It Takes a Village

COMMUNITY COLLABORATION
ADVANCING OUR MISSION TO HELP CHILDREN AND FAMILIES
Mission
Applewood Centers fosters solutions for children, youth and families.

Vision
Applewood Centers is a leader in improving the lives of children in Ohio by providing high quality behavioral healthcare and out-of-home services for children and their families.

Commitment
- Employ training and technology to best support excellent service
- Deliver high quality, results focused programs and services
- Serve a diverse population reflective of our community
- Monitor and ensure desired outcomes for children
- Ensure the agency’s long-term economic viability
- Build on over 175 years of excellence in service
- Develop a diverse team of skilled professionals
- Embrace our core values in all we do.

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Dear Friends:

Each day, Applewood Centers makes a promise to the more than 6,000 children and families it serves that there is hope for a healthy future. Keeping that promise is not always as easy as we would hope. At this time last year, we found ourselves wishing for a crystal ball so that we could better anticipate the year ahead. We knew then that numerous external factors would weigh heavily on the ability of Applewood Centers and its staff to deliver the spectrum of services to at-risk youth that had been done for so many years. Chief among our concerns were dwindling public dollars, changes in the political climate and pending changes to the delivery of health care across the nation. And yet, we knew for certain that the demand for high quality behavioral health care services was not changing and that Applewood Centers’ ability to deliver the highest quality care throughout the community would remain.

So, here we are, 12 months later, and we are pleased to report that our forethought on these matters and our ability to be nimble enabled us to have a successful 2011. Without a doubt, the landscape is shifting beneath our feet, but as you will see throughout this annual report, we were able to successfully deliver on our mission and promise to provide our children the hope of a healthy future.

Among this year’s successes were the continued inroads we have made by reaching clients through their school in their own community. This model enables us to maintain costs and expand our reach. In 2011, Applewood Centers had school based counselors in 23 schools, serving 1,057 students in the community. In addition to reaching clients through various Cleveland Metropolitan Schools, Applewood staff also could be found in Richmond Heights, Warrensville and Maple Heights.

The Eleanor Gerson Schools continued to pursue the mission of delivering a quality education to youth who are unable to succeed in traditional school settings because of behavioral and/or emotional issues. In May 2011, the Gerson High School successfully graduated a dozen students who were able to go on to careers or further education. At our middle school, the student body grew to 14 students last year. In 2012, efforts are under way to increase the student census following the matriculation of the Class of 2011 and to further expand the program at the middle school. A renewed focus is being placed on marketing the unique educational opportunity offered through the Gerson Schools despite the obstacles posed by the school funding environment.

In addition to these community programs, services on our historic Jones Campus continued to make a difference in the lives of those most severely affected by mental health issues. Residential treatment census remained high throughout the year as did activity at the outpatient Psychiatry Clinic. While these programs are, in many ways, at the core of our programming, they are also the most costly services to deliver. As we look ahead to 2012 and beyond, each of these initiatives will have to be closely examined and managed to reflect their funding streams.

In the face of these many challenges we persevere. We continue to advocate with funders, government officials and referral sources to ensure that all understand the essential role that Applewood Centers plays in the future of our children and our community. And many of those pleas have been heard and answered. In 2011, we raised significantly more dollars than in 2010 and 2012 is on its way to surpassing those totals as well.

We are eternally grateful to all of our supporters for partnering with us in this effort. All indicators point to a difficult journey ahead but Applewood Centers will continue to build on its successes. After all, we made a promise.

Very truly yours,

Chair, Board of Directors

Executive Director
IT TAKES A VILLAGE

COMMUNITY COLLABORATION: ADVANCING OUR MISSION TO HELP CHILDREN AND FAMILIES

Cuyahoga County’s Tapestry System of Care provides family-centered, community-based mental health services for at-risk children and youth, directly within the neighborhoods where families live.

WHAT MAKES IT UNIQUE is that it’s offered via a network of community partners, including: social service and child welfare agencies, schools, government entities, law enforcement, and grass roots neighborhood organizations, which work in tandem to solve multi-faceted problems experienced by today’s family.

