

2022

ANNUAL REPORT



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A MESSAGE FROM OUR CEO

At Family Resource Center, our continued focus has been on providing maximum quality, maximum service, and maximum impact in the communities we serve. In FY22, we took major steps forward in each of these areas. To strengthen our quality and align our growing medical and clinical services throughout the organization, we created a new Chief Medical Officer position. We began an initiative to improve our specialized case management services, and we implemented Just In Time and Centralized Scheduling to remove barriers and make it easier for clients to access our services. Finally, the addition of community-focused Site Director positions across the organization has driven positive community impact in all 7 counties we serve. While I am very proud of what Family Resource Center has accomplished, I'm even more proud of the people behind those accomplishments. Their constant focus on quality, service, and community impact is what makes Family Resource Center an exciting and fulfilling place to lead. I look forward to celebrating our next year of service together, and to continue positive impact in the communities we are proud to serve.



John Bindas

John Bindas

SENIOR STAFF



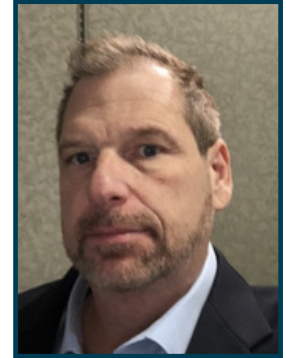
JOHN BINDAS
PRESIDENT/CEO



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



VALERIE WESTHEAD
CHIEF MEDICAL
OFFICER

MISSION STATEMENT

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 are at work in many schools in the communities we serve, providing group or one-on-one services directly where students are. 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 and family support coaching.

HIGHLIGHTS



THE STEADY PATH

The Steady Path, a short-term residential stabilization program in Hancock County, opened in January. This program serves as a step-down and diversionary program for individuals from higher levels of care to include both hospitalization and incarceration. This program is funded by a Justice Mental Health Collaboration Program grant and matching funds from the Hancock County ADAMHS board.

DLA-20

FRC rolled out the DLA-20 in March of this fiscal year. This evidence based tool measures client strengths and needs in 20 different domains of daily living activities. This was a huge step forward in creating the ability for our staff to make data driven decisions with great clinical impact.

SUPPORT TEAM

FRC implemented Client Support Specialists to support our clinical and medical providers. Their work with clients and providers includes re-engaging clients into services, monitoring and reaching out to clients who do not show for their appointments to help reduce barriers and support providers with caseload management.

COMMUNICATIONS

In an effort to proactively respond to staff concerns about connection and transparency between senior leadership and the staff, FRC implemented a number of initiatives. Along with our bi-weekly newsletter, we now have a weekly Monday Morning Minute in which the CEO directly addresses staff in a video and shares the focus of the agency for the week. In addition, SLT members now visit the sites on a monthly rotation to answer questions and connect with staff one on one.

INITIATE CASE MANAGEMENT STUDY

A multi-disciplinary team was formed to develop long range plans and vision to optimize case management services to all FRC clients, meeting them where they are in their recovery.



TRAINING AND DEVELOPMENT POSITION & DIRECTOR OF QUALITY AND COMPLIANCE

We created a position of Director of Training and Development and it was filled during this fiscal year. Throughout the time FRC's ability to standardized training across the agency has increased significantly. The Director of Training and Development has focused on leveraging the current technology to ensure that training materials are available to all staff.

We also established our CQI department with the hiring of our Director of Quality and Compliance. This position played a crucial role in preparing FRC for their upcoming CARF recertification.

HIGHLIGHTS

BEGAN CRISIS DE-ESCALATION

An investment was made in having two FRC staff members being trained in the Crisis Prevention Institutes evidenced based Verbal Interactions training. The addition of our certified trainers supported staff members learning how to recognize the stages of an escalating crisis and evidenced-based techniques to appropriately de-escalate. This has added to our culture of safety.



