


Making Connections...



HCRS 2015 Annual Report





We **envision** a community where people are inspired, empowered, and supported to lead healthy and meaningful lives.

Our **mission** is to provide creative, collaborative, and compassionate health care services that are responsive to the needs of our communities.

Guiding Values

Teamwork • Creativity • Integrity
Passion • Quality
Trust • Wisdom



Dear Staff, Board Members, and Friends of HCRS,

In the time since I have taken this position as CEO, I have gained a greater appreciation for the extraordinary job our Agency does to improve the lives of some of the State's most vulnerable people. In addition, I have learned that the heart of what we do is a process of making human connections: connections with our clients, connections between our clients and the key people in their lives, connections with each other at HCRS, and connections with partner organizations. If I have one goal for this coming year, it is that we as individuals and as a team focus on our connections to others in order to realize the full potential for the Agency and for each and every one of us. To paraphrase Dr. Brene Brown, "Connection is the energy that exists between people when they feel seen, heard, and valued... and when they derive sustenance and strength from relationships." Those essential relationships are what unite us and allow us to connect the dots that lead us to realizing healthy and meaningful lives.

We have chosen to focus on these important connections as our highlight for this year's annual report. I hope that you will enjoy reading about the difference these connections are making every day in the lives of individuals and families in our communities.

As I look towards the future, we cannot deny the reality of our financial challenges and the work required to move us towards a culture of accountability. Yet we have a solid base to build on - all of which promotes quality of care, breaks down barriers, and slowly transforms our system of care.

I continue to be inspired by those we serve and their families and with deep gratitude, thank you.

~ George Karabakakis, CEO

"We don't accomplish anything in this world alone...and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads from one to another that create something."

~Sandra Day O'Connor



On Behalf of the Board of Directors of HCRS and our Staff,

The past year has been one of many accomplishments as well as continued challenges. We are pleased to report that our Developmental Services (DS) program has received formal designation for the next three years from the Vermont Department of Aging and Independent Living. This designation is awarded after a lengthy and comprehensive audit of the services provided by our DS program.

We have made significant progress in our Electronic Medical Records (EMR) system. This allows our senior management and program managers to monitor, in a real time basis, the effectiveness and efficiency of our day-to-day operations and make necessary decisions based on both quality and costs. We believe that the EMR system will have a major impact on the Agency's ability to provide quality and cost effective services.

Our finances continued to be a challenge in 2015. Health care costs are still on the rise; this, coupled with the way HCRS is funded, led to a significant financial loss for the 2015 year.

Despite the many challenges we face, HCRS is committed to continuing to provide a broad range of unfunded and underfunded services. These services include emergency respite; supportive housing; transportation; responding to community disasters and crises; consulting with community partners from early childhood programs to elder

care services; educating schools and law enforcement; providing mental health first aid trainings; and countless hours collaborating with, coordinating, or leading community coalitions and partnerships. These services and coordination efforts are essential to the well-being of our clients, their families, and our communities. We continue to focus on the quality of care of our clients while at the same time meeting the challenges of funding for the services that HCRS provides.

We thank all of our dedicated staff for their day to day delivery of the quality care and/or supports that they personally provide for our clients.

I would also like to give thanks to all our Board Members for their dedication and support, and most especially to Irene Burtis whose term expires this year. Irene has been a committed volunteer, serving on the Board for a total of 13 years.

~Harold (Red) Johnson, Board President





HCRS UTILIZES A VARIETY OF CROSS-PROGRAM APPROACHES, EACH DESIGNED TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES IN OUR COMMUNITIES:

COMMUNITY OUTREACH

Mental health, behavioral, and substance abuse issues affect all of our citizens from the youngest to the oldest. HCRS case managers, including those in Intensive Family Based Services, Adult Services, Eldercare, and Interagency Community Supports, engage clients in their homes and communities to provide creative, recovery-oriented services which may include supportive counseling, problem-solving, behavior management, or skills coaching. Community outreach staff meet people where they are, with compassion and hope, to help them effectively navigate the system of services.

CLINICAL SERVICES

HCRS offers comprehensive, integrated services for individuals who are experiencing difficulties in their lives resulting from mental health issues and/or their use of substances. Experienced, licensed clinicians provide education, assessment, psychotherapeutic outpatient counseling, intensive outpatient treatment for substance abuse issues, and referral services for adults, youth, and families. In a respectful and confidential manner, our staff seek to engage clients in setting their own treatment goals and providing the support to meet them. Staff psychiatrists and nurses provide evaluations, medication management, and consultation when appropriate.

