



FHR

2016 Annual Report



Our Mission

is to assist people of all ages to improve their behavioral health, well-being, and quality of life. We believe quality service is based in a culture of hope, respect, ethical behavior, and genuine caring for our clients and our employees. We invest in the individual and never lose hope in the potential for personal growth and recovery of each person we serve.

Our Vision

is to become a national leader of behavioral healthcare services.

Who We Are

FHR fosters hope and recovery. We provide behavioral health services to improve the quality of life for individuals living with mental illness and addictions. FHR serves over 7,000 individuals through a person-centered approach across 8 states - Delaware, Georgia, Maine, Massachusetts, North Carolina, Pennsylvania, Rhode Island, and Virginia.

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Fostering Hope and Recovery

A Message from the President & CEO

In the past year, we've accomplished so much working together as a team. The dedication of the entire FHR community, from our Board of Directors, to our clinical staff, to the individuals and families we serve, makes it possible to advance our mission each and every day. It is also because of the generosity of our friends and supporters like you that we are able to make a profound difference in the quality of life of the individuals in our care.

In the pages ahead, I hope you enjoy reading about our accomplishments and how our programs are making a difference in the community. I also invite you to visit our website, www.fhr.net, to learn about the wonderful individuals we are supporting on their journeys of recovery. Both in this report and on our website, you'll find a number of ways that you can make a direct and immediate impact in helping the individuals we serve across eight states. Thank you again for your support and for being a part of our team. I look forward to our continued partnership in 2017.



With gratitude,

A handwritten signature in black ink that reads "Debra M. Paul". The signature is fluid and cursive, with a large, stylized 'D' and 'P'.

Debra M. Paul
President & CEO

It was January of 1975 when the organization we now know as FHR opened its first program, a group home we called Westwick House, in West Warwick, Rhode Island. We were a “demonstration project,” designing and implementing better ways to support people with mental illness in their recovery. The excitement was palpable. Much was at stake, for our first residents and for us. As one of the founding staff, and later our first Executive Director, I remember it well.



It's truly amazing how quickly four decades have passed. Our “demonstration” was a success, and we grew. FHR now provides person-centered care to over 7,000 people in eight states. But something more important than growth is happening at FHR, and it is what makes it so exciting to be involved with this organization once again. You will read in our annual report about many accomplishments of the past year. One, however, is especially important to all of us – our Satisfaction Survey results. In this survey, we found that over 96% of the individuals in FHR programs said they would recommend our services to others. The growth of FHR has always been driven by our responsiveness to the needs of the individuals we serve. By listening to and respecting the people in our care, and attending to the supports they need on their journeys of recovery, we have remained adaptive, designing and launching innovative programs to meet a broad range of behavioral health challenges. We excel at providing person-centered care. We did that forty-one years ago and we still do today.

The credit for all this, of course, goes to FHR's extraordinarily talented and dedicated staff, Board of Directors, and senior leadership. It is deeply satisfying to see that the mission, vision, and values that gave impetus to our first group home over 40 years ago remain vibrant and compelling within FHR today.

We face many challenges as we look ahead. Financial support for FHR's programs has never been more constrained, and our future funding environment never more uncertain. However, with the support of our friends and community partners, we will continue responding, compassionately and innovatively, to the needs of people with mental illness and other behavioral health challenges. We invite you to join us.

Best regards,

A handwritten signature in black ink that reads "Alan Wichlei". The script is fluid and cursive.

Alan Wichlei
Chairman, FHR Board of Directors

A Message from the Chairman of the Board

Delaware

Regional Office:

505 West Market Street, Suite 110
Georgetown, DE 19947

Phone:

302-854-0626

Regional Director:

Michelle Serrano

Email:

mserrano@fhr.net

Individuals Served:

2,566

Staff:

96

Programs:

Assertive Community Treatment (ACT), Children, Youth, and Families Intensive Outpatient Services; Outpatient Psychiatric and Counseling Services; Residential/Group Living Programs; Substance Abuse Intensive Outpatient Program; Peer Recovery Services



Georgia

Regional Office:

320 N. River Street
Calhoun, GA 30701

Phone:

762-204-2400

Program Director:

Mary McFarland

Email:

mmcfarland@fhr.net

Individuals Served:

36

Staff:

2

Programs:

Outpatient Psychiatric and Counseling Services

Maine

Regional Office:

166 Broadway
Bangor, ME 04401

Phone:

207-947-9630

Regional Director:

Darin Knapp

Email: dknapp@fhr.net

Individuals Served:

23

Staff:

29

Programs:

Case Management & Outpatient Services; Residential/Group Living Programs



Massachusetts

Cape Cod & Islands

Regional Office:

251 E Steven Street
Hyannis, MA 02601

Phone:

508-771-1359

Regional Director:

Michael Pacheco, Jr.

