



CREATING
LASTING IMPACT

ANNUAL REPORT
2017

WWW.YASOHIO.ORG



IMPACT YOU CAN SEE

WHAT'S ON THE INSIDE

STARTING



PREVIOUS LOGO



NEW LOGO

UPDATED BRAND IDENTITY

NEW LOOK, SAME GREAT AGENCY

In preparation of Youth Advocate Services' (YAS) 40th birthday in 2018, we announce our updated brand identity which includes a new logo, colors, and font. The updated look is a stronger representation of our dedication to put customer service and quality care above all else and focuses on the "YOU" – which is our clients, our staff, and match how we look to our values and the people we serve.

A small team inside the agency worked to find something that appeared modern, approachable, friendly, client-centered, and paid homage to our previous identity with our iconic "star people."

We transitioned from our stark yellow/orange, blue and green colors to more modern hues that are cool, refreshing and inviting. We chose a font that exudes a clean and modern feel, and one that is easier to read from a distance or small type.

Our agency has grown significantly since its inception in 1978 and our brand update represents the natural evolution of our transformation.

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Our committed leadership

A NOTE ABOUT OUR IMPACT

FROM THE CEO



SARAH COCHEY, MSSA, LSW, EIS
YAS CHIEF EXECUTIVE OFFICER

Dear colleagues and friends,

2017 was an exciting and full year for Youth Advocate Services with the focus on making a lasting impact in all we did.

This year we continued our prep for the state Behavioral Health Redesign, including a detailed upgrade to our electronic health record, staff training and overall agency planning to ensure we were ready for the go live date on 1/1/18.

Presented by WASCO, our “Kruise in for Kids” 7th Annual Charity Car and Bike Show was held at the Franklin County Fairgrounds this year and received support from both old and new vendors, sponsors, donors, and participants. A “Diaper Drive” component was added and we have been better able to assist parents of our youngest clients because of the kindness shown through this drive.

We were fortunate to continue our valued partnership with Mattress Firm’s Foster Kids/ Ticket to Dream Foundation. They made it possible for many of our foster kids to participate in extracurricular activities, attend camps as well as receive school supplies and clothing as they

started a new school year. With normalcy and belonging such a large piece of what we strive to provide to these children, we couldn’t be more appreciative for this support.

This year also proved to be the most inspiring yet as we received support from three Members First Credit Union branches who hosted snowflake trees at each location that provided gifts for our foster kids during the holiday season. The outpouring of generosity from our community, board members and even our own YAS staff, family and friends was more than we could have asked for. We are so thankful for those that chose to give and help make our annual Snowflake Festival for our foster kids and families so special.

We are proud of what we accomplished in 2017 and look ahead to what will surely be another exciting year focusing on our commitment to create a lasting impact through quality care and customer service. With gratitude and respect, we wish you a successful 2018!

Warm Regards,
Sarah Cochey

OUR COMMITMENT

TO QUALITY

OUR MISSION

To support children, youth, and families to realize their potential, hopes and dreams.

OUR VISION

In order to improve every life we serve, Youth Advocate Services (YAS) dedicates itself to a culture that puts customer service and quality care above all else.

OUR VISION

We believe...

- in family.
- ALL children have the right to be in a safe, secure, family-centered environment.
- sound, culturally competent, clinically relevant services should be available and easily accessible to children and families.
- short term interventions we provide should focus on promotion of health, wellness, and self-sufficiency of families.
- it is important to only use placement as a form of treatment for children and families.

Youth Advocate Services (YAS) applies innovative thinking along with evidence-based practices to partner with children and families in order to identify and treat their needs. YAS incorporates a preventative philosophy into its model with the intention of strengthening children and families in their natural environment, while decreasing the need for more restrictive out of home placements.

YAS offers a multitude of services in Franklin County and surrounding areas. Our children and families benefit from our continuity of care structure and show greater recovery outcomes when they are able to get integrated services all from the same agency - often times from the same staff member.

We value our relationships with the youth and families we serve, as well as our referring entities, and therefore take the quality of our services very seriously. YAS is committed to providing ethical and high quality services, and we continually seek opportunities to improve. As such, we structure ourselves with systems and practices that allow us to use data to identify areas of needed improvement and implement improvement plans in support of achieving performance targets, program goals, client satisfaction, and positive client outcomes

POSITIVELY IMPACTING OUR COMMUNITY

2017 ACHIEVEMENTS



Youth Advocate Services (YAS) is a nationally accredited, state-certified, 501(c)(3), non-profit child/family caring agency who has served thousands of children and families since 1978. For 40 years, YAS has believed in the premise that all children, and especially those who are vulnerable or at-risk, should live in a family-centered, caring and nurturing home. Our goal is to help more people more effectively and make a positive impact on our community by strengthening families.

