

*Instilling*

HOPE



**PENN FOUNDATION**  
BEHAVIORAL HEALTH SERVICES

**2021 ANNUAL REPORT**



# A MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT

Fiscal year 2021 was a historic year for Penn Foundation. While navigating the ongoing challenges of the opioid crisis, a global pandemic, and a growing mental health epidemic, our Board of Directors made the strategic decision to join the St. Luke's University Health Network. Our affiliation with St. Luke's, which became official on July 1, 2021, provides tremendous opportunity and ensures that behavioral healthcare will be accessible and available to the communities we serve. In the pages ahead, we share more about our joint vision for the future and what we will do together as one of the largest fully integrated networks of mental health and addiction services in eastern Pennsylvania and New Jersey.

Penn Foundation spent intentional time this year focusing on our short-term and long-term strategic goals to ensure that our mission and traditions established over the past 66 years remained paramount as

we integrated with St. Luke's. To that end, we named Gibson George, MD, as our new Medical Director. Dr. George served as interim Medical Director since April 2020 and has worked at Penn Foundation for more than six years. We also added four new members to our Board of Directors:

- Charles Amuso, EdD, Retired Superintendent of Souderton Area School District
- Dale Westwood, Executive Vice President and Chief Retail Officer, QNB
- Frank Ford, President, St. Luke's Sacred Heart Hospital
- Tara Koehnlein, CPA, MBA, Vice President of Finance, St. Luke's University Health Network

Each one of these individuals brings a fresh perspective as we continue to navigate these uncertain times and embrace new opportunities.

Mental health and addiction treatment services have never been more important. Depression, anxiety, and suicide are increasing at alarming rates as a result of the immediate and long-term effects of the global pandemic. Alcohol consumption, the ongoing challenges connected to the opioid crisis, and the need for addiction treatment is also rising. The challenge right now is to keep pace with the demand for treatment. This challenge is not unique to Penn Foundation. Attracting and retaining licensed professionals is a challenge being felt by providers across the country; and unfortunately, it is a challenge only expected to increase as demand for our services increases.

While Penn Foundation creatively navigated the challenges of the past year, we also seized opportunities to advocate for positive change to help our profession receive the attention and funding support it needs to evolve.



In September 2020, the U.S. Deputy Secretary of Health and Human Services, Eric Hargan, visited Penn Foundation to learn how we adapted treatment, prevention, and recovery services during the pandemic and to discuss the ongoing federal response to combat the opioid epidemic in America.

While we are excited for our bright future with St. Luke's, we recognize that our impact has only been possible because of the strong support of our community and the exceptional care provided by our staff. Our 66-year story is one of innovation, resilience, compassion, and flexibility. This is the story that you will see reflected in these pages. You will read about the successes and challenges we faced during this unprecedented time and how our staff continually stepped up to care for our clients and deliver our mission.

We hope you are inspired by our work of this past year, and we thank you for your continued support and trust. Together,

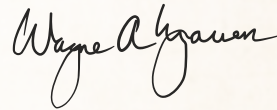
we can ensure that quality mental health and addiction treatment services are available to those who need them.

Sincerely,



**Dorothy K. Weik-Hange, Esq.**

Chair, Penn Foundation Board of Directors



**Wayne A. Mugrauer**

President and CEO





# *A Story of* **HOPE & RESILIENCE**

Fiscal year 2021 brought constant change to the Penn Foundation family – change to respond to the ever-evolving landscape of COVID-19, change in the ways in which we delivered care, and change to ensure that Penn Foundation was well-positioned for long-term sustainability.

The Penn Foundation community showed incredible resiliency, courage, and strength, overcoming challenges and seizing new opportunities to meet the behavioral health needs of the communities we serve.

There is no question that the COVID-19 pandemic took a financial and emotional toll on Penn Foundation. Despite lost revenue due to program closures and reduced census, and increased expenses due to PPE, additional cleanings, reconfiguring office space, and COVID testing for inpatient clients and residents, we never lost hope. Our extraordinary staff worked tirelessly to ensure that clinical needs were met and

that individuals who were food insecure were fed. With mental healthcare becoming more important than ever, our staff offered caring and compassion in creative ways to help individuals struggling with isolation and loneliness. The shift to telehealth in March 2020 continued to be a new and highly utilized way for us to deliver treatment.

