

Yore Academy
2014 Annual Report



Annual Overview and Summary for the YORE Academy 2014

Another exciting year has come to pass. As a team we worked all year to support each other 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.

The guiding philosophy of Academy Programs is Re-Education. The creation of Re-ED in the early 1960's constituted a new paradigm for treating children who demonstrated troubling behaviors very different than that of traditional treatment programs. There are two key elements that separate the application of Re-ED principles from the traditional forms of psychodynamic theory. One, we believe that human beings derive the most benefit out of life as it is lived, not as it is talked about. The experience of the day's events are sufficient to create a sense of health, happiness, and self-worth as opposed to the psychodynamic insight created during a session of traditional psychodynamic therapy. Second, Re-ED challenges the notion that maladaptive behavior is the result of an underlying pathology, an illness, on behalf of the child. Rather, the behavior is a symptom of a malfunction in the child's family, school, community, and relationships with other people.

Re-Ed also represents a departure from traditional psychodynamic treatment programs by placing greater emphasis on the importance of learning and successful living. Re-ED is vested in helping children achieve academically and behaviorally. Fortunately for us, academic learning and behavior learning are intertwined in a manner that allows one to compliment the other making achievement in both arenas more obtainable.

Education continues to be our main focus in 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 Case Manager, Cody Moore. Cody was presented a Kindle Fire that was preloaded with the *Troubled and Troubling Child* by Nicholas Hobbs.

Our year of campus traditions began with summer camp. In June we sent the entire campus to Camp Muffly, which everyone enjoyed. 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.

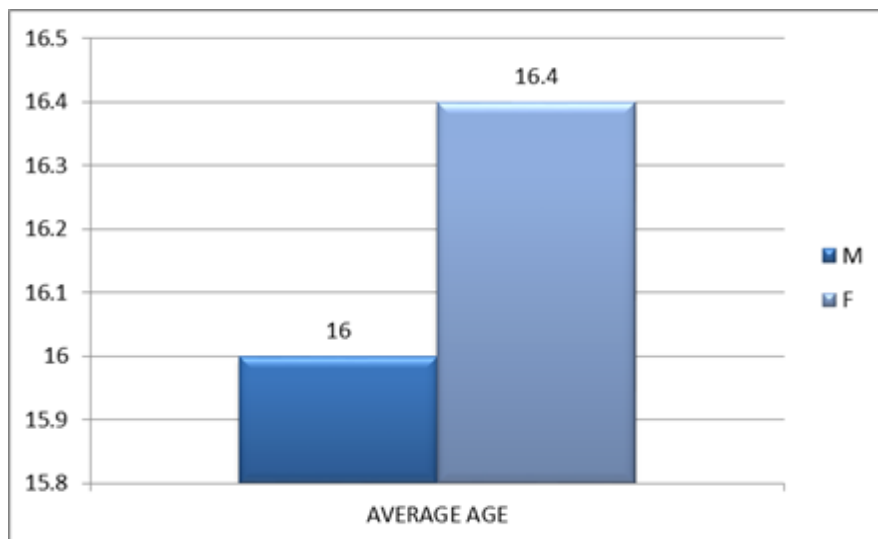
Our commitment to community service projects has continued throughout the year. The Apache group has had a long term investment in recycling. They have also ventured out into working at Christian Help in Morgantown. The Sioux group have stayed committed to helping out the Soup Kitchen in Morgantown which is a non-profit organization who feed the hungry people in need. The Cheyenne group are still involved with doing clothing drives for the less fortunate.

The 2014 Yore Academy Annual Report will go into greater detail by addressing information in the following areas:

- General program effectiveness in relation to stated goals/community needs and general staff effectiveness
- Permanency of Life Situation
- Graduating Academy Programs
- Average Length of Stay
- Average Daily Census
- Academics
- Total Number of Residents Served
- Occupancy Rate
- Child and Adolescent Functional Assessment Scale Yore Academy-2014
- Presenting Diagnosis and Success Rate
- Referrals
- Reportable Incidents/Safety Report-CIRT Review
- Safety Committee Report 2014
- 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 2014 with 24 youth. By the end of November 2013 we were ordered over capacity three times, which gave us a total of 27 youth. We continued to be ordered over various times throughout the year of 2014. This addition, impacted our census and put us at 107.53% utilization for the year. The average age of youth served decreased slightly for 2014. The average age for male students was 16 years and female students was 16.4 years.



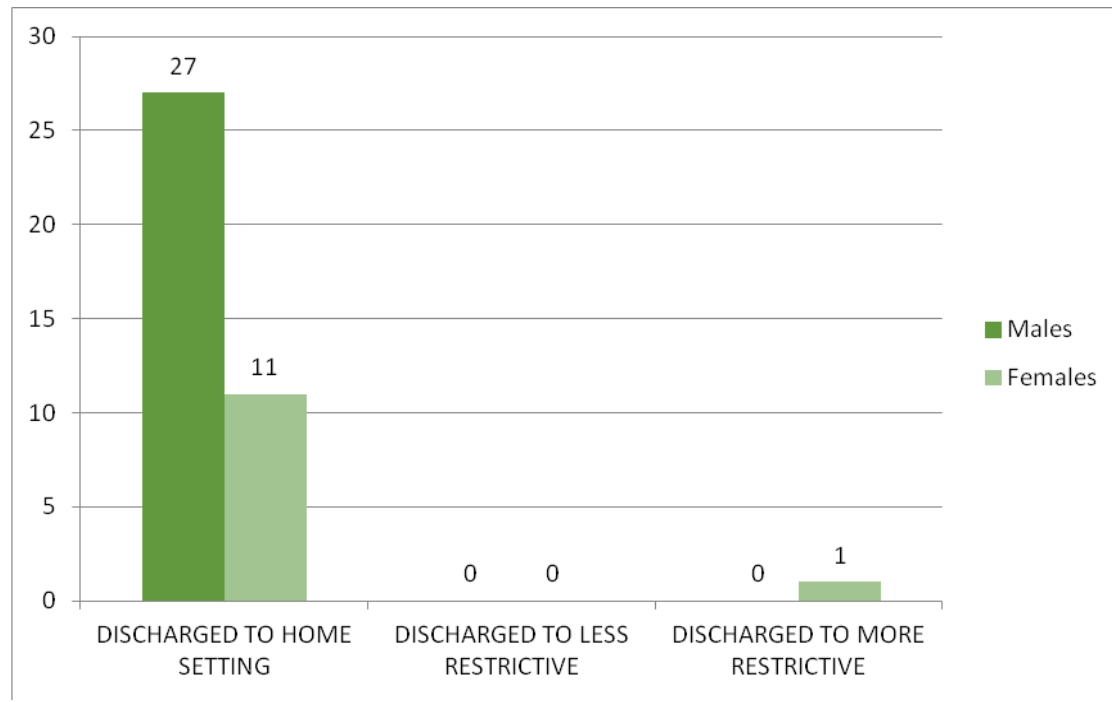
The following report will detail the Yore Academy’s effectiveness through quantitative and qualitative data to meet the needs of at-risk youth and their families in West Virginia.