For over 5 years, Applewood Centers has been a lead partner in this project with three neighborhood collaboratives:

- Central, led by Friendly Inn Settlement
- Broadway, led by University Settlement
- Hough, led by the Cleveland Urban Minority Alcoholism & Drug Abuse Outreach Program

Applewood staff work within these centers, providing services to families 24/7. Staff is trained in using wraparound techniques, and works with teachers and other school administrators, court employees, and individuals from other systems with which families are involved.

Services are offered via a wraparound model in which family members, service providers, teachers, church members and other positive role models form a coordinated team to build and implement an innovative plan of care.

The program helps families:

- problem solve
- develop better coping skills
- improve decision-making processes
- reduce incidences of violence
- develop anger management and self-control, and
- break the cycle of repeated system involvement.

Through the Tapestry System of Care, a Parent Advisory Council and a Youth Advisory Council are available for client participation. The Provider Services Network (PSN) offers service options to help children and families address additional needs, including: job readiness, GED classes, substance abuse treatment, credit counseling, housing assistance, among others.

A web-based system, called Synthesis, Continuous Quality Improvement, helps agency staff monitor performance and track indicators to promote positive outcomes.
LANDING ON SOLID GROUND
A TROUBLED YOUTH FINDS HIS FOOTING

Deandre came from a hard background. His family life was unstable and he was moved back and forth between his mother’s home, father’s home, and the homes of both sets of grandparents.

When the Applewood staff first met Deandre, he was involved with juvenile court and on probation for stabbing another classmate. Also, the Cuyahoga County Department of Children and Family Services was involved, working to address the issues that developed because of his disruptive home life.

“Impulsive” and “vengeful” were how he could be described at that time. Deandre was not attending school, and when he did he exhibited severe anger.

With collaborative efforts from all systems involved, it was decided that it would be in Deandre’s best interest to reside with his paternal grandmother. She showed immense patience and warmth when dealing with Deandre, and was completely invested in his needs, collaborating with the team to improve Deandre’s situation and his behaviors.

True to the Tapestry System of Care/wraparound process—using formal and informal supports—Deandre, his family, and the team developed a plan of care for Deandre. The first step was placing him in Applewood’s Intensive Treatment Unit for stabilization and further evaluation.

Following the evaluation, Deandre went home with his grandmother and he showed immense improvement, especially in school where he raised his reading level one grade. He even began to ask his grandmother to go to the library! In addition, he reduced his impulsivity and anger.

Today, Deandre has a recreation center membership and takes swimming lessons. He has requested to participate in a Marathon After-School Program, and is currently participating in Applewood’s Partial Hospitalization Program where he continues to work towards his goals.

Client name and photo changed to protect privacy.
Accomplishments

• **Hope Blossoms**, a public mural project created in partnership with local nonprofit, Building Bridges, was completed by residential clients and installed on the exterior of the multipurpose building on the Jones Campus. Funding for this project was provided in part by the City of Cleveland Department of Community Development.

• The agency's **Eleanor Gerson High School** hosted the graduation of 12 students who went on to pursue additional educational opportunities or careers. In addition, the Gerson West school, located on the agency's Children's Aid Society Campus, grew to include 14 students from across Cuyahoga County.

• **Gerson West** was the recipient of a grant from the Edwin D. Northrup II Fund to develop a therapeutic sensory room. The room was completed in the fall of 2011 and has been a tremendous asset to the school.

• **2011 saw an increase** in out of county referrals for residential treatment. In addition to Cuyahoga County, Applewood saw residential referrals from Allen, Green, Fairfield, Montgomery, Franklin, Lake, Sandusky, and Summit counties.

• **Apple Blossom**, the residential treatment program for girls, continued to develop innovative and dynamic programming specifically surrounding the key concepts, skills, and theory of Dialectical Behavioral Therapy or DBT. Staff has engaged in training on DBT clinical application and practice that translates to the milieu programming. DBT is the key modality for the Apple Blossom program.

