

# ANNUAL REPORT FY2025

July 1, 2024 - June 30, 2025



**NEW  
NARRATIVE™**

Integrative Mental Health

# A *Message* FROM THE CEO

Friends,

I have deep gratitude for the New Narrative team for their commitment to the mission, and to the donors and partners who walk alongside us. Behind the statistics are people who are compassionate about service.

Amid the uncertainties of federal funding priorities, rising costs, and workforce pressures, our team has stepped up to transform challenges into forward movement at every turn.

During our 2025 fiscal year, we addressed gaps in care and helped shape the future of behavioral health in Oregon by collaborating with our local and state-level partners and actively engaging in state and local policy efforts. We gained momentum in our work during our last fiscal year, from stabilizing high-acuity programs such as our Bridgeview Apartments in downtown Portland to securing legislative funding to expand residential treatment capacity with a new facility in Tigard.

For the first time in our agency's history, we are on the cusp of expanding our services to foster youth under 18 years old. Additionally, we are setting our sights on centralizing access to multiple services for participants, beginning with a New Narrative service hub coming to east Portland in early 2026.

Most of all, we are determined in our continued dedication to bringing the highest-quality mental health care to metro Portland because we know we are up to the task. Join me in a look back on our previous fiscal year and together let's make 2026 our strongest yet.



Onward together,  
*Julie Ibrahim*  
**Julie Ibrahim, CEO**



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# HOUSING AND MENTAL HEALTH CARE *for All*

## Stable housing means one less hurdle in mental health recovery.

We specialize in housing opportunities for people in a variety of life situations, with a continuum that allows for movement to the least restrictive environment as healing takes place. Our rental assistance programs keep vulnerable neighbors housed. The agency's three motel shelter programs reflect one of the most successful transitional housing models in the region for unhoused people experiencing acute mental health challenges. Our residential treatment sites support people coming out of Oregon State Hospital and other acute care programs. The permanent supportive housing options we have available give participants the opportunity to live independently while surrounded by a community of care. Together, these options create a pathway out of houselessness and into hope.



## Housing and Hope for Veterans

Our Breitung Program offers 28 units of housing for veterans. "I'm profoundly grateful to New Narrative for giving me the chance to live in the Breitung Building," says Trystan, one of Breitung's residents.

"As a veteran, finding stability after hard times isn't easy, but this place and these people gave me the foundation to heal, rebuild, and move forward with hope. **It's more than housing – it's a second chance to stand tall again.**"

## Maple House Residential Treatment Facility

Maple House, an 11-bed RTF in Gresham, is ready to welcome residents! Maple House is focused on providing comprehensive, person-centered care for individuals transitioning from the State Hospital or other levels of care. The facility is made possible through a partnership with Oregon Health Authority - Behavioral Health Division and funding from the Oregon State Legislature.



# OUR *Incredible* TEAM

## People Powered by Purpose

Over the past year, New Narrative continued to strengthen its people systems and leadership practices to support a healthy, mission-driven workforce. Through Performance Management Training grounded in a trauma-informed lens, including the development of a Corrective Action SOP Training, we equipped leaders with practical tools to address performance concerns with consistency, empathy, and accountability.

We also deepened Director-level engagement in organizational strategy, leveraging leadership expertise to inform policy development, operational practices, and long-term workforce planning. This collaborative approach strengthened alignment across departments and ensured that staff voice, professional growth, and organizational sustainability remained central to decision-making.

These investments in leadership and systems have translated into measurable organizational outcomes. Our average time-to-fill remained at 32 days, supporting timely staffing for critical programs. We maintained strong retention while reducing turnover by 3%, reflecting our continued focus on professional development, leadership support, and workplace stability. Together, these efforts reinforce New Narrative's commitment to building resilient teams, responsive leadership, and a supportive workplace culture where staff are empowered to thrive.

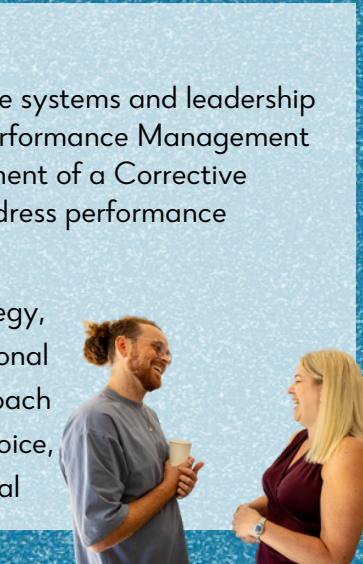


Photo: Flashback Photography PDX



**2025 Bell Seal for  
Workplace Mental  
Health Awardee**

**340** Team members, a 6% increase from 2024

**77%** Staff retention rate, a 5% increase from 2024

**42%** Report lived experience during their lifetime



Each year, our in-house pharmacy team provides essential services to around 1,000 participants. Our team is on-call 24/7 to quickly respond to any rapid changes in participant medication needs.

