

## **Annual Overview and Summary for the Yore Academy 2010**

**In its second year, Yore Academy has seen much success. Yore Academy started off the year with a plethora of activities for the youth during ‘Spirit Week’. These activities occurred while the kids were out of school and included relay races, decathlon, sports team day, super hero day, and a soapbox derby car race with cars that the youth built on their own. Students also participated in basketball games between groups.**

**In 2010, the on grounds school also saw a great deal of success. In the education audit completed by OIEP, the school received high honors in all areas and is the number one institutional school in the state of West Virginia. Also, the summer school program is a forty day, thematic based term. All educators, regardless of their subject matter, incorporate all content standards and objectives around a common theme. The summer theme was a “Mission to Space”, which includes eight weekly themes. This topic was carefully selected for several key reasons including but not limited to, it being a hands on, critical thinking approach to learning. It also utilized our collaborative working relationship with the Educator Resource Center at NASA.**

**Students are able to earn up to two credits toward a high school diploma during summer school. These credits are usually earned in subjects that they have previously failed in school. In some instances, students can earn credits that accelerate their credit accrual which enables them to get back on track or closer to graduating with their age appropriate peers.**

**Many of the Yore Academy leadership and staff attended statewide and national conferences in 2010 including the National Association of Social Workers in April in Charleston, the American Re-EDucation Association conference at Seven Springs, and the National Association Therapeutic Wilderness Camping conference in Nashville.**

**In July, Yore Academy co-hosted the second annual Teacher Counselor of the Year banquet, honoring the Teacher Counselor who demonstrated excellence in the field. The ceremony was a celebration of the role of the Teacher Counselor with Lisa Sheppard, the Administrator of the American Re-EDucation Association, as the keynote speaker.**

**In August, Yore Academy relocated to Camp Selbyville in Buckhannon, WV. For four days, youth participated in a multitude of fun-filled activities including swimming, arts and crafts, fishing, basketball, volleyball and softball. For the second year in a row, it was a successful trip to camp.**

**In December, Yore Academy hosted the second annual Christmas party. The party was for children and their families. It was a catered event, attended by youth and their families. Over 150 people were in attendance to celebrate.**

**This report will go into greater detail in the following areas:**

- **General Program Effectiveness in Relation to Stated Goals/Community**
  
- **Needs/General Staff Effectiveness**
  - **Outcomes**
  - **Average Length of Stay**
  - **Average Daily Census**
  
  - **Total Number of Residents Served**
  
  - **Occupancy Rate**
  
  - **GPA**
  
  - **Presenting Diagnosis and Success Rate**
  
  - **Permanency of Life Situation**
  
  - **Referrals**
  
  - **Satisfaction Surveys**
  
  - **ASO**
  
- **Staff Turnover & Plan to Curb Turnover/Staffing Plan**
  
- **General Staffing Patterns**
  
- **Revenue & Expenditures**

**General Program Effectiveness in Relation to Stated Goals/Community Needs/General Staff Effectiveness**

**Yore Academy remained at full capacity with 24 youth in 2010. Yore Academy's census for 2010 was at 99.93 percent. It was found that the average age of youth in Yore Academy was slightly higher than that of its sister program. The average age of a female in Yore Academy was at 16.51 years, while a Yore Academy male's average age was 16.1. This is slightly different from 2009, where the average age of a Yore male was higher than the average age of a Yore female.**

**The normal length of stay for clients in 2010 was 9.2 months for males and 8.6 months for females. Both numbers are higher than last year's statistics for length of stay.**

**In 2010, Yore Academy received a total of 187 referrals for residential service. Region 1 continued to be the highest referring region in West Virginia with 81 referrals while the lowest referring region had 24 referrals.**

**The remainder of this report will detail numerically and qualitatively how Yore Academy maintained its efficient service delivery while meeting the needs of at-risk children and families in West Virginia.**

## **2010**

**Total Number of Youth Served: 54**

**Breakdown of Gender Served**

**Female: 13**

**Male: 41**

**Total Days of Care Provided: 8760**

**Average Daily Census**

**24.00**

**(m=24)**

**Occupancy Rate 99.93%**

**Average Age of Resident for Female**

**(years): 16.1**

**Average Age of Resident for Male**

**(years): 16.51**

**Average Length of Stay (Measured in Days): 8760**

**Average Length of Stay (Measured**

**in Months): 8.9**

**Average Length of Stay (Measured in Days) Males: 283.4**

**Average Length of Stay (Measured in Months) Males: 9.2**

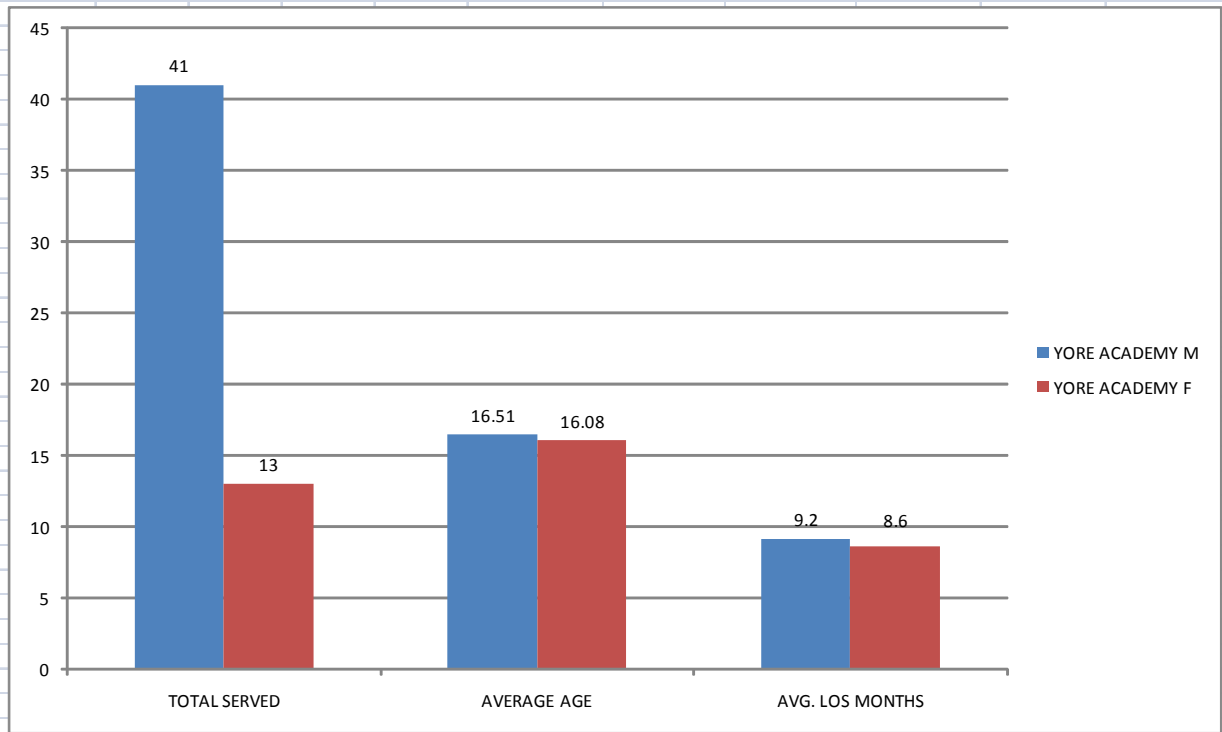
**Average Length of Stay (Measured in Days) Females: 257.12**

