

Adriel

ANNUAL 2015 REPORT

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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.



THE YEAR 2015 IN REVIEW



By Todd Hanes
CEO/President

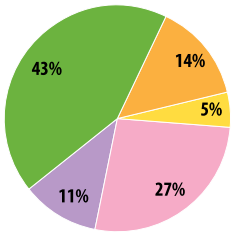
2014-2015 was a year of great progress and change for Adriel. With the departure of Kay Wyse in January and my arrival as our new President/CEO in March, the overall focus became one of communicating and focusing on our core value – quality care for children in the spirit of Christian love. One of our most significant successes was the formation of a 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. The advisory committee will continue to be used as the framework for our efforts in continuing to improve relationships within our local community and more broadly, the 44 counties in Ohio that we provide service. Another exciting change was returning to the teaching family model. After several years without a connection to the Teaching Family Association, we renewed our membership and have made a commitment to move from a "developing organization" to a full member by September, 2016. The end of this fiscal year also brought a realized commitment to doubling our training so that our staff possess the knowledge and skills they need to work with the population of children we serve.

I feel fortunate to have joined this vibrant organization. While Adriel's financial reserves were solid in March, that month also marked a low point in our monthly revenue. Counties were sending fewer children causing a very low census in residential; corporate and individual contributions were down and investments were performing poorly. March through June demanded an intense focus on finance and our business model. Yet, amidst these challenges, God remained steadfast. Adriel remained resilient, creative and dedicated to their mission and by the end of the September, 2015 was operating on solid fiscal footing.

As we look forward to FY 2016 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.

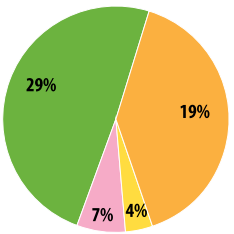


We are a people of passion, daring, tenacity and optimism. We will continue to enrich lives of children and families and strengthen our communities. Thank you. I look forward to continuing to work with all of you!



EXPENSES

Salaries	$3,719,631
Benefits	$1,235,992
Facilities	$ 386,305
Client Related	$2,377,372
Other	$ 951,283



REVENUES

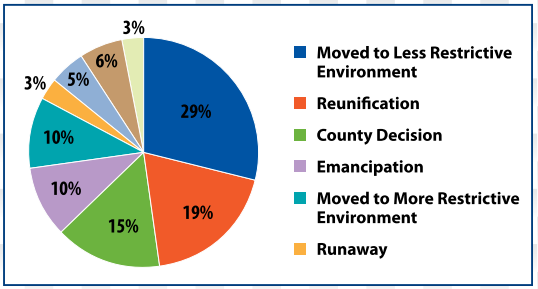
Residential -	$4,199,856
Foster Care -	$3,485,512
Behavioral Health -	$ 333,886
Other -	$ 607,733

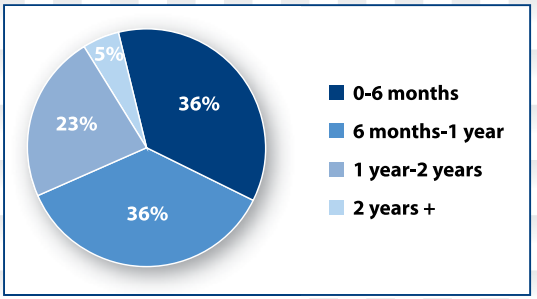
Residential 2015 Report

By Jody Bindas, MS, LPC-S
Director of Residential Services



Since beginning as the residential director in April the best words to describe this time is change and looking at the past. Feeling a little nostalgic as an employee who has worked with Adriel for 25 plus years, it was important to look at what has made Adriel the best place to serve our youth. There were many key components. Bringing back the teaching family model and providing a two week training has been important in retaining staff. Staff has reported that the trainings have been extremely helpful and have given them the tools they need in working with the youth. Also it has been essential to increase efforts to recruit staff. We have had several open houses. We have had multiple applicants and have hired many of them. Implementing more community activities and engage our youth with others outside of Adriel was another component. We have increased activities to allow youth new direct learning experiences that would be similar to when they return to their communities. Activities included going out to eat, bowling, movies, church, college visits etc… During on campus activities Police officers have participated in sport activities with our youth.







Adriel live celebrated its 4th year. The youth have participated with Erin Dye, campus chaplain, in the bell choir. The youth have performed for churches and community events. Erin assisted with summer programming along with residential staff activities this provided fun and activities like swimming, biking, hiking and fishing. Volunteers have assisted in summer program, as well as, members of community who had plots in our community garden. Continuing to be involved with community helps us grow as an agency and increases our community and staff support to assist us in delivering exceptional services to our youth.