“Both my daughters have someone [at HCRS] they trust...it gives me confidence that if a serious issue arises, some professional help will be there to react and help.”

- HCRS client

HELPING CHILDREN AND YOUTH

HCRS provides comprehensive support to children, youth, and families who are experiencing difficulty in their mood, behavior, family relationships, and developmental needs. Services are strength based, individualized, family centered, and connected to a community system of care. We provide services to children and families in their home, in schools, at community agencies, and within our office locations. HCRS utilizes a multi-disciplinary team including child psychiatrists, clinicians, case managers, behavioral specialists, community outreach specialists, and respite supports to help children, youth, and families cope with a multitude of challenges in order that children and youth in our communities may develop to their full potential. HCRS also offers an alternative education for students (grades 2-12) through our Kindle Farm School.

EMERGENCY RESPONSE

HCRS provides a 24-hour, rapid response crisis hotline, as well as comprehensive crisis evaluations on a 24/7 basis. We are an integral part of our communities' response to crises; we respond to four community hospitals and work closely with law enforcement throughout the region. Additionally, we provide intensive, short-term crisis related services for adults, adolescents, children, and families. We have integrated our Police Social Work Program with law enforcement and we work closely with them throughout our region to support people to obtain the help they need. Our Crisis Care Centers shorten client wait times for crisis services and ease the burden on the local Emergency Room so people can access services more efficiently.

EMPLOYMENT SERVICES

HCRS provides employment services for individuals with serious mental illness or developmental disabilities as well as at-risk youth. Employment specialists work as part of a treatment team to assess the client's goals and interests and to help match the skills of the client with available jobs. Staff work closely with employers and community partners and provide supports at the workplace to ensure success.

RESIDENTIAL/SUPPORTIVE HOUSING

HCRS offers a variety of residential living opportunities for its clientele who are unable to continue living with their natural family or need supported housing options. HCRS provides supported housing, shared living provider homes, therapeutic community residences, and crisis stabilization for individuals with

developmental disabilities or serious mental illness. In addition, our Children's Mental Health Program coordinates out-of-home respite opportunities for families in need.

Individualized residential placements are an important asset in assisting those we serve with life skills development, progress towards self-sufficiency, and connection to community resources. These placements represent an ongoing success story for HCRS.

WORKING WITH OUR COMMUNITIES

HCRS recognizes that collaborations and partnerships are the cornerstone of an effective and comprehensive service delivery system. To best meet the needs of our communities, HCRS collaborates with over 60 community organizations.



Our Staff's Connection with Those we Serve...

is the most important of all. It is not simply about housing, employment, health care, and our core services. It is about the compassion and humanity we share every day in all we do.

We also realize that for our clients to move towards recovery, wellness, and success, we must work with them in making connections to other social services, landlords, employers, friends, and families. These connections can help clients to conquer barriers that get in the way of creating a meaningful life in their community. Another essential connection is between HCRS and partner organizations both locally and at the State level. By creating and building partnerships we can better meet the needs of our clients. We recognize and appreciate that “it takes a village.”

Another key connection is between ourselves as staff. Our effectiveness as a team depends on the compassion, understanding, professionalism, and humanity we show one another and only with those qualities can we transform lives.



“For our clients to move towards recovery, wellness, and success, we must work with them in making connections...”



Connecting with Students at Kindle Farm

One of the great joys of being an educator is the privilege to foster educational, academic, and social connections in our students. Here at Kindle Farm, we are centered around this idea of CONNECTING and are built to provide opportunities that foster a healthy ability to develop relationships with the self, the community, and the school.

When Joey first came to Kindle Farm, he had never been able to connect with anyone other than his mom. Because this young boy had experienced significant amounts of loss, whether through experiences with death or comings and goings of significant people in his life, issues of trust and safety had become major obstacles to his education and his happiness. In fact, Joey had come to Kindle Farm from a school that was restraining him upwards of 15 times a day and there was little success to be had.

