

0

*Resilience
Stamina
Endurance*

2

*Creativity
Innovation
Inspiration*

0

*Teamwork
Partnership
Collaboration*

2

*Caring
Compassion
Dedication*



HCRS ANNUAL REPORT

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



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.

"I'm really impressed with the way HCRS has treated its employees. I've never worked anywhere that encouraged me so strongly to look out for my health."

-HCRS staff

Our Core

VALUES



ACCOUNTABILITY	We are committed to high level performance and take ownership over our outcomes	BALANCE	We strive for equilibrium between work and life
GROWTH	We are committed to the evolution of ourselves, the people we serve, and our organization	INTEGRITY	We take personal responsibility for our work
LEADERSHIP	We all take initiative, regardless of role, to effect positive change	TEAMWORK	We bring our best selves to our teams, and we expect only the best from each other

FROM THE CEO



Dear Staff, Board Members, & Friends,

This has been a year like no other. The COVID-19 pandemic arrived in our region in March and has tragically taken the lives of more than 1.2 million people across the world to date. We've been fortunate here in Vermont that our positive cases remain low, however, we are not an island and must be vigilant in order to maintain our low numbers. And yet, the unprecedented challenges of this pandemic have impacted every aspect of our lives.

In the midst of this global pandemic, we have seen people across the country taking to the streets fueled by their frustration, anger, hopelessness, and outrage at a system that perpetuates racism and social injustice.

These two extraordinary events are intersecting in a manner that is putting a huge spotlight on the health care disparities and inequities that exist. Social injustice is clearly a determinant of health that impacts marginalized groups, leading to limited access to care and oftentimes tragic outcomes.

Mental health is a major priority as we face this global pandemic. COVID-19 has caused increased anxiety, depression, PTSD, and substance use disorder in our communities and is more likely to impact marginalized groups. We have much work ahead of us.

I am immensely proud that our staff have stepped up to continue to serve our communities with creativity, resilience, and a positive attitude.

Amidst these significant challenges, we've also made huge strides. We have met and surpassed our financial goals, ending the fiscal year with a 3.4% net surplus (pre-audit). We've enhanced service quality as demonstrated by the 2% increase in our annual client satisfaction score (91%), received a very positive quality review of our DS Division by DAIL, and created a warm line to support clients and our communities during the pandemic. We continue

to build strong collaborations and partnerships throughout the communities we serve. We also continue to refine our EMR, are working on modernizing our IT infrastructure, and just this fall have implemented Open "Same Day" Access for people seeking services.

These are just some of the accomplishments that could not have been achieved without the inspirational and transformative leadership of our Senior Leadership Team, Emergency Preparedness Response Team, and all the Managers at HCRS. They have worked tirelessly to respond to this pandemic with thoughtful, measured protocols and procedures with only one thing in mind - the health and safety of our staff and clients.

The commitment of all our staff to be adaptable, curious, brave, creative, and trusting has been astounding. These moments have brought out the best in so many and have helped rekindle hope. All this is a reflection of a culture that I am immensely proud to be a part of.

Sincerely,

George Karabakakis, Ph.D.
Chief Executive Officer

FROM THE BOARD PRESIDENT

To the HCRS Community,

I would like to express my thankfulness for the tremendous support that has been provided from the communities we serve, our strategic partners, and HCRS staff during this extremely challenging year. We were presented with numerous challenges and, whether they were related to client interaction or fiscal interruptions, our staff and communities have demonstrated the perseverance required day in and day out.

In 2020, we were forced to be proactive with our decisions and leadership related to COVID-19. Our pandemic response team demonstrated tireless efforts to secure the continuous future of HCRS and positioned us in the best possible light moving forward. As we adapted, the one continuous theme was that we were improving. We have improved our technology efficiencies, our financial position, and improved upon our community relations.

Even with the ever changing landscape of 2020, we have had several organizational accomplishments. We have secured our future with IT Infrastructure improvements, a fiscal surplus, and an impressive client satisfaction rating. Our clients

remain at the forefront of our mission and drive our ambition for continuous improvement.

On behalf of the Board of Trustees, I would like to extend my sincere gratitude to all staff and stakeholders involved. Without you, your dedication, and genuine passion for making a difference, HCRS would not be who we are.

I look forward to 2021 where we will continue to improve even more.

In closing, I would like to thank our Board Members whose terms are expiring this year - Michelle Bos-Lun, Steve Greene, and Phil Kasten. Each of these valued Board Members have generously shared their unique expertise with the Board and Agency.

Best Regards,

Adam S. Pippin
President of the Board



"Our clients remain at the forefront of our mission and drive our ambition for continuous improvement."



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, substance abuse, and developmental disability issues affect all of our citizens from the youngest to the oldest. HCRS case managers, including those in Intensive Family Based Services, Adult Services, Developmental Services, Eldercare, and Interagency Community Supports, engage clients in their homes and communities to provide creative, recovery, and person-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 makes it very easy to talk about everything we may be concerned about.”

- 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.

“Setting small achievable goals has helped the most with getting well.”

- HCRS client

SUPPORTING OUR COMMUNITIES DURING A PANDEMIC

This year has been a challenge like no other. As soon as the pandemic reached our region, HCRS mobilized a Response Team to ensure the health and safety of our staff, clients, and communities. All decisions have been made with this priority in mind. Highlights of these extensive efforts as well as the many creative ways we've continued to support our clients are provided on this spread and the following program pages.

Emergency Preparedness Response Team

- | | |
|--------------------|-----------------|
| Anne Bilodeau | Kate Lamphere |
| Paul Boutin, M.D. | Rick Logan |
| Alice Bradeen | Jeff Mobus |
| Kelly Brown | Warren Sergeant |
| Cheryl Cavanagh | Jennifer Smith |
| Drew Gradinger | Rhett Sorensen |
| George Karabakakis | Jessica Stehle |



The EPRT at a recent Zoom meeting

“I personally feel safe and secure in my job, but also cared for as an individual. The fact that you want us all to keep our safety a priority makes me proud to work for this agency. You not only care about our clients but the health and safety of us. THANK YOU!”

