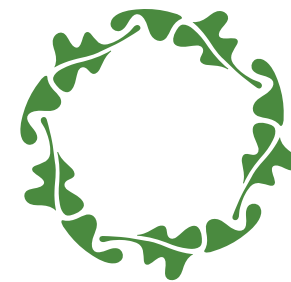


2020



Ashley Addiction Treatment  
**ANNUAL REPORT**

“

*Well, I am more than happy. Mae and I have talked about Ashley, begged for Ashley, labored for Ashley; now, with the help of so many kind and generous people, we no longer have to talk and labor and beg. We have been blessed, Ashley has been blessed...* ”

- Fr. Joseph Martin



Table of Contents

Letter from CEO..... 4

Letter from Board Chair .....5

Board Members ..... 6

Our Impact .....7

Staff Spotlight ..... 8

Financial Information .....10

Research .....12

Recent Projects..... 13

Alumni Testimonial ..... 14







## Letter From Dave Nassef

This past year has been one of the most challenging years that Ashley has ever faced. Not only were we continually challenged to fight the pandemic of substance use disorder, but we have also been doing so during the worst healthcare pandemic in our Nation's recent history. I am proud to say that the staff here at Ashley rose to that challenge and have continued to provide high-quality care for the patients who have entered our doors and help those in need. This can be attributed to the innovative and nimble action of our leadership and staff.

We have proven that our mission to transform and save lives by integrating the science of medicine, the art of therapy, and the compassion of spirituality is stronger than the pandemic.

I also want to thank the Board of Directors for supporting the leadership and staff during this crisis. The economic cost to implement safety measures to ensure the wellbeing of our patients and staff during the pandemic are significantly higher than normal. However, the Board insisted that we not sacrifice our standards to reduce these costs.

Finally, Ashley is not immune to the social injustice facing our society. In a Town Hall meeting led by Jim Denvir, the Chairman of the Board, we held an open and frank discussion about what steps we will take to address this issue. In our efforts to become a more inclusive organization for patients and staff, we have engaged a community partner to provide guidance and support on the topics of racial diversity and equality. It is our intention to have diverse voices from our Board of Directors to the staff level and to have Ashley provide services that are inclusive and sensitive to the needs of people of color.

I want to close by asking that you continue to include us in your prayers. We don't know what challenges the future will bring, but with the help of our staff, Board of Directors, and Ashley family, we know that we will persevere.

Dave Nassef

President & CEO

## Letter From Jim Denvir

This year has been a tumultuous year, first, with the world being hit by the Coronavirus pandemic, resulting in the closure of millions of businesses and putting tens of millions of Americans out of work. The pandemic quickly created overflowing emergency rooms, overburdened healthcare facilities and stressed-to-the-limit first responders. Throughout this stressful time, the Ashley Staff performed heroically, putting their dedication to Ashley's mission ahead of even their own health. I know I speak for the entire Ashley Board of Directors in saying that I am proud to be associated with such a dedicated, self-sacrificing group of people.

Then, in the midst of this global health crisis, the whole world saw Minneapolis police killing George Floyd over a heart-searing 8 minutes and 46 seconds. There followed protests and demonstrations across the globe, with people of every race and economic background demanding social justice. Ashley responded quickly, and to the point, aligning us, consistent with our core values, with those who have been denied and seek justice.

"At Ashley, one of our core values is compassion, and the recovering community teaches us that love and tolerance is our code. We express that value by saying "I'm with you." In light of the tragic passing of George Floyd and the countless other deaths resulting from racial injustice in all its forms, we feel it's important to say to the black community and people of color – we're with you. With you, our staff. With you, our patients. With you, our families. With you, our alumni. With you, our community."

I am proud of our responses to these twin crises and the grit shown by our Staff in carrying on with Ashley's mission. But we have not just maintained the status quo. Over the past year, we have launched an extended care program for women, published 3 articles in respected journals that advance our understanding of how most effectively to treat addiction, moved into our new Outpatient location in Bel Air Maryland that is co-located with the Harford County Crisis Center, and much more.

