Spreading Seeds of Wellness To Improve Our Clients’ Current & Future Health
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

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

HCRS 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.
As I look back on this past year, I am very proud of our many accomplishments. We have been able to provide our staff with significant salary increases, maintained our excellent benefits, expanded wellness initiatives, and received the Governor’s 2018 Worksite Wellness Award.

We have met many of our financial goals and ended the fiscal year with a solid net surplus of 1.96%. We have also made great strides in improving quality and access to services as we move towards becoming a Center of Excellence. These remarkable efforts have been recognized by the Department of Mental Health and the Department of Aging and Independent Living (DAIL) as evidenced by having been redesignated in all our programs with positive accolades from our reviews. We have truly “turned the curve” on many fronts.

This year, we developed our Philosophy of Care (see previous page), which serves as the foundation of our services. Embedded throughout this statement of beliefs is the notion that a person’s social context and related social factors influence and impact an individual’s health and ability to succeed. Studies show that social factors - poverty, unstable housing, unemployment, lifestyle issues, and limited access to education, transportation, and health care - reduce life expectancy, increase hospital readmissions and emergency room use, and reduce overall health.

Experts estimate that medical issues account for only 10% of overall health care costs and social, environmental, and behavioral factors account for the rest. Our rural communities, while offering many benefits, certainly create challenges around factors such as transportation and access.

There has also been groundbreaking research on the impact of social isolation or loneliness. Socially isolated individuals suffer from increased risks of disease, premature death, depression, suicide, and cognitive decline, just to name a few.

Therein lies the power of our work - supporting people through healing relationships that transform lives through compassion, kindness, and mutual respect. Rekindling hope where there may have been despair. Treating the whole person - mind, body & spirit - by creating connections so people can find meaning and purpose in their life - one person at a time.

Sincerely,

George Karabakakis, Ph.D.
Chief Executive Officer

...creating connections so people can find meaning and purpose in their life...

It’s amazing that a more than 50-year-old organization can continue to be nimble and responsive to its stakeholders – but that’s the way HCRS operates. Over the past year, we’ve seen our financial situation improve significantly, we’ve made major investments in technology and personnel, and have instituted a comprehensive strategic plan to ensure that we continue to grow and improve.

Our recent client satisfaction survey showed that we are generally doing very well with our clients, receiving high marks across almost every area. We are serving clients in a more timely manner than ever before.

And, don’t forget, all of this organizational improvement is taking place in a time of great change in how the State of Vermont manages agencies like HCRS and how they provide the financial backing to offer our many services.

I have been very proud to serve as President of the Board of Trustees, and I am honored to be associated with such a caring, professional, and dedicated staff of service providers. I, and the rest of the Board, look forward to continued growth and improvement over the next year. We know that you will see the results every day in your dealings with all of us.

Sincerely,

Matthew Garcia
Board President

To the HCRS Community,

“Meeting with my HCRS therapist is teaching me skills that are helping me cope with life. She saved me or helped me save myself.”

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

EMERGENCY RESPONSE
HCRS provides a 24-hour, rapid response crisis hotline, as well as comprehensive crisis evaluations on a 24/7 basis. We are an integral part of our community’s response to crises through mobile outreach; we respond to four community hospitals and work closely with law enforcement throughout the region. Additionally, we provide intensive, short-term crisis related services for adults, adolescents, children, and families. We have integrated our Police Social Work Program with law enforcement and we work closely with them throughout our region to support people to obtain the help they need.

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

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

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

WITHIN OUR COMMUNITIES
HCRS recognizes that collaborations and partnerships are the cornerstone of an effective and comprehensive service delivery system. Our staff are embedded in community resource centers, hospitals, primary care offices, shelters, parent child centers, police departments, and throughout the community. To best meet the needs of our clients, HCRS collaborates with over 60 community organizations.
Health Begins Where We Live, Learn, Work, & Play

America leads the world in medical research and care. We should be the healthiest people on Earth. Yet, on some of the most important indicators, like how long we'll live, we aren't even close. It's time for Vermonters to take a lead on health. This means we need to stop thinking of health as something we get at the doctor's office but instead as something that starts in our families, in our schools and workplaces, in our playgrounds and parks, and in the air we breathe and the water we drink. The more you see the problem of health this way, the more opportunities you have to improve it. Research has found that the conditions in which we live and work have an enormous impact on our health, long before we ever see a doctor.