We take pride in our approach to working with our clients. At the same time, we recognize the importance of staying true to our service model while also continuing to adapt and improve our services based on the changing needs of our youth, families and referring agencies and what we learn through working with them.

How we made an impact in 2017

In order to help more people more effectively, YAS focused on four areas in 2017:

- 1 **Highest Quality Client Care**
It is, was and always will be our first priority. As such, we'll never stop striving to improve the services we provide.
- 2 **Engaged Staff**
We work very hard to take care of our team - after all, they take care of our clients!
- 3 **Strong Partnerships**
Building strong relationships with other agencies and members in the community allows us to provide more services to more people.
- 4 **Community Awareness**
We are committed to promoting understanding and visibility of the need for child and family services for our at-risk community.

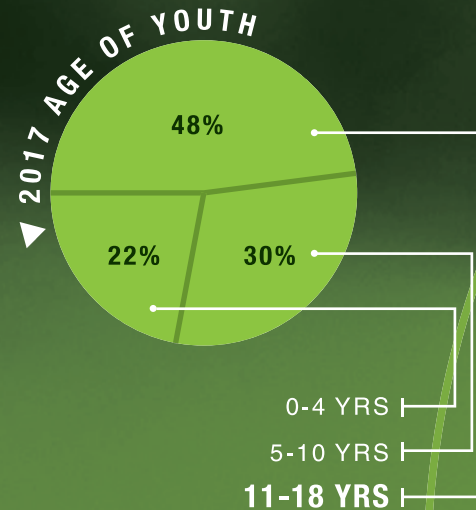
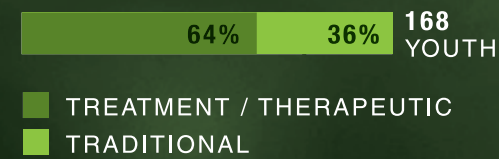
PROVIDING HIGHEST QUALITY CLIENT CARE

1

IMPACTING FOSTER CARE

OUR 2017 IMPACT

▼ 2017 LEVEL OF CARE



We continue to have a large number of older youth and teens placed in our care. 35% of which are ages 14-18 and are at risk of aging out of the foster care system before finding a permanent home. Therefore, YAS Foster Care Family Counselors work closely with placement agencies to support and prepare these older youth for adulthood.

▼ 2017 DISCHARGES



The idea for establishing YAS began in 1975, as a movement among several foster parents who felt that youth in Franklin County were not receiving the best possible care through facilities that were available at the time. They were especially concerned that older youth with more problems were not being well-served. Their concerns, along with those of the Women's Resource and Policy Development Center, led to a demonstration project in 1976. The focus of the project was to attract highly-qualified foster parents, equip them to deal with problems of disturbed teens by providing ongoing education and support, and build strong relationships among families during the same kind of work. The goal was to provide youth who had been in the juvenile justice system - or those who were headed in that direction - the opportunity to live in a caring foster home instead of an institution.

In October of 1978, YAS was officially recognized as a foster care agency. At that time, YAS was described as a network of youth advocate homes. These youth advocate families had a philosophy of helping the youth placed in their home to understand and cope with themselves, their families, and community. They encouraged youth to develop skills, attitudes and behaviors that would set them on a path to a successful adult life.

By 1980, YAS began receiving children placed by the Franklin County Mental Health and Developmental Disabilities Boards, and those placed from Ross, Cuyahoga, Licking, Knox, and Delaware County Children Services. This expansion was due to the effective and innovative services provided and to the agency's reputation as the first treatment foster care network for older and troubled youth. YAS continued to grow and add programs in the years that followed.

Today, YAS continues to offer Therapeutic and Traditional Foster Care and Community Respite for ages birth to 18 in over 15 counties in Ohio with the focus on promoting positive futures.



PROVIDING HIGHEST QUALITY CLIENT CARE

IMPACTING EARLY CHILDHOOD

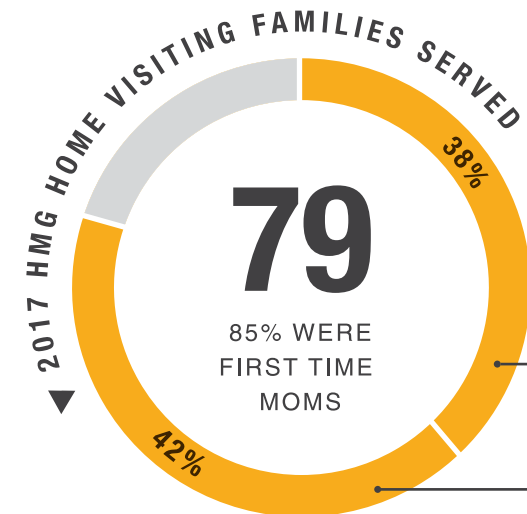
In the late 1990s, YAS developed its Early Start and Help Me Grow programs. Now known as Help Me Grow Home Visiting and Early Intervention under the Early Childhood program umbrella, provides supportive services to at-risk families with children in the critically important early learning years of zero to three years old.

