



2021 Annual Report



LCMHS Mobile Crisis Team Members

From Our Board President

On behalf of the Board of Directors I want to thank you for your attention to this annual report. It would be an understatement to state that this past year has been a challenge. Staff has been met with unprecedented demands requiring a change of work habits, attending to safety requirements and learning new technology. Families had to adjust to virtual learning, zoom sessions and 24/7 parenting. As the pandemic surged, demands for services from all departments of the agency increased dramatically. At the very same time staff implemented the new Electronic Health Record system. Filling vacant positions was a challenge never before experienced. Requiring staff to do more work with fewer personnel. Yet you excelled!

As a board we embarked on monthly learning opportunities as guests from the agency would share information on their department or specialty. This regular event provided the board with details of programs and services we may not have had access to otherwise.

A board commitment has been made to increase our sensitivity, awareness and knowledge of racial, equity, diversity and gender issues. A newly formed Equity and Diversity Committee is meeting to support and assist with this ongoing effort.

We also strive to have a board whose makeup is more reflective of the community we serve by recruiting more from the BIPOC community and Consumers of service.

A draft of an Investment Policy is being written by the board and agency to assure responsible, sustainable and profitable financial decisions are made that reflect the agency objectives.



Mike Feulner
President of the Board

The agency's most profitable fundraising event was held this past August. The community's exposure to the agency and what we do was exceptional and the networking efforts successful. Many of the participants stated they will donate and will participate in future events.

Without hesitation I can say the board as a whole, regularly reflects on the demands and sacrifices made by all staff and Senior Leadership Team during this past year. We admire your commitment and thank you for the sacrifices made this past year.

I commend the board for their hard work this past year, attending to issues and concerns that were unforeseen and supporting the agency as we look forward to a more predictable future.

We look forward to the following year and hope that you and your family remain safe.



From Our CEO

As an organization we mark October as time to do the ritual of confirmation of Board of Director leadership, welcome new members, and sum up the experiences of the last year. Dominating this past year has been the year two of the siege of Covid-19 and its related impacts. We have endured since last October when anxiety was high about the coming winter, but hope that by summer it would be better. It was and is, but not as dynamically as we might have hoped. Yet we still endure.

Early this past September an effort supported by the VT Care Partners, an entity attached to all Designated and Special Services Agencies, reported on efforts to support Vermonters during Covid-19 via the Covid Support VT program. They provided information in regards to the areas of focus mentioned by persons using the Covid support services. Among the concerns listed were: Reopening anxiety; Covid variants and changing safety measures; Vaccine Anxiety/Stress; and Mental fatigue and exhaustion. In our discussions at LCMHS all of these were regular conversations as to how to keep focus on the mission and vision of the agency while maintaining our core values.

In our personal lives maintaining a hold on to values is sometime hardest when letting go of them an easier choice, but they often help us through difficult times. In our work core values are the guideposts used hourly, daily, or weekly to help ensure we are best fulfilling our roles here. Our values expressed as part of that mission are: acceptance, advocacy, collaboration, dedication, integrity, respect, and self-determination. As no time that I have seen before, Covid-19 challenged us to live our values even as we were limited in having face to face contact with others or using new tools like video to provide support or therapy via telehealth. We successfully advocated for and persons who were homeless to have food, shelter and medical care. We brought that care in the form of thousands of meals, health care visits, and listening ears, to hundreds of persons over this year.

We provided care with immediately formulated plans, using skills for some of it, but much of our effort was based on assessment and recognition of need in the moment, responding to it, then reshaping the next meeting with a consumer with what was learned from previous ones. Covid-19 was the single worst health disaster any of our community has experienced in their lives save for a few post-centenarians who might recall the 1918 pandemic. Any smug sense that hybrid cars, cell phones, and other gadgetry would change the story faded as the numbers of cases increased then fell, then increased again, despite all efforts.

The work we have done in this year--similar to any year--was in supporting the life plan of an individual, helping them to enhance their resiliency to adversity, and, for many, having to develop a recovery plan to overcome disabling challenges. We will probably do much of the same next year, but hopefully never again have to have pushed ourselves so hard against a disease impacting all parts of our lives. All who have been on this journey will have endured through the most difficult of times and deserve recognition for their efforts and sacrifices.



Michael Hartman
Chief Executive Officer



Mission

Lamoille County Mental Health Services is a nonprofit organization providing quality developmental and behavioral health to the Lamoille Valley area, enhancing independence and quality of life.

Vision

A collaborative community with wellness at its core providing excellence in behavioral health and developmental services, that promotes wellness, independence and quality of life through access to person-centered integrated care in Lamoille Valley.



Core Values

Acceptance: We welcome individuals for who they are.

Advocacy: We encourage and support the goals of individuals and families to gain the resources and voice they need to maintain health.

Collaboration: We work with consumers and community partners to overcome health challenges and disparities.

Dedication: We are committed to whole health, quality of life and positive change.

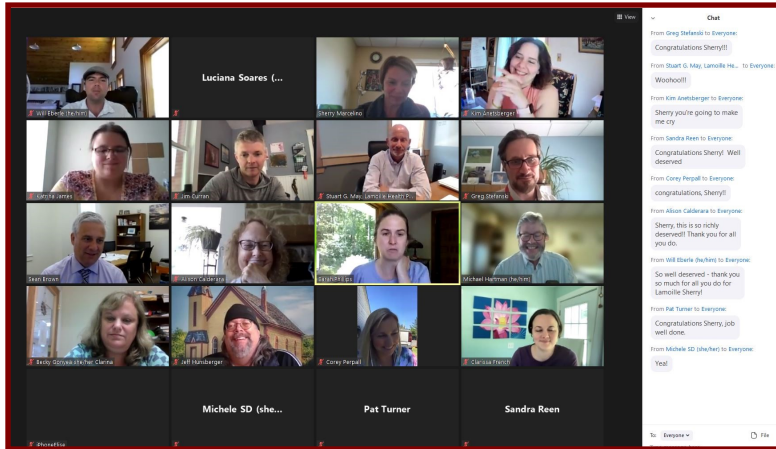
Integrity: We act with honor and principles.

