



2018 Annual Report

Dear Friends of SaintA:

In 2018, SaintA reached new audiences, strengthened our current connections, and deepened our focus on the community.

SaintA has always focused on the work and not the attention, but in 2018, we were given a national platform when Oprah Winfrey and *CBS 60 Minutes* traveled to Milwaukee to report on childhood trauma and resilience.

A YEAR OF NATIONAL RECOGNITION

Inspired by trauma informed care (TIC) and related research, Winfrey identified one question as being life-changing, and that's asking, "What happened to you?" instead of "What's wrong with you?"

The segment highlighted the work of SaintA, including the scientific research behind TIC practices, and the use of our Seven Essential Ingredients, especially the healing potential of relationships and reason to be.



Alisha Fox, former SaintA client, bravely told her story of childhood trauma and resilience to *60 Minutes* Special Correspondent Oprah Winfrey.

HEALING THE COMMUNITY

In September, SaintA hosted the *Healing Trauma, Healthy Communities* conference, which sold-out with more than 1,300 attendees. Over two days, the nation's renowned leaders on trauma and brain science tackled questions about the effects of trauma and how to create and maintain healthy communities.

The 50 breakout sessions explored trauma from virtually every angle, including resiliency, cultural sensitivity, and the importance of creating trauma-sensitive environments. Hosting the conference allowed us to elevate our work and bring it to a widescale audience. Our sponsor, Scaling Wellness in Milwaukee (SWIM), is a partner who continues to help us expand our initiatives.

MORE TO COME

The year 2020 marks our 170th anniversary. We are proud of our long history of meeting the needs of children and families in our community and look forward to celebrating our move from a responsive model to one of early intervention and prevention.

We have had some of our greatest accomplishments in 2018. And as we continue, your involvement is crucial to us. Thank you for your support of our mission and we look forward to working with you for many years to come.

Sincerely,

Ann Leinfelder Grove
President and CEO



Mary McCormick
Board Chair



EQUAL PARTS VISIONARY AND HISTORIAN

In 1990, a young professional started working part-time at what was then called St. Aemilian-Lakeside. Nearly 30 years later, and with one of the agency's longest tenures, that same individual now serves as the President and CEO of SaintA.



MEET ANN LEINFELDER GROVE

From day one, Ann was fiercely dedicated to her work and quickly grew into various leadership roles. By the time she was named President and CEO on March 1, 2018, Ann had overseen every program and administrative service at the agency.

She has helped the agency refocus on Milwaukee and all of Wisconsin. She is dedicated to moving our care model from responsive to proactive. "Through prevention and early intervention, we can support children and families before more serious issues arise," says Ann.

Ann Leinfelder Grove gave opening remarks at a special gathering about race and trauma at the Fiserv Forum in September 2018.

LEADER IN TRAUMA INFORMED CARE

Ann's role in advancing the agency's strategic direction has helped improve outcomes for countless children and families.

She was actively involved in developing the Seven Essential Ingredients for trauma informed care (TIC), and the curriculum that has been used to train more than 50,000 experts nationwide. Ann created the 5 Pillars of Family Stability, which prioritizes relational health along with education, employment, health and housing resources.

She was instrumental in innovating the SaintA TIC Protocol, a proven, research-based approach to child welfare case management, and is the chair of the Milwaukee County Trauma-Informed Care Partnership.

WE SEE A WORLD WHERE EVERY CHILD AND FAMILY CAN THRIVE

Experience and research have shown us the devastating effects of unaddressed childhood trauma in our community. In his series, "A Time to Heal," John Schmid from the *Milwaukee Journal Sentinel* wrote, "The primary challenge facing Milwaukee is an epidemic of trauma passed from one generation to another, one neighborhood to the next."

A handing-down of trauma has been observed in families of Holocaust and Vietnam War survivors. A similar phenomenon occurs in families - like those in Milwaukee - who have long been entrenched in poverty, racism, and attendant problems, such as poor health and violence.

