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.

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

TABLE OF CONTENTS
Message from Dr. Dennis Sulser, CEO .................. pg 3
A Look Back at 2020 .................. pgs 5-8
Clinical Services .................. pgs 9-10
Diagnoses Served and Distribution .................. pgs 11-12
Youth Case Management .................. pgs 13-14
Gender and Age by Program .................. pgs 15-16
Race Distribution .................. pgs 17-18
Measuring Success .................. pgs 19-22
Budget Revenue and Expenses .................. pgs 23-24
Who We Are .................. pg 25
Thank You to Our Donors .................. pg 26
A Message from Our CEO

The year 2020 will be remembered for many historical events: a global pandemic, national unrest and a state in lockdown. All of those factors have led to an increase in mental and behavioral health issues for children and families everywhere. COVID-19 has brought not only an awareness of heightened hygiene, but it has caused each of us to dig deep, to do what is necessary to protect ourselves mentally from an invisible enemy trying to tear us down physically. While on the outside this might seem somber, more attention to our mental health might just be what is necessary to begin healing.

At Youth Dynamics, we believe we are teachers of mental health. We are called to be role models of inclusion, empathy and love. We must live lives we would be happy for our children to model. As Rosa Parks so eloquently stated “each person must live their lives as a model for others”. We recognize the responsibility we have to model healthy living and relationships for the next generation. Thankfully, we have a team in place prepared to meet the challenges ahead as leadership permeates the entire organization.

This annual report reflects the leadership mantra “we are better together”. At Youth Dynamics, we call this #YD1Strong! A slogan developed at the beginning of the pandemic by our people to encourage one another to stay strong. Today, it remains an expression of hope for our team members.

Without the consistent effort from one corner of the state to another throughout the entire agency to assert leadership, loyalty to mission and energy to improve our organization, we would not have withstood the challenges brought on by the global COVID-19 pandemic. We are proud of our effort to provide the very best in mental health services to the children across Montana, and we are a “people first” business. An expression of immense gratitude goes out to all of our supporters in every community for making our services available to those who cannot afford healthcare on their own. This report is the indicator of progress, growth and challenges as well as the impact Youth Dynamics is making in the hearts, homes and communities throughout our state.

Thank you for everything the people at YDI have done for us.
~ Client

Respectfully,

Dennis Sulser, Ed. D.
Chief Executive Officer
A Look Back

Mixed memories will always be associated with 2020, as we recall the challenges from COVID-19 and hope for a brighter tomorrow. At Youth Dynamics, our team has risen to the challenge to provide services to even more children and families than the year before.

COVID-19 IMPACT

It is not surprising that mental health is now at the forefront for everyone. The pandemic has been difficult for all of us - even for mental health professionals. For over 225 team members we have developed telecommuting processes, paid COVID-19 leave and an increased commitment to flexible schedules.

Early on, the Facilities Department also secured Personal Protective Equipment (PPE) and other supplies for each of our locations, ensuring our team members at group homes and community offices had everything they needed in the event of a positive case. Each office implemented daily temperature checks, wearing masks in the presence of others, social distancing, additional sanitizing of work areas and frequent hand washing in an effort to keep their coworkers and clients healthy. We continue to keep these procedures in place until our state of emergency is lifted. Staying ahead of demands during this pandemic has proven difficult, but we have all come together and remain strong for each other and our families.

PEOPLE FIRST

Our “people first” culture doesn’t just include our clients. At Youth Dynamics, we recognize our team members are our number one resource as we turn our attention to recruiting and retaining the best people and most mission driven mental health care professionals.

In 2020, our agency employed 286 regular full-time employees and 263 casual part-time employees. The majority of our part-time employees worked as Family Support Assistants (FSAs) and served as a mentor to a child. We employ people at all stages of their career, with the majority taking their first steps into the mental health industry.

We have implemented market adjustments for literally every worker over the past 18 months and initiated benefits that are true enhancements under the pandemic. An example of enhanced benefits is on-demand tele-healthcare which includes virtual mental health services for those covered under our health plan.

