

# *Youth Academy, LLC*

## **2006 Annual Report**



In keeping with tradition, the Youth Academy made the year an ambitious 12 month endeavor. Expanding existing programming while navigating fiscal, legislative and bureaucratic processes so that the company may offer new programming, the Youth Academy's footprint grew in significant and meaningful ways in 2006.

While maintaining a census of nearly 100 percent in its Level II residential program the company expanded its in-home and outpatient services. Community Family Intensive Treatment (CFIT) doubled in size by expanding service offering in counties not contiguous to Marion. The determination and organizational focus required to maintain nearly full residential capacity while growing its other program was evident throughout 2006. However, the Youth Academy and its leadership took on many other bold initiatives.

The Council on Accreditation (COA) made its required site visit in June. This was necessary for the Youth Academy to obtain accreditation. The Youth Academy nearly completed the accreditation process by the end of the year with COA approval pending sometime in 2007. This was a striking accomplishment for a company less than four years old.

The Youth Academy also expanded its role in charting a course for the industry in West Virginia. Executive Director Steven Fairley remained President of the West Virginia Child Care Association. As a result of the leadership provided by Steve, the WVCCA was able to impact legislation and public policy.

The Youth Academy continued its membership in the American Re-Education Association. The Academy is represented as a member of the group's board of directors. AREA also is publishing a book on the history of Re-Education and the work of child care thinker, philosopher, and advocate Nicholas Hobbs. The Youth Academy is represented in the book as a full member of AREA and espousing the forward thinking philosophies of Hobbs. The Youth Academy sent a staff contingent to the AREA National Conference in Memphis in August. Two staff conducted a workshop at the conference while two others were recognized as Youth Academy Teacher/Counselors of the Year.

The year was also marked by the continuing partnership between the Youth Academy and the West Virginia Department of Health and Human Resources (WVDHHR). As a result, Steve served on the advisory and working committee rolling out the WVDHHR's System of Care, which is designed to reduce out of state placements for children from the state. Another endeavor, at the request of the WVDHHR, was to secure certification in Applied Behavioral Therapy, which the Academy sent Assistant Director Stephanie Clemons to be certified in Alexandria, Va. By becoming certified in ABT, the Academy can further treat at-risk children locally through routine, ritual, and self-control.

The company held its annual summer picnic in July in Fairmont. Local politicians and dignitaries attended the event in which Youth Academy clients also attended. The event was blessed with dry sunny weather and fantastic summer food.

December brought the annual Youth Academy Christmas Party for its clients and families. Each group performed holiday skits for those in attendance while enjoying a catered holiday meal.

Perhaps the most ceremonial event of the year was held in October. The Youth Academy held the ceremonial groundbreaking for its Co-Occurring residential program, which will have a 24 person capacity. This will bring the total number of residential beds available to children to 46. Nearly 100 people attended the event which was marked by unseasonable cold and snow. Nonetheless, the show went on inside a warm tent which evolved into a who's who in West Virginia politics. Among the speakers for the event were Governor Joe Manchin III and U.S. Congressman Alan Mollohan. Owners F. David Bonasso and Dr. Ronald Pearse introduced the two respectively. Nearly the entire local legislative delegation attended. The event was covered by both local television stations along with the local newspaper. The event celebrated the formalization of agreements between various state entities and the Youth Academy to serve the children residentially while educating them in an on-grounds school.

The year concluded with growth and a forward focus. Despite all that the company accomplished in 2006, ownership and management of the Youth Academy view 2007 as its most exciting year ever. No doubt they will view 2008 the same way at the end of 2007.

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**

Among things that made the Youth Academy’s continued success possible was the continued high census occupancy rate. The program’s occupancy rate was 99.6% for 2006. Not only does this ensure continued productivity, it gives the children and families served by the company continuity. This occupancy is similar to rates from previous years within the program.

The company was able to deliver residential services in a manner that was brief so that disruption in the life of each child served would be minimized. For the third consecutive year, the average length of residential stay was less than six months. Males on average stayed 5.68 months while the length of stay for female residents was 5.84 months.

The average age of YA residents increased slightly in 2006. The average age for female residents was 15.52 years while the average age for male residents was 15.91 years. The average age for each year of company operation has been between 15 and 16 years of age.

For the third consecutive year, the Youth Academy served more than 60 children residentially. A total of 63 children were served residentially as 26 were female and 37 were male.

A total of 138 referrals were made to the Youth Academy’s residential program in 2006. Wood County made the most referrals with a total of 36. Harrison County made 26 referrals while Marion County made 20 referrals in 2006. The Youth Academy’s reputation as a program that successfully treats children without extensive lengths of stay translated into more counties in other parts of West Virginia making referrals who previously utilized other programs closer to their geographic area.

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

	2003	2004	2005	2006
<b>Total Number of Youth Served</b>	56	64	69	63
<b>Breakdown of Gender Served</b>				
Female	27	28	30	26
Male	29	36	39	37
<b>Total Days of Care Provided</b>	7275	8017	8006	7998
<b>Average Daily Census</b>	19.93	21.96	21.93	21.91
<b>Occupancy Rate</b>	(m=20) 99.60%	(m=22) 99.83%	(m=22) 99.70%	(m=22) 99.60%
<b>Average Age of Resident for Female (years)</b>	15.3	15.17	14.93	15.52
<b>Average Age of Resident for Male (years)</b>	15.97	15.85	15.33	15.91
<b>Average Length of Stay (Measured in Days)</b>	197.69	175	158.9	172.54

Average Length of Stay (Measured in Months)	6.58	5.83	5.3	5.75
Average Length of Stay (Measured in Days) Males	216.76	181	149.33	170.35
Average Length of Stay (Measured in Months) Males	7.22	6.03	4.98	5.68
Average Length of Stay (Measured in Days) Females	182.16	166	171.33	175.33
Average Length of Stay (Measured in Months) Females	6.07	5.53	5.71	5.84

