

We Are CHD

CHILDREN & FAMILIES

COMMUNITY RESOURCES

HOMELESSNESS PREVENTION

INTELLECTUAL DISABILITIES

JUVENILE JUSTICE &
POST-INCARCERATION

MENTAL HEALTH &
ADDICTION SERVICES

SOCIAL ENTERPRISES

CHD

good people
good work



CHD's dozens of programs serve more than 6,200 children, adults, and families in Massachusetts and Connecticut every year.

A Message from the Chairman and the President

We're pleased to report that in FY09, CHD became significantly more cost-effective and efficient while expanding services to the community.

The past year has seen the smooth integration of Child & Family Service of Pioneer Valley into our organization following our July 2008 merger. As anticipated, its staff, management, directors, board members, and, of course, services, have proved to be a good fit. The real news is that, because the merger brought an array of clinical services into the CHD fold, we were better able to compete for and win state contracts to implement a new mental health care service delivery model in the greater Springfield and Holyoke areas.

The Massachusetts Community-Based Flexible Supports (CBFS) model is a true paradigm shift, a major transformation in the way we deliver mental health services. It employs a provider network that integrates case management with blended clinical and rehabilitation services—all in the name of meaningful outcomes for clients. We had already taken the lead in implementing CBFS by setting up collaborations with numerous agencies in western Massachusetts, and by hiring more professional staff to provide core services and to establish a foundation of evidence-based models. The state contracts, effective

Good People. Good Work.

in July 2009, validate not only the new breadth and depth of our services but also our vision of leadership.

Last year CHD also grew in the areas of homelessness prevention and juvenile justice, with new state contracts in Massachusetts. Our Connecticut mental health and addiction services programs continue to expand with state funding there as well.

This continued growth of our budget and services is encouraging—a measure of our funding sources' confidence in the high quality of CHD's work. In FY09, our income exceeded \$50 million; in FY10 we expect it to exceed \$55 million. It is personally rewarding to see our organization continue to grow sensibly and responsibly.

Indeed, this year's *Business West Resource Guide* reported us to be the 14th largest employer in western Massachusetts. CHD now comprises a diverse and committed workforce of 1,100 people serving more than 6,200 clients. Our newest staff members, just entering the human service workforce, uniformly bring a strong sense of compassion and service to others. And as we approach our 40th year, we and our clients benefit immensely from the wealth of experience and good sense embodied by our many long-term employees.



Volunteers from Hamilton Sundstrand repair wheelchairs for Nancy Bazanchuk's (bottom right) Disability Resource Program on United Way Day of Caring.

Speaking of our valuable staff, health care is a necessity, but also a continuing challenge financially. To contain our costs, in FY09 we implemented a partially self-funded insurance program that saved CHD \$250,000—without reducing benefits—while engaging Health New England as our administrative partner. We have introduced walking programs and encourage our staff to actively plan and manage healthier personal lifestyles.

Also regarding staff, in FY09 we moved forward on a system for measuring managers' performance that clearly links their work goals to the strategic objectives of the agency and will provide a quantifiable basis for merit pay increases. We're continually evaluating ourselves. One component of our success, after all, is our commitment to organizational and administrative excellence, which we believe are essential to our mission of caring.

In sum, CHD is offering more, better, increasingly cost-effective services all the time. Some of the new efficiencies we've described here are particularly relevant in the face of today's challenging economic environment. However, their real measure is not that they will help us contain costs, but that they will help us to better deliver the support our communities so urgently need.

James Goodwin, *President/CEO*

Peter Barry, *Chairperson*

Our Service Area:

In Connecticut:

- Greater Danbury
- Greater Hartford
- Greater Torrington
- Greater Waterbury

In Massachusetts:

- Franklin County
- Hampden County
- Hampshire County
- Worcester County



A New Leaf provides meaningful and creative employment for persons with disabilities.

About CHD

Neglected children, troubled youths, families on the brink. People challenged by disabilities. The elderly, the homeless, the hungry. These are our neighbors, and CHD's reason for being.

