



# THE RHD DIFFERENCE



## 2017 ANNUAL REPORT

**DID YOU KNOW?** THIS YEAR RHD OPENED A NEW SHARED LIVING RESIDENTIAL SERVICE  
IN SOUTH DAKOTA FOR PEOPLE WITH INTELLECTUAL DISABILITIES

# FROM RHD’S CEO

It’s been another exciting year at RHD. During the past year we have continued to focus on four Strategic Objectives:

- Establish RHD as a Center of Excellence in providing person-centered, trauma-informed services
- Establish RHD as an employer of choice, recruiting and investing in our staff
- Implement an organizational structure that best meets the needs of program participants and staff
- Diversify revenue sources to ensure RHD’s financial sustainability



We’ve made progress toward these objectives, while continuing to focus on our organizational culture. We have embarked on an electronic health record implementation with our first programs going live in the new system in June 2017. We have also taken significant steps toward becoming a trauma-informed organization through participation in a Trauma Informed Learning Community and hosting our first Trauma Informed Care Conference at our corporate office in Philadelphia. We are proud to have implemented one of the nation’s first Certified Community Behavioral Health Clinics (CCBHC). RHD’s Lower Merion Counseling Services, our first program opened in 1970, was awarded funding for the groundbreaking two-year demonstration program that will expand and improve behavioral health services.

RHD’s Values-based culture has always made us different, and will continue to make RHD a special place to be. At RHD we believe every person should be treated with respect and dignity, and have the opportunity to develop to their full potential. At RHD, our clients achieve the highest level of independence possible and build their most successful lives; our donors, funders and partners have the greatest impact on their communities; and our employees build careers they can be proud of. And when we all come together to create a community called RHD, that’s when we can change people’s lives. During the next year we will continue our work towards a reinvigoration of our Values, strengthening our culture and ensuring our Values continue to be the most important part of our organization.

RHD would not be RHD without the compassion and care of our staff for the individuals we serve. RHD works every day to meet challenges that make our communities better places. To see people change their lives, and know RHD played a part in it, how could you not get excited about that?

Marco Giordano, CEO

# WHO WE ARE

**Established**  
1970

**Headquarters**  
4700 Wissahickon Avenue, Suite 126  
Philadelphia, PA 19144  
Phone: 215.951.0300; 1.800.894.9925  
Fax: 877.386.3756  
Email: info@rhd.org

**Chief Executive Officer**  
Marco Giordano

**Board of Directors**  
Michael Denomme, *Ph.D., M.S.W., Chairman*  
Anthony Ballard  
Anthony J. Parrotto  
Avrene L. Brandt, *Ph.D.*  
Barbara Shoulson, *M.S.W.*  
Caryn Reichlin Johnson, *M.S., OTR/L, FAOTA*  
Diane Menio, *M.S.W.*  
JoAnn E. Connelly, *M.S.W., L.S.W.*  
Kevin Douglas, *M.S.W.*  
Peter Neuschul  
Sheldon Steinberg, *V.M.D.*  
Tracey Vause Earland, *Ph.D., OTR/L*  
Terry Soulé, *M.S.*  
Wadeeah Stokes  
Bertram Wolfson, *Esq., President Emeritus*

**Employees**  
5,000

**People Served**  
More than 50,000 annually

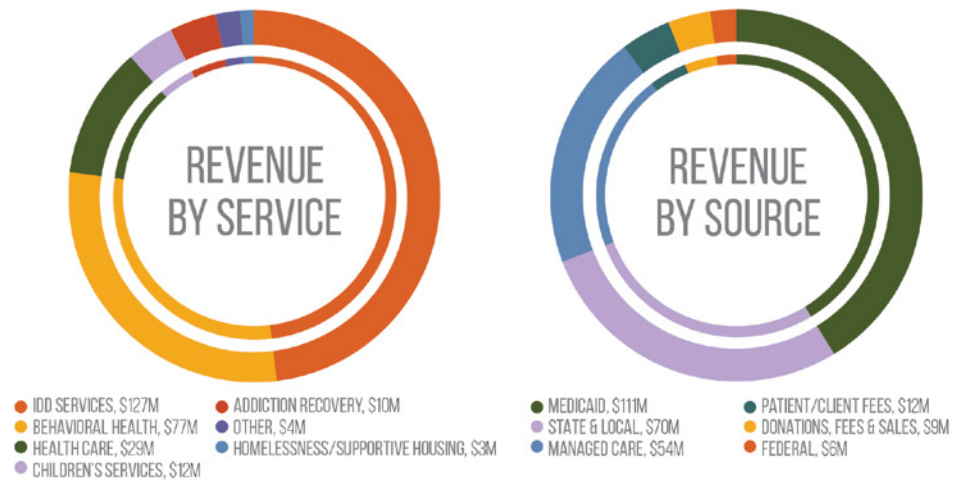
**Annual Revenue**  
1970: \$50,000  
1980: \$2 million  
1990: \$13 million  
2000: \$99 million  
2010: \$216.5 million  
2017: \$262 million

