



# HOLY FAMILY INSTITUTE

## *Annual Report 2014*

*Restoring Hope, Transforming Lives*



## *A Message from the Chairman:*

Thank you for everything you did over the past year to help children and families in our community restore hope and transform their lives for a better future. As I stepped in to chair Holy Family Institute I did not realize the depth of challenges we faced and now, when I look back on Holy Family Institute's accomplishments in 2014, I couldn't be more proud.

Of course, all of the work that is celebrated in the pages that follow is possible thanks to people like you. Many of you made financial donations; others gave your time and expertise, still others helped us connect with businesses, foundations, and government critical to our partnership for youth and families.

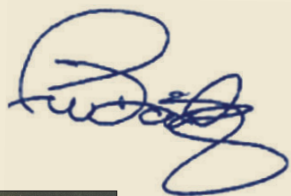
It's safe to say that Holy Family Institute has never been stronger. 2014 was a strong financial year, in large part because our program directors, supervisors, and direct care workers are measuring what matters and applying what is learned to more effective and efficient service delivery.

We enter 2015 well positioned to serve more children and families living without hope and in poverty. With this position of strength come responsibilities we take seriously. While we will continue our focus on fiscal discipline we continue our commitment to strategic innovation. We are setting ever-higher goals for our work with youth and their families. In this report you will hear the steps we have taken to invest in a new innovative high school, Holy Family Academy (HFA).

We are setting ever higher goals for our performance as the challenges we address relentlessly continue and the pace of technological developments surge. We are managing change as an organization, change that we expect will help us do a better job to reduce the number of people living in poverty, increase the number of people with opportunities to live healthy lives, and increase the number of youth will access to educational and employment success.

Children and families are counting on us more than ever. But thankfully we are not in this alone. All of our efforts over the past 114 years have depended on the support of people like you and on our ability to bring together, individuals, foundations, corporate partners and other nonprofit organization to tackle challenges faced by children and families in our community.

Thank you again for your support.



Francis W. Daily  
Chair – Board of Directors  
Holy Family Institute

## *A Message from the President:*

The need to protect children is what propelled Holy Family Institute into existence in 1900. Initially, protection took the form of providing a safe place for children to live apart from their families. We have learned that true protection requires helping families remain the caregivers of their own children. Some parents are very young and inexperienced, some parents struggle with mental health or addiction issues, some parents have terrible relationships, and some parents are challenged with chronic stress.

We help youth stay in school and out of trouble. We help parents restore hope in their ability to parent their children and manage their lives. This usually can be accomplished by having more resources and better relationships. With resources and supportive relationships most people are able to make necessary changes that will lead to better lives. But how does an organization do this? In simpler times we worked on one site and those in need would come to us. Today the community is our work place. Our work is far more complex, and it requires new, innovative, and collaborative solutions.

Holy Family Institute has helped so many children and families find hope and change their lives: more children are living safely with their families, students are graduating from high school, families are able to pay their utility bills and keep the electricity flowing, addicts are remaining sober, and many more individuals are better able to manage their emotions and mental health needs.

As Fran has suggested, this report will discuss our organization and operational approach to managing change. Many strategic moves, both large and small have been developed, planned, and executed. We have embarked on this journey to become a more effective organization that will help lead to more durable social change for those we serve. For, despite our best efforts, there are still too many children growing up in poverty, students are still dropping out of high school, three in ten girls will become pregnant before they turn 20, and too many parents are uninvolved in their children's lives.

The achievements that follow exemplify the many ways we have strengthened our organization. Each and every step toward more accountability and measurement helps us do a better job in serving those we are meant to help.

Each achievement profiled here is part of a continuing cycle of restoring hope and transforming lives that is at the heart of our mission; to help youth and families develop responsible lives and healthy and meaningful relationships built on faith, hope and love.

