



# PROMOTING HEALTH THROUGH COMMUNITY INTEGRATION

NORTHWESTERN  
COUNSELING  
& SUPPORT SERVICES

20  
19  
ANNUAL  
REPORT

## LEADERSHIP TEAM

**Executive Director**  
Todd Bauman

**Medical Director**  
David Mooney, M.D.

**Behavioral Health Services Director**  
Stephen Broer, Psy.D.

**Children, Youth & Family Services Director**  
Danielle Lindley-Mitchell

**Developmental Services Director**  
Kathleen Brown

**Finance Director/CFO**  
Tim Gallagan

**Operations Director/COO**  
Kim McClellan

**Human Resources Director**  
Stacey Remillard

**Community Relations Director**  
Joe Halko

## BOARD OF DIRECTORS

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Sara B. Kittell  
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Anjanette Watson

## STANDING COMMITTEES

### Behavioral Health Services

Lisa Briggs  
Steve Broer  
Malina Gonnella  
Raymond Halstead  
Evelyn Lavallee  
Keith Martell  
Geoff McLam  
Troy Parah  
Julie Parker  
Linda Rollo  
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Anjanette Watson

## Children, Youth & Family Services

Nina Ward, *Chair*  
Elaine Carpenter  
Jodi Fontaine  
Gillian Ireland  
Danielle Lindley-Mitchell  
Disa Tatro  
Lisa Whittemore

### Developmental Services

Randy Lizotte, *Chair*  
Amy Anderson  
Keegan Ayers  
Sadie Barnes  
Amanda Bianchi  
Kathy Brown  
Alex Casavant  
Jeremy Chaim  
Nancy Coles  
Rachel Costas  
Renee Dennis  
Kelly Derway  
Jon Fitzgerald  
Jessica Gingras  
Ashley Hayden  
Heather Raymond  
Cory Savage  
Nancy Taylor  
Owen Voss

## YEARS OF SERVICE MILESTONES

### 5 YEARS

Catherine Borden  
Nicole Builtta-Paradise  
Joshua Cate  
Melinda Chadwick  
Jessica Cloutier  
Laura Companion  
Michael Cutler  
Daniel Daneau  
Ethan Dezotelle  
Meagan Driscoll  
Heather Forsyth  
Michael Fontaine  
Amy Huckins-Noss  
Laura Johnson  
Kaydeen Juaire  
Christopher Kelly  
Annie Lawson  
John LeBlanc  
Lauren Lesage  
Ethan Longley  
James Luce Jr  
Caroline Manahan  
Elizabeth Melville  
Evan Mercier  
Lance Metayer  
Michael Norris  
Holly Olio  
Andrew Patterson  
David Provost  
Kayla Tosi  
Seth Whiting  
Ellen Williams  
Joseph Zaffuts

### 10 YEARS

Seth Barkyoub  
William Bessette  
Liza Boyle  
Walter Brown  
Warren Brown  
Samantha Burnell  
Jessica Dewes  
Jo-Ann Hudson  
Derrick Hudson  
Darcie Matthews  
Amanda Morong  
Heather Place  
Daniel Roach  
Brian Turbide  
Jean-Paul Turpin  
Jaime Walsh

### 15 YEARS

Laure Allard  
Marc Brunelle  
Lynne Heinlein  
Danielle Houston  
Deana Paquette  
Mary Ann Sanborn  
Ashlee Schofield  
Steven Sobel

### 20 YEARS

Deborah Babbie  
Joseph Halko  
Jesse LeClair

### 25 YEARS

Jaunita (Tina) Cross  
Colleen Sears

### 30 YEARS

Michael Bombard

*Years of service based on calendar year January – December 2019*

2019 NCSS Board of Directors: Standing (left to right), Jeff Moreau, Sara Kittell, Jim McMillan, Tony Treanor, Rob Hirss, Carl Rosenquist, Jason Minor, and Angela Poirier; Seated is Ken Gagne. Missing from photo: Elaine Carpenter, Dan Thompson, and Anjanette Watson.



