



# Nexus-Woodbourne

FAMILY HEALING



## Resiliency, Fortitude, Restoration

### 2021 Annual Report





## A LETTER FROM OUR PRESIDENT/CEO & EXECUTIVE DIRECTOR

# Facing a Crisis Head On



**DR. JARRELL MCRAE**  
Executive Director  
Nexus-Woodbourne Family Healing



**DR. MICHELLE K. MURRAY**  
President/CEO  
Nexus Family Healing

Resiliency, fortitude, and restoration describe the journey of Nexus-Woodbourne Family Healing in the last year. Through strategic vision and effort, we have navigated the unforeseen obstacles that residential psychiatric facilities face in a post-COVID social environment and better prepared ourselves to take on the nation's largest youth mental health crisis to date.

Our belief is simple, every child should have access to mental health services, when and where they need it most – in homes, schools, communities, crisis centers, and residential care. We know we are a critical part of that access. Nexus-Woodbourne, in its 200-year history, has faced adversity and much like the youth we serve, remained resilient. We are steadfast in our mission to ensure we remain a viable service on the continuum of care for youth with the most critical mental health needs.

In 2021, our leadership focused on implementing best clinical practices, forging new partnerships, securing support, and stabilizing our workforce. Through this work, we not only continued to offer trauma-informed clinical services to Maryland's most vulnerable youth, but we've better positioned ourselves to meet the demands of the future.

Last year, Nexus-Woodbourne served an average of 70 youth each month, either in our Residential Treatment Program, Diagnostic Program, or our Treatment Foster Care Program. Further, we continue to offer general and special education services at The Woodbourne School and through our Vocational Program. Next year, we look forward to improving our physical environment to better match the therapeutic needs of today's youth.

The dedication of our Board of Directors and our staff, and the support of our community is critical. Because of your support, we can continue to provide essential care to those we serve today and bring hope to others searching for a path forward.

Together, we can restore hope to youth and families and create a healthier community.

A handwritten signature in black ink, appearing to read "Jarrell McRae".

Dr. Jarrell McRae  
Executive Director  
Nexus-Woodbourne Family Healing

A handwritten signature in black ink, appearing to read "Michelle Murray".

Dr. Michelle K. Murray  
President/CEO  
Nexus Family Healing

# Philanthropic Supporter Highlight

Nexus-Woodbourne Family Healing is grateful for our community supporters who help further our mission and bring extra support for the youth and families who turn to us during their most challenging times.

Under Armour wrapped our youth with love this year! In February 2021, Nexus-Woodbourne was selected to receive a donation of more than 400 pairs of new shoes that were gifted to our youth in our residential and treatment foster care programs. Our youth were ecstatic to walk into the gymnasium to find stacks of shoes to select from! Future Nexus-Woodbourne youth will also have the ability to access new shoes when they arrive. We are extremely grateful for this tremendous donation and new partnership.

Under Armour, who continued to support our youth through the year with our Coats for Youth Program as well as our Woodbourne School sports programs, is a leader in supporting the community and have let our youth know they are deserving of high-quality gear. Our thanks to Nexus-Woodbourne Board



*In February 2021 staff created an on-campus shoe shopping experience for our youth compliments of Under Armour who donated more than 400 pairs of new shoes to Nexus-Woodbourne.*

Member, Cate Goytisol, who engaged her former colleagues at Under Armour and made these gifts possible.

**Looking for a great way for your business to make an impact on Baltimore youth?** Contact Meghan Butterworth, Regional Development Director at [mbutterworth@nexusfamilyhealing.org](mailto:mbutterworth@nexusfamilyhealing.org) to learn how to get involved!



*A very heart felt "THANK YOU" to the many donors who adopted Nexus-Woodbourne youth during the 2021 holidays.*

The work of Nexus-Woodbourne wouldn't be possible without the support of individuals who value making an immediate difference in the life of a child or family in crisis. Here are examples of how donations make a difference:

**\$250** provides gas cards and other resources that help support families during their child's care

**\$500** provides gardening supplies that allow youth to develop skills creating on-campus gardens

**\$1,000** furnishes an apartment with necessities for a youth aging out of foster care

**\$6,500** supports the recruitment and training of one foster family

**\$10,000** provides specialized training for a team of staff supporting youth recovering from trauma

**\$15,000** provides 100 therapy sessions for children and families unable to afford care

**\$25,000+** introduces youth to new recreational experiences that they would not otherwise get to enjoy

# Welcoming Our 2021 Board Members

Nexus-Woodbourne Family Healing welcomed three new members to our Board of Directors in 2021! We are so grateful to have such talented community members leading our agency to new and exciting opportunities.

