


OAKVIEW

JUVENILE RESIDENTIAL CENTER



STRATEGIC PLAN

Fiscal Year 2024



Since its establishment in 1994, Oakview Juvenile Residential Center has evolved into a community-based organization with approximately 30 employees and a budget of approximately \$1,590,247 dollars for the 2024 fiscal year. Oakview is grant funded by The Ohio Department of Youth Services. The facility is located at 67701 Oakview Road Saint Clairsville, OH 43950.

Oakview Juvenile Residential Center is a 24-bed residential facility, which houses adjudicated male felony offenders between ages 12-17. An Executive Board of Judges oversees the operation. The Board consists of six juvenile court judges from the counties of Belmont, Guernsey, Harrison, Jefferson, Monroe, and Noble. Youth may be placed here from any of Ohio's 88 counties in lieu of placement into an Ohio Department of Youth Services facility.

Oakview prides itself in offering Cognitive Behavioral Intervention (CBI), comprehensive service delivery based on individualized treatment planning, distance learning academic programs for credit deficient students, GED service coordination with Belmont College, counseling for mental health and substance abuse, psychological and psychiatric evaluations, community service initiative, and transition and release services. Youth are eligible for a medical card. The Courts are eligible for federal IV-E reimbursement.

This organization is Ohio Department of Job and Family Services licensed, PREA compliant, ACA accredited and CARF accredited.

VISION

Oakview Juvenile Residential Center aspires to help the Ohio Department of Youth Services reach their vision of a “Safer Ohio: one youth, one family, and one community at a time.”

MISSION

The mission of Oakview Juvenile Residential Center is to make a positive and instrumental difference in the lives of the persons served by providing rehabilitation treatment to meet the individual and collective needs of the persons served.

