

NORTH AMERICAN FAMILY INSTITUTE



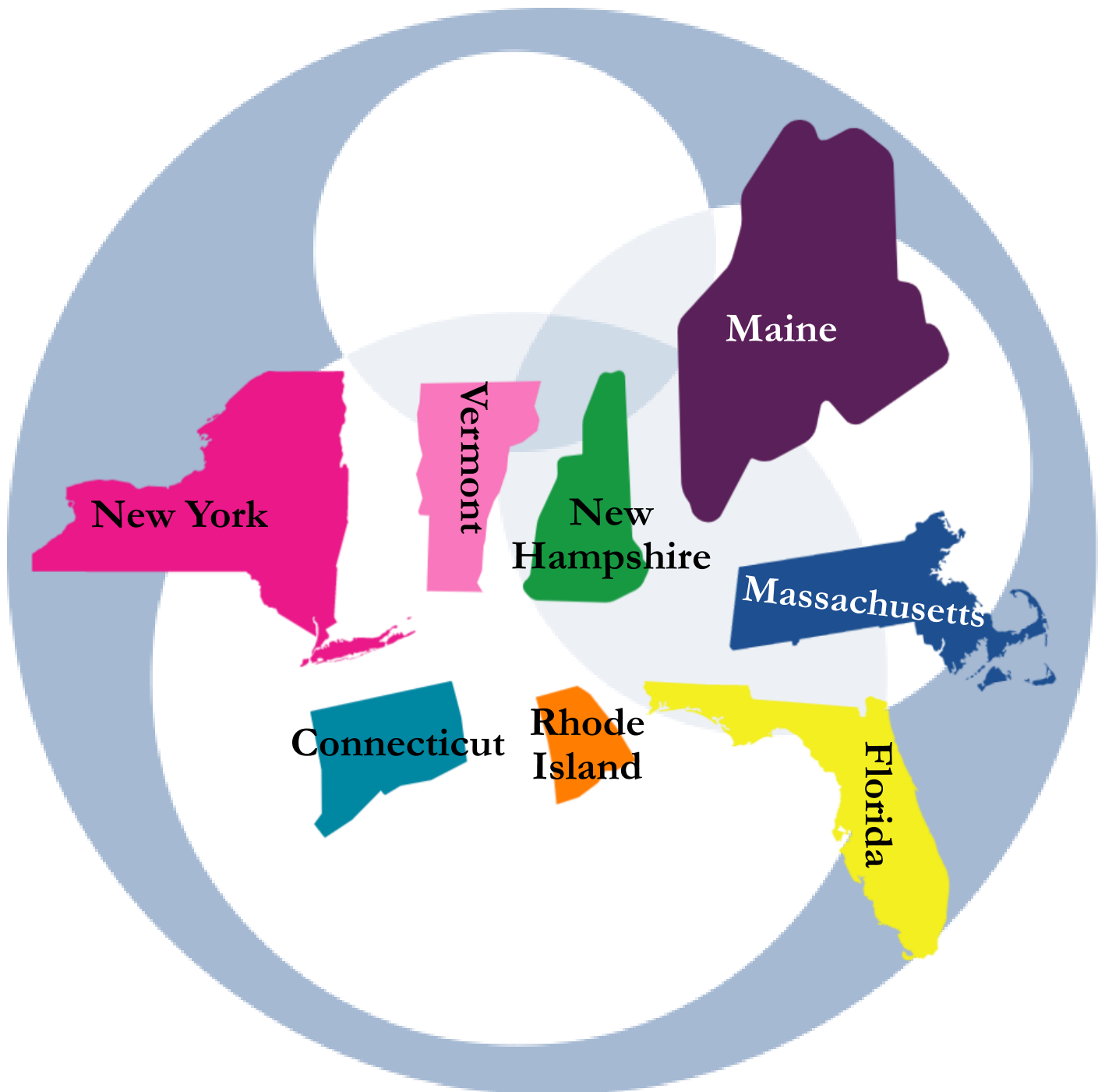
**ANNUAL REPORT
2020**

*Creating Diverse and Innovative Services for People
for Over 45 Years*



Locations

- NFI North (Maine & New Hampshire)
- NFI Vermont
- NFI Connecticut/Rhode Island/New York
- NFI Massachusetts (NFI Massachusetts & Florida)



Message from the President

Dr. Yitzhak Bakal, President, NAFI/NFI

The past year at NAFI/NFI has been rife with highs and lows amidst many difficult turns. But facing and overcoming these challenges has strengthened and enriched us.

