



NOW
MORE
THAN
EVER



Sheppard Pratt

2020 ANNUAL REPORT

SHEPPARD PRATT ANNUAL REPORT 2020

1 A Year of More | **3** Message From Our Board Chair and President | **5** Now More Than Ever

6 Creating Access to Excellence | **8** Reducing Barriers to Care With Telehealth | **11** Broadening Our Reach

14 Acute Personalized Care | **16** She Could, and She Did | **19** Breaking Down Barriers and Creating Opportunities

20 Rebuilding a Life | **23** Growing Our Brand | **24** Recovery and Reopening in the Face of COVID-19

26 2020 Leadership and Board of Trustees | **27** Statistics and Financial Highlights

28 A Message From Development | **29** The Time Is Now, The Difference is You

A YEAR OF MORE

Providing world-class, innovative, and compassionate care across a comprehensive continuum of services.



private, nonprofit provider of
PSYCHIATRIC SERVICES
in the nation



More than
380
SITES OF SERVICE




Serving patients from
41 STATES & 21 COUNTRIES



LARGEST PROVIDER
of nonpublic **special education** programming in Maryland



RANKED 5th
in the nation of psychiatric hospitals
by *U.S. News & World Report*



More than
160 PROGRAMS
across
16 MARYLAND COUNTRIES



A MESSAGE FROM OUR BOARD CHAIR AND PRESIDENT

Dear Friends and Colleagues,

We are living during an unprecedented time in history. As a society, we have recently experienced great uncertainty and challenges.

Yet, it is during times of great uncertainty that the true character of an organization is shown. We are reminded of our mission, core values, and the importance of living up to them in the time of greatest need. And Sheppard Pratt is needed now, more than ever.

Throughout our history, the key to our staying power has been the ability to adapt to the challenges of the day. The time is now to continue our deep, meaningful work in BIPOC communities and expand our programs and services to ensure greater access that meets the needs of marginalized populations. With the knowledge that our services are in great demand, and the resiliency of our organization to evolve and meet the needs of those we serve, we can adapt and pivot to be the place that people turn to for transformative, compassionate, life-saving care.

What makes us unique is the breadth and scope of our services across hospitals, community services, and schools. We serve more than 70,000 individuals in more than 160 programs across Maryland, including inpatient and outpatient treatment, housing, education, job training and rehabilitation services, among many others.

And what empowers us is the dedication of our employees—5,000 strong. We couldn't be prouder of our employees who live our mission each day while working together to ensure every person can access the services they need.

In this year's report, we will share how Sheppard Pratt is meeting increasing behavioral health needs—from more than 100,000 telehealth visits to delivering over 250,000 meals to our community to providing more than 130,000 diapers to families in need. You will also read about the impact we are having on people and communities through the expansion of telehealth services, the development of partnerships and new program acquisitions that increase access to care, and building our specialized care environments. You will also discover how we are breaking down barriers and creating opportunities for individuals through our housing and supportive employment programs. And as we expand our reach and increase our services, you will learn about the new brand position we are adopting to raise awareness of all of our programs.

We are incredibly proud of the work we have done together to navigate the uncertainty surrounding COVID-19 and our ongoing commitment to make our workplace and communities more equitable. We are not only meeting a need, we are determined to do more.

Sheppard Pratt is a shining example of what a true system of care is. Now, more than ever, we will be the trusted resource that our family, friends, and neighbors turn to during their greatest time of need.

Sincerely,



Joshua Kakel
Chair, Sheppard Pratt Board of Trustees



Harsh K. Trivedi, MD, MBA
President and CEO, Sheppard Pratt



Sheppard Pratt's mission has always been about helping people in need—when they need it most. We transform lives through a comprehensive, continuum of care—whether it be mental health, special education, or even housing and employment assistance. That philosophy has been a pillar of our organization, which was founded on Moses Sheppard's desire to improve conditions and treatment for individuals with mental illnesses.

While Sheppard Pratt has always been the place people turn to for behavioral health care solutions, the need for our growing network of care and resources has never been greater. Even before the COVID-19 pandemic and civil unrest, our nation was facing an impending mental health crisis. The events of 2020 have exacerbated these conditions and impacted our lives on many levels—from our health, to our jobs, and even our children's schooling. We have feelings of isolation, sadness, and despair. The effects are far-reaching across our community overall.

Sheppard Pratt is answering the call. Even before 2020, we were taking bold steps to add to our range of services—from addressing social needs as part of a holistic approach to care to improving access through the use of telehealth and the construction of a new hospital campus.

Now, as the demand for our care and services increases further, we are quickly adapting to provide a portal to hope and healing for all who seek help. This includes new services for those who suffer from obsessive-compulsive disorders, programs that help break down barriers to employment and housing, and widespread use of telehealth during a time of crisis to make it easier to access the right care.

Through current and planned developments at Sheppard Pratt, we continue to change the way we see and approach behavioral health, social issues, and basic human needs. Today, there's an added urgency. Our ability to provide compassionate, life-changing care to all populations must expand—*now more than ever*.

NOW MORE THAN EVER

CREATING ACCESS TO EXCELLENCE

As the demand for behavioral health services has increased, so have the breadth of treatments, therapies, and programs that make up Sheppard Pratt—from our inpatient and outpatient services to our community-based programs and schools. While our services have evolved, our vision of providing compassionate, transformative care remains the same.

