

20



YEARS

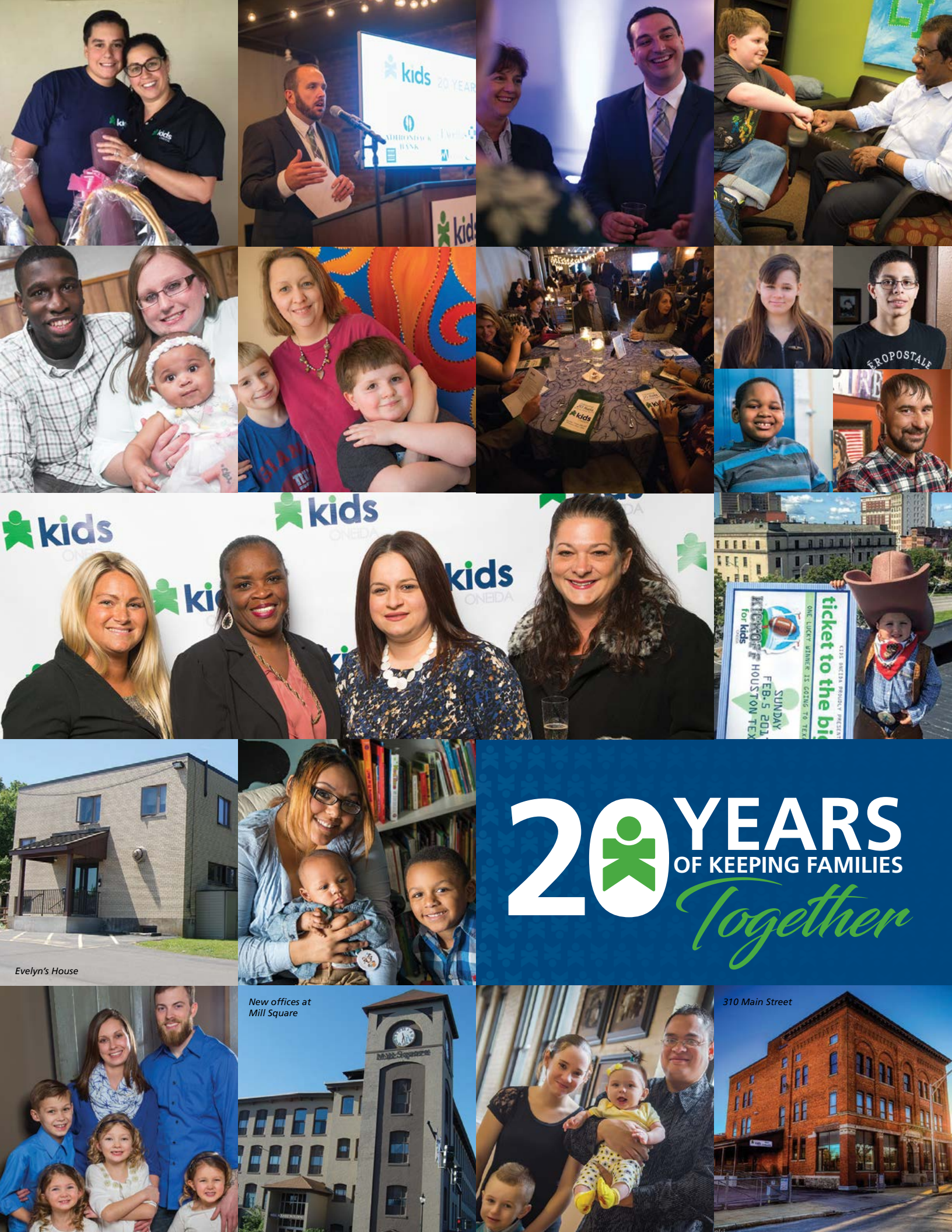
OF KEEPING FAMILIES

Together

1997-2017



2017 ANNUAL REPORT



A Message From the CEO/Executive Director



Dear Community Partner,

As we reflect on 20 years serving children and families, we have seen considerable growth and change, but one prevailing theme has remained consistent: our focus on Keeping Families Together. While a number of new programs have been added to our service offerings, we continue to pride ourselves on providing innovative family focused quality care. Each program, while unique in their own way, ensures the needs of our families are met and the highest standards of quality are delivered whenever and wherever possible.

