

Health Care &  
Rehabilitation Services

**ANNUAL REPORT  
2021**



*Promoting Health & Well-Being*

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



Cover image: Kindle Farm School student in their gardens. PC: Justin Altman Photography

# 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.

*“The experience we have had with HCRS has been great. Thank you for being an instrumental part of our community and ensuring that mental health treatment is available to everyone.”*

-Individual receiving mental health services

# Our Core

# VALUES



PC: Lesa Hinkley

<b>ACCOUNTABILITY</b>	We are committed to high level performance and take ownership over our outcomes	<b>BALANCE</b>	We strive for equilibrium between work and life
<b>GROWTH</b>	We are committed to the evolution of ourselves, the people we serve, and our organization	<b>INTEGRITY</b>	We take personal responsibility for our work
<b>LEADERSHIP</b>	We all take initiative, regardless of role, to effect positive change	<b>TEAMWORK</b>	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 year has been one of noteworthy accomplishments and significant challenges. We never imagined when the pandemic arrived in our region more than 20 months ago that we'd still be dealing with the very transmissible Delta variant and some of our State's highest case numbers.

Due to the continued risk of COVID-19 transmission, 2021 has been a year of focusing on ensuring the well-being of the entire HCRS community.

We were excited to be able to reintegrate staff back into all of our locations over the summer, allowing us to return to in-person services for our communities. Flexibility in schedules and work from home options for many of our staff, helped ease the transition.

We've experienced extensive staffing challenges this year, due to the nationwide staffing crisis, and have had to call on those staff who remain dedicated to the people we serve to fill in the gaps. Their ability and willingness to step up, despite their already significant workloads, to support their colleagues, and to do all they can and more to meet the needs of our communities has been awe-inspiring. My sincere thanks and appreciation goes out to each and every one of my colleagues. You'll read in this report about many of the ways we've supported these dedicated individuals.

Despite our challenges, there has been much to celebrate this year:

- We ended our fiscal year 2021 with a 5% surplus, which will help support our financial stability as well as our overall staff compensation package.
- With the active engagement of our Board, staff, clients, and stakeholders, we developed a new 5-year strategic plan.
- We thoughtfully developed new ethical guidelines to help guide our work.
- We were named one of Vermont's Best Places to Work and were certified as a Center of Excellence by Vermont Care Partners.

- Our Open Access program has seen incredible results, significantly improving access to our services for people seeking care.
- In collaboration with the Springfield Housing Authority, we opened a new supported housing program for transition age youth in downtown Springfield.
- We continue to work towards advancing justice and equity at HCRS to ensure that everyone, regardless of their gender, color, or orientation, feels comfortable and safe working with or seeking care from us.

I'd like to express my gratitude to our Board, staff, the people we serve, and community partners, for the spirit of collaboration, innovation, and passion they have embodied to promote the well-being of our communities during these most challenging times.

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 to succeed.

In 2021, HCRS balanced the ever lingering COVID-19 pandemic with the return to normal operations. HCRS staff used all of their silver lining achievements via the pandemic and applied them to a reopening strategy. As of this correspondence, Kindle Farm students are back in school, our presence within area schools has improved, and all offices have reopened for daily client interaction.

Even with the ever changing landscape of 2021, we had several organizational accomplishments. We developed and implemented our 5-year agency strategic plan, achieved a fiscal surplus, and produced an impressive client satisfac-

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

I would like to take this opportunity to thank the dedication of Board Member Sharon Ayer whose final term is expiring. Sharon has contributed efforts to the board for multiple terms and remains committed to agency excellence.

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.

Best Regards,

Adam S. Pippin  
President of the Board



*“Without you, your dedication and genuine passion for making a difference, HCRS would not be who we are.”*

# 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 use, 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 the people we serve 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 use issues, and referral services for adults, youth, and families. In a respectful and confidential manner, our staff seek to engage those we serve 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.

*“Sessions are clearly structured for maximum effectiveness in a brief amount of time, while being flexible enough to shift topics if something feels more currently relevant.”*

- Individual receiving mental health services

## 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 so 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 individual's goals and interests and to help match them 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 the people we serve 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 sta-

bilization 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 communities, HCRS collaborates with over 60 local organizations.

*“My team works really hard to help me help myself.”*

- Individual served by DS program

# CHILDREN, YOUTH, & FAMILY SERVICES

*Building Brighter Futures for Youth*

## How One Family Has Learned to Thrive During This Pandemic

Over the last year, the Children, Youth, and Family Division supported a youth, “Jimmy” (*not his real name*). His parents are essential workers who have supported others throughout this COVID pandemic. The family lives near a small park where 11-year-old Jimmy would play regularly, until the pandemic caused it to be shut down. When the parents’ work intensified due to the crisis of COVID, Jimmy became sleepless and agitated, cried often and intensely, and refused to attend virtual school sessions.

Jimmy’s parents reached out to HCRS, and both individual and family therapy were provided. Jimmy’s therapist took walks with him, listened to his concerns, helped him to better understand and manage his feelings, and encouraged Jimmy to teach his parents how to Zoom for family therapy sessions. Jimmy gained confidence with virtual contact through this experience. This set the stage for him to gain comfort in attending 5th grade virtually and then in person, once the school provided a hybrid program.

Shortly after gaining this newfound confidence, Jimmy’s father had a serious

heart attack and was unable to work. Jimmy’s mother took on extra shifts and Jimmy began to complain of boredom, had explosive episodes, and was aggressive toward his mother. Jimmy also began to express thoughts of suicide. Jimmy’s parents immediately called Emergency Services at HCRS for help, and a Crisis Clinician was called in to support Jimmy and his parents.

A Case Manager was immediately added to Jimmy’s team to provide weekly support to the family with connecting to both medical and psychiatric providers. In addition, the Case Manager and Clinician assisted the family in accessing emergency funds for both heat and rent, registration and scholarships for an after school program, and—a dream come true for the family and for Jimmy—a slot in the Summer Therapeutic Camp at HCRS. Thanks to this special program, Jimmy had a wonderful camp experience that was filled with activities, friends, and supportive camp counselors!

Jimmy’s family continued with treatment at HCRS. They have been able to achieve the goals they established: a

### FY21 Snapshot

- 1,050** Individuals Served
- 364** Supported in Schools
- 95%** Overall Satisfaction
- 99%** Services Had a Positive Impact
- 100%** Individuals Report Feeling Welcomed and Respectfully Treated

*“Our clinician is wonderful. His methods seem to be making a big difference for our son.”*

-Parent

weekly schedule for the family, a budget, practicing stress management, and growing fresh tomatoes on their window sill!

Jimmy is now thriving in school. The family is stable, has secured their basic needs, and have gained a sense of empowerment and self-sufficiency. Jimmy’s parents are now working on ways to give back to their community by providing youth activities and participating in supporting local food drives.

