

# *Adriel*

## ANNUAL REPORT



## 2017



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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.



**Todd Hanes**

CEO and President

## The Year in Review

While creating this annual report I reflected on a passage from one of my favorite books, *Leadership Prayers* by Richard Kriegbaum. “Why can’t you give me a bridge to the future, Lord? Instead, you make me jump for it. You make me let go and leap by faith.” This past year was one of unanticipated changes and unplanned opportunities for Adriel. The most significant change to the agency was the closure of our Residential Services Program in February 2017.

For more than 120 years, Adriel has served the “least of these” in our community and surrounding areas through residential services, foster care, adoption, and family preservation. With our roots firmly planted in the Mennonite church, we have aimed to serve children who are most in need by providing quality care in the spirit of Christian love.

Facing difficulties in hiring enough quality direct care staff in combination with serving a more and more difficult population of children; we have been challenged by the Ohio Department of Job and Family Services that we indeed are not meeting their standards in our residential program. After heartfelt prayers, soul searching, and much deliberation, I recommended and our Board of Directors unanimously made the difficult decision to close our residential program.



## The Year in Review (continued)

This decision to close the Residential Services program was made with a heavy heart but with faith that God will lead our organization into a strong, new era. Our West Liberty campus gives us an opportunity to expand our services and begin planning for an Adriel that will provide new programming for youth in high-quality ways for years to come.

Although this closure was difficult and painful, it created new opportunities and has allowed Adriel to focus its energies on serving a diverse youth population through other programs. The Foster Care program continues to thrive and serve youth, including some who would have historically been served through residential programming. Family Preservation services are continually growing and expanding to meet the needs of families before and after their children are placed in foster care. Clinical services programs are meeting the mental health needs of youth in our care.

Respecting our past as we head toward our future together, the Board of Trustees and Adriel Leadership are working together to envision and design this new era of Adriel. An updated strategic plan is being developed that will focus on program expansion in foster care, family preservation and clinical services. The plan will also include new program development centered on meeting unmet needs of youth and families in our communities. Although the structure of Adriel has changed, the face of our kids has not. Our mission and values are unwavering and we will continue to serve youth and families in need. Thanks to the ongoing support of our donors, volunteers, dedicated staff members, committed foster parents, and all of those praying for us daily, we are able to provide quality care for children in the spirit of Christian love.

***Jeremiah 29:11 “For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future.”***

God of our future, show us your way.



## Jacquie Linville

Deputy Director

## Family Preservation

In fiscal year 2017, Adriel's Family Preservation department continued to work on separating itself into a fully independent operational department. This department continues to build a unique and significant role in Adriel's continuum of care. Through Family Preservation programs, which include external respite, family coaching, family visitation, and enhanced visitation, Adriel helps to meet the unique needs of families and promotes the maintenance or reunification of the primary family structure.

Supervised family visitation continues to support the most growth within the Family Preservation department, with fiscal year 2017 showing once again significant growth. Development and structuring of the department continues to be a priority as specific programs continue to show growth in units provided as well as agencies/counties served.

External respite numbers have continued to decrease this year, however, this is largely due to a decrease in external respite referrals, as well as the need for licensed foster homes to provide respite care.

**In Fiscal Year 2017, Family Preservation achieved the following for our children and their families:**

**677** bed days of external respite care (27% decrease)

**2,182.5** hours of supervised visitation, serving 104 biological families (32% increase)

**531** hours of family coaching, serving 37 biological families (3% increase)

**338.25** hours of enhanced visitation, serving 8 biological families (1% decrease)



## Jessica Smith

Director of Foster Care  
and Adoptions

### Foster Care and Adoptions

Fiscal year 2017 was a year of development and strategic planning. Our mission to “Provide Quality Care to Children in Spirit of Christian Love” remained the focal point. In FY 2017, Adriel named two new regional managers, began contracting with adoption assessors for additional licensing support, welcomed an Adriel foster family to live on campus, and supported two additional full-time positions due to increased growth.

A great achievement in FY 2017 included becoming certified through the Teaching-Family Association. This included initiating a foster parent evaluation process, increasing staff training in the model, and participating in a comprehensive evaluation of Adriel’s program.

Goals for FY 2018 include increasing the number of families to care for youth and the opening of an office in Van Wert, Ohio.

**In FY 2017, Adriel Foster Care and Adoption achieved the following for our youth and foster families:**

**135** Youth were initially placed in an Adriel foster home

**407** Youth were in an Adriel foster home, including youth served through external respite

Increased budgeted foster care census from **167 to 170** Youth

**37** Youth were adopted by their Adriel foster parent

**35** new Adriel foster/adoptive homes were licensed





## Amy Bennett

Director of Program  
Development

## Reviews and Accreditations

Based on Adriel's renewed commitment to the Teaching-Family Model, Adriel underwent a full-agency review to examine implementation of the Model in late 2016. As a part of this review, representatives from the Teaching-Family Association met with staff members, reviewed agency files, and visited with foster families and foster youth. We are pleased to share that the Teaching-Family Association, at the mid-year meeting, announced that Adriel received full certification.