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:

2014		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	25	2	27	0	0	89%
	F	10	2	11	0	1	83%
TOTAL YOUTH		35	4	38	0	1	

- Of the 39 discharges in 2014, 38 went to a home setting when they left. It also should be noted that 35 of the 39 discharges were planned discharges.

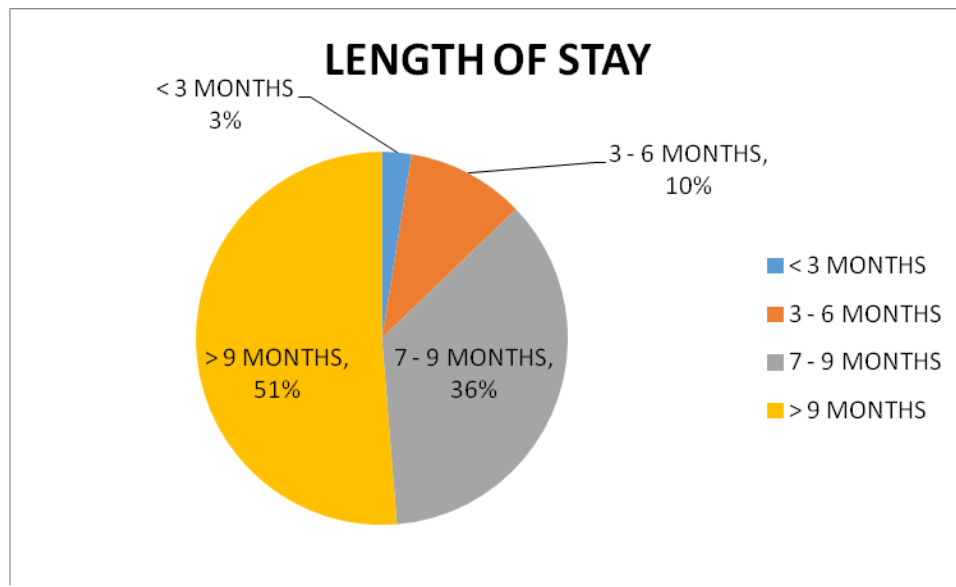


GAP – Graduating Academy Programs

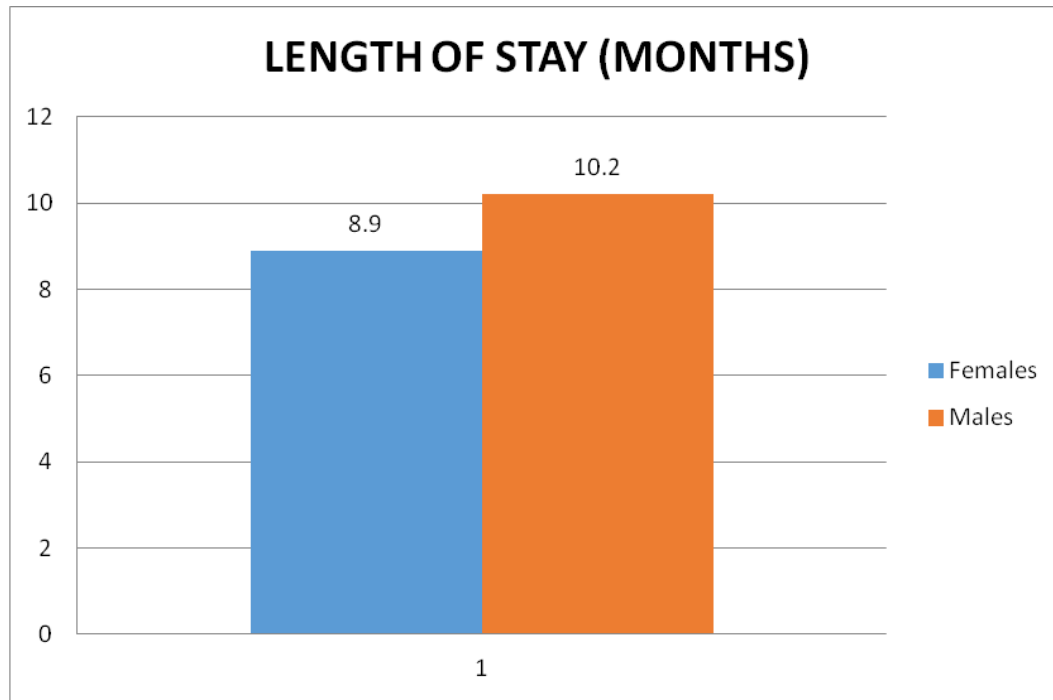
The GAP system is a roadmap to graduation. The GAP is unique to Academy Programs and amongst residential programs in West Virginia. It follows the same well- rounded, objective, measurable basis in which we are able to effectively track youth’s progress in the program. The GAP system has been adopted 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.

Length of Stay



The average length of stay for males was 10.2 months. While the average stay for females was 8.9 months.



In addition to total youth served and average age of youth served in 2014, the average length of stay (LOS) is depicted in the above chart. Although many factors can contribute to LOS, Graduating Academy Programs (GAP) has been developed to standardize the process for a youth's graduation from the program. The GAP Curriculum has been implemented to empower the child and family and illustrate the success and progress toward graduation. Furthermore, this process provides the hard support and evidence to referring entities and court representatives that supports the child's success and shows he/she is ready to graduate and return home. GAP (Graduating Academy Programs) is unique to Academy Programs.

The Following Chart Illustrates the Census Data:

2014		TOTAL SERVED	POSSIBLE DAYS OF CARE	TOTAL DAYS OF CARE 2014	AVG. DAILY CENSUS OCCUPANCY RATE
YORE ACADEMY	M	42	8760	9420	107.53%
	F	17			

Academics:

The year 2014 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 continue 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.