*“Staff made us feel comfortable. [They] are non-judgmental and empathize. The strategies given are helpful, and they help me implement them.”*

-Individual served



### Woolson Block Supported Housing

In collaboration with the Springfield Housing Authority, we are supporting transition age youth through a new program at the Woolson Block in downtown Springfield. This program consists of 4 efficiency apartments, providing participants with affordable housing while they are supported with employment or continuing education.



### Girls On The Run

Our Springfield outpatient services team hosted a Girls On The Run event in June. In addition to having a fantastic time, participants gained self-awareness and confidence in their abilities. The Girls on the Run program was designed to inspire girls of all abilities to recognize and embrace their inner strength.

*“I really love working with Danielle and think she is an amazing influence. She’s great at asking the right questions and always points me and pushes me in the right direction.”*

-Individual served by the Children’s Program



Children’s Case Managers (left) and front office staff (right) at our Springfield office



# KINDLE FARM SCHOOL

*Maintaining Connections for Students' Well-Being*

## One Mom Shares, "What a Difference!"

"Let me start by saying that I'm the superstitious kind, but I feel compelled to reach out to you even at the risk of jinxing what Sylas has going at Kindle Farm. Yesterday, Sylas had a Well Child appointment with his pediatrician. A question on a form asked him of what in his life he is most proud. His response, "I am going to school." He is going to school full days!

So his transition hasn't been all lollipops and rainbows, but what a difference! He tells me about the activities and all the connections he makes with the Kindle Farm staff, and his classmates who have similar behavioral challenges who help him feel less alone when he has his. And I have to roll my eyes at all the silly boy antics which Sylas finds hilarious, and I'm so grateful it doesn't involve me.

Sylas has stopped worrying about going to school and now starts excitedly looking for Zack and the van around 6:30 am, even though he doesn't leave until 7:45.

Thank you for this opportunity for Sylas. The program at Kindle Farm has been so welcoming and warm and the staff so professional and well trained that Sylas and I are both able to relax into the present moment without worrying about the next challenge around the corner. Please know that we are filled with gratitude for the efforts of all who are making Kindle Farm a possibility for Sylas."



PC: Justin Altman Photography



FY21 Snapshot	
<b>63</b>	Students
<b>45</b>	Staff
<b>6</b>	Graduates
<b>240</b>	Bags of Food Provided to Families
<b>45</b>	Chromebooks Provided to Students
<b>50+</b>	Activities Offered Throughout the Year
<b>17</b>	Students Participated in 6-Week Summer Program
<b>6</b>	Weeks Remote Schooling
<b>34</b>	Weeks Hybrid Schooling



*"Give your students something to do, not something to learn; and if the doing is of such a nature as to demand thinking, learning naturally results."*  
-John Dewey



PC: Justin Altman Photography

## A Few Words from Our Students...

"Kindle Farm has helped me learn how to have self-control and to think before I act or speak. This has drastically helped."

"Kindle Farm has helped me manage my anxiety and helped me become more social."

"I like Kindle Farm because they help you no matter what."

"Kindle Farm has taught me what it's like to be part of a community."

# ADULT SERVICES

*Focusing on the Well-Being of Our Community*

*“I didn’t feel so alone, and I felt like my voice, my life’s story, was finally being heard. I felt like someone cared, and I needed that because even I didn’t care for me anymore. If I wandered off the path, I was redirected. If I was stumbling up a hill, there was a hand to steady me... Things were no longer so desperate and, though I still get overwhelmed, I know that my team will help me figure it all out.”*

-Individual receiving Adult Services



## FY21 Snapshot

- 1,547** Individuals Served
- 1,296** Individuals in Crisis Served by Emergency Services
- 92%** Overall Satisfaction
- 95%** Services Had a Positive Impact
- 96.6%** People seeking services received them within 5 days

## Staff Self-Care Strategies

- Mindful moments
- Yoga
- Daily zoom check-ins
- Socially distanced gatherings
- Team building
- Moments of laughter
- Opportunities for physical activity

*“Thank you so much for getting me in the same day. It was so hard just to call, so I’m relieved I can start the process immediately.”*

-Individual seeking mental health services



*When an individual or family experiences a mental health emergency, HCRS is here...*



*“[HCRS] services have played a large role in my recovery and the improvement in my quality of life.”*

-Individual served by CRT Program

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

## Employment Services

35-47 Individuals in the CRT Employment program were supported each quarter

*“Work keeps my mind busy in a good way. I have a social life - so more potential friends, more structure, and I feel more productive. [My employment specialist] taught me what to say in the job interview. It was really nice to have someone take time for me and to see value in me.”*

-Individual receiving employment supports

## DUI Treatment Court Program

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

Development of program alumni volunteers to support newly referred participants has proven to be very effective in helping to normalize the angst that new participants often face and providing a sense of hope that success can be achieved with sobriety and within the program.

# ADULT SERVICES (cont.)

## Gratitude for The Residential Services Community

*Living, Learning, and Leaving in a very unusual year*

FY21 was an unprecedented time for Residential Services. The bloom was off the rose of pandemic camaraderie, people were tired, beds were closed, admissions were limited, and options were slim for step-down housing.

The primary thing that kept us going through COVID tests, COVID scares, COVID outbreaks, perpetual sanitization, limited program occupancy due to infection control restrictions, masks, and six foot social distancing, are the communities that we build with the people who live and work in the Residential Homes. People rallied to support changes in programming that required creative approaches to meet people's needs. And our needs varied, from the needs of the people who live in the programs for stability, options for next steps, and connection, to the needs of the people who work in the programs for a predictable and manageable schedule, and meaningful and fairly compensated work.

How do we measure success? We believe it is in many facets of our programs: the people we support, the people who have a meaningful and life changing experience, whatever that may be, and the moments of humor and compassion we encounter every day that are not possible without a place to Live, Learn, and ultimately Leave. The stories of each of us, from the person who was able to leave an extended involuntary hospital stay and find a place where they are supported and challenged to reach their goals, to the person who took on new roles and learned new skills because there was a need for work to be done and they were the person available to do it.

So here's a grateful acknowledgement to all the people who live and work in Residential, for moving through this world-changing experience, together.

## FY21 Snapshot

### Residential Services

5 Residential Homes

74.2% Occupancy Rate



Our Hilltop Residential Program's annual sugarmaking operation

*"Melanie is the best case manager, and Samia is an incredible counselor; they have changed our lives for the better."*

-Individual served by our Residential Program



Some of our team of dedicated nurses (above) and boxes of donated masks received from Springfield Rotary (below)



## Peer Supports

HCRS' Team of 5 Peer Support Staff have lived experience that makes them specially qualified to be an advocate and trusted ally for individuals seeking mental health services.