Email:

mpacheco@fhr.net

Individuals Served:

209

Staff:

80

Programs:

Community Based Flexible Supports (CBFS); Residential/Group Living Programs; Supportive Housing; Transitional Youth Program; Crisis Evaluation; Peer Recovery Services; Clubhouse Services

Massachusetts

Fall River

Regional Office:

1700 President Avenue
Fall River, MA 02720

Phone:

508-677-0404

Regional Director:

Denise Silvia

Email:

dsilvia@fhr.net

Individuals Served:

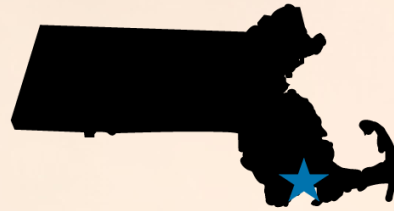
337

Staff:

61

Programs:

Community Based Flexible Supports (CBFS); Group Living Environment; Supportive Housing; Medically Ill, Mentally Ill (MIMI); Peer Recovery Services; Clubhouse Services



Massachusetts

New Bedford

Regional Office:

552 County Street, 3rd Floor
New Bedford, MA 02740

Phone:

508-994-2511

Regional Director:

Kimberly Mello

Email:

kmello@fhr.net

Individuals Served:

509

Staff:

142

Programs:

Community Based Flexible Supports (CBFS); Residential/Group Living Programs; Supportive Housing; Medically Ill/Mentally Ill (MIMI); Therapeutic Respite Program; Assertive Community Treatment (ACT); Peer Recovery Services; Clubhouse Services

North Carolina

Regional Office:

5509 Creedmoor Road
Raleigh, NC 27612

Phone:

919-573-6520

Regional Director:

Mary Ann Johnson

Email:

mjohnson@fhr.net

Individuals Served:

1,779

Staff:

62

Programs:

Assertive Community Treatment (ACT); Behavioral Health Outpatient Clinic; Substance Abuse Intensive Outpatient Program; Drop-In Center; Forensic Programs; Psychosocial Rehabilitation; DWI Assessment and Treatment; Peer Recovery Services



Pennsylvania

Regional Office:

723 Wheatland Street, Suite 1A
Phoenixville, PA 19460

Phone:

610-415-9301

Regional Director:

Dr. Michelle Worrall

Email:

[mworrall@fhr.net](mailto:mworral@fhr.net)

Individuals Served:

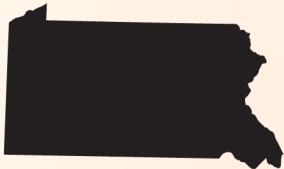
936

Staff:

28

Programs:

Case Management Services;
Outpatient Mental Health
Services; Psychiatric
Rehabilitation; Mobile Mental
Health Services; Peer Recovery
Services



Rhode Island

Regional Office:

45 Sockanosett Cross Road, Unit 4,
Cranston, RI 02920

Phone:

401-383-4885

Regional Director:

Kristen Guilfoyle

Email:

kguilfoyle@fhr.net

Individuals Served:

344

Staff:

38

Programs:

Outpatient Psychiatric and
Counseling Services; Residential/
Group Living Programs;
Assertive Community Treatment
(ACT); Integrated Health Home;
Peer Recovery Services; Art
Therapy; Clubhouse Services

Virginia

Regional Office:

46 S. Glebe Road, Suite 101
Arlington, VA 22204

Phone:

703-979-5077

Regional Director:

Brent Bailey

Email:

bbailey@fhr.net

Individuals Served:

288

Staff:

63

Programs:

Residential Crisis Stabilization
Program; Residential/Group
Living Programs; Mental Health
Skill Building Services; Peer
Recovery Services





Chairperson Alan Wichlei



President Debra M. Paul, CPA, MBA



Treasurer Robert G. Colucci, CPA, MBA



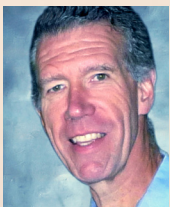
Secretary Colin Murphy, RN, MBA



Vice-Chair Neal B. Brown



Michela Coffaro, Psy. D, ACSW



William T. Emmet



Renata J. Henry, M. Ed.



