



Exploring New Options

Breaking New Ground

HCRS 2023 ANNUAL REPORT

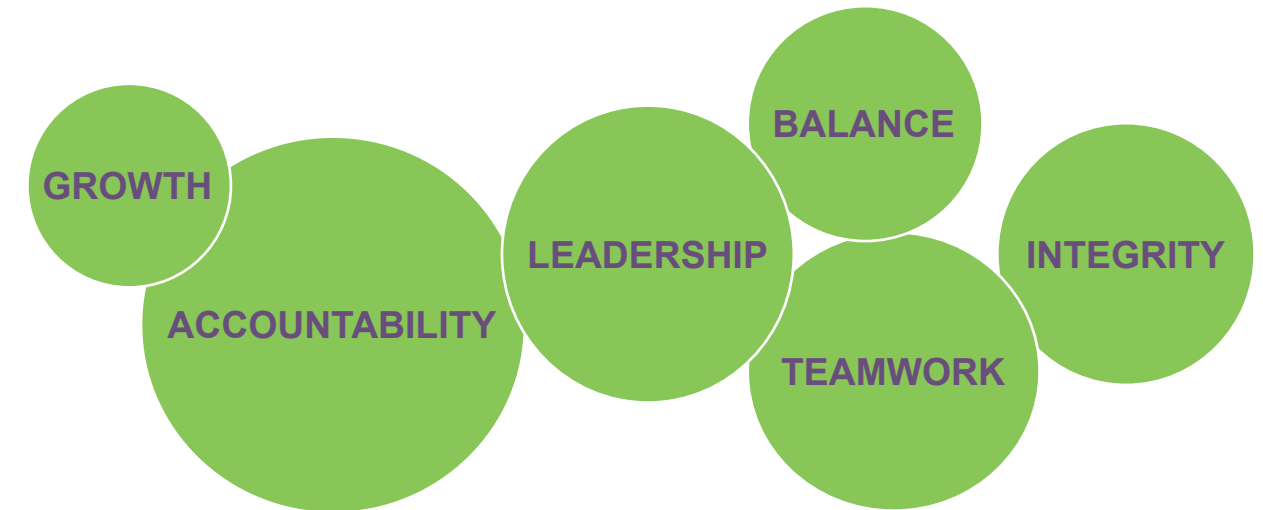
PHILOSOPHY OF CARE

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



- 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.

OUR CORE VALUES



Jonathan Mattoon, Case Manager II, discusses the importance of art and creativity for people's wellness at the opening reception for our 2023 Art Show

FROM THE CEO



Dear Staff, Board Members, & Friends,

As I reflect on the past year, I am very proud of all that we have accomplished. We have made huge strides towards addressing the myriad challenges presented by the COVID-19 pandemic, laid the groundwork for advancing justice and equity across the HCRS community, and expanded our services and programs.

The pandemic fueled increases in depression, trauma, substance use, isolation, homelessness, poverty, access to health care, and more. These challenges have affected our communities in a plethora of ways. The impact on those who have been historically marginalized has been even greater.

Faced with these struggles, we have tapped into our collective compassion, our willingness to go above and beyond, to explore new options and break new ground, which is allowing us to expand and enhance services to help meet this critical need.

These significant initiatives include:

- Working towards Certified Community Behavioral Health Center (CCBHC) certification
- Developing a new program to expand community Mobile Crisis services across Vermont
- Conducting a community needs assessment with a focus on people who have been historically marginalized

We are facing the challenges in our community head on with these and other creative and groundbreaking programs, which are more fully described throughout this report.

The accomplishments of the past year would not have been possible without the dedication of our compassionate, caring, and courageous staff. I'd like to give particular mention to the members of our staff who have passionately stepped up to facilitate the significant work involved in our new initiatives under the leadership of our Chief Operating Officer, Anne Bilodeau.

We take staff satisfaction seriously, making operational decisions with staff, as well as clients, at the forefront. Accomplishments this year include the development of a staff culture committee to enhance the employee experience with a focus on justice and equity. We received the Governor's Worksite Wellness award, and I'm pleased to share that we were recognized as a Best Place to Work in Vermont for the 3rd year in a row

Our efforts are tempered by the realities of limited financial and staff resources. We managed to strike a balance, very nearly achieving our financial goal.

The courage and determination of the people we serve has been remarkable as they struggle with pain, depression, and isolation, oftentimes feeling lost with little hope. These are the moments our staff have been there - connecting, engaging, tapping into their compassion to support people through healing relationships that can inspire them to take one step towards transforming their lives. This is the power of our work - to rekindle the light of hope in the midst of darkness, to tap into our shared humanity, and to foster connections to help empower people to forge meaning and purpose in their lives, one moment at a time.

In closing, I would like to thank Board President Adam Pippin for his 7 years of dedicated service on our Board, holding the position of Board President for the past 4 years. He has contributed in immeasurable ways to our ongoing progress. We will miss his leadership.

Sincerely,

George Karabakakis, Ph.D.
Chief Executive Officer



& BOARD PRESIDENT



To Stakeholders, Community Members, & Staff,

This has been an incredible year for HCRS filled with several notable accomplishments. Before we acknowledge these moments, I'd first like to sincerely thank our generous donors for your support and contributions to HCRS. Without your commitment, so much of what we do would not be possible.

In 2023, HCRS was honored to receive the "Best Place to Work in Vermont" recognition for the third consecutive year. This recognition is a testament to the positive and staff-centric culture that has been taking shape within our organization in recent years. It reflects our commitment to creating a supportive and empowering work environment for our dedicated team.

On a programmatic front, the agency received a grant from the Vermont Department of Mental Health to lead enhanced community Mobile Crisis services across the State. HCRS is subcontracting with the designated agencies throughout Vermont to provide an enhanced 2-person mobile crisis response starting in January. We are deeply humbled to have been chosen to lead this important effort and are eagerly anticipating the launch of

these enhanced crisis services. They are intended to benefit all Vermonters experiencing stress related to mental health and substance use challenges.

Furthermore, we recently submitted our attestation to SAMHSA that we meet the requirements to become a Certified Community Behavioral Health Center. This important grant funding plays a pivotal role in our being able to reach those in need, especially those who have been historically marginalized.

Looking ahead, we anticipate that the coming year will be filled with excitement and growth due to the implementation of these two new programs.

These significant achievements would not have been possible without a strong financial foundation. I am pleased to share that this year, we achieved a nearly 1% surplus, which not only sustains our operations but also enables us to continue to develop new programs and, most importantly, continue to give back to our hardworking and dedicated staff.