**NCSS FISCAL YEAR 2019:**  
JULY 1, 2018 THROUGH JUNE 30, 2019



Dear Friends,

We are excited to share our FY2019 Annual Report which highlights some of the ways that NCSS services are integrated into the community.

The way we provide health care is changing. Historically, to access care, people had to travel to their provider's office where they would receive a specific type of health care. Today, we understand that health care is most effective when community partners work together to integrate care across our region. To that end, last year 92% of NCSS services were provided in home, school, and community based settings.

Just a few of the ways NCSS services are woven into the fabric of the community include clinicians embedded within our local primary care offices, emergency department, and area schools. Last year, NCSS had over 150 employees working closely with our school partners to assure that students across our region had access to quality services. Our two clinicians embedded with law enforcement provided support to 139 people this past year. Being able to intervene and provide direct support at the time of crisis helps assure that people get the care they need, at the time and place when it is most needed. Our employment team is working hard to strengthen relationships and secure meaningful employment for the people we serve. Successful employment benefits not only the people we serve, but strengthens local businesses. Collaborations with our local partners increases access to care and ultimately improves outcomes.

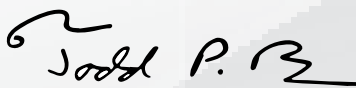
We are very proud of our team and the work they do, and are excited to highlight their work in this year's annual report. We are honored to have such strong relationships with our community partners. Together we are making a difference in the lives of the people we serve.

NCSS... we're here for you.

Sincerely,



Jim McMillan  
President, NCSS Board of Directors



Todd Bauman  
NCSS Executive Director



## 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.*

NCSS' Amy Irish received the 2019 CANS Champion Award for her work on the development of the CANS School Module.

# THIS YEARS HIGHLIGHTS



## AMY IRISH CANS CHAMPION AWARD

Amy Irish, MA, BCBA, School-Based Behavior Consultant Team Leader at Northwestern Counseling & Support Services, noticed that the CANS was lacking in regards to the work she and so many others do in the school systems around Vermont. Irish states that, "The core CANS didn't dig deep enough," and therefore needed an addendum in order to fit correctly into the school-based programming. She explained how the core CANS was not enough to get an accurate picture of a child's needs and strengths in the school setting, because that's not necessarily what it was designed for. She wanted to more accurately measure the progress children make due to the services they receive while in school. "We want to have meaningful data to show what we're doing" she says, "NCSS has allowed me to stand at the front of the room and push new and innovative ideas that have allowed us to provide high quality care to children and to drive the conversation for community and state partners. The CANS School Module is an example of the kind of outside the box thinking we want to support in order to show that children are better off because of the work we are doing."



*NCSS Center of Excellence Committee members proudly display plaque received during the 2019 VCP Annual Conference*

## NCSS CENTER OF EXCELLENCE COMMITTEE MEMBERS

Northwestern Counseling & Support Services (NCSS) has been designated a Center of Excellence by Vermont Care Partners. The standards of quality care that have been met are comprehensive care, easy access, excellent outcomes, customer service and, excellent value. NCSS' 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. With a staff of more than 600, we provide care for over 4,000 individuals.

## NCSS INTEGRATED BEHAVIORAL HEALTH

NCSS' community integrated behavioral health initiative extends well beyond a clients' point of contact. Whether in the NMC Emergency Department, in Primary Care Patient Centered Medical Homes, working with local and State police, in school settings, with the crisis team or, mobile outreach a team of professionals work to provide the best access and care in a person's time of need.



*Some of the staff who comprise the NCSS community integrated behavioral health team demonstrate how one point of contact is supported by a team of clinical professionals to ensure better outcomes.*



VTC students and NCSS trainers gather for a photo following the latest spring 2019 training.