Respect: We have the highest regard for consumer treatment, colleagues, and our community.

Self-Determination: We support individuals and families to develop best care planning based on their perceived needs.



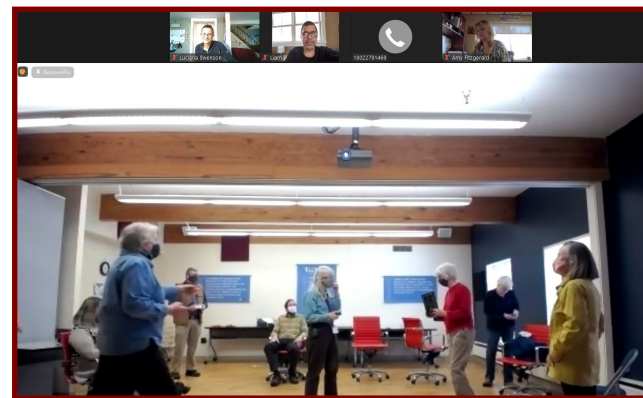
Awards & Recognitions



In June 2021, **Sherry Marcelino**, LCMHS Community Support Manager, was the recipient of the Vermont Office of Economic Opportunity's (OEO) Unsung Hero Award. Here are some notes taken from the DCF blog post on Sherry's award: "When the COVID-19 pandemic in the news rapidly became reality for Vermont, Sherry sprang into action. She helped create a new housing task force to respond to developing guidance and information from the State and organize a coordinated community response to meeting the needs of people experiencing homelessness during COVID. Sherry has long been committed to strong connections between mental health and housing agencies. She was on the ground working directly with people experiencing homelessness at the same time she was creating new resources, building new systems, and changing policies and procedures." More here: <https://dcf.vermont.gov/dcf-blog/unsung-hero-sherry-marcelino>

In March 2021, **Kathleen Greenmun** of our Mobile Crisis Team received the Frank Silfies Team Two award as the mental health provider of the year. This selection was one voted upon by police and crisis workers around the state in recognition of a first responder and crisis team member who exhibited the qualities of providers who help across these two areas. Kathleen has been a member of the team for nearly three decades, and was presented the award in person with her Mobile Crisis Team colleagues and the Vermont Care Partners (VCP) Team Two Coordinator Kristin Chandler.

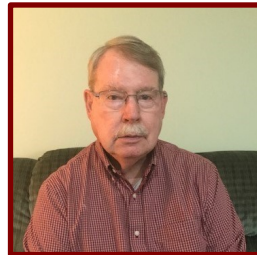
The VCP Facebook page has some great photos of the event: <https://www.facebook.com/teamtwovermont>. More information on Team Two can be found at: <https://vermontcarepartners.org/team-two-2>



Board of Directors



Mike Feulner
President



Fred Ober
Vice-President



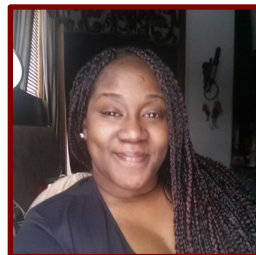
Zach Williams
Treasurer



Mary Anne Lewis
Secretary



Luke Jandreau



Saudia Lamont



Polly Manosh



Sharon Menard



Joseph "Chip" Troiano

Senior Leadership Team



From left to right: Bryanne Castle, Adult Behavioral Health Director, Michael Hartman, Chief Executive Officer, Anne Paumgarten, Director of Quality, Robyn Daley, Children, Youth & Family Services Director, Jennifer Stratton, Chief Operations Officer & Interim Developmental Services Director

Amy Fitzgerald
Director of Human Resources,
Compliance & Safety



Jim Heath
Chief Financial Officer



Mark McGee
Medical Director



Shirley Hayden Award Finalists

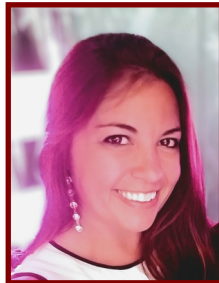
Shirley Hayden was a valued employee of our agency for many years. She served many years as the director of emergency services (which then meant her and two other staff) and was observed by her colleagues to show compassion, loyalty, honesty, and a dedication to human services which became a benchmark for all employees, past and present. Shirley, who always said her best training was as a bartender at a bar and grill in Hardwick, learned how to listen to people, de-escalate situations, and help them to calm down. She knew many local consumers and employees, appreciating the complicated histories so many of us have. As stated by one person at her funeral, "I am accustomed to driving barefooted. I used to keep my shoes in the car and put them on when I arrived at work. One morning I arrived without them. Shirley took off her shoes, let me put them on and I drove to the thrift store to buy a pair to get through the day. So I can't claim she'd give you the shirt off her back but I can verify she would give you the shoes off her feet."

In recognition of Shirley's legacy, LCMHS began offering the award in her name, as a reminder of the good work and excellent efforts of staff at the agency. We do not require that similar acts of shoe sharing have occurred, but we ask our employees that if they see another staff who has performed above and beyond, stayed late, helped other staff and consumers to make life better for others, to make their recommendation. From those nominations, senior leadership selects finalists that are then selected by our Board of Directors.