-HCRS staff

Added Technology

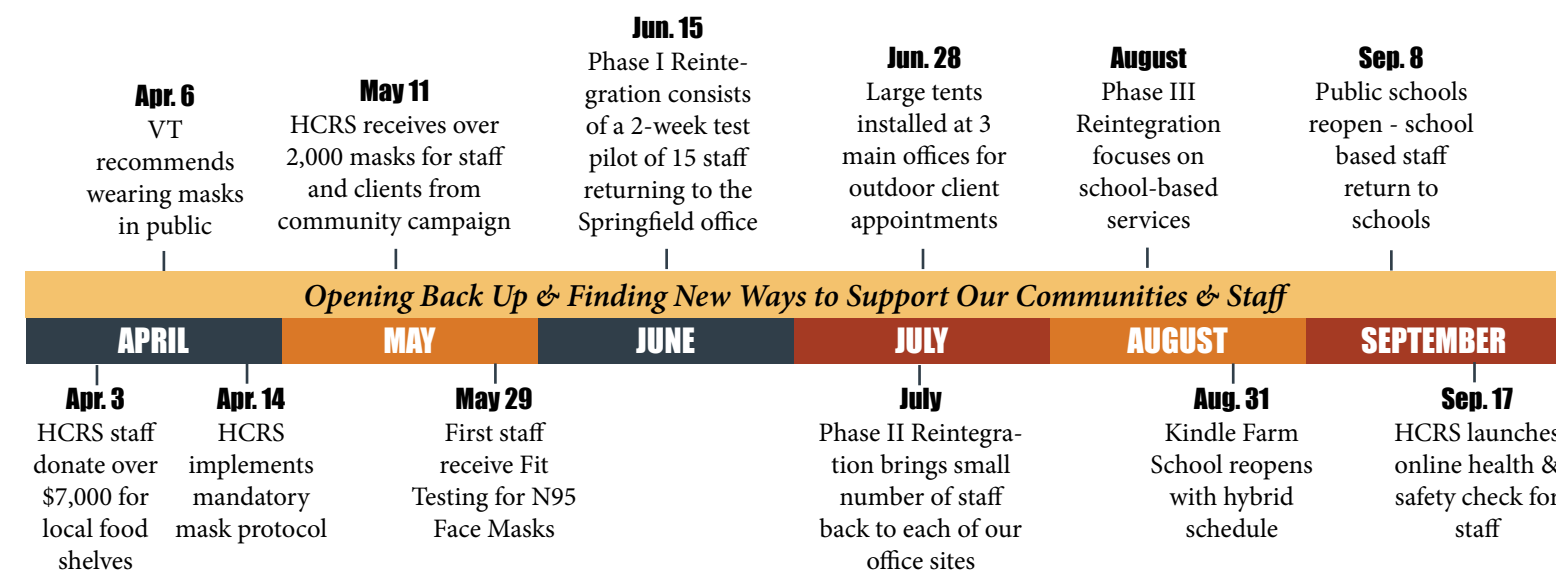
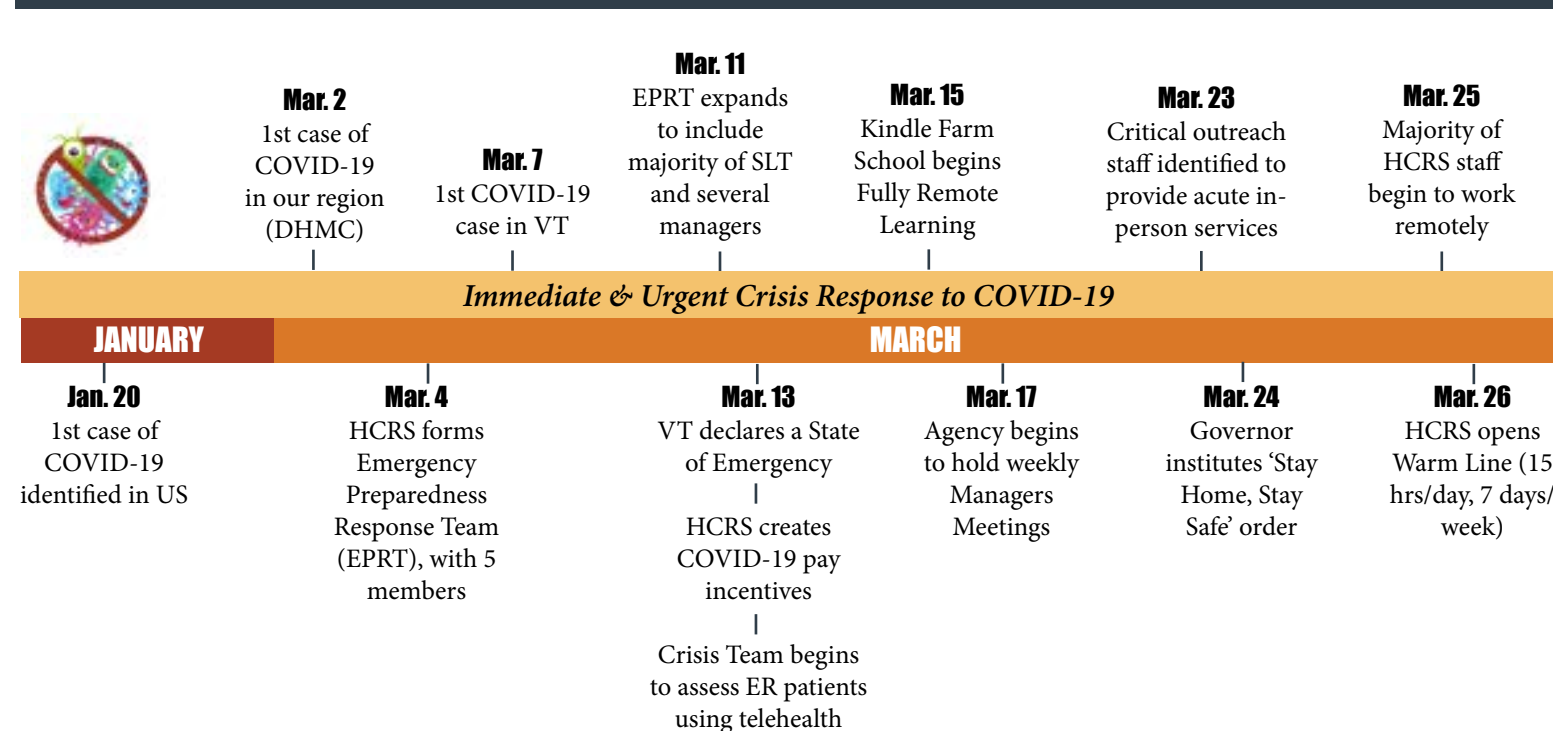
- 64,766 hours of Zoom meetings
- 60 laptops
- 25 iPads
- 15 iPhones
- Clinical software installed for 27 clinicians
- 24/7 IT support in first weeks of remote work
- 7 days/week IT support ever since