We recently welcomed two new members to our Board, Jesse Noble Nance and Robin Davisson. I look forward to working with them to help, with our Staff, not only to carry forward the legacy of Father Martin and Mae Abraham, but to incorporate even more evidence-based advances in patient care. Finally, it is with great sadness that I announce the passing of Board member George Gould who served Ashley as a member of the Board for 15 years. He will be greatly missed.

This year has proven challenging, rewarding, and shown that throughout each endeavor Ashley has remained strong. We cannot do this without the dedicated staff and leadership, or without you, the Ashley community. We are lucky to remain steadfast in helping those who seek substance use disorder treatment, and helping them to find lasting recovery, even during challenging times. Thank you for your continued support and for keeping us with you always.

Jim Denvir, Chair of the Board of Directors







# Ashley Board of Directors

- Jim Denvir – Chair of the Board of Directors
- John Finnerty – Vice Chair of the Board of Directors
- Bob Johnson
- Charlie Fenwick
- Dr. Bill Queale
- Phyllis Raskin-Hadley
- Mary Spearing
- Jessie Noble-Nance
- Robin Davisson



# OUR IMPACT

\$50 Million	2,919	45	2,855	1,049*	69
Financial aid awarded over the past 20 years	Patients served in FY20 (IP and OP)	Emerging Adult Extended Care Patients served	Scholarship days awarded	Family Wellness Program attendees	Children & Youth Program attendees

\* In-person family programming was suspended in mid-March due to COVID-19. Services will resume when deemed appropriate.





## Staff Spotlight

Tosha Hershey, VP of Talent Management, has been with Ashley since December 2019. She is in charge of the HR function as well as a member of the executive leadership team. She has a Bachelor's degree in Business Administration from Morgan State University. She's been working on her Master's in Human Resource Development at Towson University but has taken some time off to focus in on her new position at Ashley.

### **What drew you to work in the addiction treatment field?**

Addiction has always been a component of the work at all of the non-profits I worked in. In my last organization, we had an addictions team embedded within our clinical and medical program and I grew to really respect their insight, their passion. It was one of the few groups where their lived experiences were deeply reflected in their work with patients and where they could say, "I've been there," and it was sincere without crossing boundaries. I really admire that vulnerability in people in recovery and their decision to then work in addiction treatment.

### **What drew you to work at Ashley?**

There is so much that makes Ashley special! First, the level of care given is second to none. There's genuine respect between staff and it flows to the patients. Everyone ultimately wants the same thing: success for every patient. Second, Ashley has a strong reputation in the community as a great employer with a rich history of Father and Ms. Mae. When the executive leadership team gets together, a meeting doesn't go without someone sharing a story or two about them; and it keeps us connected and grounded in our decisions and choices. Then there is the board of directors. I've never met a more dedicated group of people to patients and staff equally.

### **What's the most rewarding part about your job?**

I have often been told that I bring a different perspective to things. I am a change agent in so many ways; and when my perspective can create changes that best support the organization, it's extremely rewarding. The best reward for me is when a staff member comes to me with a problem and then follows up to say that based on our conversation, they tackled the problem in a different way and they learned something from it.

*“ I am so happy to be a part of the Ashley team. We are doing so many great things here and plans for the future are bright. Our patients and alumni see that in us the same way we see it in them. ”*

### **What are some of the major initiatives you are excited about at Ashley?**

I love training supervisors to become leaders who empower their teams. We are working on a big training and development initiative and I cannot wait to see it get off the ground in the next 6 months. We really listened to staff and managers, did a whole assessment and now have a plan and strategy.

The other major initiative I am excited about is our work on diversity, equity and inclusion. The events of 2020 have really brought to light disparities in healthcare as a whole, recovery and addiction being included. Ashley is taking an honest look at itself and wants to be a part of creating spaces for equity and equality; it's a part of the values Father and Mae left to us. I am very excited about where this will take us and strengthen not only our diversity in hiring but also the patient population.