### GPA

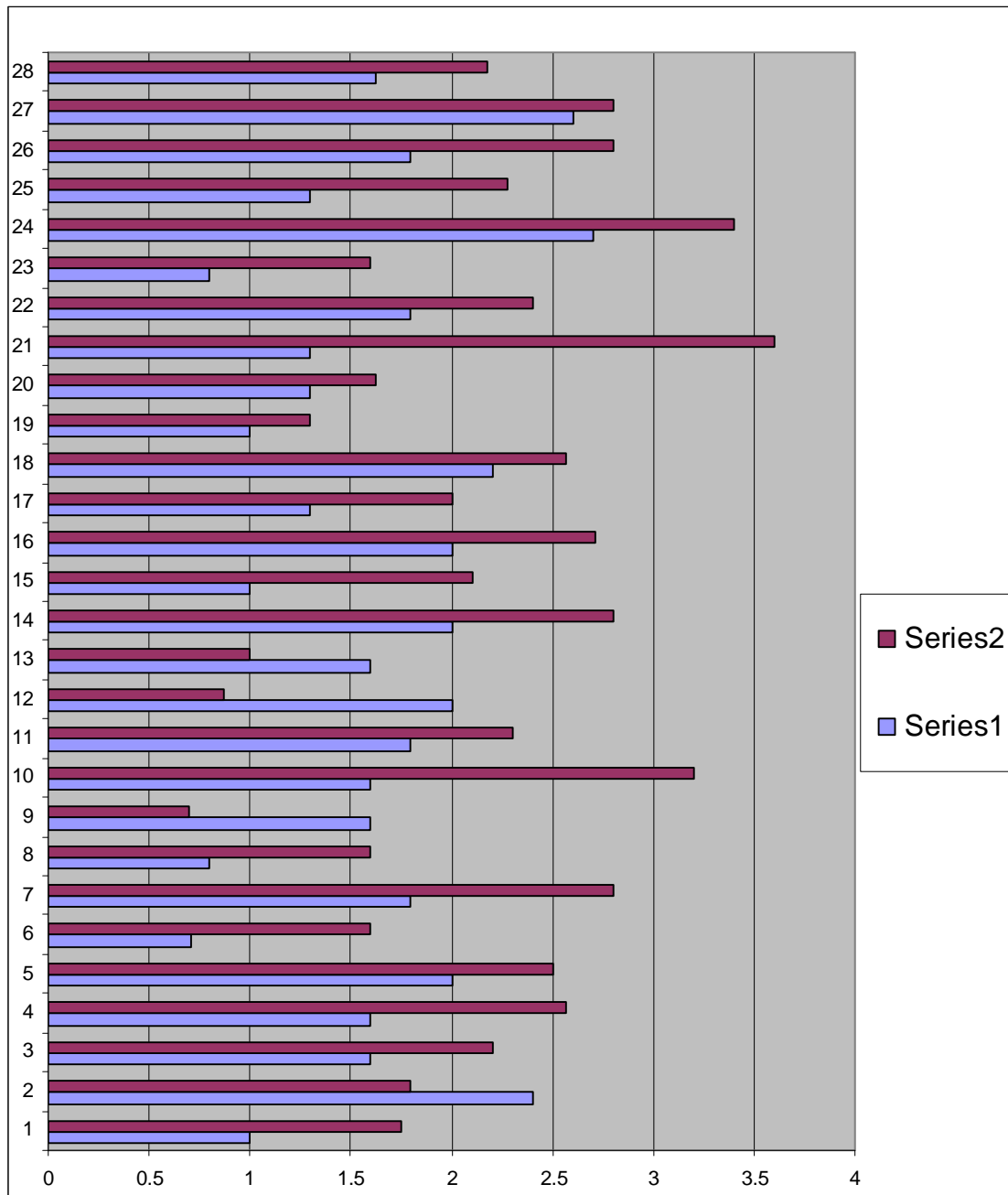
By examining the average grade point averages, academic success is measured. The Youth Academy tracks outcome data, as adopted by the West Virginia Child Care Association, to maintain at least 70% of residents achieve a 2.0 GPA or higher.

- During 2006 there were 28 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 28 residents, 18 were successful in achieving a 2.0 or higher GPA, which translates to a 64% success rate. The outcome measure as adopted by the WVCCA stipulates that a program shall achieve a minimum level of 70%, however, in 2005 we achieved a 59% rate of overall success, so we are moving in the right direction. 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. Also, in 2005 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. The grant never materialized in 2006 and our residents did not enjoy that benefit.

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. This is an area of concern for the entire state in general regarding children in out-of-home care and the lack of attention and resources each child receives from education in the state. The Youth Academy is a representative on a committee that examines these issues and is working to develop specific strategies to ensure this issue, at the state level, is corrected.

- A total average between the two represents a GPA of 2.18, which is a slight increase over the previous year's score of 2.15.

Below is representation of the outcomes for 2006. Series One represents the entry GPA and Series Two represents the GPA at the end of 2006 or at discharge.

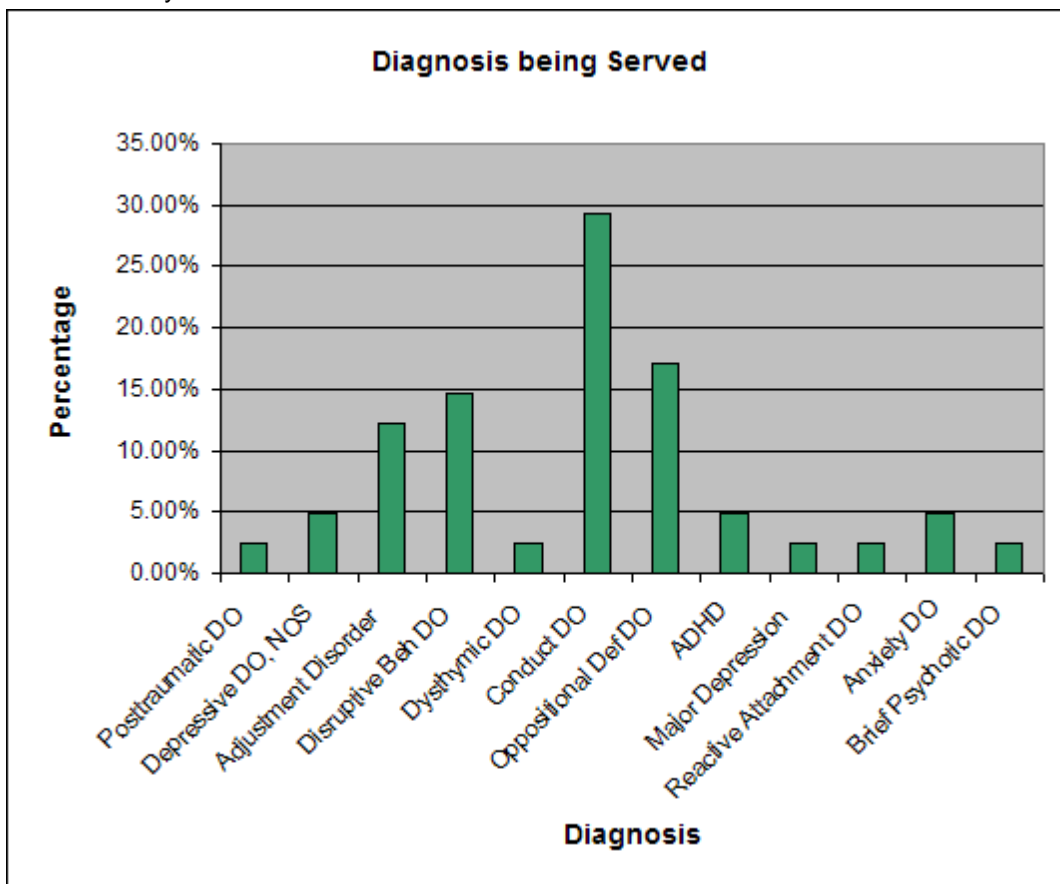


## Presenting Diagnosis and Success Rate

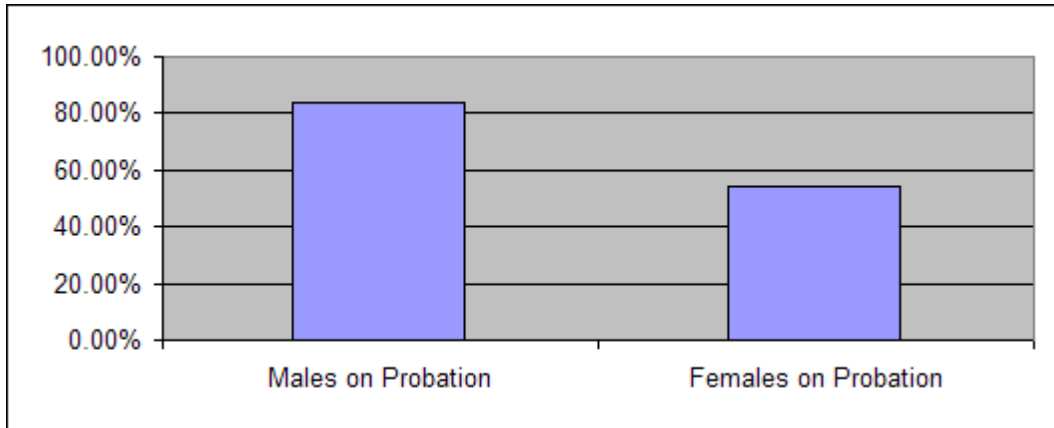
As represented in the below graph, there was a wide spectrum of issues being served. Refer to the graph for further information and detail.