Pierre L. La Perriere



Kelly McGee, Esquire



Jeffrey McLoud



Michael B. Owen



Russell J. Sylvia, SPHR, SHRM-SCP

Strategic and Executive Leadership Teams



Brent Bailey,
Regional Director, Virginia



Stephen Duggan,
Finance Director



Thomas Couhig,
Regional Director of Clubhouse Services,
Veterans Initiative Coordinator



Kristen Guilfoyle,
Regional Director, Rhode Island



Pamela Daisey,
Chief Operating Officer



Mary Ann Johnson,
Regional Director, North Carolina



Douglas Duford,
Director of Quality Management



Darin Knapp,
Regional Director, Maine

Strategic and Executive Leadership Teams



Kimberly Mello,
Regional Director, New Bedford



Michelle Serrano,
Regional Director, Delaware



Nancy Murray,
Senior Director,
Professional Development and Operations



Denise Silva,
Regional Director, Fall River



Michael Pacheco, Jr.,
Regional Director, Cape Cod & Islands



Karen Trudeau,
Human Resources Director



Debra M. Paul,
President and Chief Executive Officer



Michelle Worrall,
Regional Director, Pennsylvania

Board Committee Structure

Executive Committee:

Alan Wichlei, Chair
Neal Brown, Vice Chair
Debra M. Paul, President & CEO
Robert Colucci, Treasurer
Jeffrey McLoud
Colin Murphy

Governance Committee:

Jeffrey McLoud, Chair
Alan Wichlei
Debra M. Paul, President & CEO
Neal Brown
Kelly McGee
William Emmet

Finance Committee:

Robert Colucci, Chair
Debra M. Paul, President & CEO
Pierre LaPerriere
Pamela Daisey, Chief Operations Officer
Staff: Stephen Duggan
Amy Guldhaug, Community Member
Sarah Charette, Community Member

Investment Committee:

Robert Colucci, Chair
Debra M. Paul, President & CEO
Pierre LaPerriere
Sarah Charette, Community Member
Staff: Stephen Duggan,
Karen Trudeau

Quality Committee:

Neal Brown, Chair
Staff: Douglas Duford
Debra M. Paul, President & CEO
Pamela Daisey, Chief Operations Officer
Michela Coffaro
Renata J. Henry
Kelly McGee
America Carmichael, Community Member

Realty Corp Board:

Debra M. Paul, President & CEO
Stephen Duggan, Dir. of Finance
Michael Fitzpatrick, Attorney
Robert Colucci, Executive Vice President and Chief Financial Officer, Collette Travel
Sarah Charette, Controller at Preventure

Creating Possibility



"I'm grateful for the chance to use my creativity to help others."

Jai was taught to be grateful and make the best of what she had. But, at age 11, she lost both of her parents, and found herself with very little. "My sister's old, worn clothes became my new wardrobe," Jai shared. "This is where my creativity began. I would transform the fabrics, clipping and cutting with scissors, adding beads and paint, and even wore clothes backwards."

She continued to focus on this passion, and landed an internship at Bloomingdale's. Here, she became familiar with creating floor displays and working with window dressers. After graduating from high school, Jai decided to continue her fashion education, and attended Berkeley College in New York City, majoring in Fashion Marketing and Design. She quickly realized the high expenses associated with paying student loans and living on campus, and decided to take a break from school, and get a job so that she could contribute to her family.

At this time, Jai anticipated feeling stable because she was making a steady stream of money for the first time. Instead, she experienced the beginning of depression and PTSD (Post-Traumatic Stress Disorder).

Jai began attending Harbor House, working closely with staff to study fashion and move ahead with her own fashion label. She launched N.Y. CHULA, which is a Spanish slang translation of "beautiful female." Her goal for her label was not only for it to look beautiful on the outside, but also help transform her trauma into a way of helping others. Her first line of clothing included simple, suede, A-line skirts and adjustable halter tops. She made a promise to donate a portion of every sale to help charities for children.

To date, Jai's label has raised more than \$10,000 for local and global organizations. Jai calls this, "fashion for compassion," and is grateful for the opportunity to use her creativity to help others in need.

Skills That Empower

Aimed at helping to break the cycle of repeat crime offenders, FHR's Moral Reconciliation Therapy (MRT) Program in Raleigh, North Carolina, is making positive strides in the community, empowering individuals with the tools they need to lead successful lives.

