



Foundation

ANNUAL REPORT 2016

*Transforming* Brain Injury

*Transforming* Caregiving

*Transforming* Disability

*Transforming* Education

*Transforming* Employment

*Transforming* Inclusion

*Transforming* Mental Health

*Transforming* Families

*Transforming* Lives

A photograph of a man in a plaid shirt carrying a young girl on his shoulders. The girl has her arms outstretched and is looking towards the horizon. The background is a bright, warm sunset or sunrise over a body of water.

TRANSFORMATIONS



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**Affiliates:**

- Seven Hills Aspire, Inc.
- Seven Hills Behavioral Health, Inc.
- Seven Hills Community Services, Inc.
- Seven Hills Family Services, Inc.
- Seven Hills Global Outreach, Inc.
- Seven Hills NeuroCare, Inc.
- Seven Hills Pediatric Center, Inc.
- Seven Hills Rhode Island, Inc.
- Children's Aid & Family Service, Inc.
- International Center of Worcester, Inc.
- Stetson School, Inc.
- VSA Massachusetts, Inc.

**2016** was a year of growth and excellence at Seven Hills Foundation and Affiliates, as our diversity of services expanded, while our clinical expertise kept pace and led our sector in quality care. Our focus on quality for each individual helped us navigate the changing healthcare landscape of looming Accountable Care Organizations and the evolving managed care systems our country is looking to implement. Although the business of healthcare is a moving target, we have worked to position Seven Hills as the preeminent leader in whatever system is implemented.

Seven Hills recently completed a comprehensive strategic planning process that will guide our important work in the next two years. Our strategic plan is vital to our ability to care for our most vulnerable citizens. Our process included gathering feedback, ideas, and future goals from our Seven Hills community. We listened, learned, and then designed a course that will challenge us, while motivating us to grow and create the most efficient, dynamic system of care across all areas of service. We are pleased to present the following six goals that will align the strategy of our work in the coming 24 months:

- GOAL 1:** Seven Hills Foundation will enhance its clinical supports to meet the current and changing needs of individuals served.
- GOAL 2:** We will expand the capability of our support functions including HR, IT, and Facilities Management to ensure the highest quality of services.
- GOAL 3:** We will recruit and retain a quality workforce.
- GOAL 4:** We will enhance the direct support employee experience.
- GOAL 5:** We will implement an employee communication exchange to promote organizational and team success by building employee trust, engagement, and loyalty to our mission.
- GOAL 6:** Seven Hills Foundation will position itself as an interdisciplinary care provider and develop an integrated service delivery system that is person-centered and financially sustainable, improving the experience and quality of care for the people we serve.

We are confident that our talented, dedicated staff will achieve these six goals and continue to position Seven Hills as the leader in providing the highest quality services and supports.

John Altomare Jr., Esq.  
Chair of the Board

David A. Jordan, DHA  
President





*Front, l to r: Marianne Rogers, Claire Swan, Dr. David A. Jordan, John Altomare Jr., Esq., Melvin Gordon. Back, l to r: Dr. Tammy Murray, Deborah Needleman, Peter Stanton, Dr. Charles P. Conroy, Maureen Binienda, Jeanne Antonucci*

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*Front, l to r: Holly Jarek, Jonathan Worcester, Kathee Jordan, Cliff Cabral. Back, l to r: Bill Stock, Joe Tosches, Sharon Goldberg, Joe Allred, Charlie Washburn, Leslie Courtney, Mike Matthews, Mitzi Arocho, Joe Ricciardi, Kate Myshrall, Rich Neckes, Joe Realbuto.*

## TRANSFORMATION: EMPLOYMENT



"It's clear to see the pleasure and self-assurance they gain from their work." —Jane Moore, Chick-fil-A

For people with disabilities, employment can be transforming. Just ask Giles, a young man with Down syndrome, who works eight to twelve hours weekly at Chick-fil-A in Westborough, MA. "I really love this job—the work, our customers, my teammates!" he said, beaming.