What sustained us through this challenging year was the incredible support of our community, payers and partners. Penn Foundation received over \$3.5 million in COVID-19 pandemic relief funding from Health Choices, sustaining our operations through FY21.

For calendar year 2020, Penn Foundation was able to provide care to more than 17,000 children, adolescents, and adults through our 25 unique programs. Approximately 73% of the 221,032 services were safely provided in person, which is incredible given the pandemic. COVID-19 also did little to slow our community outreach initiatives, which shifted to remote presentations and, in many cases, attracted more participants from a wider geographical footprint.

When this is all over, Penn Foundation's COVID-19 story will be one of hope, resilience, fearlessness, flexibility, and incredible community support.



## COVID-19 IMPACT: Mental Health Services



Staff retention was a significant challenge for our mental health programs this past year, as staff left due to joining the telehealth market boom, attending to family responsibilities, and concern over their own health and safety. This resulted in waiting lists for some of our services. Despite this challenge, our programs still found new and innovative ways to continue meeting clients' needs.

### Family Based Services

For the first time, one of our Family Based Services teams was composed of native Spanish-speaking professionals, enabling four Spanish-speaking families to receive services. Having a Spanish-speaking team is a rare resource for families who otherwise are not able to take full advantage of much-needed therapeutic services.

Family Based Services also introduced a new leading-edge therapeutic technology called Safe and Sound Protocol (SSP). SSP is a passive listening intervention that is designed to activate the ventral vagus system, part of the parasympathetic nervous system, which helps people feel safe and calm. This system is used by children and adults, sometimes by the entire family, to open up the social engagement system of attunement, attachment, and back-and-forth speaking and listening. Family Based Services saw very positive outcomes with SSP, especially with children's attention, anxiety, depression, and emotion regulation. This past year, when there were extremely high numbers of child and adolescent hospitalizations, Penn Foundation's Family Based Services program had only one.

### Employee Assistance Program

Five new companies joined our EAP, the majority of them as a response to COVID. EAP also generated new revenue by providing counseling services to clients of other EAPs because the demand for services was so high.



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Penn Foundation's COVID-19 story will be one of hope, resilience, fearlessness, flexibility, and incredible community support.





### **COVID-19 IMPACT: Substance Use Disorder Services**



Before COVID-19 hit, we were battling a devastating opioid epidemic. The pandemic has exacerbated the overdose crisis by forcing people into isolation and impeding access to treatment. According to the Centers for Disease Control and Prevention (CDC), there were 5,172 overdose deaths in Pennsylvania in 2020, a jump of 16% from 2019.

Nationally, there was an 18% spike in overdose deaths. But COVID hasn't only affected individuals with existing substance use issues. The pandemic significantly impacted people's mental health. As a result, more people were turning to alcohol and other substances to cope with the stress and uncertainty. Penn Foundation worked hard to ensure that care was available.

### **Inpatient Treatment**

While we were forced to continue to operate at a reduced census in our inpatient recovery center for addiction treatment, the program continued to operate in-person. Our inpatient staff demonstrated resilience and flexibility as they adjusted to COVID-related safety measures and worked to ensure the safety of each other and the clients.

Additionally, Penn Foundation hosted several on-site clinics, providing convenient access to the COVID-19 vaccine for inpatient clients, residents, and staff.

More recently, the team has begun conducting rapid COVID-19 testing on-site to eliminate the need for a quarantine period upon admission.

### **Outpatient Treatment**

Providing treatment via telehealth continued to offer convenience and accessibility for our clients and their families. As a result, there has been a significant reduction in people canceling their appointments and in people missing work for treatment.

We also began offering an ambulatory detoxification option via telehealth. We wanted to specifically target individuals seeking inpatient treatment for their substance use but who were positive for COVID-19, which would exclude them from congregate living. This program is performed under the medical supervision of a team of psychiatrists and certified nurse practitioners who use a series of medical protocols tailored to the client's individual circumstances and medical conditions. The program is monitored 24/7 by an experienced team of licensed nurses to ensure the client's safety and comfort. Although this program was originally offered only to clients who tested positive for COVID, it has expanded to serve a variety of individuals.



