



2018

HCRS ANNUAL REPORT



**Spreading Seeds of Wellness To Improve
Our Clients' Current & Future Health**



HCRS cares deeply about how individuals and families are treated. The beliefs outlined in our Philosophy of Care are the foundation of our services.

HCRS Philosophy of Care

- A person, or the responsible family member of a child, is at the center of decision making for their own care.
- People always have choice regarding their own care, even when mandated to treatment.
- All people are resilient, capable, and have a natural tendency towards growth.
- It's important to celebrate the strengths of a person to overcome challenges and focus on solutions.
- Continuous, healing, and trusting relationships are transformative in helping to address trauma and other challenges a person may be facing.
- Our services are culturally sensitive and inclusive of perspectives such as harm reduction, cultural, societal, and environmental factors that impact an individual's experience.
- Treatment is provided in a holistic manner in order to address the mind, body, and spirit.
- A person's challenges exist within a social context and the social factors that influence well-being will be addressed as a part of treatment.
- Community and State collaborations are important in order to provide a positive experience for people seeking or receiving services.
- We provide services with kindness, empathy, and compassion.
- We treat people with respect and dignity within the context of caring and mutual relationships.
- The experience of stigma and impact of oppression and discrimination exists; we actively find ways to challenge them and minimize the harm that can affect all of us as a result.
- Our services are grounded in evidence-based and promising practices that promote hope, healing, and wellness; they acknowledge the impact of biological, psychological, and social factors.

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

Dear Staff, Board Members, and Friends of HCRS,

As I look back on this past year, I am very proud of our many accomplishments. We have been able to provide our staff with significant salary increases, maintained our excellent benefits, expanded wellness initiatives, and received the Governor's 2018 Worksite Wellness Award.

We have met many of our financial goals and ended the fiscal year with a solid net surplus of 1.96%. We have also made great strides in improving quality and access to services as we move towards becoming a Center of Excellence. These remarkable efforts have been recognized by the Department of Mental Health and the Department of Aging and Independent Living (DAIL) as evidenced by having been redesignated in all our programs with positive accolades from our reviews. We have truly "turned the curve" on many fronts.

This year, we developed our Philosophy of Care (*see previous page*), which serves as the foundation of our services. Embedded throughout this statement of beliefs is the notion that a person's social context and related social factors influence and impact an individual's health and ability to succeed.

Studies show that social factors - poverty, unstable housing, unemployment, lifestyle issues, and limited access to education, transportation, and health care - reduce life expectancy, increase hospital readmis-

sions and emergency room use, and reduce overall health.

Experts estimate that medical issues account for only 10% of overall health care costs and social, environmental, and behavioral factors account for the rest. Our rural communities, while offering many benefits, certainly create challenges around factors such as transportation and access.

There has also been groundbreaking research on the impact of social isolation or loneliness. Socially isolated individuals suffer from increased risks of disease, premature death, depression, suicide, and cognitive decline, just to name a few.

Therein lies the power of our work - supporting people through healing relationships that transform lives through compassion, kindness, and mutual respect. Rekindling hope where there may have been despair. Treating the whole person - mind, body & spirit - by creating connections so people can find meaning and purpose in their life - one person at a time.

Sincerely,

George Karabakakis, Ph.D.
Chief Executive Officer

FROM THE BOARD PRESIDENT

"...a time of great change in the State of Vermont..."



To the HCRS Community,

It's amazing that a more than 50-year-old organization can continue to be nimble and responsive to its stakeholders - but that's the way HCRS operates. Over the past year, we've seen our financial situation improve significantly, we've made major investments in technology and personnel, and have instituted a comprehensive strategic plan to ensure that we continue to grow and improve.

Our recent client satisfaction survey showed that we are generally doing very well with our clients, receiving high marks across almost every area. We are serving clients in a more timely manner than ever before.

And, don't forget, all of this organizational improvement is taking place in a time of great change in how the State of Vermont manages agencies like HCRS and how they provide the financial backing to offer our many services.

I have been very proud to serve as President of the Board of Trustees, and I am honored to be associated with such a caring, professional, and dedicated staff of service providers. I, and the rest of the Board, look forward to continued growth and improvement over the next year. We know that you will see the results every day in your dealings with all of us.