**Where we serve**  
Connecticut  
Delaware  
Florida  
Iowa  
Louisiana  
Massachusetts  
Missouri  
Nebraska  
New Jersey  
North Carolina  
Pennsylvania  
Rhode Island  
South Dakota  
Tennessee

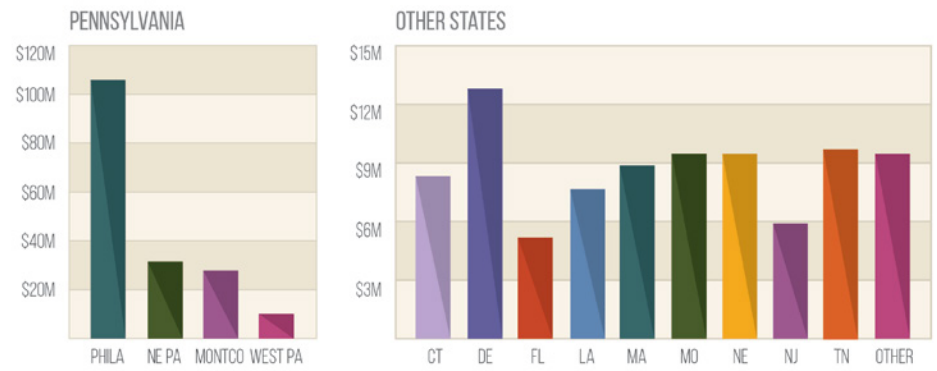
For an up-to-date list of all RHD’s programs and services, please visit us at: [www.rhd.org](http://www.rhd.org)

# WHAT WE DO

RHD’s mission is to empower people as they achieve the highest level of independence possible, building better lives for themselves, their families and their communities. RHD serves tens of thousands of people every year with caring and effective programs addressing intellectual and developmental disabilities, behavioral health, homelessness, addiction recovery and more.



## REVENUE BY STATE



RHD oversees and supports more than 160 programs across the country, providing person-centered, trauma-informed services that support people as they build their most successful lives.

For RHD’s latest financial information, including 990 tax forms, donors and funding sources, please visit the Media Center online at: [www.rhd.org](http://www.rhd.org)



DID YOU KNOW? IN DECEMBER, RHD’S BOARD OF DIRECTORS NAMED MARCO GIORDANO CEO — JUST THE THIRD CEO IN RHD’S 47-YEAR HISTORY

# IN THE NEWS

*This year RHD experienced a great number of successes, including:*

RHD's Family Practice and Counseling Network celebrated 25 years of providing quality health care to vulnerable populations. Founded by RHD in 1992, FPCN is the largest nurse-managed health care network in the country and serves more than 23,000 patients each year.

FPCN Director Donna Torrissi was honored with the 2017 Loretta C. Ford Lifetime Achievement Award by the National Nurse Practitioner Symposium. The award recognizes the accomplishments of an individual who has demonstrated longevity, integrity, professional achievement and advocacy in advanced practice nursing on a national level. In addition, FPCN was featured as a prominent voice during the health care debate, with Torrissi quoted in the *Philadelphia Inquirer* and the *Philadelphia Daily News*, on philly.com and on NBC-10.