Developed in the 1980s, MRT is designed to break the imprisonment cycle by promoting positive self-image and identity, while helping participants gain the skills necessary for enhanced decision making.

"The curriculum we are using is on the horizon as being one of the best to treat individuals in the criminal justice system," explained Brandon Robinson, FHR Director of Addiction Services. "These individuals are on probation and if they don't complete the program they have the potential to go back to jail."

Contracted under Reduction Recidivism Services, individuals in this program are typically anti-social, have high non-violent arrest records, and are seen as at-risk clients. Some are on probation, others are on post-release supervision, and many are statistically likely to return to prison.

An example of an individual who completed this program is 62-year-old male who had spent 30 years - more than half of his adult life - in jail.

"At FHR, MRT is structured as a 16-week program, where peers hold one another accountable for their progress. Individuals are taught to shift their thinking from blaming others to taking responsibility for their own actions," said Robinson.

Participants in FHR's program have multiple incentives for completing the program. First, it dramatically reduces their odds of returning to prison. Second, a graduation ceremony is an emotional capstone experience that marks a turning point in their lives.

"The people in this class start off rough, but it turns into a very supportive community that wants to help one another stay honest and make progress," said Clifford, an MRT participant. "It is a self and life building commitment."

The graduation ceremony, which differentiates FHR's program from others using MRT, mimics a typical graduation. It includes the selection of a valedictorian and salutatorian from the class. It also is an opportunity to come together – from family members and friends, to former alum, to parole officers - to listen to what the clients have learned and the tools they now have.

"In addition to benefiting the participants, the impact of the program extends to the community," added Robinson. When these individuals stay out of jail, it is saving the community money and tax dollars. They are the picture of what could happen if more counties and states utilized this type of program."



"If it wasn't for MRT, I would be in jail right now. How they (FHR) care and treated me was the best thing ever, but most of all they believed in me."

Tools for Self-Expression

For Doretha, an individual receiving services from FHR in Pennsylvania, creating art is a powerful tool for coping with mental illness, and a way to express her inner feelings. When she feels trapped or in a lonely space, she envisions herself outdoors in nature, and draws these scenes. She instantly finds herself feeling more at ease.

“Making art brings out my inner child, before the abuse started and before my dad passed away,” she shares. “My art makes me feel happy because I am able to escape my troubles in the moment.”

“When making these pieces, I’ve learned that it doesn’t necessarily matter what the outcome looks like, but how it makes me feel when making them,” she said.

Through FHR’s creative art therapy program, Studio 35, she has had the ability to work with her favorite medium, pastels, in art therapy groups. In addition to pastels, Doretha enjoys trying out different types of art to expand her horizons.

“When making these pieces, I’ve learned that it doesn’t necessarily matter what the outcome looks like, but how it makes me feel when making them.”



Person-Centered Care

Providing person-centered care is key to making a difference in the quality of life for those who are greatest in need. At FHR's MIMI (Medically Ill, Mentally Ill) Program in Swansea, Massachusetts, individuals in this group living environment, both male and female, range in age from 30 to 84 and have both significant mental health challenges and complex medical needs. Many have been turned down from long-term nursing homes due to a mental illness.

"We are providing the individuals in our care a house and family setting, which many have never had before," explained Activity Coordinator Marcelle Robinson.

Prior to the program opening, one individual had lived in a state prison for the criminally insane, even though he had never committed a crime. Another individual, Geraldine, had stayed in a state hospital since she was a young girl. While living at the hospital, she hardly ever spoke, had trouble trusting others, and would sit on the floor under a table. Since coming to the MIMI program, she follows prompts, contributes to group activities, sits on furniture, and even takes part in community outings – something she had never before had the opportunity to do. One of her favorite past-times to take part in with staff is singing old-time country songs like *Deep in the Heart of Texas*.

Daily activities are designed to be flexible and responsive to best meet the needs of each person. For example, staff worked with individuals to create a backyard garden. Some learned how to provide daily care to the land and grow eggplant and tomatoes, while others helped prepare healthy meals with fresh produce in the kitchen. Others listened and shared about their favorite foods and memories associated with having meals with friends and family. Regardless of the challenges that each individual faces, the goal is for them to contribute.

The program also has a sensory room, which individuals are encouraged to spend time in if they feel agitated. Dimmed lights, soft music, scented lotions, guided imagery, and weighted blankets and stuffed animals all contribute to an environment that helps individuals feel like they are more in control.