## VERMONT TECHNICAL COLLEGE NURSING STUDENTS RECEIVE MENTAL HEALTH TRAINING AT NCSS

Staff from all three service divisions... Behavioral Health; Children, Youth & Family, and Developmental Services supported another group of students for the nursing program at Vermont Technical College. NCSS has been supporting an educational experience for students since the Vermont State Hospital closed in 2011. We believe the community based experience we provide is helpful for future nurses in understanding what individuals with mental health challenges face as well as the systems designed to meet their needs.



NCSS' Matthew Williams (center) accepts Excellence in Worksite Wellness Award from Mark Levine, MD and Governor Phil Scott

## NCSS RECEIVES EXCELLENCE IN WORKSITE WELLNESS AWARD

NCSS received the Excellence in Worksite Wellness Award from The Vermont Governor's Council on Physical Fitness and Sports. NCSS Wellness Committee members were in attendance at the annual worksite wellness conference in March, where nearly 500 professionals from across the state shared, listened, and learned how to get the most out of their programs. Through our self-insured captive health plan structure we are committed to cost containment and providing a variety of opportunities for staff to make healthy choices.



Senator Ashe listens as Todd Bauman, Executive Director, discusses the success that NCSS has had in collaborating with NMC to reduce Emergency Department visits with 48 NCSS clients by 61%.

## SENATOR ASHE VISITS NCSS

Senate President Pro Tem, Tim Ashe, visited Northwestern Counseling & Support Services (NCSS) as part of his state-wide listening tour to determine the legislative needs relative to mental health service providers. He met with about 20 NCSS employees and Lieutenant Maurice Lamothe, Station Commander of the Vermont State Police, St. Albans Barracks.

Todd Bauman, NCSS Executive Director, thanked Senator Ashe, D/P-Chittenden, on behalf of the staff, for his efforts to increase state funding for mental health workers. The workforce investment funding, to allow a \$14 minimum wage, has helped to ease the ongoing struggle to not only hire but retain employees.

Senator Ashe spoke about the importance of the work that staff provides each day. Many times the value of the work relative to mental health, substance use, and individuals with intellectual disabilities is taken for granted.

The discussion covered numerous topics including the acuity level of an increasing number of students; the integration of NCSS staff into environments ranging from the Emergency Department and primary care providers to law enforcement and the NOTCH locations; wellness; workforce development, loan repayment programs, and the savings that NCSS provides the health care system through innovative programming.

Lieutenant Lamothe summed up the importance of the work being provided by NCSS staff when he stated that having a mental health clinician embedded in the Vermont State Police, St. Albans Barracks, is the best program that's been offered in his twenty years with the Vermont State Police.

Senator Ashe noted that when there's no news being reported in the community that means great work is being done.

The NCSS staff in attendance appreciated that Senator Ashe took time to learn about the successes and challenges being faced by NCSS to create a stronger community one person at a time.

# 2019 CLIENT SATISFACTION SURVEY

## Client comments from the Survey

*“I love working with CRT services. It has begun to be part of my life. I would be lost if I didn't have these services available to me.”*

*“Help with transportation to and from the hospital along with the services of my counselor have been a great help.”*

*“We appreciate the cross program and agency and school collaboration!”*

*“Ethan and NCSS have restored our peace and faith in our sons continued growth and happiness. Thank you!”*

*“We have seen great growth and success with our son! Because of his services with the school based autism team he is able to feel confident, participates in chorus at BFA and stood on stage for their concert. It is awesome seeing him succeed!”*

Staff  
treated  
me with respect

98%

I  
received  
services that  
were right for me

96%

The  
services  
that I received  
made a difference

92%

*“I truly appreciate Danielle taking the time to learn ASL to communicate with me and my son. I feel she is committed to us as a family.”*

*“I love you guys. You are all welcoming. I came here as a teen and I am back. Best decision.”*

*“I like coming here. My therapist is very caring and compassionate and fully understands when I am not able to make it and she is the best. The staff and my therapist are amazing people. Thank you all for all you do.”*

*“Refreshing that NCSS has been able to support well our very complex child. Thank you!”*

