Celebrating 50 Years of Compassionate Care
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
Dear Staff, Board Members, and Friends of HCRS,

As we celebrate 50 years of service, HCRS has much to be proud of. We ended fiscal year 2017 with a surplus of over 1%, an accomplishment not achieved in the prior three years. The good work of all staff and a belt-tightening within the Agency’s expenses, assured HCRS’ financial stability.

Other successes this year include a significant advocacy effort which resulted in additional Act 82 funding from the legislature for all designated agencies. This additional money will allow the Agency to increase staff compensation, recognizing the difficult work of staff.

Another achievement this year, was a 4% reduction in our annual staff turnover rate. Maintaining a consistent workforce allows us to provide quality, consistent care for the people we serve.

We continue to focus on community collaborations and partnerships. We are developing innovative programs with housing providers, Springfield Medical Care Systems, pediatric practices at Brattleboro Memorial Hospital, hospitals, law enforcement, and with NFI to develop a hospital diversion home for youth. We realize that we can only achieve great outcomes when we work hand in hand with our community partners.

Will Shakespeare, Director of our Children, Youth, & Families Division, has announced his retirement at the end of this year. The Board and staff wish him the best of luck in his retirement and thank him for his efforts during his 17 year career at HCRS.

We want to thank those members of the Board whose terms are expiring - Treasurer Keith Clark and Board Member Michael Davidson. We appreciate their loyal and dedicated services to HCRS. Each has contributed in immeasurable ways to our ongoing progress.

We also want to thank our staff who support the Agency’s work every day. Their dedication and commitment to the people we serve is nothing short of inspiring! It is with great gratitude that we thank these passionate individuals who make HCRS a success every day.

George Karabakakis
CEO

Sarah Carter
Board President

HCRS gives special thanks to Sarah Carter, whose term is also expiring this year. Her commitment to the Agency’s work for the past six years is very much appreciated.
COMMUNITY OUTREACH
Mental health, behavioral, and substance abuse issues affect all of our citizens from the youngest to the oldest. HCRS case managers, including those in Intensive Family Based Services, Adult Services, Eldercare, and Interagency Community Supports, engage clients in their homes and communities to provide creative, recovery-oriented services which may include supportive counseling, problem-solving, behavior management, or skills coaching. Community outreach staff and peer support services meet people where they are, with compassion and hope, to help them effectively navigate the system of services.

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

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.

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

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

WITHIN OUR COMMUNITIES
HCRS recognizes that collaborations and partnerships are the cornerstone of an effective and comprehensive service delivery system. Our staff are embedded in community resource centers, hospitals, primary care offices, shelters, parent child centers, and throughout the community. To best meet the needs of our clients, HCRS collaborates with over 60 community organizations.
CELEBRATING 50 YEARS
of compassionate care

Fifty years of compassionate care is a significant milestone for HCRS. We have been part of an important movement that has led mental health, substance abuse, and developmental disability services out of the dark ages and into a world that values individuals’ strengths, assets, and being active agents of change in their own lives. We have been part of the sea-change that recognizes the importance of people with lived experiences, their family members, and the supports of those in our community.

Over the last 50 years, we have worked closely with our State partners to develop award-winning programs that have been recognized internationally. We have shut down institutions and provided care in our communities. We have developed local partnerships with a range of teams focused on everything from housing to employment to children and youth. We understand that “it takes a village” to change people’s lives.

This journey of 50 years begins and continues with our passionate and dedicated staff and the people we serve. We have been here saving and transforming lives, giving people that spark of hope that helps guide them through the darkness and despair into the light, allowing them to gain a life of value and self-respect. This is our calling. It is these moments of compassion and caring that make us so proud and humbled by those we serve every day.

In celebration of our 50th anniversary, we hosted numerous community activities and events in 2017. We share with you some of the highlights.

DEVELOPMENTAL SERVICES EVENT
Saturday, April 29, 2017
The River Garden, Brattleboro

Our Developmental Services team hosted a family-friendly, community appreciation event at The River Garden in Brattleboro. The event offered numerous activities for people of all abilities and highlighted a skit put on by members of the New England Youth Theatre. A balloon artist delighted the crowds with his imagination, and there was free cotton candy and other refreshments. In addition, other community organizations were on hand to share information about their services. A great time was had by all!

