

Youth Academy, LLC

2005 Annual Report



The Youth Academy commitment to serving families and children in its community was displayed during 2005. The company was at residential capacity nearly the entire year. While serving 22 children the Academy continued its mission to engage their families so as to better ensure success for the children upon successful discharge from the program.

Providing Level II residential care for 10 girls and 12 boys is the anchor service for the company. However, the Community Family Intensive Treatment (CFIT) in-home program, which was initiated in 2004, grew to serve more children and families during 2005. In addition to serving contiguous counties, the Youth Academy expanded the service reach of CFIT into Lewis and Upshur Counties. This expansion was done after consultation with officials from the West Virginia Department of Health and Human Resources in those counties so as to ensure that the Academy provided the service needs in those communities.

The Youth Academy successfully completed the licensing renewal process in February 2005 by the state Office of Social Services. This thorough review process confirmed that the Youth Academy had in fact met its contractual obligations to the state in providing children and families with efficient and effective services delivered in a community-based, family centered manner.

The company undertook the bold initiative of becoming accredited by a national organization later in 2005; as a result, the Council on Accreditation (COA) will certify the company in 2006. The certification process has required that the company study thoroughly its own policies and practices. The process has complemented the company's existing commitment to internal self-review as a means to improve service.

The Youth Academy served 69 children in its residential program in 2005. In keeping with company philosophy, the children and staff of the Academy participated in a number of community service projects such as Adopt-A-Highway, park cleanup and assisted in the maintenance of East-West Stadium.

Many children spent their time participating in extracurricular activities within the public school system such as sports and ROTC.

The Youth Academy held its annual summer picnic at Wave-Tec Park in Fairmont. Families and those working with the children from various private and public agencies attended the event in July, which was blessed with exceptional weather and catering.

Both groups of residents presented their Christmas skits at the annual Youth Academy Christmas Dinner, held at the Kingmont Community Center in December. Friends and families of the children attended the event along with the company's staff and governing board.

Staff at the Youth Academy enjoyed the opportunity to benefit from attending professional conferences and trainings throughout the year. Among the conferences attended by Academy staff were the National Association of Social Workers conference in Charleston, The American Re-Education Association in Huntington and SMART Recovery.

Numerous other trainings were attended that benefited the staff's ability to assess, treat and serve children and families.

Executive Director Steve Fairley was elected President of the West Virginia Child Care Association early in 2005 and remained President for the remainder of the year. Steve spearheaded the review and subsequent revision of WVCCA bylaws while revamping the group's dues structure and providing leadership to clearly define the Association's immediate future. As a result, the WVCCA remains a viable force in shaping opinion and advocacy in the child care industry.

Among future initiatives for 2006, the Youth Academy began the process of starting a 24-bed co-occurring residential program in Preston County. The Certificate of Need process had been expedited to the degree that the company began to identify land for potential development for the project. The company has received a great deal of interest from Preston County political and economic development officials while successfully engaging state level agencies simultaneously.

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 & Staffing Plan
- General Staffing Patterns
- CFIT
- Expenditures

GENERAL PROGRAM EFFECTIVENESS IN RELATION TO STATED GOALS/COMMUNITY NEEDS/GENERAL STAFF EFFECTIVENESS

For some, repetition is a boring proposition. For the Youth Academy in 2005, repetition translated into continued success. By remaining steadfast to community-based and family-centered practices, the company delivered services in an efficient and effective manner. With success rates remaining high and a high occupancy rate, which remained above 99 percent, the Youth Academy served 69 children in 2005 in its residential program. This represents the highest number of children served in a year since the company began operation.

The Youth Academy served children coming from their homes, shelters, more and less restrictive residential placements and juvenile corrections. All referrals were carefully considered regardless of their point of origin.

Due in part to operational efficiency, the Youth Academy's overall length of stay decreased to 5.3 months. This was attributed to the average length of stay for male residents dropping an astounding 1.05 months. Decreasing lengths of stay are also attributed to serving children closer to their community. This is evident when examining where Youth Academy residents consider their home county. Out of 69 children in the Youth Academy's residential program, 40 children originated from Marion County or counties contiguous to Marion. When adding 10 total additional children from nearby Lewis and Preston Counties, it brings to 50 out of 69 children served locally. Such commitment to community-based practices allows the Youth Academy to engage the family earlier and more often while the child is at the Youth Academy. Also, discharge planning is logistically simpler. By serving more children and families closer to Marion County, the Youth Academy maximizes the potential of the Community and Family Intensive Treatment (CFIT) program. Parenting and supervision services maintain continuity in the life of the child and their family after discharge.

The company's increased efficiency and constant service quality occurred while maintaining quality, mutually beneficial relationships with stakeholders such as the West Virginia Department and Health and Human Resources and the state's administrative service organization, American Psychological Services (APS). Executive Director Steve Fairley serves on a statewide outcomes committee and shared the company's outcomes, along with the process of gathering them, with APS.

By evaluating Youth Academy outcomes in 2005, one realizes that the company abided by the pledge made in its mission statement to *provide accountable, effective, family-centered, community-based treatment services, which are delivered in the least restrictive and most efficient manner.*

Outcomes

The program's effectiveness is measured in several ways. One particular method is by applying the outcomes, as adopted by the West Virginia Child Care Association, to the residents receiving our services. The following information is a breakdown of specific measures within the treatment milieu in order to present specific trends and successes.

		2003	2004	2005
Total Number of Youth Served		56	64	69
Breakdown of Gender Served	Female	27	28	30
	Male	29	36	39
Total Days of Care Provided		7275	8017	8006
Average Daily Census		19.93 (m=20)	21.96 (m=22)	21.93 (m=22)
Occupancy Rate		99.65%	99.83%	99.7%
Average Age of Resident for Female (years)		15.3	15.17	14.93
Average Age of Resident for Male (years)		15.97	15.85	15.33
Average Length of Stay (Measured in Days)		197.69	175	158.90
Average Length of Stay (Measured in Months)		6.58	5.83	5.30

Average Length of Stay (Measured in Days) Males	216.76	181	149.33
Average Length of Stay (Measured in Months) Males	7.22	6.03	4.98
Average Length of Stay (Measured in Days) Females	182.18	166	171.33
Average Length of Stay (Measured in Months) Females	6.07	5.53	5.71

