

PRESBYTERIAN CHILDREN'S VILLAGE IS

energized

TO ACHIEVE OUR DREAMS



Spring 2011 Special Report

PresbyterianChildren'sVillage

Healing spirits. Nurturing children. Serving communities. Since 1877.





Running has become an effective activity within the Residential Treatment program as well as an apt metaphor for the organization. As individuals and as an organization, we strive for fitness, endurance, and excellence through all that we do. We exist in a competitive arena and must work to stay at the top of our field.

Dear Friends of PCV, *Optimism*

This Special Report will give you a timely and succinct view of several milestone initiatives at Presbyterian Children's Village. These efforts span more than two years and the tenure of two board chairs, moving us decisively toward organizational excellence. *Strategic Planning* is now in the master planning and implementation phase, but certain important aspects are already transforming and invigorating key organizational facets. Our certification in the *Sanctuary Model of Trauma Informed Care* is another important milestone, acknowledging three years of relentless work to embrace an important and effective clinical philosophy. This intensive training has infused all of our daily efforts with more effective ways to work with clients, families, and each other.

Inside:

3
Strategic Planning

9
Sanctuary Certification

15
The True Story of Tim

What would all of our efforts with planning and good intentions be if not for our important mission helping children and families in crisis? We hope that you will be inspired by the story of Tim Poulterer, who came to PCV more than twenty years ago as a damaged infant and is today an extraordinary young man who is about to embark on an exciting new career. His story reminds us that we need patience, perseverance, and the help of an entire Village to realize successful outcomes in this difficult arena. He reminds us that our society cannot afford to waste the potential of a single child who has had the misfortune to encounter abuse or neglect.

We sincerely appreciate the tremendous support that has come from donors, staff, volunteers, clients, and those who serve on the Board of Directors, Advisory Board, and Church Relations Council.

Darlene Hewett

Darlene Hewett
President and CEO

Chris L. Campbell

Christopher Campbell
Chair, 2008–2010

Beth Hadsden

Elizabeth S. Gadsden
Chair, 2010–



Village residential teens explored some principles of flight and weather systems in a science unit made possible by a grant from the Boeing Employees Company Community Fund. After learning about these topics in science class, they tried some hands-on applications. A camera was attached to a large kite and took a photo of the Rosemont Campus from about 315 feet.



Getting Ready to Soar *progress*

Strategic Planning Fuels Our Trajectory

In 2009, Presbyterian Children's Village Board and management staff took the bold step to initiate a comprehensive Strategic Planning process at a time of significant societal and economic challenge. The process has included broad participation throughout the organization and aims:

- To develop a clear strategic plan for the next 3–5 years
- To create clear alignment among various stakeholder groups in terms of key strategic imperatives for PCV and thus enable the long-term success of mission while effectively addressing any interim challenges
- To achieve greater clarity through the establishment of key outcome measures for PCV's operations
- To engage and invigorate key stakeholders in the shared vision and ownership of PCV's success

Targeted for completion in FY 2012, the Strategic Planning process has been ably guided by Board member Paula Bedi, whose expertise and focused discipline have been invaluable gifts to the Village. As a result of the commitment of PCV's leaders and the depth of engagement of staff and Board in the process, we have fostered a sense of ownership across the agency for the outcomes and the arduous processes required for the best results. We are confident of the strong implementation that will truly enable Presbyterian Children's Village to maintain a strong leadership position in providing child welfare services.

Our Strategic Planning efforts are based on a unique process that began with a comprehensive bottom-up assessment of PCV operations coupled with an examination of external data regarding child welfare trends, benchmarks and recent research.

The most significant *trends* at both the national and state levels in regards to child welfare services and funding include a reduction in use of placement services with increased focus on in-home services whenever appropriate and safe, keeping children in placement close to home, and a continued reduction of dollars with even greater expectations to serve increasingly challenging behaviors in the least restrictive settings.

The most important *competencies* for successful providers during the next five years would appear to be the ability to engage the family directly in programming and the delivery of services, an emphasis on data-driven programming with relentless documentation of outcomes, and an emphasis on older youth, particularly in regards to transition issues. This includes concerns on such matters as truancy, education, job readiness/employment, and life skills development as youth leave child welfare services and become independent.

Most significant *unmet societal needs* in the immediate future will include older youth with cross systems needs, supports for youth transitioning out of placements to independence, the need for more foster families with more skills/training to address more challenging behaviors and a focus on *services*, not programs.