An integral part of Ohio's prenatal to age three system of supports, the services offered by YAS' Early Childhood program equips parents with the means to help their child acquire the early building blocks necessary for long term success. These initial achievements last a lifetime, as scientific evidence strongly suggests that a child's success is significantly determined by the quality of nurturing in the first three years of life.

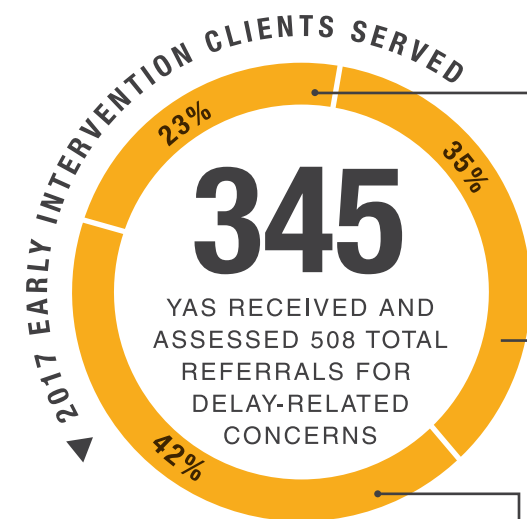
As part of a statewide program through the Ohio Department of Health, YAS provides Help Me Grow Home Visiting services which help link families to resources they need and offer encouragement and support, right in their own home. Home Visitors aim to educate at-risk parents with the resources to understand and capitalize on the optimal early years of a child's life. By supporting the positive interaction with children in stable and stimulating environments, our Home Visitors seek to create a sturdy foundation in families for future achievement utilizing the Healthy Families America evidence based home visiting model.

YAS' Ohio Early Intervention services are provided in collaboration with Franklin County Board of Developmental Disabilities and serves children birth to three with developmental delays and disabilities. Children are evaluated for delays in the areas of adaptive, cognitive, communication, physical, and social-emotional development using a standardized assessment tool. Should intervention be deemed necessary, individualized services are provided to the child and family through YAS' Service Coordinators who guide the family through every aspect of the process, from program entry until the child transitions out by age three.

OUR 2017 IMPACT



REFERRED BEFORE CHILD WAS 6 MONTHS OLD
REFERRED PRENATALLY



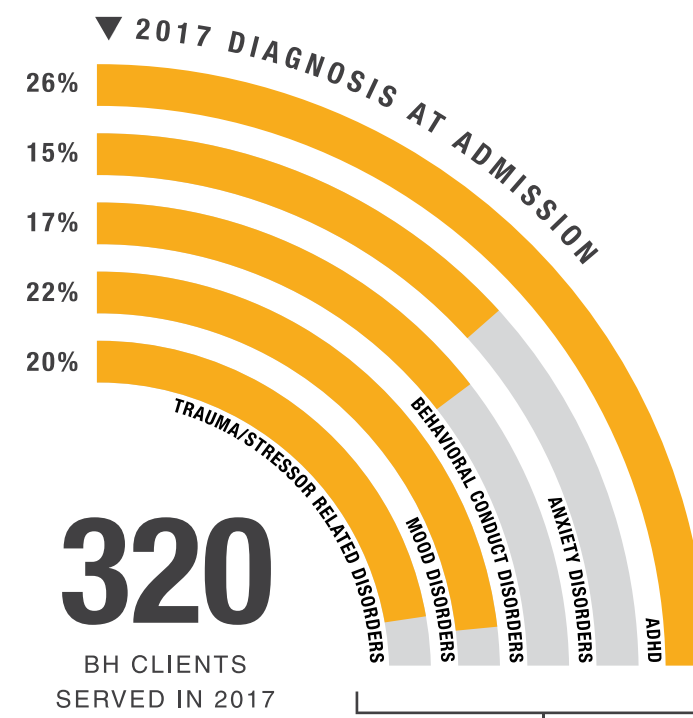
CHILD 0-12 MOS AT REFERRAL
CHILD 13-24 MOS AT REFERRAL
CHILD 25-36 MOS AT REFERRAL