### Disability Groups Treated

Posttraumatic DO	2.44%
Depressive DO, NOS	4.88%
Adjustment Disorder	12.20%
Disruptive Beh DO	14.63%
Dysthymic DO	2.44%
Conduct DO	29.27%
Oppositional Def DO	17.07%
ADHD	4.88%
Major Depression	2.44%
Reactive Attachment DO	2.44%
Anxiety DO	4.88%
Brief Psychotic DO	2.44%



<b>Males on Probation</b>	<b>84.00%</b>
<b>Females on Probation</b>	<b>54.00%</b>

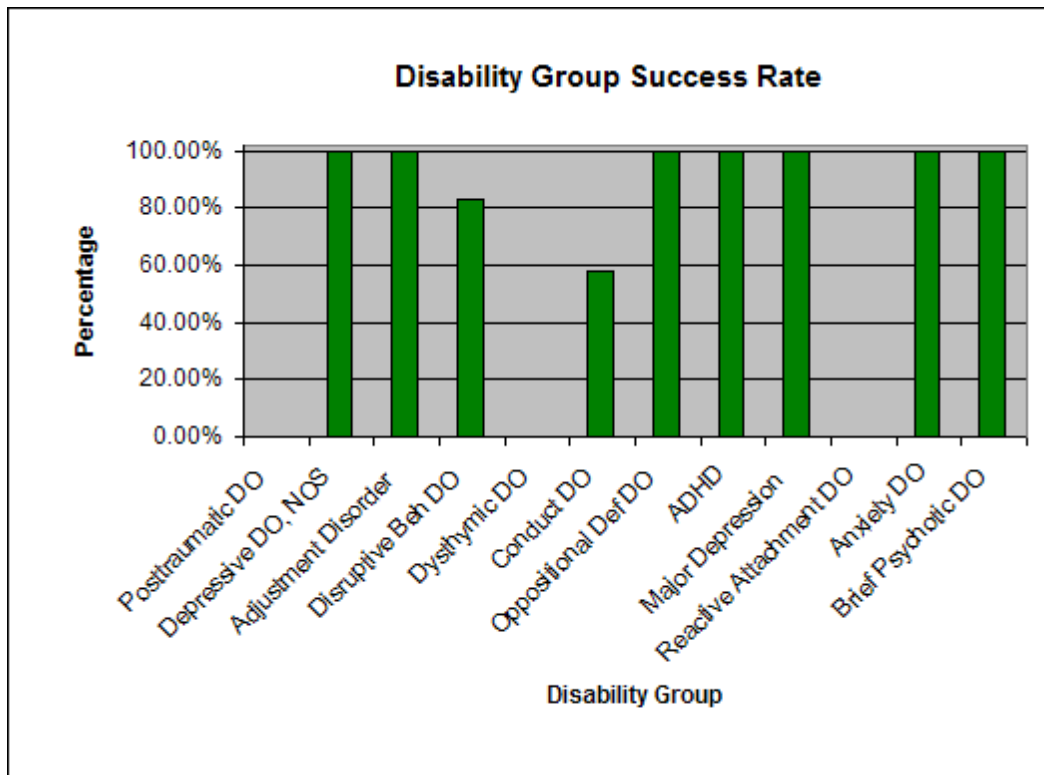


### **Disability Group Success Rate**

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.

Posttraumatic DO	0.00%
Depressive DO, NOS	100.00%
Adjustment Disorder	100.00%
Disruptive Beh DO	83.33%
Dysthymic DO	0.00%
Conduct DO	58.33%
Oppositional Def DO	100.00%
ADHD	100.00%
Major Depression	100.00%
Reactive Attachment DO	0.00%
Anxiety DO	100.00%
Brief Psychotic DO	100.00%



