

YORE Academy

2012 Annual Report



Annual Overview and Summary for the YORE Academy 2012

This has been an exciting year of change, growth, and re-establishing our commitment to campus traditions. This summer we welcomed a new Program Director as well as a new Team Leader and Senior Team Leader. We have all been working towards developing a strong, well trained staff to have them ready to help in future roles and endeavors.

Education is 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, WVU basketball games, and trips out to local establishments for Reaching for the Stars seven out of nine weeks. It is also important to note that our on-campus school was recognized as being the best performing school within their system and were awarded "Educator of the Year" by the Marion County Chamber of Commerce.

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 Team Leader Rodney King. Rodney was presented a Kindle Fire that was preloaded with the *Troubled and Troubling Child* by Nicholas Hobbs. He also represented Academy Programs at the American Re-Education (AREA) conference in Nashville. John Amato, Director of Training and Consultation Services at Family Links in Pittsburgh, and a long time associate of Re-Ed programs, as our keynote speaker. During his visit he was able to share some of his Re-ED experiences with our staff and commented that, "you all don't just operate in theory but put Re-Ed into practice daily".

Re-establishing commitment to program traditions has been some of the most enjoyable moments for all on campus. In June the kids went to summer camp at 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. We also held our annual Halloween party featuring homemade videos by our staff and groups. We were able to purchase Re-ED banners which are used monthly in association with our campus wide Nicholas Hobbs Challenge. We invested in group banners that will proudly hang in the gymnasium that support our sports programming and traditions.

Our commitment to community service projects has continued this year. The Apache group has had a long term investment in recycling. The Sioux group has spent the latter part of this year working on several projects trying to find their niche. They have worked with the Humane Society, as well as beautification projects at area parks. They are currently set to combine these efforts in a commitment to an area 4H program. The Cheyenne group has also been trying out several different organizations, trying to find their niche. They have spent time with Habitat for Humanity, and the Humane Society. They are planning to continue their work with Habitat for Humanity and diving into volunteering at a Fairmont nursing home.

This past October was a very important milestone for Academy Programs, as we celebrated 10 years of excellence in service to the youth and families of West Virginia. Three staff members were recognized and thanked for their 10 years of dedication to the company. Dr. Pearse hosted the event at his home and invited Mark Freado, President of Reclaiming Youth International (RYI) and past Director of AREA, as the keynote speaker. Mr. Freado's message was particularly inspiring as he talked about his world travels and interactions with other Re-ED programs.

The 2012 Yore Academy Annual 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
- Credits Earned While at Academy Programs/GPA
- Presenting Diagnosis and Success Rate
- Permanency of Life Situation
- Referrals
- ASO Review
- Level System
- Satisfaction Surveys
- Staff Turnover & Staffing Experience
- General Staffing Patterns
- Smart Recovery
- Expenditures & Revenue

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

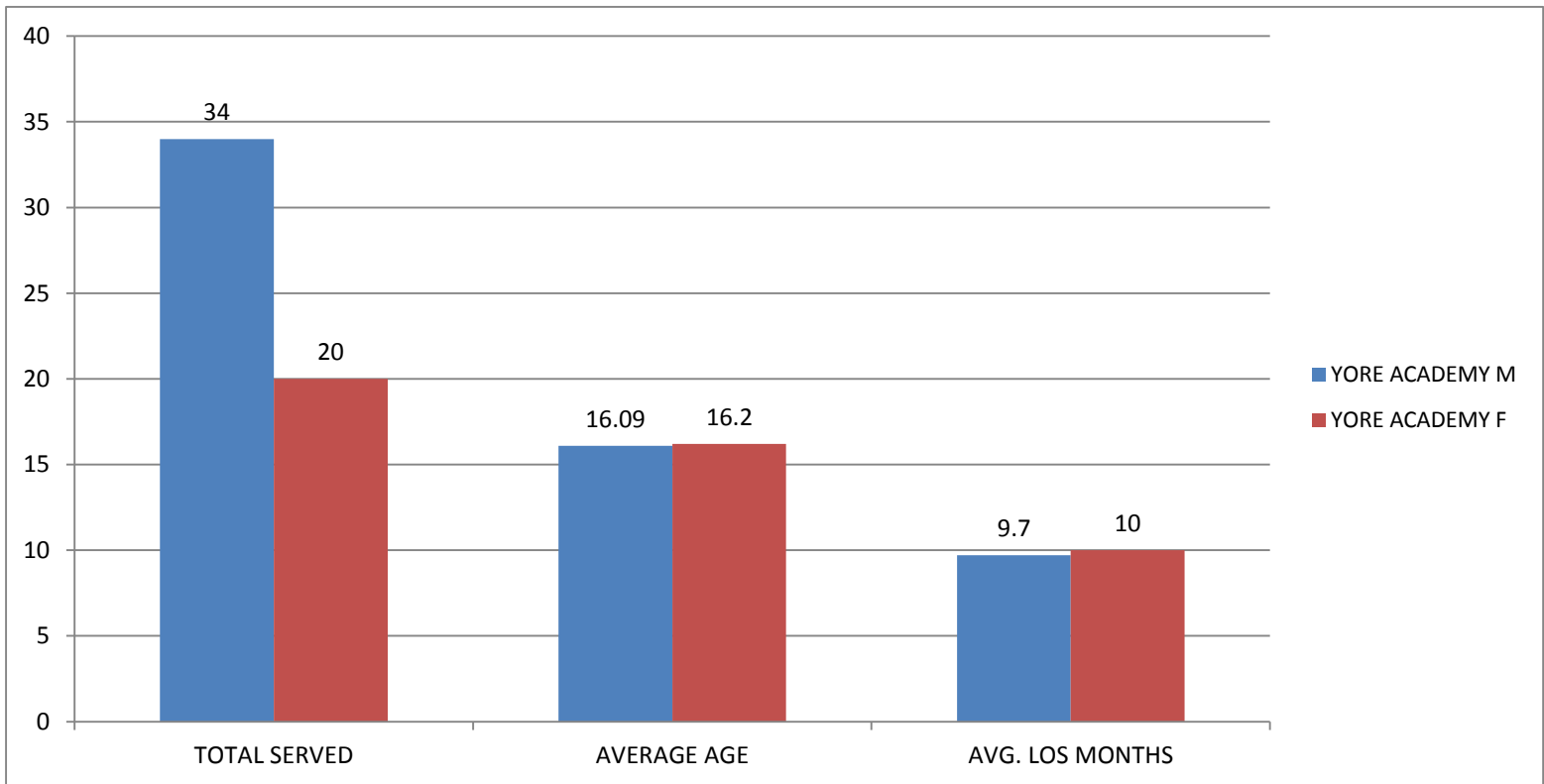
The Yore Academy remained at full capacity in 2012 with 24 youth. The Yore Academy census for 2012 was 99.98% utilization. The average age for male and female students was 16.14 years in 2012. The average length of stay was 9.7 months for males and 10 months for females. Both numbers are slightly higher than last year.

The Yore Academy received a total of 219 referrals. Region I continues to be the highest referring region with 81 referrals. Region IV is still the lowest referring region with 23 referrals.

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.

