



# Celebrating Staff



2016 NCSS ANNUAL REPORT

NORTHWESTERN  
COUNSELING  
& SUPPORT SERVICES

**Our Mission is to ensure  
that the residents of  
Franklin and Grand Isle  
Counties have access to  
high quality services, which  
promote healthy living and  
emotional well-being.**

## Years of Service

### Five

Gladys Barnes  
Chadwick Cioffi  
John Chittick  
Cara Corneau  
Stephen Cousino  
Heather Getty  
Ryan Greeno  
Melissa Grismore  
Cheri Keith  
Randy Lizotte  
Megan Mayo  
Kyle Murphy  
Mariah Murphy  
Colleen Pastina  
Curtis Pelon  
Samantha Price  
Chad Sandvil  
Amber Schaeffler  
Nicholas Tebbetts  
Iain White  
Craig Wright  
Lorine Wright

### Ten

Kathleen Brown  
Jordan Cota  
Roxanne Comings  
Randall Connelly  
Gene Corliss  
Peter Cross  
Kathryn Fairchild  
Carmen Gosselin  
Amy Irish  
Jennifer Ladue  
Amanda Lobb  
Kyle St. Francis  
Claire Thompson  
Heather Wilson

## Leadership Team

### Executive Director

Ted J. Mable, Ed.D.

### Medical Director

Steve Sobel, M.D.

### Behavioral Health Services Director

Stephen Broer, Psy.D.

### Children, Youth & Family Services Director

Todd Bauman

### Developmental Services Director

Kathleen Brown

### Finance Director/CFO

Tim Gallagan

### Human Resources Director

Tony Treanor

### Operations Director/COO

Kim McClellan

### Community Relations Director

Joe Halko

## Standing Committees

### Behavioral Health Services

Jim Tomlinson, *Chair*

Lisa Briggs

Steve Broer

Malina Gonnella

Raymond Halstead

Alicia Kane

Evelyn Lavallee

Keith Martell

Geoff McLam

Dustin Metcalf

Julie Parker

Linda Rollo

Samantha Sweet

John Thibert

### Children, Youth & Family Services

Nina Ward, *Chair*

Todd Bauman

Elaine Carpenter

Jodi Fontaine

Jodi Frei

Gillian Ireland

### Developmental Services

Jonathan Fitzgerald, *Chair*

Syd Boyd

Mike Firkey

Ken Gagne

Mikayla Maskell

Randy Lizotte

Corey Savage

Nancy Taylor

## Board of Directors

Jesse Bugbee, *President*

Jim McMillan, *Vice President*

Dan Thompson, *Treasurer*

Jeff Moreau, *Secretary*

Angela Poirier, *Member at Large*

Betty Charron

Ken Gagne

Rob Hirss

David Hutchinson

David MacCallum

Jeremy Read

Carl Rosenquist

Jim Tomlinson

Anjanette Watson

**NCSS Fiscal Year 2016: July 1, 2015 through June 30, 2016.**

# Celebrating Staff

## 2016 NCSS ANNUAL REPORT

Dear Friend,

The aim of our staff is to make a difference in peoples' lives while embodying the NCSS core values of Safety, Responsiveness, Compassion, and Integrity. During Fiscal Year 2016 numerous initiatives that relate to changes in access and delivering high quality services that promote healthy living and emotional well-being have either been implemented or moved forward which will result in a more integrated health care model in caring for the residents of Franklin and Grand Isle Counties.

We couldn't achieve any of these goals without a staff of dedicated and engaged individuals that focus on providing high quality client care. This year we acknowledge those that make a difference each day by... **Celebrating Staff**.

Over the years as the needs of the community have changed so too have the programs and services that we make available to assist children, adolescents, adults, families and seniors. Over the past year we've seen a growth in our Mobile Crisis Team as we've become more integrated into law enforcement while also delivering care and services to kids in the community by traveling to schools. The Developmental Services Employment Team not only exceeded, but doubled their goal of assisting clients with job placements while collaborating with Voc Rehab as member of the Creative Workforce Solutions group.

Our collaborative partnership integrating behavioral health services within the Northern Tier Center for Health (NOTCH) locations throughout Franklin and Grand Isle Counties plus, the continued implementation of the Blueprint for Health, through the Integrated Health Team, offers NCSS the opportunity to more closely align our services into 100% of the Patient Centered Medical Homes (Primary Care Providers). In addition, we've played a key role in assisting Northwestern Medical Center in reducing Emergency Department utilization.