The CHD family, among the largest, most comprehensive social service organizations in New England, is there for thousands of people in Massachusetts and Connecticut. Our dozens of community-oriented programs provide support, advocacy, empowerment, caring, and hope. The resources people need to maintain their welfare and their dignity. The resources they need to stay safe, stay off the streets, staytogether, stay at home, or just live fuller lives.

What makes our work so good? CHD has insisted since its founding in 1972 that the best social services are local services. Individual programs rely on the support and efficiencies of a strong managerial core, but they have the autonomy to respond to the unique needs of the community right outside their door. And together, our programs represent a true continuum of coordinated services that can meet clients' needs wherever they are in their life. All-important, too, is the high value we place on respect and dignity.

With nearly four decades of good work behind us, we find that the need before us only grows. However, so does our dedication to filling it.

CHILDREN & FAMILIES

Big Brothers Big Sisters of Hampshire County
CASA (Court Appointed Special Advocates)
Community Based Residential Treatment
Early Intervention
Emergency Adolescent Shelter
Family Support and Stabilization
Foster Care
PACE School
Transition to Independent Living

COMMUNITY RESOURCES/SERVICES

Disability Resource Program
HIV-AIDS Law Consortium
Not Bread Alone
Occupational Therapy

HOMELESSNESS PREVENTION

Jessie's House
Outreach and Case Management
Rapid Re-Housing and
Homelessness Diversion
Single Room Occupancy Project
Temporary Emergency Shelter

INTELLECTUAL DISABILITY SERVICES

Meadows Homes
Supported Housing
Westfield Outreach

JUVENILE JUSTICE & POST-INCARCERATION SERVICES

Alternative Lock-Up Program
Community Adolescent Reentry Services
Community Adolescent Treatment Program
Eleanor House
Terri Thomas Girls Program
CHD Assessment Program

MENTAL HEALTH & ADDICTION SERVICES

Child and Adolescent Mental Health Services
Community-Based Flexible Supports
— Holyoke
Community-Based Flexible Supports
— Springfield
Connecticut Mental Health and
Addiction Services
Grace House
Outpatient and Behavioral Health Services
Therapy and Counseling

SOCIAL ENTERPRISES

Advance Office Cleaning
A New Leaf
Riverbend Furniture



Members of the Disability Resource Program competing in a wheelchair soccer match.

What is CHD? What does it do?

This year we realized that, despite our long involvement in the communities we serve, too many people could not answer those questions. They might well be familiar with one of our individual programs, but not with CHD: a whole family of social service programs vital to thousands. We were an invisible giant.

That had to change. It's not news that as the economy has softened, so too has government, foundation, and institutional support for social service, educational, and cultural groups. Meanwhile, individuals and families are being asked by increasing numbers of these organizations to make up the difference. If we were to continue to fund our programs, we needed to be recognized as what we are: a trusted leader in the social service community.

So we turned to Northampton-based Radwell Communication by Design for a profile-raising "brand" makeover, which is reflected in the report you now hold. We've forged a single, coherent identity that will make our job a whole lot easier. And while we set out to make sure the wider community knows who we are, the process also reinvigorated our own excitement about who we are, driving home the fact that our collective impact on the quality of life in western Massachusetts and northwest Connecticut is enormous.

Starting now, we're telling the world, and reminding ourselves:
We are CHD. And we do more, because we do it together.

Pulling Together

**People first.
And second,
and third . . .**

A philosophy based on the values of respect and dignity for all. Staff has earned a trusted name for services for New England from experience together we can do more than apart.

CHD
www.chd.org | 413.735.1100

We can do more because we do it together.

From now on we're calling ourselves a common name. And it's time to let everyone know together we can do more than apart.

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Community comes in all sizes.

CHD is a family of programs that delivers a true continuum of social services that meet clients' needs wherever they are in their life cycle. We know from experience that together we can do more than apart.

