

Celebrating



Years of Compassionate Care



HCRS 2017 ANNUAL REPORT

50 Years

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





FROM THE CEO & BOARD PRESIDENT

50
Years

Dear Staff, Board Members, and Friends of HCRS,

As we celebrate 50 years of service, HCRS has much to be proud of. We ended fiscal year 2017 with a surplus of over 1%, an accomplishment not achieved in the prior three years. The good work of all staff and a belt-tightening within the Agency's expenses, assured HCRS' financial stability.

Other successes this year include a significant advocacy effort which resulted in additional Act 82 funding from the legislature for all designated agencies. This additional money will allow the Agency to increase staff compensation, recognizing the difficult work of staff.

Another achievement this year, was a 4% reduction in our annual staff turnover rate. Maintaining a consistent workforce allows us to provide quality, consistent care for the people we serve.

We continue to focus on community collaborations and partnerships. We are developing innovative programs with housing providers, Springfield Medical Care Systems, pediatric practices at Brattleboro Memorial Hospital, hospitals, law enforcement, and with NFI to develop a hospital diversion home for youth. We realize that we can

only achieve great outcomes when we work hand in hand with our community partners.

Will Shakespeare, Director of our Children, Youth, & Families Division, has announced his retirement at the end of this year. The Board and staff wish him the best of luck in his retirement and thank him for his efforts during his 17 year career at HCRS.

We want to thank those members of the Board whose terms are expiring - Treasurer Keith Clark and Board Member Michael Davidson. We appreciate their loyal and dedicated services to HCRS. Each has contributed in immeasurable ways to our ongoing progress.

We also want to thank our staff who support the Agency's work every day. Their dedication and commitment to the people we serve is nothing short of inspiring! It is with great gratitude that we thank these passionate individuals who make HCRS a success every day.

George Karabakakis
CEO

Sarah Carter
Board President

HCRS gives special thanks to Sarah Carter, whose term is also expiring this year. Her commitment to the Agency's work for the past six years is very much appreciated.

HCRS SERVICES

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 and peer support services 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.

HELPING CHILDREN AND YOUTH

HCRS provides comprehensive support to children,

“You all have changed my life and the only way I would have made it this far in recovery is with all the help and support from the staff at HCRS. Thank you so much!”

- HCRS client

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 multidisciplinary 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 through mobile outreach; 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 Center shortens client wait times for crisis services and eases 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/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.

WITHIN OUR COMMUNITIES

HCRS recognizes that collaborations and partnerships are the cornerstone of an effective and comprehensive service delivery system. Our staff are embedded in community resource centers, hospitals, primary care offices, shelters, parent child centers, and throughout the community. To best meet the needs of our clients, HCRS collaborates with over 60 community organizations.

CELEBRATING 50 YEARS

of compassionate care

Fifty years of compassionate care is a significant milestone for HCRS. We have been part of an important movement that has led mental health, substance abuse, and developmental disability services out of the dark ages and into a world that values individuals' strengths, assets, and being active agents of change in their own lives. We have been part of the sea-change that recognizes the importance of people with lived experiences, their family members, and the supports of those in our community.

Over the last 50 years, we have worked closely with our State partners to develop award-winning programs that have been recognized internationally. We have shut down institutions and provided care in our communities. We have developed local partnerships with a range of teams focused on everything from housing to em-

ployment to children and youth. We understand that "it takes a village" to change people's lives.

This journey of 50 years begins and continues with our passionate and dedicated staff and the people we serve. We have been here saving and transforming lives, giving people that spark of hope that helps guide them through the darkness and despair into the light, allowing them to gain a life of value and self-respect. This is our calling. It is these moments of compassion and caring that make us so proud and humbled by those we serve every day.

In celebration of our 50th anniversary, we hosted numerous community activities and events in 2017. We share with you some of the highlights.

DEVELOPMENTAL SERVICES EVENT

Saturday, April 29, 2017

The River Garden, Brattleboro

Our Developmental Services team hosted a family-friendly, community appreciation event at The River Garden in Brattleboro. The event offered numerous activities for people of all abilities and highlighted a skit put on by members of the New England Youth Theatre. A balloon artist delighted the crowds with his imagination, and there was free cotton candy and other refreshments. In addition, other community organizations were on hand to share information about their services. A great time was had by all!

