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

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

Guiding Values

Teamwork • Creativity • Integrity
Passion • Quality
Trust • Wisdom
FROM THE CEO

Dear Staff, Board Members, and Friends of HCRS,

In the time since I have taken this position as CEO, I have gained a greater appreciation for the extraordinary job our Agency does to improve the lives of some of the State’s most vulnerable people. In addition, I have learned that the heart of what we do is a process of making human connections: connections with our clients, connections between our clients and the key people in their lives, connections with each other at HCRS, and connections with partner organizations. If I have one goal for this coming year, it is that we as individuals and as a team focus on our connections to others in order to realize the full potential for the Agency and for each and every one of us. To paraphrase Dr. Brene Brown, “Connection is the energy that exists between people when they feel seen, heard, and valued... and when they derive sustenance and strength from relationships.” Those essential relationships are what unite us and allow us to connect the dots that lead us to realizing healthy and meaningful lives.

We have chosen to focus on these important connections as our highlight for this year’s annual report. I hope that you will enjoy reading about the difference these connections are making every day in the lives of individuals and families in our communities.

As I look towards the future, we cannot deny the reality of our financial challenges and the work required to move us towards a culture of accountability. Yet we have a solid base to build on - all of which promotes quality of care, breaks down barriers, and slowly transforms our system of care.

I continue to be inspired by those we serve and their families and with deep gratitude, thank you.

~ George Karabakakis, CEO

“We don’t accomplish anything in this world alone...and whatever happens is the result of the whole tapestry of one’s life and all the weavings of individual threads from one to another that create something.”

~ Sandra Day O’Connor
The past year has been one of many accomplishments as well as continued challenges. We are pleased to report that our Developmental Services (DS) program has received formal designation for the next three years from the Vermont Department of Aging and Independent Living. This designation is awarded after a lengthy and comprehensive audit of the services provided by our DS program.

We have made significant progress in our Electronic Medical Records (EMR) system. This allows our senior management and program managers to monitor, in a real time basis, the effectiveness and efficiency of our day-to-day operations and make necessary decisions based on both quality and costs. We believe that the EMR system will have a major impact on the Agency’s ability to provide quality and cost effective services.

Our finances continued to be a challenge in 2015. Health care costs are still on the rise; this, coupled with the way HCRI is funded, led to a significant financial loss for the 2015 year.

Despite the many challenges we face, HCRS is committed to continuing to provide a broad range of unfunded and underfunded services. These services include emergency respite; supportive housing; transportation; responding to community disasters and crises; consulting with community partners from early childhood programs to elder care services; educating schools and law enforcement; providing mental health first aid trainings; and countless hours collaborating with, coordinating, or leading community coalitions and partnerships. These services and coordination efforts are essential to the well-being of our clients, their families, and our communities. We continue to focus on the quality of care of our clients while at the same time meeting the challenges of funding for the services that HCRS provides.

We thank all of our dedicated staff for their day to day delivery of the quality care and/or supports that they personally provide for our clients.

I would also like to give thanks to all our Board Members for their dedication and support, and most especially to Irene Burtis whose term expires this year. Irene has been a committed volunteer, serving on the Board for a total of 13 years.

~Harold (Red) Johnson, Board President
HCRS UTILIZES A VARIETY OF CROSS-PROGRAM APPROACHES, EACH DESIGNED TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES IN OUR COMMUNITIES:

COMMUNITY OUTREACH
Mental health, behavioral, and substance abuse issues affect all of our citizens from the youngest to the oldest. HCRS case managers, including those in Intensive Family Based Services, Adult Services, Eldercare, and Interagency Community Supports, engage clients in their homes and communities to provide creative, recovery-oriented services which may include supportive counseling, problem-solving, behavior management, or skills coaching. Community outreach staff meet people where they are, with compassion and hope, to help them effectively navigate the system of services.

CLINICAL SERVICES
HCRS offers comprehensive, integrated services for individuals who are experiencing difficulties in their lives resulting from mental health issues and/or their use of substances. Experienced, licensed clinicians provide education, assessment, psychotherapeutic outpatient counseling, intensive outpatient treatment for substance abuse issues, and referral services for adults, youth, and families. In a respectful and confidential manner, our staff seek to engage clients in setting their own treatment goals and providing the support to meet them. Staff psychiatrists and nurses provide evaluations, medication management, and consultation when appropriate.

