

Annual Report 2011



HOLY FAMILY INSTITUTE

*Restoring Hope, Transforming Lives*

# A Commitment to Sanctuary<sup>®</sup> for Children and Families



## Dear Friends and Supporters,

Safety is the most basic and important need in every person's life, but arguably even more so for children and families who have already experienced trauma in their lives. In today's world, far too often we see and hear news of violence against children, many times within settings that are supposed to protect them from such atrocities. To address the critical importance of safety within the organization, in Fiscal Year 2011, Holy Family set out to further solidify its identity as a truly safe haven for children and families who are struggling.

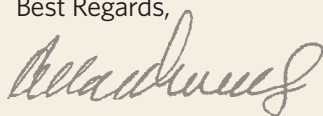
To achieve this goal, the organization became certified in the Sanctuary Model<sup>®</sup> of trauma-informed care. Developed by Dr. Sandra L. Bloom, a Board-certified psychiatrist and Co-Director of the Center for Nonviolence and Social Justice at Drexel University, Sanctuary is a new cultural model for the organization. Holy Family adopted this new model to ensure that its culture provides the healing that is needed to recover from the damaging effects of adversity and interpersonal trauma.

To qualify for certification, Holy Family adopted Sanctuary in all aspects of the organization, establishing a core team which meets monthly and training every staff member in the Sanctuary model. Sanctuary requires systemic change in an organization's culture, so that everyone — from senior leadership to staff to clients — is in agreement with and committed to the same values.

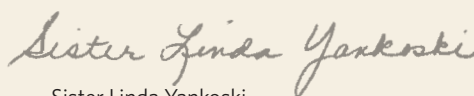
In addition to using Sanctuary to create a workplace culture that is conducive to healing, we can also look at it as a framework to understand the purpose and outcomes of our programs and services. Sanctuary is a model built on seven core commitments: nonviolence, emotional intelligence, social learning, shared governance, open communication, social responsibility, and growth and change. In the following pages, Holy Family's most notable accomplishments in FY 2011 are described within the context of these commitments, to illustrate how valuable and applicable the commitments have been to our work in providing an unequivocally safe place for children and families.

We hope you enjoy reading the results of our efforts in FY 2011 and continue to support us as we provide a safe place of help, healing, hope and support to children and families in our communities.

Best Regards,



Allan P. Woods  
Chair, Holy Family Institute Board of Directors



Sister Linda Yankoski  
President and Chief Executive Officer



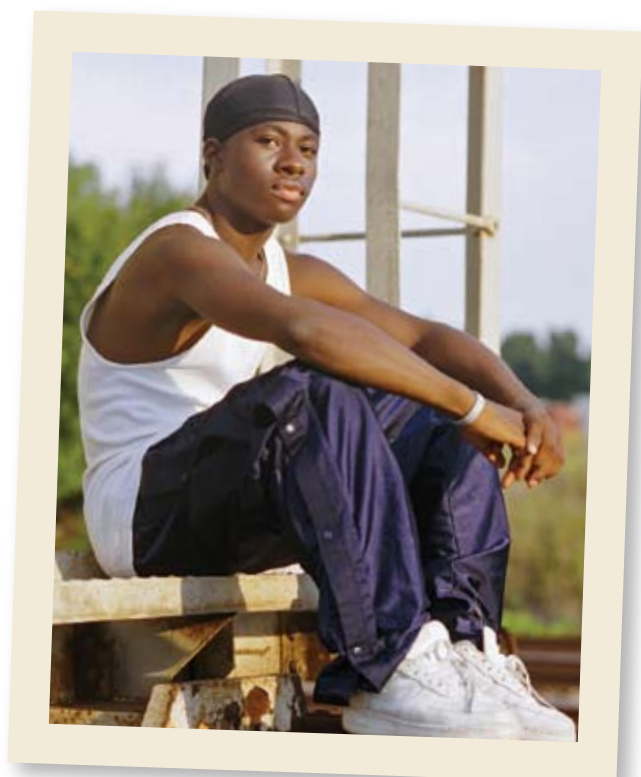
# Nonviolence

Creating a culture of nonviolence means that we feel safe — physically, emotionally, socially and morally. Many of the youth in the residential program have experienced a history of unsafe situations. A culture of nonviolence is critical in creating an environment where these youth can begin to heal.

