

Yore Academy

2013 Annual Report



Annual Overview and Summary for the YORE Academy 2013

Another exciting year has come to pass. As a team we worked all year to support one another as we honed our skills. We learned to rely on each other's strengths and use them to prepare us for our next great adventure, expansion. These developing skills have helped us see through the task of reestablishing commitment to campus traditions and Re-Education. As a stronger team we look forward to the task of nurturing and developing the next generation of staff to carry on the business of serving West Virginia's youth and families.

Education continues to be a very important piece of our program. We have continued with our weekly Reaching for the Stars program, which rewards youth that attain above a 3.25 GPA, excellent attendance and positive behavior in the classroom. Students are rewarded with incentive programming and become eligible for extra-curricular activities such as movies, catered dinners, Fairmont State basketball games, and trips out to local establishments for Reaching for the Stars seven out of nine weeks. Our on ground school has developed a ticket system for those reaching this status. These tickets can be spent in the school store on items such as snacks, drinks and school supplies.

In July, we held our annual Teacher Counselor of the Year banquet to honor the Teacher Counselor that demonstrated excellence and commitment throughout the year. That honor was given to Senior Teacher Counselor, Teresa Sestito. Sestito was presented a Kindle Fire that was preloaded with the *Troubled and Troubling Child* by Nicholas Hobbs. We were honored to have Gayle Manchin, President of the West Virginia State Board of Education as our keynote speaker. Traveling with Manchin, and also offering words of encouragement to all in attendance, was the past president of the West Virginia State Board of Education, Wade Linger.

Our year of campus traditions began with summer camp. In August we sent the entire campus to Camp Muffly, where everyone had fun. We participated in the campus wide Decathlon which included events such as tug-o-war, a scavenger hunt and a variety of different experiential relays. In October we held our annual Pinewood Derby race as well as a Box Car Derby race with all cars designed and built by the youth. Several of our groups were successful in planning and raising money for trips to haunted houses in October. Our annual Halloween party featuring homemade videos by our staff and groups as well as an invasion of Zombie staff that gave the kids a thrill and a laugh. The entire campus worked together to build a new bridge that leads to our outdoor programming area. We also were able to add several elements to our low element course that is used for building teams, trust and skills. Additionally, we began our stream conservation project that will allow us to stock the stream with fish.

Our commitment to community service projects has grown this year. The Apache group has had a long term investment in recycling. They have also ventured out into working at Christian Help in Morgantown. The Sioux group who had been searching for their niche, found it with a new organization dedicated to Suicide Prevention. The boys participated in their first annual walk-a-thon which raised over \$18,000.00. They also helped the organization with their first Breakfast with Santa celebration. Having their food handlers cards came in handy, as they

proved instrumental in helping the kitchen run smoothly that morning. The Cheyenne group has proved quite skilled at raising money, which they in turn have donated to several different charitable organizations such as the United Way, and several veteran groups. Their biggest endeavor was a clothing drive for Hope Shelter. The girls were able to collect over 20 large bags of clothing for the shelter. They have also continued their work with the Humane Society.

After celebrating 10 years of excellence, our future looks more exciting than ever. We are all working together to continue developing innovative strategies that will carry us into the next 10 years.

The 2013 Yore Academy Annual Report will go into greater detail, by addressing general program effectiveness in relation to stated goals/community needs and general staff effectiveness in the following areas:

- General program effectiveness in relation to stated goals/community needs/general staff effectiveness
- Permanency of Life Situation
- Average Length of Stay
- Average Daily Census
- Total Number of Residents Served
- Occupancy Rate
- Academics
- Status Report
- Child and Adolescent Functional Assessment Scale Yore Academy-2013
- Presenting Diagnosis and Success Rate
- Referrals
- Reportable Incidents/Safety Report-CIRT Review
- Safety Committee Report 2013
- Graduating Academy Programs
- Satisfaction Surveys
- Staff Retention and Turnover
- General Staffing Patterns
- Smart Recovery
- Expenditures & Revenue

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

The Yore Academy remained at full capacity in 2013 with 24 youth. By the end of November 2013 we were ordered over capacity three times, which gave us a total of 27 youth. This addition, impacted our census and put us at 103.47% utilization for the year. The average age for male students was 15.8 years and female students was 16.3 years old in 2013. The average length of stay for males was 9.44 months. while the average stay for females was 9.81 months.

This past year, the Yore Academy received a total of 212 referrals, which is a slight decrease from the 219 referrals in 2012. Region I is still our highest referring region with 73 referrals. We have seen an increase in referrals from Region II with 64 referrals compared to the 50 referrals we received from them in 2012. This change in trend is likely due to the positive professional relationships being built with judges and case workers in that region.

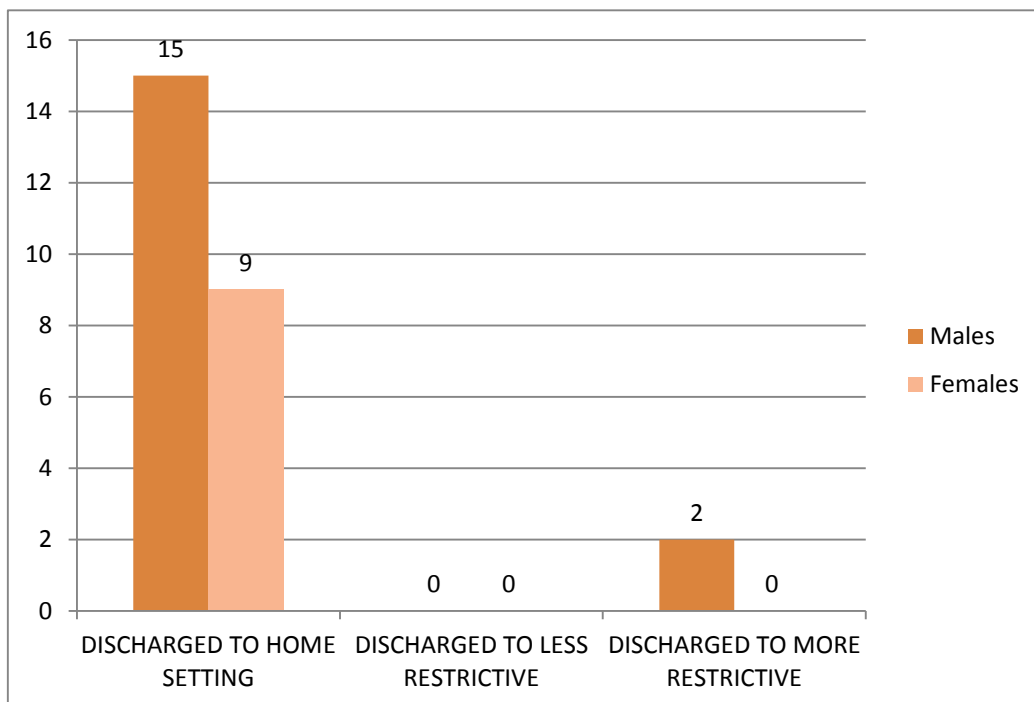
The following report will detail the Yore Academy’s effectiveness through quantitative and qualitative data to meet the needs of at-risk youth and their families in West Virginia.