GPA

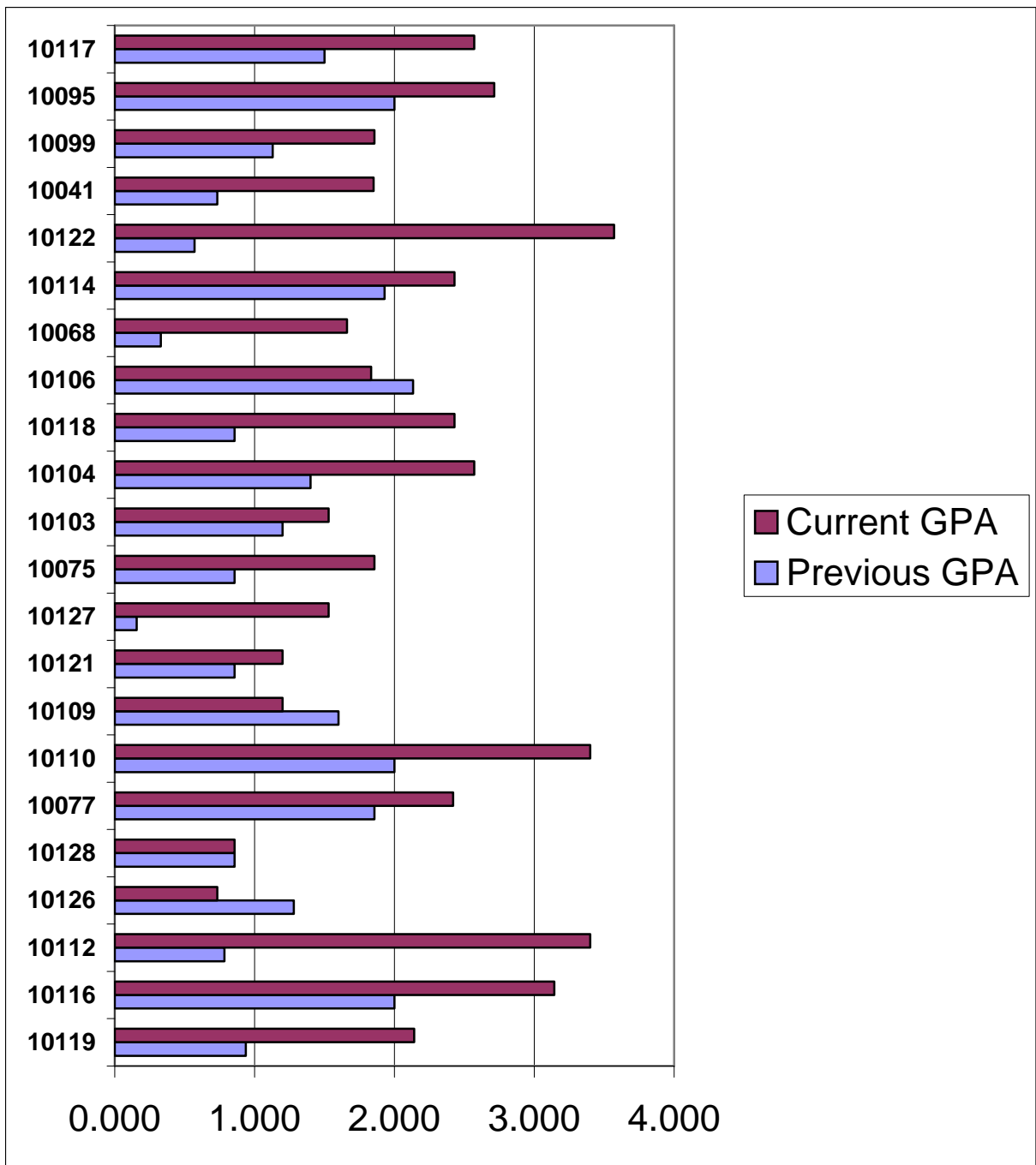
By examining the average grade point averages, academic success is measured. The Youth Academy tracks outcome data, as adopted by the West Virginia Child Care Association, to maintain at least 70% of residents achieve a 2.0 GPA or higher.

- During 2005 there were 32 residents that met the criteria of receiving 90 days or more of service. This number does not reflect the residents that were participating in GED related functions. Of the 32 residents, 19 were successful in achieving a 2.0 or higher GPA, which translates to a 59% success rate. The outcome measure as adopted by the WVCCA stipulates that a program shall achieve a minimum level of 70%. The Youth Academy increased the level of success from the previous year by 5%, but did not achieve the measure and recognizes the need for further attention in this area. One key factor for not meeting this outcome may be due to an absence of tutor participation from Fairmont State University. This is an area of focus that we are attempting to reestablish. The residents of the Academy were fortunate to receive limited tutoring services via a grant awarded to the Achievement Academy, an educational enhancement company located in Fairmont, WV, but that service has not been consistent due to funding issues. The Achievement Academy's assistance had a significant impact on the overall success of the residents, as well as, the resident's self-esteem. This service was provided throughout the summer months and assisted with the preparation and remediation of deficiencies.

Additionally, the residents entering the program entered with much lower GPA's than the previous year's residents, which indicates a more difficult time achieving the level necessary to meet the outcome. However, 91% of the residents receiving services in 2005 at the Academy demonstrated an improvement in his/her own GPA.

- A total average between the two represents a GPA of 2.15, which is a considerable increase over the previous year's score of 1.87.

As mentioned above, residents received additional tutoring services via a grant through a local company, Achievement Academy. Below is representation of the outcomes as a result of the services provided by the Achievement Academy and the direct positive impact it had on the residents of the Youth Academy.

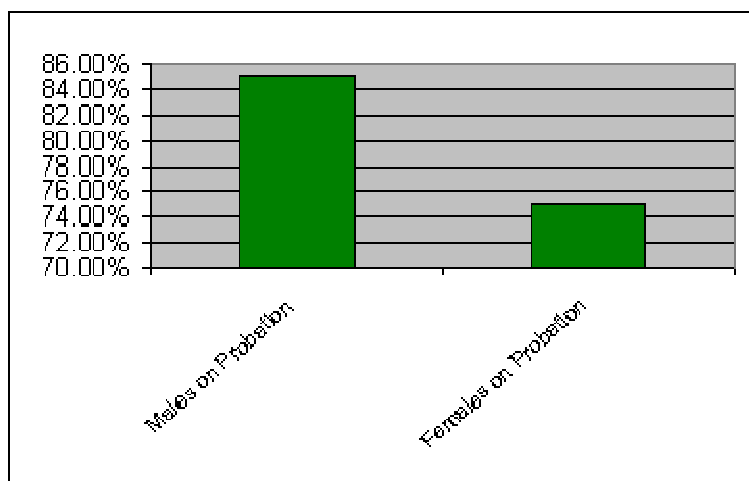
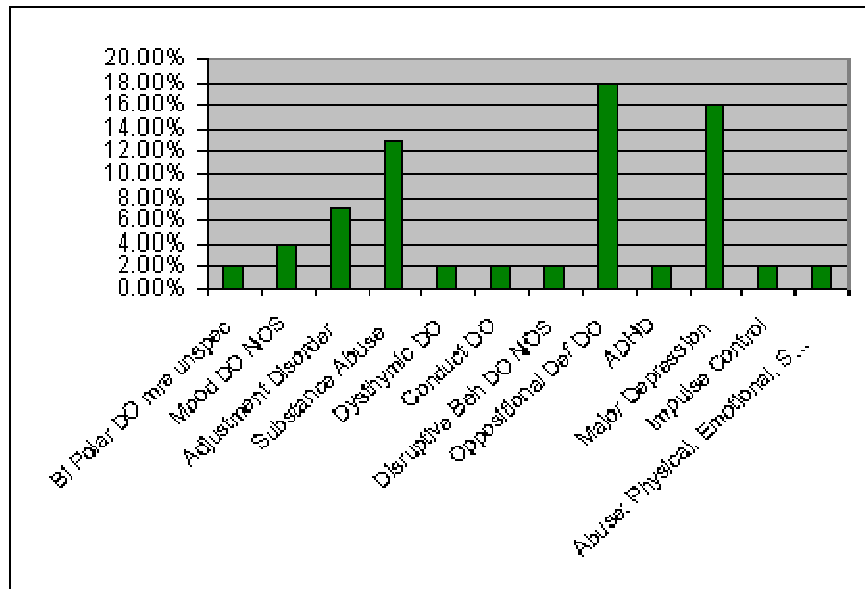


Presenting Diagnosis and Success Rate

As represented in the below graph, there was a wide spectrum of issues being served. Refer to the graph for further information and detail.

