

The Florence Crittenton Agency

Knoxville, Tennessee



2015-2016
Annual
Report

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Our Mission

At the Florence Crittenton Agency, we are committed to carrying out our mission “to strengthen communities through the provision of effective prevention and treatment services to children and families.”

Our Vision

Our vision is to be the agency of choice for young people and families in crisis.

Our Values

Our values are integrity, innovation, collaboration, and continuity.



A Letter from the President & CEO, Nancy Christian

This has been a year of growth, learning, and planning for the future. As we move forward, we must be sure to ask the right questions and listen when we are seeking to help others; we hope to provide some sort of answer, some wisdom they can carry with them, even a strategy perhaps. It reminds me of a time I listened to a speech from the Harvard Dean of Education. He advocated offering something else-not

answers, but questions. He discussed the five essential questions to ask as we move through life. This is so true in the line of work that we do here at the Florence Crittenton Agency. We must be inquisitive asking these five questions and making sure that we listen, truly listen. The five questions - Wait, what? I wonder, why/what if? Couldn't we at least? How can I help? What really matters? And the bonus question "Did you get what you wanted out of life, even so?" -Raymond Carver

As a nonprofit social service agency, we aspire to help others, to make a difference in the lives of those we serve daily. However, sometimes we talk instead of listen, and when we talk it is to get our point across. One of the many things I have learned this past year is that when addressing young people, they do not care what or how much you know. They care that you are listening to them, that you hear them, and that you truly care about them. That is why I am challenging people to ask questions and get to know what it is that is driving the negative behaviors, choices, actions that our young people are engaging in. What if we ask the important questions and get to the root of the trauma/issues and help someone to change their direction? I wonder, why/what if? If just once we do not have a solution in our thoughts but to wonder and try to understand how it feels for that person who has no family or incarcerated parents. "Could we at least?" That question I think we could at least all agree that we want to change lives, restore families, and provide quality treatment. So, could we at least listen, really listen, to these young people? As we listen, we can ask the question "How I can help?" Not that I have all the answers, but "What do you need?" "How can I help?" We really never know what one has gone through and why they are the way they are until you have walked in their shoes. "What really matters?" The million dollar question: when you have no hope and you feel completely lost – what really matters? I find myself wondering if we stop and really inquire about what is going on and really ask the right questions, would it change things? And when we ask the question "Did you get what you wanted out of life, even so?" Did you, are you meeting your potential? If you are searching to call yourself beloved, to feel yourself beloved and respected on the earth, what are you doing to really make a difference? I challenge everyone to stop and reflect and ask these five essential questions as you move thorough life:

Wait, what? I wonder, why/what if? Couldn't we at least? How can I help? What really matters?

As you all know and have heard me say numerous times, it takes a village to raise a child, no one makes it alone. So, as we move forward we must work together to ask these questions and listen so that we can make a difference in the lives of the people who need our help the most. I would like to personally thank the Board, the staff, my family, and my community friends for your commitment and support over the past year to the Agency. It is so very important that we stop and realize that we are a community of caring people and providers who seek to make a difference, break cycles, and change lives.

Best for 2017,

Nancy Christian

President & CEO

A Letter from the Board Chair, Alan Hitchcock



Greetings,

On behalf of the Board of Directors of the Florence Crittenton Agency, it gives me great pleasure as the new Board Chair to share this message with you. I hope the New Year is full of promise and optimism for all.

Serving with the Florence Crittenton Agency Board for the past three years has been an enlightening experience for me. I have developed a much deeper sense of gratitude for the many blessings life has to offer. FCA has strengthened my confidence in humanity too. It has shown me that there is hope and a way forward for troubled youths to rebuild their lives. I believe more than ever in “the better angels of our nature” as President Lincoln put it.

In my time with FCA, I have learned of and heard many disturbing stories from the youth we serve. These stories are real and painful. Some children have been beaten some exploited, some have horrible addictions, some have been neglected and shut out from the world. Many of these kids have given up hope for a better life when their lives are really just beginning.