DATA USAGE

Emphasis on evaluating agency data was an initiative that led to the implementation of Power BI to integrate with our systems allowing for the development of dashboards for review of current agency data. This includes data for services, financial, billing, clinical and form development to allow for tracking and monitoring.

GRAND OPENINGS FOR CMHC

During the 2022-year, Family Resource Center opened the doors to new facilities in Wapakoneta, Greenville and Troy, Ohio. The goals of all new locations are improving the mental wellness of families and individuals.

MOBILE RESPONSE STABILIZATION SERVICES (MRSS)

Throughout the fiscal year of '22, our youth department in Hancock worked to establish and refine our Mobile Response Stabilization Services team. They increased staffing and training and eventually moved through a fidelity review. They received the highest score on the review in the northwest region setting them up for the state-wide roll out of the service on July 1, 2022.

ZERO SUICIDE

As a result of the SAMHSA Suicide Prevention grant, the organization made the commitment to implement the Zero Suicide framework. The foundational belief of Zero Suicide is that suicide deaths for individuals under the care of health and behavioral health systems are preventable. For systems dedicated to improving patient safety, Zero Suicide presents an aspirational goal and practical framework for system-wide transformation toward safer suicide care. With the commitment to this transformational change, a multidisciplinary team was created to begin identifying process improvements such as the use of standardized suicide screening assessments at every encounter with a client and training opportunities which provided training on lethal means restriction education for non-clinical and clinical staff.



EMPLOYEE TESTIMONY

As a probation officer in Chicago, a college grad. student in her 50s, and a social worker at a free clinic, Aimee Shannon has seen a lot. But one thing that was a first for her was the moment that FRC Enrollment Specialist Mindy Helton answered the phone at our facility in Troy.

“I thought, you know, it’s Thursday at 4pm, there’s no way I’m going to reach someone,” said Aimee. “When she answered that phone, I was shocked because that never happens.”

At the time, Aimee was an employee at a clinic in Troy, and she had a client in her office who needed help that the clinic wasn’t equipped to provide.

“He was obviously mentally ill, and I started going through the resources I knew of in the community, but there were gaps with all of them. Then I remembered Family Resource Center, so I picked up the phone and Mindy was so helpful,” Aimee said. “I told her that I wasn’t sure of the client’s financial situation, but Mindy told me that she’d handle that. She emailed me some paperwork to start and told me that she could get him scheduled for an appointment the next morning at 9am. Of course, I was floored, because every place has a waiting list, but FRC was able to see him the next day. I checked up on him the next day, and they did what Mindy said they’d do.”

That interaction was impactful enough for Aimee that, after she chose to move on from her role at that organization with a plan to rest and regroup for a few months, she came across FRC online and felt a pull.

“That feeling I got when I spoke with Mindy, and meeting people out in the community, it’s so positive,” said Aimee. “I wanted to be somewhere that the emphasis is on the client, where they ask about how to make things work rather than give reasons why they won’t, and that’s FRC.”

We are proud and excited that Aimee has chosen to bring her talents, skills, and passion to Family Resource Center as a Mental Health Counselor at our Sidney campus. Welcome, Aimee, we’re delighted that you’re a part of Family Resource Center!



AIMEE SHANNON
MENTAL HEALTH
COUNSELOR

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

3,997 unique clients (+86 clients YoY)
65,006 kept appointments (-50 appts. YoY)

