the winds of change
2015 ANNUAL REPORT
The pinwheel is a symbol of hope and joy for children with mental illness. When the pinwheel is installed in a windy spot, it comes to life. Coming forward and sharing our personal stories about mental illness can also be the breeze that turns stigma into support, and in turn, provide children with the help they so desperately need.”

— Justice Luz Elena Chapa
May 6, 2015
“We have come so far with my child and as a family. It wasn’t that long ago we feared each day. We worried about the self injury, and overdoses and running away. Life was constant emotional crisis. The care we received from Clarity has brought peace to our family. We really look forward to birthday celebrations because that means another year of healing has gone by. Another year that we have our child back.”

— Mother of Clarity patient
Clarity Child Guidance Center’s legacy dates back to 1886, when 13 caring women founded the Protestant Home for Destitute Children, an orphanage for children who had been left behind by society. The children who were never adopted by other families, and spent their entire childhood living at the orphanage, were most often the children suffering from mental, emotional or behavioral disorders. Over decades, the orphanage evolved to become a treatment facility for children in need of mental health care.

Nearly 130 years later, we are still helping children. Now Clarity CGC’s mission is to help children, adolescents and families overcome the disabling effects of mental illness, and improve their ability to function successfully at home, at school and in the community.

In 2010, Southwest Mental Health Center merged with the Child Guidance Center to create Clarity Child Guidance Center (Clarity CGC). With this merger, we created the premiere resource for children’s mental health in the community. Clarity CGC became the region’s only nonprofit psychiatric hospital providing 52 beds and a continuum of care for children ages 3–17 experiencing mental illness. In 2015, we added 14 additional acute care beds, a six-bed observation area and a much needed 24/7 crisis assessment center to assist children who need help—nearly 80,000 children throughout Bexar County.

“...The state of Virginia could learn a great deal from the way San Antonio social service agencies, police departments and local governments work with the mentally ill. And one of the shining examples is Clarity Child Guidance Center. I look forward to the day we can replicate your model of care for kids throughout our state.”

— Creigh Deeds
Virginia State Senator
Claritycon2015 Speaker

We help heal young minds and hearts.
On behalf of the staff and governing board of Clarity Child Guidance Center (CGC), we are pleased to present the Clarity CGC annual report for 2015. The theme of this report is “The winds of change,” and given the events that transpired in 2015, this is a most appropriate description.

In our letter last year, we referred to 2014 as “…one of the most ambitious in the agency’s history.” We believe this past year surpassed the exceptional news of the previous year. The Clarity Child Guidance Center Crisis Assessment Center (CAC), and ceremonial ribbon-cutting signaled a new and innovative approach in our care for kids. With the introduction of the CAC, children in crisis will no longer spend hours in a local hospital emergency room waiting for care that is typically not available. The opening of the CAC means families will now have the right care, at the right place and the right time. While Clarity CGC has provided rapid assessments in the past, the CAC and its six observation beds provide a full crisis resource, including room for families to stay with their child — much like a traditional emergency room. It’s a welcome and needed change in caring for our kids.

In addition to the CAC, a new Unit 4, comprised of 14 acute care beds, was included as part of the first phase of our campus expansion. As presented in the following pages, the new facility is a warm, welcoming and healing environment. The new Therapeutic Recreation facility, Day Treatment and Outpatient offices will follow and be featured in next year’s report.

In addition to facilities news, there is an exciting new development in our partnership with the University of Texas Health Science Center at San Antonio (UTHSCSA). Clarity CGC has been privileged to serve as a teaching hospital for the UTHSCSA Department of Child & Adolescent Psychiatry since 1970. With the completion of our new Outpatient building in early 2016, the UTHSCSA team will relocate its offices to the new building. We are thrilled for the proximity and the partnership!

We are grateful for the successful and collaborative partnerships we have with so many funders, community partners and friends of Clarity CGC. It’s their enthusiastic support of our vision to care for more kids that is truly the wind that powers our symbol of hope and healing — the pinwheel.

Of course this would not be possible without the dedicated and professional staff who are core to what we do at Clarity CGC. They are an inspiration to us all. “The winds of change” are truly felt throughout our campus. You made this possible. Thank you for caring.