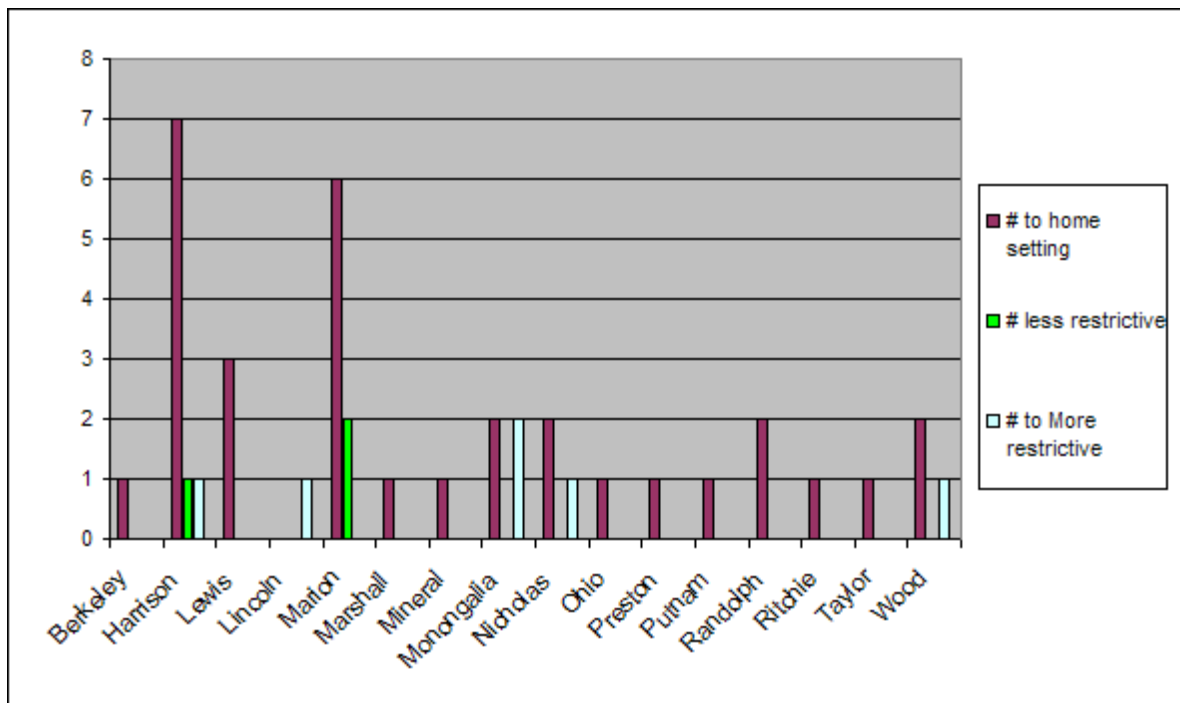


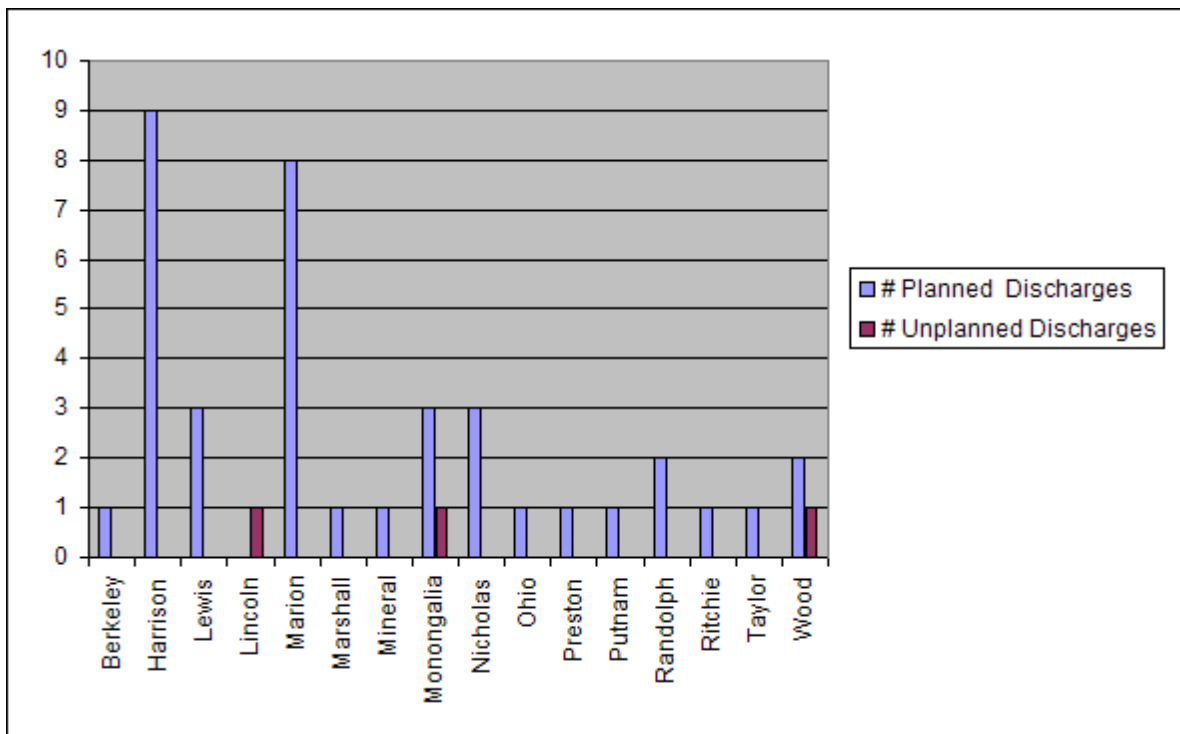
## Permanency of Life

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 2006, 32 were to a home setting representing a success rate of 78%. Moreover, of the 41 discharges, 38 were planned as represented in the following graphs. Although 3 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 93% success rate.

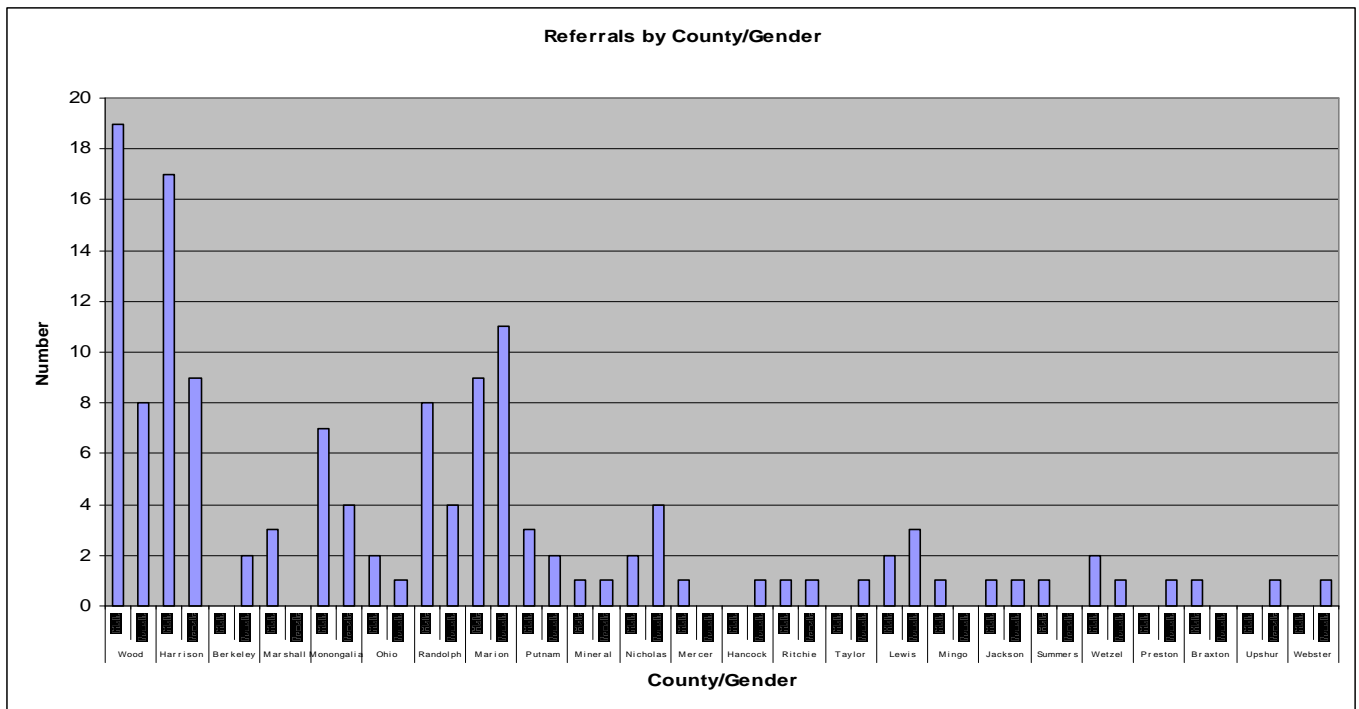
County	# to home setting	# less restrictive	# to More restrictive	# Planned Discharges	# Unplanned Discharges
	Berkeley	1			1
Harrison	7	1	1	9	
Lewis	3			3	
Lincoln			1		1
Marion	6	2		8	
Marshall	1			1	
Mineral	1			1	
Monongalia	2		2	3	1
Nicholas	2		1	3	
Ohio	1			1	
Preston	1			1	
Putnam	1			1	
Randolph	2			2	
Ritchie	1			1	
Taylor	1			1	
Wood	2		1	2	1
<b>Totals</b>	<b>32</b>	<b>3</b>	<b>6</b>	<b>38</b>	<b>3</b>