Sincerely,

Matthew Garcia
Board President



"Meeting with my HCRS therapist is teaching me skills that are helping me cope with life."

"She saved me or helped me save myself."

-HCRS client



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.

“HCRS is always there for me. They treat me with respect and take time to listen to what I have to say. I always leave with a smile!”

- 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 other 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 boys (grades 2-12) through our Kindle Farm School.

EMERGENCY RESPONSE

HCRS provides a 24-hour, rapid response crisis hot-



line, 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.

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, police departments, and throughout the community. To best meet the needs of our clients, HCRS collaborates with over 60 community organizations.



Health Begins Where We Live, Learn, Work, & Play

America leads the world in medical research and care. We should be the healthiest people on Earth. Yet, on some of the most important indicators, like how long we'll live, we aren't even close. It's time for Vermonter's to take a lead on health. This means we need to stop thinking of health as something we get at the doctor's office but instead as something that starts in our families, in our schools and workplaces, in our playgrounds and parks, and in the air we breathe and the water we drink. The more you see the problem of health this way, the more opportunities you have to improve it. Research has found that the conditions in which we live and work have an enormous impact on our health, long before we ever see a doctor.

Many mental and physical health conditions appear later in life, but they actually originate early in life.

Social Factors That Influence Your Health

Financial	Environment	Education	Food	Community	Health Care
<ul style="list-style-type: none"> Employment Income Expenses Debt Medical Bills Support 	<ul style="list-style-type: none"> Housing Transportation Safety Parks Playgrounds Walkability Zip Code Geography 	<ul style="list-style-type: none"> Literacy Language Early Childhood Education Vocational Training Higher Education 	<ul style="list-style-type: none"> Hunger Access to Healthy Options 	<ul style="list-style-type: none"> Social Integration Support Systems Community Engagement Discrimination Stress 	<ul style="list-style-type: none"> Health Coverage Provider Availability Provider Cultural Competency Quality of Care

At HCRS, in addition to the comprehensive mental health, substance abuse, and developmental disability services we offer, we also work with our clients to ensure these social factors (*see chart on bottom left*) are addressed. Also known as "Social Determinants of Health," these social factors will likely have a significant impact on an individual's future health.

Encompassing all ages, from our youngest clients to the elderly, we work to ensure that children and youth aren't too hungry or worried about things at home to learn in school, that adults are able to obtain jobs so they can adequately pay their bills and obtain safe housing, and that the elderly have social opportunities so they don't feel isolated. These are just a few of the many examples of how HCRS helps its clients to address these social factors every day. On the following pages, we've highlighted specific examples of this work for those we serve.

91.9%

Vermonters who Graduated High School

96%

Vermonters with Health Insurance

Access to the natural environment and the outdoors is critical for good mental health

8th

Leading Cause of Death in VT is by Suicide

22.7

Average Vermont Work Commute (in minutes)

"HCRS provides me with peace of mind - something I truly need in order to be able to continue working. It's greatly appreciated!"

-HCRS client

11.9%

Vermont Poverty Rate

\$913

Average Rent in Vermont

1755

HCRS Catchment Area (in square miles)

1291

Homeless in Vermont

23% of Homeless Individuals in Vermont are Children

57

State Parks in Vermont

"Meeting people and working...just being out in the community is great!"

-HCRS client



CHILDREN, YOUTH & FAMILIES

Promoting A Culture of Acceptance

This was the first summer that Etina had participated in our therapeutic summer program, and it truly changed her life in a way that we could never have imagined.

When Etina first came to camp, she was shy, a little socially awkward, and full of anxiety. She wasn't able to swim, which was a favorite activity for all of the campers. This caused Etina to feel uncomfortable around her peers, clinging to her one-on-one counselor most of the time. We struggled to identify how we could best support Etina, until one day when she stopped coming to camp.

It turned out that Etina's mother, Sarah, had contacted our Crisis Program in response to Etina stating she no longer wanted to live. Through conversation with our Crisis Team, Etina shared that she felt she was a boy. In an effort to get Etina back to camp, the Summer Camp Coordinator spent a lot of time that evening speaking with Etina and her mother, and discovered that Etina had felt she was a boy for some time now, but she hadn't felt safe enough to share the information. Following her discussions with her mom, the Crisis Team, and the Camp Coordinator, Etina made the decision to be a boy. And she decided that HCRS' Summer Camp would be a good place to start.