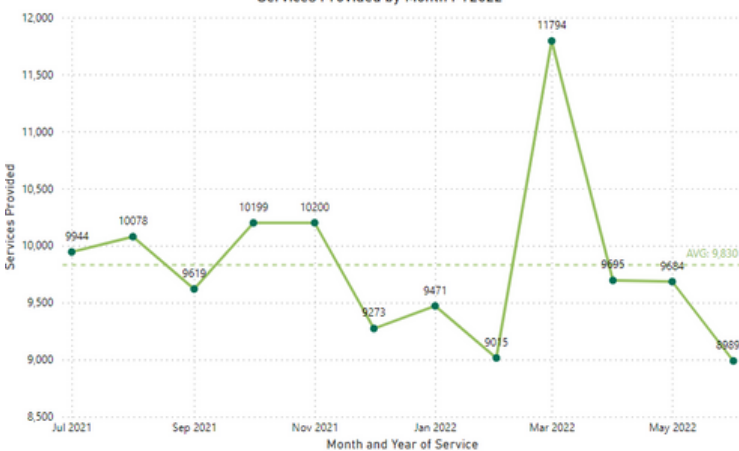
ALLEN, AUGLAIZE, HARDIN

2,395 unique clients (+152 clients YoY)
22,306 kept appointments (-1,120 appts. YoY)

TRI-COUNTY

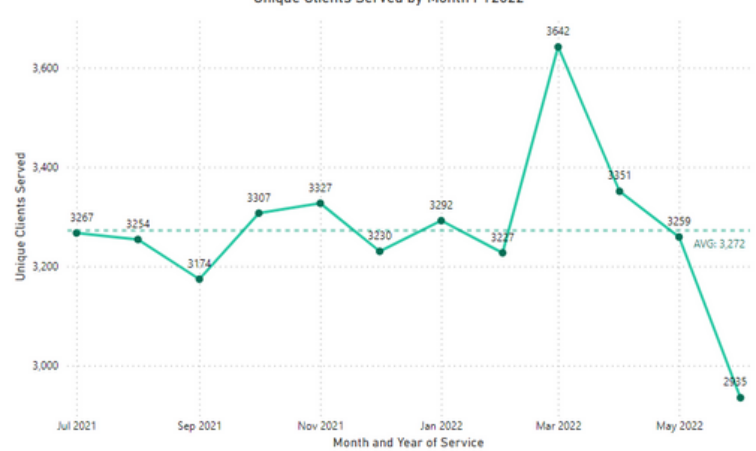
2,062 unique clients (-94 clients YoY)
30,649 kept appointments (+3,108 appts. YoY)

Services Provided by Month FY2022



- During FY2022 we provided 9,830 services per month (+162 YoY)
- Services provided per month peaked during March (similar to the previous Fiscal Year)
- With the lowest month at 8,989 services in June

Unique Clients Served by Month FY2022



- During FY2022 we averaged serving 3,272 (+12 YoY) unique clients per month.
- Peaking at 3,642 unique clients served during March (similar to the previous Fiscal Year).
- With the lowest month recorded at 2,935 in June.

CLIENT SATISFACTION SURVEY



196
SURVEYS
COMPLETED

94%

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

93.9%

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

88.5%

Of clients strongly agree or agree that they themselves or their children 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

132
SURVEYS
COMPLETED



81%

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

80%

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

77%

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

71%

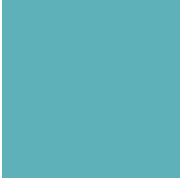
Of stakeholders strongly agree or agree that they have encountered timely access to programs and services.

FEDERAL FUNDING SUMMARY

SYSTEM OF CARE (SOC)

The first 4 years of the System of Care SAMHSA grant ended in September. In July, we applied for, and were awarded, a new 4-year System of Care grant (SOC 2.0) with a budget of \$1,000,000 per year. This new grant began in October. 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.

- Safety Training for in-home providers was provided to 31 individuals from FRC, Hancock Hardin Wyandot Putnam Community Action Commission, Ohio Department of Job and Family Services, Help Me Grow, Children's Mentoring Connection, ADAMHS Board, and CPSU of Hancock JFS.
- System of Care Leadership Academy ran with a cohort of 20 youth-serving professionals from 6 organizations.
- Youth Thrive Train-the-Trainer prepared 18 professionals to educate others in our community in the Youth Thrive Framework. Youth Thrive is a trauma-informed model. The implementation of this model throughout the community has increased awareness and education through all youth and family-serving organizations.
- Findlay City Schools and Van Buren Local School both participated in the trauma-informed implementation of Teen Mental Health First Aid. This involved the entire sophomore class at each school participating in this program. The program is intended to be repeated with the sophomore class each year moving forward. The desire would be to expand this program to additional schools in Hancock County.
- The respite workgroup hosted their second event in October. The joint event was with the University of Findlay Occupational Therapy department. The event was open to families from multiple systems. This focused on Youth Resilience, Social Connections, and Cognitive/Social Emotional Competence.
- Our SOC team Family Peer Support staff worked with NAMI to develop an evening parent support group in September of 2022.
- Our SOC team has maintained the new support program from last year that is focused around helping grandparents raising grandkids. This program has reached a new population for our support programming.