Several volunteers enrich the residential program with running and fitness activities, contributing to the physical and mental health and self esteem of clients. Some runners have participated in community races and have added this activity to their "safety plan" as a way of managing stress. Under the "Sanctuary Model", running is decidedly an activity that promotes "growth and change."



Reality Check

Included in the initial phase of PCV's Strategic Planning efforts was the development of certain critical assumptions which have become the guiding principles or "realities" upon which our strategic thinking is based:

- **Growing needs for service:** Needs in the child welfare arena will continue to grow dramatically, especially given the changing economic climate that includes increased numbers of families and children living in poverty, coupled with diminishing resources from the State.
- **Changing political priorities and an adverse funding climate:** Child welfare programming and services will continue to be subject to political fluctuations and trends. Governmental regulation of child welfare services will continue to predominate while funding sources will remain unpredictable at best, resulting in the on-going challenges of unfunded mandates.
- **Importance of outcome measures:** Outcome/efficacy measures continue to influence and drive funding decisions. Creativity and resourcefulness in this area are critical.
- **Innovation in bridging funding gaps:** Gaps in funding will continue to grow. A successful agency will need to address these gaps by improving efficiencies through investment in and creative use of *technology, human capital, and programming innovation.*
- **Residential Treatment Facilities constitute a core competence and potential area of differentiation for PCV.** PCV's Residential Treatment Program has been a strength both in terms of its services and its facilities. We are confident that the need for residential treatment will not be eliminated despite the current trends.
- **Proactivity, strategic partnerships and alliances:** PCV wants to be proactive in meeting the needs of children and families as opposed to being solely reactive to the terms and conditions of available funding. We will need to adopt creative approaches that include, but are not limited to, partnering with other organizations and finding new, sustainable models for programming and funding while remaining true to our mission and core competencies.
- **Preventative services and cost containment:** In regards to preventative services, PCV is convinced that money invested early in rehabilitating a child and/or a family is cost effective in precluding a greater cost to communities downstream. Where possible, PCV must be increasingly active in providing preventative services and establishing valid measures of efficacy and outcome in this area.
- **PCV, a critical safety net:** PCV is committed to being a safety net for children and families and should be open to the possibility of extending that safety net beyond the current prescribed boundaries of managed care and contracted services.
- **Review of PCV operations for efficiency and effectiveness:** PCV's leadership team is committed to the notion that this strategic initiative will afford PCV the opportunity to view the operations with a rational lens, assessing gaps and opportunities to realize greater efficiency and effectiveness of mission.
- **No Sacred Cows:** All options are open for review and discussion. Our guiding focus will be Jim Collins' manuscript "Good to Great in the Social Sectors."

Organizing Our Efforts to Maximize Effectiveness

Strategic Opportunities have been identified within three broad areas.

Operational Excellence addresses relentless programmatic excellence, a critical review of organization structure, and internal integration of processes in order to maximize efficiencies and results. A key area is the standardization and full commitment to electronic records, as well as optimizing the client admission process for the best possible results for clients and the fiscal health of the agency.

Renew Repair Reposition is a proactive perspective that says we must do everything we can to have the best possible relationship with our critical funders and secure infrastructural enhancements to our operation, both in terms of the physical plant and our operational systems, in order to be competitive and efficient.

Synergize for Success means that we need to cultivate strategic alliances and alternative revenue streams, work toward increased financial independence, and develop our work around evidence-based models.

Our Work Continues

Efforts in FY 2011 involve the work of several teams comprised of staff and Board members to develop and implement the **Master Plan**, outlining the details for achieving the goals that have been identified. It will inform and give overall guidance about resource requirements and allocation to various initiatives, areas of overlap or dependence. Our Master Plan will be the “roadmap” that integrates multiple streams of work to deliver the end outcome.

Paula Bedi: Strategic Planning Leader

Board member Paula Bedi has been the fearless and committed leader of the strategic planning initiative, investing hundreds of hours to assist and challenge staff and board members to think critically about a gamut of important issues and processes.

Paula was the associate director of organization development at Smithkline Beecham during 1994–2001 and Senior Consultant for Organization Development & Change Management with Andersen Consulting (which became Accenture) during 1990–1994. She completed doctoral work in international communication at Temple University and achieved an M.S. degree in sociology and development from the Asian Social Institute in Manila, The Philippines, and a B.A. from St. Xaviers College, Bombay. She served as a trustee of the Agnes Irwin School, 2004–2009, where she also assisted with strategic planning.



