

the buckeye
ranch

we raise hope

Providing
guidance and support to
the children and
families of our
community

**Restoring hope
and strength**

Fostering
healing
so families can
GROW

Helping
young adults become
independent

Bringing
Families together

Offering **treatment and support** for
struggling children and families

**Fiscal Year 2014
Annual Report**

A Message From the President & CEO

Dear Friends,

Fiscal Year 2014 brought us 3,792 children and their families... all of them looking for hope!

Over the years, I have come to realize that there is nothing glamorous about The Buckeye Ranch. When you visit here, you don't get the satisfaction of seeing a hungry mouth turn into a smile, or a frail body return to strength. You don't get to feel the uplift that comes with a fresh start and a new home. And no one goes to Disneyworld. But what The Buckeye Ranch does is no less important than the wonderful work being done by other organizations. While we don't raise homes, we do raise hope.

Our work is difficult, gritty and sometimes even thankless. We treat mentally ill youth who still have a shot at living a productive, normal life; without us they may never get that chance. We all know these youth - they are the "bad kids" we went to school with whose behavior was destined to land them in serious trouble, in prison, or dead. These are the children that we serve. But what we have learned is that they are not "bad kids," they are kids who have suffered some sort of trauma in their young lives that has shaped their brains and their behaviors.

The results that we produce are impressive and, at times, remarkable. I started this letter saying that the Ranch is not glamorous; however, the success stories that come out of our work are incredible and as emotional as any you will ever hear. When a child who is destined to be unsuccessful, comes into Ranch care, and later leaves to eventually become a teacher, or a nurse, or a mechanic or factory worker, it is a life saved and the world is a better place for it. That is why we say at The Buckeye Ranch, "we raise hope," because when most of these children enter our program, they and their family often see the situation as hopeless. Most of the time, the story is much different when they leave.

2015 will mark The Buckeye Ranch's 54th year of operation. Literally thousands of people are experiencing success in their lives because we provided them with our special brand of healing services. None of this would be possible were it not for you and what you do, every day, to support our mission. Please accept my heartfelt appreciation for your dedication to The Ranch and the children of our communities.

Sincerely,



D. Nicholas Rees
President & CEO
The Buckeye Ranch



the buckeye
ranch
we raise hope



This annual report includes information regarding current Buckeye Ranch programs and services, and recaps financial information for the period beginning July 1, 2013 and ending June 30, 2014 (Fiscal Year 2014).

BUCKEYE RANCH PROGRAMS RESULT IN POSITIVE CHANGE FOR THE CHILDREN AND FAMILIES WE SERVE:

- ◆ 99.10% are successfully remaining in school
- ◆ 91.71% are attending school on a regular basis
- ◆ 81.11% are making passing grades
- ◆ 84.70% are staying out of legal trouble
- ◆ 91.37% report they are getting along with their teachers and peers

* 90-day discharge follow-up results for children 6 years of age and older, who have been in a treatment service for at least 60 days

"Healing takes courage, and we all have courage, even if we have to dig a little to find it." -Tori Amos

Our Professional Staff is Skilled, Licensed, Accredited and Certificated

- ◆ 2—Certified Nurse Practitioner
- ◆ 37—Chemical Dependency Counselor Assistant
- ◆ 2—Doctor of Philosophy
- ◆ 3—Juris Doctor
- ◆ 3—Licensed Chemical Dependency Counselor III
- ◆ 4—Licensed Independent Chemical Dependency Counselor
- ◆ 10—Licensed Independent Chemical Dependency Counselor—Supervisor
- ◆ 11—Licensed Independent Social Worker
- ◆ 29—Licensed Independent Social Worker—Supervisor
- ◆ 69—Licensed Social Worker
- ◆ 2—Marriage and Family Therapist
- ◆ 134—Masters
- ◆ 1—Medical Doctor
- ◆ 8—Professional Clinical Counselor
- ◆ 10—Professional Clinical Counselor—Supervisor
- ◆ 15—Professional Counselor
- ◆ 6—Professional Counselor Clinical Resident
- ◆ 2—Registered Art Therapist
- ◆ 12—Registered Nurse
- ◆ 1—Registered Play Therapist
- ◆ 3—Social Work Trainee

Making a Difference in a Child's Life

The Buckeye Ranch day treatment program supports youth and their families who are struggling with managing anxiety, socialization issues, coping skills, symptoms management, attention deficit, hyperactivity, and anger management. The program offers free breakfast and lunch, mental health treatment, psychiatric and case management, live teacher instruction and transition planning for the child's return back to an appropriate academic setting.



