



Franciscan  
Children's  
*So every kid can.*

# OUR LEADERSHIP MOMENT

## AN UPDATE FROM FRANCISCAN CHILDREN'S

7-year-old, Isaiah, received extensive rehabilitative care at Franciscan Children's after battling a serious and potentially deadly COVID-19 related inflammatory condition seen in children.







# DEAR FRIENDS,

On behalf of Franciscan Children's, I am grateful for your ongoing support. I am honored and humbled to serve as the CEO.

When I officially joined the organization in December, after nearly three years on the Board of Directors, I challenged us to "reach higher" to better meet the growing needs of the community and the patients we serve. I am proud to say that our wonderful and inspiring team has risen to the occasion and our mission remains stronger than ever. Our "leadership moment" has arrived, and we are more than meeting the moment.

2021 was a year of many challenges and transitions: the ongoing COVID-19 pandemic, an intensifying pediatric mental health crisis, and the increasing complexity and acuity of our patient population. We said goodbye to our longtime leader, John Nash, who provided steady and compassionate leadership for nearly a decade. And finally, we entered into a transformative agreement to affiliate with Boston Children's Hospital.

**Throughout all of this, we have been focused on five big themes that will strengthen our mission and organization:**

- Investing in our front-line staff to ensure they have the tools, resources, and support they need to deliver world-class care
- Innovating and growing our clinical and educational programs, including ambulatory mental health, physiatry, and dental services
- Doubling down on quality, safety, and the patient and family experience
- Focusing on diversity, equity, and belonging (DEB) at all levels of our organization
- Accelerating fundraising and advocacy, building on the momentum of our record year

As a result of our efforts, our visibility in the community continues to grow, with Franciscan Children's recognized as a thought leader in the fields of pediatric mental health and rehabilitative care.

Franciscan Children's future is bright and our mission is strong. We are committed to changing the trajectory of the pediatric mental health crisis and expanding access to care for medically complex children.

With gratitude,

Joseph Mitchell, MD  
President and CEO



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Franciscan Children's



# BY THE NUMBERS



**112** licensed beds

**700+** caregivers and staff

**4,370** patients served



**30** clinical partnerships,  
training hundreds of  
healthcare professionals  
each year



**780** inpatient stays

**8,000+** outpatient visits

**24,000+** patient days



**60** Kennedy Day School students

**13,000+** school-based behavioral health visits



**1 OF 4** children's hospitals in the country  
offering medical, mental health, and  
special educational services on-site

# THE MOST MEANINGFUL GIFT

When Yarielis Paulino-Pepin arrived at Franciscan Children's in October of 2020, she had already faced more medical issues in the first three months of her life than most people do in a lifetime.



Yarielis was born July 20, 2020, in Providence, RI. Her mother Aris had been diagnosed a few days earlier with polyhydramnios, excessive accumulation of amniotic fluid. When Yarielis was born, doctors discovered she had a heart defect and had trouble breathing so they intubated her and sent her to Boston Children's Hospital. There, doctors performed open heart surgery to fix the defect and installed a tracheostomy for a ventilator to keep her alive and a feeding tube to nourish her.

This was a frightening and difficult time for her parents. "You see your baby with so many wires connected to her and you expect the worst," said Aris.

Yarielis was soon diagnosed with Kabuki Syndrome, a rare genetic disorder characterized by multiple abnormalities including distinctive facial features, growth delays, intellectual disabilities, and skeletal abnormalities.

Once stable, she was transferred to Franciscan Children's for rehabilitation with the goal of getting her strong enough to go home and training her parents so they could care for her.

"When we first arrived at Franciscan Children's, Yarielis really couldn't move much; she couldn't put her hands in her mouth, move her head, or even smile," said mom Aris.

Yarielis' team included doctors, nurses, a social worker, plus respiratory, occupational, and speech therapists. Over the next 15 months, this team worked diligently to help get to the point where Yarielis' family could take her home.



A team of respiratory, physical, and speech therapists worked with Yarielis to strengthen her lungs, gain greater control of her head and neck, and use gestures to communicate. Soon she was flashing her smile and breathing over her trach. This extraordinary child even started making noises with her mouth which showed she was breathing over her trach.

“It was like a miracle with lots of improvements — much faster progress than we ever expected,” said Aris.