COMMUNITY APPRECIATION LUNCHES
July 2017
Springfield - Brattleboro - Hartford Offices

During the month of July, HCRS hosted a free hot dog lunch at our Springfield headquarters, Fairview Street office in Brattleboro, and our Hartford office. Attendees were treated to free hot dogs, chips, watermelon, and cookies. Mother Nature graced each event with good weather. We were so pleased to see everyone who came out to help us celebrate.
**ME2/ORCHESTRA CONCERT**
*September 21, 2017*
*The Latchis Theatre, Brattleboro*

HCRS hosted the Me2/Orchestra for a community concert on Saturday, October 21, at the Latchis Theatre in Brattleboro. The Me2/Orchestra is the world’s only classical music organization created for individuals with mental illnesses and the people who support them. The event was held as part of the Agency’s efforts to erase the stigma surrounding mental illness. The Me2/Orchestra, conducted by Ronald Braunstein, put on a brilliant performance which was equaled by the compelling mental health experiences shared by members of the orchestra.

**1ST ANNUAL 5K RUN/WALK**
*September 10, 2017*
*Hartford High School*

HCRS hosted its first annual 5K Run & Walk on Sunday, September 10, in Hartford. Just under 100 participants, including many HCRS staff, completed the 3.14 mile course. Congratulations to Nik Ponzio, the first person to cross the finish line!

**ART SHOW**
*November 3-29, 2017*
*The River Garden, Brattleboro*

As part of our 50th anniversary celebration, the Agency is also hosting an art show at the River Garden in Brattleboro. Exhibiting the works of staff and clients, the show pays tribute to 50 years of creating meaning, inspiration, and empowerment in our communities.
“Peter” was referred to the DUI Program, a collaboration between HCRS and the Windsor County court system, shortly after he was arrested and detained for his third DUI incident. Our first interaction with Peter was in front of the Sheriff’s station at the courthouse where he was unshackled at his wrists and ankles so he could be released. Peter was clearly not well. In addition to his humiliation and embarrassment with the whole experience surrounding his arrest, Peter was clearly sick. His skin was pale, he was sweating profusely, and his face held a painful grimace that did not subside despite his efforts to be polite to HCRS staff and the Criminal Justice Case Manager.

Upon sitting Peter down in our office, we quickly learned that Peter was withdrawing from alcohol following a prolonged period of heavy, daily use. “I know I’ve got to get on top of this but it just hasn’t worked,” Peter explained to us. “Some help would be good.”

Fortunately for Peter, he was not about to enter a typical recovery program, but rather a program that would dedicate its efforts to helping him change his life through high accountability and focused clinical support services offered through the Windsor County DUI Program.

Help for Peter started with HCRS staff getting him immediate medical attention at the ER and connected to a primary care physician for continuing care. Peter was guided into treatment at HCRS as well as towards the Turning Point Center. As Peter’s health and sobriety stabilized, he was able to obtain full-time employment and establish a community of sober friends who have rallied around Peter’s determination to hold on to sobriety. Later in the DUI Program, Peter engaged with Vermont Adult Learning and began to pursue his GED. At the end of his two year commitment to participating in the DUI Program, Peter successfully reclaimed his life as a sober, conscientious community member.

34,414 hours of adult mental health and substance use services provided
“The services I received helped me get my life back on track. Everything we have done together is working to make my mind and body better for a healthy life without addiction.”

- HCRS client

Making a Difference

100% Outpatient and substance use clients report services are making a difference

89% CRT clients live independently

19 DUI Treatment Program graduates since 2014

15% Improvement in overall client satisfaction in substance use program

93% Received services right away

25 Participants in physical health and wellness program

3,179 Clients served
HCRS’ Crisis Services are available to help individuals and families across Windsor and Windham counties who are experiencing a mental health emergency, at all hours of the day. In addition, our Police Social Work Program provides professional staff to work alongside police so that we can assist community members in some of their most difficult moments. Whether staff are helping to notify family members of the death of a loved one or helping to connect people to needed services, the Police Social Work Program has proven to be very successful.

“The Brattleboro Police Social Work liaison is embedded into our organization and works seamlessly with officers so citizens in need do not feel like they are being "handed off." The Police Social Work liaison is out on the street with us, working together so the delivery of services occurs in a way that brings those in need together with HCRS while preserving their dignity.”