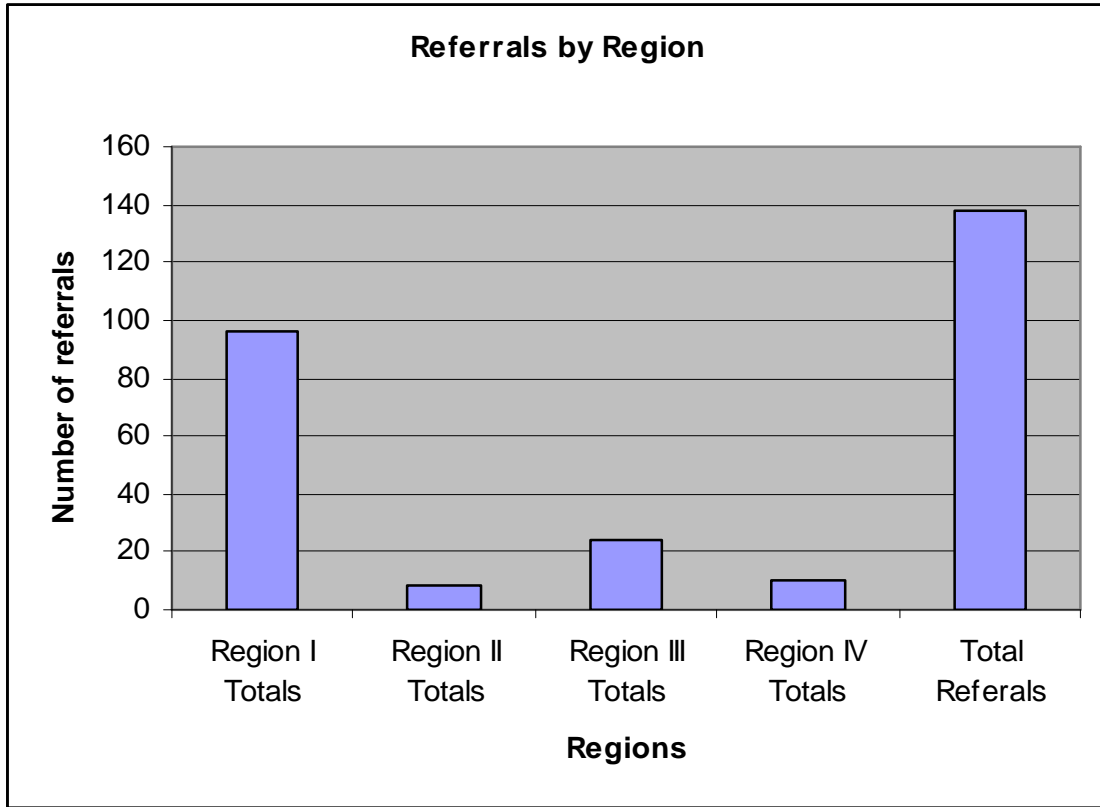
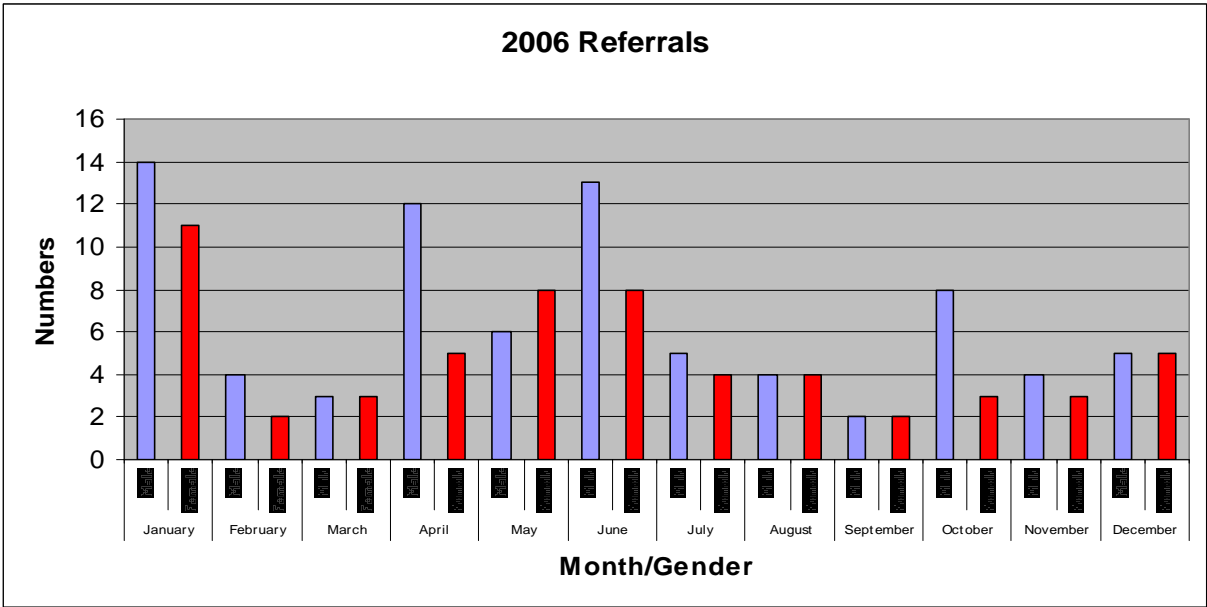




**Referrals**

Another measure of effectiveness is the level of referrals received. As represented in the below graphs, there were a total of 138 referrals received in 2006 compared to 141 in 2005. Of the 138 referrals received, 70% were from Region I compared to 73% in 2005, 17% from Region III compared to 19% in 2005, 6% from Region II whereas 2% in 2005, and finally 7% from Region IV as compared to 6% in 2005. Refer to the information within the graph for more detailed information.

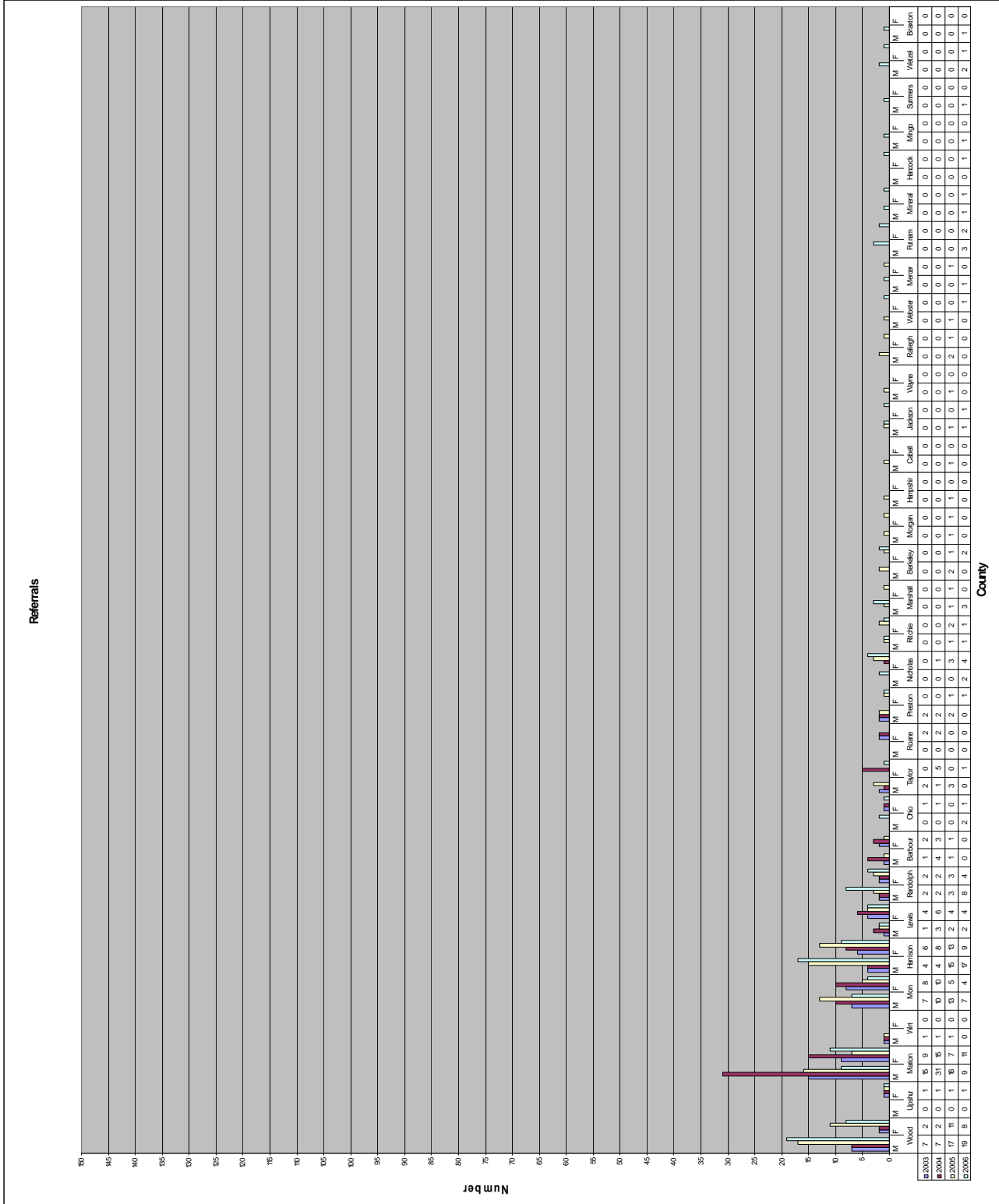




Of the 91 referrals not served, 16 were placed in a higher level of treatment, 7 were placed in a lower level of treatment, 31 were returned home by the court system due to various reasons, one of which is length of waiting list, 2 were sent to intensive psychiatric, 14 required an on-grounds school, 3 was sent to a placement designed to provide diagnostic services, 11 were placed closer to their home, 3 were aging out prior to the end of the treatment period, and 4 eloped prior to being placed.

