**INTRODUCTION**

**What Shapes Us**

Centerstone has been a national leader in community-based health care for many years. Our fold is made up of specialists, providers and researchers spread across several U.S. states who work every day to help those who battle with mental health and substance use issues.

Our fold includes therapists and counselors caring for those who need it for any reason. We are shaped by our desire to serve those that trust us to care for them and by our eagerness to lend a listening ear and a guiding hand. We strive to make a positive difference in the world, shaped by love and care.

Our fold includes our Research Institute, made up of scientists and researchers using expertise and knowledge to change the face of mental health care. We are shaped by the urgency we feel to increase access to care for everyone. We make innovations through technology and evidence-based practices to better care for the people we serve. We strive to increase the speed of access for individuals and empower clinicians to provide the best care possible. We fight to minimize the impact of the COVID-19 crisis on mental health through expanding telehealth technology and accessibility.

Our fold includes legislative advocates fighting for the people who depend on us. We are shaped by our dedication to constantly improving national policy. We have seen success in our advocacy through Congress’ passing of a bill that will establish 9-8-8 as a three-digit dial up number for the National Suicide Prevention Lifeline. Our work has shaped people’s understanding of how we, along with our nation’s policymakers, can make a better future for everyone impacted by mental health and substance use disorders.

Our fold includes our Military Services, devoted to ensuring that active duty service members, veterans and their loved ones have the resources and support they need to lead healthy lives. We are shaped by our understanding of the unique challenges service members and veterans face and the desire to see them succeed in life both inside and outside the military. We provide in-person and telehealth counseling, therapeutic retreats, online support groups, classes and workshops essential to battling the effects of post-traumatic stress and other issues faced by this population.

Our fold includes our Foundation, made up of philanthropists and supporters working to advance research and service innovation. We are shaped by a passion to improve the work that’s directly impacting clients and their families. Our Foundation also provides effective stewardship of endowments, including investments and disbursements, to make sure that we continue to improve the lives of individuals and families who come to us for care.

Above all else, our fold is a community taking care of our communities. We are shaped by the desire to see our families, friends and neighbors cared for. We take every opportunity we can to give back by providing what every community needs – quality mental health care. Whatever your need is, we hope you think of us as your neighbor who’s ready to help.

**Welcome to our fold.**

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**About the Design**

Sadako Sasaki survived the Hiroshima bombing in 1945, when she was only two years old. She was later diagnosed with leukemia. Inspired by Japanese lore that says those who fold 1,000 origami cranes will be granted a wish, Sadako spent her last days folding cranes in hopes of recovering. She passed away in 1955 but she never gave up hope.

Today, paper cranes are seen as a symbol of peace, hope, and healing across the globe because of Sadako’s story.
From the CEO
David C. Guth, Jr. | Chief Executive Officer, Centerstone

Friends of Centerstone,

Each year as we craft our annual report, I have the opportunity to reflect on Centerstone’s accomplishments, and it reminds me how thankful I am to be a part of an organization with such tremendous talent, skill, commitment, and perseverance. This year, all of these positive attributes that our staff members possess have shined brighter than ever before.

There’s no doubt that the circumstances we find ourselves in now are vastly different than fifty years ago, five years ago, and even one year ago. The COVID-19 pandemic has brought incredible stressors to millions of people across our nation, including illness, death, isolation, job uncertainty and loss, and other significant challenges. All of this has accelerated the presentation of anxiety, depression, psychosis, substance use, and other mental health concerns. Despite all of this psychological trauma, you’ll see in reading this report that our team has consistently come through to break down barriers and connect people to the care they need to live healthy and successful lives.

Making the Telehealth Transition

Centerstone’s Research Institute has continued its work in helping us to develop better clinical skills while also evaluating the effectiveness of what we do, particularly as we transitioned 3,500 staff members to working from home and utilizing telehealth to serve clients. In past years, the percentage of our services delivered via telehealth was fewer than five percent – this year we approached sixty percent of services delivered this way and expect that number to rise as we continue to broaden our use of this critical delivery method.

Securing Our Future

A legislative initiative led by Centerstone board members and others with a passion for supporting mental health, our One Hundred Champions have been tirelessly working with federal lawmakers to advocate for an extension to critical telehealth provisions that will further reduce barriers to care during the pandemic and beyond. Given the state of our nation’s policies around the use of telehealth and access to care, One Hundred Champions has been the single most important legislative initiative I have had the privilege to be a part of in the past forty years.