Captain Mark Carignan, Brattleboro Police

CRISIS SERVICES

24/7 We’re there when you need us

415 People diverted from hospitalization

$26.9 million Estimated savings from psychiatric settings

Mental Health First Aid

131 Community members trained to respond to mental health and substance abuse issues in their communities
“Tammy” had recently moved to one of the towns in our community. She did not have any friends or family who lived nearby. Tragically, she was attacked in her home. As one might expect, Tammy started to experience symptoms of Post Traumatic Stress Disorder and depression, which began to interfere with her life. Her local Police Department put her in touch with HCRS’ Police Social Work Program liaison (an HCRS staff person who works alongside the police). The Police Social Work Program liaison provided Tammy with emotional support, providing the understanding and caring Tammy needed in her experience of pain and on-going struggle. This support helped Tammy to move beyond the trauma of the attack and regain her normal activities. Tammy states, “I am very grateful for people like this HCRS liaison, her dedication to her job, but more so for being an extraordinary human being.”
HCRS believes that everyone should have the opportunity to live a life of dignity, self-respect, and value. This includes having their basic needs met - a roof over their head, a place to call home. Not the street, a park bench, or an encampment on the Connecticut River.

HCRS staff connect people to their own apartments through supported housing. This work is done in partnership with local housing authorities, housing trusts, and private landlords as well as invaluable partners such as The Haven, Groundworks Collaborative, and other people who simply care.

Hope and healing starts with safe, affordable housing, and can divert people from more costly institutional settings (jail, emergency rooms, or inpatient psychiatric hospitals).

Supporting clients to secure and maintain housing, allows them to take the next step in transforming their lives.

HCRS also provides five residential programs that offer a supportive, transitional community living experience. Alternatives provides short-term, crisis stabilization in a warm and welcoming environment of care. Beekman House is a semi-independent program where men can develop independence through community living. Woodstock House is a co-ed community focused on independent living skills and personal growth. Hilltop Recovery Residence is a dynamic and active program, designed for emerging adults. Meadowview Recovery Residence assists adults to regain or build independent living skills and meaningful relationships with others in an open environment of care.
The Hilltop Recovery Residence provides intensive support to its residents who are experiencing difficulty in functioning due to emotional or social distress. This past year a client successfully discharged to an independent apartment and continues to maintain employment from Hilltop after an 18 month stay. When this client first came to Hilltop they were afraid, experiencing severe social anxiety and believing they would never be able to live on their own or work. This client had survived many years of trauma and was struggling to launch into adulthood.

Our first focus working together was to build trust. This took several months with many obstacles for both sides to overcome. Hilltop staff focused on establishing clear boundaries as a precursor to developing trust. This allowed for a sense of self to grow within the client, which boosted their confidence in integrating back into the community. During this time the client acquired a part-time job in the community. Just as we were seeing many signs of self-empowerment, the client had an altercation with their supervisor which led to their termination.

The client was devastated and believed this reinforced her original fear that she would never be able to work. Neither Hilltop staff nor the client gave up on that dream, and we worked even harder to support her. We established a routine where the client was accessing supports through the community and HCRS outpatient services. This provided enough support for the client to be able to move into her first apartment and ultimately acquire new employment.

She continues to do well, maintaining both her housing and employment.

Why, How, and What: Residential Golden Circle

WHY: We Believe in the Power of Community

HOW: LIVE LEARN LEAVE is the basis of everything we do: LIVE – meeting basic needs, LEARN - developing skills and mastery, and LEAVE – getting where you are going.

WHAT: Our five Residential programs - Alternatives, Beekman, Hilltop, Meadowview, and Woodstock - total 38 residents and 90 + staff, where people come together to live and work in the spirit of experiencing the power of a community, which we all participate in creating.

“I love to come here because staff always meet me where I’m at. Not where they want me to be, but where I’m at.”

