

2020 ANNUAL REPORT



191 YEARS OF

Hope &

Healing



**St. Joseph
Orphanage**

Building Hope. Strengthening Lives.

A LETTER FROM THE CEO

What a year it has been at St. Joseph Orphanage, as we met the challenges an international pandemic brought to our staff and clients. I am filled with pride and admiration for our clients as they courageously navigated their journey of hope and healing in 2020, along with our dedicated, compassionate staff that place client care at the forefront of all that we do.

You may not be aware that St. Joseph Orphanage was founded over 190 years ago in the midst of the cholera outbreak in Cincinnati. The Sisters of Charity answered the call to serve those children left without family, placing the orphans and their well-being at the center of their mission. St. Joseph Orphanage faced similar challenges this year meeting our client needs in the midst of unprecedented times.

Just a few of this year's accomplishments listed below:

- 4,260 individual clients served
- 13,125 telehealth appointments completed

It takes a combination of dedicated staff and financial support from our outside community to accomplish our mission. In 2020, St. Joseph Orphanage was blessed with tremendous support from foundations, corporations, donors and volunteers to help us accomplish our goals. In fact, \$1.2M was raised by 1,554 donors in support of our facilities and

services. We are truly humbled by this show of support and value your commitment to help us serve our children and families.

Finally, thanks to an outstanding Board of Trustees (see below), Executive and Leadership Teams, as well as our 260 employees, St. Joseph Orphanage is well positioned to meet the ongoing needs of the community. I am excited to announce that some very big changes are on the horizon for St. Joseph Orphanage. We are currently rebranding our agency to further align ourselves for growth and excellence. We are eager to share more news with you on June 17, 2021 when we publicly announce our new name, logo and strategic direction. In the meantime, I ask for your continued prayers and support for our great agency as we look to the next 191 years.

Sincerely,



Eric Cummins, CEO



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Continuum of Care

"St. Joseph Orphanage is the greatest mental health place I've been in, it's changed my life and life style. Just having people that really care about my well-being."

—A client/family member

St. Joseph Orphanage's dynamic continuum of care was never more important than in 2020. As our community, our partners, and the youth/families we serve navigate the pandemic, our robust continuum offers a steadfast source of needed behavioral healthcare, child welfare, and education services. With the use of innovation and ingenuity, our Central Access team continues to safely welcome new clients and families. 83% of clients report it was easy to access services during 2020. And, 85% of client report being satisfied or very satisfied with the quality of services received.