For individuals at the MIMI program, goals range from moving into independent living, to finding a part-time job, to preparing to live in a nursing home. One individual living in the MIMI program was legally blind and was scared to undergo surgery. After living at the MIMI program and with staff support, he had the operation and now has 20/20 vision. He is currently living independently in his own apartment and is part of FHR's CBFS (Community Based Flexible Supports) program, where staff assist him with the skills he needs to live in the community by himself.

"We show respect and dignity to each person, and focus on their strengths instead of their disabilities," said Robinson. "Our staff understand that these individuals do not live where we work – we work where they live."



"We show respect and dignity to each person, and focus on their strengths instead of their disabilities. Our staff understand that these individuals do not live where we work – we work where they live."

Overcoming Obstacles

*"I like to think I inspire people.
I make a point of saying to
everyone I meet, treat me the
same as everyone else."*



Sara's childhood was full of challenges, starting with a brain injury around birth, which resulted in cerebral palsy. She also had physical complications with her feet, leading to multiple surgeries and long recovery periods. At 18, she was diagnosed as having been in a psychotic state and saw and heard things others did not. As she grew older, her reactions to these voices intensified.

In spite of her struggles, Sara has a 'no excuses' attitude and doesn't want to be seen as someone with a disability. "The best way to explain Sara's personality is that she is extremely tenacious – she is a driven person who never complains and never lets anyone hold her back," explains FHR Program Director Lisa Peirce. "She has been with FHR's Transitional Aged Youth Group Living Program for six years, and it has been amazing for those around her to see her grow and overcome obstacle after obstacle."

Today, Sara is enrolled in Cape Cod Community College, where she is working towards an associate's degree in Early Childhood Development. She is enrolled in two classes, and anticipates graduating in 2018. She has held a number of volunteer positions, and is extremely proud to have worked this past summer as a paid camp counselor at the YMCA.

FHR's team of dedicated staff have been there for both Sara and her family to support her through different levels of her recovery. Whether it is with cleaning, cooking, or homework – they are always there. The Depot Road program is truly her home away from home, and FHR staff work hard to make sure Sara continues to feel this way each and every day.

What Individuals Say About Our Programs

96.6% of individuals in FHR programs recommend our services



When asked why, their answers focused on staff, people, and help.

At FHR, our staff are our greatest asset – we say this often and with good reason. It is because of their expertise and determination that FHR provides the person-centered and compassionate care that makes a difference in the lives of the individuals and families we serve. Every day, our staff work with each individual to evaluate their needs, help them manage their symptoms, and assist them in finding ways to lead more productive and independent lives.

Additional results we are proud to share:

- 91.1%** of FHR's individuals answered strongly agreed/agreed that workforce members believe I can grow, change, and recover from my mental illness
- 92.8%** of FHR's individuals answered strongly agreed/agreed that I am satisfied with my treatment plan
- 94.1%** of FHR's individuals answered strongly agreed/agreed that overall, I am happy with the services I receive from Fellowship Health Resources
- 94.4%** of FHR's individuals answered strongly agreed/agreed that the location of services is convenient

Making Strides in Recovery

Kym was in an abusive marriage for 12 years. After separating from her husband, she began to feel sick and overwhelmed as she attempted to take on more and more responsibilities as a single parent.

She reached a breaking point, and found herself in the hospital where she was diagnosed with bipolar disorder. Kym was forced to give her two children up to the state, which she describes as “the toughest day of my life, but it was also the day that started my very long road to recovery with a goal of getting my kids back.”

With FHR’s support, Kym has made great strides in her recovery, and today is working as a home health aide, owns a car and her own home, and sees her three children often. “Being able to work with Kym and see her progress has been amazing. She’s a go-getter and isn’t going to quit,” says Stephanie Andrade, FHR Employment Specialist.



"Today, I'm doing very well. I'm working. I have my own apartment and I see all three of my children. I just kept going and I never stopped. I never quit."

Improving Quality of Life

In 2011, FHR became a national frontrunner as one of the first behavioral healthcare providers to establish an Office of Peer Recovery Services. Through this service, staff with lived experience support individuals in becoming and staying engaged in their recovery process.

To provide more person-centered and acute care, FHR recently established and launched its Intensive Peer Support Service (IPSS) Program, aimed at supporting individuals who are experiencing difficulty remaining out of the hospital. This program begins with an Intensive Peer Services Specialist meeting an individual while he or she is hospitalized. The specialist works with the discharge planner, and after accompanying the individual home from the hospital, provides additional assistance to community appointments, grocery shopping, and with daily life skills such as preparing meals.



