

2023 ANNUAL REPORT

BOLDLY BROOKLINE

AND BEYOND

THE BROOKLINE CENTER FOR
COMMUNITY MENTAL HEALTH

The letters 'BO' are rendered in a large, bold, multi-colored font. The 'B' is composed of pink, red, and yellow segments. The 'O' is composed of green and light blue segments. The background is a dark blue gradient with large, flowing, light blue abstract shapes.The letter 'D' is rendered in a large, bold, multi-colored font. It is composed of pink, red, yellow, and light blue segments. The background is a dark blue gradient with large, flowing, light blue abstract shapes.

WITH YOUR SUPPORT, WE ARE
**BOLDLY ADVANCING THE FUTURE
OF MENTAL HEALTH CARE
IN BROOKLINE AND BEYOND.**

DEAR FRIENDS,

Meaningful innovation and compassionate care are intertwined in The Brookline Center's DNA and fuel our vision for the future. With your support, we are proud to be at the forefront of a major transformation that mirrors the dynamism of the Center's earliest years.

By the mid-twentieth century, mental health care was at an inflection point: negative public sentiment about the inadequacies and atrocities of psychiatric institutionalization was growing, as was the population of institutionalized patients. Brookline community activist Edna Stein had a vision of progress, optimism, and community in mental health care and established The Brookline Center in 1958, five years before President Kennedy signed the Community Mental Health Act.

Today, mental health is at a similar crossroads: the current system is inequitable and unsustainable, and the need for care is skyrocketing. In response, this year we launched The Brookline Center Innovation Institute. With a mission to transform mental health care to be effective and equitable for all, the Innovation Institute will embrace and transcend our local roots, aiming to make an impact on a broader scale while continuing to deliver outstanding care here at home.

Throughout its history, the Center has evolved and adapted to meet the community's changing needs in Brookline and beyond. Our strong track record uniquely positions us to accomplish our ambitious goals. We will lean on our decades of experience and founding values of progress, optimism, and community as we embark on an exciting journey of growth and innovation.

Your support and partnership are critical to the success of this next phase for The Brookline Center, and we hope that reading about your impact this year will fuel your excitement for what comes next.

With gratitude, from all of us at the Center,

 **IAN LANG**
Chief Executive Officer

 **THOMAS GALLITANO**
Board President

BOLDLY ENVISIONING THE FUTURE OF MENTAL HEALTH CARE

Imagine a world where everyone has access to mental health support. The Brookline Center is actively shaping this future.

There is a critical shortage of mental health providers today. By one estimate, the number of clinicians working in mental health is sufficient to cover just 13% of the actual need. The U.S. government projects that the country would require 4.5 million new clinicians by 2025 to meet the growing demand for mental health services. Meanwhile, more people than ever need care and children's mental health has become an epidemic of its own.

In response to today's enormous challenges, The Brookline Center is re-imagining its core work. In 2023, the Center began its evolution from an outpatient-centered community mental health care provider to an innovation hub for designing, developing, and sharing groundbreaking mental health programs and services. As a hybrid care provider and innovation incubator, the Center functions similarly to the world-renowned research institutions and hospitals in our neighborhood that strive to narrow the gap between healthcare innovation and patient impact.

(Continued)



(From Page 6)

At the heart of this effort is the launch of The Brookline Center Innovation Institute, with its mission to transform the mental health system to be effective and equitable for all. The Innovation Institute will work in areas that present opportunities to advance equity and deliver better informed and broader care to underserved communities, as well as in areas where the Center has an established track record of innovation on which to build, particularly in children's mental health.

While most mental health innovation focuses on enhancing the existing system, the Innovation Institute seeks to change the fundamentals of the system itself, aiming to transform systems of care by changing where care is delivered, how we provide care, and who provides care.

"The current mental health system is unable to meet the growing demand for services," says Ian Lang, CEO.

"By focusing on innovation, The Brookline Center is committed to developing solutions that lead to successful outcomes for all who seek mental health care — not only the small percentage of individuals who in the current system 'win the care lottery' and are able to access support."