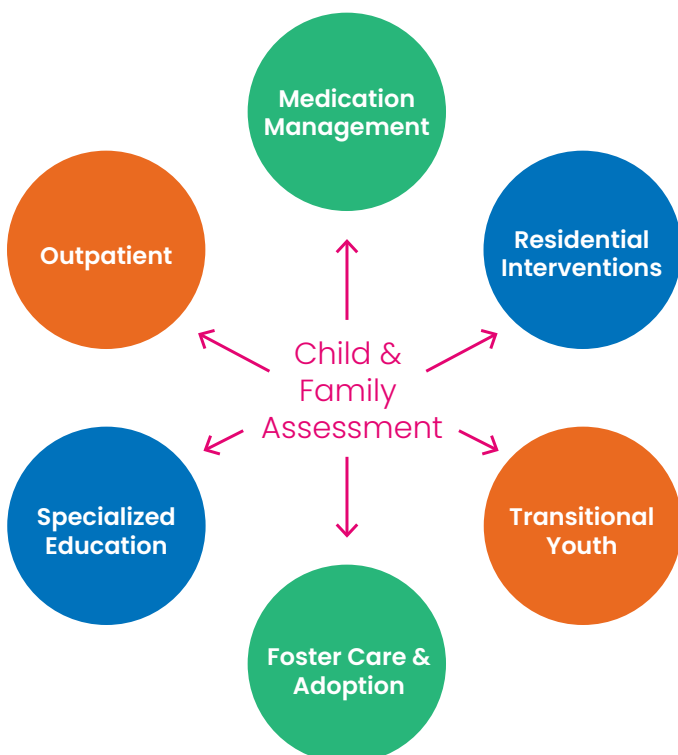
By the Numbers

- **\$23M** operating budget
- **260** SJO employees
- Total clients served – **4,261**
- Total telehealth appointments – **13,779**
- Total Residential clients served – **108**
- Total # of Medical appointments – **10,110**
- Total Foster Care children served – **105**
- Total # of foster children placed in foster homes – **44**
- Total enrollment in The Villa Education program – **110**
- Total enrollment in Altercrest High School – **82**
- Total direct care staff – **164**
- Total staff that have worked 10+ years – **40**

C.S. Lewis once said, "You can't change the beginning, but you can start where you are and change the ending." We bring those words to life by having no wrong door to secure treatment services at St. Joe's. Our clients/families can seamlessly take advantage of the full breadth of our continuum to ensure the right services are provided at the right time. Through the partnership established between our dedicated staff and the youth/families in our care, treatment approaches throughout our programs promote the achievement of the most meaningful and best possible treatment outcomes. 85% of our clients improve or maintain their current level of care.

"This is an amazing place to go to for myself and my family!! The entire staff and team are very understanding with any situation thrown their way and I have the upmost respect for every single Person that works within this facility! I am very glad and thankful to be a part of this organization!"

— A client/family member



New Name and Logo Build On Legacy of Hope

For over 190 years, St. Joseph Orphanage (SJO) has responded to the changing needs of children and families in our community. Perhaps the most noticeable change you'll see in 2021 will be our new name and brand identity.

Time for a Change

As we gained independence from the Archdiocese of Cincinnati and as our mission took us far beyond "orphanage" services, the need (and opportunity) for a new name grew stronger. We realized that a more descriptive name would help us clarify our mission and more accurately reflect our client-centered strategy.

Most of all, it would express our brand promise—the emotional reward or consistent experience clients can expect. Our promise is what makes SJO different, the unique role we play in the Cincinnati community.

An Inspiring Message of Hope

In the midst of extreme crisis, our clients trust that their experience here will make a difference and put them on the road to a better tomorrow. Our brand promise says that we're on this journey of healing together—you're not alone and there is a plan. The new name and brand identity will reflect this.

Our New Name and New Brand Will:

- Call forward what is truly special about our services
- Express our commitment to an excellent client experience
- Create a positive perception in clients' minds about what we do
- Strengthen our culture and unify our team

Rooted In Research

Involving stakeholders of all kinds was critical. Through surveys, interviews and focus groups with dozens of employees, clients, referral partners and leaders, we discovered how St. Joseph transforms lives with hope and heart. With the help of local branding experts, this became the centerpiece of our new brand strategy.

- 1 Discovery & Research
- 2 Brand Strategy
- 3 Brand Promise Workshops
- 4 Brand Promise
- 5 Name & Logo Exploration and Testing
- 6 Brand Identity
- 7 Brand Launch

Countdown to Launch

Look for our new name, logo and brand identity to launch this summer. We're using this time to align internally behind the brand and educate our team on what it means. The goal: A consistent message and consistent experience that supports our brand promise and helps it come to life.

Our new brand is an exciting time in our organization's ongoing history. But it doesn't replace or do away with our legacy. In fact, it builds on our legacy and prepares us for the next 190 years.

The St. Joseph Orphanage Leadership Team took part in a series of naming work sessions with Tandem, a Northern Kentucky branding firm.

Thank you to our partners.



TAND&M

STRATEGIC PLANNING

St. Joseph Orphanage has been blessed with a rich, storied, and passionate history for the last 191 years. With this history comes a responsibility to secure our future for the next 191 years through strategic planning.

As St. Joseph Orphanage has recently become an independent non-profit agency, the Executive Team has been hard at work with our Leadership Team to develop a short and long-term plan for our future that will yield incredible service to our clients through passionate, dedicated, and culturally competent staff, all while remaining fiscally astute and responsible.