*"Peer Support through HCRS has been a literal life saver for me. I was reluctant to use it in the beginning, thinking I would be too much of a burden, that I was too 'messed up'....but now I couldn't live without it...She is my sounding board, my place to vent, and she has been through it so she gets it in a way that therapists cannot, and yet because she is trained, she knows how to help without 'taking over.' She encourages me to speak up for myself and helps advocate for me when I cannot."*

-Individual engaged with peer support

*"Peer support has given me something I've never gotten before - support, acceptance, and understanding with no attempts to 'fix' me. It means more to me than they know."*

-Individual engaged with peer support

## Significant Progress Made by the Windham County Consortium on Substance Use (COSU)

- Jediah Popp joined Rosie Nevins-Alderfer as Co-Director of the COSU
- Progress towards developing a Family Treatment Court in Windham County
- Expansion of rural recovery coaching into Townshend and Wilmington
- Clinical support for patients in the ER at Brattleboro Memorial and Grace Cottage Hospitals
- Emergency housing supports
- Development of a peer delivered syringe exchange program





# DEVELOPMENTAL SERVICES

*Focusing on Each Individual's Strength & Well-Being*

## Employment Services Leads to Independence & Much More!

Kelsie began working with DS Employment Services at our Bellows Falls office about five years ago. Staff supported her to get linked with Vermont's Division of Vocational Rehabilitation, which provided funding for interviews and work clothing and offered a variety of job trials.

The HCRS Employment Team worked with Kelsie to identify which types of jobs she was interested in. Through person-centered planning, Kelsie discovered her interest in working with children. After learning of this interest, HCRS arranged for Kelsie to participate in a job trial at a local day care center. This was a positive experience for both Kelsie and the day care, and the whole team agreed that Kelsie would be a great addition to the day care team.

HCRS staff worked with the day care supervisor to specify the tasks that met the center's needs and Kelsie's strengths. Kelsie started her job with these carved out duties. Over time, Kelsie has been able to expand her duties thanks to continued education, training, and HCRS support.

Since Kelsie had an interest in increasing her direct interaction with children

at the center, the HCRS Employment Team assisted Kelsie with successfully completing online trainings in childcare so she could expand her job duties to include supporting children with some of the activities they participate in at the center. Kelsie has achieved independence on the job with HCRS staff only providing transportation and check ins.

When Kelsie expressed her desire to become certified in childcare, HCRS collaborated with Vermont Adult Learning (VAL) and the Vermont Student Assistance Corporation (VSAC) to assist her with taking classes. VAL provided weekly tutoring and helped her get started at the Community College of Vermont. In addition, they helped her get set up with a computer and internet connection. This collaboration was particularly vital during the height of the pandemic when Kelsie was unable to work.

Kelsie reports that ever since coming to the HCRS office in Bellows Falls about five years ago, the staff there have made her feel welcomed. "They have helped me to find a job that I love and helped me get the services I need."



"Another reason that I appreciate everything they have helped me with was setting me up with Voc/Rehab and VAL and helping me with trainings for my work and most of all my college classes that I have been taking for about two years now...without them, I wouldn't be where I am today. Thank you so much, Bellows Falls HCRS, for your help with so many learning opportunities over the past five years."

## FY21 Snapshot

- 414** Individuals Served
- 97%** Services had a Positive Impact
- 7%** Increase in Shared Living Providers
- 139** Individuals Receiving housing
- 58** Individuals Supported by Bridge Program
- 268** Individuals Supported by DS Waiver
- 3** New Positions Developed to Further Support Those We Serve



HCRS Takes Part in Brattleboro Buddy Walk

*"I'd like to say that you're my family here, and I am grateful to have family that cares about me?"*

-Individual receiving DS services

*"[HCRS] came up with creative solutions to keep their clients engaged in the community during the pandemic. This was invaluable for the well-being of the people OPG serves?"*

-Nathalie Lindgren, Regional Supervisor, Office of Public Guardian (OPG)

**Individuals Engaged in Employment Services earned \$1,409 per quarter on average, exceeding the statewide average**

## Promoting Employment for Transition Age Youth

A new program was created to support students with a developmental disability in exiting high school with a paid job or enrollment in continuing education thanks to a grant from the Vermont Division of Vocational Rehabilitation and the Developmental Disabilities Services Division



# OUR AMAZING STAFF

*Supporting the Well-Being of Our Most Valuable Resource*

## How Staff Kindness Can Change Someone's Life

"You know the person [at HCRS] with the pretty smile in their eyes? They don't know it, but they helped me - just by being nice," the clean shaven gentleman said, grinning with his eyes. "They gave me shampoo and deodorant besides food! And hope when they asked if I minded passing some supplies on to whoever needed them," this elderly guy said to me. "Heck! I needed them myself, to clean up for court! I don't know if they just brought me good luck, or if they did something behind the scenes, but I'm out of the weather now, in my own peaceful room, with soap and water and shaving cream, a pillow, a blanket, and a bed! Socks on my feet!! And hope, and a will to go on!"

Tell them to look for the guy they helped. I'll be at Foodworks; they might not recognize me since I'm so clean...without my beard. Tell them to stop by. I'll be the guy loading boxes of food into car trunks to pass out to those in need. Tell them to look for the guy who is passing it forward!"

*I have worked here for a very long time. [HCRS] treats you with respect, they listen to your needs and work around your life situation and make it possible for you to be able to balance your unexpected life happenings with your work schedule. HCRS provides their employees with a great benefit package, and they are always looking to make sure that they can provide the best services to everyone involved. I love the fact that no one goes without. HCRS treats everyone with the respect they deserve. This is the best company to work for by far!*

-Staff member



HCRS Received the Governor's 2021 Worksite Wellness Award



## FY21 Snapshot

- Weekly Virtual Yoga Sessions
- Headspace Mindfulness App
- Virtual Wellness Fair
- Employee Assistance Program
- COVID-19 Vaccine Clinics
- 3 \$1,000 COVID Vaccine Raffle Winners
- CSA & Gardening Reimbursements
- Fitness Watch Reimbursement
- Subsidy to Springfield Food Co-op Thanks to Support from the VT Community Foundation
- Vacation Buyback to Ensure Staff Don't Lose Unused Vacation Time due to Pandemic
- VT State Park Passes
- HCRS Wellness at Work Facebook Group
- Reintegration of All Staff
- Flexible Schedules
- Work From Home Options

