 BUILDING
Hope
FOR MONTANA FAMILIES

A CAMPAIGN FOR SHODAIR CHILDREN'S HOSPITAL

Hopeful
Safe
Flexible
Open
Intentional



Main Entry

Dear Friends of Shodair,

The legacy of Shodair Children's Hospital began at the beginning of the 20th Century. It was at that time a home for orphaned and abandoned children was opened by a spirited, committed group of people who recognized the need and persisted to meet it.

Shodair then set out on a history of evolution, changing expeditiously to meet the needs of Montana's children. We were the first facility in the state to treat children with polio, the first with a department of medical genetics, and the first with a chemical dependency unit dedicated to adolescents.

As we celebrate our 125th anniversary this year, we remain proud and determined. Shodair's services may be vastly different today, but our mission remains forever focused on changing children's lives. Our progression through the years has taken us from that orphanage all those years ago to Montana's only children's psychiatric hospital. For all of us at Shodair, trauma-informed care is not merely a theme, but a way of life.



Today, the world of care for children suffering from illness, diseases, and other physical, mental, and emotional conditions is changing dramatically. For instance, our teen suicide rate in Montana is more serious than ever, and a painful challenge for many families. Our reputation as leaders in the care of children with emotional problems, as well as families needing support due to genetic conditions, have led people to seek us out. Increasingly, we have found the space scant to help all who need us. It is unacceptable to us to turn children away.

Our strategic plan and vision at Shodair are bold. It features a gleaming new hospital building, beautifully designed by SMA Architects, which is a model for pediatric behavioral care. We will also renovate our existing infrastructure to be utilized for administration offices and support services. The addition of a medical office building, privately owned and rented to Shodair, will accommodate a more comprehensive medical genetics program, outpatient services, and day treatment while limiting expensive overhead and building costs.

These plans bring a challenging financial requirement of approximately \$66 million. Accordingly, the Montana Children's Foundation is conducting **Building Hope for Montana Families...A Campaign for Shodair Children's Hospital**, to assist in making our exciting plans a reality. Bolstered by our accomplishments and the promise of more, we are confident that our many friends will come together with businesses, foundations, and other sources to create a philanthropic partnership of historic proportions. In so doing, they will join with us in creating a world where our children can receive the care they so desperately need.

Sincerely,

A handwritten signature in black ink that reads "Craig Aasved". The signature is fluid and cursive.

Craig Aasved
Chief Executive Officer

Shodair Children's Hospital

Since 1896, Shodair Children's Hospital has diligently remained a step ahead of the ever-changing needs of Montana's families. Leaning into our mission to heal, help, and inspire hope, Shodair's medical specialists continue to tirelessly develop programs and services that provide vital, lifesaving and life-changing care for Montanans. Shodair is the only facility in Montana with both acute and residential beds in the same facility and is the state's only **Children's Miracle Network** affiliated hospital. Our wide array of services has been cultivated, refined, and diversified through the years to



arrive at an unparalleled level of sophistication. Matching that complexity and distinction is the passion and compassion behind these services which earns Shodair its margin of excellence. Last year, we were honored to win the 2019 Business of the Year from the Helena Chamber of Commerce.

Acute Psychiatric Inpatient Program

Children admitted to the Acute Psychiatric Inpatient Program are typically in danger of harming themselves or someone else. The program offers intensive stabilizing services for children in crisis. In Shodair's Acute units, children receive professional supervision and interventions in a safe, structured living environment. Family involvement in the evaluation and treatment process is an enormous priority for the best possible outcomes. The average stay is 7 to 10 days and children are closely monitored to ensure the property therapies, medical management and supports are in place prior to them returning home, transferring into the residential program or elsewhere. Today, the Acute Psychiatric Inpatient Program consists of two units: 10 beds for patients ages 5-12, and 20 beds for patients ages 13-18.

Child & Adolescent Residential Treatment Programs

There are two developmentally specific residential treatment programs for children and adolescents at Shodair. Each residential treatment unit is staffed by a Board-Certified Child and Adolescent Psychiatrist, two master's prepared child and family therapists, a program director complemented with nursing staff, recreation therapists, a music therapist, teachers, and spiritual care provider. Consultations are provided by an in-house neuropsychologist, a speech and language therapist, a nutritionist, and an occupational therapist as needed.