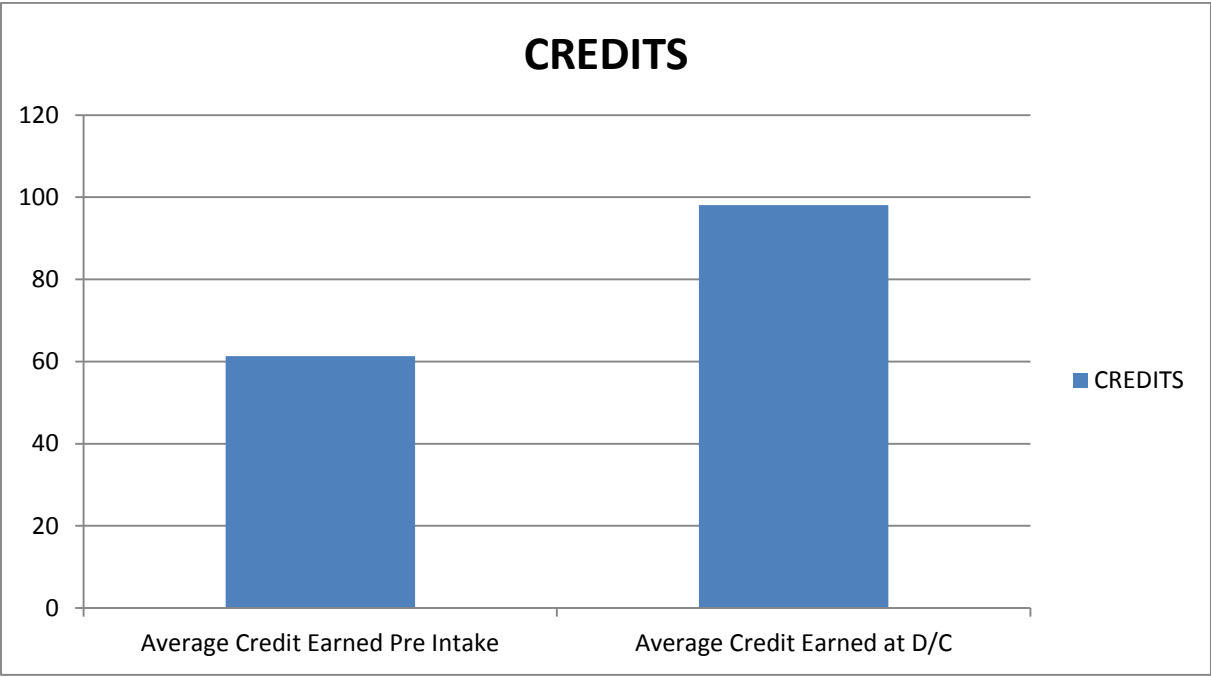
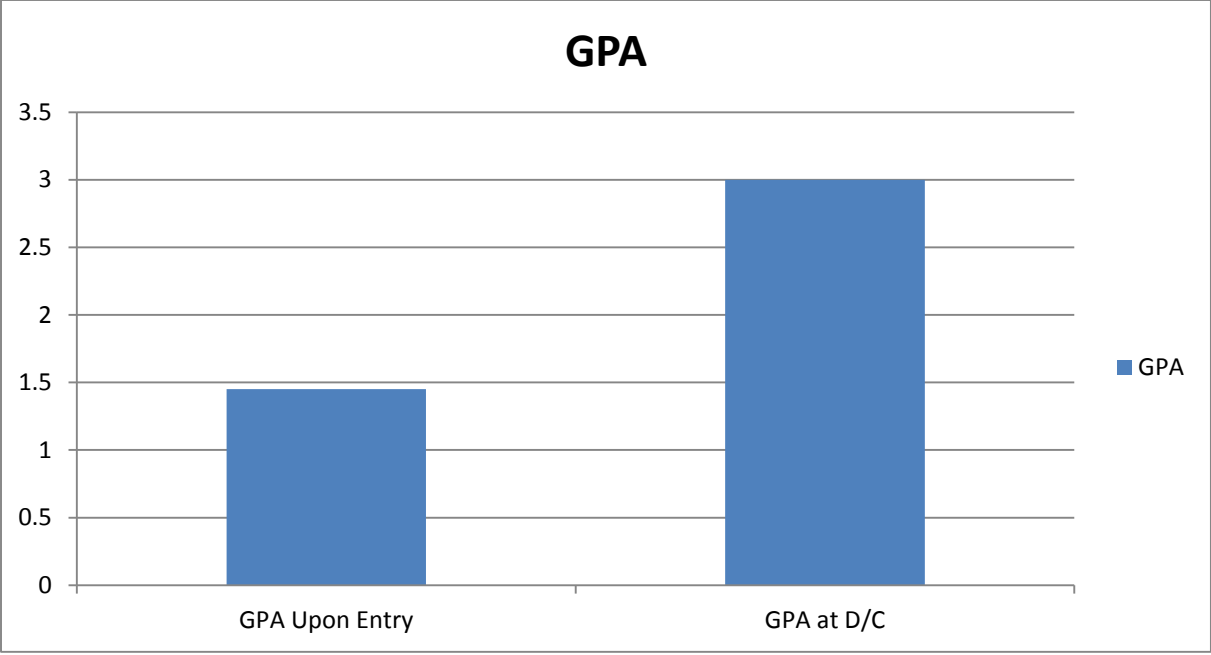
The school has experienced some significant staffing changes to enhance the capability to work more one on one with youth, as well as offering more opportunities in education. A full time Special Education Teacher, PE/Health teacher, Fine Arts teacher, and a CTE (Career Technical Education) teacher has 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

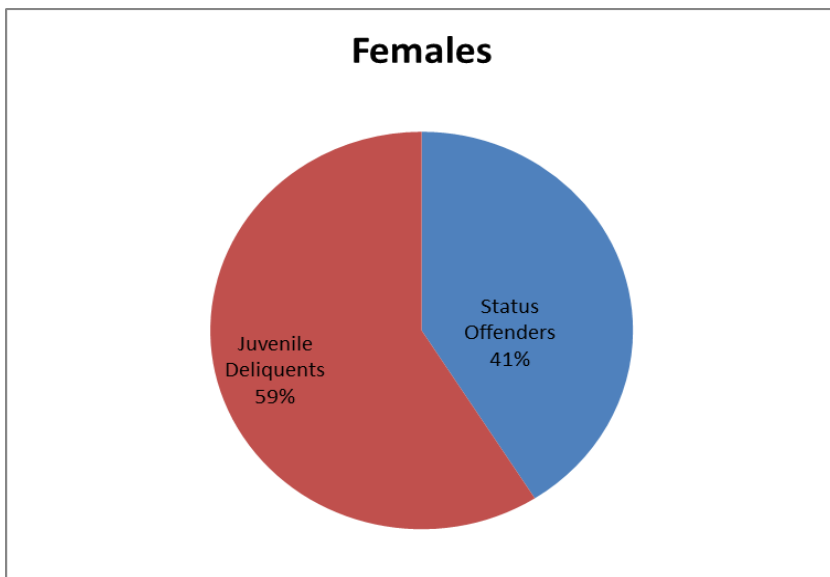
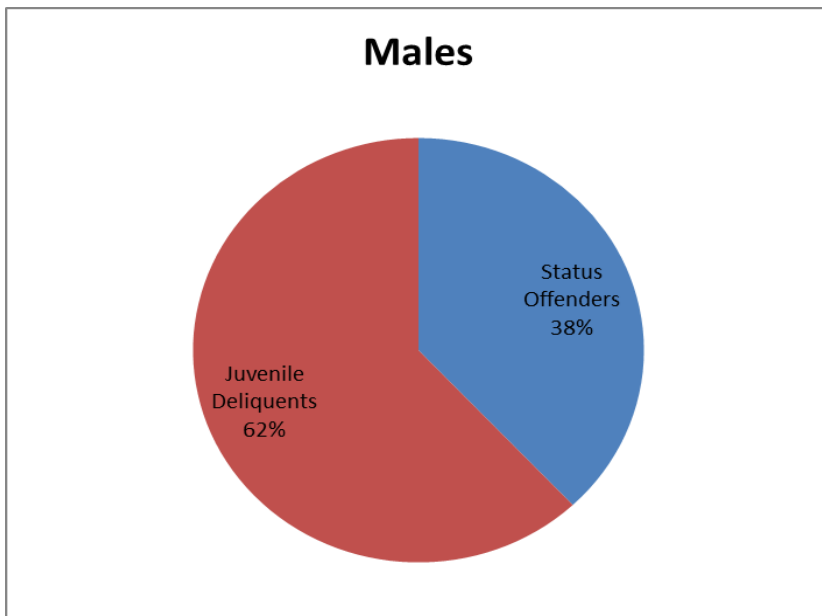
The following is data from our on-grounds school. Success is measured by the overall grade point averages earned by youth in our care. The benefits of having an on-grounds school that is operated by the OIEP, Office of Instructional Educational Programs, are shown in the overall increase of GPA from 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: 1.6
- Average GPA While Enrolled at Yore Academy: 2.8
- Average Credits Earned Prior to Enrollment at Yore Academy: 63.7%
- Average Credits Earned While Enrolled at Yore Academy: 97.7%



