Expansion of Intermountain's Day Treatment Program

2025 Montana Opioid Abatement Trust Grants

Intermountain Deaconess Children's Services

Jamie Palagi
500 S. Lamborn St
Helena, MT 59601

katib@intermountain.org
O: 406-457-4804

Kati Bono

500 S Lamborn St
Helena, MT 59601

katib@intermountain.org
O: 406-457-4820
M: 406-438-7748

Application Form

Region Selection

To collaborate with someone else on this request, click the blue "Collaborate" button in the top-right corner.

Project Name*

Expansion of Intermountain's Day Treatment Program

You may only select one Abatement Region, if you are applying for funding from more than one region you will need to fill out and submit a separate application for each region.

Select Multi County Abatement Region OR Metro Region*

Select the Multi-County Abatement Region **OR** the Metro Region you are requesting grant funds from.
Click HERE for a detailed map of Multi-County Regions and Metro Regions.

Lewis & Clark County Metro Region

Application Overview

About the Organization/Program*

Give a brief description of the Organization/Program/Project. Include the mission statement and the services provided.

Intermountain Deaconess Children's Services (Intermountain) has been healing children through healthy relationships since 1909. Our mission — healing through healthy relationships — guides all our work with children and families who have experienced trauma, neglect, and emotional distress- key risk factors for future substance and opioid misuse.

Each year, Intermountain reaches over 1,200 families through trauma-informed, relationship-based services that foster resilience and emotional regulation. Our programs include:

- Therapeutic Education Services: School and community-based mental health programs, including Day Treatment, School-Based Outpatient Therapy, Comprehensive School and Community Treatment, and the Family Empowerment Program.
- Outpatient Therapy: Individual, group, and family therapy offered in-office or via telehealth.
- Youth Case Management: Coordination of social, emotional, and financial supports to stabilize families.
- Occupational and Speech Therapy: Developmental support to improve motor skills, communication, and daily functioning.
- Psychiatry: Comprehensive assessment and medication management.
- Intensive Residential Services: Structured, therapeutic residential care for children aged 4–13 with complex emotional and behavioral needs.

Our work targets key predictors of substance misuse by addressing Adverse Childhood Experiences (ACEs), which are stressful or traumatic events such as abuse, neglect, or exposure to violence or substance use that

are strongly linked to negative health and behavioral outcomes. Research shows that individuals with five or more ACEs are up to 10 times more likely to develop substance use disorders. By providing early intervention through development of therapeutic relationships, Intermountain programs work towards strengthening child and family skills, addressing needs within family and community systems, and treating trauma while mitigating risks that correlate with substance/opioid misuse.

What category does the program fit into*

Check the category/categories the program fits into. You may select more than one option.

Click **HERE** for a list of approved opioid remediation uses

Prevention

Exhibit E List of Opioid Remediation Uses

Schedule A - select all that apply

G. PREVENTION PROGRAMS

Exhibit E List of Opioid Remediation Uses

Schedule B - select all that apply

C. CONNECTIONS TO CARE
G. PREVENT MISUSE OF OPIOIDS

How does the program meet the Opioid Remediation Guidelines*

In detail, describe how the program fits into the approved Opioid Remediation Guidelines selected in the above question.
Please be specific

Day Treatment (DT) aligns with Opioid Remediation Guidelines by delivering trauma-informed care that addresses ACEs, emotional dysregulation that interferes with classroom learning, and family instability, key risk factors for youth opioid misuse. Early intervention in a structured school setting fosters emotional growth and academic success, reducing future substance use risk.

Prevention
The DT Program reduces barriers to care through integrated teams of behavioral health professionals and specially trained teachers, delivering comprehensive support in a least restrictive, community-based setting that promotes stability, connection, and continuity, key to preventing future opioid misuse.

Connections to Care
Intermountain's DT Program meets children where they are, assessing behavioral health and substance use risks while partnering with home school district and families to build individualized supports. Wraparound services like therapy and parenting education ensure ongoing care and help prevent crisis escalation.