CRISIS & ADMISSION

- crisis walk-in clinic
- assessment and intake services
- therapy referral services
- mobile crisis services

INPATIENT & SPECIALTY SERVICES

- child, adolescent, adult, geriatric services
- intellectual disabilities, neuropsychiatry
- OCD and anxiety, psychotic disorders, trauma, eating disorders, sports psychiatry

RESIDENTIAL & STRUCTURED DAY SERVICES

- day hospitals
- crisis residential services
- psychiatric rehabilitation services
- residential treatment services

THERAPY & MEDICATION MANAGEMENT

- addiction services
- outpatient and in-home/in-community behavioral health services
- integrated primary and behavioral health care services
- telepsychiatry services
- neurostimulation

COMMUNITY & FAMILY SUPPORTS

- Head Start program
- domestic violence shelter
- early intervention parenting support
- supervised visitation, monitored exchange
- child development center, family counseling and education services

SCHOOLS & SCHOOL-BASED SERVICES

- nonpublic special education
- school-based mental health services
- residential treatment centers

DEVELOPMENTAL DISABILITY SERVICES

- neuropsychiatry services
- intellectual disabilities and autism units
- schools and school-based programs

HOUSING & HOMELESSNESS SERVICES

- homeless outreach services
- housing counselor services
- veterans service center

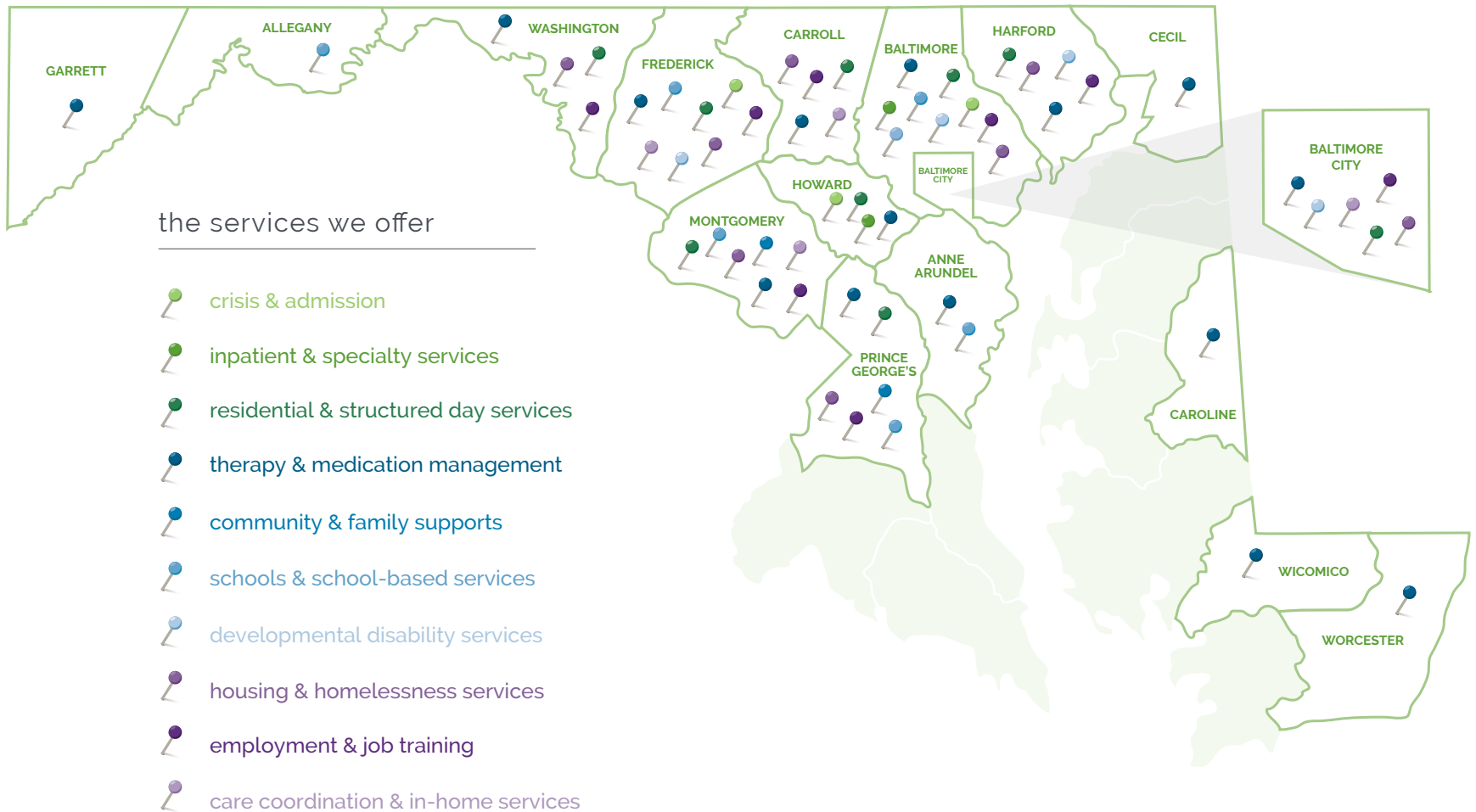
EMPLOYMENT & JOB TRAINING

- business services
- employment support
- vocational services
- Project SEARCH

CARE COORDINATION & IN-HOME SERVICES

- assertive community treatment services
- behavioral health home services
- in-home counseling services

Our network of more than 160 programs across 16 Maryland counties can now be recognized by a single name: Sheppard Pratt. We provide the nation's most comprehensive continuum of care, including mental health, substance use, special education, developmental disability, and social services. The map below depicts the care and services offered through our organization.