Permanency of Life

By examining “Permanency of Life Situation” and applying the outcome measures as adopted by the West Virginia Child Care Association, 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 home, birth family, adoptive, kinship care, lesser restrictive, or independence), the Academy’s success is represented as follows in the below graph:

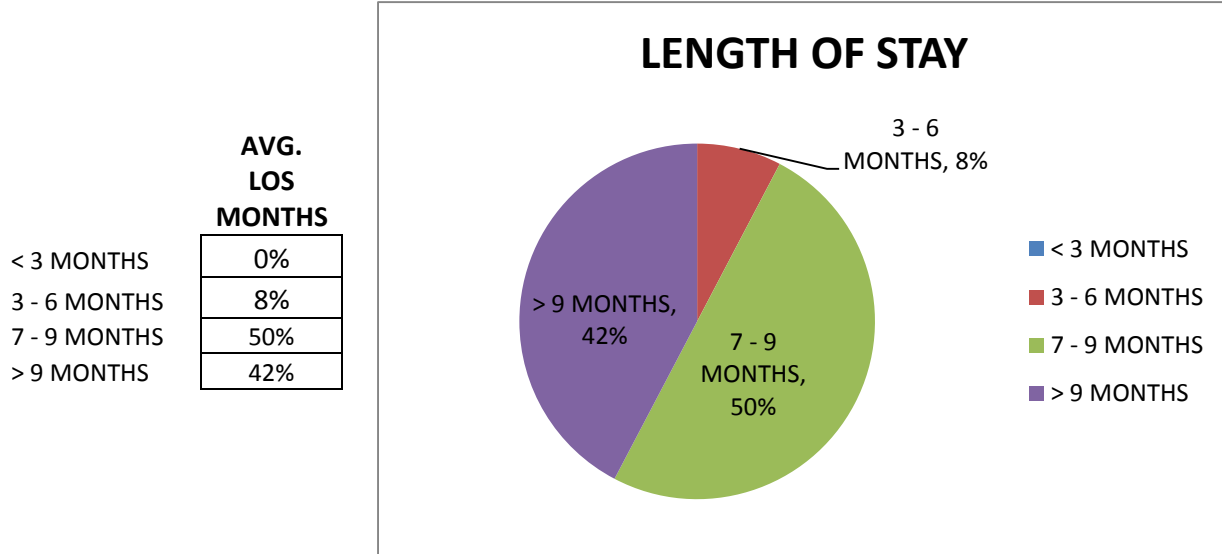
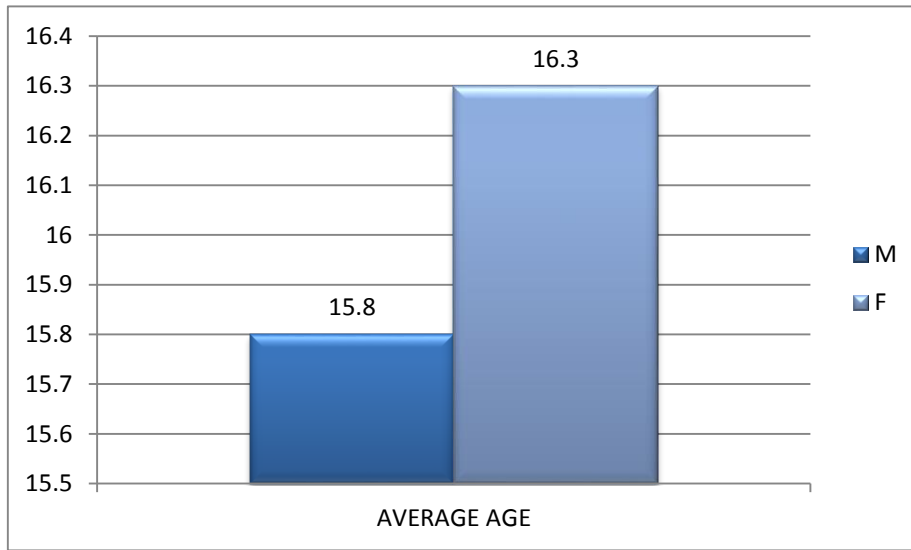
- Of the 26 discharges in 2013, 24 went to a home setting when they left. It also should be noted that 24 of the 26 discharges were planned discharges.

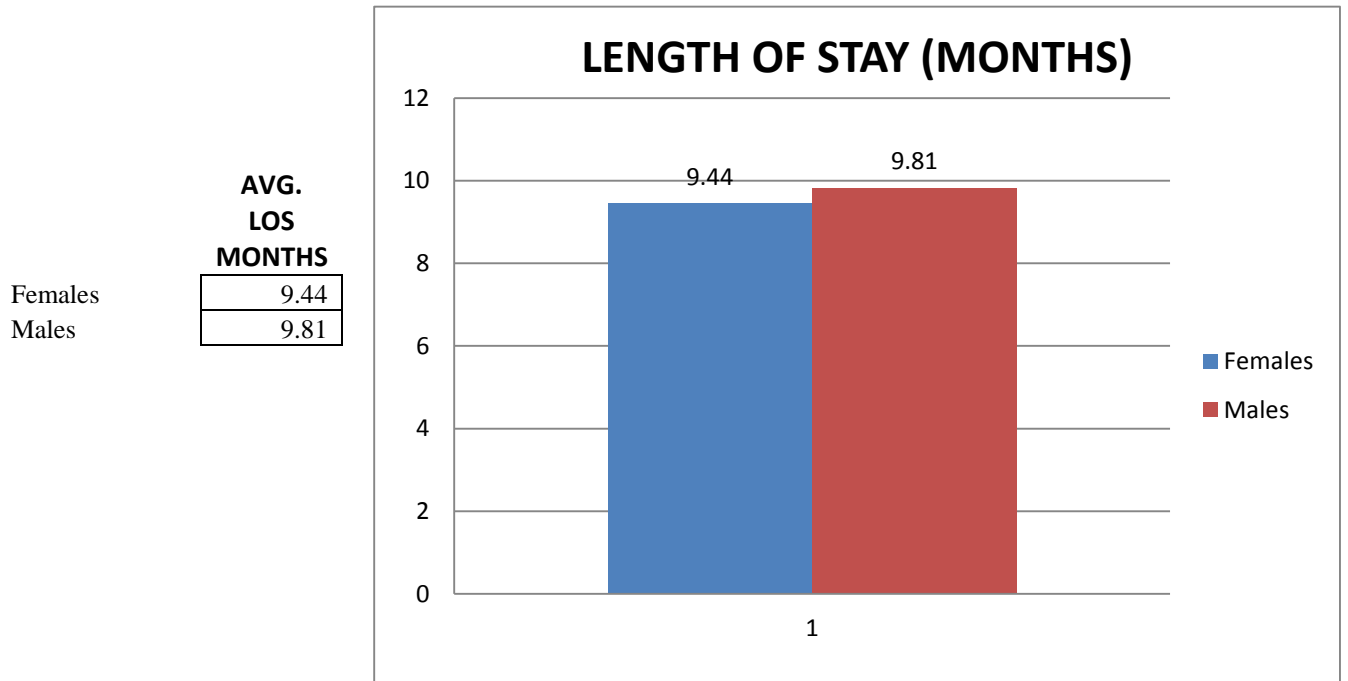
2013		PLANNED DISCHARGES	UNPLANNED DISCHARGES	DISCHARGED TO HOME SETTING	DISCHARGED TO LESS RESTRICTIVE	DISCHARGED TO MORE RESTRICTIVE	DISCHARGED AT BRIDGE 5 OR HIGHER
YORE ACADEMY	M	15	2	15	0	2	76%
	F	9	0	9	0	0	100%
TOTAL YOUTH		24	2	24	0	2	



The Following Charts Illustrate the Census Data:

2013		TOTAL SERVED	AVERAGE AGE
YORE ACADEMY	M	35	15.8
	F	18	16.3
TOTAL YOUTH		53	





Academics:

The year 2013 proved to be a very important year for our on-ground school, operated by WV Department of Education’s Office of Institutional Education Programs (OIEP). The changes that took place this year have been a true benefit to the youth we serve at the Yore Academy. The school was identified as a Federal “Title 1” school which provides Federal funding to run academic programs for at-risk children. Tutors are now able to provide remediation services on Saturdays. Individual instructional plans are developed for each student, regardless of being identified as special education. Instructional strategies have been commended by the WV Board of Education’s auditing agency, Office of Education Performance Audits.

