



**Final Accreditation Report  
for  
Oesterlen Services For Youth, Inc.**

**December 10, 2019**



(Excerpt)

December 10, 2019

Donald L. Warner  
Executive Director  
Oesterlen Services For Youth, Inc.  
1918 Mechanicsburg Road  
Springfield, OH 45503

Dear Mr. Donald L. Warner:

It is our great pleasure to inform you that the Council on Accreditation (COA) has approved the accreditation of **Oesterlen Services For Youth, Inc.** through **January 31, 2024**. Let me again say how significant this achievement is! It represents the fulfillment of countless hours of hard work and the dedication of many people—most notably your staff and the members of your board and / or leadership. Please extend my congratulations to them.

Sincerely,  
Jody Levison-Johnson

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

President and Chief Executive Officer  
Attachment

(Excerpt)

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## Executive Summary

The Council On Accreditation (COA) is an International accrediting agency that monitors Federal and State Laws, State Rules and the ever changing practices and research associated with those practices. COA creates *Standards* that all its 2200 member agencies follow to give their clients the best care and ensure the greatest opportunity for the success of its clients. Oesterlen has shown through the years that it maintains outstanding services by following the *Standards* that COA has established. Maintaining Accreditation is an ongoing process that is continuously evolving. Each and every person associated with Oesterlen can be proud to be a part of this wonderful agency that has a history of looking out for those that cannot look out for themselves.

Achieving Accreditation through the Council On Accreditation is a great accomplishment for any organization. Oesterlen has now achieved this status five times over the past fifteen years<sup>1</sup>. Oesterlen's 2019 Re-Accreditation Review was its Best, its most Outstanding achievement—scoring

**99%!!** (i.e., combining 872 #1 & #2 Standards Ratings<sup>2</sup>) out of **878 Standards** that were rated.

Oesterlen credits this achievement to its very strong, daily, Performance Quality Improvement (PQI) process that is embedded into staff's daily work routine and the engagement of its Board of Directors. Oesterlen credits its success to the very strong, bright, leadership of its Executive Council and Board of Directors; and, in particular, its PQI Coordinator, Ms. Angela Copes.

Everyday Oesterlen staff ensures that its policies are followed and by putting Oesterlen's client safety and wellbeing first. It is important to remember that Oesterlen functions as a *Team* and *Teamwork* creates a better life for the client's Oesterlen serves. Oesterlen's strong Teamwork ensures the maintenance of high marks. Oesterlen will continue to strive to maintain COA Accreditation by following the standards set by COA and evolving as needed. To Oesterlen this is the best way to ensure that clients receive the best of care.

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<sup>1</sup> Organizations are re-accredited in year 3 of their 4-year accreditation cycle.

<sup>2</sup> Ratings: 1 = Full Implementation; 2 = Substantial Implementation; 3 = Partial Implementation; 4 = Unsatisfactory Implementation; 5 = NA. Ratings of 3 & 4 require a Plan of Correction. Oesterlen had 5 three's and 1 four.



**For Immediate Release**  
**January 8, 2020**

**Amanda McCarty**  
**Oesterlen**  
**937-399-6101 x114**  
[amccarty@oesterlen.org](mailto:amccarty@oesterlen.org)  
[www.oesterlen.org](http://www.oesterlen.org)

### **Oesterlen Announces Re-Accreditation from Council on Accreditation**

**Springfield, Ohio January 2020** – Oesterlen is excited to announce that it has been re-accredited by the Council on Accreditation (COA). This prestigious achievement comes after countless hours of hard work by dedicated staff. This re-accreditation is the agency’s most notable, with more than 878 standards rated substantial or fully implemented. This re-accreditation is the agency’s most notable, with 872 out of 878 Standards rated Fully or Substantially Implemented—a 99% Rating!!

Regulators use COA accreditation as an oversight tool, setting the bar for quality service delivery. In the case of Oesterlen, COA monitors national and state laws that relate to the provision of services to children and youth. Oesterlen has shown through the years that it maintains outstanding services by following the standards that COA has established. Establishing and maintaining accreditation is an ongoing process that evolves as laws, rules and standards in treatment change. Oesterlen has been accredited and re-accredited five times throughout the past fifteen years.

The Council on Accreditation recognized Oesterlen for multiple organizational strengths, however the recurring theme was a passion among staff for their work. Across all program areas and departments, Oesterlen staff were recognized for dedication and being advocates for the children, youth and families that are served. Among the most highly praised was Treatment Foster Care, Community Counseling Center, the Life Skills Center, the Residential Treatment Center, Service Coordination and Intensive Home Based Treatment. Oesterlen received resounding, high praise from outside funding bodies.