Sincerely,

Mark Howard
Governing Board Chair

Frederick W. Hines
President & CEO
CLINIC SUCCESS: Positive change is coming with a much needed increase in mental health service capacity. In 2015, Clarity CGC fulfilled a community promise to increase access to mental health care for children and adolescents. Our first Clarity Child Guidance Clinic delivered a full year of services, providing 390 children over 3,500 services, including outpatient therapy and day treatment programs.

RELATIONSHIPS: We also strengthened our partnership with the UTHSCSA’s Department of Child & Adolescent Psychiatry by reaching an agreement to have the department relocate to our campus as part of our campus expansion! The partnerships didn’t end there—we also began a unique relationship with the Baylor College of Medicine to provide training to their first-year pediatric residents.

CAMPUS EXPANSION: We broke ground on the most significant campus expansion since our founding and we celebrated a ribbon cutting of the first phase, our first Crisis Assessment Center, which is projected to serve an additional 1,000 children annually. This center is designed to help alleviate the shortage of acute care beds, while also helping local hospital emergency rooms where children experiencing a psychiatric crisis are often waiting hours for care.
TRAINING & EDUCATION: Training and education continued in a significant way, as Clarity CGC hosted our third annual Claritycon™, a summit on children’s mental health. Over 350 professionals attended this conference that featured renowned speakers, such as Virginia State Senator Creigh Deeds, who had been profiled on 60 Minutes and in the Washington Post.

EDUCATION: Others found education through our YouTube channel, which has more than 75,000 views, and over 36,000 minutes of content streamed to increase knowledge and education about children’s mental health. Our website receives over 60,000 visits a year from professionals, families and donors looking for “warning signs” and other information. Over 300 tours and presentations were hosted for over 4,000 attendees, and we created or maintained relationships with over 250 referral partners. All of these efforts were to inspire or educate attendees as we strive to heal young minds and hearts.

ADVOCACY: To inspire advocacy in order to affect systemic change, Clarity CGC led the charge in creating opportunities for people to give of their time, talent and treasure. We helped sponsor a mayoral forum as the city determined who would lead us to be a “city on the rise.” We advocated in Austin and with local legislators to enable effective mental health policies and funding. Internally, we continued to advance towards full utilization of electronic medical records that will enable us to see data and trends in a meaningful way.

AWARENESS: Overall, the media supported the Clarity CGC message with news coverage in 55 radio, TV, web and print stories for a public relations value of over $462,000. Another $982,000 in value was derived from stations airing our public service announcements. That’s more than $1.4 million in coverage for Clarity CGC that we received at no cost. We also crafted and released 50 e-newsletters in the year. An increased focus on building a subscriber database was successful and grew our list to nearly 5,000, and our readers open and click-through our e-news at significant rates.

“Through our relationship with Clarity Child Guidance Center, we are able to reach more families with beneficial parenting support groups and classes. When two non-profits collaborate like this, it truly doubles the reach and effectiveness of providing essential family & community support. And ultimately, it’s the children who benefit the most!”

— Kim Jefferies, Chief Executive Officer, Brighton Center

be the wind of change
ADVOCATE
Join our One in Five Minds campaign and help break down the stigma of mental health by taking the One in Five Minds Pledge at www.1in5minds.org
**SUPPORT:** As a community-based nonprofit, Clarity CGC requires the support of individuals, foundations and corporations to enable services. A record-breaking three million dollars was raised in the fiscal year, not including the amazing support of the United Way of San Antonio and Bexar County. Clarity CGC also participated in the DSRIP/1115 Waiver, with several hundreds of thousands of dollars funding new services to the community.

**SATISFACTION:** Our “voice of the consumer” surveys revealed that our loyalty rate for our inpatient/acute care services was 85%*, far above the local benchmark, and several times throughout the year we were above our national, aspirational benchmark of the Mayo Clinic, Rochester! Our outpatient psychiatry teaching partnership with UTHSCSAs loyalty rate has grown 11% over three years to 82%*, while our outpatient therapists’ loyalty rate has grown 5% over the past three years to reach 91%*. Further, nine out of 10 parents tell us their child has improved as a result of treatment, with the majority stating the improvement was “significant.”