Delivering Care That Changes People’s Lives

Our frontline staff have continued to provide day-to-day care for our patients who need in-person care. They are the heroes that never missed a beat on delivering our mission. They donned their personal protective equipment (PPE) and helped us find the safest ways possible to care for those who need us. You can skip to a feature section to view some of their photos here.

In March, hundreds of our school based therapists found themselves in unchartered waters. Caring for the children they serve was no longer based in the classroom setting. Centerstone has partnerships with more than 700 schools in four states, and our therapists have found some very creative ways to continue to engage these children.

Centerstone’s Foundation created the Changing Lives Together: Mental Health Crisis Fund and to date has raised more than $500,000 to support client needs during the pandemic. And, most importantly, our frontline staff have continued to find innovative ways to care for our clients while being thrust into new and sometimes unfamiliar routines.

Our Path Forward

Over the summer, our nation mourned following the murders of George Floyd, Ahmaud Arbery, and Breonna Taylor, among many others in the past. At Centerstone we knew something needed to be done about the injustices faced by many people in our country and took that as a call to action. We immediately worked to make changes within our organization to better promote equity and inclusion – for the sake of our Centerstone family and the clients and communities we serve. We began Centerstone’s first diversity, equity, and inclusion initiative to make certain that we make ourselves a welcoming and safe environment for staff and all those who come to us for care, no matter what identities they hold.
As we settle into our new “normal,” we remain vigilant in our commitment to making absolutely sure that everyone under our care gets our full support. No matter your relationship with Centerstone, I hope that as you read these pages you sense our full commitment to our mission of delivering care that changes people’s lives. This is our noble purpose and it’s something we take to heart each and every day.

Sincerely,

David C. Guth, Jr.

GROWTH AND VISION

Centerstone’s story has undoubtedly been one of growth. It was just 15 years ago that we were a regional mental health agency operating entirely in the Middle Tennessee area. We had a workforce of 1,000 people and served approximately 50,000 clients annually. Today, we look much different. We have 3,800 dedicated staff members working in multiple states, and they come to work each day ready to serve the more than 140,000 people who rely on us for their care.

But Centerstone doesn’t grow without meticulous thought and consideration. Before we grow, before we look at expansion into new communities or developing new service lines, we always ask ourselves, “how can we take care of our current clients, our staff, and our communities?” That is and always has been our primary focus. We grow to better serve those who need us!

Over the past year, we have grown in some particularly important areas, most notably in the area of telehealth or care delivered via electronic communication channels, such as telephone or video. Prior to the start of the COVID-19 pandemic, fewer than five percent of Centerstone’s total services were delivered via telehealth. Thanks to a huge lift from our staff, especially those working in information technology, we are now delivering tens of thousands of services each week via telehealth — making up nearly 60% of our total services. We expect for telehealth to become a much larger part of our everyday offerings as we progress into 2021 and beyond.

Of course, telehealth doesn’t just happen on its own. In the midst of the global pandemic, Centerstone’s national policy team advocated tirelessly for relaxed governmental restrictions around the use of telehealth, allowing for us to further the use of this technology while still being compensated for delivering care. Centerstone’s Research Institute played a crucial role, as well. This team of dedicated scientists, researchers, and behavioral health experts developed a series of evidence-based trainings to coach our clinicians in utilizing telehealth—these trainings included information on incorporating telehealth into suicide screenings, engaging with children & youth, and group sessions. Further, they undertook a major analysis of early telehealth survey results to find a majority of Centerstone clients enjoy receiving care via telehealth and their health outcomes are on par with the outcomes seen with care delivered in a more traditional, in-person setting.

As rates of substance use disorders continue to climb, we have grown our offering of full-service residential addiction treatment over the past year. Centerstone’s Fellowship House Campus in Illinois joined our organization this year and is already busy providing a safe environment and a full spectrum of services to people who suffer with substance use disorders and co-occurring problems. In Indiana, we expanded Centerstone’s Recovery Transitional Housing (CRT) program with two new locations, one in Bedford and one in Columbus.

Another key area of growth has been expanding the availability of services to our nation’s heroes — our veterans, active duty military personnel, and military family members. We know this is a population that needs our help as it is estimated that more than 20 veterans die by suicide each day. Centerstone is fortunate to have recently expanded its partnership with Cohen Veterans Network to open a new clinic in Jacksonville, Florida, that will serve post-9/11 veterans and their families. We also were able to expand the reach of our military services into new geographic areas—notably the St. Louis, Missouri, area which is home to tens of thousands of veterans and active duty personnel.