Yarielis wasn’t the only one working hard. Both of her parents had to go through a rigorous training program at Franciscan Children’s to teach them how to care for their child with special needs. They took classes to learn how to suction their daughter’s trach to keep her breathing easily

and how to clean the tubes that fed her. They learned how to monitor the machines keeping Yarielis alive and what each beep and hum meant. They learned how to administer the many medicines Yarielis needed. They also learned how to clean and care for a child hooked up to machines — there’s no such thing as a simple bath routine when you are managing a shampoo and rinse while monitoring a ventilator.

Finally, each parent had to successfully complete a 48-hour stay at Franciscan Children’s where the parent was the sole caregiver for Yarielis, before they were cleared to take her home.

“The Franciscan Children’s staff made sure we were very confident and prepared for anything,” said Aris.

On December 22, 2021, the Paulino-Pepin family received the most meaningful gift that holiday season. After 522 days in the hospital and just in time for Christmas, Yarielis was able to go home with her parents and meet her three siblings for the very first time.

Aris said she will forever be grateful to the staff at Franciscan Children’s. “I really love the way we were treated by all the medical staff and everyone at Franciscan Children’s; they were so kind to us and treated us like family. I’m very thankful that my baby was in such good hands.”



# 2021 KIDS MENTAL HEALTH DECLARED A NATIONAL EMERGENCY

**In 2021, both the American Academy of Pediatrics and the Children's Hospital Association declared the pediatric mental health crisis a national emergency.**

The National Institute of Mental Health estimates that nearly half of U.S. adolescents ages 13-18 have at least one behavioral health condition, with nearly a quarter having severe impairment. And of those children, 60 percent do not receive treatment.

This news was no surprise to our Franciscan Children's behavioral health team, as they have been on the frontlines of this crisis caring for these kids. Dr. Fatima Watt, VP and Director of Franciscan Children's Behavioral Health Services said, "it isn't just the number of children needing help that is increasing, it is also the severity of their mental health conditions."

"This is the worst I have seen in the entirety of my career," she said. "I think there are kids who would never have had mental health challenges, would never have seen the inside of a hospital, if not for the pandemic. Children are dealing with isolation, loss of structure, the loss of a loved one to COVID-19, and their own fear of getting sick."

The impact is also disproportionately affecting children of color. Franciscan Children's saw a 19 percent increase in children of color in its mental health programs in the year after the pandemic started, compared to the year before.

Dr. Watt said she and her team responded to the crisis by increasing telehealth appointments, using creative technology to make these virtual appointments feel warm, friendly, and safe. The staff continued to see some patients in-person who needed that connection. Overall, the Behavioral Health Services

team was able to treat hundreds of kids in 2021, providing important care and support during very trying times.

The Franciscan Children's inpatient mental health units continued to admit patients during the pandemic. Unit 1 and our step-down unit, CBAT (Community-Based Acute Treatment), provided intensive inpatient care to hundreds of kids in a safe and compassionate environment. Our inpatient program received international attention with a visit from the Greek Deputy Minister of Health, Zoe Rapti, who said she came here to learn more about our programs for treating children with behavioral health issues. Drs. Thrassos Calligas and Ralph Buonopane and their staff gave the deputy minister a tour of our inpatient units and shared their knowledge about Franciscan Children's treatment plans and programs.





“What we saw here is a very human approach and we are happy to be here and exchange these good practices that you have,” said Deputy Minister Rapti after the tour. She and her colleagues have remained in touch with Franciscan Children’s staff to continue sharing ideas and learning from our expertise.

Franciscan Children’s school-based program, the Children’s Wellness Initiative (CWI), added three new Boston public schools this year — Jeremiah Burke High School, Boston Green Academy, and Brighton High School. CWI embeds counselors in schools to provide children to provide on-site treatment, education, and prevention.

Also in 2021, Franciscan Children’s took a major step towards being able to help many more children and adolescents in crisis. We entered into an affiliation agreement with Boston Children’s Hospital that, if approved, will allow us to expand access to our

programs and better meet the needs of the community.

“This proposed affiliation will give us more resources to help more kids. We have a vision for the future that will allow us to provide additional hospital beds, programs, services, and research that will truly transform how we treat kids in a mental health crisis,” said Dr. Watt.