## Average Length of Stay (Measured

in Months) Females: 8.6

The following chart illustrates this census data:

2010		TOTAL SERVED	AVERAGE AGE	AVG. LOS MONTHS	PLANNED DISCHARGES	UNPLANNED DISCHARGES	DISCHARGED TO HOME SETTING	DISCHARGED TO LESS RESTRICTIVE	DISCHARGED TO MORE RESTRICTIVE	DISCHARGED AT LEVEL 5 OR HIGHER
YORE ACADEMY	M	41	16.51	9.2	22	0	22	0	0	77%
YORE ACADEMY	F	13	16.08	8.6	5	3	8	0	0	63%
<b>TOTAL YOUTH</b>		<b>54</b>			<b>27</b>	<b>3</b>	<b>30</b>	<b>0</b>	<b>0</b>	



## **GPA**

**2010 Results for GPA from youth at our On-Grounds School**

**Credits Offered Prior to Enrollment: 13.03**

**Credits Earned Prior to Enrollment: 8.53**

**% of Credit Accrual: 62.7%**

**GPA Prior to Enrollment: 1.38**

**Credits Offered at WVDE at AP: 4.01**

**Credits earned while Enrolled at WVDE at AP: 4.01**

**% of Credit Accrual while Enrolled at WVDE at AP: 100%**

**GPA while enrolled at WVDE at AP: 3.38**

## **Analysis of Treatment Planning for YORE Academy**

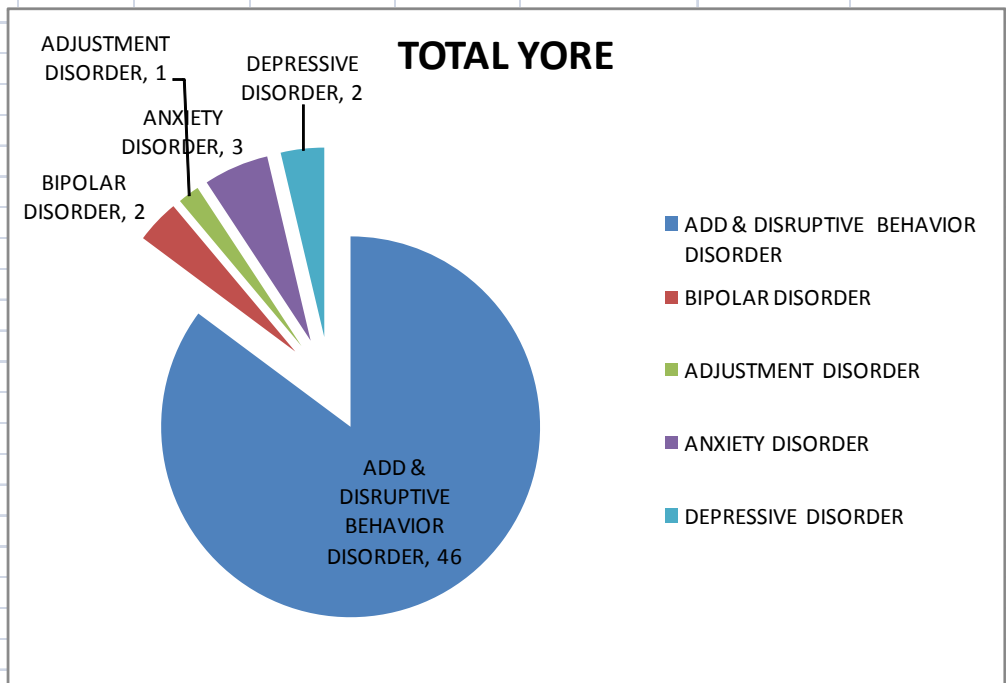
**We measure a youth's progress in the program by monitoring the overall effectiveness of and appropriateness of their individual treatment goals. This will ensure that youth are receiving the best possible care while their individual needs are being met. To measure the effectiveness we have monthly treatment planning meetings and daily progress notes.**

**In 2010, Yore Academy participated in the APS audit. The audit looks at a random sample of individual treatment records. It was found that treatment goals are on target, appropriate, effective and meeting clinical needs. We are above the curve when it comes to review of the treatment plans. APS requires a review of the treatment plans every three months, where as we review them every month or every two months.**

**Presenting Diagnosis and Success Rate**

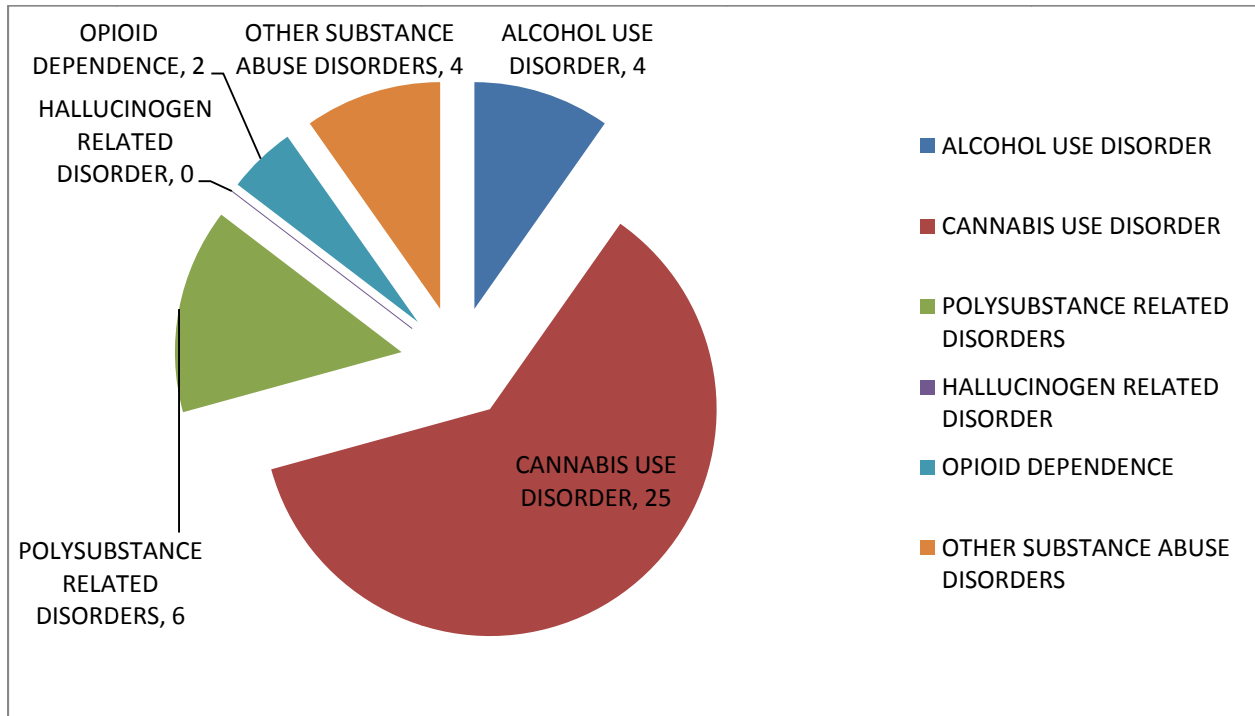
**We are serving a wide array of issues in our program. The following graph gives a detailed account of those diagnoses and the success rate we have experienced in treatment.**