DT directly supports opioid abatement through the following strategies:
9-School-based: In partnership with local school districts, Intermountain provides accessible therapeutic educational services in a private school setting to address trauma, build resilience, and prevent substance use in high-risk youth
10-Community-based: Provides therapeutic, family-centered interventions that stabilize crises and strengthen the home, helping prevent hospitalization or residential placement
11-Building resilience: Builds coping skills, emotional regulation, and self-awareness to reduce substance use risk, while supporting classroom success
12-Greater access: Delivering sustainable, consistent care that addresses mental health needs before substance use can emerge as a coping strategy

Each year, DT creates early lasting interventions that directly reduce the risk of opioid misuse and help build stronger, more resilient kids, families, schools, and communities.

New Program or Existing*

Is the funding intended for a new program or to expand an existing program?

A proposed supplement or expansion to a program.

Fiscal Information

Requested Amount*

$241,433.00

Program Budget*

How will the funds be allocated? Attach a detailed line item budget breakdown for the program. If the funds are intended for a multi-year program please specify the amount budgeted for each year.

Intermountain Day Treatment Expansion Budget.pdf

Source of Funding*

Does the program currently receive funding from another source? If yes, please explain in detail. (i.e. amount, funding source, etc.)

Grant funding is intended for the creation or expansion of opioid prevention, treatment, and recovery projects. The money is **NOT** meant to replace or supplant existing funding.

This funding request is for the expansion of Intermountain's Day Treatment program in Lewis and Clark County, not to replace or supplant any existing funding. The expansion is designed to gradually build classroom caseloads and clinical capacity, progressing toward financial sustainability through future Medicaid billing revenue.

The total expansion 2-year budget is approximately $333,411. Intermountain is requesting $241,433 from the Montana Opioid Abatement Trust over two years. In year one, grant funds will cover key start-up costs,

including personnel (one Therapist, one Teacher, and one Mental Health Specialist), training, classroom equipment and supplies, and initial operational expenses ($106,791). In year two, grant funds will continue to support expanded services and provide partial support (40%) for the Therapist and Teacher positions, while hiring an additional Mental Health Specialist, and cover necessary training and supplies ($134,642).

Approximately 10% of the total budget will be used annually to support recruitment, hiring, relocation bonuses, and program marketing efforts within Lewis and Clark County. This phased approach ensures program stability during startup while positioning the program for long-term success through Medicaid reimbursement.

Do you have a Fiscal Agent*

No

Program Abstract

Program Description*

Describe the objectives of this project. Provide a detailed overview of the program, including its purpose, priorities & objectives, and intended results.

Intermountain seeks to expand its Day Treatment (DT) program to provide intensive, trauma-informed behavioral health services for upper elementary and middle school students and families in Lewis and Clark County at high risk for substance misuse and opioid addiction. Local school districts, including East Helena, have identified significant unmet needs for children requiring therapeutic interventions integrated with their education.

Purpose
The project's primary goal is to prevent youth opioid misuse through early intervention, addressing childhood trauma, emotional dysregulation, and family instability by providing consistent, accessible mental health care.

Description
DT offers a community-based therapeutic environment, in partnership with local school districts, combining individualized education and intensive mental health support. Students receive six hours of instruction and therapy per day during the academic year, with ongoing services through the summer. Services include individual, group, and family therapy, parenting education, and skill-building to create resilient, stable home environments. By maintaining children in their communities and reducing escalation to residential care, DT fills a critical gap in the local behavioral health continuum, while supporting dignity and building resilience in children.

Priorities
•Address trauma, mental health challenges, and family instability that contribute to substance misuse
• Build emotional regulation, resilience, and strong family relationships
• Ensure early access to trauma-informed care for children most at risk
• Evaluate needs for additional service coordination during, and at time of discharge from program based on goals achieved

Objectives

1.Enroll two children by Fall 2025 and two additional children by Spring 2026, serving up to 20 children by Spring 2026
2.Update classroom equipment and hire staff to open a third Day Treatment classroom by Summer 2026
3.Enroll 1–2 students in the third classroom every two months beginning Fall 2026, serving up to 30 children by April 2027

Enrolling 1–2 children at a time is critical in a DT classroom to maintain stability, protect the therapeutic environment, and allow both students and staff to build trusting relationships gradually. This paced approach ensures that each new student receives the individualized attention and support needed to integrate successfully, minimizing disruptions and promoting a safe, structured, and emotionally supportive setting essential for healing and growth.