FCA, one of East Tennessee’s oldest and most storied social services organizations, helps these kids get back on track. Under the leadership of Nancy Christian, President & CEO, and her staff, FCA has never been so financially stable as it currently is, nor has FCA ever before offered new and innovative services to our youth clients. These are truly remarkable accomplishments. FCA’s Residential Services are comprised of Crittenton Youth Services for adolescent girls with behavioral problems and Youth Summit of Recovery for adolescents with drug and alcohol problems. FCA’s Outpatient services help youth with addiction recovery and provides intensive treatment and rehab for substance abuse through the Square One Program. Outreach now includes the Foster Care Program to place clients in safe, secure, nurturing homes. FCA also offers an on campus school, New Pathways Academy, to help clients in our residential treatment programs succeed in school and beyond.

In closing, I wish to thank Nancy and her staff for their many accomplishments this year. I also applaud the young women and men who courageously fight to improve themselves and those they touch.

Sincerely,

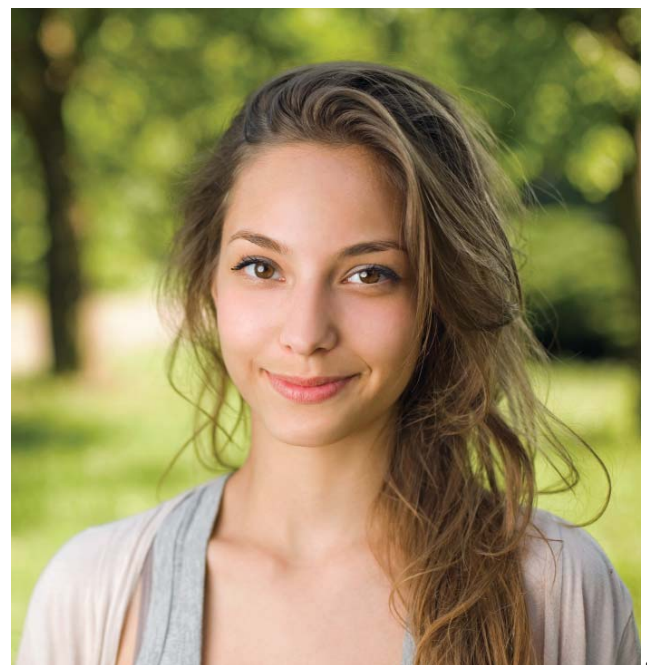
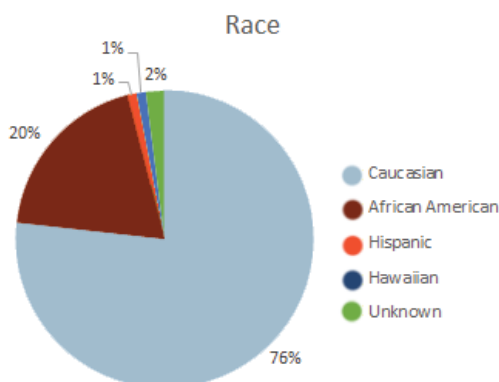
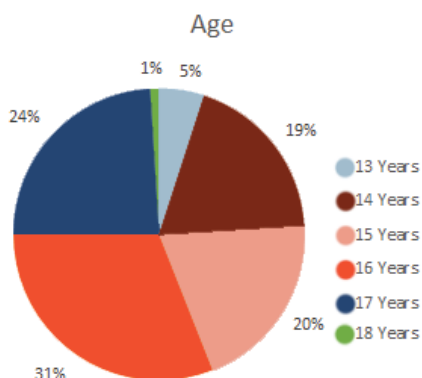
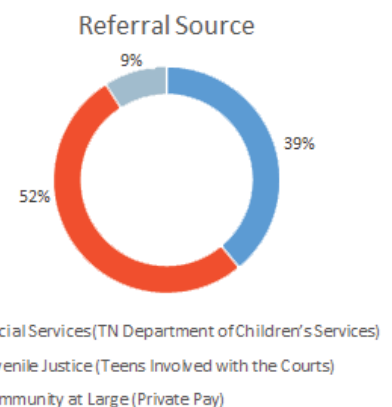
Alan Hitchcock

Board Chair

Crittenton Youth Services

Lasting approximately 90 days, Crittenton Youth Services (CYS) provides specialized, highly structured residential treatment for 32 young women (ages 13-18) at a time. These youth are in crisis and suffer from the long-lasting residual effects of significant trauma. Youth in CYS are challenged with drug and alcohol abuse problems, mental health disorders, parental neglect, unruly behavior, school truancy, and other debilitating issues. The Florence Crittenton Agency is also one of the only residential treatment centers in Tennessee that has specific services for victims of human trafficking and pregnant or parenting teens. Last year, CYS served **156 unduplicated females** from across Tennessee.

