



Serving Children.
Equipping Parents.
Transforming Lives.



2021
ANNUAL REPORT



2021



OUR VISION:
Focus on Youth is the chosen provider of quality foster care, adoption, and mental health services to children, families, and helping professionals.

OUR MISSION:
Improve the lives of children by providing strengths-based foster care, adoption, and mental health services that promote the permanency, safety, and well-being of youth.

2020-2021 has been another monumental year for Focus on Youth serving children and families. Despite the challenges and remnants of a global pandemic, social divides, and mental health declines our staff and families have continued to persevere, support Focus on Youth’s mission, and are still deeply committed to improving the lives of others. Focus on Youth is quite resilient as an organization and remains devoted to providing quality services through our Treatment and Family Foster to Adopt, Behavioral Health, Bridges, and Training services.

In the past year our country has seen a mental health crisis with a decline in mental well-being. This has not only had drastic impact on clients, but it has also had a huge impact on social service providers. As a result, we are currently experiencing a workforce shortage of social service workers. Despite these realities, Focus on Youth staff worked hard to obtain grants and funding to continue to carry out the mission. Last year, we worked consistently to support the full implementation of telehealth services, including making efforts to increase staffing and technology resources. Grants and our continued efforts to diversify revenue allowed Focus on Youth to reach more youth and families in our local communities with the expansion of CPST services and community-based services provided to the Edge Teen Center and the Boys and Girls Club (West Chester). Additionally, our staff and families provided support to Warren County Juvenile Detention Center with prevention efforts.

Focus on Youth continues to be known for providing quality care to maintain placement stability. Focus on Youth provided virtual trainings to respond to the trauma needs of youth and caregivers. In efforts to remain responsive to trauma prevention and recovery in all aspects of our services, our staff and caregivers were trained in the Trauma Competent Caregiving curriculum supported by Trauma Free World®.

Towards the end of this fiscal year, Focus on Youth was preparing for a change in Executive Directors. While I know that any change can be hard, change does allow for new opportunities. One of the greatest assets a builder appreciates is a very solid foundation. Focus on Youth has been successfully serving youth and families for 29 years and has experienced many changes. The outcomes in this report reflect Focus on Youth’s foundation and their commitment to excellence. I, as the new Executive Director, count it an honor to have the opportunity to help our team continue to build on this foundation. Our team is ready to explore new possibilities to serve youth, families, and our community in innovative ways. Thus, I cannot help but be excited about what is to come. I can tell you that as we build, we will continue to keep our mission first, which is to improve the lives of children by providing strengths-based foster care, adoption, and mental health services that promote permanency, safety, and well-being of youth.

I want to thank our staff and board of directors for welcoming me in this new role. I said it before, Focus on Youth has such an elite group of individuals who genuinely care about the wellbeing of others. Our front-line staff are true everyday heroes. I want to thank our families for your care and dedication to vulnerable youth and I want to thank our community partners and donors who continue to support our mission. The resources you bring to the table helps us to build and grow. Focus on Youth continues to be surrounded by so many of you who care the way we care. My hope is that we can continue to care together. #LetsCareTogether2021

Blessings,
Alicia Ajiboye
Executive Director

BOARD MEMBERS:

Bill Hensley
Board Chairperson
Board Member Since: 2015
Committee: Executive, Audit

Will Davis
Vice Chair
Board Member Since: 2018
Committee: Executive, Finance, Audit, Policy

April Johnson
Treasurer
Board Member Since: 2020
Committee: Executive, Audit, Finance, Fundraising

Steve Connell
Secretary
Board Member Since: 2018
Committee: Executive, Fundraising

Debra Meyer
Board Member Since: 2017
Committee: Policy

Diane Spitznagel
Board Member Since: 2020
Committee: Finance

Jean Mabry
Board Member Since: 2020
Committee: Fundraising

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[Foster Care and Adoption]

Program Manager
Christina Kappen

Our Foster Care and Adoption program provides safe, stable, nurturing homes for youth in the community by matching families to youth based on the strengths and needs of each. The needs of these children are diverse and have been intensified by the global pandemic and mental health crisis. Over the previous fiscal year, Focus on Youth provided trauma informed care trainings enhance skills and to be equipped to meet the diverse needs of youth. Focus on Youth also provided additional resources to support families including respite care services for youth at risk of juvenile detention, as well as foster youth who need additional support. Focus on Youth is a trauma-informed care provider known for empowering our community to embrace resilience and hope, knowing that healing is possible.

