

# NORTH HOMES

2017 ANNUAL REPORT



NORTH HOMES  
Children and Family Services



# FOUNDER STATEMENT

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On the Wednesday before Thanksgiving, I was invited to our Residential Treatment Cottage for a feast prepared by the youth and staff. I entered experiencing the smells and atmosphere of a huge family event - celebrating an occasion that many of the youth in our care do not get to experience.

While talking with the teen boys, one remarked "So. You're the boss of this place." I prepared myself to get hit with a list of complaints about staff, food, school. To the contrary, he asked me what I was most proud of and thankful for having started North Homes.

Needless to say - while surrounded by a group of teenage boys listening intently - I was speechless, for a change. Feeling rather emotional, struck by the question and the setting, I replied that I was most proud and thankful for two things that go hand in hand. First, I am proud to see kids that come into our care who are understandably struggling, begin to trust, develop caring relationships, laughing, sharing, and feeling cared for by our staff. Second, I am proud and thankful for all of our staff who make kids feel safe, comfortable, and cared about.

I then asked him "what are you thankful for when it comes to North Homes?" He quickly replied, "It's not like a lot of other places. People here treat you like an individual. I believe they want to help us out." For dessert, as I was eating homemade pie prepared by our staff and kids, arguing about whose pie was the best, I was touched by how we truly understand and create compassionate care for our children and families.

In my position, I have the privilege to see and hear about the impact we make throughout our vast care continuum. It is because of the compassionate care and dedication to our mission that we are recognized throughout the state as a leader and innovator in the care and treatment that children struggling with mental health and child welfare challenges. For that, on behalf of myself and our Board of Directors, I sincerely thank all of our staff and foster care providers for making us who we are today.



**JIM CHRISTMAS**

Founder, President, CEO



# 2017 IN REVIEW

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## **Overview**

North Homes has continued to strive to streamline and enhance our business processes and infrastructure as we continue to expand our continuum of care through additional program offerings, mental health services, and sites.

We remain committed to **our mission of providing a community-based continuum of quality care to children and families.**

## **Key strategic changes and accomplishments for 2017 include:**

- Implementation of a new HR and payroll system
- Development of an Executive Leadership Team
- Initial preparation for upcoming 2019 comprehensive Council on Accreditation Review
- Began the search for hiring our agency's first Chief Financial Officer (hired February 2018)

## **2017 Board of Directors**

- Char Alto
- Jack Carlisle
- Tom Peltier
- Rachel Weis
- Chris Lynch
- Jon Frimanslund
- Kelly Kirwin

## **2017 Executive Leadership Team**

- James Christmas, Chief Executive Officer and President
- Rochelle DelGreco, Chief Operations Officer
- Laurie Meyer, Compliance Officer
- Vickie Baker, Finance Director
- Hilary Emerson, Director of Human Resources
- Kim Anderson, Regional Services Director
- Connie Ross, DHS Residential Programs Administrative Director
- Bill Faver, Clinical Director
- Heidi Seaton, Quality Assurance Director
- Suzette Mallum, Director of DOC Programs

## **Associations, Licenses, Memberships:**

North Homes is licensed to provide services under the authority of the Minnesota Department of Human Services and the Minnesota Department of Corrections.

North Homes has been accredited by Council on Accreditation (COA) since September 2009.

We take pride in collaborating with other community groups and stakeholders. North Homes' staff sit on various local, county, and state advisory and collaborative boards.

Other memberships include:

- Minnesota Social Service Association
- Minnesota Juvenile Detention Association
- Aspire MN (formerly Minnesota Council of Child Caring Agencies)
- National Foster Family-Based Treatment Association
- Minnesota Corrections Association
- National Association for Children's Behavioral Health

# CLIENTS SERVED

Prior to 2017, our client served numbers that have been disclosed in our annual reporting had counted the total numbers seen and had not distinguished between those clients who were accessing just one program (unique clients) and those who were accessing multiple programs (duplicates).

