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ANNUAL REPORT ON GIVING
JULY 1, 2019–JUNE 30, 2020

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During the past year, the nation has faced the unprecedented challenge of a global pandemic, social unrest in the wake of racial injustice and political divide. Amid uncertainty and upheaval, The Menninger Clinic is leading by example as a symbol of resilience and transformation. We are learning, growing, adapting and evolving. We are reimagining the future and bridging divides as we rise to meet the mental health needs of our patients and community.

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“We’re moving forward,
and I’m excited about
where we’re going.”

President and CEO

Armando Colombo

ALL IN A YEAR'S WORK

Armando Colombo
Reflects on His First Year
as President and CEO

On most mornings, you'll find Armando Colombo up with the sun, walking his two dogs Millie and Jeter (yes, named after Derek Jeter) around his neighborhood, with his wife, Lisa. He does it to try to stay fit during the pandemic, but also to think about the day ahead. Menninger is never far from mind.

“Some of our patients have been through the worst situations imaginable and we help them get through it,” says Colombo, who joined The Menninger Clinic as president and chief executive officer in September 2019. “My morning walks help me keep all that in perspective when it could easily turn to budgets and numbers and forgetting why we’re here. They keep me grounded and focused on serving others.”

Colombo's daily routine has helped him navigate Menninger through tumultuous times. Within the first month of his tenure, Houston experienced a devastating flood. The next few months brought the tragic New Year's Eve death of longtime nurse manager Phillippa Ashford, the rise of coronavirus and social unrest in the wake of George Floyd's death.

Despite these crises, under Colombo's leadership significant progress was made to expand clinical services, lay groundwork to enter the health insurance market, move forward a long-stalled outpatient services building and establish Menninger's strategic plan ahead of The Clinic's centennial in 2025.

"It's been a busy, busy year," Colombo says. "I'm extremely proud of our team and their resilience during a pandemic to work together, pivot and be flexible. And as I reflect, we've really accomplished a lot."

THE ROAD TO MENNINGER

The years Colombo spent as a health care executive, managing organizations amid constant change, helped prepare him for this moment. Before joining Menninger, Colombo was executive vice president and chief operating officer at Sheppard Pratt Health System, the nation's largest private, nonprofit provider of mental health, substance use, developmental disability and social services.

There, he was responsible for 2,500 people and more than \$250 million in revenue, and for implementing initiatives that made services more accessible and affordable. In the spring of 2019, a recruiter called him about the open CEO position at The Menninger Clinic, a much smaller hospital than Sheppard Pratt and a top-10 ranked psychiatric hospital for 30 consecutive years. Colombo was curious. While he had excelled working in larger organizations, the gregarious leader who describes himself as "wired to be close to people" thrived in smaller settings, where he could easily get to know his team.



Staff members prepare to welcome Colombo to Menninger in September 2019.

"When somebody calls about The Menninger Clinic, and you're an executive in health care, it's probably a good idea to pick up the call," he laughs.

Colombo flew down to Houston and met with the search committee, impressing them with his vision for The Clinic. Over the next few months, he had a series of deep discussions with Menninger's board and leadership about how he intended to build on The Clinic's patient care services and expand access to Houstonians seeking mental health care. "Through that conversation, I was convinced that the board was supportive of a new direction. I flew out on Father's Day with my wife, interviewed Monday and Tuesday, and knew that it was the right place. I accepted that August and here I am."

A STORMY START

Once at Menninger, Colombo hit the ground running. But just days after starting his new job on September 16, 2019, Tropical Storm Imelda hit, causing record-breaking floods in the Houston area and giving Colombo quite a watery welcome to the city. Fortunately, The Clinic avoided any damage.

Undeterred by the stormy start, he committed to put a five-year strategic plan in the hands of the board by their March 2020 meeting. He created new positions for a vice president of strategy and organizational effectiveness, as well as a director of admissions and access, "to help us open the front door."

Colombo also turned his attention to increasing services to reach a broader range of people with mental health needs. When The Clinic was headquartered in Topeka, Kansas, it had provided a wide spectrum of mental health services — from outpatient treatment to running corporate Employee Assistance Programs. But after relocating to Houston and affiliating with Baylor College of Medicine in 2003, Menninger narrowed its focus to providing inpatient mental health care to mostly self-pay patients.

With the support of late Houston philanthropist John M. O'Quinn and many other generous donors, The Clinic opened a stunning new campus in 2012, and bit, by bit, added a variety of mental health services, including outpatient therapy and assessments, recovery coaching, the Center for Brain Stimulation and The Gathering Place, a free psychosocial clubhouse for adults recovering from severe and persistent mental illness.



At a reception held in his honor in October 2019, Colombo is pictured with (left) Jeff Paine, board chair of The Menninger Clinic Foundation, and (right) Steve Maislin, president and CEO of the Greater Houston Community Foundation.

"I'm extremely proud of our team and their resilience during a pandemic to work together, pivot and be flexible. And as I reflect, we've really accomplished a lot."

“We have very creative, caring, talented people that continue to amaze me with finding new ways to treat people, new ways to access our care, and new ways to get patients involved.”

— ARMANDO COLOMBO
President and CEO

As 2019 came to a close, Colombo and his team worked to further expand Menninger’s continuum of care, brainstorming and strategizing about treatment options that are more friendly for coverage by health insurance providers, such as short-term inpatient stabilization combined with outpatient programs. The ultimate goal is to bring Menninger-quality care to more people, in ways that best fit each person’s unique needs.

“My vision was, and still is, not to replace The Menninger Clinic model that exists here in Houston, but to complement it,” Colombo says.

A YEAR LIKE NO OTHER

The new year started out with a devastating loss when Philippa Ashford, MSN, RN, nurse manager, Comprehensive Psychiatric Assessment Service, died after being struck by a stray bullet during New Year’s celebrations near her home in Harris County.

“It was very tragic and traumatic for the staff,” Colombo says. “Because of that we came together to help each other and her family.”