"You can't train positive attitude and excitement," said Jane Moore, the restaurant's employee relations director. "Like so many other of our Seven Hills employees, Giles brings honor, dignity, respect—and a great sense of humor—to his work every day."

Chick-fil-A is among a growing number of businesses that value a diverse workforce of all abilities. "Our Seven Hills staff goes out of their way to make our customers feel comfortable," said Ryan Ramey, a supervisor of Giles. "They work hard and always provide service with a big smile." Moore chimed in with enthusiasm. "Customers compliment us all the time," she said.

Karen Rae, Giles' mom, is impressed with Chick-fil-A's accommodations for employees with disabilities. "Giles loves being productive, having a routine, and getting out into the community on a regular basis," she said. "Being employed provides all these benefits, and I can see how his work strengthens his self-worth. Many thanks to Seven Hills for making all this possible!"

Many thanks, as well, to Chick-fil-A for championing the workforce readiness and employment movement for people with disabilities.



**SEVEN HILLS ASPIRE!** offers creative programming for people with intellectual/developmental disabilities, autism, and brain injury to develop skills necessary to pursue interests in employment, recreation, and social interaction. ASPIRE! promotes personal choice and self-determination in a dynamic, community-driven environment. Activities include the arts, technology, media, health, wellness, horticulture, life skills, and vocational training. Community partnerships bring specialists on-site to teach and socialize with participants. These partnerships also encourage access to cultural, educational, and recreational activities, volunteer positions, and vocational training and supported employment opportunities—helping each person optimize their personal, social, and vocational competency to live successfully in the community.



## TRANSFORMATION: LEARNING THE PATH TO SUCCESS



In 2008, when Klisman Sousa was just 8 years old, he left his mom in Cape Verde, Africa, to live with his dad in New Bedford, MA, USA. “Cape Verde has limited education and career opportunities,” Klisman said. “My folks hoped my move to the States would give me greater prospects.” Their guidance proved wise, as Klisman is now a U.S. citizen, and a Providence College (PC) student and soccer player.

Growing up in New Bedford presented challenges, but Klisman focused on achieving his goals: a college education and a professional soccer career. To get the ball rolling, he enrolled in the Educational Talent Search (ETS) program offered by Seven Hills Behavioral Health at New Bedford High School (NBHS). There, Klisman and his dad were mentored on all aspects of the college admissions process. The efforts paid off with Klisman’s acceptance to Providence College, and transition to Seven Hills’ Educational Opportunity Center (EOC), which offers ongoing supports needed to succeed at the college level.

“Klisman embodies this ideal in his efforts to get current NBHS students involved in the Seven Hills program.”

—ETS/EOC Program Director Beth Connelly-Sylvia, instilling the idea that those given great opportunities need to also give back.

Klisman’s college dream has come true, and playing pro soccer is more realistic than ever. “I’d never have gotten this far without Seven Hills’ help,” he said. “I hope I can inspire other kids in New Bedford to follow their own dreams for college. I hope they’ll tell themselves, ‘He did it. I can too.’”

### SEVEN HILLS BEHAVIORAL HEALTH

(SHBH) provides a process of change through which people improve their overall health and wellness. SHBH offers a wide array of mental health and substance abuse treatment, prevention, and educational services to support individuals, families, and communities. Its professional staff is recognized as experts in their field—and the go-to resource for well-being in the community. The affiliate’s treatment philosophy and exceptional care enable its clients to make lifestyle changes that reclaim and enrich their lives. SHBH establishes and sustains collaborations in the community to provide the most comprehensive wrap-a-round care. These relationships are crucial to delivering effective services and, as community needs arise, Seven Hills Behavioral Health continues to develop new and effective ways to respond.





## TRANSFORMATION: TEACHING BY EXAMPLE



“It feels good to help other people like me with chronic health problems cope with their condition and feel better, and I learned new ways to manage my own medical condition.”

—Anne Marie Angrisani



Anne Marie Angrisani and Liz Grasso, clients of Seven Hills Rhode Island (SHRI), have chronic diseases. Yet, they recently became the first Rhode Islanders with physical and intellectual disabilities to be certified by the RI Department of Health to teach the Stanford University Chronic Disease Self-Management Program.

