Dear Friends,

I am pleased to share with you this 2016 Annual Report that provides a snapshot of where we are as an organization and, with your help, what we were able to accomplish for our clients over the last year.

While many of you have supported CHL’s work over many years, others of you are new members of the CHL family. I invite you to explore this annual report to learn more about who we are and what we do.

Did you know that, thanks to you...

• We provided high-quality behavioral health, addiction, and homelessness services to more than 22,000 children, adults, and families in 2016?

• We had a revenue of over $70 million in 2016?

• We employed nearly 1,200 people through our 80 different programs in 40 locations?

As we approach our 40th anniversary in 2017, we are proud of what we have accomplished and are focused on ensuring a successful future for our organization and the clients we serve. Did you know that...

• As a proud member of UMass Memorial Health Care, Community Healthlink is strongly committed to continuously improving both the care we provide for our clients and the workplace we provide for our caregivers?

• CHL’s employees share their ideas for improvement every week through “idea huddles” in their programs? In 2016, we implemented over 1,100 unique ideas throughout the agency - ideas that made improvements in efficiency, safety, client care and outcomes, employee engagement, and financial stability.

• We are on the forefront of the movement in the health care industry to integrate primary care and behavioral health services? In 2016 we provided integrated primary care and behavioral health services to more than 4,000 individuals.

Read on to learn more about how we make an impact throughout central Massachusetts, and how we worked throughout 2016 to ensure that our clients could recover from the impacts of mental illness, addiction, and homelessness. We couldn’t have done it without your support.

With Gratitude,

Nicole Gagne
President
Our Mission

Community Healthlink is committed to promoting, restoring, and maintaining the physical health, mental health, and dignity of adults, children, and families in Central Massachusetts who are experiencing mental illness, addiction, or homelessness. Community Healthlink’s services are grounded in the principles of recovery and the belief that every person has the right to choose his or her own recovery path. Community Healthlink uses evidence-based practices and relevant state-of-the-art research aimed at improving the lives of our consumers.

Our Vision

Community Healthlink will be the provider of choice in Central Massachusetts for prevention, treatment, and recovery programs addressing mental health, addiction, and homelessness. Community Healthlink will be financially sustainable while providing a safety net for the communities we serve.

Our Core Values

Community Healthlink is a person-focused, culturally sensitive/responsive service organization, committed to providing services to people who are the most vulnerable, training future health care providers, and actively participating in innovative research. We strive to empower and promote the wellbeing of the individuals and families we serve, as well as the caring and innovative staff who provide our valuable services.

Community Healthlink values:
- Partnerships among individuals served, family members, and professionals;
- Participation in research to evaluate and develop new treatment methods and to achieve better understanding of mental illness and addiction disorders;
- Evidence-Based Practice, as well as innovation based on our own experience and creativity;
- Providing training and education opportunities for professionals of all disciplines;
- Collaboration with a broad range of caregivers and support services;
- Empowerment of the individuals we serve and continued efforts to eradicate stigma associated with mental illnesses and addictions;
- Diversity within its community across dimensions of race, ethnicity, culture, age, gender, sexual orientation, and beliefs;
- Accountability to individuals we serve, our funders, and each other; and
- Continual efforts to improve the quality and effectiveness of our services.

Community Healthlink is a proud member of UMass Memorial Health Care, the largest not-for-profit health care system in Central Massachusetts, and is a clinical partner of the University of Massachusetts Medical School. CHL is also proud to be a partner agency of the United Way of Central Massachusetts.
Our FY16 Strategic Goals...

UMassMemorial Community Healthlink

Our Clients
Increase our capacity to provide culturally and linguistically appropriate services

Our People
Increase staff inclusion and engagement

Our Discoveries
Increase LEAN thinking and implemented ideas

Our Future
Expand integrated care
Ensure fiscal stability

Our Goals
Over the course of 2016, we worked towards the following strategic goals, which we identified as crucial to our work of improving our organization.

**Our Clients: Increase our capacity to provide Culturally and Linguistically Appropriate Services (CLAS)**
In 2016, our CLAS committee offered reimbursable certified interpreting courses for bilingual staff, continued work around translation of vital documents, and continued to increase their use of phone interpreting services while also considering video conferencing options for ASL and other languages. Also, a CLAS introductory training continued to be offered as a part of all new employee orientation.

**Our People: Increase staff inclusion and engagement**
Our Inclusion Initiative (comprised of a team of staff from all levels and throughout all programs in the agency) continues to develop and implement a number of projects aimed at staff inclusion and engagement. New members have joined the group as others have retired. In 2016, we began measuring staff engagement, implemented an anniversary pin project, and held a CHL-wide staff wellness event. Other staff engagement included an updated internal communications plan with input from the inclusion initiative that include a new staff e-newsletter and email series highlighting staff and programs throughout the agency.