In that same month, reports of a rapidly spreading virus in China began emerging. By March, what had seemed like a distant threat, evolved into a full-blown pandemic, and communities across the world locked down to curb the spread of the Sars-Cov-2 virus. Colombo faced a leadership challenge unlike any other he had ever experienced in his career — to provide uninterrupted mental health care to the patients who desperately depended on it.

The Clinic implemented safety checks, COVID-19 screening procedures and other measures to keep patients healthy and safe. Menninger continued to accept adolescents and adults for inpatient treatment, and greatly expanded outpatient telepsychiatry services, transitioning its busy Bellaire, Texas, clinic to completely virtual care. Family Education Day went online, so that families could stay engaged with the treatment process.

The hard work paid off. Months into the crisis, Menninger continues to save and transform the lives of people with mental health conditions, while also supporting staff.

“We kept everybody working, while many hospitals were laying people off, decreasing retirement benefits and decreasing vacation pay. I’m extremely proud of that,” Colombo says.



Early on in the pandemic, Colombo delivers personal protective equipment to staff members of Menninger’s Pathfinder program.

“We kept everybody working while many hospitals were laying people off, decreasing retirement benefits and decreasing vacation pay.”



Psychiatrist Gloria Oyeniyi, MD, speaks at a Menninger staff event focused on solidarity and healing following the tragic death of George Floyd.

As spring turned into summer, the killing of George Floyd and other Black Americans shifted the national conversation to police brutality and structural racism. Colombo made a commitment to diversity, equity and inclusion and issued a public statement on behalf of The Clinic, the first of its kind addressing racial injustice. “We needed to do something different,” Colombo explains. “Racism of any kind cannot be tolerated.”

FORGING AHEAD

It’s been a challenging first year, but with Colombo at the helm, Menninger continues to make strides. A new outpatient building and education center, long in the works, are back on track with a refined design that doubles outpatient capacity and offers a more convenient, central location on campus. Colombo and his team put together a balanced budget for the board, and they focused on reaching out to the Houston community — launching a series of webinars for the Harris County Sheriff’s Office about stress and stress management.

The Gathering Place also is receiving a facelift, with renovation of the existing facility and the addition of a teaching kitchen for members. And in the first six months of 2020, Menninger opened a virtual Moms Program for Texas residents, a sleep medicine service and Menninger 360 for Adolescents — a first-of-its-kind, home-based treatment program for youth ages 12–17.

What the next year will look like is unknown, but Colombo is optimistic about the future. He has his sights set on increasing outpatient visits from about 12,000 a year to 25,000, coinciding with the 100th anniversary of the founding of The Menninger Clinic in 2025.



Brain Stimulation Service:
Electroconvulsive therapy (ECT)

“We’re moving forward, and I’m excited about where we’re going,” Colombo says. He credits the collaborative nature of The Clinic for driving innovation.

“I think sometimes executives make the mistake of directing operations from their office as opposed to getting out and talking to people and getting buy-in and support,” he explains. “And there are so many creative ideas here. The Menninger Moms Program, for example, and Menninger 360 for Adolescents. Those are programs that organically grew out of The Menninger Clinic. We have very creative, caring, talented people that continue to amaze me with finding new ways to treat people, new ways to access our care, and new ways to get patients involved.”

“My vision was, and still is, not to replace The Menninger Clinic model that exists here in Houston, but to complement it.”



“When you are not able to predict your circumstances, it doesn’t matter who you are, your anxiety rises — it’s a natural and normal response to unpredictability.”

Director of Research

Michelle Patriquin, PhD, ABPP

THE MENTAL HEALTH IMPACT OF COVID-19

Confronting the
Uncertainty of a New
Normal, Together

How are you coping with COVID-19? Social media feeds overflow with the creative ways everyone is tackling the isolation and boredom that comes with the pandemic, from baking sourdough bread to mastering the latest TikTok dance craze.

But offline, many of us are struggling. The pandemic has brought a second epidemic of mental illness, accompanied by increases in depression, trauma, substance use and other mental health disorders. The mental health impact of COVID-19 will likely be with us long after the threat to our physical health subsides.

“From parents and families juggling work and virtual schooling, to older people who have to isolate and essential workers who must risk getting sick to do their jobs, COVID-19 affects people in so many ways and on so many levels,” says Ed Poa, MD, chief of inpatient services at The Menninger Clinic. “It’s hard to find anyone not affected.”

UNCERTAINTY CAUSES DISTRESS

Underlying the uptick in mental health problems is likely the “one fear that rules them all,” which is uncertainty, explains Menninger’s Michelle Patriquin, PhD, ABPP, director of research for The Clinic.

The list of unknowns is mind boggling, confronting each and every one of us with questions, to which there are no sure answers. What’s my personal risk for COVID-19? Am I overreacting or underreacting? Should we choose in-person or virtual schooling for our children? Will I have a job if the economy continues to go south? Will someone close to me get sick, or die?



COVID-19 screening procedures are in place at Menninger.

“When you are not able to predict your circumstances, it doesn’t matter who you are, your anxiety rises — it’s a natural and normal response to unpredictability. Some people feel it more than others, especially those with existing mental health issues,” says Patriquin, who leads Menninger’s Hospital-wide Clinical Outcomes Project,

a collection of patient-reported data on symptoms, interpersonal relationships and coping skills, among other factors. “At Menninger, we have been able to maintain a feeling of safety, structure and normalcy on the inpatient units, and that consistency has contributed to maintained treatment outcomes for our patients,” she says.

Throughout the crisis, Menninger has worked hard to make The Clinic a respite from pandemic worry, implementing safety checks, screening procedures, telepsychiatry and other measures to reduce the risk of transmitting the virus that causes COVID-19. Thanks to these stringent precautions, on average, patients receiving inpatient treatment have reported improved anxiety, depression, functioning and sleep quality during their hospital stay.

COPING TIPS

For those outside of Menninger’s supportive environment, Poa offers suggestions for getting through this challenging moment in our history.

