



2016 Annual Report

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A Letter from our CEO & President

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Samantha McDonald, Board Chair and  
David Forsberg, CEO & President

My tenure as CEO and President of YOU, Inc. began just over 15 months ago. I had always admired the agency, but had never spent any significant time inside it before. Every day I have been here, I've been so impressed with the unerring focus on bettering the lives of children and families that everyone here shares. This place truly lives its mission.

Across the board, the people who work here are compassionate and professional. I greatly enjoy getting out to visit program sites and working closely with our management team. There is a culture of support and caring that extends to those we serve and also to coworkers. That culture has grown from a single program started 45 years ago to more than 45 spread over 32 sites throughout Central Massachusetts. In these pages, we honor our 45th anniversary by presenting 45 facets of YOU, Inc., which give a small taste of our mission-driven growth.

When I think about the collective impact of all those programs and people helping kids and families, more than 14,000 this past year alone, I'm in awe. In these pages you'll read about collaborative teams supporting kids, like Hannah and our Community Service Agency program, and graduates who support the next generation of youth, like Shay who has overcome addiction and now facilitates NA and AA meetings. You'll also see many supportive adults who care for our kids and families and help them find hope.

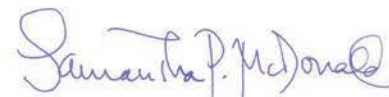
Finally, our Board President Samantha McDonald and I want to highlight three major accomplishments this past year:

- o We managed our finances to an operating surplus
- o We implemented a new electronic health record that further improves efficiency
- o We modernized both our governance structure and agency branding (presented here for the first time), to take us strongly into the next 45 years.

All of these help us to move boldly into the future while also staying meaningfully connected to our past. YOU, Inc. is well poised for the quickly changing worlds of behavioral health and education, and we can't wait to see what's next.



David Forsberg  
CEO & President



Samantha McDonald  
Board Chair

## Worcester Juvenile Resource Center

# 1



Students like **Jose** receive individualized instruction, counseling, and life skills education at the **Worcester Juvenile Resource Center** - an innovative partnership between our agency and the Worcester Juvenile Court, Office of Community Corrections, Department of Probation, and the Worcester Public Schools. With interests ranging from football to history and animals, Jose is working hard to stay on a successful path in school, and the community.

## 1-45 (and Growing)

45 years ago, YOU, Inc. began with **Intensive Juvenile Probation**, which lives on today in the Juvenile Resource Center. From that 1 humble but meaningful program, a multi-faceted agency grew to support kids and families to live positive and productive lives. From counseling to education, the 45 facets of YOU, Inc. presented in these pages collectively provide support, care, and hope for thousands of families throughout Central Massachusetts.

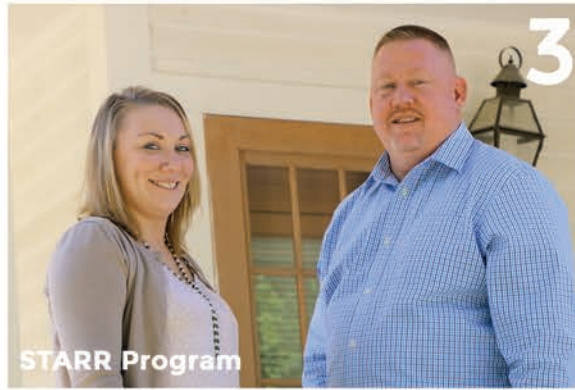


Moe Boisvert, Founding CEO



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We are a founding member of the **Bullying Remediation and Court Education (BRACE)** partnership between the Worcester Juvenile Court, Probation and Police departments, District Attorney's office, and the Worcester Public Schools. This vital in-school programming and our annual conference are funded by the enduring support of DCU for Kids.



3

**STARR (Short Term Assessment and Rapid Reunification)** Programs focus on developing a youth's natural supports within the family, community, and schools, during an out-of-home placement. **Gene Sims** and **Erica Vayo** ensure the youth's school attendance, maintain connections with their therapists and service providers, and facilitate afterschool activities.



4

Our services for **Pregnant and Parenting Teens** are staffed by case managers, clinicians, and a registered nurse. In community-based and supervised living settings, we provide comprehensive prenatal support, housing, parenting and life skills education, counseling and crisis intervention, case management, academic supports and dropout prevention services, pregnancy and HIV prevention counseling, and supportive services to pregnant and parenting teens and their infants.



