



# Annual Report

# 2019

WHERE COMPASSION MEETS ACTION



**A**s the President of the Florence Crittenton Board of Directors, I am very proud of the work that has been done this past year to ensure that Florence Crittenton can better respond to the greatest needs of young families in Montana.

We have restructured our programs to emphasize recovery and support services across both our residential and outpatient programs. We have also expanded our early childcare programs, as we saw a significant lack of high quality programs, and wanted to fill a need in the community.

Restructuring of the Florence Crittenton programs has required a tremendous effort, but our staff and donors have seen the value in this work and the results are paying off exponentially. These new programs and expanded services have demonstrated the ability to achieve positive outcomes for families. We continue to explore ways to meet the ongoing, increased demand for many full programs. The need is always great, but we know that we can count on your continued support to ensure that the services at Florence Crittenton are there to help more young families in Montana thrive for generations to come.

**SARAH CORBALLY**, *President – Board of Directors*

## **BOARD MEMBERS**

Sarah Corbally, *President* • Ron Waterman, *Vice President*  
Lisa Nelson, *Secretary* • Jim Carney, *Treasurer*  
Amy Deitchler • Collette Hanson  
Jamie Wood McCullough • Danielle Waddell

**Florence Crittenton  
provides a wide  
array of services  
to strengthen  
families and build a  
stronger community.**

**We do this through  
residential, outpatient,  
community and early  
childhood programs.  
We believe all families  
deserve the chance to  
reach their potential  
and pride ourselves  
on a positive work  
environment with  
exceptional quality  
programs.**



## **Family Centered Treatment**

Family centered treatment provides space for mothers and family members to heal together. This offers an opportunity to learn new behaviors and skills, actively recover, address mental health challenges, and have the opportunity to embrace a new way of living without the pressure and anguish of being separated from children. It recognizes that family and community serve as essential sources of strength, support and motivation for parents in recovery. For children, preventing removal from parents can reinforce important attachment and ensure emotional stability at a crucial time during a child's development.

## **Why It's Effective**

Relationships with family and children play an important role in mental health and substance use disorder treatment and recovery, as well as the prevention of these challenges in future generations. The children of the parents in our programs are at high risk of abuse and neglect, developmental delays, and adolescent substance misuse. Therapeutic services for the entire family and enhanced parenting knowledge improve treatment, recovery, and well-being outcomes for these families. When whole families are treated, outcomes for each individual member improve. ■



# Our Clinical Philosophy

**Core to our values at Florence Crittenton is relationship. We celebrate the choice each parent has made to seek support along their journey.**

The staff here understand that a trusting, respectful relationship is key to treatment. With relationship as a starting place, we work to identify goals that address the whole person and provide a variety of services that include an individualized treatment plan, mental health therapy, substance use counseling and groups, comprehensive case management, access to community resources, and parent education and consultation. From educational goals, to housing and parenting, to substance use recovery, we provide the skill-building and support that parents need to live a healthy, empowered and fulfilling future.

At Florence Crittenton, we utilize a trauma-informed approach to organizing treatment that recognizes the impact past experiences have on the person as an individual and parent. We understand that healing from trauma is a difficult, yet an important step towards recovery. Our services are individualized to our clients' specific needs and goals. Treatment is guided by a diverse team of skilled professionals in a wide variety of mental health and substance use needs.

**We believe that families deserve the opportunity to meet their full potential in a supportive environment with dignity and respect.**

Our Clinical Services and Residential programs utilize a Family Centered Treatment model that integrates support throughout the family unit. We value acceptance, safety, and meaningful connection throughout the process of healing for all families to grow.

To maintain the highest level of quality across all the services we provide, there is special focus on the full adoption of evidence-based and promising practices. Our staff are actively engaged participants in continuing education to stay up-to-date on evidenced-based treatment approaches for the unique population we serve. We see the opportunity to improve the outcomes of our families to be an ethical obligation in order to support healthy and strong communities. ■

# OUR CLINICAL TEAM



## **Director of Strategic Growth and Programs** *Andrea Holmes*

Andrea Holmes serves as Florence Crittenton's Director of Strategic Growth and Programs. Andrea has served in many professional roles in areas related to education; trauma-informed organizational development; trauma-informed educational supports; childhood traumatic stress; complex trauma; early development and attachment; suicide prevention; and management in interventions and supports for children and their families.