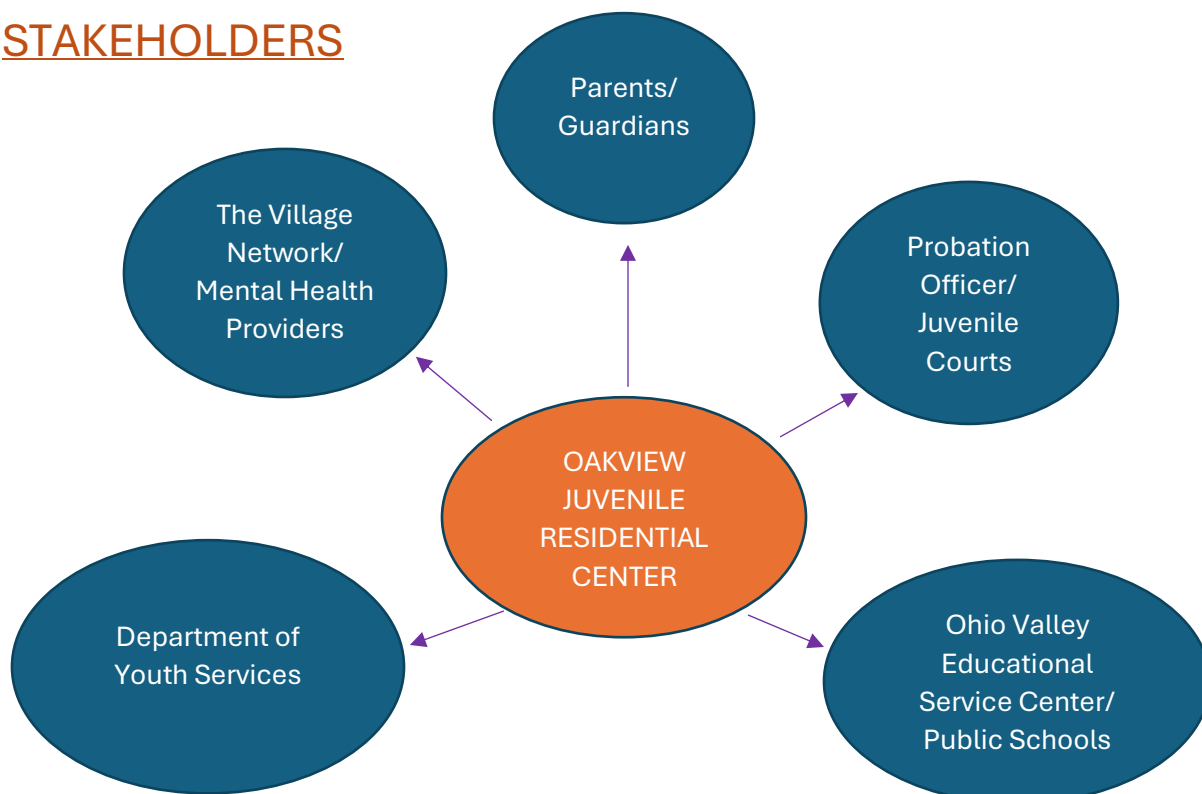
STRATEGIC PLAN

Oakview Juvenile Residential Center (OJRC) developed this strategic plan to use internally as a planning tool and to communicate our mission and directives with our stakeholder partners in the community. Our strategic plan focuses on taking advantage of our strengths and opportunities and addressing our weaknesses and threats.

EXPECTATION OF PERSONS SERVED

As a person served driven organization, we solicit feedback from individuals receiving services and others on a regular and systematic basis. Persons served and stakeholders are surveyed to ensure effective and efficient person-centered treatment. It is the intent of OJRC to provide individuals and their families with high quality and cost-effective services to meet their behavioral health needs. OJRC strives to make behavioral health services accessible to all persons served regardless of social stigmas or financial barriers.

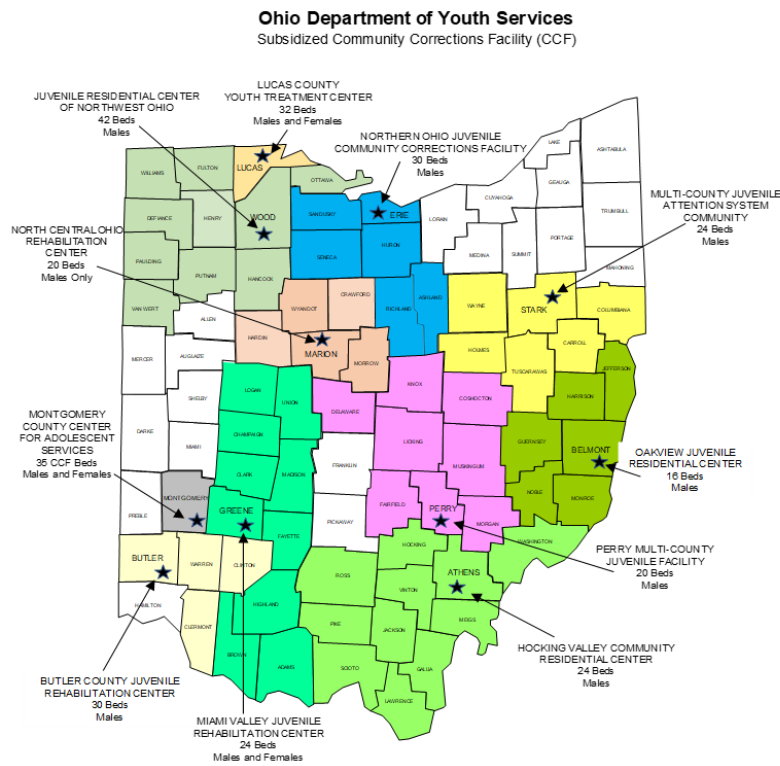
STAKEHOLDERS



Due to the complexity of issues facing our persons served, Oakview Juvenile Residential Center works collaboratively with our stakeholders. Our stakeholders include, but are not limited to, parents or guardians of the persons served, mental health providers, the local school systems, Department of Youth Services, probation officers of the persons served, and the juvenile courts in the state of Ohio. OJRC works closely with our stakeholders to receive constructive feedback regarding our organization and the persons served. Surveys for feedback are sent out to stakeholders and are also posted on our website (oakviewrc.org). Annual data is collected on the surveys and is then displayed on our website.