- **Take the long view.** “Realize or accept that the pandemic may be going on for a while, instead of focusing on when it ends. That will allow you to make some changes, such as putting together plans to get healthier, or finding better ways of coping, instead of waiting when everything gets back to normal, because right now we don’t know when that is.”
- **Schedule good habits.** “If you can, set aside consistent times to exercise, socialize, hold family meetings, anything you’ve found that supports you during this crisis. This is where calendar and task apps can be your friend and keep you on track.”

“The pandemic has raised a lot of awareness and acceptance of mental health, especially greater awareness to the anxiety that people may feel with isolation or loneliness.”

— EDWARD POA, MD, FAPA
Chief of Inpatient Services



- **Scale back your screen time.** It's essential to stay on top of the latest recommendations about COVID-19, but keep your news consumption to a manageable level, preferably an hour to two hours a day tops, and avoid "doomscrolling," mindlessly searching through your social media feed for the latest coronavirus developments. "Be conscious of how much you are looking on the internet, limit the amount and find one or two sources you can trust. There's a lot of conflicting information out there, and that can create a lot of anxiety in people," Poa says.
- **Embrace the great outdoors.** "We know that exercise is a form of behavioral activation. When you are feeling down, engaging in activity and doing things makes you feel better. Walking is great exercise. But any kind of exercise will help you feel more relaxed and help you sleep better. You're also getting some fresh air. And humans respond well to being out in nature on a very evolutionary basic level. It can help you clear your head. It really does help you be more present."
- **Accept your negative emotions.** Negative emotions — anxiety, fear, sadness, grief — are normal during this time. In fact, at a certain level they can be extremely helpful during a crisis. Fear, for example, can drive you to avoid crowded situations or to wear a mask. "What to watch out for is when negative emotions, such as fear and anxiety, go out of proportion to what the threat is," Poa says. "For example, if you are so paralyzed by fear or indecision that you can't do the things you need to do to function or stay healthy, like get groceries or take a walk outside, then it might make sense to seek professional help."

MORE THAN A MENTAL HEALTH MOMENT

Short-term coping strategies are helpful for making it through the acute phase of the pandemic. On the whole, humans are remarkably resilient. But, if past tragedies



“...humans respond well to being out in nature, on a very evolutionary basic level. It can help you clear your head. It really does help you be more present.”

like 9/11 and school shootings have taught us anything, it's that the mental health impact of a disaster is long lasting. We don't know as much about the mental health toll of extended pandemics, but the first SARS epidemic could give us some clues. Four years after the SARS epidemic ended, scientists at the Chinese University of Hong Kong found that 40 percent of survivors had an active psychiatric illness, most commonly PTSD or depression. Patriquin says the COVID-19 pandemic may follow a similar path.

"We know when people have experienced something traumatic, like this, and I would say COVID-19 is an extended chronic trauma, that it can be reactivated by other trauma," Patriquin says. "Later on, in somebody's life, especially with adolescents or school-aged kids, you could see new stressors remind them of COVID-19 and their past worries and experiences. This compounding effect can sometimes spark the emergence of mental health issues."

Grateful patient Sandy Kupfer is surrounded by his Menninger treatment team, whom he credits with helping start his healing process. "Be vulnerable and accept help. That's how the healing begins," he says.

“This crisis also pushes people to take a closer look at their lives and what they value.”

On a more positive note, the pandemic has drawn much-needed attention to mental health, and the need for organizations like Menninger that are committed to advancing mental health research, treatment and education for generations to come.

"The pandemic has raised a lot of awareness and acceptance of mental health, especially greater awareness to the anxiety that people may feel with isolation or loneliness," Poa says. "This crisis also pushes people to take a closer look at their lives and what they value, as well as the importance of social contact. We are all dependent upon each other for our mental health and for our survival."





“We want everyone to feel comfortable talking about mental health. It should be part of an everyday conversation.”

Luncheon Chairs

Stacy and Michael Ellington

PLANS. INTERRUPTED.

Luncheon Chairs Keep
Conversation Going
about Mental Health

After months of planning, Stacy and Michael Ellington were looking forward to hosting Menninger’s Annual Luncheon on May 7, 2020, one of Houston’s most anticipated spring charity events.

The couple poured their energies into making the event one to remember — securing Patrick J. Kennedy, a former U.S. congressman and son of late senator Ted Kennedy, as keynote speaker. Kennedy is well known for his mental health advocacy and his sponsorship of 2008’s landmark Mental Health Parity and Addiction Equity Act. By March, only a few unsold tables remained.

What came next is an all-too familiar pandemic story. With coronavirus cases surging around the world, and events cancelled left and right, it was clear to the Ellingtons and Menninger’s philanthropy team that the luncheon couldn’t go on as planned.

“We were all on Zoom saying, ‘This is not going to be something that’s fixed by the first of May,’” says Stacy, an active volunteer in the community. Husband Michael is the senior managing director for Bernstein Private Wealth Management, Texas. Together they have three grown children, Michael III, Jack and Adelaide.

After much consideration, the decision was made to postpone the luncheon until May 2021, and the couple agreed to chair the event again. Patrick Kennedy also graciously agreed to speak the following year.

But there was still the issue of what to do about the Menninger supporters who had already purchased tables or donated. Each one was contacted and offered the choice of receiving a refund, deferring their table to the 2021 luncheon, or letting their donation stand.

The pandemic shouldn't stall progress on advancing mental health or pause the ongoing conversation about mental illness.

"The vast majority decided to maintain their pledge and continue with their contribution in the middle of the exploding global pandemic that hit the United States and took our economy to its knees. It was an amazing show of commitment to Menninger," Michael says.

Despite cancelling the in-person event, the luncheon raised nearly 80 percent of the net profits of previous years. On average, the luncheon raises more than \$350,000 in support annually for Menninger's innovative patient care initiatives, training, research and outreach.

"We're so thankful for all the wonderful friends of Menninger," Michael says. "By continuing to financially support Menninger, they helped keep Menninger's research programs going through these tough times."

The Ellingtons feel strongly that the pandemic, which has disrupted so much of our daily lives, shouldn't stall progress on advancing mental health or pause the ongoing conversation about mental illness.