Earlier in the year we celebrated our 45th year of operation at our Annual Conference. It was an outstanding gathering, highlighted by our signature client talent show, diverse workshops and honoring three extraordinary and successful graduates of our programs. With the insights and energy that emanated from this remarkable three-day event, we couldn't have anticipated the upcoming challenges that our organization would be facing.

Our first large test occurred in the late fall when we learned that two of our senior executives were facing health challenges that required several months of treatment and respite. While these were significant setbacks, their teams rallied magnificently, working long days to ensure that our programs and services succeeded at all levels. Then, before we had a chance to celebrate their return to us and to full health, the world was struck by COVID-19.

Because so much of our operation requires delivering direct services to children, youth and families, we very quickly found ourselves challenged to find new ways to serve our clients safely and effectively.

Luckily, in the months before the virus struck, we had put in place an advanced tele-video technology. This initiative gave us a lifesaving tool that became crucial as the crisis unfolded. Armed with new technology, our highly committed staff and leaders steadfastly took on each new challenge week by week, continually inventing progressive approaches and routines. The progress they made was exemplary. Every program has been able to serve its clients with new efficiency and with strong results.

(Continued on page 17)

Who We Are

NAFI/NFI is a private, nonprofit human services agency.

For over 45 years, our services have been designed around emphasizing the ability of all people to achieve positive change when they are members of a community united in mission and purpose.

Mission
*Creating Diverse
& Innovative
Services for
People*



What We Do

NAFI/NFI operates a network of 100+ programs ranging from community outreach to residential placements.

Continuum of Care

- Evaluation/Assessment/Treatment Planning
- Residential Treatment
- Crisis Stabilization
- Case Management
- Individual/Family/Group Therapy
- Foster Care
- Substance Abuse Treatment
- Alternative Schools & Educational Support
- Vocational Planning
- Outpatient Clinics
- Acquired Brain Injury Treatment
- Day Services & After School Support
- Youth & Police Initiative
- In-home Senior Care

Trauma-informed Care

- Attachment, Self-Regulation & Competency (ARC)
- Child Parent Psychotherapy (CPP)
- Neurosequential Model of Therapeutics (NMT)
- Risking Connection (RC)

Evidence-based Services

- Cognitive Behavioral Therapy (CBT)
- Multisystemic Treatment Therapy (MST)
- Parenting with Love and Limits (PLL)
- Treatment Foster Care Oregon (TFCO)
- Multidimensional Family Therapy (MDFT)
- Acceptance and Commitment Therapy (ACT)
- Dialectical Behavior Therapy (DBT)

By The Numbers

NAFI/NFI Entire Agency



\$114,348,000
Total Annual Revenue



1,644
Employees



133
Programs



9,187
Clients Served

NAFI/NFI Corporations

NAFI Connecticut/ Rhode Island/New York

Revenue \$31,230,000
Employees 360
Programs 42

NAFI Corp (Home Care Choices, Florida PLL, Youth Link)