COMMUNITY APPRECIATION LUNCHES

July 2017

Springfield - Brattleboro - Hartford Offices

During the month of July, HCRS hosted a free hot dog lunch at our Springfield headquarters, Fairview Street office in Brattleboro, and our Hartford office. Attendees were treated to free hot dogs, chips, watermelon, and cookies. Mother Nature graced each event with good weather. We were so pleased to see everyone who came out to help us celebrate.



1ST ANNUAL 5K RUN/WALK

September 10, 2017

Hartford High School

HCRS hosted its first annual 5K Run & Walk on Sunday, September 10, in Hartford. Just under 100 participants, including many HCRS staff, completed the 3.14 mile course. Congratulations to Nik Ponzio, the first person to cross the finish line!

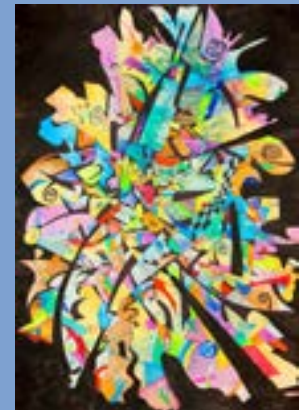


ME2/ORCHESTRA CONCERT

September 21, 2017

The Latchis Theatre, Brattleboro

HCRS hosted the Me2/Orchestra for a community concert on Saturday, October 21, at the Latchis Theatre in Brattleboro. The Me2/Orchestra is the world's only classical music organization created for individuals with mental illnesses and the people who support them. The event was held as part of the Agency's efforts to erase the stigma surrounding mental illness. The Me2/Orchestra, conducted by Ronald Braunstein, put on a brilliant performance which was equaled by the compelling mental health experiences shared by members of the orchestra.



ART SHOW

November 3-29, 2017

The River Garden, Brattleboro

As part of our 50th anniversary celebration, the Agency is also hosting an art show at the River Garden in Brattleboro. Exhibiting the works of staff and clients, the show pays tribute to 50 years of creating meaning, inspiration, and empowerment in our communities.

ADULT SERVICES

“Peter” was referred to the DUI Program, a collaboration between HCRS and the Windsor County court system, shortly after he was arrested and detained for his third DUI incident. Our first interaction with Peter was in front of the Sheriff’s station at the courthouse where he was unshackled at his wrists and ankles so he could be released. Peter was clearly not well. In addition to his humiliation and embarrassment with the whole experience surrounding his arrest, Peter was clearly sick. His skin was pale, he was sweating profusely, and his face held a painful grimace that did not subside despite his efforts to be polite to HCRS staff and the Criminal Justice Case Manager.

Upon sitting Peter down in our office, we quickly learned that Peter was withdrawing from alcohol following a prolonged period of heavy, daily use. “I know I’ve got to get on top of this but it just hasn’t worked,” Peter explained to us. “Some help would be good.”

Fortunately for Peter, he was not about to enter a typical recovery program, but rather a program that would dedicate its efforts to helping him change his life through high accountability and focused clinical support services offered through the Windsor County DUI Program.

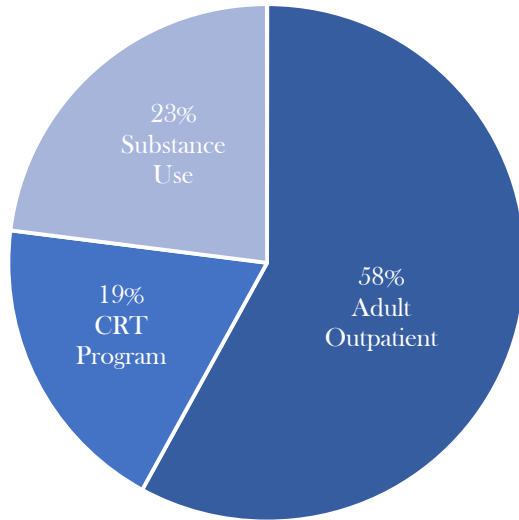
Help for Peter started with HCRS staff getting him immediate medical attention at the ER and connected to a primary care physician for continuing care. Peter was guided into treatment at HCRS as well as towards the Turning Point Center. As Peter’s health and sobriety stabilized, he was able to obtain full-time employment and establish a community of sober friends who have rallied around Peter’s determination to hold on to sobriety. Later in the DUI Program, Peter engaged with Vermont Adult Learning and began to pursue his GED. At the end of his two year commitment to participating in the DUI Program, Peter successfully reclaimed his life as a sober, conscientious community member.