Much of it started after the city's industrial crash of the mid 20th Century. "As jobs disappeared, so did many of the dreams that came with them. And people and their families began to break," wrote Schmid.

The effects of generational trauma - child abuse and neglect, addiction and incarceration - are still prevalent today. Add to that, racism, implicit bias and mass incarceration of African American men and it's easy to see why not much has improved for many Milwaukeeans in the last 50 years.

WE'VE DECIDED TO SAY, "ENOUGH."

Our city and state have had enough trauma. That's why, in 2018, we unveiled a new mission statement that reflects our commitment to whole-person and whole-family care for those living in Milwaukee and throughout Wisconsin.

Our mission is to facilitate equity, learning, healing and wellness by restoring connections that help every child and family thrive.

Read on for examples of our commitment to Equity, Learning, Healing and Wellness.

Trauma in Milwaukee: A Timeline



1960's

Great Migration brings laborers north to make engines, brew beer and work in tanneries.



1970's

Milwaukee is "Machine Shop to the World." Only 2% live in poor neighborhoods.



1980's

First wave of industrial shutdowns. Milwaukee's poverty rate climbs to 13.8%.



1990's

National economy booms, except in industrial centers. Milwaukee suffers. 22% live in poverty.



2000's

Digital economy takes hold; Milwaukee treads water. Population declines but poverty remains high.



2010's

By mid-decade, one in four in Milwaukee live in extremely poor neighborhoods.

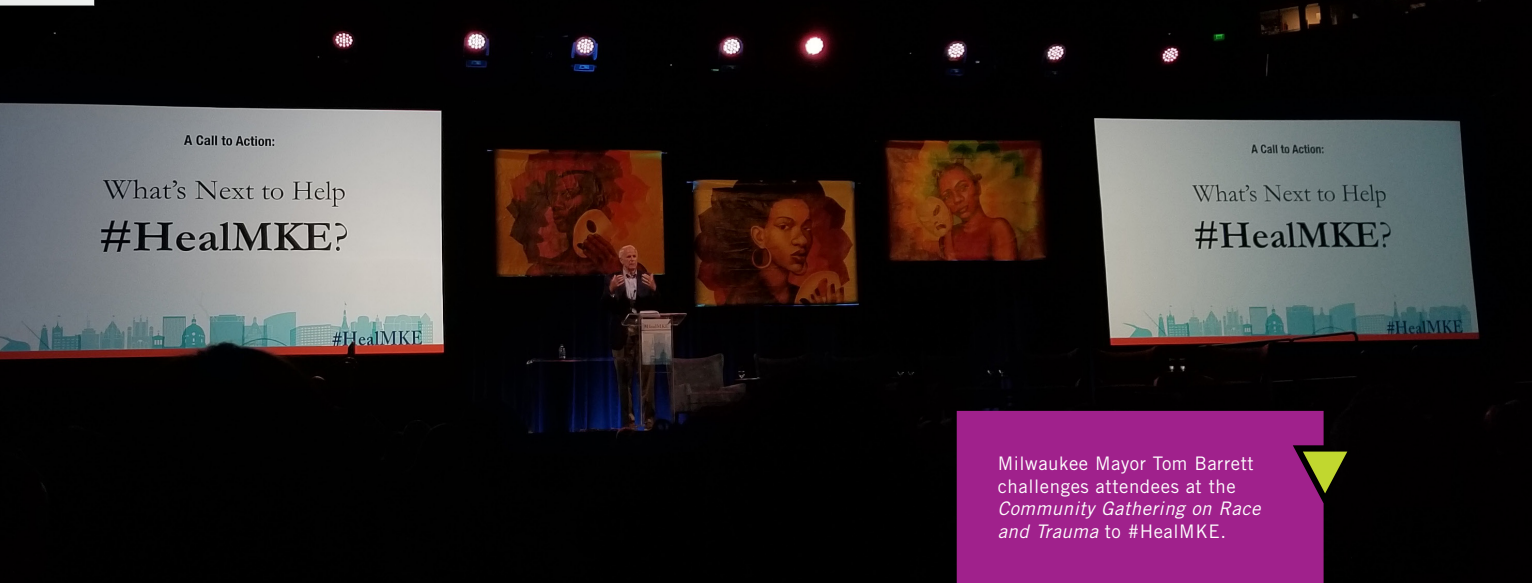
Timeline from the *Community Gathering on Race and Trauma and Healing Trauma, Healthy Communities* conference Sept. 26-28, 2018