This fiscal year, the program served 206 children. Foster parents continue to be satisfied, with 89% of them finding their involvement with Focus on Youth a positive experience. During the 2020-2021 fiscal year, the program:

- Served 21 young adults in our Bridges program, supporting former foster youth in their transition to adulthood.
- Experienced a 3% increase in placement stability due to the increase of supportive services and minimizing disruptions.
- Helped to find forever homes for 5 children on Ohio's waiting children list.
- Diversified to other counties within Southwest Ohio opening the possibility to serve more children, families, and communities.

 **206**
children served

 **94**
placements

 **2315**
referrals

 **26**
new licensed
foster care homes

 **8%** disruptions out of Focus on Youth

“ Focus on Youth is one of the best foster care programs in Ohio.” – COUNTY DIRECTOR



Clinical Director
Tracy Faber

[Behavioral Health]

Our Behavioral Health program provides comprehensive mental health services for children of all ages, as well as their families, both within our foster care program and in the community. Focus on Youth provides a safe and comfortable environment with regular communication and support. We believe all individuals and families have inherent strengths, and we strive to identify and build upon them. Through a variety of interventions and individualized treatment approaches, our therapists guide clients in obtaining the tools and resources necessary to reach their full potential.

We have skilled therapists who are trained in Therapeutic Intervention Services (CPST/TBS) through the National Institute for Trauma and Loss in Children (TLC) and are experienced in a range of treatment approaches. These approaches include Trauma Focused-Cognitive Behavioral Therapy, Structured Sensory Interventions for Traumatized Children, Adolescents, and Parents (SITCAP), Cognitive Behavioral Play Therapy, Motivational Interviewing, and Trust Based Relational Intervention (TBRI).

Children receive mental health assessments, individual counseling, community supportive psychiatric treatment (CPST), therapeutic behavioral services (TBS), crisis intervention, family therapy, group therapy, and more.

Over the fiscal year, we have:

- Developed an ongoing collaboration with the Boys and Girls Club of West Chester providing therapy services for those who struggle with coping skills, stress management, self-esteem, trauma, anger management, and healthy relationships. Focus on Youth also provided trauma-informed training for staff.
- Continued our collaborations with EDGE Teen Center and Midwestern Children's Home.
- Increased Therapeutic Interventions Services (CPST/TBS) for youth who are returning home after foster care placements to provide support that enables youth to live in the least restrictive, most normal setting possible.
- Additional therapists received their Certified Trauma and Resiliency Practitioner (CTRP) certification.
- Created at home telehealth play therapy kits to improve virtual interaction.
- 92% of our clients state they would return if services were needed in the future.
- 91% satisfaction of services.

[400+ children impacted]

[100% agree that staff is knowledgeable about trauma and interact with trauma sensitivity.]

100% average 7-day follow-up after hospitalization

100% average 7-day follow-up after emergency department visit



"I like the thoughtful and considerate approach that the staff provides as well as the knowledge they have on trauma" - BEHAVIORAL HEALTH CLIENT

"Helpful and answer questions we may have regarding treatment, behavior, etc. Easy to talk to and very friendly. Make all of us feel good and trusting, very comfortable about treatment plan." - BEHAVIORAL HEALTH CLIENT



Training Coordinator
Rachel Smith

[Training]

145
trauma-informed trainings

96%
foster parents satisfied that our trainings are useful, relevant, and helpful

100%
caregiver satisfaction with training department.

 **363**
trainings

Focus on Youth's Training Institute offers evidence-based, trauma-informed, and research-based training to support the well-being of all children. A variety of quality, affordable, and accessible training opportunities designed to help individuals gain skills to work with children who have experienced trauma are provided.

Numerous topics are available for caregivers, foster/adoptive parents, and social service professionals, including counselors, social workers, marriage and family therapists, psychologists, childcare providers, and educators. The Training Institute equips attendees with the tools they need to handle what comes with children impacted by trauma.

Achievements in FY21:

- Created a caregiver book club to connect families.
- Created a Staff Soul Care Group that gathers to learn and share information about trauma-informed care.
- Increased trauma-informed care trainings that increase staff and caregiver knowledge to build competency in trauma informed practices and service delivery.
- 98% of staff were trained in Trauma-Competent Care (TCC) that explicitly acknowledges the role trauma plays in people's lives.
- Hosted professional development classes that increased the awareness in suicide prevention, cultural diversity, and trauma-informed care.