After three years at Kindle Farm, things are going much better for Joey. You see, Joey has built connections. He has, first and foremost, built connections with himself. Joey can recognize when he does not feel good, when he may need a break, and he can even ask for help navigating these difficult topics. Joey has gone from a scared little boy, to a boy that is starting to connect to his inner self. The success clearly does not stop there. He is now connecting to adults, other than his mom, in his life. Joey's mom reports that he is starting to trust the fact that adults will not give up on him when things get tough; this has had many positive consequences. Joey is opening up to emotional relationships and this carries into the community. He feels safe enough to engage with peers and teachers, he feels safe enough to engage in community events at the Boys and Girls Club, and he feels safe enough to take healthy emotional risks.



At Kindle Farm, we stand by our mission to help our students communicate, problem solve, and learn more effectively.

It is our motto that,
“Every Kid Deserves a Chance.”

Connecting with Families



We sometimes meet parents and kids at the worst time of their lives. A child is in crisis, no longer attending school because of cyber bullying, in a depression so deep she can't get out of bed, anxiety so intense she doesn't want to leave home. A teenager has a best friend who hung himself two years ago. He tells his teacher, "I'm thinking of killing myself. I tried pills and cutting. I think if I try harder, I'll get it right."

Parents come to our office scared; their child is in the hospital. They have heard from someone in the community that HCRS can help find resources and solutions when other efforts have failed.

HCRS staff mobilize around the unique needs of each family. We meet the parents, get releases signed, and start making calls to involved community providers, all while explaining to a tearful parent the complexities of our mental health system.

A week later we have a team meeting to plan the child's reintegration back to family or to a higher level of care. We are all sitting around a wooden table - representatives of HCRS: a clinician, case manager, supervisor, and crisis team staff; a school representative; DCF worker; and of course the family. The parents look stunned; beside them is a slender 16 year old with shoulder-length, dyed jet black hair, scars visible on his wrist.

**“There was something
different about this meeting...
different good.”**

We all share concerns about safety, identify resources at HCRS and in the community, and express frustration, anger, and hope. Each team member is compassionate, stating reality with clarity and great kindness. Mostly we listen and encourage family and child to identify strengths, goals, natural supports, complicating factors, and a wellness plan to move forward. The teenager identifies drumming lessons and volunteering at the Humane Society as a place to begin and agrees to have a community skills worker visit his home the next week. At the end of the meeting the mother states, “There was something different about this meeting.” “Different bad or different good?” I ask. “Different good” she says, “I’m feeling like I am starting to see a way through this.”



Connecting Clients with Family and Other Supports

Kim is a 31 year old woman with a developmental disability. Her story of resilience and perseverance goes back many years to a time when she was a young mom trying to live independently and raise a baby. She had surrounded herself with individuals who were a negative influence. As a vulnerable adult, she was taken advantage of by so-called friends; DCF intervened and she lost custody of her daughter.

The loss of her child was something that haunted her for years. However, it also provided Kim with the motivation to improve her life. HCRS staff worked with her to accept more intense DS supports, which included having a public guardian. HCRS located a Developmental Home for Kim where she could be supported by a caregiver and access services. She worked very hard to build skills, receive necessary therapeutic interventions, and eventually progressed to where she could consider living independently again.

With HCRS support, she petitioned the courts to become her own guardian and move out on her own. She met a man and learned she would be having another baby. Determined not to make the same mistake twice, she surrounded herself with supports to help

her continue to move forward. She and the baby's father worked closely with DCF in the beginning to ensure they were prepared to provide appropriate care. HCRS staff held a baby shower for her. Their child receives early intervention services through HCRS' Children's Program.



Kim is currently taking college preparatory classes prior to enrolling in an early childhood education degree program at CCV. She has reunited with family and is able to rely on them as part of her support system. Although she has struggled with stable housing, she is looking forward to settling down to a place she can finally call her own and raise her family.

HCRS' partnerships with many local organizations allowed us to connect Kim with the necessary supports so she could reach her goals. Having a variety of services and a strong desire to improve her life led her to where she is today. She regularly attends DS Brattleboro community events that are part of HCRS' REACH Program and has made many friends through her services. She has accomplished so many great things in the past two years thanks to all of the services she has received and her own resilience and perseverance.

HCRS is honored to dedicate our Springfield Crisis Care Center to a great man who had a tremendous impact on the field of emergency services – Frank Silfies.

Frank started at HCRS in 1978 as a nighttime counselor. It wasn't long afterwards, that the HCRS Emergency Program was formed, and Frank would spend over 35 years in emergency services, eventually becoming the Program Director. Frank had a natural ability to help those in crisis. He was caring, compassionate, and understanding. He had a tremendous ability to listen and to get people to open up about their issues.

