



2020  
Annual Report



**PENN FOUNDATION™**  
BEHAVIORAL HEALTH SERVICES

# A Message from Our Board Chair and President and CEO

Fiscal year 2020 was one like none other, coming to an end amid the COVID-19 global pandemic and challenging us to be fearless as we navigated uncharted waters to implement crisis services, pivot to telehealth treatment, safely operate our 24/7 programs, adjust services to continue caring for our most vulnerable clients, and support more than half of our staff working remotely.

While forced to change rapidly to adapt to delivering community-based healthcare during a pandemic, we are better for it. We learned a lot about connecting in new ways with clients. We gained a deeper understanding of those we serve: those who, on a regular basis, face the fear and anxiety that became familiar to many of us. We worked to reduce the stigma that still surrounds mental health by helping to educate and support our community as it struggled to cope and adjust to new and difficult realities.

So, where do we go from here? As we close out our 2020 fiscal year, we find ourselves at a crossroads not unlike the one our founders faced in 1955. Some may say it's ironic, but we think it's fitting that we are once again being challenged to define a new, sustainable model of care as we

celebrate our 65th anniversary on October 20, 2020. As we reflect on our past, we are reminded of the words spoken by Dr. Vernon Kratz, board member emeritus: "Awaken our imaginations." Now is the time to reimagine our future and rise up once again as an innovator in behavioral healthcare.

This past year forced us to be resilient, forward-thinking, and flexible. As a result, we are better equipped to evolve our model of care, explore the possibilities of telehealth treatment, and implement new services to meet our clients where they are. It's time to awaken our imaginations to create an improved and sustainable model of care, meeting the ever-changing mental health and addiction treatment needs of our community – efficiently, effectively, and compassionately.

Earlier this year, our board and leadership team took part in a strategic planning process to define our goals for the next three years. Four common themes emerged:

- ◆ Strengthen customer and staff experiences
- ◆ Enhance and improve access to care
- ◆ Implement integration and navigation initiatives to connect clients to the most appropriate care options
- ◆ Promote partnerships and affiliations that ensure sustainability

We are dedicated to making the necessary changes to achieve these important goals and enhance our service to the community. We will continue to be fearless, think creatively, and seek strategic partners to advance our mission.

Relevance, responsiveness, and sustainability will allow us to continue to deliver quality behavioral health services for another 65 years and beyond.

Our work has only been possible because of the strong support of our community and the expertise and exceptional care provided by our staff. Our 65-year story has not always been picture-perfect, but we've always been resilient and willing to embrace change to expand our mission and help our clients thrive. This is the story you'll see reflected in the pages ahead, which highlight our achievements, our impact, our approach to care, and a few fond farewells. We hope you are inspired by our work of this past year, and we thank you for your continued support and trust. ♦



A handwritten signature in black ink, reading 'Wayne A. Mugrauer'.

**Wayne A. Mugrauer**  
President and CEO

A handwritten signature in black ink, reading 'Dorothy K. Weik-Hange'.

**Dorothy K. Weik-Hange, Esq.**  
Chair, Penn Foundation Board of Directors

# After 35 Years of Service, Thomas K. Leidy Retires from Board of Directors

Throughout our 65-year history, Penn Foundation has been blessed with strong leaders, and Thomas K. Leidy is one of them.

"Tom has always led by personal example, and I have had the opportunity to learn so very much from him," says Wayne Mugrauer, Penn Foundation President and CEO. "Most importantly, I have experienced the servant leadership associated with Tom's Christian values and his sincere love of all things Penn Foundation. Penn Foundation could not have imagined a better ambassador, spokesperson, or friend."

On June 30, 2020, Tom Leidy retired from the Penn Foundation Board of Directors after 35 years of faithful service. He will be missed, but the impact he made will live on in all of us as we carry out the mission and do our part to help those we serve.

Tom's tenure on the board included 16 years of service as Board Chair (1995–2011) and eight years as Vice Chair (2011–2019).

He has been a passionate and tireless advocate for Penn Foundation, cultivating relationships with donors, guiding our growth, and leading numerous campaigns to ignite support and expand our mission.

"The dedication of the Penn Foundation staff and board is what has kept me going all these years," Tom says. "Their commitment was always real and never questionable. It has been rewarding to work with such caring people who strive every day to provide compassionate, high-quality mental health and addiction services. It has been very gratifying to see the application of Dr. Loux's vision as Penn Foundation continues to grow, adapt, and change. Penn Foundation will always hold a very special place in my heart." ♦



“The dedication of the Penn Foundation staff and board is what has kept me going all these years. Their commitment was always real and never questionable.”