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 community agencies, and within our office locations. HCRS utilizes a multi-disciplinary team including child psychiatrists, clinicians, case managers, behavioral specialists, community outreach specialists, and respite supports to help children, youth, and families cope with a multitude of challenges in order that children and youth in our communities may develop to their full potential. HCRS also offers an alternative education for students (grades 2-12) through our Kindle Farm School.

“Both my daughters have someone [at HCRS] they trust...it gives me confidence that if a serious issue arises, some professional help will be there to react and help.”

- HCRS client
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; 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. Our Crisis Care Centers shorten client wait times for crisis services and ease the burden on the local Emergency Room so people can access services more efficiently.

EMPLOYMENT SERVICES
HCRS provides employment services for individuals with serious mental illness or developmental disabilities as well as at-risk youth. Employment specialists work as part of a treatment team to assess the client’s goals and interests and to help match the skills of the client with available jobs. Staff work closely with employers and community partners and provide supports at the workplace to ensure success.

RESIDENTIAL/SUPPORTIVE HOUSING
HCRS offers a variety of residential living opportunities for its clientele who are unable to continue living with their natural family or need supported housing options. HCRS provides supported housing, shared living provider homes, therapeutic community residences, and crisis stabilization for individuals with developmental disabilities or serious mental illness. In addition, our Children's Mental Health Program coordinates out-of-home respite opportunities for families in need.

Individualized residential placements are an important asset in assisting those we serve with life skills development, progress towards self-sufficiency, and connection to community resources. These placements represent an ongoing success story for HCRS.

WORKING WITH OUR COMMUNITIES
HCRS recognizes that collaborations and partnerships are the cornerstone of an effective and comprehensive service delivery system. To best meet the needs of our communities, HCRS collaborates with over 60 community organizations.
Our Staff’s Connection with Those we Serve...

is the most important of all. It is not simply about housing, employment, health care, and our core services. It is about the compassion and humanity we share every day in all we do.

We also realize that for our clients to move towards recovery, wellness, and success, we must work with them in making connections to other social services, landlords, employers, friends, and families. These connections can help clients to conquer barriers that get in the way of creating a meaningful life in their community. Another essential connection is between HCRS and partner organizations both locally and at the State level. By creating and building partnerships we can better meet the needs of our clients. We recognize and appreciate that “it takes a village.”

Another key connection is between ourselves as staff. Our effectiveness as a team depends on the compassion, understanding, professionalism, and humanity we show one another and only with those qualities can we transform lives.

“For our clients to move towards recovery, wellness, and success, we must work with them in making connections...”
Connecting with Students at Kindle Farm

One of the great joys of being an educator is the privilege to foster educational, academic, and social connections in our students. Here at Kindle Farm, we are centered around this idea of CONNECTING and are built to provide opportunities that foster a healthy ability to develop relationships with the self, the community, and the school.

When Joey first came to Kindle Farm, he had never been able to connect with anyone other than his mom. Because this young boy had experienced significant amounts of loss, whether through experiences with death or comings and goings of significant people in his life, issues of trust and safety had become major obstacles to his education and his happiness. In fact, Joey had come to Kindle Farm from a school that was restraining him upwards of 15 times a day and there was little success to be had.

After three years at Kindle Farm, things are going much better for Joey. You see, Joey has built connections. He has, first and foremost, built connections with himself. Joey can recognize when he does not feel good, when he may need a break, and he can even ask for help navigating these difficult topics. Joey has gone from a scared little boy, to a boy that is starting to connect to his inner self. The success clearly does not stop there. He is now connecting to adults, other than his mom, in his life. Joey’s mom reports that he is starting to trust the fact that adults will not give up on him when things get tough; this has had many positive consequences. Joey is opening up to emotional relationships and this carries into the community. He feels safe enough to engage with peers and teachers, he feels safe enough to engage in community events at the Boys and Girls Club, and he feels safe enough to take healthy emotional risks.

At Kindle Farm, we stand by our mission to help our students communicate, problem solve, and learn more effectively. It is our motto that, “Every Kid Deserves a Chance.”
Making Connections

We sometimes meet parents and kids at the worst time of their lives. A child is in crisis, no longer attending school because of cyber bullying, in a depression so deep she can’t get out of bed, anxiety so intense she doesn’t want to leave home. A teenager has a best friend who hung himself two years ago. He tells his teacher, “I’m thinking of killing myself. I tried pills and cutting. I think if I try harder, I’ll get it right.”

Parents come to our office scared; their child is in the hospital. They have heard from someone in the community that HCRS can help find resources and solutions when other efforts have failed.

