Throughout 2019, we reached over 14,000,000 through our social media channels. We invite you to follow us on Facebook, Instagram and LinkedIn.

Youth Dynamics of Montana
People of Youth Dynamics

Empowering Youth & Families
for a Brighter Tomorrow

youthdynamics.org | 406.245.6539 | 2334 Lewis Ave. Billings, MT 59102
Our Vision
Youth Dynamics is committed to providing comprehensive and progressive trauma sensitive behavioral health services to meet the ever-changing needs of youth and families.

INDIVIDUAL & FAMILY THERAPY • CASE MANAGEMENT
YOUTH MENTORS • PARENTING EDUCATION AND SUPPORT
THERAPEUTIC GROUP HOMES • SUBSTANCE USE EDUCATION & TREATMENT
THERAPEUTIC FOSTER CARE • EQUINE-ASSISTED THERAPY
MEDICATION MANAGEMENT • SUPERVISED VISITS
TRANSITIONAL LIVING SKILLS
THERAPY FOR CHILDREN WITH HIGHLY SEXUALIZED BEHAVIORS
AND/OR WHO HAVE COMMITTED SEXUAL OFFENSES

Our Mission
Youth Dynamics provides family focused behavioral health treatment founded on the principles of an actively caring and trauma sensitive culture in which people can realize their full potential.

VALUES
EMPOWERMENT • PARTNERSHIPS • COLLABORATION
OPEN AND RESPECTFUL COMMUNICATION
INDIVIDUAL AND FAMILY STRENGTHS
INDIVIDUAL RESPONSIBILITY AND SELF-DETERMINATION
TEAM DECISION MAKING AND INDIVIDUALIZED CARE
ACTIVE CARE AND TREATMENT
TRANSPARENCY AND ACCOUNTABILITY
TRAUMA SENSITIVE CULTURE

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A Message from
Our CEO

For almost 40 years, Youth Dynamics, also known as YDI, has been meeting the mental and behavioral health care needs of Montana’s children and families. With over 30 locations strategically located across the state of Montana, Youth Dynamics provides family-focused behavioral health treatment founded on the principles of an actively caring and trauma-sensitive culture in which people can realize their full potential. Our organization is licensed by the state of Montana and accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). Being CARF accredited, we hold ourselves to an even higher standard by demonstrating quality, transparency and a commitment to empower youth and families for a brighter tomorrow. I am proud to be a part of this life-changing organization. And, I invite you to learn more about what makes Youth Dynamics special and the impact it has had on the great state of Montana.

Respectfully,

Dennis Suder, Ed.D., CEO
In 2019, the leadership of Youth Dynamics underwent a significant change. After leading YDI for 16 years, CEO, Peter Dergel retired. The Board of Directors selected Dennis Salter, Ed. D, as President and CEO to lead the agency into a new decade. Dr. Salter brings over 40 years of leadership experience in healthcare, education and business to Youth Dynamics. Additional leadership changes include Myra Anthony, Clinical Director of Community Services; Kevin Wyse, Clinical Director of Residential Services; and Kim Brown, Marketing & Communications Officer. The executive leadership team includes Will Treado, HR Director; Nina Hernandez, Development Director; Leslie Falcon, Finance Manager; and Dawn Wilson, Facilities Manager and Exec Assistant. We are also grateful for the guidance provided by Medical Director Dr. Deborah Matters.

Youth Dynamics is a private, non-profit 501(c)(3) charitable corporation. Based in Billings, Montana, the agency has satellite offices in Miles City, Colstrip, Glendive, Glasgow, Malta, Wolf Point, Bowman, Livingston, Butte, Dillon, Deer Lodge, Great Falls, Shelby, Havre, Kalispell, Boulder, Helena, Missoula and Hamilton. We also operate ten group homes located in Billings, Helena, Boulder and Great Falls.

Our agency employed 279 regular full-time employees and 351 casual part-time employees in 2019. The majority of our part-time employees worked as Family Support Assistants (FSAs) and served as a mentor to the child. One of our young clients said, “My worker comes to my home and helps me and my family.” Another stated, “They give me wise advice about the future.”

At Youth Dynamics, our work is challenging and compassion fatigue continues to be a significant concern for our workforce. We are working in this area and our hope is to show our employees we are a “people first” agency. We utilize a strength-based approach that is grounded in the physical, psychological and emotional safety of our associates.

Our team members list professional growth as one of the most motivating factors to remain with Youth Dynamics. This year we provided over 17,000 hours of professional development including new hire training, continuing education and foster parent training.