*Sister Linda Yankoski*



Sister Linda Yankoski, CSFN, Ed.D.  
President and Chief Executive Officer  
Holy Family Institute

# BOLD DECISIONS

## *Program Elimination*

### **ST. MARY'S VILLA FOR CHILDREN AND FAMILIES**

While the decision to transfer St. Mary's Villa for Children Families (SMVCF), a \$9 million program, to another nonprofit organization took place in the last fiscal year, the consequences of that decision were realized in this year. No organization likes to down size. However, after several years of collecting and analyzing the data, and monitoring trends in the environment, the decision to divest was made.

While some expenses were eliminated many more administrative expenses had to be redistributed to other programs. Government contracts for revenue consistently and notoriously remain flat and picking up the additional overhead required fiscal discipline.

**However, this decision gave SMVCF a stronger position in the Philadelphia human service sector and allowed the management at HFI to focus on new initiatives.**



*"The Castle" — St. Mary's Villa for Children and Families*

## *Program Re-Design*

### **IN-COMMUNITY FAMILY STABILIZATION PROGRAM**

To help increase the effectiveness and quality of service, reduce costs to the county, reduce trauma to the children and families being served, and to reduce recidivism, Holy Family Institute developed the **IN-COMMUNITY FAMILY STABILIZATION PROGRAM** in 2012. To date, the program has run long enough for us to achieve outcome data for a first set of youth who have completed the program. In our original proposal to the county, we projected that when this program was implemented, we would reduce county expenses by 18% and help reduce the recidivism rate. **Initial impact data showed that expenses were reduced by 44% with no youth entering back into the system after one year of being reunited with their families.** Recent data compiled from a two-year benchmarking study by the Allegheny Department of Human Services, "Performance Based Contracting Semi-Annual Report" showed that our In-Community Family Stabilization Program has helped us substantially exceed our own benchmarks and DHS's projected levels of performance improvement in the program.



# NEW INVESTMENTS

## *Engaged & Enlightened Funders*

Often foundations provide organizations with funding for specific programs. With this in mind Sister Linda Yankoski approached the **RICHARD KING MELLON FOUNDATION** with the idea to fund our new initiative based on Human Centered Design. During the meeting Foundation staff were very interested with all that had gone on at Holy Family Institute during the past several years. They understood the serious financial situation of the organization, recognized our resilience and creativity in starting new resource-generating programs. However, they also recognized that in order for HFI to remain healthy we had to attend to the overall health of the organization. So, rather than fund a singular program, they recommended a multi-year, unrestricted **GRANT OF \$750,000**. By not insisting on funding a “program” we were able to focus resources and efforts on attracting new talent, providing additional training for employees, improving our infrastructure and investing in technology.

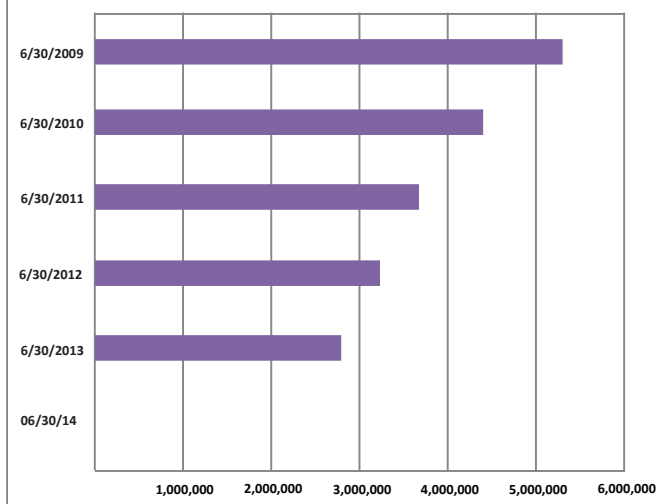
## *Eliminating Debt*

Four years of difficult economic times left HFI in a weaker financial position, with less cash, neglected facilities, and \$5 million in debt. *Ever resourceful, we focused on internal actions that we could control. During the past few years we had begun to develop dashboards for financial and program data.* The data was accurate and timely. This data began to give us information we needed to make decisions, often very difficult ones. *We made cost cutting decisions that could result in the biggest savings with the least amount of disruption to staff and clients.* We learned to adjust staffing patterns by contracting and growing as the environment changed. Over time we were able to strategically add staff to accommodate the increased workload without causing undo strain on the budget. In December of 2013, we paid off our debt 10 months early.