The free program is taught over six weeks by two trained leaders, one or both of whom are non-health professionals with chronic diseases themselves. Workshop topics include techniques to manage frustration, fatigue, pain, isolation, exercise, medication, nutrition, and more.

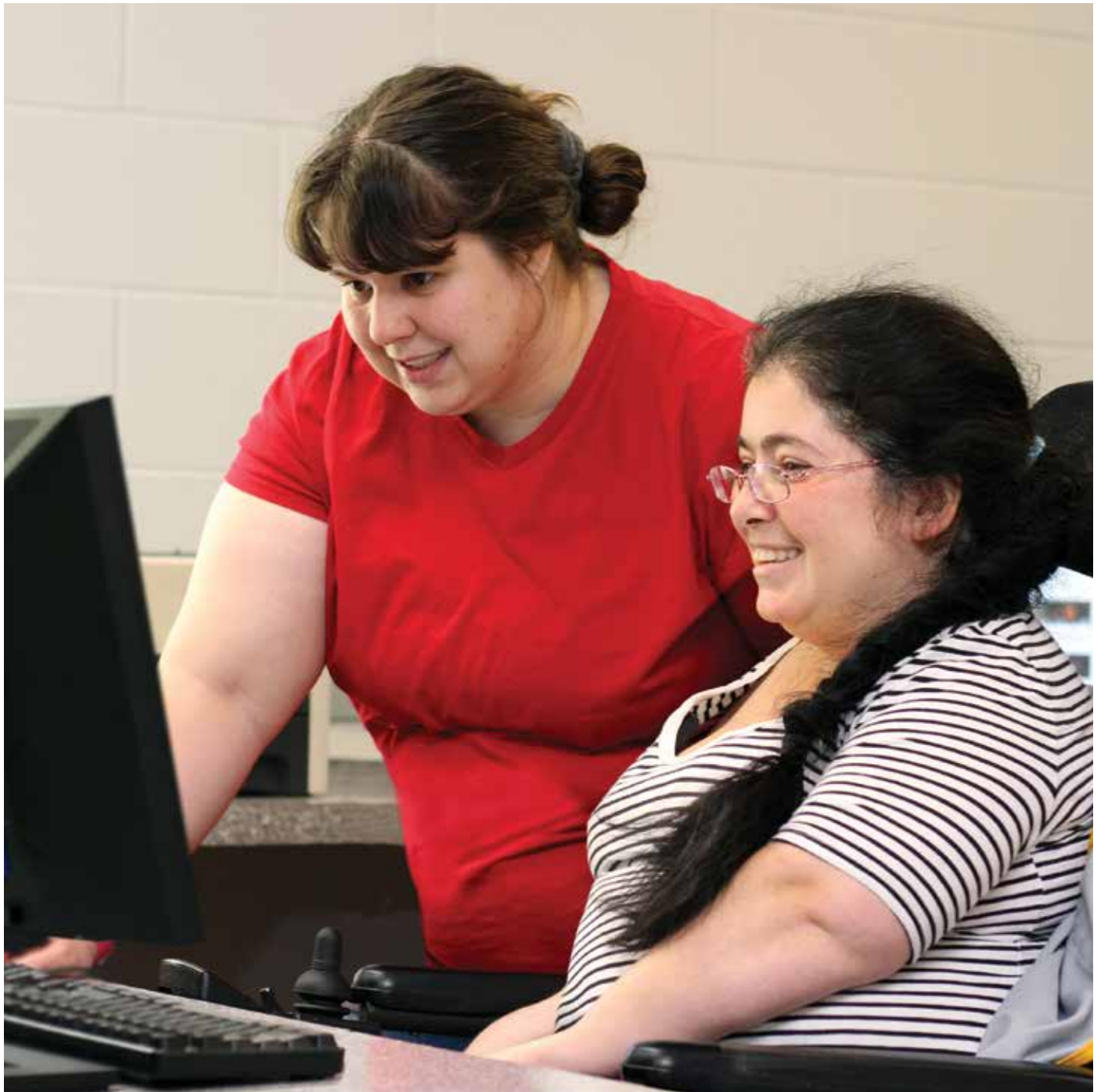
As teachers, Anne Marie and Liz have learned to speak before groups of students—people living with chronic health conditions, and their caregivers. “I’ve become less anxious about public speaking and more confident in my abilities,” said Anne Marie. “This experience has made me more motivated than ever to pursue my dreams.”