We believe that the work our team does deserves to be appropriately compensated based on their position. Our compensation philosophy aims to pay competitive salaries for the mental health industry so we can attract and retain qualified team members. Our rewards package is made up of compensation, robust paid time off, sick bank, medical, dental and vision insurance plans, health savings accounts and a strong retirement plan. Team members can also earn up to a 5% merit increase and a 2% bonus each year.

During 2018-19, we experienced a 13% growth by providing 6001 services to 2501 youth. Several agencies also stopped providing care management services and YDI assumed these families. The state has made a commitment to utilize foster care and YDI as the provider of choice. Additionally, our philosophy to support youth and families in a wrap-around system is evident with the increase in utilization of multiple services, averaging about 2.8 services per youth. Over the past seven years, we have continued to increase the number of individual services compared to youth served, which continues to be reflective of Youth Dynamics strong commitment to wrap-around principles.

I worked with a client as a community therapist who had been in our wrap-around services for some time. This client had experienced a significant traumatic event, and as a result he had lost a significant amount of weight, was incredibly volatile in his reactions, was hyper vigilant and scared that the experience might be repeated. He displayed disruptive behavior at home and school and was having problems getting along with his siblings and his family. The family utilized YDI’s case management, FFT, outpatient therapy, and FSA services with this client who has grown tremendously over the last year and a half. He is happy, smiling and silly most of the time. His mom signed up for one of our Common Sense Parenting classes and reported that through this class, she had gained skills which improved her relationship with the client.

– Bryan Centnelli, MS, PCLC
Associate Clinical Director of Residential Services

Primarily, we serve youth that have been categorized by the state as meeting severely emotionally disturbed (SED) criteria which encompasses the following diagnostic: anxiety, oppositional defiant disorder (ODD), bipolar disorder, post-traumatic stress disorder (PTSD), depression or reactive attachment disorder (RAD). Because every child’s needs are different, Youth Dynamics provides customized individual treatment plans. We offer a complete continuum of behavioral health care and treatment to clients. We offer support to youth living in the community with their family or foster and adoptive families through our Family Support Services (FSS) utilizing a wrap-around philosophy. Youth Support Services (YSS) provides support to the youth and their family through structured out of home placement in a family-like environment.

“I genuinely have felt our actively caring culture this year at an employee level. I have witnessed several staff growth and the love and support shown to them has been amazing. Most felt, it is the love and support I have received this year from our leadership. The beginning of the year I had a very sick son and I ended the year with a sister in hospice. The kindness shown to me is so incredibly humbling.”
– Mattie Zwiefelhofer
Quality Improvement/ Special Projects
“My worker comes to my home and helps me and my family.”

~ Client

Youth Served and Services

<table>
<thead>
<tr>
<th>FISCAL YEAR</th>
<th>18-19</th>
<th>17-18</th>
<th>16-17</th>
<th>15-16</th>
<th>14-15</th>
<th>13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL BY EPISODES OF CARE</td>
<td>2,630</td>
<td>2,289</td>
<td>1,872</td>
<td>1,719</td>
<td>1,433</td>
<td>1,351</td>
</tr>
</tbody>
</table>

TOTAL YOUTH SERVED IN 2018-2019 FISCAL YEAR: 2,501

- Therapeutic Group Home (195)
- Supported Independent Living (1)
- Family Based Services-In Home (48)
- Youth Case Management (2,270)
- Family Support Assistant (887)
- Supervised Visitation (54)
- Therapeutic Foster Care/Group Home (145)
- Family Support Team (383)
- Family Based Services-Supervised Visitation (23)
- Outpatient Therapy (1,124)
- Respite Care (232)
- Substance Abuse-Intensive Outpatient (46)
Therapeutic Group Homes (TGH) provide 24-hour supervision and treatment advocacy in a family-style caring environment. Youth appropriate for this level of service exhibit a limited ability to function in the community including family, school and interpersonal relationships. The structure provided in a therapeutic group home may also be recommended for a youth as an alternative to inpatient psychiatric treatment or for a youth transitioning from inpatient psychiatric care. The length of stay is determined by the youth’s progress but is typically 6 – 9 months. Our focus is on behavior improvement; our expectation is that most youth will eventually be able to return to a family setting.

TGH census figures averaged 85% over nine group homes, not including Big Sky Youth Home (BSYH) which was closed during this fiscal year due to the inability to adequately staff. In 2018-19, we opened North Skyline Youth Home (NSYH) in Great Falls and Lakeview Youth Group Home (LYGH) in Billings.