HCRS staff mobilize around the unique needs of each family. We meet the parents, get releases signed, and start making calls to involved community providers, all while explaining to a tearful parent the complexities of our mental health system.

A week later we have a team meeting to plan the child’s reintegration back to family or to a higher level of care. We are all sitting around a wooden table - representatives of HCRS: a clinician, case manager, supervisor, and crisis team staff; a school representative; DCF worker; and of course the family. The parents look stunned; beside them is a slender 16 year old with shoulder-length, dyed jet black hair, scars visible on his wrist.

“There was something different about this meeting... different good.”

We all share concerns about safety, identify resources at HCRS and in the community, and express frustration, anger, and hope. Each team member is compassionate, stating reality with clarity and great kindness. Mostly we listen and encourage family and child to identify strengths, goals, natural supports, complicating factors, and a wellness plan to move forward. The teenager identifies drumming lessons and volunteering at the Humane Society as a place to begin and agrees to have a community skills worker visit his home the next week. At the end of the meeting the mother states, “There was something different about this meeting.” “Different bad or different good?” I ask. “Different good” she says, “I’m feeling like I am starting to see a way through this.”
Kim is a 31 year old woman with a developmental disability. Her story of resilience and perseverance goes back many years to a time when she was a young mom trying to live independently and raise a baby. She had surrounded herself with individuals who were a negative influence. As a vulnerable adult, she was taken advantage of by so-called friends; DCF intervened and she lost custody of her daughter.

The loss of her child was something that haunted her for years. However, it also provided Kim with the motivation to improve her life. HCRS staff worked with her to accept more intense DS supports, which included having a public guardian. HCRS located a Developmental Home for Kim where she could be supported by a caregiver and access services. She worked very hard to build skills, receive necessary therapeutic interventions, and eventually progressed to where she could consider living independently again.

With HCRS support, she petitioned the courts to become her own guardian and move out on her own. She met a man and learned she would be having another baby. Determined not to make the same mistake twice, she surrounded herself with supports to help her continue to move forward. She and the baby’s father worked closely with DCF in the beginning to ensure they were prepared to provide appropriate care. HCRS staff held a baby shower for her. Their child receives early intervention services through HCRS’ Children’s Program.

Kim is currently taking college preparatory classes prior to enrolling in an early childhood education degree program at CCV. She has reunited with family and is able to rely on them as part of her support system. Although she has struggled with stable housing, she is looking forward to settling down to a place she can finally call her own and raise her family.

HCRS’ partnerships with many local organizations allowed us to connect Kim with the necessary supports so she could reach her goals. Having a variety of services and a strong desire to improve her life led her to where she is today. She regularly attends DS Brattleboro community events that are part of HCRS’ REACH Program and has made many friends through her services. She has accomplished so many great things in the past two years thanks to all of the services she has received and her own resilience and perseverance.
HCRS is honored to dedicate our Springfield Crisis Care Center to a great man who had a tremendous impact on the field of emergency services – Frank Silfies.

Frank started at HCRS in 1978 as a nighttime counselor. It wasn’t long afterwards, that the HCRS Emergency Program was formed, and Frank would spend over 35 years in emergency services, eventually becoming the Program Director. Frank had a natural ability to help those in crisis. He was caring, compassionate, and understanding. He had a tremendous ability to listen and to get people to open up about their issues.

In 1992, Frank co-founded the Green Mountain Critical Incident Stress Management coalition. This statewide group of volunteers trains emergency responders to deal with the difficulties they experience as part of their emotionally-challenging work. Frank believed that this group is often the last to admit they need help. His efforts are attributed to keeping many emergency responders on the job.

Frank was also instrumental in the statewide Team Two Steering Committee. He helped design and taught the Team Two curriculum which trains law enforcement officers and mental health crisis clinicians to collaborate and provide appropriate and effective mental health crisis response. Frank’s vast experience enriched the learning of not only the participants in the trainings, but fellow faculty members as well. Frank was a big man, with a bigger heart. He was truly committed to collaborative response and embodied that concept through his work at HCRS and across the State.

Frank was a remarkable man – compassionate, generous, humble, and always there to help others. He exemplified the values of HCRS and therefore, we are honored to name the Crisis Care Center in Frank’s memory.
COMMUNITY PARTNERSHIP AWARD

HCRS has enjoyed many effective collaborations with individuals and organizations in our communities. These partnerships evolve recognizing the unique qualities and strengths of each partner. Each year we honor a community partner who exemplifies this type of collaboration. This year, we have selected two recipients for this award.