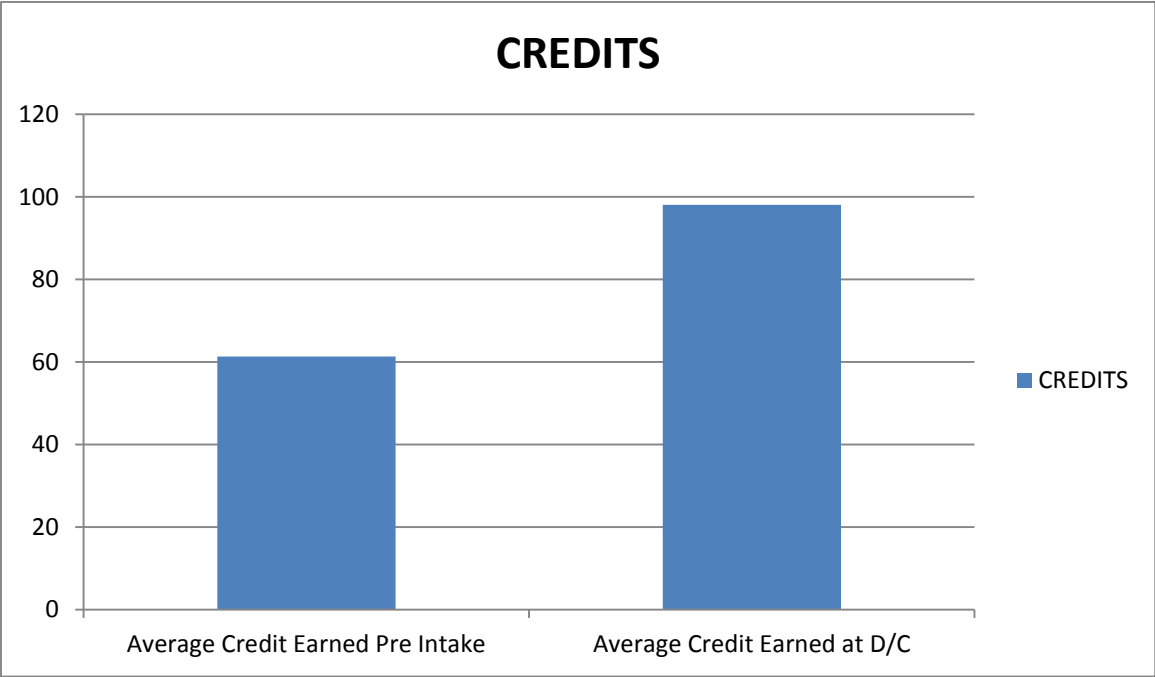
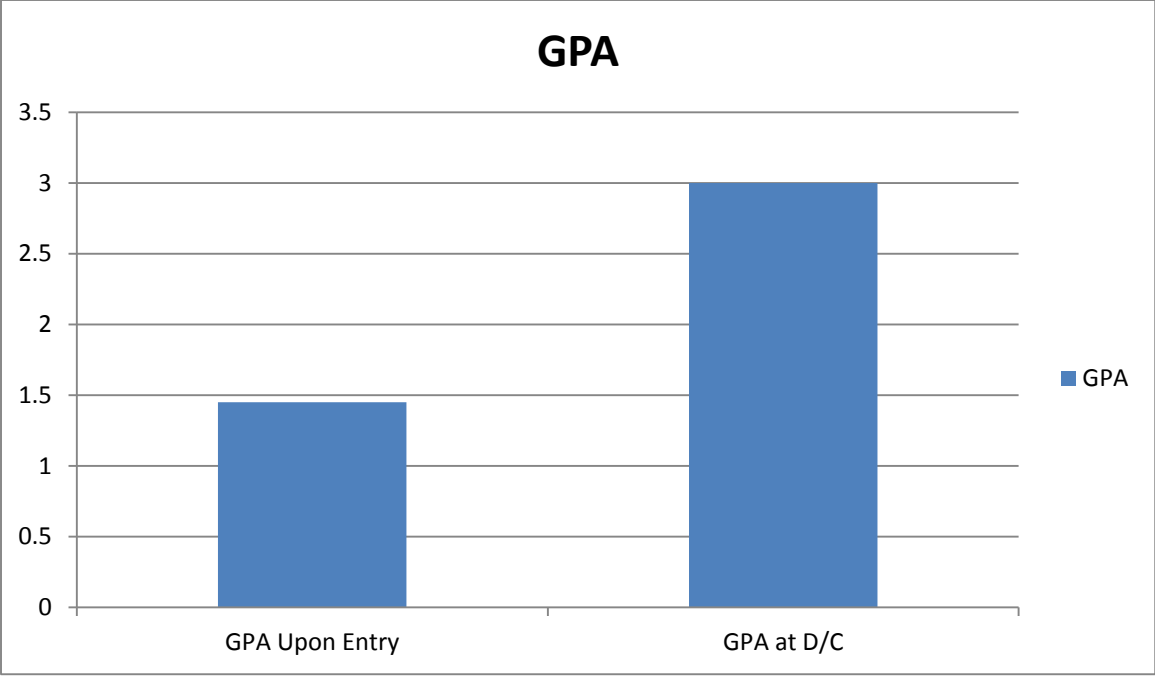
The school has experienced some significant staffing changes to enhance the capability to work more one on one with youth, as well as offering more opportunities in education. A full time Special Education Teacher, PE/Health teacher, Fine Arts teacher, and a CTE (Career Technical Education) teacher has been added. The CTE teacher has been extremely beneficial, offering course work on Facilities Maintenance, C-Tech (Copper Cabling Technology) and OSHA. This course work enables the youth to be nationally certified and employable with companies such as Dish Network, Suddenlink, and Verizon. As a result of the CTE program a “GED Option” is available that increases opportunities to earn a high school diploma through alternative methods.

The on-ground school also became a TASC (Test Assessing Secondary Completion) testing center. The TASC replaces the “GED” test. On-site testing for the TASC is now available. Numerous other OIEP schools have toured Academy Programs’ on-ground school. The Superintendent of OIEP considers Academy Programs’ on-ground school a “model” school, one which should be replicated across the state of WV.

GPA

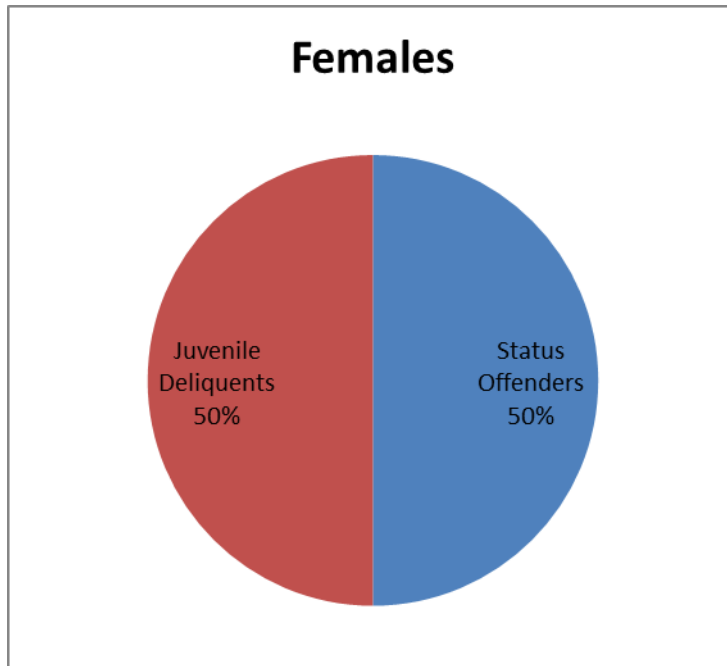
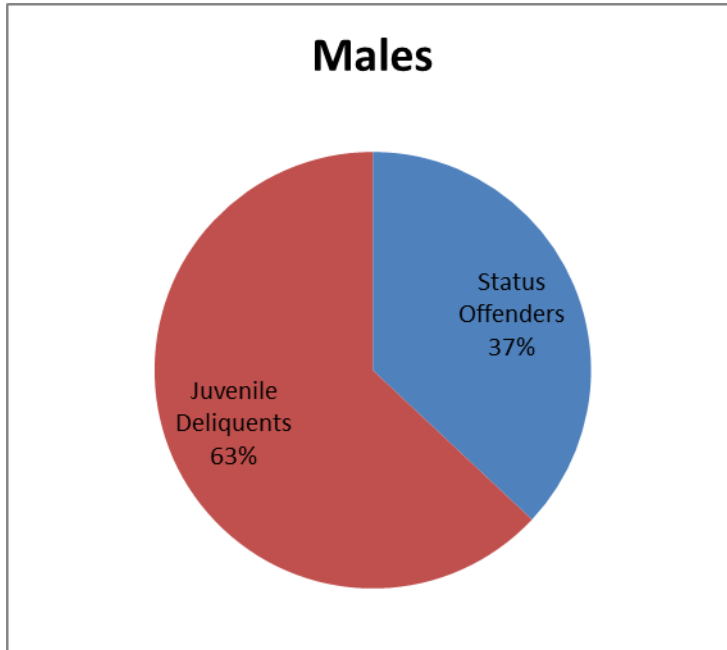
The following is data from our on-grounds school. Success is measured by the overall grade point averages earned by youth in our care. The benefits of having an on-grounds school that is operated by the OIEP, Office of Instructional Educational Programs, are shown in the overall increase of GPA from a youth’s entrance to discharge.