No Longer Just Kids and Oneida County

As the array of services has evolved at KO, we recognize that our name may now be a bit deceiving. Today, we proudly offer **15** programs across six counties in the Mohawk Valley serving **1,100** families every day. Over half of the identified clients we serve are actually adults. As a result we have begun necessary steps to rebrand the organization. In 2018 we look forward to unveiling details on a new name and fresh look for Kids Oneida.

Bringing Our Communities Together Collaboratively

Collaboration is one of the cornerstones that Kids Oneida was founded on. Today, collaboration is more important than ever as we face unprecedented system changes in New York State. In 2017, we launched a restructured subcontracted provider network: Integrated Community Alternatives Network Independent Practice Association (ICAN IPA). With this model, we are leading the way through collaboration with 40+ behavioral health organizations as one of the first behavioral health Independent Practice Associations in the state. In November 2017, we announced a new management relationship with the Utica Children's Museum as a means to preserve a 55 year old asset in our community. This collaborative endeavor highlights our commitment not only to diversify our offerings but also to finding sustainable solutions that have a significant collective impact in the Mohawk Valley for all families. We continue to evaluate ways in which our services can help those individual families we work with every day as well as ways in which our philosophy of care can have a profound impact rooted in collaboration.

Thank You for Supporting Families!

On behalf of the families, staff, providers, and board of directors, we thank you for taking the time to join us in reflecting back on two decades of innovative care at home and in the community. As we embark upon our third decade in business, we cannot help but to be excited about what's in store for our organization. Thank you for being an integral part of our next chapter and supporting families.

Steven Bulger, CEO/Executive Director

Executive Team

Steven Bulger
CEO/Executive Director

Kristen Rasmussen
*Associate Executive Director
of Programs and Services*

Katie Weldon
*Associate Executive Director
of Clinical Services*

Chris Lambe, CPA
Chief Financial Officer

New Structure



Directors Team (left to right)

- Lisa Tanner**
Director of Adult Support Services
- Allison Jackson**
Director of Programs and Services
- Rebecca Paladino**
Director of Children's Clinical Services
- Jeremy Butler**
Director of School-Based Services
- Alyssa Trevisani**
Director of Community Outreach
- Quin LaReaux**
Director of Quality Improvement
- Brandi Candido**
Director of Brand Management
- Dominick Commisso**
Director of Facilities and Transportation
- Joe DePaul** (not pictured)
Director of IPA Operations

Building Infrastructure for Sustainability & Growth

In 2017 Kids Oneida took an intentional look inward and made the commitment to develop and grow our current staffing structure. We experienced significant growth in the number of individuals we serve and programs we offer. We recognized that the current structure needed to evolve. In order to support this endeavor the decision was made to invest in a new staffing line of directors.

The directors' role is essentially twofold and they are organizationally positioned in the agency to concentrate their focus on both a macro level as well as programmatic level. They provide the program managers the support they need to create the most effective environment for maximum staff engagement, high quality services and the best outcomes for those we serve. As an extension of the executive team, the directors also have the ability to help bring the strategic plan and vision to life through global initiatives such as quality improvement, outcome measures, staff and brand development, community engagement and collaborative efforts.

"The new line of directors is one of the best things that has ever happened in the agency. It provides the needed peer support to encourage strong leadership to grow and develop our programs."
— Lisa Tanner

This new initiative has paved the way for positive results at Kids Oneida. It is our goal to provide the best services to our families and that we do so with integrity to our brand, vision and mission. The directors will continue to ensure that our wraparound philosophy is at the core of every interaction we have and every support we provide. We have had an amazing implementation year and look forward to the future.