Many mental and physical health conditions appear later in life, but they actually originate early in life.

Social Factors That Influence Your Health

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<tr>
<th>Financial</th>
<th>Environment</th>
<th>Education</th>
<th>Food</th>
<th>Community</th>
<th>Health Care</th>
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<tr>
<td>Employment Income</td>
<td>Housing Transportation</td>
<td>Literacy Language</td>
<td>Hunger</td>
<td>Social Integration Support</td>
<td>Health Coverage Provider Availability</td>
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<td>Expenses Debt</td>
<td>Safety Parks</td>
<td>Early Childhood Education</td>
<td>Access to Healthy Options</td>
<td>Systems</td>
<td>Provider Cultural Competency</td>
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<td>Medical Bills Support</td>
<td>Playgrounds</td>
<td>Vocational Training</td>
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At HCRS, in addition to the comprehensive mental health, substance abuse, and developmental disability services we offer, we also work with our clients to ensure these social factors (see chart on bottom left) are addressed. Also known as “Social Determinants of Health,” these social factors will likely have a significant impact on an individual’s future health.

Encompassing all ages, from our youngest clients to the elderly, we work to ensure that children and youth aren’t too hungry or worried about things at home to learn in school, that adults are able to obtain jobs so they can adequately pay their bills and obtain safe housing, and that the elderly have social opportunities so they don’t feel isolated. These are just a few of the many examples of how HCRS helps its clients to address these social factors every day. On the following pages, we’ve highlighted specific examples of this work for those we serve.

**“HCRS provides me with peace of mind - something I truly need in order to be able to continue working. It’s greatly appreciated!”**
-HCRS client

**“Meeting people and working...just being out in the community is great!”**
-HCRS client

- 8th Leading Cause of Death in VT is by Suicide
- 22.7 Average Vermont Work Commute (in minutes)
- $913 Average Rent in Vermont
- 1755 HCRS Catchment Area (in square miles)
- 1291 Homeless in Vermont
- 23% of Homeless Individuals in Vermont are Children

91.9% Vermonters Graduated High School
96% Vermonters with Health Insurance
11.9% Vermont Poverty Rate
57 State Parks in Vermont
This was the first summer that Etina had participated in our therapeutic summer program, and it truly changed her life in a way that we could never have imagined.

When Etina first came to camp, she was shy, a little socially awkward, and full of anxiety. She wasn’t able to swim, which was a favorite activity for all of the campers. This caused Etina to feel uncomfortable around her peers, clinging to her one-on-one counselor most of the time. We struggled to identify how we could best support Etina, until one day when she stopped coming to camp.

It turned out that Etina’s mother, Sarah, had contacted our Crisis Program in response to Etina stating she no longer wanted to live. Through conversation with our Crisis Team, Etina shared that she felt she was a boy. In an effort to get Etina back to camp, the Summer Camp Coordinator spent a lot of time that evening speaking with Etina and her mother, and discovered that Etina had felt she was a boy for some time now, but she hadn’t felt safe enough to share the information. Following her discussions with her mom, the Crisis Team, and the Camp Coordinator, Etina made the decision to be a boy.

She decided that HCRS’ Summer Camp would be a good place to start.

The following day, with the Camp Coordinator by his side, “Aiden” was introduced at camp. Each and every camper embraced Aiden, and even clapped for him. Aiden had no more difficulties fitting in from that point on. There was no more anxiety, no more social awkwardness, just Aiden feeling safe enough to be who he was with no judgment. Interestingly, and still unexplainable, Aiden is one of the best swimmers at camp!

Aiden’s story is a testament to what our summer program represents, which is a culture of acceptance, kindness, understanding, and unconditional support for each other, free of judgment and bullying.

As Sarah now embraces her son Aiden and supports him unconditionally, she also grieves the loss of her daughter, Etina. In her quest to do everything right for Aiden, Sarah recognizes the importance of caring for herself and her own struggles while she navigates this new chapter in their lives. As we also support her needs, we have been truly touched by Sarah’s unconditional love, devotion, and acceptance of Aiden, and inspired by her strength, hard work, and devotion to making their lives better. She is truly a remarkable woman, and we look forward to seeing how far these two will go.
The Kindle Farm School is proud of our slogan “Every Kid Deserves a Chance.” The staff work tirelessly with students to bring this motto to life. After 21 years of honing our craft in the field of behavioral and academic supports, we are approved by the State to work with seven disability categories.

