



Fostering Hope & Recovery

ANNUAL REPORT 2018

The heart of Fellowship Health Resources (FHR) is the belief that everyone has the ability to improve their quality of life, with access to the right supports. Every day, our dedicated team fosters hope and recovery, working with the individuals in our care to evaluate their needs, help them manage their symptoms, and assist them in finding ways to lead more productive and independent lives. Celebrating over 40 years of service, FHR is proud to offer an extensive and growing array of behavioral healthcare programs across seven states.

FHR[®]

FELLOWSHIP
HEALTH
RESOURCES

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.

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 addiction disorders. FHR serves over 8,000 individuals through a person-centered approach across 7 states - Delaware, Maine, Massachusetts, North Carolina, Pennsylvania, Rhode Island, and Virginia.

OUR VISION is to become a national leader of behavioral healthcare services.



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A MESSAGE FROM THE CEO & BOARD CHAIR



Dear Friend,

Every year, we are so proud of the important work that FHR is able to accomplish. 2018, however, stands out as a milestone in our organization's history. During this year, FHR reached a pivotal turning point, entering into an affiliation with Elwyn, a strategic partner. This partnership is crucial because it positions FHR for financial stability to grow our programs, expand our services, and further our mission to assist individuals in improving their quality of life.

While reading the following pages in this report, you'll learn more about Elwyn, and how our missions and values align. You'll read about individuals who, with the support of FHR's dedicated staff, have made significant strides on their journeys of recovery.

You'll also learn how we once again proudly received a three-year CARF accreditation based on an extensive survey of our programs.

We achieved a lot in 2018, and we still need your help. FHR receives public funding to provide a variety of residential, educational, clinical, and therapeutic services to individuals and families affected by mental illness and addiction disorders. While public support affords the individuals we serve with the essentials, public funds are insufficient in covering the cost of the range of services we provide to improve an individual's quality of life. Enhancing our programs and expanding our services depends largely on private contributions.

Your support for FHR means a future in which we can continue to invest in critical programs in our communities and the people who make these programs possible.

We know we can make a difference in the lives of thousands in recovery – if we work together. Are you with us?

Sincerely,

A handwritten signature in dark ink that reads "Debra M. Paul".

Debra M. Paul
FHR Chief Executive Officer

A handwritten signature in dark ink that reads "Alan Wichlei".

Alan Wichlei
FHR Board Chair

SERVICES BY STATE

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: 3,638

Staff: 89

Programs: Assertive Community Treatment (ACT); CBHOT (Co-Occurring Services, Outpatient Mental Health and Counseling Services, Substance Abuse Intensive Outpatient); Residential/Group Living Programs; Peer Recovery Services

MAINE



Regional Office:

166 Broadway,
Bangor, ME 04401

Phone: 207-947-9630

Regional Director: Kristen Guilfoyle

Email: kguilfoyle@fhr.net

Individuals Served: 20

Staff: 30

Programs: Outpatient Services; Case Management (Community Integration Services); Daily Living Skills Support; Skills Development Services; Community Rehabilitation Services; Residential/Group Living Programs

MASSACHUSETTS



Regional Office:

43 Tower Drive,
New Bedford, MA 02740

Phone: 508-994-2511

Regional Director: Kimberly Mello

Email: kmello@fhr.net

Individuals Served: 1,411

Staff: 160

Programs: ACCS (Adult Community Clinical Services) (Rehabilitation and Recovery Group Milieu, Residential/Group Living Programs, Supportive Housing, Intensive Medical Group Living Environment, Assertive Community Treatment); Therapeutic Respite Program; Peer Recovery Services; Anchor House Clubhouse; Corner Clubhouse; Fairwinds Clubhouse; Towne House Clubhouse; Community Peer Connections

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: 2,391

Staff: 58

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

PENNSYLVANIA



Regional Office:

1041 W. Bridge Street, Suite 5,
Phoenixville, PA 19460

Phone: 610-415-9301

Directors: Danielle Gasperone, Erin Kilpatrick, and Vanessa Evearts

Email: dgaspeone@fhr.net, eschmoyer@fhr.net, and vdamato@fhr.net

Individuals Served: 543

Staff: 27

Programs: Blended Case Management Services; Outpatient Mental Health Services; Mobile Mental Health; Psychiatric Rehabilitation Services (Site-based and Mobile); 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: 640

Staff: 44

Programs: Ocean State Outreach; Assertive Community Treatment (ACT); Outpatient Psychiatric and Counseling Services; Residential/Group Living Programs; Peer Recovery Services; Harbor House Clubhouse; Art Therapy; U.S. Department of Correction Program