The needs for mental health and substance use treatment continue to pose challenges in all of our communities. We are committed to growth that continues to strengthen and expand the access of the services available to those in need.
Success Stories

Ronnie

Ronnie grew up with his mom and dad in east Tennessee. He had what he describes as a "completely normal" upbringing, but things began to change after he graduated from high school.

“I started feeling depressed and I knew I had to do something about it. I was like a turtle on my back—I couldn't get up, so I finally went and saw a doctor and that's when he told me I'd be on medication for the rest of my life.”

Ronnie cared for his aging parents while he was in college studying art, but after they both passed away he really began to struggle. His parents' home was sold by the bank and Ronnie ended up living with his parents' former nurse before becoming homeless.

“I've struggled with homelessness since my parents passed away. I didn't have other family members I could depend on and I ended up in a lot of different situations. I've slept outside on the streets and stayed at the mission. It's horrible to live that way, not knowing where your bed will be or where your next meal is coming from.”

Ronnie faced varying degrees of homelessness for several years and ended up using substances to cope with his challenges. “I did everything from crack cocaine to shooting up. I was trying to escape from myself,” he said.

Things began to improve for Ronnie after he found Centerstone. “When I was feeling suicidal, Centerstone was able to give me the help I needed.” Ronnie has benefited from counseling services and addiction programs and has been through different levels of Centerstone's supportive housing services.

“I've come full circle compared to where I was,” Ronnie says. Lately, he's been learning independent living skills and working to improve his self-esteem. He hopes to soon find full-time employment and get his own place.

He also has other plans for the future. “I also want to travel. I've never been west of the Mississippi,” he explains.

“It's not just life changing, it's life-saving. And every time I've had contact with Centerstone, they make me feel important.”

Terrell

Terrell is a young man in his twenties from the Greater Tampa Bay area in Florida. He enjoys telling stories through composing his own music and has also been known to dabble in the culinary arts. Terrell is also a mental health advocate and uses his own experiences with schizophrenia to help others.

“I'll never forget it. I was in college studying business administration when I started experiencing serious troubles. It was in April of 2013. There was an incident where I just wasn't myself and I kept going through these episodes without knowing I had a mental health condition,” Terrell said of his early days living with schizophrenia.
“I was having hallucinations. I was experiencing extreme paranoia, hearing voices of people that weren't there. Just about everything that comes with it,” he said. Because of his untreated symptoms, Terrell’s behavior became increasingly erratic over the next few months and he eventually became involved in the judicial system.

“The judge in my case was very thoughtful. She arranged for me to receive treatment at a mental health hospital. I followed the programs and I got out earlier than anyone else did. It was a slow process in the beginning, but that was when I was done with getting into trouble,” he said.

After completing his treatment through the judicial system in 2014, Terrell started coming to Centerstone for ongoing care.

“Chelsea is one of the first people I met at Centerstone, but everyone here has been so great. They ask me about how my life is going and they encourage me to put some of my creative work out. They look out for me,” he said.

Since that time, Terrell has worked with his Case Manager and others on the Florida Assertive Community Treatment (FACT) Team at Centerstone to manage his mental wellbeing, get an apartment of his own, and become enrolled in a career and professional development program at a local organization.

“Centerstone has helped me in ways I'll never forget,” he said. As for the future? Terrell says he hopes to continue refining his music skills and using that as an outlet to tell stories, including his own.

Jessica

“I've never been so proud of myself. This is the longest I've been sober since I was probably 16 years old,” says 38 year-old Jessica when reflecting on the last 10 months during which she has been receiving a multitude of services at Centerstone. Growing up in Indiana, Jessica’s life hasn’t always been happy or easy.

“I've been homeless, literally living off and on the streets for years because of my addiction to heroin. I would do whatever I could to fuel my addiction, even if that meant breaking the law and going to jail, which I have done a few times,” she explains. “My addiction became so bad that my own family couldn't trust me, and it really negatively impacted our relationship.”

There have even been points in her life where Jessica tried to kill herself. Fortunately, she is still here and says, “everything has changed for me since I entered drug court and started coming to Centerstone.”

Jessica first became involved with Centerstone as a part of the New Beginnings re-entry program that helps people transition back into society after being incarcerated. From there, she has also benefited from numerous other offerings at Centerstone, including intensive outpatient programming and individual therapy.

“I have a relationship with my family again, with my three children. I have a job now. I am 38 and this is only the second time I've had a job.” Jessica also has a safe place to call home thanks to Centerstone's Recovery Transitional Housing (CRT) program, a semi-independent living program that offers transitional housing for people in recovery. “I am very grateful for Centerstone,” she says.