Revenue \$1,810,000
Employees 102
Programs 5

NFI Massachusetts

Revenue \$32,300,000
Employees 476
Programs 35

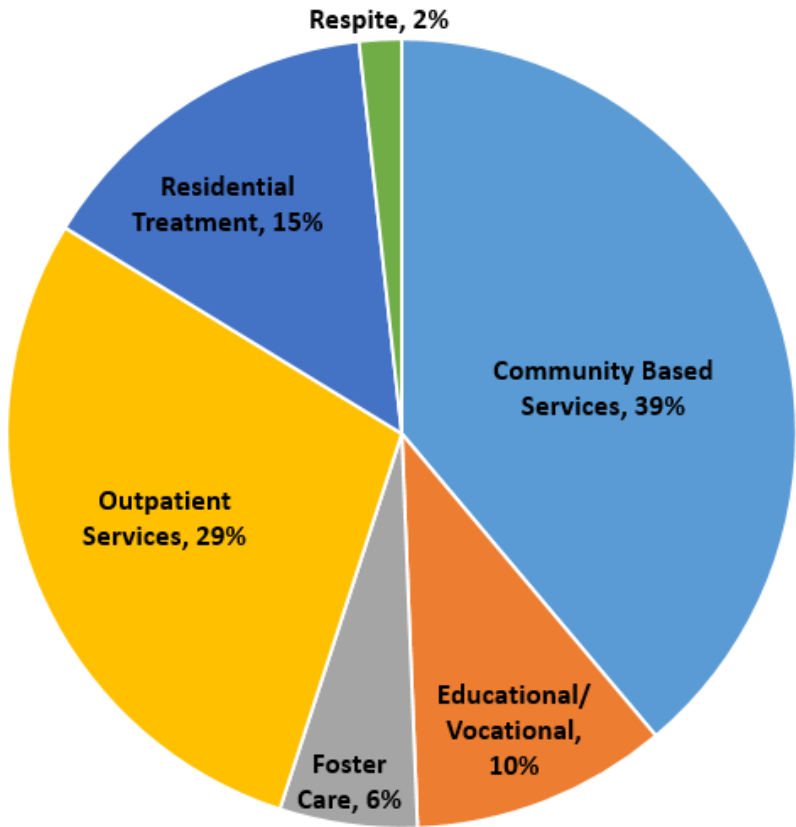
NFI North

Revenue \$28,500,000
Employees 387
Programs 24

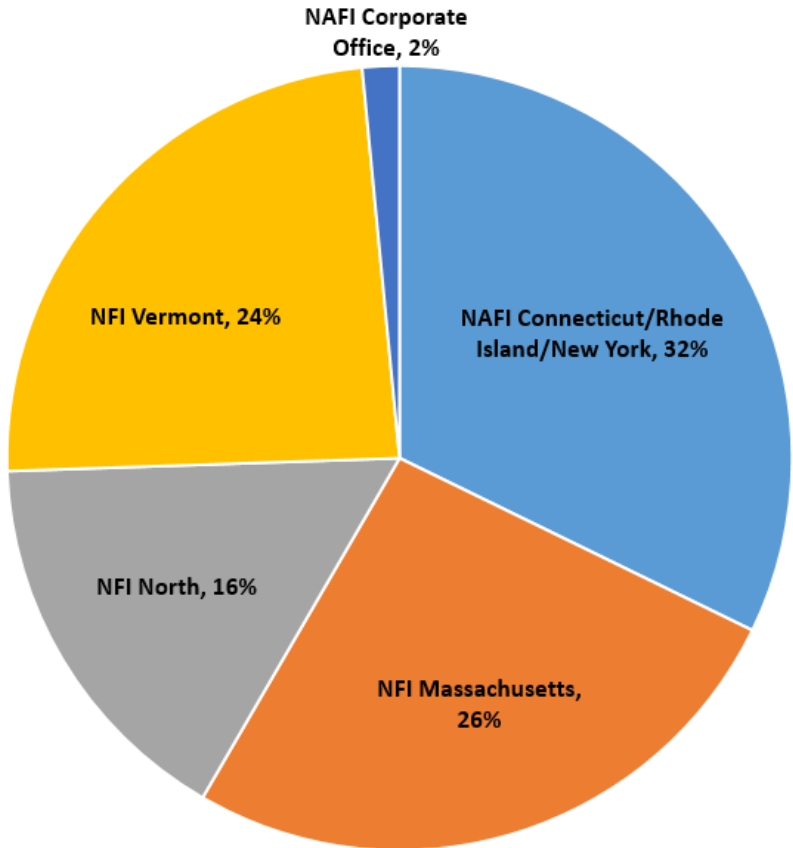
NFI Vermont

Revenue \$20,508,000
Employees 319
Programs 27

NAFI/NFI Clients Served By Program Type



NAFI/NFI Clients Served By Corporation



Strategic Plan Achievements in 2019-2020

TECHNOLOGY

Single Sign-On

- Staff were able to easily access 151 work-related websites using one password.

