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ANNUAL REPORT

July 2016-June 2017

Youth Emergency Services, Inc. (Y.E.S. House) served 953 youth and their families in 2016-2017. The Y.E.S. House provides fifteen (15) programs to youth and families in Northeastern Wyoming. The programs include a Crisis Shelter, Group Home, Learn & Grow, High Fidelity Wrap Around, Project Choice, Impact Youth Mentorship, Independent Living/Transitional Living, Project Choice, Specialized Foster Care, Day Treatment, Residential Treatment, Adolescent In-patient Substance Abuse and Mental Health Treatment, Adolescent Outpatient Substance Abuse Treatment and Mental Health Counseling, H.O.P.E. Family Nurturing Classes, and Y.E.S. House Junior and Senior High School (on-site). These programs encompass prevention, intervention, and treatment services. This year, the Y.E.S. House partnered with our youth and created the Youth Advisory Council (YAC). The youth in YAC are amazing! The members are recruited from the Residential Treatment Cottages, Group Home, Transitional Living Programs and past residents. They have accomplished a tremendous amount this year including a speaking engagement in front of a room full of youth workers, providers and parents from around the State of Wyoming. The youth received a standing ovation and were rated as the best presentation at the conference. Funding was a struggle for the Y.E.S. House this year. We started the first half of the year out with a significant deficit due to the downturn of the Wyoming economy, which severely affected Gillette & Campbell County. The Y.E.S. House employees are passionate individuals that believe in our youth and families. All employees worked to reduce expenses and helped locate and raise additional funding. The Gillette and Campbell County Community donated funds and supported the Y.E.S. House even though the economy deeply affected them individually as well. The Y.E.S. House employees remain deeply touched and tremendously grateful for the generosity of our Community.

The Y.E.S. House believes that all youth and families should be treated with dignity and respect, always and that we communicate & partner with families, stakeholders and clients regarding treatment decisions. In Day Treatment and Residential Treatment and Adolescent Intensive Outpatient Treatment (AIOP), 100% of youth and families felt they were treated with dignity and respect and that staff communicated with them on decisions regarding treatment. In the Y.E.S. House annual employee survey, 95% of our employees consider the Y.E.S. House, a good place to work and 87% feel the Y.E.S. House does a good job of treating everyone with dignity and respect.

Physical Plant

The Y.E.S. House campus was complete, and all services were being provided on the centralized campus. With the Girls Residential Treatment Center and Group Home being completed in 2015, the decade long vision was accomplished. The Boys Cottage was able to expand to the both wings of the cottage. This allowed for expanded capacity but more importantly an opportunity for a smaller treatment environment, more individualized care, a more homelike feel in each living area and improved outcomes. With all programs located on one unified campus we experienced a decrease in transportation needs, improved team work, cross training and sharing of resources.

The Boys' Residential Cottage, Group Home, and Crisis shelter opened in February and March of 2008 in their locations and maintenance is completed on a regular basis. The Tammy Hladky Center of H.O.P.E. had some ground water mitigation needs that resulted in some floor movement and cracking due to expanding soils. An exterior drain system and improved landscaping was accomplished followed by interior adjustments and repairs. The Tammy Hladky Center of H.O.P.E. continues to be utilized at a very high level both by the YES House clients but also is open to community use as available. Programs run from 7am to 7pm Monday-Friday as well as receive use by programs and community organizations on evenings and weekends. When the campus and facility planning occurred, the agency made allowance for future expanded capacity. The agency has seen utilization grow and has continued capacity for the future.

Certifications and Accreditations

The Y.E.S. House's Residential Mental Health and Substance Abuse Treatment and Day Treatment programs were given a three-year accreditation by the Commission on Accreditation of Rehabilitation Facilities (C.A.R.F.) in September of 2015. The Y.E.S. House continues making updated changes to make sure all accreditation standards are met, and quality services are provided to our clients and their families each year.