Franciscan Children’s Behavioral Health team is on the frontlines, expertly addressing the current crisis in pediatric mental health, while planning for the future.



Greek Deputy Minister of Health, Zoe Rapti, and her team tour Franciscan Children’s with President and CEO, Joe Mitchell, and Drs. Ralph Buonopane and Thrassos Calligas.

**“This is a crisis that not only affects our community here in Boston, but spans across the globe. We are proud that we are providing a level of support that not only helps the children and families we treat here at Franciscan Children’s, but provides a blueprint of care for others.”**

**Ralph Buonopane, PhD**

Director, McLean-Franciscan Children’s Child and Adolescent Inpatient Mental Health Program

# DONORS RISE TO MEET THE NEED:

## THE YOUTH MENTAL HEALTH CRISIS

For 25 years, Franciscan Children's has been the premier place for suicidal youth and teens to receive the care they need to safely return home. Parents from across the state and region come to us from their local emergency rooms, desperate for access to inpatient treatment, and grateful that their children are no longer "boarding" in Emergency Departments.



Alicia Verity and Maureen Bleday of the Yawkey Foundation  
with Franciscan Children's CEO Joe Mitchell, MD, and Board  
Chair, Jim Mandell, MD



Despite having one of the largest pediatric inpatient psychiatry programs in Massachusetts, we have been facing capacity limitations for years, and this was even prior to the COVID-19 pandemic. Today, wait lists are longer than ever as our kids battle a national youth mental health crisis. Yet, despite the enormous need, funds in support of pediatric psychiatry average far less than other disease areas.

There is sometimes a stigma associated with mental health treatment, and many donors are unwilling to support an area that is not often discussed publicly. Luckily for Franciscan Children's and the incredible children, teens, and families we treat, three early heroes decided to make our dreams of expanding access to quality mental health care and research a reality.

### Growing Stronger

To meet the excellence of our clinical staff and the growing need for pediatric mental health beds, we knew we needed to increase our capacity. Understanding the tremendous impact that additional space would have, the **Yawkey Foundation** and **Dick and Sara Page Mayo** have made transformational \$5 million and \$4.25 million gifts, respectively, in support of Franciscan Children's new building project.

Our new Center of Excellence will house our expanded mental health and medical programs and replace our aging Brighton facility.

**"Franciscan Children's is a place of hope and healing for children in psychiatric crisis, and this project is consistent with the charitable goals that guided the Yawkeys during their lifetimes and which the Trustees of the Foundation continue to honor in their memory." Yawkey Foundation**

We could not be more grateful to the Yawkey Foundation and Dick and Sara Page Mayo for their significant contributions to help make this critical project a reality as our nation faces an alarming rise in youth mental health crises.

### Advancing Care through Research

While expanding our capacity will make a tremendous difference in the lives of the patients and families we are treating now, we also realize that researching the causes of childhood mental illness is an incredibly necessary area in which we need to grow so we can treat children before they reach a crisis point.



Inspired by personal experiences, **RoseMary and Dan Fuss** have generously provided a \$5 million gift to establish the **Fuss Family Research Fund** at Harvard University for clinical research to be conducted at Franciscan Children's and other area institutions. This fund will promote innovative research aimed at understanding and preventing suicide among youth through a collaboration with the **Mental Health Research Program at Franciscan Children's**, led by Alexander Millner, PhD.

By supporting Franciscan Children's capacity expansion and groundbreaking mental health research, these early heroes and all of our generous donors are making a tremendous difference in the lives of countless children and their families, and we are immensely appreciative of your continued support.



**"Reach out to those in need and encourage them to seek help. Remove the stigma through one's own words and actions. And when possible, support mental illness research and resources. Working together we CAN make a difference." RoseMary Fuss**





# JOHN D. NASH:

## LEADING WITH INTEGRITY

As John Nash approached the front door of Franciscan Children's on his first day as President and CEO, he looked up and saw something that would symbolize one of the biggest challenges he would face during his tenure here.

“The awning outside was wrapped in a blue tarp,” he said. “It was sending a negative message to all staff, patients, and families.”

When he asked why a tarp was covering the entrance way instead of an awning, staff told him they didn’t have the money to buy a new one — to which John replied, “We’ll find the money.”