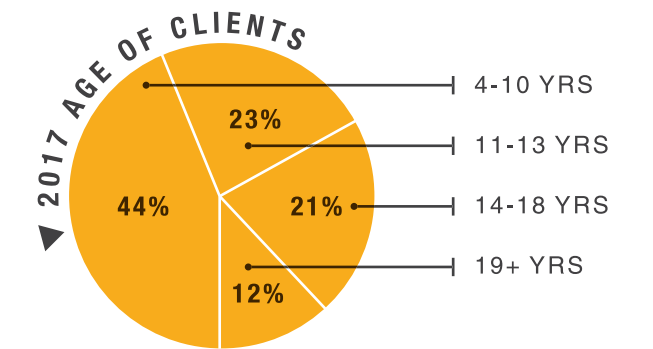
PROVIDING HIGHEST QUALITY CLIENT CARE

IMPACTING BEHAVIORAL HEALTH

OUR 2017 IMPACT



We provide easy access to faster, simpler, effective and more comprehensive behavioral health care by having in-agency psychiatric services, including medication management.



In 2007, YAS was successfully accredited by the Council on Accreditation, a national body that accredits human services organizations that can meet its high standards. Because of this accreditation, the agency was able to provide foster care and counseling services, case management, and psychiatric care. In 2008, YAS was certified by the Ohio Department of Mental Health (now the Ohio Department of Mental Health and Addiction Services) and was able to begin offering what is now called Community-based Behavioral Health services funded by Medicaid.

Through our team of licensed professionals, YAS provides the highest quality of Community Based Behavioral Health Services. These services, offered in Franklin County, are delivered in outpatient settings, including children's and their family's natural environments such as their home, substitute care setting, school, and community.

YAS currently collaborates with, and has a presence in, over 120 Franklin County Schools. Referrals to our Behavioral Health Services often arise out of behavior management issues in the classroom as well as other needs that present when children acclimate to school and other life stressors.

The overarching philosophy of YAS' Community Based Behavioral Health Program is to promote the recovery and resiliency of persons with behavioral challenges or mental health issues through prevention, education, and support services. The goal is to assist the client in developing skills that promote socially appropriate functioning in family, community, and academic settings, following the recovery model of healing.

Read more about the services we provide at www.yasohio.org

2

SUSTAINING HIGHLY ENGAGED STAFF

IMPACTING OUR PEOPLE



2017 COMPLETED STAFF ENGAGEMENT INITIATIVES ▼

- IMPROVE ORIENTATION/ONBOARDING PROCESS
 - ADD 2 NEW POSITIONS FOR QUALIFIED BEHAVIORAL HEALTH SPECIALISTS
 - IMPLEMENT PROFESSIONAL INTERESTS & DEVELOPMENT COACHING EFFORTS
 - INCREASE IN-HOUSE CONTINUING EDUCATION TRAINING EFFORTS
- EMPLOYEE OF THE QUARTER RECOGNITIONS
- CREATE STAFF SHOUT-OUT WALL
- EXECUTE INTERNAL STAFF NEWSLETTER

Our people are our greatest asset. We work very hard to take care of our team - after all, they take care of our clients!

To meet the needs of our clients we make it a goal to attract and retain qualified, motivated, committed and innovative team members. To accomplish this objective we provide our people with the support and development they need to help them excel in their roles, including learning and development in both clinical and business domains. We've tailored procedures, resources, training and programs to ensure new employees begin with success in mind and continue on a path of professional and personal growth far beyond YAS walls.

We also understand how important it is to have a great leader at every stage of a person's career. YAS has numerous initiatives to ensure that managers understand the importance of developing talent, communicating openly, providing feedback and always leading by example.

New to our Behavioral Health program in 2017, the Qualified Behavioral Health Specialist (QBHS) position was added to maximize the support we provide. QBHS staff offer valuable supportive services that assist clients in progress towards goals. QBHS' have allowed our continuum of care to widen, by providing support necessary to address needs related to the behavioral health diagnosis, in turn allowing the licensed staff to focus on the clinical aspect of care.



We've made great strides in 2017 to improve overall staff satisfaction and engagement... and we're just getting started.

3

BUILDING STRONG PARTNERSHIPS

IMPACTING FUTURES

We believe every child (whether in a foster home, adoptive home, or living with his/her birth family) has the right to love, hope, security, and stability. Our team works collaboratively with foster parents and other child serving agencies to develop and implement a strong community support system for our clients.