COMPETITIVE ENVIRONMENT

There are 11 Community Corrections Facilities (CCFs) established throughout the state of Ohio through the RECLAIM initiative to provide a dispositional alternative to juvenile and family court judges when committing youth adjudicated for a felony offense. Oakview Juvenile Residential Center stands out from the rest by being a facility in a small rural community. OJRC prides itself in using local resources (clinical, medical, recreational, social, etc.). The longevity of the staff in the facility is outstanding. The pride our staff takes in helping the persons served is incomparable to others. Oakview's success rate for fiscal year 2024 was 65% with an annual average of 13 out of 16 beds occupied.



COMMUNITY CORRECTIONS FACILITIES PROVIDE TREATMENT TO FELONY LEVEL ADJUDICATED YOUTH IN LIEU OF COMMITMENT TO THE DEPARTMENT OF YOUTH SERVICES

Total number of funded beds: 297

Montgomery County Center for Adolescent Services has an additional 15 beds designated specifically for DYS females

FINANCIAL OPPORTUNITIES

Both historically and in this current year, Oakview Juvenile Residential Center (OJRC) has secured grant funding through the State of Ohio. The Ohio Department of Youth Services (ODYS) approved funding in the sum of \$1,590,247 for the period beginning July 1, 2023, through June 30, 2024. This fiscal year, Oakview will be striving towards its licensure expansion through the Department of Children and Youth from 16-beds to 24-beds. The grant is subject to the terms and conditions in the grant agreement. The budget zeros out at the end of the fiscal year to be reevaluated for the next fiscal year. OJRC has authorization to help fund indigent youth. OJRC has been successfully receiving reimbursement from local courts when purchasing personal items for the persons served. OJRC prides themselves in having a Corporate Compliance Officer who has diligently served this organization since 2005. The Corporate Compliance Officer is responsible for maintaining the yearly budget, which is overseen by the Director of the facility.


FINANCIAL THREATS

Oakview Juvenile Residential Center (OJRC) has primarily been dependent on government funding to provide the necessities for the persons served since first coming into existence. With grant funding from the Ohio Department of Youth Services (ODYS), OJRC cannot receive any other financial aid. Once the budget is set, OJRC must work meticulously to remain within the number range for the fiscal year. With the licensure expansion, the Corporate Compliance Officer made sure to include in our budget the allowance for hiring of more staff, new vehicles, building updates, and persons served essentials. With any equipment purchase over \$500.00, OJRC must put in a request to ODYS for permission to purchase the item. If the request is denied, OJRC cannot and will not purchase the requested item. Although this method ensures that the finances of the facility are spent wisely, there could be some miscommunication between the facility and ODYS as to what is necessary for the facility. This method can cause delays in necessary purchases.

With economic stresses and overall inflation, the annual budget can be sustained or lessened at the start of any given fiscal year. The financial advisory team must be aware of possible areas to reduce expenditure(s) if a decrease in the annual budget were to occur. Leadership maintains vigilant monitoring of political landscape in both Federal and State levels, with consideration of how legislative decisions will impact overall agency funding.

ORGANIZATIONAL CAPABILITIES

Oakview Juvenile Residential Center's key strengths include the demonstrated ability to adapt to changing environments to provide a high quality of care in serving delinquent adjudicated felons. The persons served were placed here rather than at a Department of Youth Services facility. Both leadership and staff are committed to the mission of the



agency. Services offered are monitored for quality through internal and external review. Service Expansion is data driven. The agency has an excellent reputation in the community and works effectively with local leadership.