As we move into 2024, I am filled with enthusiasm to see the challenges we will

overcome and the positive impact we will continue to make in our community. We are grateful for our exceptional staff who tirelessly make a difference every day.

Thank you for being an essential part of our HCRS community, and we look forward to the journey ahead.

Best regards,

Adam S. Pippin
President of the Board

"Your staff are amazing, and I am grateful for the work they have done with my child."

-Parent

Exploring New Options

Given the current climate of significantly increased need for services throughout our community, a lack of options for children in crisis, the number of senseless and tragic deaths due to opioids, and the limited amount of funding designated for our services, new ways of addressing these challenges are essential. Therefore, we have explored a wide variety of innovative approaches to address some of these issues. We are excited to share highlights of our extensive efforts to identify solutions with you.



We've broken new ground through our SAMHSA grant to become a Certified Community Behavioral Health Center (CCBHC), which will offer more flexible funding to meet the needs of our communities (*see list of services on right*). Another huge stride was made having been selected to lead Vermont's statewide Community Mobile Crisis services in collaboration with all nine of the other designated agencies. This new program, set to launch in January, will ensure that all Vermonters can receive relief from stress and avoid unnecessary ER visits. Many of our other activities are shared throughout this report.

Breaking New Ground

Photos: New CCBHC Care Coordinators



Enhanced Crisis Services

- Best practice 2-person response
- Meeting people (in crisis) wherever they are in the community
- For anyone, anywhere, anytime
- Reduce unnecessary ER visits and hospitalizations
- Expand crisis supports to include substance use
- Focus on offering relief from stress
- Focus on safety



Pop-Up Drop-In Center

Our staff went above and beyond to support the Brattleboro community following the unspeakable tragedy that befell Groundworks Collaborative. Their dedication to helping those in need is truly inspiring. Daily check-ins, group sessions, and the quick establishment of a Pop-Up Drop-In Center demonstrate their commitment to providing immediate assistance and a safe space for community members to receive support. Such initiatives can make a significant difference in helping the community heal and recover from such a tragedy. This kind of selfless work contributes greatly to the well-being and resilience of the community.

Understanding Health Disparities & Culture

HCERS Culture Committee

This new group, made up of staff from all levels and programs, was created to help grow and foster a thriving organizational culture, in part through increasing cultural awareness, sensitivity, knowledge, and skills development.

Health Disparities Impact Committee

This new subcommittee of our Clinical Standards Committee is charged with helping the agency to understand health disparities and creating an action plan to address health disparities in our communities.

Community Needs Assessment

We conducted a comprehensive community needs assessment to better understand the causal factors that prevent community members from accessing our services.

New Facilities

We leased a new office building on Canal Street in Brattleboro for our new Youth Crisis Stabilization Program and other Children's services. We are also in the process of renovating additional office space in Springfield.

CHILDREN, YOUTH, & FAMILY SERVICES

Serving youth experiencing emotional, behavioral, developmental, or substance use difficulties, while also offering support for their families

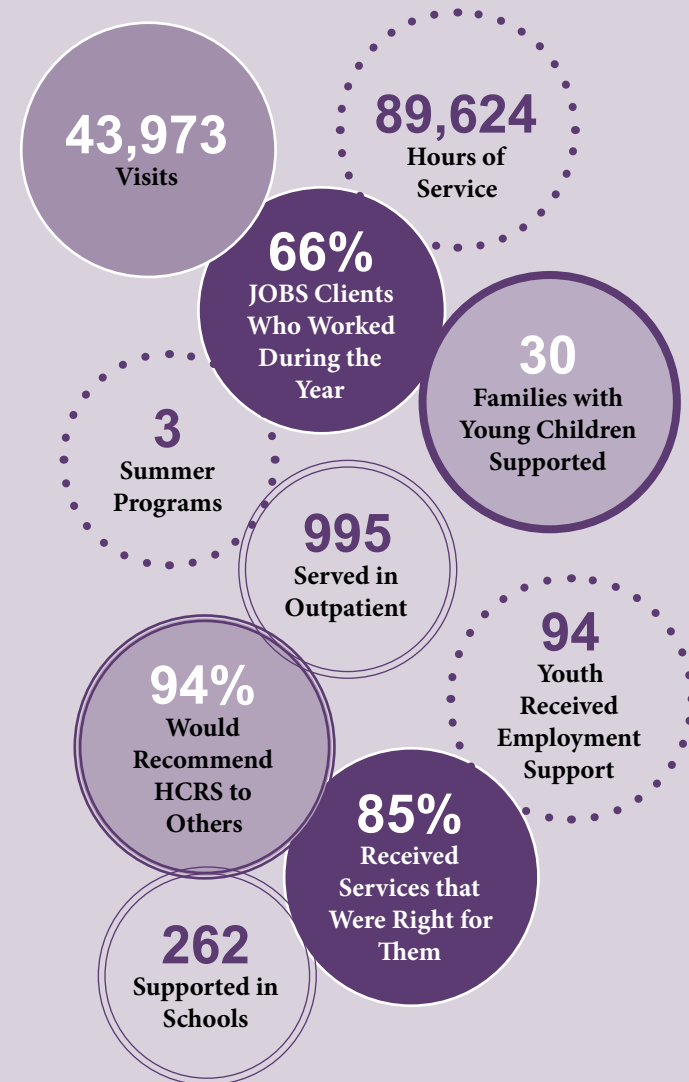
New Youth Stabilization Program (YSP)

in Brattleboro

This new program offers intensive support and stabilization for families, with the aim of reducing suffering and keeping children in their natural environment instead of a hospital setting. This type of program can be incredibly valuable for families facing challenging situations, as it not only helps maintain the well-being of children but also provides support and resources for the entire family unit. Funding for this program was provided by the Office of Bernie Sanders and the Vermont Department of Mental Health.



HCRS CEO, George Karabakakis, speaks with YSP staff, Samia Abbass and Zenni Muhammad, at the Open House in May



"[HCRS staff] are always helpful to everyone. They are very nice and calm, and I see nothing but kindness when they are working with someone who isn't that happy in the waiting room."

-Service recipient

HCRS staff are co-located in public schools across 11 different school districts to support students in our communities

Multiple HCRS Programs & Family Work Together

Maya's journey is a testament to the importance of comprehensive and supportive services in helping individuals and families facing complex challenges.

Maya (not her real name) has a history of abuse and neglect that she experienced at an early age. She also has an intellectual delay.

Family Support

Maya was adopted into a loving family that cares deeply about her, which is a crucial foundation for her well-being.