This year's award finalists are:



Alana Hay
Case Manager Coordinator
Children, Youth & Family Services



Nicole Adams
Human Resources Generalist
Administration



Sherry Jones
Supported Employment Coordinator
Developmental Services



Zach Spooner
Community, Rehabilitation and
Treatment (CRT) Case Manager
Adult Behavioral Health

Alana Hay has worked at Lamoille County Mental Health Services for five years. During that time, she has held several roles. In each role she excelled, she demonstrated her competence and dedication to her clients, co-workers, and the agency which resulted in her taking on each next position and next challenge. Alana has a bachelor's degree in psychology which led her to the agency accepting the access case manager role where she worked short term with clients and their families who were experiencing a mental health crisis, from there she moved into longer term case management.

While in these positions she illustrated how she can build a strong relationship with clients allowing her to support them in working towards therapeutic goals. Her ability to engage clients while also completing all the other demands of her roles resulted in her moving into her current leadership role; supervising all outpatient case managers and community skills workers.

Alana's experience has allowed her the unique ability to lead by example, she has compassion for the large amount of work case managers do and is able to support them in building a work practice that allows the very best care for clients while also completing all other duties.

Alana makes herself available to her clients and staff, as a first priority, which allows her to be a dependable support, she completes all tasks that are asked of her, as well as taking the initiative to recognize additional tasks that she can complete even if not asked. Alana's commitment and dedication to this agency and the children and their families that we serve allows for our community and agency to be a better place.

Nicole Adams joined the HR Team in September of 2020. Nicole came to LCMHS with a depth and breadth of benefit knowledge that makes her an asset to the team and organization. Nicole previously worked at Copley Hospital in the HR Department managing the benefits side of HR for the hospital. Her demeanor is calm, professional, and caring at all times.

Nicole recognizes that when staff are approaching her with a question, they are needing HR support and she ensures that she is giving each individual employee's questions her total focus. Nicole is a strong advocate for LCMHS staff and is diligent when it comes to our brokers and getting things to run smoothly for the staff. Nicole recognizes that the work our staff does is challenging and she wants benefit side of their employment to be smooth. Nicole always has a smile on her face and candy in a dish for all staff to stop and help themselves too. She is one of the first to jump in and join a committee or support events that happen after hours. LCMHS is very fortunate to have Nicole Adams apart of the LCMHS!

Sherry Jones has worked at LCMHS for 18 years. She started off working in the Behavioral Interventionist program. Jackie Rogers, our previous Director noticed that Sherry had an amazing ability to connect and work with individuals who have IDD. Jackie asked Sherry if she would be interested in running the Supported Employment Program. Sherry started in 2005 as our Supported Employment Coordinator. Sherry from day one has brought passion and vision to the DS Supported Employment

Program. Sherry has built the program from the ground up. Sherry has exceeded our program outcomes for many years set forth by the State. LCMHS DS Supported Employment Program has ranked in one of the top Employment Programs throughout the state. One of Sherry's strengths is her ability to do job development. Sherry has helped consumers get jobs within a couple companies that are publicly very well known within Vermont. In addition, she has been key in helping consumers develop and explore entrepreneurship. Throughout Covid Sherry has continued to support consumers maintain their job. Some of her colleagues said "Anytime I have gone to her, she helps above and beyond. She will keep checking in to see that things have gone the way she knows you need them to. When you have a consumer that you are struggling to help and don't know where to go next, she guides you through." Another colleague wrote "Over the pandemic, Sherry worked closely with every working consumer to get them PWAs that they deserved. It took months to get everything worked out and MOS all consumers were able to receive their unemployment benefit." Sherry's contributions to creating a typical life for individuals with IDD is enormous. From her work of helping people find employment she has served in a role few are privileged enough to do which is help find meaning to one's own life.

Zach Spooner has been a dedicated member of the Community, Rehabilitation and Treatment team for the past four years. He has been nominated by his peers for the Shirley Hayden award for the past three years and he continues to be a solid support to his team. Zach was promoted to the role of Lead Case Manager this year, providing the team and new staff his expertise in the

complex role of a case manager. He has stepped up to the challenge of providing direct and indirect care to some of the most complex client needs during the COVID -19 pandemic. He has shown patience and humor adapting to the needs of a workforce that required a shift in the traditional manner of providing case management by incorporating telehealth options, phone checks in's and traditional face to face supports. He continues to be the go-to source for tips and tricks for his peers to navigate a new electronic medical records system as a super-user and the guru for legal paperwork of an aging client population.

He provides us all with some comedic relief and encourages his clients and peers to utilize humility and self-care to manage to day to day grind.

Zach's dedication, hard work, comic relief, and client centered care make him a model for all his co-workers.



Celebrating Years of Service



Amy Brochu



Ayla Landry
Bryanne Castle
Debra Smith
Pamela Allen
Regina Wdowiak
Theresa Pepin



Amanda Rudy	Meagan Audet
Frieda Mayo	Michael Thomas
Geoffrey Daniel	Miranda Royer
Julie Sullivan	Paula Reynolds
Lawrence Willey	Phil Kaiser
Luciana Soares	Sherri Watson
Marie Murray	Theda Staples
Marylynn Bernier	Wanda Rooney



Adult Behavioral Health

By Bryanne Castle, Adult Behavioral Health Director

The Mobile Crisis Team:

The Mobile Crisis Team offers emergency and crisis services to anyone who lives in Lamoille County, 24 hours a day, 7 days a week. We serve children in the surrounding towns including Hardwick, Craftsbury, Greensboro, Stannard and Woodbury. The Mobile Crisis Team has been able to provide screening and support through both face to face contact as well as telehealth options during the Covid-19 pandemic. A highlight from 2020 is the Frank Silfies Sr. Award – Exemplifying Collaboration -it is presented each year to a Vermont law enforcement officer as well as a mental health crisis clinician. This year Kathleen Greenmun received this award. Monique Reil – The Lamoille County Mental Health Services Director noted “When Covid impacted all of us, Kathleen remained strong and steady, frequently offering to go out on crisis calls for other staff who did not feel comfortable or safe doing so. Most commonly, these were trips to our hospital emergency room when telehealth was not working, or to the police stations that did not have technology set up, or out in the community to assess for a possible mental health warrant. She has helped to cover open shifts while we have been short staffed”.