Children's health is a concern within most program areas. Volunteers bring enthusiasm and leadership to fitness activities both in Rosemont and Southwest Philadelphia.

PCV is now Sanctuary Certified!

"We were struck by an organization in the midst of great change!"

"Kids gave staff high marks for caring and helping them grow. They are clear and positive about having input into their goals."

"People [clients and staff] really like it here!"

These comments are just a sample of the response of the Sanctuary Model of Trauma Informed Care Review Team that, in February 2011, spent an intensive two days evaluating PCV against 192 standards in the Sanctuary inventory. The certification review was the culmination of a three-year effort to integrate the Sanctuary Model into PCV's Residential Treatment Program (RTP) and eventually as a fundamental part of the culture of the entire organization.

The goal of the Sanctuary Model is to improve the lives of children and youth who have experienced the damaging effects of interpersonal violence, abuse, and trauma. The Sanctuary Model promotes organizational change to create a therapeutic environment that recognizes and treats the impact of trauma on the lives of children in placement.

The implementation of the Sanctuary Model at PCV began in 2008 when five staff members attended a five-day training at Penn State, underwritten by the State for staff from Residential Treatment Facilities. From there we began the intentional process of transmitting that knowledge to the rest of the organization and continued to work with Sanctuary trainers. The process has been task-focused in the context of achieving broader systemic goals. Staff members have learned a powerful new language and methodology for working not

only with clients, but also with each other and potentially with the communities we serve.

Sanctuary is not a panacea; it is a perpetual learning environment. We have come to more profoundly understand the importance of treating trauma so that individuals, families, and communities can move beyond it in healthy, productive ways.

The Sanctuary Model at PCV— The Seven Commitments, The Tools and Organizational Change

The **Seven Commitments** inherent in Sanctuary are the values that all agree to live by within the community. Our decisions and our responsibilities can be traced back to these principles. Sanctuary also provides some seemingly simple, yet highly effective, tools for implementing Sanctuary principles in everyday routines. Everyone learns to use the tools—clients, direct-care staff, and non direct-care staff. Organizational change occurs in a holistic way that is outcomes-driven and lasting.

- **Nonviolence** —*To be safe physically and emotionally with others and to do the right thing*

Having a **Safety Plan**, one of many Sanctuary tools, helps one feel a sense of control over feelings and behaviors that may put oneself or others at risk physically or emotionally. A Safety Plan is simply a short list of activities that one can choose to do alone, or involving others, to avoid engaging in unsafe behavior and to do the right thing. For example, an individual might rely on going for a run or deep breathing when faced with a confrontation or when losing control. A Safety Plan is useful and adaptable at many levels—for the child, the staff person, the family, and the community.



Youth in the Residential Treatment Program learn the tools and goals of the Sanctuary program, integrating these concepts throughout many daily living activities.



democracy

emotional intelligence

nonviolence

growth and change

social responsibility

social learning

open communication

In the Residential program, an examination of some specific incidents led to procedural changes that have fostered increased tolerance, communication, and respect for differences which, in turn, have heightened the sense of safety. A major schedule change has ensured greater consistency and predictability.

- **Emotional Intelligence** —*To manage our feelings so that we don't hurt ourselves or others and to remember to be respectful.*

Our work on Emotional Intelligence is guided by the use of the **S.E.L.F.** Model, a Sanctuary Tool. This provides a shared language and a framework for talking about issues that arise in the context of **S**afety, **E**motional Management, **L**oss and **F**uture. SELF frames our conversations, allowing us to touch on the very complicated issues our clients and communities face.

Within the therapeutic milieu, we have made a critical shift from asking "What's wrong with this child?" to asking "What *happened* to this child?" This allows staff to be more effective in assisting the child to grow beyond his past.

- **Social Learning** —*To respect and share the ideas of our teams; to learn from each other; to expect and tolerate mistakes.*

From a staff perspective, we are re-structuring some of our client-based methods to be less punitive (and counter-productive) and more capacity-building within individuals and groups.

Examples of this include involving residents in the outreach efforts to prospective and new residents. The "Student Ambassador" accompanies prospective residents and their families on a campus tour to offer a residential perspective. The "Cottage Mentor" helps the new resident become oriented and settle into life at PCV.