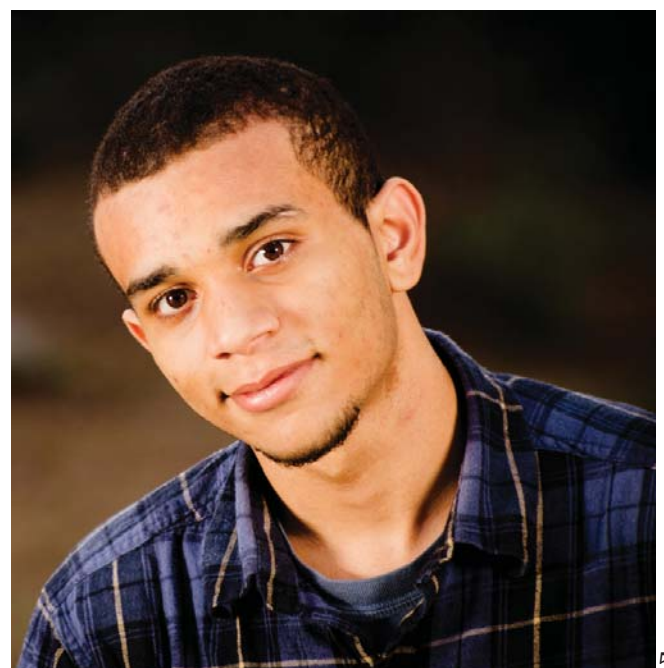
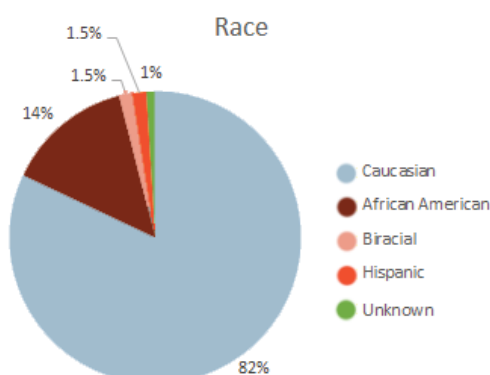
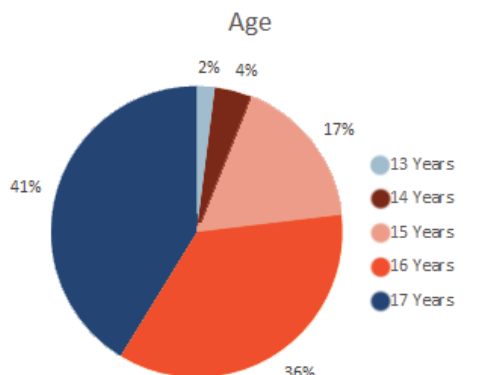
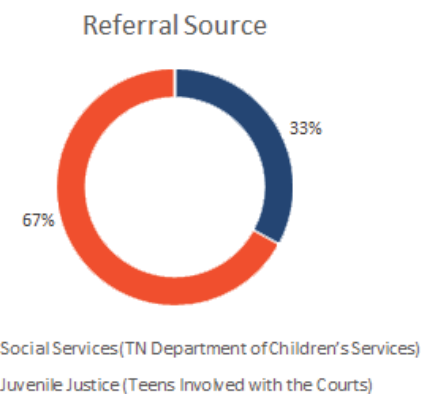
Total Days of Client Service	16,442 days
Average Length of Stay	105 days
Total Hours of Client Service Provided	394,608 hours
Successful Discharge	89%



Youth Summit of Recovery

Youth Summit of Recovery (YSR) is a residential treatment program with enhanced substance abuse and mental health treatment for adolescent males and females (ages 13 - 18) with a history of continuous polysubstance abuse, court involvement, truancy/dropout mental health disorders, and extremely disruptive/aggressive behavior. Youth in YSR spend approximately 60 days in our secured residential treatment program and work with staff to overcome their most significant issues in order to transition to a lower level of care or reintegrate back into the community. Last year, YSR served **199 unduplicated males and females** from across Tennessee.