Intended Results
• Expand the highest level of community-based behavioral health care for children
• Stabilize children and families who require intensive DT services, assuring successful educational and therapeutic outcomes
• Prevent future opioid misuse by:
  -Increasing access to early, trauma-informed intervention
  -Strengthening protective factors at home and at school
  -Actively engaging caregivers as partners in treatment and recovery support

Specific Goals*

What are the specific goals of the program? List several goals the program hopes to accomplish and how the program intends to meet these goals.

Program Goals and Implementation Plan
The primary goal of this program is to strengthen Lewis and Clark County's community-based mental health system by expanding services for high-need children and families—closing critical care gaps that often lead to crisis escalation and long-term opioid misuse.

Specific Goals
For Children:
• Prevent escalation to higher levels of psychiatric or residential care
• Achieve measurable progress toward Individualized Education Program (IEP) and behavioral health treatment goals
• Develop emotional regulation and coping skills to reduce future reliance on substances
• Increase consistent engagement in school and community activities
• Help kids heal through healthy relationships, allowing them to eventually return to traditional school environments

For Families:
• Actively engage caregivers in their child's therapeutic process
• Build household stability and emotional resilience, reducing the risk of intergenerational trauma and substance use

For Communities:
• Identify and support at-risk youth early through intensive school-based mental health services
• Reduce youth opioid misuse through sustainable, prevention-focused interventions

Implementation Approach
Day Treatment embeds trauma-informed therapeutic services directly into classrooms and community settings. Children participate in intensive therapy and skill-building sessions multiple times per week,

focused on emotional regulation, resilience, and academic engagement. Families receive parenting education, therapy, and support groups designed to improve parenting practices and family dynamics.
Validated screening and assessment tools, including the Adverse Childhood Experiences (ACE) Questionnaire, Youth Outcomes Questionnaire (YOQ), and Child and Adolescent Service Intensity Instrument (CASII), will be used to:
• Identify trauma exposure and behavioral health risks
• Track child and family progress toward treatment goals
• Adjust service intensity based on individual needs
• Measure outcomes related to reduced opioid misuse risk

By intervening early, tracking progress carefully, and involving families deeply, the program ensures that children build the protective factors needed to avoid future substance misuse. Services will expand gradually over the next two years, with enrollment and staffing targets tied to specific benchmarks to ensure sustained, measurable impact.

Evaluation Method*

Describe how you plan to evaluate the effectiveness of the program and what the method for evaluation will be.

Program Evaluation Plan
We will evaluate program effectiveness using a mixed-methods approach that combines quantitative metrics and qualitative feedback to measure impact, drive continuous improvement, and demonstrate outcomes tied to family resilience and opioid misuse prevention.

Quantitative Measures We will track:
• Enrollment and attendance rates in the Day Treatment program
• Number of therapy hours delivered per student
• Progress toward achieving Individualized Education Program (IEP) goals
• Progress on standardized mental health assessments, including the Youth Outcome Questionnaire (YOQ), with the goal of demonstrating improvement in emotional and behavioral functioning
• Discharge rates indicating completion of Day Treatment Program and successful reintegration into students' original school districts
These quantitative measures will assess behavioral and emotional improvements, sustained engagement in treatment, and transition to lower levels of care or educational setting requirements, all key protective factors shown to reduce future risk of opioid and substance misuse.

Qualitative Measures We will collect:
• Pre-, mid-, and post-program caregiver and student satisfaction surveys
• Feedback from school staff and therapists regarding student engagement, emotional resilience, and academic progress
This qualitative data will deepen our understanding of service effectiveness, caregiver confidence, and student well-being.

