

Empowering **Youth & Families**  
for a **Brighter Tomorrow**

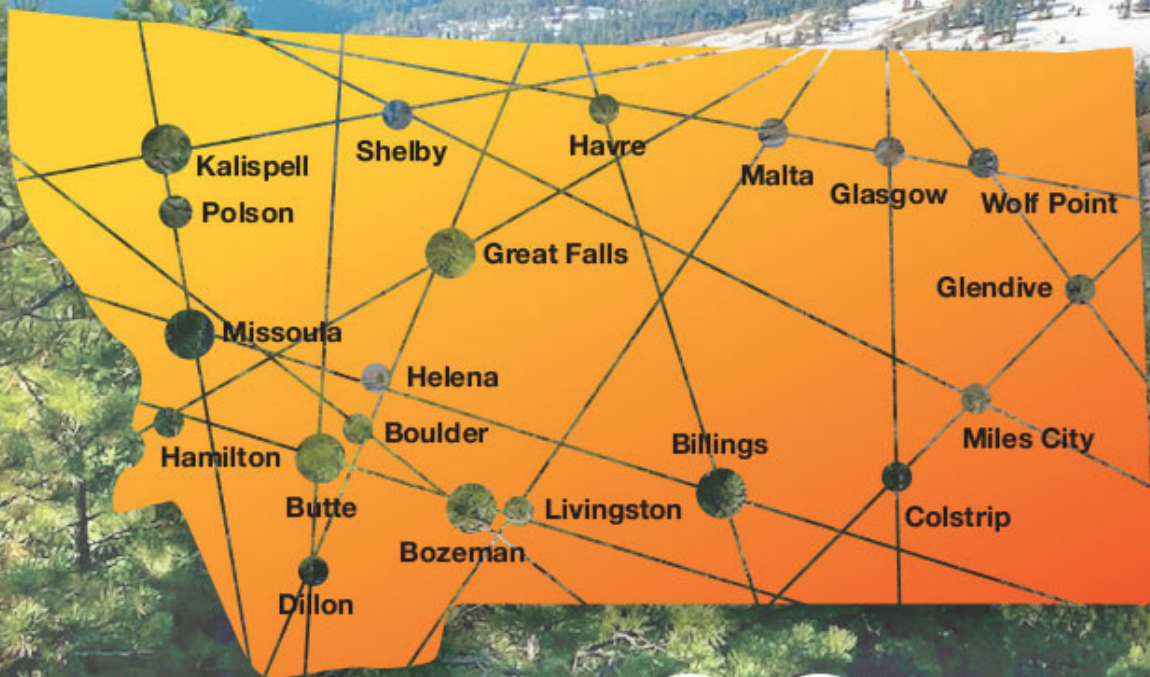
# 2020-2021 Annual Report



# *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.

OVER **31** LOCATIONS  
STRATEGICALLY LOCATED ACROSS  
**MONTANA**



**20** COMMUNITY  
**OFFICES**



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**10** GROUP  
**HOMES**

Mount Helena (Continental Divide), MT  
Montana Photography by: Zachary T. Brown



# A Message from Our CEO



I want to ask you an important question that I hope you will begin to ask yourselves. **"Cassarian Engeri?"** It means, **"and how are the children?"** In Africa, the Masai Tribe has a traditional greeting with one another. Instead of asking how are you? They ask...**and how are the children?** I want to ask you the same. How are your children? What about the children in your care?

It's important that all of us take the time to evaluate this question regularly. Because if our children are doing well, we know we are doing our job as parents, clinicians and as a community. Everything we do at Youth Dynamics is about providing and caring for the next generation. Our slogan says it best. ***We want to empower youth and families for a brighter tomorrow.***

However, it's hard to escape the news that the well-being of children across the world is in jeopardy. Everywhere you look and listen, we hear stories and accounts of the devastating impact the global pandemic continues to have on our children.

Right here in Montana, we know that:

41% of 7th -12th graders felt so sad or hopeless that they stopped doing their usual activities. And 21% seriously considered suicide over the past year. (2021 Montana Youth Risk Survey)

Since the onset of the pandemic, pediatric mental health emergency room visits have increased by 24% for children between the ages of 5-11 and by 31% for those between the ages of 12-17. (Center for Disease Control & Prevention)

I know this concerns you, as much as it does me. These are real children and teenagers we are talking about... perhaps even one in our care or more importantly ***someone who needs to be in our care.***

People in every corner of our world are dealing with trauma and tragedy. Look at how the last two years have impacted each of us as adults. Now, put yourself in the shoes of a young child or teenager, who has not developed the coping skills they need yet. It has been difficult.

***Children are our future. And every child is important.*** There are a lot of tough things that happen in our life. From car accidents, death of a family member, divorce, drugs and alcohol addictions in a family. These are traumatic events for all of us. And events like this can have a profound impact on a child's growth and development.

At Youth Dynamics, you will find caring, professional adults. I encourage our team regularly to prepare themselves to come to work each day and ask ***what can I do to help? What can we do?***

Thanks to our team of clinicians and caregivers including therapists, mentors, case managers and more we provide the wraparound support children and their families need to heal, grow and succeed. Youth Dynamics is in the life-giving business. We have an opportunity, unlike any other time in our 40-year history, to step up and lead Montana's children and families out of this despair as the ***provider of choice*** in mental and behavioral health services. Our organization is built on actively caring and trauma informed principles that we all need to learn and put into practice in our lives, so we in turn impact the next generation. Our gift will have generational effect as we strive to restore families. ***Together, we have the opportunity to be a change maker in our communities.***

Respectfully,

Dennis Sulser, Ed. D.  
Chief Executive Officer

A handwritten signature in blue ink, appearing to read 'Dennis', written over a light blue circular background.

“Cassarian Engeri...  
*and, how are the  
children?”*





# A Look Back

In 1981, Youth Dynamics' legacy began in Billings, Montana originally founded as Volunteers of America and worked with only children in foster care. By 1989, Youth Dynamics, as it is known today, broke away to stand on its own to continue licensing families for foster care and setting the ground work to open community offices and residential services in the state by the 1990's.

