



#BETTER*TOGETHER*

SaintA
2019 Annual Report



2019 SaintA Annual Report

Last year, we brought to life our mission to facilitate equity, learning, healing and wellness by restoring connections that help every child and family thrive.

We forged new community relationships and nurtured long-standing partnerships. Keep reading for a snapshot of program innovations, numbers of clients and families served, and perhaps most importantly, the collective impact of our work.



Dear Friends of SaintA:

In 2019, SaintA reached new audiences, strengthened our current connections, deepened our focus on the Milwaukee community, and maintained our commitment to children and families across Wisconsin.

STRENGTHENING THE COMMUNITY

We began to transform our Capitol Drive campus, following our vision for it to become a neighborhood anchor for a self-healing community. Many of our clients live in close proximity to our campus, and an investment in it, is also an investment in the neighborhood.

We have prioritized diversifying our workforce and have spent an increasing amount of time engaging the broader community and creating collaborative connections. We see

our neighbors building on each other's strengths and offer our Five Pillars of Stability (on page 7) as added infrastructure for strong minds and bodies.

Our local efforts to support former foster youth in the areas of housing, health, education and more, caught the attention of the United States Department of Housing and Urban Development. When HUD Secretary Ben Carson traveled to Milwaukee to announce new legislation to help solve the housing crisis for former foster youth, he acknowledged SaintA's work, along with Journey House and other community organizations.

EXPANDING OUR REACH

In 2019, SaintA saw growth in our mission-driven advocacy and expansion of our community-based service array. We presented workshops on equity and facilitated crucial conversations surrounding racism and implicit bias at four major non-profit sector conferences. SaintA's trauma-informed research was published in the Journal of Child Custody, which supported our findings that trauma informed care does improve stability and permanency for children in child welfare.

Our school-based mental health services have expanded to 23 schools, where we now provide hundreds of students across the state with educational, behavioral, and mental health support. We regret that in late 2019 Capitol West Academy's charter was not renewed, but are proud of the hundreds of CWA graduates who successfully launched into high school and beyond over CWA's 16 years of educating Milwaukee's children.

In 2019, we exceeded the milestone that more than 50,000 individuals have been trained by SaintA using our Seven Essential Ingredients of Trauma Informed Care.

MORE TO COME

In 2020, SaintA is celebrating our 170th anniversary. Over these many decades and several generations, SaintA's mission to serve children and families has guided us. Now, more than ever, we embrace the support of community members, donors and community influencers as we raise up the strengths and dreams of the people in our care. Join us on this journey; together, our next 170 years look bright.

Sincerely,

Ann Leinfelder Grove, President and CEO
and Mary McCormick, Board Chair





We are SaintA

Research and experience have shown us people can only tear down barriers related to past adversity – like poverty, poor educational outcomes, and discrimination – when they have the tools to rebuild life skills, access needed resources and navigate systems of care.

Together, we work with clients to create a framework for healing that promotes stability and uses a trauma-informed perspective. The blueprint calls for us to first tend to the Five Pillars of Stability:



Health: being able to access physical, mental, and behavioral health care and health insurance



Education: finishing high school, obtaining a GED, pursuing post-secondary education and/or job training



Housing: securing safe and stable housing and finding a support system to ensure successful independent living



Employment: developing job skills, getting resume and interview help and finding potential employers



Caring Connections: actively seeking strong relationships that are key to life success

Once an individual or family has constructed a strong foundation, healing can begin. This takes time, grace, and consistent partnerships.



CARING CONNECTIONS SPOTLIGHT

Michael Williams (far right) is a retired educator and long-time foster parent. Licensed as a SaintA Treatment Foster Care parent, Michael enjoys providing care to teenagers and has nearly 20 years of experience guiding young men toward stable futures.



BETTER TOGETHER

We're proud of the work we do, but we know we can't do it alone. SaintA staff and leaders engage in community activities, serve on committees and contribute regularly to whole-community care.



We are a founding member of SWIM, Scaling Wellness in Milwaukee, a local movement to infuse trauma-informed perspective into the work of various community organizations.