- Number of Credits Offered by Many Public Schools: 7
- Number of Credits Offered on Yore Academy Campus: 8
- Average GPA Prior to Enrollment at Yore Academy: 1.45
- Average GPA While Enrolled at Yore Academy: 3.2
- Average Credits Earned Prior to Enrollment at Yore Academy: 61.1%
- Average Credits Earned While Enrolled at Yore Academy: 96.9%



The next graphs shows the demographics for youth Status Offenders and Juvenile Delinquents.

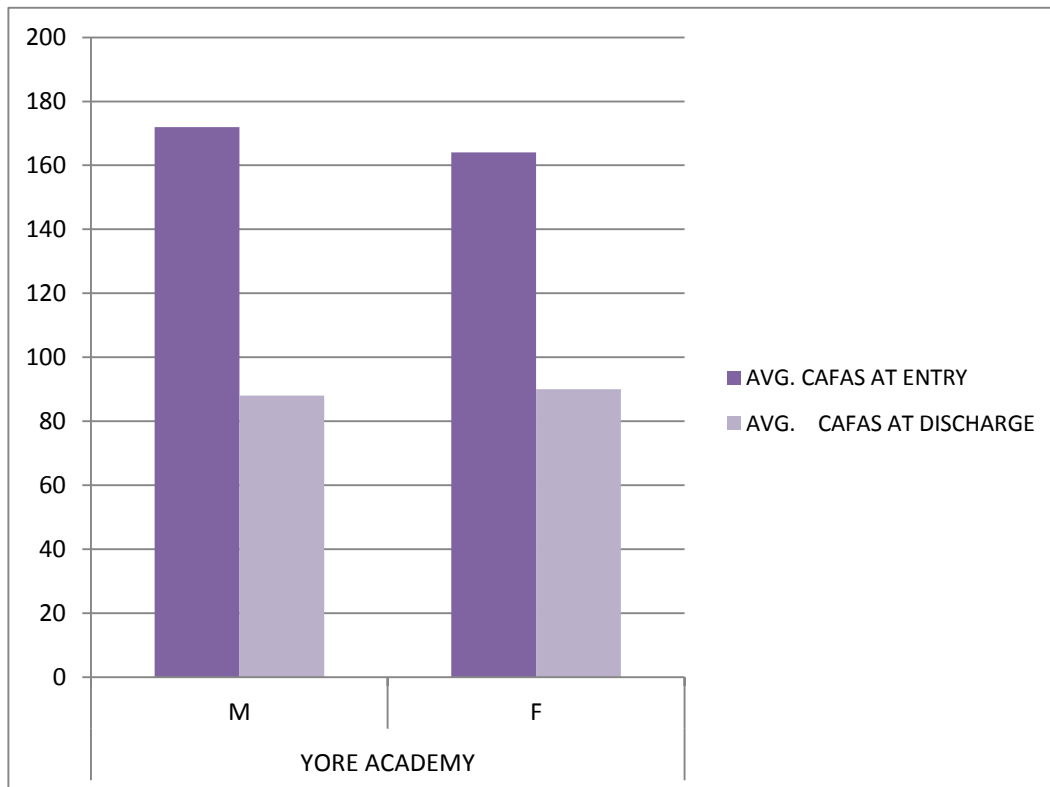
YORE ACADEMY		Status Offenders	Juvenile Delinquents
STATUS	M	37%	63%
	F	50%	50%



CAFAS

The Child and Adolescent Functional Assessment Scale (CAFAS) is the standard assessment used by clinicians and regulatory bodies nationwide to determine the severity of impairment in a child's ability to function in a normal environment and to determine the intensity of services best suited to meet the needs of the child. As indicated in the chart below, students receiving services at Yore Academy consistently demonstrate a positive decrease in CAFAS score from intake to graduation. This trend indicates a consistent improvement in functioning and an increase in the ability to be successful in the student's natural environment upon return to the community.

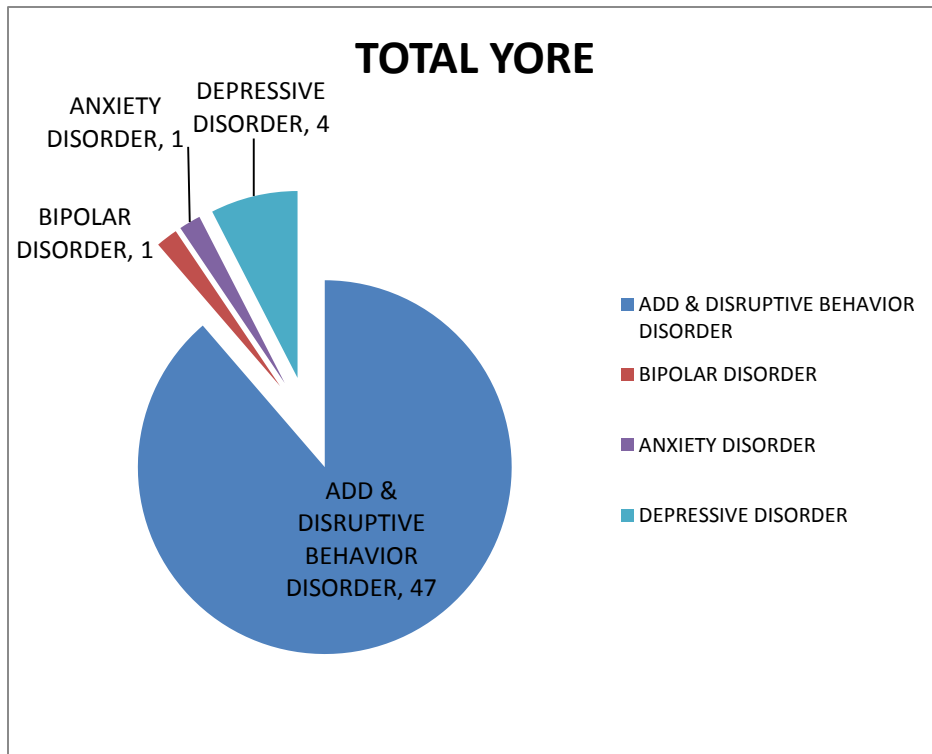
2013		TOTAL SERVED	AVG. CAFAS AT ENTRY	AVG. CAFAS AT DISCHARGE
YORE ACADEMY	M	35	172	88
	F	18	164	90