*“My son took to his worker without any issues and he doesn't take to new people easily. Megan understood his discomfort at times and never pushed him.”*

*“NCSS has been fantastic to me. Rural mental health work is god's work, and you people do it every day. Thank you for all the help you've given me.”*



# ADDRESSING SOCIAL DETERMINANTS OF HEALTH AT NCSS

At NCSS we are acutely aware of health disparities. We recognize that social determinants of health are essential elements we must address in the care we provide our clients to achieve our mission of ensuring that the residents of Franklin and Grand Isle counties have access to high quality services, which promote healthy living and emotional well-being. ***Here are examples of how we support each of the social determinants of health:***

## ACCESS TO HEALTH CARE SERVICES

Many of the services NCSS provides are home or community (schools, doctors' offices) based allowing for easier access to health care. Additionally, we offer care coordination increasing collaboration of providers to increase quality of care as many of our clients struggle to identify additional health care resources.

- The Integrated Health team provides social workers in the primary care offices
- Mobile outreach staff are able to engage and support clients throughout the community in times of most acute need

## SOCIOECONOMIC CONDITIONS

Despite being unable to provide direct financial assistance to our clients we have been very creative in supporting our clients to access local resources to address financial needs. Through care coordination and skill building we:

- Connect individuals and families to many local and state resources i.e. 3 Squares VT, the local food shelf, section 8, etc.
- Support clients to apply for funds which can be used to purchase necessary adaptive equipment
- Support individuals education and job training needs
- Improve financial literacy and budgeting skills

## AVAILABILITY OF RESOURCES TO MEET DAILY NEEDS

We know our clients will not benefit fully from our high quality treatment options if their basic needs are not met. Therefore, we infuse care coordination efforts to increase our client's access to the resources in our community that will meet their basic needs. For example, our Parent Child Center has made tremendous strides to increase the volume and quality of local child care resources so parents can work.

- Early Childhood Resource team

## ACCESS TO EDUCATION

Across the lifespan we recognize that education is an essential component of independence and life satisfaction. Many of our programs either directly support active engagement in educational opportunities/settings or supports the skills essential for successful admission to and completion of education programs.

- Academy of Learning
- Early Intervention
- Soar Learning Center
- School Based Behavior support teams
- Truancy Specialist

## JOB TRAINING AND OPPORTUNITIES

Each service division offers job training and support programming as we recognize that not only does employment increase economic stability but that individuals who feel they can gain independence and/or contribute to their families have improved mental health.

- JOBS (Jump on Board for Success)
- Community Rehabilitation and Treatment supported employment
- Employment Services program

## TRANSPORTATION

In a rural area such as ours, transportation can be a significant barrier to accessing health care. Our efforts to embed providers within many environments across our community, has helped to reduce the transportation barrier. In addition, we support our client's transportation needs in the following ways:

- Support clients to access Medicaid transportation, CIDER and GMTA
- Driving clients to and from necessary appointments

## PUBLIC SAFETY

As a community mental health agency we take our role in contributing to increased public safety very seriously. People cannot thrive in communities where they do not feel safe. We support public safety in the following ways:

- NCSS crisis staff embedded within the local and state police departments
- Connect individuals and families who are in Domestic Violence situations to Voices Against Violence
- Mental Health First Aid / Youth Mental Health First Aid / Umatter trainings
- Staff are mandated reporters
- Community Alternative Consultation services

## SOCIAL SUPPORT

Relationships are essential to the lives of our clients. We infuse strategies to improve the social supports of our clients throughout most of our programs.