### *Additional Grants Awarded This Year*

FOUNDATION	GRANT AWARD
Accenture	\$7,500
Art4Moore (via Tides Foundation)	\$2,000
Bank of America	\$5,000
Bayer Foundation	\$10,000
BNY Mellon Foundation of Southwestern, PA	\$50,000
Cahouet Family Foundation	\$40,000
Clarke Family Foundation	\$1,000
Duquesne Light Company	\$10,000
Eat 'N Park	\$7,000
Highmark Foundation	\$70,880
Maurice Falk Endowment (United Way)	\$11,500
Nazareth Family Foundation	\$71,400
Pittsburgh Foundation	\$10,911
Pittsburgh Penguins Foundation	\$10,000
Pittsburgh Pirates Alumni Association	\$5,000
PNC Charitable Trusts	\$20,000
PNC Foundation	\$50,000
PPG Industries	\$1,975
Roy A. Hunt Foundation	\$40,000
Sprout Fund	\$6,000
Toner Trust (Diocese of Pittsburgh)	\$65,000
United Way of Allegheny County	\$125,000
University of Pittsburgh - GSPIA	\$750

### *HFI Debt*



## *Investing in People & Infrastructure*

Paying off the \$5 million debt 10 months early gave us the opportunity to provide raises, increase the 401K match and hire talent. We also invested in upgrading our technology, purchased new vehicles, and other facility renovations. We were able to upgrade our outdated technological infrastructure and we employed a blended strategy of using both hard server and cloud-based storage. We provided staff members with new computers and the latest software to help them be more efficient in the field and when working in offices.

*We researched and launched an electronic health record management system that not only manages client information but also provides performance management information and outcomes.* Staff members no longer need to return to the office to complete their work. Work can be completed anywhere and at any time. Files and records are being received earlier and can be reviewed and approved in electronic (versus everything in paper) format. Some reduction in processes may lead to increased potential to serve more clients per staff member.



Charles J. Dougherty, Ph.D., Chair, Holy Family Foundation Board and Sr. Linda Yankoski, CSFN, Ed.D.

*“Philanthropic dollars are crucial for Holy Family Institute as we seek to maximize our revenue service to families in need and build a truly innovative high school, Holy Family Academy.”*

## *Holy Family Foundation*

Our 2014 special events included: the **Drive for HFI Golf Classic**, chaired by John Banaszak and the **Arthur J. Rooney Courage House Luncheon**, chaired by Greta K. Rooney. These events raised \$230,390 in revenue. Our event chairs were supported in their efforts with dedicated volunteer committees. Their deep commitment to HFI ensures well-executed events with a purpose. HFI sincerely appreciates all those who provide support to our organization, through these efforts or other campaigns such as the *Highmark Walk* and *Pittsburgh Gives*, newsletter donors, Christmas drive donors and United Way donors.



## *Making New, BIGGER, Better, Bets*

For most of our recent history our mission to help children and families living in poverty to achieve well-being and lead productive lives has relied on government funding. For the most part, this funding has been declining and often requires untenable restrictions. For some government funded programs, service is curtailed and children and families receive less and less support. It is with this backdrop that we decided to establish the **HOLY FAMILY ACADEMY**.

The mission of the Holy Family Academy (HFA) is to prepare students to succeed in school, life and work so they can contribute to the civic, religious, business and cultural life of society. HFA welcomes students with limited financial means who have a desire to explore their talents and interests in order to prepare for a future career.

The primary goal of the school is to prepare students to succeed in post-secondary education: apprenticeship programs, two-year technical programs, or traditional four-year colleges. By providing a rigorous, relevant, 21<sup>st</sup> century curriculum and in-depth work experience students will be prepared for a diverse array of jobs and careers after high school.

Partnerships with **MANCHESTER CRAFTSMAN GUILD** and the **ENERGY INNOVATION CENTER** provide HFA students with exceptional technical education and art programs.