**Our Discoveries: Increase lean thinking and implemented ideas**
In 2016, we truly embraced “lean” thinking - an organizational theory that emphasizes the importance of learning from our front line staff and focusing on continuous improvement. We met our stretch goal of having 1,150 ideas for improvement generated by staff from across the agency. Additionally, 480 staff received their lean white belt this year, 54 staff received their lean yellow belt this year, and 4 staff received their lean green belt this year.

**Our Future: Expand integrated care**
Our goal of expanding integrated care culminated in an event about self-care for staff, funded through a workforce development grant. We also continued to welcome new patients at all three of our integrated primary care and behavioral health clinics.

**Our Future: Ensure fiscal stability**
We finished with a positive financial margin in 2016, which was a testament to employees' hard work and commitment to running an efficient organization that still provides high quality care to our clients.
Our Supporters

The following individuals, foundations, corporations, and agencies provided financial support to Community Healthlink in FY2016 (October 1, 2015 through September 30, 2016):

Frances Anthes and Charles Washburn
Andrew Athy Jr.
Christian Baehrecke
Sarah Baldiga
Lee Barken
Beacon Pharmacy
James Bidwell and Mary Conley
Dorothy M. Blondin
Michael and Margaret Boosahda
Douglas and Jennifer Brown
Carl Bruhn
Robert and Jennifer Carey
Carol Seager
Linda Cavaioli
Nicole A. Colby Longton, Esq.
Commonwealth Corporation
Commonwealth of Massachusetts,
- Dept. of Children and Families
- Dept. of Developmental Disabilities
- Dept. of Early Education and Care
- Dept. of Housing and Community Development
- Dept. of Mental Health
- Dept. of Public Health
- Office of Victim Assistance
James F. Cosgrove, Jr. Esq.
Linda Cragin
Dan Amorello Services
Joseph and Julie D’Andrea
Dartmouth College
DCU for Kids
Deborah Dedmon
Henry B. Dewey
Eric Dickson and Catherine Jones
Allen P. Doe

Deborah J. Ekstrom
Fallon Health
Fairlawn Foundation Fund of the Greater Worcester Community Foundation
Fay and O'Brien Charitable Fund
Robert and Dorothy Feldmann
Roger A. Fitch
Allen W. Fletcher
Ann L. Flynn
Ross T. France
Francis Shea Insurance Agency
Fraticelli Oil Company, Inc.
The George F. and Sybil H. Fuller Foundation
Edward P. Gardella
Nelson and Theresa Goguen
Greater Worcester Community Foundation
Joel P. Greene and Ann T. Lisi
Mary Handley
Richard B. Harris
Janice M. Higgins
Elaine M. Hill
Hoche-Scofield Foundation
Bruce P. Hurter
J.J.M. Insurance Agency
Randy and Dawn Jacques
Joanne Johnson
Willa Kahn and Gregory Lazan
Todd A. Keating
Robert and Nancy Kimball
Barbara and Roger Kohin
Kathleen F. Koprusak
William C. Kosky
Lamoureux Pagano & Associates, Inc.
Cheryl and Joseph Lapriore
Our Supporters

The following individuals, foundations, corporations, and agencies provided financial support to Community Healthlink in FY2016 (October 1, 2015 through September 30, 2016):

- Garry and Nancy Levitsky
- Mary Love
- Bob and Debbie Loy
- Robert and Minh Mailloux
- Susan M. Mailman and James Chapdelaine
- Jonathan Mannina
- Frances F. Mansfield Fund
- Massachusetts Service Alliance
- Edward and Melissa Manzi
- MassHousing
- Masterman’s
- Samantha McDonald and Ossian Cooney
- Cynthia and Edwin McMullen
- Shirley Merken
- W. Peter Metz and Phyllis Pollack
- Thomas J. Monahan
- James W. Morash
- Barrett Morgan
- Demetrios Moschos
- National Association of Social Workers, Central Mass. Regional Council
- Patricia J. Nevers
- Kathleen E. O’Connor
- Rashmi V. Patwardhan
- Judith and Thoru Pederson
- Anne Pelletier Parker and Ronald Parker
- Pennywise Market
- Shirley Pero
- Richard and Kathleen Perry
- John and Kathleen Polanowicz
- Faye Rachlin
- Henry Raphaelson
- Red Cab Inc.
- Robert Reed
- John and Sara Shea
- Katherine Shocas
- Liisa M. Shultz
- Francis Smith
- The Stoddard Charitable Trust
- Steve Taviner and Matthias Waschek
- Mark Thall
- Randolph and Harriet Tritell
- United States Dept. of Health & Human Services
  - Health Resources and Services Administration
  - Substance Abuse and Mental Health Services Administration
- United States Dept. of Housing and Urban Development
- United Way of Central Massachusetts
- Unum
- Carole C. Upshur
- Verizon Wireless’ HopeLine
- Worcester Family Pharmacy, Inc.
- Diane and David Zeutas-Broer
- Douglas Ziedonis