## **Medical Director** *Dr. Bob Caldwell*

Dr Caldwell joined Florence Crittenton in 2018 and serves as our Medical Director. Over the last 23 years he has practiced in both private practice and on a contract basis with other agencies. Bob has extensive experience in both public and private psychiatry including inpatient, outpatient, consulting and addiction psychiatry. He has also held faculty appointments at the University of California, Davis and at the University of New Mexico. He holds a Bachelors degree in Music, a Masters in Computer Science and his Medical Doctorate from UNM.



## **Clinical Supervisor** *Sarabeth Haddad*

Sarabeth serves as Florence Crittenton's Clinical Supervisor. She has supported children and families in a variety of settings, including experiences as a school-based therapist and kindergarten teacher. Her passion lies in cultivating healthy attachments between parent and child. Sarabeth is a Licensed Clinical Social Worker and a Registered Play Therapist through the Association of Play Therapy.

## OUR TEAM

Florence Crittenton is proud of our incredible Clinical team. These professionals work side by side to provide the highest level of care to the families in our programs, utilizing best practices and evidence-based programs.

Mental Health Therapist

Licensed Addiction Counselors

Early Childhood Program Manager

Case Managers

Parent Educator

Early Childhood and Parenting Specialists

Home Visitors

Rehab Aides

Family Centered Aides

*For more information and full biographies of all team members,  
please visit [florencecrittenton.org](http://florencecrittenton.org)*

July 1, 2018–June 30, 2019

18

Women served

19

Children served

3,123

Number of nights in a  
trauma free bed

9,369

Healthy meals served

53

Families receiving  
home visiting services

100%

Recovery Home Clients  
clean and sober  
during program stay  
and at discharge

100%

Clients receiving  
parenting education  
and support

100%

Clients receiving  
mental health services

100%

Recovery Home Clients  
discharging having  
reunified and have  
custody of children



## Residential Program

Florence Crittenton's Residential Programs serve pregnant and parenting women, aged 12–30, and their children. Our trauma informed, family centered approach promotes increased stability, recovery, health and well being for parents, and our early childhood programs provide a solid foundation for the children in our care.



### Florence Crittenton's Residential Programs aim to:

- provide safe, secure housing
- decrease alcohol and drug use
- stabilize mental health challenges
- improve parenting skills and maternal/child relationships
- reduce reliance on social and health welfare systems
- improve functioning in academic ability, life-skill and vocational areas
- provide intervention and prevention services for the clients' children in a safe and supportive environment

## Emily's Story

My journey to Florence Crittenton began when I was 21 years old. Before coming to Florence Crittenton my life was very tough. I had a hard childhood, my mom passed away when I was 3 and my Dad was in and out of my life until he too passed away in 2017. My older sister raised me and life was not easy.

I was using meth and hanging out with the wrong crowd. Because of my drug use I lost custody of my 3 children, which was very upsetting. The family that adopted my son changed my baby's name, which was very hurtful, and I missed them all desperately.

Eventually because of my drug use and CFS cases I went to jail. When I was released, I relapsed and was on the run for 6 months. During this time I became pregnant again and went back to jail. When I was in jail I thought so much about how much I wanted to sober up and about all the regrets I had in my life.

When I was 7 months pregnant, I went to an intensive drug treatment center for 39 days. When I left that program I had the option of going back to my home town and putting my baby in foster care or coming to Florence Crittenton and being able to keep my baby. I chose to come to Florence Crittenton because I wanted very much to be with my baby.