Acute Psychiatric Inpatient Program Unit 1	Acute Psychiatric Inpatient Program Unit 2	Residential Group Home 1	Residential Group Home 2	Residential Middle School Unit	Residential Adolescent Unit
Intensive crisis stabilization	Intensive crisis stabilization	Long term psychiatric care	Long term psychiatric care	Long term psychiatric care	Long term psychiatric care
7-10 days	7-10 days	6 months or longer	6 months or longer	65 days or longer	50 days or longer
Ages 5-12	Ages 13-18	Ages 7-11	Ages 7-11	Ages 12-14	Ages 14-18
Capacity - 10	Capacity - 20	Capacity - 6	Capacity - 6	Capacity - 20	Capacity - 24



“In 2019, Shodair Children’s Hospital’s acute inpatient programs cared for almost 896 children with complex psychiatric illnesses. Our treatment team’s emphasize comprehensive evaluations incorporating evidence-based treatments and trauma informed care. Our goal? Helping children return home to their families and communities as soon as they are able so they may continue their path towards healing and reaching their goals in a safe, community setting.”

-Heather Zaluski, MD, Chief Medical Officer of Psychiatry

Education Services – The School at Shodair

School is a critical component of life and learning, to navigate within that structure prepares young people for adulthood. By utilizing the Positive Behavioral and Instructional Supports (PBIS) model, the School at Shodair is keeping pace with educational research and best practices. All teachers are special education certified and each staff member receives ongoing professional development, utilizes a structured team approach, and regularly monitors their own performance, while working closely with the other professionals within the treatment setting. The Shodair Educational Team works with a child’s home school to continue the educational course on an individual basis to ensure they are not behind when they return. The School at Shodair’s scope of services include Day Treatment and Residential Units, with standalone preschool and middle school programs. We are accredited by the Cognia Connect Accreditation Association, providing year-round educational services.



Medical Genetic Services

Extraordinary progress is being made at Shodair’s nationally recognized medical genetics department as Montana’s only provider for children and adults with genetic conditions. The Medical Genetics Program offers comprehensive medical and laboratory services to individuals with genetic or metabolic conditions and those concerned about their risk of cancer. The Genetics Team is comprised of a medical geneticist (MD who specializes in genetics), a group of certified genetic counselors who provide diagnostic evaluation, nurse practitioners who provide care coordination and risk assessments, and a licensed clinical psychologist who provides neuropsychological assessments, as indicated.



The Genetics Laboratory offers specialized testing, including cutting-edge methods such as Next Generation Sequencing and Chromosomal Microarray, as well as molecular genetics, cytogenetics (detecting chromosome-based disorders), and fetal pathology. Through a network of clinicians throughout the state, Shodair collaborates with specialists, hospitalists, and

NICU/PICU providers to recommend and initiate appropriate testing and care plans for a lifetime. These relationships between medical staff and patient are long-lasting and through the years, patients continue to meet with Shodair’s professionals for consultations.

Access and the Future of Care at Shodair

Imagine this scenario: You are a parent of an 11-year-old child who is clearly manifesting mental or emotional issues. There are problems at school. Teachers and administrators have spoken to you, lamented with you, and offered support, but few answers. There are problems at home. There are heartbreaking episodes you cannot control, and certainly cannot manage. You can see the pain and relentlessness of his condition and...you are desperate and on the brink of hopelessness. You learn of Shodair, the state's preeminent comprehensive care facility hospital with a specific mission to help children like your own. There is help at last, and you feel a profound sense of relief. And then you are told there are no rooms available. Beds full. Waiting list. Further despair.



Some version of the above situation has played out an alarming 500+ times in the last three years. With approximately 1,000 annual admissions, nearly 20% of applicants have been turned away. Nine months of every year, there is a waiting list.