*Percent of parents who would definitely recommend us to friends

**MORALE:** Our own employees rated us highly as well, and we received a “Top Workplaces” designation from the San Antonio Express-News. Employee loyalty extended to the United Way as well, as 100% of staff pledged and provided over $101,000 in funds toward our local campaign.

Methodist Healthcare Ministries of South Texas, Inc. is dedicated to creating access to health care for the uninsured in South Texas through direct services, community partnerships and strategic grant-making. We partner with Clarity Child Guidance Center because they provide mental health care to families, regardless of their ability to pay. We are enthusiastic supporters of their mission because it is making a difference in the lives of families who desperately need help throughout our community.

— Kevin C. Moriarty, President & CEO
In March 2013, Clarity CGC launched the One in Five Minds campaign to end the stigma of children’s mental illness and educate parents so that more children receive the help they need. In two short years, One in Five Minds has reached a vast audience, including more than 3,000 pledges to the campaign and over 6,000 Facebook fans. The campaign awareness rate among parents in the community has risen from zero to 4.5%, while campaign awareness among professionals has grown from 29% to 44% since the inception of One in Five Minds.

One in Five Minds sponsored the Claritycon™ luncheon speaker, Virginia State Senator Creigh Deeds, who shared his passion for changing the way society views mental illness.

Event 1: On April 30th, we launched Maynicures™, inviting all San Antonio women to paint their nails with a one-in-five color pattern in recognition of Children’s Mental Health Month in May.

Event 2: May 5th – proclaimed as One in Five Minds Day at the Bexar County Court.

Event 3: May 6th – One in Five Minds organized a surprise installation of over 3,000 pinwheels in front of the Alamo. It was followed by a press conference where Judge Nelson Wolff, Justice Luz Elena Chapa, and Dr. Steven Pliszka spoke.

Pledge, Learn and Share on www.1in5minds.org or on our social media channels.
- Facebook.com/1in5minds
- Twitter.com/@1in5minds

be the wind of change
making a positive impact

<table>
<thead>
<tr>
<th>inpatient/day treatment</th>
<th>outpatient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Patients</td>
<td>1,730</td>
</tr>
<tr>
<td>Number of visits</td>
<td>15,172 (days)</td>
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<tr>
<td></td>
<td>5,714</td>
</tr>
<tr>
<td></td>
<td>44,306 (visits)</td>
</tr>
</tbody>
</table>

inpatient (primary diagnosis)

- Mood Disorders (including bipolar disorders & depressive disorders) 89%
- Psychotic Disorders 10%
- Other Psychiatric Disorders 1%

outpatient (primary diagnosis)

- ADHD¹ & other neurodevelopmental disorders 49%
- Mood Disorders (including bipolar disorders and depressive disorders) 27%
- Anxiety Disorder 11%
- Trauma Related Disorders 6%
- Schizophrenia spectrum (and other psychotic disorders) 2%
- Conduct Disorders 2%
- Other Psychiatric Disorders 3%

Satisfaction rate: (% of parents who report that our providers listen, care and communicate)²

| Inpatient medical, clinical and nursing team | 97% |
| Outpatient clinical and medical teams       | 97% |

¹ A substantial portion of children diagnosed with ADHD are also diagnosed with Oppositional Defiant Disorder, Conduct Disorder, Mood Disorders, Anxiety Disorders, Learning Disorders and/or Communication Disorders.
² Top two-box score consisting of “always” and “usually” responses.
Fiscal year 2015 was a year of significant investments in the necessary growth of our facilities. Financial stewardship of insurance revenue and donor gifts enables us to fulfill our mission by providing the level of staff support and the specialized programs our children need. This year’s positive results are affected by two major factors: our success in fundraising for the campus expansion, and a recovery of an underpayment of the government’s Disproportionate Share Hospitals (DSH) funds in 2013 and 2014.