### **What does a typical day look like for you?**

I always say that if you are in HR and you have typical days, you aren't doing it right (smile). Since COVID-19, my schedule is a mix of on campus and working from home. I usually spend my on campus time in meetings from start to finish and when I'm home, I usually take all the things I've learned and discussed at those meetings and turn it into things I need to write and document. For instance, we are working on making sure our staff are paid competitive wages to the marketplace for similar jobs. We had a consultant come in and do the hard work of researching each job. It's now up to me to make sure that our compensation principles are reflected in that work and we have documented pay practices that managers can follow. In my meetings on campus, I'll hear something about a position or the salary and will make sure that when I go back home documenting practices, I pay close attention to addressing the concern, question or situation so we know what to do in the future. Needless to say, I have a LOT of notebooks!





# Financial Information

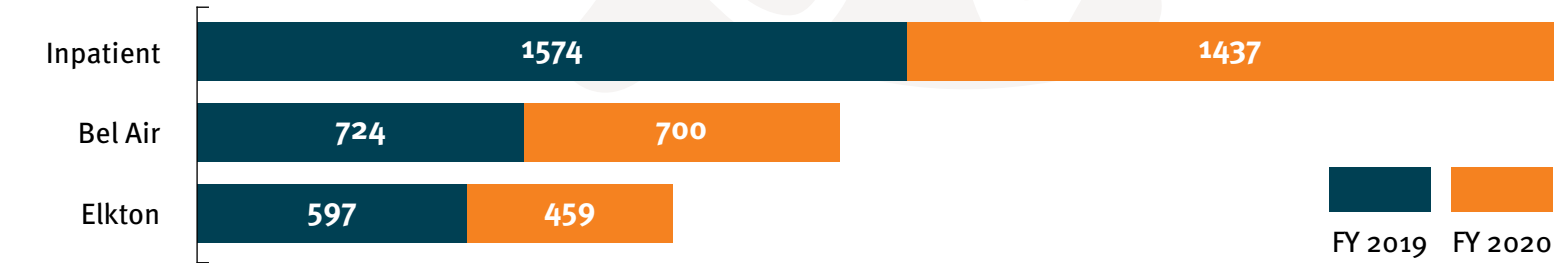
## INCOME & EXPENSES

Total Revenue .....	32,178,870
Net Patient Service Revenue .....	29,330,777
Other Revenue .....	2,848,093
(Investment Income, Contributions, etc.)	
Total Expenses .....	35,722,345
Program Services .....	78%
Management and General .....	19%
Fundraising .....	3%
Change in Net Assets .....	(3,543,475)
Net Assets, Beginning of Year .....	105,352,598
Net Assets, End of Year .....	101,809,123
Annual Charity Care .....	3,381,183
This amount is equivalent to 10.3% of Ashley’s net patient service revenue.	
222 patients and families benefited from charity care in the 2020 fiscal year.	
<i>Especially in these uncertain times, in order to continue this, Ashley will need the help and support of our donors more than ever.</i>	

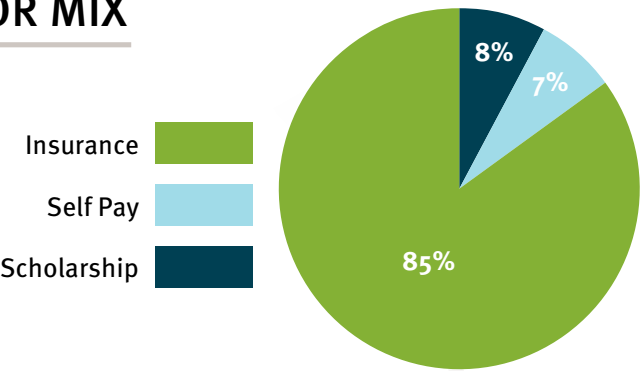
### Functional Expenses

(in thousands)	2020		2019	
Program Services	27,812	78%	26,212	80%
Management & General	6,835	19%	5,693	17%
Fundraising	1,076	3%	1,003	3%
Total Functional Expenses	35,722	100%	32,908	100%

