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.

“Counselors are amazing, friendly, and upbeat. They’ve helped me through some tough times.”

-HCRS client
Our new Core Values were developed by our Passion & Performance Collaborative, a cross-organization group of staff who have been working to define and enhance our organizational culture.
FROM THE CEO

Dear Staff, Board Members, & Friends,

This past year has moved HCRS forward in some powerful ways. We achieved Joint Commission re-accreditation, Centers of Excellence certification, increased our client, stakeholder, and staff satisfaction ratings, met our mental health payment reform goals, maintained a financial surplus of approximately 1%, and once again received the Governor’s Worksite Wellness Award. We also began planning for our new Electronic Medical Record, which we implemented in September 2019, and developed new Core Values.

We have expanded some outstanding collaborations with shelters, housing providers, hospitals, and law enforce-

ment, as well as many other partners from Hartford to Brattleboro. We have also expanded our school based services and stepped up as the backbone organization in a remarkable community collaboration fighting the opioid crisis in Windham County.

Our biggest project this year has been the implementation of our new Electronic Medical Record. An EMR implementation is arguably one of the biggest projects a health care organization can take on. Our EMR Project Team and staff throughout the agency not only took on the challenge but did so in a manner that exemplified the Core Values that we recently adopted. In addition, the Project Team ensured that joy and connection were central to the process.

On a statewide level, health care reform efforts are changing the health care landscape. Vermont’s All-Payer model provides the framework to explore new ways to finance and deliver health care. By January 2021, Vermont must develop a plan and strategy that includes community mental health services in this new system of care. HCRS has been an active participant in crafting that plan to ensure the needs of those we serve will continue to be met.

There is no work more important than what our staff do every day. Whether it's working with a mom who is homeless, a child struggling, a young man fighting addiction, or someone wondering whether the pain is too much to bear – it comes down to supporting people with kindness, understanding, and compassion to find hope and make meaning in their lives. We want everyone to know that they are not alone and that we can support and empower them through connection and the power of community.

In closing, I would like to thank Board President Matthew Garcia whose term is expiring. Matthew served on the Board for 3+ years and held the position of Board President for 2 years. We appreciate his loyal and dedicated services to HCRS. He has contributed in immeasurable ways to our ongoing progress. We will miss his leadership and humor.

Sincerely,

George Karabakakis, Ph.D.
Chief Executive Officer
FROM THE BOARD PRESIDENT

“...making our little corner of this world a better place...”

To the HCRS Community,

Thank you to everyone who has contributed to another successful year for Health Care and Rehabilitation Services of Southeastern Vermont! Although 2019 presented numerous challenges including new technology and payment reform, we made it through another year of financial ups and downs and staffing changes with a small net surplus.

The work we do, and that includes the hard work our clients do, is so important and can require such focus that it is easy to get caught up and lose sight of the larger picture. That is, each day we are making a difference in someone’s life. We can’t ever forget that. Literally everything HCRS does is aimed at helping our clients improve their lives.

From providing a safe and challenging educational environment for boys at our Kindle Farm School to working alongside local police departments in supporting our communities, we exist to make our little corner of this world a better place.

That’s a very powerful commitment we make every day, and it can be a difficult and often thankless job.

So, on behalf of the Board of Trustees, please accept my sincere thanks for everyone who is part of this effort. We see you, and we appreciate you!

Sincerely,

Matthew Garcia
Board President

“I have had the same community and respite worker for many years and couldn’t be more satisfied.”

-HCRS client
HCRS SERVICES

HCRS UTILIZES A VARIETY OF CROSS-PROGRAM APPROACHES, EACH DESIGNED TO MEET THE NEEDS OF INDIVIDUALS AND FAMILIES IN OUR COMMUNITIES:

COMMUNITY OUTREACH
Mental health, behavioral, 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 communities’ response to

“I am very grateful to HCRS....they have given me the courage to stay clean, sober, and alive.”
- HCRS client
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.

“I regret not trying this sort of professional help sooner.”
- HCRS client
IMPLEMENTING A NEW EMR!!

