



The C&A Difference Annual Report



You can be a difference maker!

Chief Executive Officer - Joe French



Encouraging continued education, growth and developing leaders at all levels are part of the C&A difference. The agency embraces the idea that you do not fully succeed until you invest in the development of others.

It has often been said that successful people never stop learning. In today's fast-paced world, everyone needs to continually sharpen their leadership skills and adapt to the ever-changing dynamics of the workplace in order to remain competitive. This does not mean taking one leadership class or a specialized training and then going back to the same old routine. One must translate their knowledge into action and continue on this journey throughout their entire career.

Leadership development is a continual process – that process is what differentiates C&A from other agencies – it is The C&A Difference. It starts with practical applications that translate into learning new skills and gaining experience by applying those skills. The next steps are evaluating and recognizing the impact of your actions and what you have learned. Then, you repeat the process. This approach helps build leaders who are always in action and always thinking about their next learning opportunity.

The good news is that learning is all around us. Here are few examples of how C&A is invested in leadership and life-long learning for staff.

- Six Sigma Black Belt: The agency has invested in three staff members as they complete the Six Sigma Black Belt training through Kent State University.
- Relias: The agency has an on-line training program where staff can access a wide variety of trainings to assist in their CEU requirements and on-going professional development.
- Tuition Reimbursement: The agency offers up to \$4,500 per year in tuition assistance.
- CDCA: C&A assists our staff with the training component of the Chemical Dependency Counselor Assistant certification as well as provide a pay increase upon their completion.
- Internships: C&A works with all of the local universities to provide quality learning opportunities. We provide internships for those seeking the following degrees: associate, bachelor's, and master's. In addition, we are a training site for the American Psychological Association for pre and post doctorate work.
- Stay Interviews: These interviews conducted by supervisors are informal conversations that provide the supervisor a glimpse into the employee's goals and motivation. As opportunities arise, the supervisor can share with their staff ways to meet their goals.
- Leadership Luncheons: Quarterly, every supervisor and lead employee attends a special luncheon. We have a guest speaker who provides lessons on leadership development. Most recently, the group read "Spark" by Angie Morgan, Courtney Lynch and Sean Lynch and had several follow-up Zoom discussion groups to share lessons learned.

When it comes to leadership development, there is no magic bullet. You have to be the pilot of your own learning journey and embrace it so that you can reap the rewards. As an agency, C&A has fully embraced leadership and personal development. It is part of the agency's DNA.

As Albert Einstein once said, "I have no special talent. I am only passionately curious." C&A is committed to developing leaders, helping them in their search for their passion for learning and setting them on a course for continued growth and development. Inspiring our staff to keep growing and to keep learning benefits them, the agency, our clients and our community – this is the C&A difference.

Picture on front cover:

Top row (l to r): Lynnette and Mike Gallina, Darla Brown, Alan Harold, Joe French, Dr. John Park, Steve and Lisa Gregory and Heather Pennington.

Middle row (l to r): David Waikem, Mayor Tom Bernabei and Pat Williams.

Bottom row (l to r): Myra Watkins, Mary Beddell and Terrance Jones.

Back cover: (l to r): Allyson Rey, Rick and Melissa Pitinii, Stephanie Werren, Monica Rose Gwin and Nancy Bundy.

Chief Operating Officer - Sandy Vaughn



The C&A Difference is clearly our employees. New employees will soon discover they belong to a “family” at Child and Adolescent Behavioral Health. C&A believes diversity and the individual gifts each employee brings to the agency is our greatest strength.

Because C&A values our employees and wants to see each staff member thrive in their chosen professions, we offer a variety of benefits and training opportunities.

For full-time employees, C&A offers a terrific benefits package. The C&A Difference is seen in our medical benefits, where employees can choose the option of a PPO or an HSA depending on the need and desire of the employee. C&A also offers life insurance, vacation/sick/personal time accrual as well as paid holiday time.