The following day, with the Camp Coordinator by his side, "Aiden" was introduced at camp. Each and every camper embraced Aiden, and even clapped for him. Aiden had no more difficulties fitting in from that point on. There was no more anxiety, no more social awkwardness, just Aiden feeling safe enough to be who he was with no judgment. Interestingly, and still unexplainable, Aiden is one of the best swimmers at camp!

Aiden's story is a testament to what our summer program represents, which is a culture of acceptance, kindness, understanding, and unconditional support for each other, free of judgment and bullying.

As Sarah now embraces her son Aiden and supports him unconditionally, she also grieves the loss of her daughter, Etina. In her quest to do everything right for Aiden, Sarah recognizes the importance of caring for herself and her own struggles while she navigates this new chapter in their lives. As we also support her needs, we have been truly touched by Sarah's unconditional love, devotion, and acceptance of Aiden, and inspired by her strength, hard work, and devotion to making their lives better. She is truly a remarkable woman, and we look forward to seeing how far these two will go.

"Jayne helped us with a life and death very traumatic matter where my child, and then all of us, were threatened. She was there four times, even over the weekend. She brought us groceries so we could shelter at home."

-HCRS client

68%

Services Provided in our Children, Youth, & Families Division that were in a Community Setting (Home, School, Hospital, etc.)

Impacting Social Factors



HEALTH CARE

Offering Whole Health Care for the Entire Family

97%

Clients Report That HCRS Services Are Making a Difference

50%

Reduction in Wait Time for Services

84%

Children Receiving Services Have Seen a Primary Care Provider

92%

Children Receiving Services Have Health Insurance

Family Wellness Program
New Program to Integrate Physical and Mental Health Care



COMMUNITY

Creating Social Connections

270

Children & Youth Attended Our Summer Programs



EDUCATION

Staff Work in Local Schools to Ensure Student Success

50%

Increased School-Based Services (School-Based Clinicians & School-Based Interventionists)



ENVIRONMENT

Ensuring Everyone Has a Safe Place to Live

Hospital Diversion Project
In Collaboration with NFI, this Program Reduces Youth Hospitalizations

Woolson Block Project
Four Agencies Will Support Youth to Transition to Independence



Hospital Diversion Project Facility



FOOD

Making Sure Kids Aren't Going Hungry

300+

Meals Served During Our 3 Summer Programs



KINDLE FARM SCHOOL

Giving Students the Skills to Succeed

The Kindle Farm School is proud of our slogan “**Every Kid Deserves a Chance.**” The staff work tirelessly with students to bring this motto to life. After 21 years of honing our craft in the field of behavioral and academic supports, we are approved by the State to work with seven disability categories.

J.J., a charismatic 5th grader with significant emotional intelligence, has a trajectory like the vast majority of our students. The Special Education process creates unique challenges; before a student arrives, they will have been diagnosed with a disability and shown to be significantly behind in at least one of several academic areas. On top of this, the sending school will have tried

a variety of interventions that, despite their best efforts, did not work to meet the student’s needs. Thus, students often enter our school feeling like a failure, not seeing themselves as capable learners, distrust-ing adults, and seeing

schools as a traumatic experience.

“When I first got here I was the most nervous person in the world,” J.J. said recently. “The first few weeks I was struggling hard, but a few months later I was crushing it!” The fun thing is, J.J. is right. You see, by the end of his first year, J.J. had vastly improved in all areas and the positive trend line on data sheets corresponded with the level of his engagement. Practically speaking, this meant more smiles, more trust, and a willingness to take on new skills.

As a division of HCRS, Kindle Farm is proud to align in the mission of making the lives of students better. We do this by creating deep and lasting relationships that foster self-esteem, by meeting students where they are at, and truly supporting their needs.

It is amazing to think that our work in a school setting can have lasting effects on the quality of life of our students. J.J. recently said that staff at Kindle Farm “don’t judge me,” and that he values new skills like being open minded, taking breaks when upset, and “not putting walls up” between him and other people. “I’ve built tons of relationships, not only here but outside of school too.”