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CHD good people good work

Programs

CHILDREN & FAMILIES

The needs of children and families under stress, in crisis, or at risk are diverse, so CHD offers nearly two dozen programs to meet them. Our clients turn to us for advocacy, shelter, therapy, treatment...in a word, support. They might need something as basic as an adult role model or as intensive as a comprehensive program for transitioning from drug addiction to healthy, independent living.

The most vulnerable clients we serve are the very young. Our Early Intervention Program (formerly known as Valley Infant Development Service, or VIDS), covering Springfield, East Longmeadow, Longmeadow, Hampden, and Wilbraham, steps in to help children from birth to three years who have or are at risk of developmental delays. Our team assesses a child's abilities and then creates an individualized plan that promotes the development of the child's communication, movement, self-care, play, and social skills. Last year, we served 286 families, making 3,559 home visits.

Among the worst news CHD faced in FY09 was that all statewide funding for CASA (Court Appointed Special Advocates program) was dropped from the state budget. See "Family Crisis" (p. 13) to read more.



From left to right: Staff person at A New Leaf flower shop makes jewelry that is sold at the shop. Advance Office Cleaning staffer dusts a business client's office.

COMMUNITY RESOURCES/SERVICES

In addition to our more formal programs, CHD offers a set of services that can be readily accessed by the public, without a referral from a professional or a state agency. Just about anyone can determine their own need and simply show up—perhaps for a meal or groceries at Not Bread Alone. (Some services, such as occupational therapy, are by appointment.)

One exciting development is that we are working toward establishing an Occupational Therapy Institute at CHD, thanks to our new occupational therapist, Tina Champagne. Tina has received awards for her work from the State of Massachusetts and travels worldwide giving workshops and trainings. Her work here has already helped many people progress.

Our largest program in this area is the Disability Resource Program. It helps people with physical disabilities or visual impairments build their self-confidence, interactive skills, and physical abilities with organized activities, support groups, and self-advocacy. Last year's 132 barrier-free recreational activities—wheelchair basketball, soccer, hockey, cycling, golf, swimming, and more—drew well over 1,000 participants. We also seek to educate the public about disability issues, and in FY09 we organized 41 speaking engagements that reached more than 3,000 people.

COLLABORATORS

City of Springfield Department
of Health & Human Services
Community Enterprises
Gandara Center
Hampden County Sheriff's Department
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Key Program
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Prevention of Cruelty to Children
Mental Health Association
Square One



At Riverbend Furniture in Springfield, a staff person prepares a piece of wood that will become a table.



At Jessie's House family shelter in Amherst, children play in the backyard tree house.

CHD is among the largest employers in western Massachusetts, with more than 1,100 human service professionals.

HOMELESSNESS PREVENTION

CHD not only shelters and supports homeless families, but also strives to prevent homelessness. The Single Room Occupancy Project, for example, reaches out to nearly 300 tenants of rooming houses in Northampton and Easthampton. These individuals are often paying up to 80 percent of their income in rent—which leaves them all too close to homelessness.

A highlight of last year: In keeping with the growing need for emergency housing, the Department of Transitional Assistance awarded a \$3.5 million contract to Amherst-based Jessie's House, a shelter and resource for homeless families. Jessie's House was able to more than triple the number of families it serves to 84. The funds cover case management, assessment, housing placement, stabilization, and rapid rehousing for homeless families in Hampden and Hampshire counties.

INTELLECTUAL DISABILITY SERVICES

People with intellectual disabilities often need highly individualized help, and CHD gives it to them. Our 20 group homes across western Massachusetts house 60 people, and our Westfield-based outreach program helps scores of others to live independently. The outreach team has demonstrated again and again that many intellectually disabled people can live on their own when given the chance—and the support.

Last year, we began to focus on the fact that there's a widespread shortage of accessible housing for the intellectually disabled—Massachusetts alone needs another 800 beds. We're addressing the issue in our own

properties with an eye to longtime residents who are aging and developing associated physical disabilities. One of our East Longmeadow homes was remodeled to add a ramp, a fourth bedroom, and a second bathroom with a roll-in shower. Over the next five years, we'll be reviewing all of our group homes to determine which are the best candidates for remodeling. Our future housing will emphasize single-level fully accessible homes.