Table One: Accreditation Activity

Accrediting Agency	Duration	Result
Commission on Accreditation of Rehabilitation Facilities	3 year	pass
WY Department of Family Services	2 year	pass
WY Department of Mental Health & Substance Abuse Division	2 year	pass
North Central Association Commission on Accreditation & School Improvement	4 year	pass

The Wyoming Department of Family Services issued the Y.E.S. House a two-year certification for Residential Treatment, Group Home, Crisis Shelter, and Foster Care Programs on February 4, 2017, the maximum being two years. There were no compliance issues. The Wyoming Department of Mental Health and Substance Abuse Services Division issued the Y.E.S. House a two-year certification for Out-patient Substance Abuse Services and Residential Substance Abuse Services on October 31, 2016, the maximum certification being two years. All grant guidelines and reporting requirements were met successfully. The Y.E.S. House School was also accredited by the North Central Association Commission on Accreditation and School Improvement in June of 2015, the maximum accreditation being 4 years. Table One (above) outlines our recent successful accreditation and certification activity.

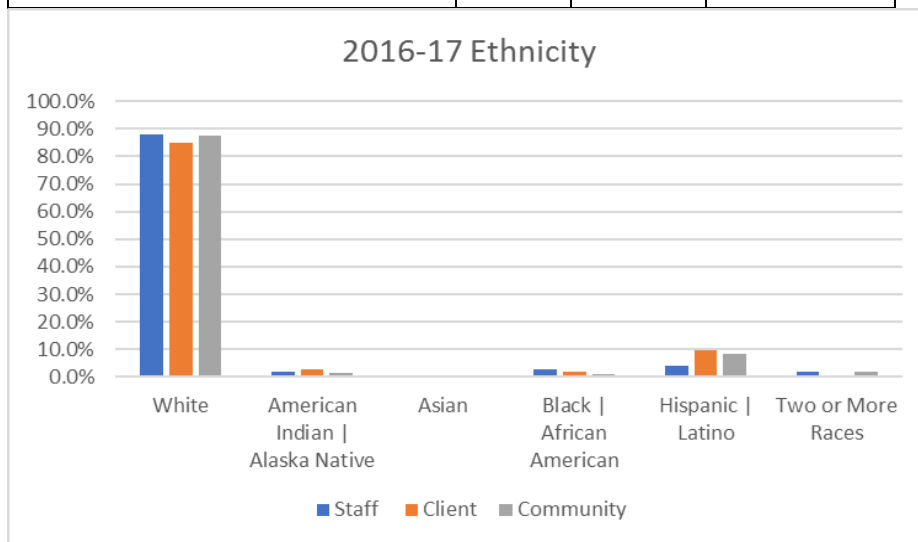
Cultural Competency

Communities the Y.E.S. House serves is compared with client and staff population in the table and chart below. This demonstrates that we are on target for reflecting the diversity of our clients and our

community. Y.E.S. House has staff that utilize Spanish speaking skills for our on-site school and within the programs; in addition, the Y.E.S. House, Inc. utilizes the Language Line for other interpretation needs. Interpreters are being used to provide services. There are also staff that speak German, Russian, Cantonese and Japanese. If a client has any needs regarding their culture the agency does well at accommodating special needs.

Table Three: Racial Composition of Community, Staff, and Clients

Ethnicity	Staff	Client	Community
White	87.8%	85.0%	87.5%
American Indian Alaska Native	2.0%	2.6%	1.6%
Asian	0.7%	0.7%	0.7%
Black African American	2.7%	2.0%	0.7%
Hispanic Latino	4.1%	9.7%	8.6%
Two or More Races	2.0%	0.0%	2.0%



The YES House provides staff with various cultural diversity trainings upon hire, again during orientation and annually. Cultural activities take place throughout the year including weekly dance classes, education programs through AVA Art Center and developing and putting on their own play. Sunrise Wellness & Recovery & Sunset Healing Circle of Wellbriety provided the opportunity for our Native Americans clients to attend group based on their beliefs. Clients are encouraged to talk about their cultural background in a positive manner. Dietary accommodations are made whenever needed. Throughout the year vegetarian and gluten free diets are created for clients make requests. More information can be found in the Agency Cultural Competency Plan.