## CATE ILARDO

Cate Ilardo, formerly Cate Goytisolo, leads Global Brand Strategy for Frank's RedHot, Cholula Hot Sauce, and French's Mustard as well as North America Branding at McCormick & Company. She is a 2010 graduate of Dartmouth and began her career in marketing at Under Armour as a Brand Marketer working across various departments like Women's, Campaign Development, Olympics, and Social Impact. Born and raised in Baltimore, Cate has been looking for opportunities to better serve the community around her, which is the number one reason she joined the Board of Directors. With her current network, she knew that she would be able to provide value and utilize her connections to help those who are in need. She and her husband, Chris Ilardo, enjoy going on hikes and walks with their dog Hudson, cooking and traveling the world together.



## LESLIE ASHLEY

Leslie Ashley is a Senior Investment Specialist with William Blair's Private Wealth Management Group where she assists individuals, foundations, and corporate investors in determining their investment objectives, assessing risk, identifying suitable investment strategies, and evaluating their performance. She has extensive knowledge of corporate and executive services which includes stock option exercises, 10b5-1 plans, and restricted stock trading. Before joining the firm, Leslie was an Associate Portfolio Manager with Brown Advisory Securities, LLC. Leslie is a Salisbury University and Towson University graduate, and enjoys spending time with her husband Tony, her sons Drew, Alex, and Keandre, and her daughter Tori. She and her husband have spent their lives together opening their home to youth who needed a stable home environment. Leslie joined the Board of Directors after learning of Nexus-Woodbourne's mission to stabilize families and strengthening the mental health of youth in need.



## DR. CHEVELL L. THOMAS

Chevell L. Thomas, Ph.D., is an Engagement Team Lead at the Centers for Medicare & Medicaid Services (CMS), an Operating Division of the U.S. Department of Health and Human Services. In that role, Dr. Thomas works with CMS' Leadership Team to design and implement enterprise-wide solutions enabling CMS to efficiently and effectively execute its mission. Dr. Thomas has spent more than twenty years at CMS as a policy maker, health care regulator, and project manager; working on health care programs including, Medicare, Medicaid, and the Children's Health Insurance Program; on policy implementations including, the Affordable Care Act, the Medicare Drug Benefit, and the Health Insurance Portability and Accountability Act; and on strategic initiatives including, Patients over Paperwork and the Quality Payment Program. Prior to CMS, Dr. Thomas worked as an educator, starting as a secondary math and science teacher and transitioning to a Special Education Specialist and educational consultant. A graduate of University of Maryland, Baltimore County, George Washington University, Harvard University and Morgan State University, Dr. Thomas has worked with students, parents, and teachers on ways to improve the teaching and learning process. He is committed to helping others, especially young people. He and his wife Colette are the proud parents of two sons, Tavin and Savon.





# Healing Through Healthy Relationships

Bright, sweet, charismatic, quiet, athletic, and dedicated are all words that have been shared about 15-year-old Jason since arriving at Nexus-Woodbourne Family Healing in the fall of 2020. After years of experiencing neglect and homelessness, Jason and his four siblings were placed in foster care by Maryland Department of Social Services. It was during that time when Jason began exhibiting behaviors that indicated the need for intensive treatment through Nexus-Woodbourne where he finally began to receive the foundation of care that he deserved.

Initially when he arrived, Jason was very guarded and very quiet, often keeping to himself and unwilling to share his feelings. Like most of the children we care for, Jason had not ever experienced a healthy or stable relationship, so his perception of a caring parent was very distorted. However, with time, healing, and a constant environment of love and care provided by Nexus-Woodbourne, Jason began building healthy relationships with his caregivers and peers, which was crucial to healing from his past trauma. For the first time, Jason felt secure. Once he felt safe and began trusting his new relationships, he was able to work through some of his anger and his ability to share how and what he was feeling.

“When Jason came to us, he showed signs of depression and had a really hard time following rules or structure and accepting new authority,” explains Alyssa Salaga, Clinical Supervisor for Nexus-Woodbourne. “Mom drifted in and out of the picture during his care, and eventually calls and visits stopped; however, his healing continued to improve because of the trust he felt with our staff.”