Oesterlen is proud of this impressive accomplishment and thanks all in the community for the support in order to achieve this goal.

**###**

#### **About Oesterlen:**

Oesterlen, a 100-acre campus, was established in 1903 by Mrs. Amelia Oesterlen and in cooperation with the Evangelical Lutheran Church. In 1903 Oesterlen was originally a home for orphaned children but has since grown into serving the community through mental health programming for children, families and adults. Oesterlen’s services include but are not limited to Trauma Counseling, Intensive Home Based Treatment, Treatment Foster Care and Residential Youth Treatment Services for boys, girls and children with developmental disabilities. All services provided by Oesterlen are provided in a trauma informed, strengths based environment.

## Areas of Review / Evaluation 2019 Summary Tables Oesterlen's COA Final Rating Summaries

### Administration & Management Standards, SUMMARY: 6 Standard Areas

The Administration & Management (AMS) Standards address practices that promote sound operations & management, including governance, financial management, & quality improvement. These apply to all organizations regardless of the services provided or populations served.

- (1) Ethics (ETH), (2) Finances (FIN), (3) Governance (GOV), (4) Human Resources (HR),  
(5) Performance & Quality Improvement (PQI), (6) Risk Prevention & Management (RPM)

	Rating Scale*	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5 NA
<b>AMS Sum</b>	# of Standards Per Rating Scale	106	24	4	1	17
	% of All Standards <b>(152)</b>	<b>70</b>	<b>16</b>	<b>3</b>	<b>.7</b>	<b>11</b>
	% of Rated Standards <b>(135)</b>	<b>79</b>	<b>18</b>	<b>3</b>	<b>.7</b>	<b>NA</b>

\* Ratings: 1 = Full Implementation; 2 = Substantial Implementation; 3 = Partial Implementation; 4 = Unsatisfactory Implementation; 5 = NA

### Service Delivery Administration Standards, SUMMARY: 4 Standard Areas

The Service Delivery Administration (SDA) Standards address practice related to the administration of services, including client rights, training & supervision, & program administration. These also apply to all organizations.

- (1) Administrative & Service Environment (ASE), (2) Behavior Support & Management (BSM),  
(3) Client Rights (CR), (4) Training & Supervision (TS)

	Rating Scale*	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5 NA
<b>SDA Sum</b>	# of Standards Per Rating Scale	79	13	1	0	4
	% of All Standards <b>(97)</b>	<b>81</b>	<b>13</b>	<b>1</b>	<b>0</b>	<b>4</b>
	% of Rated Standards <b>(93)</b>	<b>85</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>NA</b>

\* Ratings: 1 = Full Implementation; 2 = Substantial Implementation; 3 = Partial Implementation; 4 = Unsatisfactory Implementation; 5 = NA

### Service Standards, SUMMARY: 8 Standard Areas

Service (SRVC) Standards address practices related to service provision areas across the full continuum of community-based social & behavioral healthcare services. These standards apply based on the organization's scope & service population & include:

- (1) Child & Family Development, & Support Services (CFD), (2) Case Management Services (CM),  
(3) Counseling Support & Education Services (CSE), (4) Family Foster Care & Kinship Care (FKC),  
(5) Family Preservation & Stabilization Services (FPS), (6) Services for Mental Health / Substance Use (MHSU), (7) Respite Care (RC), (8) Residential Treatment Services (RTX)

	Rating Rating Scale*	Rating 1	Rating 2	Rating 3	Rating 4	Rating 5 NA
<b>Srvc Stand Sum</b>	# of Standards Per Rating Scale	585	65	0	0	83
	% of All Standards <b>(733)</b>	<b>80</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>11</b>
	% of Rated Standards <b>(650)</b>	<b>90</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>NA</b>

\* Ratings: 1 = Full Implementation; 2 = Substantial Implementation; 3 = Partial Implementation; 4 = Unsatisfactory Implementation; 5 = NA

**Areas of Review / Evaluation 2019 Summary Tables**  
 (continued) **Oesterlen's COA Final Rating Summaries** (continued)

**OVERALL SUMMARY**

**3 Primary Standard Areas of Review / Evaluation**  
**18 General Standard Areas**  
**878 Distinct, Individual Standards** (out of 982 possible)