Accessibility

Barriers that could potentially prevent access to services were assessed and addressed in several areas which include: architectural, environmental, attitudinal, communication, transportation, employment, technology, community integration and financial. A major accomplishment this year was completing the stabilization of the Tammy Hladky Center of H.O.P.E. (THCOH) by installing a French Drain System and completing the repairs in and around the THCOH. The damage to the THCOH was due to the movement of

the building as water seeped under the building causing the floors, walls and sidewalks to significantly move causing tripping hazards, doors not opening or closing, etc. Some examples of other improvements that have been made this year include: wiring repaired to allow street lights to work, installing better ventilation and maintenance to rid the smell of sewer gas in the THCOH, bringing in Collaborative Problem Solving techniques to dispel attitudinal barriers, improving transportation by being awarded a grant to purchase 2 new vehicles to safely transport our youth, formalizing a job training program for our youth and improving our technology by upgrading our computers and increasing our WIFI capacity. Another major accomplishment that has brought about changes in attitudes by both employees and youth, improved self-esteem of our youth and simply a tremendous amount of enjoyment is the formation of the Youth Advisory Council (YAC). Funding was a barrier in 2016-2017 with a significant loss in the beginning the year. I am so proud of the employees of the Y.E.S. House in their efforts to reduce expenses and seek out funding options that allowed us to end our fiscal year with a positive balance! Please see the Accessibility Report for further details.

Health and Safety

Communication regarding health and safety continues to be an area that will be targeted. All the Y.E.S. House vehicles were inspected, and repairs were made as indicated. Self-inspections of our facilities are conducted on a monthly and quarterly basis; a fire marshal's inspection is completed yearly. The Y.E.S. House employs a maintenance manager that conducts building inspections. Fire evacuation plans are posted in all buildings, and all safety equipment will be installed.

The critical incident reports were reported correctly during this reporting period. All restraints, critical incidents and grievances were reviewed during quarterly safety meetings. There were 209 total incidents reported. There was an increase in restraints from one during 2015-16 to three in 2016-17. Two of the three restraints were on the same resident in October 2016. In 2017 additional MANDT trainer was certified along with the two current trainers which were recertified in 2017. The feedback on quality of training has increased over the past several years.

A total of 19 grievances were filed by clients against either staff or other clients. All grievances were addressed by the coordinators in a timely manner. Most of these are seen as an indication of a healthier method chosen by the youth to express their anger and concerns. In some instances, while the client may not agree with the outcome, they gain a better understanding and a more positive outcome is reached.

A comprehensive report of grievances, restraints, incidents and analysis can be seen in the 2016-17 Health and Safety Report.

Financial

An annual audit was conducted by Bennett, Weber & Hermstad, LLC, Certified Public Accountants, on all

Youth Emergency Services, Inc. financial transactions and general accounting principles. In the auditor's opinion, it was concluded that the financial statements presented fairly, in all material respects, the financial position as of June 30, 2017. The changes in net assets and cash flows for the year ended in conformity with accounting principles generally accepted in the United States of America. In the auditor's report on internal control over financial reporting and on compliance and other matters based on an audit of financial statements, performed in accordance with government auditing standards, it was determined that there were no material weaknesses and no significant deficiencies. The audit concluded that the tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards. A copy of this audit has been circulated to our major funding sources and is available upon request. Half way through the year 2016-2017, we had experienced a \$780,000 loss in funding. Wyoming experienced an economic downturn due to Federal regulations on coal and oil & the consequential reduction of the coal and oil industry. The Y.E.S. House employees pulled together, and because of everyone's hard work and dedication, were able to continue to provide quality services to our youth and families. Difficult decisions had to be made regarding expenditures. The Development Director worked tirelessly at seeking out new funding sources. The Gillette Community was devastated but still generously donated what they could to help all non-profits including the Y.E.S. House. We are constantly seeking & evaluating new funding and/or programs to implement and replace lost revenues and services. Following the national trend of keeping youth in their homes we continue to implement High Fidelity Wrap Around and contract with Magellan. This service will bring us a new revenue stream while continuing to help youth and families succeed.

Risk Management

Youth Emergency Services, Inc. continues to explore any risk management barriers and addressing all areas including, financial, non-financial, medication administration, confidentiality, health insurance costs, snow & ice removal, wages & benefits, effective training for employees, employee time tracking, data collection and transportation, which are just a few of the areas of risk identified throughout the agency. The risk management plan is continuously reviewed and updated as needed. The Y.E.S. House continually strives to plan and address potential risks, to ensure that our clients are provided quality services and are safe, our employees, stakeholders and the community are safe, and that we continue to meet certification and accreditation standards. One area that was addressed this year, was adding signs to the entrance to our Campus that explain the rules of not bringing drugs, alcohol, tobacco, and weapons or leaving vehicles unlocked while on Campus. All other risks and mitigation efforts can be seen in our risk management plan.