I BELIEVE MENNINGER SAVED OUR SON'S LIFE

Personal experience has made the couple outspoken advocates for mental health awareness. As a teenager, their son Jack benefitted from treatment at The Clinic, where he was diagnosed with depression and Asperger's. Seven years later, he's flourishing as a college student in Boston.

"I believe Menninger saved Jack's life," Stacy says. "I think it's really important to say the world has changed for mental health since then. There was a lot of stigma



Stacy and Michael Ellington with their son Jack.

around mental illness at the time. At first, we had a small group of friends who knew. Then, the group got a little bigger and a little bigger, but at some point, we realized, 'We cannot shroud this in secrecy. Depression is nothing to be ashamed of.'"

As the Ellingtons learned more about mental illness, they came to view it as any other medical condition and encouraged their children to think of it as the same.

"Depression is nothing to be ashamed of."

— STACY AND MICHAEL ELLINGTON
Luncheon Chairs

While they were accepting as a family early on, they still weren't widely sharing their experience with others. The turning point came when the Ellingtons' older son, Michael, a high school senior at the time, was chosen to give a sermon at their church and decided to talk about Jack's mental health journey and its effect on him and his family. The day before the sermon, the family discussed making their experience so public.

"He looked up at me and said, 'Mom, you're the one who said depression is nothing to be ashamed of or embarrassed about,'" Stacy says. "It was then that we knew that every member of our family would forever be committed to speaking out about mental health. We went to the sermon, and from that day forward, we have been totally open about it."

GETTING COMFORTABLE TALKING ABOUT MENTAL HEALTH

Afterwards, friends and acquaintances reached out to the Ellingtons to offer their support and ask their advice. "We were getting lots of calls. 'Hey, it's Susie. I've got a friend. Can I give her your number?'" Stacy says, adding that she and Michael are happy they can help by sharing their story.

"Today, there is a national focus on mental health, which is normalizing it. To make it coffee talk. It is not something to be ashamed of. I think that's really wonderful, and that's why we chose to chair the luncheon. We want everyone to feel comfortable talking about mental health. It should be part of an everyday conversation."

WHY MENTAL HEALTH MATTERS MORE THAN EVER

If there's a silver lining to the pandemic and postponing the luncheon, it's that people will have a better understanding of mental health than in the past, say the Ellingtons.

"We are absolutely looking at the bright side of this, which is the fact that more people, probably a thousand times more people than ever before, are experiencing a change of life, and therefore an emotional change. All of us," Michael says. "Our opportunity to raise awareness in the current environment is better than it's ever been before."



“I think some of our best ideas come from interacting with people in our local community.”

*Chief, Child and Adolescent Psychiatry,
and Chief, Outpatient Services*

Jonathan Stevens, MD, MPH

NEW POSSIBILITIES FOR WELLNESS

**Outpatient Services
Launches Programs to
Meet Community Needs**

You asked, and we listened. During the past year, The Menninger Clinic launched several innovative outpatient programs to strengthen our continuum of care, drawing inspiration from our patients, families, donors and friends.

“I think some of our best ideas come from interacting with people in our local community,” says Jonathan Stevens, MD, Chief of Child and Adolescent Psychiatry and Outpatient Services. “They are trying to live their lives with mental health issues, or they have family members with mental health issues. So many of our ideas for outpatient services come out of experiences with patients who say, ‘Wouldn’t it be great if you had something for this?’”

Amid the COVID-19 pandemic, with no time to waste, Menninger rolled out four new outpatient programs poised to make a positive impact on mental health in the Greater Houston area, as well as across the state of Texas.

SLEEP MEDICINE SERVICE

A growing consensus points to sleep as the cornerstone of mental health. More than 90 percent of Menninger’s hospitalized patients complain about their quality of sleep at admission, according to a 2019 study led by Menninger researchers. Lack of sleep is associated with suicidal thoughts, worsened clinical outcomes, higher anxiety, disability and decreased well-being. Our new sleep medicine program, initiated in June, provides consultation, evaluation and evidence-based management of sleep issues for inpatient and outpatient adults and children. The sleep medicine service evaluates and treats common sleep issues like sleep apnea, insomnia and restless leg syndrome, but also seeks to more broadly understand how sleep affects behavior and mood.



Dr. Wu is trained in both psychiatry and sleep medicine.

support a psychiatric facility and is in keeping with The Menninger Clinic’s visionary goals and status as a leader in mental health care.”

MENNINGER 360 FOR ADOLESCENTS

In May, The Clinic launched Menninger 360 for Adolescents, a home-based community integration program for children ages 12 and older with chronic or emerging mental illness. The program is the first of its kind in the nation and is modeled on the “hospital without walls” format of Menninger 360, its adult counterpart. Menninger 360 for Adolescents treats teens who struggle with managing their emotions or who might be stalled in the process of gaining increased independence. This includes clients with diagnoses of borderline personality disorder, major depression, bipolar disorder, schizophrenia, excessive gaming, substance use and anxiety disorder. They receive wrap-around care, including academic support, wellness, individual and family therapy, and 24/7 emergency on call support from the interdisciplinary clinical team.

“The sleep medicine service is the first program of its kind to directly support a psychiatric facility.”

— Chester Wu, MD
Director of the Sleep Medicine Service

“Having the sleep medicine program on-site allows for immediate consultation and diagnostic testing, ease of collaboration of care, convenience for patients and initiation of sleep disorder treatment in parallel with their psychiatric treatment,” says Chester Wu, MD, director of the Sleep Medicine Service. “The sleep medicine service is the first program of its kind to directly

“The most significant barrier to treatment is almost invisible — you first have to ‘get’ to treatment to receive it,” says Matthew Estey, LCSW, director of Menninger 360 for Adolescents. “Even during COVID-19, Menninger 360 for Adolescents is safely providing face-to-face home and community-based engagement for our clients and their families. Our mobile team works as late as 7 p.m. to accommodate school schedules for our clients and work schedules for their parents. We employ a ‘whatever it takes’ approach to help teenagers stay in their homes for treatment rather than being sent to programs out of the state to feel better.”