ORGANIZATIONAL CLIMATE SURVEY

We have also conducted more frequent check-ins with the staff. There has been a heavy reliance on the Organizational Climate Survey to address the work force needs. We are overwhelmed by the willingness of our employees to engage in quarterly feedback to improve our workplace culture and environment. Our Organizational Climate Survey is our most reliable tool for measuring the health of our culture. From the survey this year we learned:

We have a culture of highly motivated individuals with suggestions to improve the way we operate. Working conditions, compensation for professional positions, supervision tactics, professional development and internal communication are driving disengagement factors for employees.

With the launch of a quarterly, ten-question survey, we saw engagement in our Organizational Climate Survey increase by 200%. The quarterly survey has allowed Leadership to become more agile in adapting to the agency’s needs. Changes have included:

• Re-development of all initial training modules.
• The launch of the Youth Dynamics Leadership Academy to improve supervision tactics and increase leadership skills at all levels of the organization. Implementation for Executive and Administrative leadership was completed in early 2020, with further implementation taking place in the 2020-2021 fiscal year.
• Development of the “Cheers to YDI Peers Program” launched in the 2019-2020 fiscal year with benchmarking in the 2020-2021 fiscal year.
• Improvement to the internal communication process.

TRAINING

Training continues to be a foundational element for our team members. Therapists report that they choose to work at Youth Dynamics because of the quality clinical supervision we provide. Team members list professional growth as one of the most needed factors to remain with Youth Dynamics.

As a result, this year we implemented a new interactive online training program, Talent LMS, with 50 new modules to improve our onboarding, educational process for new employees. In addition, we completed our partnership with the University of Montana to create a 25-hour Principles of Trauma-Informed Care initial training series.

Youth Dynamics cultivates a culture of physical, emotional and intellectual security that promotes our team members’ empowerment to facilitate participation in the employee-employer partnership. At Youth Dynamics, we strive to be the employer of choice.

I love how attentive and welcoming all of the staff are at YDI. You guys are amazing. Thank you! ~ Client
LEADERSHIP

While 2018-2019 saw many leadership changes, we are fortunate our leadership team has remained largely intact throughout 2019-2020. Consistent leadership has helped our teams across the state maintain a sense of continuity. Our leadership team also completed a 15-hour online course, a 12-hour workshop and one on one coaching. The Leadership Academy designed by YDI and the University of Montana has improved relationships, communication lines and employee engagement at all levels of the organization. Each year, more team members will be enrolled in this training to increase leadership knowledge.

EMPLOYEE-EMPLOYER PARTNERSHIP

This year, we created two employee led committees made up of staff from across the state to give our team members more input into the day-to-day operations at YDI. The newly formed Workforce Development Committee is working to support an employer-employee relationship that promotes shared decision making and addresses the desires of the worker first, in the business environment. While our Communications Committee is hard at work improving our internal messaging processes and workflow. Quarterly feedback from our staff shows a vast improvement for both areas.

OUR REACH

Youth Dynamics continues to expand the footprint of our profile across the state. Marketing and communications are central to our “people first” approach in providing mental health services. Over the last year, our website traffic continued to increase receiving over 106,000 visits. We expect the number of visitors to increase even more. Across our social media platforms, we have reached over 10,975,700 people with the majority of contact through Facebook and Instagram. We are thankful for the strong support of our 42,000+ followers on social media.

SUPPORT

We recognize COVID-19 has affected the overall delivery of services and our finances. We have seized every opportunity to secure government funded support for our agency, whether it was through our local, state or federal emergency relief sources. The additional funding has resulted in the opportunity for us to deliver care virtually when in person visits were not possible and given us additional protection and support in providing our residential group home services. Our business model continues to work effectively as we recognize the needs of children in Montana are greater than ever. We have conscientiously invested in and incorporated technology enhancements across our workforce to make them more mobile and to meet the growing demands of our clients and staff.

LOCATIONS

Youth Dynamics is a private, non-profit 501(c)(3) charitable corporation with offices based in Billings, Montana and operates satellite offices in Colstrip, Miles City, Glendive, Wolf Point, Glasgow, Malta, Havre, Shelby, Kalispell, Great Falls, Missoula, Hamilton, Helena, Butte, Dillon, Boulder, Bozeman and Livingston. We also operate ten therapeutic youth group homes located in Billings, Helena, Boulder, and Great Falls. Altogether, the agency owns and leases property in over 30 locations across the state. Research is underway to consider opening an additional area currently not covered by our services.