34,414

*hours of adult
mental health and
substance use
services provided*

Making a Difference



“The services I received helped me get my life back on track. Everything we have done together is working to make my mind and body better for a healthy life without addiction.”

- HCRS client

100% Outpatient and substance use clients report services are making a difference

89% CRT clients live independently

19 DUI Treatment Program graduates since 2014

15% Improvement in overall client satisfaction in substance use program

93% Received services right away

25 Participants in physical health and wellness program

3,179 Clients served

CRISIS SERVICES

HCRS' Crisis Services are available to help individuals and families across Windsor and Windham counties who are experiencing a mental health emergency, at all hours of the day. In addition, our Police Social Work Program provides professional staff to work alongside police so that we can assist community members in some of their most difficult moments. Whether staff are helping to notify family members of the death of a loved one or helping to connect people to needed services, the Police Social Work Program has proven to be very successful.



“The Brattleboro Police Social Work liaison is embedded into our organization and works seamlessly with officers so citizens in need do not feel like they are being “handed off.” The Police Social Work liaison is out on the street with us, working together so the delivery of services occurs in a way that brings those in need together with HCRS while preserving their dignity.”

Captain Mark Carignan, Brattleboro Police

415

People diverted from
hospitalization

\$26.9 million

Estimated savings from
psychiatric settings

**Mental Health
First Aid**

131

Community members trained
to respond to mental health
and substance abuse issues in
their communities

Making a Difference

375 Community based screenings

430 Adults impacted by Police Social Work Program

166 Children impacted by Police Social Work Program

40 Average crisis response time in minutes

1,654 Hours of service

878 Clients served

1,882 Crisis screenings



THE DEDICATION OF OUR POLICE SOCIAL WORK LIAISONS...

“Tammy” had recently moved to one of the towns in our community. She did not have any friends or family who lived nearby. Tragically, she was attacked in her home. As one might expect, Tammy started to experience symptoms of Post Traumatic Stress Disorder and depression, which began to interfere with her life. Her local Police Department put her in touch with HCRS’ Police Social Work Program liaison (an HCRS staff person who works alongside the police).

The Police Social Work Program liaison provided Tammy with emotional support, providing the understanding and caring Tammy needed in her experience of pain and on-going struggle. This support helped Tammy to move beyond the trauma of the attack and regain her normal activities. Tammy states, “I am very grateful for people like this HCRS liaison, her dedication to her job, but more so for being an extraordinary human being.”

RESIDENTIAL SERVICES

HCRS believes that everyone should have the opportunity to live a life of dignity, self-respect, and value. This includes having their basic needs met - a roof over their head, a place to call home. Not the street, a park bench, or an encampment on the Connecticut River.

HCRS staff connect people to their own apartments through supported housing. This work is done in partnership with local housing authorities, housing trusts, and private landlords as well as invaluable partners such as The Haven, Groundworks Collaborative, and other people who simply care.

Hope and healing starts with safe, affordable housing, and can divert people from more costly institutional settings (jail, emergency rooms, or inpatient psychiatric hospitals).

Supporting clients to secure and maintain housing, allows them to take the next step in transforming their lives.

HCRS also provides five residential programs that offer a supportive, transitional community living experience. Alternatives provides short-term, crisis stabilization in a warm and welcoming environment of care. Beekman House is a semi-independent program where men can develop independence through community living. Woodstock House is a co-ed community focused on independent living skills and personal growth. Hilltop Recovery Residence is a dynamic and active program, designed for emerging adults. Meadowview Recovery Residence assists adults to regain or build independent living skills and meaningful relationships with others in an open environment of care.