That short declaration was so much more than a promise to pay — it was a commitment to create a new culture for the institution, one that instilled a sense of “Yes we can!” After more than 30 years in healthcare, John knew how important it was for staff to believe that if something needed to be done — it would get done. This became John’s priority.

Over the course of nearly ten years at Franciscan Children’s, John Nash proved it could be done; from something as simple as replacing a temporary tarp with a permanent bright blue awning, to something as transformative as getting the state to increase its Medicaid reimbursements by 50 percent — which added millions of dollars each year to the operating budget. He recruited strong medical and mental health leadership who strengthened our clinical programs. Today, Franciscan Children’s is recognized as the premier provider of pediatric post-acute and mental health care in the region.

Under John’s leadership, Franciscan Children’s was able to add much-needed medical and mental health beds, expand the dental clinic, and build the beautiful New Balance Foundation Park at Franciscan Children’s where children facing tough medical issues or mental health problems could go outside and just be kids.

John significantly increased engagement and partnership with local legislative and administration leaders. He served on the Board of the Children’s Hospital Association, giving Franciscan Children’s an important advocacy voice on the national stage. He also secured partnerships with prestigious local colleges and universities including Harvard University, Boston University,



and Boston College. In addition, John oversaw an increase in fundraising from \$1.5 million per year to more than \$15 million in his final year.

Still, John knows much work lies ahead but he is confident Franciscan Children’s is in good hands with new President and CEO, Dr. Joe Mitchell. John and Joe had an opportunity to collaborate for three years on the Board of Directors, where they worked closely together on Franciscan 2026, our five-year strategic plan.

When asked what he’s most proud of from his work at Franciscans, John said it was the culture shift from “No we can’t” to “Yes we can”.

“I think I brought that change to the organization, ‘We can do this, so every kid can.’”

He’s grateful to have worked with Franciscan Children’s amazing staff, the Franciscan Missionaries of Mary, and of course, all the wonderful kids and their families. John says this was the most satisfying job of his long career.

Now, as he looks back on his tenure at Franciscan Children’s, John thinks of that torn blue tarp and what it stood for.

“That was a symbol for me — it said you’ve got some work to do, pal.”

Now, that bright blue awning is just one sign of a job well done.

# COMING TOGETHER FOR OUR KIDS:

## Franciscan Children's 2021 Events Season

2021 remained an extraordinary year for Franciscan Children's events. Our committees, sponsors, and participants found new and creative ways to give back amidst COVID-19 pandemic restrictions. Thanks to your time, passion, and generosity, Franciscan Children's events raised over \$300,000 of critical funding, which has a direct and meaningful impact on our patients, students, families, and staff. This event season serves as a testament to how much we can accomplish when we come together. **Thank you for your partnership and generosity.**



(Left) John Nash and Frank Doyle

(Right) RBC Capital Markets foursome

### The 13th Annual Franciscan Children's Golf Tournament

#### Presented by:

**Brian & Laurie Conroy**

**BTIG**

**New Balance Foundation**

On October 4th, Franciscan Children's held its 13th annual golf tournament despite another year of COVID-19 adjustments. 24 teams hit the links, and along the way, learned about the direct impact their support has on our exceptional patients, students, and staff.

#### Sponsors:

**Appleton Partners, Inc.**

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**Coverys**

**Credit Suisse**

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**Erik Johnson,**  
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Virtu

**Pat Smith,**  
abrdr



### 2021 Franciscan Children's Walk/5K/10K

#### Presented by:

**The Hamilton Company Charitable Foundation**  
**New Balance Foundation**

After 18 months of social distancing, Franciscan Children's hosted a hybrid road race, allowing our supporters to participate virtually or in-person. On August 21st, attendees crossed the finish line at the Franklin Park Zoo in celebration of our community's strength and resilience.

#### Gold Sponsors:

**City of Boston Credit Union**

**Ed Walsh Foundation**

**Mike & Jane Bianco Foundation**

**People's United Bank**







(Left) Upper left to right: RoseMary Fuss, Ted and Maureen English, Alex Millner, PhD, and Katie Gribben.