THOMAS K. LEIDY



## Gibson George, MD, Named Interim Medical Director

Since he was named Interim Medical Director in April 2020, Dr. George has stepped in to advocate for clients and their families and to offer strong leadership to the medical staff and executive leadership team. "It has been a wonderful experience to work at Penn Foundation for the past five years," Dr. George says. "Penn Foundation cares deeply about the quality of care we provide, and I am dedicated to continuing this high standard while also working to enhance the client experience. To do this, it is important that I listen to what clients need so I can put a plan in place that will result in higher client satisfaction and better engagement." ♦



“It has been a wonderful experience to work at Penn Foundation for the past five years.”

GIBSON GEORGE, MD

## Senior Psychiatrist Vernon H. Kratz, MD, Retires After 47 Years of Service

On July 31, 2020, senior psychiatrist Vernon Kratz, MD, retired after 47 years of service at Penn Foundation. Dr. Kratz is the only person in the organization's 65-year history to hold the roles of Medical Director, CEO, and Board Member.

Dr. Kratz is a man of strong faith, incredible integrity, great kindness, and immense optimism. One of his most special gifts is his ability to relate to others. Penn Foundation will always be in awe of this amazing man, doctor, and friend. He modeled how to serve with acceptance, compassion, integrity, and respect.

"For me, psychiatry was a calling. It was where my heart was," Dr. Kratz says. "There is a lot of satisfaction in being able to walk with people in their perplexity, some of whom I've seen over decades. I believe that part of the care for a patient is to care for the patient, and you do that by listening and by taking time and by trying to put the story together and by just being there. Remember, sometimes you are the medicine a person needs." ♦



“For me, psychiatry was a calling. It was where my heart was.”

VERNON H. KRATZ, MD

# Driving Quality and Strong Outcomes Through a Culture of Excellence

The National Academy of Medicine (formerly the Institute of Medicine) defines quality as “the degree to which healthcare services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”

**The National Academy of Medicine further defines quality as having six domains:**



**EFFECTIVENESS**



**EFFICIENCY**



**EQUITY**



**PATIENT-CENTEREDNESS**



**SAFETY**



**TIMELINESS**

Penn Foundation has always been committed to providing quality care. Our dedicated employees share an interest in providing safe, high-quality care and exceptional service for every person, every time. So, what does “quality care” mean to us?

Quality means providing the care that clients need when they need it, in a safe, welcoming, affordable, and effective manner. Quality means engaging and involving clients, so that they take ownership in both their preventive care and in the treatment of diagnosed conditions. Quality also means using data to optimize outcomes of care.

Our annual quality and performance program starts with clearly defined goals. From there, we work in teams to build processes and structures to achieve those goals. Thereafter, we frequently measure and evaluate our outcomes. This allows us to adjust, to gain understanding, and to continuously improve.

This past year, through hard work and dedicated effort, several important projects produced outcomes that often met, and sometimes exceeded, expectations. ♦