In 1992, Frank co-founded the Green Mountain Critical Incident Stress Management coalition. This statewide group of volunteers trains emergency responders to deal with the difficulties they experience as part of their emotionally-challenging work. Frank believed that this group is often the last to admit they need help. His efforts are attributed to keeping many emergency responders on the job.

Frank was also instrumental in the statewide Team Two Steering Committee. He helped design and taught the Team Two curriculum which trains law enforcement officers and mental health crisis clinicians to collaborate and provide appropriate and effective mental health crisis response. Frank's vast experience enriched the learning of not only the participants in the trainings, but fellow faculty members as well. Frank was a big man, with a bigger heart. He was truly committed to collaborative response and embodied that concept through his work at HCRS and across the State.

Frank was a remarkable man – compassionate, generous, humble, and always there to help others. He exemplified the values of HCRS and therefore, we are honored to name the Crisis Care Center in Frank's memory.



FRANK SILFIES

(1943 - 2015)





VERMONT DEPARTMENT FOR CHILDREN & FAMILIES

HCRS has enjoyed many effective collaborations with individuals and organizations in our communities. These partnerships evolve recognizing the unique qualities and strengths of each partner. Each year we honor a community partner who exemplifies this type of collaboration. This year, we have selected two recipients for this award.

We have chosen to recognize a group of dedicated, committed and passionately caring partners, collaborators, and friends at the three Department for Children and Families' offices in Brattleboro, Springfield, and Hartford.

Though this has been one of the most difficult years for the staff and managers of these DCF offices, their response to the loss of a fellow colleague and the 35% increase in the number of cases coming into custody over the year has been to forge a stronger bond between our two organizations. With HCRS having 15 staff embedded within the DCF offices in Springfield and Brattleboro, and many challenging outpatient and Intensive Family Based Services cases shared between us, we have developed an even stronger partnership, built on a set of common core principles of empowering families to be safe and healthy, valuing family preservation and re-unification through improving parent coaching and attachment skills, and understanding the effects of developmental trauma on the child and family.

We also felt, maybe more this year than ever before, the eroding impact of secondary trauma on the morale and courage of all the staff who work with intensive-needs families. It is to those staff at DCF that we offer this Community Partnership Award. Your dedication and courage in doing the work you do in partnership with HCRS is a model of the best in what people can do when they come together to help children, youth, and families in their community.



Jo Bania
Springfield office



Linda James
White River office



Susan O'Brien
Brattleboro office

THE RICHARDS GROUP



Ben Taggard, Mike Mandracchia, Peter Richards, Barbara Harris, Drew Richards, and Tom Scull

HCRS is honored to recognize The Richards Group as our second Community Partner this year. Over the years, The Richards Group has provided HCRS the expertise needed to navigate the highly regulated and increasingly complex benefits environment to ensure that we continue to offer one of the best benefit packages in Vermont to our employees.

With a reputation for innovation, The Richards Group has been an invaluable partner helping us to strategically respond to the complexity of the Affordable Care Act, evaluate our 403(b) retirement savings plan, and provide

effective leadership training to managers. The Richards Group works closely with our HR staff and shares HCRS' belief that our ability to offer a great benefits package is an important part of ensuring the health and financial well-being of our employees and their families.

Over the years many of our employees have interacted with the staff of The Richards Group at our wellness fairs, retirement seminars, open enrollments, and even on the golf course. The Richards Group has been a long time sponsor for the HCRS Golf Tournament. Several individuals from The Richards Group have also served on the HCRS Board.

Ben Taggard, a partner at The Richards Group and a former HCRS Board member, was very instrumental in bringing the Kindle Farm School into HCRS. As a member of the Kindle Farm Board, Ben understood that Kindle Farm needed to collaborate with a larger entity in order to survive and flourish. More importantly, Ben saw the potential for significant synergy between Kindle Farm and HCRS. As a result, that partnership was forged and it continues to thrive.

All HCRS employees have benefited from the Agency's long-standing partnership with The Richards Group, and we are proud to recognize The Richards Group as our 2015 Community Partner.



The Encore Award is the top award given as the culmination of our annual employee recognition program titled “Cause for Applause.” This is an agency-wide, employee driven program in which any employee can recognize another employee who demonstrates one of HCRS’ Guiding Values (Creativity, Integrity, Passion, Quality, Trust, Teamwork, and Wisdom). The Cause for Applause Program was developed in 2008 and has totaled an impressive 5,871 recognitions to date.