		TOTAL SERVED	ADD & DISRUPTIVE BEHAVIOR DISORDER	BIPOLAR DISORDER	ADJUSTMENT DISORDER	ANXIETY DISORDER	DEPRESSIVE DISORDER
YORE ACADEMY	M	41	34	2	1	2	2
	F	13	12	0	0	1	0
<b>TOTAL YORE</b>		<b>54</b>	<b>46</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>2</b>
Presenting Diagnosis	M	41	83%	5%	2%	5%	5%
	F	13	92%	0%	0%	8%	0%
Success Rate	M	41	100%	100%	100%	100%	100%
	F	13	100%			100%	

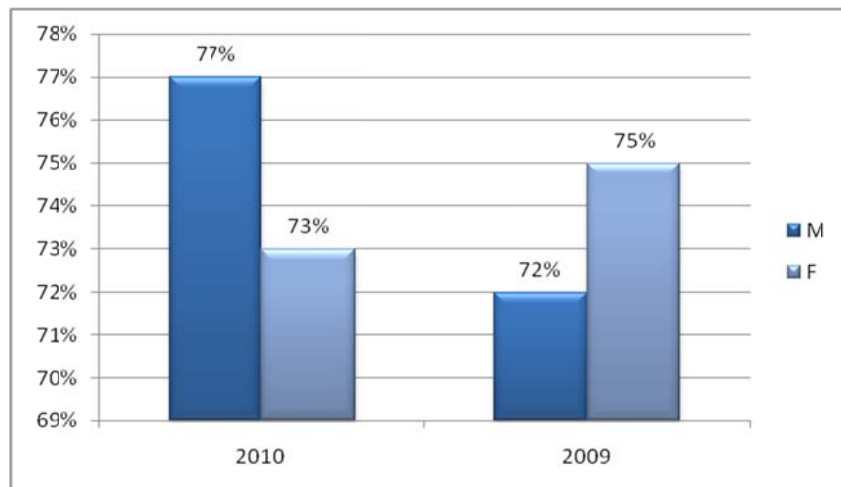


The next chart breaks down the diagnoses in Yore Academy for substance abuse treatment.

		TOTAL SERVED	ALCOHOL USE DISORDER	CANNABIS USE DISORDER	POLYSUBSTANCE RELATED DISORDERS	HALLUCINOGEN RELATED DISORDER	OPIOID DEPENDENCE	OTHER SUBSTANCE ABUSE DISORDERS
YORE ACADEMY	M	41	4	25	6		2	4
	F	13	1	7	3	1	1	
<b>TOTAL YORE</b>		<b>54</b>	<b>5</b>	<b>32</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>4</b>



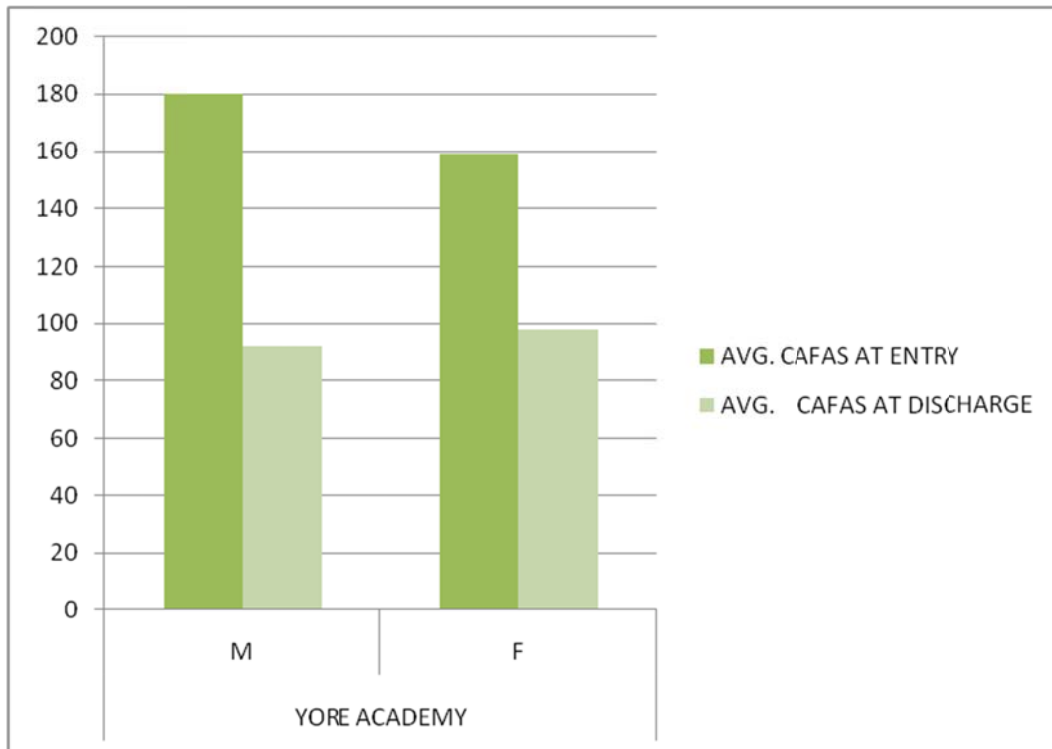
YORE ACADEMY		2010	2009
PROBATION	M	77%	72%
	F	73%	75%



## CAFAS

Below is a graph illustrating the CAFAS score at intake and then again at discharge.

2010		TOTAL SERVED	AVG. CAFAS AT ENTRY	AVG. CAFAS AT DISCHARGE
YORE ACADEMY	M	41	180	92
	F	13	159	98



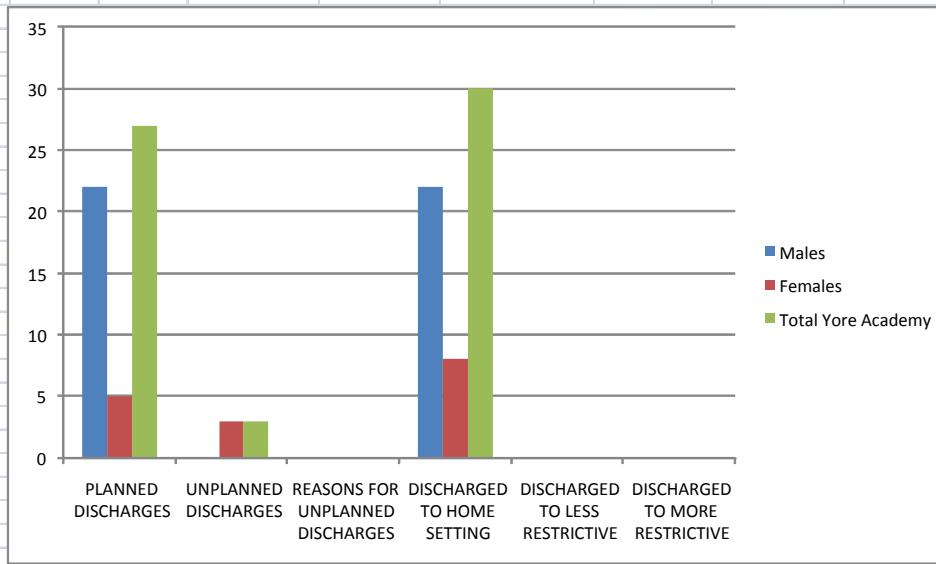


## Permanency of Life

By examining “Permanency of Life Situation” and applying the outcome measures as adopted by the WVCCA, which stipulates 70% of all kids receiving services for 90 days or longer will be discharged to a home setting (home setting is defined as a foster homes, birth family, adoptive, kinship care, lesser restrictive, or independence), the Academy’s success is represented in the below graph:

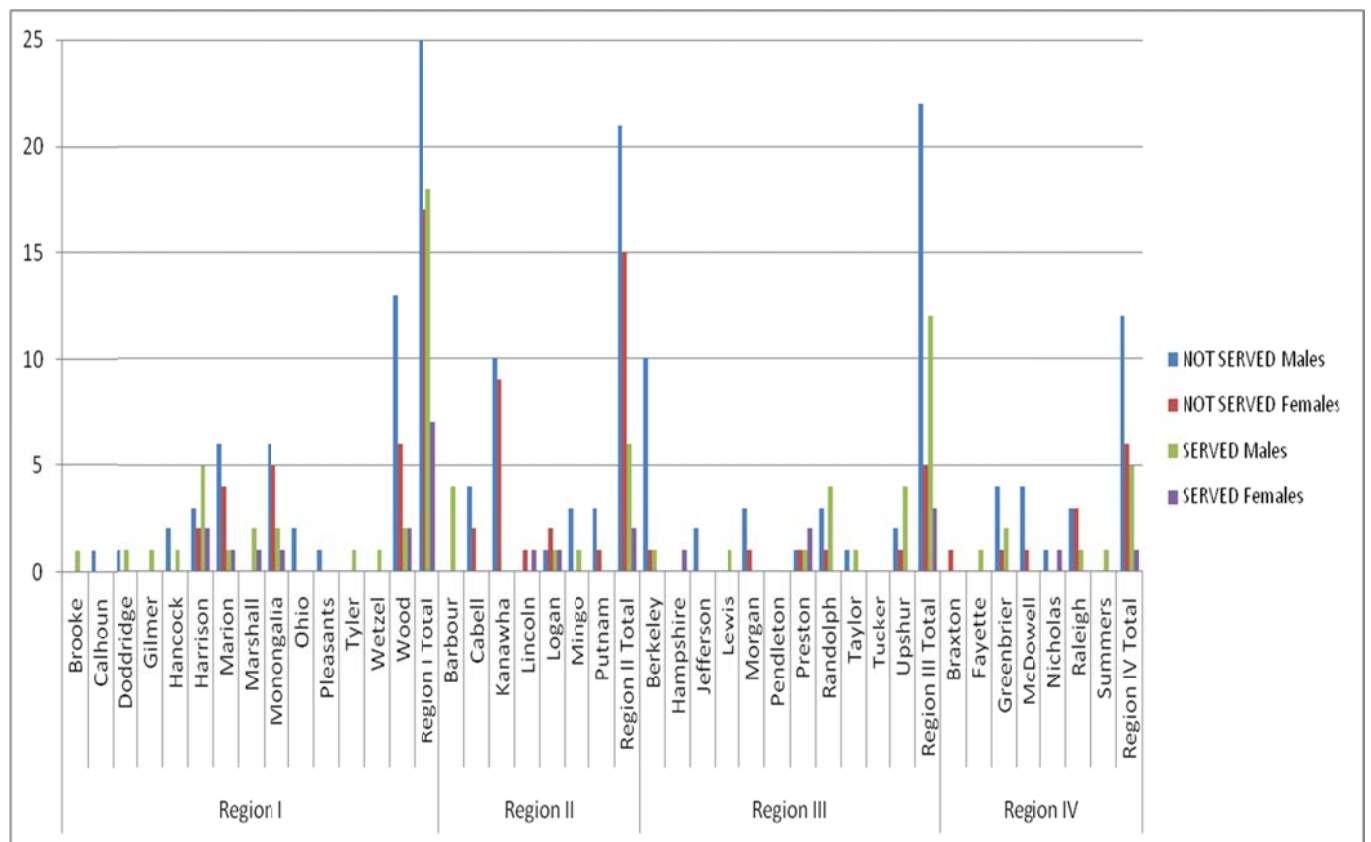
Of the 30 discharges in 2010, all 30 were to a home setting representing a success rate of 100%. Moreover, of the 30 discharges, 27 were planned as represented in the following graphs. The three unplanned discharges were court ordered. Therefore, in relation to planned discharges versus unplanned discharges, the Academy represented a 90% success rate.

2010		TOTAL SERVED	PLANNED DISCHARGES	UNPLANNED DISCHARGES	REASONS FOR UNPLANNED DISCHARGES	DISCHARGED TO HOME SETTING	DISCHARGED TO LESS RESTRICTIVE	DISCHARGED TO MORE RESTRICTIVE	DISCHARGED AT LEVEL 5 OR HIGHER
YORE ACADEMY	M	41	22	0	N/A	22	0	0	77%
	F	13	5	3	COURT ORDERED	8	0	0	63%
<b>TOTAL YOUTH</b>		<b>54</b>	<b>27</b>	<b>3</b>		<b>30</b>	<b>0</b>	<b>0</b>	



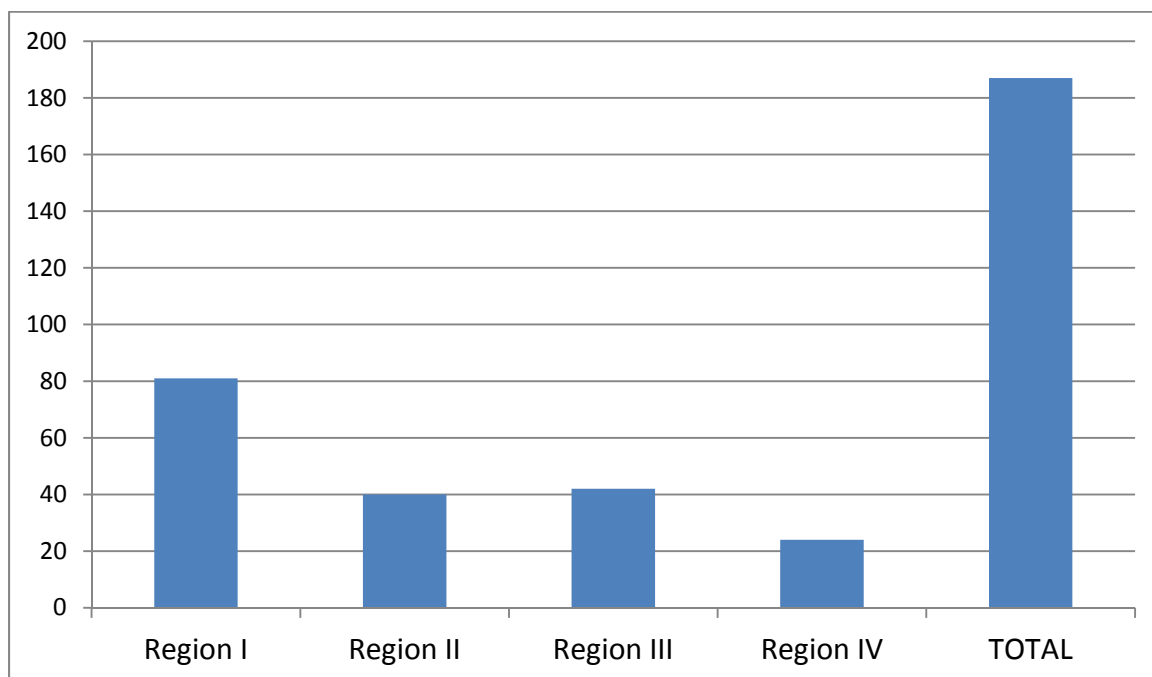
## Yore Academy Referrals

Another measure of effectiveness is the level of referrals received. As represented in the graphs below, there were a total of 187 referrals received in 2010 compared to 144 referrals in 2009. Of the 187 referrals received, 43% were from Region 1 compared to 40% in 2009, 21% from Region II compared to 19% from 2009, 23% from Region III compared to 26% in 2009 and finally 13% from Region IV as compared to 15% in 2009. Refer to the information within the graph for more detailed information.