Crisis Services

When Maya was in crisis with suicidal and homicidal thoughts, aggression, and self-harm, our 24/7 crisis hotline provided essential support. Her safety was the primary concern, and hospitalization helped her understand her feelings and behaviors.

Children's Outpatient Services

Following her hospitalization, Maya received HCRS outpatient services to help her transition back to her family and receive ongoing care.

Developmental Services

As part of Maya's outpatient services, it was identified that Maya may be

eligible for Developmental Services (DS) as well. Our staff guided Maya's family through the eligibility process. Once she was deemed eligible, they discussed service and support options with the family.

Further Team Work

Maya's need for crisis intervention and subsequent hospitalizations continued. Our outpatient staff continued to work closely with her and her family to develop a care plan.

...so they may eventually reach their ultimate goal of being together as a family again in a safe and healthy way.

Maya got to a place where she could no longer participate in one on one services in the community because it often resulted in physical outbursts and acts of aggression towards family when she returned home. Everyone in the home was tired and afraid, including Maya. They weren't sure if they were going to be able to keep their family together after all.

Our outpatient staff and her family decided to utilize Vermont's Case

Review Committee to see whether Maya could be approved for a residential placement and to gain a better understanding of which treatment options would be best for her. It was determined that Maya would benefit from residential placement and that developmental services should become the primary program and support for Maya and her family.

Children's outpatient staff then supported Maya's family with their transition to DS, where staff would go on to help Maya and her family apply to recommended residential placements.

We all continue to support Maya, her parents, and her siblings as they navigate these changes, and their feelings around them, so they may eventually reach their ultimate goal of being together as a family again in a safe and healthy way.

This comprehensive approach, involving crisis intervention, outpatient services, developmental services, and ultimately a residential placement, demonstrates our commitment to the overall well-being and stability of youth and their families.

KINDLE FARM SCHOOL

100%

Parents feel
Kindle Farm has
Helped Their
Child

100%

School Districts
Feel Kindle Meets
Academic Needs
of Students

100%

Parents Would
Recommend
Kindle

1 staff
per 1.6
students

100%

Onyon Farm
Campus Students
Feel Safe at
School

100%

Onyon Farm
Campus Students
Feel Kindle Farm has
made a Difference
in Their Life

100%

Elementary Students
Have Someone to go
to at Kindle Farm if
They Need Help

We believe that every child can succeed in school!

“The experiential element of the program increases my son’s engagement in the academic part of the program. The low student census limits the sense of insignificance and distraction he might otherwise feel.”

-Parent



Our farm not only supports healthy and flavorful meals for our students, but also contributes to over 500 bags of food provided for students’ families and benefits the local community through our seasonal farm stand.

Strong Connections = Student Success



Our initial encounter with Johnny (*not his real name*) left us in awe of his athletic prowess. Simultaneously, it was apparent that he grappled with harnessing that remarkable physicality to access education and other opportunities effectively. While his intelligence shone brightly, he faced a significant challenge in maintaining the composure necessary for classroom engagement and nurturing his intellect.

Eight years ago, our Clinical Director, Elizabeth Bianchi, in her role overseeing the HCRS summer program, encountered Johnny as a vibrant youngster. Amidst a sea of staff attempting to keep pace with him, Johnny dashed around the campgrounds. His laughter echoed, but the staff were far from amused. Elizabeth realized she needed to intervene. The chase game, while enjoyable for him, did nothing to align with the camp's expectations.

Fast forward five years, and Elizabeth and Johnny's paths re-converged at Kindle Farm. Here, we encountered our share of highs and lows, witnessed extreme behaviors, and empathized with occasional family hardships. The collaborative effort between Kindle Farm and Johnny's family set a shining example of best practices. Johnny's parents tirelessly tackled the myriad challenges that came their way, never wavering in their commitment to their son's growth.

The profound connections our staff built with Johnny provided a heartwarming backdrop, allowing him to develop his skills and channel his energy, athleticism, and thirst for knowledge. Teachers and staff dedicated themselves to supporting his progress and pushing his limits.

Johnny cultivated numerous skills, blossoming into a successful student

and individual. We beam with pride at his dedication and personal growth. With the unwavering support of Kindle Farm, his Individualized Education Program (IEP) team, and his family, Johnny made a triumphant return to his home school. He has immersed himself in various aspects essential to public schooling: excelling in academics and homework and thriving on athletic teams like soccer, basketball, and baseball.

We extend our heartfelt gratitude to Johnny and his family for their unwavering partnership with Kindle Farm. Your tireless efforts and mutual trust have paved the way for Johnny to reach his highest potential, and we feel privileged to be part of this remarkable journey.



2023 infrastructure improvements that have already made a difference in meeting our students needs.

ADULT SERVICES

Integrated treatment program for adults with mental health and/or substance use challenges

"I've been with the Hartford office of HCRS on and off for over 40 years now. I guess you could say we've grown up together. I've watched the office move around and change buildings, and I've moved around too, but I always come back. The Upper Valley is my home, and HCRS has provided me with the best mental health care.

I've had a wide variety of therapists over the years. Some were okay, some were amazing. The [HCRS] Peer Support program is wonderful, and I made a truly magical connection with my last Advocate that lasted the entire 4 and a half years they worked for Peer Support.

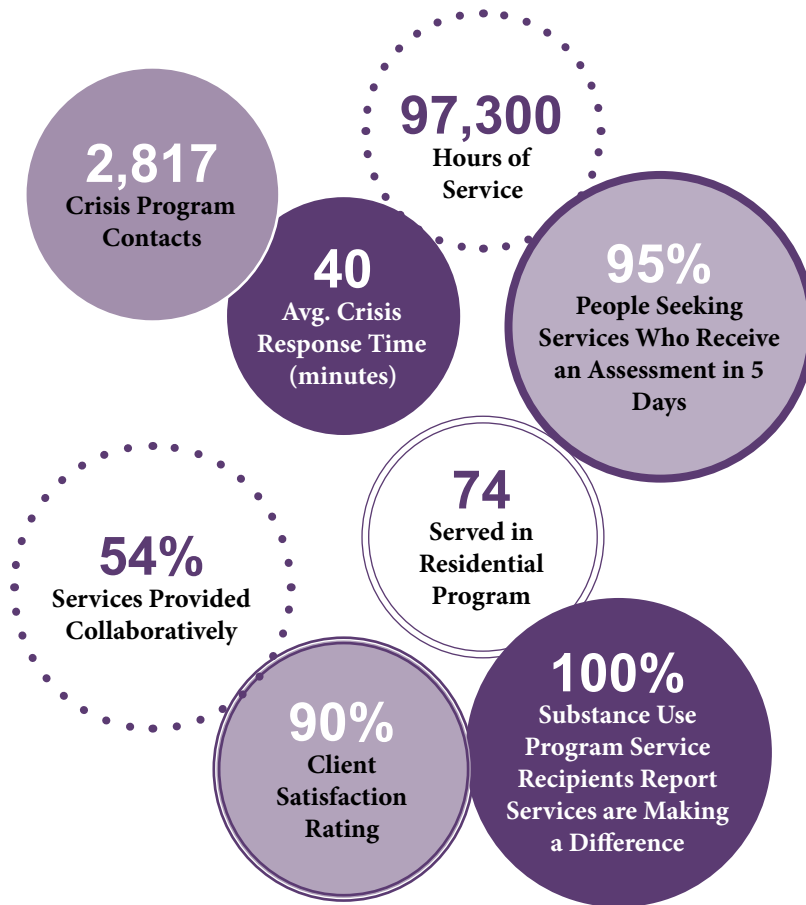
I am presently living in Woodstock House, one of HCRS' residential homes, and I love it. There are 8 residents, and I get along with all of them...I'm not best friends with everyone - we are all human - but I have friends here who I look forward to connecting with every day and going on outings with.