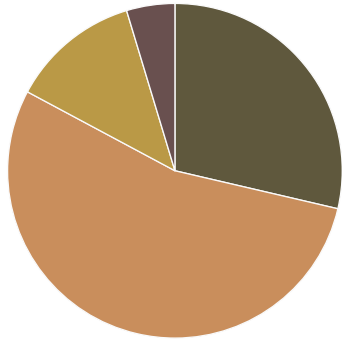
Holy Family Academy provides local companies with a concrete means to offer under-represented and economically disadvantaged youth with an on-ramp to employment through our unique **CORPORATE WORK STUDY PROGRAM** (CWSP). The **CWSP** sets this school apart from others in that every student works one day per week each year of high school. *Students work real jobs in law, finance, healthcare, manufacturing, trades, universities and many other professional offices.* Students are challenged to apply their skills beyond the classroom, while learning about future career possibilities.

Funding by the corporations for the work-study students overcomes the financial barriers that limit the educational and professional opportunities available to these youth. Those businesses paying taxes in Pennsylvania can receive up to **90% TAX CREDIT** through the **EDUCATIONAL IMPROVEMENT TAX CREDIT (EITC)** and **OPPORTUNITY SCHOLARSHIP TAX CREDIT (OSTC)** programs.



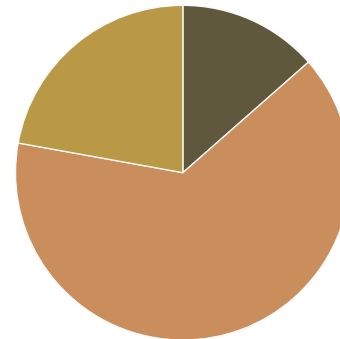
*Holy Family Academy students.*

# FINANCIALS 2014



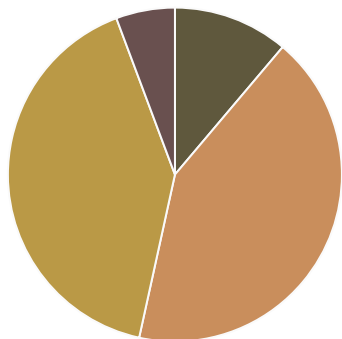
## 2014 Revenue: \$ 14,986,007

Government	\$ 4,293,259
Third Party Reimbursement	\$ 8,117,725
Grants & Contributions	\$ 1,875,946
Other	\$ 699,077



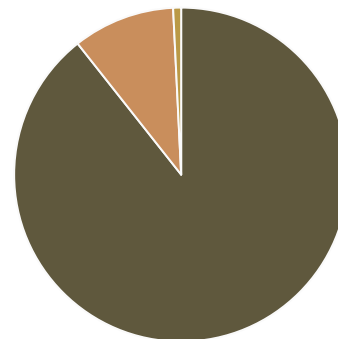
## 2014 Expense: \$ 14,883,622

Holy Family Academy	\$ 2,010,515
Holy Family Institute	\$ 9,574,682
Administration	\$ 3,298,425



## 2014 Assets: \$ 12,528,902

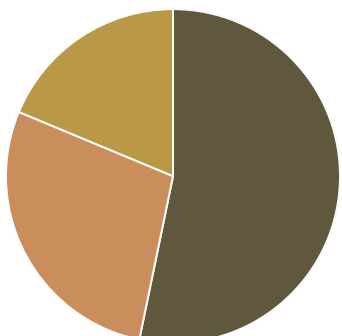
Accounts Receivable	\$ 1,399,055
Cash & Cash Equivalents	\$ 5,296,402
Property & Equipment (net)	\$ 5,118,753
Prepaid Expenses & Other	\$ 714,982



## 2014 Liabilities: \$ 3,002,931

Accrued Expenses	\$ 2,683,295
Accounts Payable	\$ 296,543
Refundable Deposits	\$ 23,094

\* Holy Family Institute paid off a loan.