Forging new partnerships and securing funding are important steps forward for the Institute. Two transformative gifts have helped us launch this effort. Board member Pam Lodish and her husband Dr. Harvey Lodish have generously given \$1 million to support the Institute's launch (see page 10). The Peter & Elizabeth Tower Foundation made a \$1 million commitment to the Institute this year. "Our investment in The Brookline Center Innovation Institute is a vote for a more expansive and more effective mental health care system, and a more hopeful future for people experiencing mental health challenges," said Tracy Sawicki, Executive Director of the Tower Foundation.



The solutions we have right now for people experiencing mental health challenges are just not reaching enough people, and some are not as effective as they need to be. Our intent is that this investment in the Innovation Institute will not only build the capacity of The Brookline Center to create, pilot, and grow exciting and effective services, but also build the capacity of the field to test new ways of working and disrupt the status quo.



TRACY A. SAWICKI
Executive Director
Peter & Elizabeth Tower Foundation



PETER & ELIZABETH
TOWER FOUNDATION

BOLDLY INVESTING IN INNOVATION

Better outcomes for patients is the ultimate goal,” says Brookline Center Board Member Pam Lodish, who together with her husband Dr. Harvey Lodish, made the most significant individual gift in the Center’s history to date: \$1 million to seed fund The Brookline Center Innovation Institute.

Longtime Brookline residents, Pam and Harvey see their gift as a meaningful community investment. The Lodishes aim to address the critical need for mental health care and help ensure that more people in and outside of Brookline can access high-quality, evidence-based treatment.

A professor at the Massachusetts Institute of Technology and successful biotech entrepreneur, Harvey has seen firsthand how technology has transformed clinical settings. He and Pam see great opportunities for novel technologies and care models to help build a more effective and equitable mental health system, and they are deeply committed to being part of the Center’s efforts to explore and test new approaches for improving patient outcomes and broadening access.

“What excites us most about the Innovation Institute is its significance on a national scale,” says Harvey. “The discoveries made through the work of the Institute will resonate across the field of mental health.”

Brookline Center CEO Ian Lang notes that the Lodishes’ transformative gift is helping reshape the scale and scope of the Center’s work: “Pam and Harvey share our belief that The Brookline Center is uniquely positioned to transform the future of mental health. We are deeply grateful for their support and partnership in launching the Innovation Institute.”



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BOLDLY GROWING BRYT'S STATEWIDE IMPACT

For students who experience a mental health-related disruption in their education, most schools are ill-equipped to help them return to school, resume a normal course schedule, succeed academically, and reintegrate socially. **Nationwide, roughly 50% of students with serious mental health challenges drop out of school.**

The Brookline Center's bryt program is changing this trajectory, transforming how schools support students with the most serious mental health challenges and school culture around mental health.

Established as a stand-alone program at Brookline High School in 2004, **bryt has been adopted by schools serving over 50% of Massachusetts public high school students**, as well as 40 middle and elementary schools across the state. The last seven years have been a period of intensive growth fueled by numerous philanthropies, including significant funding from the Ruderman Family Foundation, and Brookline Center supporters. Over the past few years, bryt has quietly begun soft-launching a national expansion. School districts in seven states, from New York to Oregon, have launched bryt programs.

Bryt aims to make its highly successful intervention available to as many young people as

possible. "Bryt creates a space for students to access the academic, clinical, and social support they need to re-integrate into school and get back on track," says bryt Director Paul Hyry-Dermith. **"More than 90% of students who participate in bryt continue on to graduate."**

As a result of two major public investments in late 2023, bryt will soon accelerate its Massachusetts expansion. With a \$3-million grant from SAMHSA (Substance Abuse and Mental Health Services Administration) and an anticipated \$10-million allocation of federal American Rescue Plan Act (ARPA) funds by the Massachusetts Legislature, bryt will intensify its efforts to advance program replication in the state's largest high schools and schools in its most economically challenged and under-resourced communities.

Over the next three years, bryt will use this public funding to seed fund programs at dozens of schools. The first schools to launch will include Boston's John D. O'Bryant School, Brockton High School, Everett High School, Lynn Vocational Technical Institute, Malden High School, Springfield's High School of Commerce, Springfield Legacy Academy, and Taunton High School.

Says Hyry-Dermith, **"This funding will allow us to support schools that have wanted to implement bryt for years but until now have lacked the resources to get things started.** We are grateful to our partners in the Legislature for such an incredible investment."