I would recommend HCRS as a whole to anyone. It has its flaws, like any program, but it has helped change my life for the better!"

-Service Recipient

Supporting the Unhoused

Teams from across Adult Services, including managers, team leaders, case managers, and police liaisons, worked to secure housing in partnership with the people we serve, when the State's motel program for the unhoused substantially reduced in June, placing time constraints on securing alternative housing options.



Crisis Support Available 24/7 Every Day
1-800-622-4235

New Neighbors Program

The New Neighbors Wellness program in Brattleboro assists people who are new to the United States and residing in Windham or Bennington counties. Funding was provided for this program through a State grant.

To further expand cultural awareness, all Adult and Children's clinicians and case managers, access navigators, and crisis workers as well as other support staff received training on the Afghan culture to understand and better serve refugees in Vermont.

A Focus on Collaboration

"We had an individual [at the police station] who was clearly in crisis...Despite having nine other mental health patients to evaluate at the ER, your Crisis Intervention Specialist, Mark Gebo, recognized the urgency of the situation and immediately met us at the police station. We had a conference call with the Judge and were able to come up with a solution. This was a perfect example of how our agencies should and can work together for a positive outcome..."

-Lieutenant Adam Petlock
Brattleboro Police Department

Healthworks ACT

This new collaboration with the Brattleboro Memorial Hospital, Brattleboro Retreat, and Groundworks was developed to support people in Brattleboro who are in need of physical and mental health services as well as other supports.



Knowles Wentworth, Community Support Specialist, (shown here with Christine Bullard, Police Liaison Team Lead), received the Frank Silfies Team Two Award, for his excellence in crisis support and collaboration with law enforcement and others.

DEVELOPMENTAL SERVICES

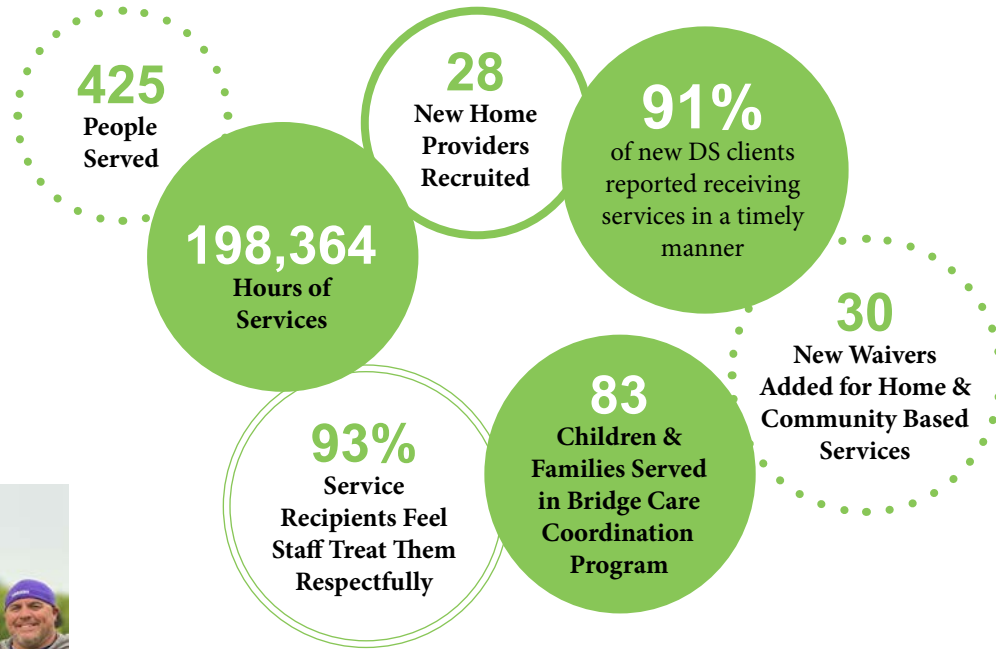
Comprehensive support for people with an intellectual disability or autism spectrum disorder



Karen Chandler (middle), and Tamara Simmiolkjier (right) work with Walgreen's on paid work experiences for the people we serve



Direct Service Providers in our Springfield office



"I like being able to go to work and having a job so I can support myself."

-DS service recipient

Employment Opportunities

- Expanded HireAbility grant (Explore, Employ, Empower) to a 2nd local school and we're working on a 3rd.
- 8 youth supported in Explore - Employ - Empower in FY23.
- Staff worked with Walgreen's REDI inclusivity and diversity training to support clients in employment opportunities there.

Innovative Supports

- We developed a new DS community-based stabilization program in Bellows Falls, called Balance House, partially supported with DAIL funding.
- We expanded peer support services in DS to include Jamming with James sessions.

Other Highlights

- We welcomed 12 new graduates in June.
- Working on ways to ensure our case management services are conflict free, such as transitioning rep payee services to an outside vendor.



Lucas prepares to present Burdick's Head Chef, Wesley Babb, with a certificate of recognition at our 2023 Employer Appreciation luncheon

EXPLORE - EMPLOY - EMPOWER

Lucas Purdy's journey from high school to the adult world is truly inspiring, and it highlights the positive impact of collaborative programs and dedicated individuals.

Lucas is a 2023 graduate from Bellows Falls High School. He was connected with HCRS while still in high school and was enrolled in our Bridge Care Coordination program. He would also take part in our Employment Program - Explore, Employ, Empower. This is a youth employment initiative in partnership with HireAbility and some local schools, including Bellows Falls High School. Lucas had the opportunity to work at L.A.