The Following Chart Illustrates the Census Data:

2012		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	34	16.09	9.7	18	1	16	1	3	72%
	F	20	16.2	10	12	0	10	2	0	100%
TOTAL YOUTH		54			30	1	26	3	3	



Academics:

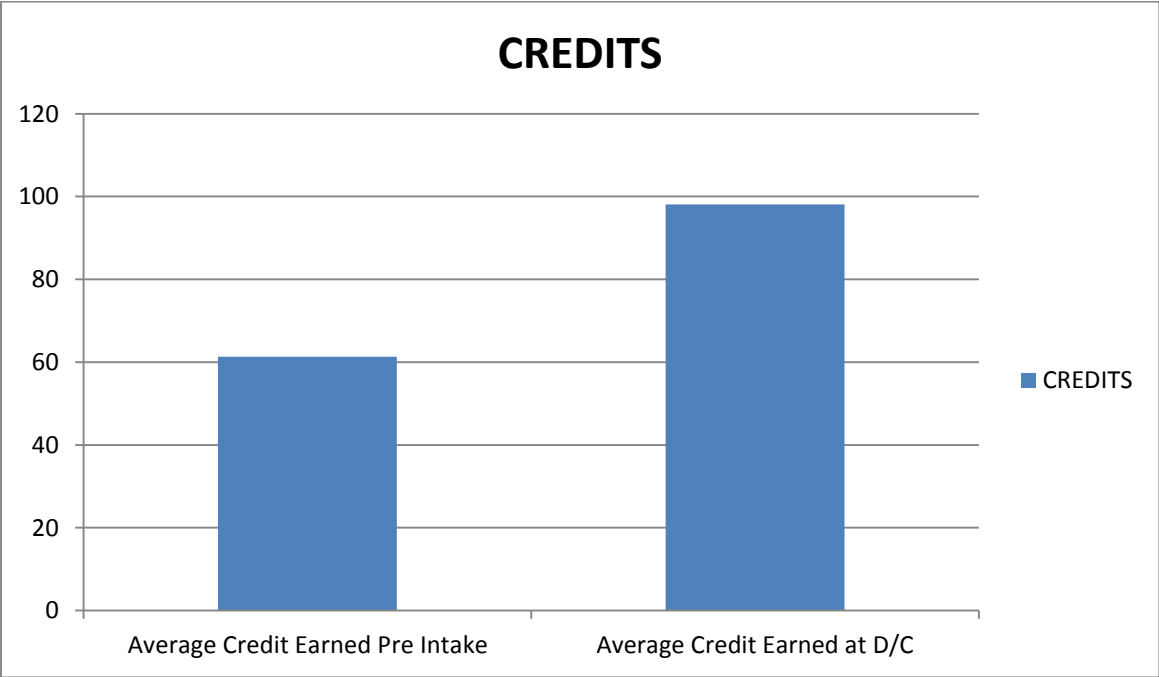
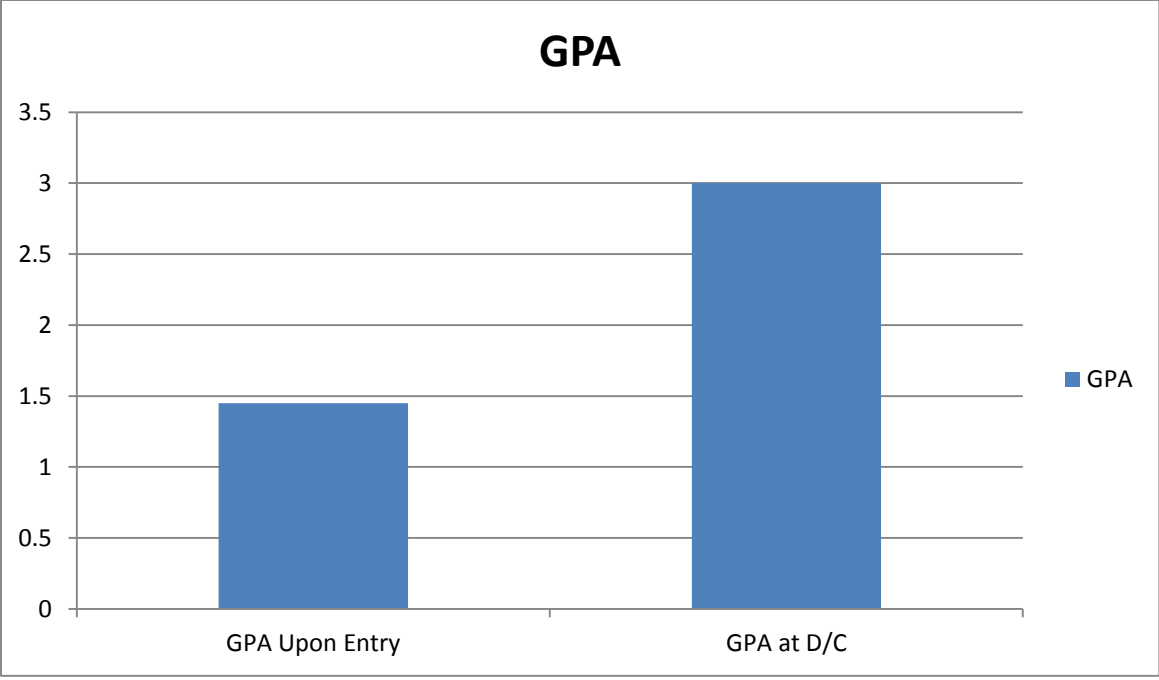
- Our school has been the highest academic performing school among all WVDE residential on-ground schools since we completed our first year in 2008-2009
- We offer eight credits during the traditional school year (many public schools only offer seven)

- Summer school is operated in which students can earn up to two credits (the majority of public school systems do not even offer a summer school)
- All teachers are “Highly Qualified” under the Federal “No Child Left Behind” Act
- We have a 1:1 student to computer ratio
- All student grades, transcripts and records are kept on the statewide public school computer system “WVEIS” (West Virginia Education Information System) which makes the transfer of student data for transition back to public schools immediate and seamless
- Earned “Full Accreditation” by the WVDE’s Office of Education Performance Audits with numerous “Commendations” for excellence (this is the office that has the authority to determine whether the state BOE takes over a county school system, which means it has the highest authority to determine school and school system performance measures)
- Math teacher Chris Kelley was named the WV Teacher of the Year for all residential on-grounds schools 2012-2013

GPA

The following is data from our on-grounds school. Success is measured by the overall Grade Point Averages (GPA) earned by youth. The benefits of having an on-grounds school that is operated by the OIEP, Office of Institutional Educational Programs, are shown in the overall increase of GPA points from a youth’s entrance to discharge.

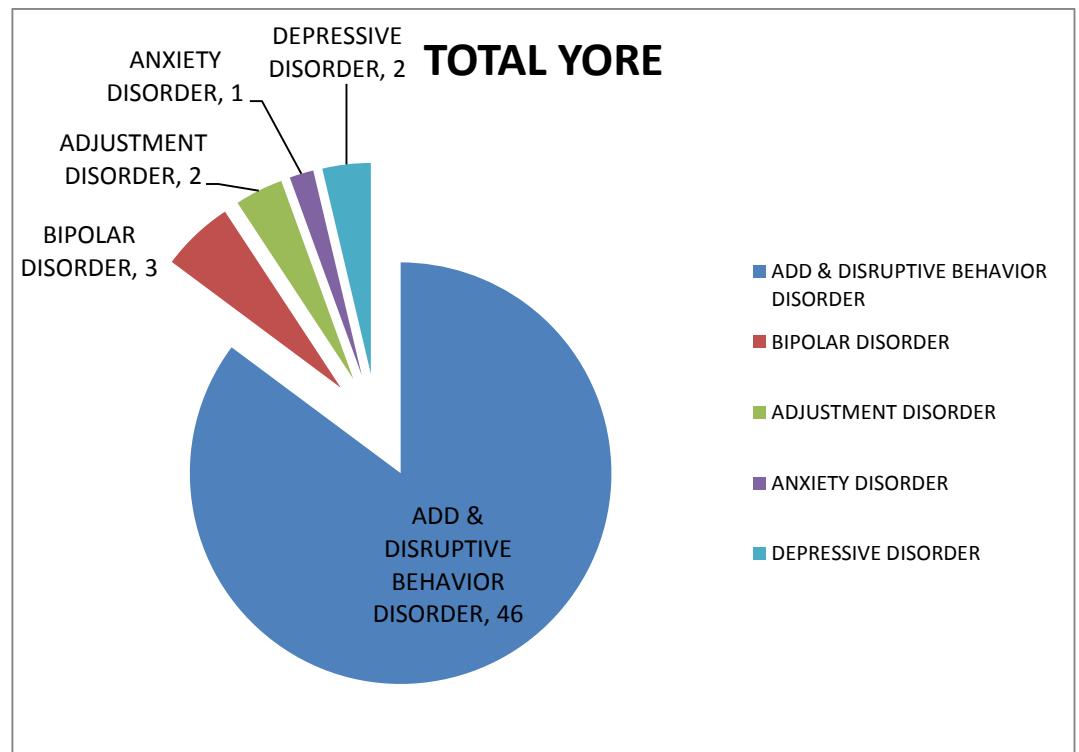
- Number of Credits Offered by Many Public Schools: 7
- Number of Credits Offered on Yore Academy Campus: 8
- Average GPA Prior to Enrollment at Yore Academy: 1.45
- Average GPA While Enrolled at Yore Academy: 3.0
- Average Credits Earned Prior to Enrollment at Yore Academy: 61.3%
- Average Credits Earned While Enrolled at Yore Academy: 98.1%