Strategic Planning Areas of Focus



Agency Planning

- Build strategic partnerships
- Increase charitable giving
- Create long-term master facility plan



Health Services

- Clients successfully meet treatment goals
- Clients achieving improvement on level of care
- Clients successfully utilizing all SJO services



Quality People

- Industry leader for employee retention
- Increase employee satisfaction
- Increase employee professional development opportunities



Sustainability

- Maintain or increase client census
- Maintain fiscal responsibility across all service lines
- Maintain budgeted utilization of SJO services



Cultural Competency

- Leverage employee Diversity Equity & Inclusion Committee
- Train all staff on cultural competency
- Broadening services to diverse communities

CLIENT SUCCESS

BRITTANY*, a 19 year old, has been out of the hospital for over two years after multiple attempts to self-harm and regulate her mood. She is consistent with medication and has been vigilant in keeping appointments with Regina Woodson, Nurse Practitioner and her Therapist, Marie Bazely.

With the collaboration efforts of Regina and Marie, Brittany graduated from high school which is a huge accomplishment after all of the trauma she experienced and hospitalizations. Brittany is now helping her family to recognize the importance of Mental Health Care and following through with a Mental Health Plan. She has expressed her gratitude for her therapist Marie and feels that she has been integral in helping her express her feelings and use her coping skills.



“The positive stories of success—whether it be success in taking medication or success in finishing high school—are the best part of the profession, and definitely keeps my heart focused on my client’s wellness.”

— Regina Woodson, FNP-C

**Child's name has been changed to protect privacy*

DESTINY* has been in and out of foster care her whole life, now at 17 years old she is being adopted by her current foster mother. Destiny came into St. Joseph Orphanage’s Residential Intervention Services in January of 2019 where she remained until Patience Key heard about her from a friend that worked at the Residential Interventions. Patience Key chose to begin the process to become a foster parent in order to take Destiny into her home and in September of 2019 that finally happened. The family dealt with the typical struggles of foster care, getting used to new relationships and new expectations.

“The family dealt with the typical struggles of foster care, getting used to new relationships and new expectations. It hasn’t been easy but it has been worth it.”

It hasn’t been easy but it has been worth it. The family began to move down the path of adoption and have finally gotten their official court date of April 19 where Destiny will leave foster care to join her forever family.

**Child's name has been changed to protect privacy*

Staff Highlights

Making an Impact Everyday



The impactful work that St. Joseph Orphanage (SJO) staff undertake on a daily basis with children, teens, and families that have experienced trauma in their lives is critical to providing a healthy pathway for hope and healing. When looking at the total

number of clients served in any given year, SJO's largest line is outpatient services.

In addition to telehealth services, our Outpatient staff provide therapy and /or case management services to youth and families in their home, schools or communities. The Case Management staff within the Outpatient Team are responsible for coordinating and ensuring youth and families are connected to and receiving all recommended services. Our Case Managers support the youths' treatment plan by working directly with the youth on treatment goals and objectives.

This personal approach of building trusting, therapeutic relationships with youth and families is the foundation in which Outpatient staff provide a pathway for healing.

One employee that has excelled in this role is Kathy Mamula. For the last 13 years (2008 to present), Kathy has been a Case Manager. Kathy shared, "I love working

with my families and helping them with the difficulty they are experiencing. Meeting my families where they are and making a positive change fills my heart."

The dedication and commitment to serve SJO clients is a daily motivator for Kathy and one that others have recognized within SJO. According to Kathy's peer, Krystle Frye, "Kathy is a passionate advocate and presence in her client's lives, all while fully integrating herself in the client's environment to address barriers, build skills, and offer hope for a bright future."

"Kathy is a tireless advocate for the youth and families she serves. Her energy and passion for what she does is contagious, and we are grateful to have her on the team."

It is this type of daily commitment that makes SJO special as we transform the lives of those entrusted to our care. Julie Herrmann, Regional Director — Outpatient North shared, "Kathy is a tireless advocate for the youth and families she serves. Her energy and passion for what she does is contagious, and we are grateful to have her on the team."