EDUCATION-BASED DAY TREATMENT consists of a therapeutic, educational environment for elementary, middle and high school students who are struggling in a traditional classroom setting. During fiscal year 2014, the program helped 251 children deal effectively with their issues.

Braxton (not his real name) was referred to The Bonner Academy at Rosemont Day Treatment program with a history of aggression and anger toward his mother and his sisters. He had great difficulty getting organized, whether it was gathering school books or taking care of his own hygiene. Braxton had even threatened his family members with a knife, telling them he would hurt them. He struggled with low self-esteem and had less than age-appropriate social skills, causing him to avoid eye contact and struggle to find a smile. He was resorting to self-destructive eating habits, including bingeing and purging of his meals, and acted out because he didn't know how to constructively express his feelings.

Once starting day treatment, Braxton and his family began to make significant progress that included his new-found willingness to comply with rules at home. His mother is very proud that Braxton is participating in their religious community and doing well in Koran classes. She reports that he is able to take reflection time in his room when he becomes upset and really wants to stay out of trouble. Braxton plays with neighborhood friends and has become comfortable with sharing while playing. Braxton's brother says they play basketball together and ride their bicycles every day after school.

Our staff worked with Braxton and because of the significant progress he has made while in the program, he has been selected as a leader in his counseling group. He models positive behaviors to his peers, ignores negative attention seeking behaviors, and has even shown assertiveness by asking others to help raise donations for events in their program. He is now able to successfully participate in group activities, which is a significant improvement over his behavior when starting the program. Braxton displays independent living skills through shopping and preparing meals for himself, and is more aware of the importance of caring for his appearance, while not being so self-conscious about his self-image. Over a year ago, Braxton's brother went missing, but as a result of the treatment he received and the coping skills he's learned, Braxton has made significant progress in addressing and processing his grief while the family deals with their issues. By the time he completed his day treatment, Braxton was able to discuss his brother's departure with reduced emotional intensity and express hope as well as wishes for his brother.

RESTORING HOPE AND PROVIDING HEALING

3,792 children & families received treatment & support

1,900 lives touched every day



The Buckeye Ranch approaches every child, young person and family with whom we work from a strengths-based perspective. This means we firmly believe that all children and families have strengths and that those strengths can be accessed to help them reach their full potential. We recognize that families are fundamental in the lives of children and therefore, central to the outreach and treatment programs we provide. The high value we place on the role of the family in a child's development leads us to build working partnerships with caregivers to create lasting change.

A Move To Trauma-Informed Care

In the past several years the need for Trauma-Informed services has been identified as a priority across government agencies, research centers, and foundations that invest in the support of children and their families. We are influenced by the dramatic increase in knowledge and current understanding of the impact of early childhood adversity, abuse, stress, and trauma on brain, development and functioning. Ongoing research has resulted in compelling evidence that the more adversity a child experiences, the greater the risk for negative outcomes, particularly for children and families in the child welfare system. Trauma can be defined as an adverse event or experience that is severe enough to challenge the individual's ability to adequately and emotionally cope with the experience. A traumatic event is one that threatens injury, death, or the physical integrity of self or others; causing horror, terror, or helplessness at the time it occurs. This can include experiencing or witnessing sexu-

al abuse, physical abuse, domestic violence, community and school violence, medical trauma, motor vehicle accidents, acts of terrorism, war experiences, natural and human-made disasters, suicides, or other traumatic losses that induce powerlessness, fear, recurrent hopelessness, and a constant state of alert. Children who are exposed to ongoing trauma may develop brain structures that make them highly sensitive to any sense of threat, loss of control, or limits to their ability to have choices about what will happen to them. Research not only confirms the life-long problematic consequences of adverse childhood experiences, but also highlights developmental challenges for children who are not only abused or neglected, but also those children who experience stressful events

such as poverty, parental divorce, witness to domestic violence, caregiver substance abuse, or caregiver mental health challenges.

By using a strengths-based approach, involving the entire family, and using a trauma-informed lens, The Buckeye Ranch is making strides in the advancement and effectiveness of mental health treatment for our children and families.

“The Buckeye Ranch is making strides in the advancement and effectiveness of mental health treatment for our children and families.”

