

# 2021

## ANNUAL REPORT





## **LETTER FROM THE BOARD CHAIR**

When the COVID-19 pandemic began in 2020, Family Resource Center worked to improve the various ways we could continue to serve our clients and communities. Our management team and staff implemented various ways to continue to serve those in need and maintain a working environment that also served our employee's situations. We have become a better source of service to our communities, and FRC has grown to serve more of our community.

Our financial statement for 2021 shows the best year yet for our organization; and we continue to improve our facilities, grow our staff, serve the community, and support community mental health boards.

With your support and that of the local mental health boards, we are making a difference. Our board appreciates all that the community does to assist Family Resource Center in serving those who need our services. As a board member and chairman for FRC, I thank you for all your efforts in assisting our community.

***Larry A James, FRC Board Chair***



## **LETTER FROM THE CEO**

Over the last five years, Family Resource Center has been through significant and dynamic changes that have allowed us to better serve our communities. In this short period of time, we have grown from 50 to 225 employees. We have welcomed aboard the staff and the service lines of the Shelby County Counseling Center and Century Health. We moved to a new electronic health record system and successfully maneuvered through the turbulent implementation of the Ohio Behavioral Health Redesign and the state

Managed Care implementations. We created a System of Care in Hancock County, became a Certified Community Behavioral Health Clinic, expanded services in eight new locations, and we did all of this while weathering the COVID-19 storm.

In 2021, Family Resource Center responded to an increased need for community behavioral health services by serving over 8,000 adults and children, a 10% increase over 2020. Our team of experts in prevention, treatment, and recovery provided 80,392 service hours directly to our clients, and our revenues grew to \$14.8M. 2021 saw Family Resource Center become healthier and more productive than at any time in our history.

It has been said time and time again that 2021 was a challenging year, and I am delighted to report that our extraordinary team rose to those challenges and solidified our organization's future. Family Resource Center is positioned to put the strengths gained in 2021 to work to improve family life in the communities we serve in 2022 and beyond.

***John Bindas, FRC CEO***

# SENIOR STAFF



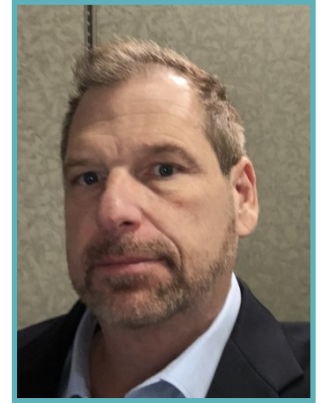
**JOHN BINDAS**  
*PRESIDENT/CEO*



**AERYN WILLIAMS**  
*CHIEF CLINICAL  
OFFICER*



**LAURA BRICKNER**  
*CHIEF OPERATING  
OFFICER*



**JOE ST. ANGELO**  
*CHIEF FINANCIAL  
OFFICER*



**GINNY WILLIAMS**  
*CHIEF CULTURE &  
TRANSFORMATION  
OFFICER*



**JIM FOX**  
*HEAD OF HUMAN  
RESOURCES*



**RACHEL WALTER**  
*HEAD OF COMMUNITY  
ENGAGEMENT*



**CHARLES BUCK**  
*OPERATIONAL  
STRATEGY  
CONSULTANT*

The mission of Family Resource Center is to provide specialized behavioral health services to children, youth, adults, and families in our multicultural communities in order to strengthen family life and promote personal growth.

# SERVICES OVERVIEW

Family Resource Center operates facilities in 7 counties in Ohio, providing behavioral health and substance use disorder services to individuals, youth, and families in Allen, Auglaize, Darke, Hancock, Hardin, Shelby, and Miami counties. Our continuum of care supports our clients in all stages of the recovery process. We believe prevention works, treatment is effective, and people recover.

## PREVENTION

Family Resource Center prevention experts operate in nearly every school in the communities we serve, providing group or one-on-one services directly in the schools. These services focus on topics such as managing anger and stress, to grief/loss, divorce, ADHD, foster care, and more.

## TREATMENT

Our comprehensive treatment services start with trained professional case managers helping clients navigate the system of care in their community. Licensed counselors and social workers guide clients through evidence-based programs in outpatient individual or group counseling, peer support, and psychiatric medical services, and we operate 2 residential facilities for when more intensive care is appropriate.