That was one year ago now, and I have been clean and sober for one year. Florence Crittenton has helped me find myself. It has helped me find who I am without using drugs and who I am as a loving mother to my child. It has helped me get in touch with being a mom and I know I am a really good mother to my baby. I have full custody of him which feels so good. He is a healthy, happy little boy and with the help of Florence Crittenton's Child Enrichment Center

he is thriving and developing into a beautiful person. He is 10 months old and about to start walking!

I am proud of maintaining my sobriety for a year. I have not really had any cravings and I am thankful to be able to parent again and feel love again. I don't think I could have done this without relocating. It has been good to be in a new town away from negative people and influences and have all the support that Florence Crittenton provides.

I have a job at a local pharmacy and am hoping to one day become a manager there. I have just got an apartment in Helena so I can continue to get support from Florence Crittenton after I leave and my son can keep coming to the Child Enrichment Center. I am staying at my new apartment on the weekends right now and coming back to Florence Crittenton during the week so I can get used to being independent. I want to get my drivers license and save money and do things the right way with my own hardworking money.

My hopes for my child are that he has a happy childhood and for him to be successful and to know he is always cared for. I would like one day for him to know about his brothers and sister and for him to meet them.

I am so thankful for the people at Florence Crittenton and all the help they have given me. Being here has changed our lives forever. It has been so good to start over and re-find myself. ■



# Outpatient Services

## Addictions Counseling

Individual counseling, together with group therapy, are available for parents and caregivers struggling with substance use challenges on an outpatient basis.

## Parenting Classes

Florence Crittenton provides a wide array of parenting classes for all parents and caregivers in our residential programs and throughout the community. These classes provide vital support to families and complement our residential and outpatient programs

## Home Visiting

Florence Crittenton is part of the Partnership for Home Visiting in the greater Lewis & Clark County to offer free family support through home visiting programs. The mission is to provide information, support, skills and encouragement to strengthen families during the crucial early years of life.

Florence Crittenton provides in-home services through two evidence-based home visiting models, Parents As Teachers® and SafeCare. Home visits can serve pregnant women and families with children prenatally through age 5. Families work with a home visitor around topics such as bonding and attachment, positive parenting skills, safety, child development, and overall wellness. ■

### **CIRCLE OF SECURITY®**

*Attachment-based  
nurturing approach  
to understanding  
children's needs*

### **LOVE & LOGIC**

*Relationship-based,  
natural consequences  
approach to parenting*

### **NURTURING PARENTING**

*For parents who are  
in treatment and/or  
recovery for substance  
use problems*

### **Loving Your Baby from the Inside Out**

*A nurturing prenatal  
baby-focused course that  
helps young mothers  
bond with their baby  
and prepare for birth*



## Melissa's Story

Before I found help from Florence Crittenton I was living in a small apartment, working full time with 2 small children with little help or support from a partner with mental health issues. I felt overwhelmed. I wanted to be the best mom I could to my two beautiful blessings and to encourage their development. I felt that I was struggling to meet all their needs and that I was fighting to give them a happy, healthy, enriching life as well as getting to a doctor to listen to my concerns.

Florence Crittenton's Home Visitor provided a much-needed resource of support to help ensure my children were meeting milestones and gave us extra resources to further their development mentally and physically. The Home Visitor also gave us resources for getting my eldest child treated for asthma by bringing in an asthma nurse who helped us to make life better. Our home visitor also provided emotional support which I really appreciated.

I learned so many new ways to encourage my children to grow in all aspects. I now feel like I am succeeding as a mom. I feel that my parenting skills are improving to meet the needs of my kids as they grow and new aspects arrive.

Without our home visitor's help I would probably still be feeling overwhelmed. I am sure I would be fighting with doctors to get my daughter help with asthma because her symptoms are mild and she would still be having trouble getting good rest. I would be questioning myself about parenting, wondering what kinds of things I should be doing with them to encourage their growth. My son just graduated from speech therapy in Head Start, thanks to encouragement and activities from our home visitor and speech therapist.

Having a home visitor has made a big difference to our family. Today we are doing great, we still have challenges, but we are working through them with support. My children are excelling and exceeding milestones. They communicate well for their ages and I feel confident and supported as a parent.