## 2014 Holy Family Foundation Net Assests: \$ 13,088,277

Total Unrestricted	\$ 7,180,436
Temporarily Restricted	\$ 2,575,497
Permanently Restricted	\$ 3,352,364



# HFI Service Highlights

**SNAP®** (*Stop Now and Plan*) – an award winning, evidence-based program that teaches children to use coping skills to avoid trouble and control their behavior.

- |                        |                     |
|------------------------|---------------------|
| • Core Program         | 78 children served  |
| • School-Based Program | 245 children served |

**Youth Workforce Development** – an after-school program for youth to learn real-world skills to be prepared to enter the workforce.

76 youths served

**Parent-Child Home Program** (PCHP) – an evidence-based early literacy program delivered in-home to parents and children.

35 families served

**Community Based Residential Program** – integrates principles of the wrap around process by placing the family at the center of decisions regarding treatment.

- |                                     |                           |
|-------------------------------------|---------------------------|
| • In Community Family Stabilization | 59 youth/families served  |
| • Group Homes & Ind. Living         | 27 youths served          |
| • Shelter                           | 64 youth served           |
| Total                               | 150 youth/families served |

**In Home Services** – In Home counseling utilizes evidenced based practices including family group decision making, visit coaching, and family credentialing to ensure strength-based methods are used to assist families to reach their goals.

- |                         |                     |
|-------------------------|---------------------|
| • Allegheny             | 396 families served |
| • Armstrong and Indiana | 121 families served |

**Alternative/Special Education** – this program provides services to students who need help improving their academic, communication and social skills so that they can be successfully returned to their home school district. This year, each student in our two stand-alone schools each received a Chromebook to enhance their learning experience.

258 children/youth served

- Services provided to 38 school districts in four sites
- Penn Hills – East
  - Northside – Chatham
  - Duquesne Contract Classrooms
  - Penn Hills Contract Classrooms

**SHORES** (Drug & Alcohol Counseling) – this program provides mobile professional treatment services to children, adolescents and adults with substance abuse disorders as well as other process addictions including gambling.

672 individuals served

**Family Focused Solution-Based Services** (FFSB) – provides intensive therapeutic and support services to families reducing the risk of psychiatric hospitalization and/or out-of-home placement.

284 children/youth/adults served

**Mental Health Counseling** – outpatient mental health counseling is provided to assist individuals with therapeutic and psychiatric treatment to overcome struggles and improve their quality of life.

267 individuals served

**Family Group Decision Making** (FGDM) – empowers the family unit to make personalized decisions, establish goals, and plan for the safety of their children, with the support of a highly trained counselor. (*Armstrong & Indiana Counties only*)

52 children/youth served

**Utility Assistance** – HFI provides access to a variety of programs supporting low and fixed income households to maintain critical utility services.

- |  |                   |
|--|-------------------|
| • Duquesne Light Utility Assistance Programs | 23,574 households |
| • Dollar Energy Fund                         | 885 households    |

**Holy Family International College Prep Program** (HFICPP) – serves students primarily from China with the opportunity to acquire a high school degree through a partnership with seven Catholic high schools. This program provides intense enculturation including English Language Support (ELS) and other academic services.