Jessica is now looking to transition to a home of her own, to continue repairing her relationships with family members, and to enjoy a few of her outdoor hobbies. “I am working on those next steps now,” she says.
BIRD’S EYE VIEW
FY2020 BY THE NUMBERS

140,000+ PEOPLE SERVED
44,500 CHILDREN • 95,500 ADULTS

2,955,500+ SERVICES PROVIDED

3,800 CLINICAL AND ADMINISTRATIVE STAFF NATIONWIDE
ON THE GROUND IN OUR COMMUNITIES

700+ SCHOOL PARTNERSHIPS

74 RESIDENTIAL FACILITIES

94 OUTPATIENT CLINICS

1 INPATIENT BEHAVIORAL HOSPITAL & ADDICTION CENTER

REVENUE

BY PAYER TYPE

BY SERVICE LINE
NATIONAL AND LOCAL IMPACT

FOUNDATION

Centerstone’s Foundation works to unite the hearts of donors with the needs of our clients and programs. The Foundation brings philanthropic support from individuals, businesses and grant funders to Centerstone in support of our mission to “deliver care that changes people’s lives.” Gifts to Centerstone provide tremendous opportunity in the lives of children, youth, adults, and families seeking a path to recovery and wellness.

ACCOMPLISHMENTS

- In FY2020, Centerstone’s Foundation secured $3,281,705 to help us continue providing care for those who have little or no resources, while connecting with 976 new donors, introducing them to the mission of Centerstone.

- Launched the Changing Lives Together: Mental Health Crisis Fund in response to the challenges brought on by the COVID-19 pandemic, raising more than a half a million in funding to increase telehealth capacity and provide technology devices for both clinicians and clients.

- In addition to Centerstone’s leadership, our 80+ Board Members, across the system (100%), each made personal gifts to support individuals and families in care.

- The 17th Annual Life;Story 5K/10K in Sarasota, Florida, had the highest event attendance on record with 1,040 registrants, and the highest gross and net revenue since the event’s inception.

- Centerstone’s 19th Annual Bocce Tournament was held in September 2019 at Herrin Bocce Court, in Herrin, Illinois, raising over $18,000 to support our adult vocational and residential services in Illinois.

- Received grants from Boeing Global Engagement Fund, Outlaw State of Kind Fund of The Community Foundation of Middle Tennessee, and Robert R. McCormick Foundation to support services for veterans.

- A long-standing community partner in care, The Kendrick Foundation awarded Centerstone $175,000 to support services in Morgan County, Indiana.

- Hosted the second annual Reclaiming Lives After Dark featuring Ben Nemtin, bringing together over 225 supporters to have conversations around the question, “What do you want to do before you die?” and help people create a legacy.

- As one of the Foundation’s largest awards to date, we were excited to receive notice of a six-year $2.1 million grant from the Illinois Children’s Healthcare Foundation to support services for children and families in Illinois.

- Received three grants totaling $210,000 from Molina Healthcare of Illinois to support telehealth, substance use treatment and COVID-19 general relief.

- Hosted the first Reclaiming Lives Society Dinner in Nashville, Tennessee to celebrate the achievements of our community of leaders who continue to support Centerstone through philanthropy and advocacy.
**MILITARY**

Centerstone’s Military Services provides high-quality, culturally competent care to those affiliated with the military in any capacity across all 50 U.S. states and Europe. Through partnerships with other military-friendly organizations such as Cohen Veterans Network and the Wounded Warriors Project, Military Services has provided care to approximately 15,000 individuals, couples, and families over the last ten years.

**ACCOMPLISHMENTS**

- Hired Centerstone’s first Veteran Peer Mentors who are full-time staff with lived military experience that provide critical services such as case management, referral linkages, and community outreach services to military families.

- Partnered with the Tragedy Assistance Program for Survivors (TAPS) to provide expanded mental health services and resources to those grieving the death of a military loved one.

- Expanded our partnership with Cohen Veteran’s Network to open the brand-new Steven A. Cohen Military Family Clinic at Centerstone in Jacksonville, Florida.

- Selected to join the Tennessee Governor’s Challenge to Prevent Suicide Among Service Members, Veterans, and their Families, a partnership between SAMHSA, the VA, and state governments aimed at reducing and preventing suicide among the military population.

- Dr. Jodie Robison, Executive Director of Centerstone’s Military Services, selected to serve on the 2019-2020 Research and Knowledge Committee of the American Counseling Association (ACA).