On a quarterly basis, a committee of employees reads all Cause for Applause awards sent during the previous three months and selects up to five employees anonymously who they feel went well above and beyond in demonstrating one or more of our Guiding Values. The winning entries receive a Standing Ovation award.

The final and top Awards are the Encore Awards which are presented to up to five employees annually. These award winners are selected anonymously by a committee of employees and the Senior Leadership Team.

Congratulations to these five staff on their selection for a 2015 Encore Award!



Terry Boni
Clinician II



Scott Breedlove
IT Network Administrator



Connie-Dee Conant
Administrative Assistant



Brenda Stearman
Payroll Specialist



Christine Wallace
Team Leader II



30 YEARS



Margie Kennett
Case Manager II

It means many things when you see employees with this many years of service. It means more than they just found a job with HCRS. It means they found a career, but more importantly a passion in their work life. A place where they can make a significant difference in the lives of people every single day. We recognize their dedication and appreciate their commitment to the work we do.

**A sincere thank you to these staff
whose combined years of service totals**

445 years

20 YEARS



Ralph Jacobs
Behavioral Interventionist



Wendy Smith
Generalist I



Jeannie Spafford
*Therapeutic Activities
Coordinator*



15 YEARS

Jan Bellville	<i>Case Manager II</i>
Joyce Dion	<i>School Based Clinician II</i>
Kevin Houston	<i>Kindle Farm School Para-Professional</i>
John Sullivan	<i>Case Manager II</i>
Betty Wall	<i>Medical Records Specialist</i>
Sharon Young	<i>Community Outreach Specialist</i>

10 YEARS

Alice J. Bradeen	<i>Executive Administrator and Communications & Grants Manager</i>
Laura Bryant-Williams	<i>YIT Clinician II</i>
Lance Cutler	<i>Kindle Farm Program Coordinator</i>
Paul Deegan	<i>Residential Specialist II</i>
John Doyle	<i>Senior MIS Specialist</i>
Ani Glover	<i>Service Coordinator Supervisor</i>
Sherry Goings	<i>HR Generalist II</i>
Kathleen Martin	<i>Behavioral Interventionist</i>
David McCabe	<i>Residential Specialist</i>
Deborah McNeil	<i>Billing Specialist</i>
Teresa Morrison	<i>Behavioral Interventionist</i>
Ronald Recchi	<i>Crisis Intervention Specialist</i>
Jacqueline Spinelli	<i>Billing Supervisor</i>
Zachary Teller	<i>Janitor</i>
Sherry White	<i>Community Outreach Specialist</i>
Timothy Wood	<i>Generalist I</i>

5 YEARS

Hilary Aplin	<i>Care Coordinator I</i>
Ryan Barry	<i>Residential Specialist</i>
Kelen Beardsley	<i>Senior Employment Specialist</i>
Judy B. Carriere	<i>Kindle Farm School Teacher</i>
Joann Dressel	<i>Crisis Intervention Specialist</i>
Nicole Godin	<i>Case Manager I</i>
Colleen Jacobs	<i>Generalist I</i>
Winonah Levine	<i>Case Manager II</i>
Kailen S. Lott	<i>Kindle Farm School Para-Professional</i>
Douglas Manning	<i>Residential Specialist</i>
Emily Megas-Russell	<i>Quality Assurance Manager</i>
Sarah Pettengill	<i>Community Outreach Specialist</i>
Estelle Reynolds	<i>Medical Assistant</i>
Sandra Sanderson	<i>Licensed Practical Nurse</i>
Courtney Seidler	<i>Access Coordinator</i>
Rhonda Spaulding	<i>Housing Program Manager</i>
Aimee Tucker	<i>Case Manager II</i>
Annette Vagt	<i>Senior HR Assistant</i>
W Knowles Wentworth	<i>Adult Area Manager</i>
Paula Whitney	<i>Crisis Intervention Specialist</i>
Ashley Wohlford	<i>Generalist I</i>