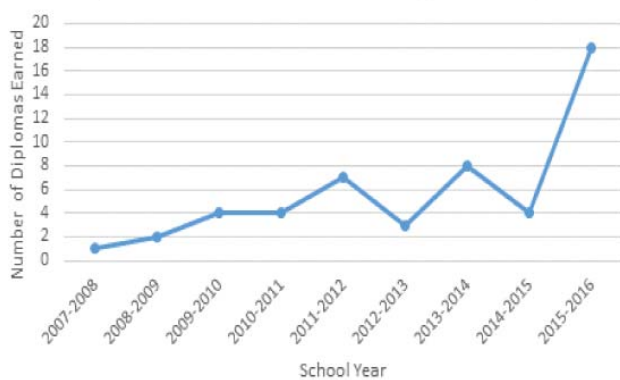
Total Days of Client Service	11,038 days
Average Length of Stay	56 days
Total Hours of Client Service Provided	264,912 hours
Successful Discharge	76%



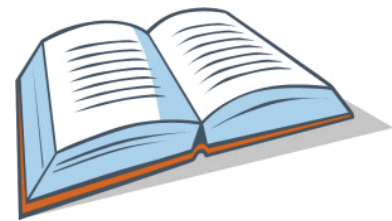
New Pathways Academy

All youth in our residential treatment programs (CYS and YSR) attend New Pathways Academy (NPA), our on-site middle and high school, thus all **355 youth** we served last year attended school five days per week. Students in NPA work toward earning credits, improving their grades, graduating from high school or earning a GED/HiSET. Our Academic Liaison works with school systems across Tennessee to identify the students' academic needs and works with them to create an academic plan in order to get them on track for academic success while in our care and in the future.

Diplomas Earned at New Pathways Academy



95% of clients improved academically in order to advance to the next grade level.



Last year, our graduation rates **quadrupled** to help **18** young men and women graduate from high school while in our care.

While we serve individuals and families from ALL 72 counties in Tennessee, approximately **50% of our clients reside in the following counties:**

Anderson, Hawkins,
Bledsoe, Knox,
Blount, Lincoln,
Bradley, Maury,
Coffee, McMinn,
Cumberland, Montgomery,
Davidson, Sevier,
Hamblen, Sullivan, and
Hamilton, Warren.



Square One

Square One is an Intensive Outpatient (IOP) treatment center for residential clients, their families, and the whole community. Located on-site, Square One provides intensive drug and alcohol treatment, complete mental health services, evaluations, family therapy, marriage counseling, and more. The IOP also services pregnancy and newly parenting teens. At Square One, clients can receive individual, groups, and family therapy multiple times a day and for an extended number of sessions.

Residential Clients	1,395 hours
Community Clients	461 hours
Intensive Outpatient Groups	4,101 hours



Crittenton Foster Care

Crittenton Foster Care is a program that trains and supports the entire foster family. Crittenton Foster Care provides extensive support to the children and the foster families to ensure they are emotionally, physically, socially, and mentally stabilizing and maturing. Last year, we helped **18 young boys and girls** find permanent homes and provided training, support, and additional services to their foster



Foster Parent Training - November 2016



Adverse Childhood Effects (ACEs)

The ACEs research model has been producing notable landmarks in epidemiological research for over 20 years. Since the mid 1990s, the ACEs study has undergone extensive analysis and is widely accepted as research capable of predicting and treating

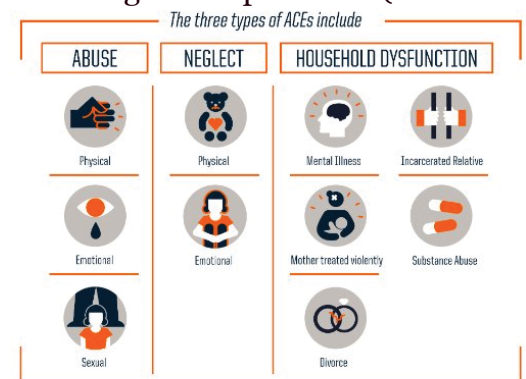
longterm physical and mental health concerns. ACEs have been linked to risky health behaviors, chronic health conditions, low life potential, early death, and other lifelong health problems (Center for Disease Control and Prevention, 2016).