Burdick Chocolates in Walpole, New Hampshire, thanks to this program. His experience at Burdick's was transformative.

Lucas truly flourished at Burdick's, largely due to the guidance and mentorship provided by Burdick's kitchen supervisor and head chef, Wesley Babb. Lucas was hired as a dishwasher and gradually taking on additional responsibilities, including food preparation. Lucas found his "dream job," and his journey illustrates the importance of finding a role that brings a sense of fulfillment and purpose.

Through this experience, Lucas has gained valuable skills and a sense of accomplishment. His willingness to embrace new experiences and accept coaching played a key role in his success. This has been an effective collaboration with his Dad, L.A. Burdick Chocolates, and other community partners, with Lucas always at the center.

Lucas' participation in the Explore, Employ, Empower Program served as a stabilizing bridge for him as he transitioned to adult life. This is a crucial step in ensuring that young adults with unique challenges find stability and independence.

OUR INCREDIBLE STAFF

It's All About Connecting With & Supporting One Another

Staff Recruitment

The COVID-19 pandemic resulted in an unprecedentedly low unemployment rate (currently 1.9% in VT), requiring unique strategies to allow us to even begin to fill our many open and much needed positions so that we can support the needs of our communities.

Our recruitment efforts intensified through the following efforts:

- Greater focus on online outreach
- Job fairs, job fairs, and more job fairs
- Referral and sign-on bonuses
- Increased minimum wage of \$20 per hour
- Focus on our onboarding strategies
- Promotion of Best Places to Work & Governor's Worksite Wellness Awards

Staff Retention

Our efforts to increase staff satisfaction took on even greater urgency in this incredibly tight labor market:

- We want all our colleagues to enjoy being here
- To reduce turnover and the related costs
- To maintain consistency for the people we serve

Our latest staff satisfaction data highlights:

- 86% Enjoy their day-to-day work
- 93% Feel their colleagues treat them respectfully
- 92% Enjoy working with their team
- 92% Understand how their work contributes to the success of the agency
- 91% Find it easy to be engaged in their work
- 91% Feel that their colleagues collaborate and help each other



A HIGHLY VALUED COMMUNITY PARTNER

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 Collaborative Neighbors as the recipient of our annual James Bartley Community Partnership Award.

COLLABORATIVE NEIGHBORS

We are very pleased to present the 2023 James Bartley Community Partnership Award to Collaborative Neighbors in Brattleboro.

This grassroots organization was formed in 2019 in an effort to meaningfully respond to socio-economic issues the town of Brattleboro was experiencing at the time. Initially the group recruited people with lived-experience with substance-use and homelessness, as well as people with identities and experiences that have

historically been oppressed and/or marginalized. The goal of the newly formed collaborative was to elevate the voices and experiences of people who actually live with these identities and experiences so awareness could be raised on the impact of discrimination and marginalization and what others can do to help create dignity and respect for everyone.

Their first organized event, “Breaking Bread,” focused on these issues and was very successful. It brought the community together and raised awareness through story-telling, creating art together and, most im-

importantly, making space for those who were most impacted by discrimination and marginalization. The group also

advocated for the need for public toilets where anyone in the community could access them. The town of Brattleboro and Groundworks Collaborative responded to that call and provided portable toilets at several locations.

HCRS staff member, Jedediah Popp, volunteered as a “meeting facilitator” when the group first formed, and still fills that role today. Currently, group members sit on the “Participant Advisory Board” for the WCRHC consortium and Project Connectionworks, where their consultation and guidance is crucial for creating more meaningful services available to people experiencing multiple forms of marginalization, including homelessness.

Fully embracing the Disability Rights Movement’s motto “Nothing About Us Without Us”, the group understands what it means to work collaboratively to elevate their voices to help meet the needs of people whose experiences and basic human needs are typically set aside and/or minimized.



STAFF RECOGNITION

Our Cause for Applause Peer Recognition Program



2023 Encore Award Winners

Congratulations!



Amy Bernier
DS Service Coordinator

“Her ability to think on her feet and fiercely advocate for her clients has helped support a healthy life for so many people.”



Christine Bullard
Police Liaison Team Lead

“She is what the PSW program is all about - compassion, honesty, empathy, hard work, strength, and reliability.”



Joshua DiGiovanna
KF School-Based Clinician

“We are so fortunate to have Josh here at Kindle Farm supporting students, families, and our team.”



Kelsi Nanatovich
Crisis Community Support Specialist

“She makes us proud with her enthusiasm, hard work, dedication, and care for the community.”



Erin Nichols
Residential Team Leader

“Erin listens to people, allows space for difficult conversations, and works hard to create a welcoming environment...”

STAFF SERVICE AWARDS

Recognizing Staff Commitment & Dedication

35 Years



Anne Clark
Accounts Payable
Specialist

645
Total Years of
Service!

25 Years



Drew Gradinger
Kindle Farm School
Director



Maris Noble
Clinician II

20 Years



Cheryl Cavanagh
Assistant Director of
Compliance & Admin
Manager



Katie Gilcris
Waiver Manager



Joan Hooke
Medical Assistant
Supervisor



Sarah Jones
Janitor

15 Years

- | | |
|-------------------------|---|
| Mark Gebo | <i>Crisis Intervention Specialist</i> |
| Gary Graff | <i>Clinical Supervisor</i> |
| Kate Lamphere | <i>Chief Clinical Services Officer & Adult Services Division Director</i> |
| Jennifer Merrill | <i>Employment Manager</i> |
| Lisa Rucker | <i>Business Manager</i> |
| Brenda Stearman | <i>Payroll Specialist</i> |

"I love working here, and my co-workers make it even better. I feel heard and understood..."

