



**NORTHWOOD**

**CHILDREN'S SERVICES**

# ***ANNUAL REPORT***

**2015**



**BUILDING**

***Brighter***

**FUTURES**

714 W. College Street

Duluth, MN 55811

218-724-8815

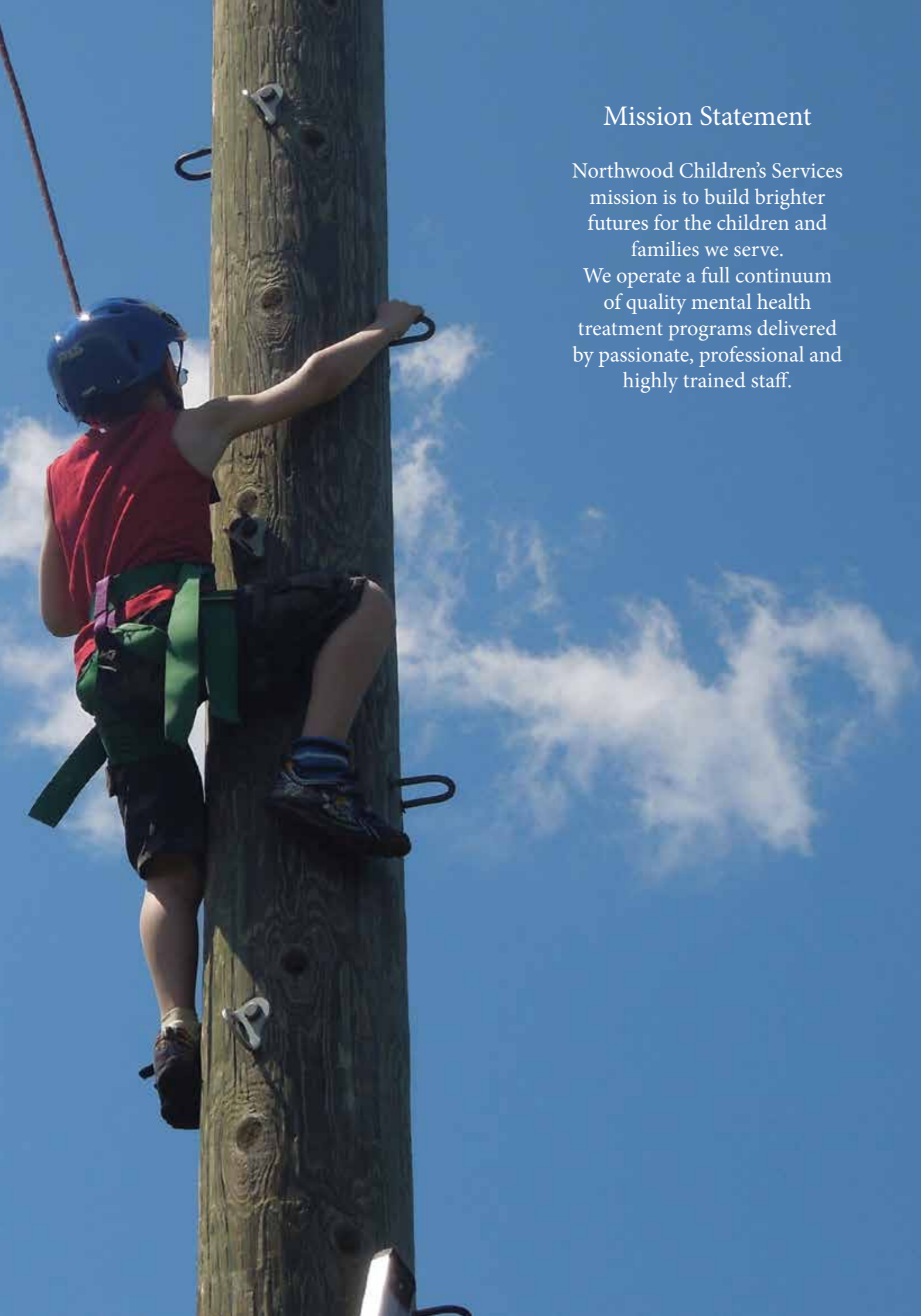
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## Mission Statement

Northwood Children's Services mission is to build brighter futures for the children and families we serve. We operate a full continuum of quality mental health treatment programs delivered by passionate, professional and highly trained staff.