The journey to our new EMR began almost four years ago when our old EMR vendor was bought out by another provider, and the services they provided started to become less than they should be. In part due to the buy out, a statewide initiative started to look at collaborating on a consistent, statewide EMR system. We eagerly joined in this process.

After months of meetings, demos, and discussions, we decided to go with the Credible EMR, which seemed to be the best system for our clinical staff and offers a client portal. Credible also has a great mobile connectivity solution that will allow staff to provide and document services despite the sporadic connectivity we experience in rural Vermont.

Our implementation process got underway in January of 2019 with a target launch in September. This very aggressive timeline was embraced by the agency and the EMR Project Team. For every decision we kept one guiding principal in mind, “What will result in the best end user experience?” With this guiding idea, we worked hand in hand with Credible staff as we redesigned teams, programs, forms, and even our billing rules. We also spent a full month training our staff to ensure they knew the system and were ready for the transition. We identified problems such as State reporting issues and how our new streamlined system handled cost centers. The final obstacle we had to overcome was billing. To ensure that the billing system would bill services accurately and in a timely manner, and that they were adequately tested, we delayed our go live date by two weeks. The delay was well worth it and got us to the system we wanted.

On September 16 we successfully launched our new EMR! We look forward to the upcoming implementation of the patient portal so that clients can enjoy the easy access provided by our new Credible EMR system.

EMR Project Team: (front row from left): Matt Schibley, Heather Lockwood, Kate Lamphere, Linda Simoneaux, (back row from left): Dylan Devlin, Emily Mastaler, Warren Sergeant, Becca Brown, Cheryl Cavanagh
○ More intuitive
○ Easier to learn
○ More efficient to document services
○ Capability to create a client portal
○ An improvement on almost every front!

Thank You to Everyone Involved in the Launch of our New Credible EMR Which Went Live on Monday, September 16

EMR IMPLEMENTATION TIMELINE

- **2015**
  - Former EMR Vendor bought out by another provider

- **2016**
  - State looks to collaborate on a statewide EMR system

- **2018**
  - Decide to purchase Credible’s EMR system

- **1/2/19**
  - HCRS begins implementation process with a September target Go Live date

- **8/1/19**
  - Training begins for all staff

- **8/30/19**
  - We delay our Go Live for 2 weeks to ensure billing system is accurate and adequately tested

- **9/16/19**
  - HCRS is first agency to Go Live in the new EMR

Thank You to Everyone Involved in the Launch of our New Credible EMR Which Went Live on Monday, September 16
Our Children, Youth, & Families Division provides comprehensive services to meet a wide variety of needs for families across our region. We work with youth in our offices, in schools, in the community, and in their homes. Services may include psychiatry, clinical, or case management. Oftentimes, we collaborate with partners to meet the client’s needs, as was the case for this young teenager:

“Anne” was in the 8th grade when she came into our care. Anne lived at home with her mother and three other siblings, one of whom is disabled. The family is non-English speaking although Anne and one of her sisters are fluent in both English and their first language.

Anne contacted us through our 24/7 crisis hotline. She was self-harming, very depressed, and having suicidal thoughts. Our crisis worker was able to de-escalate her to a point where she felt safe. Anne’s sister was able to provide translation between our crisis staff and Anne’s mother.

Anne’s depression worsened to a point where she was hospitalized. While in the hospital, Anne’s school and her mom requested a Coordinated Service Plan for Anne. HCRS was contacted to participate in the Coordinated Service Plan meeting. Following the meeting, HCRS set up outpatient services for Anne complete with translation services. Our staff worked diligently to facilitate regular meetings with the family to include the translator. Once Anne came out of the hospital, a safety plan was established and Anne was set up with case management, skills time through NFI, and individual psychotherapy.

These supports made a life-transforming difference for Anne. She was able to return to school and was able to participate on the softball team. She successfully completed the year and has since transitioned to high school.

Names are changed to protect the privacy of our clients
Making A Difference

3% Increase in Client Satisfaction

98% Clients Report That HCRS Services Are Making a Difference

95% Clients Feel They Are Treated Respectfully

127,598 Hours of Service

22% Increase in School-Based Staff

0 No Child Turned Away from HCRS Summer Program

1,728 Free Lunches Served in Summer Program

HCRS Participated in the #VTStandsAgainstChildAbuse Campaign

“...I now know that I am not alone and that my son can be successful. At many times I felt hopeless about his future, and now I no longer do.”

