
Child and Adolescent Behavioral Health

2021 ANNUAL REPORT



CHAMPIONS



Child & Adolescent
Behavioral Health

Improving Lives Since 1976.

C&A'S BOARD OF CHAMPIONS



JOE FRENCH
CHIEF EXECUTIVE OFFICER

“THE DIFFERENCE BETWEEN
ORDINARY AND EXTRA-
ORDINARY IS THAT LITTLE
EXTRA.”

- JIMMY JOHNSON

Anyone can be a champion, whether they are Hall of Famer Peyton Manning, a janitor, a grocery store clerk, a local park ranger or a fast-food employee.

Being a champion is about practicing the habits and ways of a champion and demonstrating such traits, qualities and characteristics on a consistent basis. It happens when one becomes dedicated to exploring the unlimited boundaries of their full human potential in life.

Child and Adolescent Behavioral Health is blessed to have 16 amazing Champions on our board of directors led by our Board President Dr. Linda Sklar. Each board member demonstrates courage, determination, persistence and perseverance. They focus on consistent practice and preparation, putting in the work so that the possibility of favorable outcomes and results increase. They know that outcomes cannot be controlled and focus on mastering what can be controlled, like doing all the little things, having a strong work ethic and ensuring proper preparation. The board embraces adversity as an opportunity to grow. They practice being selfless and giving to others rather than being concerned about receiving. All true characteristics of a CHAMPION.

The C&A Board of Directors includes: **Dr. Linda Sklar, Patrick Mackie, Jennifer Meek-Eells, Heather Pennington, Lisa Warburton-Gregory, Mike Gallina, Joyce Salapack, Casey McCloud, Dominic Reolfi, Ted Hercane, Dr. Mike McCabe, Holly Davies, Monica Gwin, Lindsay Smith, Michelle Balderson and Stacy Remark.**

Jimmy Johnson said: “The difference between ordinary and extraordinary is that little extra.” Our board is truly extraordinary. They donate their time, talent and treasure. They provide guidance, encouragement and incredible insight. They put the mission of the agency at the forefront of all conversations. They open doors, ask tough questions, debate, set goals, inquire and care. They want to make sure every child, youth and young adult has a better tomorrow. They embrace our vision of Health, Hope and Happiness. C&A is a stronger and a viable agency due to our talented and dedicated board of directors.

C&A'S POSITIVE FINANCIAL OUTLOOK



PAM LUNG

CHIEF FINANCE OFFICER

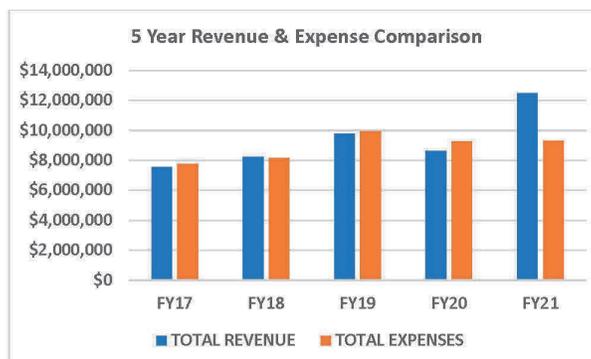
Child and Adolescent Behavioral Health (C&A) ended our year on June 30, 2021, with a net profit of \$3,151,213 because of the loan forgiveness of two Paycheck Protection Program (PPP) loans. Without that forgiveness, we would have had a net loss of (\$112,297) which we are comfortable with since the agency is still coming out of COVID. Our biggest struggle has been staffing, but we have done a great job of keeping our fixed costs stable and our variable costs in line with revenue.

With the extra cash from the PPP loans, the finance department's champion mindset enabled C&A to invest \$1.6 million in a low-risk investment account that provides us with more income than bank interest. C&A was able to maintain another \$1.3 million in a money market account. Never before in our history has C&A had this much cash on hand. Our goal is to keep it there, so we do not use our line of credit.

Our long-term debt is extremely low with only one advance for about \$160,000 to be repaid. Our current ratio, the ability to pay current debt from current assets, is at 4.31. Our goal is 1.0 and was 1.02 at the end of fiscal year 2020.

We had financial improvement in our medical, peer support and prevention services. Focusing on the billing and costs associated with them through data analysis, funding from outside agencies, such as Sisters of Charity, the Stark County Mental Health Addiction & Recovery Board, United Way and the YWCA, have helped these services grow.