SaintA President and CEO, Ann Leinfelder Grove, served as the SWIM Corporate Engagement Co-Chair and helped author a Workforce Resilience curriculum created in 2019. It is used across Greater Milwaukee to demonstrate how a trauma-informed workplace contributes to overall community well-being. In addition, SaintA Senior Consultant Tim Grove served on the SWIM Steering Committee.

POWER OF PARTNERSHIPS

The SaintA Community Outreach team is constantly forging partnerships with like-minded organizations to help create healing for those who need it. We have built long-standing collaborations with these and other organizations:

- » All4Kidz
- » Children's Wisconsin Community Services
- » Coalition for Children, Youth and Families
- » Division of Youth Services,
Wisconsin Department of Children and Families
- » Employ Milwaukee
- » Milwaukee Area Technical College
- » Milwaukee Public Schools
- » MKE LGBT Community Center
- » Office of Violence Prevention,
City of Milwaukee Health Department
- » Owen's Place
- » Pathfinders
- » Project O'Yeah
- » Scaling Wellness in Milwaukee (SWIM)

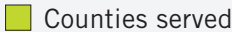


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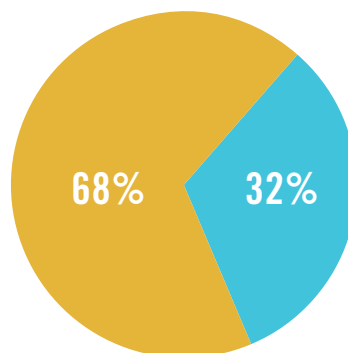
2019 SNAPSHOT

Although headquartered in Milwaukee, SaintA serves roughly 5000 people across Wisconsin through voluntary and court-ordered programs for children, families and young adults.