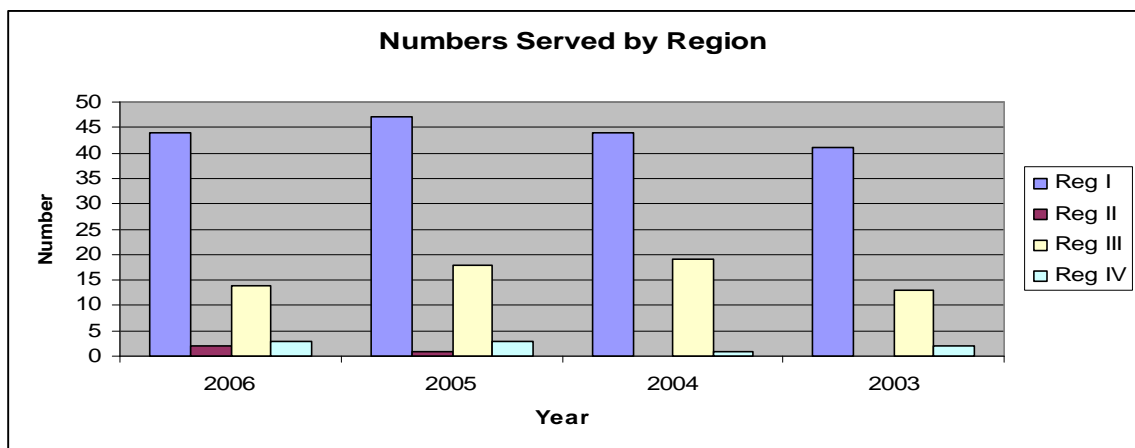
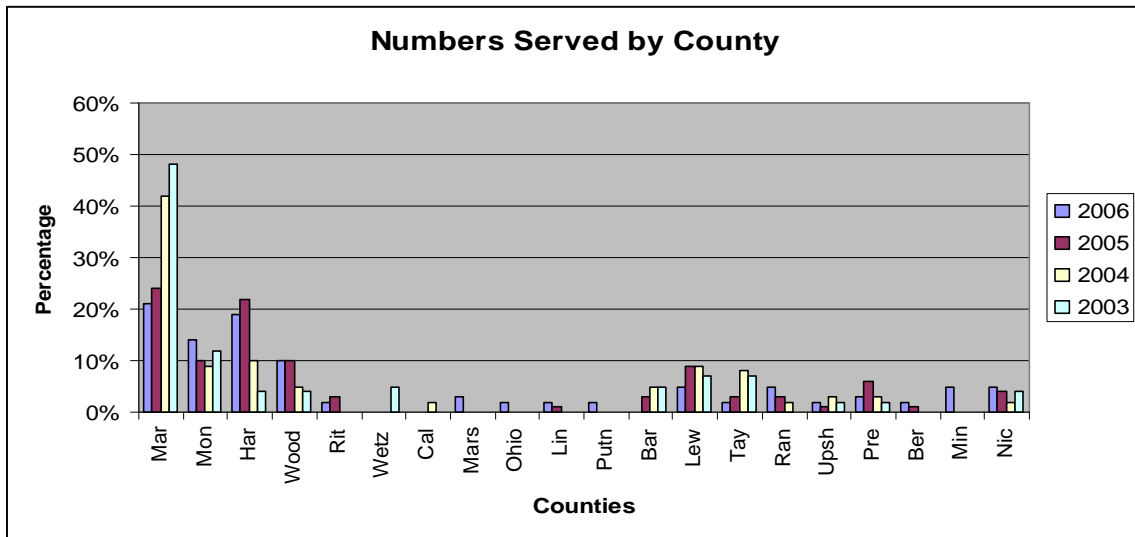
# Referral Trends

The following chart represents a four-year examination of trends in referrals by each county of which the Youth Academy received a referral.



**NUMBERS SERVED IN '03 '04 '05 '06**

	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>
<b>Mar</b>	21%	24%	42%	48%
<b>Mon</b>	14%	10%	9%	12%
<b>Har</b>	19%	22%	10%	4%
<b>Wood</b>	10%	10%	5%	4%
<b>Rit</b>	2%	3%	0%	0%
<b>Wetz</b>	0%	0%	0%	5%
<b>Cal</b>	0%	0%	2%	0%
<b>Mars</b>	3%	0%	0%	0%
<b>Ohio</b>	2%	0%	0%	0%
<b>Lin</b>	2%	1%	0%	0%
<b>Putn</b>	2%	0%	0%	0%
<b>Bar</b>	0%	3%	5%	5%
<b>Lew</b>	5%	9%	9%	7%
<b>Tay</b>	2%	3%	8%	7%
<b>Ran</b>	5%	3%	2%	0%
<b>Upsh</b>	2%	1%	3%	2%
<b>Pre</b>	3%	6%	3%	2%
<b>Ber</b>	2%	1%	0%	0%
<b>Min</b>	5%	0%	0%	0%
<b>Nic</b>	5%	4%	2%	4%

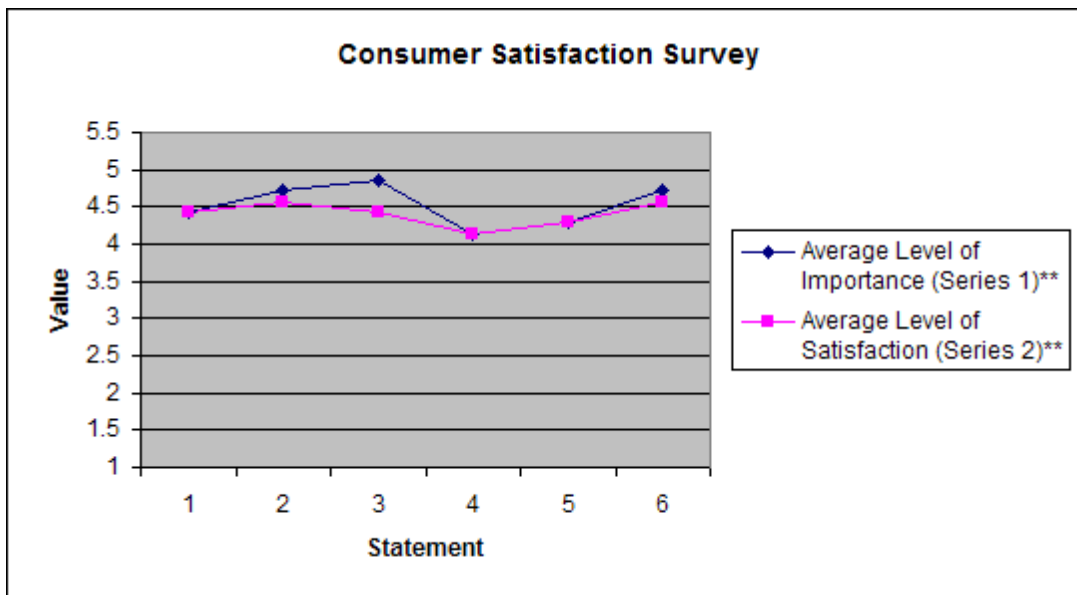


## Satisfaction Surveys

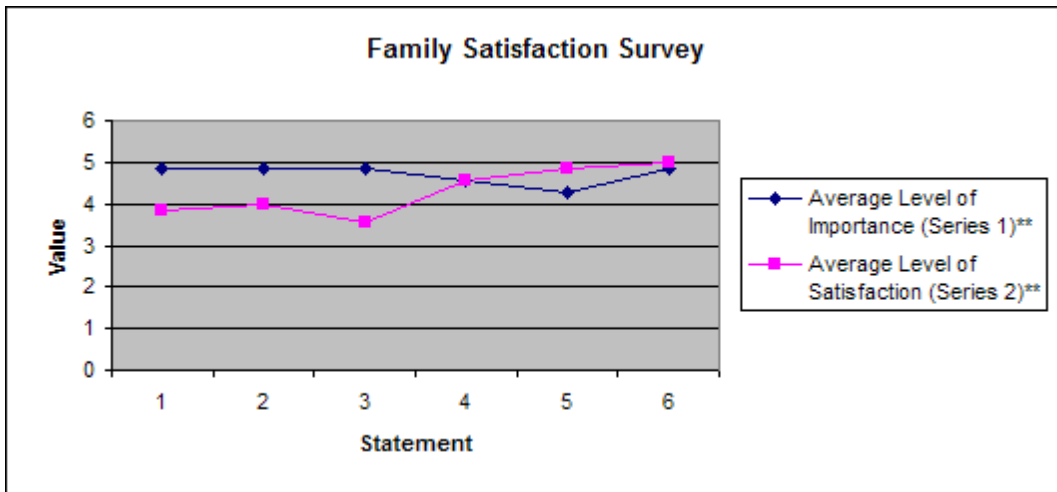
Satisfaction surveys were distributed in 2006. A representation of the results of the satisfaction surveys is provided in below graphs. Conclusively, the Youth Academy is providing services that are felt to be effective by the consumers, with a potential issue possibly around communication to family as represented in the family satisfaction results. This area of concern will be examined further and if necessary, a plan of action will be developed to address any deficiencies.