Foster/adoptive parents are vital members of the child's treatment team. The team is made up of the Foster Parent(s), a YAS Family Counselor, the child and his/her family, the county social worker and other community resource professionals (as needed) for the child. Support from all of the team members allows the child to benefit from a home environment and community-based setting while receiving counseling and clinical services. This collaborative and dynamic partnership ensures that both foster children and foster/adoptive parents have the support and resources they need.

As the oldest Therapeutic Foster Care program in Ohio, we've built a substantial network of foster/adoptive parents. Our partnerships with placement agencies has led to hundreds of successful foster home placements, many of which resulted in adoptions.

LIVES WE IMPACTED IN 2017

168 FOSTER CARE PLACEMENTS

FROM **five** CENTRAL OHIO COUNTIES

30% OF DISCHARGED YOUTH WERE PLANNED REUNIFICATIONS with a parent or relative

AND **9** ADOPTIONS



Brandi | 896 Days in Foster Care
Adopted by Eva R. Fluellen-Emerson



Noelle & Noah | 1031 Days in Foster Care
Adopted by Sarah Hyatt

"I met my children when they were fifteen months old. At the time, there was no expectation that they would stay longer than the weekend, yet they did stay. They came home on June 14, 2014, and have been home ever since. I remember feeling a flood of overwhelming love and protectiveness for the child I didn't yet know. I didn't know what to expect meeting my children, but I didn't expect to feel like I was holding my daughter. I didn't expect to see my mom rocking my son and suddenly see her as a grandma with her grandson. I didn't expect how throughout the uncertainty of our future together, my son would always know just when to lighten my mood with his smile or sense of humor, or that my daughter would one day be serenading with me her made up songs and living room ballet.

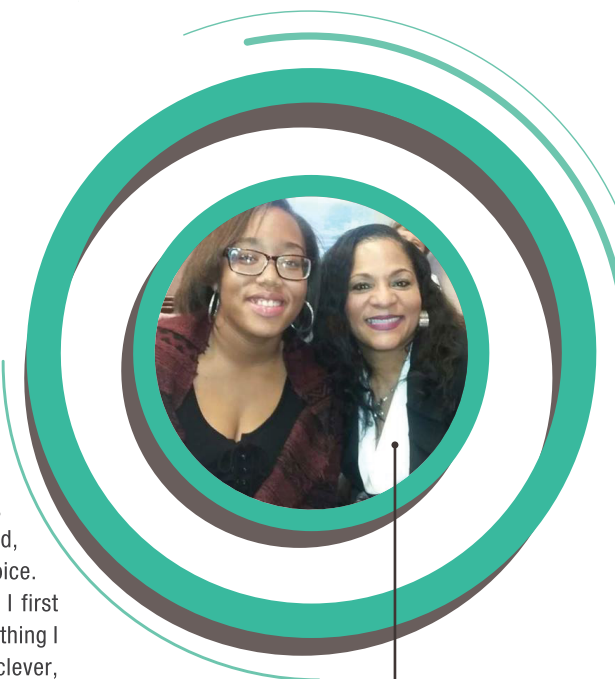
They are the children I always dreamed I would have, only better. There are challenging days, but any gaps between my expectations and my reality are due to the nature of parenting itself, not my children. Like many parents, I imagined sunny playground days and afternoons spent painting pictures and playing make-believe. I definitely didn't imagine quite as much laundry as

is currently piled on the top of my dryer, or quite as many ways to carpet the floor in toys in less than five minutes. But I don't think any first-time parent ever does.

I forget that we're not the default. I forget that as common as single parenthood is, my path to parenthood is not the typical one. This deliberate choice of single parenthood, and also of adoption, is not often the first choice. But this was my dream and my plan since I first imagined myself as a parent. They are everything I hoped they would be and so much more. So clever, endlessly creative, smart, funny and loving.

Their adoption day will always be one of, if not my most, happiest memory. It guaranteed our forever. I was crying at the first question. But I'm also so grateful for the memories we made and the often mundane days we lived together leading up to that day. I'm so glad we spent them together, even with the uncertainty. It was, and is, worth it. They are worth it."