Kathy is excited about the bright future for SJO. She shared, "I look forward to the continued growth in our agency so that we can reach more families. We have an amazing group of wonderful people that have the compassion, empathy, and desire to help others to truly make a difference.

Staff Highlights

Answering the Call



There is no doubt that 2020 was an unprecedented time for St. Joseph Orphanage (SJO), as a result of the COVID-19 pandemic. These times required the Executive Team and Leadership Team to shift very quickly because of the

social distancing guidelines.

One of those swift shifts happened in Education, as students at the Villa and Altercrest campuses had to be equipped for remote learning during the State of Ohio shutdown and subsequent choices by students to be in-person or remote learners.

It became very apparent during this shift that SJO needed to have a dedicated resource to address remote learning going into the 2020-2021 school year. Superintendent, Tim McCoy tasked teacher, Sue Myers with leading the remote learning program for SJO students. Tim shared, "Sue took this challenge and developed a remote learning program that I would put up against any other school district. Not only is she educating the students at a high level, she has developed positive relationships with her student's families.

During the development of the program, Sue found that a significant barrier for SJO students was their struggle with electronic devices and how to utilize them properly. Sue shared, "I made sure that I overcame their lack of knowledge with technology by making weekly home visits to my students, all while focused on individual instruction."

Sue recognized the invaluable influence the parent(s) has and some of the challenges that poses. "Some of my students are struggling academically because of the environment that they are learning in. The home environment became the school environment. Working with the parent(s) is critical."

"One of her students is more engaged in his schoolwork than ever because Sue takes the time to share a weekly McDonald's lunch with him at his home, at his kitchen table. It is this 1:1 commitment to her students and dedication to teaching that makes Sue such a valuable SJO team member."

Susan Ballard, Chief Services Officer shared this example of why Sue's approach is so successful. "One of her students is more engaged in his schoolwork than ever because Sue takes the time to share a weekly McDonald's lunch with him at his home, at his kitchen table. It is this 1:1 commitment to her students and dedication to teaching that makes Sue such a valuable SJO team member."

The focus on building trusting relationships is a key to success and one that many have witnessed with Sue's work. Her focus on developing the right program was critical, however, her individual approach to each student is what truly sets this program apart from others across the region.

FOOD FOR THE SOUL

As a result of 93% of SJO clients falling below the federal poverty line, providing healthy meals is absolutely critical to engaging our clients on their journey of hope and healing.

Monica Watson, Food Service Director and her dedicated team are charged with ordering, preparing and serving the meals to our education and residential clients (102,470 meals in 2020) at both The Villa and Altercrest locations.



"Meals are not taken for granted at SJO. Healthy food options are vital to ensuring that we are caring for our student's physical and emotional health. Monica and her team are huge part of the healing process."

Tim McCoy, Superintendent shared, "Meals are not taken for granted at SJO. Healthy food options are vital to ensuring that we are caring for our student's physical and emotional health. Monica and her team are huge part of the healing process."

Change is inevitable in our lives and adapting to change is critical to having a fulfilling life. When asked, "What makes you want to come to work every day?" Monica shared, "I like the fact that the day to day, changes every day and makes my job very fulfilling because I know our team is making a difference in the lives of our clients."