## **COVID-19 IMPACT: Mental Health Rehabilitation Services**



Penn Foundation goes beyond traditional counseling to provide rehabilitative and residential programming for our clients. Individuals receive personalized support with skill building, personal goal setting, career and educational opportunities, life coaching, and leadership development. We also help individuals to navigate systems, access services, and connect to community resources. These services were even more important during the pandemic as we worked to ensure that our clients felt connected and supported during this uncertain time.

### **REACH**

REACH (Intensive Psychiatric Rehabilitation), a program that combines structured class time with individual sessions to assist adults living with mental illness in setting and achieving personal goals, experienced unprecedented regular attendance in its classes, a consistently high census, and

expansion. Pivoting to a virtual platform for classes and sessions had a positive impact on accessibility for many program participants. Average class attendance more than doubled, and participants experienced great success with their goals – 43% of participants were either working or actively enrolled in an education program.

### **Peer Support**

Peer Support, our program that teams individuals with lived experience to help individuals currently in treatment, ramped up its outreach by delivering presentations to communities throughout Bucks and Montgomery counties on “Schizophrenia and the Recovery Process” and “Technology and Engagement During the Pandemic.” The staff also expanded services

to support individuals who are not eligible for Medical Assistance and to help individuals in outpatient addiction treatment through Aetna’s Peer Support program. There has been a steady increase in the number of individuals wanting to benefit from this type of community-based support, and our efforts this past year were recognized. Our Peer Support team received an award from Magellan for “Creativity in Virtual Service Delivery.” Two Certified Peer Specialists were also recognized by the Professional Development Network: Chris Meholic received the “Best Team Player” award and Walter Wright received the “Above and Beyond” award.

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Autumn Hope-A-Thon was our most successful fundraiser to-date, raising more than \$158,000.

### COVID-19 SILVER LINING: Autumn Hope-A-Thon



Just as we had to pivot our service delivery this year, we were also forced to reinvent our signature fundraising event – Autumn Event. As our committee of dedicated volunteers worked to creatively find an alternative way to bring people together to raise money in support of our 25 mental health and addiction programs, the Autumn Hope-A-Thon emerged, and it quickly became clear that this new approach to fundraising would become one of COVID-19’s silver linings.

We worked in partnership with WFMZ to host the event from its studio in Allentown, and the event was livestreamed on WFMZ’s website. In the months leading up to the event, WFMZ generously donated a portion of its production and marketing services, providing us with a tremendous opportunity to elevate our event and share with a larger community our mission, the scope of our services, and the impact that treatment can have. Through client stories, live interviews, and musical

performances, Autumn Hope-A-Thon inspired the audience to believe in the healing power of hope and the possibility of recovery.

In the end, Autumn Hope-A-Thon was our most successful fundraiser to-date, raising more than \$158,000 for Penn Foundation! For the first time, we had two presenting sponsors – St. Luke’s University Health Network and American Heritage Credit Union – and several of our loyal donors generously increased their gifts from the previous year. As we look toward our next Autumn Hope-A-Thon, we are excited to build on this momentum and create an event that will once again inspire, entertain, and shine a light on the importance of mental health and substance use disorder care. ●



# *An Unwavering Commitment to* **QUALITY HEALTHCARE**

With the onset of COVID-19, Penn Foundation was faced with a singular challenge: how to safely and effectively deliver quality healthcare to all clients.

As we navigated the challenges created by risk of exposure, rapidly changing regulatory paradigms, and significant financial burden, virtual care became a critical tool for maintaining and improving quality healthcare.

For some clients experiencing telehealth for the first time, it was a bit uncomfortable as they adjusted to speaking through a screen. For others, though, it eliminated barriers to accessing treatment, such as transportation and childcare issues, enabling these individuals to receive the help they needed from the safety and comfort of their home. Either way, telehealth is a modality that is here to stay, giving clients even greater choice and flexibility in how they receive their treatment.

As we navigate the hybrid world of face-to-face visits and telehealth treatment, Penn Foundation remains committed to providing innovative, personalized care to clients in a safe and welcoming environment, whether that environment is in person or virtual. We will continue to engage and involve clients in their preventive care and in the treatment of diagnosed conditions. And we will continue to measure and evaluate outcomes to continuously improve care so that we can best serve our clients.

As you will read in the following pages, despite the challenges of COVID, our programs once again achieved strong outcomes. We successfully engaged new

clients, prevented hospital readmissions, and maintained regular contact with clients throughout the pandemic.