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

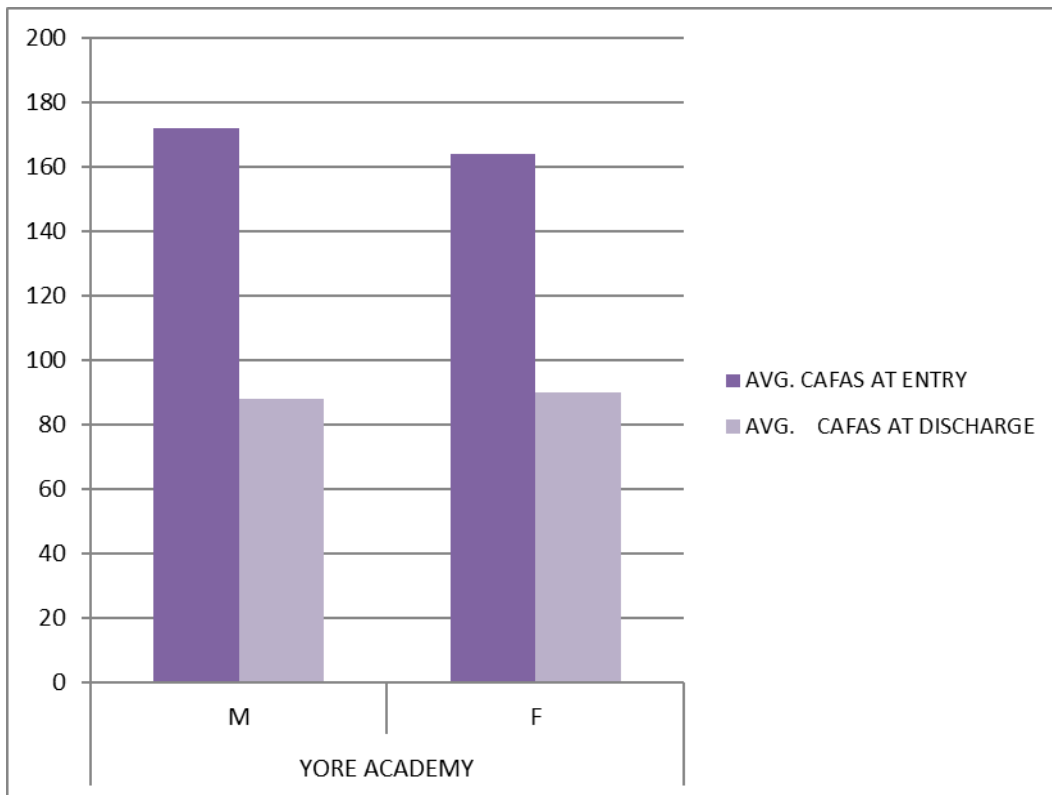
YORE ACADEMY		Status Offenders	Juvenile Delinquents
STATUS	M	38%	62%
	F	41%	59%



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.

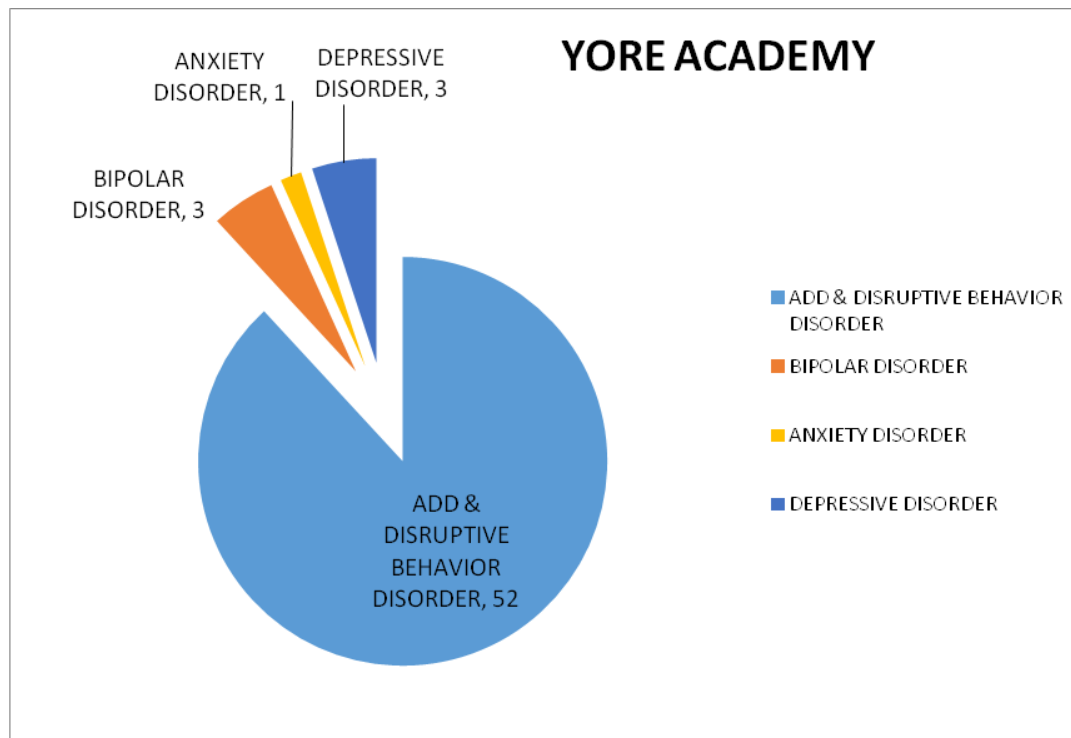
2013		TOTAL SERVED	AVG. CAFAS AT ENTRY	AVG. CAFAS AT DISCHARGE
YORE ACADEMY	M	42	172	89
	F	17	185	79



