



HCRS

ANNUAL REPORT

2019



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.

“Counselors are amazing, friendly, and upbeat. They’ve helped me through some tough times.”

-HCRS client

OUR NEW CORE

VALUES

ACCOUNTABILITY

We are committed to high level performance and take ownership over our outcomes

INTEGRITY

We take personal responsibility for our work

TEAMWORK

We bring our best selves to our teams, and we expect only the best from each other

BALANCE

We strive for equilibrium between work and life

LEADERSHIP

We all take initiative, regardless of role, to effect positive change

GROWTH

We are committed to the evolution of ourselves, the people we serve, and our organization

Our new Core Values were developed by our Passion & Performance Collaborative, a cross-organization group of staff who have been working to define and enhance our organizational culture.

FROM THE CEO



Dear Staff, Board Members, & Friends,

This past year has moved HCRS forward in some powerful ways. We achieved Joint Commission re-accreditation, Centers of Excellence certification, increased our client, stakeholder, and staff satisfaction ratings, met our mental health payment reform goals, maintained a financial surplus of approximately 1%, and once again received the Governor's Worksite Wellness Award. We also began planning for our new Electronic Medical Record, which we implemented in September 2019, and developed new Core Values.

We have expanded some outstanding collaborations with shelters, housing providers, hospitals, and law enforce-

ment, as well as many other partners from Hartford to Brattleboro. We have also expanded our school based services and stepped up as the backbone organization in a remarkable community collaboration fighting the opioid crisis in Windham County.

Our biggest project this year has been the implementation of our new Electronic Medical Record. An EMR implementation is arguably one of the biggest projects a health care organization can take on. Our EMR Project Team and staff throughout the agency not only took on the challenge but did so in a manner that exemplified the Core Values that we recently adopted. In addition, the Project Team ensured that joy and connection were central to the process.

On a statewide level, health care reform efforts are changing the health care landscape. Vermont's All-Payer model provides the framework to explore new ways to finance and deliver health care. By January 2021, Vermont must develop a plan and strategy that includes community mental health services in this new system of care. HCRS has been an active participant in crafting that plan

to ensure the needs of those we serve will continue to be met.

There is no work more important than what our staff do every day. Whether it's working with a mom who is homeless, a child struggling, a young man fighting addiction, or someone wondering whether the pain is too much to bear – it comes down to supporting people with kindness, understanding, and compassion to find hope and make meaning in their lives. We want everyone to know that they are not alone and that we can support and empower them through connection and the power of community.

In closing, I would like to thank Board President Matthew Garcia whose term is expiring. Matthew served on the Board for 3+ years and held the position of Board President for 2 years. We appreciate his loyal and dedicated services to HCRS. He has contributed in immeasurable ways to our ongoing progress. We will miss his leadership and humor.

Sincerely,

George Karabakakis, Ph.D.
Chief Executive Officer

FROM THE BOARD PRESIDENT

"...making our little corner of this world a better place..."



To the HCRS Community,

Thank you to everyone who has contributed to another successful year for Health Care and Rehabilitation Services of Southeastern Vermont! Although 2019 presented numerous challenges including new technology and payment reform, we made it through another year of financial ups and downs and staffing changes with a small net surplus.

The work we do, and that includes the hard work our clients do, is so important and can require such focus that it is easy to get caught up and lose sight of the larger picture. That is, each day we are making a difference in someone's life. We can't ever forget that. Literally everything HCRS does is aimed at helping our clients improve their lives.

From providing a safe and challenging educational environment for boys at our Kindle Farm School to working alongside local police departments in supporting our communities, we exist to make our little corner of this world a better place.

That's a very powerful commitment we make every day, and it can be a difficult and often thankless job.

So, on behalf of the Board of Trustees, please accept my sincere thanks for everyone who is part of this effort. We see you, and we appreciate you!

Sincerely,

A handwritten signature in blue ink that reads "Matthew".

Matthew Garcia
Board President

"I have had the same community and respite worker for many years and couldn't be more satisfied."

-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.

“I am very grateful to HCRS....they have given me the courage to stay clean, sober, and alive.”

- 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 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.

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.

"I regret not trying this sort of professional help sooner."

- HCRS client

IMPLEMENTING A NEW EMR!!

The journey to our new EMR began almost four years ago when our old EMR vendor was bought out by another provider, and the services they provided started to become less than they should be. In part due to the buy out, a statewide initiative started to look at collaborating on a consistent, statewide EMR system. We eagerly joined in this process.

After months of meetings, demos, and discussions, we decided to go with the Credible EMR, which seemed to be the

best system for our clinical staff and offers a client portal. Credible also has a great mobile connectivity solution that will allow staff to provide and document services despite the sporadic connectivity we experience in rural Vermont.

Our implementation process got underway in January of 2019 with a target launch in September. This very aggressive timeline was embraced by the agency and the EMR Project Team. For every decision we kept one guiding

principal in mind, “What will result in the best end user experience?” With this guiding idea, we worked hand in hand with Credible staff as we redesigned teams, programs, forms, and even our billing rules. We also spent a full month training our staff to ensure they knew the system and were ready for the transition. We identified problems such as State reporting issues and how our new streamlined system handled cost centers. The final obstacle we had to overcome was billing. To ensure that the billing system would bill services accurately and in a timely manner, and that they were adequately tested, we delayed our go live date by two weeks. The delay was well worth it and got us to the system we wanted.