REDUCING BARRIERS TO CARE WITH TELEHEALTH

Sheppard Pratt has been pioneering telehealth for two decades, and now that expertise has taken on an even more important and expanded role.

The COVID-19 pandemic has accelerated the adoption of telepsychiatry. Our extensive knowledge has allowed us to scale telehealth within days of COVID onset in our community.

Sheppard Pratt responded to the increased need for access by implementing telepsychiatry across our entire network of programs and services. "The use of telehealth technology by itself is not necessarily a novel concept," said Deepak Prabhakar, MD, MPH, director of outpatient services for Sheppard Pratt, "but our scale of growth and our ability to roll it out in so many ways is. Understanding the impact of health disparities in vulnerable communities, we have utilized telehealth to be a game changer to bring care to those who struggle with access to quality health care."

FROM RARE TO ROUTINE

"Prior to 2020, we were using telepsychiatry as a tool in areas where access to mental health professionals is limited, in particular in rural and underserved areas," said Dr. Prabhakar. "Since COVID-19, we are well beyond that. We now provide telehealth directly to patients in their homes, work settings, or wherever they may be."

Telehealth is being used for more than just initial consultations and follow-ups. It's also being utilized for psychotherapy, group sessions for both substance use and mental health, and more intensive programs. And patients are feeling more comfortable using telehealth

as well. Prior to the pandemic, Sheppard Pratt had conducted about 5,000 telehealth visits from July 2019 through March 2020. In the three months following, more than 100,000 virtual visits took place.

VIRTUAL CRISIS CARE

As COVID-19 led to stay-at-home orders, many people feared going to the hospital. We launched our Virtual Crisis Walk-In Clinic as an alternative for those seeking emergency psychiatric care and who are unable to come to a Sheppard Pratt location. It provides those in crisis with an online mental health assessment and connects them to the most appropriate level of care and services. This has helped decrease the volume of psychiatric patients in emergency rooms, which is essential when hospitals are taking care of patients with COVID-19. From early April through June 30, the virtual crisis clinic completed approximately 2,400 visits.

"We can provide greater access to mental health services to support some of our most vulnerable patients and meet them where they are utilizing virtual care, while easing the burden on already strained ERs," said Dr. Prabhakar.

Sheppard Pratt's telehealth program has truly made a difference in the mental health and well-being of our community. It has connected providers with patients without the stress of arranging in-person appointments. "But it's not just a temporary solution," said Dr. Prabhakar. "With everyone's increased comfort level, we can continue to expand the opportunities that telepsychiatry presents long after the pandemic restrictions have passed."



In the three months following March 2020, more than 100,000 telehealth visits took place.



The demand is greater than ever, and the way we intervene has to be more creative so we can help people where they are in their current struggles.



BROADENING OUR REACH

Since its founding, Sheppard Pratt's focus and commitment has been to those who are underserved.

"That hasn't changed," said Jeff Richardson, LCSW, MBA, vice president and chief operating officer, community services. "The approach has just continued to widen and broaden. The demand is greater than ever, and the way we intervene has to be more creative so we can help people where they are in their current struggles."

And Sheppard Pratt continues to break barriers. That includes providing innovative services and expanding into new territories where our services are needed most.

MORE CARE, TO MORE PEOPLE, IN MORE COMMUNITIES

The substance use and mental health needs in our communities continue to grow with each passing year, and access to mental health professionals and services continues to be the greatest barrier to treatment. Ensuring greater access to those services is a priority for Sheppard Pratt.

We entered into a partnership with Anne Arundel Medical Center (AAMC) in 2020 to lead the expansion of behavioral health services and better serve residents of Anne Arundel County and its surrounding areas. We currently help lead the management of the new 16-bed mental health hospital, partial hospitalization program, and Pathways business operations.

Access to behavioral health care is particularly difficult in western Maryland, and that was the case in Garrett County until Sheppard Pratt set up a partnership with Garrett Regional Medical Center (GRMC). Through this partnership, we are offering telepsychiatry services to patients in their emergency department, inpatient units, and the behavioral health center to assess their behavioral health needs and provide therapy and medication management.

EXPANDING TO MEET THE COMMUNITY'S NEEDS

Addressing our country's behavioral health crisis requires a multi-pronged approach, and our community-based programs fill this crucial need while working to solve complex issues.

Early in 2020, Aspire Counseling in Gaithersburg, Maryland, became part of Sheppard Pratt to provide individual, group, and family counseling therapy to English- and Spanish-speaking clients. This includes no-cost in-home therapy to underserved mothers and children who are dealing with perinatal depression. It's also the only clinic that places therapists in county senior centers.