## RECOVERY

Recovery is supported through continual connection with community supports, and on-demand crisis care through our call center, Mobile Response and Stabilization Services, and programs such as Law Enforcement Assisted Diversion, Intensive Home-Based Therapy, and family support coaching.



# AGENCY EXPANSION

## 2016

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- FRC Diversification Initiative
- Engaged with Strategic Funding Group
- Applied for SAMHSA System of Care Grant
- Revenue \$4 Million in services

## 2017

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- Management contract with Century Health to assist with administration and clinical functions
- John Bindas becomes Century Health's transitional CEO

## 2018

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- Implemented Behavioral Health Redesign
- Implemented Managed Care contracts
- Established Community Engagement Dept.
- Acquired Chief Operating Officer
- Expanded to adult services in Sidney by absorbing Shelby County Counseling Center lines of business
- Identified as implementing agency for System of Care grant
- Revenue \$4 Million in services

## 2019

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- Transitioned to Carelogic Electronic Health Records agency-wide
- Expanded adult service and residential services in Hancock County by absorbing Century Health lines of business
- Established Medication Assisted Treatment Department
- Established Training Department
- Partnership with homeless services in Hancock County
- Revenue \$6 Million in Services



## 2020

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- Awarded CCBHC and Suicide Prevention SAMHSA grant.
- Established Clinical Directors in all areas
- Established Data/Population Health Department
- Restructured facility usage in preparation for Carlin Street location development
- Opened new facility in Hancock County - Family Center
- Increased Telehealth as a response to COVID-19 and continued to increase Telehealth service options
- Began integration with Primary Care services within Hancock County
- Revenue \$11 Million in services

## 2021

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- Hired architect and secured funding for Carlin Street location renovation
- Purchased Century Health facilities
- Reopened residential facility with new programming - The Steady Path
- Implemented Centralized Scheduling
- Awarded CMHC SAMHSA grant to increase services in Hardin, Auglaize, Darke and Miami counties
- Care Coordination Implemented
- Revenue \$14 million in services

# CLIENTS SERVED

**8,006**

unique clients

**116,023**

kept appointments

**14.5**

appointments per  
unique client

## Breakdown by Board Area (some clients are served in multiple board areas):

### HANCOCK

**3,911**

unique clients

65,056 kept appointments

### ALLEN, AUGLAIZE & HARDIN

**2,243**

unique clients

23,426 kept appointments

### SHELBY

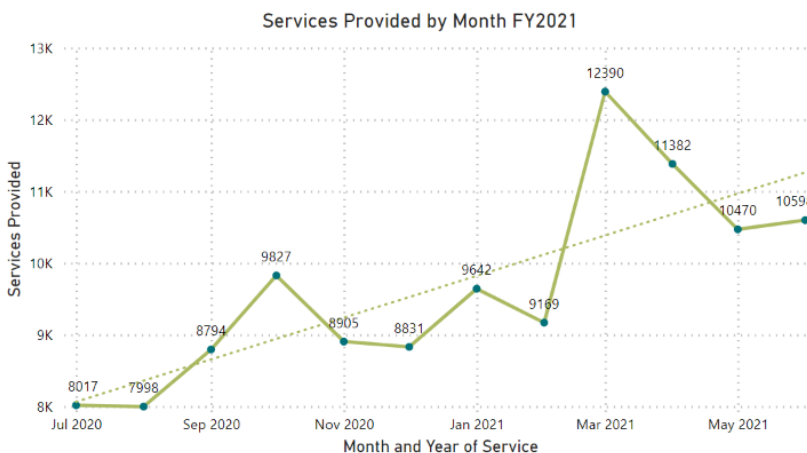
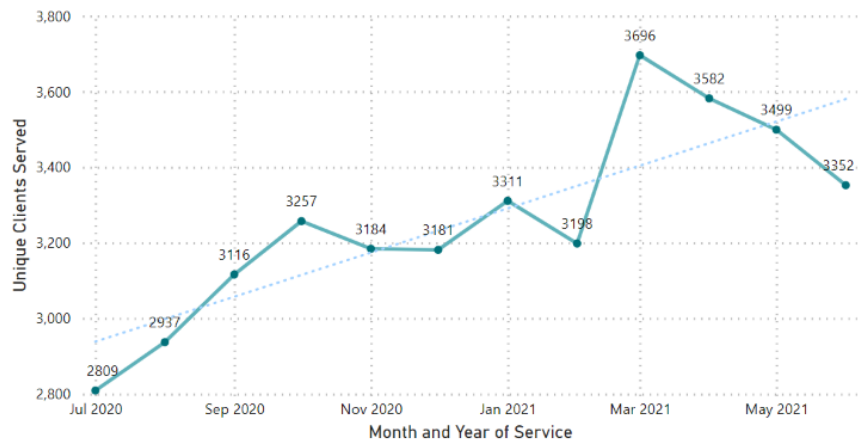
**2,156**