After three years of conducting our own independent ACEs study, FCA continues to witness the value and impact this research has for our clients and organization. **Our research reveals that 57.8% of the youth we serve have 4+ ACEs. This stands in stark contrast to the Tennessee Department of Health's 2012 study, Adverse Childhood Effects in Tennessee, where 47.9% of participants reported no ACEs.** This report also explains that the more ACEs a person has, the greater the risk is for serious health problems, such as: heart disease, diabetes, obesity, cancer, liver disease, intimate partner violence domestic violence, depression, suicide attempts, poor anger control, smoking, substance abuse, multiple sexual partners, unintended pregnancies, fetal death, and other risk factors.

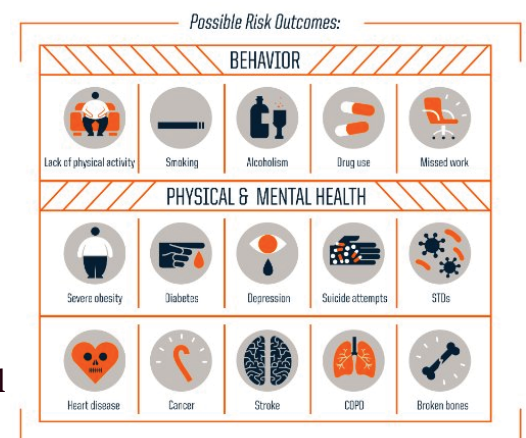
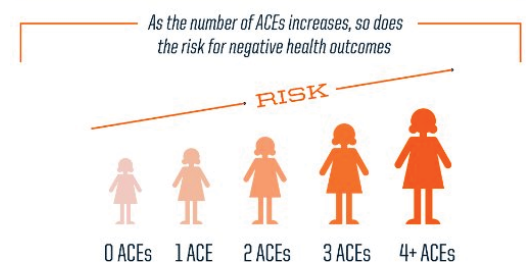
The following ACEs statistics were collected from our clients:

- 37% were psychologically abused by a parent.
- 28% were physically abused by a parent.
- 42% were sexually abused by someone.
- 46% were emotionally neglected.
- 21% were physically neglected.
- 48% lived with excessive alcohol or drug use in the home.
- 67% lost a biological parent from the home.
- 44% lived with someone who was depressed or mentally ill.
- 41% witnessed violent treatment of their mothers.
- 34% lived with a person who had been imprisoned.

The ACEs information collected for our clients helps inform us of past experiences in order to gain a greater insight into the reasons for certain behaviors. Additionally, this study is essential to creating individualized, comprehensive treatment plans.