NCSS continues to be a leader among the designated mental health agencies in Vermont being a trauma informed care organization and providing numerous trainings including Mental Health First Aid, Youth Mental Health First Aid, and Grand Rounds **in an effort to ensure that we offer residents the highest quality services while reducing stigma.**

As you browse through the pages of this 2016 annual report you'll discover much of what makes us proud to serve this community and Shout-Outs that **Celebrate Staff**.

Our commitment to quality is a direct result of our dedicated staff, our passion for collaboration, and our belief in the importance of education and training. These efforts are exemplified by the fact that NCSS is recognized with the highest level of accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).

In closing, we want to also express our appreciation to the towns, companies and individuals for your continued support of NCSS. Support comes in a variety of forms ranging from annual allocations, grants, contracts, sponsorships and financial contributions. This ongoing teamwork makes a difference as NCSS focuses on providing high quality services to assist individuals and families throughout Franklin and Grand Isle Counties.

Sincerely,



Jesse Bugbee  
President, NCSS Board of Directors



Ted J. Mable, Ed.D.  
NCSS Executive Director

### Fifteen

Eric Barrer  
Raeleen Bedard  
Belinda Bessette  
Sharon Bevins  
Shelley Broderick  
Julian Desnoyers  
Matthew Habedank

### Carrie Hatch

Sue Loiselle

### Sue McEwen

Vicki Menard

### Amy Messier

Beth Mouser

### Dorcus Pelissier

Samantha Thomas  
Gary Thompson

### Twenty

Merry Hill  
Dawanna Wells

### Twenty Five

Sylvia Garrison  
John O'Neill  
Stacey Steady

### Thirty Five

Susan Trombley

Years of service  
based on calendar year  
January - December 2016

# STAFF SHOUT-OUTS

**Tim Holcomb is an awesome dad, friend, and coworker. He is a devoted and hardworking employee who cares about the work that he does every day. He has been very helpful in making my first year as a team leader successful. Tim is a diehard Dave Matthews fan, loves the game of golf, and has a sweet tractor.** - Jesse LeClair

**Shout out to Lynn Daudelin who has done an amazing job keeping our ever growing facilities in tiptop shape plus, managing our fabulous reception team.** - Karen Martell

**Kristine Morris has a calm personality that is important to her job. She is a great teacher when sharing her knowledge with others. Kristine has a wonderful sense of humor.** - Amber Schaeffler

**I appreciate Blaine LaChance's attention to detail on projects he leads; he brings a different clinical perspective and out-of-the-box thinking to the team. Very approachable, a pleasure to work with, laid back, and kind.** - Patrick Dunn

**With all of the changes that her team has gone through this past year, Karen Martell has done a great job managing those changes.** - Sarah Bean

**My shout out is for Becky Roy. She is extremely dedicated to the deaf and hard of hearing community. She is friendly, outgoing, and detail oriented.** - Maegan Garrett



**Nancy Taylor is one of the most compassionate people I've ever had the pleasure of knowing. This applies to the people her team supports as well as the people on her team. She is fair, supportive, and advocates strongly for those who depend on her.** - Scott LaValley

**I respect Julie Parker's strong leadership during difficult situations and how she always keeps a positive perspective. Also appreciate all the nights and weekends she provides support to on call staff. Articulate, reliable, and a good sense of humor and follow through to our work. Great supervisor with strength and complete dedication to everything she does!** - Ali Wasko

**As he left Soar hearts most likely sank  
Off to the Family Center and we have Todd to thank  
He brought his Phishy music and behavioral knowledge  
Creating a new program while also teaching college  
He's our groovy manager- Habedank!** - Heather Wilson

**I want to recognize Maegan Garrett for her investigative brain and how every program she gets involved with she works hard to make it better and stronger. She is a wealth of knowledge and someone that I can go to who always has an answer or knows how to find the correct answer. Maegan is a great asset to our agency.** - Amanda Morong

**Troy Parah is dedicated to making the division run better and keeping our crisis bed and new CRP program operating and improving care and treatment at Bay View. Staff value his approach and his honest supervision style. Even when we seem to be drowning in information, he is able to sift through to the most pertinent aspects.**  
- Erin Armstrong

