Executive Summary	
Location:	**Forest Ridge Youth Services**

Review of Fiscal Year 2017-2018

- Revenue through 4/30/2018 - $4,725,928
- EBITDA through 4/30/2018 - $803,546
- Actual + Forecasted Revenue for FY18 - $5,694,312
- Actual + Forecasted EBITDA for FY18 - $1,010,307
- Initiated Helping Optimize Permanency Experiences (HOPEs) for Western Service Area.
- Successful CARF Audit—3 year award
- Received Comprehensive Group Care and Child Welfare Emergency Services Award for Iowa RFP
- Awarded Dallas, TX RFP
- Four staff certified GEMS Train the Trainer
- Awarded JRES grant for student computer lab
- One staff attended Leadership Development II
- Level 4 Trauma Informed Trainer on staff
- 100% Retention of identified Top Tier Staff

Risk Factors

- Recruitment and retention of high quality staff.
- Young inexperienced staff; lack of promotable staff.
- Ability to increase student census due to lack of staff.
- Challenges of student population.
- Uncertainty of the Managed Care Organizations providing consistent funding of current services.

Business Plan Fiscal Year 2018-2019

Goal 1: Create program expansion - Expansion of population served to include either Independent Living, deep-end girls, or another identified specialized population

A. Conduct a market survey to evaluate need for a dorm for girls 16+ to focus on independent living skills. (1st quarter, Nikki Lawson)

B. Work with Iowa Juvenile Court to put in place the work of the Iowa Girls Juvenile Justice Group that would establish a RFP for deep end girls. (1st quarter, Jen)

C. Monitor the State of Iowa RFP schedule for specialized population currently not being served. Evaluate appropriateness for Forest Ridge response. (1st quarter, Jen)

D. Participate in the Utah provider calls in preparation for the upcoming RFP. Strive for a per diem increase, incentives and identify any needs currently not met in state. (1st Quarter, Jen/Chad) RFP could be released as early as July 2018.

E. Review all documents in the new RFP program (RFPIO) to ensure quality documents represent Forest Ridge. (1st quarter, Shawn/Nikki/Chad/Sara/Jen)

Goal 2: Staff Development

A. Support train the trainer and Leadership Development culture initiatives. (1st quarter, Management Team)

B. Provide training opportunities for therapists on specific substance abuse related approaches to better maximize service delivery. (2nd quarter, Sara)

C. Add specialized training on topics including non-suicidal self-harm, highly sexualized behavior, people who are transgendered, reactive attachment disorder, self-awareness for personal bias. (2nd Quarter, Sara/Shawn)
D. Train direct care staff to increase intensity in utilizing the level packet system as the primary tool to engage youth. (1st quarter, Chad)
E. Increase fidelity checks for both the Group Living and Clinical Department. (1st quarter, Sara/Chad)
    1. Clinical will have a weekly peer to peer QA file review.
    2. Clinical Director to do monthly fidelity checks via observation in BHIS and therapy groups.
    3. Clinical Director and Group Living Director to observe and provide feedback on facilitation of case planning sessions.
    4. Develop interdisciplinary team to review cases with lack of permanency plan.

Goal 3: Program specific outcomes
A. Decrease lengths of stay from 7.8 months to 6 months for Iowa, Utah, and South Dakota residents.
B. Utilize outcome surveys to track and monitor transition services for Iowa youth. (2nd quarter, Chad/Shawn)
C. Implement the use of Helping Optimize Permanency Experiences (HOPEs) for residential and shelter youth to reduce lengths of stay. (1st quarter, Nikki/Jen/Sara/Chad)
D. Increase wages in key direct care positions in order to have strength in schedule and increase outcomes for youth. (1st quarter, Management Team)

Goal 4: Increase Information Technology
A. Explore the implementation of camera system in one unit. (1st quarter, Jen)
B. Implement and utilize PANDA. (3rd quarter, Judy/Willetts)
C. Add a server specific for Edgenuity online learning. (1st quarter, Judy)