



Adriel



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Our Mission

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

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.*



2015-2016 was another year of great progress and change for Adriel. The overall focus continues to be one of communicating and focusing on our core value – quality care for children in the spirit of Christian love.

In conjunction with the Board, a strategic plan was developed using our mission and two guiding principles.

- 1) To ensure that Adriel is a fiscally responsible and viable organization
- 2) To provide a home-like (healthy, safe and happy) living environment for all youth served

- **Initiative 1:** Increase service provision across all programs (clinical services to foster youth, Increase Family Coaching and Family Visitation services, Increase average census across all foster care and residential services, and complete the opening of a new FCA region by 12/31/2018
- **Initiative 2:** Increase Adriel's friend-raising and fund-raising.
- **Initiative 3:** Upgrade Adriel's existing structures and grounds by identifying needed upgrades and prioritize these needs.
- **Initiative 4:** Redesign Clinical program. Specifically, create or participate in a Medicaid consortium, expand billing department by adding licensed clinical personnel, implement group therapy component in all foster care regions and develop Intensive Home Based Therapy.
- **Initiative 5:** New building on residential campus, including a successful capital campaign.
- **Initiative 6:** Upgrade organizational technology.
- **Initiative 7:** Increase employee retention and satisfaction.
- **Initiative 8:** Achieve agency accreditations. Specifically, receive full Teaching Family Association (TFA) accreditation and receive full Council on Accreditation (COA) re-accreditation.
- **Initiative 9:** Increase Residential activities on and off campus.

We continue to meet quarterly with a highly valued 30-member advisory committee comprised of local community members, law enforcement, and representatives from all areas of our work including foster care, adoption, family preservation and residential, to inform the community of administrative decisions and recommendations made to our board of directors.

Our teaching family model site visit (initiative 1) resulted in Adriel becoming a full member and an accredited agency! After several years without a connection, we see this as a significant step toward high quality service provision.

I feel fortunate to have joined this vibrant organization.

While Adriel's financial reserves are solid, we continue to work with our census building committee to better market the programs we offer here.

Amidst the challenges of working within the foster care system, God remains steadfast. Adriel remains resilient, creative and dedicated to their mission.

As we look forward to FY 2017 Adriel will continue to serve children by emphasizing 1) the importance of the wonderful people and organizations that generously give so that the children we serve can experience a Christian homelike setting and 2) Continued focus on our community and county relations to maximize the potential of our work.

Andy Buss Introduction

Each moment that we have the opportunity to interact with the children in our care, is a moment that we can impact their lives. It is imperative that this impact be positive and respectful." Andy Buss, coming from Franklin County Children's Services, steps into Adriel with a philosophy of dedication, respect and caring for the children on Adriel's residential campus.

Andy sees his new role as a great blend of his two passions – working directly with children and families,



THE YEAR 2016 IN REVIEW

By Todd Hanes

CEO/President



as well as empowering leaders and building a successful team. He looks forward to creating an environment that allows employees and direct care staff to take pride and responsibility in the quality care that they provide the children on our campus, while in the same day be able to model positive behaviors to kids during a pick-up basketball game.

Under Andy's leadership, Adriel will step-up to be a provider that not only creates a safe environment that meets the needs of its young people, but also one that fosters an open and continuous line of communication between Adriel as an agency and the counties that serve as custodians for the children. Andy is leading the charge to make county updates and communication a top priority and part of daily care.

"Residential care may sometimes be seen as a last resort, or a placeholder until something else can be found, but I aim for Adriel to be "the thing" in a child's life. The thing that changes the path of a child's life, the thing that models respect and love, the thing that validates and comforts a child's fears, and ultimately the thing that shows the child that they are valued, loved, and worthy." –Andy Buss

Foster Care and Adoption:

In fiscal year 2016, Adriel's Foster Care and Adoption (FCA) department experienced transition and change while continuously growing and adjusting. Jessica Smith was named Director of Foster Care and Adoption as a result of the promotion of Jacquie Linville to Deputy Director of Adriel, Inc. The FCA department focused on the continued development of the Teaching Family Model for the expected Teaching Family Association review in the fall of 2016. This included revamping foster parent training, creating a foster parent evaluation system, effectively consulting foster families, and offering evaluation training to FCA staff. Significant challenges experienced included "going live" in the Statewide Automated Child Welfare Information System (SACWIS) and the loss of a regional manager which was found to be a difficult position to replace. Through changes at the federal and state level, FCA remained proactive in updates such as Reasonable and Prudent Parenting Standards, House Bill 50, SACWIS implementation, and other

revisions through Ohio Department of Job and Family Services.