LICENSES

YDI maintains several licenses through the State of Montana to provide mental and behavioral health services for youth and their families. In addition, Youth Dynamics and its programs are accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF), which certifies recognition of the quality of our business, personnel, governance and clinical functions. As an organization, we strive to provide excellent services on a consistent basis regardless of if our license is up for renewal.

PROVIDER OF CHOICE

Finally, our response to improving the entire experience for the children and all people associated with Youth Dynamics is to become the trauma informed culture we desire. Our entire team at Youth Dynamics is focused on a trauma informed model of care. We understand each of us must continue to pursue trauma informed principles and knowledge to be better healthcare providers. It is time we begin a continuum of care that is surrounded by people and consider the stories behind the faces. We truly believe we are better together in overcoming the challenges that trauma has presented our children, our families, and not the least of which, our workforce.

Our efforts to make a difference one child at a time continues to motivate Youth Dynamics to be the provider of choice for our clients throughout the state of Montana.
Clinical Services

TOTAL YOUTH SERVED IN 2019-2020 FISCAL YEAR: 2,698

In all, we served 2,698 individuals throughout Montana in 2019-2020. The increase in the number of youth served represents a 3% growth by providing 5,878 individual services to youth. This increase is due to children experiencing sporadic school closures, additional pressures on families and continuing economic hardships due to the pandemic which has largely impacted our children and families’ mental and behavioral health. Clinical services at Youth Dynamics include:

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

Consistently, the children in our program have either discharged to a lower level of care or maintained the current status of service while in our care. Each specific service is measured by its effectiveness for the individual, although multiple services are often provided to each youth—on average, each child receives 2.6 services. This is down from the prior year of 2.8 services per child in 2018-2019. We attribute the decrease in services per child to the pandemic, where some services have not been an option, for example, Family Support Assistance, or a fewer number of available therapeutic foster families. COVID-19 has presented challenges to delivering our services.

NUMBER OF SERVICES PROVIDED 2019-2020

- Youth Case Management (1,235)
- Outpatient Therapy (1,002)
- Family Support Assistant (723)
- Respite (223)
- Therapeutic Foster Care (121)
- Supervised Visitation (75)
- Substance Use (121)
- Medication Management (434)
- Family Based Services (236)
- Safe Care (27)
- Family Support Team (266)
- Therapeutic Group Home (204)
Diagnoses Served

At Youth Dynamics, we primarily serve youth categorized by the state as meeting severely emotionally disturbed (SED) criteria which may include the following diagnoses: 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, YDI customizes individual treatment plans. A complete continuum of behavioral health care and treatment to clients includes individual and family therapy, parenting education and support, service coordination and support, therapeutic group homes, therapeutic foster care, substance use education and treatment and family support assistants also known as mentors.

We offer support to youth living in the community with their biological family, foster and adoptive families through Family Support Services (FSS) utilizing a wrap-around philosophy. Youth Support Services (YSS) supports the youth and their family through a structured out of home placement in one of our therapeutic group homes which provides a family-like environment.

Diagnoses Distribution

The youth we serve often have multiple diagnoses reflecting the severity and complexity of their clinical issues. Youth receive an admitting, working and discharge diagnoses. Trauma related disorders, anxiety, depressive disorders and oppositional and disruptive behavior continue to be the most commonly occurring primary diagnoses. The historical trend of PTSD and anxiety are among the most reported diagnoses. As mental health care providers, we continue to support our current initiative of increasing our clinical services through trauma informed and sensitive practices.