On September 16 we successfully launched our new EMR! We look forward to the upcoming implementation of the patient portal so that clients can enjoy the easy access provided by our new Credible EMR system.

EMR Project Team: *(front row from left):* Matt Schibley, Heather Lockwood, Kate Lamphere, Linda Simoneaux, *(back row from left):* Dylan Devlin, Emily Mastaler, Warren Sergeant, Becca Brown, Cheryl Cavanagh



- More intuitive
- Easier to learn
- More efficient to document services
- Capability to create a client portal
- An improvement on almost every front!

**Thank You to
Everyone Involved
in the Launch of
our New Credible
EMR Which Went
Live on Monday,
September 16**

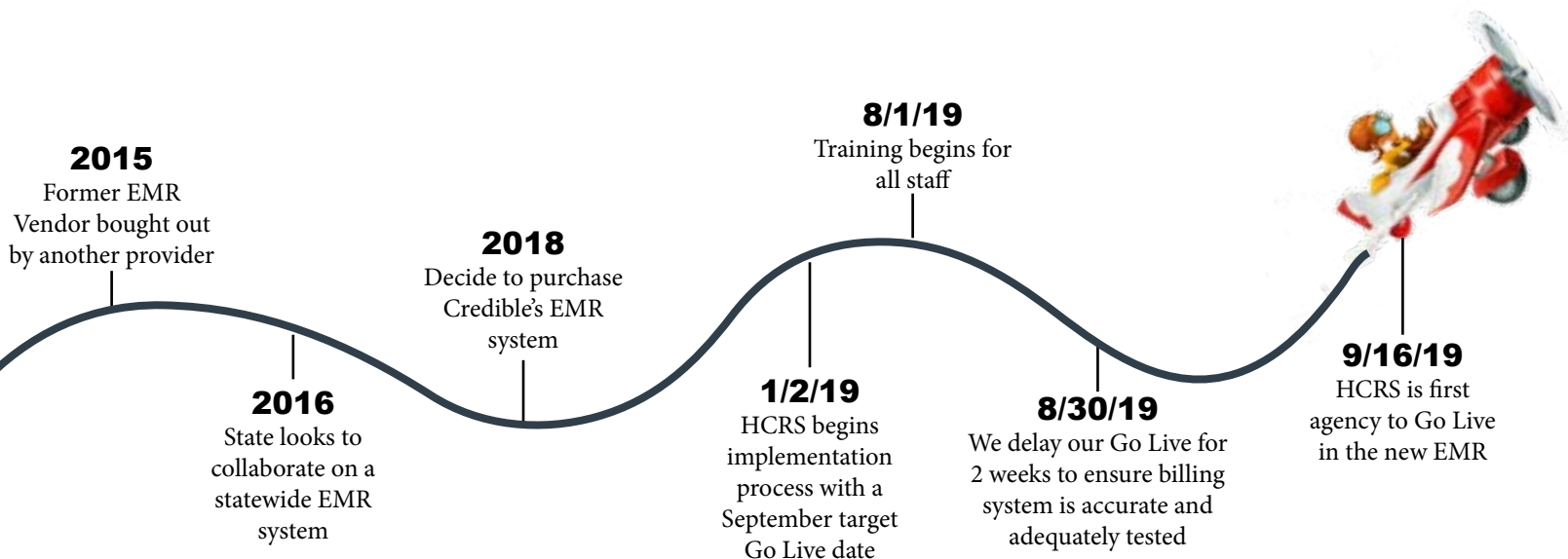
Bye Bye... LWSI



Welcome to a brand new day of documenting services at HCRS!

You're gonna love it!

The New CREDIBLE Electronic Medical Record (EMR) Launches on September 16



EMR IMPLEMENTATION TIMELINE

CHILDREN, YOUTH & FAMILIES

Helping Turn Lives Around

Our Children, Youth, & Families Division provides comprehensive services to meet a wide variety of needs for families across our region. We work with youth in our offices, in schools, in the community, and in their homes. Services may include psychiatry, clinical, or case management. Oftentimes, we collaborate with partners to meet the client's needs, as was the case for this young teenager:

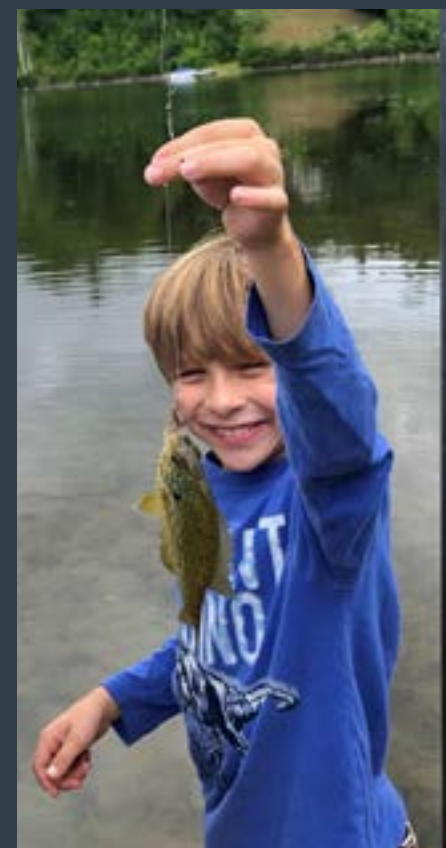
“Anne” was in the 8th grade when she came into our care. Anne lived at home with her mother and three other siblings, one of whom is disabled. The family is non-English speaking although Anne and one of her sisters are fluent in both English and their first language.