Ref Overall Sum	Rating Scale*	1 Full Implementation	2 Substantial Implementation	3 Partial Implementation	4 Unsatisfactory Implementation	5 NA
	# of Standards Per Rating Scale	<b>770</b>	<b>102</b>	<b>5</b>	<b>1</b>	<b>104</b>
	% of All Standards (982)	<b>78.41</b>	<b>10.38</b>	<b>.5</b>	<b>.1</b>	<b>11</b>
	% of Rated Standards (878)	<b>87.69</b>	<b>11.61</b>	<b>.6</b>	<b>.1</b>	<b>NA</b>

**Oesterlen's Accredited Services & Programs**

Ref #	Program Name	COA Service Standard(s)	Service Subsections	Address
1	Community Psychiatric Supportive Treatment Services	Case Management Services (CM)		1918 Mechanicsburg Rd. Springfield, OH 45503
2	Service Coordination	Child & Family Development & Support Services (CFD)		
3	Life Skills Center	Counseling Support & Education Services (CSE)		
4	Treatment Foster Care	Family Foster Care & Kinship Care (FKC)		
5	Intensive Home-Based Treatment Program	Family Preservation & Stabilization Services (FPS)		
6	Residential Treatment Services Program	Residential Treatment Services (RTX)		
7	Clark Greene Madison [Counties] CGM Respite and Resource Center	Respite Care (RC)		
8	Community Counseling Center (Outpatient Counseling Services)	Services for Mental Health / Substance Use (MHSU)	MHSU: Mental Health Services	

## Oesterlen's Organizational Strengths Summaries

Ref #	<b>Organizational Strengths: Administrative and Management Standards (6)</b>	
	<b>The Administration &amp; Management Standards address practices that promote sound operations &amp; management, including governance, financial management, &amp; quality improvement. These apply to all organizations regardless of the services provided or populations served. (1) Ethics (ETH), (2) Finances (FIN), (3) Governance (GOV), (4) Human Resources (HR), (5) Performance &amp; Quality Improvement (PQI), (6) Risk Prevention &amp; Management (RPM)</b>	
1	ETH	Oesterlen has demonstrated a commitment to children and families through the development of strong evidence-based programs. They have been recognized by community partners as open and transparent in their dealings. They expect integrity and ethical behavior throughout the organization. The board has been very intentional in the management of difficult finances while attempting to minimize negative impacts on services. This has required ethical financial management.
2	FIN	The financial management of Oesterlen begins with the organization's commitment to providing quality services relative to its mission and purpose. OSFY leadership creates a culture of transparency and accountability in areas of organizational financial practices, including the management of the day to day practices and the manner in which it conducts financial affairs that includes an endowment fund which can be easily depleted if not managed prudently. Accountability is established through defined lines of authority and responsibility, including thorough financial reports to a very involved board of directors.
3	GOV	The Oesterlen Board is made up of members with a wide range of skills and expertise. These include finance, education, clergy, psychology, small business, banking, marketing, retired military and social work. WE found the board was very candid in concerning financial challenges and committed to making the decisions necessary for the continuation of their fine programs.
4	HR	In the social and human services field, an organization's workforce is its greatest asset as recognized at OSFY. All employees perform meaningful tasks and provide the services that fulfill the organization's mission and so it is obligatory upon Human Resources Management to develop and implement strategies, plans, and programs necessary to attract, motivate, develop reward, and retain the best people to meet OSFY goals and objectives. The significance of OSFY outsourced Human Resources Management is that it complements the on-site HR functions for achieving positive results for the service recipients.
5	PQI	OSFY has a Performance and Quality Improvement system that is relevant to the organization of its size and service function including a robust PQI Plan with goals and outcomes to align with some of the accreditation standards expectations as it relates to PQI processes and practices. An opportunity exists to streamline their internal PI process so it is geared to better meet staff understanding of PQI, their roles and COA specific standards guidelines.
6	RPM	While OSFY is not new to the accreditation process, it will benefit from having a relevant and proactive Risk Prevention and Management process which is a real organizational need, particularly as it relates to campus that size and the various clinical programs offered. This is noted by the lack of evidence to demonstrate ongoing quarterly and annual risk assessments that covers all areas of the business operation, per COA practice standards.