Youth Dynamics quickly grew and developed the reputation we continue to hold today, known as, *the provider of choice* for mental and behavioral health treatment for Montana's children and families.

This year, we are proud to celebrate **40 years of service** in Montana as a private, non-profit 501(c)3 charitable corporation. We are unique, in that, we only serve youth and families in our state.

Throughout our history, we have assisted over 20,000 children by providing excellent mental and behavioral health services to those in need. While the faces of our team have changed over the years, our mission *to provide 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* remains the same.

In an effort to serve as many Montana youth and families as possible, Youth Dynamics is now strategically located in 20 communities across the state including rural communities where mental and behavioral health services would not otherwise be available. Each of our outpatient community offices serves an expanded sixty-mile or more service area around it.

Youth Dynamics believes young people with problems are not troubled kids, but amazing children with great potential. Further, we believe families with problems are not broken homes or dysfunctional, but people who need access to treatment, support and opportunities to build a better life. And we treat our children and families with the dignity and respect they deserve.

Supporting Montana youth and families is a core belief of Youth Dynamics. We provide strength based mental and behavioral health care, which is guided by our families, and individualized to each one of the youth and families involved in our services. At Youth Dynamics, we believe that mental health recovery and resiliency in youth is possible, and we work alongside the children and adolescents in our services to provide them the tools and support to make it happen! Empowering youth and families to take the front seat in their mental health treatment is an important value of Youth Dynamics whether a youth is enrolled in our outpatient community based mental health centers or working to meet their goals in a therapeutic group home or therapeutic foster care setting. We look forward to serving the state of Montana for at least 40 more years.



**WE ARE BETTER TOGETHER... #YDIStrong**

At Youth Dynamics, we believe that leadership permeates the entire organization. This annual report reflects the leadership mantra of "we are better together, #YDIStrong". Without the consistent effort across our agency to assert leadership, loyalty to mission and energy to improve, this summary would not be possible. We are proud of our effort to provide the very best in mental health services for the children across the state of Montana, and we are proud to be a *"people first"* business. An expression of gratitude goes out to all agency team members for their contributions and recommendations contained within this annual report. This report is an indicator of our progress, growth and challenges, as well as the impact Youth Dynamics is making in communities throughout Montana.

Mystic Lake, MT



## PEOPLE FIRST

Our number one resource at Youth Dynamics is our team members. With over 500 employees, we continue to grow and strive to recruit and retain the most mission driven, professional mental health providers.

At Youth Dynamics, the words “*people first*”, have a profound meaning. While we cannot be in business without our clients, equally important is our team. Our team members exhibit leadership at every level as we recognize that a leader is someone who has influence over another. And this is what we strive to do every day - influence children and families for the better in an actively caring, trauma-informed environment by providing wraparound support to those in need. As an organization, we esteem our core values as guiding principles to accomplish our work every day.



## TRAINING

This does not happen accidentally. Our leadership team works across every level and location to ensure our team is trained on a trauma informed model of care. This includes YDI recognizing that our workforces' safety and long-term wellbeing are also met. We're thankful our team members embrace our major values of respect, commitment, personal responsibility and pride and strive to provide the best care to our clients.

We have been challenged by the COVID-19 crisis to move forward with employee centered initiatives, and the work of our Workforce Committee and Human Resources department have met those challenges and surpassed expectations for progress.

As we closed fiscal year 2020-21, the COVID-19 pandemic continues to affect the overall delivery of services and financials. However, we seized every opportunity to secure government funded support for our agency, whether it was through local, state or federal emergency relief sources.

*"A lot of times those families just need some support and guidance."*



**Barb Connors,**  
Associate Clinical  
Director

*"I was a Youth Dynamics respite provider. Youth Dynamics will call and say I have this child can you do respite for them? I got a call about Jazz. I picked her and up and we just clicked. We bake together. We ride four wheelers. She's come a long way. She has thrived. She is succeeding."*



**Dana Preston,**  
Former YDI Respite  
Provider





## OVERCOMING COVID-19 CHALLENGES

Our on-going response to the restrictions caused by the pandemic is to deliver virtual services whenever possible to meet our clients' needs and eliminate the hurdle to providing services. We continue to do so and have conscientiously enabled through technology enhancements, a more mobile workforce. The complete implementation of Office 365 as a platform for our communications is evidence of the overall shift in mobilizing our team members. Moving electronic records from our server to a cloud-based service platform also allows workers accessibility from anywhere regardless of where they reside, enabling more flexibility, engagement and better outcomes for our clients.

Youth Dynamics' leadership ensured there was minimal disruption of service delivery for our families by utilizing robust technology and delivered community services via video conferencing and telecommunication.



## OUR CLIENTS SERVED

During this fiscal year, we served nearly 2700 individuals across Montana with each client being prescribed an individual treatment plan for success. We are able to measure this by consistently seeing our children either discharged to a lower level of care or maintaining the same status of service while in our care. On average in 2020-21, two services were provided to each child. That's because typically children receive more than one service while in treatment.

As an agency, we are moving in a direction of data-driven decision-making in every aspect of our business. And we believe we must respond in a trauma informed manner to better serve our clients and one another as a team to improve the entire experience for children and people using our services.

We understand that all of us must continue to pursue trauma informed principles and it begins with a continuum of care that is surrounded by people who consider the stories behind the faces. Truly, we 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.

**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

*"My dad was killed in 1984 in a trucking accident. I was six. My little sister was five. After he passed away, my mom just kind of went rogue. Just really couldn't handle that situation. We were taking care of ourselves every single day. Making sure my sister had food. To making sure we got to school on time. We were left alone. We didn't really have anybody. You make that your normal. And now we know that's not normal at all. I saw my mom get hauled off. She was put on a stretcher in a straight jacket. I was angry. Like very angry. If it wasn't for Youth Dynamics, I would have been a statistic. That's what I would have been. I would have been another drug addict. I would have been another runaway. From the bottom of my heart, if I wouldn't have had them or even some moments with them it would have been a very different outcome. They're the best thing that ever happened to me."*



**Alexis Julian,**  
Former YDI Client





## OUR LOCATIONS

From our humble beginnings with just one location, we are pleased to offer services throughout the entire state. Based in Billings, Montana, we have satellite community offices in Billings, Bozeman, Boulder, Butte, Colstrip, Dillon, Glasgow, Glendive, Great Falls, Hamilton, Havre, Helena, Kalispell, Livingston, Malta, Miles City, Missoula, Shelby and Wolf Point. We also operate ten therapeutic group homes located in Billings, Boulder, Great Falls and Helena. Altogether, the agency owns and leases property in 31 locations across Montana. Currently, research is underway to consider opening additional locations in the state.