A BOLD APPROACH TO EARLY PSYCHOSIS INTERVENTION

Early intervention is critical to improving life outcomes for youth experiencing psychosis, and The Brookline Center's CEDAR (Center for Early Detection, Assessment and Response to Risk) Clinic is one of only three programs in Massachusetts that provides care when young people are just beginning to exhibit signs and symptoms.

CEDAR works with youth and their families to mitigate the severity of illness and, in many cases, change its trajectory. Patients receive coordinated specialty care and can access a range of services, from individual and family therapy, to coaching for school and work. Investing in comprehensive, personalized services significantly enhances care. **"It matters, and it's worth it,"** says The Brookline Center's Chief Medical Officer Dr. Jessica Stern. CEDAR's team of clinicians works together closely to meet each patient's unique needs. "We invest significant time communicating and collaborating, making sure our interventions are coordinated," says Clinical Director Amanda Weber, Ph.D.

Eligibility is an area where CEDAR truly stands apart. **"We lean into The Brookline Center's community mental health values around access and equity to care for as many young people as we can,"** says Dr. Weber. Most programs for this population of youth are based at academic medical centers, are research study-based, and consequently have strict eligibility requirements. At CEDAR, patients are never turned away because they don't meet exclusive criteria around age, diagnosis, and stage of illness.

Brookline Center supporters have played a huge role in helping CEDAR grow. At the Center's Kids' Fund Gala in June, 20-year-old Preston Khoury shared that his "experience at CEDAR was different from every previous doctor's visit over two years. **For the first time, I felt a sense of hope that maybe I could get better.**" To a standing ovation, Preston added, "There are so many teens like me and so many parents like mine, desperately searching for answers. I can guarantee you that your support will change lives; my life today is proof of the extraordinary impact you can make."



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BOLDLY BRIDGING GAPS IN PSYCHOSIS SUPPORT



While Massachusetts has more early psychosis care than most states, according to The Brookline Center's Senior Advisor for Innovation Dr. Henry White, "there is no clear way for a family or a medical provider to find the right program."

Our Massachusetts Psychosis Access and Triage Hub (M-PATH) program aims to fill this critical gap, helping connect young people with psychosis services that best meet their needs. The program also offers families interim support, including education, care coordination, and guidance from peers and family partners.

"M-PATH shares The Brookline Center's dedication to expanding access," says Director Dr. Emily Gagen. "For a multitude of reasons, youth with more complex circumstances or from disadvantaged backgrounds are less able to access this kind of treatment."

In addition to assisting young people and their families, M-PATH consults with medical and behavioral health providers statewide, advancing their understanding of psychosis and providing clinical tools that can be applied in generalist settings.

"We have so many families and providers who feel lost," says Dr. White. "Having M-PATH's caring team available to families from the outset of their psychosis diagnosis has a powerful effect."

BOLDLY BREAKING STIGMA

A DOCTOR'S PATH TO HEALING

A lot of us feel alone in the ways we suffer," says Dr. Lakshman Swamy. "But it doesn't have to be that way."

A pulmonary and critical care physician, Dr. Swamy did not think of himself as someone who needed mental health support: "My attitude was: I'm an ICU doc, I can handle it." Swamy was working at a major Boston hospital that serves the city's most vulnerable residents when COVID hit. He found himself on the front lines of the pandemic. "It was a bad time," he recounts, "the worst in my life. I saw a lot of people die and far more suffer."

As the pandemic deepened, the ICU he knew and loved became unrecognizable. With visitors prohibited from the unit and Dr. Swamy and his colleagues afraid of exposing one another to the virus, the powerful sense of community that had sustained him disappeared, creating a void soon filled with fear and loneliness.

Dr. Swamy's connection to The Brookline Center began when he was invited to participate in an online panel about COVID's mental health impacts for members of the Center's Edna Stein Leadership Giving Society. While sharing his experiences in the ICU, he remembers thinking, "Wow, this is bad. **I'm telling everyone to get the support they need, but I've not done anything for myself.**"

Although initially apprehensive, Lakshman reached out to the Center for care. **"They were incredible," he says, "and there for me during the hardest days."** Therapy helped him cope with the trauma of his experience, as well as with the feelings of shame, guilt, and powerlessness that made it hard to walk back into the ICU. "If it wasn't for The Brookline Center," he says, "I don't know how much longer I would have been able to practice clinical medicine."