Evaluation Process and Continuous Improvement Program data will be reviewed quarterly. Findings will be used to adjust service delivery, enhance staff training, and strengthen family engagement strategies.

By maintaining a rigorous, data-informed evaluation system, we will ensure that our trauma-informed services remain impactful, responsive, and aligned with the goals of opioid prevention and family healing.

Data Source*

What information are you going to collect or use to demonstrate you have accomplished your goals?

Demonstrating Goal Achievement
We will measure our program's effectiveness in achieving its goals by collecting and analyzing data across three focus areas:
1. Participation & Service Delivery
• Number of students enrolled in Day Treatment
• Number of therapy hours provided
• Duration of enrollment
• Number of completed and successful planned discharges back to home school districts
These participation measures will assess access to services, sustained engagement, and program stability, which are critical indicators of early intervention success.

2. Outcomes & Progress Toward Objectives
• Improvement in student functioning using the Youth Outcome Questionnaire (YOQ)
• Progress toward achieving Individualized Education Program (IEP) goals
• Successful reintegration into home schools as evidence of behavioral and emotional stability
• Caregiver engagement, measured through participation in family therapy and treatment planning meetings
These outcomes reflect strengthened protective factors — emotional resilience, family stability, and sustained school engagement — all proven contributors to reducing future opioid misuse.

3. Satisfaction & Qualitative Feedback
• Student and caregiver satisfaction surveys administered at program entry, annually, and discharge
• Therapist and participant feedback on program quality and impact
• Self-reported improvements in emotional regulation, coping strategies, and family relationships

Data Collection and Review Process
Results will be reviewed regularly to guide service delivery adjustments, improve family engagement strategies, and ensure alignment with our opioid misuse prevention goals.

Together, these data sources will demonstrate our impact in expanding trauma-informed mental health care, increasing resilience in vulnerable youth, and preventing the development of substance use disorders.

Awareness*

How do you plan to create awareness of this program? Briefly describe what action the program plans to take to create awareness in the community.

Awareness of Day Treatment is built through strategic collaboration with school leadership, counselors, and teachers in local school districts who play a central role in identifying and referring students.

Beyond schools, referrals are also received from parents, pediatricians, therapists, and Child Protective Services (CPS), broadening awareness among families and child-serving professionals.

To further expand outreach, the program will provide informational materials to schools, clinics, and community organizations. These efforts ensure families and providers understand the services offered and can connect at-risk children and youth to care early.

This multi-channel approach promotes early identification, strengthens cross-system partnerships, and supports the program's broader goal of preventing youth opioid misuse through timely, trauma-informed intervention.

Additional Documents

Tax Exempt Organization*

By clicking this box you are confirming the applying organization is a tax exempt organization.

Yes

Tax Exempt Determination Letter*

Please upload a copy of the Organization 501(C)(3) Tax Exempt Determination Letter.

IDCS IRS Determination Letter.pdf

Use this section to upload or explain any additional information regarding the program/organization. ie. a detailed budget projection, program/organization history, etc.

Upload #1

Intermountain Day Treatment Program Description.pdf

Upload #2

Upload #3

Additional Information

Childhood mental, emotional, and behavioral disorders—when left unaddressed—can lead to poor academic outcomes, social isolation, substance abuse, and long-term health crises, including opioid misuse. Montana faces an acute youth mental health emergency:

• 43% of Montana high schoolers report prolonged sadness; 26% have considered suicide
• Montana ranks among the top five states for suicide rates for over 30 years

Nationwide, 1 in 7 children aged 3–17 are diagnosed with a mental or behavioral health condition, with anxiety, depression, and behavioral disorders most common. Suicide is now the second leading cause of death for young people ages 10–24.

Children with Serious Emotional Disturbance (SED) often display impulsivity, aggression, defiance, and withdrawal, behaviors frequently misunderstood as misconduct rather than symptoms of trauma. Without trauma-informed support, these students face school exclusion, contributing to the "school-to-prison pipeline", a trajectory where suspended or expelled students are 72% more likely to be incarcerated later in life.