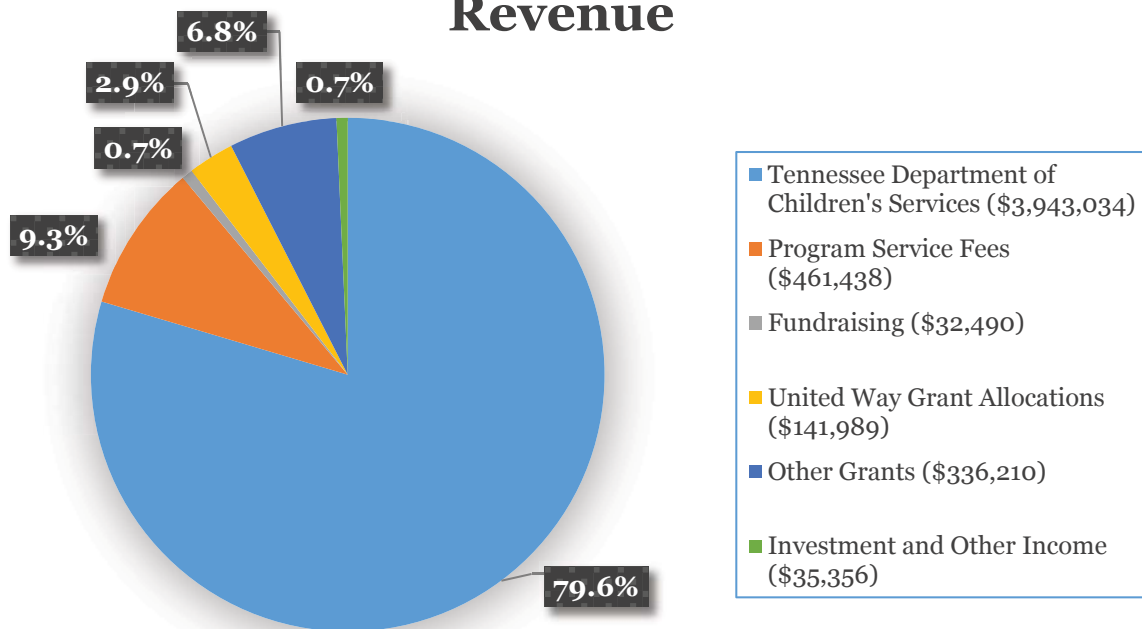


WHAT IMPACT DO ACEs HAVE?



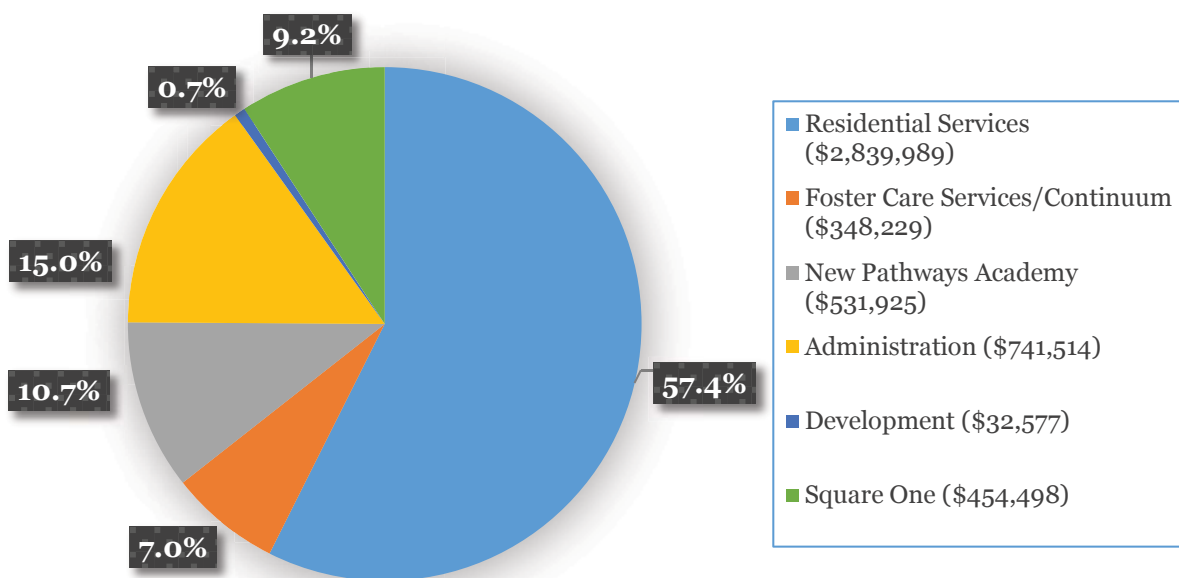
Agency Financials

Revenue



Total Revenue: \$4,950,517

Expenses



Total Expenses: \$ 4,948,732

Rachel's Success Story

For over eight years, Rachel was a victim of human trafficking. While being held captive by her parents for eight years, she served as a sex slave in return for money and food. During these years, Rachel was sexually, physically, mentally, and emotionally abused by her parents, siblings, and cousins. Even before her teenage years, Rachel began abusing drugs and attempted suicide multiple times. Her exposure to extreme trauma caused a decrease in sleep, energy, appetite, and more. Rachel began wetting the bed and having flashbacks, hallucinations, and mood swings.