-Client’s Mom

This young man attended our Summer Program for the first time this year! He was so excited to be participating in “what other kids do.”

This photo was taken during a swimming activity. He wanted to show all staff and his peers the new mindfulness activity he had created called “Mindfulness Swimming.”
Kindle Farm prides itself on preparing students for their future, and our success is showing in so many ways. As a therapeutic school that serves a “State Purpose,” we prepare students for any upcoming transitions, thus demanding that our program work to bolster proficiency in the areas of behavioral change, academic achievement, executive functioning, life skills, vocational skills, and clinical self-awareness.

Even though most of our students feel our school is incredibly supportive and dynamic, by Special Education standards, we are considered a “Highly Restrictive Environment” due to our high ratio. This means that our first goal as educators is to develop the skills that will allow a student to be successful in any setting and return to their sending school as soon as is appropriate.

Kindle Farm has a range of ratios and services that we employ. Our most “restrictive” program setting is within our Behavioral Interventionist program supported by the Bel Center, where a 1:1 adult to student ratio is assigned, and data is collected several times a day. This compares to a 1:1 with no data collection or to our least restrictive option, which has a guaranteed ratio of 3:1 students to adult. As our students with higher needs show an increase in safety and skill development, they can keep progressing to a less restrictive environment within the Kindle Farm program setting.

We currently have a student worth celebrating whose success shows this trajectory and the wonderful possibility it creates. When we met D.J., he had been struggling in mainstream environments, felt misunderstood, and had mistrust from prior school situations. He entered the school and soon began receiving Behavioral Interventionist services. As the program was implemented, we initially saw behaviors escalate. Kindle Farm re-
responses to behaviors were made clear and tweaked based on data. In less than two years, this student graduated to the regular ratio program and only for a few more days now. As D.J. developed the required skills to be safe, engaged in the program, and became successful in the areas listed above, he saw himself maturing past Kindle Farm supports. Towards the end of these intensive programs, the goals become about being an independent student, and he has adopted these as his own. D.J. asked for a transition to a local charter school, built a plan where he visits the school daily, and has maintained his attitude and skill development during this process. So, here we are with just two weeks left to celebrate this young man as he spreads his wings and takes on new challenges with fewer supports and more confidence.

This success takes extreme amounts of collaboration between the students and their family, school districts, outside agencies, supervisors, therapists, and interventionists. There is no magic. These are hard-won fights, and it truly takes a village.
ADULT SERVICES

Impacting the Whole Family

Over half of the people served through our Drug Court Program are active parents of children and youth! It’s profound to think of the exponential, positive impact recovering people have on their families. Whether clients are trying to stabilize their lives in anticipation of having children or trying to heal and build trust with family members affected by their use of drugs or alcohol, all efforts to recover are of value for both the client and those who love and support them. While our Drug Court Program directly serves the family member who incurred the DUI charge, we recognize that addiction is truly a family disease and that many more are improving their health and wellbeing than are appearing before a judge!

“[HCRS] provides an extremely valuable connection to the world and a conduit of advice and support between the place where I am and the place I want to be.”

- Adult client

2019 Highlights

- The Peer Support Team presented an inspirational and thought-provoking talk entitled Lessons from Psychiatric Survivors at the Vermont Care Partners annual conference.

- The heart of our Residential Services is our belief in the power of community, which is the development of connections between people who live and work together. This past year offered many such opportunities from growing nutritious foods for meals in our gardens to boiling sap for maple syrup.

- Our DUI Court Program expanded into Orange and Windham Counties.

- Great River Terrace, a 22 unit supported housing program in Brattleboro, has developed into a supportive home with shared stories, fun events, and significant connection.

- The Windham County Consortium on Substance Use was awarded a $1 million HRSA implementation grant to help address the opioid crisis.
“Karen” came into our Adult Services by way of the Crisis team following significant emotional distress and involvement with the criminal justice system. The HCRS team collaborated with previous providers, probation and parole, and inpatient hospitals to ensure the safest and most effective treatment plan for Karen. The beginning of treatment was a challenge. Strained relationships, traumatic experiences, and substance use got in the way of meaningful engagement. Through the tremendous efforts of Karen, her sheer determination to change, and the support of HCRS staff, she has made amazing progress. Karen is now free from the constraints of probation and parole, lives in her own apartment, maintains a full-time job, pays her own bills, and has been sober for eight months.