*We couldn't achieve the goal of providing high quality client care without a staff of dedicated and engaged individuals. Here's what Leadership Team members are saying about their peers. Shout-Outs occurred during the 2016 Leadership Retreat.*

**My shout out goes to Samantha Thomas who never met a challenge she couldn't master. The recent addition of the children's mobile crisis was a fabulous one. Schools have given very positive feedback about this new service. You rock, Sam!** - Susan Muir Trombley

# GALLAGAN AND MCCLELLAN ASSUME NEW DIRECTORS' ROLES AT NCSS

Ted Mable, Ed.D., Executive Director of Northwestern Counseling & Support Services, Inc. (NCSS) announced the appointments of Tim Gallagan as the Director of Finance / CFO and Kim McClellan as the Director of Operations / COO which took effect on April 1, 2016.



Tim Gallagan, NCSS'  
Director of Finance/CFO

Mr. Gallagan comes to NCSS from Children's Specialized Hospital located in Mountainside, NJ where he served as the Associate Director of Finance for the hospital that provides inpatient rehabilitation, long term care, outpatient therapy, early intervention, and pediatric day care services. Prior to Mr. Gallagan's tenure at Children's Specialized Hospital his entire career has been centered in healthcare including behavioral health services.

At NCSS, Mr. Gallagan, as the Director of Finance / CFO, oversees all financial analysis, budgeting, and accounting functions for the organization for its three service divisions - Behavioral Health; Children, Youth & Families and Developmental Services plus, Administration.

Mr. Gallagan earned his Master's Degree in Business Administration specializing in Finance from Seton Hall University which is where he also received his BS, Accounting degree.



Kim McClellan, NCSS' Director of Operations/COO

Since 2013, Ms. McClellan has served as NCSS' Director of Quality & Risk Management, where she provided management and oversight to quality improvement processes, risk management assessment and on-going initiatives for the reduction of risk, risk management, national (CARF) accreditation, and health and safety administration.

Ms. McClellan, as the Director of Operations / COO, oversees quality & risk management, billing, data management, outcomes, IT, and facilities for the organization.

Ms. McClellan earned her Master's Degree in Business Administration focusing on Sustainability and Leadership from Green Mountain College, which has helped to continue the success of NCSS' Outcomes and Results Based Accountability. Prior to her master's degree she earned a Bachelor of Arts Degree in Psychology from Johnson State College.

**Amy Irish has continued to grow her CAT program by obtaining multiple new CAT contracts including increasing the consultant work with schools particularly related to PBIS, a nationwide movement in schools. Amy also extended her reach to include a creative training, Yoga for Classrooms, which she brought to NCSS for one day this August and invited reps from local schools to attend. - Samantha Thomas**

**My shout out was to Jesse LeClair, Transportation Team Leader at Soar. Jesse comes to work with a smile on his face every day. He has a huge responsibility in making sure our students travel safely on the roads, daily. He has a great deal of coordination to facilitate and maintain and he continues to do his job with a positive attitude. Jesse is a great asset to Soar Learning Center. I'm happy to have him as a colleague. - Ann Browning**

**In addition to being an integral part of SLC's team, Christie Moffett is also involved in several other agency initiatives including trama Informed Care and ARC. She also works with DCF and counsels JSO clients and is an active part of Franklin Counties Drug Court. I don't know where she finds the time in her day to get all this done, hats off to Christie! - Tim Holcomb**

**My shout out is for Susan Trombley. I really appreciate how much she advocates for her staff and she has incredible clinical expertise that is a real value to her colleagues and the agency. - Danielle Lindley**

# DID YOU KNOW...

**The Family Center, located at 130 Fisher Pond Rd., houses services for children and families, prenatal to 21, as well as developmental services.**

We provided many of those services within the community:

- **Serve individuals with intellectual disabilities**

through innovative programming such as the Program for Adaptive and Expressive Arts and the Employment Program.



- **The Parent Child Center, one part of our Family Center,** consists of four core teams, operating **20 primary prevention programs** in Franklin and Grand Isle Counties.
- **Serve adolescents** through employment support, substance abuse treatment, and group based supports.
- We continue to grow our services for **children diagnosed with an Autism Spectrum Disorder** this includes supports offered in the home, school and community based settings.