This year, we also opened YDI Transitional School in partnership with Bozeman Public Schools. YDI Transitional School was formerly referred to as Day Treatment for the BSYH in Bozeman. The school aims to support at-risk youth who without the extra support might fall through the cracks. The school is open to grades 6 – 12th. In addition to an individualized education, teens also receive mental and behavioral health services.

Historically, we serve more males than females each year. For this reporting year, Youth Dynamics continues to serve 15% more males than females. The average age for community services is 10 – 11 years of age. This is likely due to the increase in TFC placements for younger youth, as well as, the increased collaboration with Child and Family Services Department, which also has included an increase in younger children. The average age for TGH is 15 and TFC is 10 years of age. Those represented in age categories of 15 years of age or older are those who are still enrolled in high school services therefore, eligible for services.

<table>
<thead>
<tr>
<th>GENDER AND AGE DISTRIBUTION BY PROGRAM 2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL SERVICES</strong></td>
</tr>
<tr>
<td>MALE</td>
</tr>
<tr>
<td>3,209</td>
</tr>
<tr>
<td><strong>GENDER DISTRIBUTION BY TOTAL SERVED</strong></td>
</tr>
<tr>
<td>MALE</td>
</tr>
<tr>
<td>1,368</td>
</tr>
<tr>
<td><strong>AGE</strong></td>
</tr>
<tr>
<td>0-5</td>
</tr>
<tr>
<td>13-18</td>
</tr>
<tr>
<td>21+</td>
</tr>
<tr>
<td>712</td>
</tr>
<tr>
<td>2,590</td>
</tr>
<tr>
<td>9</td>
</tr>
<tr>
<td><strong>DISTRIBUTION BY PROGRAM 2018-2019</strong></td>
</tr>
<tr>
<td>404</td>
</tr>
<tr>
<td>932</td>
</tr>
<tr>
<td>9</td>
</tr>
</tbody>
</table>

What Do You Like Best About YDI?

"I get to tell someone I trust my problems." ~ Client
The majority of the youth that we serve are Caucasian (65%). However, we also serve a greater percentage of Native American youth (30%) as compared to the population (6.5%).

With a significantly larger than normal percentage of Native Americans in our programs, as an agency we are doing a better job of educating ourselves so to understand the Native American culture and the challenges that are unique to their community. Our 2019-20 Strategic Plan calls for more training for our employees.

### RACE DISTRIBUTION 2018-2019

<table>
<thead>
<tr>
<th>AMERICAN INDIAN OR ALASKA NATIVE</th>
<th>ASIAN</th>
<th>BLACK OR AFRICAN AMERICAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL BY SERVICES</td>
<td>1,229</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL BY YOUTH SERVED</td>
<td>531</td>
<td>5</td>
</tr>
<tr>
<td>WHITE</td>
<td></td>
<td>NATIVE HAWAI AND/OR OTHER PACIFIC ISLANDER</td>
</tr>
<tr>
<td>TOTAL BY SERVICES</td>
<td>3,801</td>
<td>4</td>
</tr>
<tr>
<td>TOTAL BY YOUTH SERVED</td>
<td>1,728</td>
<td>3</td>
</tr>
<tr>
<td>DECLINE TO SPECIFY</td>
<td></td>
<td>UNKNOWN</td>
</tr>
<tr>
<td>TOTAL BY SERVICES</td>
<td>15</td>
<td>144</td>
</tr>
<tr>
<td>TOTAL BY YOUTH SERVED</td>
<td>5</td>
<td>77</td>
</tr>
<tr>
<td>BLANK</td>
<td></td>
<td>6</td>
</tr>
</tbody>
</table>
How Do We Measure Success?

For community service programs previously included in Family Support Services (FSS), if a youth maintains his or her level of care or discharges to a lower level of care, we believe this is successful. For residential programs previously included in Youth Support Services (YSS), we would like to see youth discharge to a lower level of care.

**DISCHARGE STATUS BY PROGRAM 2018-2019**

<table>
<thead>
<tr>
<th></th>
<th>Higher Level of Care</th>
<th>Lower Level of Care</th>
<th>Maintained</th>
<th>Missing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTALS</strong></td>
<td>453</td>
<td>568</td>
<td>2,140</td>
<td>148</td>
</tr>
</tbody>
</table>

One of the goals of the residential team is to transition youth in TGH and TFC to lower levels of care. This may involve the youth in TGH’s transitioning back to a community placement or a youth in TFC transitioning back to their original home or an adoptive home. In 2018-19, 69% of youth in TGH transitioned to a lower level of care. This is an improvement from 51% in the previous fiscal year and it beats the benchmark of 65%. Additionally, 60% of youth in TFC transitioned to a lower level of care.