FEDERAL FUNDING SUMMARY

CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINIC (CCBHC)

FRC's CCBHC Expansion Grant for Hancock County ended on July 31, 2022. This project included \$4,250,000 in funding awarded by SAMHSA for the period of May 2020 – July 2022. Throughout that time, FRC embarked on a journey of transformational change, all while navigating the unforeseen challenges of an ongoing pandemic. This was and continues to be possible thanks to a combination of the hard work and dedication of FRC Staff, expertise of consultants, and the additional funding the grant provided.

FRC undertook a variety of initiatives throughout the first 2+ years of CCBHC to pursue the goals of improving access to care and quality of care. The list below highlights only a few incredible accomplishments:

- Centralized Scheduling and Just in Time Scheduling
- Health Screening during Open Access
- DLA-20 Assessments
- PowerBI Dashboards
- CliniSync, a Health Information Exchange system



In September 2022, FRC was awarded a new CCBHC Improvement and Advancement Grant. This project includes \$4,000,000 in funding for the period of October 2022–September 2026. This is an incredible opportunity for longer-term funding that will allow us to continue to grow as a CCBHC and improve our implementation of the CCBHC model of integrated behavioral healthcare.

While we have many goals in mind for the coming years, below are two highlights:

- Implement a measurement-based care process to ensure a comprehensive scope of evidence-based services/supports and practices for whole-person wellness/recovery.
- Apply continuous quality improvement (CQI) approach using quality measures and performance data to drive systems and consumer care/outcome improvement and ensure ongoing service delivery.

The CCBHC model has improved access to behavioral healthcare across the country, and when states implement the model, it also provides the opportunity for more sustainable and flexible funding solutions. FRC continues to work closely with the Ohio Council of Behavioral Health and Family Services Providers and the Ohio Department of Mental Health and Addiction Services to advocate for a statewide implementation of CCBHC as this will provide sustainability for services beyond the SAMHSA grants.

FEDERAL FUNDING SUMMARY

COMMUNITY MENTAL HEALTH CENTERS (CMHC)

In the fall of 2021, Family Resource Center was awarded a Community Mental Health Centers grant through the Substance Abuse 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, and Miami counties, as well as bolster the continuum of mental health and substance use recovery services currently offered in our previously existing locations within Hardin and Auglaize counties.

A key expansion effort associated with the grant was the development of the organization's tele counseling team. What began with two licensed clinicians contracted by a third party, has grown to a team of 9 who serve youth over the age of nine, adults and families, and support specialty treatment modalities such as EMDR, and work with unique populations such as veterans. With the development of this new service line came enhanced work within our human resources department to support applicants in gaining Ohio licenses if they resided in other states, the development of a comprehensive orientation and training process as well as a dedicated enrollment process that is focused on our telehealth services with technology advancements focused on connection to payor sources which supports our sustainability planning and a more efficient and client centered approach to services for the client.

In addition to the increased access to behavioral healthcare in these rural areas, the CMHC grant has also supported training opportunities and leadership development for FRC staff members. These initiatives have included the development of an internal Staff Self Care Committee that offered optional training opportunities for personal growth and development as well as an organizational investment in providing all levels of leadership training and skill development to provide support and emphasize employee retention.

During the 2022 fiscal year, the CMHC grant supported 618 new clients receiving services.