## Referrals Totals by Region

<b>Region I</b>	<b>81</b>
<b>Region II</b>	<b>40</b>
<b>Region III</b>	<b>42</b>
<b>Region IV</b>	<b>24</b>
<b>TOTAL</b>	<b>187</b>

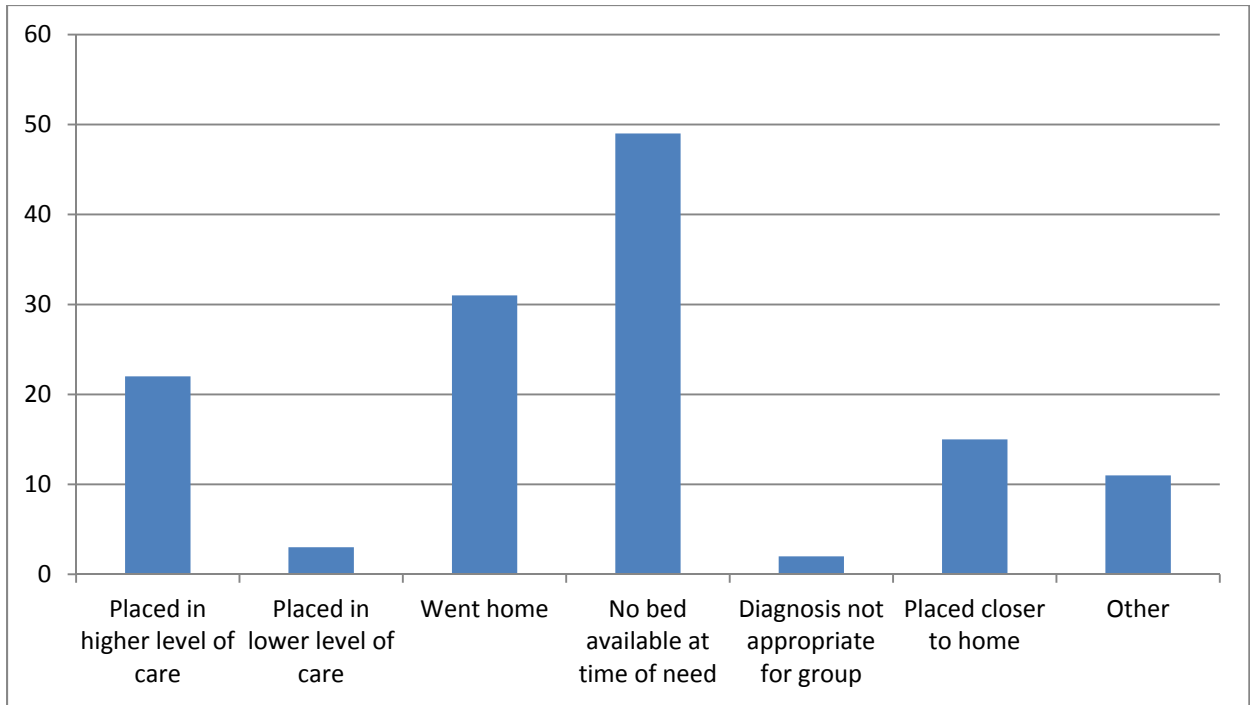


**Of the 133 referrals not served, 22 required a higher level of treatment, 3 were placed in a lower level of treatment, 31 went home and 49 due to no bed available at the time of need, 2 had an inappropriate diagnosis, 15 were placed closer to home and 11 for various reasons, with the most significant reason being the length of the waiting list.**

