



Partnerships *and* Potential
2019 Annual Report

 **youinc**
support. care. hope.



**If everyone is moving forward together,
then success takes care of itself.**

Henry Ford



At YOU, Inc., almost every service we provide to a child or family at risk is enhanced by a solid partnership.

Our programs succeed in no small part because of our strong relationships with the state and federal agencies that contract with us, and the communities that welcome us. We innovate by forming partnerships with other health and human service providers whose unique expertise complements our own. And we extend our reach thanks to the generosity of businesses and foundations that ensure gaps in funding are closed, and urgent needs are met.

We've highlighted many of these vital partnerships on the following pages. You'll learn how we collaborate with local school systems to deliver clinical care and educational services to their students, and work in partnership with law enforcement and the court system to address delinquency, bullying, and other troubling behaviors before they reach a critical stage. And, you'll discover the many ways we partner with non-profit and healthcare providers across Worcester County to ensure that children and families have access to comprehensive and cutting-edge behavioral health care.

No one clinician, agency, or community alone can address the complex issues that impact the health and well-being of youth and families at risk. But together, we can unlock the potential for our shared communities – and their most vulnerable members – to flourish.

Paula

Paula Aiello

Interim President and CEO

Roy

Roy Angel

Board Chair

Roy Angel, Board Chair
Paula Aiello, Interim President & CEO



Youinc

Family Resource Center Opens in Southbridge



Pictured left to right: Bethany Connolly, LICSW, Senior Director Supports and Services; Jitza Vazquez, Southbridge CCC/Harrington Healthcare; Joanna Marerra, MS, Director Southbridge Family Resource Center; Katie O'Brien, LICSW, Director of Behavioral Health Services Southbridge.

For children and families struggling with behavioral health and other socioeconomic challenges, finding the services that are available to them can be a daunting task. Under the auspices of the **Department of Children and Families**, statewide **Family Resource Centers** provide a centralized location where parents and caretakers can access information and referrals for services provided by the state's human service agencies, public school systems, and other local and state providers and entities that can help them to move towards stability and self-sufficiency.

Each Family Resource Center has a staff that includes at minimum a licensed clinician, family support worker, family partner, and a school liaison to help families understand and secure the services they need. Resource Centers connect families to housing and shelter assistance; special education, HiSet (formerly GED) instruction, ESL and early education supports; behavioral, mental health, and substance abuse services; support groups; and public benefits such as SNAP, WIC, TANF, MassHealth, and Fuel Assistance.

YOU, Inc. has operated the Worcester Family Resource Center since it opened in 2014. Through a competitive bid we were awarded the contract to open the new Southbridge Family Resource Center with our partners, the **Southbridge Community Connections Coalition** of **Harrington Healthcare**, and **LUK, Inc.**

A Model That **WORKS**

Family Resource Centers harness the clinical and operational strengths of the agencies that run them, while relying on the insights and vision of local Community Connection Coalitions to shape the services they offer.

It's a model that's produced exceptional results in the Worcester Family Resource Center. In FY19:

591
families served on
an **ongoing** basis

259 child &
caregiver
group sessions

21 parent
leadership training
graduates

1027 family
members
impacted

10,832
case management
and group services

one-time
family or
individual
services **390**



Programs in the classroom,



Upward Bound and **Youth Academy** are five-year leadership and college access programs serving 140 promising, low income students each year. We partner with the **Worcester Public Schools** and **Clark University** to prepare students for success in college, and beyond.

college
100%
acceptance



YOU, Inc.'s **Career Pathways** program offers structured academic supports, community service opportunities, and vocational training. Our goal is to help our students to obtain a high school diploma, and prepare for college and/or meaningful employment.

103^{enrolled}
students



Career Pathways is funded by the federal Workforce Investment Opportunity Act. We partner with the **Fieldstone School** and other providers to train our students for careers in health care, and residential youth care.

twenty
certified nursing
specialists



We provide **Early Childhood** and **School-Based** counseling and consultation for children from birth to age 18 in our clinics, and in preschools, daycare centers, and school systems throughout Worcester County.