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: 305















Staff: 56

Programs: Residential Crisis Stabilization Program; Mental Health Skill Building Services

CURRENT BOARD OF DIRECTORS & OFFICERS

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William Emmet
Kelly McGee
Alan Wichlei

Quality Committee:

Neal Brown, Chair
Debra M. Paul
Michela Coffaro
Michael Owen
Kelly McGee
America Carmichael, Community Member

OUR CARF RESULTS

This year, FHR was proud to once again be issued a three-year CARF accreditation based on a survey of our programs. This achievement is an indication that FHR's services are measurable, accountable, and of the highest quality. We are pleased to share the following areas of strength, which were highlighted in the survey findings:



"Interviews with the individuals served indicate a high level of satisfaction with services. They report staff members go beyond expected care."



"PRISM is an acronym for the 'person-centered, respectful, individualized, strengths-based, and mission-driven' philosophy that is evident throughout the organization."



"The organization's supported living programs are clean and welcoming. One long-term individual served reported that staff members are like family. Individual quarters are bright and comfortable."



"With the paradigm shift throughout the country in expanding the roles of peer support specialists in various settings, the organization has embraced these efforts by placing peer support specialists in multiple units/sites. It is anticipated that their presence will enhance the quality of care, which will positively improve effective outcomes for individuals served."



"The organization's leadership continually expressed how it recognizes and appreciates the contribution of all its employees. It also became apparent that staff dedication is the driving force that fosters a vibrant culture built around addressing and fulfilling the needs of the individuals served."

About CARF:

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan[®] of millions of persons served through applications of rigorous organizational and program standards organized around the ASPIRE to Excellence[®] continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

Effective December 2018, FHR has entered into an affiliation agreement with Elwyn, a nonprofit human services organization supporting individuals with intellectual and developmental disabilities (IDD) and behavioral health needs in California, Delaware, New Jersey, and Pennsylvania.

This new partnership positions Elwyn and FHR to fulfill an unmet need in the current healthcare environment. Working together, the organizations are now uniquely poised to provide a coast-to-coast continuum of care and enhanced services to meet a wide range of IDD and behavioral health support for individuals and families of all ages.

Additionally, the affiliation enables both organizations, whose missions are aligned to support and empower individuals with diverse challenges, to leverage 209 combined years of clinical expertise and experience for accelerated strategic growth.

"Our affiliation with FHR expands the footprint of our rapidly growing behavioral health division while

presenting new network opportunities to leverage Elwyn's educational, residential, and employment services. This transaction is the first of several affiliations we expect to conclude in years ahead as we expand our current \$400 million revenue base," commented Charles McLister, Elwyn President & CEO.

The agreement is the result of a comprehensive process unanimously approved by both organizations' board of directors. Upon consummation of the affiliation, Elwyn will become the sole member of FHR.

According to NADD, the association for persons with developmental disabilities and mental health needs, statistics show that individuals with an IDD have a significantly heightened risk of also having a mental illness - between 30-35% of all people with an IDD are also diagnosed with a psychiatric disorder.

Living with a co-occurring disorder can have an adverse impact on a person's quality of life and ability to function in society, including complications with



residing in the community, taking part in educational and/or vocational opportunities, as well as maintaining family and peer relationships.

"By merging our service offerings, FHR and Elwyn will have the ability to better treat individuals as a whole, instead of requiring those in our care to seek treatment from multiple organizations to service their needs," said Debra M. Paul, FHR Chief Executive Officer. "I know firsthand the talents of FHR's dedicated team, and have tremendous respect for Elwyn as providers and innovators. I am thrilled to begin this next chapter and partnership together."

Ms. Paul will continue to serve as CEO of FHR, and the current FHR programs will remain under the name Fellowship Health Resources, Inc.

QUICK FACTS ABOUT ELWYN



Founded in 1852



Headquartered in Media, PA, with programs in PA, DE, NJ, and CA



Human services organization supporting individuals with intellectual and developmental disabilities and behavioral health needs



FHR and Elwyn have a shared mission of supporting and empowering individuals with diverse challenges

WILLIAM'S JOURNEY OF RECOVERY

At FHR, we believe that recovery consists of moving toward a point where one's illness or disability is no longer the dominant, controlling force. William's journey represents the stories of many individuals in FHR's care. Challenges are met, obstacles are overcome, and courage is shown to achieve a greater level of independence and an improved quality of life.



START

Growing up, William exhibited learning disabilities and behavioral health issues at school.



Unhealthy habits also led him to be extremely overweight. Difficulties in his personal life resulted in William becoming homeless, unable to live by himself.