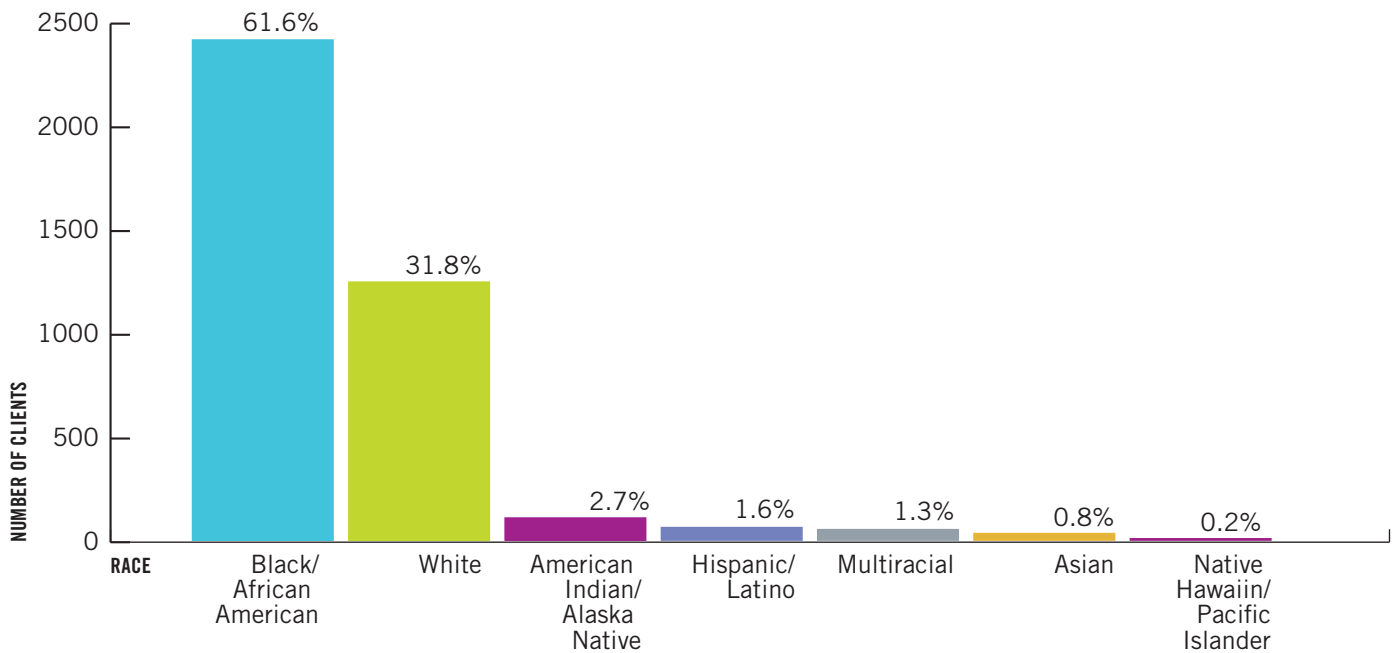
■ Counties served



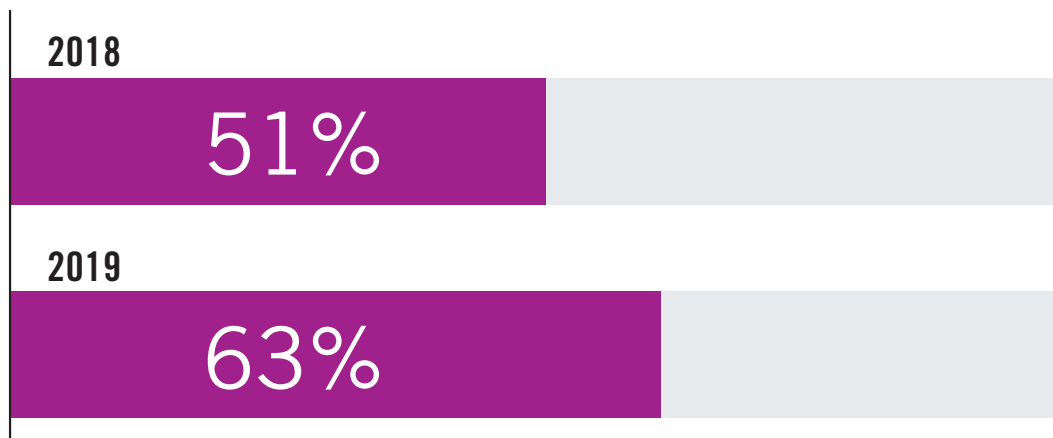
Clients served by life stage



Racial demographics of clients served in 2019



Foster & Kinship Navigation program shifted to better align with Family First Prevention Services Act, keeping more children with relatives



PERCENT OF NEW ENROLLEES THAT ARE RELATIVE/LIKE KIN CAREGIVERS

Of the 5 pillars of stability, housing was the area of greatest need for SaintA clients assessed in 2019



**THE 5 PILLARS
OF STABILITY:**

- » HOUSING
- » EMPLOYMENT
- » HEALTH
- » EDUCATION
- » CARING
CONNECTIONS



Youth in SaintA's Youth Transitioning to Adulthood program experience higher rates of stable housing and lower rates of homelessness than established benchmarks

88%

of participants in the SaintA Youth Transitioning to Adulthood (YTA) program had stable housing in 2019

7%

of YTA youth experienced homelessness during 2019 vs 20% of youth who aged out statewide*

*Chapin Hall study published in 2010 showed 20% of Wisconsin and Iowa youth who aged out and participated in study experienced homelessness by age 21.



WORKING TOWARDS DIVERSITY

The strong 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 for the wide disparities in health, education and housing. In 2019, racism was declared a public health crisis in Milwaukee County.