We served 3,445 individual clients in 2017. However, when counting clients who are involved in multiple programs throughout our continuum of care, we provided a total of 6,014 services to clients.

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However, when counting clients who are involved in multiple programs throughout our continuum of care, we provided a total of 6,014 services to clients.

We were able to do this work:

- By offering **outpatient mental health services** at 4 community mental health centers, where we provide therapy, diagnostic assessments, and substance use counseling.
- With our **10 residential programs** ranging from therapeutic living environment to intensive treatment and stabilization.
- Through a growing **Adult Services program** that offers Adult Rehabilitative Mental Health Services (ARMHS), Targeted Case Management (TCM), and Housing Support.
- By continued support of our **Foster Care and Adoption** licensing and case management services.
- And our **community-based programming** which includes: school-based programming and day treatment; in-home services and TCM for youth; and our Camp North Homes.

North Homes looks forward to continue to improve upon its reporting of data and outcomes moving forward. We are interested in continuing to capture both unique clients as well as total number served as it helps us see how many services are being provided, and how frequently our clients are moving within our continuum of care.



**"We did it together."**

*-ARMHS client*

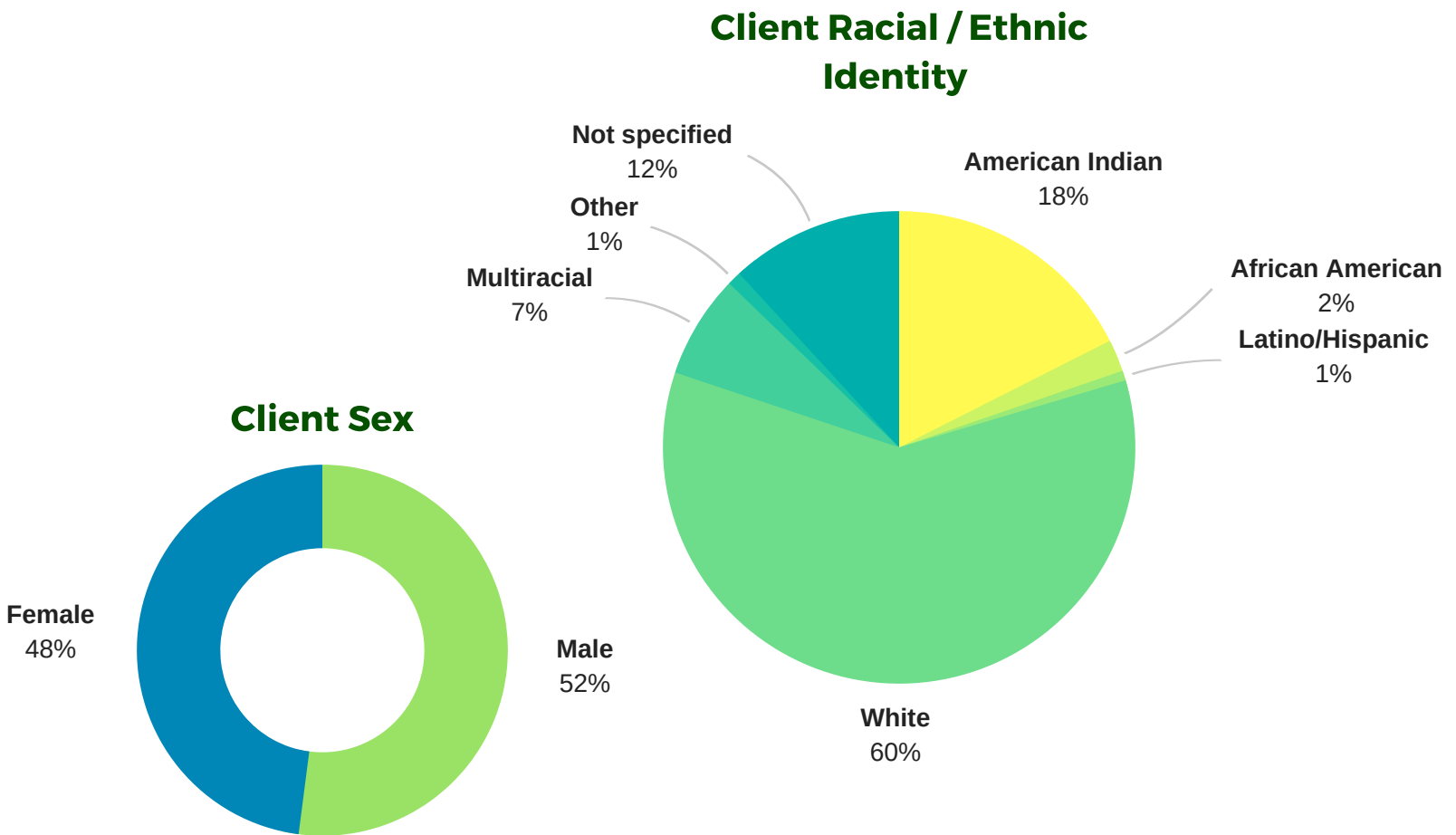
North Homes' Adult Services staff work alongside adult clients to plan their own treatment and goals.