Aspire's Trauma-Informed School (TIS) Program provides a valuable service to Montgomery County Public Schools (MCPS), training more than 1,200 MCPS personnel in techniques to recognize and understand the various types of trauma. TIS has also stationed specially trained therapists at a number of schools to counsel students and families who show signs of trauma.

In Baltimore County, the need for behavioral health services continues as it has the second highest number of opioid fatalities in the state. Our recently expanded outpatient mental health center in Timonium is another example of providing critical access to mental health and substance use resources where people need it most. The clinic utilizes telepsychiatry to provide clients with timely access to psychiatrists and also boasts a laboratory, phlebotomist, and exam rooms to ensure easier access to labs for frequent medication monitoring as well as greater access to primary care services for clients. Each year, the outpatient mental health center serves more than 1,500 clients and provides over 10,000 mental health services.

FROM THE GROUND UP

Our new hospital in Howard County, scheduled to open in the summer of 2021, will bring Sheppard Pratt's resources to one of Maryland's fastest-growing areas.

The 156,000-square-foot facility will offer an inviting setting, featuring more open space, private rooms, and abundant natural light. "We will be expanding from one to four day hospital programs, adding ECT services, and a crisis walk-in clinic, all of which provide needed behavioral health services to Howard County and beyond," said Greg Gattman, vice president and chief operating officer, hospitals.

Its location creates a convenient access point for people in the Baltimore/Washington corridor, and its proximity to Baltimore/Washington International Thurgood Marshall Airport provides access to care from across the nation and throughout the world. "It will be a state-of-the-art hospital that is an example for the rest of the country in terms of what can be done to provide the best care. It also gives us a platform to grow and add specialties to better meet community needs," said Gattman.

URGENT CHALLENGES AHEAD

Now more than ever, we are committed to meeting the growing behavioral health needs in our communities.

"At a time when demand is great for services, but resources are stretched thin, Sheppard Pratt has always shown leadership in expanding programming, even when other organizations are struggling to survive. Our scale and capacity allow us to do this, we've always done it," shares Richardson.



The Timonium outpatient mental health center serves more than 1,500 clients and provides over 10,000 mental health services each year.



ACUTE PERSONALIZED CARE

Many people experience a variety of symptoms at the same time. For example, obsessive-compulsive disorder (OCD) and eating disorders—such as anorexia, bulimia, and binge eating—frequently co-occur with anxiety or depression.

Treating complex, multiple illnesses requires highly specialized training and experience. At Sheppard Pratt, the depth of our specialized care and individualized treatment programs set us apart.

Our network of providers and care teams are uniquely qualified to treat all of a person's needs in a single continuum of care. Todd Peters, MD, vice president and chief medical officer, explained: "We work to identify what patients need, including whether they can best be helped in one of our specialty care areas. If patients have multiple, co-occurring issues—like trauma and substance use—we can treat the whole person and provide world-class care for all issues. We don't have to transfer care elsewhere in the state or the country. It's less disruptive for the patients and their families and provides opportunities for the best outcomes."

ADDING EXPERTISE IN OCD

In the past year, The Center for OCD and Anxiety, led by Jon Hershfield, MFT, joined Sheppard Pratt. "Now more than ever, there is a need for dedicated programs with renowned expertise to treat OCD, anxiety, and other related disorders," said Harsh K. Trivedi, MD, MBA, president and CEO. "As part of our community, Jon and his team can connect more people with the resources they need."

OCD is particularly difficult to treat. On average, patients may wait as long as 17 years to seek help. Even then, it's difficult to acknowledge the problem. "Reaching out is really hard," Hershfield explained. "And it is important to offer those struggling with these conditions the best evidence-based treatment possible."

Moreover, specialized training is required to deal with OCD. "A lot of talk therapies can actually make it worse," Hershfield said. "The patient will be asking for reassurance, but what's needed is learning how to deal with uncertainty. That's the hallmark of this disorder."

As part of Sheppard Pratt, The Center for OCD and Anxiety team strengthens our organization. Working alongside our other providers, the team can consult and effectively treat the co-occurring symptoms of OCD in order to significantly reduce the barriers to treatment and help people get back to leading more joyful lives.

THE CENTER FOR EATING DISORDERS AT SHEPPARD PRATT

At The Center for Eating Disorders at Sheppard Pratt, our highly trained team of experts understands that each disorder has its own unique set of causes, symptoms, and health risks. We know that every individual may experience the illness and the recovery process differently.

Our program offers evidence-based therapies across three levels of care:

The Inpatient Program consists of 24/7 care and medical monitoring, structured meals, and evidence-based therapy in a 23-bed inpatient unit.

The Partial Hospitalization Program (PHP) provides treatment for patients who don't require round-the-clock hospitalization but do need more intensive care than an outpatient setting.

The Intensive Outpatient Program (IOP) features robust, structured support for patients who don't require hospitalization.

"Our environments are tailored to our patient's needs. For example, in our inpatient program, we have a robust structured schedule that is customized for each patient—from the moment they wake up, to their weight checks, to their meal times. This requires a tightly integrated, multi-disciplinary, and passionate care team," Dr. Peters said.

And the need for this comprehensive care is urgent. Eating disorders don't discriminate, and The Center for Eating Disorders at Sheppard Pratt provides care for all people age 12 and older from across the country. Few other programs can:

- Treat such a diverse population.
- Address all eating disorder diagnoses and co-occurring diagnoses.
- Offer the care continuum and 360-degree approach.