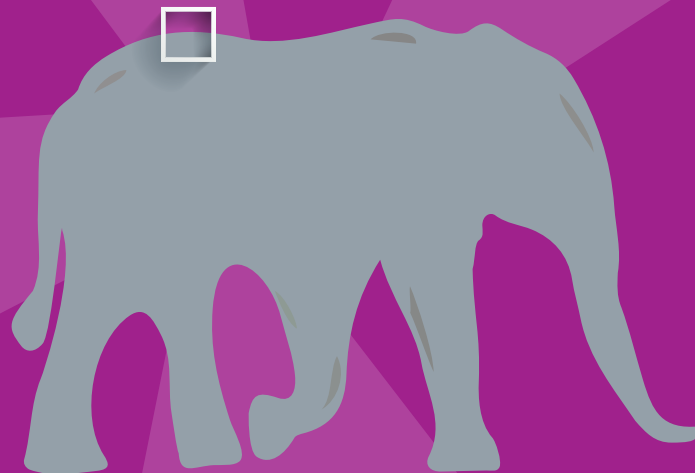
To remedy these disparities, we must undo systemic racism and actively work to create equitable outcomes to help families thrive. Embedded in SaintA's work, is a priority to find solutions to – and mend the impact of – racism. Equity trainings are required for all staff and diversity and inclusion are integrated into new employee orientation.

3% INCREASE

in black or African American staff in 2019

We have prioritized recruitment and retention of a diverse SaintA workforce, reflective of the people whom we serve. SaintA workforce diversity increased in 2019 compared to 2018. Now, people of color represent 42% of agency staff, 33% of agency supervisors, 38% of the Executive Team, and 28% of the Board of Directors.

We also increased our minority contracting and referrals and now partner with 27 local, minority-owned or minority-led human services providers and business vendors.



ADDRESSING THE ELEPHANT IN THE ROOM

Our diversity, equity and inclusion committees created “The Elephant in the Room,” a panel discussion centered on the often under-discussed topic of racism and other inequalities.

The panel was comprised of individuals who candidly shared stories, whether for themselves or clients, and whether personal or professional. The panel represented these and other SaintA employee groups:

- » Aspiring Women of Color Affinity Group
- » Diversity and Inclusion Committee
- » Equity Council
- » Historical Trauma Workgroup
- » LGBTQ Affinity Group
- » Men in Social Work Affinity Group



Equity panel at the Alliance for Strong Families and Communities National Conference in Indianapolis.



TRAUMA SENSITIVE SCHOOLS SEE BETTER OUTCOMES

Educational success is critical to the health of individuals, families and the community. Extreme poverty and the country's widest black-white achievement gap are just two barriers students face in Milwaukee. In addition, children with higher rates of adverse experiences are more likely to fail a grade or be suspended or expelled.



EDUCATION SPOTLIGHT

Shantavia has now lived in her own apartment for a year. SaintA Youth Transitioning to Adulthood (YTA) helped her get her first place, a bed and the freedom she always wanted. Before that, she was in a group home, where she had to share a room with girls she didn't relate to. "(YTA) is still helping me even though I'm by myself and am learning to be an adult. Having freedom, not sharing a bathroom and grocery shopping for yourself is so nice."

Shantavia is an introvert and likes having her own space. In her free time, she codes, creates apps and



was a part of i.c. stars, a unique technological and leadership program she found through YTA. Shantavia is also an advocate for foster youth and a part of the Youth Advisory Council. She won the Youth Advocacy Award for youth who age out of foster care and go on to live productive lives. In the future, Shantavia wants to continue down a path of advocacy and inspire youth whose stories are similar to hers.



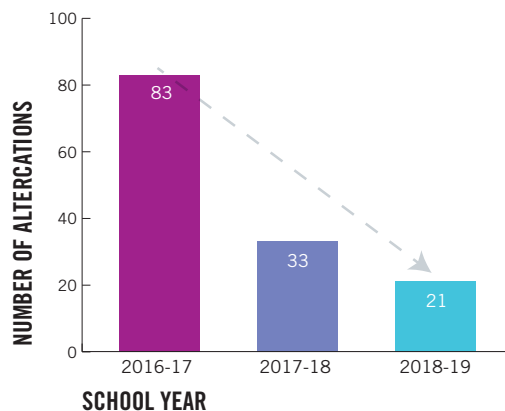
Understanding the prevalence and impact of adversity and trauma on Wisconsin's children, SaintA wants to be part of the solution. With hard work from teachers and school leadership, and the commitment of students and their families, SaintA's Capitol West Academy became a model for the Trauma Sensitive Schools framework for 16 years.

Now, our focus has shifted toward training other educators to implement the framework in their own schools, like the one on the next page.