unique clients

27,541 kept appointments

- Unique clients seen by month increased by 19.33% from July 2020 to June 2021.
- Peaking 3696 unique clients served in March 2021.
- On average, we served 3,260 unique clients per month.

Unique Clients Served by Month FY2021



- Similarly, the number of kept services has increased by 32.19% from 8,017 in July 2020 to 10,598 in June 2021.
- Peaking at 12,390 kept services in March 2021.
- On average, we provided 9,668 services per month.

# SATISFACTION SURVEY DATA

Client Satisfaction Survey: A total of 239 respondents completed the survey.

**93%**

of clients strongly agree or agree that the people who work at FRC treat them with respect and courtesy.

**93%**

of clients strongly agree or agree that they felt heard and understood by their provider(s).

**89%**

of clients strongly agree or agree that they themselves or their child have made progress with their treatment.

**88%**

of clients strongly agree or agree that they themselves or their child are better equipped to meet their emotional and behavioral needs after receiving services from FRC.

# COMMUNITY STAKEHOLDER SATISFACTION SURVEY

A total of 150 respondents completed the survey.

**91%**

of stakeholders strongly agree or agree that the organization is responsive to their needs when requesting programming or referring someone to services.

**86%**

of stakeholders strongly agree or agree that they would recommend the organization's programs and services to another referral source, organization or individual.

**78%**

of stakeholders strongly agree or agree that they receive an adequate level of communication regarding available programs and services.

**85%**

of stakeholders strongly agree or agree that they have encountered timely access to programs and services.

# FEDERAL FUNDING SUMMARY

## CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC (CCBHC)

Certified Community Behavioral Health Clinic is a 2-year, \$4,000,000 Substance Abuse and Mental Health Services Administration (SAMHSA) grant that Family Resource Center was awarded in May 2020. The primary goal of the project is to improve access and quality of community mental health and substance use disorder treatment services. CCBHC integrates physical health and behavioral health services to ensure a comprehensive, person-centered approach to healthcare. The project has allowed for expanded and enhanced services in Hancock County.



### KEY CCBHC ACCOMPLISHMENTS TO DATE:

- Family Resource Center locations in Hancock County can provide services to any individual regardless of their ability to pay or place of residence
- Health screens that include height, weight, blood pressure, pulse, and BMI are now completed for all individuals entering services through Open Access
- Care Coordinators assist clients with access to care through coordinating both internal and external resources
- Supplemental services including equine therapy, employment services, and YMCA membership are available to clients through the project

## SUICIDE PREVENTION

"Building a Better Tomorrow for Hancock County", a SAMHSA COVID-19 Emergency Response Grant to address suicide and domestic violence prevention, provided access to \$800,000 from August 2020-March 2022. The grant staff focused on prioritizing outreach to individuals after a suicide attempt or crisis (929 successful contacts), providing prevention trainings and presentations to local employees (1,720 participants) and increasing mental health access to those experiencing domestic violence. Social media, radio, newspaper articles and billboards were utilized to increase overall awareness of the National Suicide Prevention Hotline and local crisis hotline. The efforts of the Zero Suicide Implementation Team will ensure sustainability of the grant's efforts.