This cycle also increases vulnerability to substance use. Emotional dysregulation, untreated trauma, and repeated feelings of failure drive many young people toward opioids and other substances to self-medicate emotional pain. Repeated school failures, involvement with the justice system, and unstable home environments further magnify this risk.

The opioid crisis has devastated Montana families, particularly those already coping with trauma and mental health challenges. Intermountain’s expansion of trauma-informed, relationship-centered Day Treatment

services addresses these root causes directly, providing children and families with timely, compassionate care that builds resilience, restores hope, and prevents the devastating path toward opioid dependency.

File Attachment Summary

Applicant File Uploads

- Intermountain Day Treatment Expansion Budget.pdf
- IDCS IRS Determination Letter.pdf
- Intermountain Day Treatment Program Description.pdf

Hope & Healing

intermountain
Caring Solutions • Strong Families • Healthy Communities

We are a nationally recognized nonprofit providing Hope & Healing to children, youth, and families in need.

Expansion of Intermountain's Day Treatment Program

Increasing Access to Mental Health Services in Lewis and Clark County

Expenses	**Year 1** June 2025 - May 2026	**Year 2** June 2026 - May 2027	**Year 2 Teacher and Therapist @ 40% & MHS**	**2-year Montana Opioid Abatement Trust Request**
Salaries	$55,470	*$156,000*	$87,360	$142,830
Benefits	$18,860	*$53,040*	$29,702	$48,562
Overhead	-	-	-	-
Recruiting/Hiring Bonuses/Marketing	$15,000	$15,000		$30,000
Classroom 3 Equipment and Supplies	$9,721	-		$9,721
Training	$3,648	$1,216		$4,864
Staff Laptop Bundles and Supplies	$4,092	$1,364		$5,456
Total Expenses	**$106,791**	**$226,620**		**$241,433**

Year 1 - $106,791

- Full coverage of Year 1 program expenses

Year 2 - $134,642

- Full salary for a newly hired mental health specialist
- 40% of the salaries for an existing therapist and teacher to support expanded service delivery
- Recruiting/hiring bonuses/marketing
- Training and onboarding expenses for the new staff member
- A laptop bundle and essential supplies to equip the new hire for their role

IRS Department of the Treasury
Internal Revenue Service
P.O. Box 2508, Room 4010
Cincinnati OH 45201

In reply refer to: 4077383720
Mar. 04, 2019 LTR 4168C 0
81-0231775 000000 00
00030887
BODC: TE

INTERMOUNTAIN DEACONESS CHILDRENS
SERVICES
% BARBARA WALSH
3240 DREDGE DR
HELENA MT 59602-0548

059531

Employer ID number: 81-0231775
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Nov. 15, 2018, about your tax-exempt status.

We issued you a determination letter in January 1947, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Sections 509(a)(1) and 170(b)(1)(A)(vi).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at www.irs.gov/forms-pubs or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m.,

IRS Department of the Treasury
Internal Revenue Service
P.O. Box 2508, Room 4010
Cincinnati OH 45201

MAR 08 2019

059531.791728.84415.19132 1 MB 0.428 536

INTERMOUNTAIN DEACONESS CHILDRENS
SERVICES
% BARBARA WALSH
3240 DREDGE DR
HELENA MT 59602-0548

59531

CUT OUT AND RETURN THE VOUCHER IMMEDIATELY BELOW IF YOU ONLY HAVE AN INQUIRY.
DO NOT USE IF YOU ARE MAKING A PAYMENT.

CUT OUT AND RETURN THE VOUCHER AT THE BOTTOM OF THIS PAGE IF YOU ARE MAKING A PAYMENT, EVEN IF YOU ALSO HAVE AN INQUIRY.