5

Growing up, **Damian Ramsey** saw the effects of substance abuse and violence all around him. When the opportunity to attend the **Bruce Wells Scholars Upward Bound** program arose, he jumped at it, receiving mentoring and academic support through high school. Today, Damian is a leading educator himself, serving as Dean of Math and Science (and previously Dean of Students and Culture) at Achievement First Bridgeport Academy Middle School.



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Former YOU, Inc. Board President, **George Bernardin** was instrumental in opening **George Bernardin Oxford House** in 1990. Sixteen years later we find **Tyler**, diploma and job in hand, about to begin his life anew. Even as Tyler moves on from program activities such as daily house meetings and weekly group therapy, the transition plan set in place will help him to solidify his goals and family relationships, and stay on a path to self-sufficiency.

Last year, YOU, Inc. delivered services to **14,880** children, adolescents, and families in cities and towns across Central Massachusetts.

**96%** of the parents and caregivers of the youth we serve say that they would recommend YOU, Inc. to a friend or family member.



**Early Childhood Services**

As studies continue to demonstrate, healthy social-emotional development is a leading indicator of a toddler's potential for educational success. Our **Early Childhood Services** program coaches teachers and parents in relationship-building skills, social-emotional teaching techniques in the home and classroom, and behavior management strategies.



**Family Networks**

The **Family Networks** team provides a single point of entry into the often-complex child welfare system. They connect families to services such as parent coaching, counseling, therapeutic after-school programs, specialized assessments, and in some cases out of home placements.



**FSS & In-Home Therapy**

The **Family Stabilization Services** team provides **In-Home Therapy** for the families of youth diagnosed with severe emotional disturbances, as well as case management services for adults with mental health and substance abuse issues. The programs are dedicated to helping families to confront crisis situations, and develop the coping skills they need to maintain a safe, healthy family unit.



**Comprehensive Foster Care**

Indira Calero is a shining example of the caring, highly-trained Foster Parents working in our **Comprehensive Foster Care** program. We place children from infancy to age 21 with particularly challenging behaviors, and provide a wealth of case management, supportive services, and education to ensure that our foster parents – and the children they care for – will flourish.



**Information Technology**

Our **Information Technology** team manages the complex needs of a workforce of more than 700 spread across 32 distinct sites. They also maintain a comprehensive Electronic Health Record system that ensures compliance with federal and insurance regulations, and provides our clinicians with easy access to their clients' records – positioning YOU, Inc. to facilitate the integration of behavioral and medical care.



### Career Pathways

The **Career Pathways** program offers structured academic supports, community service experiences, and vocational training (including industry certifications) for students who may have dropped out of a traditional high school. Smaller classrooms and low student-to-teacher ratios help students ages 16 through 24 to improve their academic performance, obtain a high school degree, explore higher education or career opportunities, and develop pre-employment skills.



### Therapeutic Mentoring

For kids with a clinical diagnosis that calls for intensive training in daily living, social, or communication skills, our **Therapeutic Mentoring** program brings those services to children literally “where they’re at”. That might be in the school cafeteria, at their afterschool activities, or around the dinner table -- anywhere that thoughtful but firm coaching can help them to overcome their limitations and improve their overall social functioning.

**Sarah Sams leads the YOU, Inc. Educational Day Academy** - a Chapter 766-approved alternative middle and high school for students with emotional and behavioral problems. Sarah and her team of teachers and clinicians provide a safe, consistent and supportive environment where students receive grade level instruction in academic and vocational areas, the arts, and therapeutic/experiential learning.



**YOU, Inc. Educational Day Academy**

## Community Service Agency

# 15



It's been said that it takes a village to raise a child – and thankfully, **Hannah** has one. With a complex diagnosis of Prader-Willi Syndrome (PWS) and Generalized Anxiety Disorder, Hannah was prone to sometimes violent outbursts and self-harming behaviors.

For families like Hannah's, the YOU, Inc. **Community Service Agency (CSA)** program steps in to assemble a team of professionals and services that essentially “wrap around” a youth and family in crisis. In Hannah's case, that team included Hannah's mom **Laurie Herne**, YOU, Inc. Intensive Care Coordinator **Hilary Fernandes** and Family Partner **Paula Leblanc**, Luk, Inc. behavioral monitor **Karl Durston** and clinician **Megan Rollo, MA** Department of Disability Services case manager **Amy Boone**, and UMass Memorial Healthcare pediatrician **Dr. Jeffrey Lukas** – who routinely attends case management meetings *in Hannah's home*. The results of their approach and dedication speak for themselves. Hannah, now 15, is an engaging 9th grader, enthusiastic singer, and a bronze-medal-winning Special Olympian.