RHD was among the first nonprofit organizations in the nation to participate in a new program aimed at improving behavioral health services, with the Certified Community Behavioral Health Clinic (CCBHC) demonstration grant. The CCBHC grant was given to only eight states, and RHD's Lower Merion Counseling & Mobile Services was awarded funding for the groundbreaking two-year demonstration program. LMCMS is a community-based outpatient mental health treatment center that includes psychiatrists and therapists providing comprehensive therapeutic mental health and drug and alcohol services to individuals, families, and groups.

RHD's Morris Home, supporting Philly's transgender population, was honored by Mayor's Drug & Alcohol Commission with the 2017 Treatment Provider Award. Morris Home celebrated five years of pioneering trans-affirming care.

RHD was part of the Philadelphia Mayor's Task Force to combat the Opioid Epidemic, and hosted one of the task force's community listening sessions at its corporate headquarters.

The American Psychiatric Association showcased RHD Delaware's Assertive Community Treatment (ACT) teams in a case study that looked at how RHD addressed a shortage of available psychiatrists by developing a telepsychiatry program that is the first program of its kind in the nation. RHD Delaware ACT Co-Director Laura Marvel and Dr. Sellinger presented the program in a peer-reviewed session at the American Telemedicine Association Annual Conference.

NFL legend Dick Vermeil hosted Philly Pours, a fundraiser for RHD's Children's Services. Vermeil coached for 15 years in the NFL and won Super Bowl XXXIV with the St. Louis Rams.

The Philadelphia Inquirer and CBS Philadelphia featured the work of RHD's Family House Now, supporting mothers and children in substance abuse treatment.





# VALUES IN ACTION

*Whether it is a man in Tennessee learning to speak after 52 years in silence, the creation of world-renowned approaches to federally qualified health centers and crisis residences, or cutting-edge creative arts programs for people with intellectual disabilities, RHD specializes in innovative, effective solutions wherever the need exists. Visit the Media Center at [www.rhd.org](http://www.rhd.org) for more on these and other success stories happening at RHD programs across the country.*

2017 THE RHD DIFFERENCE

## EARLY INTERVENTION

*RHD Early Intervention program works with children identified as having early childhood medical diagnosis or developmental delay. Early Intervention is part of RHD's diverse children's services continuum, a strong network of resources that provides different services based on the needs of different populations.*

In the front room of Zulaika's home, Early Intervention Special Instructor Maribel Garcia is singing "Twinkle, Twinkle, Little Star" with Naomii, Zulaika's two-year-old granddaughter. When the song concludes, Maribel gently guides Naomii to bake a Playdoh cake for the tiny doll she has in her hands. Maribel has worked with Naomii for more than a year, ever since Zulaika took over custody of her two granddaughters.

After a referral by the Department of Human Services, an Early Intervention special instructor works with Naomii on skills in social and emotional development as part of her program plan.

"Naomii's response to Maribel was rocky in the beginning," Zulaika said. "Naomii only spoke with her hands — and that came in the form of hitting those around her."

Today Naomii communicates in English and Spanish, and Zulaika reports that her behavior is much improved.

"I'm very happy with Naomii's progress," Zulaika says. "I'm blessed with all the services and the people who have worked with Naomii since the beginning."

Supporting more than 200 children, RHD's Early Intervention empowers families and caregivers to deliver skills and strategies that improve their child's development in their natural learning environment. Home and community-based services are delivered to parents and caregivers of children from infants to preschoolers.

From Special Instruction to Occupational and Physical Therapy, to Social Work and Nutrition, Early Intervention offers services to families of varying socioeconomic backgrounds. Early Interventionists work in collaboration with families and caregivers to develop goals.

"Early Intervention has had a huge impact," said La Toya, whose son Lynden is in RHD Early Intervention. "It's been amazing. Lynden has surpassed where I thought he would go."

*Find out more at: [www.rhd.org/EI](http://www.rhd.org/EI)*

TOGETHER WE'RE BETTER. TOGETHER, WE'RE RHD.

# RECOVERY AND INDEPENDENCE

*RHD Iowa promotes recovery and independence for people in recovery from mental health challenges, helping people build life skills and self-confidence and removing as many barriers to independent living as possible.*

Philomena was among the first clients to walk in the door at RHD CROSS ACT.