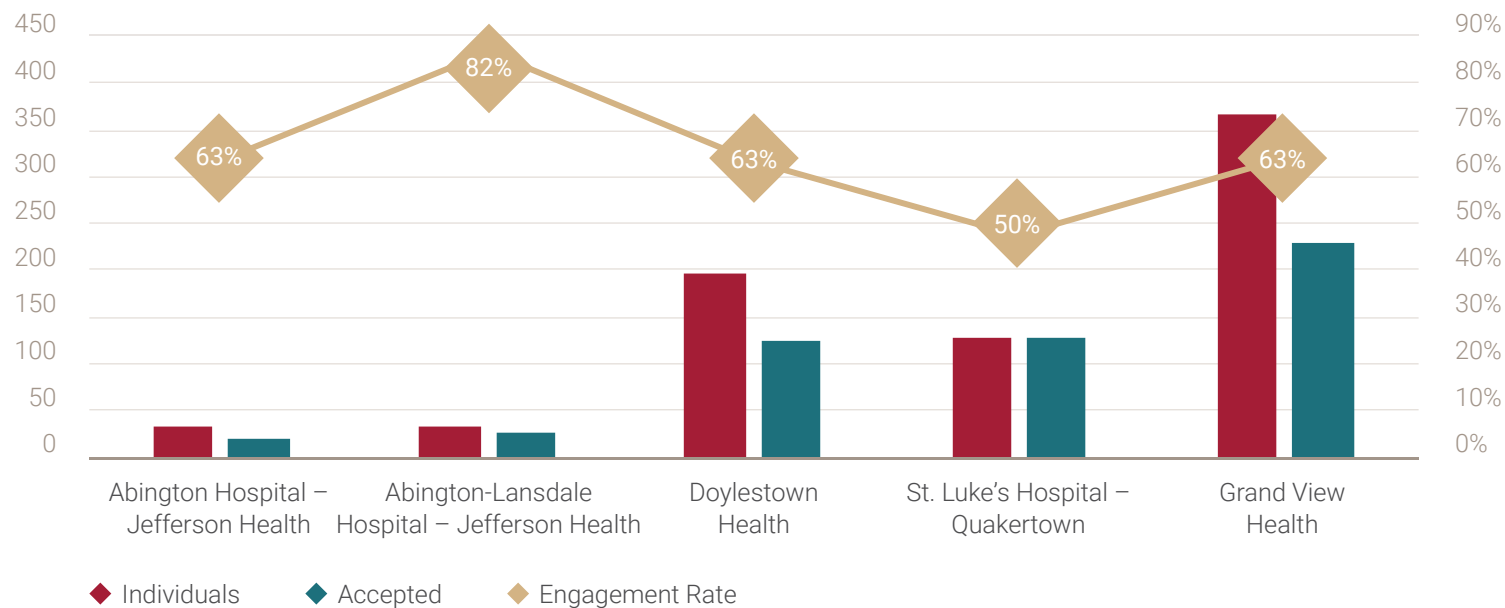
More than 40 Wellspring Clubhouse members (one-third of the Clubhouse's membership) were employed over the past year. The intrinsic value of work increases for members because they can identify as a “worker” rather than as a “patient” or someone who is “mentally ill.” This attachment to a valued social role provides self-worth, confidence, and purpose.

# Improving Access to Substance Use Treatment

In 2019, Penn Foundation’s continuum of substance use treatment services was expanded to improve access to care and create seamless transitions between local emergency departments and our inpatient treatment facility. Our Opioid Center of Excellence (COE) and BCARES and Warm Handoff Programs added new emergency department locations and introduced a standardized

approach to care engagement and navigation. With the emergency room being the first touchpoint for many clients with opioid use disorder, we expanded our offering of meetings with a Certified Peer Specialist to discuss treatment and offer Naloxone education and availability through the Surgeon General’s standing order. ♦

## Warm Handoff Programs



# Best in Class: Center of Excellence for Opioid Use Disorders Reaches Benchmarks

For the past three years, Penn Foundation's Center of Excellence (COE) program has engaged the community to identify people with opioid use disorders to make sure every person struggling with addiction has the opportunity to achieve optimal health. Our COE care navigation team takes care of the whole person and provides hand-in-hand support for treatment of substance use and mental and physical health disorders. Key steps in the recovery journey are helping the individual and their families identify, organize, obtain, and sustain treatment while simultaneously stabilizing any social determinants of health impacting their quality of life. ♦

## Benchmarks

SNAPSHOT OF TOTAL UNIQUE ENGAGED CLIENTS:\* 196



100% "Date of Level of Care Assessment" and "Date of Initial Contact with COE" should be within 7 days.

**100% ACHIEVED**



100% of engaged clients have one Urine Drug Screen in the reporting month.

**100% ACHIEVED**



100% of engaged clients will have documentation of one primary care referral.

**100% ACHIEVED**



100% of engaged clients will have documentation of primary care appointment date.

**100% ACHIEVED**



100% of engaged clients will have documentation of one mental health treatment referral.

**100% ACHIEVED**



100% of engaged clients will have documentation of one drug and alcohol referral.

**100% ACHIEVED**



100% of engaged clients will have documentation of one drug and alcohol counseling appointment date.

**100% ACHIEVED**



100% of engaged clients will have documentation of initial contact.

**100% ACHIEVED**



# Meeting Our Community's Mental Health and Substance Use Treatment Needs\*



## 286,619

Services Delivered



## 455

Dedicated Staff



## 9

Office  
Locations



## 33

Interns and  
Psychiatric Residents



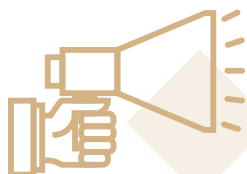
## 27

Programs



## 1,361

Phone Calls/Visits  
to Crisis



## 72

Community  
Awareness  
Programs



## 20,243

Clients Served



## 11

Counties  
Served

# Holistic Care and the Transcendent Power of Art

Many of our clients find the inspiration and motivation they need to stay on track with their recovery through the arts. And thanks to the generosity of a loyal donor in our community, Penn Foundation has been able to incorporate art therapy into our practices for years.