- Therapeutic and Support Groups
- Camps
- Outpatient therapy
- Playgroups
- Community Support teams
- We employ interpreter services to respect all communication needs

## CULTURE

We recognize our clients and staff come to NCSS with cultural diversity. We strive to ensure all clients and staff feel recognized, supported and respected through the following cross divisional activities:

- All new staff are required to take a cultural diversity training to increase cultural awareness and sensitivity.
- We have a Diversity & Cultural Awareness Committee
- Cultural Competency plan
- We employ interpreter services to respect all communication needs

# SOME 2019 FACTS

Outpatient  
served

**794** adults  
**460** kids

Employment  
Programs served

**187**  
individuals

The Developmental  
Services Supported  
Employment Program  
participants earned over

**\$469,000**  
in wages

and in addition,  
totaled nearly

**\$198,000**  
in SSI savings



## MEET COOPER

A new member of the Mobile Outreach Team as our Crisis K-9. Cooper is in the process of being trained and receiving various certifications and will serve a variety of purposes including:

- Providing therapeutic support with Law Enforcement
- Could be used to assist individuals that are lost or children that have run away.
- Assist with debriefings
- Support NCSS Crisis in the field or office.
- Can assist in disaster response.

## SUICIDE PREVENTION AWARENESS



*Betsy LeBlanc and her dog, Sam, on the Long Trail*

**STIGMA**  
*Striving To Increase Good Mental Health Awareness*

NORTHWESTERN  
COUNSELING  
& SUPPORT SERVICES

From 1999 – 2016 Vermont had the 2nd highest increase of any state for people that died by suicide. During 2016, 118 people died by suicide, which means on average, someone dies by suicide in our state every 3 days. Suicide is also the 2nd leading cause of death for Vermonter's aged 15 – 34. NCSS is addressing this subject through prevention efforts with Mental Health First Aid, Youth Mental Health First Aid, and Umatter community trainings. In addition, we provide Adolescent Services, Community Services and Outpatient plus, Crisis and Mobile Outreach. NCSS provides services and programs to residents struggling with suicidal thoughts 24 hours a day / 7 days a week / 365 days a year.

During fiscal 2019, NCSS also served as a sponsor for No One Has to Walk Alone. Betsy LeBlanc and her dog, Sam, completed the 272 mile hiking journey along the Long Trail during July 2018 to raise funds for the Vermont Suicide Prevention Center and her struggle with mental health. She wanted to raise awareness about mental health and suicide prevention while reducing stigma.



# COMMUNITY EVENTS



*A light moment during  
Mental Health First Aid  
Training*



*Knights of  
Columbis donation  
to Camp Rainbow*



*Drum solo at  
the Night of  
the Arts*



*Volunteers for the  
Community  
Partners Classic  
Tournament*



*Fall Fest*



*Healthy  
Hearts*



*Buddy Walk*



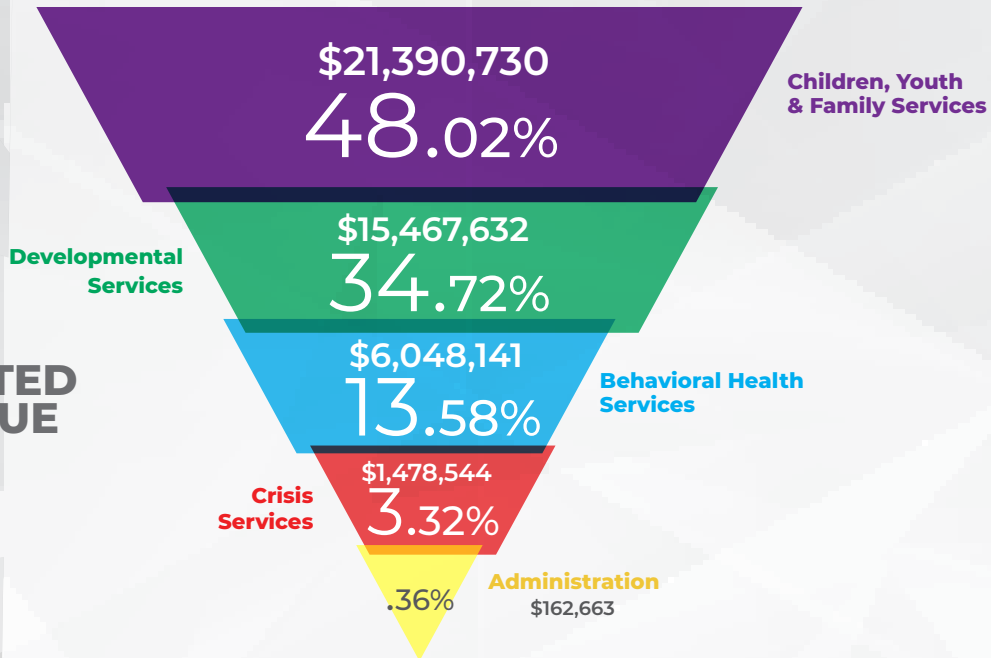
*AIS, Winning  
Mixed Team,  
at Community  
Partners Classic  
Tournament*