Presenting Diagnosis and Success Rate

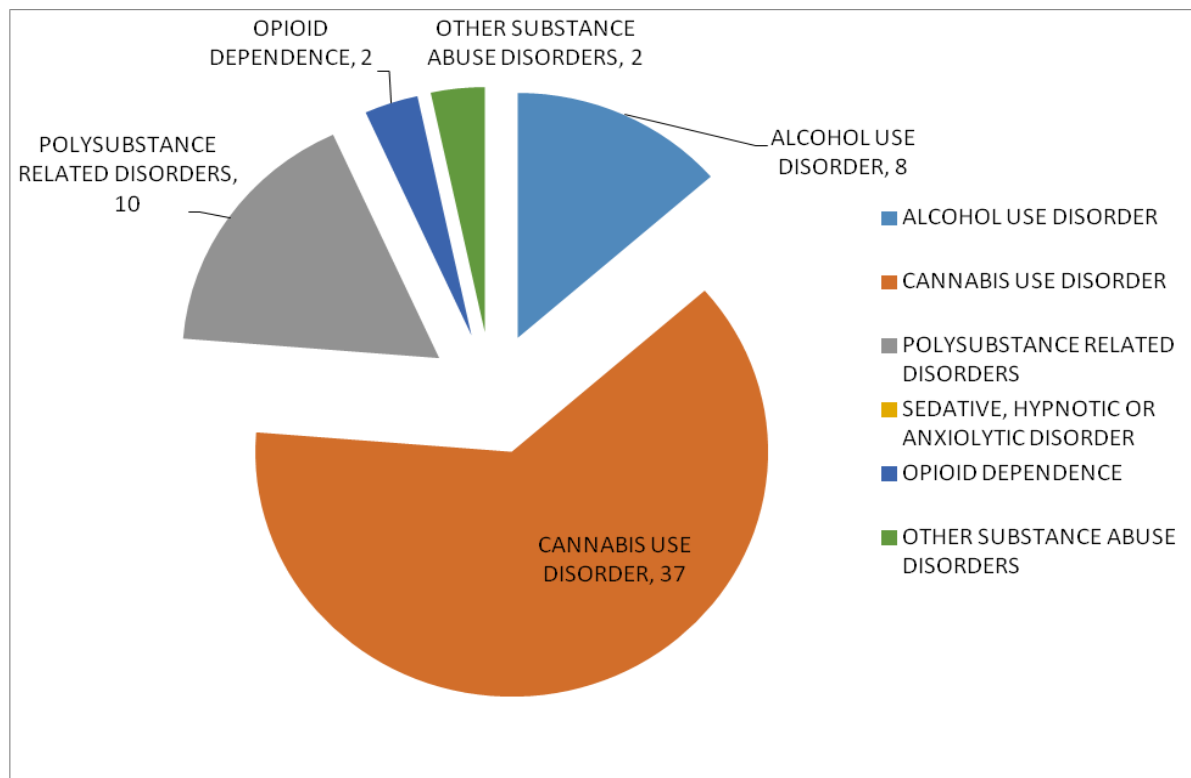
The following chart shows the varying disorders that the Yore Academy serves. It also shows the nearly 100% success rate we have seen with treatment of these disorders, with the exception of two areas for males, which was mostly youth specific. Successful treatment of presenting diagnosis means that 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	42	39	1	0	1	1
	F	17	13	2	0	0	2
TOTAL YORE		59	52	3	0	1	3
Presenting Diagnosis	M		93%	2%		2%	2%
	F		76%	12%		0%	12%
Success Rate	M		100%	100%		100%	100%
	F		92%	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.

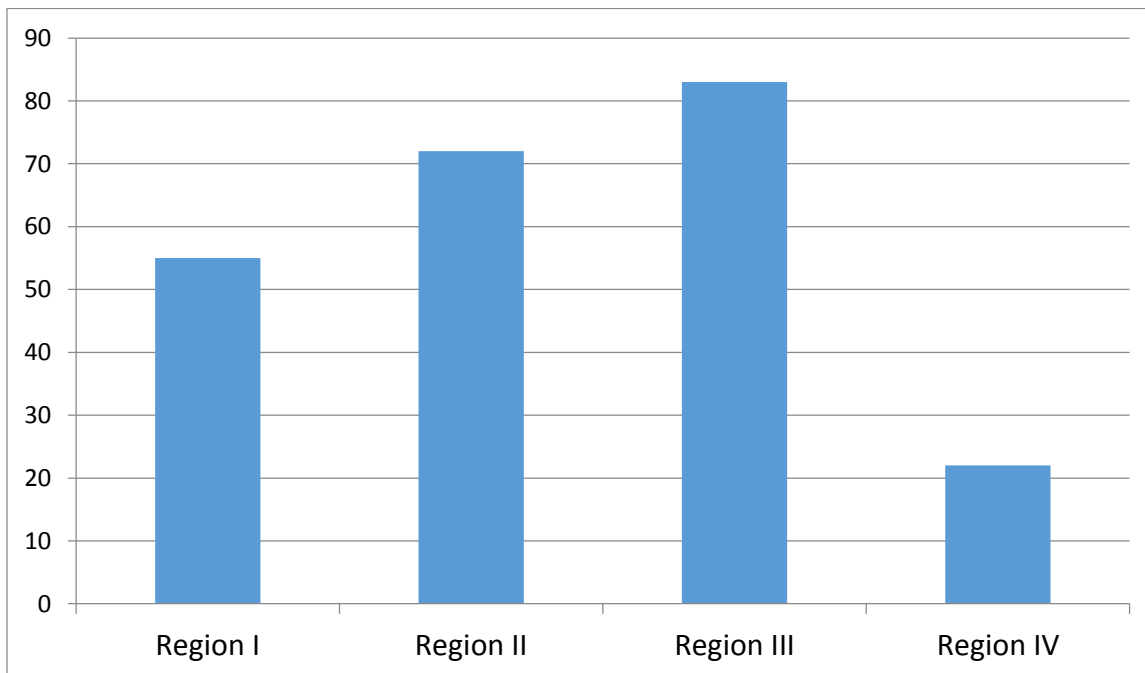
	TOTAL SERVED	ALCOHOL USE DISORDER	CANNABIS USE DISORDER	POLYSUBSTANCE RELATED DISORDERS	SEDATIVE, HYPNOTIC OR ANXIOLYTIC DISORDER	OPIOID DEPENDENCE	OTHER SUBSTANCE ABUSE DISORDERS
M	42	5	31	3	0	1	2
F	17	3	6	7	0	1	0
	59	8	37	10	0	2	2