**RESEARCH**

Centerstone’s Research Institute is a dedicated team of physicians, psychologists, scientists, educators, and other industry experts who use science to advance the field of mental health and substance use treatment. By translating its research into meaningful and innovative clinical practice, Centerstone’s Research Institute works to implement research-based strategies into real-world settings, thereby reducing the research-to-practice gap.

**ACCOMPLISHMENTS**

- Launched the Centerstone Simulation Center, the country’s first behavioral health simulation training center, starting with Cognitive Behavioral Therapy for Depression.

- Provided clinical training and innovation support around the use of telehealth during the pandemic while also conducting extensive evaluation on client and staff satisfaction and telehealth effectiveness, and developing a telehealth utilization dashboard.

- Developed enterprise-wide Organizational COVID-19 Protocol and built COVID-19 analytics dashboard to monitor data and help staff across the enterprise make well-informed emergency response decisions.

- Established the Enterprise Quality Council, which is tasked with leading quality initiatives, setting core clinical standards, and implementing standardized risk management strategies.

**COMMUNITY**

Community is at the heart and soul of Centerstone. Through our full-continuum of mental health and substance use disorder treatments, our team serves more than 140,000 people each year in communities across the country. With residential facilities, outpatient clinics, school partnerships, an inpatient behavioral hospital and addiction center, and the use of telehealth, we strive to meet the needs of people exactly where they are.
ACCOMPLISHMENTS

- Barry Cass, Peer Recovery Specialist, was recognized by the Florida Behavioral Health Association with the Peer/Recovery Support Specialist of the Year Award.

- Melissa Larkin-Skinner, Regional CEO, appointed by the Florida House of Representatives to serve as a member of the Direct Support Organization for the Statewide Council on Human Trafficking.

- Awarded the Mental Health Court contract through CFBHN in Lee County in Florida, allowing for Centerstone to provide an alternative to the traditional court system by emphasizing a problem-solving model and connecting defendants to a variety of rehabilitative services and support networks.

- Debra Richard, Residential Supervisor, was honored with The Arc of Illinois' Direct Services Professional Award for her outstanding, dedicated, direct care service and support to persons with intellectual and developmental disabilities.

- Opened a new permanent supportive housing facility in Jackson County, Illinois featuring 10 apartments for those in recovery and facing housing difficulties.

- Affiliated with Fellowship House, in Anna, Illinois to add additional residential recovery services to the already robust continuum of care.

- Developed a new partnership with the Indiana University School of Social Work to institute a Community Mental Health Specialty track and internship opportunity for 20 MSW students each year at Centerstone.

- One of only two organizations nationally to receive a Comprehensive Opioid Recovery Center (CORC) award worth $3.4 million. The CORC award allows Centerstone in Indiana to expand services and partnerships to address opiate use disorder and other addictions in nine southern Indiana counties over the next four years.

- In coordination with many community partners, Centerstone opened the STRIDE Center in Indiana— a 23-hour Crisis Diversion Program providing an alternative to emergency rooms and jails for individuals having a mental health or substance use crisis.

- Stacy Cary, certified peer recovery specialist and health coach, served as a panelist at a congressional briefing on Capitol Hill in March 2020.

- Expanded our school-based services to include serving children at more than 700 schools in four states.

- Health Link coordinated care service improved outcomes and lowered state costs, exceeding past Quality and Efficiency Star Ratings from all three Tennessee managed care organizations.

- Achieved national media coverage on National Public Radio (Health Link and 9-8-8), TIME magazine (Suicide Prevention), and The Washington Post (Telehealth).

- Expanded to include 22 beds for Medically Fragile Supported Housing, serving clients in Tennessee with significant, high-risk physical and behavioral health conditions.

- Centerstone’s Peer Support Recovery center in Clarksville, Tennessee received the Community Friend of the Year Award from Healing Arts Project, Inc.

- Served 532 children through the Therapeutic Foster Care Program in Tennessee and Indiana, including 144 successful discharges and 42 adoptions.