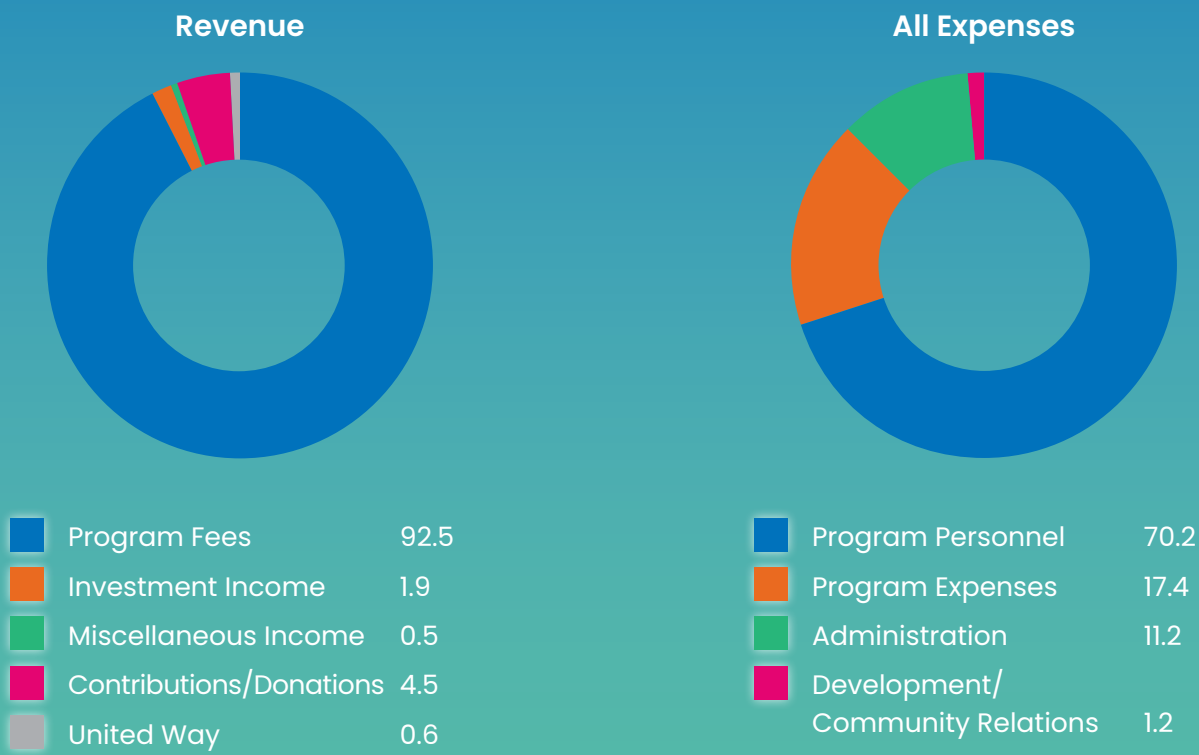
On a personal level, Monica shared how a change in her life was the reason she ended up at SJO in 2018. After being downsized in 2015,

Monica, 52 years of age at the time, made a courageous decision to follow her dream and she enrolled in the Culinary Arts program at Cincinnati State, even though she was caring for her mother. When asked, "Why did you pick Culinary Arts?" Monica shared, "I love to cook and knew that I could make a difference in people's lives."

Monica's personal and professional missions are an important part of providing purpose in her life. She views cooking as a means to bring happiness to others. Monica shared the following quote from Thomas Keller, Chef and Restaurateur that has had a big impact on her life, "A recipe has no soul. You as the cook, must bring soul to the recipe."

Monica provided the following reflection, "This quote challenges me to prepare each dish, meal, or beverage with a personal touch that will be impressive to my clients or guests. And, while not everyone will like every meal, they can look forward to healthy choices and preparations and hopefully be eager to try something new."

FINANCIAL OVERVIEW



Total Operating Budget: \$23,008,461

St. Joseph Orphanage continues to build on its strong financial heritage by finishing fiscal year 2020 in a much stronger position financial than when the year started. We added capacity to some programs while increasing giving and grant income to the benefit of our clients. It's because of the great work our staff does in addition to those that financially support and fund St. Joseph that we can provide the much needed services to the thousands of clients that we serve.

Additionally, this past year provided some significant changes, as we navigated through the COVID pandemic. Our agency was well positioned financially to adjust to the environment and still meet the needs of the clients entrusted to our care.

We are positioned well financially to take on the challenges and growth that is in our future!

A Letter from the Chief Development Officer



St. Joseph Orphanage has a storied past of success since our agency was founded 191 years ago, under the guidance of the Sisters of Charity. Throughout the years, we have been blessed immeasurably by many in our community to financially support

the children entrusted to our care.