We have chosen to recognize a group of dedicated, committed and passionately caring partners, collaborators, and friends at the three Department for Children and Families’ offices in Brattleboro, Springfield, and Hartford.

Though this has been one of the most difficult years for the staff and managers of these DCF offices, their response to the loss of a fellow colleague and the 35% increase in the number of cases coming into custody over the year has been to forge a stronger bond between our two organizations. With HCRS having 15 staff embedded within the DCF offices in Springfield and Brattleboro, and many challenging outpatient and Intensive Family Based Services cases shared between us, we have developed an even stronger partnership, built on a set of common core principles of empowering families to be safe and healthy, valuing family preservation and re-unification through improving parent coaching and attachment skills, and understanding the effects of developmental trauma on the child and family.

We also felt, maybe more this year than ever before, the eroding impact of secondary trauma on the morale and courage of all the staff who work with intensive-needs families. It is to those staff at DCF that we offer this Community Partnership Award. Your dedication and courage in doing the work you do in partnership with HCRS is a model of the best in what people can do when they come together to help children, youth, and families in their community.

Vermont Department for Children & Families

Jo Bania
Springfield office

Linda James
White River office

Susan O’Brien
Brattleboro office
HCRS is honored to recognize The Richards Group as our second Community Partner this year. Over the years, The Richards Group has provided HCRS the expertise needed to navigate the highly regulated and increasingly complex benefits environment to ensure that we continue to offer one of the best benefit packages in Vermont to our employees.

With a reputation for innovation, The Richards Group has been an invaluable partner helping us to strategically respond to the complexity of the Affordable Care Act, evaluate our 403(b) retirement savings plan, and provide effective leadership training to managers. The Richards Group works closely with our HR staff and shares HCRS’ belief that our ability to offer a great benefits package is an important part of ensuring the health and financial well-being of our employees and their families.

Over the years many of our employees have interacted with the staff of The Richards Group at our wellness fairs, retirement seminars, open enrollments, and even on the golf course. The Richards Group has been a long time sponsor for the HCRS Golf Tournament. Several individuals from The Richards Group have also served on the HCRS Board.

Ben Taggard, a partner at The Richards Group and a former HCRS Board member, was very instrumental in bringing the Kindle Farm School into HCRS. As a member of the Kindle Farm Board, Ben understood that Kindle Farm needed to collaborate with a larger entity in order to survive and flourish. More importantly, Ben saw the potential for significant synergy between Kindle Farm and HCRS. As a result, that partnership was forged and it continues to thrive.

All HCRS employees have benefited from the Agency’s long-standing partnership with The Richards Group, and we are proud to recognize The Richards Group as our 2015 Community Partner.
The Encore Award is the top award given as the culmination of our annual employee recognition program titled “Cause for Applause.” This is an agency-wide, employee driven program in which any employee can recognize another employee who demonstrates one of HCRS’ Guiding Values (Creativity, Integrity, Passion, Quality, Trust, Teamwork, and Wisdom). The Cause for Applause Program was developed in 2008 and has totaled an impressive 5,871 recognitions to date.

On a quarterly basis, a committee of employees reads all Cause for Applause awards sent during the previous three months and selects up to five employees anonymously 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 2015 Encore Award!

**Recognizing staff who went Above & Beyond**

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<th>Terry Boni</th>
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<th>Connie-Dee Conant</th>
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It means many things when you see employees with this many years of service. It means more than they just found a job with HCRS. It means they found a career, but more importantly a passion in their work life. A place where they can make a significant difference in the lives of people every single day. We recognize their dedication and appreciate their commitment to the work we do.

A sincere thank you to these staff whose combined years of service totals 445 years.

Margie Kennett
Case Manager II

Ralph Jacobs
Behavioral Interventionist

Wendy Smith
Generalist I

Jeannie Spafford
Therapeutic Activities Coordinator
445 YEARS OF SERVICE

15 YEARS

Jan Bellville
Joyce Dion
Kevin Houston
John Sullivan
Betty Wall
Sharon Young

Case Manager II
School Based Clinician II
Kindle Farm School Para-Professional
Case Manager II
Medical Records Specialist
Community Outreach Specialist

10 YEARS

Alice J. Bradeen
Laura Bryant-Williams
Lance Cutler
Paul Deegan
John Doyle
Ani Glover
Sherry Goings
Kathleen Martin
David McCabe
Deborah McNeil
Teresa Morrison
Ronald Recchi
Jacqueline Spinelli
Zachary Teller
Sherry White
Timothy Wood