EQUITY IS A REQUIREMENT OF TRAUMA INFORMED CARE

The connection between race and trauma is evident in how racial inequity impacts local families.

Milwaukee is consistently ranked one of the worst places for African Americans to live and black children are disproportionately affected by social, economic and educational barriers. In Milwaukee, black men are incarcerated more than any other race in any other city.

The reality is, black families are consistently disadvantaged due to systemic issues, which are tied directly to trauma.



Milwaukee Mayor Tom Barrett challenges attendees at the *Community Gathering on Race and Trauma* to #HealMKE.

WE MUST ACTIVELY WORK AGAINST INEQUALITIES

To remedy these disparities, we must unlearn the racism embedded in our system and actively work against these inequalities to help our families thrive. In 2018, a cohort of SaintA leaders completed the YWCA Unlearning Racism Training.

We also took a leadership role in the community with events like the *Community Gathering on Race and Trauma*. More than 1,000 people gathered on the new floor of the Fiserv Forum shortly after it opened last fall to talk about the impact of racism on trauma recovery.



Dr. Howard Fuller and Sumaiyah Clark were panelists who discussed race and trauma.



MEET KENYATTA SINCLAIR

VP, Equity and Talent Development

Kenyatta played a major role in establishing the SaintA Equity Council, a staff workgroup focused on inclusivity for staff and clients. Her favorite quote is: “Be Bold, push yourself, and get comfortable being uncomfortable.” - Angie Gels

HEALING IS POSSIBLE

Childhood trauma has been linked to a number of serious changes to the brain and body. Intense, frequent or sustained stress can disrupt learning and behavior and suppress the immune system. Left unaddressed, chronic stress significantly increases the risk of heart disease and lung cancer and may shorten life expectancy by as much as 20 years in some populations.

To us, that's simply unacceptable. That's why, in 2018, we began a new best practice of 45-Day Staffings, also known as child welfare family assessments.

45-DAY FAMILY ASSESSMENTS

In 2018, a total of 273 SaintA child welfare families went through our 45-day family assessment, part of our innovative approach to Family Preservation. The team gathers the trauma histories of both the children and their parents. They walk through each family member's current functioning and develop a treatment plan rooted in the Seven Essential Ingredients, including regulation, relational health and reason to be.

2018 HIGHLIGHTS OF HEALING

**222 CHILDREN
REMAINED IN THEIR HOMES**

while they and their families received intensive in-home services. In total, 67 families avoided further engagement with the child welfare system.

The SaintA
**HUMAN ANTI-TRAFFICKING
RESPONSE TEAM**

(HART) launched to provide specialized treatment and support for Wisconsin children who are at risk for, or have been, trafficked at some point in their lives.

497 CHILDREN

from our child welfare services

FOUND PERMANENT FAMILIES

through reunification with biological families and kinship or adoption.

**937 FOSTER HOMES
PROVIDED CARE**

for children and youth. That number includes general and treatment foster parents as well as kinship caregivers.

CATHY'S COLLECTION,

named in memory of a long-time foster mom, opened in July. Serving roughly

350 CHILDREN

in the first six months, staff and families visit the boutique-style space for items of comfort, joy or necessity for kids and youth.

PROVEN POWER OF TRAUMA INFORMED CARE

Thanks to a generous grant from the Greater Milwaukee Foundation, SaintA recently concluded a groundbreaking, process-driven, longitudinal research project to improve child welfare outcomes.