Foster Care and Adoption achieved the following for our children and foster families:

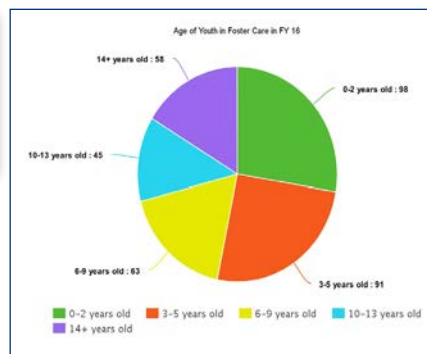
- 220 youth were initially placed in an Adriel foster home
- 355 youth were in an Adriel foster home
- Increased budgeted foster care census from 152 youth to 167 youth
- 42 youth were adopted by their Adriel foster parent
- 36 new Adriel foster/adoptive homes were licensed
- 320+ hours of in-service training for current foster parents
- 438+ hours of pre-service training for prospective foster parents
- Offered an internship to six senior level social work major students at Ohio State University, Defiance College, and University of Toledo.



FOSTER CARE 2016 and ADOPTIONS

Jessica Smith

Director of Foster Care and Adoptions



Family Preservation:

The Family Preservation department continues to offer an important aspect of Adriel's continuum of care. Through external respite, family coaching, family visitation, and enhanced visitation Adriel offers support, stability and resources to youth and their families experiencing removal of their children, instability, or are in crisis. One of the fastest growing programs has been family visitation which more than doubled units of service. As the programs have continued to grow, development and structuring of the department has been a priority. External respite numbers have decreased however this is largely due to an increase in foster youth placements and the need of licensed foster homes to provide respite care. The programs offered through Family Preservation have great potential for growth.

Family Preservation achieved the following for our children and their families:

- 903 bed days of external respite care (33% decrease from FY 2015)
- 1,655.5 hours of supervised visitation, serving 71 biological families (119% increase from FY 2015)
- 514 hours of family coaching, serving 34 biological families (56% increase from FY 2015)
- 342.5 hours of enhanced visitation, serving 13 biological families (piloted May 2015)

Clinical Services

Transition was the theme of FY 2015 within the Clinical Department, and while transition continued throughout FY 2016, as well, we have also been able to focus on growth and renewing our commitment to providing the highest quality mental health services for the youth we serve. One significant change that occurred during FY 2016 was a transition in coding from using the ICD-9 Codes and DSM-IV TR to using the ICD-10 Code Set and DSM 5. Throughout the past FY, I have been heavily involved in learning about and working to prepare the Clinical Department for the upcoming redesign of Medicaid and further the carve in of Behavioral Health Services to the Managed Care System. There have been many meetings and trainings attended, as well as strategies discussed about ways to stay relevant and continue to provide high quality services in a changing system.



CLINICAL 2016 REPORT

By Lara Shoemaker, MSW, LISW-S
Director of Clinical Services



Other focuses of the past FY year were on standardizing some practices in the Clinical Department and focusing on tracking outcomes. We have the clinical staff working in Residential all screening each youth as they enter the program for trauma and incorporating what they learn in assessments and treatment plans for the youth. Additionally, this is beginning to roll out in clinical services for foster care youth, as well. We also are now gathering data consistently from admission to discharge related to youth functioning and problems that they are experiencing. We collect data in-between admission and discharge, as well, at 90 day intervals to help with measuring progress youth are making in the program. This continues to move us forward into thinking about the quality and value of the services that we offer, as opposed to thinking more about quantity/how frequently you are seen, which will be a theme moving forward with the changes come to Medicaid.

Census Building

In August 2015 the Adriel census building team was developed. The census building team is comprised of representatives from Adriel's programs, including directors, managers, the residential admission coordinator and the communications coordinator. This team has been challenged with the goal of marketing Adriel's programs and ultimately the growth of Adriel's programs through a marketing plan. This plan is reviewed monthly and planning takes place for marketing events as well as a discussion of each marketing meeting. The census building team has updated and created new marketing print material. Each piece has been redesigned to include a similar look as we continue to work on Adriel's branding. Adriel now has a uniform display when setting up booths for marketing purposes. This includes a checklist of supplies needed along with all needed display items for marketing material. An agency directory was also created by the team to be given out to consumers.