Names are changed to protect the privacy of our clients
Our Supported Employment program is specially designed to support our clients to obtain and maintain competitive employment. Professionally trained staff work with clients and potential employers to find the perfect match. When it's successful, the client gains independence, community, and a sense of pride. The employer gains a committed and dedicated employee. A recent success story is about “Joe,” a young man with a developmental disability.

At a young age, Joe was removed from his family by the Department for Children and Families. He spent the majority of his childhood in foster homes. He came to HCERS as he was preparing to graduate from a local alternative high school.

HCERS’ Employment staff worked with him and a local business to secure permanent employment for Joe following his graduation. HCERS provided one-on-one support so that Joe could be successful in his job working within a Facilities Department. Joe had to learn a number of new tasks required for his position as well as learn to navigate some pretty complex social interactions as a new team member.

Fast forward to today - given Joe’s hard work and commitment to his job, his team is in the process of setting up a plan so that Joe can work independently alongside his co-workers. This is an exciting time for Joe as he takes pride in this significant accomplishment.

“Everyone [at HCERS] is so helpful and...they are always there for me.”

-DS client

Client names are changed to protect their privacy

DS Quarterly Potluck at our Windsor Office
Making A Difference

78,738
Hours of Service

115
Shared Living Providers

130
Clients Provided with Housing

1,000+
Client Activities Through REACH Program

15,522
Hours of Employment Supports

98%
Clients Report Services are Making a Difference

1%
Increase in Client Satisfaction

100%
New Clients Reported Receiving Services in a Timely Manner

“HCRS helps me stand up for myself at work.”

-DS client
We are constantly amazed by the incredible, life-changing work of our creative, talented, dedicated staff and leadership. This year, we are especially proud of the work of our Passion & Performance Collaborative (PPC) who, while operating within a spirit of exploration, creativity, positivity, and hope, facilitated the development of our new Core Values. A huge “Thank You” to the PPC team for providing the process that created our new Core Values that will direct our future initiatives, decisions, and actions in our everyday work. In celebration of this effort, we have decided to highlight the HCRS work environment relative to our new Core Values.

“I feel like I have more responsibility and accountability as well as the freedom to assess problems and carry out solutions on my own with the support of my supervisor.”

-HCRS employee
Leadership
Quarterly Staff Meetings
Quarterly Managers Meetings
Open Door Policy
Monthly Staff Newsletters
Online Solution Box

Teamwork
Client Care Teams
Peer Recognition Program
Numerous Committees with Cross Program and Site Representation
Open Work Spaces
Passion & Performance Collaborative
EMR Implementation Project

Accountability
Productivity Measures
Annual Evaluations
Open Door Policy

Balance
Generous Leave Time
Flexible Schedules
Working from Home
Headspace
Paid Medical Leave
Lactation Rooms

Growth
$15 Minimum Wage
Dedicated to Providing Annual Increases
Generous 403(b) Match
Emergency Loans
Interest Free Computer Loans
Tuition Reimbursement
Retirement Saving Education
Internal Posting of Open Positions
Many Trainings
The Learning Center
Wellness Education & Activities

Integrity
Confidentiality
Audits
Transparency

“Our team feels like a diverse, supportive family, and I enjoy that.”
-HCRS employee
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.

Sara Kobylenski has been a remarkable partner and dedicated and committed advocate for children, families, and individuals in need. Over the last 30+ years, Sara’s career has included being Director of Casey Family Services, Springfield Family Services’ Supervisor, AHS Hartford Field Services Director, Director of the Upper Valley Haven, and is currently a Strategic Consultant for the Couch Family Foundation, leading efforts to develop a model collaboration.

