a reference/resource notebook for each staff outlining their responsibilities. There has been a concerted effort to stabilize the position of licensing specialist, which has historically been a challenging position. Work has been done to provide more on-the-job training for the licensing specialist in each region. We have also developed many checklists specifically outlining tasks performed by this position to help with prioritizing and consistency in the role. This work in developing the process for new hires in the FCA Department will continue into the next fiscal year with the rewriting of a portion of the FCA staff preservice training curriculum. Another new development in the department that was initiated during this past year and is directly related to the stability of the program was the beginning stages of implementing Community Psychiatric Supportive Treatment (CPST) services to youth placed in our foster care program. The following statistics are other outcomes related to the FCA Department having a year of “establishing stability.”

- The addition of 32 new foster homes (while a decrease from 34 new foster homes in FY 2013, this is still a great accomplishment).
- Served a total of 269 youth in foster care (an increase from 260 in previous year).
- The Central FCA region had a positive discharge rate of 96.5% (this is unbelievable and they led the department in positive discharges).

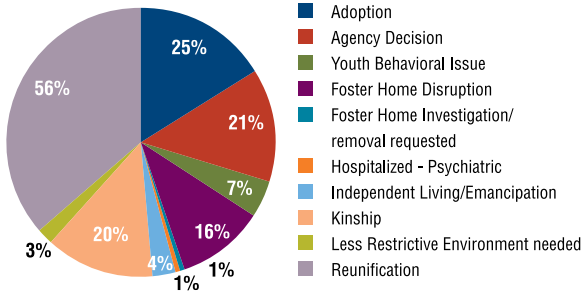
“Believe in
FOSTER CARE...
because a child can
never have too many
people to love them!”



By Jacquie Linville, LSW, MSW
Director of Foster Care
and Adoptions



Foster Care Discharge Reasons





By Amy Bennett, LSW, MSW
Director of
Program Development

Program Development Report

Strategic Planning: The Adriel Executive Team and Board of Trustees developed a new, five-year strategic plan this year. The plan focuses on program development and expansion, new fundraising approaches and a potential building project on the residential campus. The plan will serve as a guide for decision-making over the next five years.

Family Preservation Expansion: Programming related to family preservation continued to grow this year. Family Preservation includes Family Coaching, Respite Care and Family Visitation. Family Coaching allows an Adriel staff member to work with a family who is in or near crisis with the goal of avoiding out-of-home placement for the children. The Coach works with parents and children to help improve relationships and develop plans for dealing with difficult behaviors.

Family Visitation allows biological family members to visit with children who are placed out of the home. Adriel provides staff members to supervise and a safe location for these visits to occur. Often this is a step toward reunifying the family. In the same vein, Adriel continues to offer respite services to families in the hopes of maintaining the family unit. Youth are placed in Adriel foster homes for short times to give all family members a break.

Through this year, Adriel has started providing Coaching services to many additional counties and has overseen all visitation services for two counties with a third county using Adriel for the majority of their visitation needs.

Independent Living: The Independent Living Program continues to grow in the foster care department. Youth have been actively earning and purchasing items that they are able to take with them once they are emancipated and move into their own place. This increase in participation has created a need for more funding for the program. In addition to seeking donations of goods for youth to earn, Adriel has applied for a number of grants to support the program. Adriel will be receiving \$10,000 from the Columbus Foundation to support this and we are hoping to receive more positive responses in the near future.

Human Trafficking: Based on the changing needs of the youth we serve and the guidance of our accrediting body and the State of Ohio, Adriel focused a great deal on the issue of human trafficking this year. We provided training to all of our staff and created a new screening tool that is being used to assess all youth placed in Adriel programs who are age 12 and older. Ohio, especially Northwest Ohio, has been identified as a hub for human trafficking in recent years and Adriel serves youth who have been victims of trafficking, making it essential for us to be leaders in this area.

“Every kid is one caring adult away from being a success story.”



Josh Shipp



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By **Todd Hanes**
Adriel School Principal

School Report

Adriel School had another very successful school year. Adriel and the Midwest Regional Educational Services Center (ESC), and West Liberty-Salem Schools have established a very effective working partnership that has led to creative approaches to educating youth on campus. Some youth attend school in the school building while others receive instruction in their home. All are taught by highly qualified teachers and all classrooms have additional Ohio Department of Education certified paraprofessionals who help deal with behavior problems that may arise. These provisions have provided the right conditions for learning.

Again this year, Adriel students demonstrated great academic improvements through the school year. For example, reading comprehension scores improved by 1.75 years, on average, between the fall and spring evaluations. ten students were able to improve their reading fluency between three and six years. Average fluency increased by 45% and Math Computation scores increased by 144%. One youth graduated this year, as well.

In addition to classroom work, youth were offered the opportunity to participate in college visits. The visits provided the students an opportunity to explore and learn about opportunities to attend college. Also notable was the achievement of 100% current required educational documents (IEP's, ETR's, Credit Transcripts, etc) for all Adriel youth. This is a significant accomplishment for youth in the child welfare system who have often been overlooked in the educational system.

The youth living on Adriel's residential campus are receiving the highest quality of education that is, at the same time, tailored to meet their special, individualized needs.

Students who need more structured, individualized support are able to access 1:1 tutoring that allows them to focus on more individualized skill. This service is above services provided in the classroom and Individual Education Plan (IEP).

All students had access to 11 weeks of summer school. During this time, 69 students were able to continue their education, and high school students were able to earn approximately 30 credits in math and reading. In addition to math and reading instruction, students were able to take online classes for credits, and had instruction in job and employment skills.