YORE Academy Referrals Totals by Region

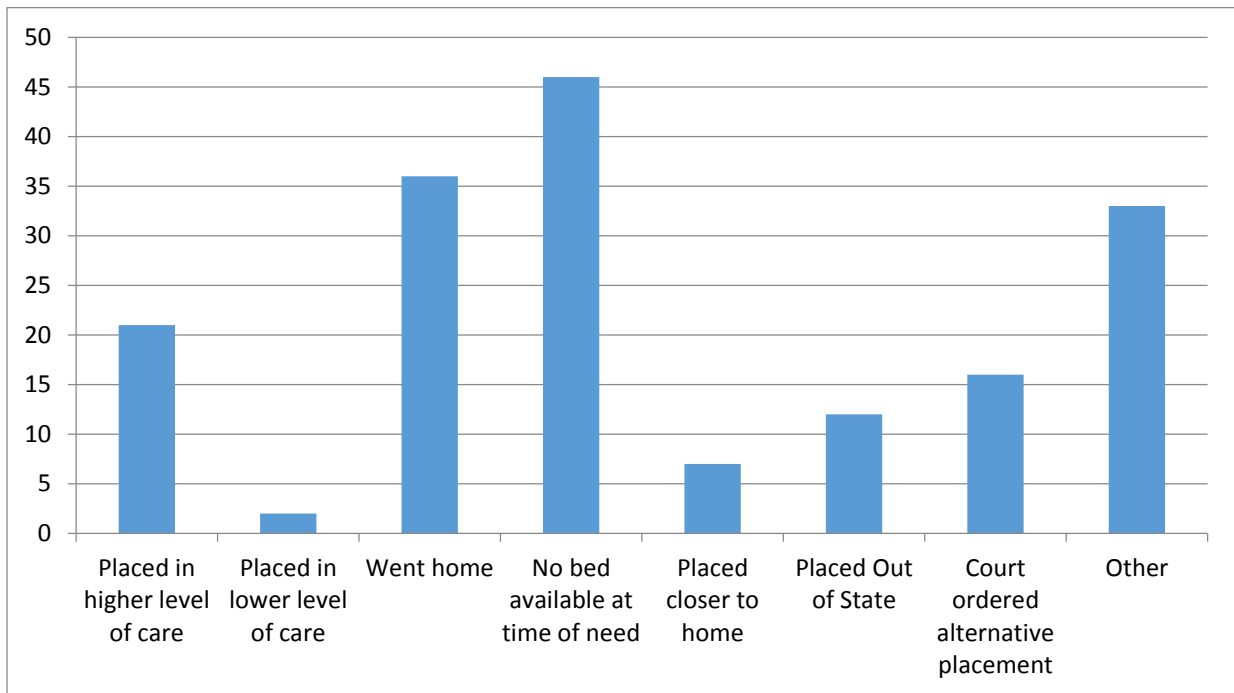
The information below indicates that the highest number of referrals come from Region III. Tracking data is an important part in identifying trends. This data shows us trends across the state that allows us to better serve the youth and families of West Virginia. This past year, the Yore Academy received a total of 232 referrals, which is a slight increase from the 212 referrals in 2013. Region I had 55 referrals which is a decrease from 2013. We have seen an increase in referrals from Region II with 72 referrals compared to the 64 referrals we received from them in 2013. This change in trend is likely due to the positive professional relationships we have built with judges and case workers in that region.

Region I	55
Region II	72
Region III	83
Region IV	22
TOTAL	232



YORE Academy Referrals Not Served

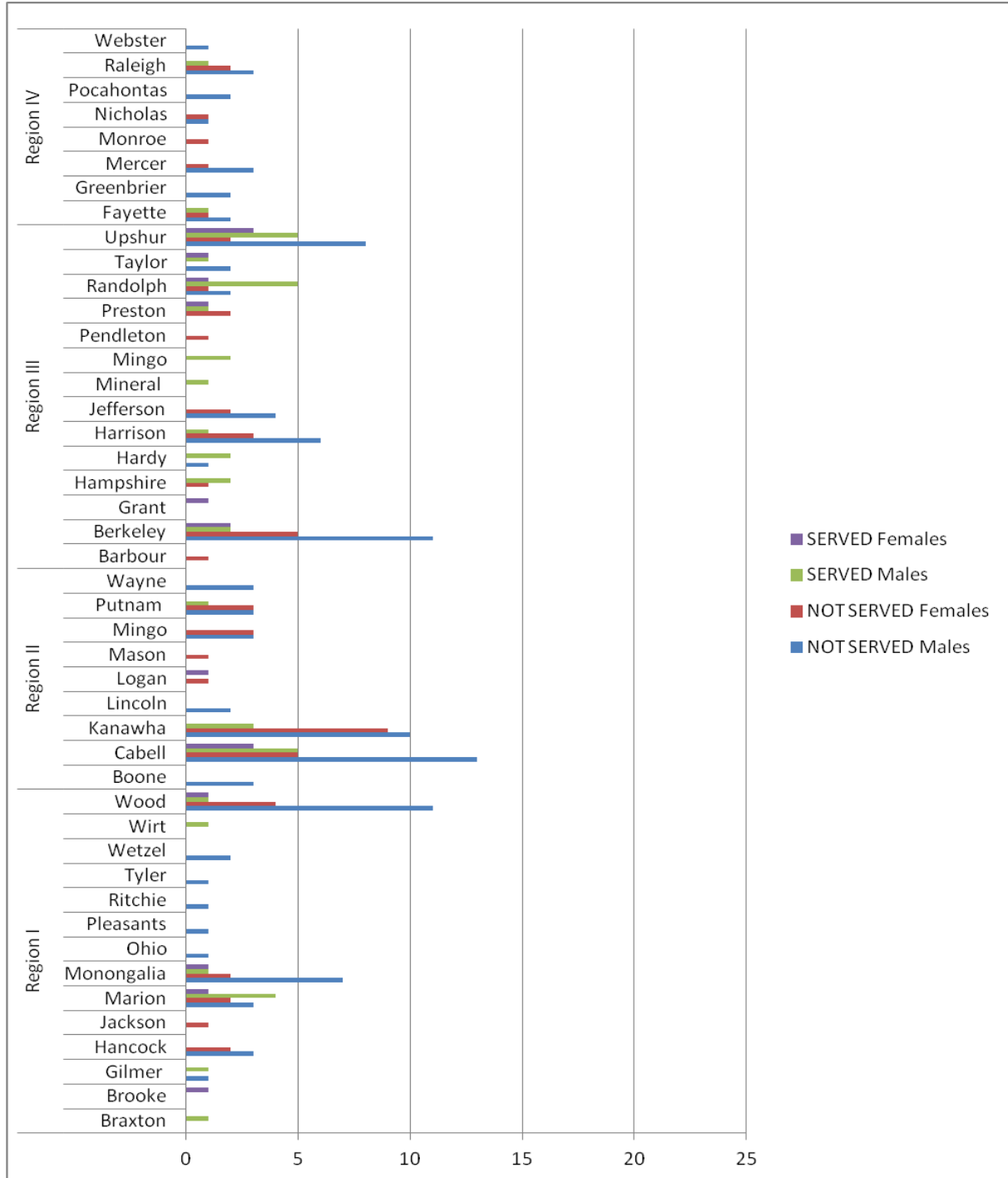
	Not served
TOTAL	173
Male	116
Female	57
Placed in higher level of care	21
Placed in lower level of care	2
Went home	36
No bed availability at time of need	46
Placed closer to home	7
Placed Out of State	12
Court ordered alternative placement	16
Other	33



Of the 173 referrals not served, 21 required a higher level of treatment, 2 were placed in a lower level of treatment, 36 went home, 46 not placed due to no bed available at the time of need, 7 were placed closer to home, 12 were placed out of state, 16 were court ordered to an alternative placement and 33 for other various reasons, with the most significant reason being the length of the waiting list.