Staff Supports

- 128 all staff communications
- 26 new COVID-related protocols
- 237 fanny pack staff tool kits
- 48 infection control car kits
- 30 weekly manager meetings
- 141 Zoom yoga classes

Facility Upgrades

- 24 touchless thermometers for health and safety screenings
- 43 air purifiers
- 68 wall mounted hand sanitizers
- 4 large outdoor tents installed for client meetings
- 281 informational signs posted
- 9 life-size cow posters to illustrate social distancing



“This has been life changing. I'm proud to be part of an agency that has supported its employees, clients, and community in the manner you all have done.”

-HCRS staff

CHILDREN, YOUTH, & FAMILY SERVICES

1,330

Individuals Served

59,111

Hours of Service

1,460

Back to School Packets
Provided to Local
Schools

“We are so proud of the creativity, perseverance, and determination that our staff have demonstrated [during this pandemic].”

Answering the question about how to serve children, youth, and families, when your ability to provide in-person services has been limited, has been nearly our singular focus for the past 8 months. The resilience of the families we serve is remarkable, and we are so proud of the creativity, perseverance, and determination that our staff have demonstrated in order to serve our communities.

Can you imagine the challenge of engaging a resistant, withdrawn teenager through Zoom, and trying to find methods and practices that will help them feel connected, engaged, and supported? Similarly, imagine an 8 year old boy, struggling with attentional challenges, hyperactivity, and only a spotty internet connection. Or imagine the challenge of engaging a teenaged girl through Zoom who wants and needs to talk about her feelings of sadness and despair, but has no privacy in her home and only limited ability to put her feelings into words?

These are just a few examples of the challenges that our staff are facing on a daily basis. The creativity and innovation that have driven our remote clinical services have provided new options for engagement. Our services now include online games, shared reading of

educational materials for children and parents, creating shared stories through email, creating video “scrapbooks” to express a feeling or share an experience, development of a peer-led online parents’ group, and many others that teach and enhance skills of observation and expression as well as promote connection.

Additional ways we’ve supported clients include the creation and distribution of 150 activity bags, including both solitary and family activities. Our case managers helped to distribute food provided by the Vermont National Guard, Everybody Eats, local food banks, and other State sources for those in need.

Although the majority of our services have been remote for these many months, our staff have continued to provide face-to-face services to those who have acute need, including youth at risk of hospitalization, families without food or shelter, and transition age youth without a support system.

We are humbled by the resilience of the families we serve and grateful for the opportunity to support them.

“I feel that everyone on my son's team is 100% invested in him and his treatment, and they are always looking to support me as well.”

-Client's parent

93%

Client Satisfaction Rating

97%

Clients Report Services are Making a Difference

100%

Clients Report Receiving Information About Their Rights

Making A Difference



Becky Gilbert, Area Manager, gets Fit Tested for an N95 Face Mask



School-based Clinician I, Claire Stai, spreads positivity in her classroom at Dothan Brook School

KINDLE FARM SCHOOL

The Challenge of Maintaining Connections During a Pandemic

Kindle Farm has been refining our program since 1997. During these 23+ years, we have grown and improved in almost every educational and behavioral process imaginable. In recent years, our success in achieving academic and behavioral growth is evident in our positive culture, our higher rates of retention, graduating capable adults, and transitioning students back into their sending schools. As we refined our processes, we also developed strategic plans that focused on modest growth, expanding our influence in the public school system, and leveraging more sophisticated communication strategies.

This growth and refinement were going strong when the pandemic of COVID-19 hit. All schools had to stop

in-person learning and work to support their students with whatever resources they had in place. As educational institutions around the country began to retool themselves for distance learning, Kindle Farm knew we had many challenges ahead. Not only did we need to keep students engaged academically, but our mission of working with boys who need a relationship-based behavioral program was also upended.

Vermont, like all states, was in an emergency, and all schools were doing the best they could, especially for Special Education students who need a higher level of programming to ensure success. Kindle Farm was committed to continuing to be the best therapeutic program for students with profound needs and

delivering the utmost care in these unprecedented times.

Fast forward to the 2020/21 COVID school year. Kindle Farm had already learned

lessons from our first foray into distance learning and had plans to offer two options: (1) A robust hybrid program that includes four days a week in-person and one day of distance learning, or (2) an entirely virtual program for those uncomfortable sending their children to school.