In April 2023, Lakshman ran the Boston Marathon as part of Team Brookline, the town's official marathon charity program managed by The Brookline Center. He signed up for the challenge because **"the need for mental health care is skyrocketing and the funding and staffing aren't rising quickly enough to match it.**" This was a direct and powerful way to help fix that."

With a finishing time of 4:54 and a fundraising total of \$22,000, Lakshman credits his work at the Center with getting him to the finish line: "I thought therapy would be about fixing the broken parts of me. But it has also given me so much insight and helped me on the path to becoming a better doctor, a better husband, a better father, and a better runner."



If it wasn't for The Brookline Center, I don't know how much longer I would have been able to practice clinical medicine.



BOLDLY IMPROVING VETERANS' CARE



partnership between The Brookline Center and Soldier On, a Massachusetts nonprofit that provides transitional housing and services for homeless veterans, is helping former servicemembers across the state manage their health more effectively.

The project brings the Center's Healthy Lives program to veterans facing multiple mental health and medical challenges, pairing them with registered nurses and case managers who integrate services, help manage illnesses, and offer guidance and coaching. The approach leads to measurable improvements in treatment adherence and a decrease in the use of emergency services, ultimately resulting in better health outcomes and reduced healthcare costs. In addition to serving veterans, Healthy Lives works with Blue Cross Blue Shield of Massachusetts to identify and support BCBS members with complex medical conditions and at least one mental health diagnosis.

Spending extended time with clients during house visits is a crucial factor in building the deep interpersonal relationships that are at the core of the program. **"I get to see the whole picture of a client in a way that you can't from a 15-minute office visit,"** says Healthy Lives Program Manager Lori de Paiva, LPN.

According to de Paiva, educating patients and supporting them in making small changes can lead to a significant—and often immediate—impact. She recalls helping relieve a client's chronic pain simply by noticing that he had an unfilled prescription for a medication in his medical paperwork. Another time, she helped a veteran transition from using a wheelchair to walking by working with his insurance to cover leg braces. "Little steps add up to something big," she says. "These individuals have sacrificed a lot for our country, and they deserve all the support we can provide."