“Before he started at Kindle Farm, most mornings I would receive a phone call from his school before 9 am.”

Outdoor Adventure Programming

- Outdoor Adventure
- Rock Climbing
- Ropes Course
- Wilderness
- Camping
- First Aid
- X-Ski
- Skiing
- Fishing
- Paddling
- Trailblazing
- Primitive Skills
- Stratton Ski Program
- Backcountry Snowboarding

Impacting Social Factors



FINANCIAL

Providing Students Vocational Training

Professional Chainsaw Certification

Senior Internships

UVM Tractor Safety Course



EDUCATION

Giving Students the Skills to Succeed

65

Kindle Farm Students

5

Graduates

10

Students Provided Behavioral Interventionist Services

17 Partnering Schools



COMMUNITY

Creating Social Connections

36

Students Attended Our Summer Program

6

Students in After-School Program

14

Outdoor Adventure Activities

38

Students Participated in May Day Challenge



71% Student Poverty Rate



FOOD

Making Sure Kids Aren't Going Hungry

15,526

Meals Served Free of Charge to All Students

1,581

Meals Served to Summer Program Participants

Many Bushels

Fresh Vegetables Harvested from Our Farm

35

Gallons of Maple Syrup Made on Our Farm



“A few months [after coming to Kindle Farm], I was crushing it!”

ADULT SERVICES

Improving Social Factors to Increase Health & Wellbeing

“Carol” was going to the emergency room two to four times every month for medical issues that could have been addressed by her primary care provider. When we first met, we asked her about her goals. Carol’s first priority was to learn how to better manage her financial situation. Secondly, she asked how to better control her emotions so that she wouldn’t run out of her anxiety medication before it was due for a refill.

We wrote down these goals so that we could measure and track Carol’s progress along the way. We worked together to identify realistic steps she could take towards achieving her goal of better money management. Concurrently, we identified steps towards learning to manage her emotions.

After about three months of counseling, Carol was able to make it through one entire month without going to the emergency room. She had also stopped overusing her anxiety medication, had sufficient money to pay her bills, and enough food to eat for the month.

Today, Carol occasionally makes a trip to the emergency room, but no longer is it a weekly event. Helping Carol with the various social factors in her life has made such a difference in her overall wellbeing. While we can’t predict the benefit to her future health, we know that these improvements in Carol’s life today will have a positive impact on her health tomorrow and in the future.



Police Social Work Program

859
Individuals Supported

Services:

- Basic needs
- Housing
- Safety
- Medical care
- Mental health care
- Substance use treatment

Hartford • Windsor • Springfield
Bellows Falls • Brattleboro
VT State Police in Westminster

DUI Court Program

7
2018 Graduates

18
Current Participants

87%
Program Retention Rate

5 Year
SAMHSA Grant to Expand
Program to Windham & Orange
Counties



HEALTH CARE

Offering Whole Health Care

50%
Reduction in Wait Time
for Services

Care Coordinator embedded in
Springfield Community Health Team

Direct Referral Process with
Springfield Hospital



Impacting Social Factors



“The best mental health services I have ever received.”

-CRT Client

2408

Crisis Screenings in
FY18
(481 in the community)

EDUCATION

Educating our Communities on
Mental Health & Substance Use

13
Mental Health First Aid
(MHFA) Trainings

161
Individuals Certified in MHFA

38
People Trained in Intentional
Peer Support

97%
HCRS Services are Making a
Difference in My Life

ENVIRONMENT

Ensuring Everyone Has a Safe
Place to Live

17
Quickly Identified New Homes for
Residents when Community Care
Home Unexpectedly Closed

22
New Housing Units for Homeless or
those at risk at Great River Terrace

1
Added Engagement Specialist at
Brattleboro Drop-in Center

5
Residential Facilities
(86% occupancy rate)

46%
Clients Indicating Safe & Stable
Housing at Screening



FINANCIAL

Supporting Clients to Obtain
& Maintain Jobs

58
CRT Employment
Services Clients

31%
Clients Indicating
Stable Employment
at Screening

23
In-SHAPE Clients
(Health & Wellness Program)

COMMUNITY

Creating Social Connections

Retreat Farms
Hilltop & Meadowview
Residents Volunteer Weekly
Feed & Care for Animals
Attend Community Events

Peer Support Services
Life Enrichment Center
Peer Run Community Space

DEVELOPMENTAL SERVICES



"[Our son] is in a wonderful, perfect home."