Technology

Technology is an important tool in assisting our youth, families and employees in being successful. Youth Emergency Services, Inc. assesses the use of technology to enhance individual service, improve efficiency and productivity of employees, communicate with stakeholders and improve services to rural areas when applicable. The plan also ensures the medical records are protected according to the HIPAA and confidentiality requirements. Examples of improvements of technology include, upgrading Wi-Fi access

points to increase speed when clients and staff use laptops and purchasing new laptops for therapists to assist in accurate documentation for therapy, intakes and treatment plans. More information on goals and improvements can be seen in the technology plan.

Satisfaction Input from Persons Served

Satisfaction surveys were given to clients, parents/guardians and stakeholders in all programs throughout the client's program and throughout the year. Input was also obtained at informal stakeholder meetings using pre-set questions. Ninety-Four of our clients, stakeholders, and parent/guardian agreed that our overall services were effective in our accredited programs.

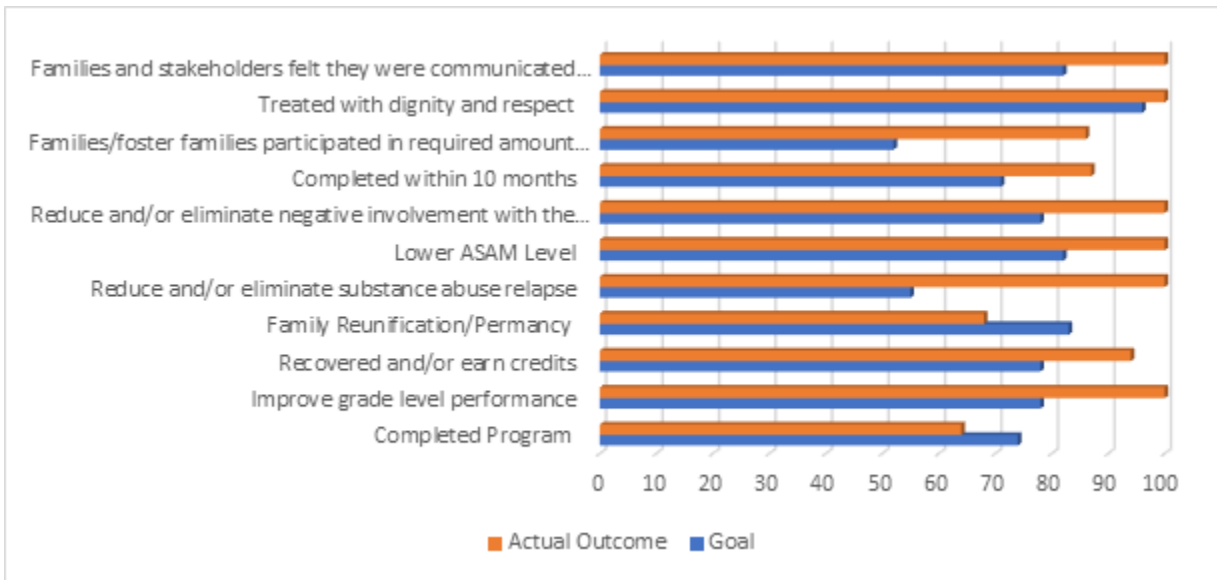
Outcomes

Y.E.S. House Residential Treatment outcomes are:

1. 64% of the youth completed residential treatment
2. 94% of the youth recovered or earned credits, 100% improved grade level performance
3. 68% of the youth were unified with their family or other permanent placement
4. 100% of the youth reduced or eliminated substance use
5. 100% of the youth graduated with a lower ASAM level
6. 100% of the youth have reduced or eliminated negative involvement with the legal system
7. 87% of the youth have completed the Circle of Courage Program within 10 months
8. 7.5% of youth served by Youth Emergency Services were placed in Residential Treatment
9. 86% of families/foster families participated in required amount of therapy session
10. 100% of youth felt that they were treated with dignity and respect
11. 100% of the families and stakeholders felt they were communicated with

We have a more detailed report of our performance analysis that is available upon request.