-Staff member

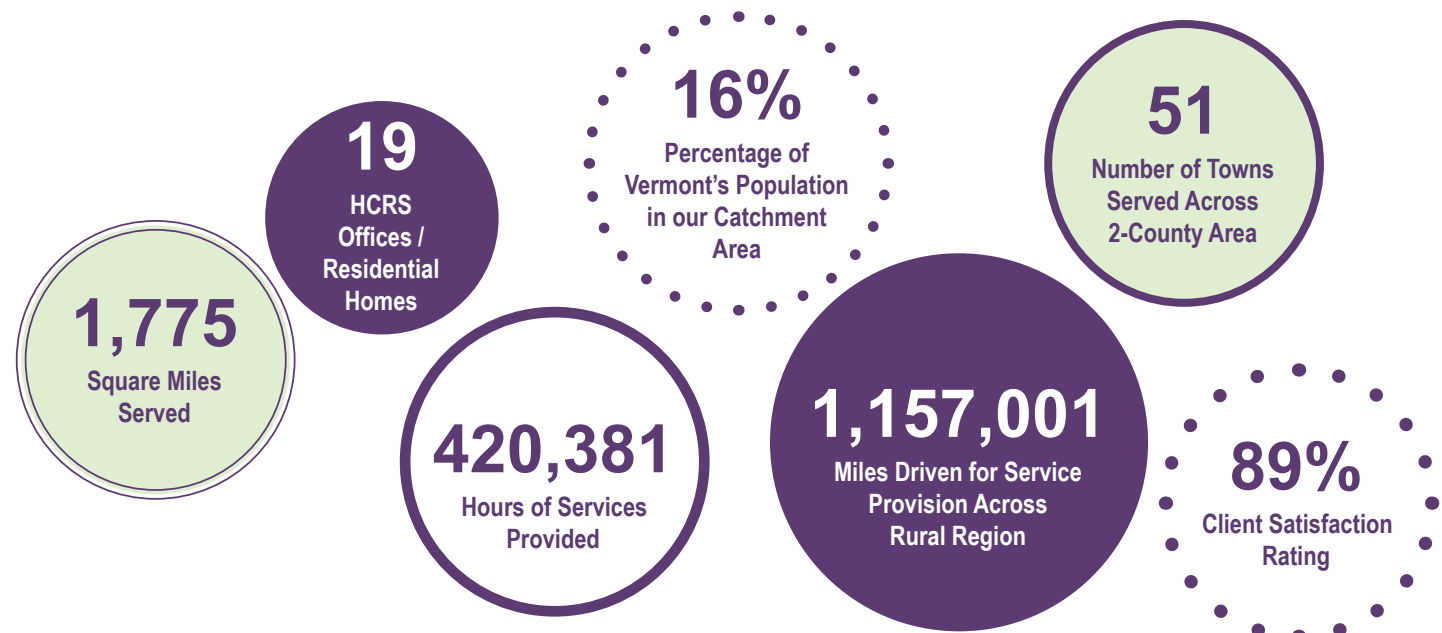
10 Years

- | | |
|----------------------------|-------------------------------------|
| Angela Bean | <i>Residential Specialist</i> |
| Johanah Boucher | <i>Behavioral Interventionist</i> |
| Dr. Paul Boutin | <i>Medical Director</i> |
| Scott Breedlove | <i>IT Manager</i> |
| Joshua Buchman | <i>Classroom Assistant</i> |
| Donna Burns | <i>Community Support Specialist</i> |
| Rebecca Chrisinger | <i>Service Coordinator</i> |
| Marissa Delaney | <i>Behavioral Analyst Team Lead</i> |
| Elizabeth Harris | <i>Clinician II</i> |
| Karla Hill | <i>Service Coordinator</i> |
| Charlene Hjermsstad | <i>Case Manager II</i> |
| Lynn Huston | <i>Clinician II</i> |
| Dr. Lynn McCormick | <i>Psychiatrist</i> |
| Brendan Nicholas | <i>Residential Coordinator</i> |
| Malaika Puffer | <i>Peer Support Manager</i> |
| Mary Ruffing | <i>Service Coordinator Sr.</i> |
| Maura Shader | <i>Clinical Supervisor</i> |