Alcohol and Substance Awareness Program (ASAP):

The ASAP program continues to provide short term detox for people in crisis due to alcohol or another drug incapacitation. This program is currently overseen by the Mobile Crisis Team (MCT) in conjunction with ASAP screeners. Trained ASAP staff works with clients during their stay to support recovery action plans and short-term case management. ASAP and Mobile Crisis have worked on collaboration with the North Central Recovery Center to support with recovery resources. The Mobile Crisis Team has been supporting the ASAP program with screenings for those individuals referred to the ASAP Program.

Zero Suicide:

LCMHS has been working closely as a Pilot site for Zero suicide for the Center for Health and Learning and the Vermont Suicide Prevention Center to develop suicide prevention across the Designated Agency system in Vermont. Our Zero Suicide Committee has been meeting once a month for our internal group as well as a Community Partner Group to develop a referral process across agencies for CAMS interventions - Collaborative Assessment of Managing suicidality. Projects coming up this year include a streaming of the “The S Word” Documentary and panel discussion during September which is suicide prevention month, participation at Roktober Fest with a display and resources around suicide prevention.

Members of the Zero Suicide Community Collaboration include the following:

Lamoille Family Center
Lamoille Restorative Justice Center
Community Health Services of Lamoille Valley
The Women's Center at Copley Hospital
Northern Vermont University
North Central Vermont Recovery Center
Clarina Howard Nichols Center
Vermont Chronic Care Initiative

Laraway School

Support and Services at Home (SASH)

Area Agency on Aging

Capstone

Health Lamoille Valley

School Districts: Orleans South, Lamoille North and Lamoille South Supervisory Union

Adult Outpatient AOP/Community & Rehabilitation and Treatment:

In the past the year the Adult Outpatient/Community, Rehabilitation and Treatment (AOP/CRT) program continued to provide a range of therapeutic supports that have been adjusted to meet the needs of clients and the community during the Covid-19 pandemic. Therapeutic services continue to be provided as well as medication management, Cadre rides and supports, Medical Care Coordination, Individual and Group Therapy and CRT and Adult Outpatient Case Management and Supported Employment Supports. The staff has worked with clients on their needs with survey options to inquire how clients' needs are being met and

looking at tele-health options with increased outreach contacts. The program has shifted with the way in which we reach clients through telehealth options and phone supports. Centralized Intake has ensured one-point contact to services across programs and services are currently offered in person and remotely with the use of tele-health.

LCMHS worked closely with community partners on supporting the homeless population who were housed in three local hotels in Lamoille County. Our Wellness Center worked with the Everyone Eats Program to help provide over 55,000 meals to local community organizations including Lamoille Health Partners and Laraway School.

Residential Programming:

Copley House: LCMHS largest residential program is licensed for 16 beds. The program is geared towards clients who may have some complex medical conditions and require integrated health and mental health level of care within a residential setting.

Johnson Group Home: 7 bed facility that works on a care model to support collaboration decision making, skill development, and connections with community supports to transition to an independent living setting.

Crisis Bed Oasis House:

Oasis House is in the 8th year of operation as a psychiatric care bed admitting new referrals on a 24/7 365 days per year. Oasis House works in close proximity with Julie Sullivan, APRN providing coverage and consultation 24/7. Oasis House also provides medication training, delegation and administration by Scott West, RN and psychoeducation services with nursing needs and medication support by the Community Psychoeducation Services team led by Marilyn Bernier, RN.

Children, Youth & Family Services

By Robyn Daley, Children, Youth & Family Services

Intervention Venues Youth (IVY):

Throughout the year in IVY, we continued to serve clients both remotely and in person. This year proved to be difficult for IVY as it saw a change in program management as well as changes in direct staff employees. Despite the shifts in service providers we continued to serve children with developmental disabilities, some with a co-occurring mental health diagnosis and their families. Prior to the pandemic, we provided in-home supports, community skills work and support at school meetings. This year despite the Covid-19 pandemic continuing we were able to again provide in person face to face services following Covid-19 safe protocols which meant outdoor and in the community visits.

Outpatient Home and Community Based Services by Miranda Young:

Over the last year, our Outpatient programming, while continuing to be short staffed, has provided case management and therapy services within the community, home, office based, and tele-health settings. We were very excited to begin to offer more in person visits than tele-health sessions as the year progressed and it became safe to do so. This was helped by the acquisition of more offices at a separate location which offered the ability to have less staff in one office and more space for one on one visits with clients and families. The staff has been innovative and creative in order to find safe ways to provide face to face visits and we are so thankful for the understanding and willingness of clients and their families to follow Covid protocols so that we can continue to provide these services. We were also excited as the year came to a close that we were able to hire more case managers and therapists so that going into the next year we will be able to serve more families in a more timely manner. We were able to provide three camp days to some of the youth we serve including about 15 clients at each camp day. We also want to thank our community partners who continue to refer and work with us and be patient as they understand the high need for services at this time.