### YOU, Inc. Board of Directors

Samantha McDonald, *President*

Roy Angel, *Vice President & Treasurer*

Joseph Crotty, *Assistant Treasurer*

Reverend Clyde Talley, *Clerk*

Donna Truex, *Assistant Clerk*

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Donroy Ferdinand

Donna Hollis

John Lynch

Thomas Manning

Tom McGregor

Laurance Morrison

Patrick Muldoon

Mary Roy

Cynthia Skowyra

Thomas Sullivan





Dynamy Youth Academy

A graduate of **Dynamy Youth Academy**, **Stacie Brimmage** made the most of the academic, leadership, and community service experiences offered by the program. After graduating from the College of the Atlantic, Stacie worked at the Regional Environmental Council, and then returned to Dynamy as a program director – ensuring that *her* successes will shape a brighter future for a new generation of at-risk students.



Senior Management

YOU, Inc.'s **Senior Management** Team reflects steady and diverse clinical, financial, operations, technical, and marketing expertise. These leaders are among the many reasons the agency has demonstrated financial stability and thoughtful, continued growth over our 45-year history.



Wetzel Children's Center

In no small part thanks to the generosity of the **Wetzel family**, our renowned **Joy and Robert Wetzel Children's Center** provides acute hospital diversion, stabilization and psychiatry services for children ages 7 to 18 in a state-of-the-art, yet comfortable residential facility. The Wetzel Center has emerged as the premier provider of acute mental health services for children in the region.



Nursing

Our **Nursing** professionals are an integral part of the clinical team, providing exceptional medical services to kids in our care. From treating common illnesses like colds and flu, to assisting with medication management or ensuring that important medical and dental appointments are scheduled, our nurses provide vital comfort and care to children who are often at their most vulnerable point.



ADVANCE

With the **ADVANCE Behavioral Health Development Center**, YOU, Inc., Devereux, LUK, Inc. and Assumption College have collaborated to address the critical shortage of behavioral health professionals in the Greater Worcester area, and ensure greater access to behavioral health services for children and families in the future.

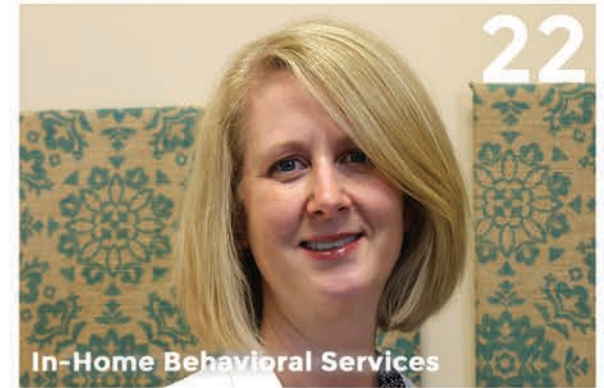
In confidential surveys, **94%** of youth served in our programs say that they were satisfied with their experience at YOU, Inc.

Independent national comparisons demonstrate that YOU, Inc. serves a significantly higher number of youth with moderate to severe needs compared to other providers - with positive outcomes exceeding national averages.



Cottage Hill Academy Day School

For Special Education teachers **Mike Siplas** and **Michael Bragg**, teaching at the **Cottage Hill Academy Day School** is a calling. One a seasoned educator and the other a newly-minted teacher, both are graduates of nearby Fitchburg State University, and find their work at Cottage Hill to be both personally and professionally rewarding.



In-Home Behavioral Services

**Connie Flieger** and her **In-Home Behavioral Services** team assist families with children with complex behavioral challenges that require more than weekly office-based therapy, or traditional In-Home Therapy. The team conducts a comprehensive two to four-week assessment, and then creates a plan with well-defined strategies to help the family understand, tackle, and diminish these difficult behavior issues.



Alternative to Lockup

The **Alternative to Lockup Program** places children who have been detained in custodial protection, or are under arrest for a nonviolent offense, in a friendly, safe environment until the next business day -- at which time program staff provide transportation for the youth to their court appointments. The service is available to state and local law enforcement agencies.