Ms. Salaga shares that Jason is extremely bright and charismatic, and is a teen who loves basketball, soccer, and football. “Jason became a leader to his peers and was able to build really healthy relationships with his caregivers and therapist,” she shares. “Relationships are very important to him, and he cares about relationships ending, so we knew that his continuum of care was essential to his success once his residential treatment came to end in February 2022.”

Therapeutic foster care had always been the plan for Jason. At Nexus-Woodbourne, once a child has completed our residential program, our therapists help youth like Jason



transition into their next phase of care, and often that is by providing a safe, specially equipped foster home where families have the skills and resources to meet a child’s complex needs. That is when Nexus-Woodbourne reached out to Patricia Cooper, who has been a Nexus-Woodbourne Treatment Foster Care provider for over five years and has experience caring for Nexus-Woodbourne youth with more significant challenges.

“Ms. Cooper has done really well with Jason,” says Ms. Salaga. “Our staff know her very well and know the success she has had with our youth. Being with her has allowed him to continue a relationship with his older brother and one of his Nexus-Woodbourne peers who also transitioned into a treatment foster care family.”

Ms. Cooper has been caring for Jason for the past several months and says he has adjusted to his new family very well. Ms. Cooper, who is raising another foster son and her biological son, shares that Jason is a “quiet, sweet kid.” She shared that he transitioned well into his new school and, like he did at the Woodbourne School, continues to get good grades. He hopes to join a travel basketball team and is looking for a job for the summer at a fast-food restaurant. Before leaving Nexus-Woodbourne, Jason made sure to tell the care team that he is interested in one day joining the Nexus-Woodbourne staff as a youth care provider.

“I would definitely hire him,” says Ms. Salaga.

## BY THE NUMBERS

# Making a Difference, One Family at a Time

The statistics around mental health from the past few years paint a very difficult picture. One in five children ages 3 to 17 have a mental, emotional, developmental, or behavioral disorder.<sup>1</sup>

One in three high school students reported persistent feelings of sadness or hopelessness;<sup>2</sup> 19% of teens (12-17) reported seriously considering attempting suicide.<sup>1</sup> Sixty percent of youth with major depression do not receive any mental health treatment.<sup>3</sup> It can be overwhelming to look at the need, but for our dedicated staff, we focus on helping each unique individual and family in our care.

The youth we help have experienced incredible levels of trauma. **Nearly 70% of those in our care have already experienced 4 or more adverse childhood experiences (ACEs) in their lifetime.** People who experience 4 or more ACEs are 460% more likely to be depressed, 12 times more likely to attempt suicide, 5 times more likely to develop heart disease, and are about 1.5 times more likely to be physically inactive and have severe obesity. On average, the life expectancy for someone with an ACE score of four or more is 20 years shorter than someone who scored zero.<sup>4</sup>

Below are the percentages of the youth we serve who have experienced various adverse/traumatic experiences:

<b>Disruptions in Caregiving/Attachment Loss</b>	<b>94%</b>
<b>Neglect</b>	<b>61%</b>
<b>Emotional Abuse</b>	<b>44%</b>
<b>Witness to Family Violence</b>	<b>40%</b>
<b>Parental Criminal Behavior</b>	<b>44%</b>
<b>Physical Abuse</b>	<b>52%</b>
<b>Sexual Abuse</b>	<b>38%</b>
<b>Bullied by Others</b>	<b>32%</b>
<b>Witness to Community/School Violence</b>	<b>42%</b>



Nexus-Woodbourne served **141** youth in 2021.

### Sources:

<sup>1</sup> Centers for Disease Control and Prevention. (2022, June 3). Data and Statistics on Children's Mental Health. Retrieved from <https://www.cdc.gov/childrensmentalhealth/data.html>

<sup>2</sup> U.S. Department of Health and Human Services. (2021, Dec 6). Protecting Youth Mental Health: The U.S. Surgeon General Advisory. Retrieved from <https://www.hhs.gov/sites/default/files/surgeon-general-youth-mental-health-advisory.pdf>

<sup>3</sup> Mental Health America. (2022). The State Of Mental Health In America. Retrieved from <https://www.mhanational.org/issues/state-mental-health-america#:~:text=In%202019%2C%2024.7%25%20of%20adults,three%20are%20going%20without%20treatment.>

<sup>4</sup> Blue Cross Blue Shield of North Carolina. (2021, Feb 11). How Childhood Trauma Affects Adult Health (And What You Can Do About It). Retrieved from <https://blog.bcbnc.com/2021/02/how-childhood-trauma-affects-adult-health-and-what-you-can-do-about-it/>



## IMPACT

# How We Help

We help reduce areas of concern for youth affected by trauma so they can be significantly more successful with school, work, their family, and within our communities.