Presenting Diagnosis and Success Rate

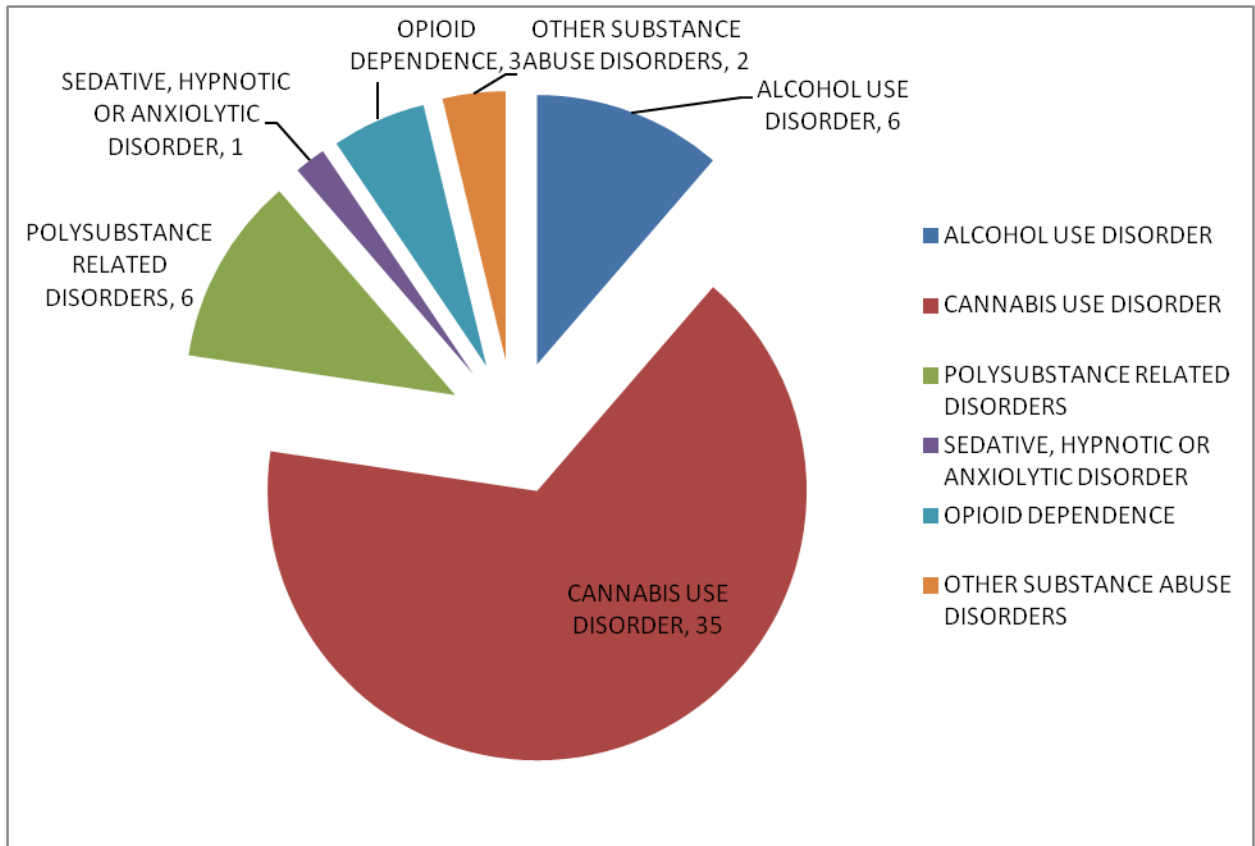
The following chart shows the varying disorders that the Yore Academy serves. It also shows the nearly 100% success rate we have seen with treatment of these disorders, with the exception of two areas for males, which was mostly youth specific. Successful treatment of presenting diagnosis means that there was a decrease in symptoms and youth were released to a less restrictive environment upon discharge.

		TOTAL SERVED	ADD & DISRUPTIVE BEHAVIOR DISORDER	BIPOLAR DISORDER	ADJUSTMENT DISORDER	ANXIETY DISORDER	DEPRESSIVE DISORDER
YORE ACADEMY	M	35	32	0	0	1	2
	F	18	15	1	0	0	2
TOTAL YORE		53	47	1	0	1	4
Presenting Diagnosis	M	35	91%	0%	0%	3%	6%
	F	18	83%	6%	0%	0%	11%
Success Rate	M	35	97%	100%	100%	100%	50%
	F	18	100%	100%	100%		



This chart and graph shows the demographics of diagnoses the Yore Academy sees for substance abuse treatment. The highest number for both males and females still remains Cannabis Use Disorder.

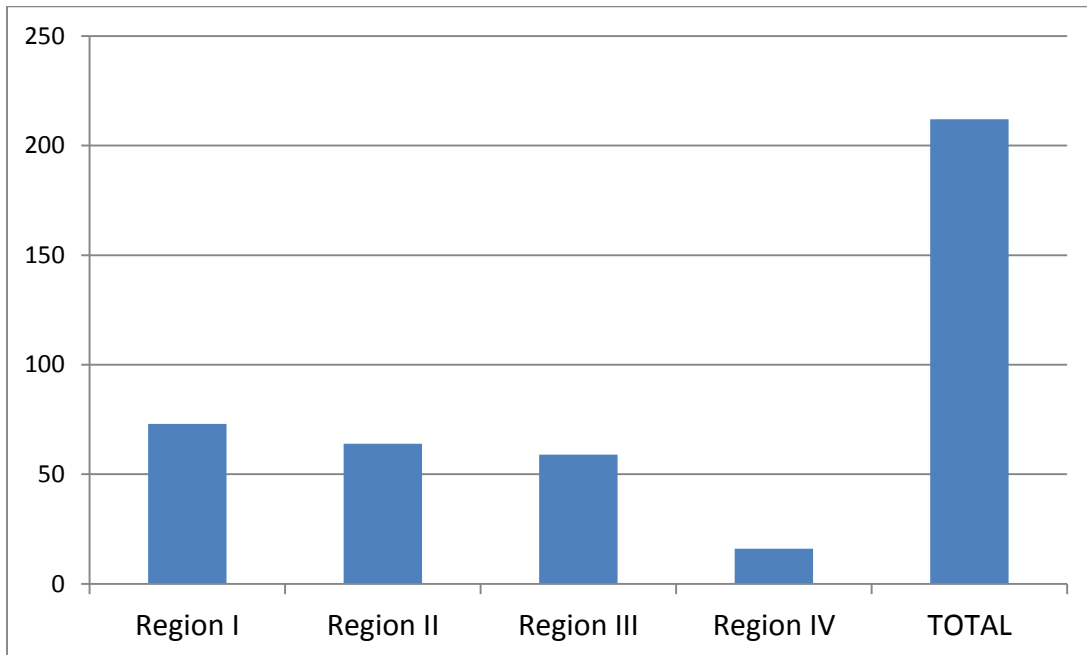
	TOTAL SERVED	ALCOHOL USE DISORDER	CANNABIS USE DISORDER	POLYSUBSTANCE RELATED DISORDERS	SEDATIVE, HYPNOTIC OR ANXIOLYTIC DISORDER	OPIOID DEPENDENCE	OTHER SUBSTANCE ABUSE DISORDERS
M	35	4	25	2	0	2	2
F	18	2	10	4	1	1	0
	53	6	35	6	1	3	2