"I have two older kids at YDI and it has helped very much.  ~ Client"

<table>
<thead>
<tr>
<th>Disorder</th>
<th>Total</th>
<th>Disorder</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neurodevelopmental Disorders</td>
<td>496</td>
<td>Disruptive, Impulse-Control and Conduct Disorders</td>
<td>1,002</td>
</tr>
<tr>
<td>Schizophrenia Spectrum and Other Psychotic Disorders</td>
<td>21</td>
<td>Substance-Related and Addictive Disorders</td>
<td>81</td>
</tr>
<tr>
<td>Bipolar and Related Disorders</td>
<td>74</td>
<td>Neurocognitive Disorders</td>
<td>2</td>
</tr>
<tr>
<td>Depressive Disorders</td>
<td>826</td>
<td>Personality Disorders</td>
<td>1</td>
</tr>
<tr>
<td>Anxiety Disorders</td>
<td>598</td>
<td>Somatic Symptoms and Related Disorders</td>
<td>0</td>
</tr>
<tr>
<td>Obsessive-Compulsive and Related Disorders</td>
<td>3</td>
<td>Other Mental Disorders</td>
<td>0</td>
</tr>
<tr>
<td>Trauma and Stress or Related Disorders</td>
<td>2,136</td>
<td>Other Conditions That May Be a Focus of Clinical Attention</td>
<td>342</td>
</tr>
<tr>
<td>Elimination Disorders</td>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gender Dysphoria</td>
<td>12</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
We are happy to report that the majority of youth receiving Case Management services are in a home, enrolled in school and not involved in the legal system. Also, the majority of children receiving Case Management from Youth Dynamics are receiving care in their own home or with a relative. When it is possible, *reunification with the family is always our first goal.*

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**YOUTH’S PLACEMENT**

<table>
<thead>
<tr>
<th>IN-STATE PRTF</th>
<th>IN-STATE THERAPEUTIC GROUP HOME</th>
<th>OUT OF STATE ACUTE CARE</th>
<th>AT HOME</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>78</td>
<td>15</td>
<td>973</td>
</tr>
</tbody>
</table>

**YOUTH’S CUSTODY**

<table>
<thead>
<tr>
<th>PLACE IN CORRECTIONAL CARE</th>
<th>PLACED IN STATE FOSTER CARE</th>
<th>PLACED IN KINSHIP FOSTER CARE</th>
<th>PLACED IN NATURAL HOME ENVIRONMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>141</td>
<td>218</td>
<td>707</td>
</tr>
</tbody>
</table>

"Doing a great job at working with my family, very positive results. ~ Client"
THERAPEUTIC GROUP HOME

The number of youth served in Therapeutic Group Homes (TGH) increased over the last fiscal year from 195 to 204. For 2019-2020, our ten group homes including Lakeview Youth Home, which opened in October 2015, averaged being filled at 80% capacity. Our census figures indicate 37% of the youth served in our group home setting were Native American. In TGH, the average age receiving care is 15 years old. In the new fiscal year, we continue to average 80% occupancy.

THERAPEUTIC FOSTER CARE

The Therapeutic Foster Care (TFC) program continues to make positive changes. The amount of youth served in 2019-2020 decreased by 23. This is because there has been a substantial decrease in the TFC homes. Another reason for the decrease is the youth receiving services are staying for longer periods of time. Last year, the average length of stay was 9.6 months, but this past year the average length of stay has increased to 16.6 months. The children are staying in homes longer and there are not as many disruptions or discharges to a higher level of care compared to previous years. During 2019-2020, 25% of the youth who were discharged from the TFC program went to a higher level of care, while 44% went to a lower level of care. Increasing the number of TFC homes is a high priority for this program, as is ensuring it is trauma informed and therapeutic and is also vital. This has been a high priority for the last year, and remains a recognized need for the children in our communities. Delivering quality training to TFC families so that they have the skill to handle behaviors of the youth being placed in their homes will also enhance the efficacy of the program. Therefore, we have redesigned the teaching of how trauma informed care looks in a child's behavior for TFC parents. Not only will there be continued training to TFC families, but also for staff who are working with TFC homes. There continues to be a significant need for additional foster families across the state.

Gender and Age by Program

<table>
<thead>
<tr>
<th>Gender Distribution</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>by Total Served</td>
<td>1,454</td>
<td>1,244</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-5</td>
<td>354</td>
</tr>
<tr>
<td>6-12</td>
<td>1,201</td>
</tr>
<tr>
<td>13-18</td>
<td>1,089</td>
</tr>
<tr>
<td>19-20</td>
<td>1</td>
</tr>
<tr>
<td>21+</td>
<td>50</td>
</tr>
</tbody>
</table>
Race Distribution

The majority of the youth served at Youth Dynamics are 69% Caucasian, while the Native American population served is 20%. In relation to the Caucasian race and ethnicity distribution in Montana, we assist a greater percentage of Native American youth when compared to the total Native American population in Montana (6.5%).