Alternatives client
Teagan had a difficult childhood, growing up with trauma and a lack of parental support due to mental health issues in his family. As a result, Teagan had to grow up fast, taking on a caregiver role for his little sister. During these stressful times in his youth, Teagan and his sister were able to attend HCRS’ Summer Therapeutic Program for many years. The Summer Program provided a sense of normalcy for Teagan. He and his sister were able to take part in typical youth activities. According to Teagan, “[HCRS’ summer program] allowed me to learn how to develop healthy and happy relationships in my life as a child, and I took that with me into adulthood.”

Having completed his first year of college, Teagan is headed into the US Coast Guard this fall in order to complete his college education with less financial burden.

Fortunately for HCRS, in the interim, Teagan came back to HCRS’ Summer Program this year as a valued member of the staff. He was the most wonderful addition to our summer program as a one-on-one staff member. He brought a much deeper understanding of what the kids in our program struggle with and how important this program is to them. Teagan stated, “It was such an amazing experience, and I’m so happy that I had this opportunity to not only work for this program but to share my experience with my co-workers and the kids.”

Teagan was very open, and proud to share his experience in our program as a child, and he taught us all so much more about kindness, compassion, perseverance, and understanding. Teagan is the very best example of why HCRS summer staff do this work and is a reminder to us all that what we do truly has a profound impact on the children that we work with.

Photos of Teagan from when he attended the summer program (upper right) and as a counselor at the summer program (bottom left).
Summer Therapeutic Program

Our program is specifically structured for kids who struggle within their school environment, as well as within their family and extended communities. We create a therapeutic environment for them, masked as a summer camp. Our staff are focused on helping them build positive and healthy relationships with peers and adults by supporting them with the development of important social skills that they so desperately need. In essence, we create a community for them that teaches them how to be successful while having fun.

“[The HCRS Clinician] is a miracle worker with my daughter.”

Client

Making a Difference

96% Staff treat clients with respect and make them feel welcome

96% Services are making a difference for families

226 Youth participated in the Summer Programs

100% Staff trained in trauma-informed care

1,543 Clients served

96,873 Hours of service

47 Staff embedded within local schools

18 Staff that work directly with the Department for Children and Families
“Willie” came to Kindle Farm School as an 8th grader from a district in New Hampshire. Willie was larger than many of his peers and identified himself as a woodsman, hunter, and logger. Willie had many skills coming into school but not skills that most schools teach or value. Willie could fix some small motors at an early age and had an aptitude for hands-on work. We were instantly drawn to his charisma, humor, and sly wit.

Willie came to Kindle reading at a 1st grade level. He also came to the school with little ability to take feedback, to ask for help, or to feel safe in a school setting. He had frequent, explosive, and sometimes violent outbursts. Despite his use of physical aggression, one of the most tragic of his behaviors was yelling at the staff about his own lack of intelligence. His mantra was “I am too stupid!” “I am too dumb!” The despair over his academic acumen was obvious, and thus our work began.

Flash forward to Graduation! The entire school cheered on this broad-chested and proud graduate. Students and staff cheered, not because it was a duty or the right thing to do but because Willie was an indispensable member of our community. In the time since Willie enrolled, he had become a lead vocational student who not only passed our Professional Chainsaw Certification but also our UVM Tractor Safety Course.

In the course of our five year relationship, we saw many emotions from Willie. We saw pride, we saw anger, we saw excitement and hesitancy, but none of us were prepared for the stream of tears that flowed from his eyes as his favorite group of staff presented him with a handmade present in an artifact called an atlatl. This atlatl represented a passion that was hatched in an independent archaeology study Willie’s Senior year. Kindle Farm may have given Willie a second chance to see himself as ABLE MINDED, as a STUDENT, and a VALUED member of our school, but he gave us an upstanding community member and the acknowledgement that we have made a difference in his life’s trajectory. For that, we are ever grateful.
Kindle Farm Cares!

Community
Attitude
Respect
Effort
Safety

71% Student poverty rate

WE MEET STUDENTS WHERE THEY ARE AT
With slow and consistent skill building based on deep relationships, we find material that interests our students and a style of intervention that they respond to.

Those of us in human services can understand that as students start to thrive at school, their self-esteem improves. This is not a quick process, but it is a successful one.

Winner of Vermont’s Junior Iron Chef Competition

Making a Difference

1 Graduate in 2017

14,496 Meals served free of charge to all students

445 Foodbank backpacks provided to students to bring home

40 Students in summer program

10 Students in after-school program

9 Students provided behavioral interventionist services

17 Partnering schools
Our work is based in a foundation of Person Centered Thinking - a foundational belief system which requires that we balance what is important “to” and important “for” a person.