Whether contributions were made by individuals, foundations, or corporations supporting our mission, they all helped provide a caring and nurturing environment focused on giving hope and healing to the children and families we serve.

The enclosed listing of donors is a valued asset to St. Joseph Orphanage. We are humbled that so many of our benefactors believe in the work we do each day to support our mission by investing their financial resources. These resources help us continue to meet the continued needs of our clients that have experienced significant trauma in their lives.

Some of this trauma can be directly attributed to 93% of our clients falling below the federal poverty guidelines. Living in poverty is a stressful situation

in and of itself and when combined with a mental or behavioral health concern, it provides a barrier on the road to recovery.

This is why St. Joseph Orphanage works individually with each client to make sure that their basic necessities are met. Whether that be food, clothing, personal care items, etc... St. Joseph Orphanage will do everything we can to assist our clients on their journey of healing!

A great deal of inspiration is drawn from our deep and rich history and I ask that you reflect on the following passage from Luke 12:48, as our mission would not be possible without the financial support of many.....

"Much is required from those to whom much is given."

Please know that we are grateful for the continued financial support and we are honored to be on this path with our clients.

In partnership,



Matt Dierkers
Chief Development Officer

The LEAD (Leaders for Education, Advocacy, and Development) Young Professional Board was created to help raise awareness and influence a future generation of volunteers, donors, and active community members by advocating on behalf of SJO.

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Social Anxiety

JANE suffered from extreme social anxiety and could barely talk to anyone outside her circle. After working on her communication skills and developing many coping skills, she now works in customer service and has been there close to a year. She was just accepted to college and will be majoring in social work in order to one day become a licensed therapist in substance abuse.

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Residential Interventions

KRYSTAL entered into our care when she had disrupted her third group home placement. Her behaviors can be described as “aggressive and hostile”. Krystal is also a survivor of a significant trauma history, causing these disruptive behaviors. Due to these behaviors, Krystal was labeled as “difficult to place” through her county, and very little consideration was given to future placements due to many providers denying her services. With the collaboration of the placing county and the Residential Family Engagement Specialist, an aunt was identified as a possible placement. Contact between Krystal and her aunt began as telephone calls, and progressed to in-home family time, supported by the Family Engagement Specialist. Over time, Krystal was able to successfully transition to having overnights and weekend passes with her aunt on a consistent basis. From the time of admission, the Family Engagement Specialist was able to make referrals to the appropriate community resources, including: Individualized Therapy, Case Management, and WRAP Around Services. Coordination was also completed with the home school district to ensure that they were fully prepared to accept Krystal back into their educational setting without a lapse of any services. Krystal has continued to remain a success to this day!

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Setting Boundaries

SHANTEL began services with SJO about a month and a half ago. She and her provider have been talking a lot about boundaries and what they look like for her. Shantel reported that she had never set boundaries with anyone and struggles with telling people no. Well over the course of about 3ish weeks, she came back to her provider and reported that she was able to successfully cut ties with her ex-boyfriend. Shantel reported that in the past (when he has cheated on her), she would forgive him and they would be back in the same position as they were before. She reported that her ex-boyfriend tried to break her boundary that she had set, but she was able to maintain it and continue to tell him no and that there will no longer be a romantic relationship between the two of them. This is a seemingly small step, but it takes a lot of effort to set and maintain boundaries with a person you have let break them over and over again for 4 years. Needless to say, we are more than proud of her and all the work she has accomplished in the short amount of time that she has been in therapy.

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Coping with PTSD

MAKAYLA has been in services for PTSD with SJO for 2 years. When she first came to SJO, she was scared to go outside of the house to take her dogs for a walk, she quit her job, refused to leave her room, and was scared to talk to any boys or men. Fast forward, today as a coping skill she uses, she will walk by herself to local park about 3 miles, eat lunch, watch the ducks and other wildlife, and journals. She knows at least three different languages; Polish, Hindi, and ISL (Indian Sign Language). She is talking to a young man in her church whom she likes. AND, she eventually is planning to move to India to do missionary work with the deaf community.

