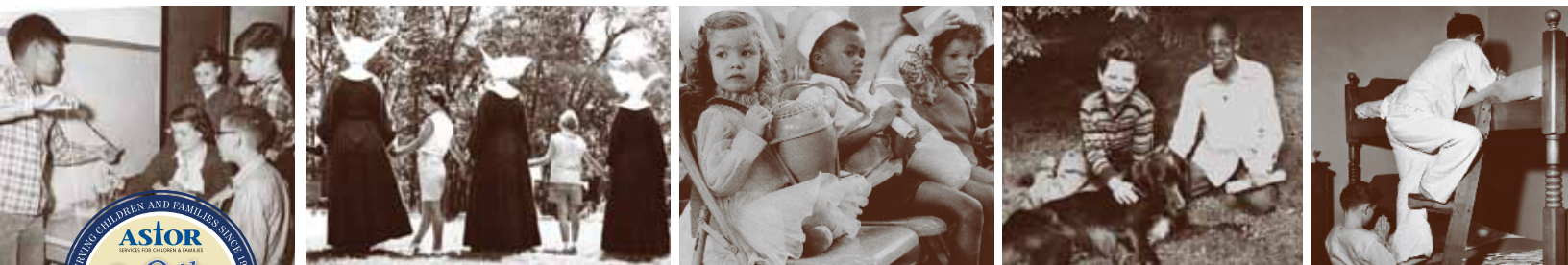


# ANNUAL REPORT 2012-2013



## 60 Years of Service to Children & Families



*...Because every child deserves a childhood*



# *Changing lives – one child, one family at a time....*

At Astor, we believe a better future begins by changing the life of one abused child, one at-risk family at a time.

## 7,085

Change adds up: in fiscal year 2012-2013, Astor directly helped 7,085 abused, abandoned and neglected children and their families.

## 150,000

And soon, the change that started with just one child begins to change a community... a society... the world. Astor is proud to have helped rewrite the future for more than 150,000 children and their families over six decades.

**Thank you for being  
part of that change.**



**In 1953**, in response to an initiative of the New York State Department of Mental Hygiene to create a residential treatment program that would reduce the need for psychiatric hospitalization of children, four Daughters of Charity and three New York City boys arrived to begin the first Residential Treatment Center under Catholic auspices.



## 1950's



# Lives impacted

through our programs  
that teach, heal, and  
strengthen kids and families



## Early Childhood Programs

(HUDSON VALLEY)

	Total Served
Head Start	717
Early Head Start	336
Universal Pre Kindergarten (Daycare)	35
1-8-2	27
Special Class Integrated Setting (SCIS)	60
Therapeutic Preschool (TP)	16
<b>Total</b>	<b>1,191</b>

*Note: Children in the 1-8-2, SCIS and TP Programs are also served by Head Start.*

## Community-Based Behavioral Health and Prevention Services

(BRONX)

	Total Served
Lawrence F. Hickey Center for Child Development	70
Prevention Programs	158
Outpatient Clinics	1,793
Day Treatment	291
<b>Total</b>	<b>2,312</b>

## Community-Based Behavioral Health and Prevention Services

(HUDSON VALLEY)

	Total Served
Counseling Programs	2,559
Community-Based Services/High Risk	
Service Coordination	453
Day Treatment & Adolescent Services	539
<b>Total</b>	<b>3,551</b>

## Residential Treatment Programs

(RHINEBECK)

	Total Served
Residential Treatment Facility (RTF)	31
Residential Treatment Center (RTC)	64
The Astor Learning Center (ALC)	95
Day Program	23
<b>Total</b>	<b>213</b>

*Note: ALC Children are also served by the RTF and RTC*



**1958 -**  
Psychological  
Training Program  
initiative.





*That yesterday,  
A time we seek,  
To walk beside a quiet creek,  
A place to keep you  
safe from harm,  
A place you know  
where you belong,  
Some of my days were good,  
Some of my days were bad,  
These were the very best,  
I ever had,  
To teach,  
To love,  
And to protect,  
To teach to care,  
To run amuck in  
clean fresh air,  
A summer's rain,  
The winter's snow,  
A place for spring  
and fall to go,  
That yesterday,  
A time we seek,  
I have walked beside  
that quiet creek.*

- Gregory Ford, Former Residential Student



1960's

**In 1963**, Astor began providing services in New York City (the Bronx) to assist families of children returning home after successfully completing their treatment in the residential programs in Rhinebeck, NY.