To meet the changing needs for residential services in Allegheny County, and with the help of a financial grant from the United Way of Allegheny County, Holy Family implemented the **In-Community Stabilization Program** in February 2011. The focus of this program is the “wraparound” process which strives to include the entire family and natural supports in working out family issues and problems while the youth is in care. With help from the case manager who facilitates the planning process, individuals from the youth’s family and community work together to share their perspectives of the family’s situation. Then the team creates a plan that includes ways to ensure that the youth and his or her family will experience success in their community, home and school. Counseling and other preventative services and assistance reduce the length of time that youth spend in placement while improving academic performance, work readiness and family stability.

To promote the return of the youth to the family and community, two community-based group homes in the Brighton Heights and Perrysville areas of Pittsburgh were established. Each home can accommodate up to 12 youths. Located in neighborhoods where both the youth and their families have easier access to the resources they need, the program brings appropriate agencies and natural supports together to reunite the family safely and permanently.

*“Tom,” age 15, had been in residential care for five years. After being admitted to the In-Community Stabilization program, he was able to return home after only three months!”*



# Emotional Intelligence

Emotional intelligence means being able to perceive, understand and express emotions in a healthy way. A culture of emotional intelligence is critical in programs where Holy Family addresses the needs of behaviorally-challenged youth.

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**Stop Now and Plan (SNAP®)** is a program designed to teach children, ages six to twelve, skills to avoid conflict and control their impulsive behavior and anger. In FY 2010-11, the SNAP program accomplished several major milestones. First, upon receiving results of the two-year SNAP pilot program for boys (operated in conjunction with Auberle) in 2008-2009, the Allegheny County Juvenile Court and Department of Human Services issued contracts to Holy Family to continue the SNAP program through FY 2011. Second, the program, which was initially only available to boys, was expanded to include girls. A total of 85 youth were served this past year.

The SNAP program targets children who are experiencing behavioral difficulties that indicate they could potentially get into more serious trouble. In FY 2011, of the 37 boys and girls who attended at least eight sessions, 36 improved their scores by the completion of the program. Improved behavior scores mean a much lower probability of future behavior that leads to crimes.

*None of the 220 boys who participated in the SNAP pilot program have been arrested, according to the Allegheny County Juvenile Court.\**

\*As reported in June 2011 by SNAP Steering Committee





# Shared Governance and Open Communication

A culture of shared governance means developing self-control skills, self-discipline and healthy authority. Open communication means overcoming barriers to healthy communication. A culture of shared governance and open communication within the home allows for more successful outcomes — and more families are able to stay together safely as healthy, functional family units.

Counselors work with families in their homes and communities to provide a variety of services such as counseling, parenting skills, financial budgeting, education and coordination of care.

When families first experience coping difficulties caused by poverty or neglect, counselors in the **Family Group Decision-Making Program** teach effective parenting techniques and empower the family unit to establish goals for the safety of their child. This program is designed to enable the family to stay together and prevent more invasive actions by outside agencies. In FY 2011, 93% of the children in the program (Armstrong, Indiana and Westmoreland Counties) were able to remain with a family member.

When families experience multiple and serious occurrences of neglect and abuse, Holy Family **In-Home Services** professionals visit and work with the families in their homes and connect them to resources that will address their specific needs. In FY 2011, 96% of the children in the In-Home program (Allegheny, Armstrong and Indiana Counties) were able to remain in a family setting.

When families are dealing with serious mental disorders, **Family Focused Solution-Based Services** empower them to care for themselves and their children. Preventative in nature, these services strive to reduce the risk of out-of-home placement.

In FY 2011, Holy Family's **Counseling and Mental Health Services Program** discharged 92 clients. Of these clients, 62% made improvements in their Global Assessment Function score, 44% achieved good or satisfactory goal success, and 97% did not need a referral to a higher level of care or treatment.