Youth in residential treatment showed a **52.9% decrease** in behavioral symptoms which include emotional dysregulation, trauma symptoms, and high risk behaviors as measured by the **Child and Adolescent Needs Assessment (CANS)**. This means the youth in our programs:

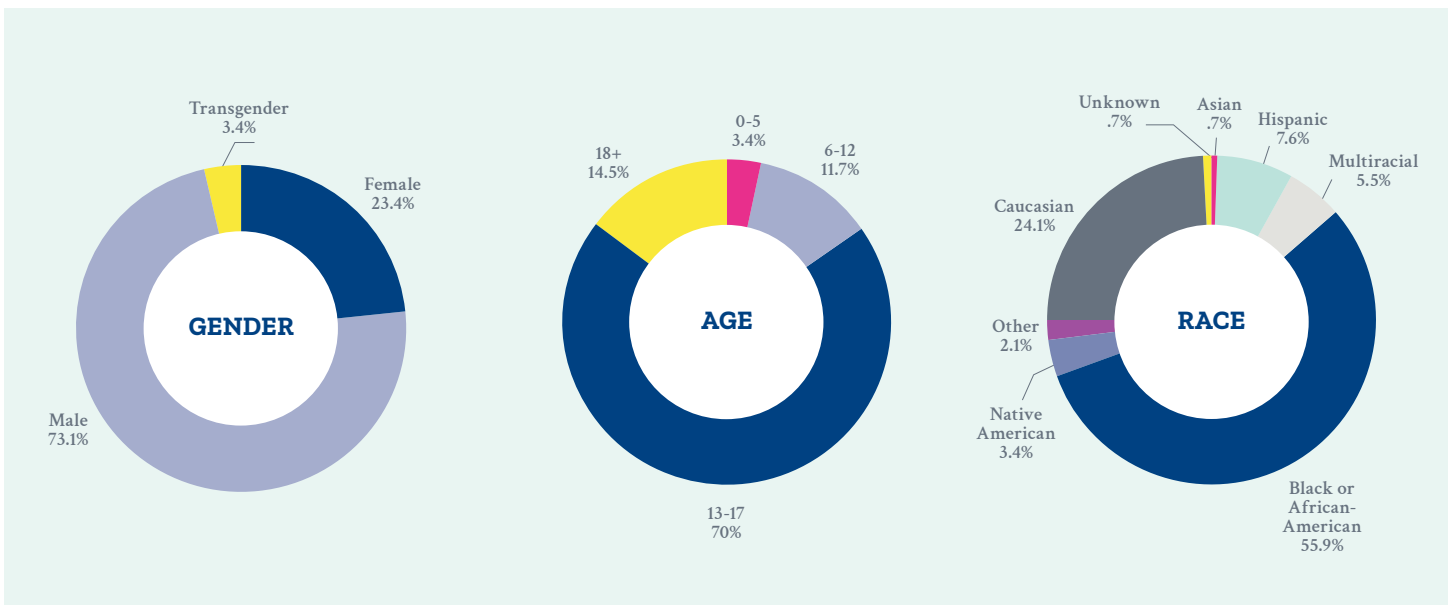
- **Have better school engagement**
- **Develop healthy interpersonal skills and self-control over their behaviors**
- **Are better able to live safely with their family**
- **Engage in community activities**



We provide safe, nurturing homes for youth in difficult family situations - whether that is for a while, or for a lifetime.

Our therapeutic foster care program provided **53 youth** from the Baltimore area a safe place and the support and guidance they need during a difficult transitional time.

## Who We Serve



## STRATEGIC GOAL

# Embracing Diversity, Equity & Inclusion for Our Youth and Staff

With a strategic goal to increase increase efforts toward our commitment to diversity, equity, and inclusion, Nexus agencies nationwide established calendars of diverse holidays, celebrations, and events to grow staff knowledge of different cultures.