Clinical 2015 Report

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

The theme of this past fiscal year in the Clinical Department was transition. Some therapists relocated to be closer to family and other therapists took on new roles within the agency. This left us with the challenge and opportunity to rebuild and create a new clinical team to serve the youth on our residential campus. We welcomed clinicians from outside the agency and also were happy to have a foster care consultant make the transition from foster care to the residential program after finishing her Master's Degree in Social Work. We look forward to fewer transitions in the coming year to help with continuing to develop, strengthen and expand the mental health services for our youth.

We were able to implement Trauma-Informed Care training for our staff as part of the expanded pre-service training for employees to both help our staff meet the needs of the youth, as well as educate themselves about compassion fatigue/burnout and secondary traumatization. Our goal is not only to have healthier and happier youth on campus but staff as well. A note of success with the youth we serve was the trauma-focused work youth have been able to complete over the past fiscal year. One 14 year old was able to make meaning of her past life experiences and regain the ability to trust again. She no longer saw herself only capable of aging out of a group home like she first reported on admission. She began to excel during school and was able to stabilize behaviorally to the point she discharged from a group home to a foster home, where she remains. This type of story is what we strive for with each youth we serve. Overall, throughout the past fiscal year, clinical services have been consistently provided for the youth in the midst of the transitions that took place, ensuring that care for the mental health needs of the youth we serve remained a priority.







Foster Care and Adoption:

Last Fiscal year (2014) in the Foster Care and Adoption (FCA) department was a year known as "establishing stability". Fiscal year 2015 was a year of moving forward (vigorously at times). Therefore, fiscal year 2015 will be known as a year of "progression" in the FCA department. The following are some highlights of the progress seen within the FCA department. The FCA training department increased the number of foster parent pre-service training days from 43 in fiscal year 2014 to 52 in fiscal year 2015. They also increased the number of foster parent in-service training days from 49 (FY 2014) to 51 (FY 2015). The additional training days were added due to the increase in the number of Adriel licensed foster parents and foster parent applicants. This was made possible by the addition of several contract trainers. Fiscal year 2015 brought the addition of 44 new foster homes (compared to 32 new foster homes in FY 2014). At the end of fiscal year 2015 Adriel had a total of 138 licensed foster homes. With the addition of new foster parents it allows Adriel to serve more children in the FCA department through both the foster care and adoption program. The following statistics are outcomes related to the FCA department ability to serve more youth through the addition of more foster homes.

- **A total of 204 youth were made placements into an Adriel foster home.**
- **Served a total of 353 youth in foster care (an increase from 269 in previous year).**
- **36 youth that were served by Adriel foster care were adopted in FY 2015.**

Family Preservation:

The Family Preservation department continued to show growth once again in FY 2015. With the addition of a new program, the Enhanced Visitation Program, along with many new contracts for family preservation services there were increases shown in each program when compared to previous years. The Family Preservation department now serves families and youth through four programs, External Respite, Family Coaching, Family Visitation and Enhanced Visitation.

- **A total of 1,368 external respite units (bed days) were recorded (this is an increase from 1,323 in FY 2014)**
- **A total of 398.11 family coaching units (hours) were delivered (this is an increase from 329.19 in FY 2014)**
- **A total of 754.1 units (hours) of family visitation were monitored (this is an increase from 330.93 in FY 2014)**
- **A total of 52.75 units (hours) of enhanced visitation were delivered (this program was piloted in May 2015)**