### income / fy 2015
- **Income from patient services**: $14,925,912
- **Disproportionate Share Hospital payment due for FY2015**: $2,007,058
- **Other income**: $773,165
- **United Way contribution**: $1,055,660
- ** Unrealized Gains on Investments**: $425,330
- **All other contributions**
  - Foundations: $566,838
  - Corporations: $52,358
  - Individuals: $282,935

### income for capital investment
- **DSRIP / 1115 Waiver (1)**: $1,305,571
- **Foundations**: $2,245,537

**Total**: $23,640,364

### expenses
- **Cost of programs**: $18,087,428
- **Cost of the center’s management**: $2,109,644
- **Cost of fundraising**: $517,712

**Total**: $20,714,784

**Net income(2)**: $2,925,580

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(1) DSRIP: delivery system reform incentive payment pool. The delivery system reform incentive payment pool provides earned incentive payments to hospitals and other providers upon their achieving certain goals that are intended to improve the quality and lower the cost of care. (2) Includes DSH for 2013 costs to reimburse credit line and funds set aside for Capital Investment.

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staff: Medical Team – 55   Clinical Team – 39   Nursing Team – 147
77% of all staff is direct care
Phase 1 Foundation Donors
Amy Shelton McNutt Charitable Trust
Baptist Health Foundation of San Antonio
Buddy and Nova Herin
Ed Rachal Foundation
Faye L. and William L. Cowden Charitable Foundation
Frost Bank
The Greehey Family Foundation
James B. and Lois R. Archer Charitable Foundation
Kronkosky Charitable Foundation
Methodist Healthcare Ministries of South Texas, Inc
Michael and Barbara Gentry
Northside Lions Charitable Foundation
San Antonio Medical Foundation
Shield-Ayres Foundation
Southerland Communities, LLC
St. Luke’s Lutheran Health Ministries, Inc
Sundt Foundation
The Meadows Foundation
University Health System
through the Medicaid 1115 Waiver
Valero Energy Foundation

*As of December 1, 2015

Phase 2 Foundation Donors
Amy Shelton McNutt Charitable Trust
Ed Rachal Foundation
Faye L. and William L. Cowden Charitable Foundation
GDC Marketing & Ideation
Klesse Foundation
Mays Family Foundation
Nancy Smith Hurd Foundation
St. Luke’s Lutheran Health Ministries, Inc
The Charity Ball Association of San Antonio, Inc
The Greehey Family Foundation
Williams

Thank you to our Phase 1 and Phase 2 Foundation Donors for their support in our new campus expansion.

Donations are critical for providing needed services, including psychological testing, inpatient hospitalization and day treatment, as well as individual, group and family therapies. Your donation can help make a difference. Donate to help heal young minds and hearts at claritydonate.org
Donors*
Corporations, Foundations
Ainsworth Trucking
Alamo Group
Allstate Giving Campaign
Amy Shelton McNutt Charitable Trust
AT&T Employee Giving Campaign
Baptist Health Foundation of San Antonio
Benefit Community Impact Fund
Birdies for Charity
Boeing Company
C.H. Guenther & Son, Inc.
Catto & Catto, LLP
Cecilia Young Willard Helping Fund
Clinical Trials of Texas
Community Bible Church
Community First Health Plans
Contractors Building Supply Co.
David Mills Custom Homes
Dixie Starnes Wenger Foundation
Dynamite Sno, Inc. dba Bahama Buck’s
Ed Rachal Foundation
ETS Cares
Faye L. and William L. Cowden Charitable Foundation
Frost Bank
Fulcrum Biometrics, LLC.
Gambrinus Company
Genevieve and Ward Orsinger Foundation
Give with Liberty
Gordon Hartman Family Foundation
Gorman Foundation
Grande Communications Grande Cares Club
H.E. Stumberg Foundation
HCA Caring for the Community
H-E-B Tournament of Champions
Hogg Foundation for Mental Health
Jackson Walker, LLP
John Calvin Presbyterian Church
Junior League of San Antonio
Klesse Foundation
Longhorn Recycling, L.P.
Marcia and Otto Koehler Foundation
Marietta K. Randall Foundation Trust
Marold Law Firm, LLC.
Mary A. Peterson Wyatt Charitable Trust
Mays Family Foundation
Meridell Achievement Center
Methodist Healthcare Ministries of South Texas, Inc.
Myra Stafford Pyor Charitable Trust
Nancy Smith Hurd Foundation
Nathalie & Gladys Dalkowitz Charitable Trust
Nguyen Logistics, LLC.
Northside Lions Charitable Foundation
Norton Rose Fulbright
OneBeacon Government Risks
Rathole Drilling, Inc.
Saint Susie Charitable Foundation
San Antonio Area Foundation
Tesoro Corporation
The Greehey Family Foundation
The Meadows Foundation, Inc.
United Way of San Antonio and Bexar County
Valero Energy Foundation
Williams
Wired
Zachry Construction Corporation