## President & CEO Report

Richard Wolleat



2015 was an eventful and successful year at Northwood. Once again, we served a record number of children and youth in our various programs. As I reflect on the year just passed, I evaluate our efforts by how successful we have been in bringing our mission and vision to life. Numbers tell a part of the story, but not all of the story.

Evidence that we build brighter futures for the children and families is certainly present in the important things we keep track of-- goals achieved, satisfaction ratings given, individual students' pre and post performance on key behavioral objectives, to name just a few. Good to know, objectively, that what we do makes a difference. Our agency's performance on those indicators would say that we have been quite successful, that we do a pretty good job.

Our work is also measured in other ways, harder to quantify but no less real, such as the genuine gratitude expressed by parents for the difference we have made with a son or daughter and their hope and conviction that there are better days ahead for their family. Numerous times over the course of a year, parents will contact me directly to express their gratitude for what we have done, for the dedication, commitment and competence of our staff, for the tremendous gains their son or daughter made in our care. Most of all, it seems to me, they are grateful for two things- they and their child gaining new skills, competencies and confidence and the hope and belief that the future will be better than the past. I get goose bumps each time I get one of those letters, phone calls or emails, and I am so proud of the people I work with and so grateful to be a part of something so important.

I hear about our impact from the students themselves. We have a cool little ritual in our residential programs. Kids who are leaving give a short speech at a special, monthly recognition dinner, and it usually goes something like this. "I did not want to come here. I was angry and

confused and resented being taken from my parents and friends and plopped down here. I had lots of problems and a real bad attitude - I was aggressive and depressed and didn't like myself much at all. Over time, I came to realize that the staff here really do care about kids, and I started to let them in, started to open up some and help me learn new skills. We did a lot of really cool things that I will miss - going to camp, playing on the basketball team, helping out at the animal shelter. Mostly, though, it is the people I will miss the most. Thanks for everything you did for me. I will never forget, and while I am happy to be going home, I'm really sad to leave." These speeches get me every time. I especially love to look at the staff as the kid's talk, to see the pride and satisfaction they take in each child's success.

Finally, we performed exceptionally well on our accreditation review last year - high marks, great performance on standards and objectives, why we even got reaccredited on an expedited basis, an amazing accomplishment, according to a letter I received from the Council on Accreditation staff. You know what tickled me the most? The review team, in their comments summarizing their findings during their five-day visit, made a number of comments about the culture at Northwood. These were three highly experienced executives and they talked about people's positive attitudes, how they seemed to genuinely like their jobs, how positive and committed to the kids they were. Hard to measure, but pretty powerful stuff. I was pretty proud.

2015 was a very good year, and 2016 is upon us. Wish us the best in our quest to help build brighter futures for all of the children and families we serve. We appreciate the support you provide us.

Thank you!

Richard Wolleat  
President & CEO





## Board Chairperson Report

Will Norman



2015 was another banner year at Northwood. Once again, we served a record number of children and youth in our continuum of programs, 763

overall, up over two hundred from just three year's ago! We serve more students in our intensive day treatment and other community based programs than we do in our residential programs.

This is evidence that our reach into the community is long and that we are well on our way to achieving our vision of operating a full array of intensive mental health treatment programs. Northwood continues its role as the primary provider of services to the youth and families from Northeastern Minnesota – 83% of students served come from St. Louis, Carlton and Itasca Counties.

Our customers - parents and referring workers, expressed a high degree of satisfaction with our services, with an average

satisfaction score of five on a six-point scale. The highest scores related to our strength based approach, the recreation opportunities offered, our focus on family involvement and contact and the knowledge and skill of our staff. The students themselves also indicated a high degree of satisfaction with their care, with their medical care, therapy services, and maintaining a safe environment at the top of their ratings.

Our mission refers to services delivered by passionate, well-trained staff. Last year staff received over 9,400 hours of training, and average of over 40 hours each. Their commitment to self-development is impressive.

We were busy in 2015 and had several significant developments over the course of the year. The new building at the West campus was completed and the Diagnostic and Assessment Center moved in on October 1. We implemented an electronic health record, a huge undertaking with an impact on all areas of our operations.

We completed a re-branding project, replete with a re-designed logo and the introduction of collateral marketing materials.