— Sarah Hyatt, YAS Adoptive Parent

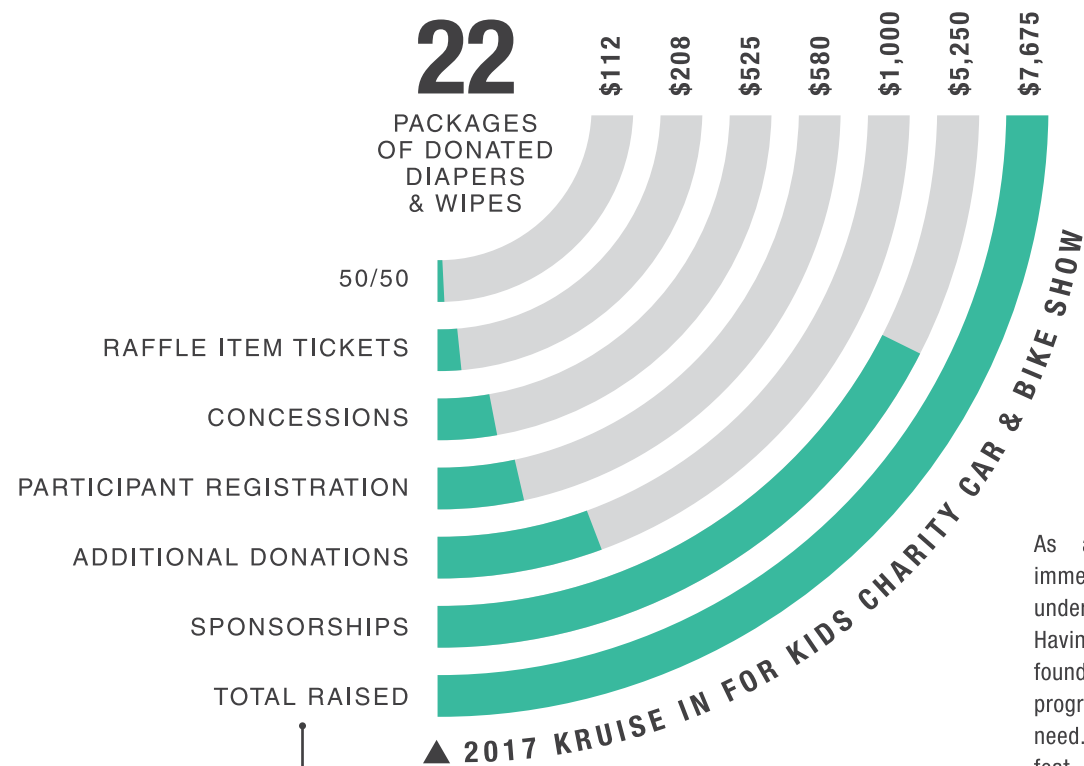


Zaitah Rose
880 Days in Foster Care
Adopted by Michael Hadden

4

CREATING COMMUNITY AWARENESS

IMPACTING MORE LIVES



As a non-profit agency, we realize the immense benefit in community awareness and understandability of the services we provide. Having the support of other community agencies, foundations and people allows YAS to provide solid programs and services to children and families in need. Gaining community awareness is no small feat, but we've taken on the challenge and have been proven successful this past year.

In 2017, our YAS Information Booth & Team has attended countless festivals, career fairs, and state-wide meetings. Through these appearances, we've been able to grow our foster/adoptive home network, hire team members of high-calibre, and influence state decisions that will effect our services to clients.

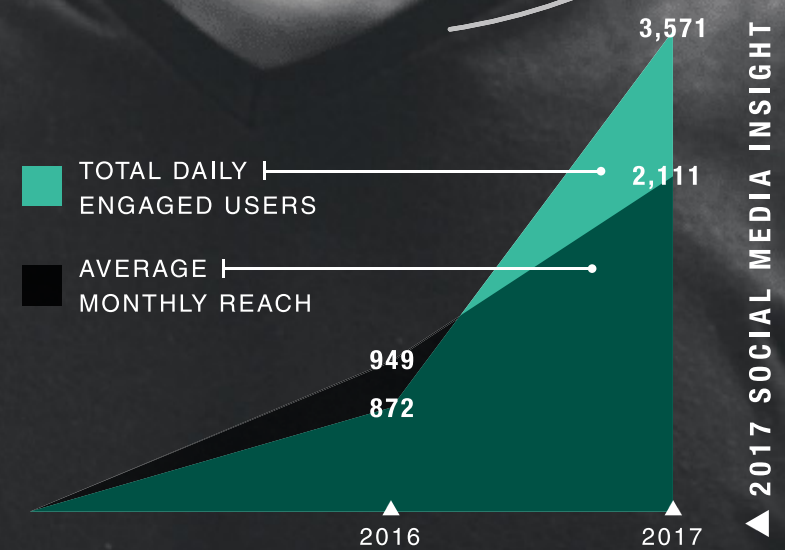
While monetary donations are important to our programs, we find more value in meaningful relationships with community partners. Through our fundraising efforts, we have been able to immensely grow our community support network. Our annual charity event "Kruise in for Kids" and annual Snowflake Festival (a holiday celebration for our foster youth and their families) connected us with new partnerships, volunteers, donors, and food vendors. These new relationships will create a ripple effect of even more connections, thus growing our services and our reach to more people in need.