Early Childhood and Family Mental Health (ECFMH) by Miranda Young:

The Family Center continues to contract with LCMHS to provide early intervention mental health services for children 0-6 through Children's Integrative Services. Early Childhood and Family Mental Health provide support to children both in the home with their parents and in child care facilities. These services provide intervention strategies that can be utilized to manage behavioral and emotional challenges in hopes of

providing proactive services to decrease intensity of symptoms for them in later life. The goal of this program is to provide a higher level of preventative comprehensive treatment with a strong team within the Lamoille Valley community, utilizing multiple service lenses. Our providers work collaboratively with our community partners and families to reach goals and support social emotional growth across settings. It is rare to find one of our ECFMH staff in the office as most of their time is spent with the children.

Community Skills Work Program by Alana Hay:

Community skills workers have been the most active and consistent at providing in person face to face services under the outpatient umbrella. Community skills workers have continued to support in person contact and work to help clients engage in community outings in a safe way. Staff are often seen working to find creative ways to support visits outside, despite challenges with weather including playing games under tents and covered areas in the community, playing Pokémon Go to promote physical activity in a fun way, and working to develop deeper connections with clients through exploring new interests and activities. Additionally, each skills worker was able to have their own office to meet with clients that was assigned solely to them so that even in the coldest weather they had a safe space to bring clients and reduce the risk of exposure between clients. We saw clients partner with their staff to clean their own space after using it; helping them to feel in control of a virus that may otherwise feel all consuming.

School Based Clinical Program 20-21 by Katina Idol:

As we entered the 2020-2021 school year there were many unknowns for school staff, students, and families. High levels of anxiety, depression, grief, and loss were being reported by children and staff. LCMHS School Based Clinical staff returned to schools via tele-health or in person following CDC guidelines to support our students, families, and educators. Over 150 students across our three local school districts received individual school based mental health supports, and trainings for school staff were offered via Zoom on Covid Fatigue, Trauma Responsive Care Giving, Self-Care and Re-finding Joy, The Importance of Structure and Play in times of Uncertainty, and Connection and Resilience.

LCMHS School Based Clinicians also joined a community effort to address parent and staff needs through cross district social emotional support groups. Throughout the year, School Based Clinical staff participated in systems level work with their school teams to identify student needs, develop positive school culture, refer families to community resources to address basic needs or to provide additional levels of care. The 2020-2021 school year was a challenging and humbling experience for many. LCMHS would like to thank our School Based Clinician staff for all their hard work and are grateful for the partnerships with our school districts across Lamoille Valley.

The Redwood Program by Christina Glowac:

This past fiscal year was a new experience for all of us within The Redwood Program. After being remote for the end of the 2020 school year, our staff and consumers were so excited to be back together again face to face for our summer programming. It looked very different from previous years due to Covid-19, but we made the

absolute best out of the situation spending most of our time outdoors enjoying all of the beautiful opportunities that Vermont has to offer. When school began September of 2020, we helped our consumers get into the new flow of wearing face masks and social distancing. The school days and hours varied depending on each district, so we worked hard to collaborate with our school partners to ensure programming for our students five days per week.

LCMHS was quick to respond to the need for additional space within our buildings to ensure that consumers and Behavioral Interventionists had indoor space to complete schoolwork and activities. On remote days, Behavioral Interventionists were assigned a space at one of the two additional buildings that has rooms set up for Redwood. The CYFS staff outside of Redwood were incredible at being flexible and relocated to a new site so there would be additional spaces for our Behavioral Interventionists and consumers at our Harrel Street location. Valley ABA (Applied Behavior Analysis Program) was also very flexible, and we had spaces at that building designated for Redwood as well. This allowed for consumers to be with their Behavioral Interventionists on days when school was remote.

Redwood supported a total of 54 students over the course of this past fiscal year. That was through contracts within our 3 surrounding schools districts, and also through our partnership with East Meadow School. LCMHS is so thankful to all our staff for the incredible work that they have done as we have had to make adaptations to our work to ensure safety for all staff and consumers.

Valley ABA (Applied Behavior Analysis Program) by Paula Reynolds:

This past year Valley ABA has welcomed two new Behavior Technicians, Chris Bisson and Brynn Nuse. We've structured our program to focus on delivering early intervention services for youth under 5 in the morning and adaptive living skills for adolescents in the afternoon. Valley ABA continues to utilize resources in our community to help instruct our adolescents on addressing community safety and awareness.

We now have a new sensory space at Valley ABA. The space was created to meet the sensory needs of our consumers. This project has been incredibly helpful with allowing our Behavior Technicians to access a new space to deliver services and a space for our consumers to take breaks. We have also started two social skills group. This service takes place each week where children work on fun projects that address a specific lesson. At the end of the lesson, children are given time to engage in high preference games and interact with each other in playful manner. Valley ABA has been busy this year and we are looking forward to what next year will bring!

Sensory Space: Social Skills Group made a garden terrarium and worked together on building each layer. Practiced greeting each other, taking turns, commenting, working together and more.

Each week we have a group project and individual projects.

The Redwood Program: A Success Story

by Brittney LaCoss, Senior Service Coordination

When asked to identify a consumer to write a success story about, it was quite difficult to choose just one. So many of our clients have made incredible progress over this past year. One student in particular has been supported by the Redwood Program since they were in 1st grade. During this time, they struggled to remain in the classroom with their peers. It was considered a success if this student was at the back of the classroom engaging in high preference activities while the class was learning. By 2nd grade, this student was spending more time in the classroom, though this was still new and challenging for them.