# FEDERAL FUNDING SUMMARY

## SYSTEM OF CARE (SOC)

The System of Care is nearing the end of the 4-year SAMHSA grant. In April, we applied for a 4-year System of Care 2.0 grant with a budget of \$1,000,000 per year. We hope to find out in the next couple of months if we are awarded funding. The purpose of this program is to provide resources to improve the mental health outcomes for children and youth, birth through age 21, with serious emotional disturbances (SED), and their families. This program supports the implementation, expansion, and integration of the System of Care (SOC) approach by creating sustainable infrastructure and services for those in need.

### SOME OF OUR KEY ACCOMPLISHMENTS THIS YEAR INCLUDE:

- Leadership Academy: Two rounds of the System of Care Leadership Academy which focused on leadership development within organizations that are a part of our community's System of Care
- Feedback Survey: A feedback loop survey is being deployed for individuals to have an easy way to provide feedback no matter which organization of the System of Care they are involved with
- Training: A training opportunity in July to get trainers trained in the Youth Thrive Framework. This is vital to expand this evidence-based and proven framework in Hancock County and surrounding communities. SOC has also funded training for Hancock Veterans Services to expand their Grief Recovery Method, peer support, and the FRC University
- NOMS Completion: SOC had a target of completing 161 NOMS during the four years and will complete this objective by June and finish the grant with an estimated 180
- Parent/Caregiver Advisory Council: SOC is developing a Parent/Caregiver Advisory Council to provide a voice for SOC community partners to create programs and services that meet the needs of families in Hancock County

## COMMUNITY MENTAL HEALTH CENTERS (CMHC)

In the fall of 2021, Family Resource Center was awarded a Community Mental Health Centers grant through the Substance Use and Mental Health Services Administration. The purpose of this program is to enable community mental health centers to support and restore the delivery of clinical services that were impacted by the COVID-19 pandemic and effectively address the needs of individuals with serious emotional disturbance (SED), serious mental illness (SMI), and individuals with SMI or SED and substance use disorders, referred to as co-occurring disorder (COD). The CMHC Grant provided funding to FRC to open new Community Mental Health Centers facilities in Auglaize, Darke, Hardin, and Miami counties, as well as bolster the spectrum of mental health and substance use recovery services currently offered in those communities.

This program allowed for two new facilities to open this spring in Wapakoneta and Greenville and two other facilities will soon follow in Troy and Fostoria. CMHC also funded the expansion of services in all locations by improving access through technology and adding to our workforce.

# BOARD & STATE GRANTS

## STATE OF OPIOID RESPONSE GRANT (SOR)

Each of the three board areas were sub-recipients of funds from the State Opioid Response grants. These grants were funneled from SAMHSA to the state and then to local area boards who worked with agencies as sub-awardees.

In Allen, Auglaize, and Hardin (AAH) counties the SOR funding was granted to the board and used as part of their funds to support two positions. The focus of this award was to create a specialized caseload of Intensive Home Based services for youth who were at risk of removal due to parental opioid use. In Hardin County the focus was for a Care Navigator that served youth with parents who experience Opioid use and/or other SUD services. These two positions continue to be supported through the Mental Health & Recovery Service Board with SOR funding in FY23.

In Hancock County the Notice of Award for October 2020-September 2021 was for \$715,255. The focus of this award was to support our MAT services, implement Contingency Management, begin programming designed especially for pregnant women experiencing Substance Use Disorder, increase the connection with the local Health Department's mobile service unit, support our peer support services and jail services, and to create a structure to support our interns and the workforce serving individuals with opiate and stimulant use disorders. Many of the goals of this grant continue to be a focus with our next allotment from SOR (the amount of the award is not yet finalized). In January of 2021, we implemented a compensation process for interns. MAT and clinical programming has continued. Ongoing education in Motivational Interviewing and ASAM criterion has occurred and is planned for the future. We have had multiple women served by the Nurturing Families group. At this time, the Health Department's mobile service is focused on COVID response. Future collaborations are hoped for, but not planned at this time.

The Tri-County board area received a State Opioid Response award in the amount of \$348,456 to expand MAT services both in staffing and treatment options. This location has added Suboxone treatment to their array of supported services, and implemented Peer Support. This Peer Support worked closely with the local justice centers and provided much needed support to individuals as they re-entered the community.