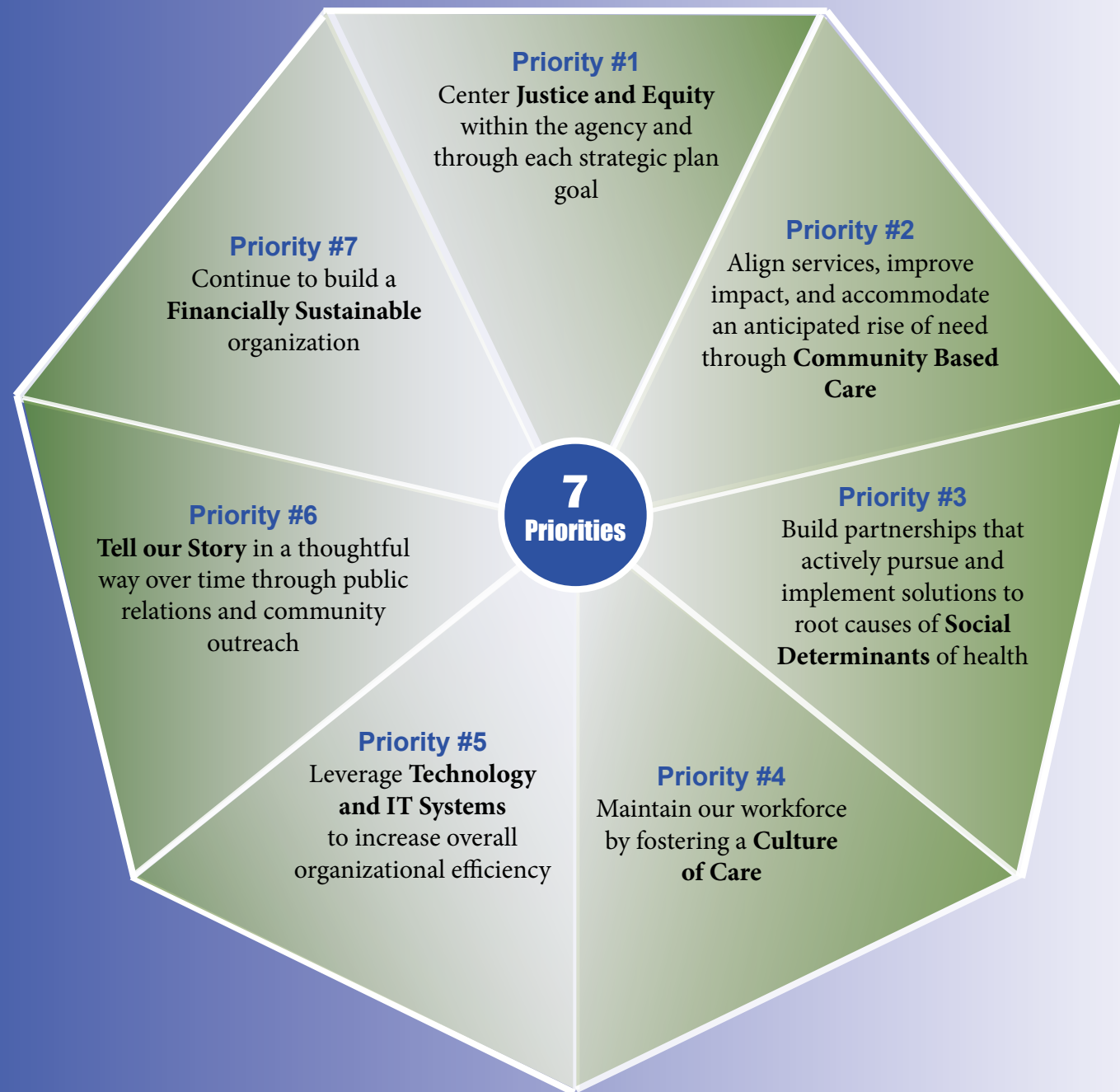


We launched our new Relias Learning Management System for in-service training and professional development. We are excited to be creating an environment of learning and growth!

- User-friendly
- Accessible and interactive online trainings for all staff
- Email reminders for course due dates
- Supports staff license renewal
- Compliance and competency education
- Regular Brain Spark single question follow-up quizzes to solidify learning

# FY22-FY26 STRATEGIC PLAN

*An Inclusive Process That Informed Our 7 Strategic Priorities for the Next 5 Years*



## 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 Bill Morlock.

### WILLIAM MORLOCK

Bill Morlock, recently retired Executive Director of the Springfield Housing Authority, has served the Springfield Community for more than 35 years.

Starting out as a school teacher and a coach, Bill began mentoring children in his 30's. People believed in him when he was a youth, and he wanted to be able to offer that same support for others. His goal was to show a child that someone cared about them, believed in them, and to help guide them to see that they could live a different life than the one they grew up in.

Over the years, Bill began working for the Springfield Housing Authority and would be instrumental in the Ellis Block and Huber building renovations downtown, providing hundreds of low

income residents with safe and affordable housing.

In 2015, the Woolson Block building became available. Bill began talking with community organizations about a possible purchase. HCRS got involved and conducted a feasibility study to identify the need for additional housing. An MOU was formed and was signed by a group of community partners in 2017. Simultaneously, Bill and Danielle Southwell, HCRS JOBS Program Coordinator, met with multiple finance boards for funding. There were lots of challenges along the way, including the financing of a historical building in major disrepair, the stigma that youth with mental health challenges face, and then...COVID!

It was a day of celebration when HCRS' Woolson Block Supported Housing Program took on its first resident in early 2021.

Bill went the extra mile every step of the way. According to Jennifer Smith, HCRS Children, Youth & Families Division Director, "Bill even went so far as to offer to provide coverage when the Residential Manager for the Woolson Block Supported Housing program needed some time off."

Bill has exemplified the importance of working together and has made a profound difference in the lives of so many – making him the clear choice for our 2021 James Bartley Community Partnership Award.

# CAUSE FOR APPLAUSE

## Staff Recognition Program

The Encore Award is the top award given as the culmination of our annual employee recognition program titled “Cause for Applause.” This is an agency-wide, employee driven program in which any employee can recognize another employee who demonstrates one of HCRS’ Guiding Values (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 randomly 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 2021 Encore Award!

### Thanks to Our CFA Committee Members

Anne Bilodeau  
Alice Bradeen  
Julia Burakian  
Tegan Coley  
Heather Lockwood  
Mary Moeykens  
Jessica Ostrander  
Jayne Stout

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

*“HCRS regularly recognizes and thanks employees for their hard work, which makes for a welcoming and encouraging environment where people feel safe and valued.”*

-HCRS staff member

## Cause for Applause Quotes

*“Thank you for your endless patience and dedication!”*

*“Their intense listening then gentle, but direct manner, provided a real possibility for our family to engage.”*

*“They rose to the occasion with quick action, wit, and effective problem-solving skills.”*

*“They are incredibly patient and quick to respond!”*

*“Their kind heart and capable know how melted many layers of seemingly impossible steps.”*

*“They always show up with a smile and offer great ideas.”*

*“Their positive attitude and understanding towards others is a huge asset to everyone around them.”*