- **Democracy** —*To share decision making — not in every situation, but with an understanding that we all have a responsibility to participate.*

The creation of a Resident Council has been tremendously successful as residents plan activities and acknowledge responsibility.

PCV's Strategic Planning process has involved a large cross section of staff, the Board of Directors, members from both the Advisory Board and Church Relations Council, and a Strategic Planning Advisory Committee of subject matter experts/external stakeholders from a variety of professional and community arenas. The process has been unique in utilizing a "bottom-up" approach that has enabled a wide swath of the organization to assess the current state of the agency, identify opportunities for operational growth and change, and position PCV for greater success in the future.

- **Open Communication** —*To say what we mean and to not be mean when we say it.*

Another Sanctuary tool, the Red Flag Meeting, is held to allow the discussion of a "critical incident or issue" that has occurred or is expected to occur. In the spirit of the Democracy commitment, anyone can call a Red Flag Meeting, and the focus is on reviewing the incident and past efforts for resolution, identifying resources and opportunities, planning for a better response, finding solutions, and helping everyone maintain hope for the future.

Open Communication has been upgraded in a number of areas. The daily transition meeting between residential shifts has become an energized, problem-solving arena that has doubled in size. Internal dialogue has been strengthened through cross-program meetings and written, weekly updates sent to all staff.

Expansion of the Intranet has made communication more timely and effective.

- **Social Responsibility** — *To believe that we accomplish more by working together, everyone makes a contribution to the organizational culture, and to understand the interconnectedness of our roles.*

Community Meeting is a simple Sanctuary tool that begins each assemblage of staff, clients, and sometimes advisory groups as well. It is based on three questions: *How are you feeling? What is your goal for today? Who can you call on for help with that goal?* This exchange is meant to foster a realization that our lives are intertwined, we all are impacted by stresses, joys, and losses at any given time, and there are many ways we can help each other.

The staff practice of “tapping out” demonstrates social responsibility. It can be used by staff to exit a difficult situation, allowing a colleague to continue afresh. It helps the staff to be aware of their need for emotional management.

- **Growth and Change** — *To create hope for our clients and ourselves by viewing mistakes and issues as an opportunity for growth.*

Sanctuary, along with Strategic Planning, has helped us to recognize instances where we have been stuck in patterns of thinking or behaviors that are not serving us well. We must be open to new ways of doing things in order to allow the organization to grow and prosper.

One area includes the collaboration of the Therapeutic Activities Program (TAP) and the Development Office which has resulted in the creation of a vital and growing volunteer program. Through a steady effort, we have worked to recruit volunteers, helped them through the clearance process and welcomed the diverse talents of many individuals who have enriched the lives of our residents without adding program expense. These new opportunities have included knitting, drumming, gardening, drama, fine arts, running, life skills, cooking, career development and many more.

Next Steps

Our Sanctuary work is not finished now that certification has been achieved. We continually find productive ways to integrate this model and these tools into our work with our clients, organizations and communities. We have already begun to implement this effective philosophy into our work at the Preheim Center. Our Sanctuary work has just begun!



Creative Therapies Promote Healing and Support the Sanctuary Model — PCV has found creative therapies to be especially effective in helping children heal from wounds of trauma, gain self esteem, and learn activities that may last well beyond their stay with PCV. The Victory Foundation and the Ladies Aid Society of the Presbyterian Medical Center of Philadelphia have funded some of these initiatives, including art experiences at the Main Line Art Center, and music and art therapies for the Residential Treatment Program. The arts are an important part of the Out of School Time programs in Southwest Philadelphia as well. Volunteers have contributed many talents to this area, particularly in the areas of drama projects and music instruction. A new fundraising event, Art Works, generated revenues that will be used to support these therapies.



Dear Tim, We Are So Proud!

When PCV foster care social worker Sue Reitsma first took Glen to the Poulterer home, he was a tiny boy who weighed 11 pounds at 6 months of age. The Poulterers later discovered he had also suffered a broken shoulder. His short life had been rough, to say the least, and “failure to thrive” summarized a whole range of neglect he had encountered. At the time, he was also diagnosed with cerebral palsy.

Jan and her husband Bruce were experienced with foster children, but their new child, then named Glen, was the most challenging so far. Jan despaired of the legalities of the child welfare system that could keep a child in a nightmarish limbo, uncertain of a safe, permanent home — literally for years. In fact, the Poulterers had previously worked with two girls who between them had been in 18 foster homes by the time they were 17 years old.