COMMUNICATIONS

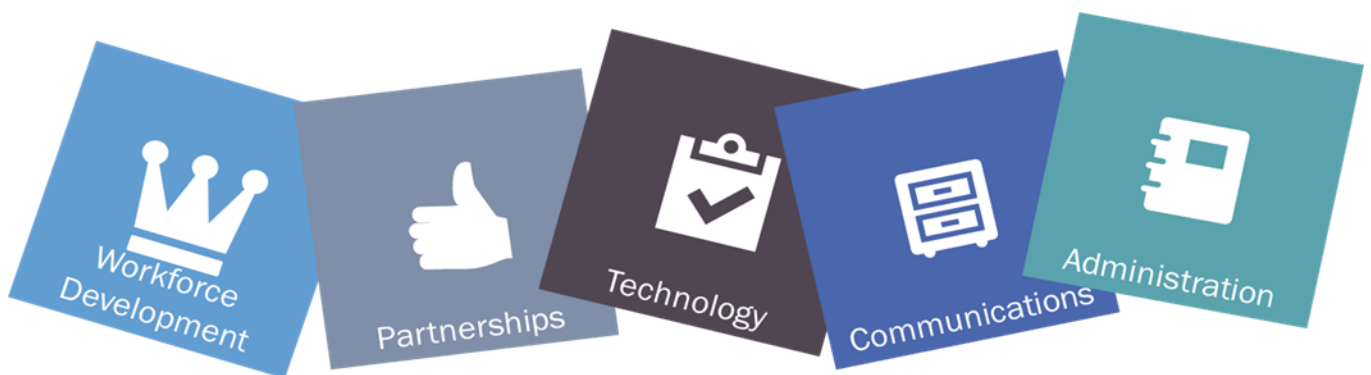
Solid Systems

- 100% of service lines remained operational during the COVID-19 pandemic through use of key technology and enhancements in our communication platforms.

ADMINISTRATION

Sound Fiscal Stewardship

- Focus on consumer education contributed to falling \$630,000 below self-insured healthcare projections.
- Through effective vendor negotiations, NAFI/NFI saved approximately \$295,000.



WORKFORCE DEVELOPMENT

Online Training

- Interagency collaboration resulted in 78% savings in subscription costs for a new online training system.
- 2,010 remote trainings were delivered in the first five months.

403(b)

- Employee 403(b) participation increased by 25% over the last two years.
- NAFI/NFI gave nearly \$660,000 in employee retirement match in 2019 and committed \$750,000 in 2020.

Health and Wellness Incentives

- Over \$225,000 was provided directly to employees in incentives to motivate health and wellness.

PARTNERSHIPS

Managing Risk

- Our fleet telematics program improved staff driving behavior (*22% decrease in speeding, 20% decrease in harsh braking*).
- Strong risk management practices led to captive insurance dividend returns of \$296,558 in 2020 and \$237,799 in 2019.

Senior Care

- A 100% growth was experienced in home care services to seniors in the Cape Cod community through collaboration and partnership.

Youth and Police

- The Youth & Police Initiative (YPI), providing training to at-risk communities, has now been implemented in 31 U.S. cities plus Bermuda and Belize.
- In response to COVID-19, the YPI program expanded to include a virtual platform.

Together, we empower individuals to maximize their independence and succeed in the future.

Annual Conference

2019 Individual Spirit of the Community Award Winners



Top: Chris Watson (NY), Abigail Okarmus (CT), Jennifer Raphael-Guzman (RI), Donna Ray Watts (MA);
Middle: Annette Wilson (MA), Holly Lawrence (MA), Jen Altieri (North), Amy Siebert (North);
Bottom: Amanda White (VT), Ivory Racine (VT), Jessica Seder (Corp), Kimberly Revell (FL).