Big News



Stronger Together

To preserve an essential, historic institution in the heart of Bagg's Square, Kids Oneida entered into a managed services contract in 2017 with the Utica Children's Museum to strengthen its capacity and sustainability. Through this, we are ensuring that this destination will become an even stronger resource and educational center for all children and families in the years to come. Kids Oneida provides administrative, financial, development, marketing, and operational assistance to the museum.

As longtime neighbors in the Bagg's Square District of Downtown Utica, our two organizations are aligned in our vision to create a city that is vibrant, creative, and accessible to children and families.

With 24,000 square feet of play over four floors, the Utica Children's Museum creates lasting memories, inspires creativity, and brings people together.

Through our relationship—and with the support of key partners such as The Community Foundation of Herkimer & Oneida Counties, Inc.—we have achieved impressive successes together. Already, we have increased visitors to the museum, developed new educational programming, expanded social media and marketing efforts, engaged longtime and new donors, and hosted innovative community events. As we continue to deepen our relationship, we invite you to come by to explore all that is new at the Utica Children's Museum!



Keeping Families Together in 2017

There was so much happening in 2017 at Kids Oneida and we couldn't have done it without the support of our community partners. We have made it a priority to give back to this generous community we call home... and we had fun doing it!

Hundreds enjoyed our annual **Movie Monday** on President's Day at the Rome Capital Theater featuring Finding Dory.

Healthy Families of Herkimer County invited local leaders and partners to "plant a pinwheel" as part of their annual **Pinwheels for Prevention campaign** to support prevention efforts to end child abuse.

Staff of our new **satellite office at the Mill Square Building** hosted an open house for all to tour the space and learn about the Adult and Children's Health Homes programs housed there.

Team Kids Oneida participated in the **Annual Mud Run** for Rome Clean and Green.

Our Supported Work Team beautified the Utica Police Department's Memorial Wall by landscaping and planting before their memorial ceremony to honor fallen officers.

Healthy Families Herkimer County hosted a **family picnic** at The Utica Zoo.

Kids Oneida hosted the Annual **Nicholas D. Laino Golf Classic** to benefit our organization and clients.

13-year old Gabriella **donated backpacks** filled with school supplies for our kids to utilize in the upcoming school year.

Our Supported Work Team cleaned up yards of local seniors as part of the **Oneida County Youth Bureau's Inter-generational Clean Up**.

Kids Oneida announced its exciting endeavor of entering into a managed services contract with the **Utica Children's Museum**.



Kids Oneida staff participated in **The American Heart Run and Walk**.

Kids Oneida supported the heart healthy women of the organization at the **Go Red for Women Luncheon**.

Employees "Sweat to the Oldies" during the quarterly **wellness event** at our 310 Main Street site.

Kids Oneida's Kids Green Team had a great time staying fit during the Erie Canal Half Kids Run!

This foursome posed for their Spirit Award picture during the **Par 4 Kids Women's Golf Tournament** to benefit Evelyn's House.

Two buses of fans headed to the **Dick's Sporting Goods Open** to see Bon Jovi in concert; all proceeds from those ticket sales benefited Kids Oneida programming.

Kids Oneida restructured our subcontracted provider network to the **ICAN Independent Practice Association (IPA)**, which allowed us be better prepared for the transition to managed care.

Kids Oneida Directors spent a **day of training**, strategizing and leadership building at the Root Farm.

Healthy Families of Oneida County received a generous **winter coat donation** for their families from MVP Healthcare.

Adopt a Family holiday shoppers dropped gifts off at Kids Oneida to be distributed to local families in need.

A Year of Amazing Outcomes

Our Parent Partners hosted **11** free, open to the public, Caregiver Support Groups at Kids Oneida's Main Street office

Our School-based STARRS classroom experienced a

94% reduction

in out of school suspensions for our Madison Oneida BOCES students from the 2016-2017 to 2017-2018 school years

Kids Oneida became a contracted Care Management Agency with **3** Children's Health Homes in **4** counties

98%

Kids Oneida's most intensive ACT program for at risk youth in jeopardy of residential placement successfully maintained **98%** of kids at home and in the community

In its first months as a program at Kids Oneida, Traumatic Brain Injury and Nursing Home Transition and Diversion has received and sustained **7** active participants