These programs are so important. Successful families make successful future families and this program creates a village that all families need. I have really loved having our home visitor. My home needed support and was struggling. We have come so far to having a happy, healthy, growing home. Our home visitor has been a huge part of our success by providing support and resources that have changed our lives for the better. ■

*My home needed support and was struggling. We have come so far to having a happy, healthy, growing home.*



# Early Childhood Education

Florence Crittenton Early Childhood Programs understand the importance of having staff that are knowledgeable in the fundamentals of child development. High-quality early childhood education helps children achieve higher cognitive ability and sociability, which in turn prepares them for kindergarten and school (Public Policy Forum, 2007). Every teacher at Florence Crittenton Preschool and Child Enrichment Center completes over 16 hours annual training that focuses on early childhood education and development, so they are able to provide developmentally appropriate education and guidance. Over 50% of our teachers have an Associate's Degree or higher in education and/or over 25 years of experience in early childhood education.

## Access to High Quality Early Learning Matters!

*Research shows that during the earliest years of a child's life:*

700-1000  
new neural  
connections form  
every second

Genetics plus  
experiences shape  
the developing  
brain

The foundation  
forms for  
future cognitive  
abilities

Vocabulary at  
age 3 can predict  
3rd Grade Reading  
Achievement

**“Florence Crittenton’s Early Childhood Programs work hard to track children’s growth and development and to share this information with our parents. We seek to ensure each child’s progress is monitored, and they receive developmentally appropriate screenings to measure their cognitive, speech/language, physical, and social/emotional development. We provide screenings through one-on-one direct services, group play activities, progress monitoring, and coordinating with community resources. These screenings identify strengths, along with potential barriers for development. We recognize the importance of intervention services and believe that it is never too early for children to receive support.”**

**– Micaela Wilfong, Florence Crittenton Early Childhood Lead Teacher**

# THE PERKS OF PRESCHOOL

## Why Early Education is Vital

### CURRENTLY IN THE UNITED STATES



**Unemployed**  
That's like everyone in NYC and LA being out of work



**Incarcerated**  
That's roughly 25 percent of the world's inmates, even though the US is only 5% of the global population



**Living below poverty line**  
Or about 13% of the population



Reversing these trends will take time, effort, and money ...

**But Studies Show That Preschool is a Good Place to Start**



But for those that do, in the long run:

**They're More Likely to Receive Higher Education**



Kids who attend preschool are 20% more likely to graduate high school



### IN A STUDY OF DISADVANTAGED KIDS:

23% of preschool-attenders graduated from a 4-year college



Compared with just 6% of those who didn't attend preschool



**They're Less Likely to Go to Prison**



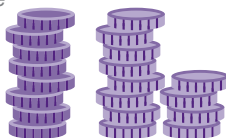
**KIDS WHO ATTEND PRESCHOOL ARE HALF AS LIKELY TO GET ARRESTED**

**THEY'RE ALSO 28% LESS LIKELY TO DEVELOP ALCOHOL OR OTHER DRUG PROBLEMS**

And they're 22% less likely to commit a felony

### They contribute to the economy

**GROWNUPS WHO ATTENDED PRESCHOOL EARN AN AVERAGE OF 50% MORE THAN NON-PRESCHOOLERS**



+50%

Girls who went to preschool are 50% more likely to have a savings account



+20%

And 20% more likely to own a car

### OVERALL, GROWN-UP PRESCHOOLERS...



Are less likely to have grades repeated



Are more likely to own homes



Tend to have longer marriages



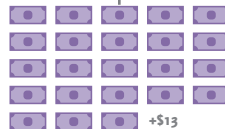
And delay parenthood by an average of 2 years

### BECAUSE OF THEIR SUCCESS AS ADULTS:



-\$1

Every \$1 invested in preschool saves taxpayers up to \$13 in future costs



### IN FACT, PRESCHOOL IS A SMARTER INVESTMENT THAN AVERAGE STOCK



Annualized rate of return for preschool spending: between 7 and 10%

Historically the stock market returns an average 5.8% per year

To adults, it might just look like finger-painting and building blocks...