# Dear Friends,

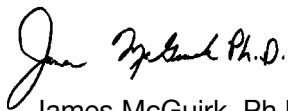
It is my honor to present to you this year's annual report. Astor is in our 60th year of providing high quality care, treatment and education to children and their families, especially those who struggle with emotional and behavioral difficulties and those who have been neglected or are in poverty.

During our 60 years, Astor has provided a comprehensive safety net to catch children and families when they falter. This began with the Daughters of Charity and we continue to build on their foundation – changing the lives of children and families in need. It means we provide comprehensive mental health services, education, family support, and community resources to ensure our children are on track for a successful future. We know there are no “quick fixes” for children who have been traumatized, but our hope is to provide them with the tools necessary to pursue their dreams and reach their full potential.

During this fiscal year, we strategized on ways to better serve our children and families. We developed a new Strategic Plan to help guide our future work, while remaining flexible to make adjustments as needed, given the ever-changing environment in which we operate. We also reviewed and revised our core values to include: Respect, Hope, Quality, Partnership and Integrity. These values serve as a guidepost as we heal and educate our kids and families in a compassionate and trusting environment.

I am proud to share information about the services and programs we provide that are impacting so many vulnerable lives! While we celebrate the accomplishments of the past year, we seek new opportunities for continued learning and constant improvement. As we turn our attention to the future, we do so with a vision of growth and a strategy for success. Next year, Astor will continue to advance our programs and services, diversify revenue streams, enhance infrastructure and further our reputation in the community as the premier leader for child and family services.

This could not have happened without our dedicated Board, staff, donors, volunteers and partners. For this, my heartfelt thanks for making it possible for us to give our children the kind of childhood all kids deserve – thanks for joining us on this hopeful journey!



James McGuirk, Ph.D.  
Executive Director / CEO



Photo by Gerald Peart, Photographer



**In 1966**, Astor opened its first outpatient mental health clinic in Rhinebeck, NY.





# Changing lives – one child, one family



*Following are some examples of how Astor is changing lives for the better.*

## Ally's Journey Through Art

When a child shows an interest in a particular area, we work with the child and bring in resources, if necessary, to build on this strength.

Over the past several years, Patrick (Pat) Madden, a local Rhinebeck Artist, has been working on art projects with some of our children. With great success, he introduced the “Paint What You Feel” project to some of our children in Rhinebeck and in the Lawrence F. Hickey Center for Child Development Program in the Bronx. “Paint What You Feel” emerged from the frustration many people experience when they try to draw something and it does not turn out the way they want. Astor’s students are often faced with this challenge. A famous German painter, Gerhard Richter, gave Astor students a brand new solution to this age-old problem: Throw away the brush and pick up a squeegee. Pat had huge sheets of

paper and canvas spread out everywhere on the floor. Brushes were replaced with paint rollers, scrapers, and squeegees. Pat told them, “Don’t paint a bird, paint what it feels like to fly. No more rainbows, instead, paint what it feels like when you see a rainbow.” Then he showed them Richter’s squeegee paintings. They got it.

After finishing a smaller painting called Best Day of My Life (a day spent with mom), Ally walked into the next studio session and said, “Pat, can I please do one of those big, big paintings? Mine is called Spilled Out Emotions.” She described the idea to Pat and he put a pencil in her hand and told her to draw shapes. Then they sat down



**In 1974**, Astor was one of the first mental health facilities for children in the county to receive accreditation by The Joint Commission, an accreditation that has been continuously maintained.

1970's

*at a time....*

and made a color key for the painting—Ally matched a color to each emotion: Happy—Pink; Mixed Feelings—Green; Sad—Gray; Angry—Maroon; Heartbroken—Dark Blue; and Love—Red. Each shape that she had drawn in pencil, she traced over more emphatically in charcoal and then the painting began: an 11-year-old remembering and painting her life—all these spilled out emotions. Over the next three to four sessions, Ally really worked at it—going through all the emotions she was trying to paint. Toward the end she just wanted to quit. It wasn't turning out the way she wanted. "There's too much blue." Staff and Pat gave her a bit of moral support to continue on. Ally nodded politely but kept staring at her painting, trying to figure it out—just like her life—unwilling, unable to quit. Finally, she wiped the tears away and started digging in the art bin for all the red she could find. "Love is the strongest emotion. It needs to take over the painting," she said.