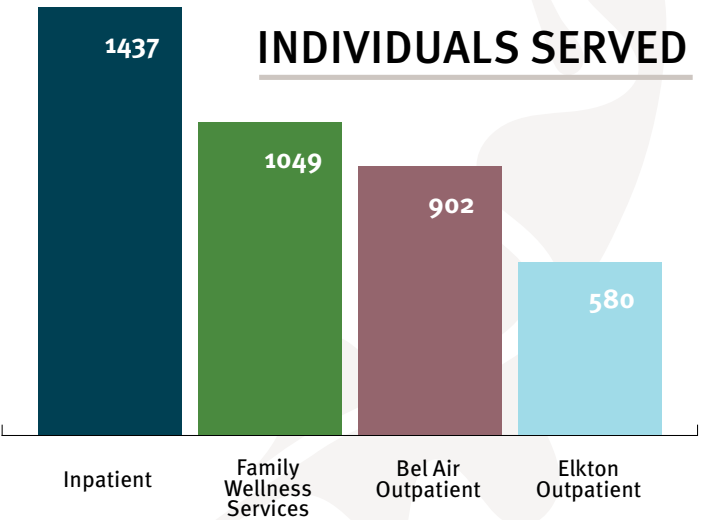
## ADMISSIONS



## PAYOR MIX



## INDIVIDUALS SERVED



# Highlights from the Year

### Women’s Extended Care Program

In May, we officially launched the Women’s Extended Care Program. The site will offer the organization’s new 90-day recovery program focusing on long-term, gender-specialized treatment for women with substance use disorders.

The 4,716 square-foot residence contains five rooms and has the ability to house up to eight patients at one time. Founded on the three pillars of substance use disorder treatment: clinical services, life-skills training and mutual support group immersion, the Women’s Extended Care Program addresses the gender-specific needs and developmental life stage obstacles that women often experience during early recovery.

Through a highly-structured daily schedule and self-care practices, patients enrolled in the Women’s Extended Care Program will focus on building a foundation of recovery in a safe, intimate treatment environment that cultivates positive community connection and promotes accountability. Some of the daily practices include individualized nutrition planning, meal preparation, developing good sleep and hygiene habits, and regular physical fitness. In addition, recreational activities will be offered as part of the unique treatment experience to help patients learn how to have fun without the use of substances.

### Emerging Adult Extended Care

Our Emerging Adult Extended Care program has been undergoing changes over the past several months, including a redesigned patient schedule. We have taken on a patient programming enhancement initiative to improve the quality of care our patients experience during their time with us. Every aspect of the program is being redesigned to support a patient-centered experience that is trauma informed, multi-culturally competent, and LGBTQ affirming, while remaining true to the belief that connection is the key to recovery. Thus far, we have:

- Implemented staff training to better respond to patient dysregulation.
- Challenged patient growth through service and learning projects.
- Expanded to 12 beds and opened our doors to outside treatment providers.
- Assigned patients to Ashley’s Certified Peer Recovery Coaches.

These changes will help us continue to integrate evidence-based modalities to support patients in actualizing a meaningful connection to self, others, and a power greater than self. It is through the development of secure relationships with peers and staff that we seek to unlock the individual’s inherent capacity for change through the neuro-plastic process. We remain committed to innovative evolution by continually enhancing the program as it grows in order to provide our patients and their loved ones with guidance on their path to recovery.

### Outpatient Bel Air

On May 4<sup>th</sup>, our Bel Air Outpatient relocated to a new, bigger space at the Klein Family Harford Crisis Center. This new facility was built with a patient-first philosophy that is designed to help our patients feel at ease during their visit and allows us to expand our outpatient programming. Being in close proximity to the Klein Family Harford Crisis Center offers easier access to both substance use disorder and mental health treatment services. The crisis center provides 24-hour crisis hot-line, mobile crisis unit, 24-hour walk in urgent care clinic, scheduled outpatient services and short-stay residential services.