“Travis” is gregarious and has a great sense of humor. He always has a joke to share. Travis also is known by his friends for his fantastic memory. He always knows who has a birthday coming up and how old they will be. Travis values his family, sunny days, and consistency. These are all things that are known as important “to” Travis.

We have supported him for well over a decade and in that time, Travis has grown significantly. Travis came to HCRS through the Department for Children and Families, after experiencing significant trauma. When we met Travis, he was struggling with what he refers to as his “grumpiness.” He wasn’t able to be supported through the traditional Shared Living Provider model because he was experiencing a lot of anger and lack of impulse control. He often accessed crisis supports through the Brattleboro Retreat, Vermont State Hospital, and the Vermont Crisis Intervention Network. HCRS supported Travis to have a residential program that allowed him to receive the support he needed while he learned how to identify his emotions and regulate his responses. These are things that would be considered important “for” Travis.

Travis refers to himself as a “new man.” In 2015, he moved into his Shared Living Provider’s home. While he used to require 2:1 supports, Travis is now able to work with others without verbal or physical aggression. He volunteers at the Springfield Senior Center with the Meals on Wheels program. He has a girlfriend who he meets for lunch dates. Travis also competes in Special Olympics basketball and baseball. He will often share the story of him and HCRS staff member, Lori Lintner, singing “Urgent” by Foreigner together before practice.
COMMUNITY BUILDING

- Potluck dinners

CONNECTEDNESS

- 2296 hours of community based supports weekly
- Daily REACH activities
- New England Youth Theatre
- Participation in the Inclusion Center
- DS Standing Committee
- Green Mountain Self Advocates
- Special Olympics
- Buddy Walk

Making a Difference

98% Services are making a difference

87% Live in a stable home environment

83% DS Employment Services’ clients have jobs

524 Individuals served

82,776 Hours of service provided

96% Were treated with respect and felt welcomed

$152,763 SSI savings through Employment Program
We think about that word a lot in Human Resources. We know employees have a choice to stay or leave, we know candidates have a choice to join HCRS or another organization, and we make choices about who we hire. One of our key responsibilities is to develop programs, plans, and policies that positively impact our ability to attract, develop, and retain the highest quality staff possible. The design of our policies and practices are to create a work place where people can come to work, do a good job, and feel supported. The work of many of our employees is challenging and, when coupled with possible family or financial pressures, we believe it’s important for HCRS to provide support to employees whenever and wherever we can.

A key element in that support is the benefit package we offer staff. Our benefit package is without question one of the most comprehensive, creative and competitively priced benefit packages in Vermont. We have all the traditional benefits, but then add a 100% match on an employee’s 403B contribution, a generous leave policy, flexible work schedules, interest free computer loan program, tuition reimbursement, snow tire allowance and an emergency loan program. We are also proud of our wellness initiatives, which we continue to expand.

Our wellness committee, made up of employees from across HCRS, is developing creative programs to engage employees and their families in proactively thinking and doing something about their health and wellness. If we can engage with our employees to change some of their lifestyle changes it can have a very positive impact in the prevention of cancer, heart disease, type 2 diabetes, and lung disease. We want people who share our passion to work and grow here and we’re doing everything we can to make that happen.

94% Staff satisfaction with the work they do every day
92% Staff satisfaction with their relationships with their co-workers

“I am honored to be part of a team that does such vital and outstanding work on behalf of families and children.”

HCRS staff member
590 HCRS staff members
4% Reduction in turnover rate
9.9 Years Average Length of Service

“The work is very rewarding, and the benefit package is outstanding.”

HCRS staff member
HCRS has enjoyed many effective collaborations with individuals and organizations in our communities. These partnerships involve recognizing the unique qualities and strengths of each partner. Each year, we honor a community partner who exemplifies this type of collaboration.

Mike Smith has been an inspired and committed partner with HCRS. He worked for our Agency from 1982 to 2000 during which time he held a variety of positions. Currently, Mike is the Administrator of Greater Rockingham Area Services in Bellows Falls, an organization whose mission is to provide health care services. Mike is receiving this award, not because of his position, but because of his passion, dedication, and drive to make a difference in the lives of young people throughout our communities. Mike was a strong advocate for our Hilltop Recovery Residence when some in the community expressed serious concerns about having “those people” in their backyard.