The C&A Difference is the retirement package employees can choose to participate in to secure a good retirement plan. All employees are offered a vested retirement program through the administration of an individual ERISA 403(b) plan. The opportunity is available to have a specified amount directly deposited into an individual’s 403 (b) account. The board frequently provides a percentage match on an annual basis.

Additionally, all employees have access to ongoing trainings that meet requirements for licensure. Trainings are offered through an online program or in person. C&A offers tuition reimbursement to employees pursuing licensure as a License Professional Counselor and License Social Worker who meet eligibility requirements.

C&A offers a caring, family environment through the Employee Assistance Program. This program offers employees help with any number of situations, issues or life experiences.

The C&A Difference is the available perks for employees to have flexible work schedules and TeleHealth options to meet client needs.

C&A’s management team has created an atmosphere of caring and friendliness. The agency welcomes all who come here to be served, but also, to serve!

Community Difference Maker

“Child and Adolescent Behavioral Health continues to provide holistic, high touch support and services of health, hope, happiness for children and families.”

*- Terrance Jones
Community Volunteer*





Chief Clinical Officer - Georgene Voros

To say that there have been many changes in 2020 would be an understatement. C&A's clinical staff work with youth and families each and every day to bring about positive changes in lives, to teach and instill coping skills for navigating challenging circumstances and to be difference makers in our community. Here are a few of the many outstanding contributions from our clinical staff this year.

Beginning in mid-March with the COVID-19 pandemic, the majority of our clinical staff began working remotely and providing services to clients via telehealth. This happened literally overnight, with no previous experience and little training. Our dedicated and resilient clinical staff adapted to the personal and professional challenges and continued to provide the therapeutic services and support needed by our clients. Our staff has been nothing short of heroic during these unprecedented times. Talk about difference makers!

Our Psychiatric Department implemented a new "Just In Time" (JIT) scheduling procedure which has enabled us to schedule most new intakes and ongoing medication management appointments within 3-7 business days, while reducing our cancellations/no-shows to under 10%. JIT began in February 2020, and was successfully implemented throughout the pandemic while providing most appointments via telehealth. JIT continues to be fine-tuned and has made vast improvements in providing timely access to psychiatric prescribers and reducing appointments not being kept.

C&A's Gemini Program was developed to treat youth with co-occurring mental health and substance-use disorder (SUD) challenges. C&A expanded its collaboration with Stark County Family Court (SCFC) to begin providing SUD treatment for youth in the drug court program. C&A is committed to providing these services to make a difference in the lives of both court-involved and other youth affected by drug and alcohol use and addiction.

C&A has expanded our Prevention Services beyond our early childhood prevention to include elementary, middle and high school prevention including LifeSkills, CAST and All Stars programs. We also adopted Stark County Youth Led Prevention to guide adolescents to make positive life decisions.

We continue to provide individual and family counseling and psychiatric services in our offices, case management in the community and school-based services in more than eight Stark County school districts. All services can be delivered both in-person and via telehealth. Our Dialectical Behavior Therapy (DBT) groups continue to provide intensive help and support to youth with suicidal ideation in collaboration with our Zero Suicide Initiative. COVID-19 has led us to make some modifications (masks, distancing, telehealth) as we continue to provide excellent, client-directed, clinical care, but our commitment to continually making a difference in our community is unwavering.

Community Difference Maker

"Child and Adolescent Behavioral Health is making a difference in our community by shining a light on the importance of mental health. Our mental health needs to be a priority, not only when something is wrong or there is trauma in our lives but every day. I am proud that we are able to serve families in Plain Township with the convenient location of the C&A office at GlenOak High School. Thank you C&A for helping to break the stigma of mental health services."