## OUR LICENSES

YDI maintains several licenses through the State of Montana to provide mental and behavioral health services for youth and their families. YDI is also a child-placing agency which licenses foster parents in Montana. In addition, the agency and its programs are accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) for recognition of the quality of its business, personnel, governance and clinical functions.



## CORE 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**

When we are all working towards the same goal, something amazing happens... we accomplish our mission!

### *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.

Since the onset of the pandemic, pediatric mental health emergency room visits nationwide have increased by

**24%**

between the ages of 5-11 and by

**31%**

for children between the ages of 12-17

**26%**

of teen boys and

**38%**

of teen girls

suffer from some type of anxiety disorder

Youth Dynamics served almost

**2,700**

children

and provided nearly

**6,000**

individual services



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.



## OUR REACH

We know our work matters. And with that, comes a great responsibility to keep our team members up to date on mental health research as well as educating the public at large about mental and behavioral health issues. News stories about the impact Youth Dynamics is making in the lives of children this year included numerous features on Yahoo News, Associated Press and U.S. News and World Reports in addition to local news media coverage throughout Montana. We are grateful for the media's support to share our lifegiving message to the public.

Our profile continues to grow across many digital channels which includes reaching over 12 million people through social media and over 184,000 visiting our website during 2020-21. We are thankful for the support of over 48,000 social media followers who help us tell our story, find encouragement and are better educated as a result of our messages. We invite you to follow us on Facebook, Instagram, LinkedIn and on our website.

Primarily, we serve Medicaid families through the Montana Department of Public Health and Human Services (DPHHS). Other referral sources include Child Protective Services (CPS), Child Family Services (CFS), Billings Clinic, Shodair, Bureau of Indian Affairs (BIA), Yellowstone Boys and Girls Ranch (YBGR), Aware and many others. We value these established partnerships and take our responsibility seriously to provide excellent service and outcomes to our clients.



## OUR GROWTH

Fiscal year 2020-21 brought capital improvements and expansion opportunities to better our clients. In Miles City, we purchased land and built a brand-new office that opened in June 2021, which culminated with an Open House to celebrate 40 years of service to Montana's children and families. We held as many Open Houses as safely possible during the COVID-19 pandemic at our locations across the state. The gathering of one another together was a welcome sight given our social distancing climate over the past two years. Plans are in the works to expand our Butte and Great Falls offices to better serve these communities' needs.



Montana has the  
**4th highest**  
teen suicide rate

**21%**  
of 7th-12th graders in  
Montana seriously  
considered suicide over  
the past year

**41%**  
of 7th-12th graders in  
Montana felt so sad or  
hopeless that they stopped  
doing their usual activities

*"These kids need us  
and that's why we do  
what we do."*



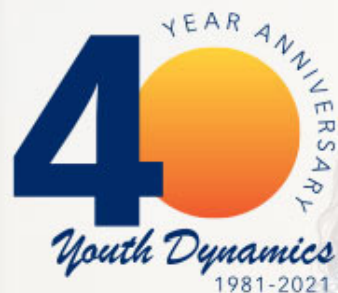
**Colette Lemburg,**  
YDI FDC

*"I work with a brain  
injury and I'm also trying  
to homeschool. When  
we heard about Youth  
Dynamics, we decided to  
give that a try. They came  
in and helped us get our  
family out of crisis.  
They were like how can we  
help? Here's the situation.  
And what works for  
each person."*



**Joanna Howard,**  
YDI Client





## June 12, 1981

- Volunteers of America Established
- 9 Youth in TFC

## 1989

- Youth Dynamics Breaks Away from VOA
- 10 Staff
- 44 Youth in TFC

## 1991

- Bozeman & Livingston Offices Open
- 60 Youth Served

## 1995

- Miles City, Glasgow & Glendive Offices Open
- 85 Youth Served

## 1996

- Helena Office Opens
- 95 Youth Served

## 1998

- Youth Case Management Starts
- 250 Youth Served

## 2000

- Wolf Point Office Opens
- 431 Youth Served

## 2001

- STAR Group Home Opens
- Butte Office Opens
- 621 Youth Served

## 2003

- Great Falls & Sidney Offices Open
- 660 Youth Served



## 2005

- AYA Acquisition (2 Therapeutic Group Homes & Day Treatment - Boulder)
- Rimview Therapeutic Group Home Opens (Billings)

## 2006

- 25th Anniversary Celebration
- AYA Expansion to 4 Therapeutic Group Homes (Boulder)
- Program for Highly Sexualized Youth Opens at AYA
- Glendive Office Opens
- 750 Youth Served

## 2007

- River's Edge Group Home Opens (Billings)
- 800 Youth Served

## 2008

- CARF Accreditation Awarded
- 850 Youth Served

## 2010

- Shelby, Dillon & Kalispell Offices Open
- Lewis & Clark Youth Home (Helena) Opens
- 1000 Youth Served

## 2012

- Malta Office Opens
- 1200 Youth Served

## 2014

- North Skyline Group Home Opens (Billings)
- Missoula Office Opens
- 1500 Youth Served

## 2015

- Hamilton Office Opens
- 1600 Youth Served

## 2017

- New Offices: Colstrip, Glendive & Malta
- New STAR Group Home Opens (Billings)
- 1872 Youth Served