-Family member of a DS client

Supporting Individuals Towards Independence

Charles came to HCRS approximately four years ago. On the Autism spectrum, he had been told for years that he couldn't do many things as a result. That was up until he started working with our DS Employment Team Leader, Tamara. She supported Charles to find his strengths and to develop ways to deal with his challenges. In particular, Tamara helped him learn how to interact with others and accept new situations.

Through their work together, Charles was able to obtain a paid job at TNT Fireworks. Tamara continued to work with him and the staff at TNT to ensure it was a good fit for everyone.

Once Charles had a paying job, he was able to obtain his driver's license and purchase a vehicle, providing him with a feeling of independence he'd never had before.

As Charles became more comfortable in his new role, he was able to take on many more tasks at the store. In fact, Charles has done so well, that he has recently been promoted to store manager. In addition, he also works a second job as Assistant Manager at Game Stop.

HCRS successfully worked itself out of a job with Charles as he no longer requires any supports. This is just one example of the important work that our Employment Services Team does on a daily basis.

"The services I receive benefit my unique situation and allows the flexibility I require."

-DS client

98%

DS Clients Report that HCRS Services are Making a Difference in Their Lives

97%

DS Clients Report Being Welcomed by HCRS Staff and Treated with Respect

Impacting Social Factors



Added Direct Support Professional Supervisors & Senior Direct Support Professionals



New DS Managers
3 Area Managers
1 Program Development
2 Employment



ENVIRONMENT
Ensuring Everyone Has a Safe Place to Live

113
Shared Living Providers Provide Clients with a Place to Live

84%
Clients Who Have Lived with the Same Shared Living Provider for Over a Year

130
Clients Supported with Housing

National Alliance for Direct Support Professionals

FOOD
Nurturing Healthy Meals & Connections

20
Potlucks

8
Cookouts



FINANCIAL
Supporting Individuals to Obtain & Maintain Employment

129
Individuals HCRS Helped to Find Work

87%
Employed DS Employment Services Clients



COMMUNITY
Creating Social Connections

800
Activities Provided Through Our Reach Program

Trips/Events
Mystic Seaport Field Day

Brattleboro Buddy Walk

SUPPORTING STAFF

The Health and Wellbeing of our Staff is Paramount

We are extremely proud of the generous, creative, and varied benefits we are able to offer to our employees. We very much appreciate their passion and dedication and know that where our employees live, work, and play will have a significant impact on their future health and wellbeing. Our Human Resources Department focuses on offering staff benefits and activities that will have a direct impact on these social factors.



“The positive nature of our environment creates a sense of success with our endeavors.”

-HCRS employee

“The passion that my co-workers bring to work inspires me to be hardworking and dedicated.”

-HCRS employee

600
Staff

2858
Combined Years of Service

7
Human Resources Staff

Impacting Social Factors



COMMUNITY

Creating Social Connections

- Annual Employee & Family Appreciation Day
- Holiday Gatherings
- Community & Lunch Spaces
- Events Team in Each Office
- Monthly Staff Newsletter
- Agency 5K
- Annual Meeting
- Staff Intranet Site



EDUCATION

Supporting Staff with Trainings and Continuing Education

- Online Learning Center
- Opportunities for CEUs
- Tuition Reimbursement



FOOD

Promoting Healthy Eating

- CSA Subsidies
- Coffee & Tea at All Sites



FINANCIAL

Helping Staff Achieve Financial Success

- \$15 Minimum Wage
- Dedicated to Providing Annual Increases
- Generous 403(b) Match
- Emergency Loans
- Financial Education
- Retirement Saving Education



HEALTH CARE

Offering Superior Health Care & Wellness for Staff and their Family

- 3 Tier Health Insurance Plan
- Wellness Incentive Plan
- Dental Insurance
- Vision Insurance
- 3 Annual Wellness Fairs
- Employee Assistance Program
- FMLA/Paid Medical Leave
- Voluntary Insurance
- Fitness Room



ENVIRONMENT

Improving the Spaces in Which We Live

- Snow Tire Subsidy
- A Focus on Natural Light in our Office Spaces
- Flexible Schedules
- Work from Home Opportunities
- Snow Days
- We're Fortunate to Work in the Beautiful State of Vermont

COMMUNITY PARTNERSHIP AWARDS

HCRS has enjoyed many effective collaborations with individuals and organizations in our communities. Each year, we honor a community partner who exemplifies this type of collaboration. This year, we have selected two recipients for this award.