“Earning the certification was no easy task,” said Liana Fontaine, support coordinator at SHRI. “For four long days, Anne Marie and Liz studied and practiced how to instruct their students-to-be.”

Through their certification, Anne Marie and Liz are truly teaching by example, and inspiring others with disabilities to pursue their goals.

**SEVEN HILLS RHODE ISLAND** provides a wide range of person-centered, community-based supports for infants, children and their families, adults, and seniors with various disabilities and life challenges. Our Adult Services range from day programs, residential services including shared living and Rite @ Home, to brain injury supports and Alzheimer’s and Related Dementias. Employment First develops skill- and community-based workforce development options that are based on individual interests and abilities. SHRI’s Children’s Services provide a continuum of care through the developmental stages, beginning with Early Intervention, then specialized community-based HBTS (Home-Based Therapeutic Services) and PASS (Personal Assistance Services and Supports). Transition Age programs support young adults, aged 19-22, who are preparing for adulthood —with support for families along the process as well.





## TRANSFORMATION: KEEPING FAMILIES TOGETHER



“Seven Hills services are so caring, and Lindsey and our other Seven Hills folks are so good to Emilia.”

—Cheryl Santos

Emilia Santos was born and raised in Portugal. After moving to the US, she lived independently until 2013, when she fractured her hip. During rehabilitation, she moved in with her son, Carlos; his wife, Cheryl; and Mia, the family’s beloved Chihuahua, in East Providence, RI.

Despite being alert and youthful at age 91, Emilia has type 2 diabetes, chronic asthma, hypertension, and hyperlipidemia. Her main caregiver is Cheryl, Emilia’s “peaches and cream.” Recently, the family learned that Emilia’s medical challenges made her eligible for Seven Hills Rhode Island’s RItE @ Home Adult Family Care program.

Through RItE @ Home, Emilia receives 24-hr. case management and nursing support as needed. As the caregiver, Cheryl receives ongoing training, oversight, and a monthly stipend.

“Becoming a RItE @ Home household has given us all a new lease on life,” Cheryl said. She works part-time from home, so she’s with Emilia 24/7. Occasionally, she welcomes a break. Carlos and his daughter, Leah, serve as respite relief, for which they are paid through RItE @ Home.

It’s plain to see how loving the relationship is between Emilia and Cheryl—and how the decision to become a RItE @ Home household has benefited the entire family.

### SEVEN HILLS HOME-BASED CAREGIVING

RItE @ Home in Rhode Island, and Adult Family Care in Massachusetts, match a senior, or adult with disabilities, and a caregiver who can be a family member or non-relative. In some cases, a family member may already be caring for a loved one and may qualify as the caregiver in the program.

Shared Living in both states, matches an adult with disabilities and a caregiver who can be a family member or non-relative.

In all cases, person-centered supports are provided by Seven Hills’ professional care teams and include 24-hour case management, ongoing training, paid respite, paid room & board, and a tax-free stipend.





## TRANSFORMATION: REBUILDING A LIFE



“The pace and scale of Carrie’s recovery is truly inspiring—to both her peers and the staff.”

—Josh Capiga, Carrie’s case manager

Carrie O’Shea, aged 27, is a vibrant and determined survivor of traumatic brain injury sustained in an auto accident in 2013. Since that life-changing event, she has been recovering with the help of the Seven Hills NeuroCare and ASPIRE! affiliates.