## 2018

- 169 Licensed Therapeutic Foster/Respite Homes
- 2289 Youth Served

## 2019

- Lakeview Therapeutic Group Home Opens (Billings)
- 2630 Youth Served

## 2020

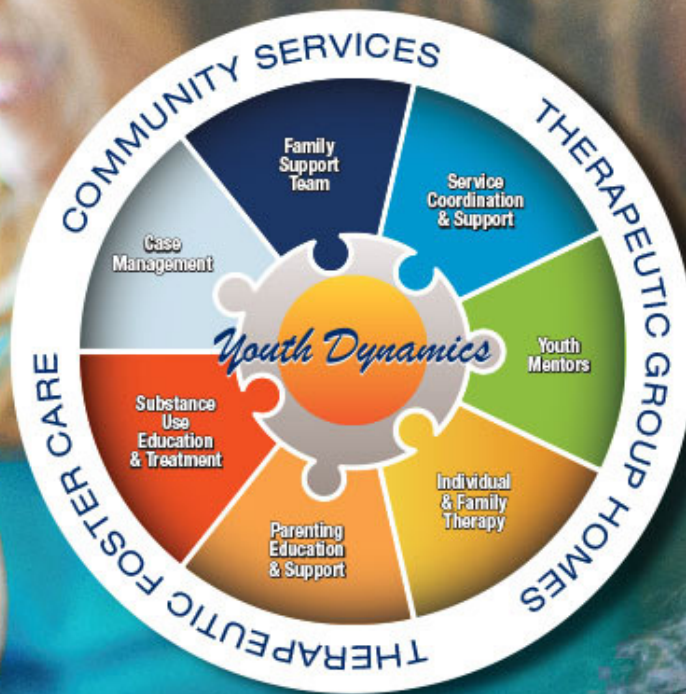
- #YDistrong began to show staff unity & strength during COVID-19 pandemic as it impacted all aspects of agency operations
- 2698 Youth Served

## 2021

- Celebrated 40 Years of Serving Almost 20,000 Youth and Families Across Montana

# 1981-2021





*"It was really fun going to her house once a month. I actually felt more of a person. You were pretty much like another mom to me."*



**Jazz, 15 Year Old  
Former YDI Client**



# Clinical Services

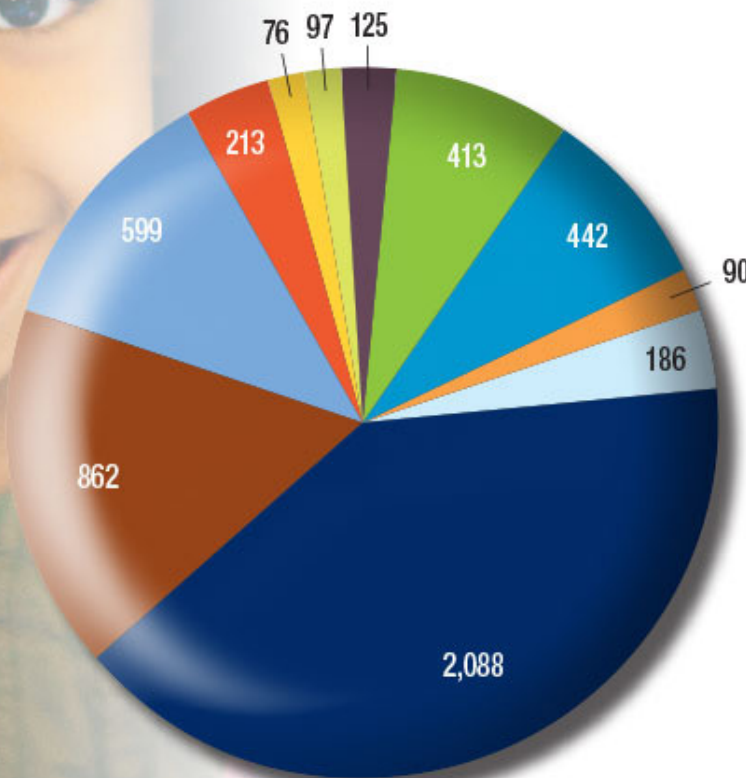
TOTAL YOUTH SERVED IN 2020-2021 FISCAL YEAR: **2,699**

At Youth Dynamics, we provide comprehensive mental and behavioral health services through three main areas: Community Services, Therapeutic Group Homes and Therapeutic Foster Care. When possible, services are provided to youth through community offices which allow them to stay in their homes.

Other times, a higher level of care may be needed which requires a teen to live in a group home for a period of time.

In some cases, youth live in a therapeutic foster home to receive the care, treatment and support they need. YDI provides a complete continuum of behavioral health care and treatment across Montana. This three pronged approach allows our agency to offer support to youth utilizing our wrap-around philosophy.

In all, 5,191 individual services were provided with each youth receiving approximately two different services. Historically, we serve more males than females each year, however, our therapeutic group homes noted an increase in females this fiscal year. Typically, youth remain in services for approximately six months.



## NUMBER OF SERVICES PROVIDED 2020-2021

- ▶ Youth Case Management (2,088)
- ▶ Outpatient Therapy (862)
- ▶ Family Support Assistant Mentor (599)
- ▶ Respite (213)
- ▶ Therapeutic Foster Care (76)
- ▶ Supervised Visitation (97)
- ▶ Substance Use Treatment (125)
- ▶ Medication Management (413)
- ▶ Family Support Team (442)
- ▶ Day Treatment (90)
- ▶ Therapeutic Group Home (186)





## COMMUNITY SERVICES

Parenting, in general, is hard. And parenting a child with behavioral and mental health issues can be exhausting. At Youth Dynamics, parents are not alone. We can help you and your child when we partner together. We know that every child and situation in a family is different. At YDI, we support youth living in the community with their biological family, foster, adoptive and chosen families. Primarily, we assist youth diagnosed with various trauma related disorders, anxiety, depression, oppositional defiant disorder (ODD), or reactive attachment disorder (RAD). Often the youth have multiple diagnoses which reflects the severity and complexity of their clinical treatment. Post Traumatic Stress Disorder (PTSD) and anxiety are among our most common diagnoses and fuel our desire to be an even more trauma informed agency.