Now in 5th grade, this student rarely leaves the classroom. If they do, they are able to communicate appropriately that they need a break, and then successfully transition back into their classroom and engage in academics. In addition, they have independent time built into their day, and the Behavioral Interventionist (BI) rarely needs to intervene. This student previously only wanted to spend time with their BI. As of this summer, this student successfully transitioned to a new BI, after being with their previous one for 3+ years. This client was able to end their relationship with a trusted person and build a relationship with their new BI.

This team regularly reflects about how successful this consumer has been towards reaching their goals and the incredible gains they have made over the past 3+ years. The school has started to explore making this a 1:2 contract which would look like the BI supporting an additional student as well. This year, this student has a goal of building friendships at school. This client has shared that they also plan to no longer have a BI when it comes time to go to middle school!







Developmental Services

By Jennifer Stratton, Interim Development Services Director

This is the second year that we have been dealing with COVID-19. For a while things started to improve and consumers and staff felt that things were starting to return to some normalcy. Then another wave and variant of COVID hit again. Staff and consumers have had to continue to be flexible. The biggest shift in the second year of COVID has been the staffing crisis that we have been experiencing. Turnover more than doubled since 2020 across the DS system from 23% to 45%. We have been struggling to provide the services that individuals are funded for. The staffing shortage and turnover is not only in our Community and Employment supports but also in Service Coordination. LCMHS has been struggling to recruit Shared Living Providers as well.

LCMHS has continued its partnerships with Northern Vermont University, Grace Arts, and Global Campus. I have so many people to thank for the support they provided to the consumers through this second year of the pandemic. I cannot thank our Shared Living Providers enough for the safety and security they provide to the consumers we serve. As the number of hours that consumers receive in services decreased due to staffing crises our SLPs were present and supported our consumers. Our CIS have been flexible with supporting a variety of consumers. Our Service Coordinators provided an increase in service coordination as they have had several consumers added to their caseload and have held higher than normal caseloads. It has taken a team to weather the waters of COVID and this staffing crisis. I am thankful to all of you for the work you have done to support the consumers to make our service delivery system one of the best in the nation.

LCMHS Developmental Services Supported Employment had 53 consumers enrolled in Supported Employment and 47 employed. The LCMHS Developmental Services Supported Employment program had an overall employment rate of 69%.

Our Self-Advocacy group GATSA has continued to meet virtually and have not done any fundraising this year as there have been no conference due to the pandemic.

Our mission is to provide person-centered disability, aging, and mental health services which promote self-directed, productive lives within the community. It is our belief that even the most disabled individuals can be assisted to lead a “life worth living” and make choices about their lives. The types of services vary depending on individual needs.

The Developmental Services Program at LCMHS provides the following services: Home and Community Based Waivers, Flexible Family Funding, Targeted Case Management, Bridge Program, and, Intervention Venues for Youth (IVY) Program.

LCMHS Quality Strategies

By Anne Paumgarten, Director of Quality

Our quality strategy aims to:

- Monitor and improve client satisfaction with the services we provide. Clients are surveyed annually. Results are brought to standing committees for client input, shared with staff, and then go to the Senior Leadership Team for action step implementation (Chart 1, page x).
- Monitor and improve school partner satisfaction with the services we provide. Results are brought to our school-based staff, and then to the Senior Leadership Team for action step implementation (Chart 2, page x).
- Monitor variation in client, service and cost measures over time at the leadership level to inform business and managerial decision-making (Chart 3, page x). Analysis includes looking at sub-groups including high utilizers of our services (individuals with both Medicare and Medicaid) and individuals who fall within our Medicaid case rate payment.
- Monitor and improve clients' access to care via working on measures such as the time between when a client calls to request an intake and their first service, and whether a client has any additional service within 14 days of their centralized intake appointment. Our centralized intake team, division directors and CEO meet monthly to discuss waitlists and review post-intake follow-up rates. The group also reviews summary information from screening and assessment tools administered at intake to better understand the most common issues clients are coming in with, monitor for trends, and discuss relationships between symptoms/issues clients present with to potentially inform treatment design, with confounding assessed using regression analysis (Chart 4, page x).
- Review client progress towards their goals in weekly clinical supervision and by performing case reviews, via individual case audits and at team-based case review meetings.
- Report out to and team with community partners to work together on mental health and developmental services issues among adults, kids, and families in our community.
- Discuss and improve staff retention via a hybrid management/staff group that reviews summary data on who leaving the agency. The

group looks at who left stratified by department, salary band, zip code and other demographic characteristics with confounding assessed using regression analysis (Chart 5, page x).

- Actively promote a positive and healthy workplace culture for staff at all levels of the agency. Workplace culture is monitored via an annual staff satisfaction survey and through administration of an evidence-based burnout measure. Results are brought to a management/ staff hybrid group that develops potential action steps that go to the Senior Leadership Team for implementation. Staff were also surveyed to inform development of a new remote work policy (Chart 6, page x).