(continued) **Oesterlen's Organizational Strengths Summaries** (continued)

<b>Organizational Strengths: Service Delivery Administration Standards (4)</b>		
Ref #		The Service Delivery Administration Standards address practice related to the administration of services, including client rights, training & supervision, & program administration. These also apply to all organizations. <b>(1) Administrative &amp; Service Environment (ASE), (2) Behavior Support &amp; Management (BSM), (3) Client Rights (CR), (4) Training &amp; Supervision (TS)</b>
1	<b>ASE</b>	This organization has a combination of older and newer buildings and they take proactive steps to ensure facility safety when issues arise.
2	<b>BSM</b>	Oesterlen has embraced TCI as their BM program. They have an excellent and comprehensive trainer incorporating PQI processes. They have reduced their restraints over the past. They have comfort rooms that are unlocked and can be chosen by youth to enter and calm down or relax without interference.
3	<b>CR</b>	The organization has established a Residents Council Committee which encourages the residents to provide feedback about program areas to the Executive Council of the agency. A report is also forwarded to the Board. This process provides an opportunity for the residents to advocate on their own behalf.
4	<b>TS</b>	Throughout the review staff expressed pride in the training staff particularly with the foster parents. The words used were awesome, committed, compassionate, and knowledgeable. Oesterlen has a wide range of training options. The supervisors are all experienced and have demonstrated competence in their roles.

<b>Organizational Strengths: Service Standards (8)</b>		
Ref #		Service Standards address practices related to service provision areas across the full continuum of community-based social & behavioral healthcare services. These standards apply based on the organization's scope & service population & include: <b>(1) Child &amp; Family Development, &amp; Support Services (CFD), (2) Case Management Services (CM), (3) Counseling Support &amp; Education Services (CSE), (4) Family Foster Care &amp; Kinship Care (FKC), (5) Family Preservation &amp; Stabilization Services (FPS), (6) Services for Mental Health / Substance Use (MHSU), (7) Respite Care (RC), (8) Residential Treatment Services (RTX)</b>
1	<b>CFD</b>	The Child and Family Development and Support Services at OSFY address the socioeconomic and mental health needs of the family as a whole. These services are based in the homes of families or at an appropriate location in their neighborhoods and communities. The staff who were interviewed voiced their passion as it relates to their jobs and the role they play in ensuring that service is centered around the families who need help promoting positive family development, meeting challenges and preventing adverse outcomes.
2	<b>CM</b>	Case managers were passionate about their jobs. They described themselves as advocates for the children and mentioned teamwork as a hallmark of theirs.
3	<b>CSE</b>	The organization has a Life Skills Center which focuses on personal growth, relationship building and skill development.
4	<b>FKC</b>	The Oesterlen Foster Care program appears to be a well-oiled machine. Experienced professionals at all levels. Community providers praise them for their prompt response and for quality work with their clients. Foster parents describe their training as awesome and relevant by a compassionate and competent trainer. Foster parents are experienced and compassionate. They have embraced trauma informed care across the program. Good supervision is evident. Oesterlen is to be commended for their support of the number of their foster parents who move to adoption there by reducing their capacity and requiring the recruiting of more foster families.
5	<b>FPS</b>	The FPS program has received the highest praise from their funding body. So much that there are efforts to expand and enhance the program. The supervisor and care providers are all master level and are passionate about what they do. Their experience and expertise are evident. Their commitment to a trauma informed practice is excellent.

(continued) **Oesterlen's Organizational Strengths Summaries** (continued)

<i>(Continued)</i> -Organizational Strengths: Service Standards (8) <i>(Continued)</i>		
Ref #	Service Standards address practices related to service provision areas across the full continuum of community-based social & behavioral healthcare services. These standards apply based on the organization's scope & service population & include: (1) Child & Family Development, & Support Services (CFD), (2) Case Management Services (CM), (3) Counseling Support & Education Services (CSE), (4) Family Foster Care & Kinship Care (FKC), (5) Family Preservation & Stabilization Services (FPS), (6) Services for Mental Health / Substance Use (MHSU), (7) Respite Care (RC), (8) Residential Treatment Services (RTX)	
6	MHSU	The organization facilitates an impacting array of mental health services that meets local needs and is carried out by highly professional and very caring individuals. The organization works hard at meeting the required practices of this standard as it expands services continuously. The MHSU programs staff who were interviewed are extremely passionate about their jobs, slightly concerned about the development of new programs especially as it relates to staff capacity, they appear to be handling well, the transitioning process of their newly promoted department lead person.
7	RC	Four mothers / guardians whose children have received respite services stated the following: "...needed program...very impressed with the care...great program...like the program..."The full time house parents, who live on site, provide a safe environment for the children.
8	RTX	Several strengths including 1 of 3 units dedicated to autistic children. There is a Residents Council where kids learn to advocate for themselves. Decorative wall quilts have been framed and hung at ceiling level to absorb sound. Each child has a discharge party to say goodbye to staff and peers.