JUVENILE JUSTICE & POST-INCARCERATION SERVICES

CHD plays an important role in preparing both youths and adults who have been incarcerated to return to the community and remake their lives. Intensive residential treatment includes such services as individual and family therapy, substance abuse treatment, life skills and anger ...management groups, educational and pre-vocational testing, pre-employment training, and more. In addition, our Alternative Lock-Up Program keeps children who are in trouble out of jail by providing safe and secure overnight or weekend facilities until their arraignment.

Last year brought a much-needed expansion in this area: CHD was awarded a \$1.4 million contract by the Department of Youth Services (DYS) for our Community Adolescent Reentry Services, which helps kids reenter the community from residential placement. We will be working under a new model designed to support the community-supervision philosophy DYS has used so successfully. It emphasizes contact and engagement with youth by caring, responsible adults, and social development and community connectedness.

FOR OUR GOOD PEOPLE

Our new Wellness Committee has been busy creating a culture of health and wellness that will help our staff feel their best and help make CHD the employer of choice we strive to be.

We started with Step into Summer, a walking program in which participants received free pedometers and logged the miles they walked. This fall, we are rolling out a smoking cessation program and offering access to Weight Watchers meetings for staff and clients. Plus, we have created a wellness newsletter. In coming months, the committee will focus on weight management, fitness, nutrition, stress management, smoking cessation, health care consumerism, and disease management.

MENTAL HEALTH & ADDICTION SERVICES

Helping people with mental illness or chemical addictions is a complex undertaking, often requiring intensive support from highly trained staff. Residential programs, supported housing, ongoing treatment, counseling, vocational training, nursing, crisis intervention, medication monitoring...these are just some of the varied, individualized services CHD provides.

Last year, our mental health clinics served 3,681 clients through upwards of 70,000 sessions. We expanded with two new outpatient clinics, one in Holyoke and one in Springfield. And our Connecticut programs are now serving younger people. Also, we negotiated with the United Way of Pioneer Valley to gain a clear title to our Pine Street clinic in Springfield's South End, so we've committed to a renovation that will add more offices for clinicians and make the space more client-friendly. It's a timely project: last year a record number of people made use of the clinic.

We always enjoy many individual successes, but last year it was especially satisfying to see several people who had required very intensive support and numerous hospitalizations during their first few years in the programs graduate out of our services.

SOCIAL ENTERPRISES

People with mental illnesses, developmental disabilities, or histories of trauma, abuse, and addictions often cannot work in traditional settings. CHD's entrepreneurial programs offer them real jobs. These clients/employees not only earn an income and acquire new skills, but also come out of isolation and find self-respect as productive members of their community.

Last year's state budget cuts unfortunately targeted these services. However, we were able to maintain all three of our programs with some assistance from shared company resources and a reorganization at Riverbend, which builds furniture. It was fortunate—not to mention impressive—that Riverbend last year achieved its operating goal of breaking even, with record sales approaching \$2 million. The high quality of the products produced in its Springfield site has resulted in contracts to build furniture for public and private organizations throughout New England.

Staff at A New Leaf flower shop in Holyoke create flower arrangements for a special occasion.



A CASA volunteer and a Judge meet with a child placed in foster care to determine the next steps in her case.

Family Crisis

CASA's funding disappears, and CHD steps in.

Court Appointed Special Advocates (CASA) of Hampden County suddenly found itself in crisis last summer when its entire operating budget disappeared into thin air—just 10 days before the end of the fiscal year. The good news is that CHD was there to keep the program afloat for the ever-increasing numbers of children it serves each year.

CASA trains community volunteers to advocate for children in the court system. These volunteers are essential to the welfare of often abused and neglected kids, bridging the communication gap between the courts

and social service programs to ensure that the courts are fully informed before making potentially life-altering judgments. Since 1999, all CASA programs in Massachusetts have been funded by the state, but in June, the Commonwealth pulled those funds—and those of similar programs statewide—in major budget cuts.