Our eating disorders program is uniquely equipped to address underlying issues as well as help individuals with eating disorders re-establish participation in meaningful life roles and return to leading a healthy, balanced life.

"Our goal is to help those in need. Patients and families can rely on us at Sheppard Pratt to provide the right level of care, including in one of our specialized care environments, at the right time. We can identify the best setting and focus on the individual to deliver the best care possible," said Dr. Peters.



Patients and families rely on us to provide the right level of care at the right time.



SHE COULD, AND SHE DID

Lorelai was known for her determination and the high expectations she set for herself, even as a child. But these high expectations turned inward, including a focus on her weight. By fourth grade she was dieting, and by middle school she was skipping meals. A traumatic experience then unleashed her eating disorder, but it still remained hidden to her family.

In her freshman year of high school, Lorelai's pediatrician requested she be hospitalized. However, after she wasn't admitted by her local hospital, Lorelai's parents reached out to The Center for Eating Disorders at Sheppard Pratt for help.

At Sheppard Pratt, Lorelai was treated by a unique interdisciplinary team of specialists: a personal therapist, a physician, and a dietician. Together, they addressed the underlying cognitive causes of her illness. They created a plan that included twice-weekly family therapy sessions—critical to her treatment because they helped her family understand an illness that is often misunderstood.

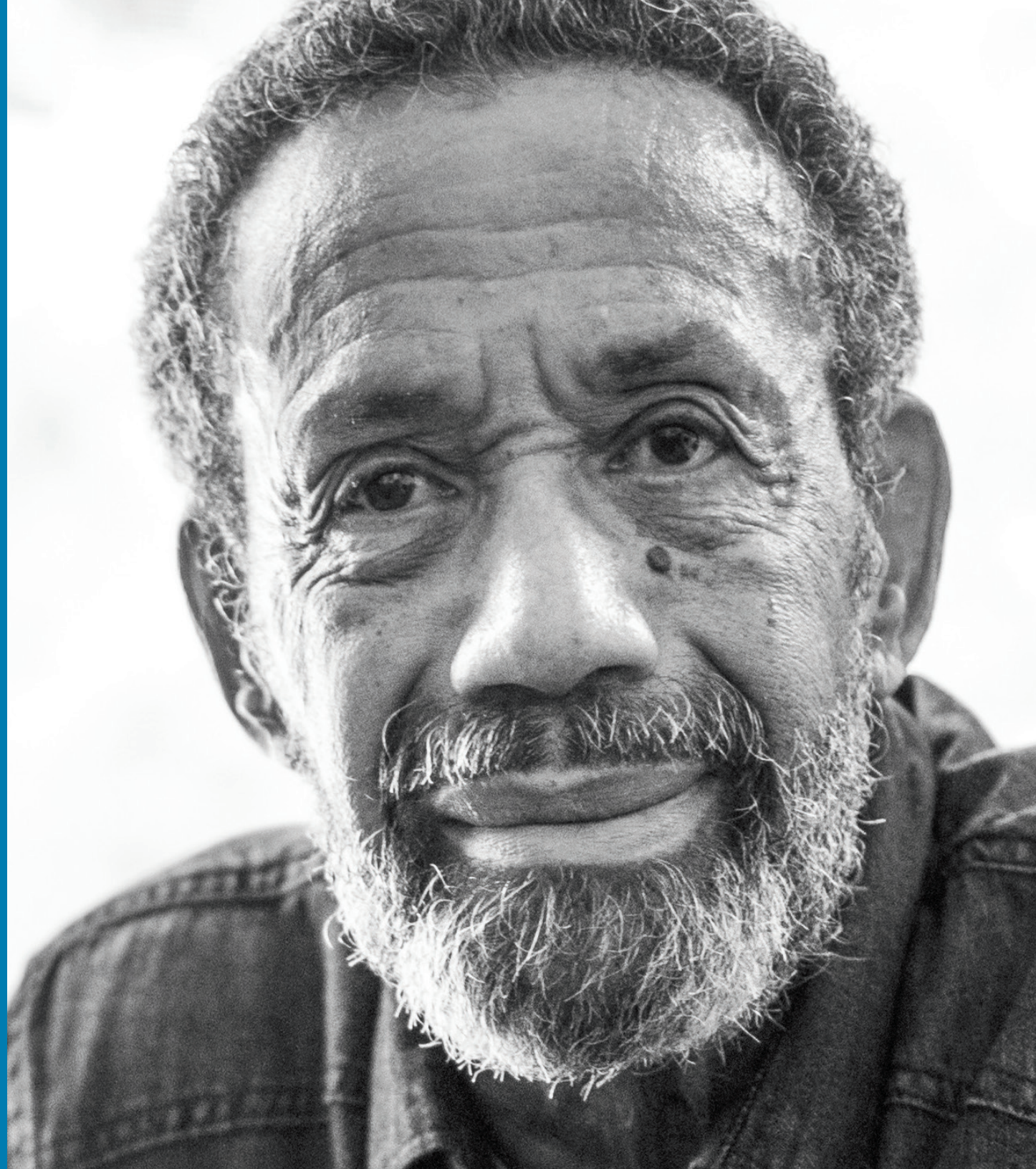
Gradually, Lorelai started to embrace, and strive for, recovery. A bracelet that her mom gave her read: "I can, and I will." That phrase became her mantra. After seven weeks of inpatient care, she moved to Sheppard Pratt's Partial Hospitalization Program, an important next step in her transition and recovery.