This year we were able to measure the effectiveness of our services by clinical program. While this has only been in use throughout this reporting year, we are comfortable in the reliability and validity of the data gathered. For the next reporting year, 2019-20, we will be adding an additional effectiveness measure, Youth Case Management Placement Status, which is also used by the state, in accordance with House Bill 583. This bill documents the effectiveness of case management by reporting on whether the youth is at home, in school and out of trouble.

---

Derek Lute is a Foster Parent in Helena and received the Military Outstanding Volunteer Service Medal. Derek and his wife, Christine, first became foster parents in December of 2017. The two went through 33 hours of training to obtain their Therapeutic Foster Care license with Youth Dynamics. Along the way, they have been able to connect with their children to foster care due to abuse, neglect and other serious difficulties within the children’s families. In addition, they have gained an extensive knowledge of trauma along with child and youth development. Derek has gone above and beyond as a foster father to the children placed in his home. He encourages his children to participate in a variety of extracurricular activities to advance their social skills and is an active member in their school involvement. Derek demonstrates all the qualities that foster parents should hold: he is caring, supportive, and compassionate.

— Family Development Coordinator Victoria Heffler

95% of projects rely on Medicaid or state-level assistance to pay for much needed services.

95% of youth served by YDI believe it has a positive impact on their lives.

"They always ask the right questions and say the right things.

— Client"
Diagnosis Served

As a Care Manager, I had the privilege to work with an amazing teenager who experienced a very traumatic family background and wanted to overcome the effects of neglect and addiction by her parents. Before Youth Dynamics she was on the verge of dropping out of school and not able to manage her extreme anxiety. Her living situation was changed and thanks to her grandparents she was given the support she needed to make better choices. This included the client getting into therapy from YDM, enrolling in an alternative school program, graduating early, getting a part-time job and even raising her son as a teen mom. I continue to see great things for her future!

~ Barb Common, Associate Clinical Director of Community Services

The youth we serve often have multiple diagnoses reflecting the severity and complexity of their clinical issues. Youth receive an admitting, working, and discharge diagnosis. However, trauma related disorders, anxiety, depressive disorders, oppositional and disruptive behaviors continue to be the most commonly occurring primary diagnoses.

This historical trend of PTSD and anxiety are among our most common diagnoses which continues to support our current initiative to increase our clinical services to be as trauma informed and sensitive as possible. All therapists will attend training in Trauma Focused Cognitive Behavioral Therapy in 2020. We expect this will have a positive effect not only on our clients, but also on our agency as a whole.

The first Billings group home success story that came to mind was a client who came into one of our homes as a step down from a corrections facility. He had a history of significant substance use. He was able to be very successful during his time at our group home despite his intimidating history and he was diligent in his work on his substance use and therapy programs. This client was able to successfully discharge from the group home into a vocational program.

~ Bryan Cantwell, MS, FCCH, ACD Residential Services

The fact that I have someone to help me get through tough times.

~ Client
Diagnosis by Service

It appears the average length of stay remained relatively consistent for most services. However, the average length of stay has increased significantly for Therapeutic Foster Care (TFC) and Respite Care. This year the agency hired a dedicated Associate Clinical Director of Therapeutic Foster Care. Moving forward, the program will be viewed as a more intensive program with shorter-term length of stay goals. We anticipate a decrease in this number in the following years. Youth Dynamics has supported Montana youth through Therapeutic Foster Care since 1981. It was one of the first programs implemented by YDI. We have designed a program that works for children of all ages – from infants removed at birth due to exposure of drugs and alcohol to teenagers with a history of placement breakdown and everyone in between. Our foster families receive specialized training on how to care for children who have experienced trauma, case management services, as well as, receiving respite care. We continue to be pleased with the results of our surveys. Our effectiveness and satisfaction rates have remained stable in almost all areas.

### Diagnosis Distribution by Services 2018-2019

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Neurodevelopmental Disorders</td>
<td>574</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disruptive, Impulse-Control and Conduct Disorders</td>
<td></td>
<td>1,136</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Schizophrenia Spectrum and Other Psychotic Disorders</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Substance-Related and Addictive Disorders</td>
<td></td>
<td></td>
<td>545</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Bipolar and Related Disorders</td>
<td>146</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neurocognitive Disorders</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depressive Disorders</td>
<td>1,204</td>
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<td></td>
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<tr>
<td>Personality Disorders</td>
<td></td>
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<td></td>
<td>2</td>
<td></td>
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<tr>
<td>Anxiety Disorders</td>
<td>799</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Somatic Symptoms and Related Disorders</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Obsessive-Compulsive and Related Disorders</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Mental Disorders</td>
<td></td>
<td></td>
<td></td>
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<td>4</td>
</tr>
<tr>
<td>Trauma - and Stress or - Related Disorders</td>
<td>2,664</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Elimination Disorders</td>
<td>2</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Other Conditions That May Be a Focus of Clinical Attention</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>471</td>
</tr>
<tr>
<td>Gender Dysphoria</td>
<td>7</td>
<td></td>
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</table>