BOLDLY ADVANCING MENTAL HEALTH IN URBAN AND RURAL SCHOOLS

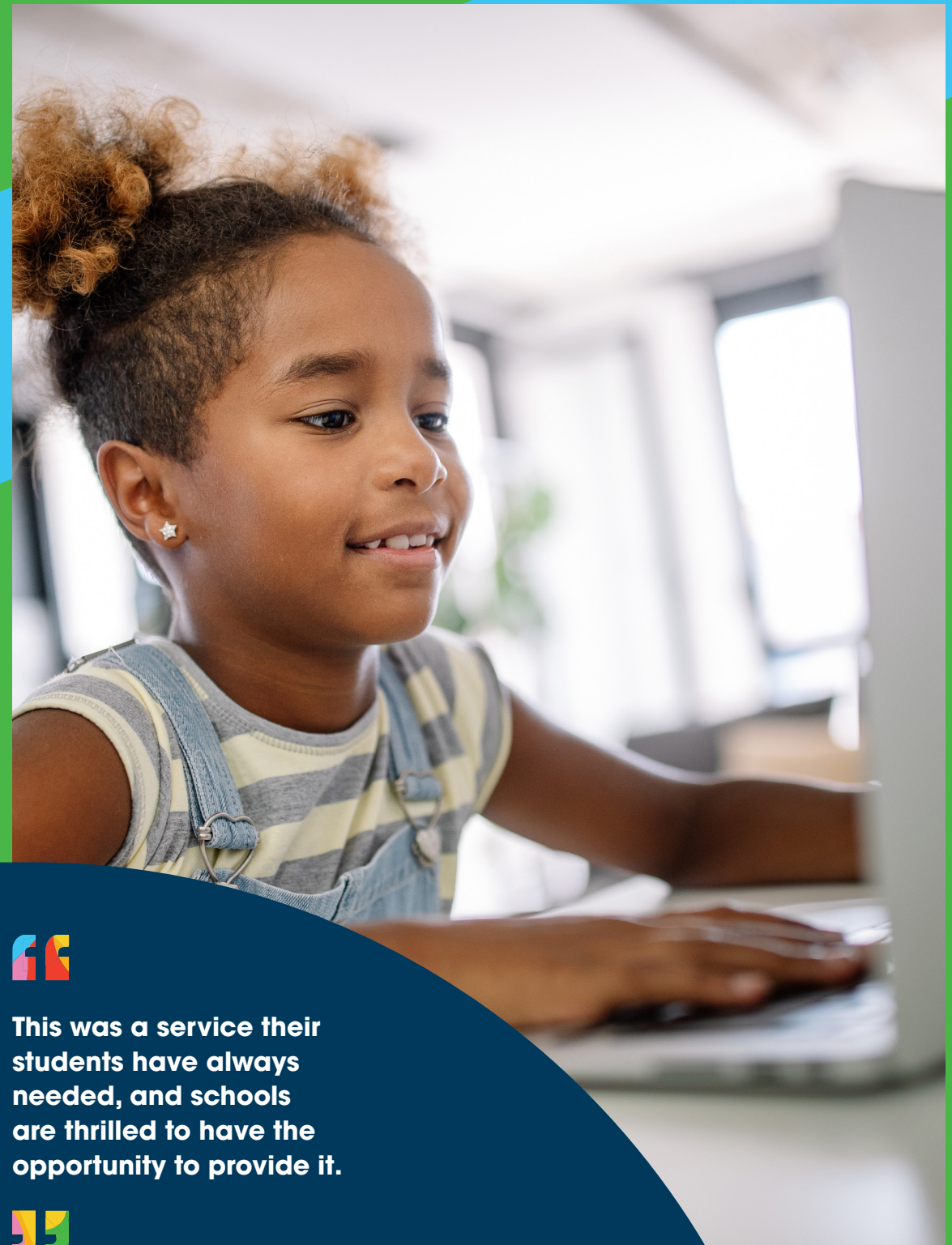
Schools are the best place to connect, engage, and provide young people access to mental health services,” says Dr. Carolyn Castro-Donlan, Project Director of the Massachusetts School-Based Telebehavioral Health Project (THP), a pilot program of The Brookline Center, in partnership with the Massachusetts Department of Public Health, Massachusetts Department of Elementary and Secondary Education, and Brandeis University. The pilot provides school-based telebehavioral health support to children in underserved urban and rural communities.

Using voice and videoconferencing technology, THP provides K-12 students with support from an offsite therapist. In addition to facilitating therapy for students, the program addresses broader social and economic factors that can impede mental health and access to care. For example, the program can connect families experiencing housing

or food insecurity with local resources, or work with providers to meet student and caregiver cultural and linguistic needs.

Partnering with state agencies, school districts, and behavioral health service providers, the pilot highlights the importance of collaboration, policy advocacy, and a commitment to equity in overcoming barriers to mental health services in schools. **“At the heart of our approach is the understanding that telehealth isn’t a one-size-fits-all solution.** We work closely with school districts and community members to meet their specific needs—it’s the key to making it all come together,” says Dr. Castro-Donlan.

The pilot is off to a successful start. In 2023, more than 400 children and youth in 15 school districts received THP services. The Brookline Center’s Chief Operating Officer Dr. Funmi Agucha, who oversees the program, says that school leaders have taken notice: “This was a service their students have always needed, and schools are thrilled to have the opportunity to provide it.”



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BOLDLY PAVING A PATH FOR URGENT, PERSONALIZED CARE

TIncreasing demand for outpatient mental health services has led to longer delays in accessing treatment. Without timely access to care, people with urgent needs have few options outside of seeking treatment at hospital emergency departments.

To help address the problem and with start-up funding from the Town of Brookline's ARPA funds, The Brookline Center launched FAST (Focused Assessment for Services and Treatment), a six-week intensive care pathway designed to provide prompt mental health support to adults and children in crisis.

Over six weeks, patients engage with a multidisciplinary care team including a mental health provider, a psychiatric nurse practitioner, and a case manager. This team makes service recommendations based on a comprehensive understanding of a patient's specific mental health needs. "We want folks in the community to come to us and tell us where they are suffering and what they are concerned with," says Rachel Hennessy-Crowell, Clinical Director of Outpatient.