Executive Administrator and Communications & Grants Manager
YIT Clinician II
Kindle Farm Program Coordinator
Residential Specialist II
Senior MIS Specialist
Service Coordinator Supervisor
HR Generalist II
Behavioral Interventionist
Residential Specialist
Billing Specialist
Behavioral Interventionist
Crisis Intervention Specialist
Billing Supervisor
Janitor
Community Outreach Specialist
Generalist I

5 YEARS

Hilary Aplin
Ryan Barry
Kelen Beardsley
Judy B. Carriere
Joann Dressel
Nicole Godin
Colleen Jacobs
Winonah Levine
Kailen S. Lott
Douglas Manning
Emily Megas-Russell
Sarah Pettengill
Estelle Reynolds
Sandra Sanderson
Courtney Seidler
Rhonda Spaulding
Aimee Tucker
Annette Vagt
W Knowles Wentworth
Paula Whitney
Ashley Wohlford

Care Coordinator I
Residential Specialist
Senior Employment Specialist
Kindle Farm School Teacher
Crisis Intervention Specialist
Case Manager I
Generalist I
Case Manager II
Kindle Farm School Para-Professional
Residential Specialist
Quality Assurance Manager
Community Outreach Specialist
Medical Assistant
Licensed Practical Nurse
Access Coordinator
Housing Program Manager
Case Manager II
Senior HR Assistant
Adult Area Manager
Crisis Intervention Specialist
Generalist I
### NUMBER OF INDIVIDUALS SERVED IN FY 2015, BY TOWN

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### NUMBER OF INDIVIDUALS SERVED BY PROGRAM

- **Adult Outpatient** ........... 1287
- **Children, Youth, & Families Program** .... 1665
- **Community Rehabilitation & Treatment Program** .............. 424
- **Developmental Services** ........ 505
- **Emergency Services** ........... 909
- **Substance Abuse Program** ........ 426
- **Westminster** ............... 56
- **Weston** .......... 14
- **Whitingham** .......... 17
- **Wilmington** .......... 34
- **Windham** ............ 55
- **Windsor** .......... 246
- **Woodstock** .......... 45
- **Other Towns in Windham & Windsor Counties** .......... 50
- **Out of Catchment Area** .......... 379
- **Total** .................. 4351
**Fiscal Year 2016 - Annual Budget**

**Revenue by Source**

- Outpatient Medicaid Fees $9,516,325
- Developmental Disabilities Medicaid Waiver $15,510,000
- CRT Medicaid Case Rate $5,900,433
- State Grants & Contracts $9,308,813
- Other Patient Fees $3,243,674
- Other Funding $3,993,332

Total Revenue $47,472,577

**Expenses**

- Clinical Programs: Salaries & Fringe $23,813,335
- Clinical Programs: Contracts $14,055,760
- Administration Salaries & Fringe $2,964,181
- Operating & Program $3,363,364
- Travel $997,920
- Facilities $2,278,017

Total Expenses $47,472,577

Net Surplus (Loss) $0

### Pie Charts

- Developmental Disabilities Medicaid Waiver 33%
- CRT Medicaid Case Rate 12%
- State Grants & Contracts 20%
- Other Patient Fees 7%
- Other Funding 8%
- Outpatient Medicaid Fees 20%
- Clinical Programs Salaries & Fringe 50%
- Administration Salaries & Fringe 6%
- Operating & Program 7%
- Travel 2%
- Facilities 5%
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Counseling Service of Addison County
Downs Rachlin Martin PLLC
Glad Rags Sales, Inc.
George Karabakakis, Ph.D.
Keene Discount Oil
Knights of Columbus
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Keith Clark
Katherine Cook
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J. Kimm Dittrich
Fidelity Charitable Gift/A Priest
Red & Adelaide Johnson
Joan R. Lang
Oliver & Tita Manice
Merchants Bank
Miles & Patrice Mushlin
Philadelphia Insurance Companies
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Red House Press Corporation
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Sigourney B. Romaine, Jr., in memory of Clevie White
Savings Bank of Walpole
Warren Sergeant
William Shakespeare
Dan Sherburne
Vassiliki Sinopoulos & Chris Lloyd