Adriel has been accredited through The Council on Accreditation (COA) since 2009. The Council will again review Adriel in 2017. The preparation for this review spans 18 months, so work went into this through the last year. Adriel anticipates full accreditation again this year.



## Program Development

Through this year, much work was done to develop and expand new programming at Adriel. Many new policies and procedures were created and implemented in the Family Preservation programs. These steps allowed the programs to become more stand-alone and readied them to be reviewed on their own merit by the COA team.

Work began on development of new projects, including expansion of foster care into a new region and the addition of new mental health services. The work on these initiatives will be continued into the upcoming year with plans to open the new region and begin offering new services by the start of 2018.

## Quality Improvement

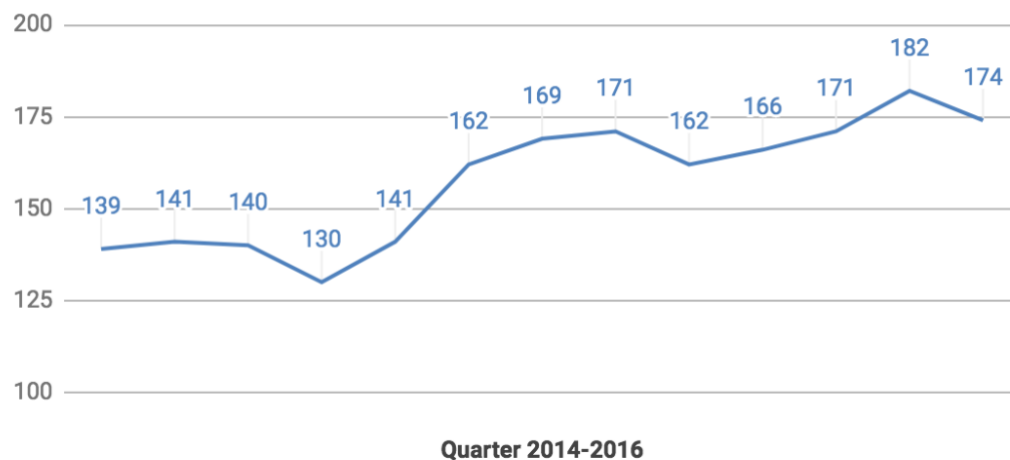
Adriel measures program quality, effectiveness, and utilization using a Performance and Quality Improvement (PQI) card. This card is reviewed quarterly at all levels of the agency and the data is used to direct agency planning decisions. Some highlights of the data from the last year follows:

Foster care program showed  
**81% Positive Discharge Rate**

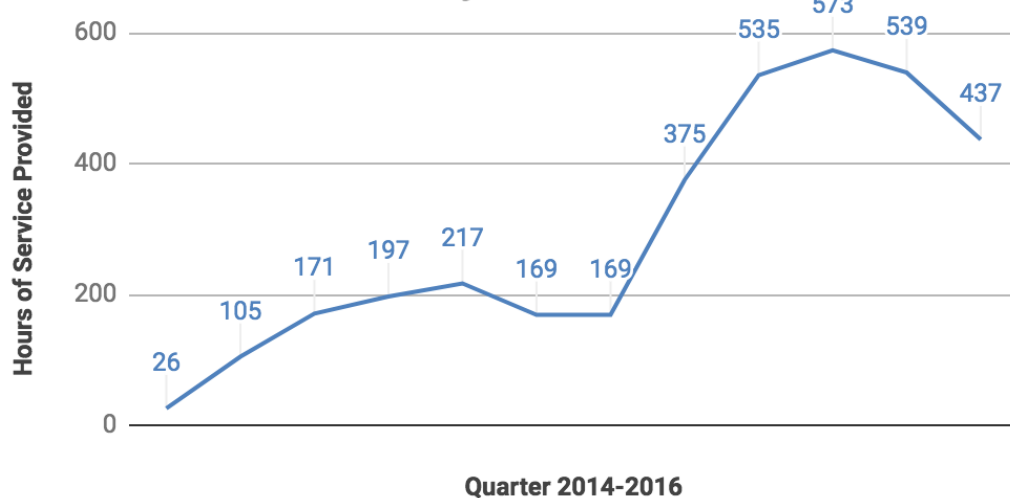
Staff retention  
trended **Up**

Number of youth and  
families served has **Grown**

### Foster Care Average Daily Census



### Family Visitation







**Lara Shoemaker**

Director of Clinical Services

## Clinical Updates

FY 2017 was a year of letting go of the Clinical Services in the Residential department and shifting even more focus to the expansion of Clinical Services in the Foster Care program. While we grieve the loss of one program, we look to the future and the reality that the time gained to focus energy and efforts on more services in Foster Care is a gift to those kids and families that can be served and the increase in the number of lives we can touch.