## **Engaging Individuals in Treatment**

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According to the National Institute of Mental Health (NIMH), only 65.5% of individuals seek help for their mental illness and over 70% of those individuals discontinue treatment after their first appointment. Engaging individuals with mental illness in treatment can be a challenge.





The first moments of interaction between a person seeking care for a mental health condition and a service provider set the tone and course of treatment. This first interaction can be the beginning of a journey to recovery or it can leave a person unsure about treatment and unwilling to come back. There are many factors that affect a person's level of engagement in treatment, including stigma, accessibility of care, relationship with provider, and more. A lack of engagement may lead to symptom relapse and rehospitalization.

At Penn Foundation, we believe it is important to meet clients where they're at – to understand and listen without judgment, educate when needed, address immediate concerns, and identify and remove barriers to treatment. We include clients in all decisions about their care and work with them to establish clear goals with concrete metrics to measure their progress.

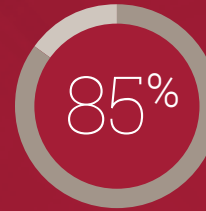
### Reducing Youth Hospitalizations

According to the Centers for Disease Control and Prevention, 1 in 6 children ages 2–8 have a diagnosed mental, behavioral, or developmental disorder. Additionally, approximately 4.4 million children and adolescents ages 3–17 have diagnosed anxiety and 1.9 million have diagnosed depression.

Penn Foundation's Family Based Services program works to support these youth and their families by providing 32 weeks of intensive community and home-based therapy and support. Because children and adolescents in this program are typically at risk for out-of-home placement, we focus on working with the family to successfully



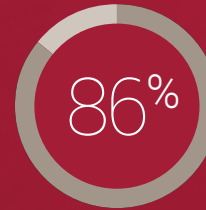
## SUCCESS IN NUMBERS



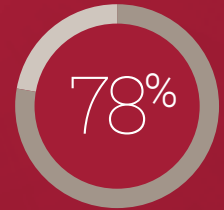
of all new clients  
successfully  
engaged in  
treatment



of hospitalized  
clients seen within  
30 days  
of admission



of hospitalized  
new clients seen for  
evaluation within  
30 days



of hospitalized  
clients seen within  
seven days of  
admission



keep the child in the home. This involves providing the family with tools and community resources that enhance their feelings of empowerment and effectiveness.

This past year, our Family Based Services teams had a strong impact on children in need of hospitalization. They were able to engage children and their families in treatment while the child was still in the hospital, resulting in immediate care post-discharge and therefore better outcomes. In fact, 99% of these children remained in the community following their discharge from the hospital. Additionally, Family Based Services maintained the most face-to-face contact during the pandemic out of our 25 programs. This provided much-needed consistency to the families we serve.

### **Maintaining Client Contact**

Finding creative ways to stay connected to others during the COVID-19 pandemic was important to so many. Contact with our clients was even more important as we strived to support them through



the challenging and uncertain time. Our Assertive Community Treatment (ACT) team in Sellersville excelled in this area.

ACT is a person-centered approach to care that aims to lessen or eliminate symptoms of mental illness; minimize or prevent recurrent episodes of illness; enhance an individual's ability to live independently within their own community; and lessen the family's burden of providing care. It is unique in that it blends the disciplines of psychiatry, psychology, nursing, addictions, social work, and psychosocial rehabilitation, offering a multidisciplinary team of professionals who work together to provide highly

individualized treatment, rehabilitation, and support services in individuals' homes and communities.

The Sellersville ACT team maintained engagement with all clients at all times throughout the pandemic. The team saw or spoke to every client every month, averaging at least five contacts per month for a total of nine hours. They were able to support 98.5% of their clients in remaining in the community, and their hospital admission rate of 4% is much lower than the 10% average for all of Bucks County. Penn Foundation operates three ACT teams: in Sellersville, Pottstown, and Exton. ●





# Annual IMPACT

This past year was one like none other as we faced the unprecedented COVID-19 global pandemic. While we were forced to pivot quickly to telehealth services, we are better for it. We learned creative ways to break down barriers and connect more deeply with our clients.



173,679

**In-Person Services Delivered**



47,353

**Telehealth Services Delivered<sup>1</sup>**



1,331

**Phone Calls/Visits to Crisis**



17,197 CLIENTS SERVED



399

**Dedicated Staff**



8

**Office Locations**



11

**Counties Served**



25

**Programs**



29

**Community Outreach Opportunities<sup>2</sup>**

<sup>1</sup> Telehealth was introduced at Penn Foundation on March 20, 2020.