*- Mary Beddell
Plain Local Schools Public Relations Director*



Chief Financial Officer - Pam Lung



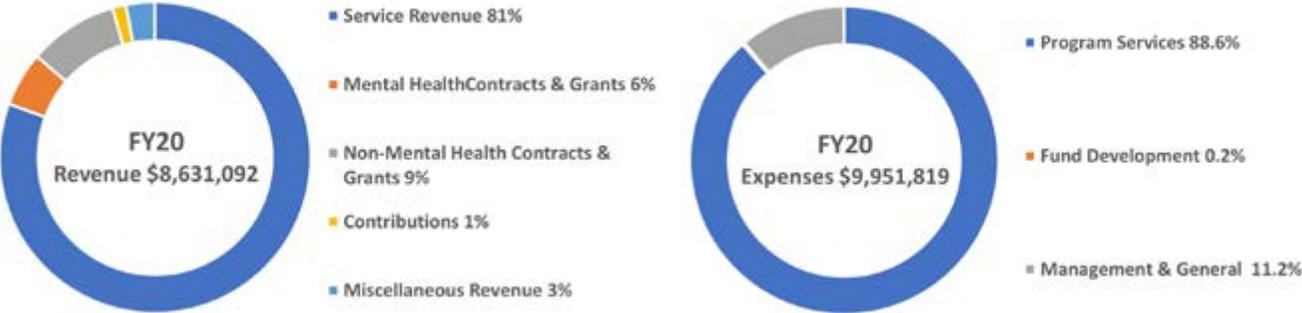
Fiscal year 2020 has certainly been an unusual one with the financial challenges surrounding COVID-19. Fortunately, Child and Adolescent Behavioral Health was well prepared to adjust to the changes which came from an initial decrease in revenue of 40% in March. In the prior year, we implemented Six Sigma data analysis in our billing department. This year, we expanded our analysis to cover our business staff and clinical programs. The changes we made before COVID-19 arrived had improved our processes, and therefore, our cash flow. As many small businesses did, we applied for and received a PPP loan from the federal government of \$1.6 million. Even though we anticipate all the loan to be forgiven, we did not have to use those funds to maintain operations through the end of our fiscal year. This is a testament to C&A's resiliency and another reason C&A makes a difference.

Here are a few highlights from our Six Sigma process:

- Reduced days access in our medical department to 3-7 days in FY20.
- Increased case management services
- Discontinued most group services because they were significantly under recovering
- Receptionists now collect client payments
- Added online payment portal on our website which accepts credit cards and e-checks
- Hired a data analyst to continue to provide the agency with statistics and benchmarks
- In the process of credentialing three of our staff with a Six Sigma black belt
- Days cash on hand improved from 14 in FY19 to 79 in FY20

Financial highlights:

- Gross revenue was down 12% partly because of COVID-19 and partly because of a change in accounting method surrounding the recognition of grants
- Direct program expenses were down 7% in alignment with the reduction of program revenue
- Administrative expenses were down 6%. We strive to keep them reasonable from year to year



We have a conservative approach to finances but be assured, the mental health needs of our clients and the community always come first. We wish you the best mental and physical health this year!

Chief Advancement Officer - Melissa Coultas



When Mission Advancement created the idea for the Difference Maker campaign, I knew we had something special; however, I did not quite see the magnitude of the messaging right away. Once we started digging in; I realized how many people this slogan actually encompasses - it was an eye-opening moment. Child and Adolescent Behavioral Health is a difference maker in our community because of the many people who are dedicated to helping our children and youth in Stark County. C&A is a difference maker because of:

- Our staff and the passion and commitment they have for our clients
- The community advocates who support us and share our mission at every opportunity
- Our board who is dedicated and supportive of our ideas and our vision
- Our partners who see value in new events and innovative campaigns designed to reach an even larger audience
- And, most importantly, the children, youth and adolescents we serve

Our clients are fighters. They are brave for taking the first step and seeking help, and for their perseverance as they continue on their journey of health, hope and happiness. They are the very definition of difference makers.