Our Supervised Visitation Program supported **202 successful supervised visits**

with **63** parents, **74** children, and **7** grandparents in **3** counties

SPIN produced a **\$552,000 cost avoidance** for Oneida County through outpatient diagnostic services



100%

Evelyn's House served **15** women and **16** children with **100%** of mothers and their children successfully transitioning into safe and stable housing

98%

of clients receiving Adult Health Homes services avoided being admitted to the hospital

5 Family Focus Groups

were held in **5** counties to discuss strengths and needs within Juvenile Justice System in an effort to collaborate across systems to improve family experiences

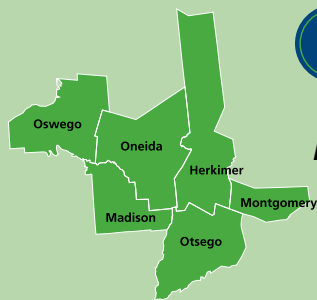
3,669 home visits

were completed by family support workers to **302** families in the Herkimer and Oneida County Healthy Families Programs

2,718 Units of Home and Community Based Services (HCBS) provided to **31** unique recipients

\$672,700 cost avoidance for the year

The Kids Herkimer Programs avoided **2,693** days of care by advocating for the return of **15** children prior to their scheduled release date producing a



1

We are **NOT JUST KIDS** and **NOT JUST ONEIDA** anymore!
Kids Oneida now provides services prenatally through end of life in six counties!



2

An independent evaluation by Northwestern University identified Kids Oneida as an effective, intensive community-based program in that our youth demonstrated reduced symptoms, less severe risk behaviors, and improved functioning.



3

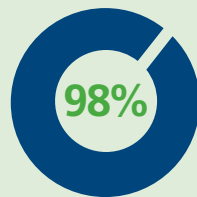
Did you know Kids Oneida provides supports and services to over **1,100 FAMILIES** on any given day?

4

WELLNESS AND SELF-CARE is so important to us that Kids Oneida provides the opportunity for staff to participate in quarterly group activities to promote self-care, such as hiking, painting, yoga and snow shoeing!

5

Our Kids Oneida/ACT program is proud to boast an **almost 98% success** against placement and recidivism for the children we have served the past 20 years.



6

Our **WRAPAROUND PHILOSOPHY** is the foundation of all we do in our efforts of Keeping Families Together. We strive to provide individualized, unconditional and family-driven care.

7

In a published evaluation, researchers from **MT. SINAI HOSPITAL** deemed Kids Oneida an innovative system of community-based services that has reduced out-of-home placements for children in Oneida County.

8

Kids Oneida started in 1997 in one county with one program and seven staff. We have since grown to **15 PROGRAMS** in **SEVEN COUNTIES** with over **130 STAFF!**

20 Facts About Kids Oneida

Kids Oneida has come a long way in twenty years! Our vision of *Keeping Families Together* is behind each and every support we provide. We strive to be leaders in empowering individuals to meet their goals and these efforts have been researched and praised through the years. How many of these fun facts did you already know about us?

9

Every year we hold a Turkey Drive, and with the support of generous sponsors like First Source Federal Credit Union, we are able to provide complete dinners for **OVER 150 FAMILIES** for Thanksgiving!



10



In its 11th year, our Adopt A Family Holiday Program provided gifts and necessities to over **660 INDIVIDUALS** from 258 families thanks to all the generous sponsors and donors!

11



On March 1, 2013 the **FAMILY NURTURING CENTER** became a part of the Kids Oneida family and those programs continue to thrive and carry on their legacy today.

12



Kids Oneida has provided onsite job training and soft skills for work-eligible teens through our Supported Work Program for over 16 years!

13

Our team is **COMMITTED TO GIVING BACK** to our local community and regularly participates in events and raises money for such organizations as The Red Cross, American Heart Association's Heart Run and Walk, 315K for the Cure and Prevent Child Abuse NY's Pinwheels for Prevention.

14

Did you know that Kids Oneida utilizes over **175 INDEPENDENT CONTRACTORS** from within our ICAN IPA to provide wraparound services to our individuals and families?