Anne contacted us through our 24/7 crisis hotline. She was self-harming, very depressed, and having suicidal thoughts. Our crisis worker was able to de-escalate her to a point where she felt safe. Anne's sister was able to provide translation between our crisis staff and Anne's mother.

Anne's depression worsened to a point where she was hospitalized. While in the hospital, Anne's school and her mom requested a Coordinated Service Plan for Anne. HCRS was contacted to participate in the Coordinated Service Plan meeting. Following the meeting, HCRS set up outpatient services for Anne complete with translation services. Our staff worked diligently to facilitate regular meetings with the family to include the translator. Once Anne came out of the hospital, a safety plan was established and Anne was set up with case management, skills time through NFI, and individual psychotherapy.

These supports made a life-transforming difference for Anne. She was able to return to school and was able to participate on the softball team. She successfully completed the year and has since transitioned to high school.

This young man has attended many of our camps. He continues to enjoy all the activities, especially fishing! This photo was taken on our last day of camp at Echo Lake. This activity allowed him to work on social interaction with his peers, life skills, and emotional regulation. The smile says it all.



Making A Difference

3%

Increase in Client Satisfaction

98%

Clients Report That HCRS Services Are Making a Difference

95%

Clients Feel They Are Treated Respectfully

127,598

Hours of Service

22%

Increase in School-Based Staff

0

No Child Turned Away from HCRS Summer Program

1,728

Free Lunches Served in Summer Program

“...I now know that I am not alone and that my son can be successful. At many times I felt hopeless about his future, and now I no longer do.”

-Client's Mom



HCRS Participated in the **#VTStandsAgainstChildAbuse** Campaign



This young man attended our Summer Program for the first time this year! He was so excited to be participating in “what other kids do.”

This photo was taken during a swimming activity. He wanted to show all staff and his peers the new mindfulness activity he had created called “Mindfulness Swimming.”

KINDLE FARM SCHOOL

Giving Students the Skills to Succeed

Kindle Farm prides itself on preparing students for their future, and our success is showing in so many ways. As a therapeutic school that serves a “State Purpose,” we prepare students for any upcoming transitions, thus demanding that our program work to bolster proficiency in the areas of behavioral change, academic

achievement, executive functioning, life skills, vocational skills, and clinical self-awareness.

Even though most of our students feel our school is incredibly supportive and dynamic, by Special Education standards, we are considered a “Highly Restrictive Environment” due to our high ratio. This means that our first goal as educators is to develop the skills that will allow a student to be successful in any setting and return to their sending school as soon as is appropriate.

Kindle Farm has a range of ratios and services that we employ. Our most “restrictive” program setting is

within our Behavioral Interventionist program supported by the Bel Center, where a 1:1 adult to student ratio is assigned, and data is collected several times a day. This compares to a 1:1 with no data collection or to our least restrictive option, which has a guaranteed ratio of 3:1 students to adult. As our students with higher needs show an increase in safety and skill development, they can keep progressing to a less restrictive environment within the Kindle Farm program setting.

We currently have a student worth celebrating whose success shows this trajectory and the wonderful possibility it creates. When we met

D.J., he had been struggling in mainstream environments, felt misunderstood, and had mistrust from prior school situations. He entered the school and soon began receiving Behavioral

Interventionist services. As the program was implemented, we initially saw behaviors escalate. Kindle Farm re-





sponses to behaviors were made clear and tweaked based on data. In less than two years, this student graduated to the regular ratio program and only for a few more days now. As D.J. developed the required skills to be safe, engaged in the program, and became successful in the areas listed above, he saw himself maturing past Kindle Farm supports. Towards the end of these intensive programs, the goals become about being an independent student, and he has adopted these as his own. D.J. asked for a transition to a local charter school, built a plan where he visits the school daily, and has maintained his attitude and skill development during this process. So, here we are with just two weeks left to celebrate this young

man as he spreads his wings and takes on new challenges with fewer supports and more confidence.

This success takes extreme amounts of collaboration between the students and their family, school districts, outside agencies, supervisors, therapists, and interventionists. There is no magic. These are hard-won fights, and it truly takes a village.



Every Kid Deserves a Chance

Making A Difference

7

Graduates

39

Served in Summer Program

10

Students Participated in After-School Program

41

Took Part in May Day Challenge

2

Transitioned Back to Sending School

24

Students Provided with Transportation

73%

Poverty Rate

21

Towns Served Across 14 Districts

ADULT SERVICES

Impacting the Whole Family

Over half of the people served through our Drug Court Program are active parents of children and youth! It's profound to think of the exponential, positive impact recovering people have on their families. Whether clients are trying to stabilize their lives in anticipation of having children or trying to heal and build trust with family members affected by their use of drugs or alcohol, all efforts to recover are of value for both the client and those who love and support them. While our Drug Court Program directly serves the family member who incurred the DUI charge, we recognize that addiction is truly a family disease and that many more are improving their health and wellbeing than are appearing before a judge!

“[HCRS] provides an extremely valuable connection to the world and a conduit of advice and support between the place where I am and the place I want to be.”