It's not all academic work here. In partnership with Adriel, students enjoyed a production of "John Henry" performed by Mad River Theater Company. Additionally, teacher Mr. Wahl and the students from Eastview had the opportunity to visit the Dayton Air and Space Museum. This and other field trips provide students with valuable learning experiences outside of the classroom.

Our students in the Seminar classroom, which provides a more accelerated curriculum, had the opportunity to mentor our elementary students in the Westview classroom. The seminar students were able to provide instruction to students in science. This was a great opportunity for both our young student "teachers" and the elementary students.



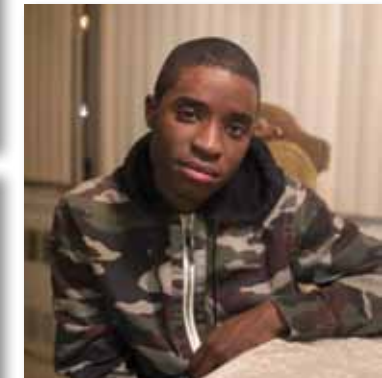
Foundation Report

Our donors are one reason that so many children have been able to heal and move on to find permanency and hope.

Over the past year we have been blessed with the funding needed to finish our walkway for our Sycamore girls so they can move safely around campus and our walking track that our kids use for physical fitness as well as calm down time. You provided comforters, bags and hygiene supplies for every child who came through our doors and made their transition a little bit easier. You provided seeds for our lawns, community garden, and greenhouse.

Your support of our auction and golf scramble has shown how those with talents and gifts that are not shown on a dollar scale can in their own right generate a different way of giving including the generosity of those who attend.


In December we received an estate gift of \$120,000 which was truly an unexpected blessing. It helped our endowment grow and helped with some major repairs on campus. As we move into this new and exciting year we encourage you to consider the impact that a planned gift will have as a continuation of the faithful support you offer today.





Human Resources Report

“If kids come to us from strong, healthy functioning families, it makes our job easier. If they do not come to us from strong, healthy functioning families, it makes our job more important.”

 Barbara Colorose

By Courtney Coyle, MBA
Director of Human Resources

- **Training** – We spend countless hours training and retraining our employees and our foster parents to ensure they have the knowledge and tools necessary to provide quality care for the children we serve. We have one full-time trainer, one part-time trainer and two contract trainers who work tirelessly to provide a variety of trainings at several locations during the week and on the weekends in order to meet everyone’s needs. So far this year, we have offered nine pre-service trainings and eight in-service trainings for our employees. We have also offered nine weekend marathon in-services, 22 pre-services and eight day trainings for our foster parents. Even with everything we have offered so far, we still have so many more trainings to come. We are committed to helping our employees and foster parents help the children who are in need.
- **Health Screenings** – We continue to offer free and confidential health screenings for all employees who are enrolled in the medical benefit plan. The purpose of the health screening is to educate employees of their health numbers (blood pressure, cholesterol, body mass index (BMI), etc.) With this knowledge, the hope is that employees can focus on specific areas of health to improve their overall well-being. This year we had much to celebrate when comparing this health screening to the previous year. We learned that 14 employees improved their blood pressure levels from the previous year, 15 employees lost weight compared to the previous year and five employees moved into the desirable LDL cholesterol category. We are happy to continue to offer these free health screenings and hope to see continued improvement in our employees’ overall health.
- **Evaluation and Merit Raise** – We updated our evaluation and merit raise process to make certain we are fairly rewarding our employees for the quality of work they



do in each of their positions. The evaluation tool is based directly on each person’s job description. The employees’ annual pay raise is based on the average score they receive on their evaluation. Some staff will receive no pay increase. Others will receive 1%, 3% or 5% pay raises. Based on testing we did prior to using the evaluation tool, we learned that very few employees will receive 0 or 1% increase, about an equal number (very few) will receive 5% increase and a much larger number will receive a 3% thus creating a bell curve. We created quality control by receiving input and approval from more than one person per evaluation. An employee’s annual goals should come directly from the areas where the employee “needs improvement.” Our hope with the updated evaluation process is that each employee continues to learn and grow. Continuous improvement can only help us serve our kids in the manner they deserve.

- **Staff Appreciation** – We held staff appreciation events this year to thank all of our employees for the hard work they do every day of the year. We held an event in each of our regions (Archbold, OH; Dublin, OH; Toledo, OH and West Liberty, OH) to honor all of our employees. Every employee received a free lunch and free polo shirt with the Adriel logo on it as tokens of our appreciation. We also held a random drawing and gave away gifts (an iPod, an MP3 player and many gift cards) to several deserving employees. Based on the feedback we received, the appreciation days were very well received. We plan to hold at least two staff appreciation events a year in the future.

Adriel Financial Report

We didn’t have the growth in fiscal year 2014 that we had planned but we were able to retire our debt. To all our donors who supported the Capital Campaign, I along with everyone at Adriel would like to say thank you. We were also able to make some planned improvements, including, - repaving our walking track and leveling the field so kids can play with less risk of injury; replacing vehicles; and adding some grounds-keeping equipment to the maintenance department.

We’re holding our rates low to keep our services affordable, as we have done for several years. We worked toward expanding our revenue sources with our Family Preservation Program, specifically, working with families before a child disrupts from the home. We now have several contracts in place and anticipate growth for these programs.

We continue to be financially strong as we move into fiscal year 2015.



By Mary Atkins, MBA
Controller