A large theme of FY 2017 was continuing to prepare for the upcoming redesign of Medicaid and further the carve in of Behavioral Health Services to the Managed Care System. The Medicaid Behavioral Health Re-design transition was set to take place on July 1, 2017. However, the day before this was set to go into effect, this was postponed. This constant uncertainty and change has provided challenges, as we have had to take steps to prepare, but there are many things that then have to be put on hold regarding which forms to use and which services may or may not be provided. Clinicians have been gracious and professional throughout this process.

We took a significant step at the end of FY 2017 to help prepare for the pending carve into Managed Care in the coming year by joining the Ohio Association of Child Caring Agency's new Collaborative: Child and Family Health Collaborative of Ohio. Being a member of this Collaborative allows Adriel to function and receive the benefits of a larger organization in contracting with some of the MCOs versus being viewed as a small organization. For example, with two of the MCOs, we will have access to a Pay for Performance opportunity for 2018 that would not have been possible on our own. As members of the Governance Council of this Collaborative, we are able to help guide management of operations, contracting, development of best practices, and to plan future ventures. We are excited to be at the table for this opportunity.

As we look to FY 2018, we are excited about continuing to grow the Clinical program in Foster Care. We are in the process of 'untangling' clinical services to create a program that can stand independently and allow us to streamline, standardize, and simplify practices and procedures. This will be a benefit to us when are working more closely with Managed Care Organizations in FY2018 and beyond.



## Glenn Richard

Chief Financial Officer

## Financial Updates

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 sound. 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 Jobs and Family Services. There are entire chapters of rules in the Ohio Administrative Code for each different program Adriel operates.

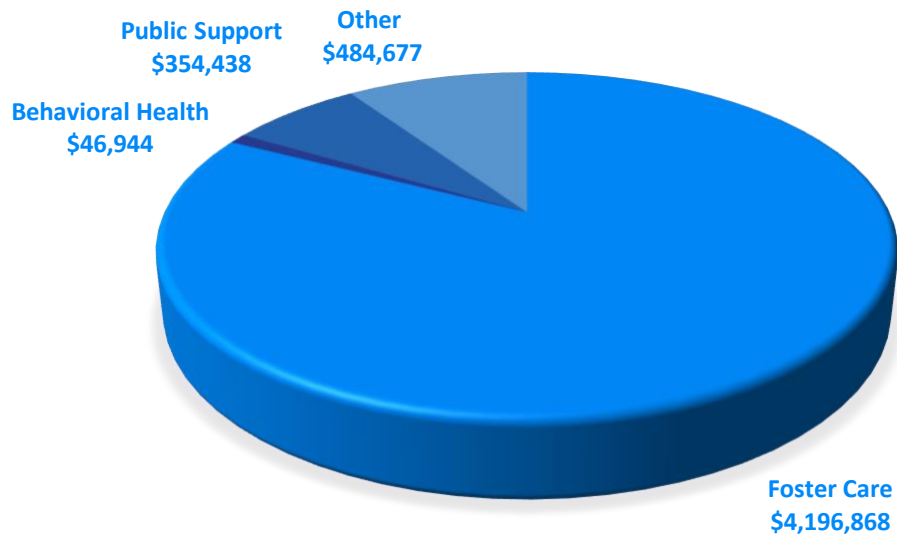
Compliance requires much expertise and attention to detail by many people. 2017 was a recertification year for Adriel. An entire team of specialists from The Council on Accreditation spent several days visiting our locations and foster homes, interviewing youth and staff, reviewing records and inspecting buildings. Adriel has a reputation of high standards, which is proven during times like these. This is truly a remarkable testimony to the dedication of our staff.

Incidentally, Adriel is also licensed by The Ohio Departments of Mental Health and Addiction Services, each of which also has more rules and standards with which we must comply.