## Research

Last year, we began collaborating with Dr. Andrew Huhn and Johns Hopkins University School of Medicine to conduct research and provide outcome studies. We are working with a third party company, Vista Research, to track patient outcomes during their stay as well as following up with patients for up to one year to determine relapse, quality of life, and mental health outcomes.

With this collaboration, we have had several items published:

Huhn AS, Hobelmann JG, Strain E, Oyler GA. Protracted Renal Clearance of Fentanyl in Persons with Opioid Use Disorder. *Drug and Alcohol Dependence* 2020; 214:e108147, <https://doi.org/10.1016/j.drugalcdep.2020.108147>

Huhn AS, Hobelmann JG, Strickland JC, Oyler GA, Bergeria CL, Umbricht A, Dunn KE. Differences in availability and use of medications for opioid use disorder in residential treatment settings in the United States. *JAMA Network Open*. 2020;3(2):e1920843.doi:10.1001/jamanetworkopen.2019.20943

Huhn AS, Hobelmann JG, Ramirez A, Strain EC, Oyler GA. Trends in first-time treatment admissions for older adults with Alcohol Use Disorder: Availability of medical and specialty clinical services in hospital, residential, and outpatient facilities. *Drug and Alcohol Dependence*. 2019 Oct 205: <https://doi.org/10.1016/j.drugalcdep.2019.107694>.

Yi CM, Huhn AS, Hobelmann JG, Finnerty J, Solounias B, Dunn KD. Physical and mental health improvements in persons self-reporting abstinence following residential treatment for substance use disorders. In Preparation.



## Recent Projects

Ashley continues to build on the dream of our founders Father Martin and Mae Abraham; this year was no different. Here are some of the ways Ashley is growing to support our community:

### Water & sewage pipeline project to be completed in 2020

With the completion of this project, Ashley's campus can grow to serve more patients.

### Women's Extended Care Program NOW OPEN *(top right)*

This new 90-day program serves women of all ages and provides them with the best opportunity to jump start their recovery.

### Bantle Hall roof replacement

### Refurbished entrance to Tydings Lane *(bottom right)*

### Bel Air Outpatient Relocation

This new facility was built with a patient-first philosophy that is designed to help our patients feel at ease during their visit.

### Partnership with Johns Hopkins

Clinical trials and research to find the best ways to serve those suffering from substance use disorders.







## Alumni Testimonial

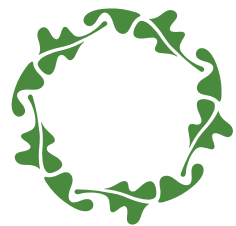
My name is Joey Young and I am the first ever graduate of Ashley’s Emerging Adult Extended Care program in the summer of 2016. “Patient Zero” has been the nickname given to me for this accomplishment. The extra two months of care gave me in-depth therapy, fellowship, and understanding of what life can be like sober. The staff here are one of a kind with incredible empathy, compassion, and energy. In this program, I was slowly introduced back into the real world all while accompanied by motivated and professional staff. It was in extended care that I experienced a psychic change and my first spiritual awakening. As an individual in long-term recovery and a son, brother, and uncle, I can say Ashley is the foundation my current life is built on. There is hope here and I am proof that a new way of life is possible and we never have to go back to that old way of living. I have recovered from a hopeless state of mind and have the tools to overcome any obstacle the universe throws my way. It was here I re-discovered myself and faced my problems head on with unconditional love and support. Today I can wake up with purpose and gratitude and spread positivity to those walking in my shoes.

I just celebrated four years of continuous sobriety and am an active member of a 12-Step fellowship. I have the honor and privilege of working at Ashley as the Lead Emerging Adult Clinical Aide. I can show others that this place can change their lives. All of this is possible because of the care I received at Ashley and I truly believe no other treatment center could have produced this trajectory of recovery.

“ We transform and save lives by integrating the science of medicine, the art of therapy, and the compassion of spirituality. ”

- Ashley Mission Statement





**Ashley**  
Everything for Recovery

[www.ashleytreatment.org](http://www.ashleytreatment.org)

1.800.799.HOPE (4673)

[Havre de Grace](#) | [Elkton](#) | [Bel Air](#)