They are also the reason the Mission Advancement department at C&A works so hard to increase our visibility and seek new ways to reach those in need, and educate our community about our services. Our clients are why we create new partnerships, why C&A, for the first time, brought our Stark County schools and colleges together to stand up for mental wellness. Our community is rallying around our children and they need us now more than ever to stand behind them and be the difference with them.

C&A would like to thank our community partners for helping us continue Stark County Collegiate Week, Stark County Schools Mental Health Awareness Week and Let Your Light Shine, the agency's largest fundraiser. 2020 reshaped these events, but yet again, our supporters lifted us up and were determined to help C&A make these events successful regardless of being in-person or virtual. For that, we want to say thank you to all of our difference makers. Thank you for seeing what we see in our clients and for continuing to help C&A be the difference.

Community Difference Makers



"C&A is a tremendous asset to Canton and the communities we serve. Without C&A, we would not have an agency in Stark County dedicated to serving our children and helping them reach their full potential. I am proud of the work they do in our community and the hope they provide our youth. "

- Mayor Tom Bernabei

"A great service to all of Stark County. One everyone should support."

*- Dave Waikem
Owner of Waikem Auto Group*



Board President - Patrick Mackie



The C&A Difference is prevalent in the leadership and participation of our board of directors and the partnerships the agency has established in the community.

I am proud to be president of the C&A Board of Directors. The board of directors is a culturally-diverse group of talented individuals with representation from many different facets of the community. The C&A board is actively involved in the agency with each member sitting on at least one committee. Board members are eager to volunteer to head a fundraising activity or participate in making a video to further the mission of C&A and are true advocates out in the community for the agency.

Throughout the course of C&A's 45-year history, the agency has established numerous partnerships that truly helped create the C&A difference. A few of our valued partnerships include:

- Stark County Mental Health & Addiction Recovery
- United Way of Greater Stark County
- School-based provider for eight Stark County School Districts - Alliance, Canton and Massillon City Schools, and Lake, Marlinton, Plain, Sandy Valley and Tuslaw Local Schools
- Stark County's five universities - Kent State Stark, Malone, Mount Union, Stark State and Walsh

- Early Childhood Resource Center
- Head Start
- Ohio Department of Jobs and Family Services
- 17 preschools across the county
- Stark Board of Developmental Disabilities
- Stark County Family Council
- Stark County Family Court
- Stark Help Central
- Aultman Health Foundation, Paul & Carol David Foundation, Gessner Family Foundation, Hoover Foundation, Sisters of Charity Foundation and Stark Community Foundation

The C&A Difference is evident in an outstanding and engaged board of directors as well as community partners who see C&A as an impact in lives of Stark County's children.

Community Difference Maker

"Lynnette and I value the blessing that Child and Adolescent Behavioral Health is to so many children, families, school districts and to our community overall. Furthermore, we believe that C&A is the premiere resource for emotional and behavioral health services that help children and families successfully meet life's challenges. Raising children is an incredibly complex, but rewarding adventure. Thank goodness the wonderful staff and leadership team of C&A are walking with so many children and families on this adventurous journey. The destination of health, hope, happiness and opportunity would not be reached without the wonderful guidance and navigation provided by C&A."



*- Lynnette & Mike Gallina
Community Volunteers*



“As a member of the Plain Local Schools Board of Education, I realize the “difference” C&A has made through their collaboration with school districts throughout Stark County. Having C&A clinicians in elementary, middle and high school buildings provides immediate and easy access to invaluable emotional and behavioral health services that help students and their families meet life’s daily challenges.”

*- Monica Gwin
OhioMeansJob Public Relations Specialist*



Will you be a *Difference Maker*?

\$1,000 _____ \$500 _____ \$250 _____ \$100 _____ Donation: _____

Please designate my donation to the Mike Flood Endowment: ____

Name: _____

Address: _____

City: _____ State: _____ Zip: _____

Mail to: Child and Adolescent Behavioral Health

Attn: Melissa Coultas

919 Second St. N.E.

Canton, Ohio 44704