We know social media is the fastest and most efficient way to reach more of our community. But most importantly, it allows us to connect with our foster parents, referring agencies, and clients better and serve them on a higher level.

We increased our social media presence in 2017, seeking to highlight the successes and awesome work being done at YAS. Our posts are focused on the services we offer, our people and all that we do to impact the community.

YAS saw an increase in user engagement on our Facebook posts in 2017 which, in turn, increased the amount of users we reached. With a stronger presence on Facebook, we have increased our presence on search engines - making it easier for our potential clients to find us. With this push to better utilize this resource, we hope we have been able to offer a better look at who we are and what we do.



In 2016, we were reaching more people (949) than we were engaging (872) with our general posts. So in 2017 we focused more about our services, our staff, and our clients and it resulted in a significant increase in community engagement (3,571) which led to a wider monthly reach (2,111).

OUR FINANCIAL ACCOUNTABILITY

2017 SUMMARY

YAS' financial accountability and viability are achieved through the application of sound financial management practices that accord with legal and regulatory requirements.

Sound financial management begins with our commitment to providing high quality services relative to our mission. The leadership team creates a culture of honesty and ethics in all areas of organizational practice, including the management of our agency's finances and the manner in which we conduct financial affairs.

Accountability is established through clearly defined lines of authority and responsibility, and our staff receive a clear message from the top that internal control responsibilities are to be taken seriously. Additionally, the attention and commitment of our Board of Trustees and its audit committee to their fiduciary responsibilities are essential to ensuring that our financial practices enable us to achieve operational effectiveness and efficiency, accurate and reliable financial reporting, and compliance with applicable laws and regulations.

REVENUE

Program-related:	
Behavioral Health	\$826,777
Early Childhood	389,461
Foster Care	2,395,490
Subtotal program-related	\$3,611,728
Training	36,924
Contributions	9,956
Investments	28,377
TOTAL REVENUE	\$3,686,985

EXPENSES

Program-related:	
Behavioral Health	\$802,122
Early Childhood	413,251
Foster Care	1,989,553
Subtotal program-related	\$3,204,926
General/Administrative	\$298,615
Fundraising	4,860
TOTAL EXPENSES	\$3,508,401

ASSETS

Cash/Cash Equivalents	\$1,202,144
Investments	687,900
Property/Equipment (less accumulated depreciation)	24,535
Other	12,555
TOTAL ASSETS	\$1,927,134

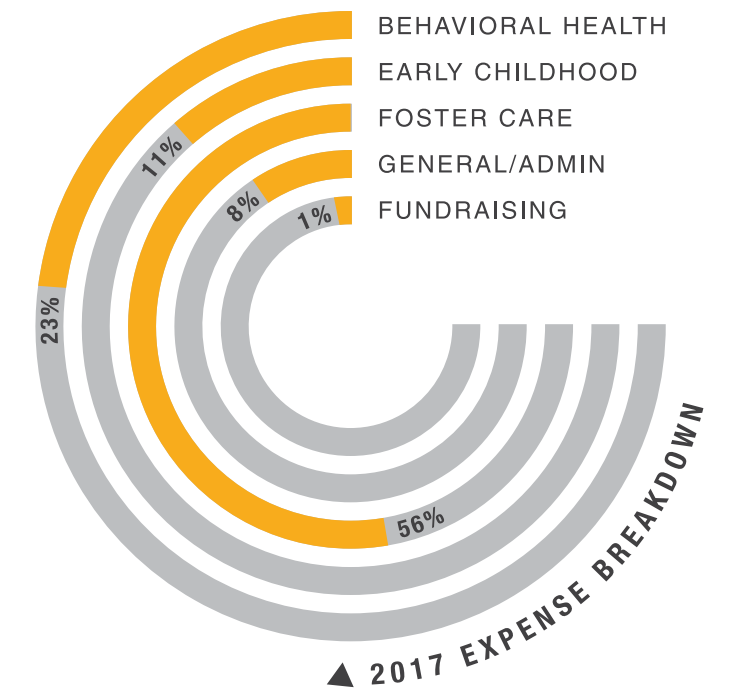
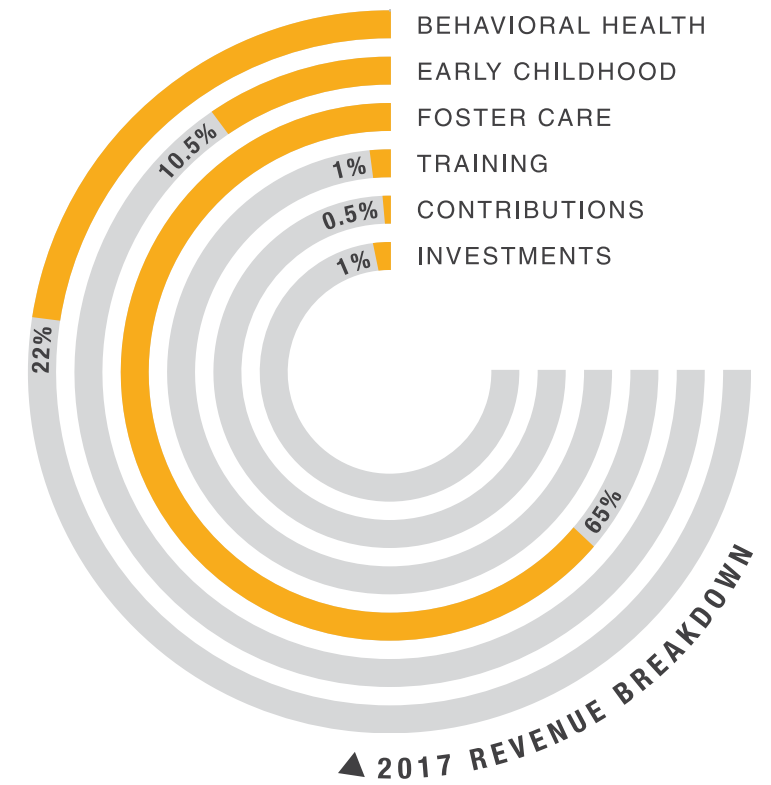
LIABILITIES AND NET ASSETS