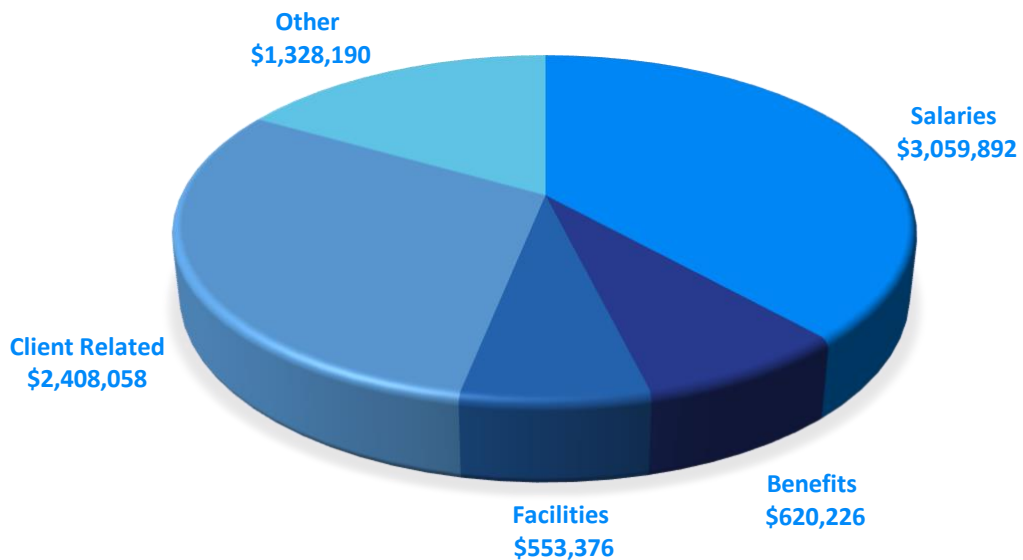
Adriel remains a leader in service provisioning to youth and families all across Ohio. The financial state of the agency remains strong. Donors continue to provide additional support to meet the needs of today's children. We closed Fiscal Year 2017 with gratitude for another positive year of successful service to children.

## Financial Updates (continued)

**FY 2017 REVENUE**



**FY 2017 EXPENSES**





**Paul Forrey**

Director of Development

## Foundation Updates

Wisdom in the Scriptures teach us: “Generous people will prosper; those who refresh others will themselves be refreshed” (Proverbs 11:25). This verse reminds us of the truth that is sewn into the fabric of God’s creation: When we give freely and generously we discover that we are happier, healthier, and experience rich blessings.

At the time St. Paul wrote to the Christians in Corinth, “God loves a cheerful giver,” he didn’t just refer to the spirit in which gifts are given; he was describing the product of generosity--joy!

The donors and supporters who partner with Adriel continue to serve as co-creators of joy in this world, joy among the children and families Adriel serves and joy in their own lives.

On behalf of Terri McGarry, Adriel’s Development Director during Fiscal Year 2017, I express thanksgiving to all those who supported Adriel’s mission and ministry through:

- Prayer and spiritual support
- Financial contributions that totaled more than \$354,000 during the fiscal year. Terri McGarry participated in contacts with many donors to talk about Adriel’s strategic focus following the closing of the residential program. The overwhelming response from donors was the affirmation that God always opens up new possibilities and opportunities when we follow God’s will
- Donations of in-kind goods such as blankets, towels, diapers, clothing, games, toys, and personal products for children
- Donations in support of Adriel fundraising events, including the summer Ice Cream Social, the Benefit Golf Scramble, and the fall Benefit Auction
- Donations of time and energy from so many volunteers who help equip us in our work

## Foundation Updates (continued)

We thank all those who volunteered at fundraising events, those who volunteered vital help with the garage sale in May, churches and organizations who supported the Angel Tree program or donated space to hold foster parent appreciation events, and those who volunteered their help at all of our office locations.

With humility and in the spirit of great thanksgiving to everyone who supports Adriel's mission to provide quality care for children in the spirit of Christian love, the Adriel Foundation will continue to work to ensure that Adriel remains a premier provider of exceptional care for children in need.

"Your ministry of this service to God's people isn't only fully meeting their needs but it is also multiplying in many expressions of thanksgiving to God" (2 Corinthians 9:12).



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Jeff and Roberta Yoder

**Jeffrey Parker**

Carol and Charles Parker

**Homer and Elizabeth Yutzy**

Rhoda Yutzy-Ryan

**Robert T. Hamilton**

Choo-Yieng Hamilton

**Orville C. and Frieda L. Rupp**

Kent and Kim Rupp

**Barbara Horrisberger**

Philip Horrisberger

**Our Lord Jesus Christ**

Gladys Grivy

# Our Offices

## Archbold Office

22450 County Road F  
Archbold, Ohio 43502  
419-445-1980

## Dublin Office

5940 Venture Dr. Suite A  
Dublin, Ohio 43017  
614-761-0010

## Toledo Office

3454 Oak Valley Court #308  
Toledo, Ohio 43606  
419-724-0276

## West Liberty Office

414 N. Detroit St.  
West Liberty, Ohio 43040  
937-465-0010

## Looking Ahead — Coming in 2018

## NEW Address: Archbold Office

22897 US 20A  
Archbold, Ohio 43502  
419-445-1980

## NEW Office: Van Wert Office

521 S. Shannon St.  
Van Wert, Ohio 45891  
419-513-2600

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**Ohio** Department of  
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FFTA



Foster Family-based Treatment Association