BOARD & STATE GRANTS

LAW ENFORCEMENT ASSISTED DIVERSION – EXPANDING OUR REACH (LEAD - EOR)

Law Enforcement Assisted Diversion program is funded by the Bureau of Justice. The goal of this program is to divert individuals who interact with law enforcement to our LEAD team who provides case management and peer support services. The team works to assist participants in addressing unmet basic and behavioral health needs. In October 2022, Hancock County received the LEAD 2.0 or LEAD-EOR grant which will be used to expand these services to additional areas and populations throughout Hancock County. This expansion will also partner with universities to provide internships for those majoring in criminal justice or human service-related fields.

STATE OPIOID AND STIMULANT RESPONSE GRANT (SOS 3.0)

FRC received over \$185,000 through the Ohio Department of Mental Health and Addiction Services to continue our work building a community system of care (prevention, early intervention, treatment and recovery support) that emphasizes service integration. Annually, FRC provides services to nearly 800 individuals in Hancock County with an OUD/SUD or Co-occurring disorder, and this funding allows us to move treatment interventions forward for this population.

- 1. PREVENTION**
- 2. EARLY INTERVENTION**
- 3. TREATMENT**
- 4. RECOVERY SUPPORT**



BOARD & STATE GRANTS

COMMUNITY FOUNDATION

The Community Foundation of Findlay-Hancock County awarded FRC \$5,000 in August of 2022 to address the unmet, emergency basic needs of clients who are involved in the justice system. Those impacted by funding are Hancock County residents who have a mental illness and/or substance use disorder and who are involved in FRC's Criminal Justice Division programming. In addition to individuals who are reentering the community or who may be at risk of recidivating, the grant also serves those in our Hancock County community who have identified mental health issues that could lead to justice involvement.

It is a known fact that many of the participants in these programs, some of whom are released with nothing more than the clothes on their backs, qualify as low income and do not have the financial capacity to pay for basic items. Outside agencies that provide financial assistance for these basic needs have limited resources, and oftentimes participants' needs are immediate and do not allow for the wait time that some agencies require to receive funding. This funding allows FRC to address these immediate, unmet needs.



Findlay • Hancock County

**The Community
Foundation**

Bridging Resources. Granting Opportunity.



FINANCE SUMMARY

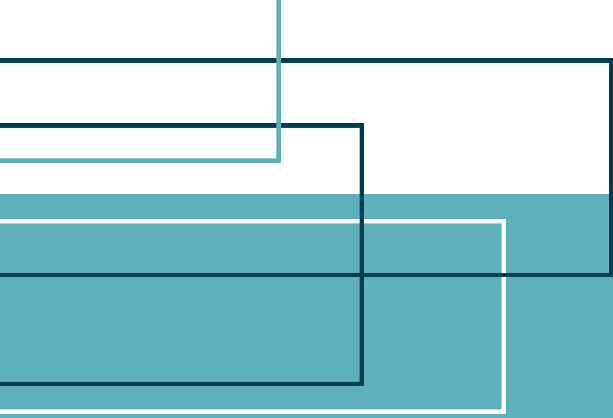
	2021	2022
CASH	1,727,943	2,134,592
AR/OTHER	1,386,545	1,427,774
FIXED ASSETS	848,109	1,522,055
INVESTMENT	111,656	111,656
TOTAL ASSETS	4,074,253	5,169,781
CURRENT LIABILITIES	1,114,705	936,705
LONG TERM LIABILITIES	333,430	825,256
NET ASSETS	2,626,118	1,761,981
TOTAL L&NA	4,074,253	5,169,781

STATEMENT OF ACTIVITIES AND CHARGES IN NET ASSETS

REVENUE	14,828,811	16,841,643
EXPENSES	12,954,294	16,059,941
NET INCOME	1,874,517	781,702

16,841,643
2022 REVENUE

781,702
2022 NET INCOME



FAMILY
RESOURCE CENTER