**The Soar Learning Center is approved by Vermont's Agency of Education as an independent school and is CARF accredited as a day treatment program that offers:**

- **Comprehensive** academic, special education, behavioral, and clinical services to children and adolescents in grades K-12.
- The **primary goal** is to provide students with the academic, social, and interpersonal skills necessary to be successful in a traditional school setting and in their community.
- **High school students** are offered the opportunity to participate in a **vocational training** program that includes job placement and training as well as the prospect of earning wages.
- **In addition** to the 180 day school calendar, the **Soar Learning Center** provides an extended school year program including experiential learning activities.



**NCSS staff collaborates to provide services throughout the community:**

- Integrated health team providing support in **100% of Patient Centered Medical Homes** (Primary Care Physician Offices) in Franklin and Grand Isle counties.
- Clinician located in **Emergency Department at NMC** ... by working with NCSS and other community partners NMC reported over 15% avoidable Emergency Department visits in 2015.
- Providing behavioral health services in **Northern Tier Center for Health (NOTCH)** locations throughout Franklin and Grand Isle counties.
- **Partnerships with 84% of schools** which include services such as: therapy, consultation, substance abuse treatment, behavioral supports, specialized services for children diagnosed with autism.
- Mobile Outreach Team works closely with **law enforcement and other community partners** to prevent unnecessary arrests and hospitalizations.

# DID YOU KNOW...



## Psychiatry

Of the over 4,000 individuals served by NCSS last year, what percentage do you think received medication from one of our Psychiatrists or Nurse Practitioner?

*Only 19%. While medication can be very effective for certain mental health conditions, most individuals do not require medication as part of their treatment plan.*

## Access

What percentage of programs in NCSS' Behavioral Health Division (Crisis, Outpatient, Integrated Health, Nursing & Psychiatry, Community Rehabilitation & Treatment) are accessible to the persons we serve 24 hours a day / 7 days a week?

*50% (Crisis, Psychiatry, most of the Community Rehabilitation & Treatment programs). An additional 25% are accessible beyond traditional working hours.*

## Employment of Persons with a Severe & Persistent Mental Illness

How many individuals with a severe and persistent mental illness (Major Depression, Bipolar Disorder, Schizophrenia, etc.) served in the Community Rehabilitation & Treatment program obtain competitive employment?

*40% of individuals served in the Community Rehabilitation & Treatment Employment Program obtain competitive employment. The employment program also has the 2nd highest access rate (getting persons into services quickly) in the state of Vermont.*

**Tony Stevens, I appreciate your commitment to the crisis service, including all the nights and weekends you and Julie provide backup for the on call staff. Appreciate your sense of humor, hard work, dedication to ALICE. Great supportive peer in leadership.**

- Deana Chase

**Lisa Briggs is so often the glue that holds us together, keeping us to task when we get distracted by the pace of our work. Lisa is great at digging into projects to improve the programs. She is organized, positive, helpful, solution-focused, and always offers a balanced perspective.** - Tony Stevens

**Erin Armstrong has a remarkable ability to sit with multiple perspectives, but still convey her own in a constructive, helpful way. She is extremely dedicated, thorough, kind, and supportive. I appreciate Erin's attention to details and how she provides strong leadership with diversity.** - Sam Sweet

**Patrick Dunn is able to be light-hearted when it's called for, but always sincere in the approach when working with clients and staff for a common goal. He offers a new perspective to clients and to the agency. His staff feels supported by him and really value him.** - Troy Parah

**Deana Chase, I admire the strong team you have developed and know they look to you for support and guidance during both challenging & less demanding times. You are approachable, collaborative and a good advocate for your staff and clients. Always positive!**

- Julie Parker

**Ali Wasko, I can see how you are finding your voice. Your positive attitude, reliability, and clear communication quickly earned the respect of team and division. Great fit for our team and always a good natured spirit! Always accessible and collaborative. You appear genuine in wanting things to run smoothly, for all programs, staff, clients.** - Blaine LaChance

**Sam Sweet is a strong, caring, and approachable leader who has passion for the CRT population, always respects clients' goals, and listens to others. Great sense of humor; she always finds ways to bolster the whole team! Great advocate for staff!** - Lisa Briggs