The findings were independently reviewed by the University of Wisconsin-Milwaukee's Helen Bader School of Social Welfare.

There were three significant outcomes, including a reduction in trauma symptoms and improved experiences for kids in care (see next page). In 2018, nearly 500 children achieved permanency. Of 497 children total, 258 were reunified, 126 had a transfer of guardianship and 113 were adopted.



MEET TIM GROVE, MSSW

Senior Consultant

Tim spearheaded the creation of the SaintA Seven Essential Ingredients (7ei) and was instrumental in the TIC Protocol research. He has highly specialized training in the Neurosequential Model of Therapeutics,[™] a biologically informed assessment of trauma symptoms mapped against brain development.

*The Neurosequential Model of Therapeutics[™] was developed by Dr. Bruce Perry and is a trademark of the Neurosequential Network (formerly, ChildTrauma Academy.)



\$450,000 GRANT

Greater Milwaukee Foundation

Research consultation

Dr. Bruce Perry

ChildTrauma Academy

Dr. Robert Anda

co-principal investigator of the original ACEs study

3 SIGNIFICANT OUTCOMES OF TIC RESEARCH PROJECT*

TRAUMA SYMPTOMS



TREATMENT GROUP Decrease in trauma symptoms:

- » Anger
- » Intrusive Posttraumatic Stress
- » Posttraumatic Arousal

COMPARISON GROUP Increase in trauma symptoms:

- » Anger
- » Intrusive Posttraumatic Stress
- » Avoidant Posttraumatic Stress
- » Posttraumatic Arousal
- » Fantasy Dissociation

PERMANENCE

(Reunification, legal guardianship or adoption)



2X

as many kids in
treatment group
found permanency

STABILITY

Treatment Group



13%

FEWER PLACEMENT CHANGES

28%

FEWER TRANSITIONS

WELLNESS MEANS WHOLE-PERSON AND WHOLE-COMMUNITY CARE

Whether through prevention-focused interventions, such as school-based and comprehensive community services, or complex crisis care, SaintA is committed to helping Milwaukee – and all of Wisconsin – heal from past trauma.

On a daily basis, we use trauma informed care to help clients restore their mental, behavioral, and physical health so they can participate fully in their lives and the community.



Artie Turner provides counseling for children, youth and families. As a former Division III basketball player, his team mentality of “We all do better when we all do better,” is fitting.

2018 WELLNESS HIGHLIGHTS

THE CLINIC at SaintA launched

in June 2018 and provides mental health assessments and treatment for children, teens, adults and families.

Our **SCHOOL-BASED MENTAL HEALTH SERVICES EXPANDED**

and now provides therapy and consultation to 12 Wisconsin schools.

The **COMPREHENSIVE COMMUNITY SERVICES**

staff provided home- and community-based psychotherapy and psychoeducation services, service planning and facilitation, and other skills-building support in

15 COUNTIES ACROSS THE STATE.

THE CLINIC AT SAINTA

In response to the high need for outpatient mental health care in Milwaukee, we opened The Clinic at SaintA at our main campus on 89th Street and Capitol Drive. The clinic serves children, teens, adults and families.

Our therapists are trained in the Neurosequential Model of Therapeutics™ (NMT) to map current behavior against normal developmental stages. This assessment helps them unlock the impact of childhood trauma on current functioning.

Treatment is then individualized and may include talk therapy, family or group therapy, and sensory training, just to name a few. In 2018, 39 NMT assessments were completed by staff.

*The Neurosequential Model of Therapeutics™ was developed by Dr. Bruce Perry and is a trademark of the Neurosequential Network (formerly, ChildTrauma Academy.)



MEET JODY PAHLAVAN, PSY.D.

VP, Clinical Services

Jody specializes in cognitive behavioral (talk) therapy and comprehensive care for children, youth and adults. The clinic began seeing clients in June of 2018 and currently accepts Medicaid and most types of private insurance.