Presenting Diagnosis and Success Rate

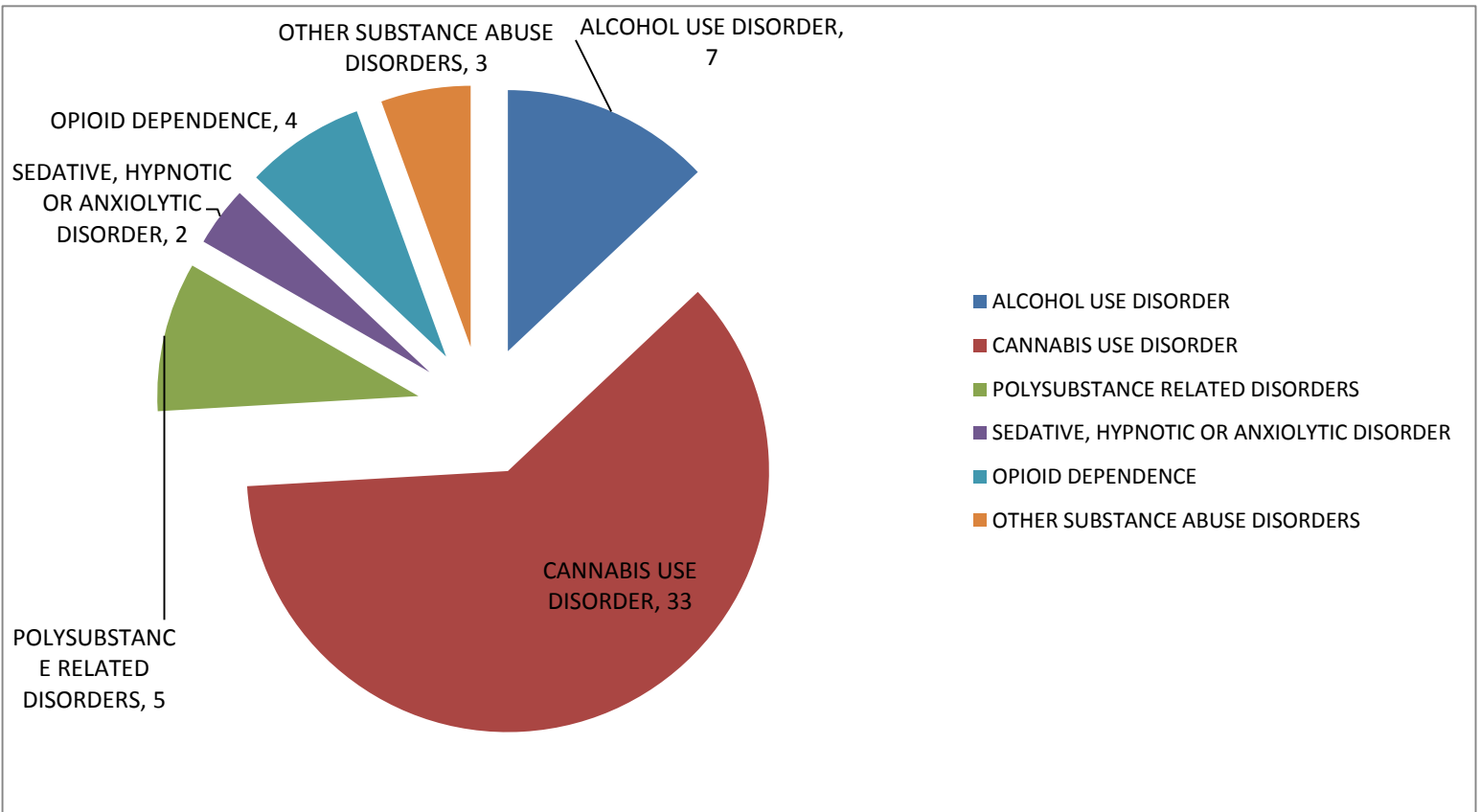
The following chart shows the varying disorders that the Yore Academy serves. It also shows the 100% success rate we have seen with treatment of these disorders, with the exception of one area for males, which was mostly youth specific. Successful treatment of presenting diagnosis means that there was 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	34	29	1	1	1	2
	F	20	17	2	1	0	0
TOTAL YORE		54	46	3	2	1	2
Presenting Diagnosis	M	34	85%	3%	3%	3%	6%
	F	20	85%	10%	5%	0%	0%
Success Rate	M	34	91%	100%	100%	100%	100%
	F	20	100%	100%	100%		



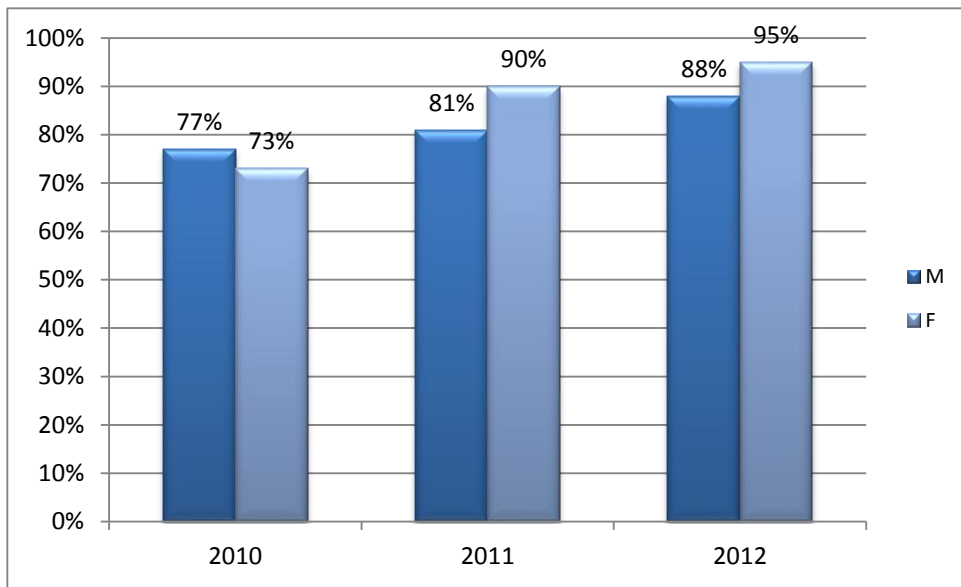
This chart and graph shows the demographics of diagnoses the Yore Academy sees for substance abuse treatment. The highest number for both males and females still remains Cannabis Use Disorder.