The Hilltop Recovery Residence provides intensive support to its residents who are experiencing difficulty in functioning due to emotional or social distress. This past year a client successfully dis-

charged to an independent apartment and continues to maintain employment from Hilltop after an 18 month stay. When this client first came to Hilltop they were afraid, experiencing severe social anxiety and believing they would never be able to live on their own or work. This client had survived many years of trauma and was struggling to launch into adulthood.

Our first focus working together was to build trust. This took several months with many obstacles for both sides to overcome. Hilltop staff focused on establishing clear boundaries as a precursor to developing trust. This allowed for a sense of self to grow within the client, which boosted their confidence in integrating back into the community. During this time the client acquired a part-time job in the community. Just as we were seeing many signs of self-empowerment, the client had an altercation with their supervisor which led to their termination.

The client was devastated and believed this reinforced her original fear that she would never be able to work. Neither Hilltop staff nor the client gave up on that dream, and we worked even harder to support her. We established a routine where the client was accessing supports through the community and HCRS outpatient services. This provided enough support for the client to be able to move into her first apartment and ultimately acquire new employment.

She continues to do well, maintaining both her housing and employment.



Why, How, and What: Residential Golden Circle

WHY: We Believe in the Power of Community

HOW: LIVE LEARN LEAVE is the basis of everything we do: LIVE – meeting basic needs, LEARN - developing skills and mastery, and LEAVE – getting where you are going.

WHAT: Our five Residential programs - Alternatives, Beekman, Hilltop, Meadowview, and Woodstock - total 38 residents and 90 + staff, where people come together to live and work in the spirit of experiencing the power of a community, which we all participate in creating.

“I love to come here because staff always meet me where I’m at. Not where they want me to be, but where I’m at.”

Alternatives client

CHILDREN, YOUTH & FAMILIES

Teagan had a difficult childhood, growing up with trauma and a lack of parental support due to mental health issues in his family. As a result, Teagan had to grow up fast, taking on a caregiver role for his little sister. During these stressful times in his youth, Teagan and his sister were able to attend HCRS' Summer Therapeutic Program for many years. The Summer Program provided a sense of normalcy for Teagan. He and his sister were able to take part in typical youth activities. According to Teagan, "[HCRS' summer program] allowed me to learn how to develop healthy and happy relationships in

my life as a child, and I took that with me into adulthood."



Having completed his first year of college, Teagan is headed into the US Coast Guard this fall in order to complete his college education with less financial burden.

Fortunately for HCRS, in the interim, Teagan came back to HCRS' Summer Program this year as a valued member of the staff. He was the most wonderful addition to our summer program as a one-on-one staff member. He brought a much deeper understanding of what the kids in our program struggle with and how important this program is to them. Teagan stated, "It was such an amazing experience, and I'm so happy that I had this opportunity to not only work for this program but to share my experience with my co-workers and the kids." Teagan was very open, and proud to share his experience in our program as a child, and he taught us all so much more about kindness, compassion, perseverance, and understanding. Teagan is the very best example of why HCRS summer staff do this work and is a reminder to us all that what we do truly has a profound impact on the children that we work with.



Photos of Teagan from when he attended the summer program (upper right) and as a counselor at the summer program (bottom left).

Summer Therapeutic Program

Our program is specifically structured for kids who struggle within their school environment, as well as within their family and extended communities. We create a therapeutic environment for them, masked as a summer camp. Our staff are focused on helping them build positive and healthy relationships with peers and adults by supporting them with the development of important social skills that they so desperately need. In essence, we create a community for them that teaches them how to be successful while having fun.



“[The HCRS Clinician] is a miracle worker with my daughter.”

Client

Making a Difference

96% Staff treat clients with respect and make them feel welcome

96% Services are making a difference for families

226 Youth participated in the Summer Programs

100% Staff trained in trauma-informed care

1,543 Clients served

96,873 Hours of service

47 Staff embedded within local schools

18 Staff that work directly with the Department for Children and Families

KINDLE FARM SCHOOL

“Willie” came to Kindle Farm School as an 8th grader from a district in New Hampshire. Willie was larger than many of his peers and identified himself as a woodsman, hunter, and logger. Willie had many skills coming into school but not skills that most schools teach or value. Willie could fix some small motors at an early age and had an aptitude for hands-on work. We were instantly drawn to his charisma, humor, and sly wit.

