

# FY 2019-2020



ALL COME TOGETHER  
assist

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# ANNUAL REPORT

Because every child deserves a childhood.





### **OUR MISSION**

Astor provides behavioral health and educational services offering children the opportunity to meet life's challenges, pursue their dreams, and reach their full potential.

### **OUR VISION**

Astor will be the preeminent provider of behavioral health and educational services through high-quality, comprehensive services to children and families in New York State.

All artwork appearing in this report was created by children in Astor's Expressive Arts Program.

**BECAUSE EVERY CHILD  
DESERVES A CHILDHOOD.**



**Astor**  
SERVICES FOR CHILDREN & FAMILIES



# A LETTER FROM OUR CEO & BOARD CHAIR

Twenty-twenty, a year like no other. Pandemic. Racial unrest. Political upheaval. Astor shifted to meet the needs of the children, adolescents, and families we serve.



Photo by Bryan Firestone

**Yvette Bairan**  
Chief Executive Officer

Within two months of assuming leadership roles as CEO and Board Chair, our country would be thrown into some of its darkest days as we would encounter a worldwide pandemic coupled with racial unrest and political upheaval throughout the country.

We are proud to say that in the midst of all of this, Astor's employees quickly "shifted" and collaborated with the full support of the Board, to continue providing mental/behavioral health, educational, and other supportive services to meet the needs of the children, adolescents and families we serve.

Within the first few days of the pandemic, Astor moved over 500 employees to remote work and transitioned to tele-mental health services, which was a smooth shift because we had systems in place to do so. We have been providing tele-mental health services since 2016 in the Bronx and were well-positioned to expand to the Hudson Valley. The loosening of government regulations regarding tele-health services during this time enabled us to quickly move all of our Outpatient Counseling Centers to this model. In addition, we were able to quickly accept new clients and immediately implemented a Client Hotline (1-866-ASTOR01). This hotline is open 24-hours per day and is monitored consistently.

During this time, true heroes emerged. Armed with personal protective equipment provided by Astor and

adhering to all safety protocols and regulations, our employees in the Residential, Crisis, and Prevention programs continued to work directly with our children at the residence and out in the field.

While all this was going on, we continued communications with families, staff, funders, legislators and colleagues. We gave employees the space through our Diversity, Equity, and Inclusion Advisory Committee to discuss and advise us on the racial, social, and political issues impacting them and clients, especially around the intersection of COVID and poor health outcomes (and all the social determinants of health) and race. We acted upon recommendations, which included training opportunities on these issues.

Twenty-twenty has proven that we as an organization, a community, and a country are resilient. It reaffirmed that the high-quality services we provide and our family-driven care philosophies (parents/guardians are integral part of a child's care) are truly impacting the over 10,000 children and families we serve.

We continue to be in awe of how our employees, Board, parents, funders, and supporters all band together to help us through this time and ensure our services are available for years to come. We are proud to say, we have emerged stronger than ever.

*Yvette Bairan* *Therese Lack*

**Note:**

Yvette Bairan officially took the helm as Chief Executive Officer (CEO) on January 6, 2020, after having served as interim CEO since July 2019. Also, Therese M. Lack, Ph.D., who joined Astor's Board of Directors in 2015 and was elected Board Chair in 2020. Both took on new roles during the pandemic.

# ASTOR'S IMPACT

Helping children and families since 1953



## Early Childhood

Astor offers Head Start and Early Childhood programs in the Hudson Valley serving low-income families and children with disabilities up to age five. Astor offers Special Education services and Therapeutic Preschool for children with significant needs in social and emotional skills.

	Total Served
Early Head Start.....	65
Head Start.....	366
Home-Based Services .....	168

**TOTAL CHILDREN:** ..... 599

## Care Management & Prevention

A Care Manager facilitates communication between the family, medical staff, and social workers assisting in navigating the healthcare and human services, combining all services into one clear and simple plan.