Afterschool Programming

Funded by the **Women's Initiative** of the United Way, **ASCEND** is a therapeutic afterschool program for middle & high school girls with a mission to encourage self-confidence, healthy interpersonal relationships, and positive values. **Youth Making a Difference** is a therapeutic afterschool program, staffed by clinicians who offer group counseling, educational supports, life skills training, as well as case management services to the families.



The Village

The **Carol O. Schmidt Village** provides *short-term* crisis stabilization and hospital-diversion services for adolescents, as well as *longer-term* care in the Behavioral Treatment Residence. Clinicians and case managers at the Village provide individual and family counseling, and often use creative therapies to reach the youth in their care, including an extensive EcoTherapy and gardening initiative.



Finance



Human Resources

The agency's solid financial and human resources have been crucial to our growth and success. The **Finance** department blends comprehensive long-range planning with a flexible short-term management philosophy to manage program budgets, billing, payroll, and the accounts payable/receivable functions. The team delivers superior services, despite the size and scope of our agency, and the complexities of our contracts and funding sources.

Our **Human Resources** department provides ongoing support to over 700 full and part time staff, while managing an aggressive recruitment and retention program to secure outstanding new candidates. From collaborating on mandatory week-long employee orientations, to monitoring employment practices and ensuring that our staff have comprehensive and affordable benefits, the HR team works tirelessly to ensure that YOU, Inc. remains a leading employer in the area.

**Janet Jones** left retirement to help lead the capital campaign that built **Cottage Hill Academy** in the greater Gardner area. Years later, Cottage Hill is thriving as a provider of comprehensive residential, educational, and therapeutic services for adolescents, on a unique and beautiful campus. Services include short and long-term residential care and clinical support, along with elementary through high school education in the program's day school. The campus includes a brand new therapeutic playground, and a separate residence for visiting families or caregivers traveling from a distance.

Cottage Hill Academy

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## Counseling and Assessment Centers

# 28, 29, 30



Many of our specialized counseling services operate out of three geographically-distributed “hubs”: our **Counseling and Assessment Centers**. **Anne Fine** directs all outpatient services from her offices in Worcester, assisted by Site Directors **Katie O’Brien** (Southbridge) and **Deb Kott** (Gardner).

Their teams include licensed independent clinical social workers, mental health counselors, Master’s level clinicians, and clinical nurse specialists, providing a broad array of therapeutic and counseling services. The centers serve youth and families experiencing such issues as family conflict, school problems, divorce/remarriage, depression and suicidal tendencies, anxiety and stress, behavior management, parenting issues, substance abuse, bereavement and loss, family violence, illness and disability, physical/sexual abuse, incest and other forms of trauma, domestic violence, sexual identity issues, and eating disorders.



**Centralized Referral**

Our agency's **Centralized Referral** department and "one-call" referral line ensure that clients have easier access to services during stressful times, with wait times for appointments significantly reduced. The team assists callers in determining what services are needed, answers questions about insurance benefits and eligibility, and makes appropriate outpatient clinical appointments.



**Adventure Challenge Experience**

It might happen on a mountainside, in a classroom, or high in a tree at our licensed ropes course – but no matter the location, kids who participate in our **Adventure Challenge Experience (ACE)** develop problem solving, teamwork, and communication skills, and in some cases overcome deep-seated trust issues that may have resulted from trauma and abuse.



**Voices with Choices**

Making safe and healthy choices isn't easy for adolescents in any community, but in some cities and towns socioeconomic pressures make it even more difficult. **Jasmin Rivas** and the **Voices with Choices** team are making an impact by providing youth, parents, schools and community providers with accurate, age-appropriate information about teen sexual health, self-esteem, healthy choices, and goal setting. Pictured with Jasmin are Peer Leader **Arianna**, and Southbridge Middle School Associate Principal **Rebecca Sweetman**.



**WCFRC**

The parent-led coalition that guides our **Worcester Connections Family Resource Center** acknowledges and amplifies the voice of youth and families in the city. The Center offers a wide range of on-site parent support groups and workshops, connects families with existing community resources, and actively engages parents and caregivers to become more confident, competent, and nurturing.



**Positive Parent Coaching**

Many of the families we serve can benefit by coaching and education around key parenting issues. Our **Positive Parent Coaching** program includes a comprehensive 12-week curriculum covering topics such as child development, using appropriate discipline, and improving communication and respect. The parent coach is a mentor, providing support and feedback to parents while working on family goals.