Human Resources

Starting in December 2015, the Human Resources Department at Adriel began a reformation. With three staff all new to human resources, a different departmental layout



HUMAN 2016 RESOURCES



Jacquie Linville, LSW, MSW
Deputy Director

and the inclusion of the entire training department, time was spent first on familiarizing oneself with the responsibilities of the department (and that continues even today). Focus was then quickly shifted to analyzing the processes of human resources and training related tasks to ensure processes were efficient, reliable and consistent. As processes and tasks were being finalized and designated special emphasis was given to employee onboarding practices and employee retention.

Onboarding

Many changes have been made to the onboarding process at Adriel, and many additions to the great things already implemented. This is still a work in progress but we have made great strides in such a short period of time. Following are some of the highlights of items that were either implemented or enhanced over the past six months.

1. A two week residential supervisor training was created. This two week training is in addition to the two week orientation and pre-service training. This training not only provides new residential supervisors further structured training on the

requirements of their roles, but also structured time to observe and even work as a teaching parent in the home they are assigned to supervise. A similar training was also created for the new position of residential case manager.

2. First day checklist. The first day checklist is given to new hires prior to their first day and lists helpful information they may need on their first day. Items included on the checklist are dress code for training, lunch options, parking, a map of the Adriel Campus and items needed to bring such as 2 forms of ID, blank check, etc.
3. Welcome Packet. We have taken Adriel's current welcome packet (given out on the first day) and made many changes and additions. We have updated material included and included material we thought would be helpful as a new hire begins their new position (we did research on this and included items the "experts" thought were important, as well).
4. Onboarding surveys – We have completed a 30 day onboarding survey that is sent out to all new employees after they have been employed with us for 30 days. This survey is sent by email through survey monkey and questions are based overall on their onboarding, preservice training, and on the job training experiences. We have also completed a 60 day survey. This survey is done through a personal phone call by our HR and training manager, Sara Pullins. We will use the information collected from the survey to continue to improve our process and it also allows us the opportunity to check in with the new staff to see if there is something we can assist with if they are unhappy or not feeling they are receiving the support needed prior to it being "too late".
5. Interviewing and Hiring. The interview process has become more formalized. Specific questions have been outlined for different positions as well as different parts of the process. Interviews for specific positions even include observation of our programs.
6. Work on the preservice/orientation training continues and will continue. Curriculum has been rewritten adding more discussion, activities and multi-media to better accommodate all learning styles.

Workers Compensation

The efforts in workers compensation from last fiscal year have been continued. Adriel has continued to participate in several safety programs through the Bureau of Workers Compensation (BWC). Including the Drug Free Safety Program (DFSP), the Transitional Work Program (TWP) and the Industry Specific Safety Program. Adriel's work place injuries have continued to decrease since these programs were implemented last fiscal year and special attention was placed on safety in our workplace.

Agency Accreditations

Adriel is currently accredited through the Council on Accreditation (COA). COA is an international, independent, nonprofit, human service accrediting organization. COA accredits the full continuum of child welfare, behavioral health, and community-based social services. They currently accredit more than 2,200 organizations and programs serving more than 7 million individuals and families. Adriel has begun preparations for recertification through COA, which will finalize in August 2017.

Adriel is also pursuing accreditation through the Teaching Family Model. The Model is an evidence-based system for addressing youth behaviors, both positive and negative. It focuses on relationship development and is strengths-based. The primary goal of the Model is humane, effective, individualized treatment for children and families.

Grants

Adriel applied for and received a number of grants this year to support various programs. The Georgine E. Bates Foundation granted \$2500 to support the clinical department. This grant was used for purchasing new books and other needed supplies to help with the transition to ICD10 and DSM V. Adriel also received \$4000 from the Schowalter Foundation (Kansas) in support of supervised visitation services. This grant will allow for purchase of scheduling software and furnishings for an additional family visitation space. The Honda Foundation pledged \$40,000 toward Adriel's capital campaign, which will be paid over the next two years. The Ohio Conference of the Mennonite Church provided a \$1500 to support summer programming on Adriel's residential campus.



New Building Project

Through this year, work has continued on the residential campus building project. Drawings are nearing completion and planning work continues as Adriel moves toward building new group homes to replace aging homes that are currently in use on the main campus.



PROGRAM 2016 DEVELOPMENT

Amy Bennett, LSW, MSW
Director of Program Development



Data Review

The Adriel Executive Team, Board of Trustees, Community Advisory Committee, and programmatic teams review quarterly performance improvement data and develop work plans based on this information. The data report card is used to look at program outcomes for youth served by Adriel, effectiveness of training, success of fundraising activities and other agency outputs. The most notable increase identified through the data report card this year was the increase in Family Visitation services. The provision of these services increased 238% through the year from providing 169 hours of service in the first quarter to 572.75 hours in the fourth quarter.