At Penn Foundation, we believe in treating the whole person – mind, body, and spirit. One way we do this is by bringing unique arts experiences to clients as part of their therapy – drumming workshops, painting, craft projects, and more. Another way we incorporate the arts into our clients' experience is through our membership with Art-Reach, a Philadelphia-based nonprofit that creates, advocates for, and expands



Ryan Schweiger,  
Community Outreach  
Specialist, accepted  
Art Reach's Member  
Agency Award on behalf  
of Penn Foundation.

accessibility opportunities in the arts so the full spectrum of society is served.

Penn Foundation's ability to promote the arts and secure 975 tickets over five years for clients to gain access to museums, concerts, and favorite destinations like Longwood Gardens was recognized earlier this year when Art-Reach honored Penn Foundation with its 2020 Member Agency Award.

We also took art therapy to a new level this past year through our partnership with Brush With the Law, a nonprofit organization founded by Maria Maneos that partners professional artists with socially marginalized populations – such as those who are homeless, incarcerated, on probation, in recovery, or struggling with addiction – to use visual arts in community-based beautification projects throughout the Philadelphia area.

Brush With the Law operates with the belief in the transcendent power of art creation to help bring people together.

Penn Foundation was pleased to welcome Maria to campus in the fall of 2019 to create a mural to beautify and adorn an exterior stairwell and community entrance to the Village of Hope residential program for women. For five months, an open arts studio was held every Wednesday for five hours, and more than 300 clients, staff, and visitors worked diligently to create an incredible mural. Through art, participants learned about collaboration, tolerance, and acceptance. It was amazing to see our community come together and connect through art. Working on this project showed us firsthand that art is a universal language that is healing for everyone. ♦



# Independence Blue Cross Recognizes Penn Foundation with National Designation

Penn Foundation has always strived to provide the best practices in addiction medicine in response to our community's needs. This past year, we were honored to have Independence Blue Cross recognize us as a Blue Distinction® Center for our work to diligently establish innovative partnerships with our stakeholders that help individuals achieve and maintain their recovery.

This recognition affirms our commitment to providing high-quality care and assures those seeking treatment that Penn Foundation will provide innovative addiction care that will support them into a life of recovery.

Penn Foundation's Recovery Center was one of the first facilities to receive the designation as a Blue Distinction® Center for Substance Use Treatment and Recovery (BDC Substance Use Treatment and Recovery) – a new designation under the Blue Distinction Specialty Care program.

Blue Distinction Centers are nationally designated facilities that show a commitment to delivering improved

patient safety and better health outcomes, based on objective measures that were developed with input from the community and leading accreditation and quality organizations. The BDC Substance Use Treatment and Recovery program requires designated facilities to deliver coordinated multidisciplinary care to patients and provide timely access to quality medical and psychosocial care in all phases of treatment. Designated facilities must also offer medication-assisted treatment (MAT) – a way to treat opioid addiction that includes a medication component and behavioral therapy. ♦



# COVID-19 Response

Like the rest of our community, our state, and our nation, Penn Foundation was deeply impacted by the realities and challenges of the COVID-19 pandemic. As a provider of “essential services,” Penn Foundation never closed its doors. Rather, we focused our efforts and attention on three priorities:

- 1 Ensuring the continuation of services for our most vulnerable clients
- 2 Attending to matters of safety with the goal of keeping our clients and staff safe
- 3 Working to maintain employment knowing that all jobs would be critical to our future of providing needed services

With these three goals in mind, we rapidly moved ahead with plans to modify programs and shift our traditional service delivery.



Our response to the COVID pandemic would not have been possible without the support of our caring community. From monetary donations to support of a rapidly established food pantry to the crafting of handmade personal protective equipment, our community answered our call. We are especially grateful to the Philadelphia Foundation, the Montgomery County Foundation, the VNA Foundation of Greater North Penn, the Bucks County United Way, Montgomery County Reinvestment funds, and Bucks County for their grant support of our COVID relief and reopening efforts. ♦

# Healthcare Heroes

Our extraordinary staff demonstrated incredible dedication, fearlessness, and flexibility during this time. They made sure that clinical needs were met and that individuals who were food insecure were fed. And with mental healthcare becoming more important than ever, they offered caring and compassion in response to isolation and loneliness. ♦





# Penn Foundation Introduces Camp Crossroads

After several years of partnering with Eluna (formerly The Moyer Foundation) to offer Camp Mariposa, Penn Foundation decided in early 2020 to launch Camp Crossroads, our own camp experience and outreach program to help children impacted by substance abuse in their families.