COMMUNITY- AND SCHOOL-BASED MENTAL HEALTH

In recent years, we have seen a steady increase in demand for mental health services designed to meet clients where they are – both in their trauma recoveries and geographically.

For example, 67 families including 222 children were served by our Intensive In-Home Services department in 2018 compared to 58 families and 201 children in 2017. We also saw significant growth in our School-Based Mental Health services. In the 2017-2018 school year, we had providers in 5 schools and at the time of this publication, we were already in 12 schools in 2018-2019.

We saw a similar demand for Comprehensive Community Services (CCS) in 2018. In fact, there were 46 Service Facilitations in the first year of that contract in Milwaukee County. In our multi-county Integrated Community Treatment program, there were 75 Service Facilitations in 2018, compared to 67 in 2017.

COMPREHENSIVE COMMUNITY SERVICES

These state-and county-administered services are contracted through Human Services and Behavioral Health Departments. We saw a significant increase in counties served in 2018 and now provide psychotherapy, psychoeducation, and skills development in 15 counties throughout Wisconsin.

RESTORING CONNECTIONS

In our community, there are many who live with barriers to their own wellbeing – from the extreme stress of poverty to the toll of historical trauma. What's worse, many of our neighbors lack the supportive and caring connections to help weather life's challenges.

Never before has it been so important to restore connections between parents and children, and families and communities.



Jenny Keefe is the Director of Family Services and a subject matter expert on the impact of relationships on health outcomes. In her spare time, she is on the Board of Directors of Outpost Natural Foods.



Carly Bolli is a Family Services Coordinator with extensive experience in shared parenting. "I feel honored to be in a position to encourage people to bring out the best in each other," she says.



Here are just a few examples of how our work Restores Connections:

» **Exceptional Case Management**

Our case managers work with some of the most vulnerable children, youth and families. It is trauma informed care and knowing that healing is possible that keeps them going each day. Whether in child welfare or Youth Transitioning to Adulthood (YTA), "case" manager is a bit of a misnomer. We don't work on cases, we work with people.

» **Intensive In-Home Services**

This type of child welfare case management is exactly what it sounds like; intensive in-home services rather than out-of-home placement. These families can remain unified with their children with safety planning and services that work toward promoting family well-being and restoring connections that may have been lost in the past.

» **Shared Parenting**

In this model, foster and biological parents work together to care for the child in out-of-home-care. Foster parents serve as parenting role models and can coach parents, in real-time, during family visits.



I've seen families at their worst but also their best. It's rewarding to build that trust.

Suby Mathew, CASE MANAGER



I see being on the team at SaintA as being an architect. We provide members of our community a solid foundation to build on for the rest of their lives.

JohnQuell Tucker, CASE MANAGER

CONTINUING TO INNOVATE

Innovation has long been a SaintA Core Value. Along with Compassion, Integrity and Excellence, Innovation drives us and the work we do each day.

New in 2018, is the Human Anti-Trafficking Response Team, or HART, which specializes in children and youth who may be at risk for sex trafficking or have been trafficked at some point in their lives. Every child welfare client who is at least 10 years old now automatically has a Wisconsin Sex Trafficking & Exploitation Indicator and Response Guide completed on their behalf. Those with a history of sex trafficking are referred to the HART team for specialized case management.

Also, in 2018, we launched a groundbreaking research study with Marquette University's Department of Mathematics, Statistics and Computer Science and the Wisconsin Department of Children and Families.

We have partnered with Dr. Shion Guha to research more than ten years of statewide child welfare out-of-home care placement data. We hope to develop a computational machine learning model to inform statistical anomalies around foster care placement disruptions.



MEET POLINA MAKIEVSKY

VP, Strategy and Innovation

Polina steers strategic agency-wide and programmatic initiatives using her years of experience in non-profit management, program design, knowledge and content management, and leadership development.