YORE Academy Referrals Totals by Region

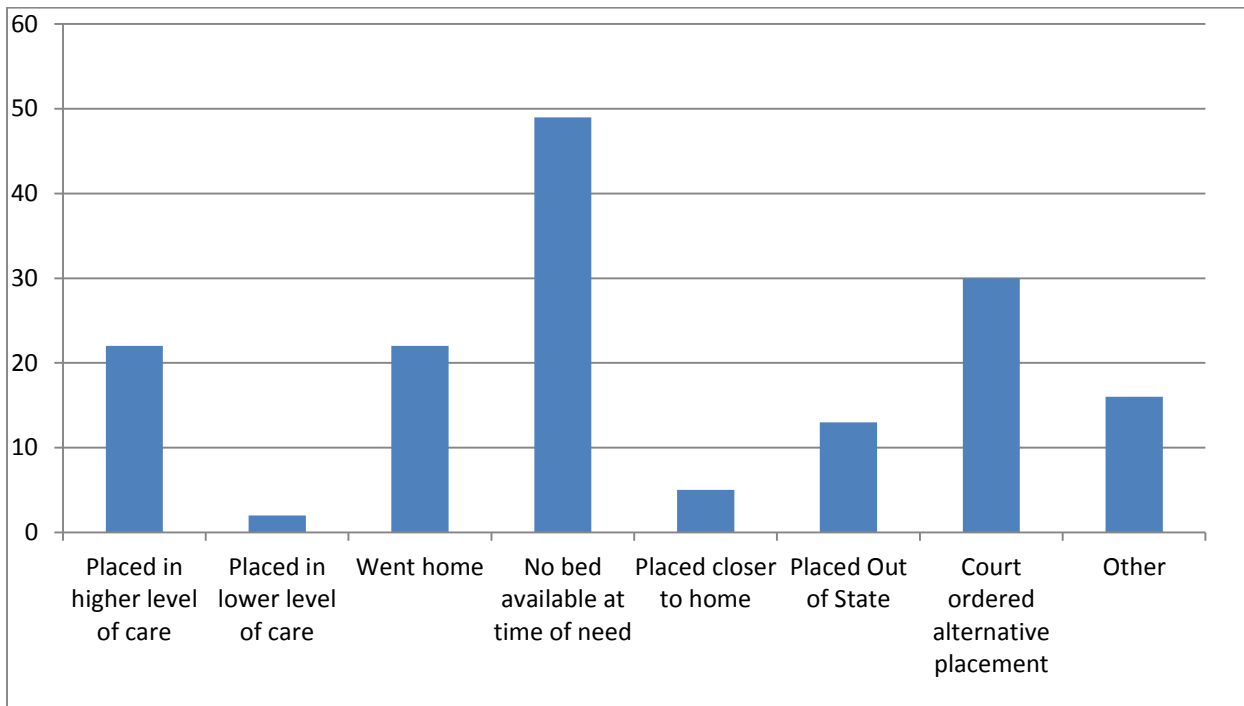
The information below indicates that the highest number of referrals come from Region I, which includes our surrounding counties. Tracking data is an important part in identifying trends. This data shows us trends across the state that allow us to better serve the youth and families of West Virginia.

Region I	73
Region II	64
Region III	59
Region IV	16
TOTAL	212



YORE Academy Referrals Not Served

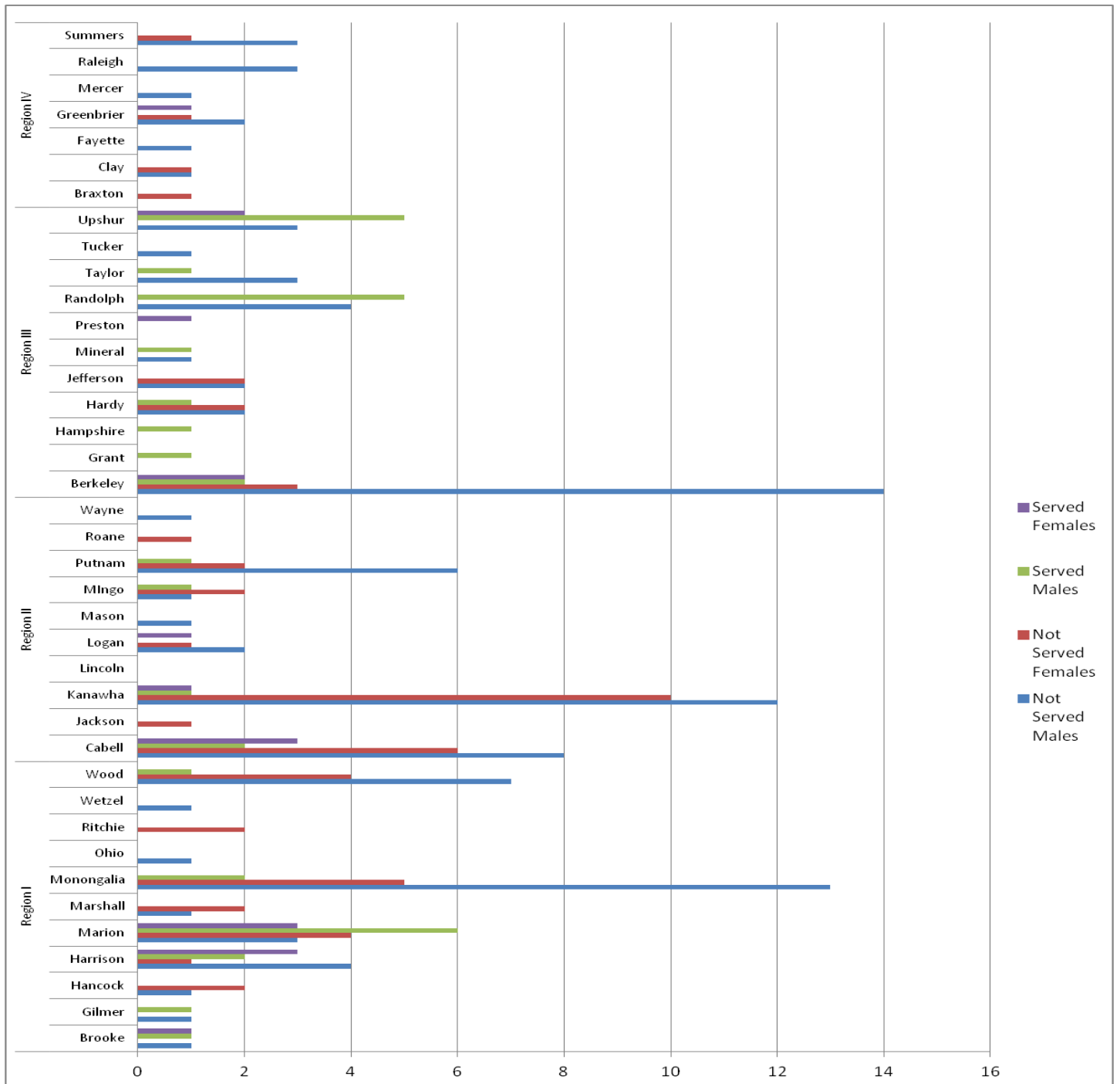
	Not served
TOTAL	159
Male	105
Female	54
Placed in higher level of care	22
Placed in lower level of care	2
Went home	22
No bed availability at time of need	49
Placed closer to home	5
Placed Out of State	13
Court ordered alternative placement	30
Other	16



Of the 159 referrals not served, 22 required a higher level of treatment, two were placed in a lower level of treatment, 22 went home, 49 not placed due to no bed available at the time of need, five were placed closer to home, 13 were placed out of state, 30 were court ordered to an alternative placement and 16 for other various reasons, with the most significant reason being the length of the waiting list.