*In FY 2011, 96% of children served in the Allegheny County Family Focused Solution Based program were able to remain in a family setting.*



# Social Responsibility

Social responsibility involves rebuilding social connection skills and establishing healthy relationships. While important in all areas of human interaction, this commitment is critical in the formation of a good work ethic and thereby a necessary component of any workforce development program.

The **Youth Workforce Development Program** provides youth the opportunity to learn real-world skills that prepare them to enter the workforce or continue training at a higher-level technical school, community college or apprenticeship program.

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During this reporting year, "James" participated in the 12-week program where he experienced hands-on job training and learned skills such as teamwork, business behavior and how to use a computer. Staff members assisted James in applying for a position with the Pittsburgh Pirates facilities team. James was hired and later awarded a Pittsburgh Pirates All Star Award for displaying outstanding guest relations skills exceeding the expectations of the position.

Through the generous support of the BNY Mellon Foundation and the Hearst Foundation, during FY 2011, the program held two groups consisting of 15 students each.

*By the end of the program, 86% of all youth in the Workforce Development program were either employed, in the process of being employed, or entered the military or Job Corps.*





# Social Learning

Creating a culture of social learning involves building cognitive skills and synergy. The group becomes smarter than the sum of the parts, so participation and ideas are encouraged. A culture of social learning is important in our schools, so that students and faculty can work together to make the learning environment both safe and productive.

The Boys Town Model<sup>SM</sup> approach to classroom management is used to teach social skills in the **Specialized and Alternative Education Programs** at Holy Family Institute and St. Mary's Villa for Children and Families. It engages both the staff and students by developing a safe and stable environment that encourages positive and healthy behaviors. The model is consequence-based and uses effective praise and preventive teaching to empower students and show them the benefits of behaving appropriately.

"Sean" is a shining example of the positive effects the Boys Town Model can have on a student. Abandoned by his mother and with his father in jail, Sean and his younger siblings had been left in the care of a family friend. Having faced so many obstacles in his young life, Sean turned to drugs and began to misbehave in school. In 6th grade, Sean came to Holy Family's Washington County Day School where his teachers provided a nurturing environment and helped him learn new skills to deal with his feelings. His behavior improved slowly but surely, and by the 2010-11 school year, Sean earned the highest level in the Boys Town behavioral merit system. Sean's future is bright — and it is anticipated that during the next school year, he will be ready to transition back to a traditional school setting.

*During the 2010-11 school year, all Holy Family and St. Mary's Villa for Children and Families educational programs had a 91% attendance rate.*





# Growth and Change

Maintaining a culture of growth and change helps us to work through loss and prepare for the future. It creates resilience, and focuses us on restoring hope, meaning and purpose.

In FY 2011, **Holy Family Foundation** continued its capital campaign and identified four critical needs that align with the mission and can be well-served by the organization. Since the campaign began, four initiatives have been created to address these needs and are now in various stages of development.

**Thousands of young children in our region are unprepared to begin school.**

To address this need, an evidence-based, early learning program for children from two to four years of age has been initiated to help children prepare to succeed in school.

**Too many youth are lost and failing in the public school system.**

To improve our educational system, Holy Family is working to develop a number of experiential learning techniques in its classrooms, utilizing innovation, technology and the arts.

**Many older youth lack the skills needed to earn a living wage.**

Plans are in place to improve the existing Youth Workforce Development Program with a new curriculum, including an entrepreneurship component.

**There are still children suffering from abuse and neglect.**

Since the campaign began, the In-Community Stabilization Program was established to enhance and quicken family reunification.

In addition to programs addressing the needs identified in the capital campaign, the organization is currently exploring ways to repurpose the Emsworth campus facility as it is no longer needed for our community-based programs. In early FY 2011, the organization completed a business plan to launch a college preparatory program, using the campus to house international students seeking education in the United States. Holy Family is excited to continue work on these promising new initiatives in the ever-changing social services landscape.