CHD stepped in to underwrite many of CASA's basic costs for the year. Meanwhile, CASA immediately undertook drastic budget cuts, which among other things entailed moving out of its State Street, Springfield, office near the courthouse.

As a modest program with just two full-time staff and an annual expense budget of \$145,000, CASA has always focused squarely on serving as many children as possible—nearly 100 last year—not on fundraising. No longer. CHD has the resources to buy CASA some time, but the new fiscal reality requires a new operating model. Plenty of grant applications (already awarded: \$50,000 in grants from National CASA) and fundraising are in the works.

CASA's situation is a challenging one, but it illustrates the benefits of being a part of the CHD family. While our programs function with a certain amount of autonomy, CHD is always behind them. Together we can do more than apart.

Community Events

September 2008

The **Maryanne's Kids Annual Golf Tournament** raised \$14,000 to help kids involved with the Department of Children and Families foster care system.

October 2008

CHD's annual **Through Her Eyes Conference** has quickly established itself as an important regional forum for addressing issues of concern to girls and women. Our fourth annual conference, attended by 300 people, featured keynote speaker Dr. Jean Kilbourne. An internationally recognized expert on addictions, gender issues, and media, Dr. Kilbourne is particularly well known for the award-winning documentary series *Killing Us Softly*.

The **21st Annual Red Gagnon's Charity Golf Classic** (formerly Trash for Cash) raised nearly \$10,000 for the Child & Family Service programs.

March 2009

The **Stepping Out for Maryanne's Kids** annual dinner-dance raised over \$14,000 to help kids involved with the Department of Children and Families foster care system.

Annual Salute to Families, a Family Outreach of Amherst event, raised \$5,300 to help ensure that families continue to get the help they need to meet their basic needs, weather crises, build life and parenting skills, and envision a better future.

Soup and Song raised nearly \$7,000 dollars for Not Bread Alone's community meal program in Amherst, which also brings social workers on-site to assist with housing issues, food stamp applications, health insurance, and more.

April 2009

Bowl for Kids' Sake, the Big Brothers Big Sisters of Hampshire County annual two-day bowl-a-thon in Northampton, raised over \$53,000 this year and was featured on WWLP 22News.

Child Abuse and Neglect Prevention Month events were held in Wilbraham, Westfield, and Amherst, culminating with a major event at Springfield City Hall. Mayor Domenic Sarno made a proclamation and presided over the raising of a flag symbolizing the thousands of children lost to violence, neglect, and abuse.

June 2009

The **Light Up the Night** dinner and auction raised over \$35,000 for Family Outreach of Amherst—which serves struggling families.

Sensory Integration in action—one of CHD's newest innovative Occupational Therapy programs.



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CHD's history links it to one of the first secular nonprofits in the country, the Union Relief Association, a Springfield group formed in 1877.

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It is with enormous gratitude that we recognize the following people who so generously supported our many vital programs by making gifts of \$25 or more in FY09 (July 1, 2008, to June 30, 2009). These donors made it possible for CHD to assist more than 6,200 people in the communities we serve. We regret that we do not have room to include everyone, but please know that we salute you all!

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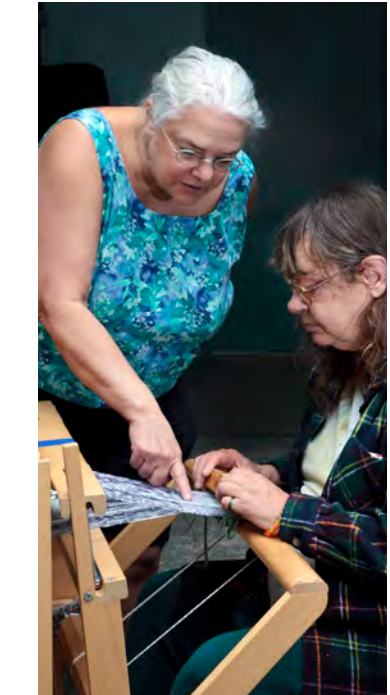
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