J.J., a charismatic 5th grader with significant emotional intelligence, has a trajectory like the vast majority of our students. The Special Education process creates unique challenges; before a student arrives, they will have been diagnosed with a disability and shown to be significantly behind in at least one of several academic areas. On top of this, the sending school will have tried a variety of interventions that, despite their best efforts, did not work to meet the student’s needs. Thus, students often enter our school feeling like a failure, not seeing themselves as capable learners, distrustful of adults, and seeing schools as a traumatic experience.

“When I first got here I was the most nervous person in the world,” J.J. said recently. “The first few weeks I was struggling hard, but a few months later I was crushing it!” The fun thing is, J.J. is right. You see, by the end of his first year, J.J. had vastly improved in all areas and the positive trend line on data sheets corresponded with the level of his engagement. Practically speaking, this meant more smiles, more trust, and a willingness to take on new skills.

As a division of HCRS, Kindle Farm is proud to align in the mission of making the lives of students better. We do this by creating deep and lasting relationships that foster self-esteem, by meeting students where they are at, and truly supporting their needs.

It is amazing to think that our work in a school setting can have lasting effects on the quality of life of our students. J.J. recently said that staff at Kindle Farm “don’t judge me,” and that he values new skills like being open minded, taking breaks when upset, and “not putting walls up” between him and other people. “I’ve built tons of relationships, not only here but outside of school too.”

“Before he started at Kindle Farm, most mornings I would receive a phone call from his school before 9 am.”

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**Giving Students the Skills to Succeed**

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ADULT SERVICES

Improving Social Factors to Increase Health & Wellbeing

“Carol” was going to the emergency room two to four times every month for medical issues that could have been addressed by her primary care provider. When we first met, we asked her about her goals. Carol’s first priority was to learn how to better manage her financial situation. Secondly, she asked how to better control her emotions so that she wouldn’t run out of her anxiety medication before it was due for a refill.

We wrote down these goals so that we could measure and track Carol’s progress along the way. We worked together to identify realistic steps she could take towards achieving her goal of better money management. Concurrently, we identified steps towards learning to manage her emotions.

After about three months of counseling, Carol was able to make it through one entire month without going to the emergency room. She had also stopped overusing her anxiety medication, had sufficient money to pay her bills, and enough food to eat for the month.

Today, Carol occasionally makes a trip to the emergency room, but no longer is it a weekly event. Helping Carol with the various social factors in her life has made such a difference in her overall wellbeing. While we can’t predict the benefit to her future health, we know that these improvements in Carol’s life today will have a positive impact on her health tomorrow and in the future.

DUI Court Program

7
2010 Graduates

18
Current Participants

87%
Program Retention Rate

5 Year
SAMHSA Grant to Expand Program to Windham & Orange Counties

Police Social Work Program

859
Individuals Supported

Services:
• Basic needs
• Housing
• Safety
• Medical care
• Mental health care
• Substance use treatment

Hartford • Windsor • Springfield
Bellerose Falls • Brattleboro
VT State Police in Westminster

HEALTH CARE

Offering Whole Health Care

50%
Reduction in Wait Time
for Services

Care Coordinator embedded in Springfield Community Health Team

Direct Referral Process with Springfield Hospital

2408
Crisis Screenings in FY18
(481 in the community)

EDUCATION

Educating our Communities on Mental Health & Substance Use

13
Mental Health First Aid
(MHFA) Trainings

161
Individuals Certified in MHFA

38
People Trained in Intentional Peer Support

FINANCIAL

Supporting Clients to Obtain & Maintain Jobs

58
CRT Employment Services Clients

31%
Clients Indicating Stable Employment at Screening

COMMUNITY

Creating Social Connections

58
Retreat Farms
Hilltop & Meadowview
Residents Volunteer Weekly
Feed & Care for Animals
Attend Community Events
Peer Support Services
Life Enrichment Center
Peer Run Community Space

97%
HCRS Services are Making a Difference in My Life

ENVIRONMENT

Ensuring Everyone Has a Safe Place to Live

17
Quickly Identified New Homes for Residents when Community Care Home Unexpectedly Closed

22
New Housing Units for Homeless or those at risk at Great River Terrace

46%
Clients Indicating Safe & Stable Housing at Screening

23
In-SHAPE Clients
(Health & Wellness Program)

“Impacting Social Factors”