MENNINGER MOMS PROGRAM

Coping with the isolation and stresses of caring for children during the pandemic is beyond hard for parents. In particular, women who are shouldering the majority of child care in their home are experiencing greater levels of psychological distress, according to recent studies. To help mothers deal with this new reality, Elisabeth Netherton, MD, and Jessica Combs Rohr, PhD,

who specialize in helping women with stress and mental health concerns, created the Menninger Moms Program to offer virtual support to moms across Texas.

The program’s unique psychotherapy group, developed by Dr. Rohr, offers skills for feeling better in the here-and-now, while the support group offers a safe place for moms to come together virtually, share their stories and receive support. Other services offered include virtual individual and group therapy, virtual couples and family therapy, and consultations for medication management, substance use, nutrition, exercise and spiritual counseling.

“We know that women, especially mothers of school-aged children, have seen an increased burden of depression and anxiety during the pandemic,” Netherton says. “During COVID-19, mothers are struggling with greater distress and markedly less support. We developed services for mothers of children under the age of 18, closing a gap in services that exists for women following the postpartum period, to focus on improving the lives of mothers and by extension the well-being of their children.”



Menninger 360 Program Director Matt Estey, LCSW, (left) is pictured with Medical Director Neil Puri, MD, and Staff Nurse Amy Williams, RN.

“We developed services for mothers of children under the age of 18 ... to focus on improving the lives of mothers and by extension the well-being of their children.”

— ELISABETH NETHERTON, MD
Menninger Moms Program



Moms have unique mental health needs.

Rohr adds that working with moms during a time when so much is out of their control has been challenging, but also incredibly rewarding. “Hearing a mom say ‘I have never told anyone that because I was so ashamed,’ and having five other moms support her and say they had the same experience, helps us see how important this work is. We regularly have moms reaching out to us to see if we can send memes or articles to the group, letting us know how valuable the groups have been for them, and asking for information so their friends can join.”

“Seeing people in the relaxed environment of their own home, office or dorm ... creates a newness and a liveliness to a visit that’s really been positive.”

— Jonathan Stevens, MD, MPH
Chief of Child and Adolescent Psychiatry,
and Chief of Outpatient Services

VIRTUAL OUTPATIENT SERVICES

To help clients, their families and staff stay safe during the COVID-19 pandemic, Menninger has expanded outpatient therapy via telehealth visits, which are sometimes referred to as virtual therapy or telepsychiatry visits. The virtual outpatient therapy team at Menninger treats the same kinds of issues typically covered in-person, including anxiety, depression, chronic stress, loneliness, relationship issues, trauma, substance use, bipolar disorder, personality disorders, parenting issues, insomnia and more. Over the months, both staff and patients have become more comfortable with the virtual option, and in some cases, prefer it.

“Seeing people in the relaxed environment of their own home, office or dorm is a totally different feel from talking to them in my office, and it creates a newness and a liveliness to a visit that’s really been positive,” Stevens says.



Nearly \$15 million was contributed toward capital improvement projects to expand and enhance Menninger programs.

The Gathering Place Member

Vincent

FULFILLING OUR VISION

Donors Help Create New
Spaces and Experiences
at Menninger

With donors' support of capital campaigns for the Outpatient Services Center and The Gathering Place, Menninger is building a greater impact on mental health. On the horizon are exciting advances in patient care, education, research and outreach.

OUTPATIENT SERVICES CENTER

They say the best things come to those who wait, and in the case of Menninger's Outpatient Services Center, the old saying just might be true. While it's taken longer than originally planned to break ground on the new outpatient building, the final outcome — a space that meets The Clinic's current needs *and* allows for future continued growth — promises to make it all worthwhile.

After breaking ground on November 12 of this year, construction of the Outpatient Services Center is expected to be complete by spring 2022. The new building will add 14 outpatient consultation rooms, a play therapy/observation room, meeting rooms for support groups and a patient lounge for relaxing.

In addition, a brain stimulation suite will provide alternative therapies, like electroconvulsive therapy (ECT), transcranial magnetic stimulation (TMS) and ketamine infusion, to people with treatment-resistant conditions. A sleep medicine suite will offer private, hotel-style patient rooms for overnight studies to evaluate and treat sleep disorders impacting mood and behavior. Finally, the second floor will be “shelled” to create the opportunity for more programs and services further down the line.

These advancements are made possible by generous donors who contributed toward the capital campaign.

The outpatient building will be located next to Menninger’s main Commons building and connected by a short walkway. A new entrance to the Commons will be constructed, along with a reception hall for a new Education Center, which will be created within existing classroom space. Outfitted with leading-edge teleconferencing technology, the Education Center will be a multi-purpose hub of learning, where family education days are held, the latest research findings are disseminated across the country and mental health professionals gather to share knowledge.



The Gathering Place renovation creates thoughtful spaces to connect with peers.

To enhance Menninger’s research activities, an existing 8,000-square-foot building, which currently houses outpatient programs, will be converted to research offices and updated with a scientific laboratory, allowing the pursuit of new studies and creating greater convenience for Baylor College of Medicine scientists who frequent The Clinic’s campus.

These advances are made possible by generous donors who contributed \$14 million toward the capital campaign for the Outpatient Services Center.

THE GATHERING PLACE

For more than three decades, The Gathering Place — Menninger’s free psychosocial clubhouse — has offered a safe and welcoming environment to people in the community with persistent conditions such as schizophrenia, bipolar disorder and major depression. Now, with the support of donors, the clubhouse is getting a much-needed facelift.

For more than three decades, The Gathering Place has offered a safe and welcoming environment to people in the community with persistent conditions.

Nearly \$900,000 was donated toward the campaign for The Gathering Place, which includes support for capital improvements as well as program expansion. Renovations began in July and are expected to be complete by December. Among the major improvements are a new teaching kitchen where clubhouse members will learn healthy cooking techniques, an updated computer lab for group technology classes and job skills training, and a larger exercise room for yoga sessions and tai chi.