**But More Preschool Means a Brighter Future**

### RESOURCES:

- [1] <http://uncnews.unc.edu/content/views/5032/10/>
- [2] <http://www.npr.org/blogs/money/2011/06/13/139109329/the-friday-podcast-the-case-for-preschool>
- [3] <http://qecconomics.org/ojs/index.php/qu/article/view/12>
- [4] [http://www.slate.com/articles/double\\_x/thekids/2013/01/how\\_important\\_is\\_preschool\\_if\\_you\\_are\\_researching\\_early\\_education\\_philosophies.2.html](http://www.slate.com/articles/double_x/thekids/2013/01/how_important_is_preschool_if_you_are_researching_early_education_philosophies.2.html)

## Jack's Story

My child been participating in Florence Crittenton Preschool now for a year and a half.

When we visited the program we liked the way the learning center was set up and the curriculum.

It was important for our child to be fully included in all activities and be able to complete his therapy sessions while at school. The teachers have worked closely with the therapist to include what he is currently working on into the daily activities.

Our son has excelled and is making progress in being prepared for the next level of education. The communication and collaboration that we receive from the teachers and staff stands apart from other programs.

All of the staff are amazing and kind. They are professional, caring, and are making a difference in our son's learning experience. We really like the curriculum as it is the same as what he will be learning in his next program.

Our son loves his teachers and going to school. He is excited to go every day and loves his daily routine.

Our family is so grateful for this program. It is a wonderful caring place that makes learning fun for the kids. ■



## Our Early Education Programs

### Childcare for Children Aged 0-2

Based in our main facility is our licensed childcare center, the Child Enrichment Center, which provides services to both families residing in Florence Crittenton's residential programs, and the Helena community. Our childcare center offers the highest level of nurturing care for infants and toddlers aged 0-2. The team of early childhood experts at our center provide a developmentally appropriate and rich environment to stimulate and nurture growth and development across all areas. The Child Enrichment Center is a Level 4 program through the STARS to Quality program- a continuous quality improvement program for early childhood education in Montana.

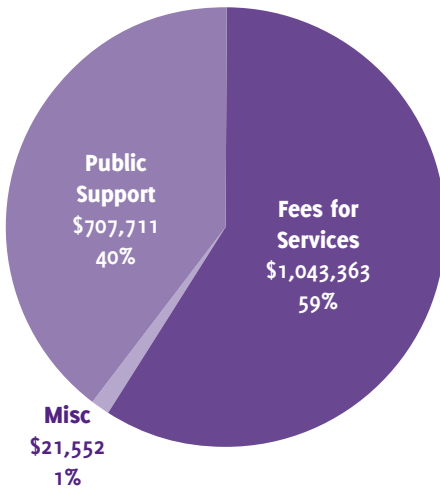
### Preschool for Children Aged 2-4

Florence Crittenton's Community Preschool is a licensed, inclusive preschool program that serves children ages 2 through the summer of a child's 4th birthday year. Our preschool program offers children and families a playful, interesting, and rewarding first school experience. Children learn best in a preschool setting that includes children of all abilities and backgrounds. We believe that it is never too soon to begin receiving the highest quality educational opportunities. Enrollment into the preschool is open to all families in the Helena community, with scholarships available for those that qualify. The Community Preschool is also a Level 4 program through the STARS to Quality program. ■