The IRS address must appear in the window.
4077383720
BODCD-TE

Use for inquiries only
Letter Number: LTR4168C
Letter Date : 2019-03-04
Tax Period : 000000

810231775

INTERMOUNTAIN DEACONESS CHILDRENS
SERVICES
% BARBARA WALSH
3240 DREDGE DR
HELENA MT 59602-0548

INTERNAL REVENUE SERVICE
P.O. Box 2508, Room 4010
Cincinnati OH 45201

810231775 KN INTE 00 2 000000 670 00000000000

The IRS address must appear in the window.
4077383720
BODCD-TE

Use for payments
Letter Number: LTR4168C
Letter Date : 2019-03-04
Tax Period : 000000

810231775

INTERMOUNTAIN DEACONESS CHILDRENS
SERVICES
% BARBARA WALSH
3240 DREDGE DR
HELENA MT 59602-0548

INTERNAL REVENUE SERVICE

OGDEN UT 84201-0102

810231775 KN INTE 00 2 000000 670 00000000000

intermountain
Caring Solutions ▪ Strong Families ▪ Healthy Communities

Intermountain Day Treatment

Healing Through Healthy Relationships

Day Treatment is designed to provide comprehensive mental health care and educational services in a structured setting. These services best serve individuals facing significant emotional or behavioral challenges, offering a therapeutic environment to provide stability while continuing to receive services within their community

To provide Day Treatment services, Intermountain strongly believes in robust collaboration with school teams and families to inform and provide comprehensive and coordinated services that work towards meeting individualized, goal-oriented care to achieve the best possible outcomes.

- **Treatment Objectives**
  Day Treatment serves children and adolescents improve emotional regulation, social functioning, and academic performance. The overarching goal is to prevent further deterioration and provide early intervention to avoid the need for more intensive services, such as hospitalization. Individualized treatment also focuses on enhancing family involvement and support, as the family plays a vital role in the treatment process and is an indicator of child treatment success.

- **Eligibility and Referral**
  Day treatment serves children and adolescents who require intensive mental health services but do not need acute or full-time residential care. These services are accessed through referral from schools to the Residential Admissions team. Eligible individuals generally exhibit emotional or behavioral problems that significantly impair their functioning.

- **Service Delivery**
  Day Treatment services are structured to offer a combination of therapeutic interventions, including individual therapy, group therapy, family therapy, and skills training. The goal is to provide individualized care in a therapeutic environment that helps clients address issues such as depression, anxiety, trauma, or disruptive behaviors.
  - **Location:** Intermountain campus at 500 S Lamborn, Helena, MT. These services occur during the day, allowing children and adolescents to return home in the evening.
  - **Schedule:** Services are provided according to the Helena Public School academic calendar, in addition to the extended school year model during summer months, offered Tuesday-Thursday. Services in the summer also include therapeutic and experiential activities, such as field tripes. Duration of care varies depending on each child; However, average length of stay is typically greater than 6 months.
  - **Fee for service:** Day Treatment is a fee for service program, which operates in partnership with school districts. Payor source does not determine eligibility of referral. Insurance coverage varies.

- **Monitoring and Evaluation**
  Day treatment is required to conduct regular treatment plan reviews, including all members of the child's treatment team, such as school staff, mental health providers, family/guardian, Intermountain treatment providers, Intermountain education team.

- **Program Requirements**
    - Exhausted all IEP interventions to maintain at least restrictive setting.
    - Child diagnosis meets Serious Emotional Disturbance criteria.
    - Can safely maintain in a structured therapeutic environment without significant risk to self or others. Day Treatment is not provided in a locked facility.
    - Family agreement and commitment to participate
    - Intermountain Day Treatment is licensed to educate through 8th grade – When considering referrals, please consider referring prior to 8th grade to allow for the greatest opportunity to successfully meet educational and therapeutic needs prior to end of 8th grade.

- **Coordination of Services**

The Day Treatment team will participate in coordination of services, such as Occupational Therapy, Speech Therapy, and Psychiatry. If these services are indicated for minutes through IEP or found clinically necessary, additional collaboration with the IEP team is necessary.

We believe that healing through healthy relationships includes incorporating the systems, individuals, and the child in treatment to evaluate, plan, monitor, and achieve personalized goals.