Willie came to Kindle reading at a 1st grade level. He also came to the school with little ability to take feedback, to ask for help, or to feel safe in a school setting. He had frequent, explosive, and sometimes violent outbursts. Despite his use of physical aggression, one of the most tragic of his behaviors was yelling at the staff about his own lack of intelligence. His mantra was “I am too stupid!” “I am too dumb!” The despair over his academic acumen was obvious, and thus our work began.

Flash forward to Graduation! The entire school cheered on this broad-chested and proud graduate. Students and staff cheered, not because it was a duty or the right thing to do but because Willie was an indispensable member of our community. In the time since Willie enrolled, he had become a lead vocational student who not only passed our Professional Chainsaw Certification but also our UVM Tractor Safety Course.

In the course of our five year relationship, we saw many emotions from Willie. We saw pride, we saw anger, we saw excitement and hesitancy, but none of us were prepared for the stream of tears that flowed from his eyes as his favorite group of staff presented him with a handmade present in an artifact called an atlatl. This atlatl represented a passion that was hatched in an independent archaeology study Willie’s Senior year. Kindle Farm may have given Willie a second chance to see himself as **ABLE MINDED**, as a **STUDENT**, and a **VALUED** member of our school, but he gave us an upstanding community member and the acknowledgement that we have made a difference in his life’s trajectory. For that, we are ever grateful.





Kindle Farm Cares!

Community

Attitude

Respect

Effort

Safety

71%
Student
poverty rate

WE MEET STUDENTS WHERE THEY ARE AT

With slow and consistent skill building based on deep relationships, we find material that interests our students and a style of intervention that they respond to.

Those of us in human services can understand that as students start to thrive at school, their self-esteem improves. This is not a quick process, but it is a successful one.

**Winner of Vermont's
Junior Iron Chef Competition**

Making a Difference

1 Graduate in 2017

14,496 Meals served free of charge to all students

445 Foodbank backpacks provided to students to bring home

40 Students in summer program

10 Students in after-school program

9 Students provided behavioral interventionist services

17 Partnering schools

DEVELOPMENTAL SERVICES

Our work is based in a foundation of Person Centered Thinking - a foundational belief system which requires that we balance what is important “to” and important “for” a person.

“Travis” is gregarious and has a great sense of humor. He always has a joke to share. Travis also is known by his friends for his fantastic memory. He always knows who has a birthday coming up and how old they will be. Travis values his family, sunny days, and consistency. These are all things that are known as important “to” Travis.

We have supported him for well over a decade and in that time, Travis has grown significantly. Travis came to HCRS through the Department for Children and Families, after experiencing significant trauma. When we met Travis, he was struggling with what he refers to as his “grumpiness.” He wasn’t able to be supported through the traditional Shared Living Provider model because he

was experiencing a lot of anger and lack of impulse control. He often accessed crisis supports through the Brattleboro Retreat, Vermont State Hospital, and the Vermont Crisis Intervention Network. HCRS supported Travis to have a residential program that allowed him to receive the support he needed while he learned how to identify his emotions and regulate his responses. These are things that would be considered important “for” Travis.

Travis refers to himself as a “new man.” In 2015, he moved into his Shared Living Provider’s home. While he used to require 2:1 supports, Travis is now able to work with others without verbal or physical aggression. He volunteers at the Springfield Senior Center with the Meals on Wheels program. He has a girlfriend who he meets for lunch dates. Travis also competes in Special Olympics basketball and baseball. He will often share the story of him and HCRS staff member, Lori Lintner, singing “Urgent” by Foreigner together before practice.