## Etasha's Family

*A mother's story on the impact of the Head Start program on her children and family:*

Etasha Trotter is a single mother of four children, ages 10, 6, 5 and 3. All of her children have attended, and some still attend, our Head Start



Program. Etasha said, "If it was not for Astor, my children would have a hard time learning coping skills."

Etasha's 10-year-old had a reading problem, which was identified by a Head Start teacher before Ms. Trotter saw it. Upon identifying the problem, the child was given the help he needed. By the time he reached second grade, he no longer required reading classes. During his time in elementary school, he was bullied. Etasha states, "The staff at Astor talked to me and showed me where to go for help. That was when I found out that my son suffers from anxiety." He has since received treatment and is doing a lot better. He recently graduated from the fifth grade. "Astor's Head Start Program continues to have a huge impact on me and my family. My kids are thriving!"



**In 1978**, Astor assumed responsibility for the Head Start Program in Dutchess County, an early childhood program for low-income families.





Bringing out the Best in our Children:

## Young Men's Adventure Weekend

Three years ago, two Astor Clinicians in the Adolescent Day Treatment Program developed a group that included experiential elements that boys would naturally gravitate toward – challenges, physical activity and fun. They met weekly in teams based on an “all for one and one for all” principle, where the boys did team building exercises, trust exercises, and identified and shared their individual goals and barriers. At the end of the school year, they set off to a rugged campsite at the Fresh Air Fund's Sharpe Reservation in Fishkill for a 12-hour event. This was a combination of a wilderness training and encounter group. It was a huge success and the Annual Young Men's Adventure Weekend was born.

This past year was their biggest event ever. The boys spent 24 hours involved in a physically and emotionally challenging program with only three hours of sleep in a crowded lean-to. When they arrived at the camp, the weather was foul. There was a lot of work to be done to get the camp situated, and for a moment they considered calling it off due to the weather. The boys, however, were not fazed by the rain. They worked in the constant drizzle and fierce wind gusts, shouting and laughing without a single complaint. They might have even been a little disappointed when the weather finally calmed down!



Later that evening, they were prompted to “find their poison and leave it behind” (their poison being the negative and self-limiting beliefs that become ingrained during childhood). As they confronted their fears and negative self-beliefs they screamed and cried over the weight of what they had ingested. A few hours later, they laughed and carried on, content in the awareness that they were the directors of their own lives, which were filled with possibilities. When the dust finally settled 24 hours later, they were tired, but beaming with pride for having accomplished so much. This would not have been achieved back in the office setting. “It was the highlight of my year,” one 16-year-old boy shared. Most others simply said, “Thank you.”

The Clinicians agreed that a key element was to hold the bar high so the boys could reach past the point where they would normally quit. The support of their team helped them push farther than they thought possible. As one Clinician said, “We created an experience that was so intense and challenging – and at its completion, the boys felt genuinely proud of themselves, as did the Clinicians.”



**In 1980**, the New York Board of Regents issued a charter to The Astor Learning Center (ALC), the special education component of the Residential Programs. The ALC has three Blue Ribbon School of Excellence Awards from the United States Department of Education (1987-1988, 1993-1994, and 2000-2001).



1980's



# *Educating Children. Healing Children.*

**Strengthening Families. Astor is there for them!**



Our programs and services provide a safety net for our children and families in the community.

## **Early Childhood Programs:**

*Giving children a good start in life*

Through Astor's Early Childhood programs, we continue our leadership in early childhood education. We know — and data have shown — children need a good start in life. The better the start, the more likely it is children will be successful in school and emotionally and physically healthy.

For more than 35 years, Astor has been a leader in the field of Early Childhood Development. Our philosophy is deeply rooted in providing quality, comprehensive childcare — that is, our Early Childhood programs not only benefit children, but their entire family. We provide comprehensive child-development services to poverty-level children and their families. The focus throughout the program is relationship-based, strength-based and parent inclusive. We are the local grantee for the Federal Early Head Start and Head Start Programs in Dutchess County. In the Bronx, our Lawrence Hickey Center for Child Development, a therapeutic early intervention program, provides children who have emotional and behavioral problems (some whom have been expelled from preschool), a safe environment in which to grow and transition into public school.