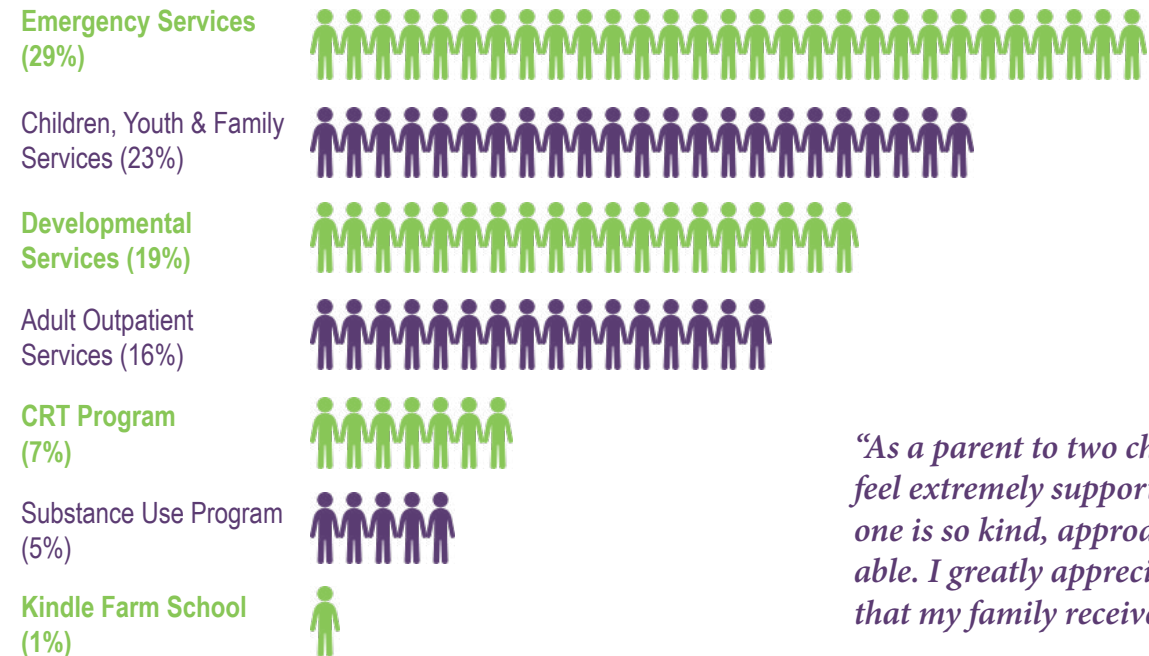
5 Years

- | | |
|-------------------------------------|---|
| Jacob Atomanuk | <i>Community Outreach Specialist</i> |
| John Baker | <i>Case Manager I</i> |
| Kevin Brandolini | <i>Admin Support</i> |
| Samuel Brown | <i>Case Manager</i> |
| Christine Bullard | <i>Team Lead Police Liaison</i> |
| Katey Comstock | <i>Behavioral Interventionist</i> |
| Kimberly Cook | <i>Case Manager II</i> |
| Ashley Crowley | <i>Residential Developer Sr.</i> |
| Dr. Dorrie Degutis | <i>Psychiatrist</i> |
| Crystal Dunphy | <i>IFBS Coordinator</i> |
| Carol Ferreri | <i>Respite Provider</i> |
| Timothy Golden | <i>Residential Specialist</i> |
| Debra Hayes | <i>School-Based Clinician II</i> |
| Rachel Hayes | <i>Administrative Assistant</i> |
| Christopher Hilton | <i>Respite Provider</i> |
| Ed Knoras | <i>Interim Facilities Manager</i> |
| Kathy Lane | <i>Clinician I</i> |
| Lindsay Mack | <i>CCBHC Care Coordinator Team Lead</i> |
| Jennifer Moore | <i>Shift Leader</i> |
| Erin Nichols | <i>Team Leader I</i> |
| Nataly Ortega-Sommerlad | <i>Behavioral Interventionist</i> |
| Sebastian Perea | <i>Residential Specialist</i> |
| Jennette Rawling | <i>Shift Leader</i> |
| Jonathan Sabol | <i>Residential Specialist</i> |
| Dawne Sanders | <i>Board Certified Behavior Analyst</i> |
| Alexander Scholz-Karabakakis | <i>Residential Specialist</i> |
| Kait Skogstad | <i>Benefits Manager</i> |
| Virginia Snide | <i>Service Coordinator</i> |
| Ashlee Stillwell | <i>Behavioral Interventionist</i> |
| Jesse Stirtan | <i>Case Manager II</i> |
| Wendy Summarsell | <i>DSP Manager</i> |
| Maria Tevolini | <i>Community Integration Specialist</i> |
| Ashley Thomas | <i>DSP Employment</i> |
| Sandra Thompson | <i>DSP Community</i> |
| Gretchen Voight | <i>Teacher</i> |

BY THE NUMBERS



PEOPLE SERVED BY PROGRAM



"As a parent to two children with special needs, I feel extremely supported by our care team. Everyone is so kind, approachable, and very knowledgeable. I greatly appreciate the support and services that my family receives."

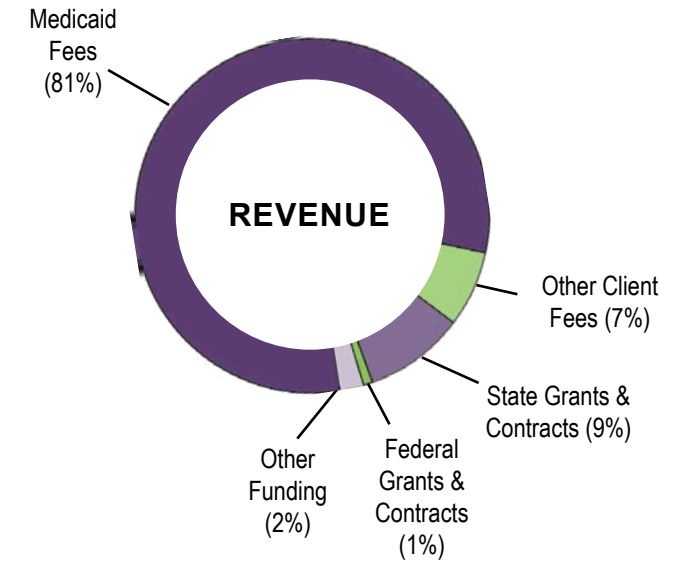
- Service Recipient

FINANCIAL REPORT

FISCAL YEAR 2023 - ACTUALS

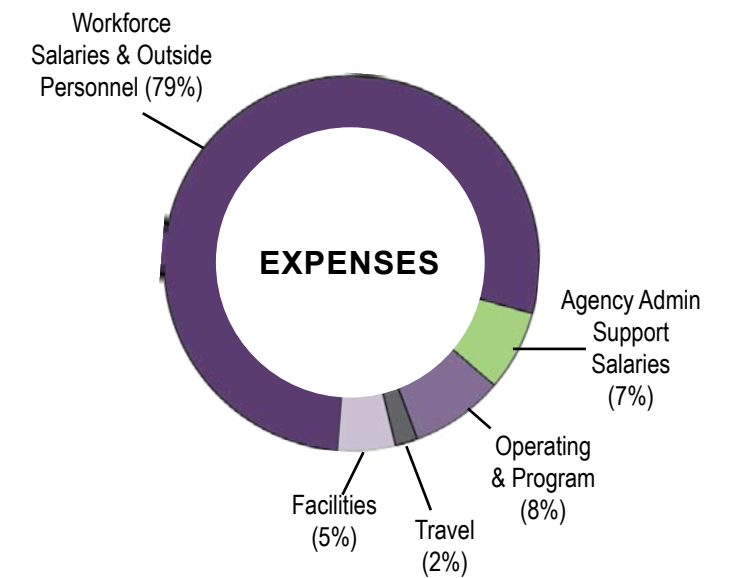
REVENUE BY SOURCE

| | |
|----------------------------|---------------------|
| Medicaid Fees | \$47,356,931 |
| Other Client Fees | \$ 4,024,097 |
| State Grants & Contracts | \$ 4,972,788 |
| Federal Grants & Contracts | \$ 904,757 |
| Other Funding | \$ <u>992,981</u> |
| Total Revenue | \$58,251,554 |



EXPENSES

| | |
|--|---------------------|
| Workforce Salaries & Outside Personnel | \$45,135,184 |
| Agency Admin & Support Salaries | \$ 4,145,063 |
| Operating & Program | \$ 4,833,222 |
| Travel | \$ 1,084,124 |
| Facilities | \$ <u>2,531,550</u> |
| Total Expenses | \$57,729,143 |



DONORS *Thank You!*

\$25,000+

Hugh McD Ritchey
Donor Advised Fund

\$10,000+

Vermont Community
Foundation

\$5,000+

Anonymous
The Richards Group

\$1,000+

802 Credit Union
Jeffrey R. Acker
Paul Boutin, MD
Claremont Savings Bank
Crown Point Cabinetry
Dartmouth College
Downs Rachlin Martin,
PLLC
Execusuite, LLC
Myra Fontaine
Robert Fortgang
George Karabakakis,
Ph.D.
Kittell Branagan &
Sargent
Roger & Debbie Klene
M&T Bank
Miles & Patrice Mushlin
Fund
Kelly Shepard
White River Subaru

Matilda White, *in memory
of our son, Clevie White*
WW Building Supply

\$500+

Jeff Acker, *in honor of
Adam Pippin*
Anne Bilodeau
Doreen Brandolini
Suzy Coutermarsh
Faith's Toyota Ford
Ryan Gadapee
GPI Construction
Christine Hart
Andrew Jones
King's Daughters & Sons
Linda Lyon
Rick Marasa, MD
Mt. Ascutney Hospital &
Health Center
MVP Health Care
Donna Nestle
Norwich Historical
Society
The Porch Too
Primmer Piper Eggleston
& Cramer PC
Principal Financial Group
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Symquest
What To Do Circle