ROBIN RIESKE

Prevention Consultant for Vermont's Alcohol & Drug Abuse Programs in the Brattleboro District

Robin Rieske has been a passionate and dedicated advocate for substance abuse prevention throughout our region for more than a quarter century. In her role as Prevention Consultant for Vermont's Alcohol & Drug Abuse Programs in the Brattleboro region, Robin has made a significant impact in our communities. She was instrumental in the coordination of prevention coalitions in Bellows Falls, Townshend, and Brattleboro. She helped to not only create but sustain these coalitions through her technical assistance and commitment. Robin has provided training, education, and consultation to schools,

coalitions, law enforcement, and other sectors of the community on topics of substance abuse prevention, intervention, treatment, and recovery. She co-authored the Substance Abuse Certification Training Manual. She has also developed online trainings, including a training for hairdressers to help them communicate with women around HIV, substance abuse, and domestic violence.

Robin has been a leader in convening community organizations to develop grant opportunities. This year, she brought together a diverse group of community partners to submit a successful \$200,000 Rural Opioid Planning Grant to the Health Resources and Services Administration (HRSA).

Robin's passion and deep commitment to prevention efforts for youth, families, and individuals throughout our community has made a tremendous difference to those we serve. These are just a few of the many reasons we are awarding Robin our 2018 Community Partnership Award. We thank you, Robin, for being a great partner for more than 25 years.

In Memory of James Bartley

(1956 - 2018)

Jim joined HCRS in the 1990's. Through his work as a Case Manager II, he epitomized collaboration and partnership. He coordinated a program to support those who fall "between the cracks" of our system, working with partners throughout our region to ensure people received the services they needed. He also did a great deal to support the homeless, all with compassion, caring, and respect. He will be sorely missed.

Our Community Partnership Award is dedicated to Jim and will be named in his honor.

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WINDHAM & WINDSOR HOUSING TRUST

The Windham & Windsor Housing Trust has been a remarkable partner with HCRS in creating housing opportunities for the people we serve. The Trust has provided leadership in making affordable housing more accessible to thousands of area residents. Many of the people we serve at HCRS struggle with homelessness or the risk of becoming homeless. Moving people toward recovery and health requires hope, and it is difficult to have hope without safe and affordable housing. The Windham & Windsor Housing Trust recognizes that reality and has partnered with HCRS and many other community organizations to provide people with not just a roof over their head but a place they can call home. They understand that necessary services and supports must also be in place so people can succeed.

Earlier this year, the Windham & Windsor Housing Trust opened the first permanent supportive housing project in southern Vermont. Great River Terrace, a 22



Great River Terrace Facility

unit housing project in Brattleboro, will support individuals who have experienced homelessness and/or may be struggling with addiction or mental health issues. The Windham & Windsor



Housing Trust transformed a dilapidated hotel into welcoming and bright units with a great community space. Great River Terrace has been a collaborative process fueled by a vision to create a community with supports and services for folks who are homeless or precariously housed. HCRS and the Groundworks Collaborative have been the main partners in the project along with other community supports. This successful collaboration developed a model that brings hope, community, and connections to those in need.

We would like to honor the vision of Connie Snow, former Executive Director, as well as recognize the leadership and passion of Elizabeth Bridgewater, current Executive Director. Elizabeth and her outstanding team are dedicated to providing permanent, affordable housing solutions for families in southeastern Vermont. The collaboration and commitment of the Windham & Windsor Housing Trust to making a difference in the lives of those we serve, makes them a clear choice for our 2018 Community Partnership Award.



CAUSE FOR APPLAUSE

Staff Recognition Program

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 8,202 recognitions to date.