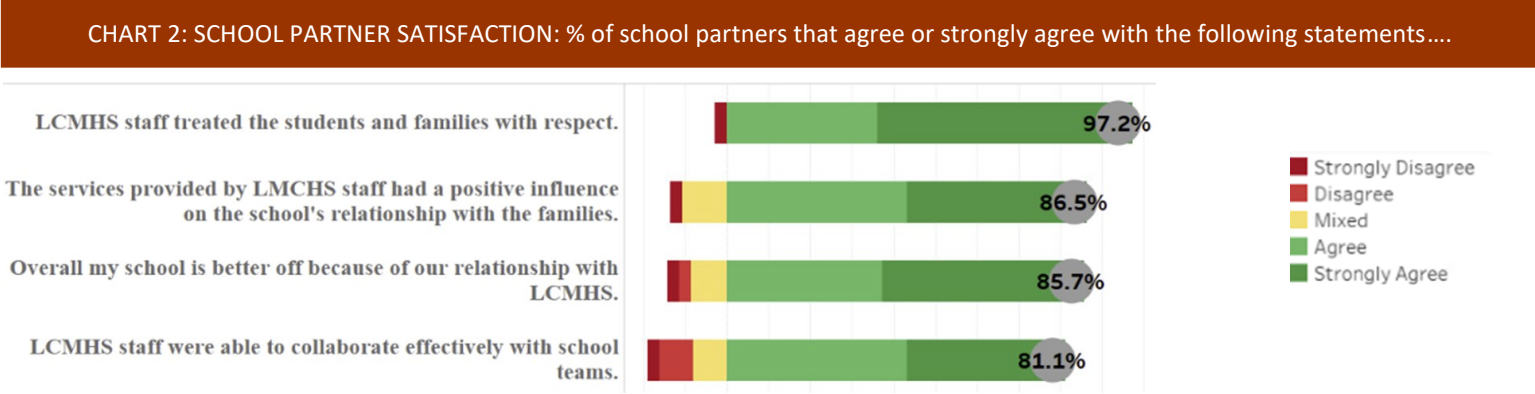
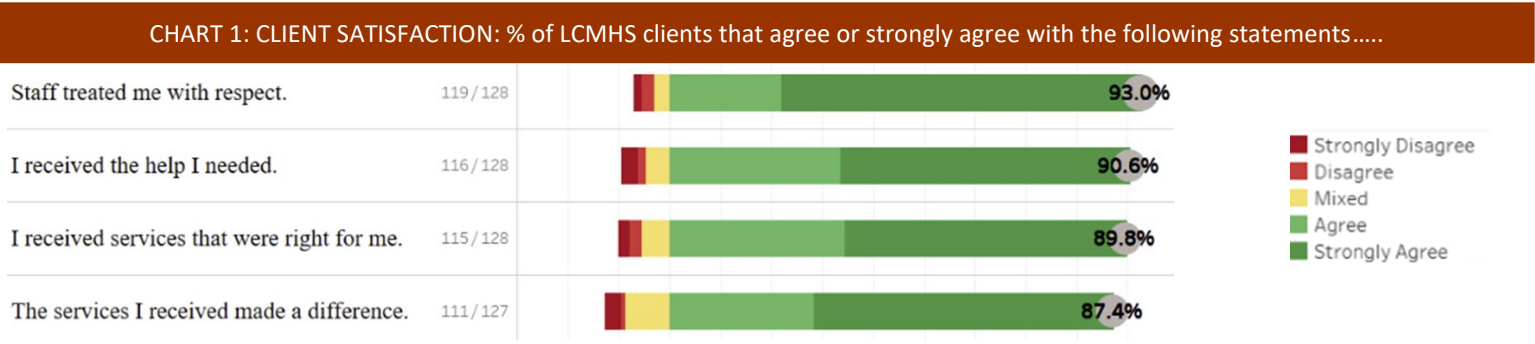
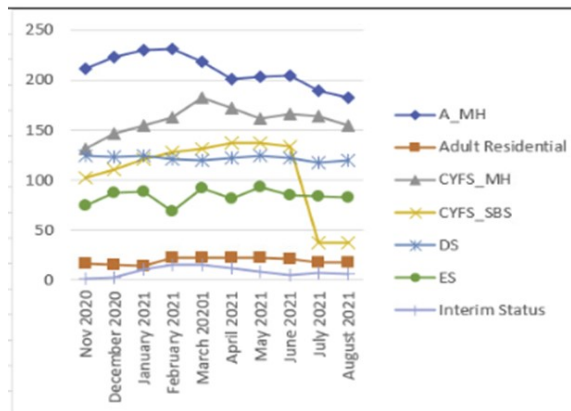


CHART 3: CLIENT, SERVICE & COST MEASURES

Note: these charts start at new EMR implementation

NUMBER CLIENTS SERVED BY DIVISON



NUMBER SERVICES BY DIVISION

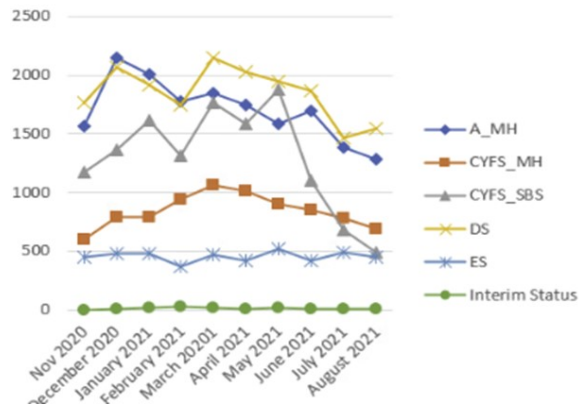
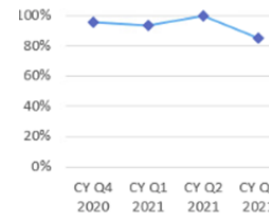


CHART 4: SCREENINGS & ACCESS TO CARE

ADULT SCREENING TOOL PTSD-5

% Frightening, horrible or traumatic event ever?