# FINANCIAL DATA

Budgeted agency revenue and expenses  
*July 1, 2018 - June 30, 2019*

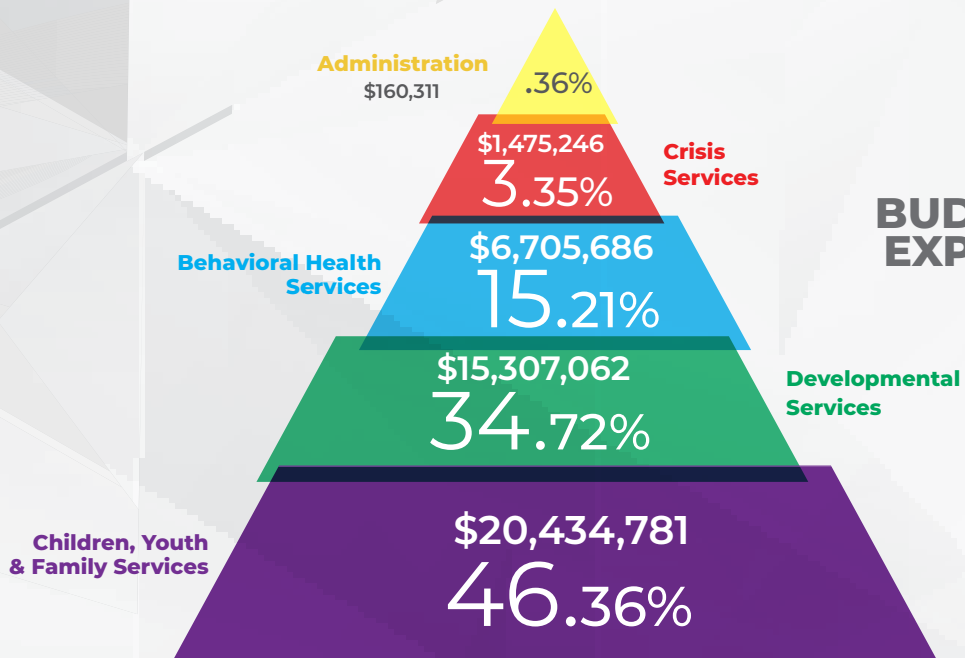
**TOTAL \$44,547,710**

## BUDGETED REVENUE



100%

## BUDGETED EXPENSES



**TOTAL \$44,083,086**



# SAMPLE OF SERVICES PROVIDED BY NCSS

## BEHAVIORAL HEALTH SERVICES

### EMERGENCY & CRISIS STABILIZATION SERVICES

- 24 Hour Emergency & Crisis Stabilization
- Walk-In Crisis Services
- Mobile Outreach Services
- Rapid Access
- Bay View Crisis Care Center

### OUTPATIENT COUNSELING FOR CHILDREN, ADOLESCENTS AND ADULTS

- Individual, Couples and Family Counseling (children, youth & adults)
- Dialectical Behavior Therapy Program for Teens & Adults
- Elder Outreach Services
- Reach Up Provider at Reach-Up Office
- Co-occurring Counseling (Mental Health & Substance Use)
- Court Ordered Guardianship Evaluations

### INTEGRATED HEALTH SERVICES

(located in Primary Care & Specialty Practices)