More recently, Mike approached HCRS with a vision of creating a series of cable TV episodes highlighting the challenge of suicide amongst our youth. Mike continues to focus on bringing community members, youth, and our staff together to share the stories of those who are at the edge. Mike’s goal is to send the positive message that by finding meaning, young people can rekindle the hope that will keep them connected, so they too can contribute to our community.

Mike’s passion and leadership in ensuring that the voices of youth and those whose lived experiences have taken them to the edge are heard are just some of the many reasons we are awarding Mike Smith our 2017 Community Partnership Award.

Thank you, Mike, for your dedication and commitment!
ENCORE AWARDS

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 7,398 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 six employees annually. These award winners are selected anonymously by a committee of employees and the Senior Leadership Team.

Congratulations to these six staff on their selection for a 2017 Encore Award!

SUPPORTING STAFF

Michelle Emery
Therapeutic Activities Coordinator

Karla Hill
Community Outreach Specialist

Heather Marquez
Case Manager I

Heidi Spaulding
Case Manager II

Renae White
COS Team Leader

Katrina Whyman
Clinician II
SERVICE AWARDS

25 YEARS

Kimberly Lewis
Respite Provider

20 YEARS

Sue Ann Forcier
Eldercare Coordinator
Christopher Houston
Kindle Farm Para Professional
Pamela Lysitt
Licensed Practical Nurse
Lisa Nicholson
Area Manager
Linda Simoneaux
Residential Services Manager
Kathleen Tyler
Residential Specialist

15 YEARS

Patty Akley-Warlick
CIS Clinician I
Kindle Farm Assistant Director
School-Based Clinician II
Assistant Director
Kindle Farm Program Supervisor
HR Generalist II
EFS Case Manager II
Community Outreach Specialist
Service Coordinator
Accountant II
MIS Director

Lydia Barnes
IFBS Clinician I
Sally Blair
Medical Assistant
Christine Boothby
Administrative Assistant
Michael Carrier
Facilities Maintenance Technician
Sherrill Ellinger
Kindle Farm Administrative Assistant
Becky Gilbert
Children’s Clinician II
Charmion Handy
DS Adult Services Manager
Sharon Haumann
Crisis Intervention Specialist
Michele Hochberg
School-Based Clinician I
Sarah Jacobs
Residential Specialist
Victoria Jones
School-Based Clinician II
Korinne McManus
Access Navigator
Mark Young
Criminal Justice Programs Coordinator
5 YEARS

Janet Allison
Geri Baitz
Richard Bauer
Paige Bladyka
Jean Bolaski
Tristan Bridges
Patricia Coyne
Judith Dickerman-Nelson
John Ducharme
Amanda Fairbanks
Frank Fairbanks
Kristi Flack
Carole Hamner
Emma Jennings
Leslie Lamoureux
Jolene Lane
Eryn Lockerby
John Maresca
Jonathan Mattoon
Jodi Merlin
Caitlin Miller
Elizabeth Mueller
Melinda Monroe
Donna Nestle
Lisa Pachla
Christine Reid
Warren Richardson
Jessica Robinson
Nancy Schaefer
Alyssa Todd
Christi White
Lois Renae White
Richard Wrase
Laurie Young

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

610 Years
BY THE NUMBERS

NUMBER OF INDIVIDUALS SERVED IN FY 2017, BY TOWN

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</tr>
<tr>
<td>Newfane</td>
<td>30</td>
</tr>
<tr>
<td>Norwich</td>
<td>29</td>
</tr>
<tr>
<td>Putney</td>
<td>73</td>
</tr>
<tr>
<td>Reading</td>
<td>19</td>
</tr>
<tr>
<td>Rockingham</td>
<td>279</td>
</tr>
<tr>
<td>Royalton</td>
<td>19</td>
</tr>
<tr>
<td>Sharon</td>
<td>13</td>
</tr>
<tr>
<td>Springfield</td>
<td>737</td>
</tr>
<tr>
<td>Townshend</td>
<td>20</td>
</tr>
<tr>
<td>Vernon</td>
<td>47</td>
</tr>
<tr>
<td>Wardsboro</td>
<td>11</td>
</tr>
<tr>
<td>Weathersfield</td>
<td>46</td>
</tr>
<tr>
<td>Westminster</td>
<td>56</td>
</tr>
<tr>
<td>Weston</td>
<td>10</td>
</tr>
</tbody>
</table>