$13
Mental Health First Aid (MHFA) Trainings

13
Mental Health First Aid
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161
Individuals Certified in MHFA

58
CRT Employment Services Clients

31%
Clients Indicating Stable Employment at Screening

5
Residential Facilities
(86% occupancy rate)

2408
Crisis Screenings in FY18
(481 in the community)

23
In-SHAPE Clients
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97%
HCRS Services are Making a Difference in My Life

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Quickly Identified New Homes for Residents when Community Care Home Unexpectedly Closed

22
New Housing Units for Homeless or those at risk at Great River Terrace

46%
Clients Indicating Safe & Stable Housing at Screening

“The best mental health services I have ever received.”

-CRT Client

In-SHAPE Clients
(Health & Wellness Program)
Charles came to HCRS approximately four years ago. On the Autism spectrum, he had been told for years that he couldn't do many things as a result. That was up until he started working with our DS Employment Team Leader, Tamara. She supported Charles to find his strengths and to develop ways to deal with his challenges. In particular, Tamara helped him learn how to interact with others and accept new situations.

Through their work together, Charles was able to obtain a paid job at TNT Fireworks. Tamara continued to work with him and the staff at TNT to ensure it was a good fit for everyone.

Once Charles had a paying job, he was able to obtain his driver’s license and purchase a vehicle, providing him with a feeling of independence he’d never had before.

As Charles became more comfortable in his new role, he was able to take on many more tasks at the store. In fact, Charles has done so well, that he has recently been promoted to store manager. In addition, he also works a second job as Assistant Manager at Game Stop.

HCRS successfully worked itself out of a job with Charles as he no longer requires any supports. This is just one example of the important work that our Employment Services Team does on a daily basis.

"[Our son] is in a wonderful, perfect home."
- Family member of a DS client

“"The services I receive benefit my unique situation and allows the flexibility I require.”
- DS client
The Health and Wellbeing of our Staff is Paramount

We are extremely proud of the generous, creative, and varied benefits we are able to offer to our employees. We very much appreciate their passion and dedication and know that where our employees live, work, and play will have a significant impact on their future health and wellbeing. Our Human Resources Department focuses on offering staff benefits and activities that will have a direct impact on these social factors.

The positive nature of our environment creates a sense of success with our endeavors.

- HCRS employee

“The passion that my co-workers bring to work inspires me to be hardworking and dedicated.”

- HCRS employee

COMMUNITY
Creating Social Connections
Annual Employee & Family Appreciation Day
Holiday Gatherings
Community & Lunch Spaces
Events Team in Each Office
Monthly Staff Newsletter
Agency SK
Annual Meeting
Staff Intranet Site

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Creating Social Connections
Annual Employee & Family Appreciation Day
Holiday Gatherings
Community & Lunch Spaces
Events Team in Each Office
Monthly Staff Newsletter
Agency SK
Annual Meeting
Staff Intranet Site

FINANCIAL
Helping Staff Achieve Financial Success
$15 Minimum Wage
Dedicated to Providing Annual Increases
Generous 403(b) Match
Emergency Loans
Financial Education
Retirement Saving Education

EDUCATION
Supporting Staff with Trainings and Continuing Education
Online Learning Center
Opportunities for CEUs
Tuition Reimbursement

ENVIRONMENT
Improving the Spaces in Which We Live
Snow Tire Subsidy
A Focus on Natural Light in our Office Spaces
Flexible Schedules
Work from Home Opportunities
Snow Days
We’re Fortunate to Work in the Beautiful State of Vermont

FOOD
Promoting Healthy Eating
CSA Subsidies
Coffee & Tea at All Sites

Human Resources Staff

Staff
Combined Years of Service
Human Resources Staff

600
2858
7

Impacting Social Factors

SUPPORTING STAFF

- HCRS employee
COMMUNITY PARTNERSHIP AWARDS

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 two recipients for this award.

Robin Rieske has been a passionate and dedicated advocate for substance abuse prevention throughout our region for more than a quarter century. In her role as Prevention Consultant for Vermont’s Alcohol & Drug Abuse Programs in the Brattleboro District, Robin has made a significant impact in our communities. She was instrumental in the coordination of prevention coalitions in Bellows Falls, Townshend, and Brattleboro. She helped to not only create but sustain these coalitions through her technical assistance and commitment. Robin has provided training, education, and consultation to schools, coalitions, law enforcement, and other sectors of the community on topics of substance abuse prevention, intervention, treatment, and recovery. She co-authored the Substance Abuse Certification Training Manual. She has also developed online trainings, including a training for hairdressers to help them communicate with women around HIV, substance abuse, and domestic violence.