Even with this good news, we continue to strive to improve. As mentioned, our biggest need is clinical staff. With each staff who reaches full productivity, we add to our bottom line if we keep costs in line. Our management team is always analyzing data and our staff is committed to always providing the best care as efficiently as possible. Everyone in our agency from business staff to clinical staff understands and promotes our agency strategy to "provide clinical excellence while being financially sustainable and providing the best customer service both internally and externally." We are extremely proud of our staff and all we have accomplished together! Truly a staff of champions!



OUR EMPLOYEES ARE CHAMPIONS



JODI SANTILLO
CHIEF OPERATING OFFICER

**“A TRUE CHAMPION CAN
ADAPT TO ANYTHING.”**

- FLOYD MAYWEATHER, JR.

C&A has seen an overwhelming amount of staff departures from the workforce in addition to an unprecedented workforce shortage. In response to the current situation, the human resource department has adopted a champion mindset regarding recruiting and retaining staff. We believe we must be the champions of our employees who are the champions for the children they serve.

Working together with the mission advancement department, the agency:

- Rebranded all agency job postings.
- Worked with a digital marketing firm to improve our messaging on postings, created a landing page for job seekers and ran a digital advertising campaign.
- C&A created a recruitment video.
- Utilized current staff to speak to potential employees at a C&A job fair to meet and converse with staff members.
- Our family atmosphere is a source of pride at C&A and attractive to outside job seekers.
- Incentivized staff members to help recruit new champion team members.
- C&A created an employee packet highlighting our wonderful benefits and perks given to potential new employees at the interview to review the packet at home.

C&A's CEO Joe French wrote and mailed a personal letter to past C&A employees encouraging them to consider returning to the agency. The letters were followed up with a phone call from a chief officer.

Recognizing the need to retain our champion staff as a vital part of the process, C&A implemented several strategies to retain employees. We offered various levels of additional training and education, including leadership training, so that staff may further their knowledge and careers. Individualized conversations of gratitude were held with each member of our team offering them a chance to be heard and a retention bonus if they committed to stay with C&A for two years. C&A gave staff two additional days off this year for self-care, one extra holiday and one extra personal day. We also provided a fun day out at Sluggers and Putters to share in some self-care and fellowship. These are just some examples of what we are doing to maintain and develop champions.

STAFF CHAMPIONS DURING ADVERSITY



GEORGENE VOROS
CHIEF CLINICAL OFFICER

**“A CHAMPION ISN’T MADE
OF MUSCLE; A CHAMPION IS
MADE OF HEART.”**

- LIANG CHOW

A champion supports, advocates and defends a cause, often on behalf of someone else. C&A’s Clinical Staff has always championed the children, adolescents and families who seek our help for mental health and substance use concerns.

During the pandemic, our clinical staff quickly pivoted to working remote. Our staff worked via virtual meeting platforms; wearing masks; physically distant; and while trying to keep ourselves, families and clients healthy. A significant number of our clinical staff left the agency for personal and health reasons or to care for their families when childcare was scarce. Even though there is a shortage of qualified clinicians, and our staff is down 30%, the community needs are greater than ever before.

Despite these challenges, we continue to provide mental health services:

- To schools and other partners in our community.
- Our psychiatric department is providing timely access for both new and existing clients.
- Our prevention team is expanding to provide services in numerous local schools, childcare centers and community organizations.
- Our collaboration and work with Family Court is expanding.
- Our Care Pathway program in collaboration with our Zero Suicide initiative strategically addresses the needs of children and adolescents experiencing suicidal thoughts and actions.
- Realigned clinical staff salaries and implemented numerous recruitment and retention strategies.

Our clinical staff are true champions.

Consistent: We are stable, steady and constant in providing help to families in need.

Hardworking: We work with diligence, energy and commitment.

Accountable: We are responsible and willing to stand behind our work.

Motivated: Our work reflects our strong desire to help others live better lives.

Productive: We commit to meeting our goals and achieving good results.

Integrity: We act with honesty, respect and choose to do what is right.

Optimistic: We are hopeful and confident about the future, even during difficult times.

Nurturing: We care for and encourage the growth of one another and our clients.

C&A'S CHAMPION SUPPORTERS



MELISSA COULTAS
CHIEF ADVANCEMENT OFFICER

**“IF YOU ARE GOING TO BE A
CHAMPION, YOU MUST BE
WILLING TO PAY A GREATER
PRICE.”**

- BUD WILKINSON

As the Mission Advancement office sat down and wrote goals for 2021, we hesitated only a moment on whether we should proceed with our projected targets, or if we should scale back due to the events happening around the world. The long-standing dedication and generosity of our donors and sponsors told us to keep moving forward. Once again, you championed our cause and shined bright for the kids and youth we serve!