Accounts Payable	\$111,296
Copier Lease Buyout	48,410
Accrued Payroll/Payroll Taxes	122,423
Total current liabilities	\$282,129
TOTAL NET ASSETS (unrestricted)	\$1,645,005

Statements are from year ending June 30, 2017.

The above financial summary is based on Youth Advocate Services' audited financial statements, which are audited by an independent certified public accountant. Full copies are available on our website at www.yasohio.org

Youth Advocate Services (YAS) is a nationally accredited, state-certified, non-profit child/family caring agency who has served thousands of children and families since 1978. Contributions to YAS are tax-exempt under US IRS code 501(c)(3).



YOUR LASTING IMPACT

THANK YOU

It is only with generosity and ongoing support of our friends, donors, and sponsors that YAS is able to sustain our mission to support children, youth, and families to realize their potential, hopes and dreams.

Your choice to support YAS can make a tremendous difference in the life of a youth - and their family - across Ohio. A donation of any size allows us to continue to offer the services and programs that strengthen families and improve every life we serve.

Thank you to the individuals, businesses and organizations who have enabled YAS to continuously offer high quality services to our community.

Find out how you can make a contribution at www.yasohio.org



How you make an impact

When you donate a gift to YAS of any size, it has a lasting impact on the children and families we serve. Your donations are used to help promote normalcy in a child or family's life when they need it most. A package of diapers or a ride across town to visit family can make a significant impact on the well-being of the people who benefit from our programs and services.

Contributions to YAS are tax-exempt under US IRS code 501(c)(3). Our official registration and financial information can be viewed at www.yasohio.org.

IMPACT STARTS HERE

COMMITTED LEADERSHIP

We've been privileged to play a role in helping thousands of children and families in central Ohio. Strong, committed leadership is essential for a successful business. As such, our management and board members ensure YAS operates with integrity and accountability. Our lasting impact on the community begins with our leaders and their consistent pursuit to improve every life we serve.

MANAGEMENT TEAM

Sarah Cochey *MSSA, LSW, EIS*
CHIEF EXECUTIVE OFFICER

Glenn Richard
CHIEF FINANCIAL OFFICER

Jacqueline Diaz
HUMAN RESOURCES / EXECUTIVE ADMINISTRATIVE ASSISTANT

Ann Hemphill *MSW, LISW-S*
DIRECTOR OF BEHAVIORAL HEALTH

Lydia Boles *MSW, LSW*
DIRECTOR OF EARLY CHILDHOOD

Heather Gutierrez *MA, LPC*
DIRECTOR OF FOSTER CARE

Lisa Chakroff *MSW, LSW*
FOSTER CARE CLINICAL SUPERVISOR

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BOARD PRESIDENT

Edward Segelken
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Stewart Smith
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Kathryn MaGuire-Jack

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Susan Yoon
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