# CLIENT DEMOGRAPHICS

Of the 3,445 individual clients served in 2017, we have demographic data on **3,277**. We were unable to pull reliable data on 168 clients due to a number of factors, including client choice not to provide data and agency transition to electronic record systems.

Some notes on labels below:

- **Other** includes clients who identified as Asian/Asian American, Native Hawaiian/Pacific Islander, Other Race, and those who declined to specify.
- **Not Specified** indicates clients who did not complete this section of paperwork.
- **Multiracial** includes clients who identified with more than one racial/ethnic identity.
- **Client Sex** is noted on our paperwork and asks to choose Female/Male. We also ask about the client's gender identity and support those clients who identify as transgender or with non-binary gender identities.



**"People here treat you like an individual."**

*-Cottage residential youth*

North Homes' offers a number of residential programs to best serve youth and to seamlessly support them in accessing the least restrictive and most appropriate level of care needed to meet their goals and realize their dreams.



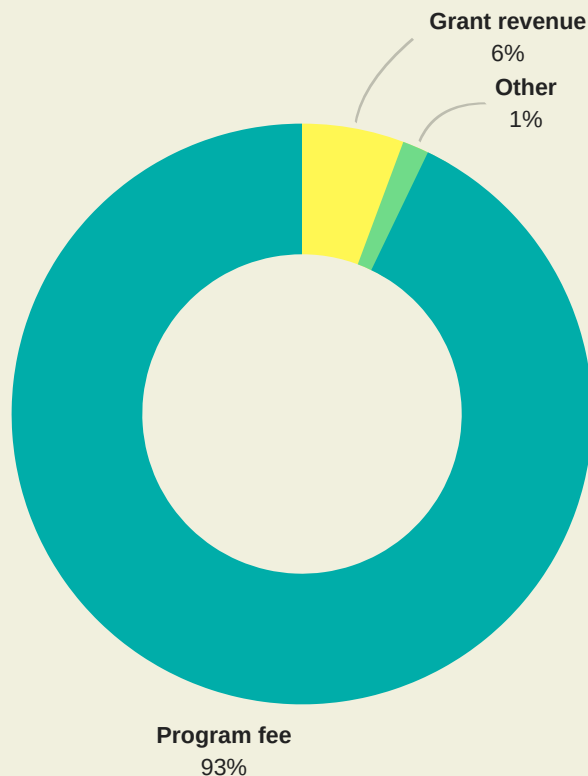
# FINANCIAL OVERVIEW

## North Homes - summary financial activity

	2017	2016
<b>Revenue</b>		
Program service fees	\$ 15,774,413	\$ 15,548,242
Grant revenue	\$ 936,934	\$ 566,963
Contributions	\$ 46,381	\$ 200
Interest income	\$ 3,370	\$ 8,049
Loss of disposal of fixed assets	\$ (7,335)	\$ -
Rent revenue	\$ 199,072	\$ 205,151
<b>Total Revenue</b>	<b>\$ 16,952,835</b>	<b>\$ 16,328,605</b>
<b>Expenses</b>		
Residential Services	\$ 6,081,502	\$ 5,791,689
Children's Therapeutic Services and Supports	\$ 2,627,016	\$ 2,193,756
Foster Care	\$ 1,147,911	\$ 1,484,005
Grants	\$ 163,148	\$ 206,026
Behavioral Health	\$ 2,111,580	\$ 2,043,691
Chemical Dependency	\$ 248,946	\$ 314,171
Adoption	\$ 449,591	\$ 470,653
General and Administrative Support	\$ 3,510,312	\$ 3,331,652
<b>Total Expenses</b>	<b>\$ 16,340,006</b>	<b>\$ 15,835,643</b>