Our treatment at Oakview is called Cognitive Behavioral Intervention (CBI). Our staff are here to motivate, encourage and help the persons served. It is the youth's job to prove that they deserve to be here and that they can be a productive member of society. Oakview Juvenile Residential Center offers Mental Health Services contracted through The Village Network. Each youth participates in a mental health group therapy five days a week. Youth also receive individual and family counseling with a licensed therapist. Youth receive daily Cognitive Behavioral Intervention (CBI) groups, which include Social Skills, Thinking for a Change, Anger Control, Skill Streaming, and Drug and Alcohol Counseling and Substance Abuse. The continuous growth of the CBI inspired approach assures that the persons served receive all their therapy-based needs.

Oakview Juvenile Residential Center is a very seasoned facility. OJRC is Department of Children and Youth (formerly known as Ohio Department of Jobs and Family Services) licensed, PREA compliant, ACA accredited, and CARF accredited. Oakview offers comprehensive service delivery based on individualized treatment planning, Distance Learning academic programs for credit deficient students, GED service coordination with Belmont College, psychological and psychiatric evaluations, community service initiative (working with local, state, and national organizations), and transition and release services. Oakview Juvenile Residential Center continuously strives to maintain these accomplishments and services provided through great leadership and the help from our strong and supportive staff members.

Oakview Juvenile Residential Center has a recruitment and retention plan to assist in attracting and retaining qualified staff. The recruitment and retention plan includes internship and mentoring programs, evaluation of all staff, volunteers, and student interns to promote expected performance and behaviors. Professional growth is fostered by hosting regular in-house trainings and on-site trainings lead by external professional consultants. Selected staff members are also sent out for Cognitive Behavioral Intervention Training and Crisis Prevention Institute Training. There is an abundance of online training required by all staff members through Relias Learning Management System. Staff gain a lot of experience and qualifications while employed at OJRC. We offer opportunities to advance within the facility. For full-time employees, the agency offers competitive health benefits, wages, and retirement plans.

SOCIAL DETERMINANTS OF HEALTH

Prior to acceptance into the program at Oakview Juvenile Residential Center, the youth go through an extensive interview process to help determine if there are any social determinants of health. The parents or guardians of the youth are also interviewed. Once in placement, the case manager at

OJRC keeps in close contact with the families of the persons served to better understand the person's served home demographics. Once we are well informed of the social factors that shape the persons served past and present experiences, we are better equipped to provide exhaustive treatment plans that can improve the persons served safety and wellbeing. Working collaboratively with federal and local agencies, we can more effectively support the persons served along their treatment journey.

DEMOGRAPHICS OF BELMONT COUNTY OHIO

Belmont County has maintained a steady population in recent years with the Caucasian race (92.6%) as the primary race (greater than the Ohio average of 80.6%) and with limited Black or African American population (4.6%) being less than the Ohio average (13.4%).

People Quick Facts	Belmont County, Ohio	State of Ohio
Population, Census (2020)	64,918	11,785,935
% of persons under 5 years	4.4%	5.6%
% of persons under 18 years	18.6%	21.9%
% of persons 65 years & over	22.6%	18.7%
% of female persons	48.2%	50.7%
% of White	92.6%	80.6%
% of Black or African American	4.6%	13.4%
% of American Indian & Alaska Native	0.3%	0.3%
% of Asian	0.5%	2.8%
% of Native Hawaiian & Other Pacific Islander	Unavailable to obtain	0.1%
% of two or more races	2.0%	2.7%
% of Hispanic or Latino	1.4%	4.8%
Veterans (2018-2022)	3,885	644,363
Homeownership rate (2018-2022)	74.5%	66.8%
Income & Poverty Quick Facts	Belmont County, Ohio	State of Ohio
Per capita income (2022)	\$30,563	\$37,729
Median household income (2022)	\$56,943	\$66,990
% of persons below poverty level	17.2%	13.3%
Business Quick Facts	Belmont County, Ohio	State of Ohio
Total Employer Establishments (2022)	1,374	254,594
Total Employment (2022)	17,878	4,963,808
Total Annual payroll (\$1,000) (2022)	817,840	285,334,397
Total Employment, percent change (2021-2022)	2.2%	2.9%
Total non-employer establishments (2022)	3,157	869,640
All employer firms (2017)	1,081	173,255
Men-Owned employer firms (2017)	613	110,037