Disability Groups Treated

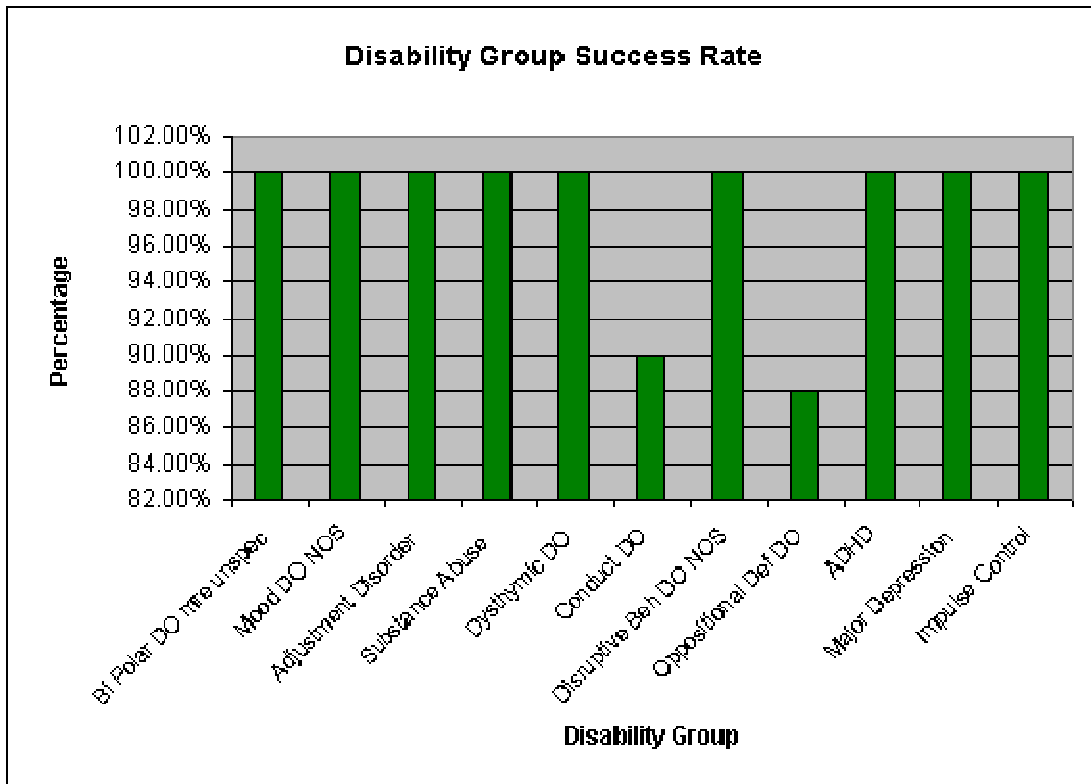
Bi Polar DO mre unspec	2.00%
Mood DO NOS	4.00%
Adjustment Disorder	7.00%
Substance Abuse	13.00%
Dysthymic DO	2.00%
Conduct DO	2.00%
Disruptive Beh DO NOS	2.00%
Oppositional Def DO	18.00%
ADHD	2.00%
Major Depression	16.00%
Impulse Control	2.00%
Abuse: Physical, Emotional, Sexual	2.00%
Males on Probation	85.00%
Females on Probation	75.00%



Disability Group Success Rate

It is important to note that the success rates are determined not only by discharging a resident to a home setting, but also in situations in which the resident arrived and other psychiatric issues may have manifested and the Youth Academy, through a thorough assessment process, realized the resident requires more intensive services that cannot be provided in house. In those situations, since the intensified service delivery was initiated by the Youth Academy and not by an outside factor, it is considered successful due to meeting the resident's needs and ensuring he/she is receiving the care necessary.

Bi Polar DO mre unspec	100.00%
Mood DO NOS	100.00%
Adjustment Disorder	100.00%
Substance Abuse	100.00%
Dysthymic DO	100.00%
Conduct DO	90.00%
Disruptive Beh DO NOS	100.00%
Oppositional Def DO	88.00%
ADHD	100.00%
Major Depression	100.00%
Impulse Control	100.00%
Abuse: Physical, Emotional, Sexual	100.00%



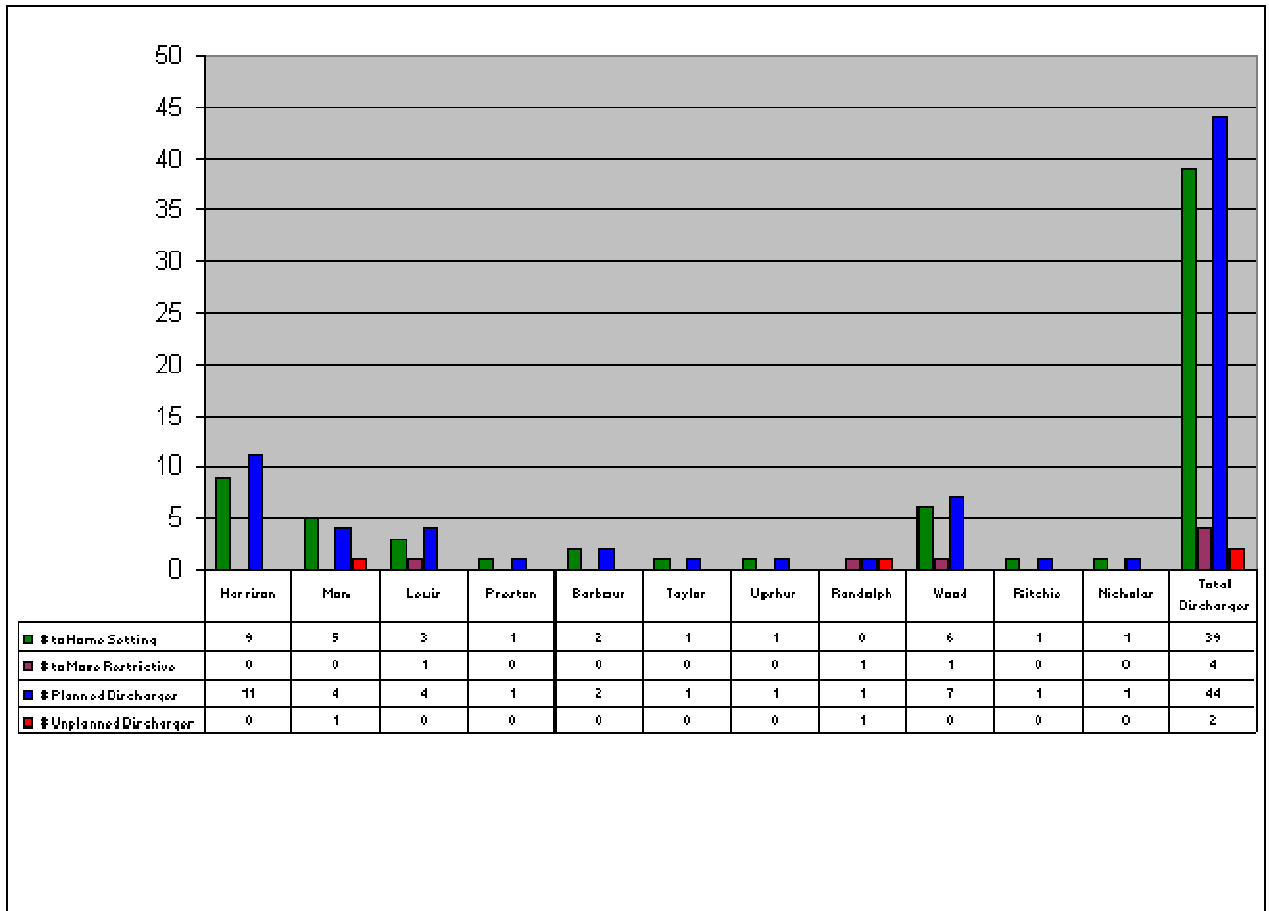
46 clients discharged

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 Youth Academy’s success is represented as follows in the below graph:

- Of the 41 discharges in 2004, 39 were to a home setting representing a success rate of 84%. Moreover, of the 46 discharges, 44 were planned as represented in the following graphs. Although 4 of the planned discharges were to more restrictive settings, it was found to be in the best interest of the resident due to intensified clinically significant symptomology. Therefore, in relation to planned discharges versus unplanned discharges, the Youth Academy represented a 95% success rate.