With the disproportionate number of Native Americans being served, as compared to the general population, we are addressing cultural competencies in our training so we can help youth cope with the unique challenges they face when returning to their communities.

### RACE DISTRIBUTION 2019-2020

<table>
<thead>
<tr>
<th></th>
<th>American Indian or Alaska Native</th>
<th>Asian</th>
<th>Black or African American</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total by services</strong></td>
<td>1,102</td>
<td>8</td>
<td>123</td>
</tr>
<tr>
<td><strong>Total by youth served</strong></td>
<td>551</td>
<td>3</td>
<td>66</td>
</tr>
<tr>
<td><strong>Total by services</strong></td>
<td>3,324</td>
<td>4</td>
<td>231</td>
</tr>
<tr>
<td><strong>Total by youth served</strong></td>
<td>1,877</td>
<td>5</td>
<td>126</td>
</tr>
<tr>
<td><strong>Decline to specify</strong></td>
<td>15</td>
<td>144</td>
<td>94</td>
</tr>
<tr>
<td><strong>Total by services</strong></td>
<td>5</td>
<td>77</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total by youth served</strong></td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Measuring Success

**Discharge Status**

One measure used for the 2019-2020 reporting period is the Discharge Status. This is the fifth year we have been monitoring youths’ “Discharge Status” rather than “Reason for Discharge”. The reason for this change is that it was difficult to ascertain in which discharges were truly “successful”. This is the second year we have looked at discharge status by program level.

“For community service programs previously included in Family Support Services, 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, we would like to see youth discharge to a lower level of care.

One of the goals of the residential team is to transition youth in TGHs and TFC to lower levels of care. This may involve the youth in TGHs transitioning back to a community placement or a youth in TFC transitioning back to their original home or an adoptive home.

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**In 2019-2020, 73% of youth in TGH transitioned to a lower level of care, which is an improvement from 69% the year prior.**

**In 2019-2020, 44% of youth in TFC programming transitioned to a lower level of care.**

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**Discharge Status by Program 2019-2020**

<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>381</td>
<td>714</td>
<td>2,081</td>
<td>235</td>
</tr>
</tbody>
</table>
Measuring Success

The final measurement we are including for effectiveness is a new client survey. We have collaborated with uSPEQ to distribute surveys two times a year to our clients and will continue to measure our effectiveness, access to services and satisfaction by compiling responses to the following questions:

We have set our benchmark for all youth at 90%. This benchmark originates from uSPEQ’s compilation reports based on responses from similar agencies. This year, we have met or exceeded all of the benchmarks with the exception of “The services I receive at Youth Dynamics make me better able to do the things I want now”, which scored a satisfaction rating of 89.3%.

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

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

Keep up the good work.
~ Client
We are grateful to the donors who offer us additional support each year to provide the best service possible to our clients.

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ADVOCATE DONORS

CHAMPION DONORS

ALLY DONORS

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(YDI Board Member)
NorthWestern Energy

Erin Weenum
Robert Fowler
Crowley Fleck PLLP Attorneys
(YDI Board Members)

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Glenn and Michelle Foy
Jay Pascoe
Martin Wendland
Kiwanis Club of Miles City

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 Tedrow, MA, SHRM-CP
Human Resources Director

Nina Hernandez
Development Director

Leslie Falcon
Finance Director

Dawn Wilson
Director of Supportive Operations

Danny Zimmerman
Board Chair
Clinic Administrator, The Children’s Clinic
Billings, MT

Bob Connors
Retired
Borum, MT

Curt Wheeler
Retired
Billings, MT

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

Tara Roberts
Billings, MT

Alice J. Hinshaw
Helena, MT

Marina Tucker
Crowley Law Firm
Billings, MT

Michael Tennant
Crowley Law Firm
Billings, MT
Throughout 2019, we reached over 14,000,000 through our social media channels. We invite you to follow us on Facebook, Instagram and LinkedIn.

Empowering Youth & Families for a Brighter Tomorrow

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