"If everyone is moving forward together, then success takes care of itself".

Walt Disney

This past fiscal year has been a year of growth in the Development department. Our strategic plan has helped us focus on the needs of the organization and how to best accomplish those needs.

In Initiative 2: Goal 2.1 of the strategic plan we want to increase Adriel's friend raising and fund raising. To help accomplish this we plan to grow the department from one staff to three by the end of 2020.

In February Elizabeth Lamb was hired to do the communications work for the agency and support the other fund raising activities. Beth has been instrumental in helping the Development department get out quality mailings to our donors in a timely order, create new and exciting marketing materials for the

Church outreach has grown over the past year with vacation Bible schools gathering so many items that our kids use every day including health care supplies, crafts, sports equipment and games. The churches and sewing groups have also been very supportive of our benefit auction and helped to keep this wonderful event exciting and beneficial for Adriel.

Volunteers continue to help facilitate our foster parent celebrations, help out at our school and come to our campus to interact with our kids. They have been great mentors for our kids. Our Northwest Ohio auxiliary's Ice Cream Social in July brings many from the community in together to fellowship and enjoy the delicious food.

We look forward to not only continuing to grow our donor base but to nurture the relationships we have with those who have supported Adriel over the years. We are so blessed by those of you who have such faith in our mission.



FOUNDATION 2016 REPORT



Terri McGarry
Director of Development

agency and free up time for me to do donor contacts.

Goal 2.2 is to increase donor support by number of donors and amount donated by 15% annually through the next four years, including capital donations. Over the past fiscal year donations have increased by 51% over last fiscal year. The number of donors has increased by 15% over the past fiscal year.

Initiative 5 is to build a new residential building on our campus to replace Eastview/Westview and Sycamore. This plan will be done in two phases starting with EV/WV. The amount needed for the first phase is \$3,846,800. The amount raised to date is \$1,128,948 which is approximately 30%. We are still in the silent phase of the campaign so we expect our contributions to continue to grow over the next six months.

"There are years that ask questions and years that answer".

Zora Neale Hurston



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 North Clinton Mennonite Women



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 Northwest Amish Sewing
 Northwest Clinton Amish Sewing
 Northwest Ohio Adriel Auxiliary
 Northwest Presbyterian Church
 Ken and Sharon Norton
 Oak Grove Mennonite Church
 Oak Grove Mennonite Women
 Ohio Caverns, Inc.
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 P. Buckley Moss Society
 P. Graham Dunn
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 West Clinton Mennonite Women
 West Hepton Sewing District 84-8
 West Liberty United Church of Christ
 Westville United Methodist Church
 Wooster Mennonite Women
 Dale and Geneva Wyse
 Treva and Tobe Yoder
 Wilma Yoder
 Malinda Yutzzy
 Sarah Helen Yutzzy
 Zion Amish Mennonite Sewing
 Zion Mennonite Church
 Zion Mennonite Women

Memorials/Honorariums

Robert Aschliman

Sherri Brodbeck
 Jeffrey Coressel
 Cindy Evers
 Keith Roth
 Jeffrey and Danielle Wyse

Anna Mary Benner

LaVonne Hartman

Stephen Benjamin & Ronda Doehrmann

Noel and Rhonda Doehrmann

Dale Gautsche

Del Gautsche
 Kevin and Angela Gautsche
 Luther and Mary Ann Gautsche
 Lara Shoemaker
 Michael and Alonna Sprunger
 Kirk and Leah Weldy

Moe Gilliland

Christopher Roth

Marguerite Gordon and Frances Priest

Donald and Carolyn Jackson

Robert T. Hamilton

Choo-Yieng Hamilton

Edythe King

Becky Mowris

Lois Overholt & The Overholt Family

Audrey Veath

Jeffrey Parker

Carol and Charles Parker

Orville C. and Frieda L. Rupp

Kent and Kim Rupp

Janet Smucker

Becky Drumm

Audrey Veath

Christy and David Wagner

Tim Vicario

Jeanne Vicario

Rex Wallace

Caleb and Etta Kurtz

C. Richard Yoder, MD

Bill Yoder

Jen and Abigail Yoder

North Clinton Mennonite Church



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FFTA



Foster Family-based Treatment Association