In 2013, he was linked to FHR's Assertive Community Treatment (ACT) program in North Carolina, where he saw his life take a turn for the better. William later began receiving services through FHR's Psychosocial Rehabilitation Program (PSR).



Eventually, he was able to move into his own apartment. William feels lucky to have a compassionate family who were there for him through numerous transitions and supports him with his recovery.

Staff share that he remained focused on his goals. He learned how to budget and use a credit card, and developed social supports.

Through FHR's "In SHAPE" program, William began integrating healthier wellness habits into his routine. He has lost a significant amount of weight and has made his health and well-being a priority. He now exercises regularly at the YMCA on his own.



Today, he is pleased to hold a part-time position at a local pet grooming salon, and volunteers weekly at the Raleigh Lion's Club.

William is an asset to the PSR program and assists his peers by sharing his experiences in Illness Management and Recovery groups.

"The programs here are different than other ones I've been at because they care about you and your opinion," William explains. "It completely turned my life around. I still have goals I'd like to reach, but I know I can do it with their support."

FHR

FINDING MEANINGFUL EMPLOYMENT

At each of FHR's clubhouses, the schedule mimics a typical work day, focusing on the strengths, talents, and abilities of all members. In order to maintain day-to-day operations, clubhouses are organized into multiple work units, including administrative, culinary, and maintenance. This structure is designed to assist members in regaining purpose, confidence, and self-worth, while helping to develop the skills needed to secure employment.

Clubhouse staff work with members to support them in gaining a greater level of independence and to reach their employment goals. Through transitional, supported, and independent employment opportunities, members receive resources and encouragement in order to find and maintain meaningful work.

FHR's accredited clubhouses meet or exceed state employment outcome targets for members. This past year, FHR was chosen to join several Massachusetts state agencies in order to develop and implement a collaborative pilot program, aimed at improving member engagement and job placement within the clubhouse system.

Learn about three clubhouse members who are successfully holding jobs in the community:

Rachel

Title: Stock and Floor Sales Person at Rite Aid

Responsibilities: Stocking shelves, keeping the store neat and clean, and providing customer's assistance

Member's Thoughts: Rachel enjoys working at Rite Aid because it is "such a nice place to work." She shares that everyone is so nice to each other. She also likes the ability to earn money and that it helps her stay busy.



Troy

Title: Dishwasher at Holiday Inn

Responsibilities: Washing dishes, food prep., trash removal, sanitizing counters and floors, and retrieving products from storage

Member's Thoughts: Troy loves working with other people while preparing meals and helping maintain a satisfactory kitchen environment.



Jim

Title: Head of Recycling at Falmouth Service Center

Responsibilities: Sorting recycling dropped off by community members, keeping recycling area neat, and training volunteers

Member's Thoughts: Jim is proud to have held this position for over 15 years. He shares that he loves the feeling of helping others and the opportunity to build so many relationships with those in his community.



Corner Clubhouse

225 Cape Highway, Unit 3
East Taunton, MA
(508) 828-4591

Fairwinds Clubhouse

155 Katherine Lee Bates Road,
Falmouth, MA
(508) 540-6011

Anchor House

2277 Purchase Street
New Bedford, MA
(508) 984-4300

Towne House

1706 President Avenue
Fall River, MA
(508) 672-2023

Harbor House

12 Bassett Street
Providence, RI
(401) 273-5100





JANE'S JOURNEY OF RECOVERY

"Jane* is on an extraordinary path to recovery and continues to do the work needed to move forward," said Heather Hilton, FHR Team Leader/Clinician. "She has made the commitment to do whatever it takes to stay well."

**The name of this individual has been changed to protect her privacy.*

START

Jane was brought up in a dysfunctional household with no rules. Her mother abandoned her family, leaving Jane's father alone to raise her and her sisters. She was surrounded by substance abuse from a young age, and as she grew older, became involved in relationships with those who abused substances too.

Jane began experimenting with drugs, which led to multiple charges and jail time. One night, Jane was arrested as an accomplice after the friends she was with were implicated in a shootout with the police. She was sentenced to federal prison and later was released on federal probation.



She was connected to FHR's U.S. Department of Correction Program (USDC) in Cranston, Rhode Island, and complied with court ordered therapy. FHR Team Leader/Clinician Heather Hilton began meeting with Jane weekly, explaining to her that this was a fresh start.

FHR

During this time, Jane also started to build new social supports, as the only friends in her life were involved with criminal behavior. Jane set goals for herself - she wanted to be able to live independently, get her Rhode Island license, buy a car, and secure a job.