## **Community-Based Behavioral Health and Prevention Services (Hudson Valley and the Bronx):**

For children and adolescents with moderate to severe behavioral health problems, our clinics provide a wide range of counseling, treatment and educational services. Our outpatient behavioral health centers and day treatment programs are licensed by the New York State Office of Mental Health. Our facilities provide help to seriously emotionally disturbed children and adolescents, and offer a planned combination of evidence-based treatment services both in the Hudson Valley and the Bronx.

## **Residential Programs:**

Children in our residential programs face emotional, psychological and learning challenges that make it difficult for them to experience the simple, everyday pleasures of being a child. For a period of time, Astor provides intensive treatment for children ages 5 – 12 and their families. Children are also enrolled in the Special Education Program operated by The Astor Learning Center, a state-approved private school for children with emotional problems.





# Program Highlights

**Fiscal Year 2012 - 2013**

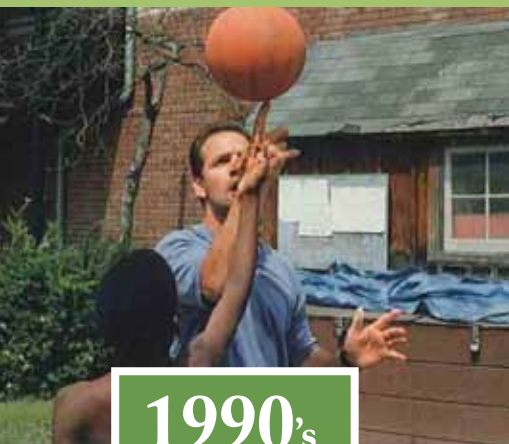
## Outpatient Mental Health Services Expansion...

### Ulster County

On January 1, 2013, we began providing outpatient mental health services to children (ages 2 – 21) in Ulster County. The clinics are located in Ellenville, Kingston and New Paltz. In addition to mental health services, we provide group therapy services to families through the Families Together Program. This program provides family support, advocacy and a skill-building program to children and their parents with recreational activities at the Kingston YMCA. Funding for these services are generated from Medicaid, insurance or self-paying participants.

### The Bronx

The Bronx clinics expanded services to meet increased needs in the Highbridge and Tilden areas.



**1990's**

**In 1991**, The Lawrence F. Hickey Center for Child Development (therapeutic pre-school) opened in the Bronx, NY.

**In 1991**, The Children's Foundation of Astor (formerly The Astor Home for Children Foundation), was created to engage in public information and development efforts to generate philanthropic support for the work of Astor Services for Children & Families (formerly The Astor Home for Children) and the Astor Learning Center.





# Family-Driven Care/ Parent Engagement/ Family Advocates...

## Hudson Valley Programs

The Family-Driven Care Program continues to grow with parent involvement. In addition, we now have three sections of youth groups (the Teen Group, the Tween Group and the “IttyBittys”), that meet monthly. Each meeting is focused on a skill or activity to increase self-esteem and social and independent living skills. Our Parent/Consumer Advisory Board meets monthly. They have provided helpful feedback to programs from the family perspective.

## Early Childhood Programs

We view parents as the primary educators of their children and we welcome and encourage involvement in every aspect of the Early Head Start (EHS) and Head Start (HS) Programs. From volunteering in the classrooms and offices to setting policies, we know the program is only as effective as the family engagement. Astor’s parent engagement opportunities also include parenting classes, which are available at every Head Start/Early Head Start location. Children are more

successful in school and life when parents are engaged in their education.

To that end, we developed a variety of activities with parents to encourage and support them to become engaged in their child’s education and success. These include: Policy Council, parent committee meetings, classroom volunteers, parent trainings, parent curriculum suggestions, parent/teacher conferences, home visits, take-home activities, lending library, Education Advisory Committee, Literacy Advisory Committee, Center-Level Committee and Personnel Committee.

## Residential Programs

One of the greatest assets to the Residential Programs has been the hiring of our Family Advocates. As a group, they have been an exceptional addition to the Treatment Team and the strong voice of family and caretakers in forming care plans for the children. The support they lend to the families and caretakers has been phenomenal. They are adept at outreach by linking families to community support networks. They have organized their own residential support group, “relatively speaking,” which unites a unique cohort of caring adults who are interested in supporting one another’s efforts. They have also educated the program staff about what is truly in the best interest of children and families.