“The Agency workers have loved working with your foster families! They have been very informative, kind, and awesome families for the kiddos!”
- Public Agency



Financial Manager
Penny Dougan

[Administration and Finance]

The Finance and Administrative department determine the financial impact of strategic initiatives and longer-term financial goals, clarifies the linkage between planning and budget resource allocation decisions, and promotes long-term financial sustainability. Growth and development are supported, assistance is provided with workforce needs, business demands, cost, benefits, and compliance. This department is the backbone of the organization, managing the flow of information throughout and providing an efficient work environment. Administration protects the health and safety of clients and employees and maintains the facility and equipment. Caregivers are 100% satisfied that Focus on Youth provides a safe, pleasant, and inviting environment.

Over the fiscal year, we have:

- Maintained a safe and secure office environment with continuous flexibility due to the global pandemic.
- Added additional support staff to improve accessibility to service.
- Advanced our technology for more efficient, effective services.
- Continued to provide support to caregivers and outpatient clients through donations.
- Successfully expanded fundraising activities including a donor campaign and a virtual 5K.
- Hosted at least one quarterly community event, increasing the hours of volunteer support.

FINANCIAL

Total Public Support and Revenue	\$4,015,165
Breakdown of Expenses	
Program Expenses 85.7%	\$3,223,857
Management & General 14.1%	\$534,452
Fundraising .02%	\$6,285
Total Expenses:	\$3,446,006
Year End Assets:	\$1,324,591



Over \$125,800 in grants for the Behavioral Health Program provided by:

Chemed Foundation | Christ Church Cathedral | Deaconess Foundation | Elsa M. Heisel Sule Foundation | Lebanon Community National Bank | Magnified Giving Sponsored by Roger Bacon HS | Molyneaux Foundation | Ohio Children's Alliance | Ohio Valley Foundation | Pfau Foundation | PNC Charitable Trusts | Robert A. & Marian K. Kennedy Charitable Trust | Sutphin Family Foundation | The Maxwell C. Weaver Foundation | Wohlgemuth Herschede

"I think the mission is compelling. The staff and leadership are dedicated and hardworking."
- Employee



PQI Manager
Jeanie Kleiber

[Performance and Quality Improvement]

The Performance and Quality Improvement (PQI) department is committed to continuously improving services to provide the best quality programs possible. Using quantitative and qualitative data, PQI advances efficient, effective service delivery, effective management practices, and achievement of strategic and program goals. Focus on Youth incorporates the Child and Family Safety Review (CFSR) Outcome Measures and Systemic Factors, the Healthcare Effectiveness Data and Information Set (HEDIS), the Ohio Department of Medicaid's (ODM) Quality Strategy and Measures, integral key performances indicators, and stakeholder input to improve the permanency, safety, well-being, and health outcomes of youth.

- Maintained positive outcomes and quality of care while supporting Managed Care Organizations and Value Based Payment Contracts.
- Re-accredited with the Council on Accreditation. The process was expedited as a result of not receiving any out of compliance ratings in fundamental practice standards.
- Implemented Health Information Exchanges to notify our Behavioral Health Department of client hospitalizations and emergency room visits so they are able to support clients by following up in timely manner.
- Provided advancements in technology to improve productivity and virtual services.
- Through the Child & Family Health Collaborative of Ohio's Quality Committee provided statewide training on Emergency Department Utilization, improving quality and value of care for youth, families, and the community.
- Developed confidential employee comments link to improve retention and morale.

"I think it is a quality agency and an ethical agency. Very skilled and caring upper management and therapy staff. I feel they care to hire quality workers and provide good services to families. I think foster care is viewed positively and kids are important to the staff.

They are not labeled negatively just because they might have a history of behaviors. Management is careful about screening for good foster parents.

I like being able to use a company vehicle instead of my own for work purposes. I think management is generally supportive and competent and willing to be flexible when I need it. I appreciate having interns that can help gear the weight of the work."

- Employee



Focus on Youth

Focus on Youth is a trauma-informed care provider known for empowering our community to embrace resilience and hope, knowing that healing is possible.

Within each of us is the power to change a child's life forever. Focus on Youth is committed to meeting our community's growing need for foster care, behavioral health services, and parent training.

Will you join us?



513-644-1030



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