YORE Academy Referrals

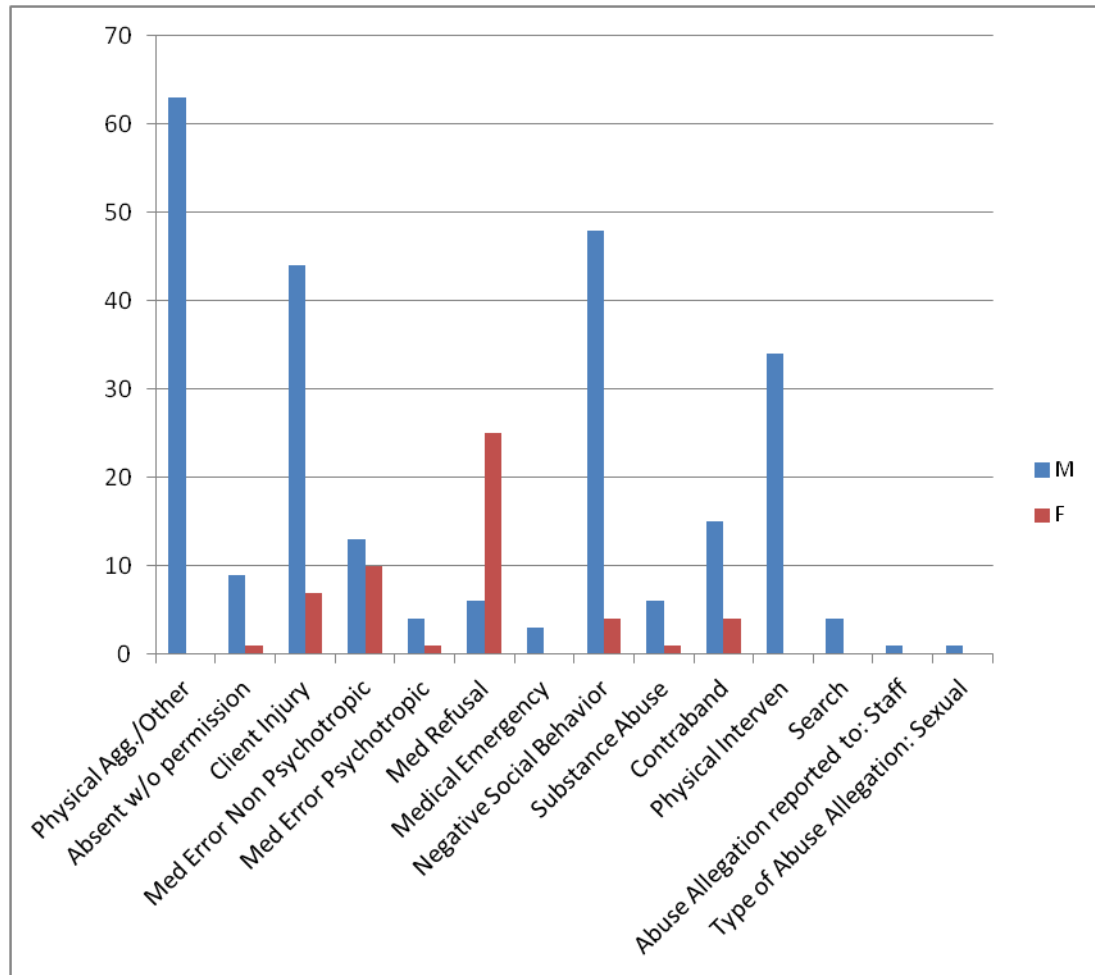
As represented in the graph below, there were a total of 212 referrals received in 2013. Of the 212 referrals received we saw the greatest increase in region II, 34% were from Region 1 compared to 37% in 2012, 30% from Region II compared to 23% from 2012, 28% from Region III compared to 30% in 2012 and finally 8% from Region IV as compared to 10% in 2012.



Critical Incident Review Team (CIRT)

The CIRT is charged with reviewing and identifying trends within the critical incident process and to identify programmatic issues needing addressed. The committee also conducts monthly examinations of physical plant and utilizes a comprehensive check off format specific to all areas used by Yore Academy youth.

YORE ACADEMY INCIDENT REPORTS		Physical Agg./Other	Absent w/o permission	Client Injury	Med Error Non Psychotropic	Med Error Psychotropic	Med Refusal	Medical Emergency	Negative Social Behavior	Substance Abuse	Contraband	Physical Interven	Search	Abuse Allegation reported to: Staff	Type of Abuse Allegation: Sexual	TOTAL IRS 2013
M		63	9	44	13	4	6	3	48	6	15	34	4	1	1	251
F		0	1	7	10	1	25	0	4	1	4	0	0	0	0	53
TOTAL		63	10	51	23	5	31	3	52	7	19	34	4	1	1	304



Safety Committee Year End Report 2013

Monthly Walk Through Report:

The walk through reports for 2013 addressed minor maintenance issues and cottage cleanliness. Plans of action focused on specific groups and areas that needed attention. There is also the continued commitment of addressing areas as needed rather than waiting for a plan of action.

Fire Drill Report:

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

Emergency Evacuation Report:

The Emergency Evacuation Drill was conducted in 2013. Information regarding the drill can be found in the report on file.

CIRT Report:

We continue to experience issues with missed medications in the early morning and mid-afternoon. As a result, this issue is being addressed by additional training and working more closely with supervisory staff. Medication refusals were investigated and found to be behaviorally related. The increase in Physical Aggression, Physical Intervention and Negative Social Behavior were found to be client specific.

GAP – Graduating Academy Programs

The GAP system is a roadmap to graduation. Similar to the level system, the GAP is unique to Academy Programs, and amongst residential programs in West Virginia. It follows the same well-rounded, objective, measurable basis in which we are able to effectively track youth's progress in the program. The GAP system has been adopted to further separate our program from correctional facility comparison.

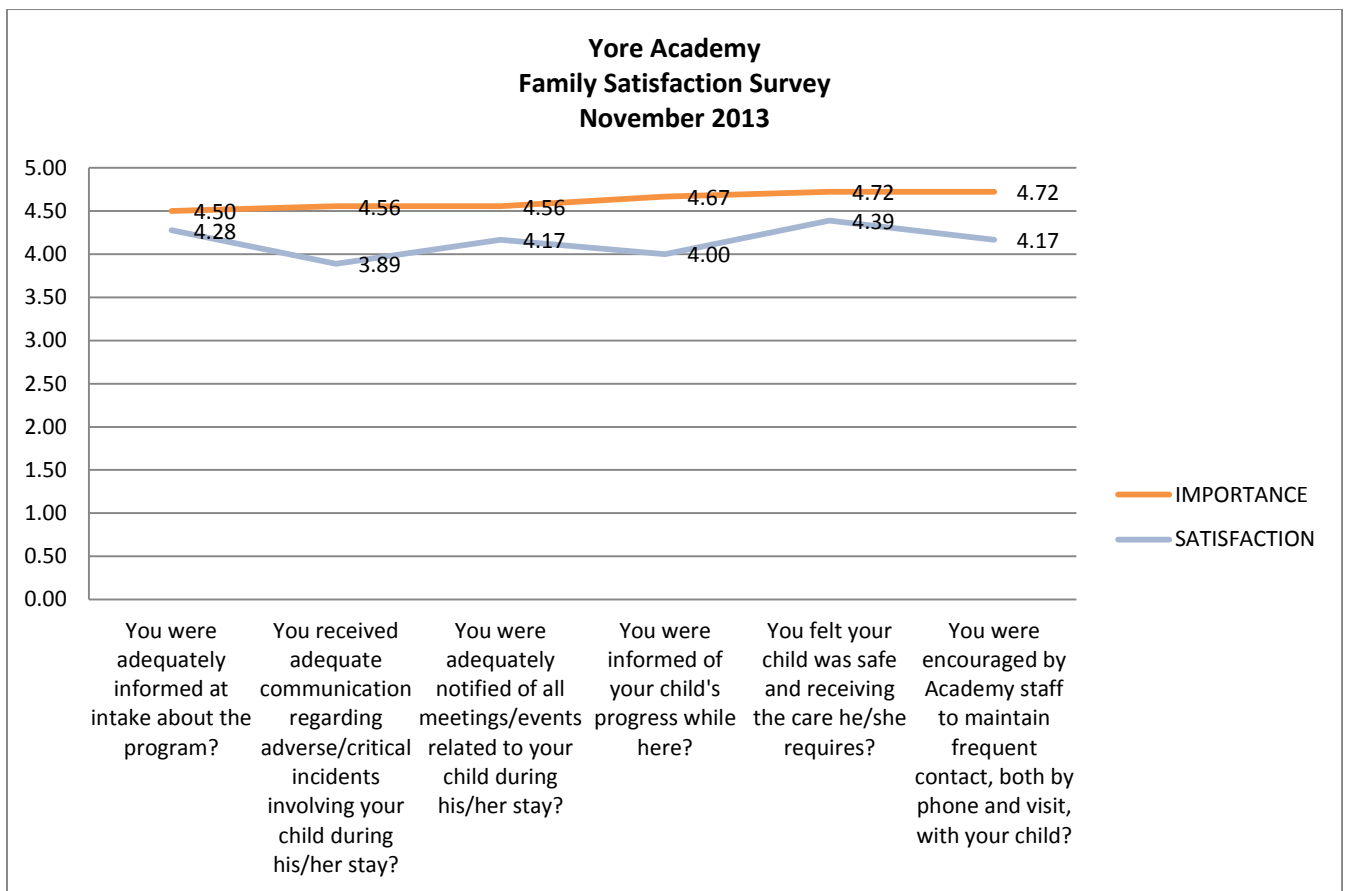
There are six bridges within the GAP system. A child will spend a minimum of 30 days at each bridge. If they have not accomplished the bridge within that time frame, they will continue to work on it until they attain mastery. The bridges are designed to be mastered within 30 days each if the youth is invested in treatment. Some bridges have more difficult challenges and may require a longer period to accomplish. Children must complete all six bridges in order to graduate the program.