What are the options for these children? The closest facility with remotely similar services is located outside of Montana...500 miles away. *For all of us at Shodair who spend each day immersed in the lives of these children, it is unacceptable.*

Our New Hospital Building



LOBBY/CAFE

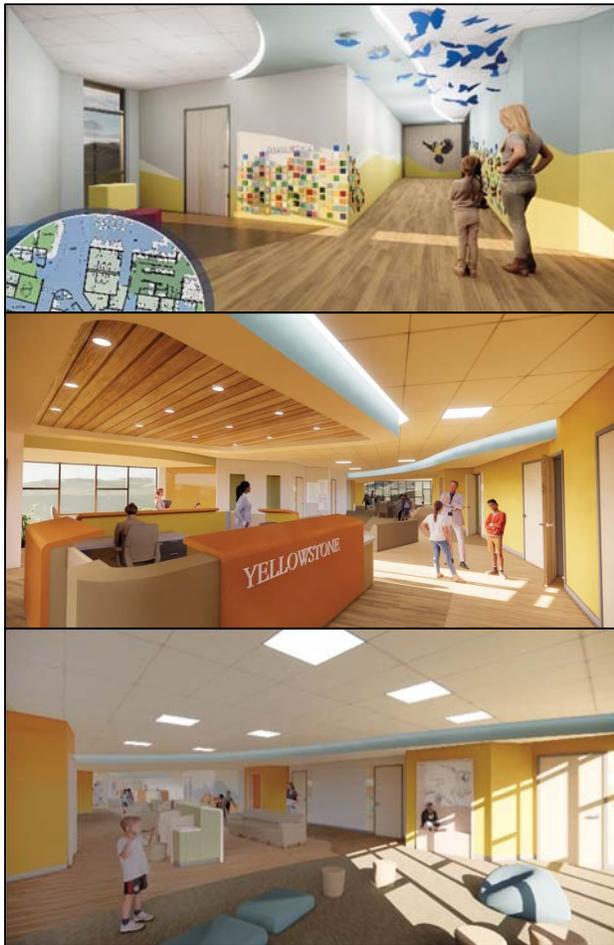
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SMA ARCHITECTS



Pediatric and adolescent behavioral health is a community health crisis in Montana. ***One in five children in Montana and nearly 20 percent around the nation experience a mental health disorder.*** In the last decade, a series of factors have merged to greatly increase demand...a much higher awareness and acceptance of mental and behavioral issues, the need to address them, and ways to approach that care to ultimately prevent suicide. In addition, Shodair's reputation has grown exponentially thanks to a team approach to care that creates successful outcomes, forward-thinking professionals, state-of-the-art technologies, and treatments in both psychiatry and genetics.



As part of a bold master facilities plan, ***Shodair will construct a new 131,676 square foot 82-room hospital building features a therapeutic environment providing flexible spaces for care and individual rooms to every patient.***

Along with additional capacity, the shift in service to provide private rooms will remove the barriers presented with housing units while better serving the increasing number of patients and fostering family involvement with appropriate space so they can feel engaged. Our current building houses children's, middle school, and adolescent residential treatment units with a total of 74 beds available in 40 semi-private rooms, and two six-bed therapeutic group homes. The additional space will allow us to place children in 10 bed pods with an appropriate emphasis on segregation of patients by age and level of care need. This new space also addresses the increased need to accommodate gender diversity since the number of patients with gender fluidity continues to increase significantly. Shodair has previously been unable to serve patients with aggressive behavioral issues, meaning there was nowhere in

state for these children to turn, but through the service-focused design the hospital will now be able to provide care in these extreme cases. Additionally, service updates will allow admittance to patients with special medical needs previously unable to be accommodated. The addition of a psychiatric care unit and crisis stabilization unit will greatly transform the level of care provided while expanding services to the 18+ age group that often goes overlooked.

Healthcare and hospitals can be overwhelming and terrifying for any child. Multiply that reaction for children with behavioral health issues and it is a recipe for chaos. Thankfully, most healthcare facilities, and certainly those that are newly constructed, have become acutely aware of the impact the environment has on healing. ***New features include plenty of light, more color, less visible technology, and a generally less foreboding atmosphere.*** Shodair's new design is a model for

pediatric healthcare everywhere and is intentionally designed with input from partners, stakeholders, and families we serve.



There are open, hope-filled spaces with deliberate thought to ambiance and safety. The new building has multiple clinical meeting and family gathering spaces to accommodate the necessary care and vital social interaction more comfortably with family and loved ones. The private patient rooms were developed with safety and flexibility embedded in the design. Mostly, though, the new facility will give Shodair the platform to demonstrate their ahead-of-the-curve, distinctive diagnosis and treatment skills in a setting matching that brilliance.