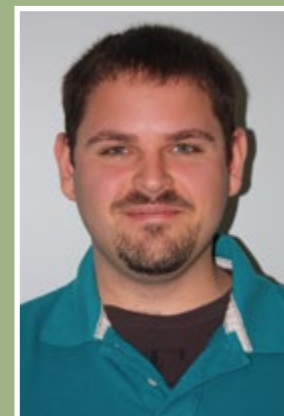
*“Thank you for providing such great care for the individuals we serve!”*

## 2021 Encore Award Winners



**Shammi Belliveau**  
Residential Coordinator

*“For their amazing performance and stamina and just plain old excellence under pressure.”*



**Mark Gebo**  
Crisis Intervention Specialist

*“A complex mental health intervention may have gone overlooked if not for his choosing to dig in with curiosity and gusto.”*



**Allison Jillson**  
Behavior Interventionist

*“Provides children with gentle, yet firm guidance helping even the hardest days to run smoothly”*



**Erika Korb**  
Case Manager II

*“Always offering a quiet, unobtrusive hand that never seems like a handout.”*



**Shannon Lamb**  
Academic Director

*“Despite being a new mother of twins, she jumped in with all her might to keep the school stable and functioning.”*

# STAFF SERVICE AWARDS

Recognizing Staff Commitment & Dedication

25 Years



**Amy Carrier**  
Generalist I



**Todd Roach**  
Teacher



**Christine Wallace**  
Team Leader II

390

Combined  
Years of  
Service

“HCRS demonstrates integrity in how it interacts with employees as well as clients. Management understands the stresses COVID-19 has added to an already difficult job and offers support to ensure expectations are achievable. HCRS looks out for the physical, mental, and emotional health of its employees through its policies and benefit offerings. The employees of HCRS see the value of working together as a team and do so.”

-HCRS staff member

20 Years



**Sueann Brown**  
Case Manager



**Angela Fraser**  
Crisis Intervention  
Specialist



**Lisa Northup**  
Administrative  
Assistant



**Andrew Painter**  
Behavior  
Interventionist



**Ingrid Sell**  
Clinician II

15 Years

**Dawn Blom**

Case Manager II

**Elizabeth Hall**

Shift Leader

**Sarah Taylor**

Crisis Intervention Specialist

10 Years

**Elizabeth Bianchi**

Clinical Supervisor

**Patrick Bingham**

Behavior Interventionist

**Douglas Francis**

Clinician II

**Heather Fullam**

DSP Community Senior

**Kayla Gendreau**

Residential Coordinator

**Charlene Phillips**

Community Integration Specialist

**Michael Schneller**

DSP Employment

**Kelly Selmer**

Residential Specialist II

**Deborah Witkus**

Greater Falls Prevention Coalition  
Outreach Coordinator

5 Years

**Kacie Baslow**

Shift Leader

**Jonathon Conety**

Program Coordinator

**Jack Heddon**

Area Manager

**Ashlee Hoyt**

Case Manager II

**Christopher Hryckiewicz**

Janitor

**Meghan Jacokes**

Teacher

**Sonya Karmen**

Residential Specialist

**Shannon Ketch**

Service Coordinator, Sr.

**Shelley Lander**

Team Leader I

**Alan Lovell**

Service Coordinator

**Andrew Martyn, Jr.**

Teacher

**Kolby Nicholas**

Residential Specialist I

**Jedediah Popp**

COSU Director

**Dawne Ruot-Jackson**

Registered Nurse

**Joseph Sorrentino**

Vocational Specialist I

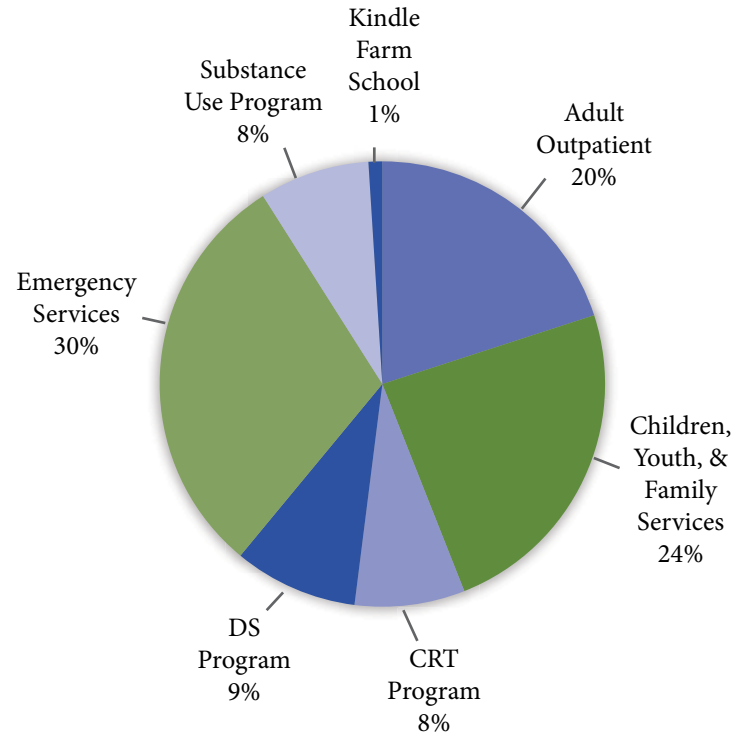
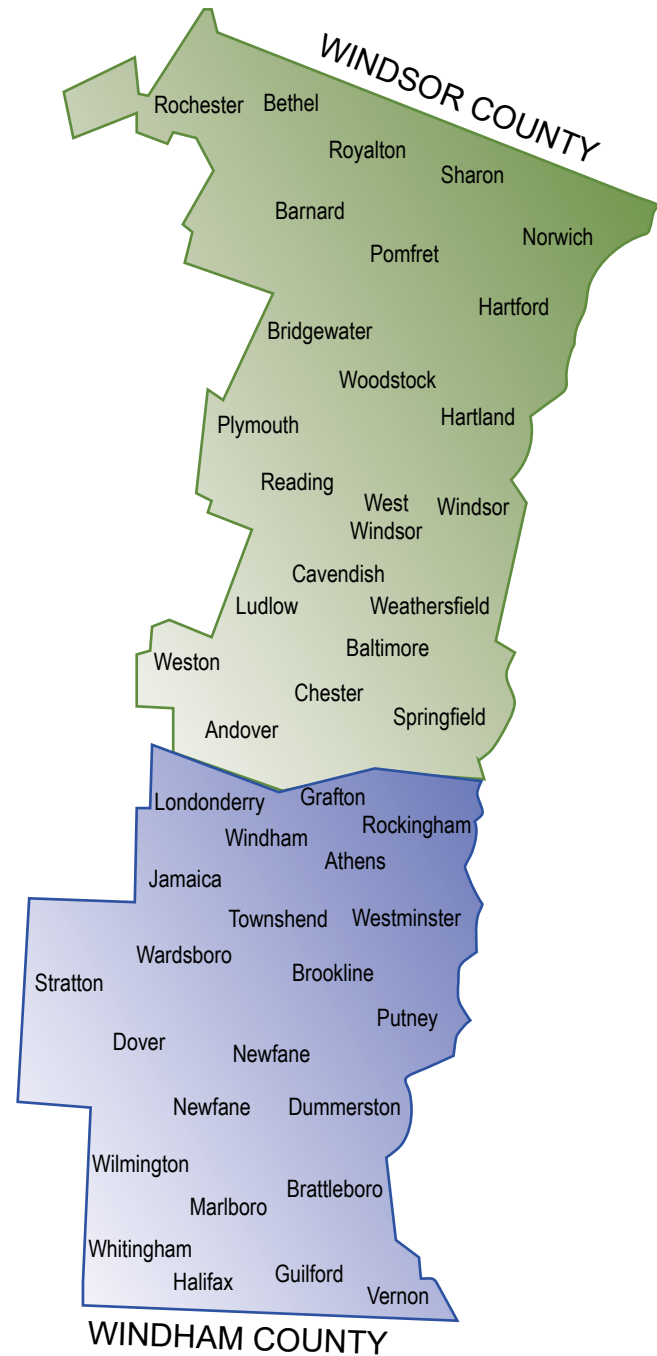
**Charles Tripp**