Planned for completion in 2022, Menninger’s new Outpatient Services Center will offer a bright and welcoming environment for a range of mental health services.



Social workers “light the way to solutions for what sometimes seems a hopeless situation.”

THE LEGACY LIVES ON

Social Work Fellowship Honors Bruno and Margaret Jonikas

The Menninger Clinic’s Social Work Fellowship is receiving a much-appreciated boost of support, thanks to a recently established endowment honoring the memory of longtime supporters Bruno and Margaret Jonikas.

Bruno and Margaret were among Menninger’s most loyal donors, contributing crucial support year after year without fail for nearly three decades. To ensure their support of The Clinic continued well into the future, even after their lifetimes, they established a charitable bequest to Menninger.

Bruno passed away in May 2014 and Margaret followed him this past May 2020. Taken together with their final bequest, Bruno and Margaret contributed more than \$10 million to The Clinic over the years. In recognition of their exceptional generosity and commitment to mental health, The Clinic is naming the newly endowed fellowship in their honor.

“Our family is pleased to accept the honoring of the memory of our parents with the Bruno and Margaret Jonikas Social Work Fellowship,” say Bruno and Margaret’s children, Joe, Marjorie, Joan, Marian and Charlotte. “In a way it will be like our parents live on in the careers of the fellowship recipients.”

The fellowship training program helps newly graduated post-master's social workers take an elective year to advance and hone their clinical skills at Menninger.

Menninger has already begun the recruiting process for the first Jonikas fellow, with training planned to begin in September 2021. The endowment, which was made possible by Bruno and Margaret, will provide ongoing financial support for the Jonikas Social Work Fellowship, ensuring it continues in perpetuity.

The fellowship training program helps newly graduated post-master's social workers take an elective year to advance and hone their clinical skills at Menninger. In return, the fellows bring fresh ideas and perspectives to The Clinic. Fellows participate as members of interdisciplinary treatment teams and work directly with patients and their families, often serving as a liaison between the patient, family and team. Along the way, fellows grow professionally, becoming skilled in treating individuals and families with complex mental health issues, and developing into key members of Menninger's clinical team.

"This is an absolutely amazing gift to support the social work fellowship," says Cynthia Mulder, LCSW, director of education and training. "It creates a stable base for us to not only continue, but grow, our training program in a time when it is both needed and difficult to do so. Completing a fellowship at Menninger is transformative to one's professional career and also to the individuals and families who receive the fellows' care. I thank the Jonikas family for creating this incredible opportunity to support our ongoing training efforts."

The Jonikas family says Bruno and Margaret would be proud to support the training of social workers, who they call, "the foot soldiers in the battle to help persons with mental health issues."

"For those caring for someone with mental health issues, they light the way to solutions for what sometimes seems a hopeless situation," the family says.

The remainder of Bruno and Margaret's gift will support Menninger's general operations, including furthering patient care initiatives, training up-and-coming mental health professionals, advancing scientific research and reaching the community with free programs and resources.



Bruno and Margaret Jonikas

"Completing a fellowship at Menninger is transformative to one's professional career and also to the individuals and families who receive the fellows' care."

— CYNTHIA MULDER, LCSW
Director of Education and Training

YEAR IN REVIEW

How We Made an Impact for Mental Health

Patient Care

Ranked among nation’s top 10 psychiatric hospitals for 30th consecutive year

623

Inpatient admissions

11,742

Outpatient visits

2,076

Telehealth visits

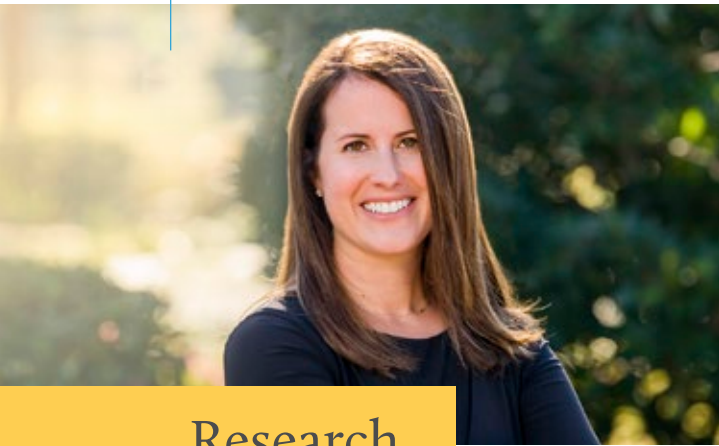
12,781

Calls answered by Care Coordination Center after onset of pandemic



Menninger’s Care Coordination team assisted more than 36,000 callers during the past year.

Director of Research Michelle Patriquin, PhD, ABPP, leads The Clinic’s studies to better understand and prevent mental illness.



Research

Named Menninger’s first female director of research

23 Peer-reviewed articles published

15 National presentations

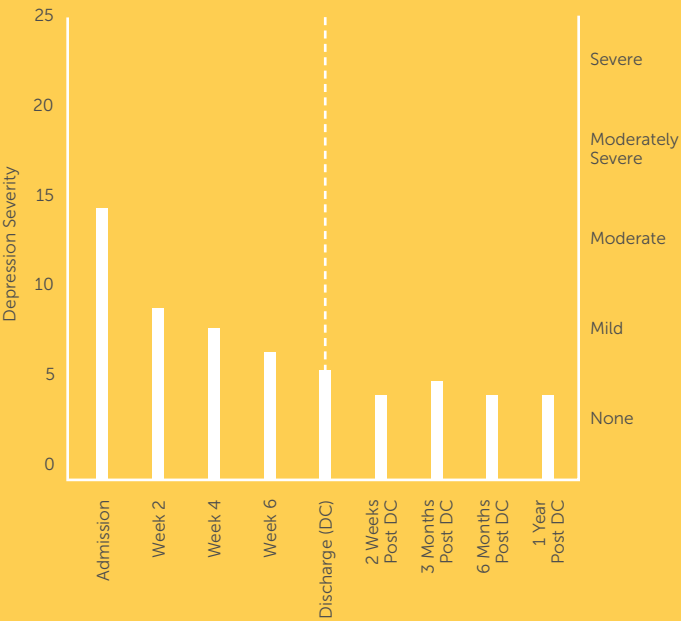
20 Studies under way or in development

625 Patient participants in Hospital-wide Clinical Outcomes project

The Hospital-Wide Clinical Outcomes project tracks and analyzes patients’ self-reported outcomes during and after treatment at Menninger. Many patients see long-lasting improvement in their symptoms of depression and anxiety.