Nexus-Woodbourne embraced this through monthly outreach to staff to educate about ways to remember, celebrate, observe, and support the many cultures of our nation. Staff used these opportunities to educate our youth, introducing them to new experiences, to include weekly virtual Baltimore City and County “P Flag” support events, which in-turn allowed our youth to create supportive and healthy alliances outside of the Nexus-Woodbourne community.

Additionally, our youth had the opportunity to attend Baltimore City and County Teen Pride for the first time! Through our support of gender affirming care, Nexus-Woodbourne began providing services to transgender boys and non-binary youth within our Residential Treatment Program.



*A youth presented this piece of handmade art to her Clinical Supervisor to celebrate Pride.*



*Gifts from minority owned businesses in Baltimore were donated to the youth of Nexus-Woodbourne last year.*

---

## Our Services

### Foster Care

Children enter foster care due to an unsafe and/or unstable home environment, we provide foster homes to care for these kids while their families get back on their feet. We work hard with the child's custodial team to reunite families.

### Residential Treatment

We provide treatment programs at our residential facilities for children, teens, and young adults from ages 12–18 who need intensive support and care.

### On-Campus Education

Our on-campus school believes all students are capable of academic achievement, regardless of their history, mental health diagnosis, or their past school experiences. It is our commitment to provide a new educational experience that meets the students where they are and supports them to move toward their newly discovered potential as a lifelong learner.



## FUTURE

# Our Work Doesn't Stop Here

It is imperative to keep our residential services strong and relevant. As such, we are rolling out a new model for working with youth and families called the Empowering Restorative Engagement (ERE) model. ERE was developed by Nexus clinical leadership and combines multiple methodologies into one model that best fits the elevated needs of the youth in our care. At the heart of ERE is the practice of building positive, healthy, trauma-informed relationships between staff and youth. Healthy relationships are necessary in managing stress and anxiety and help foster resilience. They are also a key indicator in long-term positive outcomes for youth recovering from trauma.

In the coming year, we will also begin working on beautifying our campus. This will allow our organization to provide the best residential living and educational environment possible for area youth who require specialized care and support as they heal from trauma and mental health challenges. Our main campus administration building, listed on the National Historic Register,



was constructed over 150 years ago. Historically facilities such as ours, were focused on a juvenile justice approach to care. Psychiatric residential facilities now aim to create an atmosphere that is therapeutic and is focused on ensuring healing and restoration of youth and families. As we reimagine our campus, we imagine facilities that are absent of items that symbolize institutional trauma related to associated with race, gender, and social class.