In 2021, C&A broke records and wants to thank you for making it possible!

- Exceeded Let Your Light Shine (LYLS) goal by raising \$67,000—the most in the history of our annual event
- Generated more than 30 new LYLS sponsors
- Raised more than \$10,000 for the Mike Flood Endowment from a virtual Wine and Cheese tasting
- Produced a new Duck Derby community event raising \$4,500

These accomplishments, as well as the more than \$300,000 in grants provided to the agency, all speak to the generosity of our community and the commitment to our kids and youth throughout Stark County. Champions from all walks of life have provided our clients hope for a better tomorrow and are helping to lead them to future of well-being and success.

C&A is also proud of its champion partnerships within the community. We want to thank the following agencies: Boys and Girls Club of Massillon, Early Childhood Resource Center, Head Start, Ohio Department of Jobs and Family Services, Stark Board of Developmental Disabilities, Stark County Family Council, Stark County Family Court, Stark County Mental Health & Addiction Recovery, Stark Help Central, United Way, Alliance City, Canton City and Massillon City schools, Lake Local, Marlinton Local, Plain Local, Sandy Valley Local and Tuslaw Local schools and 16 early childhood centers throughout Stark County.

If you are interested in getting involved with our agency and becoming a C&A Champion, there are many ways to do so. Please visit <https://www.childandadolescent.org/give-to-ca/> to make a donation to the agency or to the Mike Flood Endowment. You may also contact me to join our mailing list, get involved on our Let Your Light Shine Committee or discuss a corporate partnership. Your gift will help C&A continue to make Stark County a healthier community full of bright young smiles.

C&A'S FAMILY OF CHAMPIONS



DR. LINDA SKLAR
C&A BOARD PRESIDENT

“THE TRUE TEST OF A CHAMPION IS NOT WHETHER HE CAN TRIUMPH, BUT WHETHER HE CAN OVERCOME OBSTACLES.”

- GARTH STEIN

It is my privilege to serve as president of the Board of Child and Adolescent Behavioral Health (C&A), an organization that has been a champion for our community's families for the past 46 years. As a long-term board member, I highly value the contribution and impact C&A has made in our community.

We often say, “These are unprecedented times,” and it does feel this way. The pandemic has affected the way we live, work, and play. Last year, our clinicians showcased their resiliency skills by implementing telehealth services. Today, many of our families have embraced this type of delivery service and now, with the advent of the vaccine, our agency is back to providing services in person and/or through telehealth.

The children in our community are feeling the consequences of the lifestyle changes. Our agency has seen a 30% increase in young people diagnosed with stress and anxiety related issues. No doubt, as we continue to experience the ups and downs of the pandemic, this number will increase. C&A is rising to the challenge. Our staff is providing much needed counseling, guidance and support to our youth and their families throughout Stark County. No families are turned away or refused services.

In an initiative to increase our visibility, the Mission Advancement Team ran a successful community awareness campaign to educate the community on all the services the agency has to offer. This included staff members appearing weekly on WHBC-AM, newspaper articles, billboard advertisements and information disseminated throughout Stark County Schools. Under the leadership of Melissa Coultas and Board Member, Monica Gwin, we had our most successful “Let Your Light Shine” fundraiser raiser to date, as numerous community organizations supported our wonderful event.

In the arena of continuous improvement, the agency has continued to implement the Six Sigma processes (a data driven methodology to maximize consumer specification). This ongoing work has led to several important initiatives, all of which will positively impact agency efficiency.

As we move forward, with our committed Board of Directors and devoted staff, C&A will continue to be champions for our families that need us the most.

CHILD AND ADOLESCENT BEHAVIORAL HEALTH
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2 Ways you can Become a Champion

Charitable Donation

Make a donation to support C&A's services and programs that serve 4,400 clients.

Donate at:

www.childandadolescent.org

or by mail:

Melissa Coultas
Chief Advancement Officer
919 Second St. N.E.
Canton, OH 44704

Join Our Staff of Champions

We are looking for:

- Clinical Therapists
- Case Managers
- Multi-Systemic Therapists

Send resumes to:

recruiting@childandadolescent.org



WILL YOU BE A CHAMPION?

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

MY DONATION TO MIKE FLOOD ENDOWMENT _____

NAME: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

MAIL CHECKS TO:
CHILD AND ADOLESCENT BEHAVIORAL HEALTH
ATTN: MELISSA COULTAS
919 SECOND ST. N.E.
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