YORE Academy Referrals

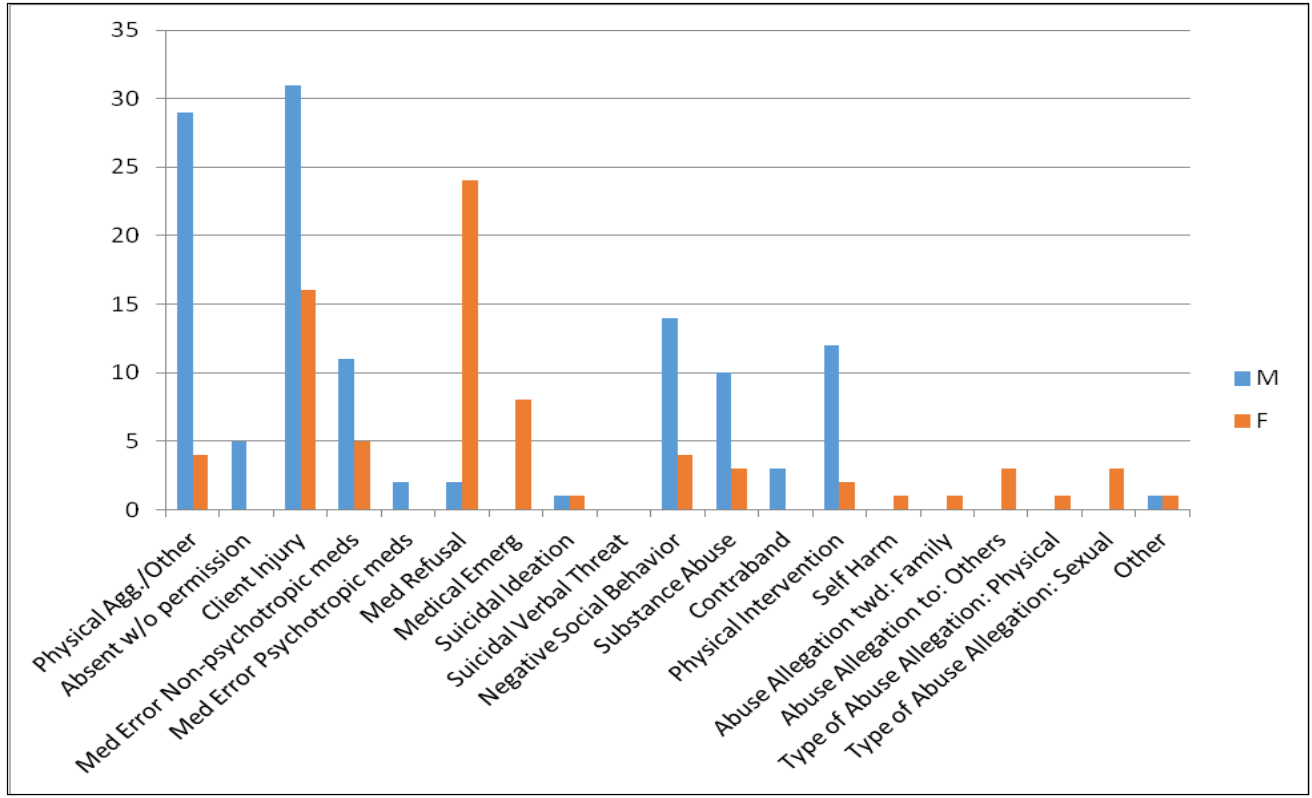
As represented in the below graph, there were a total of 232 referrals received in 2014. Of the 232 referrals received, 24% were from Region I compared to 34% in 2013, 31% from Region II compared to 30% from 2013, 36% from Region III compared to 28% in 2013 and finally 9% from Region IV as compared to 8% in 2013.



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.

INCIDENT REPORTS	Physical Agg./Other	Absent w/o permission	Client Injury	Med Error Non-psychotropic meds	Med Error Psychotropic meds	Med Refusal	Medical Emerg	Suicidal Ideation	Suicidal Verbal Threat	Negative Social Behavior	Substance Abuse	Contraband	Physical Intervention	Self Harm	Abuse Allegation twd: Family	Abuse Allegation to: Others	Type of Abuse Allegation: Physical	Type of Abuse Allegation: Sexual	Other	TOTAL IRS 2014
M	29	5	31	11	2	2	0	1	0	14	1 0	3	12	0	0	0	0	0	1	121
F	4	0	16	5	0	2 4	8	1	0	4	3	0	2	1	1	3	1	3	1	77
TOTAL	33	5	47	16	2	2 6	8	2	0	18	1 3	3	14	1	1	3	1	3	2	198



Safety Committee Year End Report 2014

Monthly Walk Through Report:

The walk through reports for 2014 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:

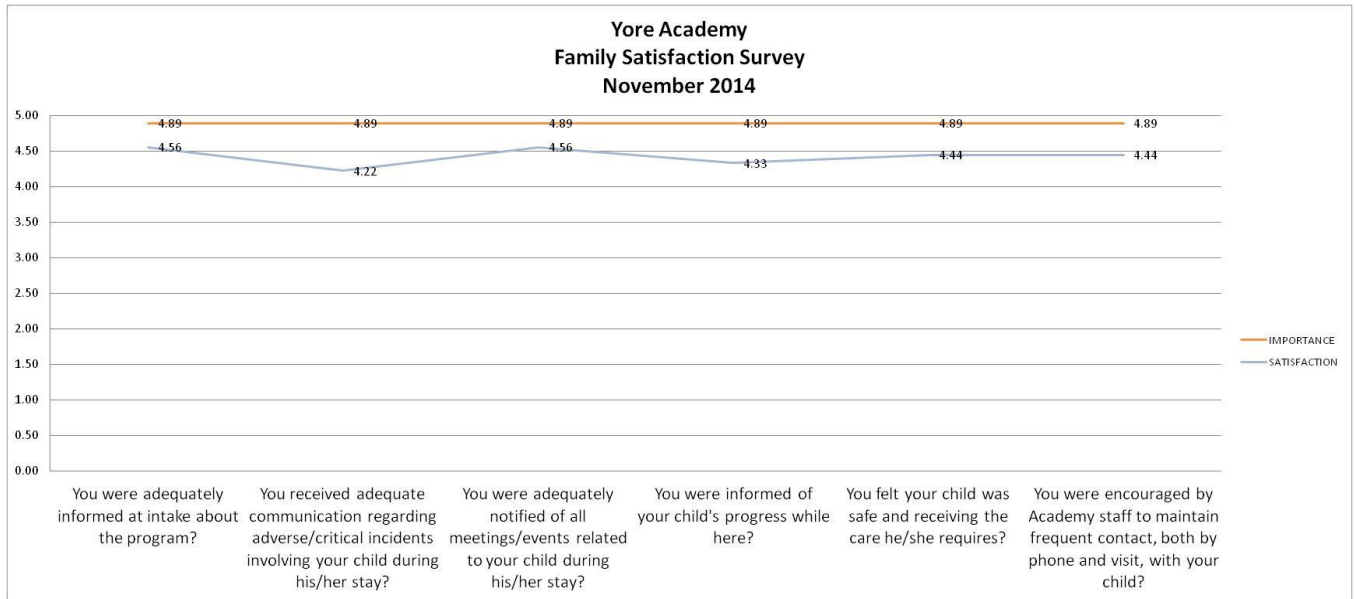
The Emergency Evacuation Drill is required to occur on an annual basis unannounced. This process is used to ensure that all staff and kids can evacuate the premises to a safe location if the need arises due to some unforeseen natural disaster or catastrophic event. The emergency Evacuation Drill for 2014 occurred and was successful.