DSP Team Leader

# LOCATIONS & SERVICES

HCRS Provides Comprehensive Services Across Southeastern Vermont

In FY21, HCRS served individuals from more than 95% of the towns across both Windham and Windsor Counties  
As illustrated on map on left



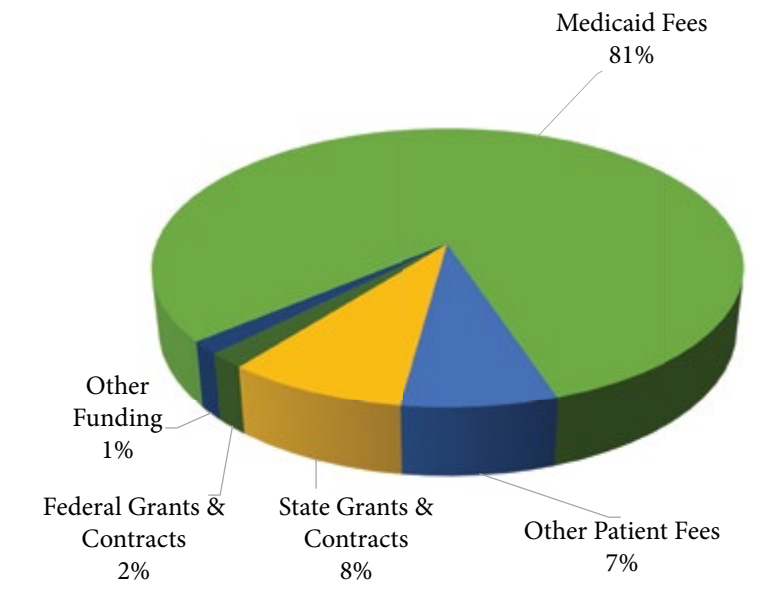
Percentage of Individuals Served by Program

# FINANCIAL REPORT

## FISCAL YEAR 2022 - ANNUAL BUDGET

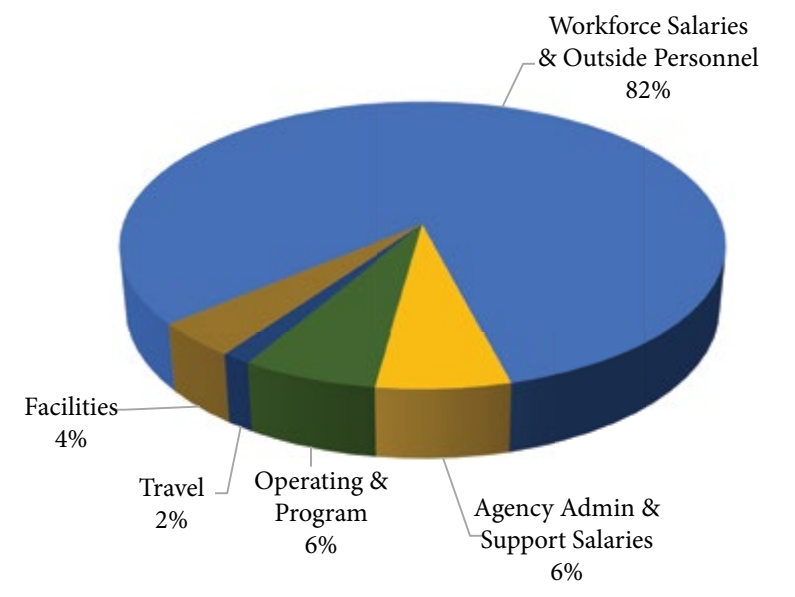
### REVENUE BY SOURCE

OUTPATIENT MEDICAID FEES	\$40,410,718
OTHER PATIENT FEES	\$ 3,613,911
STATE GRANTS & CONTRACTS	\$ 4,227,786
FEDERAL GRANTS & CONTRACTS	\$ 889,891
OTHER FUNDING	\$ <u>742,042</u>
<b>TOTAL REVENUE</b>	<b>\$49,884,348</b>



### EXPENSES

WORKFORCE SALARIES & OUTSIDE PERSONNEL	\$40,935,262
AGENCY ADMIN & SUPPORT SALARIES	\$ 3,112,929
OPERATING & PROGRAM	\$ 3,140,650
TRAVEL	\$ 687,120
FACILITIES	\$ <u>2,008,387</u>
<b>TOTAL EXPENSES</b>	<b>\$49,884,348</b>
<b>NET SURPLUS (LOSS)</b>	<b>\$ --</b>



# DONORS - *Thank You*

## \$5,000+

Gary Cobb, *in memory of Kim Cobb*  
 Mascoma Bank  
 The Richards Group  
 VT COVID-19 Response Fund of the Vermont Community Foundation

## \$1,000+

Kim & Kristen Burdick  
 C2 - Competitive Computing  
 Claremont Savings Bank  
 Crown Point Cabinetry  
 Michael A. Davidson  
 Downs Rachlin Martin PLLC  
 FirstLight  
 George Karabakakis, Ph.D.  
 Kittell Branagan & Sargent  
 Roger & Debbie Klene  
 Linda Lyon  
 McGee Chrysler Jeep Dodge Ram of Springfield  
 Mr. & Mrs. Miles Mushlin  
 MVP Health Care  
 People's United Bank  
 Primmer Piper Eggleston & Cramer PC  
 Frank Therrien & CDH Technology Solutions  
 UKG  
 White River Subaru  
 Mr. & Mrs. Stuart White, *in memory of Cleve White*