- Centerstone’s Grants and Service Development team secured $31,930,103 in federal and state funding to, in partnership with our government agencies, enhance and expand critically-needed services across our communities. Examples of key funding include SAMHSA/CMHS Certified Community Behavioral Health Clinic Expansion grants, a HRSA Graduate Psychology Education (GPE) Program grant, and a National Child Traumatic Stress Initiative (NCTSI) – Category III grant.
While many of our staff members have transitioned to working at home, our inpatient hospital and residential locations have remained open and staffed throughout the pandemic. These courageous members of our team have remained on the front lines in our offices, clinics, and hospital and are dedicated to meeting our clients in their time of need. They are heroes in our eyes! We appreciate all of our #CStoneHeroes who are continuing to make a profound difference during these challenging times!
Providing vision and leadership, our Board of Directors is a group of dedicated members of our communities who are deeply committed to Centerstone’s mission of delivering care that changes people’s lives. We are eternally grateful for the work they do to help our clients and our organization achieve greatness.

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Centerstone is incredibly fortunate to have a cadre of strong supporters who tirelessly advocate for our clients and our communities. Our One Hundred Champions, a group of highly engaged and well-positioned national policy advocates, are the perfect example of such supporters. In the early days of the COVID-19 pandemic, these selfless individuals banded together to drive congressional and federal agency support for the extension of emergency telehealth provisions. Throughout the pandemic, they have continued to advocate for legislative change that is so desperately needed. This action allowed for the delivery of uninterrupted care to millions of people across the country. No other organization was able to assemble and activate their supporters and yield this level of impact. We are eternally grateful to our One Hundred Champions and we look forward to seeing the positive changes they are able to instill on our organization and our industry going forward.

Thank you to our champions!

Jamie Arnett
Janet Ayers
Carl Baxter
Carlos Beruff
Shay Binkley
Pamela Bollinger
Lee Brackett
Bonnie Brackett
Larry Bram
Ashley Brown
Jennifer Burba
Ann Campbell
Aaron Campbell
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Suzanne Koesel, LCSW
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Indiana

Robert N. Vero, EdD
Regional Chief Executive Officer,
Tennessee
Our Donors

As a charitable organization, Centerstone relies on philanthropic donations to help us deliver on our mission and enhance patient care. Many thanks to all – our boards, donors, volunteers and staff – for their passion and commitment to helping provide life-changing and life-saving care to people in our communities. Thanks to your efforts and support through Centerstone's endowment, special events and annual giving programs, together, we are delivering care that changes people's lives.

We are deeply grateful for these philanthropic leaders and their significant impact in people's lives! Thank you!

General Donors

Michelle Abercrombie  
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The Sapphire Society honors the generosity and commitment of individuals who have chosen to create a lasting legacy to Centerstone through their will, trust, retirement fund, life insurance or other planned gift. These distinguished contributors serve, like the beautiful sapphire, as precious and rare gifts for the future of behavioral health care and the families and individuals we serve. Names are kept and honored in perpetuity.

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1. Start with a square of origami paper, patterned on one side.
2. With the patterned side facing up, fold the paper diagonally into a triangle. Crease and unfold.
3. Fold diagonally in the opposite direction. Crease and unfold.
4. Flip paper over, so the patterned side is down.
5. Fold in half vertically to form a rectangle. Crease and unfold.
6. Fold in half horizontally and crease.
7. Unfold but don’t flatten the square.
8. Bring all four corners of the paper together, folding one at a time, until you have a flat square. There will be one open end and two flaps on the left and right.
9. Lift the top flap on the right side, and fold toward the center (as the arrow indicates). Crease along dotted line A–C. Then repeat with top flap on left side, creasing along dotted line A–B.
10. Fold the top point (D) down along dotted line B–C and crease.
11. Unfold the three folds you just made. Lift the top layer of paper at point A, and fold it back, creasing on the inside along dotted line B–C.
12. Press down on points B and C, smoothing the paper into a flat triangle. Flip the paper over and repeat steps 9, 10, and 11 on this side.
13. Taper the bottom (the legs) of the diamond by folding the top layer of each to meet the center, along dotted lines A–E and A–F. Flip the paper over and repeat tapering folds.
14. Lift the upper flap only at point F, and fold over in the direction of the arrow, as if turning the page of a book. Flip the paper over, and repeat this “book” fold.
15. Lift the upper layer of the point at the bottom (point A) and fold it back so it meets with the top points, creasing along dotted line G–H. Flip the paper over and repeat this step on the other side.
16. Lift the top flap on the right side at point F, and fold over as if turning the page of a book. Flip paper over and repeat.
17. You will see two points, A and B, beneath the top flap. Holding the bottom, pull each one outward, as shown, and then press down at points X and Y to secure them in place.
18. Fold the end of one point downward to form the crane’s head; reverse the crease in the head and pinch to form the beak. The other point will be the crane’s tail.
19. Finish by pulling the wings outward and gently blowing into the opening underneath the crane to fill out the body.