Depression (PHQ-9 Total)

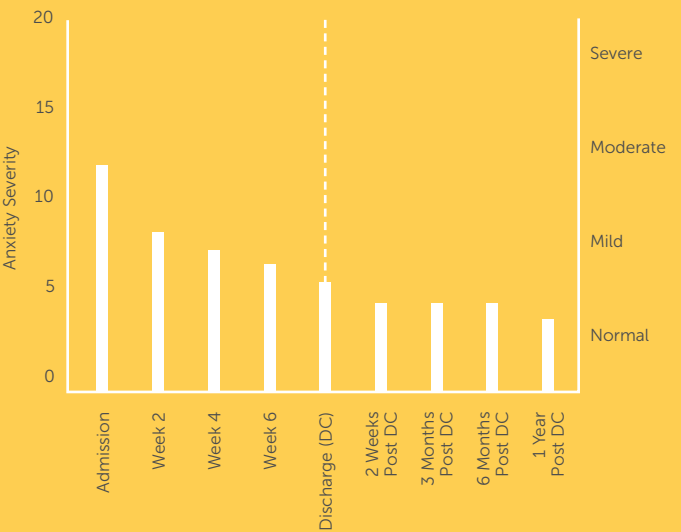
N = 2,051 consecutive adult admissions from 2016 – 2019



Kroenke, K., Spitzer, R.L., & Williams, J.B. (2001). The PHQ-9: Validity of a brief depression severity measure. *Journal of General Internal Medicine*, 16 (9), 606-613. doi: 10.1045/j.1525-1497.2001.016009606.x

Anxiety (GAD-7 Total)

N = 2,051 consecutive adult admissions from 2016 – 2019



Spitzer, R.L., Kroenke, K., Williams, J.B., & Lowe, B. (2006). A brief measure for assessing generalized anxiety disorder. The GAD-7. *Archives of Internal Medicine*, 166 (10), 1092-1097. doi: 10.1001/archinte.166.10.1092

Education & Training

127 Trainees across a range of disciplines, from psychiatry and psychology to social work, nursing and research.

1,195 Participants in continuing education events for mental health professionals

489 Attendees of the 2019 John M. Oldham National Mental Health Symposium



Brené Brown, second from right, spoke on the problem of shame at the John M. Oldham National Mental Health Symposium, held in September 2019. She is pictured with (from left) President and CEO Armando Colombo, former Chief of Staff John M. Oldham, MD, and Director of Education and Training Cynthia Mulder, LCSW.



Clinical Director John O'Neill, EdD, LCSW-S, LCDC, CAS, presents on a variety of mental health topics to the Harris County Sherriff's Office every month. The presentations have gone virtual since the pandemic started, inviting a wide audience of deputies and their families.

Outreach

10,395 Adolescents reached in local schools by BridgeUp at Menninger

76 Community presentations about mental health

65 Daily attendees, on average, of The Gathering Place

\$2.5 Million in charity care provided



In September 2019, with the support of the Hamill Foundation, Menninger partnered with the Hope and Healing Center & Institute to host a special suicide prevention training for faith leaders.



BridgeUp at Menninger facilitates innovative behavioral health partnerships and school-based programs in social and emotional learning for vulnerable adolescents.

TRAINING BY THE NUMBERS

TRAINEES	2018	2019	2020	THREE-YEAR TOTAL
General Psychiatry Residents (PGY2, PGY4)	19	18	20*	57
Child Psychiatry Fellows	7	6	6	19
Undergraduate Medical Students	8	11	7*	26
Psychology Post-Doctoral Fellows	2	2	2	6
Psychology PhD Interns	1	1	1	3
Research Fellows	0	1	1	2
Research Summer Interns	3	3	2	8
Post-Graduate Social Work Fellows	2	3	4	9
Master of Social Work Interns	3	4	5	12
Master of Science in Nursing Students	2	1	2	5
Psychiatric Nurse Residents	4	5	3	12
Undergraduate Nursing Students	120	90	62*	272
Pharmacy Post-Doctoral Residents	0	1	1	2
Pharmacy Doctoral Candidates	5	6	7	18
Pastoral Counseling Interns	0	0	2*	2
Addictions Intern	0	1	1	2
Recreational Therapy Interns	1	1	1	3
TOTAL TRAINEES	177	154	127	458

*Some rotations cancelled due to COVID-19.

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MEET OUR NEW BOARD MEMBERS



Carolyn Dineen King

Carolyn Dineen King is a circuit judge on the 5th U.S. Circuit Court of Appeals. She was appointed to the 5th Circuit by President Jimmy Carter in 1979 and served as its first female chief judge from 1999 through 2006. In 2007, she received the Devitt Award, one of the most prestigious honors to be bestowed on a federal judge. King graduated from Smith College and Yale Law School. Prior to joining the bench, she practiced corporate law in Houston, handling mergers and acquisitions. She has three sons and is married to fellow circuit judge Thomas M. Reavley. King resides in Houston.



Kate Lykes

Kate Lykes has more than 20 years of experience as a certified public accountant, most recently serving as chief financial officer of Ascende, Inc. (now EPIC), a human capital consulting firm in Houston. Kate began her career as an auditor for KPMG, where she later oversaw recruiting for the Southwest area. She went on to Enron, where she led the financial analysis of new and potential ventures. She is currently a Master of Social Work candidate at The University of Houston. Kate and her husband Jim Lykes have four children and reside in Houston.