We hosted a peer review team from the Council on Accreditation in September, and promptly received word that we were reaccredited on an expedited basis, meaning that there were no significant deficiencies in any of the areas reviewed. A fete, described by COA, as an amazing achievement.

OK, there were a few good times had by all- camp, the awards banquet, the Christmas City of the North Parade and Art Sled Rally, to mention a few. We've even gotten better at getting the local media to cover our events so that the general public can have a heightened awareness of the work that goes on here.

Our ability to impact the lives of the children we serve takes a concerted effort from many. I would like to take this opportunity to thank fellow board members for their volunteer services and the staff for their hard work and commitment

to excellence. Thanks to you, we provide opportunities for many children and their families to lead successful and satisfying lives.

Dick shared an email with me - one of many received over the course of the year that affirms that what we do really does make a difference. It was sent to a therapist and supervisor for one of the residential treatment teams.

"We wanted to thank you again for all you have done with our son. We were so excited at the discharge meeting about bringing him home that we did not properly thank you for your very special work. Your calling in working with children is very special and as a parent I can tell you how your lives and your work touch so many. We truly cannot express our full gratitude with the wonderful outcome we see with our son".

*Will Norman*

Will Norman, Chairperson

### Northwood Board of Directors 2015

**Chairperson**  
Will Norman

**Vice Chairperson**  
Cindi Sorensen Baker

**Secretary**

Marla Halvorson

**Treasurer**

Paul Libbon

**President/CEO**

Richard Wolleat

### Directors

Eric Berg

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Dr. Patrick Johns

Jeremy Katchuba

Eric Lohn

Laura Marquardt

Steve Peluso

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**President**

Richard Wolleat

**Vice President**

Michael Stellmaker

**Secretary/Treasurer**

Deanna Benson

**Directors**

Juhl Halvorson

Cindi Sorensen Baker

763

12

Average Age

Children Served 2015





## Statement of Financial Position & Student Information

## Services

Statement of Financial Position

	2014	2015
<b>ASSETS</b>		
Current	\$ 9,356,094	\$8,866,847
Property & Equipment—net	\$10,529,781	\$11,810,225
Other Assets	\$12,879,624	\$12,856,359
<b>TOTAL</b>	<b>\$32,765,499</b>	<b>\$33,533,431</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$1,504,164	\$1,053,829
Long Term Liabilities	-0-	-0-
Net Assets	\$31,261,335	\$32,479,602
<b>TOTAL</b>	<b>\$32,765,499</b>	<b>\$33,533,431</b>
<b>REVENUES AND OTHER SUPPORT</b>		
Fees for Services	\$15,238,493	\$15,470,241
Contributions and Grants	\$72,341	\$34,994
Rental Income	\$161,980	\$148,482
Miscellaneous Income	\$22,837	\$22,634
Child Nutrition Revenue	\$227,986	\$208,401
Investment Income	\$224,243	\$232,173
<b>TOTAL</b>	<b>\$15,947,880</b>	<b>\$16,116,925</b>
<b>EXPENSES</b>		
Program Services	\$11,551,034	\$12,405,155
Supporting Services	\$2,181,029	\$2,277,405
<b>TOTAL EXPENSES</b>	<b>\$13,732,063</b>	<b>\$14,682,560</b>
Other Non-operating Activities	\$ 473,128	(\$216,098)
<b>CHANGE IN NET ASSETS</b>	<b>\$2,688,945</b>	<b>\$1,218,267</b>

<b>Students Served</b>	<b>#</b>	<b>%</b>
Total	763	
Males	519	68.0
Females	244	32.0
Age (range, avg)	4 - 48	12.43
<b>Served - By Program</b>		
Residential	190	24.9
Day Treatment	260	34.1
Foster Care	46	6.0
Diagnostic & Assessment Center	82	10.8
Little Learner's Enrichment Program	26	3.4
Community Services	159	20.8

**Top 5 Admitting Diagnoses**  
 Attention-Deficit/Hyperactivity Disorder  
 Oppositional Defiant Disorder  
 Post-traumatic Stress Disorder  
 Reactive Attachment Disorder of Infancy  
 Disruptive Behavior Disorder NOS

<b>Top Placing Counties</b>	<b>#</b>	<b>%</b>
St. Louis	262	69.0
Itasca	35	9.2
Carlton	18	4.7
Hennepin	15	4.0
Anoka	10	2.6
Beltrami	10	2.6
Ramsey	9	2.4
Mille Lacs	8	2.1
Benton	8	2.1
Koochiching	5	1.3

### **Residential Treatment**

Northwood offers 24-hour residential treatment at our Main and West Campuses. Within an assigned team of 10-12 students grouped according to treatment needs, diagnosis, and age, residential treatment enables youth to build positive relationships with caring staff who are committed to their personal growth and success.