-Adult client

2019 Highlights

- The Peer Support Team presented an inspirational and thought-provoking talk entitled Lessons from Psychiatric Survivors at the Vermont Care Partners annual conference.
- The heart of our Residential Services is our belief in the power of community, which is the development of connections between people who live and work together. This past year offered many such opportunities from growing nutritious foods for meals in our gardens to boiling sap for maple syrup.
- Our DUI Court Program expanded into Orange and Windham Counties.
- Great River Terrace, a 22 unit supported housing program in Brattleboro, has developed into a supportive home with shared stories, fun events, and significant connection.
- The Windham County Consortium on Substance Use was awarded a \$1 million HRSA implementation grant to help address the opioid crisis.



HCRS' 2nd Annual Art Show at The River Garden in Brattleboro

“Talking with HCRS staff helps to keep me grounded.”

-Adult client

“Staff have a “can-do” attitude.”

-Adult client

Making A Difference

32,144

Hours of Service Provided in Our CRT, Substance Use, Outpatient, and Crisis Services

89.3%

Average Occupancy Rate for our 5 Residential Facilities

10

Graduates of our Drug Court Program

\$1 million

3-Year HRSA Grant to Address the Opioid Crisis in Windham County

24%

Decrease in Crisis Response Time

1,781

Crisis Screenings

403

Individuals Diverted from Hospitalization

1,227

Individuals Supported Through our Police Social Work Program

50+

People Trained in Mental Health First Aid

Collaborating to Meet The Needs of Our Clients

“Karen” came into our Adult Services by way of the Crisis team following significant emotional distress and involvement with the criminal justice system. The HCRS team collaborated with previous providers, probation and parole, and inpatient hospitals to ensure the safest and most effective treatment plan for Karen. The beginning of treatment was a challenge. Strained relationships, traumatic experiences, and substance use got in the way of meaningful engagement. Through the tremendous efforts of Karen, her sheer determination to change, and the support of HCRS staff, she has made amazing progress. Karen is now free from the constraints of probation and parole, lives in her own apartment, maintains a full-time job, pays her own bills, and has been sober for eight months.

Names are changed to protect the privacy of our clients

DEVELOPMENTAL SERVICES

Supporting Individuals Towards Independence

Our Supported Employment program is specially designed to support our clients to obtain and maintain competitive employment. Professionally trained staff work with clients and potential employers to find the perfect match. When it's successful, the client gains independence, community, and a sense of pride. The employer gains a committed and dedicated employee. A recent success story is about "Joe," a young man with a developmental disability.

At a young age, Joe was removed from his family by the Department for Children and Families. He spent the majority of his childhood in foster homes. He came to HCRS as he was preparing to graduate from a local alternative high school.

HCRS' Employment staff worked with him and a local business to secure permanent employment for Joe following his graduation. HCRS provided one-on-one support so that Joe could be successful in his job working within a Facilities Depart-

ment. Joe had to learn a number of new tasks required for his position as well as learn to navigate some pretty complex social interactions as a new team member.

Fast forward to today - given Joe's hard work and commitment to his job, his team is in the process of setting up a plan so that Joe can work independently alongside his co-workers. This is an exciting time for Joe as he takes pride in this significant accomplishment.

Client names are changed to protect their privacy



DS Quarterly Potluck at our Windsor Office

“Everyone [at HCRS] is so helpful and...they are always there for me.”

-DS client



HCRS Attends DSP Appreciation Day at the State House



HCRS participates in the annual Brattleboro Buddy Walk

Making A Difference

78,738

Hours of Service

115

Shared Living Providers

130

Clients Provided with Housing

1,000+

Client Activities Through
REACH Program

15,522

Hours of Employment Supports

98%

Clients Report Services are
Making a Difference

1%

Increase in Client Satisfaction

100%

New Clients Reported Receiving Services
in a Timely Manner

*“HCRS helps me
stand up for myself
at work.”*

-DS client

SUPPORTING STAFF

Those Who Make Our Programs Possible

We are constantly amazed by the incredible, life-changing work of our creative, talented, dedicated staff and leadership. This year, we are especially proud of the work of our Passion & Performance Collaborative (PPC) who, while operating within a spirit of exploration, creativity, positivity, and hope, facilitated the development of our new Core Values. A huge “Thank You” to the PPC team for providing the process that created our new Core Values that will direct our future initiatives, decisions, and actions in our everyday work. In celebration of this effort, we have decided to highlight the HCRS work environment relative to our new Core Values.

“I feel like I have more responsibility and accountability as well as the freedom to assess problems and carry out solutions on my own with the support of my supervisor.”

-HCRS employee



Photos taken at our Employee Appreciation Day in August

600
Staff

2,610
Combined Years of
Service

6
Human Resources Staff

Teamwork

Client Care Teams
Peer Recognition Program
Numerous Committees
with Cross Program and Site
Representation
Open Work Spaces
Passion & Performance
Collaborative
EMR Implementation Project

Growth

\$15 Minimum Wage
Dedicated to Providing Annual
Increases
Generous 403(b) Match
Emergency Loans
Interest Free Computer Loans
Tuition Reimbursement
Retirement Saving Education
Internal Posting of Open
Positions
Many Trainings
The Learning Center
Wellness Education & Activities

Balance

Generous Leave Time
Flexible Schedules
Working from Home
Headspace
Paid Medical Leave
Lactation Rooms

Leadership

Quarterly Staff Meetings
Quarterly Managers Meetings
Open Door Policy
Monthly Staff Newsletters
Online Solution Box

Integrity

Confidentiality
Audits
Transparency

Accountability

Productivity Measures
Annual Evaluations
Open Door Policy

*“Our team feels like
a diverse, supportive
family, and I enjoy
that.”*

-HCRS employee



JAMES BARTLEY COMMUNITY PARTNERSHIP AWARDS

HCERS 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.