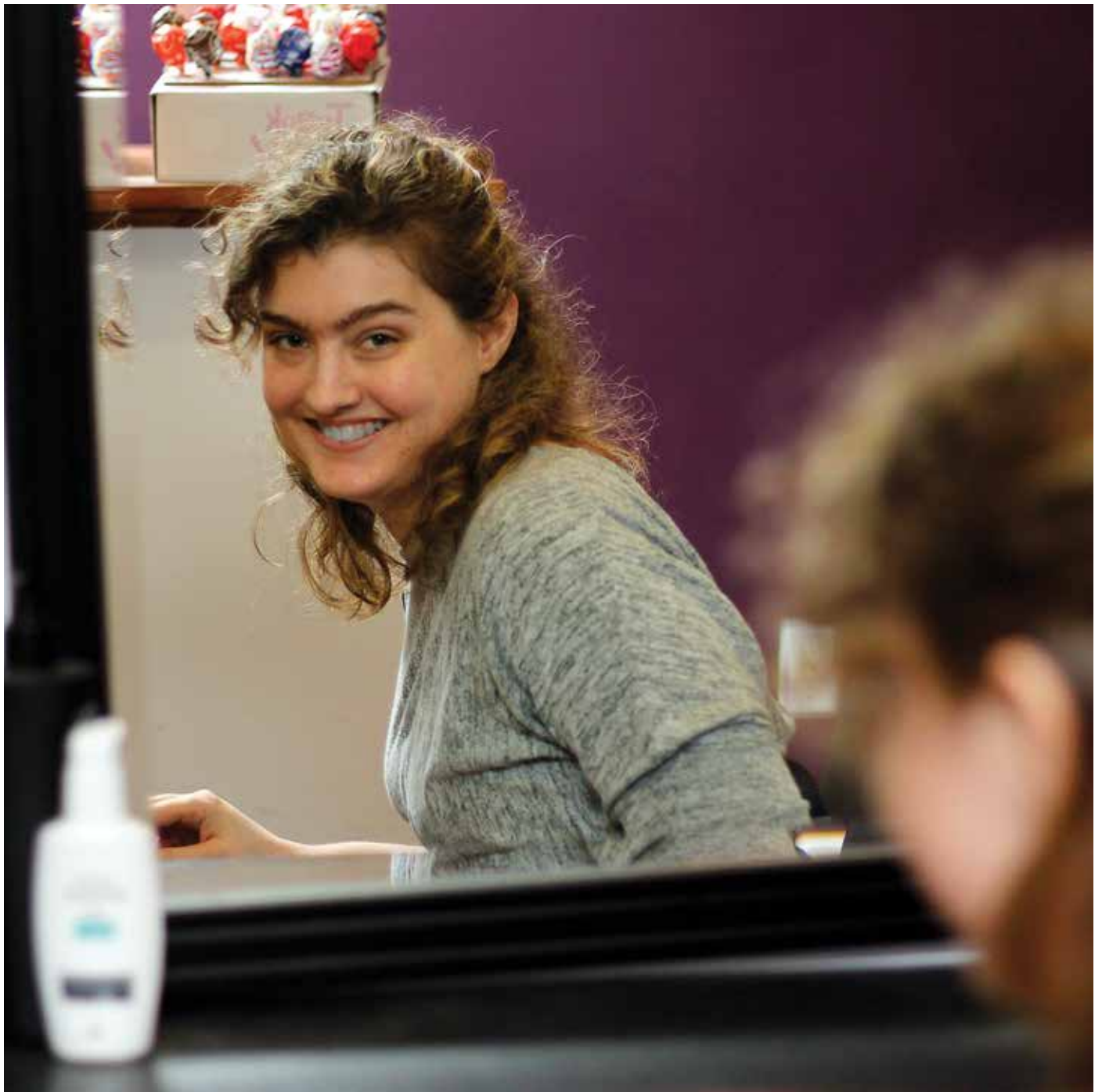
As part of the recovery process, Seven Hills encourages all people with brain injuries to set goals. Two of Carrie’s principal goals were to walk unaided as Maid of Honor in the wedding of her close friend, Lizzy, and to become independent enough to live on her own.