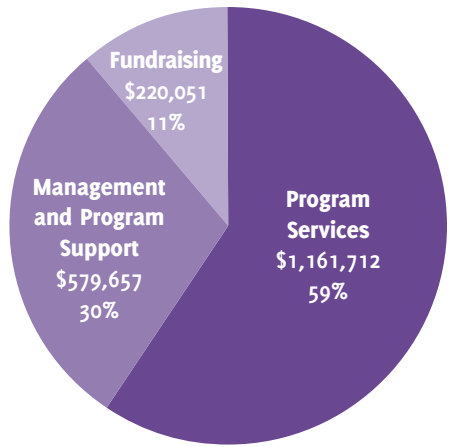


# Financials

## Total Income \$1,772,624



## Total Expenses \$1,961,420



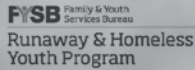
## Income Sources

- Service Fees include monies received from contracts with MT DPHHS, Lewis & Clark County, Medicaid & private insurance, MT Mental Health Trust, CACFP, Childcare Partnerships, Tribal Agencies, Victims of Crime Act, Runaway & Homeless Youth grant, MT AMDD.
- Misc Income consists of investment income.
- Public Support consists of support from individuals, business entities, estates, churches, other supporting organizations and family foundations, as well as in-kind donations.

*The revenue, support and expenses represent amounts for Florence Crittenton Home & Services obtained from financial statements audited by Wipfli for fiscal year ending June 30, 2019. A copy of the audited combined financial statement for the home and foundation is available on the Florence Crittenton website or upon request.*



# Our Partners



## Major Funders Over \$5,000

*July 1, 2018–June 30, 2019*

Dennis & Phyllis Washington Foundation  
OP & WE Edwards Foundation  
Oro Y Plata Foundation  
Gilhousen Family Foundation  
Sunderland Foundation  
Dick and Margaret Anderson  
JoAnne Woods  
Joseph J. Woods  
Gianforte Family Charitable Trust  
Health Care Services Corporation  
Tim and Mary Barnard  
Williams-Malone Foundation  
Dixie Nichols  
Browning Kimball Foundation  
Collette and Harry Hanson  
Empson Trust  
Brock Bouma  
Matt & Jamie McCullough  
Anonymous  
Big Sky Software Solutions Inc.  
Anderson ZurMuehlen Technology Services  
Cyndee A. Moe  
Dan Sullivan & Sarah Bennett-Sullivan  
Joelyn & John Morgan  
Scott Knutson  
First Interstate Bank  
Headwaters Foundation  
Judith I. Bowen  
Matt & Merideth Randles



I am honored as the new Director of Florence Crittenton to take the amazing work that has been done over the last several years and continue to serve families that so greatly need and deserve our support to be the best they can be, for their children, and for their community.

We have made so many great strides in continuing to serve young parents and their children, as well as expand to serve more families out in our community. But our work is not done. I am excited about the opportunities ahead to help families achieve long term success and be thriving members of our community. These projects include supporting families as they transition from residential and treatment services back to the community; expanding outpatient services to families that may not need residential care; and ways we can be a partner is closing the early childcare gap that plagues our young families and prevents our children from entering school ready for success. These are not easy challenges to overcome. They will take time, they will take patience and diligence, and they will take the continued support of all of you, our valued partners and community members. Thank you for continuing on this journey with us as we invest in families and change the future for all of us.

**With Gratitude,**  
**CARRIE KREPPS, *Executive Director – Florence Crittenton***



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**NON-DISCRIMINATION STATEMENT – CHILD & ADULT CARE FOOD PROGRAM (CACFP)**  
**CHILD & ADULT CARE FOOD PROGRAM (CACFP)**

*In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, disability, and reprisal or retaliation for prior civil rights activity. (Not all prohibited bases apply to all programs.)*

*Persons with disabilities who require alternative means of communication for program information (e.g. Braille, large print, audiotape, American Sign Language, etc.), should contact the responsible State or local Agency that administers the program or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information is available in languages other than English. To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, (AD-3027) found online at: [http://www.ascr.usda.gov/complaint\\_filing\\_cust.html](http://www.ascr.usda.gov/complaint_filing_cust.html), or at any USDA office, or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992.*

*Submit your completed form or letter to USDA by:*

- (1) Mail: U.S. Department of Agriculture Office of the Assistant Secretary for Civil Rights 1400 Independence Avenue, SW Washington, D.C. 20250-9410;  
(2) Fax: (202)690-7442; or (3) Email: [program.intake@usda.gov](mailto:program.intake@usda.gov).

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