By offering a wide range of therapeutic services, we are able to offer customized treatment plans that meet the child and family's individual needs. We provide a complete continuum of behavioral healthcare to clients including individual and family therapy, parenting education and support, service coordination, therapeutic group homes, therapeutic foster care, substance use education and treatment and family support assistants known as FSA Mentors. By providing evidence-based treatment for kids, our clinicians help families grow and thrive. Our services are provided within a 60-mile radius of each community office even in the most remote areas of the state.

*"I believe we make a difference in children's lives. We all have struggles and sometimes we just need help."*



**Leslie Falcon,**  
YDI Finance Director



## THERAPEUTIC GROUP HOMES

Youth Dynamics Therapeutic Group Homes (TGH) provide 24-hour supervision and treatment advocacy in a caring, family-style 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 placement to inpatient psychiatric treatment or for a youth transitioning from inpatient psychiatric care. The length of stay is determined by the child's progress and typically lasts 6-9 months. Each youth will have an individual treatment plan focusing on specific goals for that child. Together, we focus on improving behavior and coping skills which will eventually allow the teen to be able to return to a family setting.

Throughout our ten group homes, the number of youths provided services in the Therapeutic Group Homes increased over the last fiscal year from 204 to 222. We believe this increase is attributed to the pandemic. The average age of a youth living in our group homes is 15 years old. During this timeframe, we maintained an 85% occupancy rate.

*We believe every child deserves a home!*





## THERAPEUTIC FOSTER CARE

During this fiscal year, we served 76 youth in our therapeutic foster care program. We licensed 25 new homes and celebrated six adoptions. The average age of a child in our therapeutic foster care program is 10 years old. Increasing the number of TFC homes is a high priority for this program. We are hopeful that as COVID-19 cases continue to decrease in Montana, additional homes will open to serve more children.

**73%** of the youth in our Group Homes discharged to a lower level of care.

# Clinical Services at YDI include:

- INDIVIDUAL & FAMILY THERAPY
- CASE MANAGEMENT
- YOUTH MENTORS
- PARENTING EDUCATION & 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



*"We started with Youth Dynamics. And it was really good for both of us. Kenny has grown up a lot."*



**Michelle Hyden,**  
YDI Client

*"I got a mentor. I can get out of the house. I have a person I can talk to and bond with. And I think that's really good. It makes me feel proud. I've gone from being an angry kid, just unhappy to being where I am today."*



**Kenny, 14 Year Old**  
YDI Client





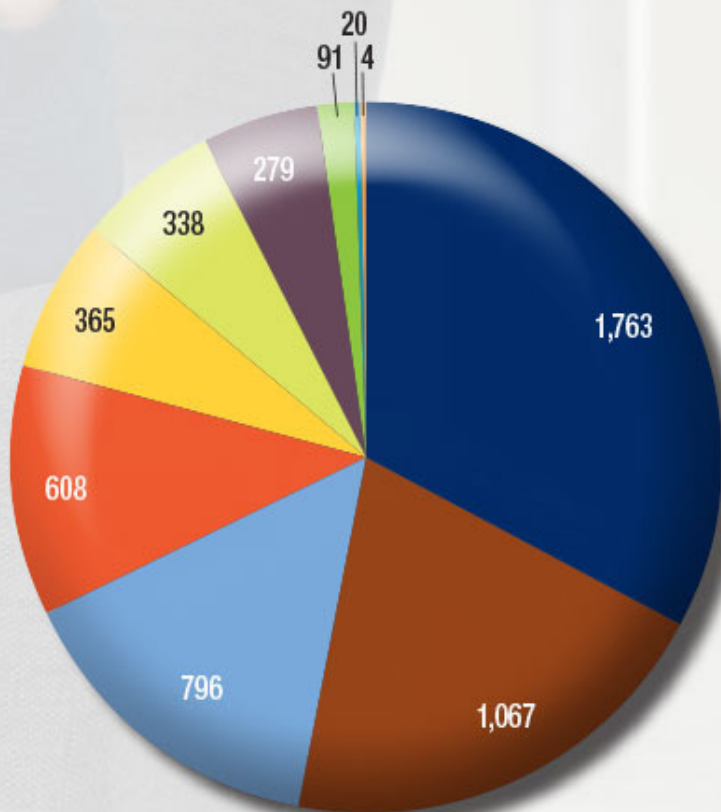


## YDI TRANSITIONAL SCHOOL



Over the past year, the YDI Transitional School in Bozeman has implemented more therapeutic initiatives. In collaboration with the Bozeman School District the program enrolled nine teenagers ages 14 – 19 years old during the 2020-2021 school year. This is a slight decrease from the previous year, due to COVID-19 safety protocols. The combined school staff includes a special education teacher, a paraprofessional, a Youth Dynamics Case Manager, Care Manager and a mental health therapist in addition to a number of Family Support Assistants (FSA) mentors. Our school supports at-risk students who without the extra support might fall through the cracks. And, we had three students graduate from our program. We continue to serve youth through the summer months to provide mental and behavioral health support and continuity of care. Additionally, our transitional school staff work with local businesses to provide internship opportunities for our students. This allows them the opportunity to explore interests and learn about different trades as they transition into adulthood.

### DIAGNOSES DISTRIBUTION BY SERVICES 2020-2021



- ▶ Trauma and Stressor Related Disorders (1,763)
- ▶ Disruptive, Impulse-Control, and Conduct Disorders (1,067)
- ▶ Depressive Disorders (796)
- ▶ Anxiety Disorders (608)
- ▶ Substance-Related and Addictive Disorders (365)
- ▶ Neurodevelopmental Disorders (338)
- ▶ Other Conditions that may be a focus of Clinical Attention (279)
- ▶ Bipolar and Related Disorders (91)
- ▶ Schizophrenia Spectrum and Other Psychotic Disorders (20)
- ▶ Neurocognitive Disorders (4)
- ▶ Obsessive-Compulsive and Related Disorders (2)
- ▶ Feeding and Eating Disorders (1)