FAST care teams create personalized treatment plans with the most effective therapeutic strategies and services aligned with patients' unique circumstances. Plans might include time-limited outpatient therapy, time-limited skills-based or interpersonal process group therapy, psychiatric care, parent guidance, couples and/or family therapy, and referrals to specialized community services.

"Our goal with the FAST pilot is to test new systems and improve processes, ultimately leading to better outcomes for our patients. **By providing quicker access to care, making more efficient use of mental health resources, and reducing the backlog of people seeking care, we are working to create a reliable infrastructure that can support more people in need,**" says Hennessy-Crowell.

BOLDLY HARNESSING THE POWER OF NATURE

In November, The Brookline Center broke ground on a new Outdoor Therapeutic Space, marking a milestone in the Center's mission to develop innovative approaches to care. Harnessing the proven healing power of nature, the space will provide multiple benefits for clients and clinicians.

The Outdoor Therapeutic Space will transform land behind the Center's offices at 41 Garrison Road into a fully accessible therapeutic space featuring vibrant gardens, private therapy areas, a multi-use play court, and relaxing areas for clients and family members to spend time before or during appointments. The space will be used primarily for clinical treatment, including individual and group therapy for children and youth.

"As we embark on the next stage of the Center's growth, **the Outdoor Therapeutic Space represents a foundational building block for our future.**" said CEO Ian Lang at the groundbreaking ceremony attended by project funders and principals. "To effectively meet the needs of our communities, we must change how we provide services, who

provides services, and where services are provided. This space will allow us to do all three."

Reaching the project's groundbreaking was achieved through unwavering dedication, bold vision, and successful collaboration.

The Hamilton Company Charitable Foundation played an instrumental role in bringing the project to fruition with an investment of more than half a million dollars. "We deeply appreciate The Hamilton Foundation's dedication to our mission and the positive impact their generosity will have on our clients and staff," said Facilities Chair Mike Mayo.

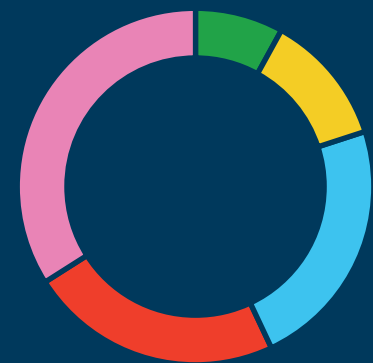
The Center is grateful to all who contributed their expertise, time, and creativity to advance the project, including Mayo; Facilities Committee members David Cotney, Pam Lodish, and Karin Miller; Chief Operating Officer Funmi Aguocha; Chief Development Officer Nancy Vineberg; Bauman Remodeling; and studioMLA Architects.

The Outdoor Therapeutic Space is scheduled to open in early summer 2024.



BOLD PHILANTHROPY TRANSFORMS LIVES

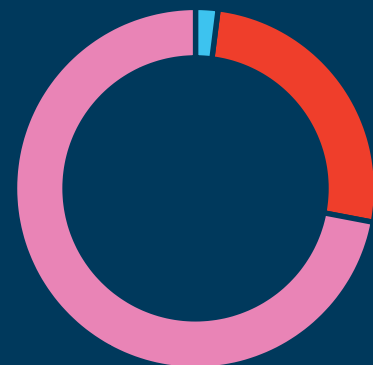
Your support is transformative! Through your generosity, The Brookline Center expands access to care, advancing new approaches and growing high-impact programs and services that improve the health and safety of adults, children, and elders living in local neighborhoods, and far beyond.



REVENUE

- 34% State and Federal Funding
- 23% Insurance and Fees
- 23% Private Philanthropy
- 12% Program Revenue
- 8% Town of Brookline and Brookline Agencies

Philanthropy accounted for 23% of The Brookline Center's income this year. In total, 1,278 generous individuals, companies, and foundations made commitments amounting to more than \$4 million. This strong support reflects broad and growing awareness of the mental health crisis and confidence in The Brookline Center's vision and work.



EXPENSES

- 72% Program Services
- 26% Administration
- 2% Depreciation

We carefully manage our \$13 million budget to ensure every donation has its intended impact: creating a mental health care system that is effective, accessible, and equitable for all. This year, 72% of our operating budget focused on mental health programs, services, and clinic operations.

THANK YOU

\$100,000+

Accelerate the Future
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Hamilton Company Charitable Foundation
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