2018 FINANCIALS



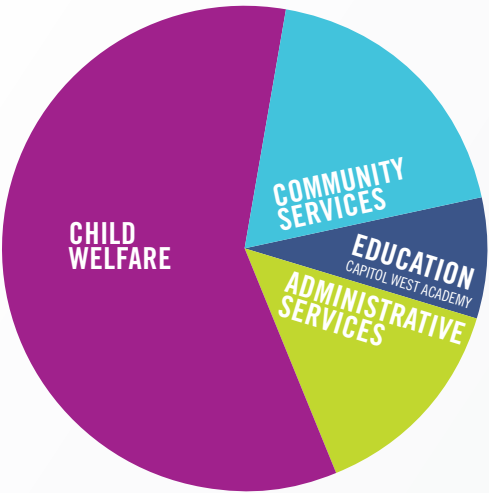
MEET JOHN SCHMIDT

Chief Financial Officer

John was drawn to SaintA by the agency's strategic vision, including re-imagining the SaintA property on Milwaukee's north-west side as a place-based campus for equity, learning, healing and wellness.

EXPENSES

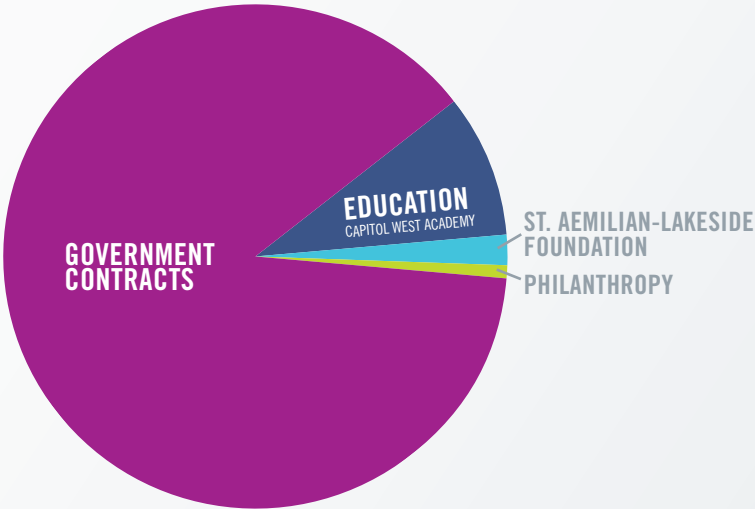
\$30,433,531.39



Child Welfare	59%
Community Services	19%
Administrative Services	14%
Education: Capitol West Academy	8%

REVENUE

\$33,024,518.90



Government Contracts	88.24%
Education: Capitol West Academy	9.06%
St. Aemilian-Lakeside Foundation	2.01%
Philanthropy	0.69%

I was looking for an organization that could support those who have less access to opportunities and who have been discriminated against.



MEET BRIAN PIER

Donor and Board Member

Brian is President of the supply chain firm, GetUsROI and has been donating to SaintA since 2005. He was born and raised in Milwaukee and attended a Jesuit high school, where the mission of serving others always stuck with him.

As years passed, Brian grew professionally, started a family, and realized he wanted to give back to the community. Fourteen years ago, his mother introduced him to what was then St. Aemilian-Lakeside. "I was looking for an organization that could support those who have less access to opportunities and who have been discriminated against," he says.

He has been a donor and active board member ever since.

GET INVOLVED

Though the need for trauma informed care is great everywhere, there is no greater need than here at home. As of 2018, SaintA has re-committed to its Milwaukee, Wisconsin roots.

We are dedicated to prevention, early intervention and offering support before children and families have significant trauma responses and consequences. We hope you'll join us in one, or many, of the ways below:

- » Become a donor at SaintA.org/Donate
- » Watch for volunteer opportunities at [SaintA.org/Get Involved](https://SaintA.org/GetInvolved)
- » Become a foster parent – please call 855.GROW.HOPE or email GrowHope@SaintA.org to inquire
- » Enroll your K4-8 grader at Capitol West Academy – learn more at CWAcademy.org
- » Follow us on social media



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