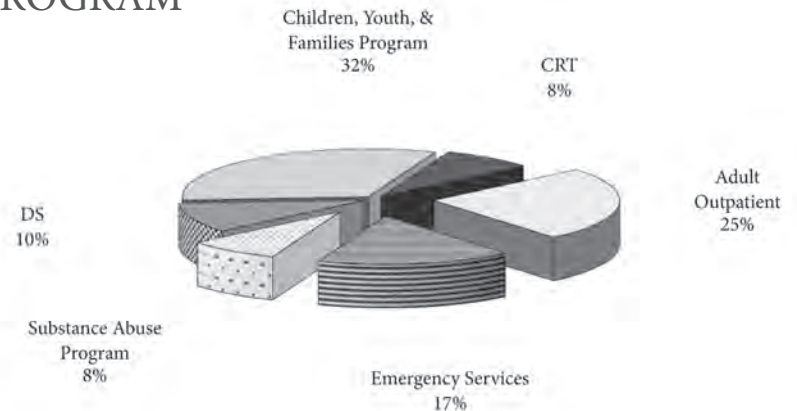


NUMBER OF INDIVIDUALS SERVED IN FY 2015, BY TOWN

ATHENS12	LUDLOW82	WESTMINSTER56
BRATTLEBORO	874	MARLBORO14	WESTON14
BRIDGEWATER17	NEWFANE40	WHITINGHAM17
CAVENDISH41	NORWICH29	WILMINGTON34
CHESTER	136	PUTNEY85	WINDHAM55
DOVER25	READING21	WINDSOR	246
DUMMERSTON26	ROCKINGHAM	326	WOODSTOCK45
GRAFTON18	ROYALTON19	OTHER TOWNS IN	
GUILFORD43	SHARON17	WINDHAM & WINDSOR	
HALIFAX14	SPRINGFIELD	813	COUNTIES50
HARTFORD	558	TOWNSHEND25	OUT OF CATCHMENT AREA . . .	379
HARTLAND72	VERNON44		
JAMAICA18	WARDSBORO18		
LONDONDERRY20	WEATHERSFIELD48	TOTAL	4351

NUMBER OF INDIVIDUALS SERVED BY PROGRAM

ADULT OUTPATIENT	1287
CHILDREN, YOUTH, & FAMILIES PROGRAM	1665
COMMUNITY REHABILITATION & TREATMENT PROGRAM	424
DEVELOPMENTAL SERVICES	505
EMERGENCY SERVICES	909
SUBSTANCE ABUSE PROGRAM	426





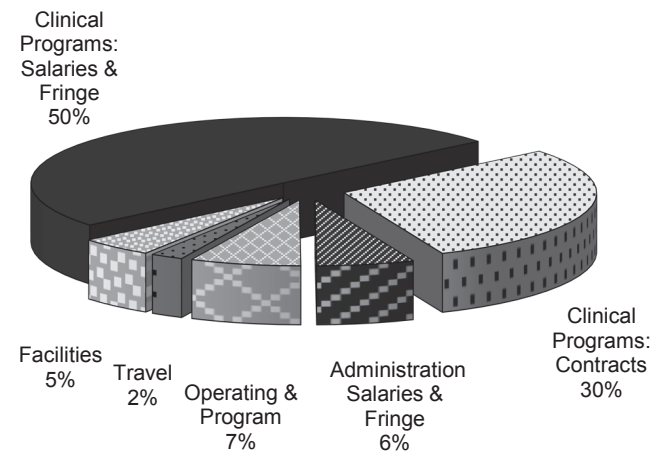
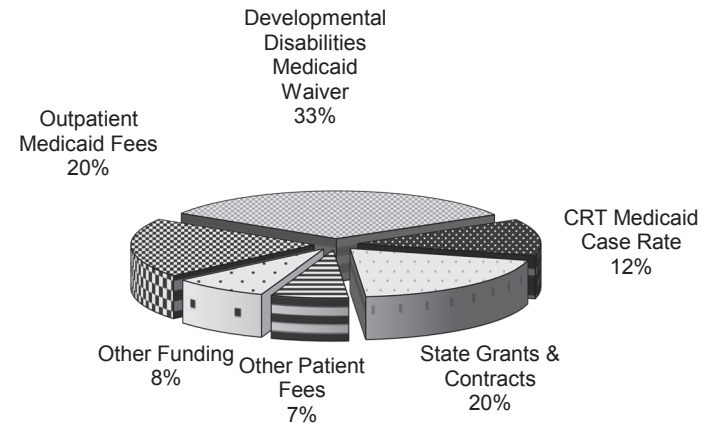
FISCAL YEAR 2016 - ANNUAL BUDGET