<sup>2</sup> While community events were canceled, Penn Foundation continued to find creative ways to share awareness and education.



# STATEMENT OF ACTIVITIES

For the Year Ended June 30, 2021

## Revenue, Gains, and Other Support

Managed Medical Assistance	\$	13,817,076
Fees from Counties	\$	5,002,213
Client Billing and Commercial Insurance	\$	2,092,901
Medical Assistance	\$	1,537,674
Other Income	\$	877,914
Grants	\$	166,565
Medicare	\$	302,775
Contributions	\$	483,633
Health Choices – COVID-19 Relief Funding*	\$	3,562,534
<b>TOTAL</b>	<b>\$</b>	<b>27,843,285</b>

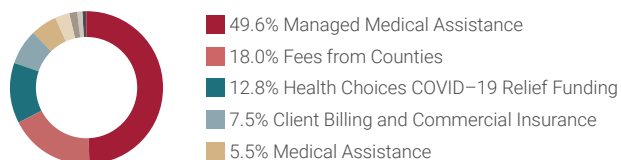
## Expenditures and Losses

Program Services	\$	22,288,380
Support Services	\$	4,220,568
<b>TOTAL</b>	<b>\$</b>	<b>26,508,948</b>
<b>Change in Net Assets</b>	<b>\$</b>	<b>1,334,337</b>

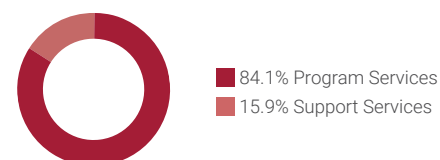
## \*Penn Foundation Received Pandemic Relief Funding from Health Choices due to COVID-19

Without the Relief Funding:		
Change in Net Assets (as Shown to Left)	\$	1,334,337
Health Choices – COVID-19 Relief Funding	\$	(3,562,534)
<b>Change in Net Assets</b>	<b>\$</b>	<b>(2,228,197)</b>

## Revenue, Gains, and Other Support



## Expenditures and Losses





# *Looking Ahead:* **A BRIGHT FUTURE**

July 1, 2021, marked a historic day for Penn Foundation as we joined St. Luke's University Health Network. We are excited to come together with St. Luke's in mission and service to ensure our community continues to have access to high-quality behavioral healthcare.

St. Luke's shares our community-based mission; values our history, expertise, and contributions to the fields of mental health and substance use disorder treatment; and is committed to ensuring that these vital services remain accessible within an integrated system of wellness.

We firmly believe that by joining St. Luke's, we will ensure preservation of our not-for-profit mission and create extraordinary opportunities for our future. This partnership, which combines 210 years of award-winning healthcare experience,

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creates one of the largest fully integrated networks of mental health and addiction services in eastern Pennsylvania and New Jersey.

For 66 years, our caring community has come together in extraordinary ways to support Penn Foundation. In return, we have remained dedicated to ensuring that mental health and addiction care are available to the community. It is that mission – to instill hope, inspire change, and build community – that led us to join St. Luke's, and it is that same mission that will continue to guide us as we embark on this new beginning...



- ✓ A beginning that will assure the future of Penn Foundation's relationship to a community that increasingly needs our services
- ✓ A beginning that will allow us to take our skills and expertise to a broader community of those in need
- ✓ A beginning that will help us become stronger and nimbler to survive the ever-changing, complex, competitive healthcare landscape
- ✓ And perhaps most importantly, the beginning of a true and lasting partnership with physical medicine, which our founder, Dr. Norman Loux, envisioned and wrote about in 1954

Dr. Loux and our founders shared a vision of what could be. Generations of Penn Foundation staff and supporters took us to places that could only be imagined. Today, our affiliation with St. Luke's offers us that same opportunity – the opportunity to envision and contribute to the future of our profession.

As we embark on our next chapter, we pledge to continue thinking creatively about the services we provide, remain pioneers in our approach to care, and use science and technology to improve both the effectiveness and efficiency of our services. We firmly believe that our best days of service, innovation, and contribution lie before us, and we are excited to instill hope, inspire change, and build community...together. ●







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