**Our Training Department delivered over 1,000 hours of professional development and clinical training last year.**

## Psychiatry

# 36



**Grafton House** provides a safe and stable living environment in which girls ages 12-18 can work with clinicians and their families to stabilize crises, build on their strengths, and create a successful, productive life in their community. Grafton House and high school grad **Caitlyn** – now living and working independently, and headed to Quinsigamond Community College to study Early Childhood Education – is an outstanding example of the program's success.

Our child **Psychiatry** team is unparalleled in the local behavioral health landscape. Led by **Dr. Ludmilla Tonkonogy**, the team includes board certified child psychiatrists and clinical nurse specialists who provide a full range of psychiatric services at **all levels of care**, and have positioned us to greatly increase the number of acute care beds available at the agency's programs. Members of the team lead regular care-planning meetings with clients, parents, guardians, and outside providers such as teachers or caseworkers. They meet at least weekly – and often more frequently – with every youth in care, and work proactively to stabilize each youth with the least amount of medication possible – therefore greatly reducing the possibility of potentially harmful and dangerous side effects.



**Quality Management and Training**

YOU, Inc.'s **Quality Management and Training** team delivered over 1,000 hours of professional development and clinical training last year, hosted interns from 20+ area colleges and universities, and ensured that our services continue to meet the high quality standards that have resulted in our exceptional ratings from the nationally-recognized Council on Accreditation.



**Latency Group Home**

Too often, children placed in out-of-home care have experienced trauma including physical or sexual abuse, severe neglect, exposure to substance abuse, and homelessness. To address these children's needs, our **Latency Group Home** provides a range of services – from play therapy to intensive family and group work – with specialized assessments and treatment plans that help ensure their long-term healing.



**Occupational Therapy**

Director of **Occupational Therapy Jessica O'Connor**, her staff, and her certified therapy dog **Trot** are a clinical team that's hard to beat. In fact, with Jessica's leadership, OT strategies – and in some cases dedicated OT spaces – are now in place across every YOU, Inc. program. From yoga and meditation to weighted blankets and stress balls, our staff has been fully trained in the use of Occupational Therapy tools and techniques to enhance their clinical work.



**DYS Community Services**

Department of Youth Services Director **Barbara Morton** and YOU, Inc. Family Support Networks Director **Paul Carey** manage a strong public/private partnership – **DYS Community Services** - that's helping DYS - involved youth to remain safely and successfully in their homes and communities, and keep them from returning to the juvenile courts.



**School-Based Counseling**

**Julia Knowles** leads **School-Based Counseling**, a team of nine clinicians who provide on-site individual and group counseling, consultation, training, psychological and ADHD testing services, and risk management evaluations to students from more than 25 elementary, middle, and high schools in 6 school districts across Central Mass.

Our agency is educating the next generation of behavioral health professionals - hosting more than **60 graduate-level interns** from colleges and universities across **New England** each year.



**Worcester Institute on Loss and Trauma**

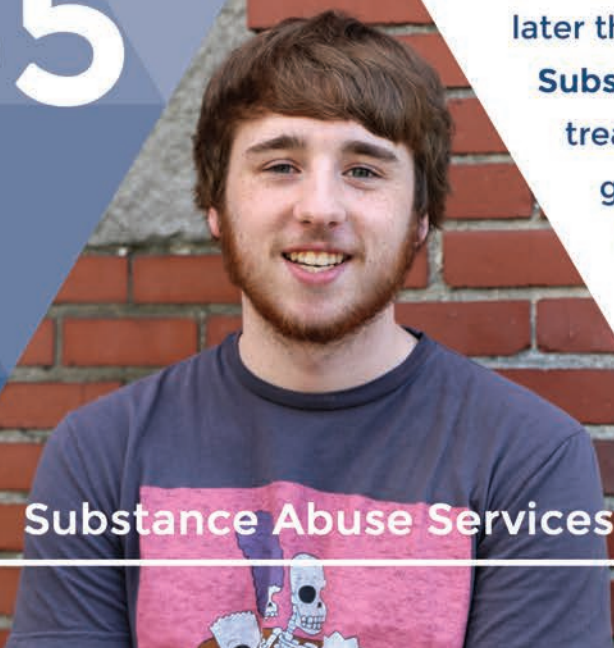
The **Worcester Institute on Loss and Trauma** was conceptualized in response to the tragic fire at the abandoned Worcester Cold Storage facility, and in the years since has gathered thousands of behavioral health professionals at its annual, pioneering conference on topics related to intense trauma and loss.