SARA KOBYLENSKI

*Strategic Consultant
Couch Family Foundation*

Sara Kobylenski has been a remarkable partner and dedicated and committed advocate for children, families, and individuals in need. Over the last 30+ years, Sara's career has included being Director of Casey Family Services, Springfield Family Services' Supervisor, AHS Hartford Field Services Director, Director

of the Upper Valley Haven, and is currently a Strategic Consultant for the Couch Family Foundation, leading efforts to develop a model collaboration.

Sara's amazing career has involved leading an Incarcerated Women's Initiative and supporting our community's Tropical Storm Irene recovery effort. She has worked closely with all our programs guided by the spirit of collaboration and partnership and driven by a passion for making sure that people get what they need. When she discovered there were five tent sites in Hartford, she was the first to mobilize her team and connect with the local police department to make sure that the individuals got the support and housing they needed.

Sara understands the power of partnership and that great things are not accomplished alone. She has

brought that value of collaboration to life, and we are so fortunate to have Sara as a leader in our community. Sara never hesitates to speak the truth and do what is right for those in our community most in need.

These are just a few of the many reasons we are awarding Sara our 2019 James Bartley Community Partnership Award. We thank you, Sara, for being a great partner for more than 30 years.

*“A remarkable
partner &
dedicated
advocate...”*

THE THEATRE ADVENTURE PROGRAM OF NEW ENGLAND YOUTH THEATRE

The Theatre Adventure Program of New England Youth Theatre began in 2004 as an inclusive theatre arts program for youth and adults with developmental challenges. The Theatre Adventure Program has helped people tap into their creative, artistic, and educational needs, and their inspired work has been outstanding.

Under the leadership of Laura Lawson Tucker and Darlene Jennings, the Theatre Adventure Program has provided individuals with transformative opportunities to strengthen their self empowerment and social skills, communication, teamwork, and empathy. Their work and our partnership has helped people of all abilities to “find their voice” and boldly present themselves to the community as people of talent, skill, and passion who are appreciated and valued. Our collaboration with the Shining Stars Cafe and SEEDS Project have taught critical peer mentorship and leadership skills and exemplifies the power and impact of our partnership.

The passion, dedication, creativity, love, and spirit of collaboration shown by Laura, Darlene, and the entire team at New England Youth Theatre is why we are awarding the Theatre Adventure Program with a 2019 James Bartley Community Partnership Award. Thank you for the difference you’re making in our community.



NEW ENGLAND YOUTH THEATRE

From left: Perrin Scott, Leslie Kinney,
Darlene Jenson, Laura Lawson Tucker,
Hallie Flower, Andrew Marchev



Our Community Partner Award was named in memory of James Bartley in 2018. Jim joined HCRS in the 1990's and was a valued employee for many years. Through his work as a Case Manager II, he epitomized collaboration and partnership.

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 (Accountability, Integrity, Teamwork, Growth, Leadership, and Balance). The Cause for Applause Program was developed in 2008 and has totaled an impressive 9,006 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 employees 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.

This year, one of the Encore Awards was presented to EMR Project Team members for their extensive work in implementing our new EMR. Congratulations to these 12 staff (*shown on next page*) on their selection for a 2019 Encore Award!

Cause for Applause Award Quotes

“They deserve a big round of applause for stepping into an unforeseen role.”

“She is a treasure!”

“Their commitment and dedication to the project as well as their enthusiasm has made all the difference.”

Awards to Date

9006

Cause for Applause Awards

816

Monthly Drawing Winners

229

Quarterly Standing
Ovation Awards

60

Annual Encore Awards

2019 ENCORE AWARD WINNERS



Kerri-Ann Esty
*Therapeutic Activities
Coordinator*



Brooke Kearney
Registered Nurse



Jayne Stout
Case Manager II



Cassandra Viado
Case Manager II

CREDIBLE EMR PROJECT TEAM MEMBERS



Becca Brown
Nursing Services Manager



Cheryl Cavanagh
*Administrative Services
Manager*



Dylan Devlin
Assistant DS Director



Kate Lamphere
*Adult Services Division
Director*



Heather Lockwood
Billing Manager



Matt Schibley
Children's Area Manager



Warren Sergeant
IT Director



Linda Simoneaux
*Residential Services
Manager*



STAFF SERVICE AWARDS

35 Years



Teresa Boni
Clinician II

30 Years



Katherine Duhamel
Area Manager



Lori Schreiner
Area Manager



Brad Sewall
Clinician II

25 Years



Joan Egbert
*Direct Support
Professional-Employment*



George Karabakakis
Chief Executive Officer



Shirley Roy
*Administrative
Assistant*

It means many things when you see employees with this many years of service.

It means they found not just a career at HCRS, 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.

"I love my direct service experience with children and families..."