Sara’s amazing career has involved leading an Incarcerated Women’s Initiative and supporting our community’s Tropical Storm Irene recovery effort. She has worked closely with all our programs guided by the spirit of collaboration and partnership and driven by a passion for making sure that people get what they need. When she discovered there were five tent sites in Hartford, she was the first to mobilize her team and connect with the local police department to make sure that the individuals got the support and housing they needed.

Sara understands the power of partnership and that great things are not accomplished alone. She has brought that value of collaboration to life, and we are so fortunate to have Sara as a leader in our community. Sara never hesitates to speak the truth and do what is right for those in our community most in need.

These are just a few of the many reasons we are awarding Sara our 2019 James Bartley Community Partnership Award. We thank you, Sara, for being a great partner for more than 30 years.

Sara Kobylenski
Strategic Consultant
Couch Family Foundation

“A remarkable partner & dedicated advocate...”
The Theatre Adventure Program of New England Youth Theatre began in 2004 as an inclusive theatre arts program for youth and adults with developmental challenges. The Theatre Adventure Program has helped people tap into their creative, artistic, and educational needs, and their inspired work has been outstanding.

Under the leadership of Laura Lawson Tucker and Darlene Jennings, the Theatre Adventure Program has provided individuals with transformative opportunities to strengthen their self empowerment and social skills, communication, teamwork, and empathy. Their work and our partnership has helped people of all abilities to “find their voice” and boldly present themselves to the community as people of talent, skill, and passion who are appreciated and valued. Our collaboration with the Shining Stars Cafe and SEEDS Project have taught critical peer mentorship and leadership skills and exemplifies the power and impact of our partnership.

The passion, dedication, creativity, love, and spirit of collaboration shown by Laura, Darlene, and the entire team at New England Youth Theatre is why we are awarding the Theatre Adventure Program with a 2019 James Bartley Community Partnership Award. Thank you for the difference you’re making in our community.

Our Community Partner Award was named in memory of James Bartley in 2018. Jim joined HCRS in the 1990’s and was a valued employee for many years. Through his work as a Case Manager II, he epitomized collaboration and partnership.
The Encore Award is the top award given as the culmination of our annual employee recognition program titled “Cause for Applause.” This is an agency-wide, employee driven program in which any employee can recognize another employee who demonstrates one of HCRS’ Guiding Values (Accountability, Integrity, Teamwork, Growth, Leadership, and Balance). The Cause for Applause Program was developed in 2008 and has totaled an impressive 9,006 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 five employees annually. These award winners are selected anonymously by a committee of employees and the Senior Leadership Team.

This year, one of the Encore Awards was presented to EMR Project Team members for their extensive work in implementing our new EMR. Congratulations to these 12 staff (shown on next page) on their selection for a 2019 Encore Award!

### Cause for Applause Award Quotes

“They deserve a big round of applause for stepping into an unforeseen role.”

“She is a treasure!”

“Theyir commitment and dedication to the project as well as their enthusiasm has made all the difference.”

### Awards to Date

- 9006 Cause for Applause Awards
- 816 Monthly Drawing Winners
- 229 Quarterly Standing Ovation Awards
- 60 Annual Encore Awards
2019 ENCORE AWARD WINNERS

**CREDIBLE EMR PROJECT TEAM MEMBERS**

- **Kerri-Ann Esty**
  Therapeutic Activities Coordinator

- **Brooke Kearney**
  Registered Nurse

- **Becca Brown**
  Nursing Services Manager

- **Cheryl Cavanagh**
  Administrative Services Manager

- **Jayne Stout**
  Case Manager II

- **Cassandra Viado**
  Case Manager II

- **Dylan Devlin**
  Assistant DS Director

- **Kate Lamphere**
  Adult Services Division Director

- **Heather Lockwood**
  Billing Manager

- **Matt Schibley**
  Children’s Area Manager

- **Warren Sergeant**
  IT Director

- **Linda Simoneaux**
  Residential Services Manager

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2019 ENCORE AWARD WINNERS
STAFF SERVICE AWARDS

35 Years

Teresa Boni
Clinician II

30 Years

Katherine Duhamel
Area Manager
Lori Schreiner
Area Manager
Brad Sewall
Clinician II