REVENUE BY SOURCE

Outpatient Medicaid Fees	\$ 9,516,325
Developmental Disabilities Medicaid Waiver	\$15,510,000
CRT Medicaid Case Rate	\$ 5,900,433
State Grants & Contracts	\$ 9,308,813
Other Patient Fees	\$ 3,243,674
Other Funding	<u>\$ 3,993,332</u>
Total Revenue	<u><u>\$47,472,577</u></u>

EXPENSES

Clinical Programs: Salaries & Fringe	\$23,813,335
Clinical Programs: Contracts	\$14,055,760
Administration Salaries & Fringe	\$ 2,964,181
Operating & Program	\$ 3,363,364
Travel	\$ 997,920
Facilities	<u>\$ 2,278,017</u>
Total Expenses	<u><u>\$47,472,577</u></u>
Net Surplus (Loss)	<u><u>\$ --</u></u>



DONORS

Patrons

(\$1,000+)
Counseling Service of Addison
County
Downs Rachlin Martin PLLC
Glad Rags Sales, Inc.
George Karabakakis, Ph.D.
Keene Discount Oil
Knights of Columbus
Mascoma Savings Bank
New Chapter, Inc.
The Richards Group
SoVerNet
William A. Morse Trust

Supporters

(\$500 - \$999)
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CIGNA
CoreSource, Inc.
Melissa Cunningham
Dartmouth Hitchcock
Jason Gramling
Greg & Rita Kennedy
Pareto Captive Services
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Principal Financial Group
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Springfield Hospital
St. Michael's Episcopal Church
Matilda B.R. White, *in memory
of Clevie White*

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Claremont Savings Bank
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Katherine Cook
Cota & Cota
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Fidelity Charitable Gift/A Priest
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Oliver & Tita Manice
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Miles & Patrice Mushlin
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G. Roland Ransom
Red House Press Corporation
Richard D. Smith, Inc.
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memory of Clevie White*
Savings Bank of Walpole
Warren Sergeant
William Shakespeare
Dan Sherburne
Vassiliki Sinopoulos & Chris
Lloyd

Friends

(\$100 - \$250)
Anonymous
The Abbey Group
John Ackley

Mary Stewart Baird, *in memory
of Perry Cossart Baird, M.D.*
Jim Bartley
Alice J. Bradeen
John & Mary Beth Brand
Bill Brown
Susan Buhlmann
Richard & Irene Burtis
John Carter
John Case
Jim Cerone
John & Laurie Chester, Jr.
Sandra Conant
Joseph & Hilda Conn, *in honor
of Ginny Jenks*
Jane Pitkin Curtis
Mike & Rachel Davidson
Edward Esmond & Susan
Chiefsky
Michael Galbraith
Scott Gordon-Macey
Gilbert Gradinger
Robert & Honoré Hager
Lisbeth & Lyle Hall
HB Energy Solutions, Inc.
Theresa Hoffman
The Hotel Pharmacy
Bethany Ires
Mr. & Mrs. Airell B. Jenks
Heather Koledo
Emily Mastaler
Edmund H. Moore, IV
John S. Moore
Norwich Congregational
Church, *in memory of Clevie
White*

Jerry Oppenheimer
Lynn & Nancy Peterson
David & Sarah Roberts
Rochester Area Community
Fund/Gradinger Family Fund
Derek & Nicole Sherburne
Jesse Sherburne
Philip & Marcia Steckler
Rick & Connie Van Arnam
Julianne Vance
Robert Wallace
WW Building Supply

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(up to \$100)
Anonymous (2)
ADP
Francis Allen
Alva Waste Services, LLC
Sharon Ayer
Bruce Benson
Jack & Judith Berkley
Danielle Blake
Don A. Bourdon
Itty Chan, *in memory of Clevie
White*
Mary & Kilborn Church
Corner Drug Co., Inc.
Kim & Martin Daniels
Louise C. Fowler
Carlotta Gladding
Sherry Goings
Drew Gradinger
Jeffrey Gratton
Lesa Hinkley



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Hasegawa
Mr. & Mrs. Gerard Jones
Lyn & Richard Kolb
Norwood & Joanna Long
Lois Lorimer & Bill Sullivan
Lucas Industries
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James Paradis
Roberts' Auto Service, Inc.
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Diana Slade
Hank & Kathy Smith
Orson L. St. John, Jr.
Brenda Stearman
Robert Tortolani, M.D.
Annette Vagt
Sandra Von Unwerth
Mathew & Janet Wilson, *in honor
of Ginny Jenks*