**I'd like to recognize Merry Hill and her team for partnering with Adolescent Services to figure out the best program and services for the clients we share. Merry has attended meetings with my staff, with DS services, and with Voc Rehab to help us have a better overall picture of clients and help us figure out what services will be the best to meet their needs.**

- Heather Getty

**I worked under Michael Bombard's supervision for a long time, and have had the opportunity to work as his peer for the last few years. He has an uncanny ability to keep one eye on the present and the other on the future, which has made him a great manager for many (many) years. He has also been a big part of the Soar Learning Center's growth and success.**

- Matt Habedank



## DID YOU KNOW...

**The Developmental Services division offers Person Centered Care for individuals with intellectual disabilities including:**

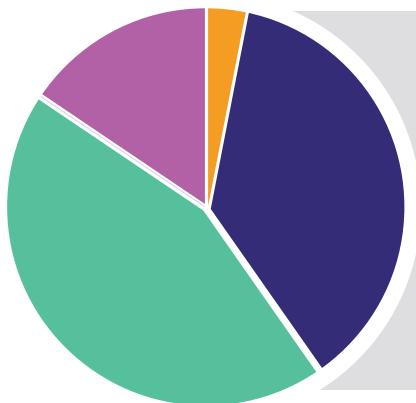
- Program for Adaptive & Expressive Arts (PAEA) – delivers therapeutic music and art services to clients and members of the community.
- Camp Rainbow - day camp for children and adults diagnosed with an Autism Spectrum Disorder.
- Academy of Learning – provides independent living skills, enhances artistic expression, expands appreciation for a holistic approach to health and wellness, and acquiring new academic talents.
- Peer Services - connecting individuals receiving developmental services from NCSS with peer advocates and mentors. Supports breaking down barriers and finding solutions.



# FINANCIAL DATA

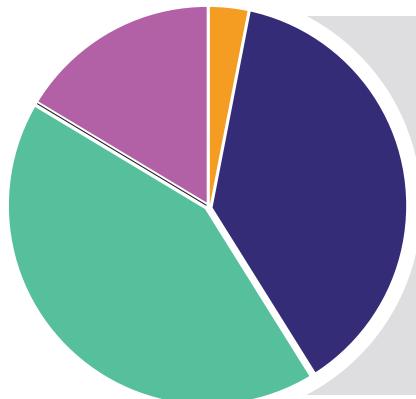
Budgeted agency revenue and expenses

JULY 1, 2015 - JUNE 30, 2016



## BUDGETED REVENUE

Children, Youth & Family Services	\$16,136,766	44.02%
Administration	\$1,637	0.00%
Behavioral Health Services	\$5,690,195	15.52%
Crisis Services	\$1,186,422	3.24%
Developmental Services	\$13,645,342	37.22%
<b>TOTAL</b>	<b>\$36,660,362</b>	<b>100.00%</b>



## BUDGETED EXPENSES

Children, Youth & Family Services	\$15,520,435	42.40%
Administration	\$57	0.00%
Behavioral Health Services	\$5,948,761	16.25%
Crisis Services	\$1,166,571	3.19%
Developmental Services	\$13,972,644	38.17%
<b>TOTAL</b>	<b>\$36,608,468</b>	<b>100.00%</b>

Dawn LaBarge is a dedicated NCSS employee who keeps her head down and her nose in spreadsheets...I think she thinks that if she stares at numbers long enough our budget will grow! Dawn is an active participant on our benefit committees who is always looking out for the best interest of the employee. I appreciate Dawn's positive attitude and our pleasant interactions. - Stacey Remillard

My shout out is Chris Kelly for having the best hair in Admin, sweet moves on the basketball court, and taking the on-call phone from me. - Randy Connelly

Randy Connelly was my mentor when I was first hired so from day one until today, I have never seen anything but patience and respect in any task that he sets out to accomplish. - Chris Kelly

My shout out is for Stacey Remillard, recognizing all the work she and her team does behind the scenes that most of us take for granted - from the ADP changes to the roll out of difficult health insurance changes. Also a congrats on her new position!  
- Lynn Daudelin

# SAMPLE OF SERVICES PROVIDED BY NCSS

## BEHAVIORAL HEALTH SERVICES

### PSYCHIATRIC EVALUATION & CONSULTATIONS TO ALL THREE SERVICE DIVISIONS AND COMMUNITY HEALTH PROVIDERS

### CRISIS SERVICES

- 24 Hour Emergency and Crisis Stabilization
- Bay View Crisis Care Center
  - Adult Crisis Beds
  - Leadership by CRT Services
- Mobile Outreach Team
  - Core Team
  - Crisis Integration Specialist at NMC Emergency Department
  - Crisis Integration Specialist at Law Enforcement Agencies