% Nightmares or Unwanted Thoughts



% Tried hard not to think about or avoiding situations



% Ongoing, watchful or easily startled



% Felt numb or detached from people, activities, surroundings



% Guilt or Unable to stop blaming yourself or others



CHART 5: STAFF RETENTION

Note: graphs updated 9/20/21

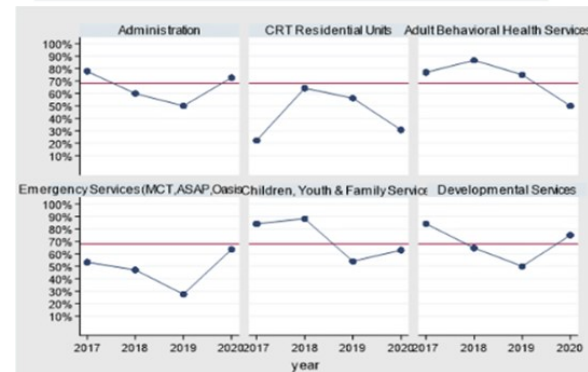
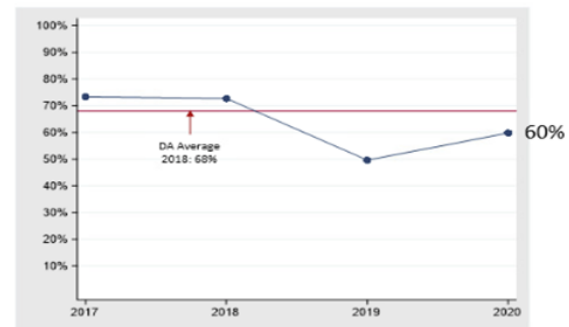


More likely to leave in FY21: single vs. married, working in adult residential, and making under 34k salary. CYFS primarily accounts for the reduced turnover in FY21. Adult residential and Redwood account for 50% of turnover. LCMHS continues to try innovative advertising approaches and undertook an agency-wide market analysis to improve staff retention in FY21.

CHART 6: WORKPLACE CULTURE

I am satisfied with the culture of the workplace.

agency-wide: % staff (agree/strongly agree) by year



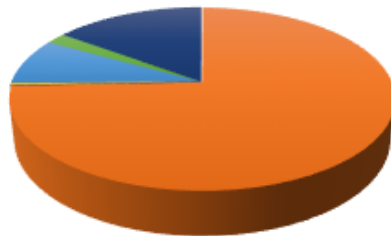
COVID-19 has put a lot of pressure on staff, in particular residential staff. Rigorous studies have shown a strong relationship between workplace culture, client outcomes and staff retention. Efforts to improve workplace culture this year included Non-Violent communication training for all staff, regular town halls encouraging open communication, and continued efforts to use staff input at every level to inform agency policies and practices.

Financial Report

July 1, 2020-June 30, 2021

By Jim Heath, Chief Financial Officer

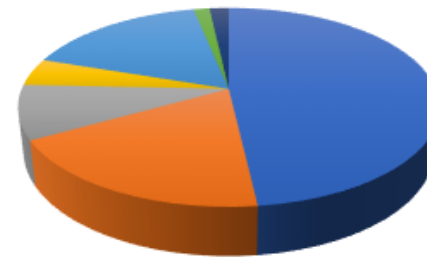
Revenue



- 1ST PARTY FEES
- MEDICAID
- MEDICARE
- INSURANCE
- DMHS OTHER GRANTS/CONTRACTS
- OTHER STATE GRANTS/CONTRACTS
- OTHER INCOME
- NON OPERATING REVENUE

1ST PARTY FEES	\$14,968.03
MEDICAID	14,813,741.03
MEDICARE	15,414.39
INSURANCE	61,902.18
DMHS OTHER GRANTS/CONTRACTS	1,651,473.00
OTHER STATE GRANTS/CONTRACTS	397,770.17
OTHER INCOME	2,975,018.30
NON OPERATING REVENUE	<u>6,500.00</u>
Total Revenue	<u>19,936,787.10</u>

Expenses



- SALARIES/WAGES
- FRINGE BENEFITS
- CONTRACTUAL SERVICES
- GENERAL OPERATING
- PROGRAM EXPENSES
- TRAVEL & TRANSPORT
- BUILDING EXPENSES

SALARIES/WAGES	8,190,483.34
FRINGE BENEFITS	3,175,197.79
CONTRACTUAL SERVICES	1,500,313.05
GENERAL OPERATING	759,955.18
PROGRAM EXPENSES	2,826,864.92
TRAVEL & TRANSPORT	248,044.47
BUILDING EXPENSES	<u>299,937.51</u>
Total Direct Expenses	<u>17,000,796.26</u>

Our Thanks to those who gave to LCMHS this year

Babies To Boomers DBA Sitter Scout
Beeman Real Estate
Bourne's Energy
Brenda Lazarovich
C2 Competitive Computing
Casella Waste Management
Community National Bank
Ernest and Sharon Menard
Genoa Healthcare LLC
H.A. Manosh
Hannaford Supermarkets
Jerrine Gangas
Joanne Priestley
Lamoille Valley Ford
Menard's Agway
Michael Boardman
Mike Feulner
Mumley Engineering
Polly Manosh
Richard and Barbara Manners
Stowe Area Realty LLC
Stowe Cinema
The Richards Group
Town Fair Tire Foundation Inc
Union Bank
Vicki Maitre

To all donations in memory of Raymond Towne sent by:
Clarence Towne and Kim Earley
Clover Towne
Dave and Dawn Lefevre
Lamoille County VFW Auxiliary
Lucien Belisle
Marguerita and Robert Dean
Roberta Rudausky
Russell and Judith Lanphear
Snopackers of Lamoille County

To all players, volunteers, donors and sponsors of the
LCMHS Golf Tournament Fundraiser!



To all donations in memory of Curtis Khuns that were
brought in by Justin Morrin





72 Harrel Street, Morrisville, Vermont
www.Lamoille.org