One student, we'll call him Noah, is attending our all-virtual program. His family was worried about the spread of the disease, and his siblings were not in school at all. Because the local district could not provide a safe school environment, Noah needed to stay home to help with his brothers and sisters. Noah was a very successful student last year and continues to be engaged this year. However, the challenges are numerous.

Even though Kindle Farm has a technological arsenal - a fleet of Chromebooks, iPads, Bluetooth speakers, and wide-angle video cameras - there is no substitute for in-person learning.

Noah starts each school day with a morning meeting and attends class daily. As the co-teacher walks around the classroom with Noah's face on an iPad, classmates can call on him during the discussion, and he can ask relevant questions about his assignments. The Google Classroom has the day's lessons outlined, and he can do the work on a

"All schools had to stop in-person learning and work to support their students with whatever resources they had in place."

Kindle Farm issued Chromebook. This connection, made possible by technology, was unimaginable a few years ago. Still, it falls remarkably short in establishing the genuine connection of being together.

The co-teacher, who sometimes feels like an "iPad stand," can often be heard talking with Noah's siblings who are roughhousing and making it impossible for Noah to focus. Noah does not have a set place to do his classwork, and organization is near impossible to achieve against the backdrop of family dynamics. One day, Noah was incredibly rude to his teacher and classmates, and the team was curious about the change. After some skillful coaching, the behavior improved, only to see a cousin tease him about being a goody-goody type student.

The Kindle Farm team made immediate plans to visit Noah and provide a much-needed connection. His co-teacher and



Students enjoy the view from the top of Mt. Ascutney, while social distancing on a recent hike

therapist visit him twice a week, and there are now plans for Noah to begin attending school two days a week. The level of care and creativity this student receives is profound and yet, due to its virtual nature, is not a long term replacement for the in-school experience.

Like all students, Noah is significantly impacted by the pandemic. While Noah's story is not a simple one, he receives daily connection, genuine care, and is beginning to develop the skills to cope during these challenging times.

Kindle Farm is proud of all we have achieved in retooling our programs to meet the realities of this pandemic. We continue to work to make our place in this world a source of connection, mentorship, and care for our community and beyond.

Making A Difference

5

Graduates (Graduation 2020 was held at the Northfield Drive-In)

780

Meals Provided to Families in Early Days of Pandemic

208

Bags of Food Provided to Families

60

Chromebooks Provided to Students for Remote Learning



ADULT SERVICES

32,356

Hours of Services

84%

Average Occupancy Rate of Residential Facilities

5

Graduates of Drug Court Program

“We learned to connect remotely and discovered that the strength of our teams and the people we live and work with is abundant and more than enough.”

-Kate Lamphere, Director

2020 has been marked by the COVID-19 global pandemic; at HCRS we are celebrating the resilience of our staff and clients and the creativity and dedication that has touched all of our hearts. Through unprecedented stress, staff persevered in the interest of serving clients and providing support without disruption.

In a time when so many of us have felt disconnected, our outpatient team focused on connection, finding ways to meaningfully connect with one another and the clients we serve, as well as our community partners. Across all sites, the management team instituted daily Zoom meetings, which have proven to be enormously helpful and contributed to everyone coming through with good morale and a strong sense of unity.

Overall, our case management and Critical Outreach Teams have been resilient, committed, and supportive. Early on in this crisis, a Critical Outreach Team of staff agreed to provide in-person services to those clients who were identified as most in need. They focused on ensuring clients had access to food, basic supplies, medical care, and ongoing mental health support. This team of highly skilled and dedicated individuals should be commended for their unwavering support of HCRS clients.

Starting on March 13, our Urgent Care Team was the first in the State to implement telehealth in order to meet with clients. We issued iPads to five local hospitals so that we could provide an assessment using Zoom. The overall response from clients and community partners has been very positive. This team continues to demonstrate creativity, flexibility, and unrelenting commitment to our community in these difficult times.

Our Residential Program saw many changes that came at a fast and furious pace. Staff showed incredible resilience and creativity in finding ways to keep the fun in Live Learn Leave with outdoor movies, socially distanced hikes, and outdoor games, just to name a few.

Our DUI Docket Team took a very different shape during the pandemic due to a reduction of in-person supports. In response, they increased outreach to foster a greater sense of connection.

Our Vocational Services Team stepped outside of the proverbial box in order to identify ways to support clients during a pandemic when many of our clients found themselves on furlough. This included alternative work opportunities, online classes, and much more.

1st

Crisis Team in Vermont to Deploy Telehealth to Screen Patients in the ER

100%

Outpatient and Substance Use Clients Report Services are Making a Difference

20

Employment Services Clients Successfully Supported to Obtain a Job

471

Calls Supported by our Warm Line set up in Response to the Pandemic

841

Individuals Supported by Police Social Work Program

1149

Crisis Screenings

4%

Increase in Overall Client Satisfaction

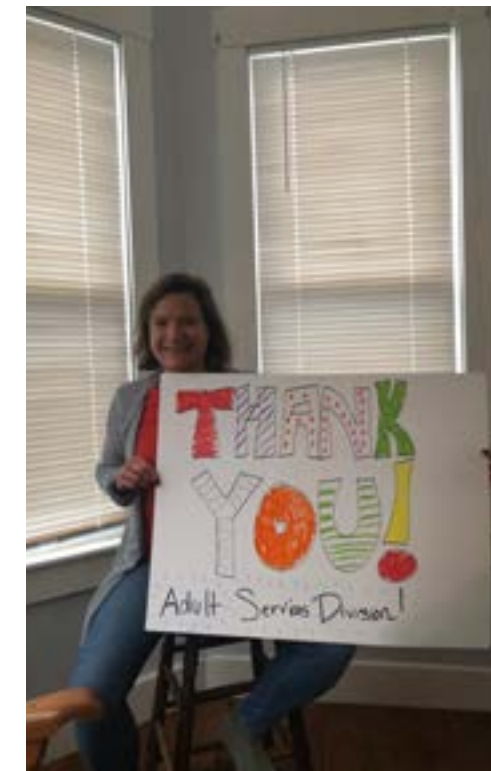
Making A Difference

“My case manager has been extremely helpful with helping me achieve my substance use goals.”