*"The small victories keep me inspired,"* says Robert Grimm, Pharmacist in Charge at New Narrative.

# Quality PARTICIPANT EXPERIENCE

## Strategic Healthcare Investment for Transformation (SHIFT)

We continue to center participant experience in our strategy as an agency. In FY2025, our SHIFT Pilot Project kick-started the first formal Integrated Team-Based Care (ITBC) programming out of our Mill Park Center site. This ITBC aims to bridge therapy, skills training, peer support, medication management, and nursing support while providing clear pathways to substance use support and primary care provision.



## Participant Snapshot

Our participants are youth and adults ages 18 - 70+ years facing overwhelming barriers—chronic homelessness, complex mental health challenges, poverty, and stigma. More than one quarter of our participants have been involved with the Justice System, and nearly all rely on Medicaid for healthcare. We make it our mission to meet people with the support they need, exactly where they're at.

## Program Highlight: NorthStar



NorthStar Clubhouse brings vocational and educational opportunities to its members looking for work while pursuing mental health recovery. 39

NorthStar Clubhouse members are currently employed! One member remembers, "When I arrived at NorthStar, I was in early recovery, depressed, unemployable and hopeless. I lacked self-confidence and was just all around lost. I sit at my desk today (in a recently acquired job) a totally different person."

"It's not one-size-fits-all. New Narrative tries to find the best fit for that individual by being curious, asking questions and listening. It's a partnership."

-Belinda Mercado,  
Peer Support Specialist



**FY2025** Fiscal year runs from July 1, 2024 - June 30, 2025.

# STATEMENT *of* ACTIVITIES

## Revenues & Support

### Current Assets

Contributions	\$221,073
Fee for Service	\$14,634,492
Govt Grants & Contracts	\$20,968,117
Other Income	\$773,779
Pharmaceutical Sales	\$653,760
Rental Income	\$2,417,175
<b>Total Net Revenue</b>	<b>\$39,668,356</b>

## Obligations

### Operating Expenses

Auxiliary Services	\$8,666,650
Clinical Services	\$8,258,246
Management & General	\$8,061,266
Peer Services	\$2,443,056
Residential Treatment	\$11,638,886
<b>Total Expenses</b>	<b>\$39,068,104</b>

Financial information is based on pre-audited statements and is available upon request.

Platinum  
Transparency  
2025

Candid.

# MAKING AN *Impact* IN 2025

 This year we reached **2,000+** people in need of mental health services.



**150,000 MEALS** were served across our sites, providing nourishment so that participants could focus on their mental health recovery.



**500+** participants accessed safe and secure housing.



**34 HOUSING SITES** total, including **14 licensed residential, 4 transitional, and 16 supportive housing sites**



**55,000 HOURS**

were spent by our teams in participant visits: providing clinical care, peer outreach, life skills training, community-building activities, and more.



# THANK YOU TO OUR *Community*

It takes all of us to succeed at this work. We are beyond grateful for the dedicated partnerships of businesses and the generosity of our neighbors making these services possible! While the names below only reflect a partial list of our contributors, every dollar and partnership changes the narrative for mental health. These contributions include support for all programs, including Comfort Zone, Compass Rose, and NorthStar Clubhouse between July 2024 - June 2025.

## FY2025 COMPANIES & ORGANIZATIONS

Beneficial State Bank  
BP, Lester & Regina John Foundation  
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# THANK YOU *(continued)*

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\*Thank you to our Impact Partners, whose monthly giving helps to ensure that the people we serve have the resources and opportunities they need to heal and thrive.



**"New Narrative has given me tools for life; it feels grounding, and safer. [New Narrative] has given me a chance to restart my life."**

Shawn moved into New Narrative housing after a series of life events left him houseless and without a backup plan. Now he has a place to call home and an entire team he can rely on. "I have people I can talk to; therapists, counselors...it's nice to be able to have someone to lean on when I need to," he says.

Today, Shawn is making travel plans to visit places he's always wanted to see. He is practicing music with his ocarina flute, which he plays to entertain fellow residents. And he's steadily building the tools he needs in order to thrive.

## OUR MISSION

From clinical care and peer support programs to housing, we provide resources so people seeking mental health care can develop the tools to thrive, not just survive.