Robin has been a leader in convening community organizations to develop grant opportunities. This year, she brought together a diverse group of community partners to submit a successful $200,000 Rural Opioid Planning Grant to the Health Resources and Services Administration (HRSA).

Our Community Partnership Award is dedicated to Jim and will be named in his honor.

In Memory of James Bartley (1956 - 2018)

Jim joined HCRS in the 1990’s. Through his work as a Case Manager II, he epitomized collaboration and partnership. He coordinated a program to support those who fall “between the cracks” of our system, working with partners throughout our region to ensure people received the services they needed. He also did a great deal to support the homeless, all with compassion, caring, and respect. He will be sorely missed.

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Robin's passion and deep commitment to prevention efforts for youth, families, and individuals throughout our community has made a tremendous difference to those we serve. These are just a few of the many reasons we are awarding Robin our 2018 Community Partnership Award. We thank you, Robin, for being a great partner for more than 25 years.

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Our Community Partnership Award is dedicated to Jim and will be named in his honor.

In Memory of James Bartley (1956 - 2018)

Jim joined HCRS in the 1990’s. Through his work as a Case Manager II, he epitomized collaboration and partnership. He coordinated a program to support those who fall “between the cracks” of our system, working with partners throughout our region to ensure people received the services they needed. He also did a great deal to support the homeless, all with compassion, caring, and respect. He will be sorely missed.

In her role as Prevention Consultant for Vermont's Alcohol & Drug Abuse Programs in the Brattleboro region, Robin has made a significant impact in our communities. She was instrumental in the coordination of prevention coalitions in Bellows Falls, Townshend, and Brattleboro. She helped to not only create but sustain these coalitions through her technical assistance and commitment. Robin has provided training, education, and consultation to schools, coalitions, law enforcement, and other sectors of the community on topics of substance abuse prevention, intervention, treatment, and recovery. She co-authored the Substance Abuse Certification Training Manual. She has also developed online trainings, including a training for hairdressers to help them communicate with women around HIV, substance abuse, and domestic violence.

Robin has been a leader in convening community organizations to develop grant opportunities. This year, she brought together a diverse group of community partners to submit a successful $200,000 Rural Opioid Planning Grant to the Health Resources and Services Administration (HRSA).

Robin's passion and deep commitment to prevention efforts for youth, families, and individuals throughout our community has made a tremendous difference to those we serve. These are just a few of the many reasons we are awarding Robin our 2018 Community Partnership Award. We thank you, Robin, for being a great partner for more than 25 years.

The Windham & Windsor Housing Trust has been a remarkable partner with HCRS in creating housing opportunities for the people we serve. The Trust has provided leadership in making affordable housing more accessible to thousands of area residents. Many of the people we serve at HCRS struggle with homelessness or the risk of becoming homeless. Moving people toward recovery and health requires hope, and it is difficult to have hope without safe and affordable housing. The Windham & Windsor Housing Trust recognizes that reality and has partnered with HCRS and many other community organizations to provide people with not just a roof over their head but a place they can call home. They understand that necessary services and supports must also be in place so people can succeed.

Earlier this year, the Windham & Windsor Housing Trust opened the first permanent supportive housing project in southern Vermont. Great River Terrace, a 22 unit housing project in Brattleboro, will support individuals who have experienced homelessness and/or may be struggling with addiction or mental health issues. The Windham & Windsor Housing Trust transformed a dilapidated hotel into welcoming and bright units with a great community space. Great River Terrace has been a collaborative process fueled by a vision to create a community with supports and services for folks who are homeless or precariously housed. HCRS and the Groundworks Collaborative have been the main partners in the project along with other community supports. This successful collaboration developed a model that brings hope, community, and connections to those in need.

We would like to honor the vision of Connie Snow, former Executive Director, as well as recognize the leadership and passion of Elizabeth Bridgewater, current Executive Director. Elizabeth and her outstanding team are dedicated to providing permanent, affordable housing solutions for families in southeastern Vermont. The collaboration and commitment of the Windham & Windsor Housing Trust to making a difference in the lives of those we serve, makes them a clear choice for our 2018 Community Partnership Award.