Women-Owned employer firms (2017)	Unavailable to obtain	30,759
Minority-Owned employer firms (2017)	Unavailable to obtain	12,823
Nonminority-Owned employer firms (2017)	827	146,538
Veteran-Owned employer firms (2017)	Unavailable to obtain	11,457
Nonveteran-Owned Firms (2017)	803	145,253
Geography Quick Facts	Belmont County, Ohio	State of Ohio
Population per square mile (2020)	125.0	288.8
Land area in square miles (2020)	532.13	40,858.76

*Source U.S. Census Bureau: State and County QuickFacts

ORGANIZATIONS RELATIONSHIPS WITH EXTERNAL STAKEHOLDERS

Oakview Juvenile Residential Center offers behavioral health services through The Village Network. The persons served partake in group, individual and family counseling. The persons served receive care from The Village Network Monday through Friday.


OJRC coordinates services with numerous community referral sources to increase access and utilization of services. Oakview works closely with community agencies, such as:

- Belmont County and the surrounding courts
- Sargus Juvenile Detention Center
- Department of Youth Services
- The Village Network
- Ohio Valley Educational Service Center
- Belmont County Health Department
- Local and State Law Enforcement
- Local Government
- Persons and family members of persons served

Oakview continues to ask for stakeholder’s input through surveys and direct contact. The Case Manager speaks with many of our stakeholders weekly or biweekly. All information taken from our stakeholders is documented and discussed. All data is graphed to look for any correlations or trends. Once the data is analyzed, leadership uses the information to make improvements to the operation of Oakview Juvenile Residential Center.

REGULATORY ENVIRONMENT

Oakview Juvenile Residential Center recognizes the importance of awareness to regulatory change and conformance with all governing authority regulations and the importance of



working with governmental authorities to develop the best scope of services for the individuals. We will continuously monitor communications from governing authorities regarding regulation changes and provide feedback as requested. We will also ensure compliance with CARF Accreditation Standards to uphold our accreditation status.

LEGISLATIVE ENVIRONMENT


Oakview Juvenile Residential Center is not publicly funded from legislation, such as Patient Protection and Affordable Care Act and Medicaid waivers. OJRC is grant funded through the Ohio Department of Youth Services. Oakview Juvenile Residential Center recognizes the importance of awareness to Legislative concerns as they apply to the needs of the persons served and to the needs of our organization. OJRC will advocate on behalf of the individuals we serve and stakeholders as appropriate. We will continuously monitor legislative proceedings regarding changes in law and provide feedback as requested.

USE OF TECHNOLOGY

Oakview Juvenile Residential Center's Information Technology is contracted and managed through Technology Services Group (TSG). OJRC's Security Monitoring Systems, programming scheduling, documentation, and overall business functions are taken and maintained via technology. The use of these electronic systems enhances efficient operations, effective service delivery, and performance improvements, as the data is gathered and analyzed to help guide management decision making. OJRC also uses email to communicate with staff and stakeholders. Microsoft Outlook is our email provider. SMART Board interactive whiteboard technology is used to enhance the persons served in-house schooling experience. All persons served have access to lap top computers for online schooling as well. Relias Learning Management System is a web-based training site that can be accessed anywhere and offers online courses in a wide range of subjects from clinical to environmental. It also tracks CEU's and required training(s). OJRC requires yearly online RELIAS training(s). Family visitations are offered virtually twice a week, via Zoom if an in-person visit is unattainable. TSG provides excellent, up to date IT services. All computers are equipped with full Microsoft suite software, access to a secure local drive and a shared drive to facilitate collaborative projects.