Carrie is making remarkable progress with Seven Hills. The Workforce Readiness & Employment Program is helping her prepare for gainful employment in the future. Supported by NeuroCare staff, she volunteers every Friday afternoon at Miz Mo Salon in Grafton, MA, which complements her goal to earn her cosmetology license. She enjoys a busy schedule of activities, which even includes participating in the pow-wows of a local Native American tribe that believes in the healing power of tribal dance.

Carrie’s personal character and drive are forging her quest to reclaim her former life. At her impressive pace, Carrie not only walked at Lizzy’s wedding—she danced the night away!



**SEVEN HILLS NEUROCARE** supports children and adults with brain injury through its day and residential programs in Massachusetts and Rhode Island. The professional staff of Seven Hills NeuroCare (SHNC) provides person-centered services through community-based rehabilitation, working with individuals to identify their goals and the steps needed to achieve them. Many people with brain injury transition from long-term care or chronic-care facilities, or rehabilitation hospitals. SHNC supports their transition back to the community. The resources of Seven Hills Behavioral Health, a Seven Hills affiliate, as well as the neuropsychology team at UMass Medical Group are integrated as the clinical services required by persons participating in SHNC services, adding significant clinical expertise to the distinctive array of medical and program supports.



## TRANSFORMATION: COMMUNITY CONNECTIONS



“At Seven Hills, we are passionate about cultivating interests and providing opportunities for people with disabilities to pursue their dreams.”

—Jennifer Bergstrom, SHFS therapeutic recreation director



Cousins Nick, Kyle, and Kullen are a trio with a lot of energy to expend in the Community Connections program at Seven Hills Family Services (SHFS). The young men share their love for sports as well as other activities the program offers. They also share a rare genetic disorder that clearly doesn't stop them from pursuing their interests with enthusiasm.

The cousins participate together in swim class, Special Olympics basketball, woodworking, and Healthy Hills. Nick also participates in flag football and softball, while Kullen and Kyle hone their game in skills and drills basketball.

The boys' moms, who are sisters, appreciate the outlet Community Connections provides for their sons' boundless bustle. “Kyle loves everything about his activities!” said Lee, Kyle's mom. “The bonding with his mates is amazing. And his self-confidence gets a real boost.” Kullen's mom, Marlene, notes that Kullen's activities are opening new doors for him, building his pride, and helping him feel just like everybody else. Nick's mom, Teri, appreciates the long-lasting benefits the activities have afforded Nick—and herself. She enjoys socializing with her sisters as well as parents of other participants in the program.

Community Connections is truly living up to its name by bringing families together to share common interests at all levels of ability.

**SEVEN HILLS FAMILY SERVICES** is committed to working hand in hand with individuals with disabilities and their families and caregivers to support each person in choosing their life's path, and helping them on that journey. Through a wide array of supports, SHFS provides individualized options that help each person succeed. Community First and Employment First are two Federal and State Initiatives that focus on the inclusion of individuals with disabilities in their respective communities. Seven Hills has been on the forefront of this support for over 60 years, empowering individuals with disabilities to live more fulfilling lives by becoming members of their respective communities. The affiliate's three Family Support Centers located in Worcester, Fitchburg, and Sturbridge provide information and referral services to a vast array of resources and activities geared toward helping people lead full lives in their communities.



# Individuals Supported in 2016

TRANSFORMATIONS

## Seven Hills Behavioral Health

HIV Education & Prevention Strategies.....	11,948
Higher Education Opportunity Svcs.....	2,799
Food Pantry .....	2,631
Adult Mental Health .....	1,474
Opioid Treatment Svcs.....	1,296
Substance Abuse Counseling .....	383
Parent Mentoring Svcs.....	282
HIV/AIDS Case Management Svcs.....	181
Safe Child Visitation Ctr. ....	178
Psychiatric Day Treatment.....	80
Driver Alcohol Education.....	34
Housing Assistance.....	26
Educational Tutoring Svcs. for Children at Risk.....	25
Safe and Successful Youth Initiative .....	16