After evaluating the data for 2012, we found that the females most often were stuck at level three and the males were held up at levels two, three and four. Males struggling at level two tended to be the youth that displayed more behavioral problems. Youth, both male and female that did not successfully pass level three were generally held up because of the Smart Recovery component.

Smart Recovery at this level is about accepting responsibility and dealing with the issues and challenges that arise in that process.

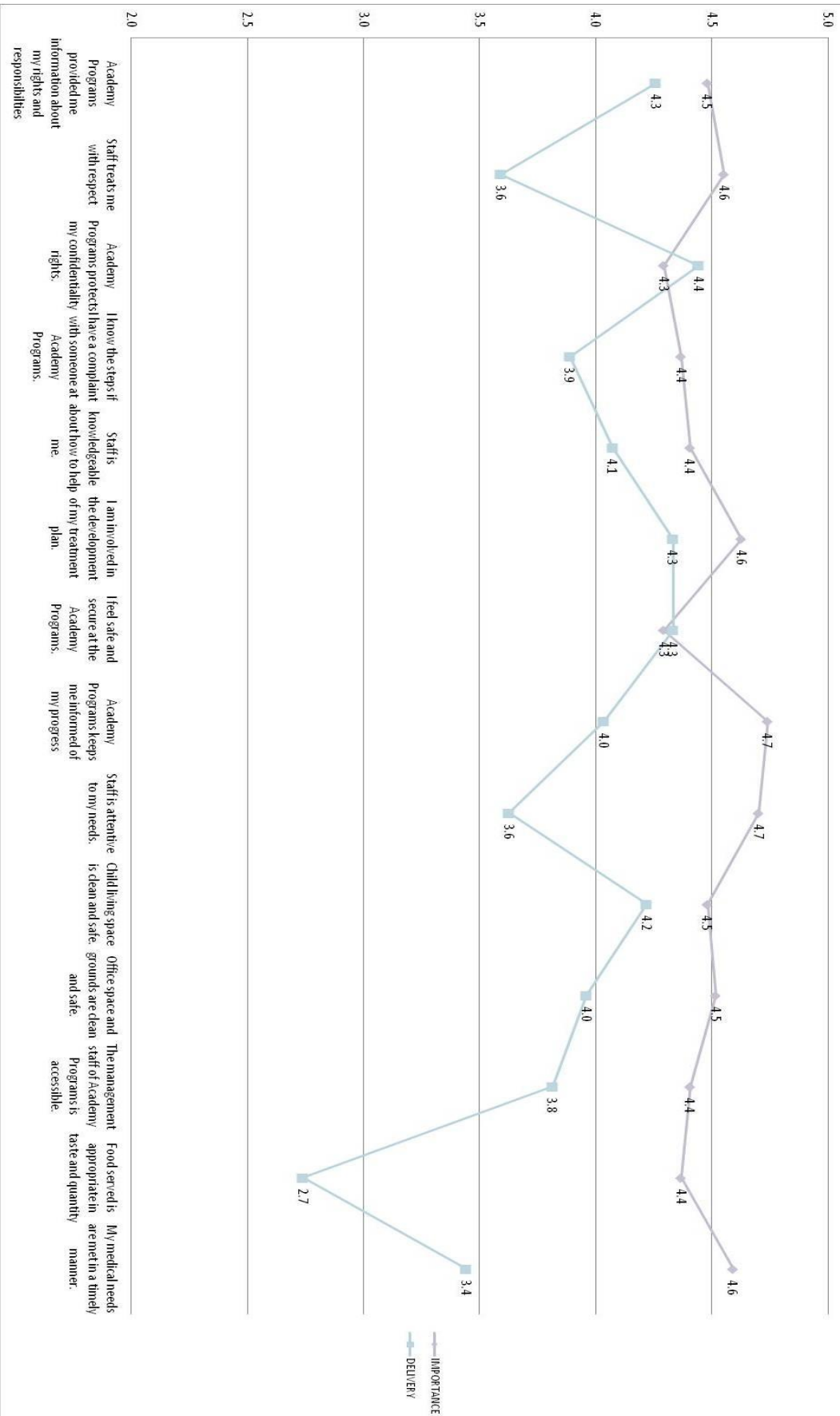
Satisfaction Surveys 2013

Satisfaction surveys were sent out to families of youth that we served. Family members were asked to rate the importance of each topic and then rate our delivery of each topic. On this scale, zero was the worst possible and five was the best possible score we could be rated for. The graph below details the topics that we were rated on and how we were rated by the families.



Satisfaction surveys were also given to our youth. They were asked to rate the importance of each topic and then rate our delivery of each topic. On this scale, zero was the worst possible and five was the best possible score we could be rated for each. The graph below details the topics that we were rated on and how we were rated by the youth in our care.

Yore Academy RESIDENT Satisfaction Survey December 2013



General Staffing Patterns and Staff Turnover

Staffing experience continues to be the most essential piece in program success. All staff are required to complete a 90 day probationary period of employment. During this period an employee goes through extensive training and shadowing of senior staff. Training and nurturing the skill level of our staff is critical to retention, which is the key component in the quality treatment we are able to offer the youth in our care. As a company we still encounter the same obstacles with staffing. The Academy is not competing with like companies to retain employees, but rather with other industries that provide the same or higher salaries and do not include the level of tension and stress that is commonly associated with this industry.

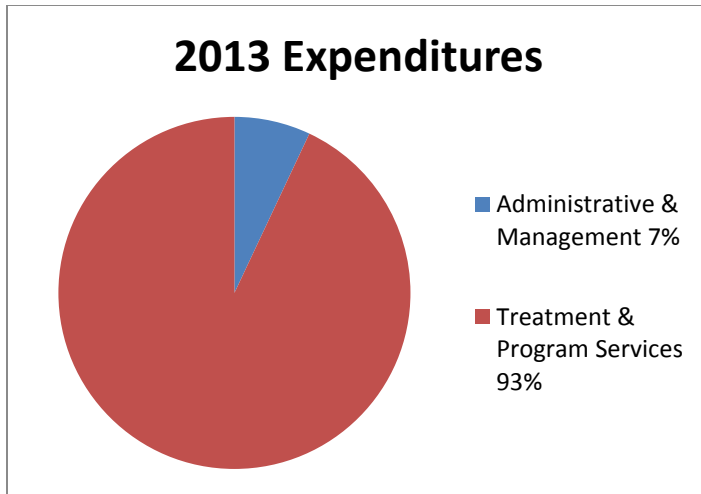
The Yore Academy employed 36 staff in 2013. In that year, seven employees of the Yore Academy separated employment. Of those separating from the company, six were direct care staff and one was adjunct staff. Five employees resigned their position, and two were terminated. Our turnover rate for direct care staff was 16% for 2013 (as opposed to 44% in 2012). With the addition of the one adjunct staff that left, our turnover rate becomes 19% for 2013 (as opposed to 48% in 2012). Adjunct staff includes members of case management and night attendants.

Smart Recovery

SMART, stands for, Self-Management and Recovery Training. This is a self-empowering addiction recovery group which focuses on assisting participants in learning a variety of tools for recovery. The program is based in scientific research, more specifically, the REBT (Ration Emotive Behavior Therapy) Model, which is a form of psychotherapy. Individuals concentrate on their own desire to make better choices, focusing on recovery in lieu of a moderation approach. At the Yore Academy, all youth participate in SMART recovery from entry to graduation. Smart Recovery is broken up into introductory and advanced groups. The youth's progression through these groups is dependent on self-management. Structuring the groups in this fashion prepares them for the online meeting they transition into after discharge, therefore offering them an even greater chance of success upon completion of the program

Revenue & Expenditures

2013 Expenditures	% of Expense
Administrative & Management	7%
Treatment & Program Services	93%



Sources of Revenue	% of Revenue	Dollar Amount
WVDHHR	66%	\$1,527,199.48
WV Medicaid	34%	\$772,832.14
Total:		\$2,300,031.62