**Dynamy Internship Year**

Young, successful, hands-on entrepreneurs **Rob and Avra Hoffman** of **Birch Tree Bread Co.** and 2014 Sponsor of the Year **Amy Lynn Chase** of **Crompton Collective** host **Dynamy Internship Year** students, helping them find their passion in life. **Dynamy** is one of the original and most-respected gap year programs in the country, and has its largest enrollment this fall.

45



**Substance Abuse Services**

**Shay** is a high school senior, intramural soccer player, and an accomplished musician headed to an international competition later this year. He's also a graduate of our outpatient **Adolescent Substance Abuse Services** program, which offers a blend of treatment options including assessment, intensive outpatient groups, individual and family therapy- all designed to meet the needs of adolescents at every stage of their treatment and recovery. This determined young man is using his own experiences in recovery to help other teens battling addiction, serving as a facilitator at **AA** and **NA** meetings, and volunteering in our program.



# Our Financials: Youth Opportunities Upheld, Inc.

FY 7/1/15 - 6/30/16\* Unaudited

## Senior Management Team

*President & CEO*  
David Forsberg

*Chief Operations Officer*  
Paul Kelleher, LICSW

*Chief Financial Officer*  
Paula Aiello, CPA

*Medical Director*  
Ludmilla Tonkonogy, MD

*Chief Quality and Compliance Officer*  
Elaine Waters-Daverio, LMHC

*Chief Development Officer*  
Fred Kaelin

*Chief Information Officer*  
Jonathan Miller

*Vice President of Human Resources*  
Laura Peterson, MA, SPHR

*Director of Community-Based Services*  
Ann Toomey-Doane, LICSW

*Director of Education & Employment  
Services*  
Kristin Mayotte, MA

*Director of Family Support  
Networks*  
Paul Carey, LICSW

*Director of Outpatient  
Services*  
Anne Fine, LICSW

*Director of Residential  
Services*  
Gloria Kazakov, PsyD

## Thank You to Our Donors

**YOU, Inc. greatly appreciates the generosity of its friends – the individuals, families, businesses, corporations, and foundations that support the agency's services for children and families.**

Listed below are donations of \$50 or more, as well as Gifts-in-Kind, between July 1, 2015 and June 30, 2016.

### **YOU, Inc. Guardian Angels (\$25,000+)**

Fairlawn Foundation of Greater  
Worcester Community Foundation  
Greater Worcester Community  
Foundation  
DCU for Kids  
Lloyd G. Balfour Foundation  
The Fred Harris Daniels Foundation  
United Way of Central MA

### **YOU, Inc. Angels (\$10,000-\$24,999)**

Benefit Development Group/A Risk  
Strategies Company  
Ruth H. & Warren A. Ellsworth  
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Fallon Health  
Fallon/OrNda Community Health Fund  
of GWCF  
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Hermann Foundation Inc.  
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David Crowley  
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Justin & Laine Fletcher  
Metso Automation  
TD Bank Massachusetts  
UMass Memorial Health Care, Inc.  
Unibank  
United Way of Central MA

### **President's Club (\$1,000-\$4,999)**

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The Wetzel Group/Morgan Stanley  
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Ludmilla & Joseph Tonkonogy  
Polly & Dick Traina Fund for Y.O.U., Inc.  
of GWCF  
Polly & Dick Traina Fund for Y.O.U., Inc.  
of GWCF  
Traina Family Youth Development Fund  
of GWCF  
USI Insurance  
Adrian & Kim VanderSpek  
W.B. Mason Co.  
Webster Five Foundation  
Whole Kids Foundation  
Worcester Postal Credit Union  
Wyman-Gordon Foundation

### **Champions of Youth (\$500-\$999)**

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Bollus Lynch  
Nancy Joy Brown  
Paul Carey  
Coghlin Electrical Contractors  
(Coghlin Services Fund)  
Joseph & Karen Crotty  
Donroy & Cordelia Ferdinand  
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Thomas & JoAnne Jenkins

Paul & Carol Kelleher  
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Medical Center  
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Elaine Waters-Daverio  
Worcester State Foundation

If your name was inadvertently omitted or is incorrect, please call Fred Kaelin, Chief Development Officer, at (508) 849-5600 ext. 286 or [kaelinf@youinc.org](mailto:kaelinf@youinc.org). Please accept our apologies.

# Thank You to Our Donors

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## Advocates of Youth (\$250-\$499)

Christine Anderson  
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