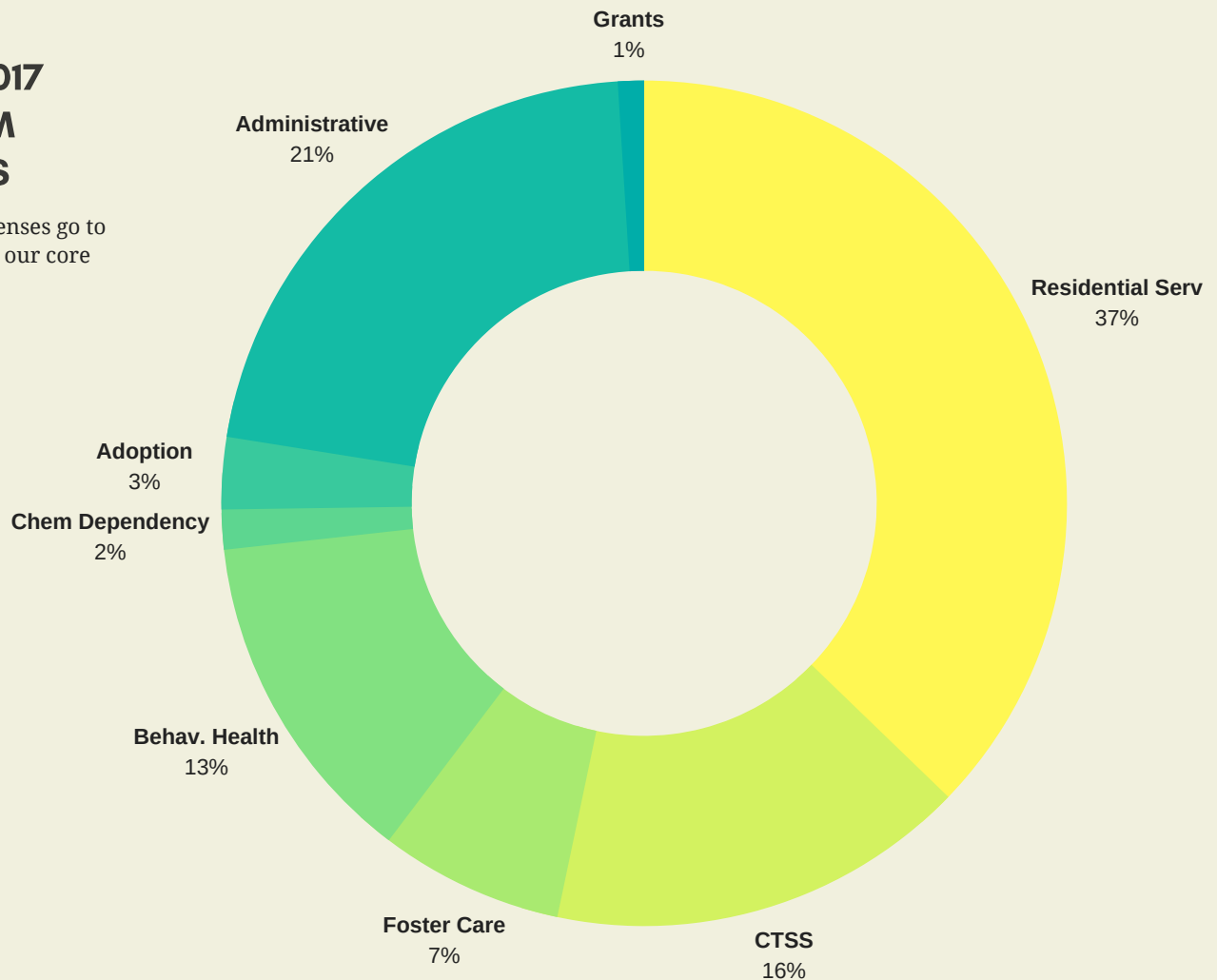
## FISCAL 2017 REVENUE

The largest source of revenue for North Homes comes from our program service fees, primarily paid by counties, private insurances, and medical assistance. Besides our grants that provide funding for specific programs or projects, 1% of our revenue is generated from rent, contributions, and interest income.



# FISCAL 2017 PROGRAM EXPENSES

Most of our expenses go to directly support our core services.



## North Homes - summary financial position

	2017	2016
<b>Assets</b>		
Cash	\$ 3,226,649	\$ 2,967,653
Accounts receivable, net	\$ 2,795,975	\$ 2,636,958
Prepaid expense	\$ 141,075	\$ 188,204
Net Fixed Assets	\$ 8,087,779	\$ 8,011,976
<b>Total Assets</b>	<b>\$14,251,478</b>	<b>\$13,804,791</b>
<b>Liabilities &amp; Net Assets</b>		
Accounts payable	\$ 161,559	\$ 131,936
Accrued salaries	\$ 486,518	\$ 414,419
Pension plan payable	\$ 270,318	\$ 242,839
Accrued vacation payable	\$ 445,275	\$ 378,026
Current maturities of long-term debt	\$ 330,984	\$ 355,530
Long-term liabilities	\$ 1,882,535	\$ 2,220,581
Total net assets	\$ 10,674,289	\$ 10,061,460
<b>Total Liabilities and Net Assets</b>	<b>\$14,251,478</b>	<b>\$13,804,791</b>
Net Assets Beginning of Year	\$ 10,061,460	\$ 9,568,498
Net Assets End of Year	\$ 10,674,289	\$ 10,061,460
<b>Change in Net Assets</b>	<b>\$ 612,829</b>	<b>\$ 492,962</b>



# PROGRAM HIGHLIGHTS

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## **North Homes Family Chosen to Participate in Adoption Briefing on Capitol Hill in D.C.**

Voice for Adoption (VFA) hosts the Adoptive Family Portrait Project every November during National Adoption Awareness Month. This is to celebrate families who have adopted children from foster care and to raise awareness among Congress members about the real experiences and needs of families adopting children from foster care.

VFA has a profile contest, and selects a limited number of families to travel to Washington D.C. to share their story - and one such family from North Homes was selected!

The Arntsons, Amy and Scott along with their daughter and son, recognized their hearts and home were big enough to share. They had learned how many teens in foster care are never adopted; and instead "age out" with no place to call home and no family to support them into their adulthood and beyond. That is how Isaiah, at age 16 and after living his entire adolescence in foster care, came to find his permanent, loving home.

The Arntson's family portrait and story was on display during the event and shared with members of Congress. Their photo then remained on display in Senator Amy Klobuchar's office, next to personal photos of her daughter and President Obama.

Following the Arntson's visit to Washington D.C., Senator Klobuchar's office sent Deputy State Director, Clara Haycraft, to visit North Homes and learn more about our services and to celebrate the work we do to support children and families throughout Minnesota.