Children with exposure to adverse experiences are disproportionately represented in the child welfare system. According to research published by the University of Minnesota School of Social Work, “Almost all children served by the child welfare system report chronic and complex trauma histories, complicated by system-imposed stresses such as removal and multiple foster care (cont. pg. 5)

Facts & Figures

Finance Overview

The Buckeye Ranch and The Buckeye Ranch Foundation are listed as 501(c)3 certified non-profit agencies with the U.S. Internal Revenue Service.

Revenue Source

Service Fees	63%
ADAMH	2%
Medicaid	24%
Contributions/Other	6%
Return on Investments	5%

Expenses

Programs & Services	89%
Administrative	11%

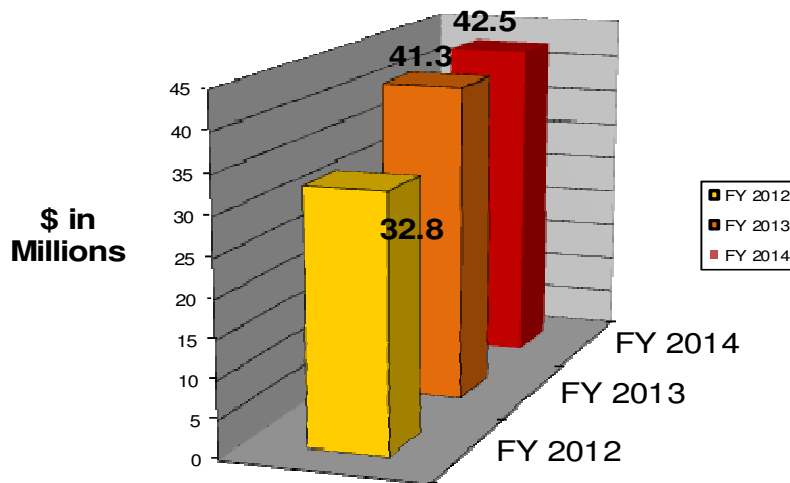
Holdings and Assets

The Buckeye Ranch Foundation holds all land and real estate, which includes the 125-acre campus at 5665 Hoover Road in Grove City, Ohio, and the Family Centers at 697 E. Broad Street and 2865 W. Broad Street, the 33-acre Rosemont cam-

pus at 2440 Dawnlight Avenue, and the My Place transitional living facility at 1625 E. Mound Street, all in Columbus, Ohio.

* Audited financial statements are available upon request.

3-Year Revenue History



Trauma-Informed Care, continued

placements” (Center for Advanced Studies in Child Welfare, 2013). One study of children in foster care shows that as many as 70% report a history of at least two of the traumas that constitute complex trauma. This priority is reflected in the commitment of the U.S. Dept of Health and Human Services’ Administration on Child and Youth and Families (ACYF) to fund projects promoting well-being that “revolve around better identifying children and youth whose development has been disrupted by trauma, increasing access to effective interventions, and strengthening linkages between systems that serve vulnerable children and families” (ACYF, 2012).

The Buckeye Ranch serves many young people suffering from the impact of adverse childhood experiences, including significant stress and trauma along with numerous placements (such as foster care, residential treatment, hospitalization, and incarceration). For some of these children who enter treatment with

a multitude of challenging behaviors (aggression, self-harm, chronic and severe substance use, very limited social skills), finding an effective treatment approach has been challenging, as traditional approaches to treatment do not meet their mental and behavioral health needs. These children often suffer life-long mental health challenges and/or engage in delinquent behaviors resulting in ongoing involvement in the justice system. Recognizing the problematic outcomes of childhood trauma supports the need for effective trauma-informed treatment strategies for clients served by The Buckeye Ranch. Given this current understanding, The Buckeye Ranch is committed to increasing our capacity to provide the most current, scientifically-informed treatment for children and their families who have experienced chronic challenges as previously described. In order to do that, we have developed a strategic plan that includes all levels of agency involvement and encompasses a broad array of organ-

“One study of children in foster care shows that as many as 70% report a history of at least two of the traumas that constitute complex trauma.”

—Center for Advanced Studies in Child Welfare, 2013

izational and functional objectives.

According to the U.S. Substance Abuse and Mental Health Administration (SAMHSA) in

2013, “When a human service program takes the step to become trauma-informed, every part of its organization, management, and service delivery system is assessed and potentially modified to include a basic understanding of how trauma affects the life of an individual seeking services. Trauma-informed organizations, programs, and services are based on an understanding of the vulnerabilities or triggers of trauma survivors that traditional service delivery approaches may exacerbate, so that these services and programs can be more supportive and avoid re-traumatization.”