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Alice J. Bradeen
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Bill Brown
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Richard & Irene Burtis
John Carter
John Case
Jim Cerone
John & Laurie Chester, Jr.
Sandra Conant
Joseph & Hilda Conn, in honor of Ginny Jenks
Jane Pitkin Curtis
Mike & Rachel Davidson
Edward Esmond & Susan Chiefsky
Michael Galbraith
Scott Gordon-Macey
Gilbert Gradinger
Robert & Honoré Hager
Lisbeth & Lyle Hall
HB Energy Solutions, Inc.
Theresa Hoffman
The Hotel Pharmacy
Bethany Ires
Mr. & Mrs. Airell B. Jenks
Heather Koledo
Emily Mastaler
Edmund H. Moore, IV
John S. Moore
Norwich Congregational Church, in memory of Clevie White

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CoreSource, Inc.
Melissa Cunningham
Dartmouth Hitchcock
Jason Gramling
Greg & Rita Kennedy
Pareto Captive Services
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People’s United Bank
Principal Financial Group
Salmon & Nostrand
Springfield Hospital
St. Michael’s Episcopal Church
Matilda B.R. White, in memory of Clevie White

**Donors (up to $100)**
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Danielle Blake
Don A. Bourdon
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Mary & Kilborn Church
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Carlotta Gladding
Sherry Goings
Drew Gradinger
Jeffrey Gratton
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**Jerry Oppenheimer**
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Sandra Von Unwerth
Mathew & Janet Wilson, in honor of Ginny Jenks

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Burrow's Specialized Sports
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MaryAnn Culver
Ron Delahanty
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Linda Donnelly
Duo Restaurant
Eastman Golf Links
Empty Nest Sewing
Fireworks
Five Star Golf
The Framery of Vermont
Fullerton Inn
Katie Gilcris
Sherry Goings
Golf & Ski Warehouse
Scott Gordon-Macey
Grafton Inn
Green Mountain Coffee
Hanover Country Club
Monica Hart
Holiday Inn Express
Hooper Golf Club
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Keryn LaVarnway
Killington Golf Course
King Arthur Flour
Lake Monsters
Lisa's Market
Tammy Maberry
Maple Street Catering
Mascoma Savings Bank
Deborah McNeil
Meditrina Wine & Cheese
Messenger Valley Pharmacy
Montague Golf Club
Crystal Morey
Mount Snow Golf Club
Donna Nestle
Newfane Cafe & Creamery
Newfane Greenhouse
NH Fisher Cats
North End Butchers
Nortrax
Okemo Mountain Resort
Otter Box
Peebles
Peter Haven's Restaurant
The Quechee Club
Roland Ransom
Red Box
The Richards Group
River Bend Farm Market
Ron's Husqvarna
Tina Rushton
Salon 2000
Sam's Army & Navy
Sandri Oil
Shaw's
Shedsville Sugar Makers
Nicole Sherburne
Side Hill Farm
Six Flags of New England
Maureen Sky
Smuggler's Notch
Southern VT Therapeutic Riding Center
Staples
Brenda Stearman
Stone Hearth Inn
Stratton Mountain
Townshend Dam Diner
Julianne Vance
Vermont Teddy Bear Company
Von Bargen's Jewelry
VSP Vision Insurance Company
W.S. Badger Company, Inc.
Wal-Mart
Willow Farm Pet Center
Woodstock Inn
Zephyr

Our sincere apologies to any of our kind donors inadvertently omitted or incorrectly listed.
From left:
Warren Sergeant, MIS Program Director
Paul Boutin, M.D., Medical Director
Bill Metcalfe, Director of Developmental Services
Katherine Cook, Adult Mental Health & Addiction Services Director
Emily Mastaler, Chief Operating Officer
George Karabakakis, Ph.D., Chief Executive Officer
Edmund H. Moore, IV, Chief Financial Officer
Will Shakespeare, Children, Youth, and Families Program Director
G. Roland Ransom, Chief Human Resources Officer

From left:
Diana Slade
Travis Weaver
Sharon Ayer
Harold Johnson, President
Sarah Carter, Vice President
James Paradis
Keith Clark
Greg Kennedy, Treasurer

Not pictured:
Carlotta Gladding, Secretary
Nancy Birge
Irene Burtis
John Case
Michael Davidson
**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

**HCRS Group Homes**

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

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

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

**Crisis Care Centers**

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

**208 Linden Street**  
Brattleboro, VT 05301  
(802) 254-6028

**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

**Affiliated Programs**

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

**Meadowview Recovery Residence**  
330 Linden Street  
Brattleboro, VT 05301  
(802) 275-4971

**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