While Jane was living at a halfway house, Heather worked with her on her basic needs, including health insurance. Because Jane was originally from Colorado, she lacked an understanding of how to gain access to resources in Rhode Island.



In speaking with Heather, Jane recognized that substance use was not healthy, and would likely lead to her death if she continued on this path.

Heather encouraged Jane that she had the ability to achieve these goals, and they mapped out a plan together on how to accomplish them.



The support of FHR's program was a welcomed change for Jane. In this environment, she was able to work with staff who suspended their judgement of her and her past, which enabled her to focus on her future.

A person-centered treatment plan was put into place, along with a plan of engagement. Dialectical Behavior Therapy (DBT) and motivational interviewing were utilized to initiate change and positive behaviors. This allowed Jane to recognize her emotions and reasons for substance abuse, allowing her to understand and confront her obstacles instead of self-medicating.

She also received her license and saved enough money to purchase her own car. Jane has moved into an apartment, and continues to remain drug free.



Today, Jane is proud to work as a carpenter apprentice, where she received a strong review and a raise in her first year of employment. She recently completed a welding program, mastering this skill so well that she has been asked to instruct her co-workers several days a week. Jane hopes to grow with this company, and eventually to become a licensed carpenter.



WHAT INDIVIDUALS SAY ABOUT OUR PROGRAMS

Each year, individuals in our care are invited to have their voices heard through taking part in a Satisfaction Survey. We're proud to share the following results:



96%

would recommend
our services to
others



98%

state that they are
involved in
deciding their
treatment goals



97%

say that FHR staff
treat them with
dignity and respect



96%

state that FHR staff
believe they can
grow, change, and
recover

To learn more about our programs across 7 states, visit www.fhr.net.



TIM'S JOURNEY OF RECOVERY

Tim can be described as a 'True Mainer.' He enjoys fishing and is skilled at carpentry. He considers himself a problem solver who doesn't like to ask others for help. However, he reached a point in his life where he recognized he needed to.

START

When Tim came to Ralph Street, FHR's residential/group living program, he felt deeply depressed and paranoid. He had struggled with alcoholism and drug addiction, had attempted suicide, and often isolated himself from the outside world.

Staff began working closely with Tim, understanding that he needed to be supported while feeling in control at the same time. Through focusing on person-centered care, FHR's team partnered with Tim to help him learn new tools for independent living and recovery.

FHR

Staff assisted Tim with finding an apartment in the community. While in this apartment, he continues to receive services through FHR's Community Rehabilitative Services, in which he retains support from staff who help him with resources to connect to the community.



This confidence, paired with his patient demeanor, enables him to interact and connect with his peers who have a mental illness or deal with substance abuse. This had led Tim to begin looking into ways to become a peer specialist.

He continues to gain confidence in socializing with others. He can often be found riding the bus, making friends by striking up conversations.



With support, Tim has remained sober for 15 years, is able to take care of himself and his daily hygiene, and has found a job he enjoys.

"Today, I wanted to live when I woke up," Tim says proudly. "Even though I still have some paranoia, FHR helps me get through the day and all their staff help me. The program helps keep me from withdrawing into myself, it is essential therapy for me. I am taught basic survival skills and basically, it is a safety net, complete with an entire tool kit. I owe my life to FHR and CRS."



"Recovery isn't linear; there are many ups and downs in someone's journey. This program gives Tim the resources and opportunity to continue to reach his goals," explains Emma Thomas Hills, FHR Lead Community Rehabilitation Services Case Manager.

CONSOLIDATED OPERATING MARGIN FELLOWSHIP HEALTH RESOURCES, INC. AND AFFILIATES

	2016	2017	2018
Total Revenue	\$36,428,916	\$39,174,438	\$38,762,838
Operating Margin	\$196,093	\$183,267	\$94,205
Operating Margin %	0.54%	0.47%	0.24%
Total Full-time Employees (FTEs)	522	558	542
Total Individuals Served	7,106	7,319	8,948

DONORS

FHR is grateful and would like to thank all of our supporters and donors for helping us foster hope and recovery for individuals with mental illness and addictions disorders across seven states. To join FHR's contributors, please visit www.fhr.net/donate.

FHR Board and Advisory Board Members:

Thank you for your service, commitment to our mission, and financial support.

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Michela Coffaro
Robert Colucci
William Emmet
Lynn Pike Hartman
Renata Henry
Pierre La Perriere
Jeffrey McCloud
Kelly McGee
Colin Murphy
Michael Owen
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FHR A Walk In My Shoes Event:

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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 2019:



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 seven states.



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. You can also sign up to receive emails from FHR by clicking the yellow button on the bottom right corner of our homepage.



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.



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.



www.fhr.net