	Total Served
Bronx Health Homes .....	565
Hudson Valley Health Homes.....	639
Bronx Prevention .....	78
Hudson Valley Prevention .....	44
Bronx Transitions .....	237

**TOTAL CHILDREN:** ..... 1,563

## Outpatient Clinics

Astor's clinics provide counseling, psychiatric services, and family advocacy to youth up to age 26 and their families. Our team includes child psychiatrists, psychologists, psychiatric nurse practitioners, nurses, social workers, mental health counselors, and family advocates.

	Total Served
Bronx Clinics .....	1,661
Bronx School Clinics.....	1,160
Hudson Valley Clinics .....	2,894
Hudson Valley School Clinics .....	304

**TOTAL CHILDREN:** ..... 6,019



**200, 017 Lives**  
IMPACTED BY ASTOR SINCE 1953

**ASTOR SERVICES FOR CHILDREN & FAMILIES** is a community-based, non-profit organization that provides children's mental health services, child welfare services, and early childhood development programs. Astor serves children and families in New York State's Mid-Hudson Valley region and the Bronx. Through a wide variety of premier quality education and mental health services, Astor provides support for preschoolers, children with behavioral and emotional health problems, children at risk of placement in foster care and families that need assistance in developing the skills necessary to raise their children in an environment filled with increasing challenges. Astor currently serves approximately 10,000 children each year through its prevention, early childhood, special education, community behavioral health and residential treatment programs.



## Enhanced Schools

Astor offers therapeutic school alternatives for children facing educational, emotional, and behavioral challenges that interfere with their ability to learn.

	Total Served
<b>HV Residence -</b>	
<b>Astor Learning Center</b> .....	<b>102</b>
<b>Bronx Day Treatment</b> .....	<b>230</b>
<b>Hudson Valley</b>	
<b>Day Treatment</b> .....	<b>179</b>

**TOTAL CHILDREN: ..... 511**

## Out-of-Home Placement in the Hudson Valley

Astor's Residential program serves children who have severe emotional challenges that exceed community-based interventions. Our Therapeutic Foster program places children in homes to avoid placement in a more restrictive environment.

	Total Served
<b>Residential Treatment Center</b> .....	<b>55</b>
<b>Residential Treatment Facility</b> ....	<b>29</b>
<b>Therapeutic Foster</b>	
<b>Boarding Home</b> .....	<b>62</b>

**TOTAL CHILDREN: ..... 146**

## Other Clinical Programs

Astor has several clinical programs to assist youth who are at risk of out-of-home placement or those in need of supervision.

	Total Served
<b>Bronx CFTSS</b> .....	<b>134</b>
<b>Hudson Valley CFTSS</b> .....	<b>183</b>
<b>Orange County PINS</b> .....	<b>84</b>
<b>Hudson Valley Home-Based</b>	
<b>Crisis Intervention</b> .....	<b>135</b>
<b>Hudson Valley Partial</b>	
<b>Hospitalization</b> .....	<b>203</b>
<b>Mobile Crisis Stabilization</b>	
<b>Center</b> .....	<b>0</b>

**TOTAL CHILDREN: ..... 739**



# 9,577 Lives

IMPACTED BY ASTOR IN FISCAL YEAR 2019-2020

# TELE-MENTAL HEALTH AND FAMILY-DRIVEN CARE



During this unprecedented year, our Outpatient Counseling Centers converted to tele-mental health services within days of the pandemic! In addition, we were able to provide more seamless tele-mental health services for the children and families in our Day Treatment and Partial Hospitalization programs due to clarifications and guidance from our regulators. As a result, we were able to provide over 35,000 tele-mental health services since the beginning of the pandemic (March 15, 2020 - June 30, 2020).

Astor has always engaged in Family-Driven Care. During this time of providing tele-mental health services, this was an important component. Family-Driven Care recognizes that the family is the primary support

system for the child. It creates a culture that supports the child's successful development. By engaging and integrating the family as active partners, it empowers and strengthens the family's voice in the treatment of the child. Many families actively participated during tele-mental health sessions.

Sometimes in the midst of doing our work, we do not always know the immediate impact we are making on lives. On Friday, April 3, 2020, a parent reminded us of just that, when she reached out to us, unsolicited, with the following message. It was a reminder that we are indeed making a difference during this time.