Paul McIlhenny, psychiatrist for many years with the Village and still a strong ally, was on staff when Tim’s case was moving slowly through the courts. He observes that the goal is generally for reunification with the biological family. This process can become “endlessly painful” when the biological relationship doesn’t improve and the foster family becomes increasingly attached to the child. That a foster family has more to offer a child cannot be a deciding factor, though the courts weigh parental rights against the welfare of the child. Dr. McIlhenny adds, “Helping children make sense of all this is very stressful. They need a very supportive atmosphere. It’s a miracle that families hang in there.”

In Glen’s case, the court required visits with his biological mother until he was 7, when the court ruled to release him for adoption. He suffered from nightmares and refused to use the name his biological mother had given him. Meanwhile, the Poulterer family, including their three biological children, continued to embrace and love Tim, as he had begun to call himself. On the day his adoption was final, at age 8, he made his self-appointed name official as well: Timothy Bruce Poulterer. Tim and his family celebrated with a huge party that included his social workers from PCV, his whole class and teachers. That was not the absolute end to his nightmares, but it marked a point of diminishing impact from that day forward.

Tim is now (in 2011) a senior in Food Science at Penn State, taking after his adoptive father whose family has been in the ice cream ingredients business for several generations. Now president of the Food Science Society (the student affiliate of the professional group) at Penn State, Tim recently completed a study abroad experience in Italy and an internship with Otten’s flavors. He observes, “The difference in the way Americans and Italians view food production is really striking. Americans are really focused on the dollar and mass production. For Italians, the first consideration is the quality of the product.” In addition to his studies, he has nurtured a love of the outdoors and has become an ardent mentor to youth.

(continued on page 16)



Timothy Bruce Poulterer celebrates with his “forever family.”

Above: (back) Greg (Kim’s husband), Mark, Kim, and Dawn; (front) Bruce, Jan, and Tim.

Below: (back) Kim and Jan; (front) Greg, Tim, and Bruce.



Tim is not hesitant to talk about his past, eager to express his love and appreciation to the Poulterers and those at Presbyterian Children's Village for helping him through a transformational experience. "You and Dad saved my life," he has told them more than once. "If not for you, I'd have been in jail or dead by now." [In fact, one of Tim's biological siblings is now deaf and blind, institutionalized as a result of abusive treatment.] Tim's adoptive siblings are not only close and mutually supportive, but one of the adult children and his wife have adopted a special needs child from Peru.

In addition to much assistance through the traumatic first eight years, PCV has provided a modest stipend each year to assist with Tim's college expenses, thanks to the foresight and commitment of several donors. These scholarships are made possible through legacy gifts and are available to any child who has received services through PCV. These children most often have been in foster care, residential treatment, or adoptive services with PCV.

Jan's update, January 26, 2011

Darlene, I want you, Sue and Joy Green to know that Tim got a job with Dannon yogurt. They found him on the web for students graduating from the Penn state food science program. They called him about 3 weeks ago, sent a person to interview him at Penn State and they flew him to Texas to be interviewed by 6 of the top people. They called Wed. and offered him the job. We cannot believe what young people make starting out. He will be in a new plant that will open in July. Tim will be in the science department, developing new products [in White Plains, NY]. When Bruce talked to him and told him how much we loved him and how proud we were of him he said, "Dad I would never be the person I am without you." I just want you to know how thankful we are for the PCV and all the time you spent to work it out for us to adopt Tim. If I can ever help you to get foster parents I would be happy to talk to a group or help in any way. You have all been a blessing to us.

Thanks,
Jan Poulterer



Sanctuary of Location: Rosemont and Southwest Philadelphia — Two locations, urban and suburban, allow Presbyterian Children's Village to provide many child welfare services. Since 2003, PCV has provided an array of community-based services from the Preheim Center in Southwest Philadelphia. These include in-home protective services, foster care, adoption, parent education, after school, prevention services, and more. Since 1960, the Rosemont campus has been home to residential services, which now include a Residential Treatment Program for troubled teens and a Semi-Independent Living program for youth, ages 16–21, who have aged out of foster care or a more intensive residential program.



Presbyterian Children's Village
452 South Roberts Road, Rosemont, PA 19010

www.pcv.org
village@pcv.org