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*The SHORES substance abuse and addiction counseling program has expanded to serve adults in addition to children and youth.*



# Financials 2011

## Results 2011

### Holy Family Services for Children

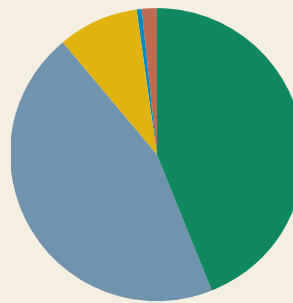
#### Children & Youth Served

Emsworth Residential	64
St. Mary's Residential	182
SNAP	85
Specialized and Alternative Education	556
<b>TOTAL CHILDREN &amp; YOUTH SERVED</b>	<b>887</b>

### Holy Family Services for Families

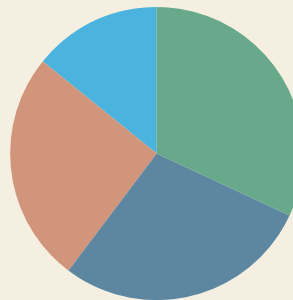
#### Children & Youth Served

In-Home Family Counseling (Allegheny, Armstrong and Indiana Counties)	272
Family Group Decision-Making	21
Family Focused Solution Based	97
Counseling and Mental Health	96
SHORES	230
Energy Assistance Programs:	
Duquesne Light CAP	7,502
Duquesne Light CARES	208
<b>TOTAL FAMILIES SERVED</b>	<b>8,426</b>



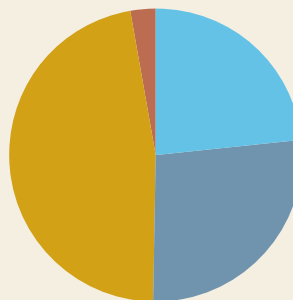
**2011 Revenue:** \$ 26,770,461

Government	11,829,978
Third Party Reimbursement	12,068,654
Grants & Contributions	2,425,761
Investment Income	113
Other	445,955



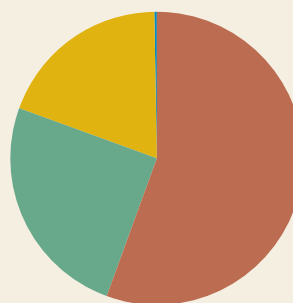
**2011 Expense:** \$ 26,680,327

Holy Family Learning	8,585,572
Holy Family Social Services	7,629,464
St. Mary's Villa for Children and Families	6,784,566
Administration	3,680,725



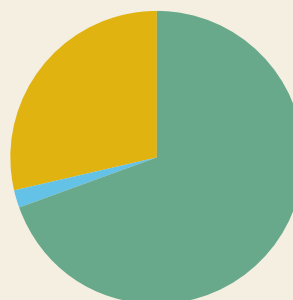
**2011 Assets:** \$ 17,484,970

Accounts Receivable	4,053,516
Cash & Cash Equivalents	4,974,519
Property & Equipment (net)	8,085,702
Prepaid Expenses & Other	371,233



**2011 Liabilities:** \$ 7,473,198

Notes Payable	4,166,667
Accrued Expenses	1,869,912
Accounts Payable	1,430,509
Refundable Deposits	6,110



**2011 Holy Family Foundation**

**Net Assets:** \$ 11,717,337

Total Unrestricted	8,154,897
Temporarily Restricted	210,076
Permanently Restricted	3,352,364



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## HOLY FAMILY INSTITUTE

*Restoring Hope, Transforming Lives*

Holy Family Institute  
8235 Ohio River Boulevard  
Pittsburgh, PA 15202

[www.hfi-pgh.org](http://www.hfi-pgh.org)

We work in our  
community  
to transform  
the lives of children  
and families.



### MISSION

Holy Family Institute is a Catholic, charitable organization founded in 1900 by the Sisters of the Holy Family of Nazareth. Our mission has remained the same for more than 110 years: We empower children and families to lead responsible lives and develop healthy and meaningful relationships built on faith, hope and love.

**Help us provide a safe place of help, hope, healing and support to children and families. Send your donation to:**

Holy Family Institute  
8235 Ohio River Boulevard  
Pittsburgh, PA 15202

412.766.4030

Or donate via our website at  
[www.hfi-pgh.org](http://www.hfi-pgh.org)



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