Celebrating 45 Years! Shaping Our Future - Empowered By Our Past

2019 Program Spirit of the Community Award Winners

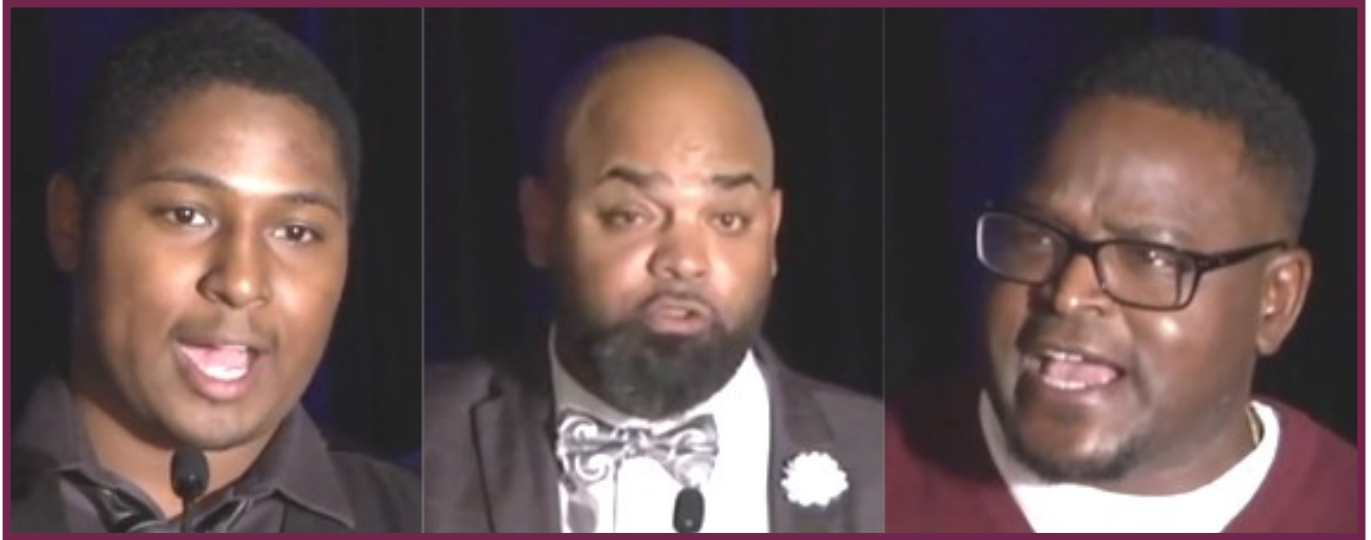
NAFI CT/RI/NY	RI: P3 – Professional Parent Program (Foster Care)
NAFI CT/RI/NY	CT: MST EA – Multisystemic Therapy for Emerging Adults
NFI MA	Alfred Drive (Adults with acquired brain injury)
NFI North	Bridge Crossing (Residential Treatment Program for Children and Adolescents)
NFI VT	Centerpoint (Adolescent Treatment Services)



NFI North
Bridge Crossing Staff

Annual Conference

2019 Distinguished Alumni Awardees

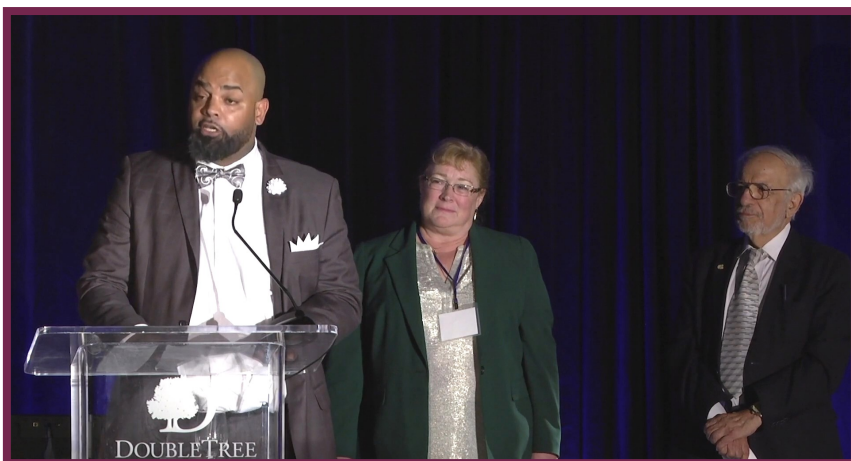


Jon Cruz

Dennis Everett

Rob Willie

We congratulate all three of these alumni for their determination and unflagging spirit to grow and thrive.