Table Four: Outcome Measures for Residential Treatment



Day Treatment outcomes are:

1. 86% of the youth completed the program
2. 70% of the youth recovered or earned credits, 94% improved grade level performance
3. 88% of the youth remained in their home/other permanent placement
4. 91% of the youth reduced or eliminated substance use
5. 100% of the youth graduated with a lower ASAM level.
6. 100% of the youth have reduced or eliminated negative involvement with the legal system after completing residential treatment
7. 60% of the youth have completed the Circle of Courage Program within 6 months
8. 100% of families/foster families participated in required amount of therapy session
9. 100% of youth felt that they were treated with dignity and respect
10. 100% of the families and stakeholders felt they were communicated with

We have a more detailed report of our performance analysis that is available upon request.

Table Five: Outcome Measures for Day Treatment

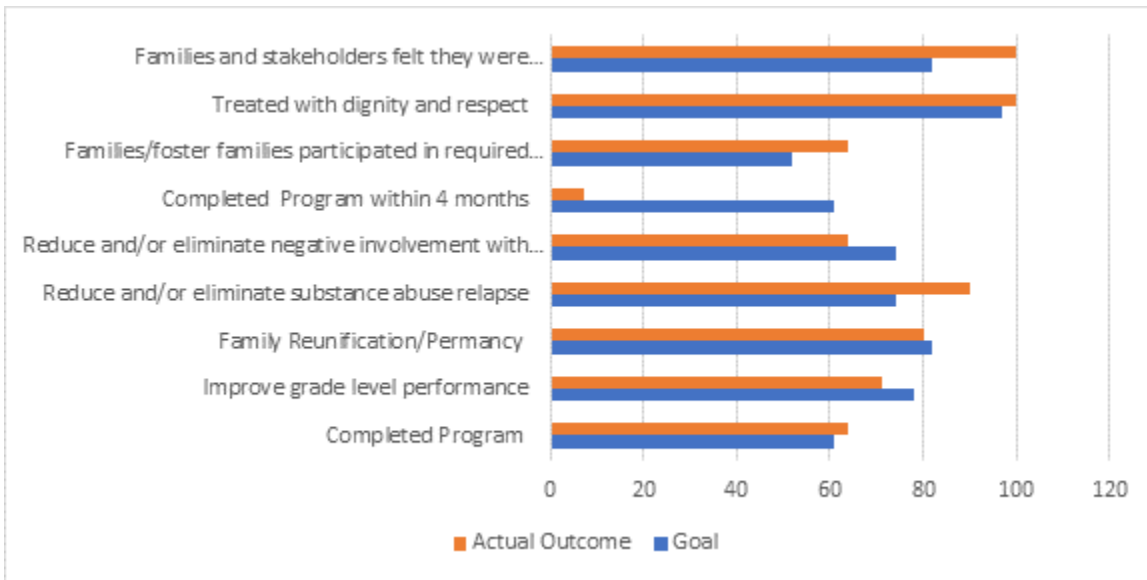


Adolescent Intensive Outpatient Treatment (AIOP) outcomes are:

1. 64% of the youth reached an ASAM level of 1
2. 71% of the youth improved grade level performance
3. 80% of the youth remained in their community and out of residential placement
4. 90% of the youth did not have probation revocations due to substance abuse
5. 64% of the youth have reduced or eliminated negative involvement with the legal system after completing residential treatment
6. 7% of the youth reached an ASAM level of 1 within 4 months
7. 64% of families/foster families participated in required amount of therapy session
8. 73% of youth felt that they were treated with dignity and respect
9. 100% of the families and stakeholders felt they were communicated with

We have a more detailed report of our performance analysis that is available upon request.

Table Six: Outcome Measures for AIOP Treatment



Human Resources

The YES House reviews turnover and retention annually and as needed throughout the year. For 2016, there were 29 staff that left the Agency. This was down significantly from 2015 where 42 staff left. After removing unavoidable separations (retirement, relocation, school) there were 20 separations for an effective turnover rate of 19%. Upon analyzing the data, the abnormally low turnover rate may be attributed to downturn in economy which makes staff seek the security of the YES House over a new position. The Agency has also worked to be more competitive in pay, benefits and creating a positive work environment, which may have helped in retention. A more detailed report is available upon request.