Total: 4157

NUMBER OF INDIVIDUALS SERVED BY PROGRAM

<table>
<thead>
<tr>
<th>Program</th>
<th>Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Outpatient</td>
<td>1331</td>
</tr>
<tr>
<td>Children, Youth, &amp; Families Division</td>
<td>1543</td>
</tr>
<tr>
<td>Community Rehabilitation &amp; Treatment Program</td>
<td>448</td>
</tr>
<tr>
<td>Developmental Services</td>
<td>524</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>878</td>
</tr>
<tr>
<td>Substance Abuse Program</td>
<td>522</td>
</tr>
</tbody>
</table>

---

- Adult Outpatient: 1331
- Children, Youth & Families Division: 1543
- Community Rehabilitation & Treatment Program: 448
- Developmental Services: 524
- Emergency Services: 878
- Substance Abuse Program: 522

---

- Adult Outpatient: 27%
- Children, Youth & Families: 30%
- CRT: 6%
- Developmental Services: 10%
- Substance Use: 10%
- Emergency Services: 17%
- Other Towns in Windham & Windsor: 36%
- Unknown: 3%
- Out of Catchment Area: 466
- Total: 4157
# Fiscal Year 2018 - Annual Budget

## Revenue by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient Medicaid Fees</td>
<td>$10,075,827</td>
</tr>
<tr>
<td>Developmental Disabilities Medicaid Waiver</td>
<td>$16,319,737</td>
</tr>
<tr>
<td>CRT Medicaid Case Rate</td>
<td>$5,760,981</td>
</tr>
<tr>
<td>State Grants &amp; Contracts</td>
<td>$8,607,436</td>
</tr>
<tr>
<td>Other Patient Fees</td>
<td>$3,137,653</td>
</tr>
<tr>
<td>Other Funding</td>
<td>$1,053,544</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$44,955,178</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th>Expenditure</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Programs: Salaries &amp; Fringe</td>
<td>$24,814,303</td>
</tr>
<tr>
<td>Clinical Programs: Contracts</td>
<td>$11,155,719</td>
</tr>
<tr>
<td>Administration Salaries &amp; Fringe</td>
<td>$2,857,067</td>
</tr>
<tr>
<td>Operating &amp; Program</td>
<td>$3,163,894</td>
</tr>
<tr>
<td>Travel</td>
<td>$922,571</td>
</tr>
<tr>
<td>Facilities</td>
<td>$2,041,624</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$44,955,178</strong></td>
</tr>
</tbody>
</table>

| Net Surplus (Loss) | $ -- |

![Pie chart showing revenue sources and expenses](chart.png)
DONORS - Thank You

Patrons ($1,000+)
Blue Cross Blue Shield of Vermont
Paul Boutin, M.D.
Michaels & Rachel Davidson
Downs Rachlin Martin PLLC
Glad Rags Sales, Inc.
George Karabakakis, Ph.D.
Knights of Columbus
Meadows Bee Farm
New Chapter, Inc.
Pareto Captive Services
People’s United Bank
Proctor & Gamble
The Richards Group

Supporters ($500 - $999)
Kent Wash Boothby
Sarah F. Carter
CIGNA Health & Life Insurance Company
Melissa Cunningham, in honor of all of us
FirstLight
Foard Panel
HB Energy Solutions
Roger & Debbie Klene
Joan Lang
Mascoma Savings Bank
Jeff Mobus
G. Roland Ransom
Stephanie Rice
Sandri Energy LLC
William Shakespeare
Springfield Rotary Club
Symquest
Matilda B.R. White, in memory of Clevie White
Young’s Furniture & Appliances