15



Kids Oneida was awarded the distinction of **NON-PROFIT OF THE YEAR** for organizations with 50 plus employees by the Mohawk Valley Chamber of Commerce in 2012.

16

Kids Oneida hosts an annual **FAMILY PICNIC** to celebrate all the successes the individuals and families we work with have achieved.



17

Evelyn's House celebrated their **10TH ANNIVERSARY** this year providing a safe, nurturing home and supportive services for mothers and their children.

18



In 2008, Kids Oneida expanded to Herkimer County with the creation of Kids Herkimer, which now provides six programs to children and families **THROUGHOUT HERKIMER COUNTY.**

19

In 2012 the **WHITE HOUSE COUNCIL FOR COMMUNITY SOLUTIONS** recognized our Kids Herkimer and Return Home Early Programs, highlighting them in a report featuring nationwide models for successful community collaborations.

20

In 2017 Kids Oneida celebrated **20 YEARS OF KEEPING FAMILIES TOGETHER** by honoring the founders that made this agency possible.





At the Beginning...

Twenty years ago, families had little choice. If their child was at risk, or had social, emotional or behavioral challenges, institutional care was often the only solution available. Such care, without individualized attention or a holistic, proactive approach, could leave damaging effects on children, disrupt or destroy family dynamics and cause long term issues. Kids Oneida was created to be an agent of change.

"Back then, there were no options, so institutionalization was it. When we launched Kids Oneida, we created options."

- **Ted Mohr**
Former Oneida County
Department of Social
Services Commissioner

"When Kids Oneida was founded, nothing like this had ever been done before in New York and had only been tried in a few places across the country. It was new, innovative, and a big risk."

- **Jane Vail**
Former Clinical Supervisor

"At the beginning, there were just a handful of us running around doing everything and anything we could to make sure our kids got what they needed."

- **Brandi Candido**
Director of Brand
Management



**We were
created
by people
in our
community,
for people
in our
community.**

DISRUPTING THE NORM

Realizing the rampant institutionalization of youth in out-of-home care sometimes being the only choice for families in crisis, Kids Oneida set out to be an ally for kids and families. Since our inception, we have helped shift the landscape of children's services across Central New York and the state to recognize the value and importance of keeping families together. The approach was different and bold, and all eyes were on us.

HUMBLE BEGINNINGS

Kids Oneida was created as a demonstration project that was intended to be a short-term pilot in Oneida County. We were established with support from state, county, and local leaders across child-serving systems and were selected by the Robert Wood Johnson Foundation as one of 12 models across the country to test a new approach to children's mental health service delivery. We began with just two staff members running one program.

EARLY GROWTH

Things took off. The programs grew, the approach worked, our team increased and people took notice. Our youth demonstrated reduced symptoms, less severe risk behaviors and improved functioning. We were recognized by The New York State Office of Mental Health, Mt. Sinai Hospital, The Florida Mental Health Institute, The National Building Bridges Initiative, The White House Council for Community Solutions and many more for our groundbreaking and impactful work.



Twenty Years Later...

While much has changed at Kids Oneida over the last 20 years, our core philosophy never wavers. Our growth has been responsive and strategic. We have expanded *what* we do, *where* we do it, and *who* we reach, but our approach—*how* we do our work—has and will always be centered on each person that we get to support.

"We've built an extensive provider network and deep community partnerships to offer a comprehensive continuum of care and wide range of services—from helping youth get to school on time to caring for new moms and their infants."

- **Alyssa Trevisani**
Director of
Community Outreach

"Community-wide, we see where the needs are and design services and supports to meet these. We are out there in the community every day. The community drives how we work and we rely on them to tell us how we can do our job better."

- **Allison Jackson**
Director of Programs
and Services

"What we're doing is changing that perception in the community, letting people know all that we do, and continuing to do even more."