Reimagining Our Current Hospital Building & Campus

The construction of a new Shodair Children’s Hospital main building creates expansive and impactful opportunities across the campus. The existing building will be retrofitted to serve our administrative needs, dedicating an entire floor to public meeting rooms and conference centers. A second Medical Office building will be added to the campus which will be leased by Shodair to serve as a center of excellence for our Medical Genetics Program, as well as a home for our outpatient services. This building will have space for a pediatric practice as well as other medical services with symbiotic relationships to Shodair Children’s Hospital.



A New Era of Discovery - The Medical Genetics Center

Under the leadership of Medical & Laboratory Director Abdallah F. Elias (below), Shodair is helping to revolutionize the way medical genetic care is provided and its practical application right here on campus can save children's lives. A comprehensive and collaborative design approach has provided the vision for the new medical office building, privately owned and rented to Shodair, which will provide an environment that promotes academic discovery and international collaboration while serving our patients in a friendly, welcoming environment.

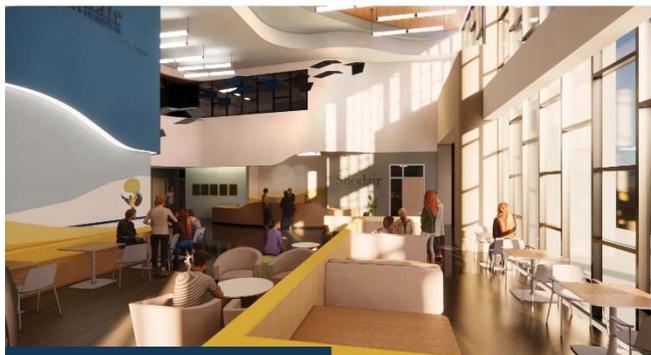


Without this service, patients with genetic and metabolic needs would need to travel to Seattle, Denver, or Salt Lake City. Shodair's outpatient genetics clinics serve over 1,000 patients of all ages throughout Montana every year serving as a guide, resource, and partner in the health and care of patients. Shodair also partners with the Montana Department of Health and Human Services for the follow-up program for newborn screening addressing identified concerns shortly after birth. The Pallister Medical Genetics Laboratory is a sought-after treasure for Montana and serves as a local and national reference laboratory for genetic testing having identified and named over 40 previously undiscovered genetic conditions at Shodair.

Outpatient Services

The Medical Office building will provide dedicated space to expanded outpatient services that will help improve access to care, both for immediacy and convenience, and the coordination of continuing care so important to our families. Patients discharged from Shodair's inpatient services can continue their care with a trusted resource either in-person or using telemedicine. Shodair's Outpatient Services include individual and family therapy, speech therapy, occupational therapy, medication management, psychology, and neurological testing. Patients are scheduled quickly so care can be timely and appropriate.

***"Without Shodair, my daughter would literally not be alive today."
-Jill Nyman, mother of former patient***



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To Heal, Help, and Inspire Hope

Montana Children's Foundation

Shodair Children's Hospital has worked diligently during our history to advance to this point. We have clinicians, psychiatrists, geneticists, counselors, staff and leadership with enormous passion, who provide life-changing care for children on a 24/7 basis. Our dedication as leaders in this area of care has not gone unrecognized as Shodair has enjoyed a growing reputation and is accredited by The Joint Commission, demonstrating an outstanding commitment to patient safety.

We need, however, to do more to reach for new horizons. It is not acceptable to us that children are turned away. We are concerned with the future of care for these vulnerable children and adolescents. We need a new hospital building. We will transform our existing facility and campus to create a new home for our genetics program and outpatient psychiatric services. This commitment will help change lives, and that is quite simply, our goal in every minute we serve here.

Therefore, the Montana Children's Foundation, on behalf of Shodair Children's Hospital is conducting a capital campaign through which we will endeavor to raise as much as possible toward the \$66 million project cost.

This is a defining moment in the history of Shodair. We will not be satisfied with "business as usual" going forward. We are dedicated to improving the fragile lives of our children by delivering the most thorough and sophisticated care for as many as we can in a safe and caring environment. We will meet our challenges, and opportunities, with great conviction, but urgently need your help. Unequivocally, the ultimate success of "***Building Hope for Montana Families***" will depend upon your generous philanthropic investment in creating the future of care for children and adolescents suffering from mental and behavioral illness and disease.



HOPE | SOFT SEATING AREA

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