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. There has been a huge decrease in physical aggression, also a huge decrease in physical interventions and negative social behaviors. There was a total of 304 incidents in 2013, compared to 198 incidents in 2014.

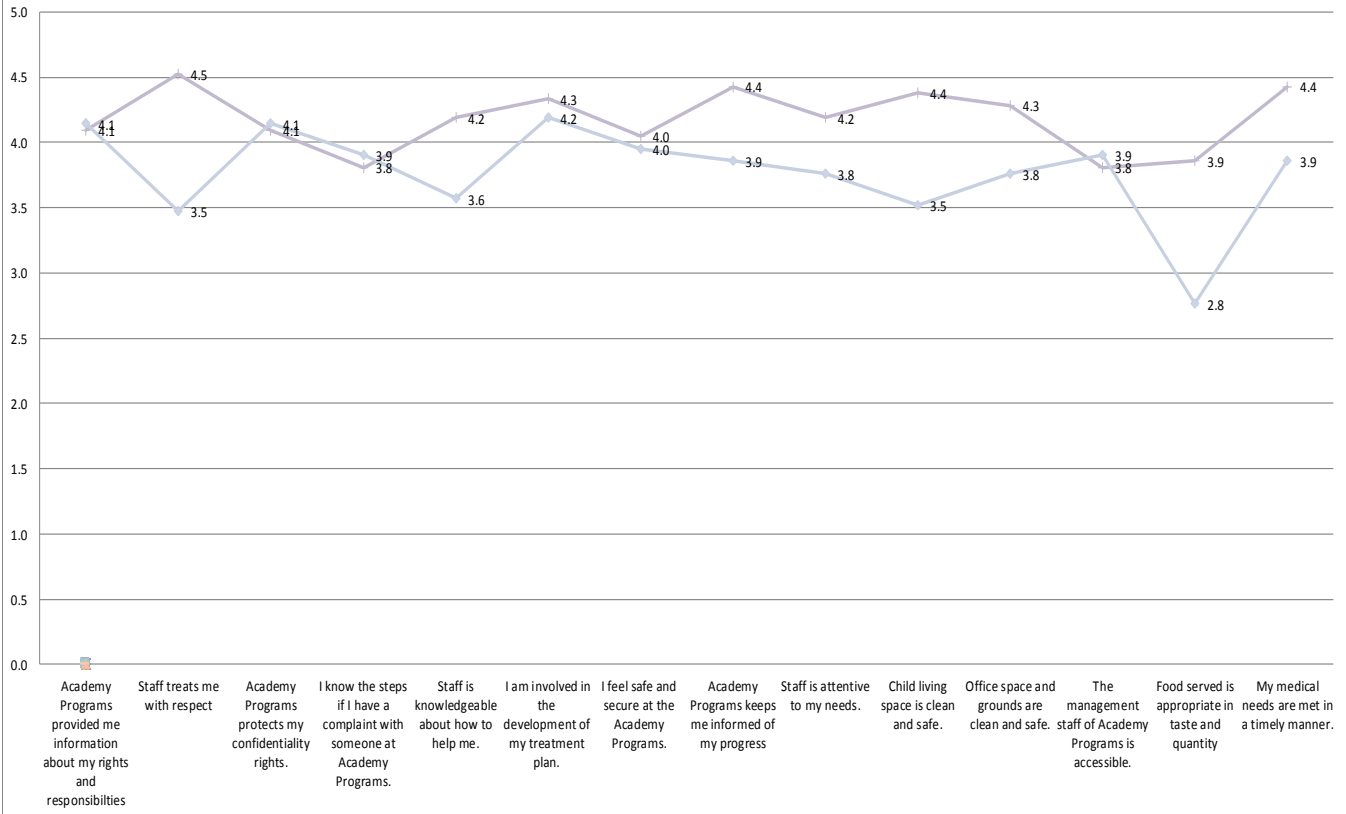
Satisfaction Surveys 2014

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 were rated 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 were rated and how we were rated by the youth in our care.

Youth Academy Resident Satisfaction Survey November 2014



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.

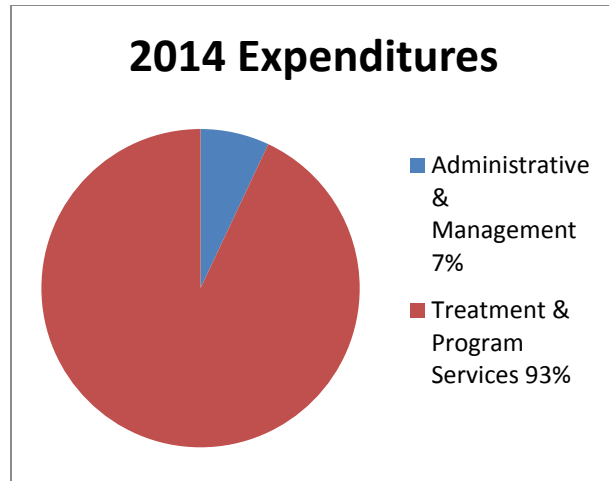
The Yore Academy employed 46 staff in 2014. In that year, 20 employees of the Yore Academy separated employment. Of those separating from the company, 18 were direct care staff and two was adjunct staff. Fourteen employees resigned their position. Our turnover rate for direct care staff was 30% for 2014 (as opposed to 16% in 2013). With the addition of the two adjunct staff that left, our turnover rate becomes 34% for 2014 (as opposed to 19% in 2013). Adjunct staff includes members of case management and night attendants.

Smart Recovery

SMART, stands for, Self-Management and RecoverT 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

2014 Expenditures	% of Expense
Administrative & Management	7%
Treatment & Program Services	93%



Sources of Revenue	% of Revenue	Dollar Amount
WVDHHR	65 %	\$1,662,280.37
WV Medicaid	35 %	\$882,747.24
Total:		\$2,545,027.61