-HCRS employee

20 Years



Dr. Stuart Copans
Psychiatrist



Karon Eagles
Case Manager II

560 COMBINED YEARS
OF SERVICE

“HCRS truly cares about their staff and clients...”

-HCRS employee

10 Years

- Erin Boxer** Behavioral Care Coordinator
- Cindy Dominique** Case Manager II
- Keryn LaVarnway** DS Adult Services Manager
- Jillian Tripp** Criminal Justice Case Manager II

15 Years

- Dr. Kathleen Allden** Psychiatrist
- Jeanette Austin** Medical Assistant
- Terence Flood** Kindle Farm Campus Supervisor
- Shannon P. Lamb** Kindle Farm Academic Director
- Heather Lockwood** Billing Manager
- Rick Logan** Facilities Manager
- Jennifer Marandino** Area Manager
- Edmund H. Moore, IV** Chief Financial Officer
- Tamara Simmiolkjier** Direct Support Professional-Employment Sr
- Jayne Stout** Case Manager II
- Rose Wheeler** Case Manager II
- Cora Willis-Cooper** Residential Developer

5 Years

- Leah Austin** Billing Specialist
- Danielle C. Blake** Accounting Manager
- Christine Block** Shift Leader
- Dawn Bradshaw** Direct Support Professional-Community
- Megan E. Chapman** Talent Acquisition Coordinator
- Kimberly Crossman** Service Coordinator
- Joshua Dallaire** Residential Specialist
- Joshua DiGiovanna** Case Manager II
- Bethany Freitas** Behavioral Team Supervisor
- Corey Ickes** DSP Manager
- Faraja Kurubai** Shift Leader
- Jason L. Lovett** Lead Special Educator
- Justine Mercier-Senn** Direct Support Professional-Community
- Shaun Milek** Mail Courier
- Alicia L. Monty** Direct Support Professional-Community
- Currie Murphy** Peer Support Advocate
- Jessica Ostrander** Direct Support Professional-Community Sr
- Duane Perkins** Case Manager I
- Rachel Rice** Crisis Intervention Specialist
- John M. Tobin** Residential Specialist

BY THE NUMBERS

NUMBER OF INDIVIDUALS SERVED IN FY 2019, BY TOWN

| | | | | | |
|-----------------------|-----|-------------------------|-----|-----------------------------|------|
| ATHENS | 17 | LUDLOW | 69 | WESTMINSTER | 57 |
| BETHEL | 17 | MARLBORO | 16 | WHITINGHAM | 11 |
| BRATTLEBORO | 830 | NEWFANE | 28 | WILMINGTON | 39 |
| BRIDGEWATER | 17 | NORWICH | 22 | WINDHAM | 63 |
| CAVENDISH | 31 | PUTNEY | 80 | WINDSOR | 267 |
| CHESTER | 110 | READING | 18 | WOODSTOCK | 41 |
| DOVER | 18 | ROCKINGHAM | 240 | OTHER TOWNS IN | |
| DUMMERSTON | 31 | ROYALTON | 19 | WINDHAM & WINDSOR | |
| GRAFTON | 24 | SHARON | 16 | COUNTIES | 54 |
| GUILFORD | 31 | SPRINGFIELD | 692 | OUT OF CATCHMENT AREA . . . | 575 |
| HARTFORD | 471 | TOWNSHEND | 19 | | |
| HARTLAND | 74 | VERNON | 49 | TOTAL | 4168 |
| JAMAICA | 15 | WARDSBORO | 17 | | |
| LONDONDERRY | 29 | WEATHERSFIELD | 61 | | |



Puzzle created by clients in our Children's Program as part of Children's Mental Health Awareness Day

NUMBER OF INDIVIDUALS SERVED BY PROGRAM IN FY 2019

| | |
|--|------|
| ADULT OUTPATIENT | 1269 |
| CHILDREN, YOUTH, & FAMILIES DIVISION | 1575 |
| COMMUNITY REHABILITATION & TREATMENT PROGRAM | 429 |
| DEVELOPMENTAL SERVICES | 502 |
| EMERGENCY SERVICES | 881 |
| SUBSTANCE ABUSE PROGRAM | 372 |

FINANCIAL REPORTS

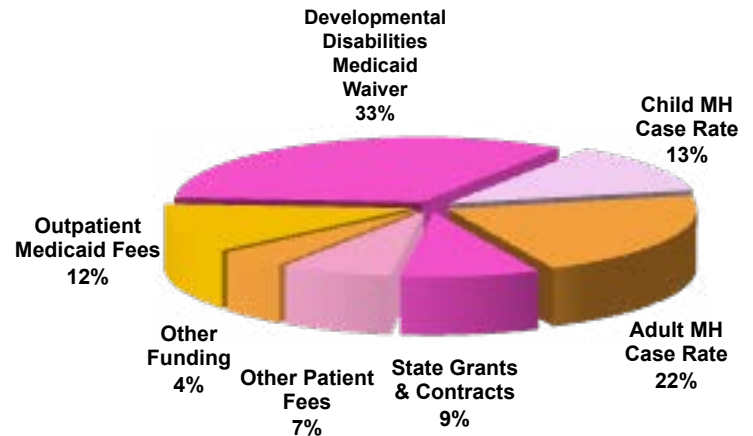
“I like being able to go out in the community and participate in the activities HCRS offers.”