*After about 18 months of Outpatient therapy in Rhinebeck and patiently awaiting a psychological appointment for our daughter, we finally have one on 4/6/2020. In the midst of this pandemic, your response to allow for remote services has left our family feeling better supported in helping our child with her anger and frustration. [Her therapist] has been wonderful, working to support our child, responding to our concerns and escalating/following up on my advocacy requests. While [my child's] diagnosis remains unconfirmed, we feel like we have a neurologist, therapist and soon a psychiatrist who can help us across the continuum. Thank you for working diligently to provide services during this difficult time to so many in need. [Astor Parent]*



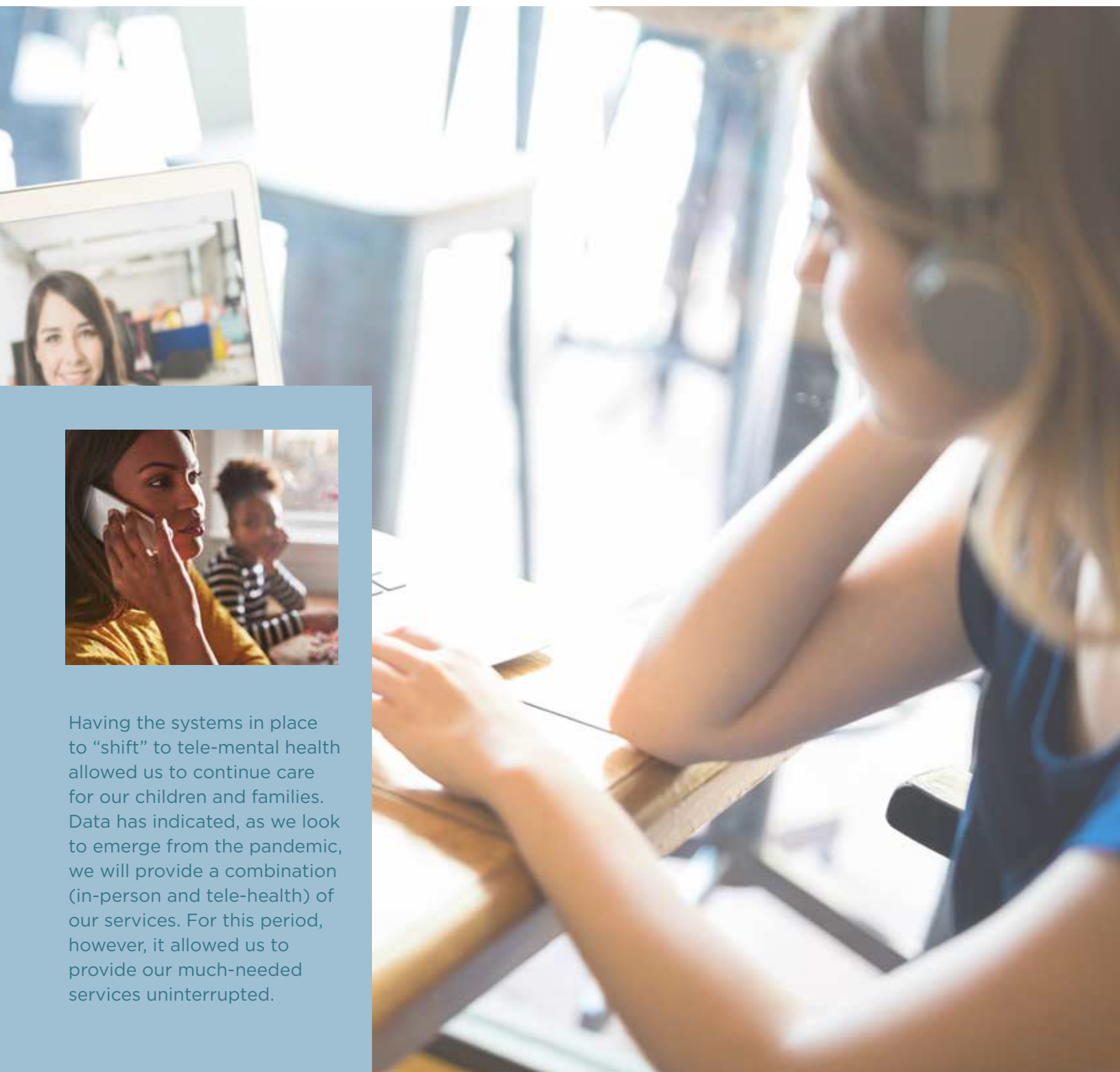
**DEPRESSION IS THE LEADING  
CAUSE OF DISABILITY WORLDWIDE.**