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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 (Creativity, Integrity, Passion, Quality, Trust, Teamwork, and Wisdom). The Cause for Applause Program was developed in 2008 and has totaled an impressive 8,202 recognitions to date.

At the end of every month, six Cause for Applause recipients are drawn from all the awards written that month. Each of these selected winners receives a $25 award.

On a quarterly basis, a committee of employees reads all Cause for Applause awards sent during the previous three months and anonymously selects up to five employees who they feel went well above and beyond in demonstrating one or more of our Guiding Values. The winning entries receive a Standing Ovation award.

The final and top Awards are the Encore Awards which are presented to up to six employees annually. These award winners are selected anonymously by a committee of employees and the Senior Leadership Team.

Congratulations to these five staff (shown on next page) on their selection for a 2018 Encore Award!

Awards to Date

- 8,202 Cause for Applause Awards
- 744 Monthly Drawing Winners
- 75 Quarterly Standing Ovation Awards
- 45 Annual Encore Awards

CAUSE FOR APPLAUSE Award Quotes

“They never judge; they quietly assess, gather information, then take the wisest path.”

“We are lucky to have such a caring team member helping to support our community!”

“Through their tenacity, clinical expertise, and grace-under-pressure, they are helping a population that was less likely to receive help.”

Guiding Values

- CREATIVITY
- INTEGRITY
- PASSION
- QUALITY
- TEAMWORK
- TRUST
- WISDOM

2018 ENCORE AWARD WINNERS

Adam Altshuler
Assistant Director Kindle Farm School

Dawn Blom
Case Manager II

Cuyler Cunningham
Case Manager I

Nicole Godin
Case Manager II

Jennifer Marandino
CRT Area Manager

“I was truly struck by the level of compassion, understanding, empathy, kindness, and firmness he demonstrated.”

- From a Cause for Applause Award

*From a Cause for Applause Award.*
STAFF SERVICE AWARDS

30 Years
Anne Clark
Accounts Payable Specialist

Kathryn Duncan
School-Based Clinician I

Mark Gebo
Crisis Intervention Specialist

Jennifer Merrill
Medical Director

Scott Breedlove
IT Network Administrator

Joshua Buchman
Para-Professional

Kathryn Duncan
School-Based Clinician I

Mark Gebo
Crisis Intervention Specialist

Jennifer Merrill
Medical Director

Scott Breedlove
IT Network Administrator

Joshua Buchman
Para-Professional

25 Years
Loriann Darrell
Respite Provider

Drew Gradinger
Director

Maris Noble
Clinician II

Sarah Allain
Team Leader I

Angela Bean
Residential Specialist

David Bingham
School-Based Clinician I

Dr. Paul Boutin
Medical Director

Scott Breedlove
IT Network Administrator

Joshua Buchman
Para-Professional

Donna Burns
Community Support Specialist

Ailicce Carle
Behavioral Interventionist

Alianca Carle
Behavioral Interventionist

Rebecca Chrisinger
Service Coordinator

15 Years
Cheryl Cavanagh
Administrative Services Manager

Karl Eno
Direct Support Professional-Employment

Joan Hooge
Medical Assistant

John Italia
Janitor

Sarah Jones
Janitor

Alina Abraham
Team Leader I

Sarah Allain
Substitute Teacher

Angela Bean
Residential Specialist

David Bingham
School-Based Clinician I

Dr. Paul Boutin
Medical Director

Scott Breedlove
IT Network Administrator

Joshua Buchman
Para-Professional

Donna Burns
Community Support Specialist

Ailicce Carle
Behavioral Interventionist

Rebecca Chrisinger
Service Coordinator

20 Years
Drew Gradinger
Kindle Farm School

Maris Noble
Clinician II

Alina Abraham
Team Leader I

Sarah Allain
Substitute Teacher

Angela Bean
Residential Specialist

David Bingham
School-Based Clinician I

Dr. Paul Boutin
Medical Director

Scott Breedlove
IT Network Administrator

Joshua Buchman
Para-Professional

Donna Burns
Community Support Specialist

Ailicce Carle
Behavioral Interventionist

Rebecca Chrisinger
Service Coordinator

10 Years
Kathryn Duncan
School-Based Clinician I

Mark Gebo
Crisis Intervention Specialist

Gary Graff
Clinical Supervisor

Kathleen Lamphere
Adult Services Division Director

Jennifer Merrill
Employment Manager

Lisa Rucker
Business Manager

Elizabeth Smith
MIS Specialist

Brenda Stearman
Payroll Specialist

The people I work with are like family and are very kindhearted.