Rachel and her siblings lived in a house with jagged holes in the floors and walls along with decomposing trash and animal feces across nearly every inch of their living space; the children endured multiple forms of abuse and were often forced to perform sexual acts on each other. The children did not have beds to sleep in; they simply found a place to lie down for night. Like a dog, Rachel usually slept at the foot of her parents' bed. She also attended a non-accredited home school for her first two years of high school and had zero high school credits toward graduation before coming to CYS in what should have been her junior year. Due to an unstable home life, Rachel and her siblings eventually moved in with their extended family; it was here that she first reported her prolonged abuse, and a wide-scale investigation (involving multiple states, the Federal Bureau of Investigation, the Tennessee Bureau of Investigation, Child Protective Services, the Department of Children's Services, and more) began. As a result, she was placed in Crittenton Youth Services (CYS) to help her overcome her trauma and the residual effects.

Before coming to CYS, Rachel exhibited and reported extreme discomfort and even fear around new people and crowds; she could not be in the same room as an adult male or look at staff members. While facing significant challenges, Rachel demonstrated a willingness for treatment and worked hard on her short, medium, and long term goals. We used a trauma-informed approach to help her cope with her trauma, address and overcome her substance abuse problems, improve her communication when stressed, and improve her social interactions. Additionally, we worked with the entire family to help them through this hard time. Rachel also attended our on-site high school, New Pathways Academy, in order to earn credits toward graduation.

As a result of CYS, Rachel excelled beyond belief and amazed the staff with her resilience, strong will, intelligence, and other abilities that were stifled by her forced involvement into human trafficking. In addition to attending intensive individual, group, and family therapy, she created a relapse prevention plan and a safety plan in order to successfully return to the community. She will also continue individual and family therapy at the Florence Crittenton Agency. We have been called upon by federal and state entities to help create a seamless line of communication for essential information about her history, treatment, and well-being.

When Rachel discharged from CYS, she was a different person than when she came to us. For once, she was on the right track for success. While she still has many obstacles, we gave her a safe, secure place to live while helping her overcome significant, life-threatening issues through trauma-informed care. When Rachel left CYS, she was on a track to graduate from high school with only one extra semester needed. Although she was faced with some of the most appalling forms of trauma, Rachel received specific and individualized services to help her overcome this trauma and create a new path of healthy living.



Thank You!

We would like to thank all individuals and organizations that provided funding, volunteer hours, and in-kind donations to the Florence Crittenton Agency. Without your help, we would not be able to provide the highest quality care to youth and families in need.

Up to \$499

Anonymous Donations
Bank of America
Bearden United Methodist Church
Bradbury, III James
Brosey, Jamie
Chambers, Charles and Lisa
Girls Night Out
Guidry, Jo Ann
Hardin, Nancy
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Hogue, Lakeisha
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TRUiST
Wagoner, Ronald
Walker, Cynthia
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\$500-\$999

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CUMC United Methodist Women
Deveny, George
Erin Presbyterian Church
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Bailey, Adrian
Colts Neck Reformed Church
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\$2,000-\$4,999

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Ernsberger, Kevin
Guffy, Emily
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Jones, Tracy
Knoxville Dream Team

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Lammers, Bea
Wichert, Sarah
Perfect Serve
Pershing, Karen
Phillips, Karen
Pinnacle Bank
Richey, Julia
Sacred Heart School
Sproul, Julie
Strange, Marci
Stiles, Annie
Stowers, Ann Pond
Swindle, Chris
Townsend, Natalie
Zucker, Jeanne

Above and Beyond

860 volunteer hours from
community members and organizations



\$63,903 worth of services provides to
uninsured and underinsured clients



The Florence Crittenton Agency spent **\$25,891** to provide Ropes Challenge Course activities. Our contribution represents **84%** of the total cost for these supplemental activities which reduces fear, improves communication, builds trust, improves problem solving, increases self-esteem, reduces stress, and improves physical health.



Suitcases and Clothing Donated for our Clients



O'Charley's Annual Golf Classic
Benefitting the Florence Crittenton
Agency



Donation from the Knights of
Columbus



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**Tennessee
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