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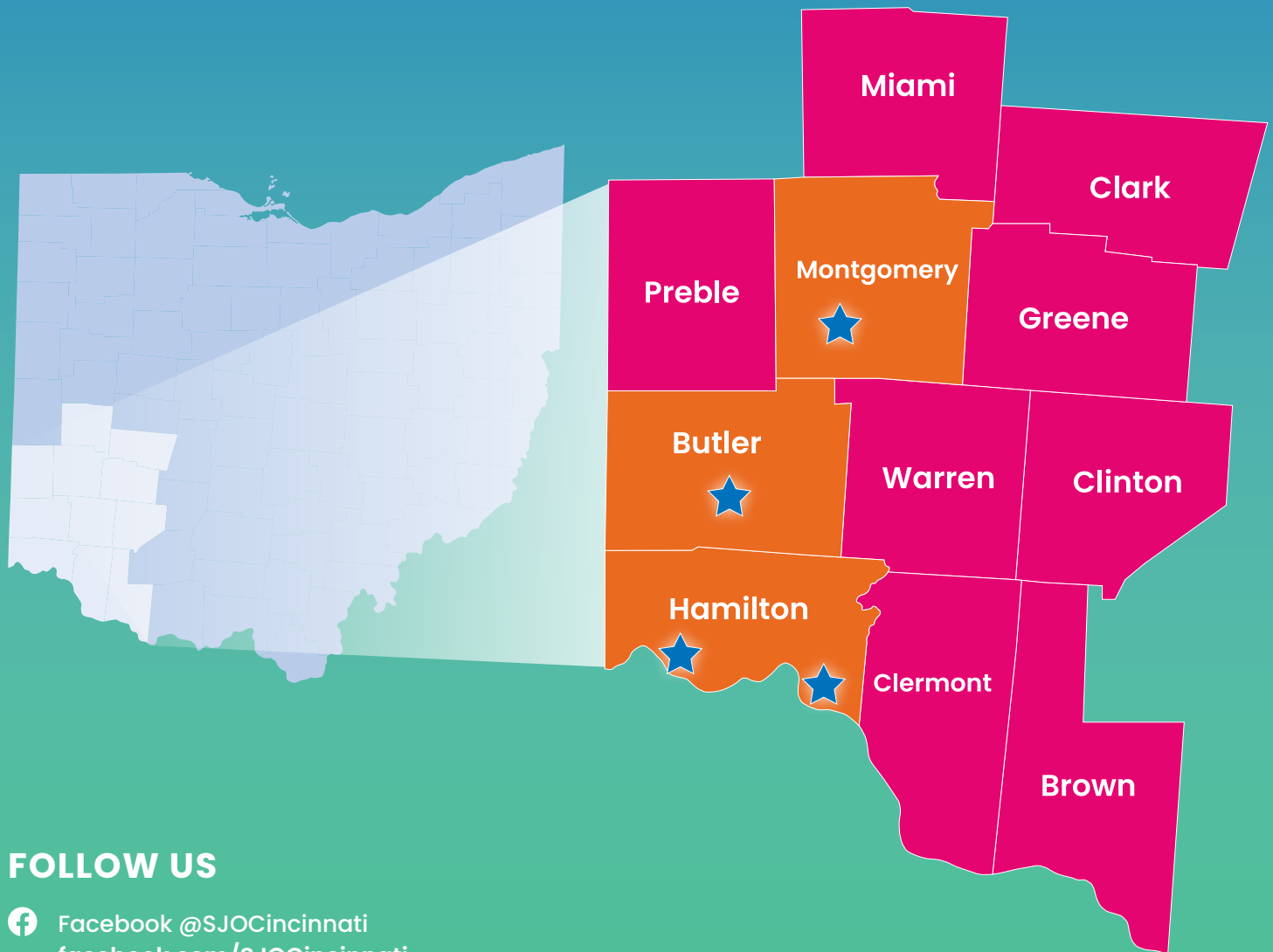
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