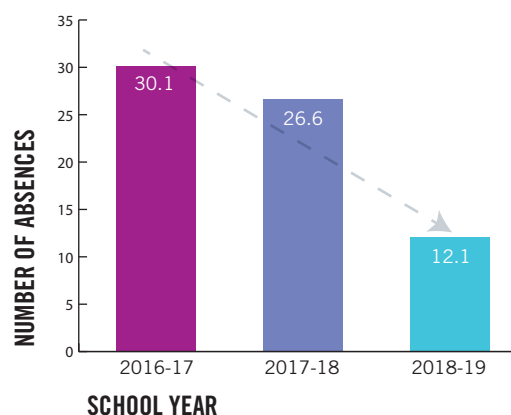
VEL R. PHILLIPS SCHOOL: A CASE STUDY

As part of the Juvenile Justice Center, student trauma histories are prevalent and were contributing to an eroding culture at Vel R. Phillips School.

CLASSROOM ALTERCATIONS



STAFF ABSENCES



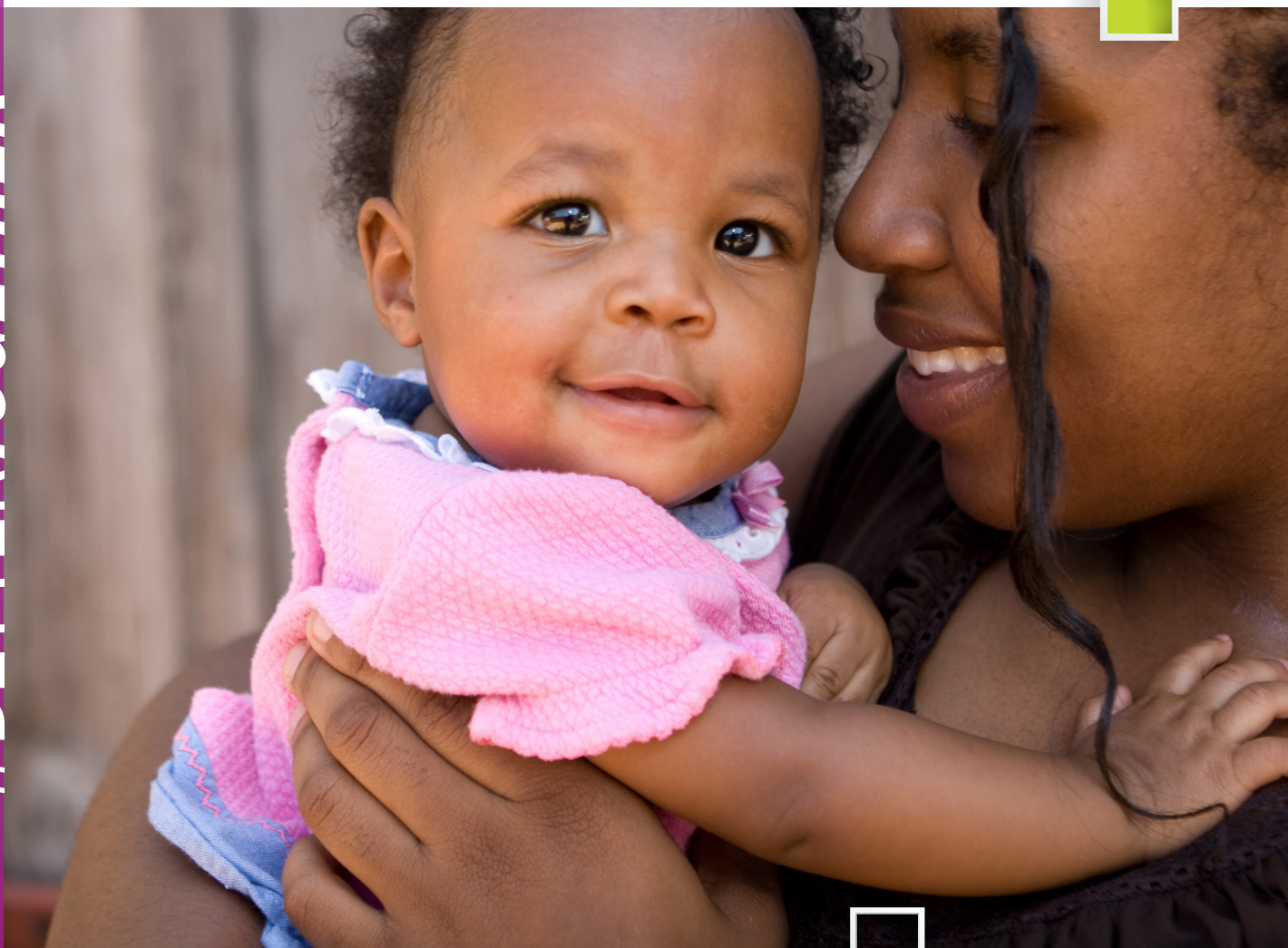
In the 2016-2017 school year:

- » Students were removed from classrooms 750 times and there were 83 classroom altercations.
- » Staff were also suffering; they averaged 30 days absent that school year.

Staff from Vel R. Phillips School participated in SaintA's Train the Trainer for Trauma Sensitive Schools and began implementing the best practices and coaching they received right away. Within two years, both teachers and students were having better school experiences.

In the 2018-19 school year:

- » There were only 21 classroom altercations, compared to 83 the year before. That's a 75% drop!
- » The average number of staff absences fell from 30 to 12 days per year in two years.



STABILITY, PERMANENCY AND CHILD WELL-BEING

Stability and permanency are foundational to healing – nowhere is this more evident than in our Child and Family Well-Being services.

When children are removed from their homes due to safety concerns, it can compound chronic stress. In Milwaukee, historical trauma and unaddressed racism can significantly complicate the healing process. Childhood trauma may increase the risk of long-term health complications, like heart disease and lung cancer and may shorten life expectancy by as much as 20 years.

Inequitable access to systems of care increases the gap in health, education and housing. We are here to help bridge that gap by mitigating the impact of trauma and preventing future adversity by tending to its physiological and emotional effects. That's where our proven approach to trauma-informed foster and kinship care comes in.

SaintA's WORK FEATURED IN JOURNAL OF CHILD CUSTODY

In August of 2019, the Journal of Child Custody published the findings of a three-year research project to assess the impact of trauma informed care on child welfare outcomes.

PERMANENCE

(Reunification, legal guardianship or adoption)



2X

as many kids in treatment group found permanency compared to control group

STABILITY

Treatment group compared to control group




13%

FEWER PLACEMENT CHANGES

28%

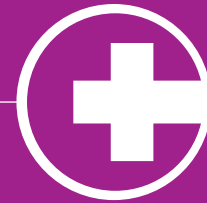
FEWER TRANSITIONS



The article, “Trauma-responsive child welfare services: A mixed methods study assessing safety, stability, and permanency,” summarizes the findings of SaintA research conducted in our child and family well-being program. There were a couple of significant findings in our study; both placement stability and permanence improved when trauma informed care protocol was followed.

The protocol was built around the Neurosequential Model™, a developmentally sensitive, neurobiology-informed approach. It integrates core principles of neurodevelopment with the study of trauma and informs how we work with children and families.

Tim Grove, Senior Consultant at SaintA, was a primary researcher. Bruce D. Perry, MD, PhD, who developed the Neurosequential Model and owns its Trademark was a study advisor.



HEALTH SPOTLIGHT

Yaniliz Rosario (Yani) completed Public Allies and was hired after completing an internship through Lit Milwaukee.

She is an advocate for healthy school lunches and continues to give back to the community that has given her a healthy start. Yani joined SaintA Youth Transitioning to Adulthood when she was 18. She is the president of the local Youth Advisory Council.

MENTAL HEALTH AND WELLNESS

With the need for ongoing, high-intensity mental health care steadily increasing across Wisconsin each year, there was a need to broaden our reach and meet more clients where they are. From community and school-based services to our outpatient clinic, we use trauma informed practices to bring care to individuals and families.