“I was in a bad situation and I began to feel isolated and hopeless,” Philomena said. “Then along comes RHD. At the beginning, I was skeptical — like this is too good to be true. I’m so grateful to be in this program. It’s better than winning the lottery. These people care. They hear me. It’s a journey, but I know they’re beside me. I don’t feel alone anymore. I don’t feel the isolation. I don’t feel like a freak. I just feel human. I’ve been humanized.”

With two Assertive Community Treatment (ACT) teams and a Residential Intensive Support Team (RIST), RHD Iowa promotes recovery and independence for people with mental health challenges, helping people build life skills and self-confidence and removing as many barriers to independent living as possible. Across the state almost 200 people get community-based services and supports from RHD.

“RHD is the best thing that’s happened to me in a long while,” said David, a client at RHD IOWA ACT.

“The people we support are the central and driving force of the services we deliver each day,” said Gina Hiler, RHD Midwest Regional Director, who oversees RHD programs in Iowa. “RHD wraps services and supports around people in a responsive and personally-developed way. We support each participant in building their life in their chosen community — a life defined by the participant and supported by each member of RHD’s staff.”

RHD team members work together with the individuals served to promote symptom stability and appropriate use of medication; restore personal, community living and social skills; promote and maintain physical health; establish access to housing, work and social opportunities; and help maintain the highest possible level of functioning in the community.

“Before I came to RHD, my life was pretty much a mess,” said Jamie, a client at RHD Iowa’s RIST program. “I didn’t really do anything to take care of myself, I didn’t have anybody there to really care. At RHD, my staff helps motivate me to do better things in life. It always brings me joy when I see them. It makes me feel good to know there’s somebody who cares, who thinks that I matter. Without RHD, I wouldn’t be here.”

**Find out more at: [www.rhd.org/iowa](http://www.rhd.org/iowa)**





# IN THE BIG LEAGUES

*Abraham traded the homeless shelter for a job with the Philadelphia Phillies with support from RHD's FaST/Connections, an RHD behavioral health care unit that provides evaluation, linkage, and coordination of services to individuals and families living in various shelters.*

Abraham took a deep breath and stepped gingerly onto the field at Citizen's Bank Park, the home of the Philadelphia Phillies. A lifelong baseball fan who grew up dreaming of playing for the Phillies, Abraham had overcome homelessness with support from RHD's FaST/Connections and his journey had taken him all the way here — to the infield dirt of a place he feels is hallowed ground.

The amazing thing for Abraham is, he works here now.

Abraham was living in a Philadelphia homeless shelter, working with FaST/Connections, an RHD behavioral health care unit that provides evaluation, linkage, and coordination of services to individuals and families living in various shelters. FaST/Connections resource coordinators provide advocacy, ongoing support, and empowerment to people working to break the cycle of homelessness.

The Phillies came to the shelter to serve a holiday dinner as part of the team's community outreach in Philadelphia. That Phillies group included General Manager Matt Klentak. Abraham approached him at the shelter, introduced himself, handed Klentak a resume that FaST/Connections staff had helped him produce and said he'd greatly appreciate it if there was anything Klentak could do.

"I was very hesitant, but they were behind me," Abraham said.

That chance meeting led to a job. Klentak took Abraham's resume to the Phillies HR department and asked them to take a look — if he could do the work. Abraham not only had the skill set, he quickly impressed everyone with his work ethic. He was hired as a dishwasher, but soon advanced to prep cook and is now a regular member of the kitchen staff.

"He's doing a very good job," said Rik Milton, the Phillies' lead chef. "He really contributes — he's learned how to use the forklift, so he can help out that way, too. He does whatever you ask him. His work ethic is really good. He's doing the work to get himself on the right path, and we're glad to be a part of that."

MLB.com followed Abraham's story, with a nod to the work RHD's FaST/Connections did to help Abraham break the cycle of homelessness: *"Employee turns life around working for Phils."*

"I feel blessed," Abraham said. "I think of how long I was on the streets or in the shelters, and how I got there — all I try to do is make sure I don't get back in that situation. I feel blessed at how far I came, because of the work I did. I got here because I did a lot of work, but I was also blessed with a lot of help."