At the end of every month, six Cause for Applause recipients are drawn from all the awards written that month. Each of these selected winners receives a \$25 award.

On a quarterly basis, a committee of employees reads all Cause for Applause awards sent during the previous three months and anonymously selects up to five em-

ployees 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 five staff (*shown on next page*) on their selection for a 2018 Encore Award!

Awards to Date

8202

Cause for Applause Awards

744

Monthly Drawing Winners

75

Quarterly Standing Ovation Awards

45

Annual Encore Awards

Guiding Values

CREATIVITY

INTEGRITY

PASSION

QUALITY

TEAMWORK

TRUST

WISDOM

2018 ENCORE AWARD WINNERS



Adam Altshuler
Assistant Director Kindle
Farm School



Dawn Blom
Case Manager II



Cuyler Cunningham
Case Manager I



Nicole Godin
Case Manager II



Jennifer Marandino
CRT Area Manager

Cause for Applause Award Quotes

"They never judge; they quietly assess, gather information, then take the wisest path."

"We are lucky to have such a caring team member helping to support our community!"

"Through their tenacity, clinical expertise, and grace-under-pressure, they are helping a population that was less likely to receive help."

"I was truly struck by the level of compassion, understanding, empathy, kindness, and firmness he demonstrated."

-From a Cause for Applause Award

STAFF SERVICE AWARDS

30
Years



Anne Clark
Accounts Payable Specialist

25
Years



Loriann Darrell
Respite Provider

20
Years



Drew Gradinger
Director
Kindle Farm School



Maris Noble
Clinician II

15
Years

- Cheryl Cavanagh** Administrative Services Manager
- Karl Eno** Direct Support Professional-Employment
- Katie Gilcris** Waiver Manager
- Joan Hooke** Medical Assistant
- John Italia** Janitor
- Sarah Jones** Janitor

“I love my clients, and I get great satisfaction from the work I do.”

-HCRS employee

“The people I work with are like family and are very kindhearted.”

-HCRS employee

10
Years

- Kathryn Duncan** School-Based Clinician I
- Mark Gebo** Crisis Intervention Specialist
- Gary Graff** Clinical Supervisor
- Kathleen Lamphere** Adult Services Division Director
- Jennifer Merrill** Employment Manager
- Lisa Rucker** Business Manager
- Elizabeth Smith** MIS Specialist
- Brenda Stearman** Payroll Specialist

5
Years

- Alina Abraham** Team Leader I
- Sarah Allain** Substitute Teacher
- Angela Bean** Residential Specialist
- David Bingham** School-Based Clinician I
- Dr. Paul Boutin** Medical Director
- Scott Breedlove** IT Network Administrator
- Joshua Buchman** Para-Professional
- Donna Burns** Community Support Specialist
- Ailliea Carle** Behavioral Interventionist
- Rebecca Chrisinger** Service Coordinator
- Todd Clark** Direct Support Professional-Community
- Marissa Davis** Board Certified Behavioral Analyst
- Sharon Farnum Smart** Residential Specialist
- Elizabeth Harris** Clinician II
- Wayne Harvey** Vocational Specialist I
- Karla Hill** Direct Support Professional-Community
- Charlene Hjermstad** Case Manager II
- Lynn Huston** Clinician II
- Gerda Lenselink** Area Manager
- Dr. Lynn McCormick** Psychiatrist
- Ciarra Monty** Service Coordinator
- Aaron Morse** Crisis Intervention Specialist
- Lysa Mosca** Program Care Coordinator
- Emily Mousel** Admission & Discharge Specialist
- Kristen Neuf** Community Support Specialist
- Brendan Nicholas** Shift Leader
- Lindsay Owens** Behavioral Health Care Coordinator
- Elaine Pierce** Residential Specialist
- Christina Puffer** Peer Support Manager
- Mary Ruffing** Service Coordinator
- Heidi Schroeder** Shift Leader
- Maura Shader** Clinician II
- Laura Schairbaum** Program Director

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 not just 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