### Youth Surveys Ages 6-11

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Effectiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you think coming to YDI helped you?</td>
<td>91%</td>
<td>93%</td>
<td>93%</td>
<td>94%</td>
<td>92%</td>
<td>94%</td>
</tr>
<tr>
<td>Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did you get to see your YDI worker when you needed to?</td>
<td>77%</td>
<td>82%</td>
<td>84%</td>
<td>82%</td>
<td>81%</td>
<td>83%</td>
</tr>
<tr>
<td>Did your worker take good care of you?</td>
<td>97%</td>
<td>99%</td>
<td>97%</td>
<td>98%</td>
<td>97%</td>
<td>98%</td>
</tr>
</tbody>
</table>

### Youth Surveys Ages 12-18

<table>
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<tr>
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<th></th>
<th></th>
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<tbody>
<tr>
<td>Effectiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do you think coming to YDI helped you?</td>
<td>93%</td>
<td>95%</td>
<td>92%</td>
<td>92%</td>
<td>91%</td>
<td>92%</td>
</tr>
<tr>
<td>Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Did you get to see your YDI worker when you needed to?</td>
<td>89%</td>
<td>89%</td>
<td>86%</td>
<td>86%</td>
<td>87%</td>
<td>86%</td>
</tr>
</tbody>
</table>
2019-2020 Budgeted Revenue

- Therapeutic Foster Care - 13.7%
- Family Support Teams - 7.9%
- Group Home/Shelter Care - 33.5%
- Family Support Assistants - 17.6%
- Therapy - 11.6%
- TFC Respite - 4.2%
- Day Treatment - 4.2%
- Youth Case Management - 25.5%
- Substance Abuse Revenue - 4%
- Medication Management - 1.1%
- Other Income - 6.8%
- Disallowed Charges - 26.3%

2019-2020 Budgeted Expenses

- Client Expense - 5.4%
- Employee Wages, Taxes and Benefits - 69.7%
- Operating Expense - 15.5%
- Administrative Expense - 9.4%

“What Do You Like Best About YDI?”

“Doing fun things with my FSA.”
~ Client
Who We Are

YOUTH DYNAMICS BOARD OF DIRECTORS

Dr. Dennis Sulser
Chief Executive Officer, Youth Dynamics
Billings, MT

Michael Tennant
Crowley Law Firm
Billings, MT

Curt Wheeler
Board Chair, Retired
Billings, MT

Larry Watson
Vice Chair, Retired
Bozeman, MT

Luke Kobold
Director of Strategic Planning and
Marketing, Billings Clinic
Billings, MT

Joe Maynard
Crowley Law Firm
Billings, MT

Danny Zimmerman
Clinical Administrator, Children’s Clinic
Billings, MT

Bob Connors
Superintendent, Bozeman Public Schools
Bozeman, MT

Tara Roberts
Billings, MT

EXECUTIVE LEADERSHIP TEAM

Dennis Sulser, Ed. D
Chief Executive Officer

Moyra Anthony, MSW, MBA, LCSW
Clinical Director of Community Services

Kevin Wyse, LCPC, M.Ed, MSOTA
Clinical Director of Residential Services

Kim Brown
Marketing & Communications Officer

Will Trowbridge, MA, SHRM-CP
Human Resources Director

Nina Hernandez
Director of Development

Leslie Falcon
Finance Manager

Dawn Wilson
Executive Assistant & Facilities Manager

We are grateful to the donors who offer us additional support each year to provide the best service possible to our clients.

CATALYST DONORS

First Interstate Bank

ADVOCATE DONORS

Stockman Bank

CLADIS

FRIENDS OF YDI

Downtown Exchange Club of Billings
Livingston Elks Lodge #246
NMAR Charitable Foundation, Kalispell

Rick Simpkins, Colstrip
St. Pius X Parish
Curt and Dani Wheeler, Billings (YDI Board Member)

Thank You
Throughout 2019, we reached over 14,000,000 through our social media channels. We invite you to follow us on Facebook, Instagram and LinkedIn.

2018-2019 Annual Report