	# to Home Setting	# to More Restrictive	# Planned Discharges	# Unplanned Discharges
Marion	9	1	10	0
Harrison	9	0	11	0
Mon	5	0	4	1
Lewis	3	1	4	0
Preston	1	0	1	0
Barbour	2	0	2	0
Taylor	1	0	1	0
Upshur	1	0	1	0
Randolph	0	1	1	1
Wood	6	1	7	0
Ritchie	1	0	1	0
Nicholas	1	0	1	0
Total Discharges	39	4	44	2

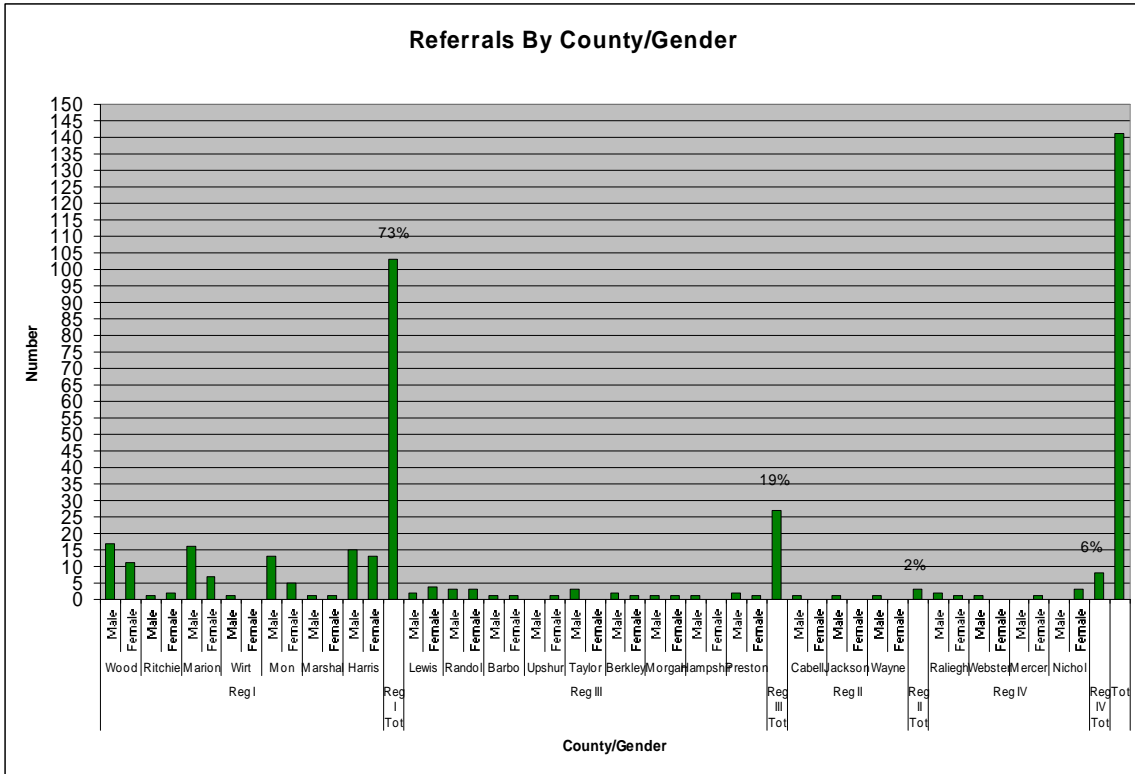


Referrals

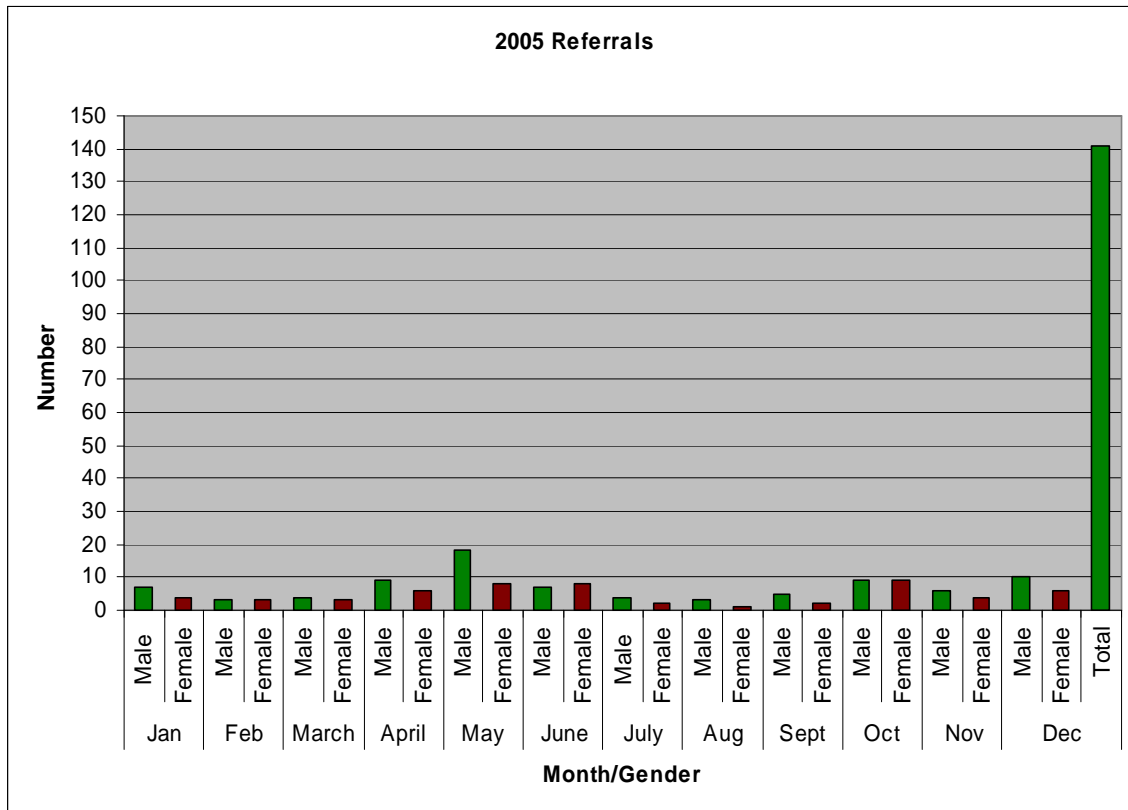
Another measure of effectiveness is the level of referrals received. As represented in the below graphs, there were a total of 141 referrals received in 2005 compared to 121 in 2004. Of the 141 referrals received, 73% were from Region I compared to 74% in 2004, 19% from Region III compared to 23% in 2004, 2% from Region II whereas 2% in 2004, and finally 6% from Region IV as compared to 1% in 2004. Refer to the information within the graph for more detailed information.