### **Diagnostic & Assessment Center**

The Northwood Diagnostic and Assessment Center provides comprehensive evaluations, diagnoses, and family assessments for children referred to the program. A comprehensive evaluation of the youth is completed in 35 days or less. A short-term residential program, using a solution-focused therapy model is available for children and youth who require more intensive therapy. This brief therapy program focuses on goals that are accomplished within a three to six month time frame.

### **Intensive Day Treatment Program**

Merritt Creek and Chester Creek Intensive Day Treatment Programs serves children with behavioral, emotional, or learning problems. Day treatment addresses the needs of boys and girls who need more intense services than public schools provide, yet do not need out-of-home, 24-

hour care. Day treatment provides intensive mental health and special education programs, while sustaining the students in their homes in the community.

### **School-Based Intensive Day Treatment Program**

The school based intensive day treatment program addresses the needs of boys and girls who can stay in their public school. Currently, programs exist at Piedmont Elementary School, Lincoln Park Middle School, Myers-Wilkins Elementary School, and Laura MacArthur Elementary School.

### **Children and Family Center/ Outpatient Psychotherapy**

This service provides mental health assessments; individual therapy; group therapy; and family therapy services. Our staff of professional specializes in children and family mental health issues.

### **PRIDE/Community-based Mental Health Services**

PRIDE stands for Personal Responsibility in Developing Excellence and is a community based mental health program that provides flexible mental health services for people ages 0-21.

### **Corporate Foster Care**

Northwood operates six group homes in Duluth. These programs were established under the provisions of the Community Alternatives for Disabled Individuals legislation. Each home has a live-in staff and two counselors. Education is provided at one of our two campus schools or at a local Duluth Public schools, or colleges.

### **Therapeutic Foster Care**

This is a unique, caring, and individualized program for young people whose special needs cannot be met by their own families. Foster parents are professionally trained and have experience working with special needs children.

### **Little Learner's Enrichment Center**

This is an early intervention program for toddlers and preschoolers. The program follows an early childhood education model that emphasizes the acquisition of social, physical, and academic skills. The goal of the program is to teach skills to enable them to mainstream into regular education.



*Charitable support is a key factor in Northwood's ability to further its mission of building brighter futures for the children and families we serve. We extend our heartfelt thanks to the following foundations, businesses and individuals for your generous support. If we have omitted your name, we apologize and ask that you let us know.*

Arsher Charitable Trust	Engwall Florist & Greenhouse	Mellin Promotional
Duluth Superior Area Community Foundation	Esterbrooks Scott Signorelli Eshquaguma Country Club	Minnesota Vikings Minnesota Wild
Edna M. & H. Anna Jenks' Charitable Fund	Equipment Rental Fen-Tech	Nemadji Golf Course NEO Solutions
George Barnum Trust	First Photo	Nevada Bob's
Duluth Women's Club	Frame Corner	Nordic Waste
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Advantage Emblem	Greenfield Communications	Northern Business Products
AJ's Lawncare	Guardian Pest Control	On The Limit
AmeriPride	Happy Sleeper	Overhead Door
Anytime Fitness	High Banks Resort	Piedmont Dental
Arrowhead Service Printers	Human Development Center	Pioneer Bank
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Duluth Huskies	Marshall School	SYSCO Minnesota
Duluth Lawn & Sport	Maurices, Inc.	Texas Roadhouse
Enger Park Golf Course		

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James and Susan Denney	Frank and Shirley Moschet	
Mr. Gary Dolinar	Mrs. Barbara Munic	
Frank and Eileen Dusek	Rose Marie Murkve	
Mr. Lawrence Engel		



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714 W. College Street

Duluth, MN 55811

Ph. 218 724 8815

Fax. 218 724 0251

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