The Clinic at SaintA

In response to the increasing need for mental health services in Milwaukee, the Clinic at SaintA is open at our main campus on 89th Street and Capitol Drive in Milwaukee. We predominantly serve populations who are vulnerable to trauma's attendant problems, like discrimination, depression, anxiety and addiction. We also make mental health care accessible through telehealth.

School Based Mental Health

Trauma sensitive school skills have emerged as an educational best practice, thanks to an increased understanding of the prevalence of adversity – and its impact on the developing brain.

We take a three-tiered approach to school-based mental health services, known as the Integrated School Based Model. With collaboration among schools, teachers and families, students are wrapped in a supportive team that is invested in meeting their educational, behavioral and mental health needs.

INTEGRATED SCHOOL MENTAL HEALTH MODEL

TIER 2 SECONDARY INTERVENTIONS

Rapid response, high efficiency, small group interventions for some students

2

3

TIER 3 TERTIARY INTERVENTIONS

Assessment-based, high intensity interventions for individual students

1

TIER 1 UNIVERSAL INTERVENTIONS

Preventative, proactive interventions for all students



- » Tier One introduces professional training and development into schools.
- » Tier Two starts the implementation of social emotional learning concepts in small settings like classrooms, individual student consultations or small group and side by side facilitation.
- » Tier Three emphasizes individual and family therapy services offered through a school-based clinic co-located within the school.

SaintA EXECUTIVE TEAM

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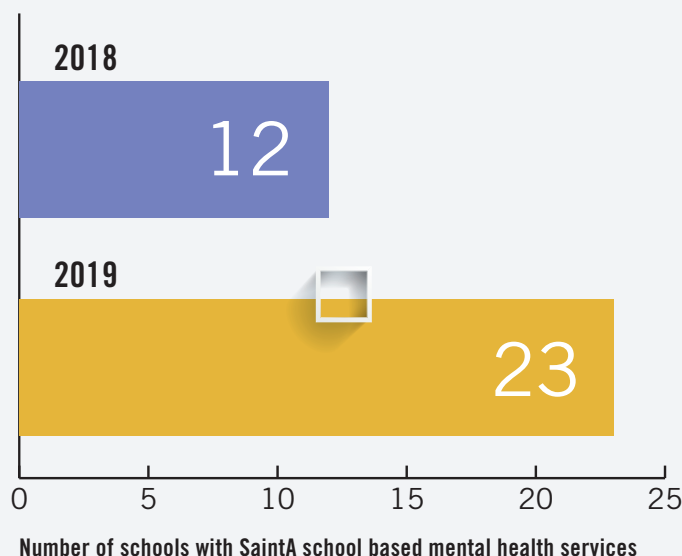
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VP, Clinical Services

KRISTI SCHARL
Deputy Chief Financial Officer

JOHN SCHMIDT
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SaintA school based mental health services are currently offered inside 23 schools in Southeastern Wisconsin, which is nearly double the previous school year.

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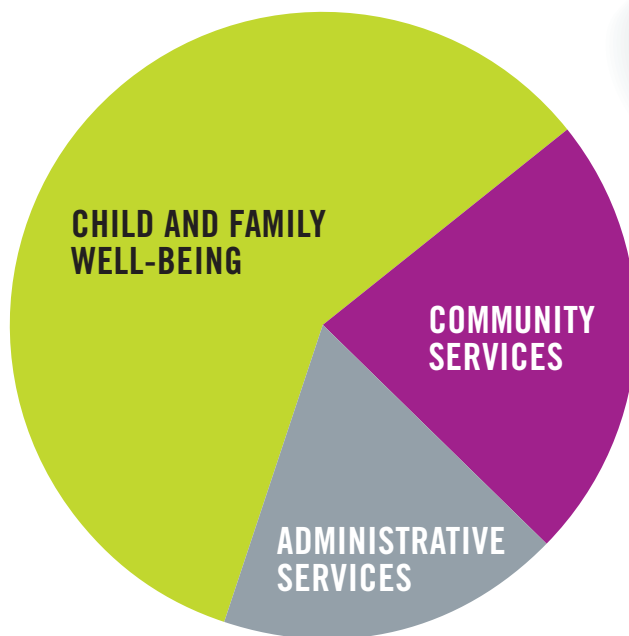
*Now deceased