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FINANCIAL STATEMENT

The Menninger Clinic and The Menninger Clinic Foundation

For the years ended June 30, 2019 and 2020*

CLINIC STATISTICS	2020	2019
Inpatient Average Daily Census	54.2	60.3
Pathfinder Average Daily Census	29.4	25.9
Outpatient Visits	11,742	12,090
Faculty & Staff	470	434

REVENUE		
Patient Care	48,277,908	52,307,198
Gifts without Donor Restriction	9,299,117	2,064,762
Grants & Other Revenue	3,496,304	4,683,389
TOTAL REVENUE	\$61,073,329	\$59,055,349

OPERATING EXPENSES		
Salaries & Benefits	34,912,731	33,132,075
Medical Staff Expenses	9,829,238	8,715,582
Non-Labor Expenses	14,793,282	15,090,625
Depreciation & Amortization	3,833,906	3,493,348
Interest Expense	745,726	755,029
Provision for Doubtful Accounts	710,185	482,604
TOTAL OPERATING EXPENSES	\$64,825,068	\$61,669,263

OPERATING INCOME	\$(3,751,739)	\$(2,613,914)
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NON-OPERATING ITEMS	(278,847)	(165,386)
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CHANGE IN NET ASSETS	\$(4,030,586)	\$(2,779,300)
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EXPENSE CATEGORIES		
Program	85%	85%
Administrative	13%	12%
Fundraising	2%	3%

*Audited

FAREWELL

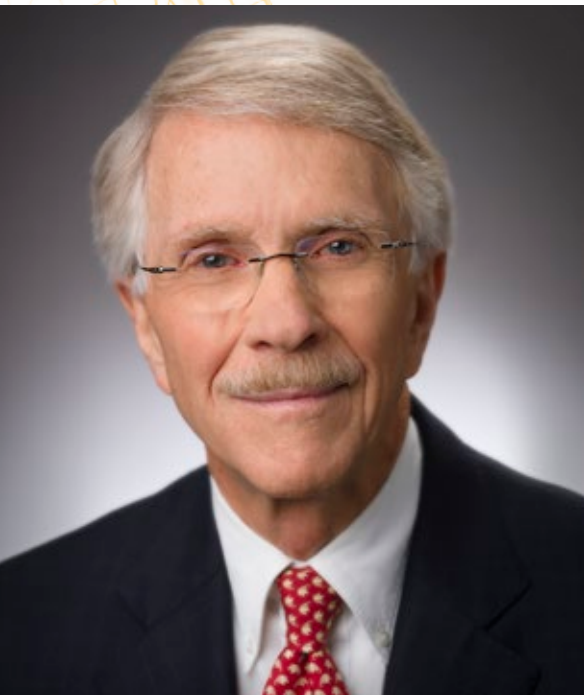
Honoring and Remembering Longtime Staff Members

During the past year, Menninger said goodbye to two clinical leaders who made an indelible mark in the lives of patients, colleagues and the mental health community at large.

John M. Oldham, MD, Retires as Chief of Staff

After serving as Menninger's chief of staff for more than a decade, acclaimed psychiatrist John M. Oldham, MD, announced his plans to retire in September 2020. Oldham held the chief of staff position at Menninger since 2007. He briefly retired in 2016 before returning in 2018 to help lead The Clinic's faculty during a period of executive transition.

During his tenure, Menninger made significant strides to advance patient care, clinical training and research. The Hospital-wide Clinical Outcomes project launched under his leadership in 2008, and approximately 4,000 patients and counting having participated in the study to date. The outcomes project has become a crucial tool not only to rigorously evaluate and improve Menninger's care, but also to understand similar trajectories of illness among patients and identify which treatments are most effective for whom.



Oldham is a renowned expert in personality disorders and a Distinguished Emeritus Professor of Psychiatry at Baylor College of Medicine in Houston. He also is the past president of the American Psychiatric Association and the author of *The New Personality Self-Portrait*. The Clinic is grateful for his many years of service and devotion to improving the quality of life for people with mental illness.

Dr. Oldham will be succeeded by Robert J. Boland, MD, as chief of staff. Boland is currently vice chair of education and director of the psychiatry residency program at Brigham and Women's Hospital. He is also an associate professor of psychiatry at Harvard Medical School and is board certified in psychiatry with expertise in medical education, psychosomatic medicine and geriatric psychiatry.

Patient Care Award Named in Memory of Philippa Ashford, RN

The Menninger community was devastated by the sudden and unexpected loss of Nurse Manager Philippa "Phil" Ashford, RN, on January 1, 2020. For more than 12 years, Ashford served as a board-certified nurse manager for Menninger's Comprehensive Psychiatric Assessment Service, an inpatient program for adults who need stabilization and assessment for their mental health symptoms or detoxification from substance use. Her expertise included motivational interviewing, mentalization-based therapy, acceptance and commitment



therapy and community integration. She also coordinated the training of visiting student nurses and mentored The Clinic's nurse residents.

Ashford was an adjunct professor at the University of Texas Health Science Center at Houston and a member of the Sigma Theta Tau Nursing Honor Society. In 2015, she was recognized as a Top 25 Outstanding Nurse by the Texas Nurses Association.

In remembrance of Ashford and her many contributions to her colleagues and patients, Menninger established the Philippa Ashford "Above and Beyond" Award in Patient Care Services. The annual award recognizes Menninger nurses and mental health associates who go above and beyond whenever the opportunity presents itself and who demonstrate a consistently high standard that exceeds all expectations.

DONOR APPRECIATION

The following donor honor roll includes contributions made during Menninger's 2020 fiscal year (July 1, 2019–June 30, 2020). Please notify us of any errors or omissions at 713-275-5172 or giving@menninger.edu.

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Every year, donors to the Menninger Annual Fund provide crucial unrestricted support for The Clinic's highest priorities and most immediate needs.

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* in memoriam

2020
Signature
Luncheon

Menninger is grateful to the many donors who sustained their support of the Annual Signature Luncheon despite the event’s postponement until 2021 amid the rapidly evolving pandemic. Every year, the luncheon raises vital funds for The Clinic’s research, training and outreach programs.

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