- **Quin LaReaux**
Director of Quality
Improvement



EMPOWERING YOUTH, FAMILIES, AND ADULTS

We believe in the power and strength of every person who is in the Kids Oneida family. For 20 years, it has been our job to help children and families rediscover their own ability to thrive in our community. Client voice and choice is a central component to our Wraparound Approach that ensures all programs, services, and interactions are driven by the interests, strengths, and needs of those we work with. Kids Oneida has been recognized as a model for our innovative and effective approach to treatment and has received local, state, and national accolades.

STRENGTHENING OUR COMMUNITY

Kids Oneida is grounded in the daily life experiences of youth and families. We are in schools, at clients' homes and in the community so that we can understand and better address the challenges we face. After recognizing that many issues we were designed to address exist across the Mohawk Valley, we expanded our community.

INNOVATING AND EVOLVING

Kids Oneida has evolved into 15 initiatives led by over 300 staff and providers across the Mohawk Valley. With a network of intensive, community-based support available 24/7, today's Kids Oneida ensures that children and families get what they need to heal from trauma, address and overcome challenges, and strengthen their families and communities. We are committed to continuous advancement and improvement across our agency. Every day, we face changing needs and challenges with our clients, in our agency and in our community. As an adaptive, flexible organization, we are able to adjust to what is needed in each moment to strengthen and restore families and our community.

Our Programs

Intensive Kids Oneida (IKO) + Assertive Community Treatment (ACT) + Step Down

A true residential alternative, these are the most intensive programs we offer with the ability to provide wraparound services at three different levels of intensity as youth build their strengths and resources.

Parent Partner Program

To enhance team efforts and empower families to meet their goals effectively, Parent Partners work as part of an interdisciplinary team to provide support and advocacy for those enrolled in our Kids Oneida/ACT program.

Return Home Early (RHE)

To reunite families, improve outcomes, and promote public safety, RHE identifies and supports youth in residential placement to transition home prior to their scheduled release date with the most effective supports in place.

School-Based Services

We partner with schools and districts to bring tailored services to classrooms, schools and students' homes. We improve attendance and academic achievement, reduce disciplinary referrals, and prevent children's placement in residential facilities based on academic needs.

Second Chance Juvenile Reentry

To transform the Mohawk Valley's juvenile justice system, we support county-level task forces working to reduce youth recidivism, improve family engagement, address racial and ethnic disparities, and increase trauma-informed care.

Service Provisions for Individualized Needs (SPIN)

SPIN offers fee-for-service supports for clients based on their unique needs and interests that can be provided at home, in school, and in the community. We became one of the first agencies in Upstate New York to provide Home and Community Based Services (HCBS) to the region which are administered through the ICAN IPA Network.

Kids Herkimer

Since being launched in 2008, Kids Herkimer has expanded to offer six programs for Herkimer County's youth and families: Intensive Preventive, SPIN, Family Reunification, Detention Diversion, RHE, and the Nurturing Parenting Program.

Healthy Families of Herkimer County

This nationally validated program is proven to promote positive parenting skills and is available to new and expecting parents across the county through a partnership with Herkimer County Public Health Department.

Adult Health Homes

This program provides NYS Adult Medicaid recipients with comprehensive Care Management in an effort to support overall improvement in physical health and emotional well-being.

Kids Otsego

We provide a comprehensive array of services and supports in Otsego county across multiple systems such as school districts, probation and Department of Social Services.

Healthy Families of Oneida County

With support from NYS Office of Children and Family Services, this program provides child development and parenting education, assessments of infant-child development, and access to resources for new parents and their children up to age five.

Evelyn's House

Transitional housing for homeless mothers ages 16-21 and their children, Evelyn's House provides a safe, nurturing home and supportive services while preparing young mothers for the challenges of living independently.

Nurturing Parenting Program

This evidence-based parenting curriculum and training is provided to parents in a respectful and empowering environment. Supervised Visitation allows separated families the ability to maintain or reestablish relationships in a safe setting.