Celebrating 45 Years! Shaping Our Future - Empowered By Our Past

2019 Talent Show



Annual Conference

Highlights



Celebrating 45 Years! Shaping Our Future - Empowered By Our Past

Highlights

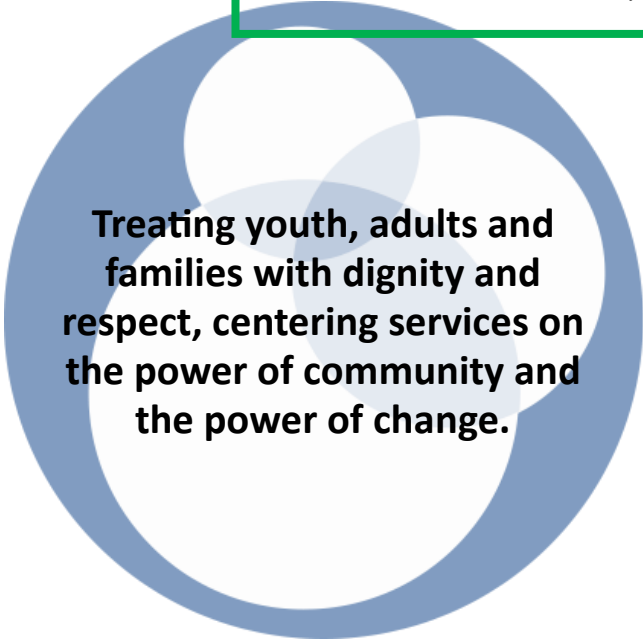


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Treating youth, adults and families with dignity and respect, centering services on the power of community and the power of change.

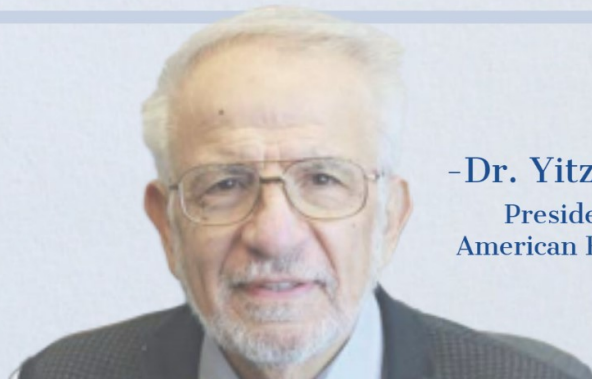
Where We're Headed

Opportunities in the Midst of Challenges

In late May, the brutal killing of George Floyd in Minneapolis brought new awareness of the perils of racism and misuse of power. With our fifteen-year history of bringing together urban teens and police through our Youth & Police Initiative Training, we found ourselves back in the eye of the tiger. Our YPI leadership team swiftly formed a committee of youth and police graduates to help us develop new online modules to shift the paradigm between police and communities of color.

Similar to other crises we have faced, overcoming these considerable challenges has reinforced our commitment to our purpose. We were not cowed but instead rose to the occasion as a community of people more highly dedicated to our mission than ever. It has increased our resilience to withstand future trials. It has given us a chance to learn and grow, upholding a NAFI/NFI maxim that when you are mission driven, every crisis offers an opportunity to progress.

“WE CANNOT CREATE COMMUNITIES WORTH CELEBRATING UNLESS WE CAN GUARANTEE FREEDOM FROM OPPRESSION FOR EVERY PERSON, REGARDLESS OF HIS OR HER SKIN COLOR, RACE OR RELIGION.”



-Dr. Yitzhak Bakal
President of North
American Family Institute

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