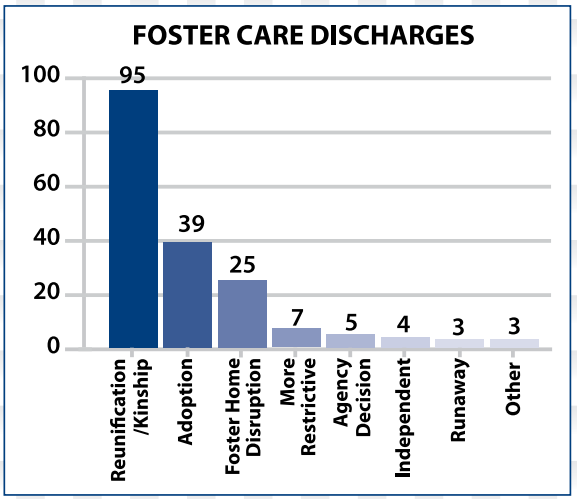
FOSTER CARE 2015 and ADOPTIONS

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









PROGRAM 2015 DEVELOPMENT

Amy Bennett, LSW, MSW
Director of Program Development

New Program: Enhanced Visitation

Through collaboration with the Williams County Department of Job and Family Services, Adriel started a new and exciting program this year. Enhanced Visitation is a program that combines Family Coaching and Supervised Visitation services and creates a smoother transition for biological families who are reuniting after their children have been living in foster care. Often families begin the reunification process by participating in supervised visitation. In Adriel's Northwest Region, Adriel offers workers to supervise these visits in the Archbold office. Historically, families would move from these controlled, short visits to reunification, which is a big change for the whole family. Enhanced Visitation allows for families to have another step in this process.

Under Enhanced Visitation, Adriel provides Visit Coaches to the biological family. These Coaches supervise visits between the care providers and children in the family home and provide guidance, support and education to the family as they prepare to live together again.



Adriel has been invited to train child welfare workers from across Ohio on Family Preservation programs as Adriel has a spectrum of these services, including Respite, Supervised Visitation, Family Coaching and Enhanced Visitation. This focus on preserving and reunifying the biological family aligns with state and national initiatives that prioritize maintaining family structures.

Grants

Adriel utilizes grants to support various programs and projects throughout the agency. This year, Adriel benefited from the following grantors:

Cardinal Health Foundation provided $5000 that will be used to build an outside recreation area on Adriel's main campus. This area will include a basketball court and new swing set.

Georgine E. Bates Memorial Fund provided $2500, which was used to install a new front door on the school building.

Mary Eleanor Morris Funds through the Columbus Foundation contributed $10,000 designated to support the Independent Living program. This money was used to purchase items that youth earn by participating in independent living educational programs and to support the worker who oversees the program for the foster care department.

Through the Energy Save Ohio program, operated by First Energy, provided funding that allowed new , energy-efficient lighting to be installed throughout the Archbold office building.

Teaching Family Model

This year, Adriel increased its focus on use of the Teaching Family Model in the residential and foster care programs. 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 Model includes elements of management support, called consultation, and evaluation to ensure program integrity. The primary goal of the Model is humane, effective, individualized treatment for children and families.

Although Adriel has utilized components of the Teaching Family Model for many years, they agency has not been a certified provider in recent years. As a new emphasis has again been placed on all parts of the Model, Adriel is anticipating recertification with the Teaching Family Association in the fall of 2016.

New Building Project

Adriel leadership spent time this year examining the physical needs of the main campus in West Liberty. Through this, it became clear that some of the current group homes are no longer meeting the needs of the youth served by Adriel and a decision was made to move forward with replacing these homes. Adriel is in the process of designing the buildings and beginning a campaign to help fund this building project. These new buildings will allow Adriel to continue to be a premier provider of exceptional care for children in need.

HUMAN RESOURCES 2015



Cortney Coyle, MBA
Director of Human Resources

Training

Providing additional quality training for our employees was a big focus this year.

Our Residential staff pre-service training has been revamped and extended. We now offer two weeks of more in-depth and thorough training with a major emphasis on utilizing the Teaching Family Model and Handle with Care de-escalation and restraint techniques. Our trainers and many others have worked tirelessly to not only update our curriculum but to provide back to back trainings in order to bring more staff on board and to give our Residential staff more knowledge and skills needed to work with the youth in our care.

The Teaching Family Mentor and Evaluator position has been created. This position was filled by an employee who has over 14 years of experience working at Adriel and with the youth we serve. It leads Teaching Parents in the implementation of the Teaching Family model with youth on Adriel's residential campus. This position also oversees the evaluation and certification process for Teaching Parents and participates in staff training, especially as related to the Teaching Family Model.

We made a great connection with the West Liberty EMS team. They now provide CPR and First Aid training to our employees. Not only do we get quality training from them, but we also established a positive relationship with a member of our community.

Workers Compensation

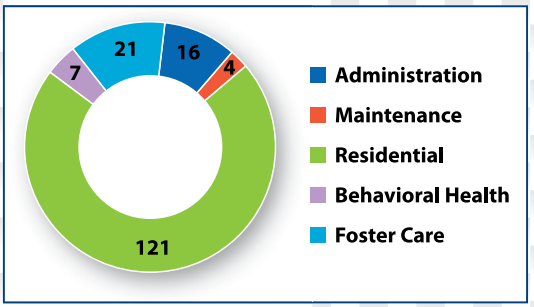
We committed to providing a safer working environment for our staff and dedicated much effort to reduce the number of work injuries that occur. Workers were provided compensation training through our Third Party Administrator at the end of June 2015. The training provided insight for our employees on what workers compensation is and how it works, who is involved in the process and how it affects them and Adriel. The training was very informative and enlightening based on the feedback we received.