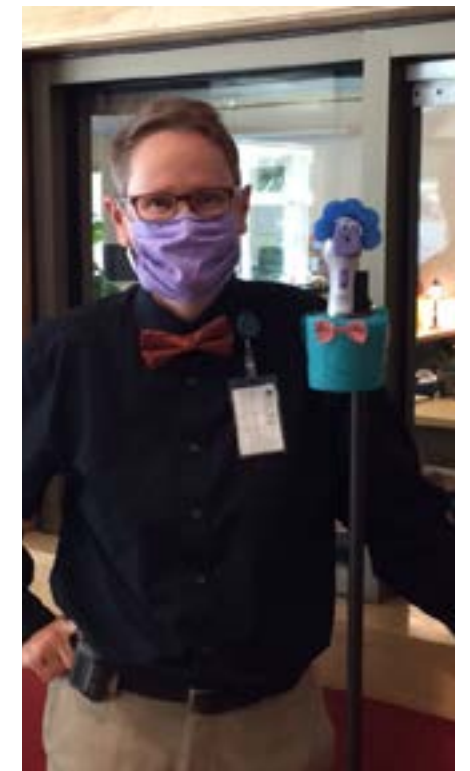
-HCRS client

Our work with the Windham County Consortium on Substance Use has focused on expanding supports through additional recovery coaches, harm reduction and overdose prevention services, embedded ER clinical services, and trainings.

Our Peer Support Team represented the agency’s values and made a significant impact statewide through workshops and presentations. They have also recently formed a Justice & Equity Team at HCRS.



Kate Lamphere, Division Director, sends a shout out to all Adult Services staff



Becca Brown, RN, Nurse Manager, with a touchless temp taker

DEVELOPMENTAL SERVICES

Supporting Individuals During a Pandemic

Katie came to HCRS about three years ago, following the death of her adoptive mom. Katie has cerebral palsy, is legally blind, legally deaf, and uses a wheelchair.

Katie's life was literally turned upside down as she had to move out of the home she had known for years and be separated from her younger adoptive brother and older sister. Katie was initially placed in a home in NH, but that placement did not work out.

Fortunately, Katie had a personal mentor who reached out to a family friend and shared Katie's story. The mentor supported the family through the process of making their home become Katie's as well and assisted them with Katie's transfer to HCRS. This family is now Katie's shared living provider (SLP). They have truly made Katie's life feel whole again. The entire family contributes by supporting Katie and helping her lead her best life.

Katie loves people! Before the pandemic, she kept busy swimming, participating in group activities, engaging in Special Olympics, going to art classes, and volunteering. Over the past eight months, these pastimes have not been available to Katie in quite the same ways. Fortunately, Katie has thoroughly embraced virtual services! She has continued to grow through online

participation in services; her HCRS team and SLP family have noticed that Katie has increased her verbal skills and interactions and has become more social with her peers.

Katie participates daily in Zoom sessions offered by HCRS. She has also engaged in her local advocacy group, Winds of Change, through Zoom. Katie has even taken up new hobbies during the pandemic, becoming quite the crafter. Katie's SLP supported Katie to dive into this hobby by creating and maintaining Katie's own crafting space and supplying Katie with crafting materials.

Since our services are person-centered and client-driven, Katie's services have been expanded to include crafting activities with Direct Support Professionals (DSPs). The DSP team has encouraged Katie as she has become more vocal with expressing her choice of activities. Katie and her DSP plan for the next day's services together, so Katie may choose which craft project she would like to do. The team has also seen Katie increase her independence with getting items she requires as she changes from one Zoom activity session to another. Katie's life has been enriched through these creative efforts. Through virtual Zoom groups, Katie has connected with peers in ways she had not in the past. Katie loves "her people" as she says

quite often, and has flourished through virtual services. Katie's increased regard for others has also been noticeable. If a peer missed a group activity, Katie will ask about them or she will say that she missed "her people."

Katie's success is due to her resiliency, the outstanding support of her new family, and her HCRS team. Katie's story is a true success due to collaboration, compassion, and inspirational teamwork. All this has empowered Katie to lead a healthy and meaningful life throughout this pandemic.



DS creates activity bags for clients

58,390

Hours of Service

Creatively Engaging Clients

- In-Home and Community Scavenger Hunts
- Outdoor Services including Walks, Hikes, Biking, Fishing, etc.
- Exploration of Educational Literature of the Client's Choice with Discussion Questions
- Video Messages Put to Music
- Parades Past Clients' Homes with Balloons, Signs, Honking, and Even Fire Trucks!
- Many Uses of Zoom:
 - BINGO with Prizes Delivered to Clients' Homes
 - Art Classes with Materials Delivered in Advance
 - Cooking Classes
 - Exercise Sessions
 - Karaoke and Dance Parties
 - Employment Skills Training



A DS Client Receives a Birthday Gift

"I like that I learn something new all the time and people [at HCRS] listen to me."

-DS Client

Making A Difference

119

Shared Living Providers

132

DS Clients Receiving Housing

52%

Employment Rate

69

Clients Supported by the Bridge Program

97%

Clients Report Services are Making a Difference

32

New DS Waivers

OUR AMAZING STAFF

The Ones Who Make Our Programs Possible

Here's just one example of how our staff have stepped up to support our communities during the pandemic:

In a letter signed by Superior Court Judge Elizabeth D. Mann and Regional Treatment Court Coordinator Carolyn Lorie, they recognize how **Mark Young**, HCRS Justice Programs Manager, has gone above and beyond during this unprecedented time. They write,

"As soon as the shutdown was announced, Mark mobilized his team to make sure every DUI Docket participant had the supports he or she needed to not only maintain their sobriety, but to access food, health care, and any other services they might need. Mark and his team kept in close contact with each participant, including those who had been referred but not yet sentenced into the program. He kept the DUI Docket Team updated on what was being offered to participants in terms of treatment and has been instrumental in making decisions about how to balance support and accountability during these uncertain times."