		TOTAL SERVED	ALCOHOL USE DISORDER	CANNABIS USE DISORDER	POLYSUBSTANCE RELATED DISORDERS	SEDATIVE, HYPNOTIC OR ANXIOLYTIC DISORDER	OPIOID DEPENDENCE	OTHER SUBSTANCE ABUSE DISORDERS
YORE ACADEMY	M	34	4	21	4	1	2	2
	F	20	3	12	1	1	2	1
TOTAL YORE		54	7	33	5	2	4	3



The next graph shows the demographics for youth on probation. Most recently, 88% of our males were on probation, while 95% of our females were on probation. Both numbers have increased since 2011.

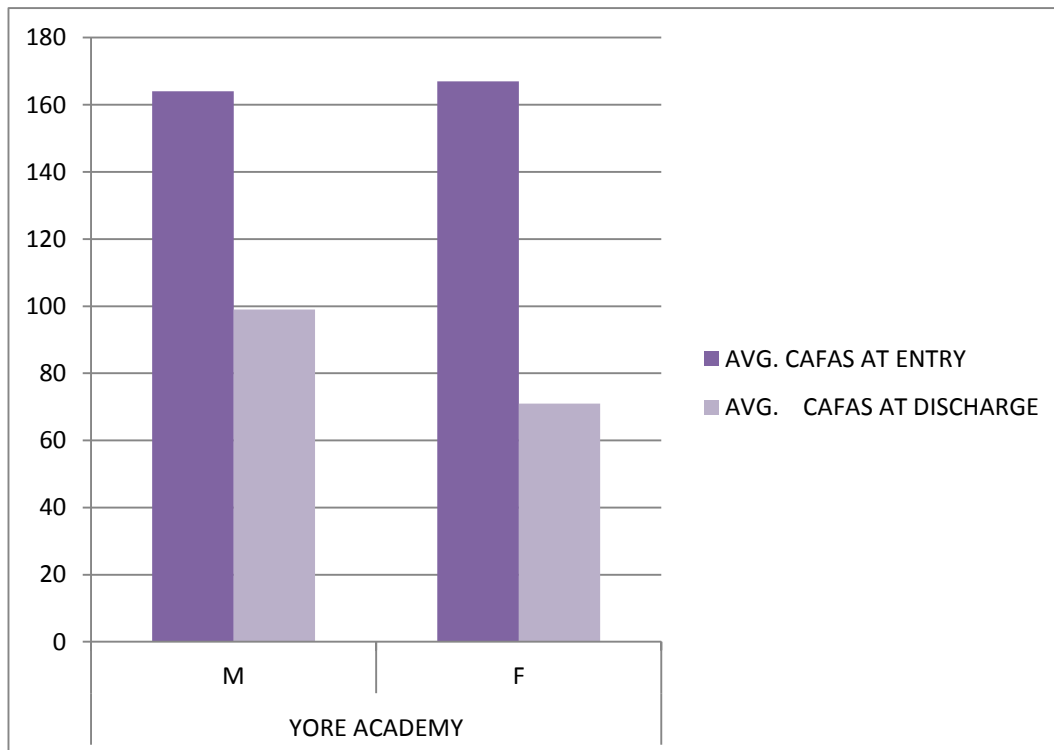
YORE ACADEMY		2010	2011	2012
PROBATION	M	77%	81%	88%
	F	73%	90%	95%



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.

2012		TOTAL SERVED	AVG. CAFAS AT ENTRY	AVG. CAFAS AT DISCHARGE
YORE ACADEMY	M	34	164	99
	F	20	167	71

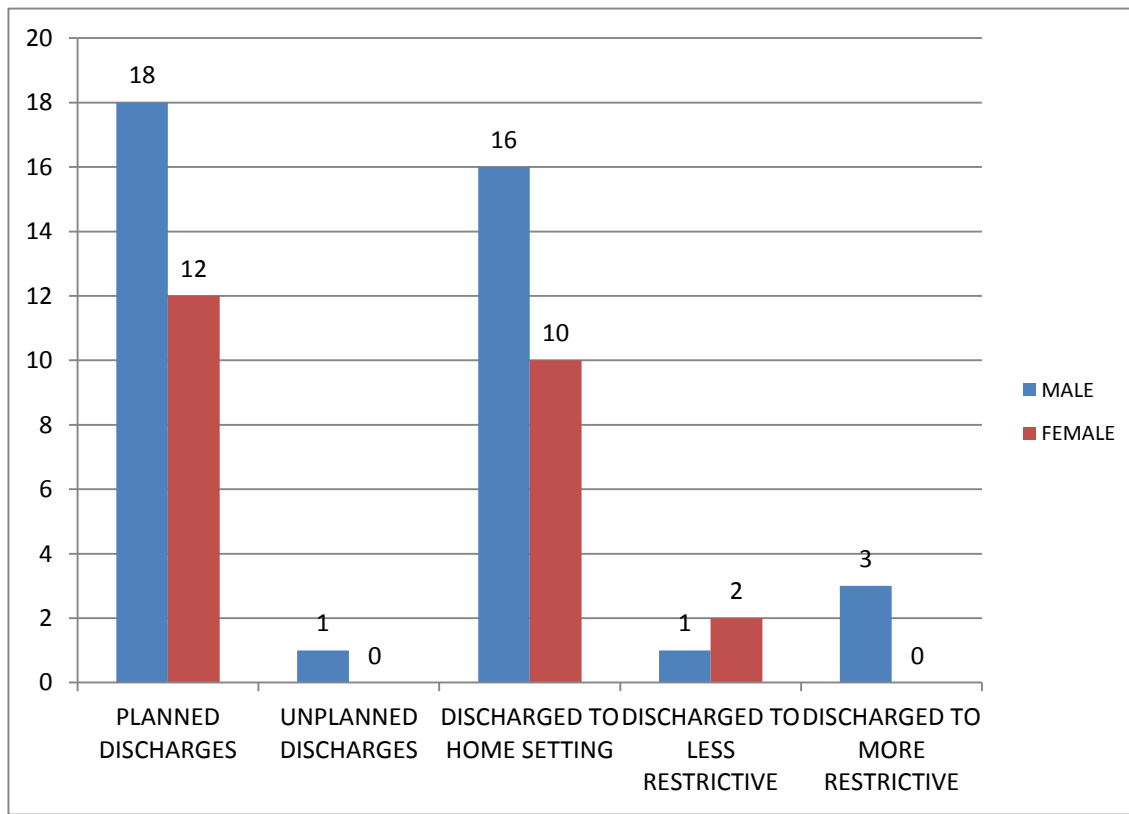


Permanency of Life

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 home, birth family, adoptive, kinship care, lesser restrictive, or independence), the Academy’s success is represented as follows in the below graph:

- Of the 31 discharges in 2012, 29 went to a home setting when they left. It also should be noted that 30 of the 31 discharges were planned discharges.