- Dr. Pam Scott
Director of Clinical Development

Doing What We Love

The Buckeye Ranch takes pride in offering an array of job opportunities to assist us in accomplishing our mission of raising hope for the children and families that we serve. In order for us to meet our varying service delivery levels, we require a wide range of individuals with rich skill sets to fulfill the needs of our open positions.

Our staff of 500 dedicated Ranch professionals is committed to helping each client achieve their goals. Since the beginning, The Buckeye Ranch mission has been, and still is, to provide healing services designed to help restore hope.

The Buckeye Ranch is an Equal Employment Opportunity, Affirmative Action Employer and is committed to building a diverse and inclusive workforce to reflect and provide culturally sensitive services to a diverse community.

For more information on how to become a part of The Buckeye Ranch team, visit www.buckeyeranch.org.

The Ohio Department of Jobs and Family Services (ODJFS) conducted an unannounced audit Multiethnic Placement Act site visit and found The Buckeye Ranch to be 100% in compliance.

THE SOMALI OUTREACH PROGRAM

provides culturally-specific intensive and non-intensive clinical and case management services. Our team is able to provide interpretation, consultation, training/ education services to internal and external families.

Through the use of Somali-speaking interpreters, we provide support for Somali youth and families struggling with symptoms related to loss, trauma and resettlement, as well as issues that are common to the process of merging two or more cultures. We also connect Somali families to the community resources specific to their needs and provide 24-hour crisis support and intervention services.

ACCOMPLISHMENTS AT A GLANCE:

- ◆ Served 51 children and family members through its services and programming
- ◆ Invited to participate in the Franklin County Critical Incident Training series
- ◆ Altered its program model to allow the team to reach more children and families, as well as increase revenue
- ◆ Added a cultural awareness session to The Buckeye Ranch employee orientation program
- ◆ Continued to develop collaborative partnerships with local agencies to strengthen the services we provide and create opportunities for more efficient programming

COMMUNITY BASED PROGRAMMING

is designed to work with children, their families, and members of the community to reduce problem behaviors, while helping children and families meet their own unique goals and plans.

- ◆ 1,087 children and family members helped
- ◆ **INTENSIVE FAMILY SUPPORT PROGRAM (IFSP)** is an intensive home-based treatment program designed for children suffering from mental health issues, trauma, and/or substance abuse. Our approach focuses on treating the family as a whole, building solutions, achieving change, and using available resources in the community.
- ◆ **FAMILY ALCOHOL AND OTHER DRUG COLLABORATION TEAM (FACT)** supports families through the drug and alcohol recovery process. Using interventions, we assist the family in making environmental changes to aid in recovery. Caregivers receive specific strategies and techniques to aid in challenges of parenting, communication, and problem solving. FACT

will support family members in decreasing their use and increasing healthy interactions and behaviors.

MULTISYSTEMIC THERAPY (MST) is an evidence-based therapeutic program designed to address a child's mental health, behavioral, and/or substance abuse issues. Treatment interventions work to strengthen the relationship between child and parent while decreasing delinquent and defiant behavior.

- ◆ 126 children treated
- ◆ **FUNCTIONAL FAMILY THERAPY (FFT)** is an evidence-based therapeutic program that works with the entire family to treat adolescents suffering from various mental health and behavioral challenges. By involving the entire family, FFT works to strengthen family bonds, discourage siblings from learning problem behaviors, and connect families with resources they may not have known were available to them.
- ◆ 104 children and family members treated

Functional Family Therapy (FFT) is one of the only intervention programs named by the U.S. Surgeon General as a model program for seriously delinquent youth.

PHARMACOLOGICAL MANAGEMENT PROGRAM

(also known as "Med-Som" or Medical-Somatic Services) consists of a team of physicians, nurse practitioners, registered nurses and support staff who specialize in child and adolescent mental health. They collaborate with the families and clinical staff to assess, diagnose, provide treatment, and prescribe medication when indicated. Children and adolescents requiring medication are seen on a regular basis by our prescribers and have access to the clinical treatment team for questions or concerns.

- ◆ 957 children assessed, diagnosed and treated
- ◆ **COMMON GROUND PROGRAMMING** offers families a comfortable and reassuring atmosphere in which safe, structured, fair, and respectful visitation and exchanges occur.
- ◆ 47 children and family members participated in visitations & exchanges

A Place To Call Home



My Place Transitional-Aged Living Program is designed to help young adults who are ready to transition into adulthood by providing safe housing and linkage to continued services.