Reg I	Wood	Male	17
		Female	11
	Ritchie	Male	1
		Female	2
	Marion	Male	16
		Female	7
	Wirt	Male	1
		Female	0
	Mon	Male	13
		Female	5
	Marshal	Male	1
		Female	1
	Harris	Male	15
		Female	13
Reg I Tot			103
Reg III	Lewis	Male	2
		Female	4
	Randol	Male	3
		Female	3
	Barbo	Male	1
		Female	1
	Upshur	Male	0
		Female	1
	Taylor	Male	3
		Female	0
	Berkley	Male	2
		Female	1
	Morgan	Male	1
		Female	1
Hampshir	Male	1	
	Female	0	
Preston	Male	2	
	Female	1	
Reg III Tot			27
Reg II	Cabell	Male	1
		Female	0
	Jackson	Male	1
		Female	0
Wayne	Male	1	
	Female	0	
Reg II Tot			3
Reg IV	Raliegh	Male	2
		Female	1
	Webster	Male	1
		Female	0

	Mercer	Male	0
		Female	1
Reg IV Tot	Nichol	Male	0
		Female	3
Tot			8
			141



2005 Referrals Aggregate



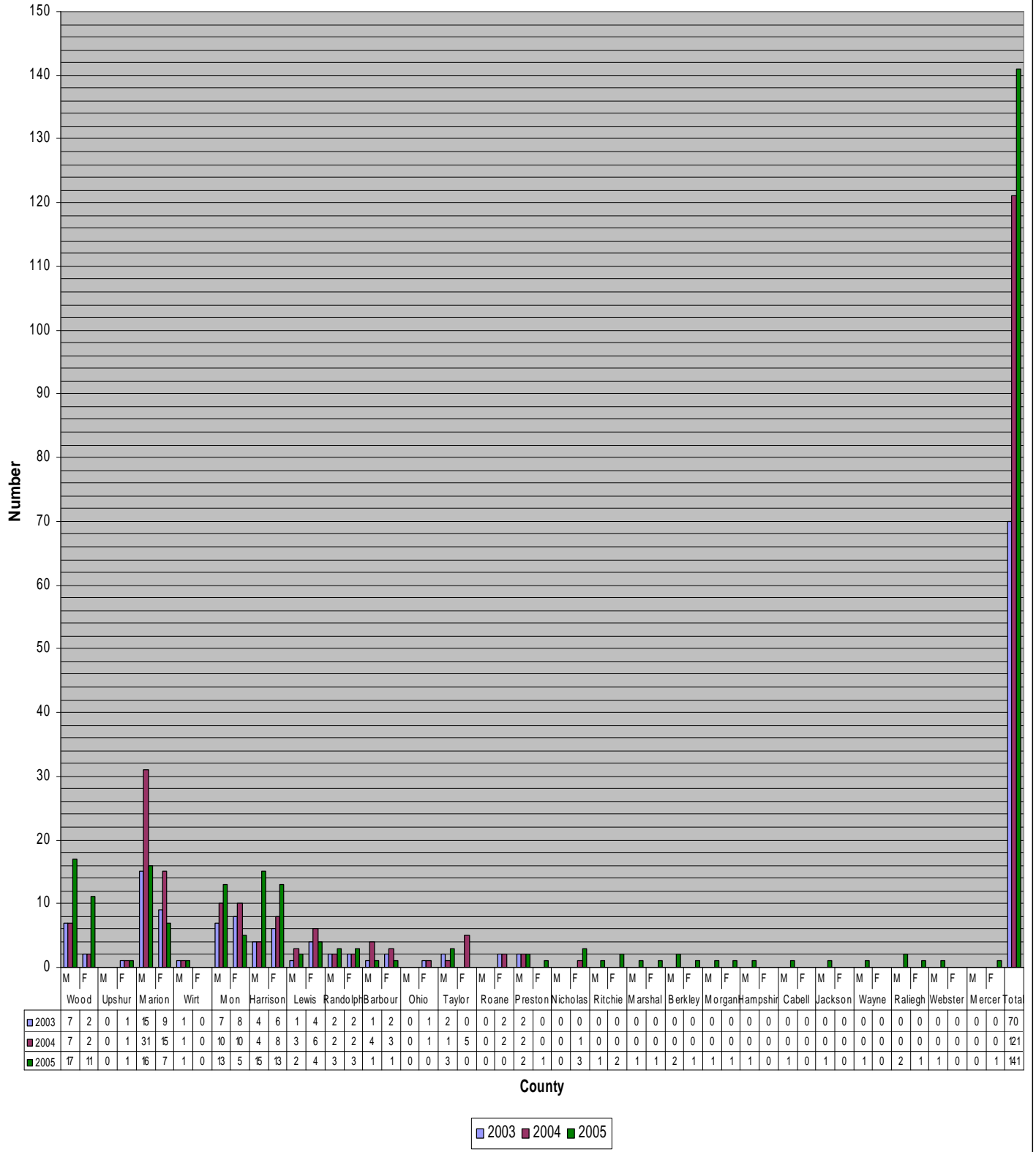
Of the 95 referrals not served, 20 were placed in a higher level of treatment, 3 were placed in a lower level of treatment, 48 were returned home by the court system due to various reasons, one of which is length of waiting list, 3 were sent to intensive psychiatric, 6 required an on-grounds school, 1 was sent to a placement designed to provide diagnostic services, 12 were placed closer to their home, and 2 eloped prior to being placed.

The following chart represents a three-year examination of trends in referrals by each county.

		2003	2004	2005
Wood	M	7	7	17
	F	2	2	11
Upshur	M	0	0	0
	F	1	1	1
Marion	M	15	31	16
	F	9	15	7
Wirt	M	1	1	1
	F	0	0	0
Mon	M	7	10	13
	F	8	10	5
Harrison	M	4	4	15
	F	6	8	13
Lewis	M	1	3	2
	F	4	6	4
Randolph	M	2	2	3
	F	2	2	3
Barbour	M	1	4	1