# BOARD & STATE GRANTS

## YOUTH TREATMENT IMPLEMENTATION

This was a state-run grant that was a part of a larger System of Care grant for the state. Each of the three board areas participated in this grant. The focus of this grant was to increase SUD services available to youth by implementing Integrated Co-Occurring Treatment (ICT). ICT is an intensive home-based model.

In AAH and Tri-County the Notice of Award was for \$100,000 and the focus was on increasing training as well as subsidizing the supervision of the agency team by Audray Allen.

In Hancock County, the Notice of Award was for \$97,500 and supported the Intensive Home-Based Treatment provider. An additional position was created in year two focused on Transitional Youth. Maintaining staff in this position proved to be a challenge and the position has been retooled for the next fiscal year with different focus and funding.

## ENGAGE 2.0

Engage 2.0 was a state grant awarded to Hancock County to provide Mobile Response and Stabilization Services to youth experiencing a family-defined crisis. The team was built throughout 2020, and in 2021, they were awarded the highest score in Northwest Ohio in their first fidelity review and was provided additional funds to support the program through July 2022 when OhioRise is implemented.

## BJA COSSAP

FRC was a sub-recipient of the BJA COSSAP FY2019 grant in a partnership with ADAMHS Board. FRC supported the development and implementation of the Law Enforcement Assisted Diversion program. Through the BJA JMHCP FY 20 grant, FRC also collaborated with ADAMHS Board in opening a residential stabilization center, The Steady Path Stabilization Center. This is a welcoming short-term living environment providing a guided path to wellness. The center opened in January of 2022 and provides structured programming along with on-site medical services.

ADAMHS Board will be applying for BJA COSSAP FY23 grant in June in collaboration with FRC to work on the following goals:

- Implement school and community-based prevention, early intervention services for children and family members who intersect with the criminal justice system
- Develop a sustainable co-responder model between criminal justice and behavioral health
- Implement use of Overdose Mapping and Application Program in collaboration with community partners
- Enhance workforce/professional development through formalized relationships with institutions of higher education



# CLIENT IMPACT STORIES

"Our therapist is absolutely amazing. Our 7-year-old son started seeing her for behavioral concerns and she has been able to open up an entire book that has brought realization to the need for FAMILY services. Our entire family is in the process of starting services with FRC. Her ability to reach children, even myself as a client as well, is beyond imaginable. She goes above and beyond for us to ensure we feel safe, accepted, and to ensure our needs are met. She is PHENOMENAL!"



"My counselor makes me feel like I am respected and not judged. She is helpful and sincere."

"They have been VERY accommodating, kind, thoughtful, and concerned about me with the passing of my husband. I very much appreciate them being supportive of me in my time of need."

"Our provider made an immediate connection with my son, and he has opted to continue in therapy because of the relationship, care, and concern shown to him. I have no doubt that he will enjoy long-term success because of her role in his team of supporters. She is fun, real, forward, no-nonsense, open, relatable, and an amazing listener and communicator. Our family is extremely grateful for her work."



"My provider has made herself available when I have experienced myself in crisis mode. She also has reached out to check in on me and provide resources for reading, techniques, and just has helped so much, especially during this pandemic. I honestly can say she has helped me through huge losses recently and in the past. The telehealth option has really helped me feel comfortable with Covid and scheduling has helped me develop routine in my life. Huge help".

"Our kids look forward to their appointments!"



# FINANCE SUMMARY

## STATEMENT OF FINANCIAL POSITION

	2020	2021
CASH	1,106,979	1,727,943
AR/OTHER	900,332	1,386,545
FIXED ASSETS	840,856	848,109
INTEREST	14,715	111,656
TOTAL ASSETS	2,862,882	4,074,253
CURRENT LIABILITIES	1,671,771	1,114,705
LONG TERM LIABILITIES	439,510	333,430
NET ASSETS	751,601	2,626,118
TOTAL L&NA	2,862,882	4,074,253

## STATEMENT OF ACTIVITIES AND CHARGES IN NET ASSETS

REVENUE	11,794,130	14,828,811
EXPENSES	11,674,926	12,954,294
NET INCOME	119,204	1,874,517

**14,828,811**

2021 REVENUE

**1,814,517**

2021 NET INCOME