2019 FINANCIALS

Total Revenue: \$28,920,365

Total Expense: \$28,736,384

Net Surplus: \$183,981



Child and Family Well-Being	59%
Community Services	23%
Administrative Services	18%

The revenues and expenses information presented represents the operating results of SaintA, Inc. and does not include any consolidated subsidiary entities. SaintA operates Capitol West Academy, an independent 501c3 public charter school, for grades K4-8 for 270 students. SaintA also operates the Saint Aemilian-Lakeside Foundation Inc., an independent 501c3 corporation, of which SaintA is the sole member.



BOARD MEMBER WALKS THE TALK

When he was growing up, SaintA board member James Madlom's grandmother fostered children with severe medical needs. He says because of that, it seemed organic that he and his wife, Gina also became foster parents. After some encouragement from a friend, they became licensed foster parents and now have three children adopted from foster care.

James fully understands the importance of better together. He says his wife is a saint and family bonding includes playing board games, reading, and spending time at their family cottage. The maternal grandparent of two of his children stays in contact with the family and comes for dinner at least every other month.

James earned both his bachelor's and law degrees, magna cum laude, from Marquette University. He is a principal owner of Mueller Communications and has been with the firm for 14 years. He has also been a SaintA board member for 2 years and continues to volunteer and lend his expertise to help us fulfill our mission.

"SaintA is an incredibly well-run organization that is making a tremendous difference in the lives of so many across our community. I feel extremely blessed and cannot imagine our family any other way. SaintA has played a big role in making it all possible," he says.

#BETTERTOGETHER



WE'RE BETTER TOGETHER

Connections are made here every day, sometimes in the most subtle ways – a loving smile between mother and child, a high-five from teacher to student, or the knowing glance from a therapist when a client makes strides toward healing trauma.

Other times, we see it in bigger ways.

Twice in 2019, along with donors, partners and volunteers, SaintA distributed H.O.M.E. Kits to youth who had aged out of foster care.

65 FORMER FOSTER YOUTH

were set up for independence with H.O.M.E. Kits.

The kits were made possible by the Melitta S and Joan M Pick Charitable Trust, the Anon Charitable Trust and many other generous donors. Kits were assembled by Kohl's Cares volunteers; in June, they were distributed at Owen's Place and in November, the MKE LGTBT Community Center.

TOGETHER, LET'S MAKE MILWAUKEE A BETTER PLACE

For every case study we have about the power of collaboration, there's always more to do. More partnerships to form, more lives to reach, more outcomes to achieve and more room for you to join us.

Make the biggest impact possible. Donate now at SaintA.org/Donate.

JOIN US

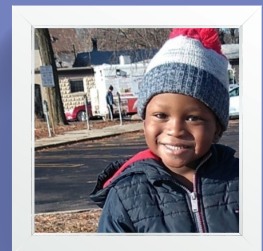


- » Become a licensed foster parent: learn more at SaintA.org/foster
- » Volunteer: contact Youth Services Project Coordinator Gina Aiello at gaiello@sainta.org or 414.465.5735
- » Join us in our celebration of our 170th Anniversary! Visit sainta.org/events
- » Follow our social media



CARING CONNECTIONS SPOTLIGHT

Before joining Youth Transitioning to Adulthood, Candice says she was on the wrong path. She became pregnant in high school and before she aged out of her last foster home at 18, she was referred to the YTA program. "It's a second chance for foster kids. When you have people who love and support you, you start to love yourself," she says about the program, which has helped her get an apartment and taught her how to be independent.



Now, she is focused on being a mom to her young son, who she wants to see succeed as a black boy in Milwaukee. She is also studying nursing at MATC and is a member of the Youth Advisory Council, where she strives to be an advocate for kids in foster care. "Girls who are 17 and pregnant think they can't do it, but they can if they believe in themselves," she says. Looking forward, Candice hopes to continue to raise awareness for and inspire foster youth in need.

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