-HCRS client

FISCAL YEAR 2020 - ANNUAL BUDGET

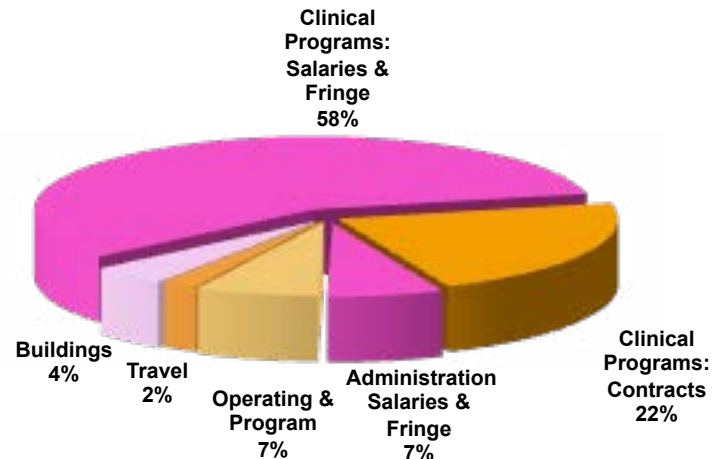
REVENUE BY SOURCE

| | |
|--|-----------------------------------|
| OUTPATIENT MEDICAID FEES | \$ 5,807,421 |
| DEVELOPMENTAL DISABILITIES MEDICAID WAIVER | \$15,840,684 |
| CHILDREN’S MENTAL HEALTH CASE RATE | \$ 5,925,580 |
| ADULT MENTAL HEALTH CASE RATE | \$10,206,581 |
| STATE GRANTS & CONTRACTS | \$ 4,318,403 |
| OTHER PATIENT FEES | \$ 3,461,392 |
| OTHER FUNDING | \$ 2,132,641 |
| TOTAL REVENUE | <u><u>\$47,692,702</u></u> |



EXPENSES

| | |
|--------------------------------------|-----------------------------------|
| CLINICAL PROGRAMS: SALARIES & FRINGE | \$27,489,223 |
| CLINICAL PROGRAMS: CONTRACTS | \$10,526,271 |
| ADMINISTRATION SALARIES & FRINGE | \$ 3,208,614 |
| OPERATING & PROGRAM | \$ 3,375,424 |
| TRAVEL | \$ 987,512 |
| FACILITIES | \$ 2,105,658 |
| TOTAL EXPENSES | <u><u>\$47,692,702</u></u> |
| NET SURPLUS (LOSS) | <u><u>\$ --</u></u> |



DONORS - Thank You

Patrons

(\$1,000+)

Anonymous
Paul Boutin, M.D.
Claremont Savings Bank
Credible Behavioral Health,
Inc.
Crown Point Cabinetry
Downs Rachlin Martin PLLC
Glad Rags Sales, Inc.
George Karabakakis, Ph.D.
Kittell, Branagan, & Sargent
Roger & Debbie Klene
Knights of Columbus
Meadows Bee Farm
MVP Health Care
P&G Fund of the Greater
Cincinnati Foundation
Pareto Health, LLC
The Richards Group
Symquest
Ultimate Software
Vermont Community
Foundation

Supporters

(\$500 - \$999)

ARC Mechanical Contractors
Kathleen Burr
Dubois & King, Inc.
Dave Landry
Joan Lang
Rick Marasa, M.D.
Mascoma Bank
MobilityWorks
One Credit Union
People's United Bank
Primmer, Piper, Eggleston, &
Cramer, PC
Principal Financial Group

River Valley Credit Union
Suzy's Little Peanuts Day
School

Sponsors

(\$250 - \$499)

ADS Business Intelligence
Brattleboro Memorial Hospital
Brattleboro Retreat
Rebecca Brown
Cota & Cota
Counseling Service of Addison
County
Melissa F. Cunningham
Delta Dental
Jeff Dunbar
JB Auto, Inc.
Oliver & Tita Manice
Miles Mushlin
Philadelphia Insurance
Companies
ServPro
Deb Shaw
Springfield Rotary Club
UNUM

Friends

(\$100 - \$249)

Anonymous, *in memory of*
Clevie White
Mimi Baird
Berkley & Veller, Inc.
Phil Blackburn
Michael Carrier
John Carter
Sarah Carter
John & Laurie Chester
Sandra Conant
Matthew Garcia
Marty Gawron

Grafton Inn
Hannafords Helps Schools
Virginia & Airell Jenks, *in*
honor of Adam
Steven John & Kimi Hasegawa
Harold & Adelaide Johnson
Mr. & Mrs. Gerard E. Jones
Ed Knoras
Hilde Ojibway
Jerry L. Oppenheimer
Kevin Orth
Orson L. St. John, Jr.
Rick & Connie Van Arnam
VT Transco
Matilda B.R. White, *in memory*
of Clevie White
Janet Wilson, *in honor of Ginny*
Jenks

Donors

(up to \$99)

Al Jeffers & Sons, Inc.
Kathleen Allden, M.D.
Francis Allen
Sharon Ayer
Desiree Biesheuvel, M.D.
John A. Case
Mary Fox Church
Lance Clark
Costco Wholesale
Dorrie DeGutis, M.D.
Jan & Jennifer Dembinski
Theresa Earle
Gerry Fields
Cliff & Elizabeth Harper
Charles Humpstone
Phillip S. Kasten
Paul & Abby Keehn
Kate Lamphere
Lynn McCormick, M.D.