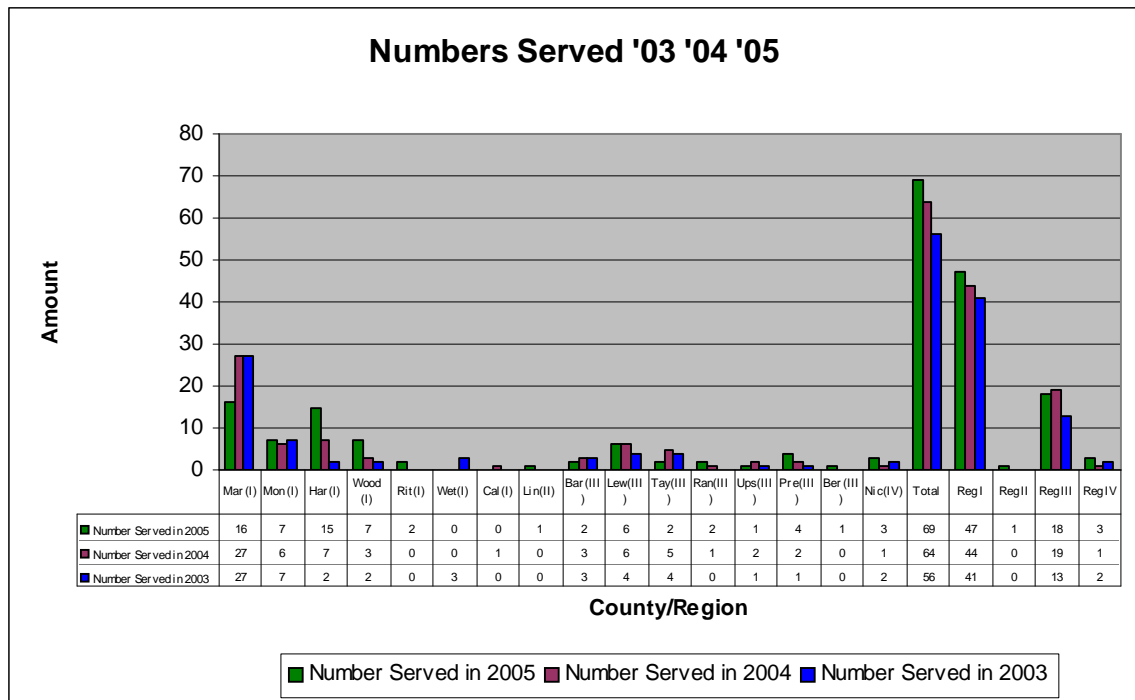
	F	2	3	1
	M	0	0	0
Ohio	F	1	1	0
	M	2	1	3
Taylor	F	0	5	0
	M	0	0	0
Roane	F	2	2	0
	M	2	2	2
Preston	F	0	0	1
	M	0	0	0
Nicholas	F	0	1	3
	M	0	0	1
Ritchie	F	0	0	2
	M	0	0	1
Marshal	F	0	0	1
	M	0	0	2
Berkley	F	0	0	1
	M	0	0	1
Morgan	F	0	0	1
	M	0	0	1
Hampshir	F	0	0	0
	M	0	0	1
Cabell	F	0	0	0
	M	0	0	1
Jackson	F	0	0	0
	M	0	0	1
Wayne	F	0	0	0
	M	0	0	2
Raliegh	F	0	0	1
	M	0	0	1
Webster	F	0	0	0
	M	0	0	0
Mercer	F	0	0	1
Total		70	121	141

Referrals



NUMBERS SERVED IN '03 '04 '05

County	Number Served in	Number Served in	Number Served in	2005%	2004%	2003%
	2005	2004	2003			
Mar(I)	16	27	27	24%	42%	48%
Mon (I)	7	6	7	10%	9%	12%
Har(I)	15	7	2	22%	10%	4%
Wood (I)	7	3	2	10%	5%	4%
Rit(I)	2	0	0	3%	0%	0%
Wet(I)	0	0	3	0%	0%	5%
Cal(I)	0	1	0	0%	2%	0%
Lin(II)	1	0	0	1%	0%	0%
Bar(III)	2	3	3	3%	5%	5%
Lew(III)	6	6	4	9%	9%	7%
Tay(III)	2	5	4	3%	8%	7%
Ran(III)	2	1	0	3%	2%	0%
Ups(III)	1	2	1	1%	3%	2%
Pre(III)	4	2	1	6%	3%	2%
Ber(III)	1	0	0	1%	0%	0%
Nic(IV)	3	1	2	4%	2%	4%
Total	69	64	56	100%	100%	100%
Reg I	47	44	41	68%	69%	73%
Reg II	1	0	0	2%	0%	0%
Reg III	18	19	13	26%	30%	23%
Reg IV	3	1	2	4%	1%	4%



Satisfaction Surveys

Satisfaction surveys were distributed in 2004. A representation of the results of the satisfaction surveys is provided in below graphs. Conclusively, the Youth Academy is providing services that are felt to be effective by the family and consumers.

Average of Surveys Sent in 2005 (2 sets – one in early 2005 and one in late 2005, with six months apart)

	Statements	Average Level of Importance (Series 1)**	Average Level of Satisfaction (Series 2)**
1	Youth Academy staff conduct themselves in a professional manner	4.55	4.6
2	Youth Academy staff maintain open lines of communication	4.28	4.32
3	Youth Academy is receptive of client's needs	4.4	4.30
4	Services at the Youth Academy has proven to be successful	4	4.1
5	Youth Academy staff are receptive of the community needs	4.58	4.25
6	Youth Academy invites participation in the treatment planning process	4.80	4.40



***Series 1 = Level of Importance**

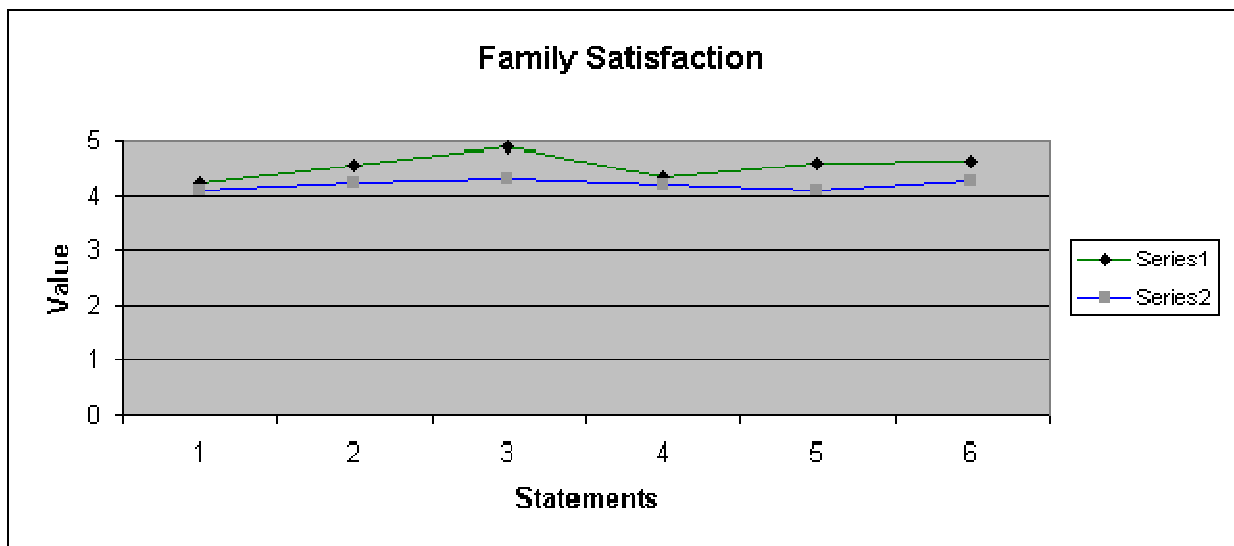
***Series 2 = Level of Satisfaction**

** Scale range is 1 - 5

40 surveys were distributed and 30 returned for a 75% rate of return

Average of Surveys Sent in 2005 (2 sets – one in early 2005 and one in late 2005, with six months apart)

	Statements	Average Level of Importance (Series 1)**	Average Level of Satisfaction (Series 2)**
1	Were adequately informed at intake about the program	4.27	4.10
2	Received adequate communication regarding adverse/critical incidents involving your child	4.50	4.20
3	Were adequately notified of all meetings/events related to your child	4.88	4.29
4	Were well informed of your child's progress	4.32	4.25
5	Felt your child was safe and receiving the care he/she requires	4.57	4.14
6	Were encouraged by Youth Academy staff to maintain frequent contact, both by phone and visit	4.60	4.22