Mark continues to find creative ways to keep participants connected to the program and motivated to meet the requirements. Some of his ideas were shared with other Vermont Treatment Court coordinators, who so appreciated them. Mark's

reputation as a skilled and creative clinician extends beyond this program.

In addition to helping guide the program through the pandemic, Mark has been an invaluable resource to guide the court on ways to better incorporate trauma-informed and motivational interviewing techniques in interactions with participants. During team meetings, he offers insight into participants' behaviors, guides the team on clinically appropriate responses, and finds resources, such as articles, studies, and websites, so that we can constantly deepen our understanding. Interdisciplinary teams can be chal-

lenging, but Mark always responds with patience and professionalism when his clinical recommendations are requested.

His team of case managers - Jillian Tripp, Dasha Good, and Briana Plante - are excellent at what they do and provide exemplary service to our program participants. It is clear to us that Mark makes sure they receive the training and support they need to do their jobs to the best of their abilities. The four of them are a great team, and we are lucky to have them."



Dasha Good, Briana Plante, & Mark Young in 2019



All quotes are from staff

FORMATION OF A JUSTICE & EQUITY TEAM

"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."

- An excerpt from HCRS' Philosophy of Care

As part of our work to minimize harm from stigma, oppression, and discrimination, the Senior Leadership Team is excited to announce the creation of a Justice & Equity Team. Challenging inequality is essential to the quality of our relationships with each other, the people we serve, and our communities. We recognize that mental health and disability service systems can unintentionally harm and oppress BIPOC (Black, Indigenous, and People of Color) communities, those in poverty, people with disabilities, and those who identify as LGBTQIA+.

The Justice & Equity Team is a group of staff from diverse roles and divisions within the Agency who are invested in supporting HCRS to learn about and challenge inequalities. Some ways we are starting our work include collecting information about Agency practices to identify areas that could be improved, promoting learning and action throughout the Agency, and advocating for policy changes.

To be the best professionals we can for the individuals we serve and each other, it is important to understand we are part of a larger system and culture that provides advantages to certain populations and races. This has impacted us in ways we likely do not even realize.

The good news is that by increasing awareness and considering these areas of discrimination and preference, we can take meaningful steps to overcome them in alignment with our core values.



A portrait of George Floyd, painted by our Children's Area Manager, Lori Schreiner

JAMES BARTLEY COMMUNITY PARTNERSHIP AWARD

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 Groundworks Collaborative.

Groundworks has served the Brattleboro area, addressing the housing and food insecurity issues of individuals and families, for six years. They have provided support to thousands of community members who are struggling - on the street, by the river banks, homeless and without hope. They have been a remarkable partner with HCRS and many other agencies in order to help people get their needs met and find housing, connection, and purpose.

In the middle of this pandemic, Groundworks stepped up, coordinating with local hotels to offer housing to individuals experiencing homelessness. They tripled their efforts to ensure that people had enough to eat and their personal needs met during this unprecedented crisis.

They also recognize that no agency can meet the needs of our community alone. They have been partnering for years with Brattleboro Memorial Hospital, the Brattleboro Retreat, law enforcement, and, of course, HCRS in a number of creative collaborations. Groundworks staff know all too well

that recovery and health require hope, and there is no hope without safe and affordable housing.

Groundworks has supported the people we mutually serve with compassion and spirit. We have witnessed their determination to serve the most vulnerable in our community. They have advocated for change and resources in our region and have been focused on moving us closer to the vision of a time when every individual has access to safe housing. Groundworks has been an amazing partner, and we are honored to work with them.

Led by Josh Davis, Groundworks has exemplified the importance of working together and has made a profound difference in the lives of so many - making them the clear choice for our 2020 Community Partnership Award.

Groundworks Collaborative



Front row (from left): Hannah Macon (Case Manager), Mary Lachenal (Outreach Case Manager), Libby Bennett (Director of Development and Communications), Christine Colascione (Foodworks Coordinator), Back row: Bijan Fard (Advocate), Josh Davis (ED), Karli Schrade (Shelter Program Coordinator), Rhianna Kendrick (Director of Operations), Atticus Rollins (Advocate), Laura Chapman (Shelter Admin Coordinator)

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 **9,565** 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.

Congratulations to these five staff on their selection for a 2020 Encore Award!

9565
Cause for Applause Awards

888
Monthly Drawing Winners

250
Quarterly Standing Ovation Awards

65
Annual Encore Award Winners

Total Number of Awards Since Start of Program

2020 Encore Award Winners



Adam Altshuler
Assistant Director of Kindle Farm School

“The balance Adam brings is palpable and so appreciated. During these COVID times of uncertainty and anxiety, his presence and direct actions calm students and staff alike.”



Ben Brewer
Therapeutic Activities Coordinator

“Ben works something close to miracles - attracting, vetting, training and motivating...he will never let you down but will take the time to say thank you or to answer a frantic question.”



Laura Bryant-Williams
Clinician II

Laura demonstrated compassion and caring when she responded to a community member who had fallen and broken her foot. This individual noted, “She had the softest voice, she was calm, and she took steps to get help.”



Charlene Hjermsstad
Case Manager II

Charlene supported a client who needed surgery through many efforts to have the procedure done. She persevered with “respect, kindness, compassion, and understanding.”