# Yore Academy

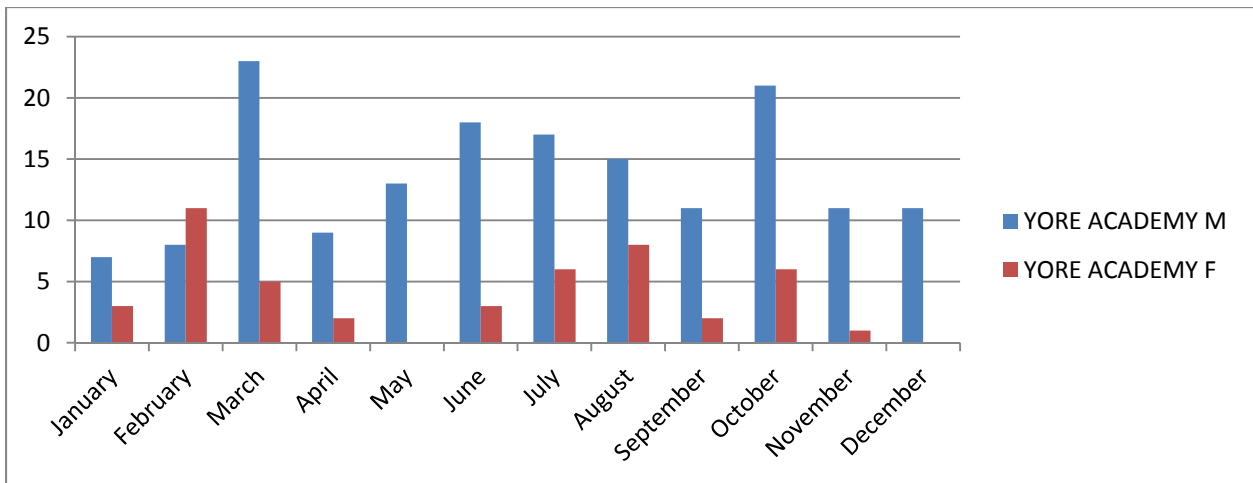
## Referrals Not Served

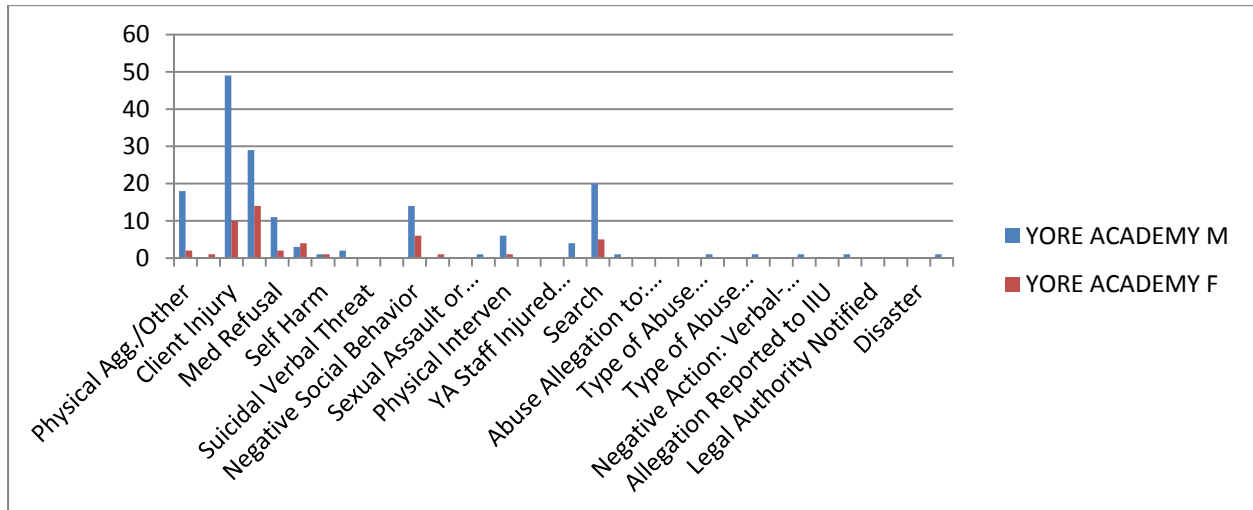
	Not served
TOTAL	133
Male	90
Female	43
Placed in higher level of care	22
Placed in lower level of care	3
Went home	31
No bed availability at time of need	49
Diagnosis not appropriate for group	2
Placed closer to home	15
Other	11



### **Critical Incident Review Team (CIRT)**

CRITICAL INCIDENT REVIEW TEAM		January	February	March	April	May	June	July	August	September	October	November	December	Total
YORE ACADEMY	M	7	8	23	9	13	18	17	15	11	21	11	11	164
	F	3	11	5	2	0	3	6	8	2	6	1	0	47





A total of 211 incidents were reported for the year at Yore Academy. The majority of incidents that occurred for the male population stemmed from sporting injuries. A plan was implemented to ensure that all youth stretched before participating in recreation activities. Males also had a higher number of physical aggression incidents reported. The female population had a high number of medication errors. Medication errors and sports injuries were also a problem with the female population but not as severe as with the males. Negative social behavior was also a problem facing the male population.

Medication errors stemmed from medications that were prescribed at awkward times throughout the day. To prevent medication errors from continuing to occur, groups began to add medication scheduled into their weekly planning meetings and team leaders sent a reminder radio call to all groups at those times.

**Safety Committee 2010**

**Yore Academy  
Safety Committee Year End Report 2010**

**Monthly Walk Through Report:**

Monthly walk through reports for 2010 again addressed minor maintenance issues and cottage cleanliness. Plans of action focused on specific groups and areas that needed attention. It was noted that staff should address areas as needed rather than wait for a plan of action.

**Fire Drill Report:**

Monthly review of fire drill record indicates that fire drills occurred in appropriate time frames and were completed successfully.

**Emergency Evacuation Report:**

**The Emergency Evacuation Drill was conducted on 12/30/10. Information regarding drill can be found in the summary.**

**CIRT Report:**

**An increase in client injuries was noted, but they are minor sports-related injuries. No major injuries reported. Medication errors and medication refusals were addressed on an ongoing basis. Campus wide medication training was implemented. Notifications of 3pm medications were addressed more thoroughly as that time-frame was typically the most missed medication. Medication refusals were investigated and found to be behaviorally related.**

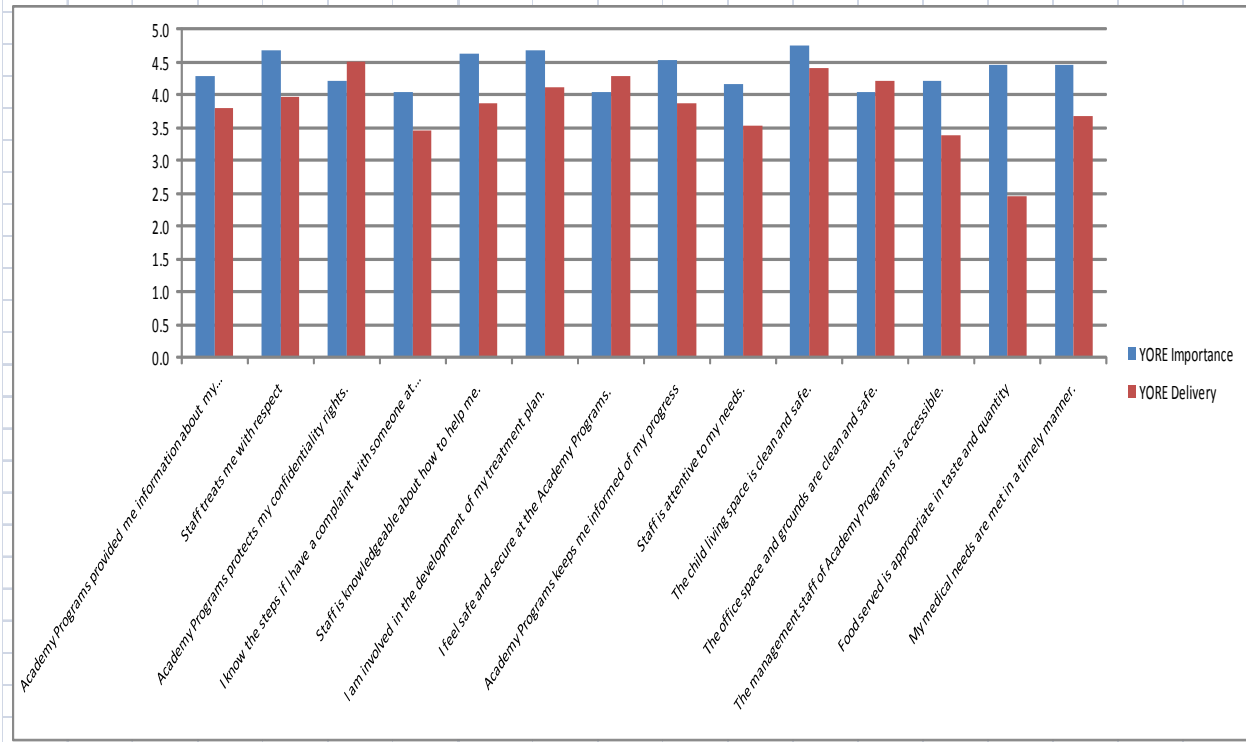
**Additional information and documentation is available via Monthly Safety Reports, Incident database and the CIRT reports.**

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## Satisfaction Surveys 2010

Satisfaction surveys were given to the youth in 2010. This graph shows the youth's response to the survey. The youth seem to feel that the Academy is providing effective treatment and that the youth are overall happy and secure being here.