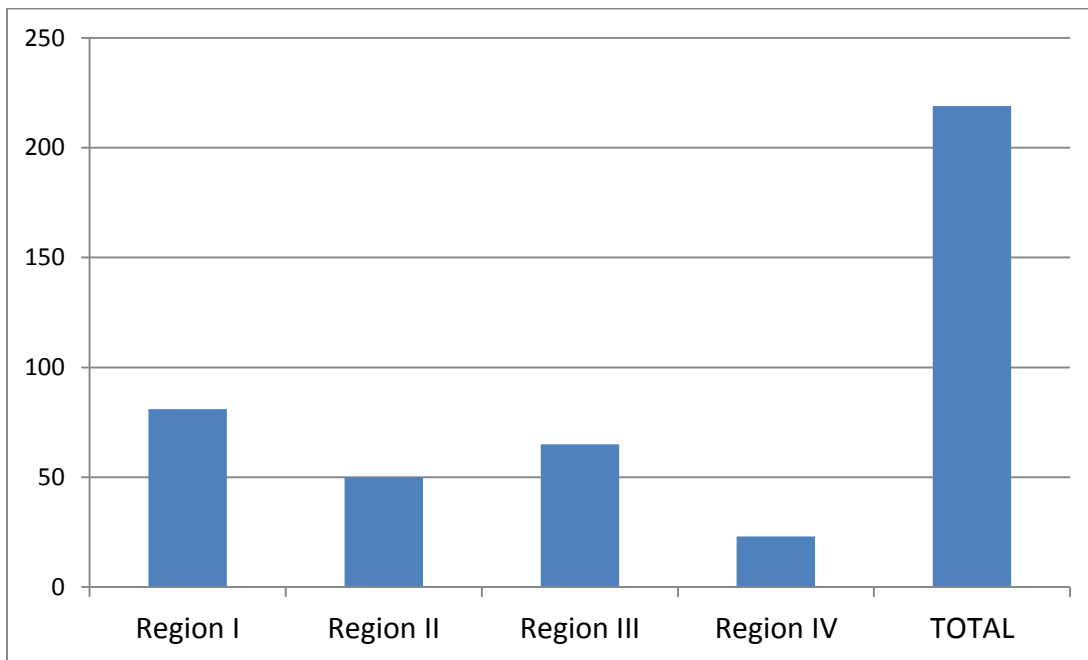
2011		TOTAL SERVED	PLANNED DISCHARGES	UNPLANNED DISCHARGES	REASONS FOR UNPLANNED DISCHARGES	DISCHARGED TO HOME SETTING	DISCHARGED TO LESS RESTRICTIVE	DISCHARGED TO MORE RESTRICTIVE	DISCHARGED AT LEVEL 5 OR HIGHER
YORE ACADEMY	M	34	18	1	AWOP	16	1	3	72%
	F	20	12	0		10	2	0	100%
TOTAL YOUTH		54	30	1		26	3	3	



YORE Academy

Referrals Totals by Region

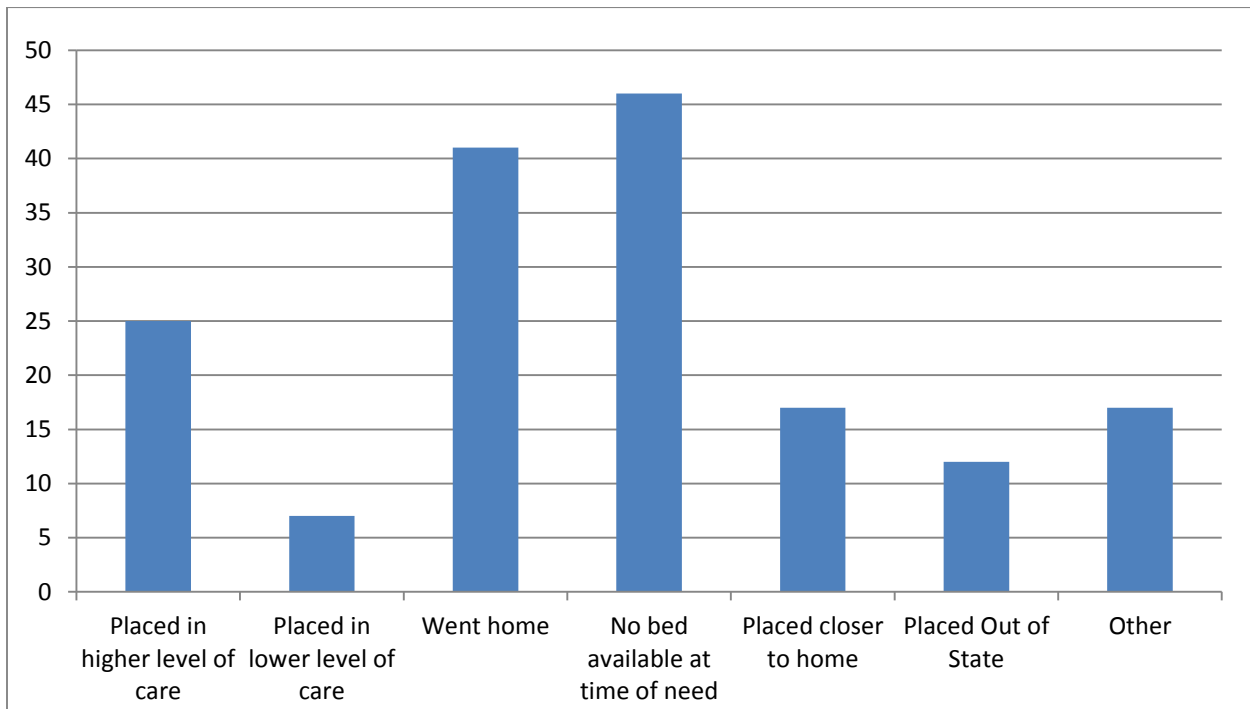
Region I	81
Region II	50
Region III	65
Region IV	23
TOTAL	219



Of the 165 referrals not served, 25 required a higher level of treatment, seven were placed in a lower level of treatment, 41 went home, 46 not placed due to no bed available at the time of need, 17 were placed closer to home, 12 were placed out of state and 17 for various reasons, with the most significant reason being the length of the waiting list.