The following are results for the 2016 Employee Satisfaction Survey. The table summarizes the level of satisfaction by percentage. The total column on the right depicts the total of positive feedback entered by employees. (*Please note that not every question was answered by some employees)

We did see an increase in respondents from less than 35 up to 37. Of those that responded, 95% considered the YES House a good place to work. This is down from 97% the year before however, this equates to one person that disagreed. Most areas are within a couple percentage points of the previous year. The one area where we saw a significant increase was question 2 regarding benefits being comparable. This is positive as efforts were made this year to improve medical benefits options. Retirement matches have also increased in recent years. We continue to observe for trends and adjust where needed.

2016 Survey Results

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	Total Positive 2016 vs 2015	
1	36%	43%	16%	2%	2%	95%	97%
2	14%	43%	33%	5%	5%	90%	74%
4	64%	24%	4%	4%	2%	92%	97%
5	29%	36%	22%	9%	4%	87%	91%
6	7%	27%	36%	27%	4%	70%	71%
7	7%	38%	36%	16%	4%	81%	80%
8	34%	45%	18%	2%	0%	97%	94%
9	24%	38%	24%	9%	4%	86%	86%

1. Do you consider the Y.E.S. House a good place to work?
2. Do you feel the benefits are comparable to most in Campbell County?
3. Comments available for review, please see HR.
4. Do you believe your supervisor is easily approachable?
5. Do you feel the Y.E.S. House does a good job of treating everyone with dignity and respect?
6. Are you satisfied with your current wage?
7. Do you feel there are equal opportunities to advance?
8. Do you believe potential clients have easy accessibility services & are treated w/o prejudice?
9. Do you believe the Y.E.S. House has good communication with outside agencies?

Corporate Compliance

Youth Emergency Services, Inc. is very mindful of corporate responsibility and requires all employees and volunteers to follow strict ethical codes of conduct and values. Employees are all trained on our code of ethics and the Corporate Compliance Officer is identified, making sure they know who this person is and where their office is located. Moreover, our employees are role models and must be ever vigilant to ensure any suspected waste, abuse or fraudulent behaviors are reported and properly investigated. It is important for our mission, vision and strategic plan to have all employees follow these ideations. Violations of ethical standards of conduct are not tolerated and can be subject to additional training with supervision for success. There were no reports of violations in 2016-2017.

Strategic Plan

The Y.E.S. House believes that if we can take good care of our employees, they will take good care of the youth and families we serve. Goal #1 was to recruit, train and retain high quality employees that felt valued, supported and fairly compensated. Communication is important in building trusting relationships with our employees. We set three all employee meeting times in 2017 to discuss the financial status of our agency, Health Insurance, compensation, as well as activities and trends that were happening at the Y.E.S. House. Employees brought up concerns that were then brought back to the Directors and Coordinators to resolve and reported at the next meeting. Eleven objectives were completed, three partially completed and one was

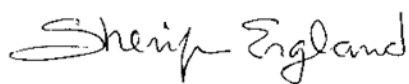
not completed. Goal #2 was to develop & sustain high quality services that meet the needs of youth & families. Some Objectives included: Promoting accountability & teamwork agency wide, Expand and improve transition services, Address community needs for prevention, intervention & education for youth and families and Create community awareness of Y.E.S. House outcomes & successes. Fourteen objectives were completed, four were partially completed and 2 weren't completed. Goal #3 was to secure and expand funding to ensure excellence in services to youth and families. All but one objective was completed in this goal. Goal #4 was to maintain a physically & emotionally safe environment for youth, families & employees. All the objectives were met for Goal #4. We have a more detailed report upon request.

Summary

There are many exciting goals that Youth Emergency Services, Inc. has for the upcoming years. We are excited about the new approaches that will assist our youth and families in leading healthy, happy, successful and joyful lives. The Y.E.S. House will explore new and innovative ways for improving our programs or adding new programs that are found to be needed in the community. Some challenges we face are finding funding for programs where revenues have decreased while maintaining quality. We value & thank our employees & board members who give of their time, talents and passion Every Single Day & Night to achieve our mission of "Empowering Youth and Families to Achieve Lifelong Success". We applaud and appreciate Gillette and Campbell County residents who give their support even in difficult circumstances. Above all, the successful treatment of our youth and the reunification with their families where possible will always be our number one goal.

If you would like further information, please contact Sheri England at 307-686-0669 ext. 1001 or sengland@yeshouse.org.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Sheri England".

Sheri England
Executive Director
Y.E.S. House