Early in 2015, FHR Peer Specialist, Lori Santos, began working with a woman from Rhode Island with behavioral health challenges. Prior to receiving IPSS, this woman had remained in psychiatric hospitals and other mental health programs for the majority of the past four years. In the year before beginning services with FHR, she spent 48 out of 52 weeks in hospitalized care.

FHR engaged with this individual through its IPSS program, and is very pleased to report that the individual celebrated a major milestone – remaining out of the hospital for 17 months. During this time, FHR has saved a national healthcare provider more than \$250,000 in hospital and other behavioral healthcare costs, while drastically improving the quality of life of the individual.

“This program helped her develop coping skills and learn how to advocate for herself,” said Santos. “It’s made her become more independent. When I first met her, she felt hopeless. Now she has a relationship with her children and her grandchildren. This program truly saved her life.”

Today, this individual remains engaged in her behavioral health and continues to take part in weekly therapy. With the support of FHR, she becomes more and more empowered on her journey of recovery.

“This program helped her develop coping skills and learn how to advocate for herself. It’s made her become more independent. When I first met her, she felt hopeless. Now she has a relationship with her children and her grandchildren. This program truly saved her life.”

A Place to Call Home

Having a safe place to live in the community is a crucial part of recovery for those living with a mental illness or addiction.

In the past year, FHR has continued to work with the Rhode Island Thresholds Program to increase the supply of housing for people with serious and persistent mental illness (SPMI) and developmental disabilities. This past year, FHR applied for and received funding totaling \$317,000 to improve living space and upgrade facilities operated by FHR on Broad Street, Dora Street, Hope Street, and Morris Avenue in Providence, Rhode Island.

Updates and renovations have been made to kitchens, bathrooms, roofs, porches, and more.

For the past four years, FHR's Rhode Island region has received almost \$1 million from Rhode Island Housing, which administers the Thresholds Program on behalf of the Rhode Island Department of Behavioral Healthcare, Developmental Disabilities and Hospitals (BHDDH).

The Thresholds Program requires participating housing sponsors to make units affordable to individuals with SPMI and other behavioral health challenges in return for funds to develop or refinance housing, and the promise of mental health and social services for the individuals served living in these units.



40th Anniversary Celebration Event

FHR hosted its 40th Anniversary Celebration at Roger Williams Park Casino in efforts to raise awareness and support for individuals in recovery from mental illness and addiction disorders. Proceeds from the event, which totaled \$75,000, will enable FHR to continue to provide person-centered care in its variety of residential, educational, clinical, and therapeutic services.

Community partners, supporters, FHR's Board of Directors, and staff joined on November 15, 2015, in commemorating the organization's 40 year history, learning about the importance of the crucial services FHR continues to provide in the community.

The evening included a silent auction and musical performances by Meg Hutchinson, who shared her experiences living with bipolar disorder through song. A Journey of Recovery video was also presented, in which Lisa Boulanger, someone who has both received services and been employed by FHR, spoke about how she was able to overcome major obstacles in her life with the organization's support.

"Without FHR, I wouldn't be where I am," said Lisa. "I thank them for being an organization that sees each individual for who they are as a person. As a person who may have a diagnosis, but that not being what defines them."

The \$75,000 raised, a fundraising record for the organization, was made possible through a number of community supporters, especially platinum sponsor Starkweather & Shepley. A Board Member Challenge was also initiated, which drew financial support from FHR's board members totaling over \$20,000.

"Working together, with all of our supporters, I am confident that FHR will continue to expand the national conversation about mental illness and recovery, assist in educating the public, reduce the stigma surrounding mental illness, and counter those that would have you believe that individuals in recovery cannot be productive citizens," said Debra M. Paul, FHR President & CEO. "We can and will help people everywhere understand that with the right supports and compassion, recovery is possible."



(L-R former President & CEO Joseph Dziobek, President & CEO Debra M. Paul, Board Chair and Founding Father Alan Wichlei)

40th Anniversary Event Sponsoring Companies

Alpha Laboratories

Ascensus

Bank RI

Busha Brothers Communications, LLC

CBIZ Tofias

Collette Vacations

Delta Dental

Donogue Barrett & Singal, P.C.

Ferris Realty

Fulcrum Pharmacy Management Inc.

Gilbane Building Company

IGT

Health Care Software, Inc.

Hirsch Roberts Weinstein LLP

Isaacson, Miller Inc.