# ARC - ATTACHMENT, REGULATION AND COMPETENCY

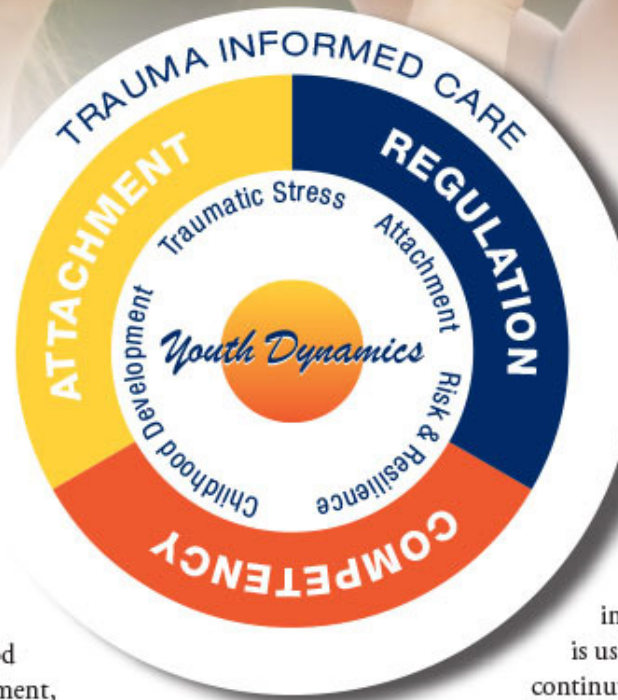
"I'm really glad they helped me pass my goals."



Linnora, 11 Year Old  
YDI Client

In early 2021, Youth Dynamics invested in the future of Montana's children by adopting a new trauma informed model of care known as ARC (Attachment, Regulation and Competency) framework. It focuses on four building blocks consisting of childhood development, traumatic stress, attachment, risk and resilience. Complete transformation will take place over the next three years as we implement these components into every phase of the agency. Ultimately, our goal is to increase positive outcomes and better address more acute concerns for the youth we serve and our relationships with one another as a team.

The ARC Framework, designed by Margaret E. Blaustein and Kristin M. Kinniburgh, was developed for children and adolescents who have been impacted by complex trauma, and their caregiving systems. **Complex trauma** includes a range of stressful experiences



which are typically chronic and interpersonal in nature and may affect many different areas of a child or adolescent's life especially if early intervention doesn't take place.

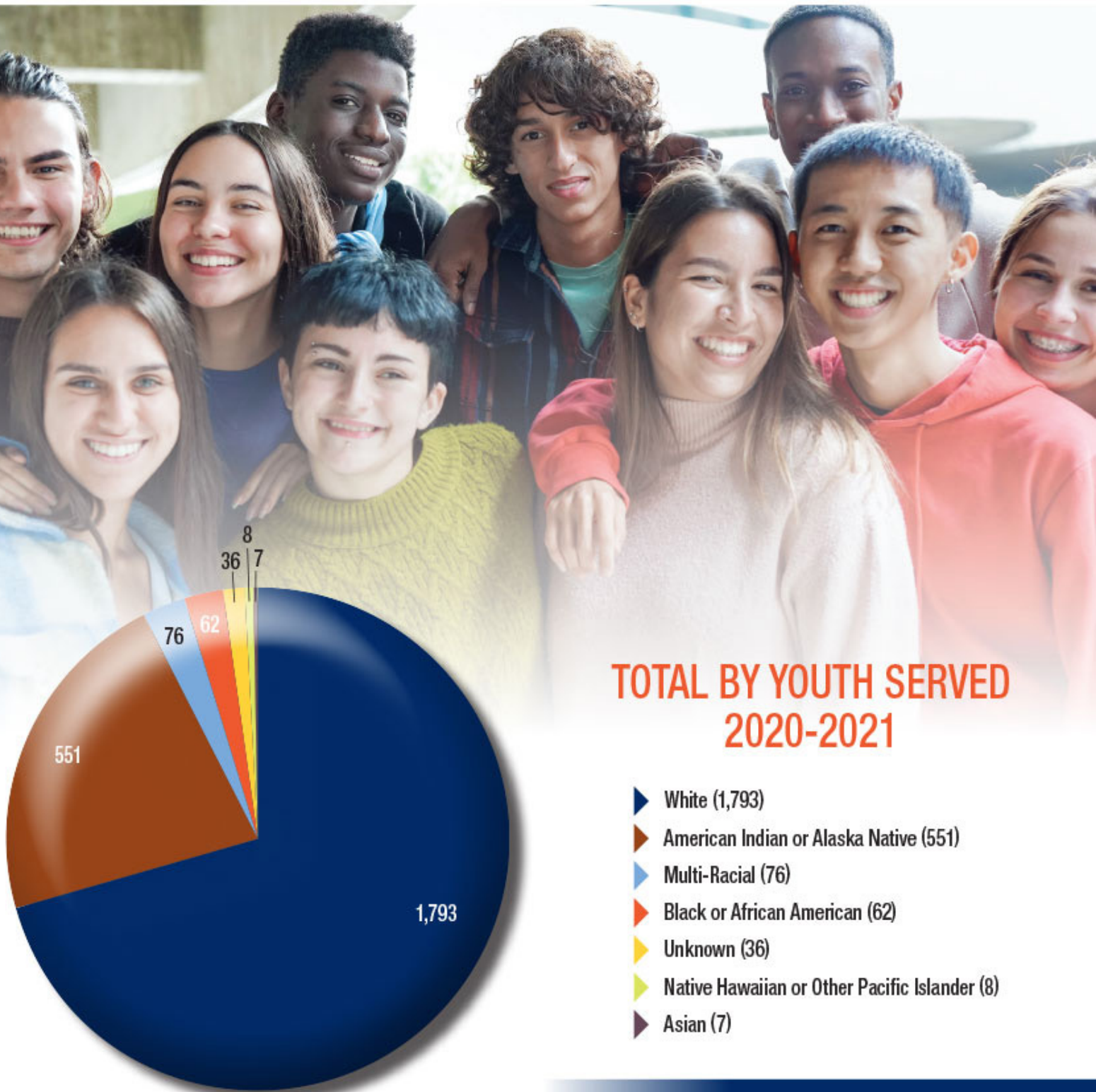
ARC is both a *clinical* framework, used to guide treatment intervention, and an *organizational* framework, used to support trauma-informed care in child and family-serving systems. ARC is used across the mental health services care continuum (inpatient, residential, outpatient, and community / home-based settings), as well as with the range of caregivers. ARC has been adapted and used in specialized settings (such as, juvenile justice, foster care and education) and for use within different cultures and races. ARC concepts may be integrated in many ways, including into individual and group therapy, caregiver education and support, staff training and milieu practices.