***Find out more at: [www.rhd.org/fasstconnections](http://www.rhd.org/fasstconnections)***

# TEAMWORK

*RHD Memphis starts a basketball team for consumers, and discovers a unique opportunity for engagement and growth for consumers and staff alike.*

It's gametime, and the players bring their hands together in a huddle. A different player leads the chant each time, but it always ends the same and sends the team out on the court the same way:

"R! H! D!"

The RHD Tigers are a basketball team made up of consumers from RHD Memphis, which provides residential habilitation, supported employment and personal assistance to persons with developmental disabilities in supportive, supervised settings. Staff at RHD Memphis started the team as a means of engagement for consumers, but soon found something extraordinary happening — as consumers worked to become a team on the floor, the lessons they took from the experience helped them grow and progress off it.

"I like my team," said James, the Tigers' point guard. "It's not about me; it's about the whole team. We work together. If you want to be a winner, you've got to show good leadership. That means you can't quit. You can't let your team down. On our team, we're always telling each other: You can do it. Don't give up. We stick together — like glue."



"It makes them happy, and I think it's really helpful," said Devin Graffed, an RHD Direct Support Professional who played basketball in high school and devotes extra time to coach the team. "They're not just playing — they're playing for something."

Every consumer at RHD who wants to be part of the team has a role somewhere — whether it's playing or helping with equipment or cheering.

"We don't want anybody feeling left out; everybody is a part of it," Graffed said. "We always try to come up with creative ways for our individuals to have engagement. We're person-centered, so it's really about what they like."

Spurred by RHD staff, a league of local providers cobbled itself together so that consumers from different agencies could play against each other. On game day, the place is packed — RHD staff shows up to support the team, and consumers who don't play come to cheer on their friends.

"When the RHD people come and cheer, we get hyped up," said Darrell. "It makes us want to win the game for RHD. We don't want to let people down."

"Some of our guys have experienced a lot of growth and tremendous progress — engaging with their peers appropriately, becoming more social, learning how to work with others," Graffed said. "Being part of the basketball team has aided in their success."

*Find out more at [www.rhd.org/teamwork](http://www.rhd.org/teamwork)*



## ORGANIZATIONAL VALUES

# RHD VALUES

*RHD is a values-driven organization. Although many values are important to the organization, some specific values serve as our cornerstone:*

### **Respect for the dignity and worth of each individual**

*Employees and consumers have the right to live and/or work in an environment that affirms their fundamental dignity as human beings and does not insult or demean them.*

### **Multi-level thinking**

*RHD promotes a “win-win” thinking process that encourages the expression of many different viewpoints and rejects one-dimensional thinking.*

### **Empowerment of groups**

*At RHD, power resides with the group, not with the individual. Group leaders are empowered to empower others and no person, regardless of position, has permission to treat others in an inappropriate or dictatorial manner.*

### **Decentralization of authority**

*Local decision-making should be maximized and, whenever possible, power and responsibility should not be centralized.*

### **Safe and open environment**

*All RHD settings must be open environments where employees and consumers feel safe to communicate their thoughts, feelings, and concerns.*

### **Creativity**

*All consumers and employees should be actively encouraged and supported to express fresh ideas and approaches, regardless of the degree to which they depart from what is typical or commonplace.*

### **Honesty and trust**

*All RHD environments are expected to be places of honest communication that promote and support the belief that each consumer and employee is worthy of trust and must always be treated with respect.*

### **Diversity**

*Diversity with regard to characteristics such as race, age, gender, ethnicity, culture, levels of education, economic status, religion and sexual orientation are valued and promoted by the organization. The corporation rejects all discriminatory behaviors toward any individual or group*

### **Organizational integrity**

*RHD embraces the obligation to conduct all of its work with strict adherence to the highest ethical standards, including issues relating to laws and regulations and the proper utilization of funds.*

### **Ongoing growth and development**

*The organization is committed to the constant improvement and utilization of its capacity to respond effectively to new social needs and service challenges.*

### **Personal and professional enrichment**

*RHD is committed to creating environments that promote the maximum enrichment of the personal and professional life of each consumer and employee.*

### **Quality service**

*All programs are required to deliver quality services that carefully assess consumer needs and satisfaction, evaluate designated service outcomes, and are the result of an ongoing process of teamwork and group participation.*