INFORMATION FROM THE ANALYSIS OF PERFORMANCE

Our Performance Improvement Committee is an occupationally diverse team that meets monthly. It assists administration in the identification of performance goals and standards. Data and concerns are collected from staff, persons served, and stakeholders and given to the committee for review. Persons served surveys are conducted with their treatment plans as well as a suggestion box being available on site. The Performance Committee check for requests for additional data, the establishment of new workflows, policies




and/or procedures and ongoing oversight of the overall operation. Data is assimilated and provided at specific intervals to assess the performance of different areas of the organization. Improvement initiatives are evaluated by comparing variances in performance between the new and baseline data.

CURRENT FINANCIAL POSITION

Oakview has a fiscal plan that is designated to achieve fiscal compliance by utilizing a budget that is designed to promote safety, security, and treatment to our youth and staff. Our budget allows us to promote safety, security, and treatment to both our youth and staff by spending until each line item hits a zero balance. A zero balance indicates that we have accomplished our initiatives of serving our youth and staff within the intent of our grant agreement with the Ohio Department of Youth Services. Our budget was steadily raised from FY 23 to FY 24. Oakview also has a residual fund that can be utilized for expenses, when necessary. The residual fund is slowly replenished by staff purchasing monthly dress down vouchers. As of September, we are currently within our budget and on track to maintain means within our budget. OJRC continues to enhance its business practices and plans to expand services to capitalize on our FY 25 grant.

GOALS AND OBJECTIVES

1. Fully integrate Mental Health and Substance Abuse into Behavioral Health (expected completion of full integration is June 30, 2025, ongoing)
 - a. Orient and train professional and administrative staff.
 - b. Streamline intake processes as they relate to integration.
 - c. Continue to train and seek consultation as needed.
 - d. Recruit staff with training and experience in co-occurring disorders to expand services as determined by data.
 - e. Improve staff morale and retention, including awards, events, and training.
2. Become reaccredited via CARF (expected completion May of 2025, ongoing).
 - a. Staff attend CARF consultation.
 - b. Work closely with other Ohio CCF's who are CARF accredited.
 - c. Continue our data and research for all CARF documentation.
3. Become reaccredited via ACA (Expected completion October of 2024, ongoing).
 - a. Continue to collect and record documentation needed.
 - b. Successfully pass a mock accreditation audit.
 - c. Work closely with ODYS to ensure that we are utilizing our resources properly.
4. Continue to advance use of evidence-based treatment through technology and in-person workshops (expected completion of current objectives June of 2025, ongoing).
 - a. Train staff in effective Cognitive-Behavioral and Trauma Informed approaches utilizing Relias and in-person seminars.

- 
- b. Train administrative staff on Mental Health care and model Trauma Informed care as a mindset.
 - c. Maintain a usable policy and procedure manual.
 5. Improve financial position (expected completion of current objectives June of 2025, ongoing).
 - a. The Financial Team will continue to work diligently to remain within the provided budget.
 - b. Continue to seek an individual(s) to hire as a full-time youth leader(s) via postings, online applications, and word of mouth.
 - c. Improve staff productivity.
 6. Continuously improve ability to make data informed decisions regarding strategic direction (expected completion June of 2025, ongoing).
 - a. Identify areas of missing performance metrics and data.
 - b. Continue to find outside data studies and data sources that might relate to OJRC.
 - c. Improve use of personnel, stakeholders, and persons served feedback to develop next annual Strategic Plan.
 7. Receive licensure expansion from Department of Children and Youth to obtain a 24-bed licensure instead of the current 16-bed licensure (expected completion July of 2024, ongoing).
 - a. Budget approval will determine the funds to utilize for building updates.
 - b. The Corporate Compliance Officer will create a checklist of items needed for persons served to ensure Oakview has the proper amount of essentials for 24 youth.
 - c. The Director and Deputy Director will conduct potential new hire interviews to ensure the proper staffing ratio is met with the potential of Oakview housing 24 youth vs. the previous 16 youth.