*“HCRS gives me goals.
Gives me life. I have a
bright future.”*

DS client

**Developmental Services in
the State of Vermont are
ranked 2nd in the nation!**



**Vermont’s DS Programs
received the International
Zero Project Award for its
successful employment
services!**

Making a Difference



98% Services are making a difference

87% Live in a stable home environment

83% DS Employment Services' clients have jobs

524 Individuals served

82,776 Hours of service provided

96% Were treated with respect and felt welcomed

\$152,763 SSI savings through Employment Program

COMMUNITY BUILDING

- ◆ Potluck dinners

CONNECTEDNESS

- ◆ 2296 hours of community based supports weekly
- ◆ Daily REACH activities
- ◆ New England Youth Theatre
- ◆ Participation in the Inclusion Center
- ◆ DS Standing Committee
- ◆ Green Mountain Self Advocates
- ◆ Special Olympics
- ◆ Buddy Walk

SUPPORTING STAFF

CHOICE...

We think about that word a lot in Human Resources. We know employees have a choice to stay or leave, we know candidates have a choice to join HCRS or another organization, and we make choices about who we hire. One of our key responsibilities is to develop programs, plans, and policies that positively impact our ability to attract, develop, and retain the highest quality staff possible. The design of our policies and practices are to create a work place where people can come to work, do a good job, and feel supported. The work of many of our employees is challenging and, when coupled with possible family or financial pressures, we believe it's important for HCRS to provide support to employees whenever and wherever we can.

A key element in that support is the benefit package we offer staff. Our benefit package is without question one of the most comprehensive, creative and competitively

priced benefit packages in Vermont. We have all the traditional benefits, but then add a 100% match on an employee's 403B contribution, a generous leave policy, flexible work schedules, interest free computer loan program, tuition reimbursement, snow tire allowance and an emergency loan program. We are also proud of our wellness initiatives, which we continue to expand.

Our wellness committee, made up of employees from across HCRS, is developing creative programs to engage employees and their families in proactively thinking and doing something about their health and wellness. If we can engage with our employees to change some of their lifestyle changes it can have a very positive impact in the prevention of cancer, heart disease, type 2 diabetes, and lung disease. We want people who share our passion to work and grow here and we're doing everything we can to make that happen.



94%

Staff satisfaction with the work they do every day

92%

Staff satisfaction with their relationships with their co-workers

"I am honored to be part of a team that does such vital and outstanding work on behalf of families and children."

HCRS staff member



590
HCRS staff members

4%
Reduction in turnover rate

9.9 Years
Average Length of Service

“The work is very rewarding, and the benefit package is outstanding.”

HCRS staff member



COMMUNITY PARTNERSHIP AWARD

MIKE SMITH

Administrator

Greater Rockingham Area Services

Rekindling hope and making a difference...

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

Mike Smith has been an inspired and committed partner with HCRS. He worked for our Agency from 1982 to 2000 during which time he held a variety of positions. Currently, Mike is the Administrator of Greater Rockingham Area Services in Bellows Falls, an organization whose mission is to provide health care services. Mike is receiving this award, not because of his position, but because of his passion, dedication, and drive to make a difference in the lives of young people throughout our communities. Mike was a strong advocate for our Hilltop Recovery Residence when some in the community expressed serious concerns about having “those people” in their backyard.

More recently, Mike approached HCRS with a vision of creating a series of cable TV episodes highlighting the challenge of suicide amongst our youth. Mike continues to focus on bringing community members, youth, and our staff together to share the stories of those who are at the edge. Mike’s goal is to send the positive message that by finding meaning, young people can rekindle the hope that will keep them connected, so they too can contribute to our community.

Mike’s passion and leadership in ensuring that the voices of youth and those whose lived experiences have taken them to the edge are heard are just some of the many reasons we are awarding Mike Smith our 2017 Community Partnership Award.

Thank you, Mike, for your dedication and commitment!

SUPPORTING STAFF

ENCORE AWARDS

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 7,398 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 six employees annually. These award winners are selected anonymously by a committee of employees and the Senior Leadership Team.

Congratulations to these six staff on their selection for a 2017 Encore Award!