Lorelai's determination helped her pull through. She re-entered high school and started writing poetry about her experience, published a book, and has since gained a wide social media following.

Today, Lorelai has found new confidence and purpose. She takes special joy in equine therapy and providing riding lessons to children and adults with disabilities. And she still participates in therapy—which her mom says has played a huge role in Lorelai's continued recovery.



Sheppard Pratt provides a home for more than 1,000 people throughout the state. More than 400 veterans participate in employment programs.



BREAKING DOWN BARRIERS AND CREATING OPPORTUNITIES

People experiencing homelessness or unemployment face many barriers to health and well-being.

Some have mental health disorders; others developmental disabilities. Many struggle to find affordable, high quality housing and employment that pays a living wage—making it difficult to help them achieve stability.

Sheppard Pratt works to increase opportunities for our clients. Our unique housing and employment programs have grown significantly in recent years—and set us apart from other organizations. By meeting our clients' basic needs, we lay the groundwork for them to continue their recovery and to achieve.

HOUSING IS CRITICAL

"It's all interconnected," said Sarah Norman, chief of community development at Sheppard Pratt. "It's really hard to see your counselor or psychiatrist regularly if you don't have a home first." To overcome this hurdle, Sheppard Pratt has purchased houses and apartments throughout Maryland and negotiated agreements with landlords to ensure stable, affordable housing for clients.

Sheppard Pratt currently provides a home for more than 1,000 people throughout the state. Many participate in our Residential Rehabilitation Program with the goal of transitioning to independent housing. They receive support for a mental health condition and other co-occurring disabilities and conditions.

"The kind of housing and employment services we provide are low-barrier," noted Scott Rose, chief of rehabilitation and recovery services.

"For example, some housing programs say, 'No; unless you haven't used any drugs or alcohol in 30 days, we won't help you.' But evidence-based practices show that such barriers to housing are not helpful or necessary. The same is true for employment where rapid placement is more effective. That's what's unique about Sheppard Pratt."

A KEY TO EMPLOYMENT

Our approach to employment also breaks down stigma. Some employers, for example, won't hire anyone with mental illness or other disabilities. But Sheppard Pratt connects with employers willing to create employment opportunities for our clients.

We work with our clients by providing services like interview practice and job preparation skills to help them land meaningful employment. Additionally, many of our programs help people with developmental and intellectual disabilities find stable employment and achieve economic independence.

We also emphasize veterans' services. Sheppard Pratt staff members, many of whom are veterans, go out into the community to find homeless veterans and offer help. Working with private housing providers and agencies such as the U.S. Department of Veterans Affairs, we help more than 1,200 veterans a year get housing, rent relief, and eviction prevention. More than 400 veterans participate in employment programs that provide industry-recognized certifications and jobs with veteran-friendly employers.

Our goal is to create that solid foundation on which our clients can live their best life.

REBUILDING A LIFE

When you need to rebuild your life from mental illness, unemployment, and homelessness, a strong foundation is crucial. David is living proof.

David has dealt with symptoms of depression, paranoia, psychosis, obsessive-compulsive disorder (OCD), and bipolar depression. He was able to manage his OCD until his son graduated high school and left home.

Without the structure and purpose of raising his son, David stopped taking his medication. He sank into deep depression and paranoia—so deep that he lost his job and his home. But then David's sister, Faye, recommended a Sheppard Pratt program in Frederick, Maryland. Having worked there as a volunteer, Faye felt that the program's unique combination of housing, treatment, and support could help David regain control of his life.

First, David was placed in an apartment owned by Sheppard Pratt. Having a home gave him a platform to connect with Sheppard Pratt psychiatrists and obtain the

medications he needed. Eventually, with the program's help, David was also able to manage his diabetes and quit smoking.

With a stable base, and the encouragement he received from group sessions with other clients, David gradually regained his confidence. He started working in the program's greenhouse, which helped build his self-esteem—and gave him the skills he needed to land a job at a local retail store.

Given the structure of home and employment—and the support of a case worker who makes almost daily visits—David expanded his horizons. He regained his love of music and learned to play guitar and ukulele; he even plays in a local jazz band. He also eventually earned his associate degree.

David still struggles at times with mental illness. He's very frank about that, especially when he discusses mental health with church and school groups. But he knows that Sheppard Pratt is there to provide the support and structure to help keep him healthy. And that gives him peace of mind.



Sheppard Pratt has been a trusted name in the community—inspiring hope and empowering people to seek the care and services they need.



GROWING OUR BRAND

A GROWING NETWORK OF LIFE-CHANGING CARE

For more than a century, Sheppard Pratt has been providing unparalleled care across a growing network of community service programs, hospitals, and schools. Our founder Moses Sheppard's vision was transformational for its time. What began in 1853 as a single hospital location has now grown today into more than 380 sites of service, serving more than 70,000 people annually. As we expand our reach and increase our services, our commitment to transformational care is achieved through the most comprehensive continuum of services in the nation. And that's why we are increasing awareness of our system of care—with all of our programs and services under one single, and integrated brand.