Deborah McNeil
Billing Specialist

“Debbie is always thinking of her co-workers - the stress or extra work it would cause if she waited for others to fix issues. She also thinks about how she can best service our clients, making sure she does all she can to get their services paid.”

Cause for Applause Quotes

“I want to recognize them for the passion and leadership they show every day.”

“I can’t imagine doing this work without them.”

“They are always willing to step in and help when anyone on the team needs support.”

“I commend your long hours and your devotion to your job.”

“They sparkle with humanity in the realm of human services.”

“They are extremely dependable and have an excellent work ethic.”

“They have been absolutely amazing in improving data integrity.”

“Thank you so much for your reliability, kindness, and sense of humor.”

“Their exceptional communication promotes the accuracy and safety of our medication administration for residents.”

STAFF SERVICE AWARDS

Recognizing Staff Commitment & Dedication

465 COMBINED YEARS OF SERVICE

35 Years



Margaret Merrill
Case Manager II

20 Years



Jan Bellville
Case Manager II



Kevin Houston
Kindle Farm School
Para-Professional



Betty Wall
Medical Records
Specialist

10 Years

Nicole Godin Case Manager II

Winonah M. Levine Case Manager II

Sarah Pettengill Direct Support Professional-
Community

Estelle Reynolds Medical Assistant Supervisor

Annette Vagt HR Generalist II

Paula Whitney Crisis Intervention Specialist

Ashley Wohlford Admin Team Lead

5 Years

Roy A. Anderson Hilltop Shift Leader

Melisa Beaulieu Children's Team Leader I

David Blaine Residential Specialist

Clara Bridges Direct Support Professional-Community

Jennifer Carrington Case Manager I

Emily M. Chamberlin DS Area Manager

Andrew M. Connolly Kindle Farm Para-Professional

Laurel P. Denny Accountant

Patricia A. Eslin Meadowview Shift Leader

Christine R. Fields DSP Manager

Anne-Sophie Geha Access Navigator

Catherine Haley Woodstock House Team Leader II

Jillian Hill Crisis Intervention Specialist

Whitney Hussong Community Support Specialist

Tracy L. Jackson DS Transitional Coordinator

Brooke Kearney Registered Nurse

Elisabeth Keith Children's Area Manager

Mary Lorah Kindle Farm Teacher

Heather Marquez Case Manager II

Jeffrey A. Mobus Controller

Barbara Parizo Community Support Specialist

Briana Plante Criminal Justice Case Manager II

Christa Porter Hilltop Shift Leader

Erica Salamy School Based Clinician II

Miriam A. Schuldenfrei Kindle Farm Teacher

Deborah Shaw Registered Nurse

Danielle Southwell JOBS Program Coordinator

Robert Withrow Residential Specialist

25 Years



Ralph Jacobs
Residential Specialist II

15 Years

Alice J. Bradeen Communications & Fundraising Director

Laura Bryant-Williams Clinician II

Lance Cutler Kindle Farm Program Coordinator

Paul Deegan Residential Specialist II

Deborah McNeil Billing Specialist

Teresa Morrison Bridge Coordinator

Ronald Recchi Crisis Intervention Specialist

Zachary Teller Janitor

Timothy Wood Generalist I

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.

BY THE NUMBERS

NUMBER OF INDIVIDUALS SERVED IN FY 2020, BY TOWN

ATHENS	26	JAMAICA	11	WEATHERSFIELD	60
BETHEL	18	LONDONDERRY	27	WEST WINDSOR	25
BRATTLEBORO	769	LUDLOW	64	WESTMINSTER	43
BRIDGEWATER	20	MARLBORO	12	WHITINGHAM	15
BROOKLINE	12	NEWFANE	24	WILMINGTON	58
CAVENDISH	46	NORWICH	32	WINDSOR	171
CHESTER	108	PUTNEY	77	WOODSTOCK	49
DOVER	22	READING	15	OTHER TOWNS IN	
DUMMERSTON	24	ROCKINGHAM	309	WINDHAM & WINDSOR	
GRAFTON	17	ROYALTON	24	COUNTIES	45
GUILFORD	48	SHARON	14	OUT OF CATCHMENT AREA . . .	361
HALIFAX	11	SPRINGFIELD	621	TOTAL	3903
HARTFORD	534	TOWNSHEND	31		
HARTLAND	88	VERNON	48		
JACKSONVILLE	14	WARDSBORO	10		



NUMBER OF INDIVIDUALS SERVED BY PROGRAM IN FY 2020

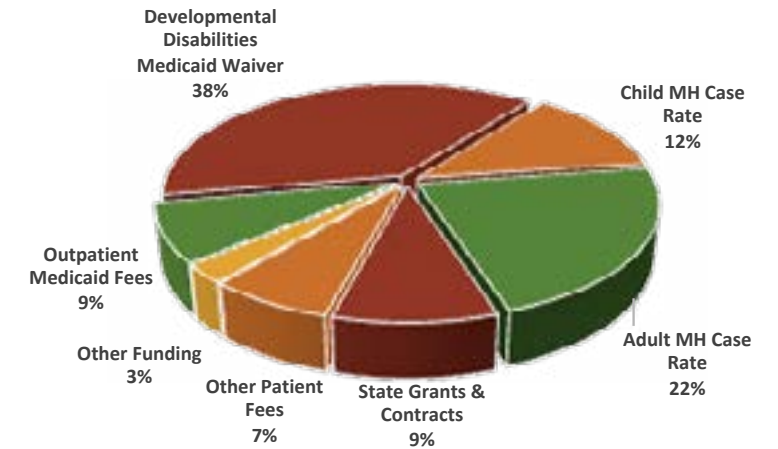
ADULT OUTPATIENT	921
CHILDREN, YOUTH, & FAMILIES DIVISION	1330
COMMUNITY REHABILITATION & TREATMENT PROGRAM	372
DEVELOPMENTAL SERVICES	435
EMERGENCY SERVICES	1650
SUBSTANCE ABUSE PROGRAM	270