Members Advantage

Community Credit Union
Mobil Maid Cleaning Service
Edmund H. Moore, IV
Charlotte Osterlund
Aubrey Paull, *in memory of*
Clevie White
Adam Pippin
Luna Ricker, *in memory of*
Frank Silfies and in honor of
SallyAnn Silfies
David F. Romaine, *in memory*
of Clevie White
Signourney B. Romaine, Jr., *in*
memory of Clevie White
Shaw's
Robert & Karen Tortolani
Vermont Businesses for Social
Responsibility
Norman F. Youknot

In-Kind Donors

AG Paintball
Arrowhead Golf Course
Bellows Falls Country Club
Big Picture Farm
Billings Farm & Museum
BJ's Wholesale Club
Boston Celtics
Boston Red Sox
Walter & Alice Bradeen
Bromley Mountain
Burke Mountain Resort
Burrow's Specialized Sports
Burton, Inc.
Cabot Creamery
Caledonia Spirits
Michael Carrier
The Cheesecake Factory
Chester Baptist Church
Claremont Country Club

“My counselor has a lot of experience and provides useful strategies.”

-HCRS client

Common Man Restaurants
Community Bible Chapel
Sandra Conant
Conway Scenic Railroad
Cottages at Spofford Lake
Country Club of Greenfield
Crown Point Country Club
CT Science Center
Dartmouth College Athletics
Dick's Sporting Goods
Drew's Organics
duo Restaurant
Eastman Resort
Easy Canvas Prints
Echo Lake & Aquarium
Center
Fairbanks Museum
Farrell Distributing
Flatter Me Salon
Flynn Center for the
Performing Arts
14th Star Brewing
Missy Galanes
Gardener's Supply

Nancy Heidt
Hildene, The Lincoln Family
Home
Institute of Contemporary Art
Jasper Hill Farm
Jay Peak Resort
John P. Larkin Country Club
Keurig/Green Mountain, Inc.
King Arthur Flour
Kitty Hawk Kites, Inc.
Kringle Candle
Lake Sunapee Cruises
The Latchis
Lawson's Finest Liquids
Leader Distribution Systems
Lebanon Opera House
Judy & Jeff Loomis
Loudon Country Club
Marianne's Sol Mate Socks
Melitta North America, Inc.
Messenger Valley Pharmacy
Montshire Museum
NH Fisher Cats Foundation
Northern Stage

Paper Culture
Pats Peak Ski Area
Quassy Amusement Park
The Quechee Club
The Reluctant Panther
Renaissance Fine Jewelry
Estelle Reynolds
RiseVT
Rocky Ridge Golf Club
Ron's Husqvarna
Runnings
Tina Rushton
Salem Witch Museum
Sangha Studios
Santa's Village
Shaw's
Shelburne Farms
Shelburne Museum
Silver Forest, Inc.
Simon Pearce
Smuggler's Notch
SNAP Fitness
Southern VT Therapeutic
Riding Center

Spirit of Ethan Allen
Springfield Medical Care
Systems
Stop & Go Instant Oil Change
Stratton Mountain Resort
Strong House Spa
Sysco
Tozier's Restaurant
Upper Valley Aquatic Center
UVM
Vermont Country Store
Courtney Veuthey
Vianor Tire & Auto
Vineyard Vines
Wachusett Mountain
Weston Playhouse Theater
White River Toyota
Ashley Wohlford
Woodstock Farmer's Market
Woodstock Inn
WW Building Supply
Young's Furniture &
Appliances

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.



12TH ANNUAL GOLF TOURNAMENT FUNDRAISER

For Kindle Farm School

On June 14th, 88 golfers enjoyed a lovely day on the greens at the beautiful Woodstock Country Club in support of our Kindle Farm School. Over \$23,000 was raised, 100% of which will go to support students at our alternative school for boys.

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



**A special thanks
to our Tournament Sponsor:**



Thanking Tina Rushton!



Tina (on left) at the 2019 Tournament with Estelle Reynolds

In addition to her role as Accountant II in our Finance Department, Tina has been instrumental to the success of the silent auction at our annual fundraiser. She has been a valued member of the Golf Committee since 2017 and assisted with the silent auction for several years before that. Tina goes above and beyond in soliciting donations, making personal donations, and pulling it all together in a way that looks amazing, ensuring the success of this major fundraiser every year.

BOARD OF DIRECTORS

Matthew Garcia

President

Adam Pippin

Vice President

Jeff Acker

Treasurer

Sharon Ayer

Phil Blackburn

Michelle Bos-Lun

Steve Greene

Phil Kasten

Hilde Ojibway

Salvatore Zampano III

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



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

SENIOR LEADERSHIP TEAM

George Karabakakis, Ph.D.

Chief Executive Officer

Edmund H. Moore, IV

Chief Financial Officer

Anne Bilodeau

Chief Human Resources Officer

Paul Boutin, M.D.

Medical Director

Jennifer A. Smith

Children, Youth, and Families Division Director

Kate Lamphere

Adult Services Division Director

Theresa Earle

Director of Developmental Services

Warren Sergeant

IT Program Director



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

HEALTH CARE AND REHABILITATION SERVICES OF SOUTHEASTERN VERMONT

390 River Street • Springfield, VT 05156

(802) 886-4500 • www.hcrs.org