– National Alliance on Mental Illness



Since the beginning of the pandemic through June 30, 2020, Astor has conducted over

**35,000** TELE-HEALTH SESSIONS



Having the systems in place to “shift” to tele-mental health allowed us to continue care for our children and families. Data has indicated, as we look to emerge from the pandemic, we will provide a combination (in-person and tele-health) of our services. For this period, however, it allowed us to provide our much-needed services uninterrupted.



**59.6%**

**OF YOUTH WITH MAJOR DEPRESSION DO NOT RECEIVE ANY MENTAL HEALTH TREATMENT.**

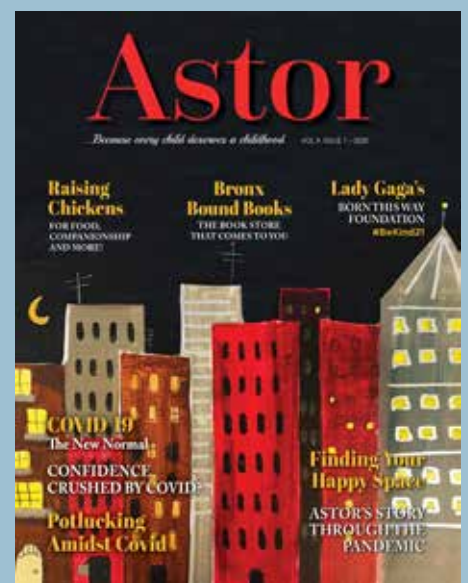
- Mental Health America

# EXPRESSIVE ARTS PROGRAM DURING COVID



Art Instructor Kevin Rifenburg works with Angelo to prepare artwork for Astor's Covid Art Show. Angelo's painting was used on the cover of Astor's latest magazine.

Click on the image below to read Astor magazine online.







Click on the image above to watch our  
2020 COVID Art Show video!



## USING ART TO EXPRESS YOURSELF DURING COVID-19

Knowing the important role the arts can play to help emotionally charged children release their emotions in a productive, confidence-building way, in 2012, we began our Expressive Arts “Paint What You Feel” Program.

This began as an art program for children inspired by Abstract Expressionist artists and their techniques — Jackson Pollock, Willem de Kooning, Brice Marden and especially the squeegee paintings of Gerhard Richter. The program has since expanded, but engages the same principles: giving children, who sometimes do not know how to express themselves verbally, an art form to do so.

During COVID, where movements were restricted, children in our Residential Program (24 hours a day, 7 days a week, for children with severe trauma and behavioral issues), were truly impacted by this. Our Expressive Arts Program gave them an outlet to “express” how they were feeling during this very unprecedented and scary time.

Working with a local artist, some of the children engaged in an art project where they were able to express how they were feeling during COVID and their hopes for the future (after COVID).

“It is a great outlet for some of our children who have a hard time verbalizing how they were feeling during this time. The

building had to shut down. No one was able to come in or out except for staff. The art project was able to help give them ways to express themselves. It helped keep their anxiety down and gave them hope that we are going to get through this together,” said Kathy Mills, PhD, Clinical Director Residential Programs

The children hosted a virtual Art Show showcasing their masterpieces!

Dr. Mills also goes on to say that whether it is music, painting, clay, fashion – all these art forms enable children to express themselves in ways that they can use in therapy to address trauma.