ARC has now been used in settings serving children and families from birth through early adulthood and across levels of developmental functioning. ARC can be used to treat youth with a variety of trauma-related diagnoses that include but go beyond PTSD, behavioral disorders, depression and anxiety.



# Race Distribution

The majority of the youth receiving services at Youth Dynamics are 69% Caucasian and 20% Native American. In relation to the race and ethnicity population distribution in Montana, we serve a greater percentage of Native Americans compared to the total Native American population (6.5%) in Montana. As an organization, we continue to refine cultural competency training to improve our understanding so we can better serve the Native American youth and the unique challenges they face in their communities.





# Measuring



## YOUTH CASE MANAGEMENT

This year, we received a provider report from the Department of Public Health and Human Services comparing our Youth Case Management services to other agencies in the State of Montana providing the same service. YDI discharged 954 youth from youth case management and discharged 90% to a lower level of care. Additionally, 90% of YDI Youth Case Management recipients did not receive out of home mental health treatment. 93% of the K-12th graders enrolled in YDI Youth Case Management attended school. *And, 97% of Youth Dynamics youth enrolled in school were reported to have advanced to the next grade level.*



## YOUTH SURVEYS

The final measurement for effectiveness is our uSPEQ Client Satisfaction Survey. We have set our benchmark for all services at 90%. We collaborate with uSPEQ to distribute surveys two times a year to our clients and use the responses to improve the client experience.

**93%**

Services are available at the times that are okay for me.

**93%**

People at Youth Dynamics respect me as a person.



# Success



## HOME SUPPORT SERVICES

During the fiscal year, Youth Dynamics discharged 190 families from our in-home support services (HSS). Of these 190 youth, 95% discharged to a *lower level of care*.

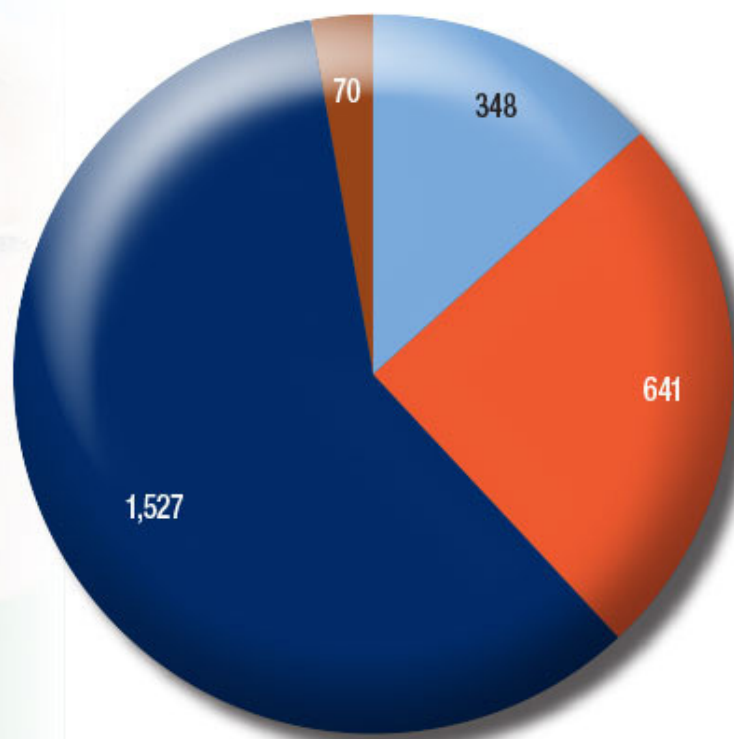
**97%**  
of Youth Dynamics youth  
enrolled in school  
were reported to have  
advanced to the  
next grade level



## DISCHARGE STATUS

Another measure of success is our discharge status. We have monitored this for the past six years. For Community Service programs previously included in Family Support Services (FSS), if a youth maintains his or her 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. 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 TGHs transitioning back to a community placement or a youth in TFC transitioning back to their original home or an adoptive home.

### DISCHARGE STATUS BY PROGRAM 2020-2021

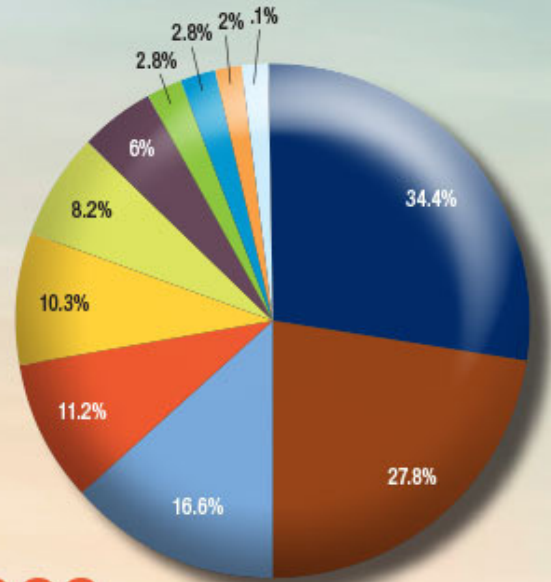
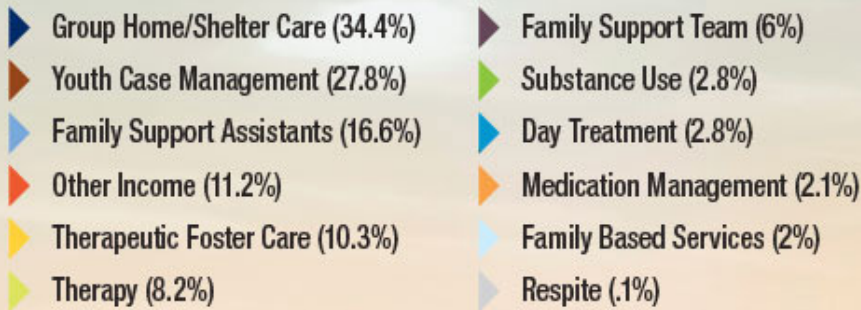