25⁺ preschools
daycare
centers
school systems

clinic, and the community.



YOU, Inc.'s services are delivered in clinical, residential, and community settings in cities and towns across Central MA, for clients who hail from nearly every part of the state. Our **community-based services** range from in-home therapy, to mentoring and positive parent coaching, and family stabilization. Our **outpatient clinics** offer group and individual counseling for children, adolescents and families coping with a range of issues including mental health diagnoses, trauma histories, and substance use disorders.



And on any given day, as many as 150 youth are cared for in a YOU, Inc. **residential program**. Services range from short-term stabilization and hospital diversion programs, to longer-term behavioral treatment residences, supported living apartments, and foster care -- always with a goal for youth to be connected to their home communities throughout their care.

Southbridge

Counseling Center expands school-based counseling to Webster and Holland.

New site in
Milford ▼
opened to allow for expansion & growth in the Tri-County region.

204,701
services delivered in FY19
AGENCY WIDE

Community Outreach Specialists

▶ focused on **improving collaboration** with Primary Care Practitioners, resulting in increased referrals.

Outpatient and In-Home Therapy clinicians have enhanced their training in **evidence-based practices** to ensure exceptional care for their clients .

Finding a new way *forward.*



Like so many providers in our state and across the country, health care reform has impacted the way we deliver services to youth and families. In Massachusetts, the movement from standalone services to *coordinated* behavioral health and medical care is well underway. At the same time, we're challenged to balance a growing demand for services for youth and families -- with increasingly significant needs -- against a declining behavioral health workforce.



To meet these challenges we've been inspired to broaden existing partnerships, and create new ones that help us *together* to deliver the best possible care to our clients.

Innovation ▼

Chief Operating Officer Annie Fine and her team are finding ways to collaborate with medical providers and our industry colleagues to deliver our services in a coordinated way. The team has piloted an **“Open Access”** model in our three outpatient clinics, with the support of the MA Behavioral Health Partnership.

YOU, Inc. participated in the **Southern New England Practice Transformation Network** to develop our readiness to demonstrate value-based care, reduce no-show rates, and improve our system of consumer feedback. We also participate in the **Worcester Hub**, a strategic program of 30 local and state organizations committed to addressing acute risk behaviors across the community.

And, the YOU, Inc. team is currently developing cooperative partnerships with **Reliant** and **Open Sky Community Services** to eliminate barriers to care, and streamline access to substantive YOU, Inc. mental health services for their clients and patients.



—“

I skate to where the puck is going to be,
not to where it has been.

Wayne Gretzky

—”

Collaboration ▼

Behavioral healthcare providers in Worcester County are faced with a significant shortage of qualified applicants for open positions. **Open Sky Community Services** saw the opportunity to bring providers and stakeholders to the table, including YOU, Inc. as a key partner, to address the issue in a substantive way. Open Sky provided the framework, and the **Fairlawn Foundation** of the **Greater Worcester Community Foundation** funded their proposal to create a Career Pipeline Project.

Alongside partners including Masshire, GWCF, the City of Worcester Youth Services Department, Clark University, and the Coalition for a Healthy Greater Worcester, we've been fortunate to share data, training, advocacy opportunities, and strategy within this notable steering committee.



The Fairlawn Foundation also provided the initial funding for **ADVANCE Behavioral Health Professional Development**, a partnership between YOU, Inc., **Devereux, Perkins**, and **LUK, Inc.**

The ADVANCE mission is to increase the competency and number of mental health professionals working in Central MA, ultimately resulting in higher quality and improved access to behavioral health services for children and families in need.

Partners, uncovering



A group of our Upward Bound students were excited to join Lt. Governor Karyn Polito as she helped to kick off **YouthConnect**'s six weeks of summer programming. We're proud to be a longtime member of this important inter-agency collaboration.