	YORE Importance	YORE Delivery
Academy Programs provided me information about my rights and responsibilities	4.3	3.8
Staff treats me with respect	4.7	4.0
Academy Programs protects my confidentiality rights.	4.2	4.5
I know the steps if I have a complaint with someone at Academy Programs.	4.0	3.5
Staff is knowledgeable about how to help me.	4.6	3.9
I am involved in the development of my treatment plan.	4.7	4.1
I feel safe and secure at the Academy Programs.	4.0	4.3
Academy Programs keeps me informed of my progress	4.5	3.9
Staff is attentive to my needs.	4.2	3.5
The child living space is clean and safe.	4.8	4.4
The office space and grounds are clean and safe.	4.0	4.2
The management staff of Academy Programs is accessible.	4.2	3.4
Food served is appropriate in taste and quantity	4.5	2.5
My medical needs are met in a timely manner.	4.5	3.7





## **Staff Turnover Rate and Plan to Curb Turnover/Staffing Plan**

**During 2010, Yore Academy employed 34 staff. Of those 34 that were employed throughout the year, 12 staff separated their employment. The total turnover rate for 2010 equals 35%. Out of the 12 staff that separated, 11 staff resigned and one staff was terminated.**

**Nationwide, residential treatment centers experience higher than average turnover rates ranging from 22 to 70 percent annually. Yore Academy has not been the exception to these trends. Although Yore Academy maintains a turnover rate at the low end of this spectrum, the management team at Academy Programs has undertaken a major research project in cooperation with the National Association of Therapeutic Wilderness Counselors (NATWC) intended to bring our turnover rate below the national average.**

**Research on high turnover rates in residential treatment facilities indicate that the most common reasons for high turnover are inadequate pay and benefits, poor training and staff development, and inappropriate recruiting and hiring practices. In an effort to address these issues in Yore Academy, Academy Management has created multiple interventions intended to decrease turnover rates.**

**A regional comparison of salaries and benefits indicates that Yore Academy staff are among the highest paid entry level employees in the residential child care arena. Our benefit package is equally competitive with other organizations providing a similar service. Still, the opportunity for upward mobility is of concern. In response, we have created senior positions in each job category to allow for increased training, responsibility, and pay. In addition to creating upward mobility, this also allows us to create “depth on the bench” and prepare employees to take on the additional responsibility when they are promoted to a higher position.**

**Our training program received a complete overhaul in 2010. In response to the need for better training and staff development, we designed a curriculum to ensure staff are receiving cutting edge information in a consistent manner. Also, training time increased from 48 to 80 hours prior to assuming job duties. This increase in time allows for more on-the-job training to fulfill the duties relevant to their positions. It also allows for more emphasis and understanding of program philosophy and better prepares staff to take on the difficult and stressful job duties of a Teacher/Counselor.**

**In our efforts to improve recruiting and hiring practices, we increased our marketing and recruiting pools and made improvements to our interviewing and screening processes. Over the course of 2010 we have increased our involvement and partnerships with two local colleges to market and recruit new staff. We are currently working on developing a cooperative relationship with one local college to create a specific curriculum track to better prepare students to work in the residential child care field. Finally, we modified our**

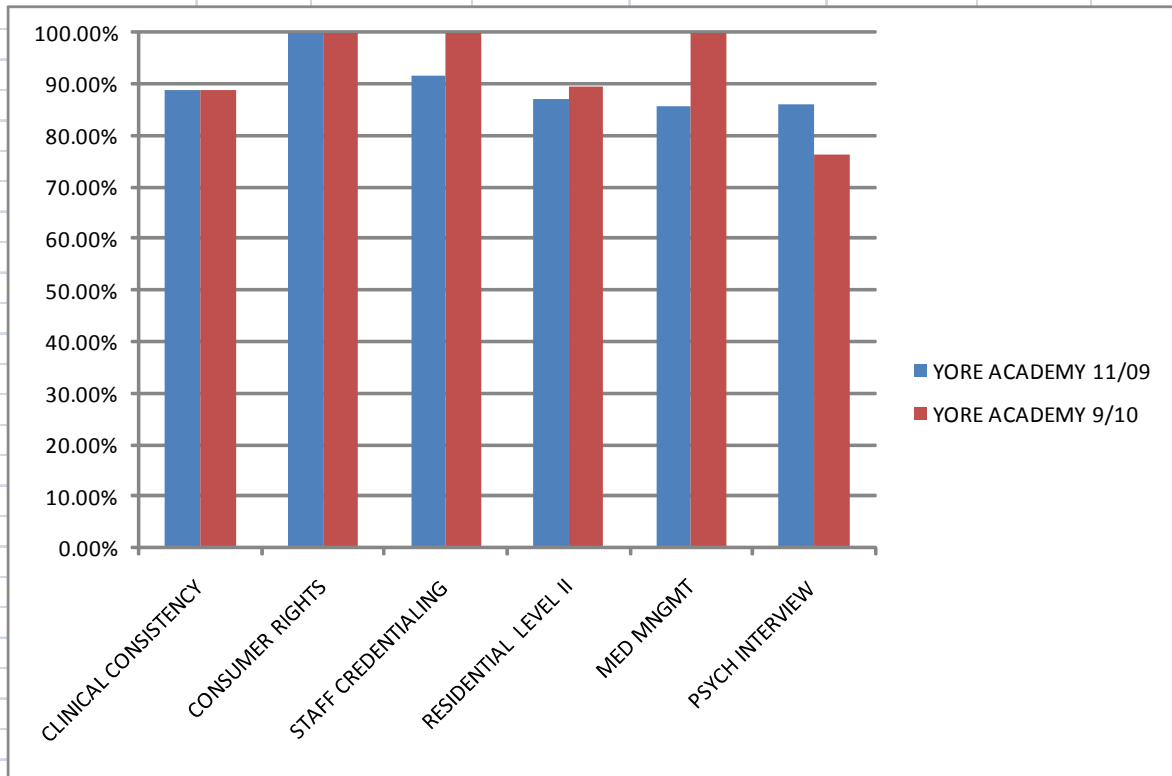
interviewing and screening process to identify the skills, attributes, and personality characteristics that make an individual more likely to become a successful Teacher/Counselor.

All of these efforts have been implemented to decrease the turnover rate at Yore Academy and bring it below the national average. Currently, data is being collected that will allow us to determine the effectiveness of our interventions throughout the course of 2011.

**ASO**

The following chart shows the comparison of APS audits between 2009 and 2010.

APS REVIEW		CLINICAL CONSISTENCY	CONSUMER RIGHTS	STAFF CREDENTIALING	RESIDENTIAL LEVEL II	MED MNGMT	PSYCH INTERVIEW
YORE ACADEMY	11/09	88.89%	100.00%	91.67%	87.04%	85.56%	85.90%
	9/10	88.89%	100.00%	100.00%	89.58%	100.00%	76.28%



## Level System

The level system is a perfect example of an innovative strategy employed to change lives. The level system was created as a means of tracking success within our program. It takes away the subjectivity with which progression in treatment was measured and replaces it with a clear, concrete, objective framework to track advancement in a child's treatment. With the current level system in place, we are better able to identify the outcomes in treatment planning. We are now able to ensure that we are targeting specific benchmarks in the progress of a child's treatment while at Yore Academy.