Average of Surveys Sent in 2006

	Statements	Average Level of Importance (Series 1)**	Average Level of Satisfaction (Series 2)**
1	Youth Academy staff conduct themselves in a professional manner	4.43	4.43
2	Youth Academy staff maintain open lines of communication	4.71	4.57
3	Youth Academy is receptive of client's needs	4.86	4.43
4	Services at the Youth Academy has proven to be successful	4.14	4.14
5	Youth Academy staff are receptive of the community needs	4.29	4.29
6	Youth Academy invites participation in the treatment planning process	4.71	4.57



	Statements	Average Level of Importance (Series 1)**	Average Level of Satisfaction (Series 2)**
1	You were adequately informed at intake about the program	4.86	3.86
2	You received adequate communication regarding adverse/critical incidents involving your child during his/her stay?	4.86	4
3	You were adequately notified of all meetings/events related to your child during his/her stay?	4.86	3.57
4	You were well informed of your child's progress while here?	4.57	4.57
5	You felt your child was safe and receiving the care he/she requires	4.29	4.86
6	You were encouraged by Youth Academy staff to maintain frequent contact, both by phone and visit, with your child?	4.86	5

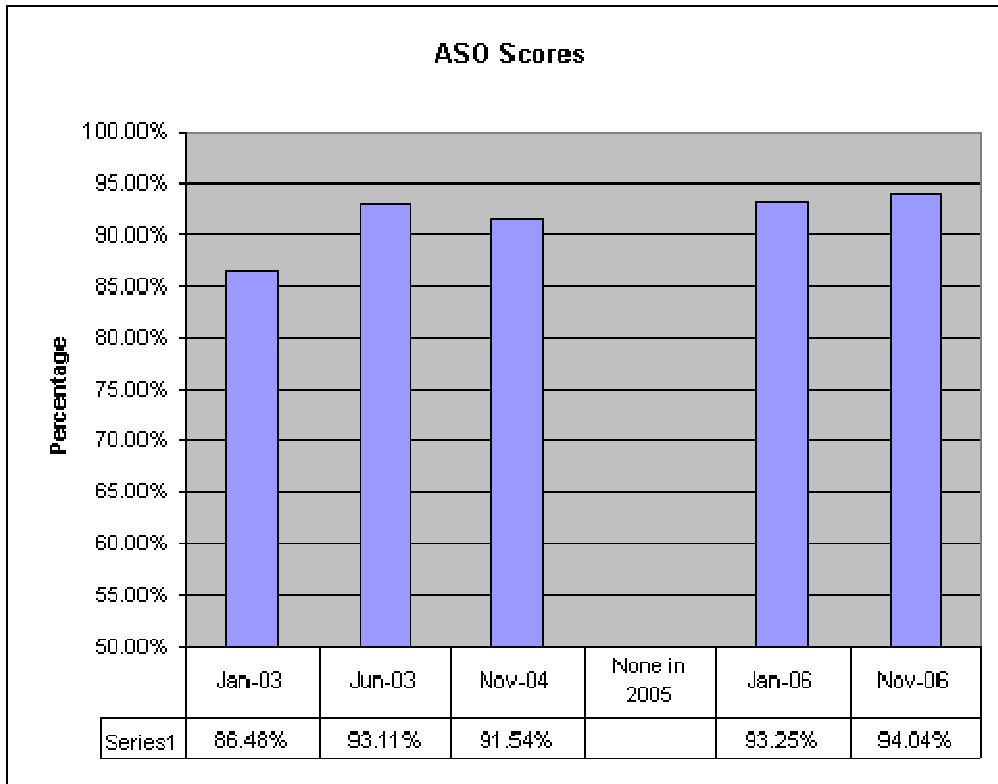




## ASO

The Administrative Services Organization (ASO) for the State of West Virginia, APS, provided two comprehensive reviews for 2006, primarily due to the increase of usage due to expansion of the CFIT program. The Academy has worked diligently to maintain high scores. The scores in which the Academy receives are some of the highest received by all providers in the state.

<b>Jan-03</b>	86.48%
<b>Jun-03</b>	93.11%
<b>Nov-04</b>	91.54%
<b>None in 2005</b>	
<b>Jan-06</b>	93.25%
<b>Nov-06</b>	94.04%