25 Years

Joan Egbert
Direct Support
Professional-Employment

George Karabakakis
Chief Executive Officer

Shirley Roy
Administrative Assistant

“I love my direct service experience with children and families…”
-HCRS employee

It means many things when you see employees with this many years of service. It means they found not just a career at HCRS, 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.
Dr. Kathleen Allden  
Psychiatrist

Jeanette Austin  
Medical Assistant

Terence Flood  
Kindle Farm Campus Supervisor

Shannon P. Lamb  
Kindle Farm Academic Director

Heather Lockwood  
Billing Manager

Rick Logan  
Facilities Manager

Jennifer Marandino  
Area Manager

Edmund H. Moore, IV  
Chief Financial Officer

Tamara Simmiolkjier  
Direct Support Professional-Employment Sr

Jayne Stout  
Case Manager II

Rose Wheeler  
Case Manager II

Cora Willis-Cooper  
Residential Developer

Leah Austin  
Billing Specialist

Danielle C. Blake  
Accounting Manager

Christine Block  
Shift Leader

Dawn Bradshaw  
Direct Support Professional-Community

Megan E. Chapman  
Talent Acquisition Coordinator

Kimberly Crossman  
Service Coordinator

Joshua Dallaire  
Residential Specialist

Joshua DiGiovanna  
Case Manager II

Bethany Freitas  
Behavioral Team Supervisor

Corey Ickes  
DSP Manager

Faraja Kurubai  
Shift Leader

Jason L. Lovett  
Lead Special Educator

Justine Mercier-Senn  
Direct Support Professional-Community

Shaun Milek  
Mail Courier

Alicia L. Monty  
Direct Support Professional-Community

Currie Murphy  
Peer Support Advocate

Jessica Ostrander  
Direct Support Professional-Community Sr

Duane Perkins  
Case Manager I

Rachel Rice  
Crisis Intervention Specialist

John M. Tobin  
Residential Specialist

“HCRS truly cares about their staff and clients…”

- HCRS employee

Erin Boxer  
Behavioral Care Coordinator

Cindy Dominique  
Case Manager II

Keryn LaVarnway  
DS Adult Services Manager

Jillian Tripp  
Criminal Justice Case Manager II

Dr. Stuart Copans  
Psychiatrist

Karon Eagles  
Case Manager II

20 Years

560 Combined Years

15 Years

10 Years
# BY THE NUMBERS

## NUMBER OF INDIVIDUALS SERVED IN FY 2019, BY TOWN

<table>
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<tr>
<th>Town</th>
<th>Served</th>
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<tr>
<td>Bethel</td>
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<tr>
<td>Putney</td>
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<tr>
<td>Reading</td>
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<tr>
<td>Rockingham</td>
<td>240</td>
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<tr>
<td>Royalton</td>
<td>19</td>
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<tr>
<td>Sharon</td>
<td>16</td>
</tr>
<tr>
<td>Springfield</td>
<td>692</td>
</tr>
<tr>
<td>Townshend</td>
<td>19</td>
</tr>
<tr>
<td>Vernon</td>
<td>49</td>
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<tr>
<td>Wardsboro</td>
<td>17</td>
</tr>
<tr>
<td>Weathersfield</td>
<td>61</td>
</tr>
<tr>
<td>Westminster</td>
<td>57</td>
</tr>
<tr>
<td>Whitingham</td>
<td>11</td>
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<tr>
<td>Wilmington</td>
<td>39</td>
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<tr>
<td>Windham</td>
<td>63</td>
</tr>
<tr>
<td>Windsor</td>
<td>267</td>
</tr>
<tr>
<td>Woodstock</td>
<td>41</td>
</tr>
<tr>
<td>Other Towns in Windham &amp; Windsor Counties</td>
<td>54</td>
</tr>
<tr>
<td>Out of Catchment Area</td>
<td>575</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4168</td>
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</tbody>
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## NUMBER OF INDIVIDUALS SERVED BY PROGRAM IN FY 2019

<table>
<thead>
<tr>
<th>Program</th>
<th>Served</th>
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</thead>
<tbody>
<tr>
<td>Adult Outpatient</td>
<td>1269</td>
</tr>
<tr>
<td>Children, Youth, &amp; Families Division</td>
<td>1575</td>
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<tr>
<td>Community Rehabilitation &amp; Treatment Program</td>
<td>429</td>
</tr>
<tr>
<td>Developmental Services</td>
<td>502</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>881</td>
</tr>
<tr>
<td>Substance Abuse Program</td>
<td>372</td>
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</table>