Birthdate	Age	DOP	Planned or Unplanned	Discharge Date	Level at Discharge	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	County (if discharged prior to grad.)	
7/22/1993	17	11/3/2010				1	2	3													
5/15/1994	15	12/10/2009	planned	11/17/2010	graduate	1	1	2	3	3	4	5	5	5	6	G					
9/8/1995	14	6/9/2010				1	1	2	3	4	5	6									
11/12/1993	16	11/10/2010				2	2														
7/7/1992	17	8/10/2009	planned	7/7/2010	5	1	2	3	3	4	4	5	5	D							Aged out
5/25/1997	12	3/25/2010				1	2	3	3	4	4	4	4	5	6						
11/24/1993	15	8/24/2009	unplanned	2/19/2010	4	1	2	3	3	4	D										Marion
9/25/1991	18	10/22/2009	planned	2/25/2010	4	1	2	3	4	D											Wetzel
7/14/1993	17	11/30/2010				4	5														
8/22/1993	16	7/15/2010				1	2	3	4	5	6										
12/9/1991	18	3/8/2010				1	1	1	2	2	2	2	3								
3/24/1993	17	7/1/2010				1	2	3	3	4	5	6									
9/24/1994	15	1/28/2010	planned	1/13/2011	graduate	1	2	2	2	3	3	3	4	5	6	G					
2/24/1993	17	7/29/2010				1	2	3	4	5	6										
5/24/1993	16	2/23/2010	planned	8/12/2010	4	1	2	2	3	4	D										Marshall
8/29/1992	17	11/6/2009	planned	7/14/2010	graduate	1	2	3	3	4	5	6	G								
8/18/1992	17	9/4/2009	planned	11/3/2010	5	1	2	2	2	2	2	3	3	4	4	5	5	5	D		Aged out
7/15/1991	18	8/13/2009	planned	3/17/2010	graduate	1	2	3	4	5	6	G									
9/15/1995	14	3/24/2010	planned	11/10/2010	graduate	1	2	2	3	4	5	6	G								
8/16/1993	16	3/4/2010	planned	8/12/2010	4	1	2	2	3	4	D										Marshall
10/21/1992	17	10/22/2009	planned	7/1/2010	graduate	1	2	3	3	4	5	5	6	G							
7/11/1994	15	5/18/2010				1	1	1	2	2	2	2									
1/9/1994	16	7/14/2010				1	2	3	4	4	5										
7/12/1993	16	2/25/2010				1	2	2	3	3	4	4	4								
1/18/1994	16	8/20/2010				1	2	3	3	4											
10/8/1993	17	11/17/2010				1	2														
10/28/1994	15	7/7/2010				1	2	3	4	5	6										
3/12/1996	14	3/17/2010				1	2	3	3	4	4	4	4	5							
1/28/1992	17	11/16/2009	planned	5/18/2010	graduate	1	2	3	4	5	6	G									
7/21/1993	16	8/12/2009	unplanned	2/1/2010	4	1	2	2	3	D											Lincoln
2/19/1993	16	1/22/2010				1	2	3	3	3	3	4	4	5	5						
8/27/1994	15	1/15/2010	planned	8/20/2010	graduate	1	2	3	4	4	5	6	G								
3/17/1993	16	6/7/2010				2	2	3	3	3	3	4									
7/13/1993	16	2/2/2010	unplanned	6/7/2010	2	1	2	2	D												Marshall
4/28/1994	16	8/12/2010				1	2	3	3	4											
3/27/1993	17	8/12/2010				1	2	2	3												
11/2/1993	16	10/29/2010				1	2	3													
8/31/1993	17	2/17/2010	planned	10/28/2010	graduate	1	2	3	4	4	5	6	G								
1/9/1993	16	12/3/2009	planned	6/9/2010	graduate	1	2	3	4	5	6	G									
2/8/1993	17	4/14/2010	planned	11/30/2010	graduate	1	2	3	4	5	6	G									
9/22/1993	16	3/18/2010	planned	1/13/2011	graduate	1	2	3	3	4	4	5	6	G							
11/4/1993	16	12/18/2009				1	2	3	4	5	5	5	5	5	5	6	6				
<b>Avg. age</b>	16																				
					<b>LEVELS</b>	1	2	3	4	5	6										
					<b>ADDITIONAL MONTHS AFTER 1ST ATTEMPT</b>	6	21	21	14	12	1										

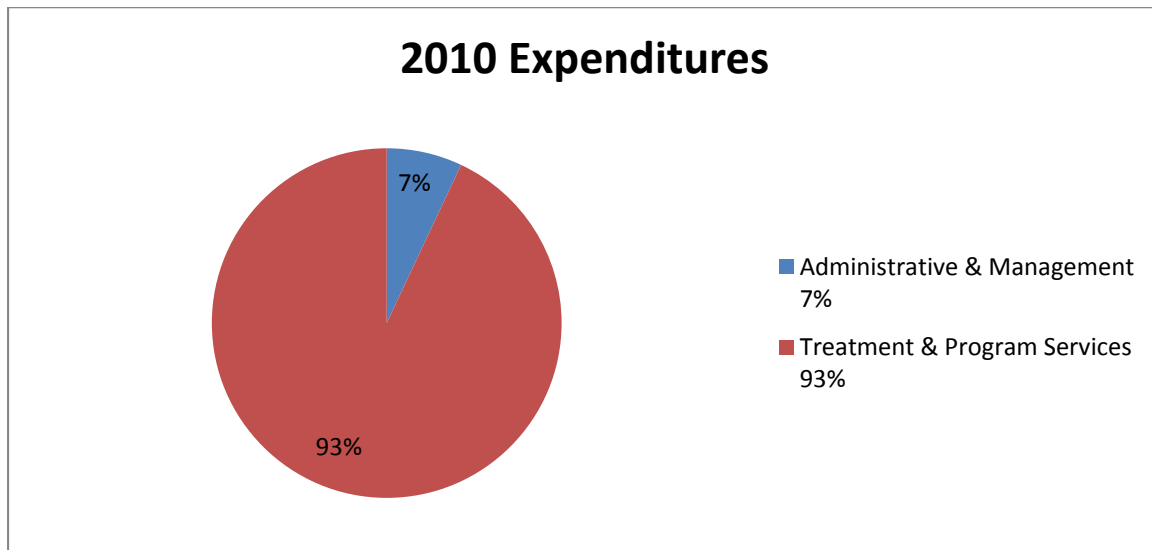
Kids with 2 months at level 2	8	19%
Kids with 3 months at level 2	1	2%
Kids with 4+ months at level 2	3	7%
Kids with 2 months at level 3	13	33%
Kids with 3 months at level 3	1	3%
Kids with 4+ months at level 3	2	5%
Kids with 2 months at level 4	7	19%
Kids with 3 months at level 4	1	3%
Kids with 4+ months at level 4	2	5%

**General Staffing Pattern**

**This year four new positions were created within the program. We currently employ two Senior Teacher Counselors along with two Senior Teacher Counselor Assistants to aid in training and developing younger, less experienced staff and to prepare them to take on the additional responsibilities of a Team Leader. As indicates in the plan for reducing staff turnover, these positions also aid our program in creating “depth on the bench” that will allow the company to continue to grow and maintain quality programming.**

**Revenues and Expenditures**

<b><u>2010 Expenditures</u></b>	<b><u>% of Expense</u></b>
<b>Administrative &amp; Management</b>	<b>7%</b>
<b>Treatment &amp; Program Services</b>	<b>93%</b>



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<b><u>Sources of Revenue</u></b>	<b><u>% of Revenue</u></b>	<b><u>Dollar Amount</u></b>
<b>WVDHHR</b>	<b>63%</b>	<b>\$1,325,661.00</b>
<b>WV Medicaid</b>	<b>37%</b>	<b>\$767,000.00</b>
	<b>Total</b>	<b>\$2,092,663.00</b>