- ▶ Maintained (1,527)
- ▶ Missing (70)
- ▶ Higher Level of Care (348)
- ▶ Lower Level of Care (641)



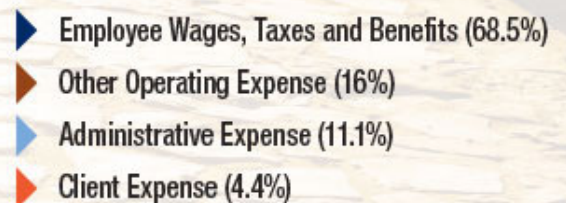
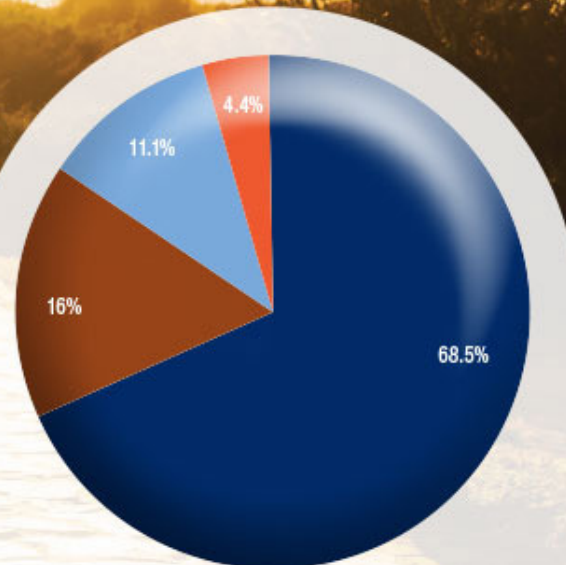
# 2021-2022

## Budgeted Revenue



# 2021-2022

## Budgeted Expenses







# Who We Are

## YOUTH DYNAMICS BOARD OF DIRECTORS

### Dr. Dennis Sulser

Chief Executive Officer, Youth Dynamics  
Billings, MT

### Danny Zimmerman

Board Chair  
Clinic Administrator  
The Children's Clinic  
Billings, MT

### Bob Connors

Retired  
Bozeman, MT

### Michael Tennant

Attorney  
Crowley Law Firm  
Billings, MT

### Tara Roberts

Homemaker  
Billings, MT

### Alice J. Hinshaw

Attorney  
Hinshaw & Vanisko, PLLC  
Helena, MT

### Marina Tucker

Attorney  
Crowley Law Firm  
Billings, MT

### Kassie Runsabove

Program Officer  
Montana Healthcare Foundation  
Billings, MT

### Heather Heggem

Doctor of Medical Sciences Program  
Rocky Mountain College  
Billings, MT

### Bryant Johnson, P.E.

Roadway Design Engineer  
HDR, Inc.  
Billings, MT

### Tyler Elkin, P.E.

Senior Vice President  
Stockman Bank  
Billings, MT

## EXECUTIVE LEADERSHIP TEAM



**Dennis Sulser,  
Ed. D.**

Chief Executive Officer



**Moyra Anthony,  
MSW, MBA, LCSW**

Clinical Director of Community Services



**Jordan Hinshaw, MSW, LCSW**

Clinical Director of  
Residential Services



**Kim Brown**

Marketing &  
Communications Officer



**Kristin Thompson**

Human Resources Director



**Nina Hernandez**

Development Director



**Leslie Falcon**

Finance Director



**Dawn Wilson**

Director of  
Supportive Operations





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support each  
year to provide  
the best service  
possible to our  
clients.*



**VISIONARIES**



**M.J. Murdock**  
CHARITABLE TRUST

**Terry and Pat Payne**



## LUMINARIES



DENNIS & PHYLLIS  
WASHINGTON  
FOUNDATION



Don and Carol Roberts



John and Tara Roberts

## CATALYSTS



Curt and Dani  
Wheeler

## CHAMPIONS



## ADVOCATES



## ALLIES



FRESH LIFE CHURCH



State of Montana

Tim Brocopp

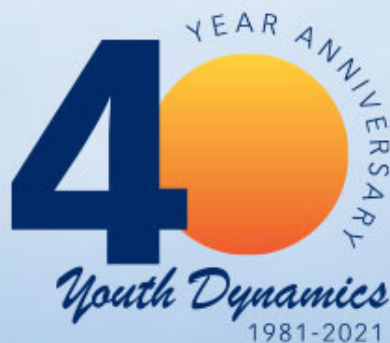
## FRIENDS OF YDI

Barb and Bob Connors  
Ben Taylor  
Boon-Chapman  
Danny Zimmerman  
Dennis and Val Sulser  
Fidelity Diagnostics Laboratory, LLC  
Glenn and Michelle Foy  
Greg and Heidi Putnam

Harris and Eliza Kempner Fund  
High Plains Gallery  
James and Monica Kordonowy  
Jarrod and Erin Weenum  
Jennifer Marsecano  
Joseph Reger  
Leslie Falcon  
Mattress Firm

The McLaverty Family  
Nina Hernandez and Ryan Duffy  
St. Piux X Parish  
St. Vincent Healthcare Foundation  
Tedd and LaVonne Fink  
Yellowstone Bar Association





Paradise Valley, MT

Throughout 2021, we reached over 11,000,000 people through our social media channels and over 225,000 visited our website. We invite you to follow us on Facebook, Instagram, LinkedIn and learn more at [www.youthdynamics.org](http://www.youthdynamics.org).



Youth Dynamics of Montana  
People of Youth Dynamics



@youthdynamicsmt



Youth Dynamics of Montana

Empowering **Youth & Families**  
for a **Brighter Tomorrow**

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