Puzzle created by clients in our Children’s Program as part of Children’s Mental Health Awareness Day.
FINANCIAL REPORTS

“I like being able to go out in the community and participate in the activities HCRS offers.”
- HCRS client

**FISCAL YEAR 2020 - ANNUAL BUDGET**

<table>
<thead>
<tr>
<th>REVENUE BY SOURCE</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Outpatient Medicaid Fees</td>
<td>$5,807,421</td>
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<tr>
<td>Developmental Disabilities Medicaid Waiver</td>
<td>$15,840,684</td>
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<tr>
<td>Children’s Mental Health Case Rate</td>
<td>$5,925,580</td>
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<tr>
<td>Adult Mental Health Case Rate</td>
<td>$10,206,581</td>
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<tr>
<td>State Grants &amp; Contracts</td>
<td>$4,318,403</td>
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<tr>
<td>Other Patient Fees</td>
<td>$3,461,392</td>
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<tr>
<td>Other Funding</td>
<td>$2,132,641</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$47,692,702</strong></td>
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</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Clinical Programs: Salaries &amp; Fringe</td>
<td>$27,489,223</td>
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<tr>
<td>Clinical Programs: Contracts</td>
<td>$10,526,271</td>
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<tr>
<td>Administration Salaries &amp; Fringe</td>
<td>$3,208,614</td>
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<tr>
<td>Operating &amp; Program</td>
<td>$3,375,424</td>
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<tr>
<td>Travel</td>
<td>$987,512</td>
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<tr>
<td>Facilities</td>
<td>$2,105,658</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$47,692,702</strong></td>
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</table>