Children's Health Homes

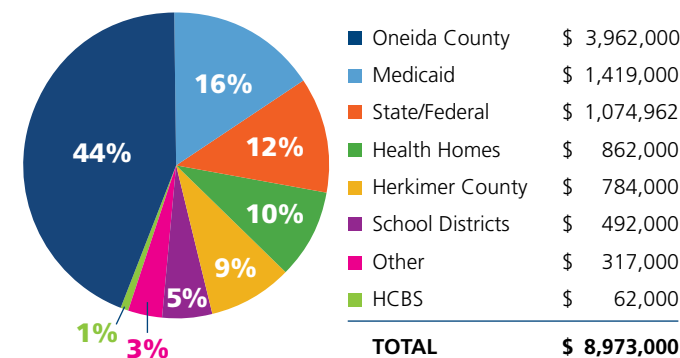
To address and support medical, behavioral and emotional health issues through connection to resources and appropriate services, this program provides comprehensive Care Management to Medicaid eligible children from birth to age 21.

TBI/NHTD Waiver

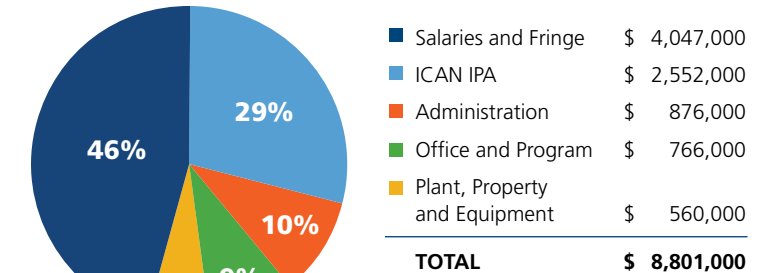
New to Kids Oneida in July 2017, the Traumatic Brain Injury and Nursing Home Transition and Diversion Waiver Services provide individuals with supports in their home and community as an alternative to Nursing Home Care.

Financials

2017 Revenue by Source*

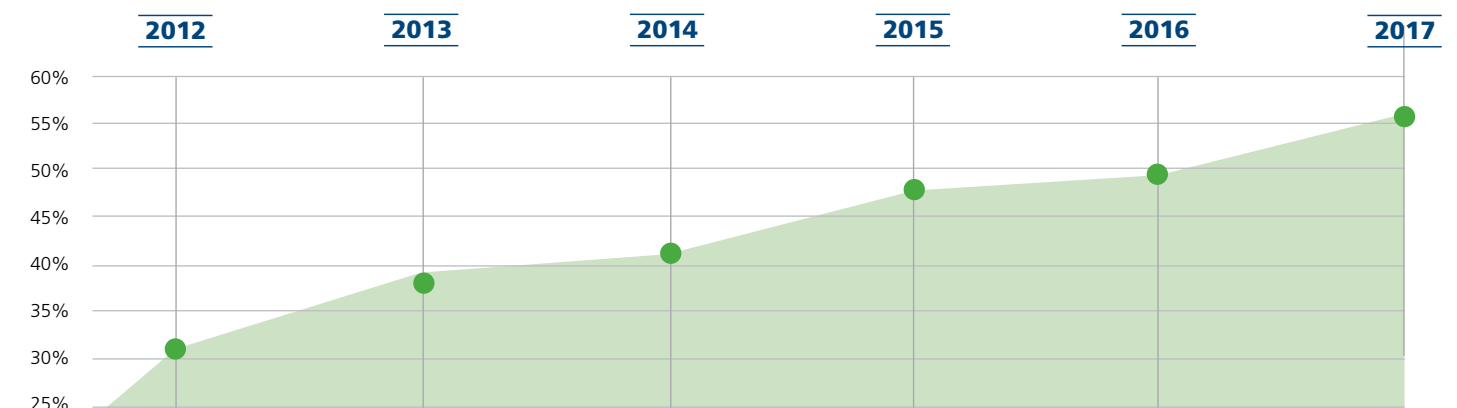


2017 Expenses by Category*



* Numbers rounded to the nearest thousand

Percentage of Revenue from Outside of Oneida County



Kids Oneida has spent the last 20 years building a solid foundation that has resulted in an advantageous position that will allow us to capitalize as a leading innovator in the constantly changing healthcare landscape. The positive financial operations have enhanced our ability to continue growing our programs while keeping an eye towards the future.