***Series 1 = Level of Importance**

***Series 2 = Level of Satisfaction**

** Scale range is 1 - 5

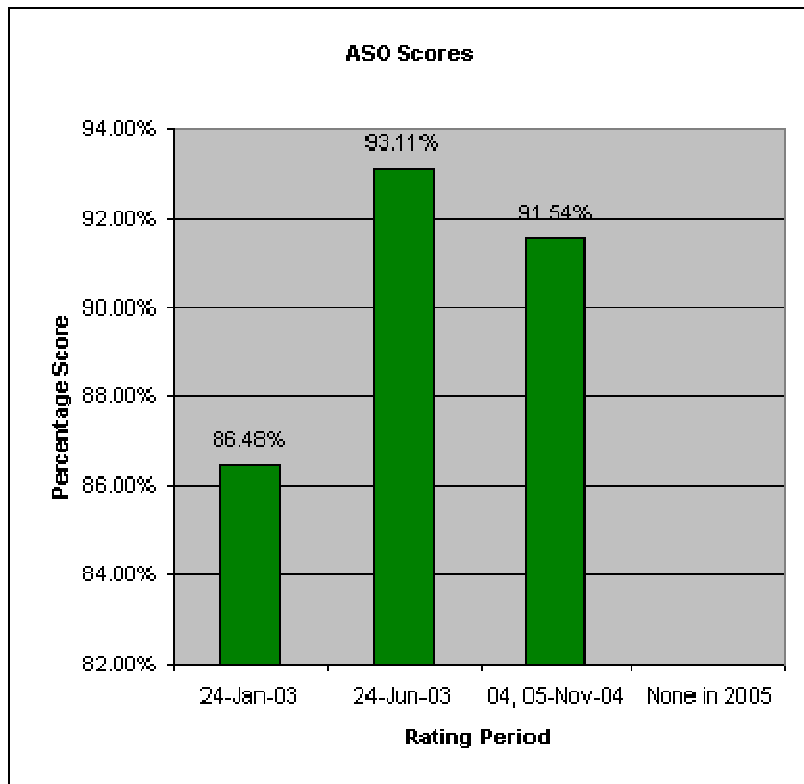
44 surveys were mailed and 30 returned for a 68% rate of return

ASO

The Administrative Services Organization (ASO) for the State of West Virginia, APS, provided one comprehensive review for 2004. The scores previously attained by the Youth Academy were at a level that warranted only one review in an 18 month period, thus not reviewed for the entire year of 2005. The previous scores for 2003 dated for January 24, 2003, which represented three months of operation, reflected an overall score of 86.48 out of 100. The second rating in 2003, six month later, yielded an overall score of 93.11.

During the review in 2004, an overall score of 91.54% was achieved. The total score is comprised of two subsets. The first, Organizational Review, yielded a 92.5%. The second, Clinical Review, yielded a 90.9%, which both combined provides the total score. Although this score is 1.57% lower than the score in 2003, it is still indicative of an impressive score due to the furthered scope of the review and the additional aspects explored by the Administrative Services Organization. The next review is scheduled for January of 2006.

ASO Visits	Scores
24-Jan-03	86.48%
24-Jun-03	93.11%
04, 05-Nov-04	91.54%
None in 2005	



STAFF TURNOVER RATE

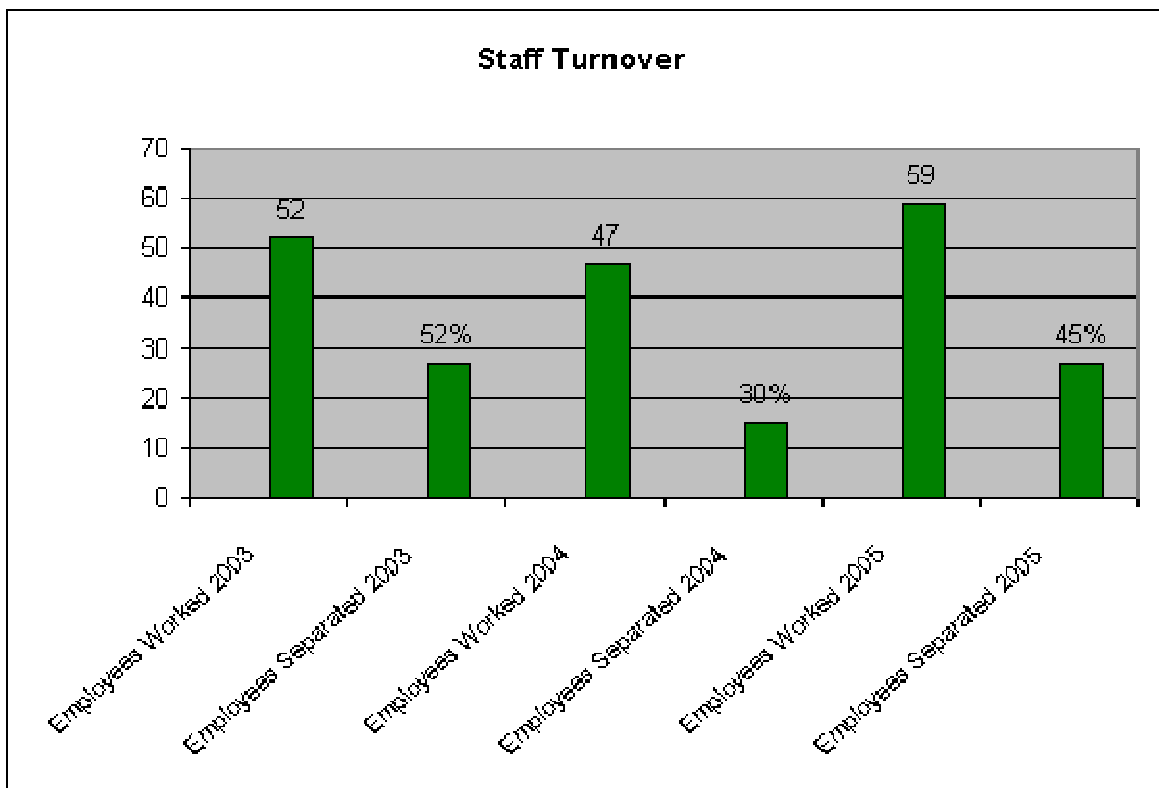
During 2005, there were 59 people employed by the Youth Academy. Of the 59 employees, 27 separated employment, which represents a total turnover rate of 45%.

This number is higher than the previous year's rate of 30%. Of the 27 employees that separated employment from the Youth Academy, 21 were due to his/her resignation and six were due to being terminated by action of the company.

One major reason for the increase in staff turnover from the previous year is due to the fact the performance expectations of the staff were increased as the focus of clinical treatment became more prevalent. Additionally, given the lower level of turnover from the previous year, which indicates longevity in staff retention, and the limited amount of growth potential, staff have a tendency to leave and secure employment in more advanced positions that are a result of the experience and training they receive with the Academy.

With that said, it is important to point out that from the day the company opened for business, there are still nine original employees remaining at the end of 2005. Additionally, data indicates that the average time of retention is 1.2 years for employees of the Youth Academy. This should be considered successful considering the limited advancement possibilities that exist and the stressful nature of this type of work. Moreover, although staff turnover is troublesome to the company and how it operates, when compared to the length of stay for the residents, it is obvious it does not negatively impact the care of the residents as they experience consistent staffing since the average length of stay is less than six months and the average length of stay for staff is 1.2 years.