Konika

LaCroix Properties

Merrill Lynch

North Falmouth Pharmacy

Paycom

Phoenixville Community Health Foundation

Radius RX Direct

Staples

Starkweather & Shepley

Union Leasing, Inc.

Donors

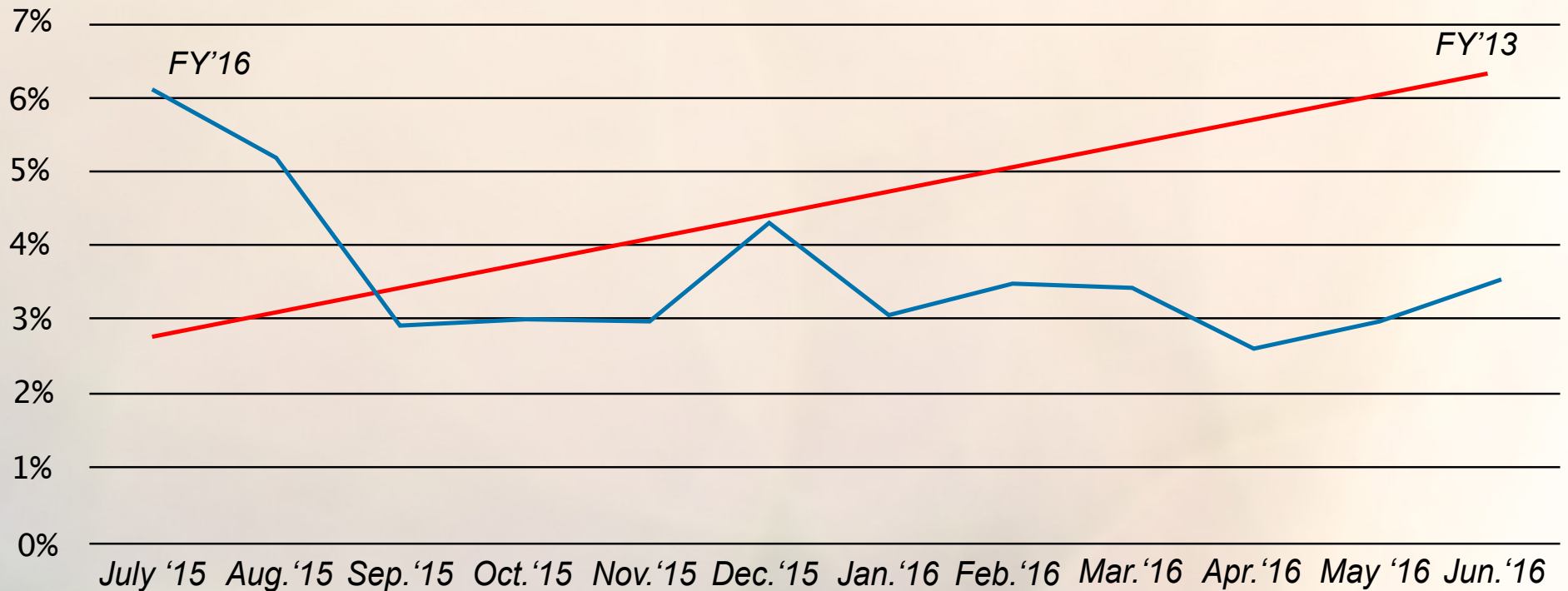
Henry Arruda
Brent Bailey
Venitta and L. Barrett
Emanuel Barrows
Robert Beagle
Dr. Louis Beccaria
Bob Belanger
Dr. Joseph Bevilacqua
Jacinda Bragg
Benjamin Brayton, Jr.
Joyce and Benjamin Brayton
Neal Brown
Joseph Burke
Jeffrey Busha
Mark Carron
Beverly Castelli
Jeff Chase-Lubitz
Kevin Chiazza
Dr. Michela Coffaro
Robert Colucci
Wes Cotter
Sean Cottrell
Todd Crkvenac
Pamela Daisey
Karen Davie
Lindsay Devlin
Louise Dinsmore
Stephen Duggan
Joseph Dziobek