In-Kind Donors

Alex & Ani
James Bartley
Beadnik's
Bellows Falls Country Club
Ben & Jerry's
BJ's Wholesale Club
Bodhi
Boston Red Sox
Alice J. Bradeen

Brown & Roberts Hardware
Bruegger's Bagels
Bruins
Burrow's Specialized Sports
Burton Car Wash
Cabot Cheese
Michael Carrier
Claremont Country Club
Clearwater Pool & Spa
Common Man Restaurant
Sandra Conant
Cranmore Mountain Resort
Crown Point Country Club
MaryAnn Culver
Ron Delahanty
Eric Dickson
Linda Donnelly
Duo Restaurant
Eastman Golf Links
Empty Nest Sewing
Fireworks
Five Star Golf
The Framery of Vermont
Fullerton Inn
Katie Gilcris
Sherry Goings
Golf & Ski Warehouse
Scott Gordon-Macey
Grafton Inn
Green Mountain Coffee
Hanover Country Club
Monica Hart
Holiday Inn Express
Hooper Golf Club
Images Hair Salon
J&H Hardware

Jarrold James
MaryAnn Jasinski
Keryn LaVarnway
Killington Golf Course
King Arthur Flour
Lake Monsters
Lisai's Market
Tammy Maberry
Maple Street Catering
Mascoma Savings Bank
Deborah McNeil
Meditrina Wine & Cheese
Messenger Valley Pharmacy
Montague Golf Club
Crystal Morey
Mount Snow Golf Club
Donna Nestle
Newfane Cafe & Creamery
Newfane Greenhouse
NH Fisher Cats
North End Butchers
Nortrax
Okemo Mountain Resort
Otter Box
Peebles
Peter Haven's Restaurant
The Quechee Club
Roland Ransom
Red Box
The Richards Group
River Bend Farm Market

Ron's Husqvarna
Tina Rushton
Salon 2000
Sam's Army & Navy
Sandri Oil
Shaw's
Sheddsville Sugar Makers
Nicole Sherburne
Side Hill Farm
Six Flags of New England
Maureen Sky
Smuggler's Notch
Southern VT Therapeutic
Riding Center
Staples
Brenda Stearman
Stone Hearth Inn
Stratton Mountain
Townshend Dam Diner
Julianne Vance
Vermont Teddy Bear Company
Von Bargaen's Jewelry
VSP Vision Insurance
Company
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Willow Farm Pet Center
Woodstock Inn
Zephyr

Our sincere apologies to any of our kind donors
inadvertently omitted or incorrectly listed.

HCRS Board of Directors



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Keith Clark

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Carlotta Gladding, *Secretary*

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Senior Leadership Team

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HCRS Headquarters

390 River Street
Springfield, VT 05156
(802) 886-4500



Hartford Regional Office

49 School Street
Hartford, VT 05047
(802) 295-3031



Brattleboro Regional Office

51 Fairview Street
Brattleboro, VT 05301
(802) 254-6028

OTHER HCRS OFFICES

Brattleboro DS office

29 Elm Street
Brattleboro, VT 05301
(802) 257-5537

**Bellows Falls Outpatient and
DS Office**

One Hospital Court, Suite 2
Bellows Falls, VT 05101
(802) 463-3947

Windsor DS Office

14 River Street, P.O. Box 45
Windsor, VT 05089
(802) 674-2539

HCRS GROUP HOMES

Alternatives

10 Lincoln Street
Springfield, VT 05156
(802) 885-7280

Beekman House

P.O. Box 106
Proctorsville, VT 05153
(802) 228-5434

Woodstock Care Home

476 Woodstock Road
Woodstock, VT 05091
(802) 457-1845

CRISIS CARE CENTERS

386 River Street
Springfield, VT 05156
(800) 622-4235

208 Linden Street
Brattleboro, VT 05301
(800) 622-4235

ALTERNATIVE SCHOOL

Kindle Farm School

P.O. Box 393
Newfane, VT 05345
(802) 365-7909

AFFILIATED PROGRAMS

Hilltop Recovery Residence

94 Westminster Terrace
Westminster, VT 05101
(802) 732-8343

**Meadowview Recovery
Residence**

330 Linden Street
Brattleboro, VT 05301
(802) 275-4971

**HEALTH CARE AND REHABILITATION SERVICES
OF SOUTHEASTERN VERMONT**

390 River Street • Springfield, VT 05156
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