“The people I work with are like family and are very kindhearted.”

- HCRS employee

“I love my clients, and I get great satisfaction from the work I do.”

“I love my clients, and I get great satisfaction from the work I do.”

- HCRS employee

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 not just 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

430 Years
FISCAL YEAR 2019 - ANNUAL BUDGET

REVENUE BY SOURCE

- Outpatient Medicaid Fees $11,761,223
- Developmental Disabilities Medicaid Waiver $16,456,972
- CRT Medicaid Case Rate $5,853,240
- State Grants & Contracts $8,269,554
- Other Patient Fees $2,778,091
- Other Funding $1,810,292

Total Revenue $46,929,372

EXPENSES

- Clinical Programs: Salaries & Fringe $25,991,486
- Clinical Programs: Contracts $11,362,804
- Administration Salaries & Fringe $3,070,344
- Operating & Program $3,461,007
- Travel $927,639
- Facilities $2,116,092

Total Expenses $46,929,372

Net Surplus (Loss) $0

BY THE NUMBERS

NUMBER OF INDIVIDUALS SERVED IN FY 2018, BY TOWN

<table>
<thead>
<tr>
<th>Town</th>
<th>Number</th>
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<tbody>
<tr>
<td>Athens</td>
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<tr>
<td>Bethel</td>
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<tr>
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<td>Jamaica</td>
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NUMBER OF INDIVIDUALS SERVED IN FY 2018

<table>
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<th>Number</th>
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<tr>
<td>Adult Outpatient</td>
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<tr>
<td>Children, Youth, &amp; Families Division</td>
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<tr>
<td>Community Rehabilitation &amp; Treatment Program</td>
<td>447</td>
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<tr>
<td>Developmental Services</td>
<td>528</td>
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<tr>
<td>Emergency Services</td>
<td>863</td>
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<tr>
<td>Substance Abuse Program</td>
<td>469</td>
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</tbody>
</table>

"My case manager believed in me."
HCRS client
DONORS - Thank You

Patrons ($1,000+)
Anonymous
Jeffrey Adier
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Symquest

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J. Kimm Dittrich
Katherine Duhamel
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Charles Powell
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SallyAnn Sillies, in memory of Frank
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Robert S. Wallace
Matilda B.R. White, with deep gratitude for the kindness of Robert Freitas

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Jessica Landry
Cheryl Lasell
Corey Lasell
Kerrie Lasell
Kathy Lockwood
Jen Lyman
Emily Mastaler
Matrix LifeSpace Corporation, in memory of Raymond Vaihuen
Lynn McCormick, M.D.
Priscilla Millay
Ashley Miller
Mohid Maid
Samantha Pause

In-Kind Donors

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 ommitted or incorrectly listed.

“The very first time I brought my child [to HCRS] we felt welcomed. During a time of crisis or problems, a warm welcome and helping attitude are refreshing.”

-HCRS client
On June 15th, 89 golfers enjoyed a perfect day on the greens at the beautiful Woodstock Country Club in support of our Children, Youth, & Families Division. Over $21,000 was raised, 100% of which will go to support employment services for transition-age youth in Windsor and Windham counties.

Thank you to everyone who participated in this very successful fundraiser.

A special thanks to our Tournament Sponsor:

The Richards Group

GOVERNANCE & LEADERSHIP

Board of Directors

A special thanks to our 5K Sponsor:

EXECU SUITE LLC

Not pictured: John Case, Vice President, Sharon Ayer, Diana Slade

Senior Leadership Team

Not pictured: John Case, Vice President, Sharon Ayer, Diana Slade

From left:
Salvatore Zampano, III
Jeffrey Acker
Sally Ann Silfies, Secretary
Phil Blackburn
Adam Pippin, Treasurer
Hildegard Ojibway
Matthew Garcia, President
Phillip Kasten

2ND ANNUAL
5K RUN & WALK
Saturday, September 8
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
330 Linden Street
Brattleboro, VT 05301
(802) 275-4971

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

Alternative School

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