We continue to strengthen our relationships with nonprofit organizations and government agencies, which has resulted in a robust cash flow position and overall flexibility to be dynamic and independent in our quest for high quality services and favorable outcomes. Our service delivery approach provides substantial savings to the government agencies and healthcare organizations in our network, while also delivering a healthier and self-sufficient client population.

Looking Forward to 2018

Strategic Growth & Transformative Support

Launching New Initiatives & Collaborations

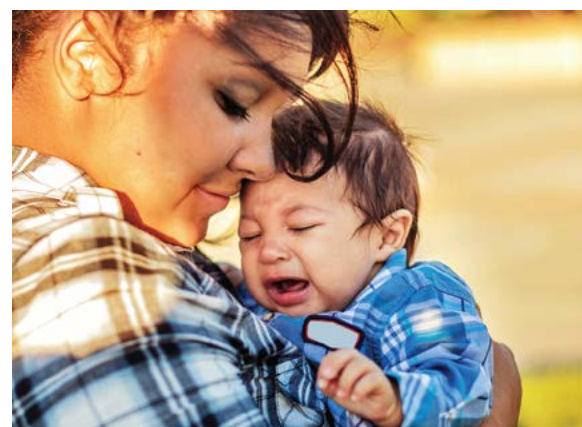
Kids Oneida is bringing new, innovative supports to our community.

Through our new relationship with the **Utica Children's Museum**, we will be strengthening programming, streamlining operations, and ensuring the financial sustainability of this community asset. We hope to create a brand new future for the museum as the perfect place to learn and play in the Mohawk Valley!



We are launching a rapid re-housing program called **Project HOME (Housing Opportunities to Motivate and Empower)**. The primary goals are to enable homeless, transitional age youth (18-24) to obtain and remain in safe and affordable permanent housing, increase their skills and/or income, and achieve greater self-determination and independence.

Evelyn's House, a transitional shelter for young, homeless women who are pregnant and/or parenting, will also begin providing Rapid Rehousing Services. Using a Housing First Model, we plan to support our residents through intensive case management, supportive services, and rental assistance to help them successfully transition to and remain in permanent housing.



Kids Oneida will continue to lead the way and innovate through the transition of behavioral health services to **Medicaid Managed Care** – more specifically through adult focused health home care management and Home and Community Based Services (HCBS) funded by Medicaid Managed Care Organizations (i.e. Fidelis, Excellus and United). We will further strengthen our Independent Practice Association (IPA) so that we can remain as a leader in the state and region in navigating and supporting others through these unprecedented health care system reforms.



Strengthening our Message & Raising Awareness

Kids Oneida is lifting our voice and sharing what we do with you.

To better communicate who we are and what we do, Kids Oneida will engage in a **strategic rebrand of our organization** in 2018. Today we reach more people than just “kids” and extend well beyond “Oneida” County. After 20 years of growth, we now provide supports to individuals and families prenatally through end of life in seven counties and counting. This exciting rebranding endeavor will allow us to forge ahead with a brand name and brand mark that will clearly capture and communicate the depth and breadth of services and supports that we provide to those in this region. We spent a good portion of 2017 internally defining and clarifying who we are, what we do and who we serve. We look forward to unveiling our new brand in 2018 and sharing with our clients, partners, supporters and community. Stay tuned!

Building Sustainable Fiscal Supports

Kids Oneida is making sure we will be here for the long haul.

Continuing our trend of decreasing reliance on any one funding source, Kids Oneida will further diversify revenue streams to include government grants and contracts from federal, state, county, and city agencies, foundation grants, individual contributions, and earned income. To effectively and efficiently manage our financial systems, Kids Oneida will create new tracking systems across programs to help monitor financial benchmarks for all programs across the agency. We will also identify and pursue new investment opportunities to expand our impact across the community.



2017 Board Members

William McDonald, Board President

Mike Parsons, Board Vice President

Lynn Kattato

Tatjana Kulalic

Sarah Lam

Rob Swenszkowski



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