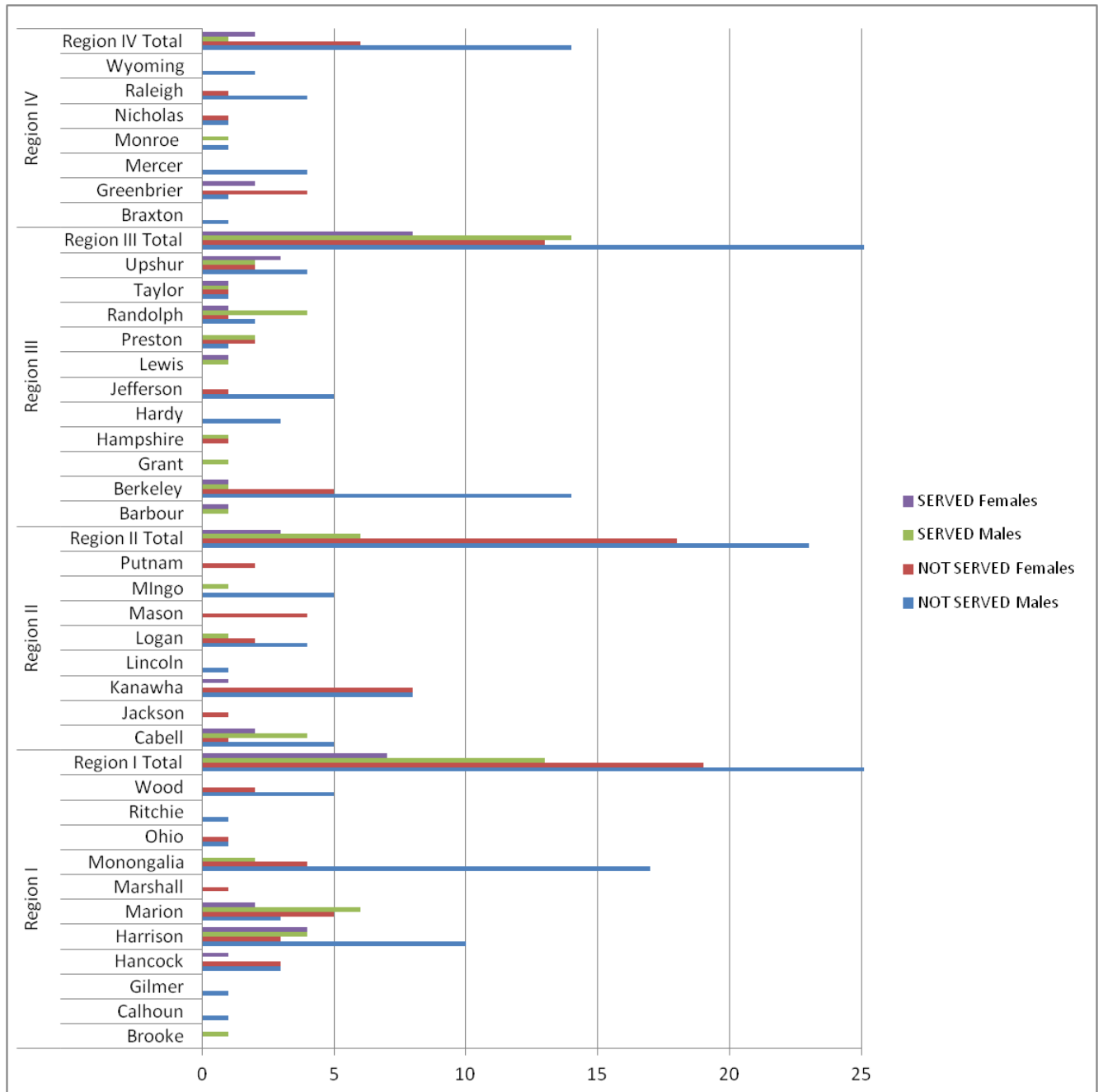
YORE Academy Referrals Not Served

	Not served
TOTAL	165
Male	109
Female	56
Placed in higher level of care	25
Placed in lower level of care	7
Went home	41
No bed availability at time of need	46
Placed closer to home	17
Placed Out of State	12
Other	17



Yore Academy Referrals

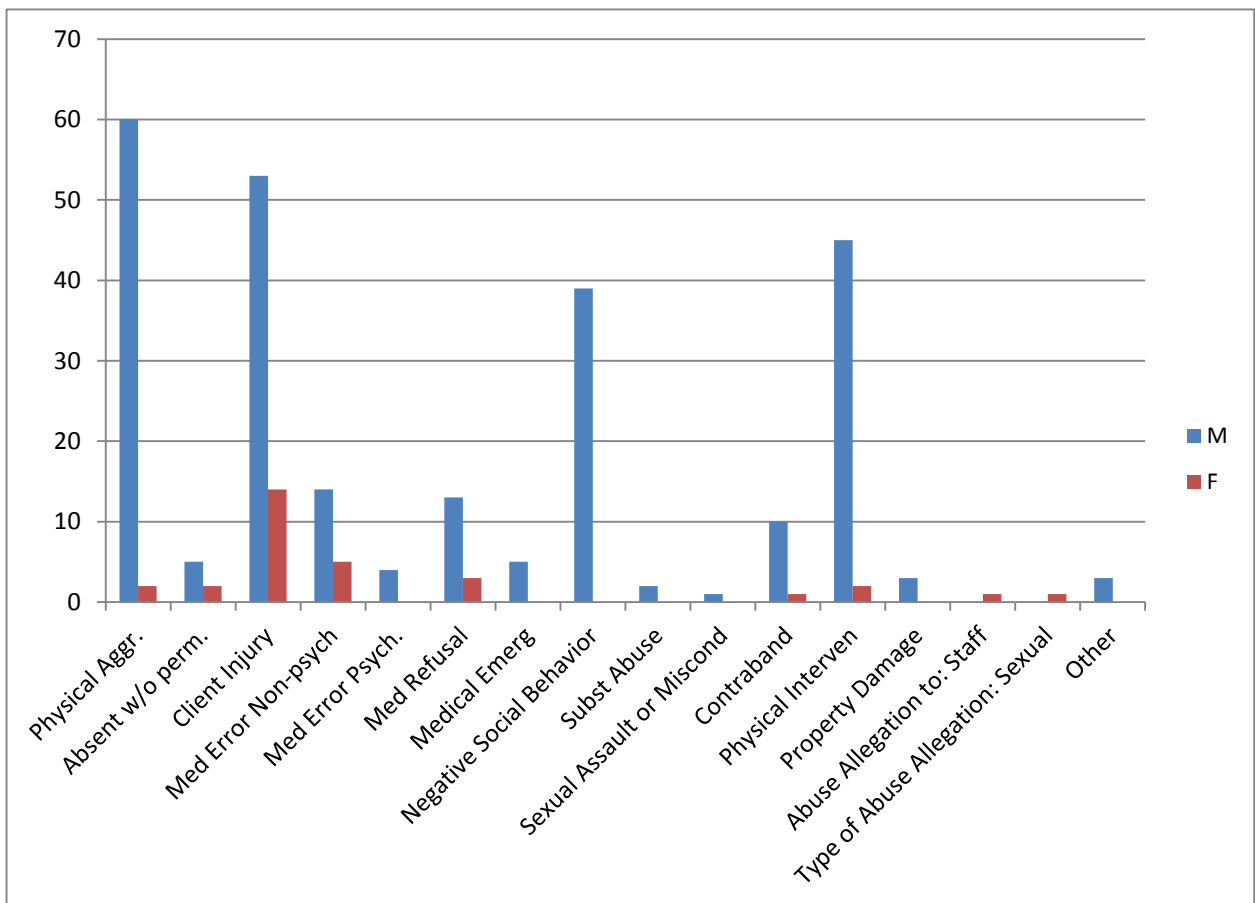
Another measure of effectiveness is the level of referrals received. As represented in the below graphs, there were a total of 219 referrals received in 2012. Of the 219 referrals received, 37% were from Region I, which increased from 2011, 23% from Region II, which is a decrease from 2011, 30% from Region III, which has not changed since 2011 and finally 10% from Region IV, which is a decrease from 2011.



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	Physical Aggr.	Absent w/o perm.	Client Injury	Med Error Non-psych	Med Error Psych.	Med Refusal	Medical Emerg	Negative Social Behavior	Subst Abuse	Sexual Assault or Miscond	Contraband	Physical Interven	Property Damage	Abuse Allegation to: Staff	Type of Abuse Allegation: Sexual	Other	TOTAL IR 2012
M	60	5	53	14	4	13	5	39	2	1	10	45	3	0	0	3	257
F	2	2	14	5	0	3	0	0	0	0	1	2	0	1	1	0	31
TOTAL	62	7	67	19	4	16	5	39	2	1	11	47	3	1	1	3	288



Safety Committee 2012

Yore Academy

Safety Committee Year End Report 2012

Monthly Walk Through Report:

The walkthrough reports for 2012 are similar to the reports of 2011. They 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:

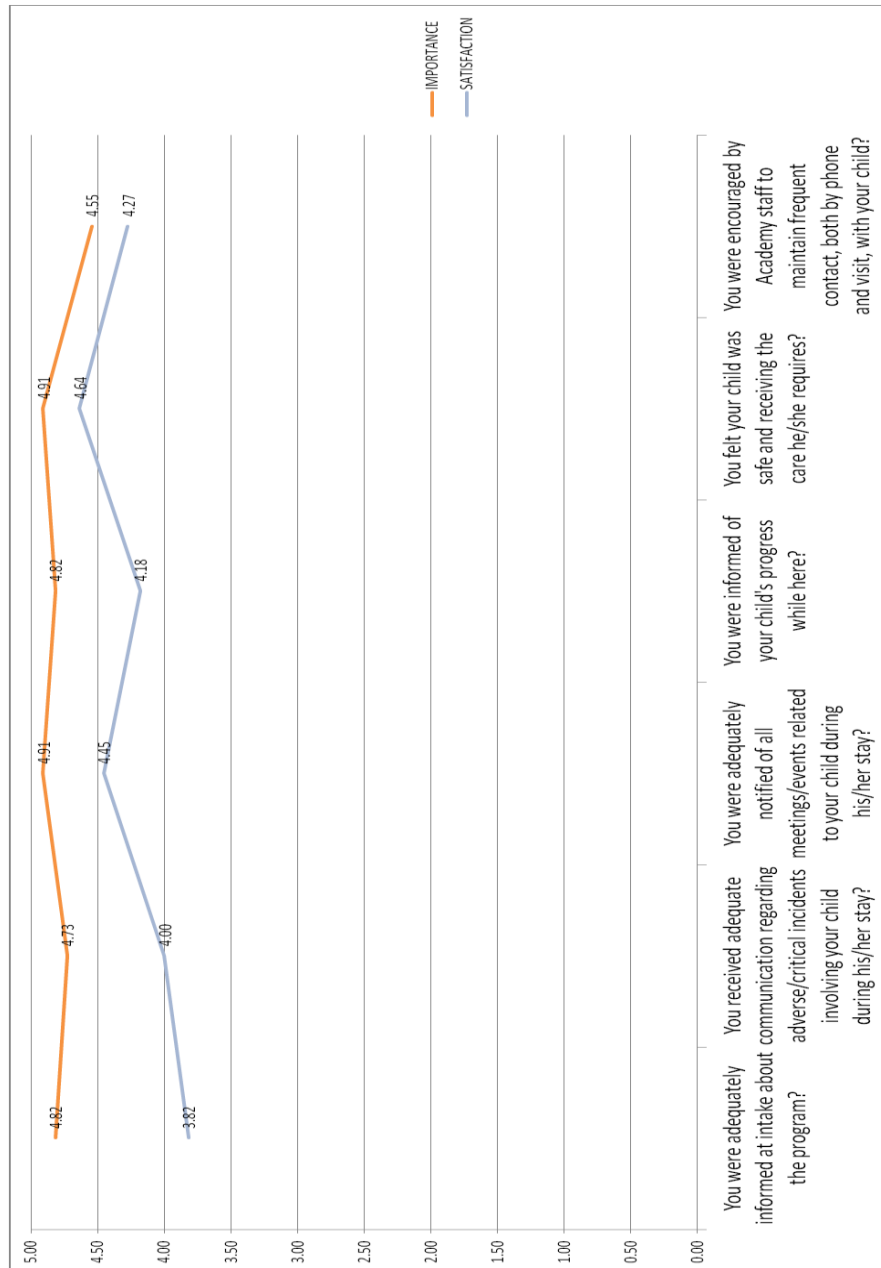
The Emergency Evacuation Drill was conducted in 2012. Information regarding the drill can be found in the summary.

CIRT Report:

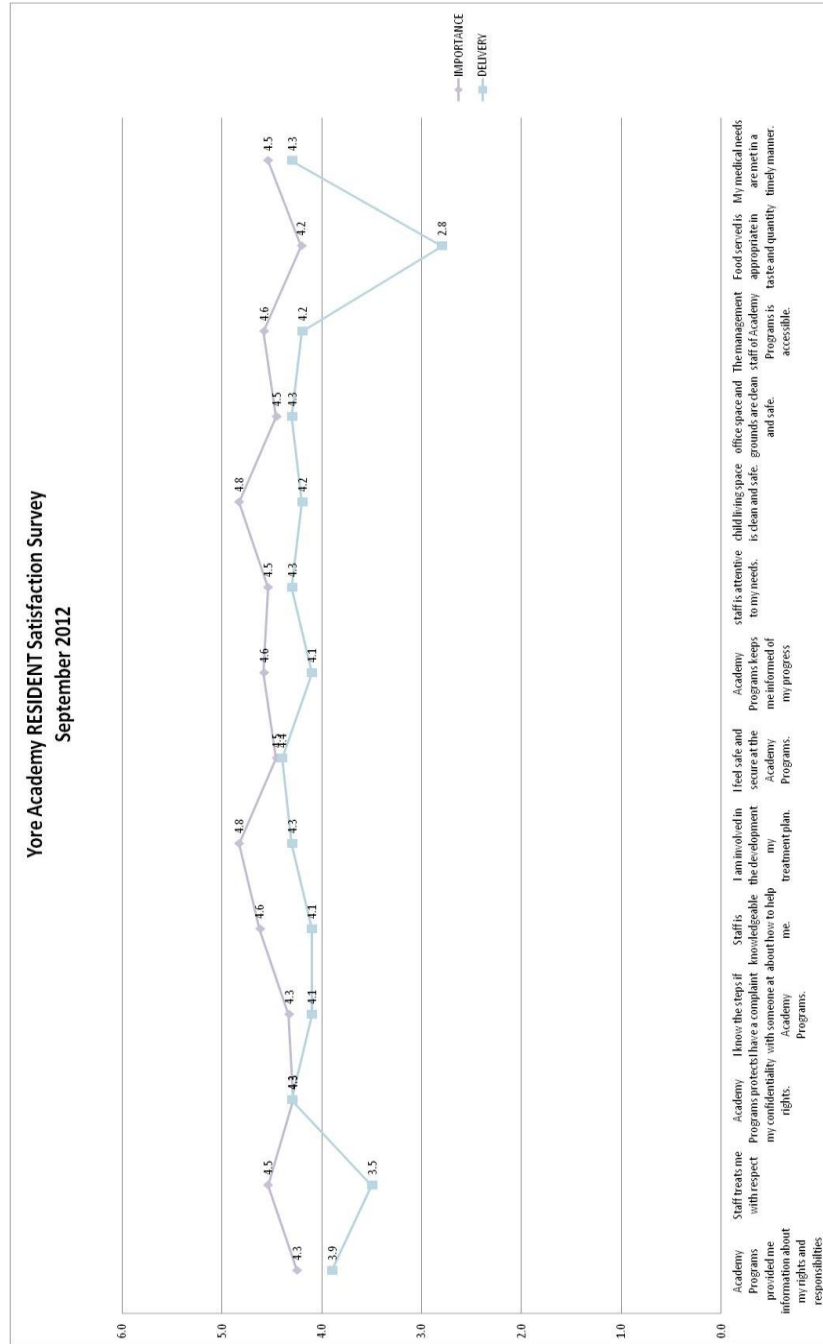
An increase in client injuries was noted, but they are minor sports-related injuries. A slight increase in missed medications was noted and found to be the 3pm medications being missed and were addressed. Medication refusals were investigated and found to be behaviorally related. The increase in Physical Aggression, Physical Intervention and Negative Social Behavior were found to be client specific.

Satisfaction Surveys 2012

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.