*As of June 30, 2015

“We are proud of our 20-year partnership with Clarity Child Guidance Center to provide mental health care for tens of thousands of children. The strength of this partnership is built on the mutual respect we have for each other’s mission, the collaborative relationship we take in our care for kids, and the high quality of people that staff both our organizations. It is a unique partnership and continues to expand to meet the growing needs of the families in this region.”

— Soad Michelsen, MD
President, Southwest Psychiatric Physicians
Senior Medical Director,
Clarity Child Guidance Center
Individuals*  
UP TO $15,000  
Michael and Barbara Gentry  
Ami Gordon  
Bernard and Patricia Jensen  

UP TO $9,999  
Allyn Archer  
Fred and Velma Hines  
George Hixon  
Mark Howard  
Rob McClane  
Maj. Gen. Josue Robles, Jr. (Ret.)  

UP TO $4,999  
David Bachus  
Tom Bounds  
Paul Brochu  
Christine Bryan  
Claudio Cepeda, MD  
Guy Clumpner  
Peggy Deming, CPA  
Rick Edwards, MA, LPC  
Wayne Ehrisman, PhD  
Susan Evers  
Marianne Fiorenza  
Lucille Gotanco, MD  
Corey Hough, MD  
Bruce and Gina Massey  
Gary and Vickye Mills  
Daniel Norris  
Shawn Owens, RN, C, BSN  
Joel Schnitz  
Jeff and Carolyn Smith  
Johnny and Carol Triesch  

*As of June 30, 2015
Cheryl Hornsby
Kim Hubbeling
Christopher and Carol Ann Huber
Lisa Hurst
Dinah Hutson
Michelle Jenkins
John Jockusch
Cecilia Juardo
Charles Karulak, EdD
Julie Kenfield
Don Khan
Patti Kindle
B.V. Koch
Susan Kortbel
Barbara Kyse
Rebecca Landry
Leticia Leal
Sonia Lee
Peter Lewis, ChFC
Luci Leykum, MD, MBA
Daniel Lopez, PhD
Lois Manena
David and Allison Margrave
April Massey
Anna Mathias
Lance Mayes
Judy McCormick
Lisa Metaxas
Gerard and Anna Migeon
Mary Ann Miklas, LCSW
Michael and Jacqueline Mitchell
Laura Montemayor
Robert Navarro
Jennifer Nunez
Raymond Parks
Marie Penalooza
Herbert Pennick
Jessica Pierce
Caroline Pollett
Melba Potter
Nancy Pruski
Christopher Quinn
Lara Quintero
Mason and Nellie Reddix
Tom and Berniece Reed
Denise Reno
Marjorie Richardson
Allan and Maria Elena Rush
William Scanlan, Jr.
Susie Schumann
John Seybold
Brittany Sharnsky
Fred Shivadecker Jr.
Lele Simmons
Kenneth Simpson
Diana Sonnen
Virginia Ann Stevens
J.C. Stromberger
William Sutherland
Andrea Sutherland
Anthony Tolcher, MD
Kristina Tomasetti
Kenneth Trevett
Cynthia Wall
William Wheeler
Kathleen Wilkins, MD
Julie Wisdom-Wild,
   LCDC, AAC, ADC, NCACI
Keela Young
Laurie Zimmerman

In-Kind Gifts*
Circle of Care
First Chance Foundation
Harland Clarke
Heavenly Gourmet, LLC
H-E-B
Cheryl Hornsby
Lackland Baptist Church
Migdalia “Mimi” Pierce, MA, LPC
University of Texas at San Antonio
USAA Season of Sharing
Katherine Zajac

*As of June 30, 2015