430 Years



BY THE NUMBERS

NUMBER OF INDIVIDUALS SERVED IN FY 2018, BY TOWN

ATHENS	23	LONDONDERRY	19	WEATHERSFIELD	63
BETHEL	16	LUDLOW	60	WESTMINSTER	49
BRATTLEBORO	882	MARLBORO	12	WHITINGHAM	12
BRIDGEWATER	22	NEWFANE	30	WILMINGTON	26
CAVENDISH	27	NORWICH	20	WINDHAM	48
CHESTER	123	PUTNEY	68	WINDSOR	262
DOVER	13	READING	16	WOODSTOCK	36
DUMMERSTON	26	ROCKINGHAM	272	OTHER TOWNS IN	
GRAFTON	15	ROYALTON	16	WINDHAM & WINDSOR	
GUILFORD	33	SHARON	15	COUNTIES	42
HALIFAX	11	SPRINGFIELD	712	OUT OF CATCHMENT AREA	518
HARTFORD	443	TOWNSHEND	18		
HARTLAND	64	VERNON	48	TOTAL	4080
JAMAICA	10	WARDSBORO	10		



NUMBER OF INDIVIDUALS SERVED BY PROGRAM IN FY 2018

ADULT OUTPATIENT	1436
CHILDREN, YOUTH, & FAMILIES DIVISION	1567
COMMUNITY REHABILITATION & TREATMENT PROGRAM	447
DEVELOPMENTAL SERVICES	528
EMERGENCY SERVICES	863
SUBSTANCE ABUSE PROGRAM	469

FINANCIAL REPORTS



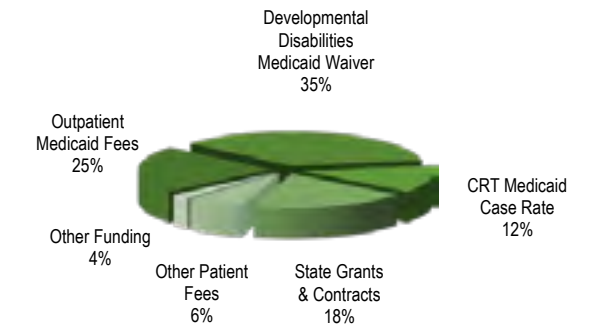
“My case manager believed in me.”

-HCERS client

FISCAL YEAR 2019 - ANNUAL BUDGET

REVENUE BY SOURCE

OUTPATIENT MEDICAID FEES	\$11,761,223
DEVELOPMENTAL DISABILITIES MEDICAID WAIVER	\$16,456,972
CRT MEDICAID CASE RATE	\$ 5,853,240
STATE GRANTS & CONTRACTS	\$ 8,269,554
OTHER PATIENT FEES	\$ 2,778,091
OTHER FUNDING	\$ <u>1,810,292</u>
TOTAL REVENUE	\$46,929,372



EXPENSES

CLINICAL PROGRAMS: SALARIES & FRINGE	\$25,991,486
CLINICAL PROGRAMS: CONTRACTS	\$11,362,804
ADMINISTRATION SALARIES & FRINGE	\$ 3,070,344
OPERATING & PROGRAM	\$ 3,461,007
TRAVEL	\$ 927,639
FACILITIES	\$ <u>2,116,092</u>
TOTAL EXPENSES	\$46,929,372
NET SURPLUS (LOSS)	\$ --



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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.

“The very first time I brought my child [to HCRS] we felt welcomed. During a time of crisis or problems, a warm welcome and helping attitude are refreshing.”



11TH ANNUAL GOLF TOURNAMENT FUNDRAISER

For Children's Services

On June 15th, 89 golfers enjoyed a perfect day on the greens at the beautiful Woodstock Country Club in support of our Children, Youth, & Families Division. Over \$21,000 was raised, 100% of which will go to support employment services for transition-age youth in Windsor and Windham counties.

Thank you to everyone who participated in this very successful fundraiser.



A special thanks
to our Tournament Sponsor:



2ND ANNUAL 5K RUN & WALK Saturday, September 8

A special thanks to our 5K Sponsor:



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SENIOR LEADERSHIP TEAM





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

RESIDENTIAL PROGRAMS

Alternatives

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

Beekman House

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

Hilltop Recovery Residence

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

Meadowview Recovery Residence

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

Woodstock Care Home

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

ALTERNATIVE SCHOOL

Kindle Farm School

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

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