## **Changes in Girls Homes Licensing and Services**

The Girls Homes in Bemidji, MN saw big changes in 2017. Both Hawkins Home and Winnie Way transitioned from Department of Corrections (DOC) programs to Department of Human Services (DHS) programs. North Homes made this transition because the majority of referrals were from social service agencies for youth without any corrections involvement.

Hawkins Home became a therapeutic living environment for adolescent girls aged 12-17 years old, who are diagnosed with a Serious Emotional Disability (SED) - similar to our Residential Cottage in Grand Rapids, MN.

Winnie Way is now Winnie Sisu, a therapeutic transitional living home providing support to adolescent girls and young women who have been sexually exploited and/or trafficked.

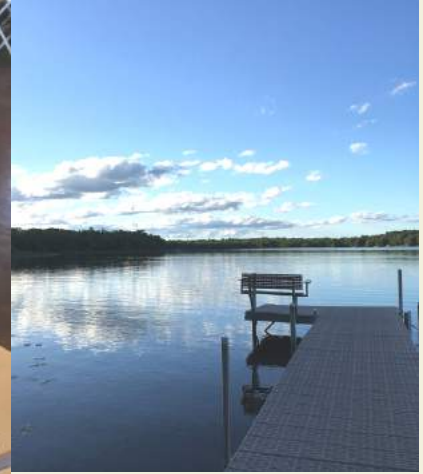


**" [I learned] it's okay to be mad, but you need to have it under control."**

*-CTSS youth*

Youth involved in our school-based Children's Therapeutic Services and Supports program learn and practice the social and emotional skills that help them grow and build confidence.





### **Launched First Summer Camp for CTSS School-based Youth**

With the purchase of our Camp North Homes facility in Hill City, we were able to offer a first ever summer program for the youth in our Children's Therapeutic Services and Supports (CTSS) School-based programs.

By providing a summer camp opportunity, youth who received behavioral and mental health support services during the school year were able to continue to grow and build their skills year-round. Our first summer saw on average 75 kids a day.

This was also a huge benefit to our school-based mental health practitioners, who would often leave our agency for the summer to work at other agencies.

Camp North Homes provides opportunities for all programs within our continuum to have powerful, new experiences in an outdoor setting.

### **Adult Services awarded Housing Support Grant**

Our Adult Services team was awarded a Housing Support Grant through the State of Minnesota that aims to help adults with mental illness find and maintain safe, affordable housing.

Services that can be provided through this grant include locating, maintaining, and navigating housing. In 2017, we supported 26 clients in this program.

## **Snapshot of our Programs in Action:**



Served 75 kids per day in our inaugural CTSS summer program



28 adoptions finalized



Worked with 130 clients throughout our Adult Services programs

In June 2017, our Rule 29 Clinics met additional requirements to be designated as "Community Mental Health Centers" (CMHC)





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# NORTH HOMES

Children and Family Services

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**Administrative Office**

303 SE First St, Suite 1  
Grand Rapids, MN 55744

**ITASKIN Center**

1880 River Road  
Grand Rapids, MN 55744  
Phone: (218) 327-3000

**Community Mental Health Center  
(Grand Rapids)**

413 13th St. SE  
Grand Rapids, MN 55744  
Phone: (218) 999-9908

**Bemidji Admin Office and  
Community Mental Health Center**

4225 Technology Dr. NW  
Bemidji, MN 56601  
Phone: (218) 751-0282

**Duluth Admin Office and  
Community Mental Health Center**

324 W. Superior St. Suite 400  
Duluth, MN 55802  
Phone: (218) 733-3000

**Deer River Admin Office and  
Community Mental Health Center**

313 Main Ave. E  
Deer River, MN 56636  
Phone: (844) 466-3720 (Toll Free)

Providing a community-based continuum of quality care  
to children and families since 1990