We are grateful for the partnership we had with Eluna and excited to be in a position to incorporate Penn Foundation's approach to care into our new camp experience.

"The benefit of moving in our own direction is that we can develop meaningful camper-centered curriculum and programs to create life-changing experiences," says Candis Ubiles, Director of Children's Services. "We gain the flexibility of offering camps and other relationship-building activities based on a frequency that we believe will drive the best outcomes. We also put our own brand and influence on the camp name and mission, further aligning it to Penn Foundation."

Camp Crossroads is inspired by Jeremiah 6:16 – "Stand at the crossroads and look; ask for the ancient paths, ask where the good way is, and walk in it; and you will find rest for your souls." ♦



Our new camp will be offered four to six times per year with the goal of preventing or delaying the first use of drugs and alcohol and preventing or reducing involvement in the juvenile justice system. Camp Crossroads aims to:

- ✔ Connect program participants with caring and supportive mentors
- ✔ Foster a sense of community and create a positive peer support network for program participants
- ✔ Provide opportunities to participate in pro-social activities
- ✔ Equip program participants with daily living skills for healthy, meaningful living in the community
- ✔ Empower program participants to use their knowledge to be advocates for themselves and others ♦

# Statement of Activities

For the Year Ended June 30, 2020

## REVENUE, GAINS, AND OTHER SUPPORT

Managed Medical Assistance	\$ 14,993,052
Fees from Counties	\$ 6,423,335
Client Billing and Commercial Insurance	\$ 2,492,465
Medical Assistance	\$ 1,597,195
Contributions	\$ 891,466
Other Income	\$ 852,412
Medicare	\$ 550,592
Grants	\$ 252,363
<b>TOTAL</b>	<b>\$ 28,052,880</b>

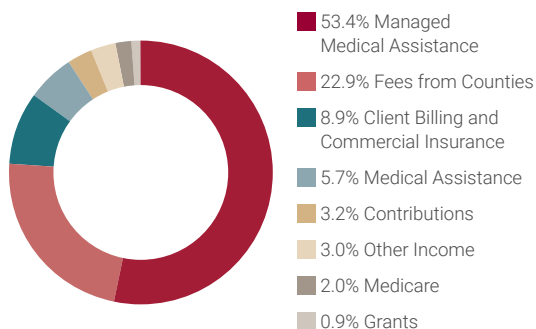
## EXPENDITURES AND LOSSES

Program Services	\$ 24,842,164
Support Services	\$ 3,932,585
<b>TOTAL</b>	<b>\$ 28,774,749</b>
Change in Net Assets	\$ (721,869)

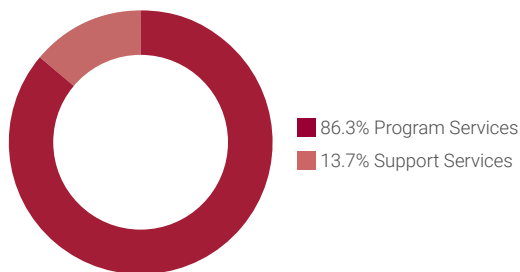
Unaudited Statement

The information included in this statement is unaudited.

## REVENUE, GAINS, AND OTHER SUPPORT



## EXPENDITURES AND LOSSES



## LICENSURE

Pennsylvania Department of Human Services

## ACCREDITATIONS

Association for Clinical Pastoral Education Inc.

Commission on Accreditation of Rehabilitation Facilities\*

Clubhouse International

## HONORS

Independence Blue Cross Blue Distinction Center

Opioid Treatment Center of Excellence

Aetna Institute of Quality®

## MEMBERSHIPS

American Psychiatric Association

Bucks-Mont Collaborative

Mosaic Mennonite Conference – Conference Related Ministry

Mennonite Health Services

National Alliance on Mental Illness

National Association of Addiction Treatment Providers

National Council for Behavioral Health

Pennsylvania Association of Psychiatric Rehabilitation Services

Rehabilitation and Community Providers Association

\* Alcohol and Other Drug Addiction Detoxification Program and Inpatient Treatment Program

807 Lawn Avenue, PO Box 32 ♦ Sellersville, PA 18960  
215.257.6551 ♦ PennFoundation.org



**PENN FOUNDATION™**  
BEHAVIORAL HEALTH SERVICES