ONE MISSION, ONE BRAND

Sheppard Pratt has been a trusted name in the community—inspiring hope and empowering people to seek the care and services they need.

"In introducing a unified Sheppard Pratt, our goal was to create one cohesive brand that fulfills our promise to treat people with respect, connect them to the right programs and services at every stage in life, and to provide high-quality, compassionate care and services," said Jennifer Wilkerson, vice president and chief strategy officer at Sheppard Pratt.

"First, people need to understand all the services we can provide," said Wilkerson. "One way we can do that is to use a single name—with a single logo—for every program or facility within our organization. We have many programs—for instance, that serve children and adults with autism—that are

all part of Sheppard Pratt, but it hasn't been well known. That's because many of our locations and programs have gone by different names. With 'Sheppard Pratt' as the unifying name, people will understand the depth, breadth, and interconnectivity of our programs and services."

A PORTAL TO COORDINATED CARE

The brand launch will also help to coordinate care and services for everyone who walks through a Sheppard Pratt door. "We want movement throughout the system to be seamless," Wilkerson said, "regardless of the service that you need or where your first access point was." That means whether someone is already utilizing one of Sheppard Pratt's programs or services—or whether they come to us through our website or new integrated call center—they will have greater access to all of our resources.

"People look to Sheppard Pratt as a national leader in quality care, research, and training," said Wilkerson. "And that's a good thing. But we're also growing, and with our hospital, school-based, and community resources, we're able to offer a comprehensive level of care that many people don't know about. Our branding effort is about making those very important connections and bringing awareness to all Sheppard Pratt does to transform care and make a difference in people's lives."

RECOVERY AND REOPENING IN THE FACE OF COVID-19

Even before COVID-19, the United States was facing a rapidly worsening mental health crisis. Our nation was experiencing its highest suicide rate. Stories of opioid overdoses were regularly featured on the news. Communities struggled with boarding psychiatric patients in emergency rooms when they were unable to access vital mental health services.

At Sheppard Pratt, we have seen how the COVID-19 pandemic has exacerbated the problems that our society was already facing, including issues with timely access to quality health care.

"With an impending mental health crisis looming and the need for behavioral health services greater than ever, we recognized the importance of remaining open and providing access for those who need our care and services," said Harsh K. Trivedi, MD, MBA, president and CEO of Sheppard Pratt.

Sheppard Pratt has rapidly adapted its care and services over the last several months to best meet the wide-ranging and increasing needs for compassionate, quality care. "We have innovated and reimaged care to continue serving those in need and meet them where they are," said Dr. Trivedi.

MAINTAINING AND EXPANDING ACCESS TO CARE

During COVID-19, Sheppard Pratt has maintained and increased

access across all of our more than 380 hospital and community locations, including 200 long-term residential sites.

"In our hospitals, we have developed a personalized approach that differs from patient to patient, and we have looked closely at managing our therapeutic environments to maintain social distancing—from rearranging and eliminating furniture to changing the size of our therapy groups," said Todd Peters, MD, vice president and chief medical officer.

Much of our outpatient care was converted to telehealth, providing virtual access to thousands of patients, including more than 100,000 virtual visits that were conducted from April through June 2020. For our most vulnerable, staff members were redeployed to conduct home visits across 200 supportive housing locations—managing food and shelter, and providing more than 250,000 meals to the community. And for those who need long-acting injections, we created mobile nursing teams to provide in-home medication administration and injections.

We also launched new services, including a virtual program for The Retreat, our premier program for mood disorders and substance use. Additionally, our Virtual Crisis Walk-In Clinic was developed as an alternative to emergency departments, freeing these departments to focus on their COVID response. We also added confidential access

to crisis care for health care workers who are on the front lines of this pandemic.

SUPPORTING STAFF DURING THE UNCERTAINTY

Early on during the pandemic when an executive order shut down schools in Maryland—including our own special education schools—it became clear that our employees would need support while working and handling duties as caregivers. We quickly created day camps staffed by our school-based employees at five locations across the state to provide a free, safe space for children of our employees.

We also provided telehealth counseling resources for our staff, offered free therapy groups for employees (led by one of our providers), as well as provided our leaders access to coaching resources to help them lead and to support their staff. It has been important to encourage staff to pace themselves, as our ongoing COVID-19 response has no timeline.

"Sheppard Pratt is a shining example and beacon of hope for how access to care can be maintained," said Dr. Trivedi. "Not only are we integral to our nation's response to COVID-19 during the surge of cases but, even more so, during our recovery."



We have provided more than 250,000 meals across our communities.