- Health Assessment & Screenings
- Care Coordination
- Brief Therapy
- Wellness Counseling & Wellness Groups
- Consultation with Medical Providers

### COMMUNITY REHABILITATION AND TREATMENT (CRT) SERVICES

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

### PSYCHIATRY & NURSING SERVICES

- Provider to all three Service Divisions (Behavioral Health, Developmental Services & Children, Youth & Families)
- Evaluation & Consultation Services

### EVIDENCED BASED PRACTICES

Programs continually examine ways to learn and implement established and emerging evidenced based practices. Some of these practices include: Wellness Recovery & Action Planning (WRAP), Dialectical Behavior Therapy (DBT), Wellness Self-Management (WSM), Seeking Safety to address trauma and substance use, and Blueprint Health Conditions Wellness Groups.

### ZERO SUICIDE PROJECTS

NCSS has been selected as a Vermont pilot project site to examine ways to prevent suicide through a range of activities within NCSS and in the community.

## CHILDREN, YOUTH & FAMILY SERVICES

### FAMILY AND HOME-BASED SERVICES

- Family Assessment and Support
- Family Support/Home Visiting
- Applied Behavior Services
- Truancy Specialist

### SCHOOL-BASED SERVICES

- Collaborative Achievement Team (CAT Program)
- School-based Autism Program
- School-based Clinician Program
- School-based Behavior Consultation
- Truancy Specialist
- Home School Coordination

### COMMUNITY-BASED SERVICES

- Respite
- Community Support Services
- Skill Building/Support Groups
- High Fidelity Wraparound Supports
- Resource Specialists

### ADOLESCENT SERVICES

- Substance Abuse Assessment & Treatment
- Transitional Living Program
- 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
- Mental Health Consultation
- Parents as Teachers
- HEART Program
- Childcare Financial Assistance Program
- On-site Occupational Therapy

## 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 Program for Adaptive & Expressive Arts - PAEA

- 24 Hour Crisis Services
- Deaf and Hard of Hearing Services
- American Sign Language (ASL) Instruction
- Traumatic Brain Injury Program (TBI)
- Emergency Respite Services
- Residential Services Dialectical Behavior Therapy Support Team
- Clinical Counseling & Support Team
- Academy of Learning

- Professional Peer Advocacy Services
- Peer Self Advocate Program
- Specialized Case Management Services
- Core Transition Team Planning - moving from children's to adult services seamlessly

# NORTHWESTERN COUNSELING

& SUPPORT SERVICES

*we're here for you*

**4,047**

People served for  
fiscal year 2019

**603**

Employees

**17**

Locations

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



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

For copies of this  
annual report, please call

**NCSS Community Relations,  
524-6555 ext. 6414.**

You may also request  
a detailed financial report.



NCSS is recognized with the highest level  
of accreditation from the Commission on  
Accreditation of Rehabilitation Facilities



NCSS is a member of the Vermont Care Partners statewide network of  
sixteen non-profit, community-based agencies providing mental health,  
substance use and intellectual and developmental disability support.

## OUR OFFICE LOCATIONS

### Main Office

107 Fisher Pond Road  
St. Albans | 524-6554

### Ted Mable Family Center

130 Fisher Pond Road  
St. Albans | 524-6554

### Soar Learning Center

178 McGinn Drive  
St. Albans Bay | 527-7514

### Applied Behavior Center

12 Houghton Street  
St. Albans | 393-6643

### Academy of Learning

27 Lower Newton Street  
St. Albans | 782-8694

### Mapleville Depot

20 Mapleville Depot  
St. Albans | 524-6554

### Doctors Office Commons

12 Crest Road  
St. Albans | 524-6554

### Satellite Location in NOTCH Building

8 Industrial Park Road  
Alburgh | 393-6564

### Satellite Location in NOTCH Building

44 Main Street  
Richford

### Satellite Location in Vermont Adult Learning

5 Lemnah Dr., St Albans

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and More!**

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