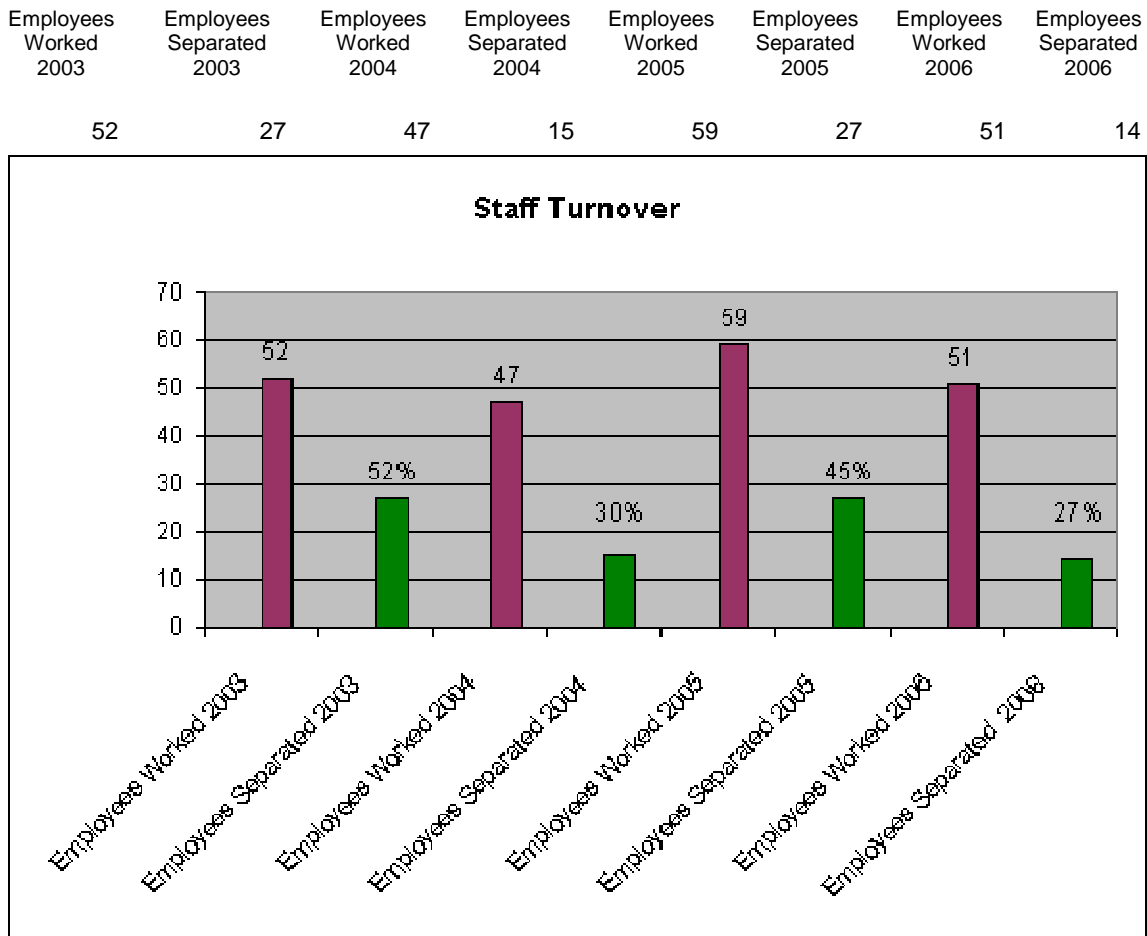


## STAFF TURNOVER RATE

During 2006, there were 51 people employed by the Youth Academy. Of the 51 employees, 14 separated employment, which represents a total turnover rate of 27%. This number is lower than the previous year's rate of 45%. The apparent trend is that the Academy's turnover rate increases significantly every other year. This is attributed to position-specific issues such as limited potential for advancement and the level of training received, which affords the employee the opportunity to secure employment elsewhere with a significant increase in salary as a result of the training and experience. It is the desired outcome to maintain a very low level of turnover, but there is a certain amount of realization that must occur, which is the level of position and pay, stressful nature of this type of work coupled with the limited opportunities for advancement.

One interesting aspect however, is the average time of retention for employee is slowly increasing. In 2005, the average time of retention was 1.2 years, whereas in 2006, it is 1.6 years.

With that said, staff turnover is troublesome to the company and how it operates. However, when compared to the length of stay for the residents, it obviously 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 1.6 years.



### **PLAN TO REDUCE STAFF TURNOVER**

It appears as if the plans implemented in 2005 have had a positive impact on the level of staff turnover. This is an ever-changing and continual process by which the management team of the Academy examines more effective and efficient methods to reduce staff turnover. As a result of this examination, the Academy is implementing the following plans in 2007:

- q Revise the hiring process by utilizing team interviews
- q Revise and expand orientation process and truly have a formalized process at date of hire

- q Increase the number of management and supervisory staff utilized in new hire orientation processes
- q Staff feedback forums
- q Evaluations of trainings by staff
- q On-going monthly trainings on areas of identified needs
- q Individual supervision occurring with employees to regularly discuss strengths and areas for improvement. As well as having employee create goals for self during times of supervision
- q Self evaluations during the annual performance evaluation

### **GENERAL STAFFING PATTERNS**

The staffing pattern as a whole has not changed since opening the doors in October of 2002.

### **COMMUNITY FAMILY INTENSIVE TREATMENT (CFIT)**

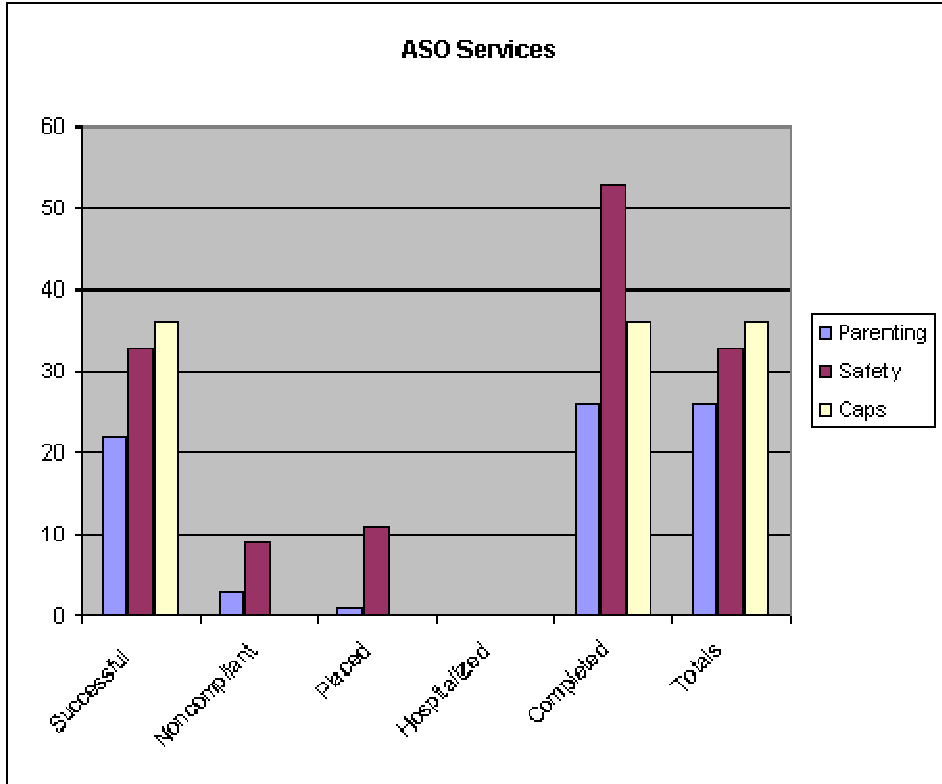
CFIT serves an integral function of the Youth Academy by establishing a mechanism by which services can be provided to the family in concert with services provided to the child. These services begin on the date of admission to the residential program, which involved the family at a more visceral level 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, which has afforded the Academy to expand this service quite significantly throughout 2006. Furthermore, it is the intent to continue the expansion of CFIT into 2007. 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 providing CAPS services. Outcomes related to the progress of CFIT services is represented in the below chart.

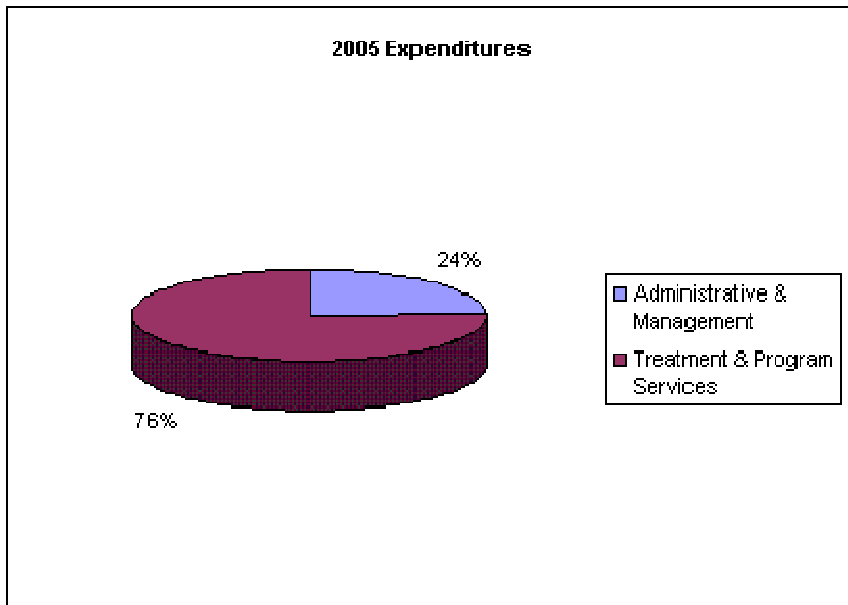
**CFIT OUTCOMES**

	Parenting	Safety	Caps
Successful	22	33	36
Noncompliant	3	9	
Placed	1	11	
Hospitalized	0	0	
Completed	26	53	36
Totals	26	33	36



**REVENUE & EXPENDITURES**

<b>2006 Expenditures</b>	<b>% of Expense</b>
<b>Administrative &amp; Management</b>	24%
<b>Treatment &amp; Program Services</b>	76%



<b>Sources of Revenue</b>	<b>% of Revenue</b>
<b>WVDHHR</b>	50%
<b>WV Medicaid</b>	38%
<b>Interest Income</b>	<1%
<b>CFIT Soc Nec</b>	11%
<b>CFIT Med</b>	<1%