Michelle Emery
*Therapeutic Activities
Coordinator*



Karla Hill
*Community Outreach
Specialist*



Heather Marquez
Case Manager I



Heidi Spaulding
Case Manager II



Renae White
COS Team Leader



Katrina Whyman
Clinician II

SERVICE AWARDS

25 YEARS



Kimberly Lewis
Respite Provider

20 YEARS



Sue Ann Forcier
*Eldercare
Coordinator*



**Christopher
Houston**
*Kindle Farm
Para Professional*



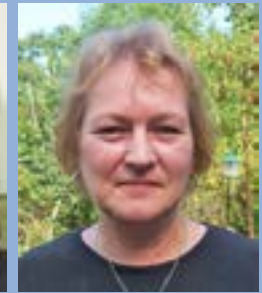
Pamela Lysitt
*Licensed Practical
Nurse*



Lisa Nicholson
Area Manager



**Linda
Simoneaux**
*Residential Services
Manager*



Kathleen Tyler
Residential Specialist

15 YEARS

Patty Akley-Warlick
Adam Altshuler
Robyn Carpenter
Dylan Devlin
Kendall Edkins
Lesa Hinkley
Valarie Janowski
Julie Kelley
Tammy Maberry
Tina Rushton
Warren Sergeant

CIS Clinician I
Kindle Farm Assistant Director
School-Based Clinician II
Assistant Director
Kindle Farm Program Supervisor
HR Generalist II
EFS Case Manager II
Community Outreach Specialist
Service Coordinator
Accountant II
MIS Director

10 YEARS

Lydia Barnes
Sally Blair
Christine Boothby
Michael Carrier
Sherrill Ellinger
Becky Gilbert
Charmion Handy
Sharon Haumann
Michele Hochberg
Sarah Jacobs
Victoria Jones
Korinne McManus
Mark Young

IFBS Clinician I
Medical Assistant
Administrative Assistant
Facilities Maintenance Technician
Kindle Farm Administrative Assistant
Children's Clinician II
DS Adult Services Manager
Crisis Intervention Specialist
School-Based Clinician I
Residential Specialist
School-Based Clinician II
Access Navigator
Criminal Justice Programs Coordinator

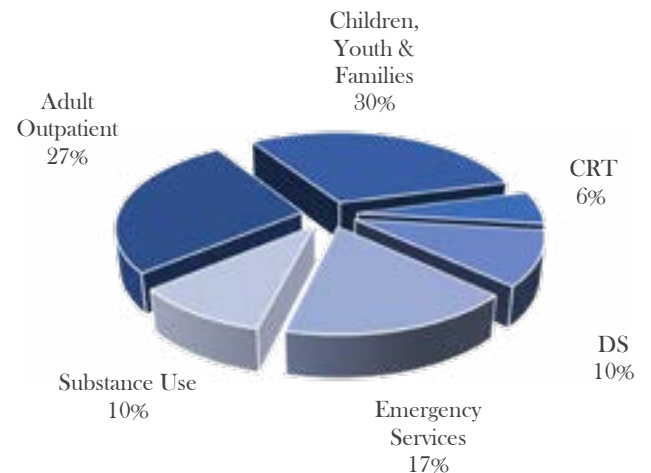
BY THE NUMBERS

NUMBER OF INDIVIDUALS SERVED IN FY 2017, BY TOWN

ATHENS	11	MARLBORO	11	WHITINGHAM.	12
BETHEL	14	NEWFANE	30	WILMINGTON.	35
BRATTLEBORO	857	NORWICH	29	WINDHAM	47
BRIDGEWATER	16	PUTNEY	73	WINDSOR.	251
CAVENDISH	30	READING	19	WOODSTOCK	41
CHESTER	118	ROCKINGHAM.	279	OTHER TOWNS IN	
DOVER.	27	ROYALTON	19	WINDHAM & WINDSOR	
DUMMERSTON	37	SHARON.	13	COUNTIES	36
GRAFTON.	13	SPRINGFIELD	737	UNKNOWN	3
GUILFORD	42	TOWNSHEND	20	OUT OF CATCHMENT AREA	466
HARTFORD	515	VERNON.	47		
HARTLAND.	68	WARDSBORO	11	TOTAL	4157
JAMAICA.	16	WEATHERSFIELD	46		
LONDONDERRY.	32	WESTMINSTER	56		
LUDLOW	70	WESTON	10		