• Our **annual fundraising event**, Applewood’s Fore Kids Golf Classic, was held at Chagrin Valley Country Club and raised over $40,000.

• **The Eleanor Gerson High School** received a Ronald McDonald Charities of Northeast Ohio Mini-Grant which was used to purchase a Wii system to enhance the physical education program.

• The summer program for children expanded to include a service learning and life skills component to enhance social recreation. Approximately 50 children per day engaged in intensive group counseling, educational and recreational activities. This included field trips to urban gardens, the library, and the West Side Market. Presenters were brought in from DARE, the fire department as well as The Cleveland Food Bank.

• **Residential Treatment and Community Services staff** received training and practice in Trauma Focused, Cognitive-Behavioral Therapy (TF-CBT) to best address the growing number of clients reporting historical trauma as well as presenting with trauma reactive thinking and behaviors. TF-CBT is considered to be a best practice in the treatment of PTSD and trauma related disorders.

• The agency successfully offered an **adult services program** for those experiencing mental health issues and/or having difficulty maintaining a stable family environment. The service, funded by United Way Services of Greater Cleveland, highlighted the need for strong family therapy services.

• Across the agency, staff received updated training and practice in Trauma Focused, Cognitive-Behavioral Therapy (TF-CBT), an evidence-based treatment model that has been proven effective in treating individuals who have experienced significant traumatic events such as physical or sexual abuse, domestic violence, or loss of a loved-one. TF-CBT is considered to be a best practice in the treatment of PTSD and trauma related disorders. Staff in Residential Treatment, In-Home Therapy and Community Services are currently integrating this therapy into client treatment plans. The use of an evidence based trauma treatment model is necessary and important due to the high number of children that Applewood Center’s serve that have been exposed to trauma during their young lives.

• The agency continued its strong presence in schools, delivering mental health services in 20 Cleveland Metropolitan Schools as well in 3 suburban schools in Cuyahoga County. In total, Applewood served 1,057 children through school based counseling in 2011.

• **The agency’s Multisystemic Therapy (MST) program** partnered with both Cuyahoga and Lorain County Juvenile Courts to provide intensive home and community based treatment to 70 youth charged with serious legal offenses and at risk for out of home placement. Eighty-five (85) percent of the youth served were successfully retained at home in their communities.

• **Once again, Applewood** partnered with local companies and Starbucks Coffee to secure hundreds of gifts for clients through the Holiday Lights gift program. The program, held during the winter holiday season, is responsible for delivering gifts and goods to the children and families served by the agency.

• **Through a generous grant from the Eva L. Bruening Foundation**, the agency was able to purchase new laptops for staff who work in the community. Laptops and associated technology allows for more thorough and efficient counseling services.

• **The Foster Care program** received a contract to partner with Cuyahoga County Department of Children and Family Services in a program called Intensive Case Management (ICM). The goals of ICM are decreased lengths of stay in foster care, increase in timely and successful reunifications with biological families, decrease in placement moves, and increase in sibling placement.
FINANCIAL REPORT
APPLEWOOD CENTERS

EXPENSES BY TYPE

- Salary / Benefits: 58%
- Professional Fees: 25%
- Occupancy: 11%
- Depreciation / Equipment: 4%
- Development: 2%

EXPENSES BY PROGRAM

- Community Services: 45%
- Residential / Group Services: 21%
- General / Administrative / Fundraising: 16%
- Education / Prevention: 9%
- Foster Care / Adoption: 9%

For the year ended
June 30, 2011

Audited by
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The following individuals, corporations and foundations contributed to Applewood Centers between July 1, 2010 and June 30, 2011. Thank you for your support and trust as we help children, youth and families manage life’s challenges. We make every effort to ensure our donors’ names and contributions are reported accurately. If you believe we have made an error, please accept our apology and call the Development Office at (216) 320-8512 and we will be happy to make a correction in our records.

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