Employees Worked 2003	Employees Separated 2003	Employees Worked 2004	Employees Separated 2004	Employees Worked 2005	Employees Separated 2005
52	27	47	15	59	27



PLAN TO REDUCE STAFF TURNOVER

As 2004 began, the management team of the Youth Academy committed itself to the development of a landmark staff development initiative. The intention was to marry orientation and training with the staff development process. This plan was created out of the desire to create an innovative process that evaluated and encouraged staff development during and beyond the probationary period.

The plan calls for a review of each staff's performance every two weeks during their probationary period. The reviews will be performed by their immediate supervisor, thus providing the supervisor with another mechanism to be a manager. This process uniquely measures staff performance in the area of the company's philosophical theory attached to working with children and with the regulatory requirements of caring for children in a residential environment. As a result, the company will be able to quantify staff development in an area previously unmeasured.

There are many facets to this process and considering the fact it is an innovative process, there were a lot of programmatic issues that had to be ironed out to better facilitate the process. Continued focus and attention is being placed on this process to make it successful. The management team recognizes this and feels confident the process will pay dividends in the end. Additionally, interviews are being conducted through a team approach, thus increasing perspective and insight to a potential new employee and making better-informed decisions within the hiring process. Lastly, the position of program supervisor has been removed and the creation of team leaders has occurred. This will provide more attention and focus on staff development.

GENERAL STAFFING PATTERNS

The staffing pattern as a whole has not changed since opening the doors in October of 2002. One change made in 2005 when compared to 2004 is the removal of the program supervisor position and the creation of team leaders. The day-to-day administrative responsibilities the program supervisor previously maintained have been placed on the director of residential services, thus freeing the team leader to provide direct one-on-one assistance and guidance to the staff.

COMMUNITY FAMILY INTENSIVE TREATMENT (CFIT)

An expansion of services occurred in 2004 with the development of an intensive in-home treatment program, CFIT. CFIT serves an integral function of the Youth Academy by establishing a mechanism by which services can be provided to the family in concert with services provided to the child. These services begin on the date of admission to the residential program, which involved the family at a more visceral level and improves the outcome and likelihood for success.

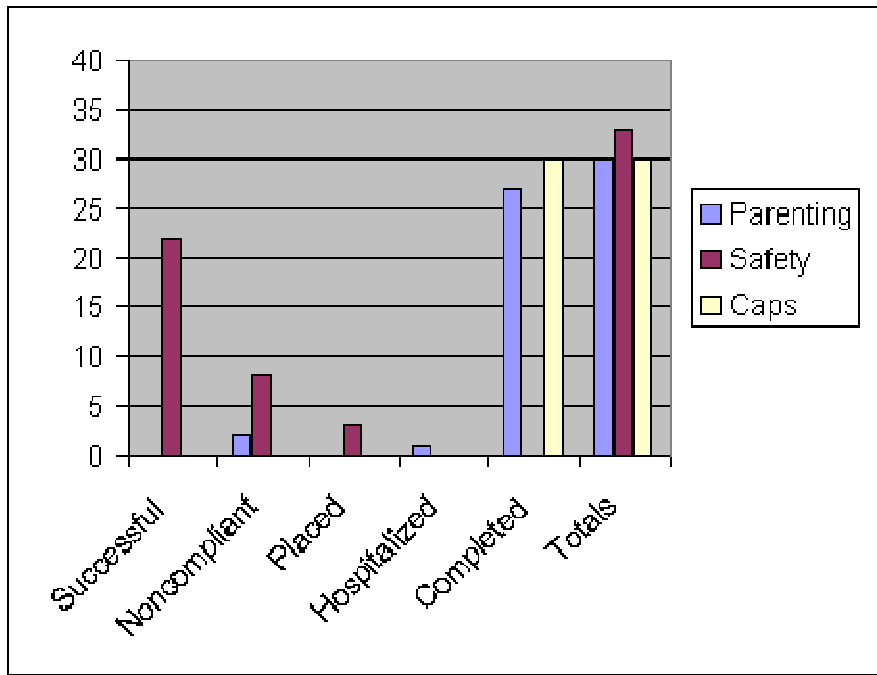
Moreover, this service is also provided to families and children not involved in the residential program, which further provide necessary services to the community. Youth Academy serves both regions I and III, with region III being the most recent. The service is not a service that is typically financially viable. The funding streams are at times, quite unstable. However, the state has worked to stabilize the funding streams at a constant rate. Due to the instability and typical low level of funding per service, this service cannot serve as a "stand alone" service for the Youth Academy and be profitable. There

are too many variables that can preclude profitability. Funding for CFIT is a blended funding of Medicaid and Social Necessity services.

The Youth Academy’s CFIT program currently employs three full-time staff and one contract staff that provides CAPS services. By the end of 2005, 93 clients had received services. Outcomes related to the progress of CFIT services is represented in the below chart.

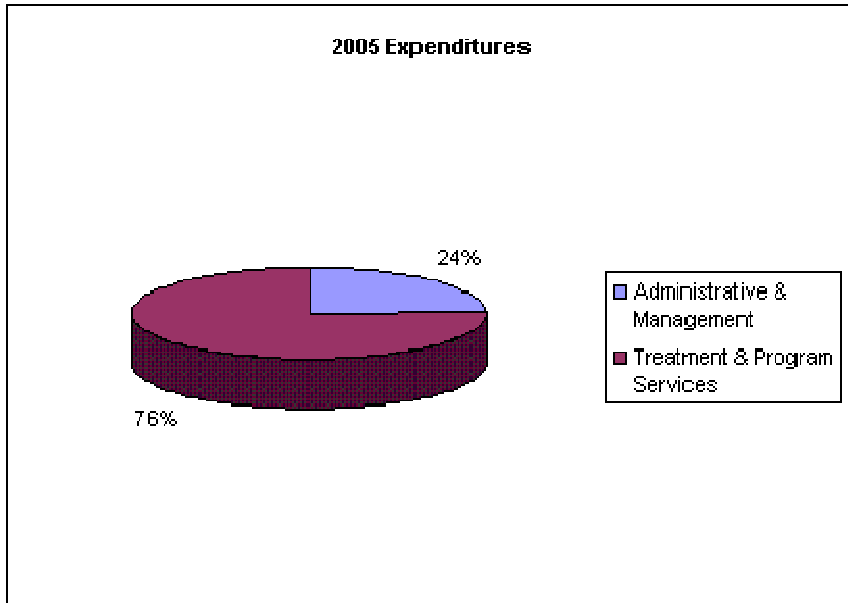
CFIT OUTCOMES

	Parenting	Safety	Caps
Successful		22	
Noncompliant	2	8	
Placed		3	
Hospitalized	1		
Completed	27		30
Totals	30	33	30



EXPENDITURES

2005 Expenditures	% of Expense
Administrative & Management	24%
Treatment & Program Services	76%



Sources of Revenue	% of Revenue	Dollar Amount
WVDHHR	49%	\$728,478.00
WV Medicaid	43%	\$633,817.00
Interest Income	<1%	\$129.00
CFIT Soc Nec	7%	\$97,576.00
CFIT Med	<1%	\$3,934.00
		\$1,463,934.00