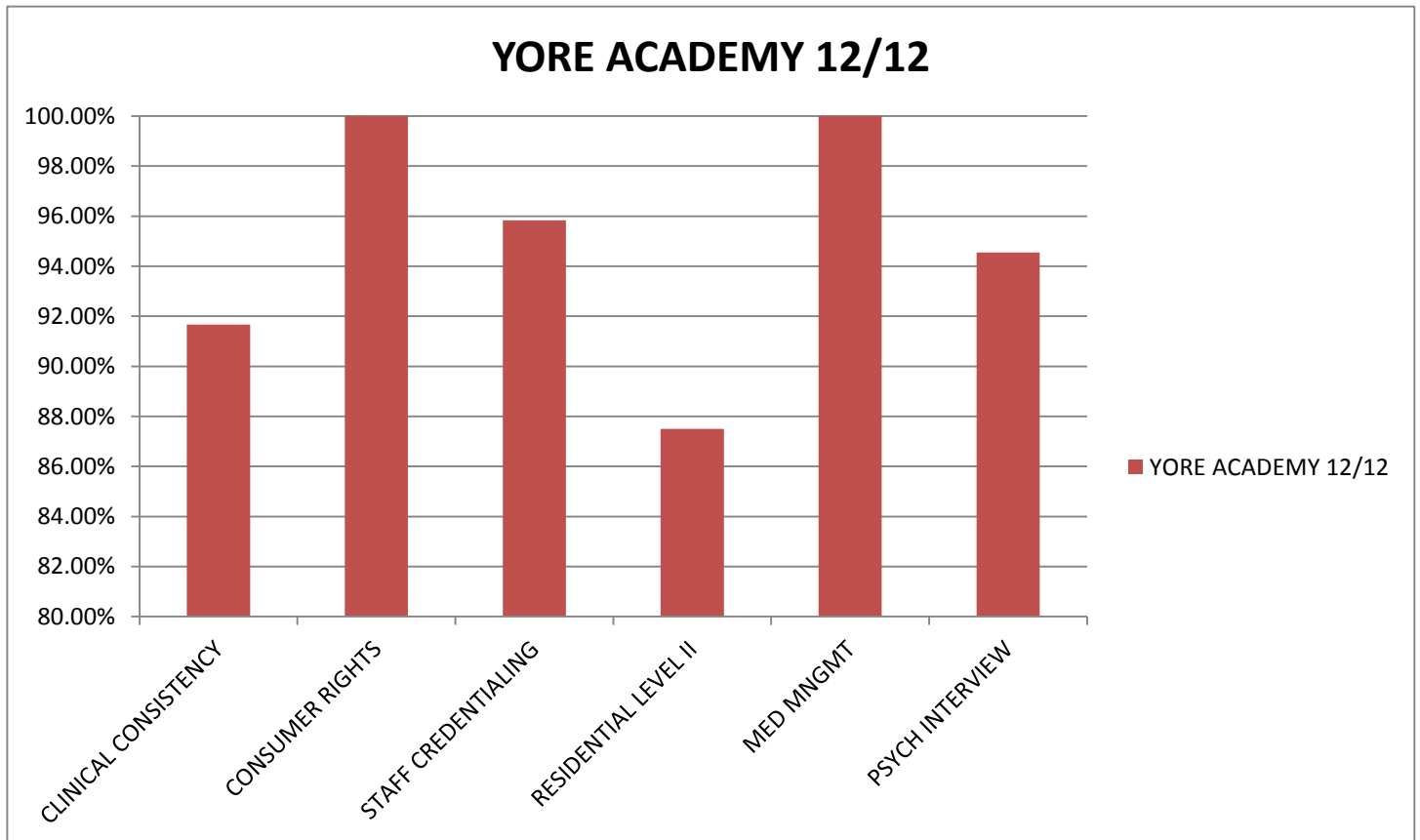


Analysis of Treatment Planning for Yore Academy

The Yore Academy provides each child with the best and most appropriate care while still trying to meet their individual needs. To ensure this occurs the company monitors the overall effectiveness and appropriateness of each child's individual treatment goals. The treatment team meets monthly for planning meetings and daily progress notes are used and evaluated to determine effectiveness.

In November 2012, APS, which serves as the Administrative Services Organization, conducted a review on services rendered by the Yore Academy. Clinical consistency looks at the consistency between treatment plans, case notes and therapy plans. Residential Level II encompasses the case notes done on a daily basis. Below is a representation of the results:

YORE ACADEMY		CLINICAL CONSISTENCY	CONSUMER RIGHTS	STAFF CREDENTIALING	RESIDENTIAL LEVEL II	MED MNGMT	PSYCH INTERVIEW
	12/12	91.67%	100.00%	95.83%	87.50%	100.00%	94.55%



Accelerated Learning Progressive System (ALPS)

The creation of the level system was a major milestone in our company's progress. It created a well rounded, objective, measurable basis in which we are able to effectively track youth's progress in the program. The ALPS system has been adopted by placing and referring agencies and court representatives as a standard that illustrates when a youth is ready to graduate and return home. This system is unique to Academy Programs among residential programs in the state.

After evaluating the data for 2012 we found that the females most often were stuck at level three and the males struggled at levels two, three & four. Males struggling at level two tended to be the youth that displayed more behavioral problems. Both males and females 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.

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. Once we are successful at getting an employee beyond his/her probationary period, our turnover rate is lower than the national average for this particular field. The Academy is not competing with like companies to retain employees, but rather with other industries that provide the same or higher salaries and does not include the level of tension and stress that is commonly associated with this industry.

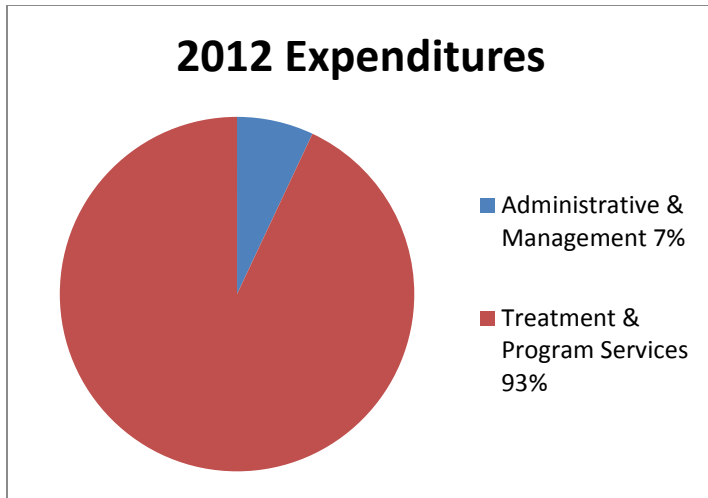
The Yore Academy employed 29 staff in 2012. In that year, 14 employees of the Yore Academy separated employment. Of those separating from the company, 13 were direct care staff and 1 was adjunct staff. Ten direct care employees resigned their position, and three were terminated. Our turnover rate for direct care staff was 44%. With the addition of the one adjunct staff that left, our turnover rate becomes 48% for 2012. Adjunct staff includes members of case management and night attendants. These are our clinical staff, which is responsible for the development of youth's treatment plan and documentation of their progress while youth are in our care. Case Managers also serve as the link for youth to their families, treatment team, judges and the community.

Smart Recovery

SMART, stands for, Self-Motivated and Recovery Training. This is a self-empowering addiction recovery group which focuses on assisting participants to learn a variety of tools for recovery. The program is based in scientific research, more specifically, the REBT (Rational Emotive Behavior Therapy) Model, which is a form of psychotherapy. Individuals concentrate on their desire to make better choices, focusing on recovery in lieu of a moderation approach. SMART Recovery also centers on the idea of helping with self-destructive behaviors on to those around you. At the Yore Academy all youth participate in SMART recovery from entry to graduation. Smart Recovery is broken up into an introduction, intermediate 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. It was reported that in April of 2012 there were 698 active Smart Recovery meetings worldwide (this includes online meetings).

Revenue & Expenditures

2012 Expenditures	% of Expense
Administrative & Management	7%
Treatment & Program Services	93%



Sources of Revenue	% of Revenue	Dollar Amount
WVDHHR	66%	\$1,466,284.61
WV Medicaid	34%	\$756,769.11
Total:		\$2,223,053.72