## \$500+

802 Credit Union  
 Dr. Paul Boutin  
 Alice J. Bradeen  
 CBA Blue  
 Sally Hall  
 Joan R. Lang  
 Dr. Richard Marasa  
 Principal Financial Services, Inc.  
 SERVPRO of Windham & Windsor County  
 Suzy's Little Peanuts Day School  
 Symquest  
 Young's Furniture Store

## \$250+

Jeffrey Acker  
 Anne Bilodeau  
 Tina Boylan  
 Brattleboro Memorial Hospital  
 Community Bank  
 Mr. & Mrs. Oliver Manice  
 Dr. Kathleen McGraw  
 Newfane Garden Club  
 Hildegard Ojibway  
 Josiah Proietti  
 Rhett Sorensen  
 Jessica Stehle

## \$100+

Dr. Kathleen Allden  
 Mary Bene, *in honor of Nicolas Costa*  
 Brattleboro Car Service

Michael Carrier  
 John A. Carter, Jr.  
 John A. Case  
 Cheryl Cavanagh  
 Sandra Conant  
 Laura Corbet  
 Rudolph Fedrizzi  
 Martin Gawron  
 Drew Gradinger  
 Robert & Honoré Hager  
 Matt Hudson  
 Virginia Jenks, *in honor of Meadowview staff*  
 Steven B. John & Kimi Hasegawa  
 Ed Knoras  
 Kate Lamphere  
 Steve Lundmark  
 Hal Moore  
 Erin Nichols  
 David Nocenti  
 Jerry & Joan Oppenheimer  
 Adam Pippin  
 Barbara Rodgers  
 Sigourney B. Romaine, Jr., *in memory of Cleve White*

## \$1+

Francis Allen, Jr.  
 Daniel Arseneau  
 Richard Bauer  
 Berkley & Veller, Inc.

Phil Blackburn  
 Michelle Bos-Lun  
 Lindsey Boulter  
 Kelly Brown  
 Laura Bryant-Williams  
 Julia Burakian  
 Sarah F. Carter  
 Mary F. Church  
 Jennifer Dembinski  
 Curt Fields  
 GotSneakers, LLC  
 Nikole Grimes  
 Mr. & Mrs. Cliff Harper  
 Lesa Hinkley  
 Charles Humpstone  
 Stephen Jurentkuff  
 Brooke Kearney  
 Abby S. Keehn  
 Rosie Nevins-Alderfer  
 Mr. & Mrs. James Paull  
 Jessica Robinson  
 Kait Skogstad  
 Danielle Southwell  
 Dr. Robert Tortolani  
 Norman F. Youknot

## In-Kind Donors

Anonymous (2)  
 Aquitaine  
 Arrowhead Golf Course  
 The Barn Cafe  
 Bellows Falls Country Club  
 Big Picture Farm  
 Billings Farm & Museum  
 Alice J. Bradeen  
 Brattleboro Bowl  
 Bread from the Earth  
 Cabot Cheese

Calm Moments Massage  
 Charlestown NH Food Shelf  
 Claremont Country Club  
 Cloverleaf Jewelers  
 Color Street  
 Sandra Conant  
 Conant's Salon  
 Jack Connors  
 Laurel Denny  
 D-Whizzles Creations  
 Eastman Golf Links  
 Farrell Distributing  
 Fat Crow Restaurant  
 Elva Feifel  
 Flatter Me Hair Salon  
 Fore-U Golf Center  
 Missie Galanes  
 Golf & Ski Warehouse  
 Nancy Heidt  
 Heritage Deli  
 Hill Top Grooming  
 Hooper Golf Course  
 Ink Factory  
 Keene Country Club

King Arthur Flour  
 Martha Kinghorn  
 Lawson's Finest Liquids  
 Leader Distribution  
 Lilla Rose - Enchant Your Hair  
 Loudon Country Club  
 McGee Chrysler Jeep Dodge Ram of Springfield  
 Messenger Valley Pharmacy  
 Currie Murphy  
 Naomi Lindenfeld Colored Clay  
 Donna Nestle  
 Northern Heritage Mills  
 One Sun  
 Pampered Chef  
 Perfectly Personalized by Yee-Wah  
 Peter Havens Restaurant  
 The Pointe at Castle Hill  
 The Porch Cafe  
 Public House Restaurant

Quechee Inn at Marshland Farm  
 Ramunto's Brick Oven Pizza  
 Richmond Auto  
 Rocky Ridge Golf Club  
 Ron's Husqvarna  
 Tina Rushton  
 Sage Jewelry & Gifts  
 Salon 2000  
 Smokeshire Design  
 Sweeter Than Sugar  
 Sysco  
 Tozier's Restaurant  
 Jillian Tripp  
 Vermont Country Store  
 Vermont Institute of Natural Science  
 Vermont Journal/The Shopper  
 Vermont Teddy Bear Co.  
 Courtney Veuthey  
 VSP  
 W.R. Metalarts, LLC

Christine Wallace  
 West River Seeds  
 White River Subaru  
 Willow Farm  
 Windham County Heat Fund  
 Windham Flowers  
 Claudia Wood  
 Woodbury Florist  
 Woodstock Farmer's Market  
 Woodstock Inn  
 Yalla Vermont

A heartfelt thank you to all of our generous donors. You play a key role in our ability to meet the needs of our communities.

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

## Winter Clothing FUNDRAISING CAMPAIGN

*For Our Communities*

Our sincere thanks to all the generous donors who contributed to our Winter Clothing Campaign for our communities. We raised over \$9,000 for the purchase of coats, boots, hats, scarves, and gloves for individuals and families in need across southeastern Vermont.

Dr. Kathleen Allden	Curt Fields	Linda Simoneaux
Daniel Arseneau	Lesla Hinkley	Kait Skogstad
Richard Bauer	Stephen Jurentkuff	Jennifer Smith
Anne Bilodeau	George Karabakakis	Rhett Sorensen
Lindsey Boulter	Brooke Kearney	Danielle Southwell
Dr. Paul Boutin	Kate Lamphere	Jessica Stehle
Alice J. Bradeen	Hal Moore	Frank Therrien & CDH Technology Solutions
Kelly Brown	Rosie Nevins-Alderfer	
Laura Bryant-Williams	Erin Nichols	
Julia Burakian	The Richards Group	
Cheryl Cavanagh	Jessica Robinson	
Laura Corbet	Warren Sergeant	



## 2021 TOURNAMENT RETURNS TO THE GREENS

We were thrilled to be able to return to the Woodstock Country Club for our annual golf tournament this year! We welcomed 90 players back to our event this year, after having to cancel the 2020 tournament due to COVID-19.

The Richards Group, our long time tournament sponsor, generously maintained their sponsorship this year. Thanks to the continued generosity of The Richards Group and our many other donors, we raised almost \$23,000 for our Kindle Farm School. Our sincere thanks to all our sponsors, donors, players, and volunteers! We couldn't have done it without you.