# WORKING ON DIVERSITY, EQUITY & INCLUSION



**MORE THAN  
1 IN 4 BLACK & HISPANIC CHILDREN**  
were poor in 2017, compared with 1 in 9 White children.

– The Children’s Defense Fund





## 1 IN 6 YOUTH

experience a mental health condition each year, but only half get treatment.

- National Alliance on Mental Illness

Astor's Cultural Sensitivity and Quality Improvement Team, established over 10 years ago, changed its name to the Diversity, Equity, and Inclusion (DEI) Advisory Committee to better reflect the work of the group. The DEI Advisory Committee has representation from across the organization. The Committee's purpose is to ensure that the services we are providing are culturally appropriate for the clients we serve, and to provide an environment for employees that is tolerant and accepting of all backgrounds, regardless of race or socioeconomic status.

The racial unrest throughout the country magnified the work the Committee was already engaged in. Again, Astor was well-positioned to transparently address these issues that were impacting our staff, clients, and community.

The DEI Advisory Committee, with the support of the CEO and the leadership team, quickly provided opportunities and "safe" spaces for staff to have conversations around the recent racial unrest and protests. In addition, in the vein of being transparent, the CEO held Town Hall meetings and put out statements where these issues were directly addressed, especially the convergence of race and poor health outcomes due to COVID in the communities we serve.

*CEO's Statement to Staff, June 5, 2020*

*As a nation and as a nonprofit organization, we cannot condone racism, racial violence, disparities, or inequality.*

*The issue of race and institutional racism and its negative impact must be addressed with systematic changes. While it is a huge issue to tackle, I want you to know that at Astor, our Cultural Sensitivity Quality Improvement Team is working in tandem with me, and Human Resources around Diversity, Equity, and Inclusion. This is so important to the health of staff and clients.*

*There is no tolerance at Astor for racism, prejudices, or any dialogue that condones these behaviors. I expect an environment at Astor where staff and clients are free of racism, social injustices, and all systems of oppression. We all have the right to thrive, live, and work in a safe and equitable environment, regardless of race and socioeconomic background.*

*I stand with all who are being impacted. As a nation, we can do better and I am committed that within our organization, we will do exactly that!*



---

# 17% OF YOUTH AGED 6-17 EXPERIENCE A MENTAL HEALTH

- National Alliance on Mental Illness



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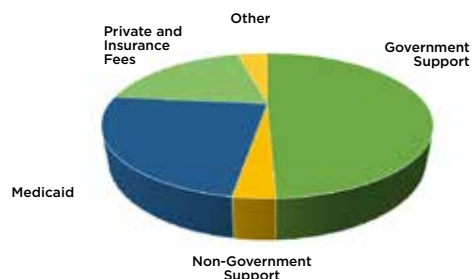
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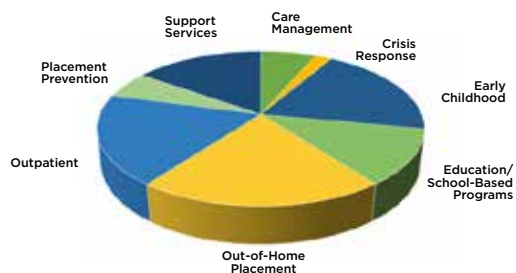
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## Combined Income



Combined Income 2019-2020	Amount	%
Government Support	30,205,277	49.5%
Non-Government Support	1,917,686	3.1%
Medicaid	14,745,718	24.2%
Managed Care, private & commercial insurance fees	11,870,052	19.5%
Other	2,263,347	3.7%
<b>Total Income</b>	<b>61,002,080</b>	<b>100.0%</b>

## Combined Expenses



Combined Expenses 2019-2020	Amount	%
Care Management	3,912,181	6.5%
Crisis Response	1,221,002	2.0%
Early Childhood	11,499,238	19.2%
Education/School-Based Programs	6,991,794	11.7%
Out-of-Home Placement	12,415,947	20.7%
Outpatient	11,398,274	19.0%
Placement Prevention	3,303,183	5.5%
Other	64,620	0.1%
Support Services	9,146,399	15.3%
<b>Total Expenses</b>	<b>59,952,638</b>	<b>100.0%</b>

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