Our comprehensive network of skilled professionals helped restore hope and provide healing to 3,792 children & their families during Fiscal Year 2013-14:

FAMILY RESOURCES is the “front door” to all Ranch programs and services. Resource coordinators and family coordinators assist in child admissions and assessments. Community liaisons promote and market The Buckeye Ranch to the community.

- ◆ 1,033 children and family members assisted

NURTURING PARENT is an evidence-based program that helps parents and children learn and practice new patterns of behavior to increase positive interactions, improve communication, and identify alternatives to power struggles and physical punishment.

- ◆ 46 children/parents helped

OUTPATIENT COUNSELING provides family, individual and group counseling and therapy services.

- ◆ 601 children

Available to males and females ages 17-21, the program offers its residents a fully furnished one-bedroom apartment with a full kitchen, on-site laundry facility, computer access, and group activities—all in a secure, gated central location with close access to public transportation. Case management services are available and, through the program, these young adults are able to learn valuable job readiness and life skills that will help them develop independence and learn to become self-sufficient members of the community. My Place programming also provides access to individual and group

counseling, as well as pharmacological management services.

According to the National Youth Transitional Database (NYTD), youth who have aged out of foster care in Ohio (at age 19) self-report the following outcomes:

- 73% were enrolled in Medicaid
- 47% completed high school or received a GED
- 36% were incarcerated
- 29% participated in a job training program
- 26% experienced homelessness within the last two years
- 16% were receiving financial assistance
- 14% had a child
- 12% were working full time; 24% were working part time

Given these statistics, the need for a community to act was resounding. The Buckeye Ranch acquired My Place in August, 2013 and it is now a

part of The Buckeye Ranch’s thriving continuum of care. In the last eighteen months, My Place residents have celebrated two young adult high school graduations, two college enrollments, and provided summer housing for two previous residents returning from college—who otherwise would have been homeless. This flourishing and essential program has served 35 young adults and their children and reports a 50% success rate for residents who are transitioning from Ranch residential care or foster care into a life of independence.

The Buckeye Ranch is excited about the progress made by the program and continues to strive to meet best practice standards through quality transitional-aged youth programming.

- Kimberly Miller
Director of Utilization Management

BUCKEYE RANCH FOSTER CARE is a network of treatment foster homes and service providers committed to the well-being of youth and families who need security and assistance.

- ◆ 630 children cared for in 210 foster homes in 26 counties throughout Ohio

RESIDENTIAL TREATMENT PROGRAMS include an intensive care center, a semi-secure juvenile sex offender (JSO) unit, and an open campus center, all tailoring plans for each child.

- ◆ 301 children housed and cared for — 152-ICC; 19-JSO; 129-Open Campus; 1-Deaf Svcs

PERMANENT FAMILY SOLUTIONS NETWORK (PFSN) is an innovative, one-of-a-kind child welfare program that uses a strengths-based approach in working with children and families.

- ◆ 1,394 children and family members reached



For information regarding donations to The Buckeye Ranch, please contact the Development Department at 614.539.6637

www.buckeyeranch.org



Executive Team

D. Nicholas Rees, President & CEO
 Tina Boesch, Director of Permanent Family Solutions Network
 Molly Heit, Director of Residential Services
 Carrie McGlaughlin, Director of Information Technology
 Kim Miller, Director of Utilization Management
 Roger Minner, VP of Community-Based Programming
 Sherri Orr, Chief Financial Officer
 Steve Richard, Exec. VP of Programs & Services
 Dr. Pam Scott, Director of Clinical Development
 Gary Stammler, Exec. VP of Business & Operations
 Michelle Stratman, Corporate Counsel
 Maree Whitfield, Director of Human Resources
 Ann Woodford, Director of Foster Care



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 Jamie Ryan
 Charles Wharton

** Makes programming decisions and sets policies for day-to-day operations. Bylaws allow up to 25 voting seats.

Holding Company***

Ivery Foreman
 Joe Gallo
 Mark Hertel
 Dana Kuhn
 Barbara Lach
 Rick Mariotti
 Ric Martin, Chair
 Paul Matthews
 Mark Pizzi
 Muriel Tice

*** Serves in an advisory capacity and has up to 15 voting seats.

* Charged with raising money to support The Buckeye Ranch, as well as fostering relationships with their peers in the community. Bylaws allow up to 60 seats.