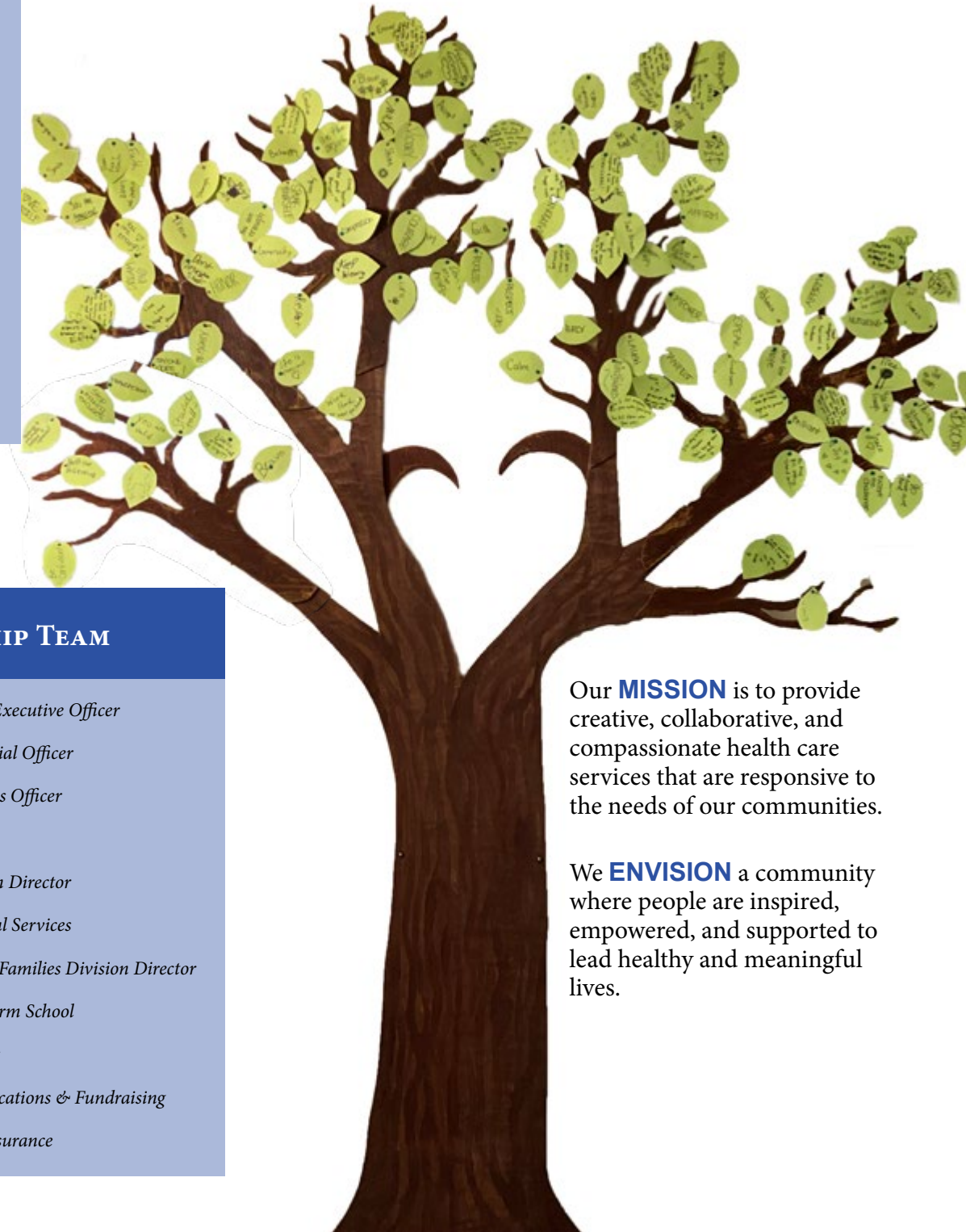
PC: Hal Moore

PC: Lesa Hinkley

### BOARD OF DIRECTORS

- Adam Pippin**, *President*
- Phil Blackburn**, *Vice President*
- Jeff Acker**, *Treasurer*
- Hilde Ojibway**, *Secretary*
- Sharon Ayer**
- Nikki Grimes**
- Kat McGraw, MD**
- Kelley Murray**
- Hetty Thomae**
- Salvatore Zampano, III**

This tree of inspirational messages written by staff was created for the children's waiting room at our agency headquarters



### SENIOR LEADERSHIP TEAM

- George Karabakakis, Ph.D.**, *Chief Executive Officer*
- Edmund H. Moore, IV**, *Chief Financial Officer*
- Anne Bilodeau**, *Chief Human Resources Officer*
- Paul Boutin, M.D.**, *Medical Director*
- Kate Lamphere**, *Adult Services Division Director*
- Jessica Stehle**, *Director of Developmental Services*
- Jennifer A. Smith**, *Children, Youth, & Families Division Director*
- Drew Gradinger**, *Director of Kindle Farm School*
- Warren Sergeant**, *IT Program Director*
- Alice J. Bradeen**, *Director of Communications & Fundraising*
- Rhett Sorensen**, *Director of Quality Assurance*

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**  
390 River Street  
Springfield, VT 05156  
(802) 886-4500



**Hartford Regional Office**  
49 School Street  
Hartford, VT 05047  
(802) 295-3031



**Brattleboro Regional Office**  
51 Fairview Street  
Brattleboro, VT 05301  
(802) 254-6028

#### **OTHER HCRS OFFICES**

**Brattleboro DS office**  
29 Elm Street  
Brattleboro, VT 05301  
(802) 257-5537

**Bellows Falls Outpatient and  
DS Office**  
One Hospital Court, Suite 2  
Bellows Falls, VT 05101  
(802) 463-3947

**Windsor DS Office**  
14 River Street, P.O. Box 45  
Windsor, VT 05089  
(802) 674-2539

#### **RESIDENTIAL PROGRAMS**

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

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

**Hilltop Recovery Residence**  
94 Westminster Terrace  
Westminster, VT 05101  
(802) 732-8343

**Meadowview Recovery  
Residence**  
24 Farmhouse Square  
Brattleboro, VT 05301  
(802) 275-4971

**Woodstock Care Home**  
1087 Woodstock Road  
Woodstock, VT 05091  
(802) 457-1845

#### **ALTERNATIVE SCHOOL**

**Kindle Farm School**  
P.O. Box 393  
Newfane, VT 05345  
(802) 365-7909

## **HEALTH CARE AND REHABILITATION SERVICES OF SOUTHEASTERN VERMONT**

390 River Street • Springfield, VT 05156  
(802) 886-4500 • [www.hcrs.org](http://www.hcrs.org)