Time and again, the **Worcester Railers** have reached out to support our agency -- from their generous capital campaign and strategic support, to game tickets for kids, and their recent sponsorship of our intrepid Worcester Dragon Boat team!

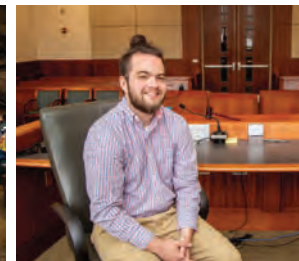


You would be hard-pressed to find any corner of Worcester County where the impact of the **United Way of Central MA** can't be seen. For 25 years, United Way funding has sustained and enhanced YOU, Inc. programs that have included Dynamy Youth Academy, ASCEND after school programming, Latino Outreach services, Substance Use Prevention, YouthConnect and more.

We're grateful for the foresight, generosity, and partnership of Tim Garvin and the entire staff and Board of the United Way. Thousands of kids and families served by our programs have seen their lives improved because of this vital funding.

potential.

More than 100 **businesses, non-profits,** and **municipal organizations** partner with YOU, Inc. to offer unique internships for our Dynamy Internship Year students across the city. Whether they're a future engineer, promising artist, aspiring attorney, or budding chef -- we're able to place students in a practical, hands-on internship that will help them define their college and career goals during a Gap Year that is second to none!



We provide therapeutic services within the **Arts and Music Police Partnership**, and the results have been nothing short of amazing. The AMPP program is a unique collaboration between the Worcester Police Department and members of the local arts community, and is an integral part of the comprehensive violence reduction strategy for the City of Worcester.



What a beautiful and fun **Working4Worcester** day we had last spring at our Wetzel Center for Children. Thanks to the generosity and hard work of the intrepid volunteer teams from **Fallon Health** and the **College of the Holy Cross**, kids at Wetzel have new and amazing play spaces indoors, and out!



Getting there together.



Innovative partnerships with the **Worcester Public Schools** and vital public safety and youth-serving organizations allow us to greatly extend our reach in the city.



For example, elements of our **Adventure Challenge Experience (ACE)** -- an experiential leadership and team-building program -- have been implemented in a number of Worcester schools. Through classroom-based exercises and on our licensed ropes course, the program teaches kids to take positive risks, solve conflicts peacefully, and communicate respectfully.



Generous funding from **DCU for Kids** has enabled us to share vital bullying prevention and cybersafety training from experts in the field. Alongside the **Worcester Police Department, Juvenile Court** and **Probation Department**, and the **Worcester County District Attorney's Office**, we've welcomed hundreds of educators and clinicians from across Worcester County at our Annual BRACE Conference since 2012.



Over many years, our Career Pathways students have performed hundreds of community service hours at the Grafton-based **Community Harvest Project**. CHP is a non-profit farm that engages volunteers to grow fresh fruits and vegetables that are provided to those experiencing hunger. The program and its volunteers improve access to healthy foods for individuals and families in need across Worcester County.



Management is doing things right. Leadership is doing the right things.

Peter Drucker



Our leadership team.



Executive Leadership Team

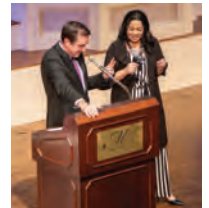
L-R from front: Dr. Allison Beckler, Medical Director • Jillian Alfeo, Vice President of Quality and Training • Joellen Andrews, Vice President of Human Resources • Anne Fine, Chief Operating Officer • Paula Aiello, Interim President & CEO • Jonathan Miller, Chief Information Officer • Kristin Mayotte, Vice President of Advancement, Education and Community Engagement • Kevin Kittredge, Interim Chief Financial Officer

While staffing and programming changes are inevitable in any organization, one constant for our agency has been the guidance of a highly experienced Executive Leadership Team and Board of Directors. Together, this team has continually explored emerging and innovative strategies that have positioned us to grow our organization in new directions, and made us stronger at each step along the way.