### OUTPATIENT COUNSELING FOR CHILDREN, ADOLESCENTS AND ADULTS

- Individual, Couples and Family Counseling
- Dialectical Behavior Therapy Program for Teens and Adults
- Elder Outreach Services
- Integrated Health Services
  - Providers in all NOTCH Practices
  - Providers in 100% of Patient Centered Medical Homes (PCP Practices)

### COMMUNITY REHABILITATION AND TREATMENT (CRT) SERVICES

- Recovery and Peer Support
- Therapeutic Residence and Transitional Housing
  - Supported Independent Living Program
  - Community Recovery Program
- Community Support Team
- Intensive Case Management Team
- Employment Services Team
- Co-occurring Services (Mental Health and Substance Use)

## CHILDREN, YOUTH & FAMILY SERVICES

### FAMILY AND HOME-BASED SERVICES

- Family Assessment and Support
- Intensive Family-Based Services
- Parent Education Program

### SCHOOL-BASED SERVICES

- Collaborative Achievement Team (CAT Program)
- School-Based Autism Program
- School-Based Clinician Program

## COMMUNITY-BASED SERVICES

- Respite
- Therapeutic Case Management

## ADOLESCENT SERVICES

- Substance Abuse Assessment & Treatment
- Transitional Living Program
- Adolescent Treatment Court
- JOBS Program
- Youth in Transition Program

## SOAR LEARNING CENTER

- Alternative Education and Day Treatment Program

## PARENT CHILD CENTER SERVICES

- Early Intervention Services including Developmental Screening
- Children's Integrated Services
- Early Childhood and Family Mental Health Services
- Family and Childcare Support Services
- Alburgh Parent Child Center
- Reach-Up
- Learning Together
- Family Support

## DEVELOPMENTAL SERVICES

- Children & Family Services
- Alternative Education Program
- Adult Services, including Life Skill Classes and Continuing Education
- Seniors Services
- Employment Services
- Residential and Support Services
- Unique Adaptive Music and Arts (*Program for Adaptive & Expressive Arts - PAEA*)
- 24 Hour Crisis Services
- Camp Rainbow
- Deaf and Hard of Hearing Services
- American Sign Language (ASL) Instruction
- Traumatic Brain Injury Program (TBI)
- Emergency Respite Services
- Offender Program
- Dialectical Behavior Therapy Support Team
- Clinical Counseling & Support Team
- Academy of Learning
- Professional Peer Advocacy Services
- Peer Self Advocate Program
- Learning for Living Program
- Specialized Case Management Services
- Core Transition Team Planning - Moving from children's to adult services seamlessly

# *we're here for you*

## *Our Office Locations*

### **Main Office**

107 Fisher Pond Road  
St. Albans, VT 05478  
(802) 524-6554

### **Soar Learning Center**

178 McGinn Drive  
St. Albans Bay, VT 05481  
(802) 527-7514

### **St. Albans House**

60 Lake Street, Suite 100  
St. Albans, VT 05478

### **The Family Center**

130 Fisher Pond Road  
St. Albans, VT 05478  
(802) 524-6554

### **Bay View**

6 Home Health Circle  
St. Albans, VT 05478  
(802) 524-5863

### **Residential Programs and More!**

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learn more about  
our services at  
[www.ncssinc.org](http://www.ncssinc.org)

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Serving Franklin & Grand Isle Counties

### **Academy of Learning**

27 Lower Newton Street  
St. Albans, VT 05478  
(802) 782-8694

### **Satellite Location in NOTCH Building**

8 Industrial Park Road  
Alburgh, VT 05440  
(802) 393-6591

### **Satellite Location in NOTCH Building**

44 Main Street  
Richford, VT 05476

*For copies of this Annual Report, please call NCSS Community Relations,  
524-6555 ext. 6414. You may also request a detailed financial report.*

**NORTHWESTERN  
COUNSELING  
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**a great place to work,  
a great place to receive care.**

Proud to be a partner with



**United Way of  
Northwest Vermont**

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