In addition to workers compensation training, we joined several safety programs through the Bureau of Workers Compensation (BWC) to maintain good safety practices and to increase the overall safety in the workplace. We enrolled in and are participating in the Drug Free Safety Program (DFSP), the Transitional Work Program (TWP), and the Industry Specific Safety Program.

We are happy to say we have seen a decrease in the number of work place injuries since implementing the safety programs and additional training.

Change with medical insurance plan design and with Payroll and Human Resources (PR/HR) vendor

Much time and effort was spent during this fiscal year to review and discuss changes with both our medical insurance plan design and with our PR/HR vendor. After careful consideration, we have indeed changed our medical insurance plan to a Qualified High Deductible Health Plan with a Health Savings Account and we have switched PR/HR vendors to Paylocity. Although these changes did not come to fruition until after this fiscal year ended, we would be remiss if we did not mention much of the effort behind these big changes began this fiscal year.



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

Positive change and moving forward has become the path for all of us at Adriel. Transition in leadership can make us concerned and hesitant as well as excited and hopeful and over the past fiscal year we have felt all of that. We have seen in our donors that they understand that change and progress are what Adriel has been about for over 100 years and the confidence and support of our mission stays strong.



Events including our benefit auction, golf scrambles, and ice cream social continue to engage and broaden our donor base. Projects including Comfort Me, Angel Tree and Bible School participation help to teach the "hands on" of philanthropy to younger donors. Volunteerism is steady and groups and individuals help with summer program, school work, events and Adriel Live.

We are so grateful for the support and faith in our mission of all of those who give in so many different ways. You are part of what makes our Adriel family a true family to those in need.

We will continue to move forward and be good stewards of the generous gifts that our donors entrust to us to change the lives of our kids and help them become productive in our communities.

"There are years that ask questions and years that answer".
Zora Neale Hurston



FOUNDATION 2015 REPORT

Terri McGarry
Director of Development



SCHOOL 2015 REPORT



by Jerry Lenhart
Adriel School Principal

Adriel School's success continued with the 2014-2015 school year. Adriel, the Midwest Regional Educational Service Center, and West Liberty-Salem Schools have continued a very effective working partnership to educate every child in residence at Adriel. In order to establish effective learning environments, most students attend classes in the school, while others receive their education in their homes. Highly qualified teachers teach all of our students and each classroom has additional paraprofessionals who assist with behavior issues as they occur. Due to this integral organizational arrangement, the learning never stops.

To help many students gain as much academic growth as possible through more structured individualized support, they are given access to 1:1 tutoring. This individualized tutoring is above the regular services that are provided in the classroom and through the IEP (Individual Education Plan).

Adriel students have continued to show commendable academic growth. Between the fall and spring testing evaluations, students made an average reading comprehension improvement of 1.2 years. Their reading fluency increased an average of 24% and their Math Computation scores increased by 51%. Nine students were able to improve their reading fluency between three and six years. We are proud to announce that three students earned their high school diplomas this year.

Also notable was the achievement of 100% current required educational documents (IEPs, ETRs, 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.

Some students had the opportunity for off-campus outings during the school year. College-bound students had the opportunity to go on college visits to learn more about their future options. The students in the Seminar classroom, which provides a more accelerated curriculum, started taking weekly walks to the West Liberty Library to check out books.

Every student had the opportunity to attend 11 weeks of additional classroom instruction during Adriel's summer school, with 29 students attending and receiving instruction in Mathematics, Reading, and Independent Living Skills for skill mastery, remediation, or credit recovery. The high school students that attended the summer school were able to earn a total of 22 additional high school credits. Summer school students were able to hear guest speakers such as an Admissions Director from Clark St. University and a surgeon from Mary Rutan Hospital. Independent Living Skills lessons included automobile maintenance, money management, job skills, and how to complete a job application.

We also made sure the students had fun as well. The students took trips to see a Cincinnati Reds' ball game and to visit the Columbus Zoo. Both of these outings provided students with valuable and fun experiences outside of the classroom.

The Adriel School is filled with dedicated, compassionate, empathetic, and cooperative people that have one mission: to make every student matter and give each and every one the tools needed for a lifetime of success.



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