71 students served

**Total Served** **27,164**

Children, youth, families and households

# BOARDS 2014 (Service between 7.1.13 and 6.30.14)

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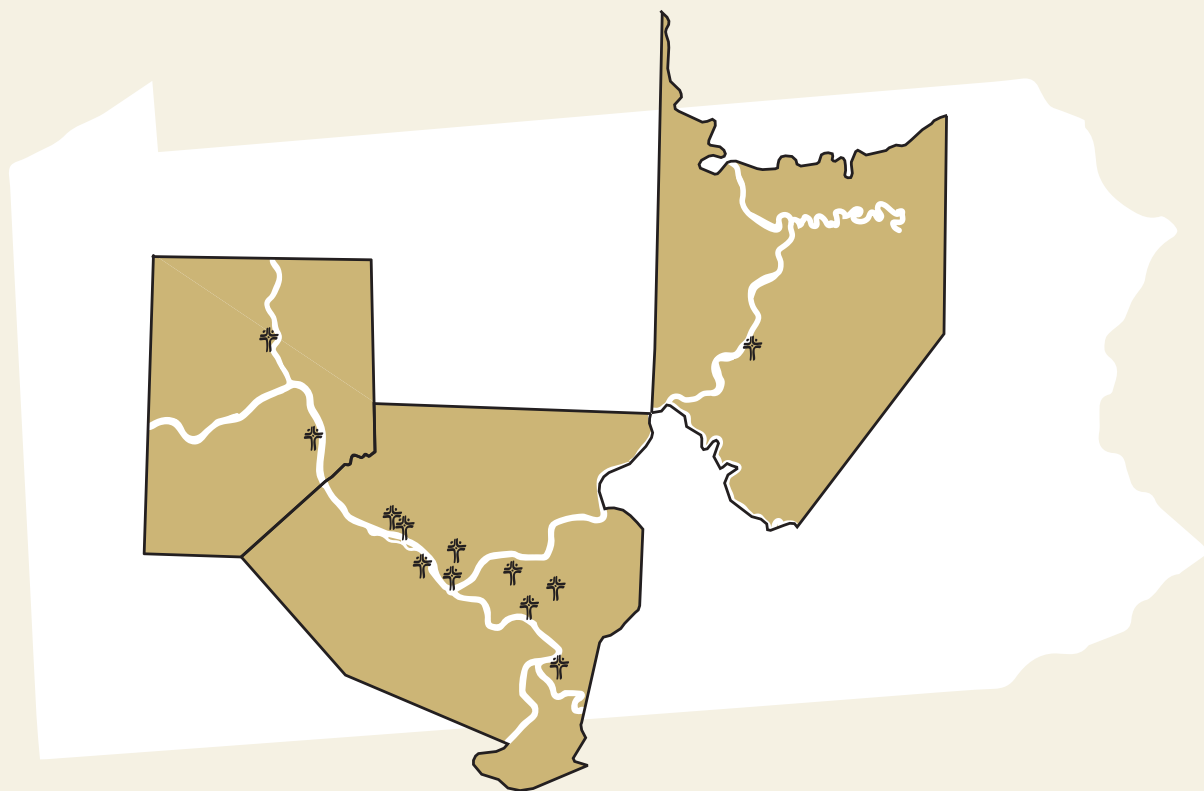
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Sister Linda Yankoski, President

## *Holy Family Institute Locations*



### **ALLEGHENY COUNTY**

CHATHAM DAY SCHOOL  
227 Bonvue Street  
Pittsburgh, PA 15214

EAST DAY SCHOOL\*  
100 Mulberry Lane  
Pittsburgh, PA 15235

MAIN CAMPUS  
8325 Ohio River Boulevard  
Pittsburgh, PA 15202

MCKEES ROCKS  
Hamilton Building  
19 May Avenue  
McKees Rocks, PA 15136

EAST LIBERTY  
Medical Center East  
211 North Whitfield Street  
Pittsburgh, PA 15206

SWISSVALE  
Edgewood Towne Center  
1789 South Braddock Avenue  
Pittsburgh, PA 15218

NORTHSIDE  
1601 Brighton Road  
Pittsburgh, PA 15212

MCKEESPORT  
604 Evans Avenue  
McKeesport, PA 15132

ANNEX  
8234 Ohio River Boulevard  
Pittsburgh, PA 15202

### **BEAVER COUNTY**

524 Franklin Avenue  
Aliquippa, PA 15001

1217 7th Avenue  
Beaver Falls, PA 15010

### **ARMSTRONG COUNTY**

422 Third Avenue  
Ford City, PA 16226

\* HFI has a school in Penn Hills as well as classrooms within the Penn Hills School District

\*\* Group homes are located in Brighton Heights and Observatory Hill



## HOLY FAMILY INSTITUTE

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8235 Ohio River Blvd.  
Pittsburgh, PA 15202

[www.hfi-pgh.org](http://www.hfi-pgh.org)



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