## Seven Hills Community Services

24-Hr. Residential Supports.....	406
Individual Supports .....	231
Employment / CBDS .....	15
Emergency Residential Svcs.....	13

## Seven Hills Family Services

Community Connections .....	716
Shared Living / Adult Family Care .....	490

Flex Funding / Family Support.....	465
Respite Svcs. ....	269
Adult Day Health .....	260
Employment / CBDS.....	251
DESE / DDS.....	95
Agency with Choice .....	37
Day Habilitation .....	24

## Seven Hills Global Outreach

Sierra Leone.....	15,000
Ghana .....	5,000
Bangladesh .....	1,200
Haiti .....	800
Kenya .....	650
Liberia.....	500
USA .....	500
Jamaica .....	350
Guatemala.....	300

## Seven Hills NeuroCare

## Seven Hills Pediatric Center

Groton .....	129
Hopedale .....	12

## Seven Hills Rhode Island

Early Intervention.....	365
PASS.....	308
Children's Respite .....	255
HBTS / ABA.....	182
Day Supports .....	166
Contracted Case Management.....	140

24-Hour Residential Support.....	70
Supported Employment .....	44
Shared Living .....	42
Assisted Living.....	39
Family Support.....	33
Behavioral Health.....	17
My Choice.....	9

## Children's Aid & Family Service

Child Care Resources.....	8,619
Child Care Resources & Referral .....	1,527
Strengthening Families .....	844
Child Enrichment Center.....	150
Family Day Care.....	107

## International Center of Worcester

## Stetson School

Residential / Education .....	105
Intensive Group Home .....	44
Follow Alongs .....	3

## VSA Massachusetts

Cultural Inclusion .....	5,722
COOL Schools .....	1,696
Open Door Gallery .....	700
VSA Festivals.....	650
Professional Development for Educators.....	357
Careers in the Arts.....	151



# Financial Statement 7.1.15 – 6.30.16

FUND FORMATIONS

Numbers that work for the numbers served

## Assets

Cash .....	\$8,091,712
Accounts & Pledges Receivables .....	\$26,800,263
Deposits with Trustees .....	\$4,555,947
Prepaid Expenses .....	\$541,260
Total Current Assets .....	\$39,989,182
Net Property, Plant & Equipment .....	\$113,928,186
Deposits with Trustees .....	\$4,456,102
Investments .....	\$25,983,588
Other .....	\$6,661,052
Total Assets .....	\$191,359,034

## Liabilities & Net Assets

### Current Liabilities

Notes Payable and Current Portion of LTD .....	\$11,091,129
Accounts Payable .....	\$4,896,295
Accrued and Other Liabilities .....	\$8,480,896

### Long-Term Liabilities

Advances for the State of Rhode Island .....	\$1,061,048
Long-Term Debt, Less Current Maturities .....	\$93,139,983
Hedging Instrument Liability .....	\$624,190
Deferred Compensation Liability .....	\$6,023,079
Net Assets .....	\$66,042,414
Total Liabilities & Net Assets .....	\$191,359,034

### Funding Sources

Massachusetts Office of Child Care Services .....	14.48%
Massachusetts Department of Medical Assistance .....	14.62%
Massachusetts Department of Developmental Disabilities .....	39.44%
Rhode Island Department of Behavioral Health, Developmental Disabilities & Hospitals .....	5.90%
Rhode Island Department of Health .....	4.94%
Other .....	20.62%

### Expenditures

Program .....	92.82%
General & Administrative .....	7.18%
Personnel .....	59.63%
Occupancy .....	9.23%



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The mission of Seven Hills Foundation and its Affiliates is to promote and encourage the empowerment of people with significant challenges so that each may pursue their highest possible degree of personal well-being and independence.

## VISION

The vision of Seven Hills Foundation is to be a preeminent leader and resource in the identification of unmet community needs; in the promotion of professional and compassionate models of service; and as an advocate of emerging public policy which exemplifies the dignity of all persons regardless of physical, social, or emotional condition.

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