2020 LEADERSHIP & BOARD OF TRUSTEES

OFFICERS AND EXECUTIVE STAFF

Harsh K. Trivedi, MD, MBA

President and Chief Executive Officer

Gregory Gattman, FACHE

Vice President and
Chief Operating Officer, Hospitals

Jeffrey Grossi, JD

Chief of Government Relations

Thomas D. Hess, MBA, MEd

Chief of Staff

Chip Maust, EdD

Vice President and Chief of Schools and
Residential Treatment Centers

Todd Peters, MD

Vice President and Chief Medical Officer
Chief Medical Information Officer

Donna L. Richardson, MBA

Vice President and Chief Development Officer

Jeff Richardson, LCSW-C, MBA

Vice President and Chief Operating Officer,
Community Services

Karen Robertson-Keck, SPHR, SHRM-SCP

Vice President, Human Resources

Kelly Savoca, CPA, MBA

Vice President and Chief Financial Officer

Laura Lawson Webb, MSN, RN-BC

Vice President and Chief Nursing Officer

Jennifer Weiss Wilkerson, MHSA, FACHE

Vice President and Chief Strategy Officer

BOARD OF TRUSTEES

Margaret Allen

Emile A. Bendit

Kevin M. Benson

Penelope Cordish

Alan Evans

Susan Fenimore

Elizabeth Forbush

Alan Gamse

Philip H. Grantham

William Haugh

Bonita Hearn

Joshua Kakel (Chair)

Norma Peden Killebrew

Martha Kirkland

Alton Knight

Robert Kresslein

Cristin C. Lambros

William Morton

Collin Mothupi

Robert Schaftel

Gail L. Shawe

Alfred Singer (Vice-Chair)

John W. Steele, III

Jim Wiederhold

Stephen Judson Williams

Pamela P. Young

ASSOCIATE TRUSTEES

Peggy Sparr



We provided more than
1.3 MILLION services across our
 hospitals, communities, and schools



We provided more than
30,600 services
 to people in crisis



We served more than
330,000
 free meals



More than
30,000 individuals
 were seen via telehealth



We provided more than
780,000 services to
7,400 people with severe mental illness

STATISTICS & FINANCIAL HIGHLIGHTS

NET REVENUES	FY '19	FY '20
<small>(in millions of dollars)</small>		
sheppard pratt	\$382.2	\$374.2

SHEPPARD PRATT STATISTICS FY '20	
inpatient days	103,108
educational days	132,343

A MESSAGE FROM DEVELOPMENT



Dear Friends,

Thank you for the generosity you have shown to Sheppard Pratt to make a difference in the mental wellness of the 70,000 people who seek our help each year. Your support is critical to their well-being.

We face an urgent need to increase access to behavioral health services. This has been an especially challenging time, and even prior to the pandemic, rates of depression, anxiety, addiction, and suicide were increasing. Job losses, illness, and evictions are compounding the current mental health crisis our nation is facing.

Faced with an unprecedented demand for mental health services, Sheppard Pratt is rising to the challenge. We launched our Virtual Crisis Walk-In Clinic to provide those in crisis with an online mental health assessment, expanded access to care via telehealth, redeployed staff to check in on clients in their homes, and adapted many other programs to reflect the current environment.

Philanthropy is essential to helping people who need it most. Before the pandemic, clients received two meals a day in our therapeutic day program locations. However, due to state guidelines and orders, these programs were temporarily closed to ensure the safety of staff and clients. Our staff stepped up and began delivering meals to clients' homes, but we needed additional resources to prevent clients from experiencing food insecurity. In response, the AARP Foundation donated 125,000 meals to distribute to clients. This helped meet the needs of some of the most vulnerable in our communities.

Our vision is to do more, much more, to meet the needs of those we serve both now and into the future. This includes launching our call center, a centralized entry point for individuals seeking our treatment and care. We plan to expand our neuropsychiatry program to diagnose children with autism spectrum disorder so they can begin treatment earlier, when it has greater benefit. We will also be opening a new medically assisted treatment program—utilizing a hub and spoke model throughout Baltimore County—to address the rising number of opioid-related deaths, the second highest in the state.

We are working urgently on these fronts and others because people's lives and the well-being of their families and their communities depend upon it. Our programs and services are needed now, more than ever. And these innovative solutions will depend upon generous philanthropic support to realize them. We are at a pivotal moment, and the time is now, the difference is you.

Thank you for your role in advancing these initiatives and bringing hope and care to help people live their healthiest lives.

Sincerely,

A handwritten signature in black ink that reads "Donna L. Richardson". The signature is written in a cursive, flowing style.

Donna L. Richardson
Vice President and Chief Development Officer

THE TIME IS NOW, THE DIFFERENCE IS YOU

There has never been a greater need in our country for leadership in mental health and behavioral health care. And Sheppard Pratt is answering the call. We are needed now, more than ever.

You can be part of the Sheppard Pratt story—to provide hope, healing, education, and services at a critical time—and make a real difference to help people live their best life and to help communities thrive.

To our donors and partners, a heartfelt thank you. We are at a pivotal moment, and with your partnership, we are at the forefront of providing life-changing, compassionate care.

We invite you to visit the online version of this report on our website sheppardpratt.org/annualreport2020 to see a full list of our donors and partners.





Sheppard Pratt

Sheppard Pratt is the largest nonprofit provider of mental health, substance use, special education, developmental disability, and social services in the country. A nationwide resource, Sheppard Pratt provides services across a comprehensive continuum of care, spanning both hospital- and community-based resources. Since its founding in 1853, Sheppard Pratt has been innovating the field through research, best practice implementation, and a focus on improving the quality of mental health care on a global level. Sheppard Pratt has been consistently ranked as a top national psychiatric hospital by *U.S. News & World Report* for 30 years.