NUMBER OF INDIVIDUALS SERVED BY PROGRAM

ADULT OUTPATIENT.	1331
CHILDREN, YOUTH, & FAMILIES DIVISION	1543
COMMUNITY REHABILITATION & TREATMENT PROGRAM	448
DEVELOPMENTAL SERVICES	524
EMERGENCY SERVICES	878
SUBSTANCE ABUSE PROGRAM	522



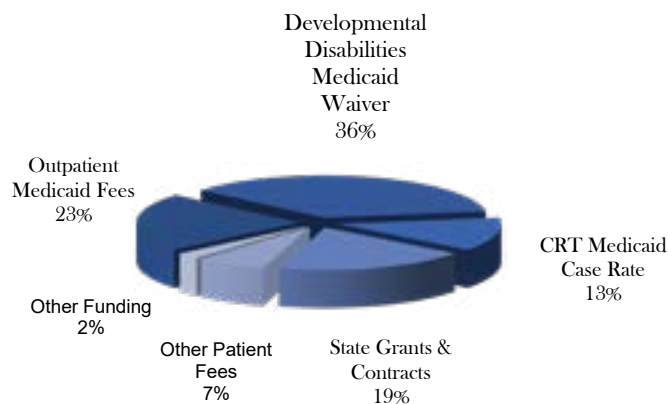
FINANCIAL REPORTS

50
Years

FISCAL YEAR 2018 - ANNUAL BUDGET

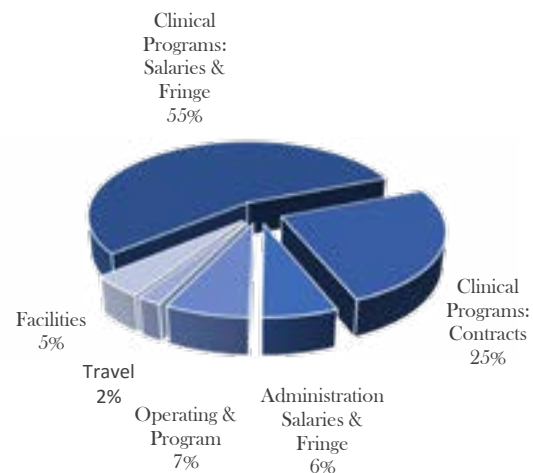
REVENUE BY SOURCE

Outpatient Medicaid Fees	\$10,075,827
Developmental Disabilities Medicaid Waiver	\$16,319,737
CRT Medicaid Case Rate	\$ 5,760,981
State Grants & Contracts	\$ 8,607,436
Other Patient Fees	\$ 3,137,653
Other Funding	<u>\$ 1,053,544</u>
Total Revenue	<u><u>\$44,955,178</u></u>



EXPENSES

Clinical Programs: Salaries & Fringe	\$24,814,303
Clinical Programs: Contracts	\$11,155,719
Administration Salaries & Fringe	\$ 2,857,067
Operating & Program	\$ 3,163,894
Travel	\$ 922,571
Facilities	<u>\$ 2,041,624</u>
Total Expenses	<u><u>\$44,955,178</u></u>
Net Surplus (Loss)	<u><u>\$ --</u></u>



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A heartfelt thank you to all of our kind donors. As a donor, you play a significant role in our ability to meet the needs of individuals and families in our communities.

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

10th Annual Golf Tournament Fundraiser For Children's Services

On Friday, June 9th, 70 golfers enjoyed a beautiful day on the greens at Woodstock Country Club in support of our Children, Youth, & Families Division. Over \$22,800 was raised, 100% of which will go to support services for children and youth in Windsor and Windham counties. In honor of our 10th annual tournament, special activities were incorporated into this year's event including teeing off at one of the holes with an air cannon and a gopher scavenger hunt. Thank you to everyone who participated in this very successful fundraiser.



10 YEARS

A special thanks
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Not pictured:

Sharon Ayer, Karen Lansberry, James Paradis,
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SENIOR LEADERSHIP TEAM



From left:

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50
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