Lower left to right: Tricia and Rick Almon, John and Carol Nash

(Right) Ted English receiving the Douglas C. Chamberlain Leadership Award from former Franciscan Children's CEO, John Nash

## An Evening of Gratitude at the Museum of Fine Arts, Boston

### Generously underwritten by Patti and Jonathan Kraft

On October 20th, we thanked the early heroes of Franciscan Children's Growing Stronger campaign at the Museum of Fine Arts. John Nash, former President and CEO, presented the inaugural Douglas C. Chamberlain Leadership Award to Ted English, a longtime supporter and advocate of Franciscan Children's mission. Our heartfelt thanks to these special donors who propel Franciscan Children's forward and invest in the bright future of our patients and organization.

### \$1M+ Cumulative Campaign Donors

Ted and Maureen English  
RoseMary and Dan Fuss  
Dick and Sara Page Mayo  
Yawkey Foundation

### \$100k+ Cumulative Campaign Donors

#### Anonymous

Amelia Peabody Charitable Fund  
Sidney R. Baer, Jr. Foundation  
Robert E. and Karen M. Boudreau  
Richard A. Campana,  
in loving memory of Mark Motta  
Douglas C. and Evelyn Chamberlain  
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Tom and Midge DeSimone  
So-June and Liam Donohue

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### Bronze Sponsors:

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### Top Fundraising Team:

Team Christian

### Top Racing Distance:

Josh Parker  
(112.6 miles)

### Top Racing Duration:

Team Adaptive Sports  
(735 combined hours)

## 2021 Boston WIFFLE Ball Challenge supporting Franciscan Children's and the Travis Roy Foundation Postponed

Our thanks to the event committee and sponsors who raised \$122,000 in 2021 to help make the 2022 event a success as we hit the field one last time in memory of Travis.

# DEAR FRIENDS,

I have long been aware of the critically important work that is done at Franciscan Children's each day. Your support of this indispensable organization has been a catalyst for change, helping propel us to the next stage in Franciscan Children's history. I am so grateful to each and every one of you. Together, we will continue to expand our campus and programs, and ensure that all children receive the exceptional care they deserve.

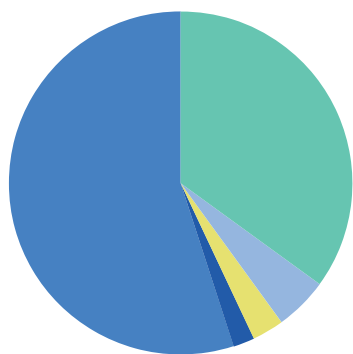
All my best,



**Jim Mandell, MD**  
Chair, Franciscan Children's  
Board of Directors

## \$10,219,997

**Raised in FY21**



**55% Corporation and Foundation Gifts**

**35% Major Gifts**

**5% Annual Gifts**

**3% Event Gifts**

**2% Planned Giving**

### FY21 Donor Revenue by Source

<b>Corporation and Foundation Gifts: 55%</b>	<b>\$5,604,134</b>
<b>Major Gifts: 35%</b>	<b>\$3,536,167</b>
<b>Annual Gifts: 5%</b>	<b>\$527,832</b>
<b>Event Gifts: 3%</b>	<b>\$300,296</b>
<b>Planned Gifts: 2%</b>	<b>\$251,568</b>
	<b>\$10,219,997</b>

# THANK YOU TO OUR DONORS

**We gratefully acknowledge gifts and pledges of \$250 or more received during our 2021 Fiscal Year, October 1, 2020–September 30, 2021.**

## **\$1,000,000 and above**

Dick and Sara Page Mayo  
Yawkey Foundation

## **\$100,000 and above**

Richard A. Campana, in loving memory of Mark Motta  
DCU Digital Federal Credit Union  
Tom and Midge DeSimone  
Ted and Maureen English  
Nancy C. Fette and John E. Larsen  
Linde and Russell Gee  
McKeen Charitable Remainder Trust

## **\$50,000–\$99,999**

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John Leopold Weil and Geraldine R. Weil Memorial Foundation

## **\$10,000-\$24,999**

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Boston Evening Clinic Foundation  
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CBIZ Tofias New England Division  
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City of Boston Credit Union  
Gloria and Charles I. Clough  
Credit Suisse Boston  
Vicki and Jonathan M. DeSimone  
So-June and Liam Donohue  
Barry Kapilow-Cohen  
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Mandarin Oriental Foundation  
Massachusetts Health Decisions, Inc.  
John and Carol Nash  
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John T. Spinelli Family Charitable Trust

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