**Net Surplus (Loss)** $--
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<tr>
<th>Patrons</th>
<th>Sponsors</th>
<th>Donors</th>
<th>In-Kind Donors</th>
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<tbody>
<tr>
<td>($1,000+)</td>
<td>River Valley Credit Union</td>
<td>Grafton Inn</td>
<td>Members Advantage</td>
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<tr>
<td>Anonymous</td>
<td>Suzy’s Little Peanuts Day School</td>
<td>Hannafords Helps Schools</td>
<td>Community Credit Union</td>
</tr>
<tr>
<td>Paul Boutin, M.D.</td>
<td></td>
<td>Virginia &amp; Airell Jenks, in honor of Adam</td>
<td>Mobil Maid Cleaning Service</td>
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<tr>
<td>Claremont Savings Bank</td>
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<td>Steven John &amp; Kimi Hasegawa</td>
<td>Edmund H. Moore, IV</td>
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<tr>
<td>Credible Behavioral Health, Inc.</td>
<td></td>
<td>Harold &amp; Adelaide Johnson</td>
<td>Charlotte Osterlund</td>
</tr>
<tr>
<td>Crown Point Cabinetry</td>
<td></td>
<td>Mr. &amp; Mrs. Gerard E. Jones</td>
<td>Aubrey Paull, in memory of Clevie White</td>
</tr>
<tr>
<td>Downs Rachlin Martin PLLC</td>
<td></td>
<td>Ed Knoras</td>
<td>Adam Pippin</td>
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<tr>
<td>Glad Rags Sales, Inc.</td>
<td></td>
<td>Hilde Ojibway</td>
<td>Luna Ricker, in memory of Frank Silfies and in honor of Sally Ann Silfies</td>
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<tr>
<td>George Karabakakis, Ph.D.</td>
<td></td>
<td>Jerry L. Oppenheimer</td>
<td>David F. Romaine, in memory of Clevie White</td>
</tr>
<tr>
<td>Kittell, Branagan, &amp; Sargent</td>
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<td>Kevin Orth</td>
<td>Signourney B. Romaine, Jr., in memory of Clevie White</td>
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<tr>
<td>Roger &amp; Debbie Klene</td>
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<td>Orson L. St. John, Jr.</td>
<td>Shaw’s</td>
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<tr>
<td>Knights of Columbus</td>
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<td>Rick &amp; Connie Van Arnam</td>
<td>Robert &amp; Karen Tortolani</td>
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<tr>
<td>Meadows Bee Farm</td>
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<td>VT Transco</td>
<td>Vermont Businesses for Social Responsibility</td>
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<tr>
<td>MVP Health Care</td>
<td></td>
<td>Matilda B.R. White, in memory of Clevie White</td>
<td>Norman F. Youknot</td>
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<tr>
<td>P&amp;G Fund of the Greater Cincinnati Foundation</td>
<td></td>
<td>Janet Wilson, in honor of Ginny Jenks</td>
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<td>Pareto Health, LLC</td>
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<td>The Richards Group</td>
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<td>Symquest</td>
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<tr>
<td>Ultimate Software</td>
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<tr>
<td>Vermont Community Foundation</td>
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<tr>
<td>Supporters</td>
<td>Friends</td>
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<td>AG Paintball</td>
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<td>($500 - $999)</td>
<td>($100 - $249)</td>
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<td>Arrowhead Golf Course</td>
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<td>ARC Mechanical Contractors</td>
<td>Anonymous, in memory of Clevie White</td>
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<td>Bellows Falls Country Club</td>
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<td>Kathleen Burr</td>
<td>Mimi Baird</td>
<td></td>
<td>Big Picture Farm</td>
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<td>Dubois &amp; King, Inc.</td>
<td>Berkley &amp; Veller, Inc.</td>
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<td>Billings Farm &amp; Museum</td>
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<tr>
<td>Dave Landry</td>
<td>Phil Blackburn</td>
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<td>BJ’s Wholesale Club</td>
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<tr>
<td>Joan Lang</td>
<td>Michael Carrier</td>
<td></td>
<td>Boston Celtics</td>
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<tr>
<td>Rick Marasa, M.D.</td>
<td>John Carter</td>
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<td>Boston Red Sox</td>
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<td>Mascoma Bank</td>
<td>Sarah Carter</td>
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<td>Walter &amp; Alice Bradeen</td>
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<td>MobilityWorks</td>
<td>John &amp; Laurie Chester</td>
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<td>Bromley Mountain</td>
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<td>One Credit Union</td>
<td>Sandra Conant</td>
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<td>Burke Mountain Resort</td>
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<td>People’s United Bank</td>
<td>Matthew Garcia</td>
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<td>Burrow’s Specialized Sports</td>
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<td>Burton, Inc.</td>
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<td>Principal Financial Group</td>
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<td></td>
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<td>Caledonia Spirits</td>
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<td>Michael Carrier</td>
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<td>The Cheesecake Factory</td>
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<td></td>
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<td>Chester Baptist Church</td>
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<td></td>
<td></td>
<td></td>
<td>Claremont Country Club</td>
</tr>
</tbody>
</table>
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.
12TH ANNUAL GOLF TOURNAMENT FUNDRAISER
For Kindle Farm School

On June 14th, 88 golfers enjoyed a lovely day on the greens at the beautiful Woodstock Country Club in support of our Kindle Farm School. Over $23,000 was raised, 100% of which will go to support students at our alternative school for boys.

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

A special thanks to our Tournament Sponsor:

In addition to her role as Accountant II in our Finance Department, Tina has been instrumental to the success of the silent auction at our annual fundraiser. She has been a valued member of the Golf Committee since 2017 and assisted with the silent auction for several years before that. Tina goes above and beyond in soliciting donations, making personal donations, and pulling it all together in a way that looks amazing, ensuring the success of this major fundraiser every year.

Thanking Tina Rushton!

Tina (on left) at the 2019 Tournament with Estelle Reynolds
Our **MISSION** is to provide creative, collaborative, and compassionate health care services that are responsive to the needs of our communities.

We **ENVISION** a community where people are inspired, empowered, and supported to lead healthy and meaningful lives.
HCRS Headquarters
390 River Street
Springfield, VT 05156
(802) 886-4500

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

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

Other HCRS Offices
Brattleboro DS office
29 Elm Street
Brattleboro, VT 05301
(802) 257-5537

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

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

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

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

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

Meadowview Recovery Residence
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