Sponsors ($250 - $499)
Brattleboro Memorial Hospital
BreadLoaf Corporation
Cota & Cota, Inc.
Counseling Services of Addison County
Paul Deegan
Katie & Julien Geiser
Robert & Honore Hager
Harold & Adelaide Johnson
Heather Kaledo
Oliver & Tina Manice
Rick Marasa, M.D.
Members Advantage Community Credit Union
Edmund H. Moore, IV
Philadelphia Insurance Companies
Primmer Piper Eggleston & Cramer PC
Principal Financial Group
Robert Sand
Deborah Shaw
SallyAnn Silfies
Union Mutual Fire Insurance Company
US Cellular

Friends ($100 - $250)
Anonymous
Anonymous, in memory of Clevie White
Kathleen Allden, M.D.
Mimi Baird, in honor of Virginia Jenks
James Bartley
Eunice Bashaw
Walter & Alice Bradeen
Brattleboro Sunrise Rotary
Richard & Irene Burtis
Christine Campbell
Michael Carrier
John A. Case
John & Laurie Chester
Keith Clark
Joseph & Hilda Conn
Matthew Garcia
Gateway Motors
Claire Gowen
Gary Graff
Green Mountain Power
Airell & Ginny Jenks, in honor of Adam
Robert Kingman
Sean Kuit
Dave Landry
Dianne Langona
Emily Mastaler
MVP Health Care
One Credit Union
Jerry Oppenheimer
Don Pasini
PC Connection
Adam Pippin
David Roberts
Signourney B. Romaine, Jr., in memory of Clevie White
Warren Sergeant
Philip & Marcia Steckler
Rick & Connie Van Arnam
Wells River Savings Bank
Woodstock Home & Hardware
Pam Young

Donors (up to $100)
Anonymous
Rose Addante
Ruth Addante
John Aufmuth
Sally Avery
Sharon Ayer
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Bruce Benson
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Sharon Boccelli
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Michelle Campbell
Susan Chiesky
Kilborn & Mary Church
Tabitha Clews
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Sandy Daigle
Melissa DeHaai
Jennifer Dembinski
Theresa Earle
Paul Etkind
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Jennifer Flaig
Christina Gauvin
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Jeffrey & Rachel Kahn
Angela Kapinos
Johanna Keefe
Abby S. Keenhn
Billie Jo Kiel
Justin Kind
Kate Lamphere
Karen Lansberry
Bridget Lavalette
A heartfelt thank you to all of our kind donors. As a donor, you play a significant role in our ability to meet the needs of individuals and families in our communities.

Our sincere apologies to any of our kind donors inadvertently omitted or incorrectly listed.
10th Annual Golf Tournament Fundraiser
For Children’s Services

On Friday, June 9th, 70 golfers enjoyed a beautiful day on the greens at Woodstock Country Club in support of our Children, Youth, & Families Division. Over $22,800 was raised, 100% of which will go to support services for children and youth in Windsor and Windham counties. In honor of our 10th annual tournament, special activities were incorporated into this year’s event including teeing off at one of the holes with an air cannon and a gopher scavenger hunt. Thank you to everyone who participated in this very successful fundraiser.

A special thanks to our Tournament Sponsor:

[Image of Richards Group Insurance & Employee Benefits]

10 YEARS
GOVERNANCE & LEADERSHIP

BOARD OF DIRECTORS

From left:

Michael Davidson  
Adam Pippin  
SallyAnn Silfies, Secretary  
Sarah Carter, President  
John Case, Vice President  
Keith Clark, Treasurer  
Diana Slade  
Matthew Garcia  

Not pictured:

Sharon Ayer, Karen Lansberry, James Paradis,  
Judy Siler, Travis Weaver

SENIOR LEADERSHIP TEAM

From left:

Warren Sergeant, MIS Program Director  
Will Shakespeare, Children, Youth, and Families Division Director  
Paul Boutin, M.D., Medical Director  
Emily Mastaler, Chief Operating Officer  
George Karabakakis, Ph.D., Chief Executive Officer  
Edmund H. Moore, IV, Chief Financial Officer  
Kate Lamphere, Adult Services Division Director  
G. Roland Ransom, Chief Human Resources Officer  
Theresa Earle, Director of Developmental Services

“[HCRS staff] are patient and willing to work with you on any crisis or situation you may have.”

HCRS Client
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

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

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

Residential Programs

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

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

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

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

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

Crisis Care Center
386 River Street
Springfield, VT 05156
(800) 622-4235

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