\$250+

Beadniks
Tina Boylan
Alice & Walter Bradeen

Brattleboro Food Co-op
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Hospital
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Clevie White*
Grace Cottage Hospital
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Mascoma Bank
Kathleen McGraw, MD
Edmund H. Moore, IV
Norwich Congregational
Church, *in memory of
Clevie White*
Hildegard Ojibway
Adam Pippin
Tina Rushton
ServPro
Joel Whiting

\$100+

Anonymous, *in honor of
Kayla Gendreau*
Norbert Benaiche
Mary Bene
Phil Blackburn
Danielle Blake

Michael Carrier
John A. Carter, Jr.
Sandra Conant
Melissa F. Cunningham
Jan & Jennifer Dembinski
Rudy Fedrizzi
Robert & Honoré Hager
HCRS Children's Team in
Springfield
Airell & Ginny Jenks, *in
memory of Harold (Red)
Johnson*
Steven B. John & Kimi
Hasegawa
Ed Knoras
LaValley Building Supply
Joanna & Norwood Long
Master Floor Technicians
Jerry & Joan
Oppenheimer
Laurie Panther
Pepsi Brattleboro/Leader
Distribution
Red House Press
Corporation
Sigourney B. Romaine, Jr.,
*in memory of Clevie
White*
Janine Rose, *in honor of
MC Rose*
Jayne Stout
Hetty Thomae
Lisa Vallejo Sorensen
Courtney Veuthey
Robert Wallace
Woodstock House Team

\$1+

Al Jeffers & Sons, Inc.
Amazon Smile
Anonymous
Berkley & Veller, Inc.
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Lance Clark, *in honor of
everyone at HCRS*
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memory of Clevie White*
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Tracy Smith
Bun Smith
Bob & Karen Tortolani
Norman F. Youknot

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Burton Car Wash
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Crown Point Country
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Dutton Berry Farm
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Foxwoods Resort Casino
Gardener's Supply
Company
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of West Lebanon, NH
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King Arthur Baking
Company
LaValley Building Supply
M&T Bank
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Pampered Chef
Mocha Joe's Roasting
Company
Montshire Museum of
Science
The Newfane Store

In honor of Adam Pippin's many years of service on our Board, Board Members have made a generous gift to HCRS.

Northern Heritage Mills,
Inc.
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Ron Recchi
Ron's Husqvarna
Salon 2000
Sam's Outdoor Outfitters
Bun Smith
Southern VT Therapeutic
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Market
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The Vermont Country
Deli
Vermont Teddy Bear
Company
West River Seeds
The Wheel House
Willow Farm
Windham Flowers
Woodbury Florist
Z Pots

Our sincere apologies to any of our kind donors from 7/1/22 - 10/31/23 inadvertently omitted or incorrectly listed.

KINDLE FARM FUNDRAISER

2023 GOLF TOURNAMENT RAISES OVER \$27,500 FOR KINDLE FARM SCHOOL

In the midst of a very wet summer, we were grateful for sunny skies and warm weather for our June tournament. The event was held at the beautiful Brattleboro Country Club, providing a picturesque setting for the fundraiser.

The Richards Group, our long time tournament sponsor, generously maintained their event sponsorship again this year. Thanks to their generosity and that of our many other valued donors, we raised critical funding for Kindle Farm School. Our heartfelt thanks to all our sponsors, donors, players, and volunteers! We couldn't have done it without the generosity of so many people, who joined forces to support our leading edge therapeutic school.

It's clear that this fundraiser was not only financially successful but also a testament to the support and dedication of the community and our partners who believe in the mission of Kindle Farm School. Such events are essential in ensuring the sustainability and growth of this special program.

Thank You!



OUR LEADERSHIP

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Phil Blackburn
Vice President

Jeff Acker
Treasurer

Hildegard Ojibway
Secretary

Christine Hart

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Mark Latham

Kat McGraw, M.D.

Hetty Thomae

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Edmund H. Moore, IV
Chief Financial Officer

Anne Bilodeau
Chief Operating Officer

Kate Lamphere
Chief Clinical Services Officer & Adult Services Division Director

Warren Sergeant
Chief Information Officer

Paul Boutin, M.D.
Medical Director

Jessica Stehle
Director of Developmental Services

Drew Gradinger
Director of Kindle Farm School

Michelle Campbell
Director of Human Resources

Alice J. Bradeen
Director of Communications & Fundraising

Rosie Nevins-Alderfer
Director of Quality & Compliance



Hetty Thomae, George Karabakakis, and Anne Bilodeau at our 2023 Staff Picnic

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.



HCRS Headquarters in Springfield

OTHER HCRS OFFICES

Hartford Regional Office

49 School Street
Hartford, VT 05047

WRJ Children's Office

132 South Main Street
White River Junction, VT 05001

DS/Children's Teach House

240 South Main Street
White River Junction, VT 05001

WRJ DS Office

226 Holiday Drive
White River Junction, VT 05001

Windsor DS Office

14 River Street, P.O. Box 45
Windsor, VT 05089

BF Outpatient & DS Office

One Hospital Court, Suite 2
Bellows Falls, VT 05101

Brattleboro Regional Office

51 Fairview Street
Brattleboro, VT 05301

Brattleboro DS office

29 Elm Street
Brattleboro, VT 05301

Youth Stabilization Program

413 Canal Street
Brattleboro, VT 05301

What's Pressing Print Shop

229 Main Street
Brattleboro, VT 05301

RESIDENTIAL PROGRAMS

Alternatives

10 Lincoln Street
Springfield, VT 05156

Beekman House

P.O. Box 106, 3494 Rt. 103
Proctorsville, VT 05153

Hilltop Recovery Residence

94 Westminster Terrace
Bellows Falls, VT 05101

Meadowview Recovery Residence

24 Farmhouse Square
Brattleboro, VT 05301

Woodstock Care Home

1087 Woodstock Road
Woodstock, VT 05091

DS Balance House

38 Griswold Drive
Bellows Falls, VT 05101

KINDLE FARM SCHOOL

Central Campus

P.O. Box 393, 708 VT Route 30
Newfane, VT 05345
(802) 365-7909

Onyon Farm

1 VT Route 30
Townshend, VT 05353
(802) 365-7909

HEALTH CARE AND REHABILITATION SERVICES OF SOUTHEASTERN VERMONT

390 River Street • Springfield, VT 05156
(802) 886-4500 • www.hcrs.org