FINANCIAL REPORT

FISCAL YEAR 2021 - ANNUAL BUDGET

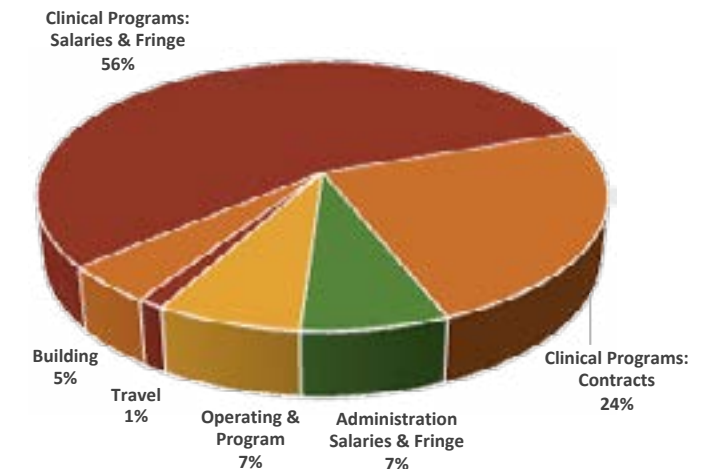
REVENUE BY SOURCE

OUTPATIENT MEDICAID FEES	\$ 3,849,300
DEVELOPMENTAL DISABILITIES MEDICAID WAIVER	\$17,477,500
CHILDREN'S MENTAL HEALTH CASE RATE	\$ 5,615,000
ADULT MENTAL HEALTH CASE RATE	\$10,114,000
STATE GRANTS & CONTRACTS	\$ 4,252,400
OTHER PATIENT FEES	\$ 3,230,000
OTHER FUNDING	\$ 1,183,100
TOTAL REVENUE	\$45,721,300



EXPENSES

CLINICAL PROGRAMS: SALARIES & FRINGE	\$25,544,400
CLINICAL PROGRAMS: CONTRACTS	\$11,051,500
ADMINISTRATION SALARIES & FRINGE	\$ 3,250,000
OPERATING & PROGRAM	\$ 3,202,500
TRAVEL	\$ 586,900
FACILITIES	\$ 2,086,000
TOTAL EXPENSES	\$45,721,300
NET SURPLUS (LOSS)	\$ --



DONORS - Thank You

Patrons

(\$1,000+)
Anonymous
Bank of America
Paul Boutin, M.D.
CDH Technology Solutions
Couch Family Foundation
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Matilda B.R. White, *in memory of Clevie White*

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Heidi Schroeder
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Kathy Sousie
Amy Steinberg
Hilary Strasburger
Cristina Tardie, *in honor of two dedicated HCRS staff - Stephany Churchill and Maggie Pomeroy*
Up Your Alley Bowling
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Upper Valley Haven
VT Agency of Human Services
Weathersfield Inn
Windsor Recreation & Community Center
Woodstock Inn & Resort
Yankee Lanes

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.





A Kindle Farm School student has learned to proficiently use a tractor - one of the many vocational skills taught at Kindle Farm

Online Fundraiser for Kindle Farm Nets \$9,600

We were disappointed not to be able to hold our annual golf tournament fundraiser this year due to the pandemic. However, our tournament supporters lifted our spirits with a tremendous response to our online fundraising campaign for Kindle Farm School.

This was incredible and unexpected, given that we were unable to hold our fun event. The Richards Group, our long time tournament sponsor, generously maintained their sponsorship this year. We so appreciate the continued generosity of The Richards Group and our many other donors, which will make such a difference for the students at our Kindle Farm School. We hope to be back on the greens in 2021!



Homemade Cloth Face Mask Campaign

In May, we launched a community face mask campaign to obtain needed face masks for staff as well as clients. Our goal was for 1,000 masks. The response from our communities blew us away. More than 2,000 homemade face masks would come flooding in.

Thank you to everyone who contributed to this campaign. Not only are these masks supporting our health and safety efforts, but the variety of sizes and colors means we have something that works for everyone.

Over \$8,000 Raised for Area Food Shelves

In response to learning that many clients were struggling with food insecurity and that the shelves of local food centers were running low as a result of the pandemic, HCRS undertook a successful campaign to raise needed funding to support food needs in southeastern Vermont.

Thanks to the generosity of our staff, a sponsorship from CDH Technology Solutions in Albany, NY, and an agency match of \$3,000, we were able to provide each of these food shelves with significant support. 100% of all food shelf donations went to:

- **Upper Valley Food Haven** in White River Junction
- **The Family Center** in Springfield
- **Groundworks Collaborative** in Brattleboro
- **Our Place Drop In Center** in Bellows Falls.



Our Finance Team gets into the spirit of Halloween 2019

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.

BOARD OF DIRECTORS

- Adam Pippin**, *President*
- Phil Blackburn**, *Vice President*
- Jeff Acker**, *Treasurer*
- Hilde Ojibway**, *Secretary*
- Sharon Ayer**
- Michelle Bos-Lun**
- Steve Greene**
- Phil Kasten**
- Kat McGraw, MD**
- Salvatore Zampano, III**

“The [HCRS] professionals who help me are genuinely concerned that I continue to improve. They are authentic in their support.”

-HCRS client

SENIOR LEADERSHIP TEAM

- George Karabakakis, Ph.D.**, *Chief Executive Officer*
- Paul Boutin, M.D.**, *Medical Director*
- Edmund H. Moore, IV**, *Chief Financial Officer*
- Anne Bilodeau**, *Chief Human Resources Officer*
- Kate Lamphere**, *Adult Services Division Director*
- Warren Sergeant**, *IT Program Director*
- Jennifer A. Smith**, *Children, Youth, & Families Division Director*
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HCERS 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 HCERS 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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