2018-2019 Board of Directors

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David Crowley
Kathleen Davis
Thomas Dube
Stephen Erickson
Donroy Ferdinand, Asst. Treasurer
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Alex Guardiola
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Audrey Smolkin
Clyde Talley
Donna Truex, Clerk
Julian Wade



our supporters.

We are grateful for **each and every donor** who chooses to support our agency, whether it be through an event sponsorship, annual gift, grant or other means. Without your support, no matter the amount, we could not accomplish the amazing outcomes you've read about in these pages, or possibly seen firsthand.

We invite you to view a **complete list** of the foundations, individuals, and corporations whose generosity and foresight have made our success possible this year by visiting our website at:

▶ youinc.org/get-involved



FY19 Capital Campaign Leaders

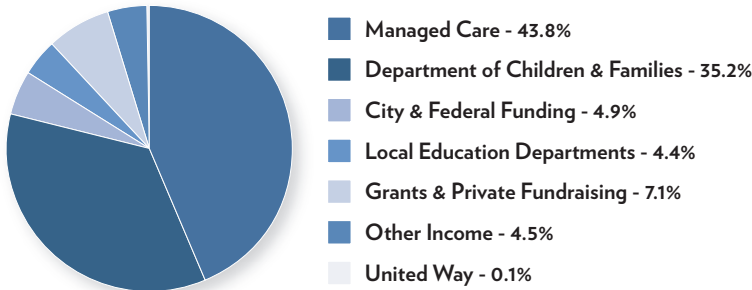
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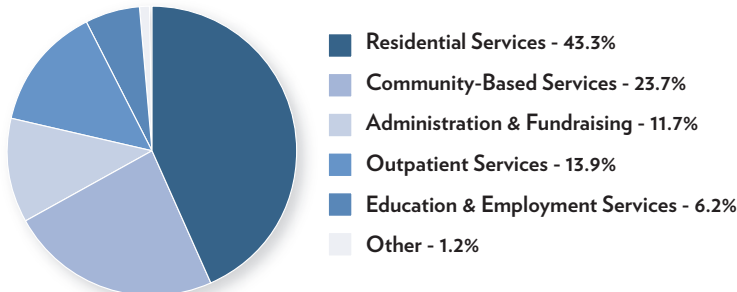
our financials.

Youth Opportunities Upheld, Inc.
FY 7/1/18 - 6/30/19 Unaudited

OPERATING REVENUE - \$33,343,387



OPERATING EXPENSES - \$32,581,191



ASSETS

Cash	\$1,847,489
Prepaid Expenses	628,849
Accounts and other receivables, net	3,291,021
Investments	2,404,985
Beneficial Interest in Trust	1,109,845
Other Assets	317,698
Property, Plant and Equipment	
Buildings	10,776,092
Furniture and Equipment	1,855,552
Building Improvements	3,118,281
Sub-Total	<u>15,749,925</u>
Less Accumulated Depreciation	(10,456,119)
Net Property, Plant and Equipment	<u>5,293,806</u>
Total Assets	<u>\$14,893,693</u>

LIABILITIES

Note Payable and Hedging Instrument	\$6,552,912
Accounts and Subcontracts Payable	443,857
Deferred Revenue	342,261
Accrued Liabilities	<u>1,365,472</u>
Total Liabilities	\$8,704,502

NET ASSETS

Without donor restriction	4,481,925
With donor restriction	<u>1,707,266</u>
Total Net Assets	<u>6,189,191</u>
Total Liabilities and Net Assets	<u>\$14,893,693</u>

Operating Support and Revenue	\$33,343,387
Operating Expenses	<u>32,581,191</u>
Changes in Net Assets from Operations	762,196

Non-operating Revenue (Expenses)

Net Investment Return	
Gain on sale of property, plant and equipment	153,002
	700
Unrealized Loss on Hedging Instrument	<u>(21,576)</u>
Changes in Net Assets	132,126
Net Assets, Beginning of Year	5,294,869
Net Assets, End of Year	<u>\$6,189,191</u>



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