Allen Ehling
Edith (Edie) Eidson
William Emmet
Thomas Fahey
Ronald Farquhar
Joan Fay
Deborah Fera
Amy Fermi
Dale Ferris
Michael Fitzpatrick
Lynn Gennaro
Kristen Guilfoyle
Lynn Pike Hartman
Roz Hartman
Renata Henry
Jeffrey Hirsch
Dr. Peter Hollmann
Constance Howes
William Jennings
Mary Ann Johnson
Dr. L. McTyeire Johnston
Lynne Kelly
Darin Knapp
Nancy and Roy LaCroix
Pierre and Susan La Perriere
Karen LeBlanc
Jennifer Lima
Maria Lopes
Cheryl Lynch

Mary Helen Marina
Carl Mayer
Daniel McCarthy
Tara McConnell
Dave McCready
Gerry McDowell
Kelly McGee
William McGillivray
Kathryn McGinn
Maria McGloin
Jennifer McKenna
Jeffrey McLoud
Jennifer Meade
James Mecone
Lisa Medeiros-Barboza
Kimberly Mello
Burley Melton
Nina Miletta
Paul Moore
Colin Murphy
Nancy Murray
Mary Nelson
Stephen Normandin
Michelle Oxenford
Michael Pacheco
Susana Palacios
Debra Paul
Mark Payden
Carol Pelletier

David Perry
Jeffrey Puglia
Dr. Warren Purvis
Donald Raffurty
Srinivas Rathnam
Michael Ratte
Vaughn Reid
Carissa Ricciarelli
Robert Rousseau
Michelle Serrano
Joan Silvia
Denise Silvia
Melanie Simons
Jeannette Sparfven
David Spencer
James Spencer
Jenevieve Sullivan
Pauline Teixeira
Karen Therrien
Asheton Toland
Karen Trudeau
Alex Van Rensselaer
Robert Vincent
Jeff White
Alan Wichlei
Barbara Wilk
Michelle Worrall
Paula Zalewski

FY'16 Psychiatric Hospitalizations (All Programs)



FHR has improved outcomes including reducing by more than 3% the rate of psychiatric hospitalizations for all individuals served across 8 states from FY'13 to FY'16.

Operating Margin

Fellowship Health Resources, Inc. and Affiliates

	2014	2015	2016
Total Revenue	\$33,738,911	\$35,018,452	\$36,428,916
Operating Margin	113,733	102,273	196,093
Operating Margin %	0.34%	0.29%	0.54%
Total Full-time Employees (FTEs)	487	514	522
Total Individuals Served	4,722	5,665	7,024

Balanced Scorecard 2016

Strategic Goal	Measure	Year End Achievement Results	Strategic Goal	Measure	Year End Achievement Results
Clinical & Quality:			Operational Efficiency:		
Satisfaction – Recommend FHR	90% would recommend FHR	96.6%	Annual and 6 mos treatment plan entered into CARE	100%	74%
Complete PHQ9 for diagnosis of major depression	100%	30%	Utilization of CARE across FHR for Demographics	100% in each region	93%
Financial Stability:			Eligible Provider utilization of CARE	100%	32%
Achieve 2016 margin	Margin = 0.15%	Margin = 0.31%	Administrative rate	Less than 12.0%	10.6%
Bad debt expense as % of Revenue	2.0%	1.6%	Innovation & Growth:		
			Expand scope of FHR services	Primary care, substance abuse, and addictions	Expansion of substance abuse services
			Fundraising	\$50,000	\$54,000 net raised

How You Can Make an Impact

There are so many ways you can help support FHR in fulfilling our mission to improve the quality of life of individuals in recovery. We invite you to commit to helping in one or more of the following ways in 2017:

1. Make a donation through our website:

Visit our website, www.fhr.net/donate. Here, you'll also find regional wish lists, which lists specific needs from our programs across eight states.

2. Link FHR to your Amazon Smile account:

Each time you use Amazon Smile, Amazon will donate a percentage of your purchase to a non-profit organization of your choice. Before shopping, visit www.smile.amazon.com. Sign into your Amazon account, or if it's your first time using Amazon, create a new account. Choose a non-profit spotlight by typing 'Fellowship Health Resources Inc' into the box and click 'search.' Next, click the 'select' box next to Fellowship Health Resources Inc. That's it! When you're ready to shop on Amazon, remember to visit www.smile.amazon.com so that you can help support FHR with your purchase.

3. Connect to our social media channels:

Follow along with us on Facebook, Twitter, LinkedIn, and YouTube for pictures, videos, recent happenings, and more. Visit FHR's website, www.fhr.net, and click the icons on the top right hand side of the homepage to be directed to a particular social media page.

4. Give this report to a friend:

Help us spread the word about how FHR is making an impact in the communities we serve by forwarding this email to someone you know.



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