## Nexus-Woodbourne Family Healing Board of Directors 2021 – 2022

**Dr. Michelle K. Murray**  
Board Chair

**Perry Bacon**  
Board Vice Chair/ Treasurer

**Jennifer McIntosh**  
Secretary

**Leslie Ashley**  
Board Member

**Cale Christensen**  
Board Member

**Joelene Evenson**  
Board Member

**Cate Goytisolo**  
Board Member

**Dr. Al Jones**  
Board Member

**Bobbi Kochevar**  
Board Member

**Scott McGuire**  
Board Member

**Paula Minske**  
Board Member

**Greg Sanders**  
Board Member

**Dr. Chevell Thomas**  
Board Member

**Margaret Vimont**  
Board Member

## Nexus-Woodbourne Leadership

**Dr. Jarrell McRae**  
Executive Director

**Steven Schreiber**  
Operations Director

**Dr. Tess Carpenter**  
Clinical Director

**Dr. Aeva Gaymon-Doomes**  
Medical Director

**Bryon Fracchia**  
Education Director

**Sammy Ndiyo**  
Finance Director

**J.T. Thornton**  
Human Resources Manager

**Meghan Butterworth**  
Regional Development Director  
Nexus Foundation for Family Healing



# Financials

## Nexus-Woodbourne Family Healing Statement of Financial Position

June 30, 2021 & 2020

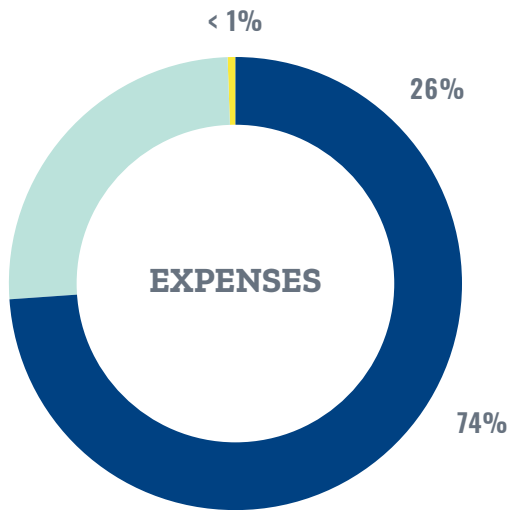
	<b>2021</b>	<b>2020</b>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	7,494	307,512
Operating investments	774,168	672,032
Accounts receivable	3,622,362	2,714,147
Prepaid expenses and the current assets	27,098	39,276
<b>Total current assets</b>	<b>4,431,122</b>	<b>3,732,967</b>
<b>NONCURRENT ASSETS</b>		
Property and equipment, net	3,741,616	4,104,367
Beneficial interest in assets held by community foundation	375,514	293,974
Beneficial interest in charitable trusts held by others	5,188,283	4,654,682
<b>Total noncurrent assets</b>	<b>9,305,413</b>	<b>9,053,023</b>
<b>Total assets</b>	<b>\$13,736,535</b>	<b>\$12,785,990</b>
<b>CURRENT LIABILITIES</b>		
Current portion - bonds and notes payable	61,180	50,444
Accounts payable, other accrued expenses and other liabilities	1,592,288	241,688
Due to affiliates	2,294,031	2,679,967
Accrued salaries and benefits	558,312	576,798
<b>Total current liabilities</b>	<b>4,505,811</b>	<b>3,548,897</b>
<b>NONCURRENT LIABILITIES</b>		
Other long-term liabilities, net of current position	230,404	0
Long-term note payable, net of current position	103,135	170,853
<b>Total noncurrent liabilities</b>	<b>333,539</b>	<b>170,853</b>
<b>Total liabilities</b>	<b>4,839,350</b>	<b>3,719,750</b>
<b>NET ASSETS</b>		
Without donor restrictions	3,632,973	4,330,319
With donor restrictions	5,264,212	4,735,921
<b>Total net assets</b>	<b>8,897,185</b>	<b>9,066,240</b>
<b>Total liabilities and net assets</b>	<b>\$13,736,535</b>	<b>\$12,785,990</b>





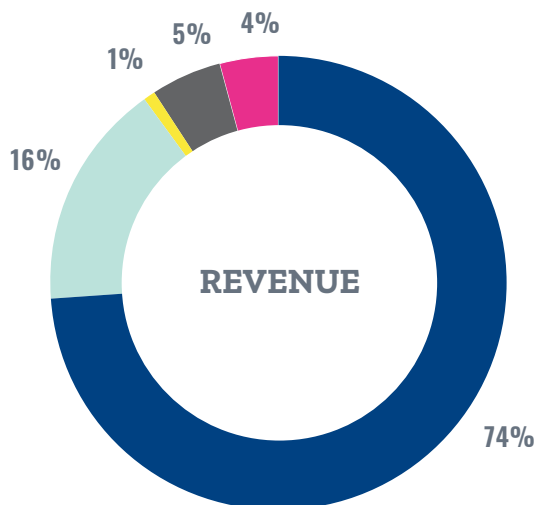
## Our Mission

Changing the course of a child’s life by stabilizing families and strengthening mental health.



**Expenses**

Program .....	11,824,426
General and Administrative .....	4,120,419
Fundraising .....	28,203
Total.....	15,973,048



**Revenue**

Contract Revenue .....	11,702,168
School Revenue.....	2,506,837
Program Revenue.....	90,044
Other .....	859,326
Donations, Grants, Events .....	645,618
Total.....	15,803,993



**Nexus-Woodbourne Family Healing**  
1301 Woodbourne Avenue  
Baltimore, MD 21239  
410-433-1000

# No child or family is ever beyond hope.

Nexus-Woodbourne Family Healing is part of Nexus Family Healing, a national nonprofit network of mental health agencies with over 45 years of restoring hope for thousands of children and families through outpatient/ community mental health services, foster care and adoption, and residential treatment. Whatever your needs, Nexus Family Healing is here to help. Learn more at [NexusFamilyHealing.org](https://NexusFamilyHealing.org).