**In 1992**, the American Association of Psychiatric Services for Children recognized Astor’s outstanding contributions to the provision of children’s mental health services.

The Bronx Programs received the William A. Charet Award from the New York City Mental Hygiene.



**In 1994**, Astor started the Early Head Start Program (low-income families) to serve the special needs of infants, toddlers and their parents.



# Donors

*Thank You. We are deeply grateful to the individuals, businesses, corporations, foundations, and agencies who help Astor Services for Children & Families fulfill its mission.*

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**In 2002**, the Daughters of Charity concluded their work at Astor. They received a Lifetime Achievement Award from the New York State Office of Mental Health for their significant contributions to the field of children's mental health.



**In 2003**, in partnership with the Dutchess County Regional Chamber of Commerce (formerly the Poughkeepsie Area Chamber of Commerce), the first annual Public Policy Breakfast was held.

2000's

# ...Because every child deserves a childhood

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**In 2009**, the Board approved changing the name of the agency to "Astor Services for Children & Families."

Astor received the first Stefan de Schill Award presented by the American Mental Health Foundation.



**In 2010**, "Open Access" was instituted in the clinics. Clients can get same day, immediate access to our services.

**In 2013**, outpatient clinic services were expanded to Ulster County (Kingston, Ellenville, and New Paltz).

2010's



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# Mission

To provide behavioral and educational services in a caring environment where children and their families find strength, healing, hope and trust!

## Core Values

Respect • Hope • Quality  
Partnership • Integrity

## Vision

To see children meet life's challenges, pursue their dreams and reach their full potential.

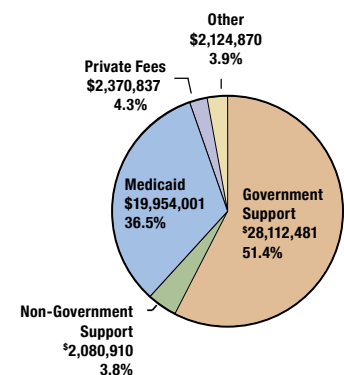
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(2012-2013 Unaudited)

Astor Services for Children & Families/The Astor Learning Center  
The Children's Foundation of Astor

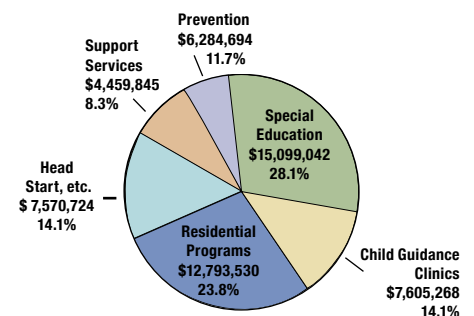
Combined Income 2012-2013	\$ Amount	%
Government Support	28,112,481	51.4%
Non-Government Support	2,080,910	3.8%
Medicaid	19,954,001	36.5%
Private and Insurance Fees	2,370,837	4.3%
Other	2,124,870	3.9%
<b>Total Income</b>	<b>54,643,099</b>	<b>100.0%</b>

### Combined Income



Combined Expenses 2012-2013	\$ Amount	%
Residential Programs	12,793,530	23.8%
Child Guidance Clinics	7,605,268	14.1%
Special Education	15,099,042	28.1%
Head Start/ Early Head Start	7,570,724	14.1%
Prevention	6,284,694	11.7%
Support Services	4,459,845	8.3%
<b>Total Expenses</b>	<b>53,813,103</b>	<b>100.0%</b>

### Combined Expenses





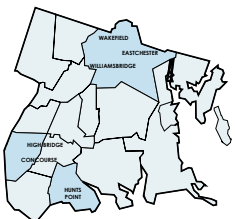


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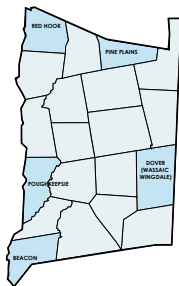
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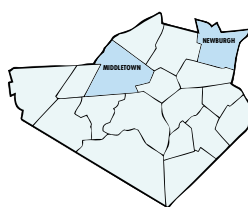
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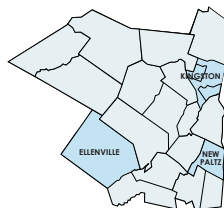
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