If we have made a mistake in spelling your name, please accept our sincere apologies. Please contact the Development Office at 508-860-1217 with any corrections or questions.
Skyla is a graduate of CHL’s Motivating Youth Recovery (MYR) program, one of only two adolescent detoxification and stabilization programs in the state. Skyla struggled with an opioid addiction throughout her teen years, but credits her time at MYR with turning her life around. Now sober, “MYR changed the way I live my life,” she says.

Chris is a member of CHL’s Westwinds Clubhouse, which offers people who have mental illness opportunities to advance their recovery. Members gain access to opportunities to rejoin the worlds of friendships, employment, and education. Ultimately, through his membership at Westwinds, Chris has been able to gain employment in the community and begin taking courses at a local community college. Chris says he hopes to one day open his own program to help at-risk youth and homeless individuals turn their lives around.

Eric’s struggle with emotional disturbance during his adolescence led to an inability to create and sustain healthy friendships that left him feeling friendless and depressed. Eric participated in CHL’s Support For Success program, and worked closely with a Therapeutic Mentor for nearly three years. Eric’s life has turned around. Now, Eric is surrounded with healthy relationships. Eric explains, “It’s nice to know a lot of people like you and enjoy hanging out with you.”

Jen moved to the area just after her son, Trent, was diagnosed with ADHD. She was connected to CHL’s Families and Communities Together (FCT) program to gain support while caring for Trent. FCT provided Jen with an Intensive Care Coordinator who provided therapeutic support, and a Family Partner, a caregiver who has experience raising youth with special needs. Together, they created an individualized care plan for Trent and supported Jen as she advocated for Trent’s needs in school and the community. Jen says, “It was great to have them in my life. FCT helped me stay on my feet, which helped my kids stay on their feet and make this our home.”
Our Programs...

**Adult Emergency Mental Health Services**

*Emergency Services:* Assessment and screening for any individual experiencing a mental health or substance use problem, 24 hours a day, 365 days a year. Based in Worcester and Leominster.

*Crisis Stabilization Unit:* Short-term therapeutic psychiatric treatment in order to divert or prevent a hospitalization or as a step-down immediately following a psychiatric hospital discharge. Based in Worcester and Leominster.

*Mobile Crisis Unit:* Mobile assessment and screening for any individual experiencing a mental health or substance abuse problem, or both. Located in Worcester.

**Adult Outpatient Services**

*BUDD Day Treatment:* Full-time day treatment for developmentally disabled individuals who are experiencing psychiatric illness and/or behavioral disturbances.

*Developmental Disabilities Unit:* Outpatient counseling, guidance, and life skills to adults with developmental disabilities, along with psychiatric assessment/medication management. Located in Worcester.

*Fitchburg Counseling Center:* Outpatient care for adults with serious mental illness, including individual, family, and group psychotherapy and psychiatric services. Located in Fitchburg.

*Geriatric Team:* Provides mental health and psychiatric assessments, consultation, and therapy to homebound elders and elders in skilled nursing facilities and rest homes. Based in Worcester.

*Leominster Counseling Center:* Outpatient care for adults with serious mental illness, including individual, family, and group psychotherapy and psychiatric services, including office-based opioid treatment, as well as integrated primary care services. Located in Leominster.

*MISSION DIRECT VET:* A jail diversion program that provides manualized treatment to veterans in Massachusetts with co-occurring trauma-related mental health problems and substance abuse disorders who are involved in the criminal justice system.

*Worcester Outpatient Clinic:* Outpatient care for adults with serious mental illness and/or substance abuse issues, including individual, family, and group psychotherapy and psychiatric services, including office-based opioid treatment, as well as integrated primary care services. Located in Worcester.

**Adult Recovery Environment and Support (RES) Services**

*Community Based Flexible Supports (CBFS) Group Home Services:* Residential programs that promote the psychiatric rehabilitation and recovery of men and women living with mental illness. Located throughout Worcester County.

*Residential Recovery Services:* Provides safe, supportive recovery communities that promote a sense of empowerment, personal accountability, and the life skills essential for people to stabilize and lead substance-free, productive lives. Located throughout Worcester County.

*Respite Program:* Provides temporary housing and support services for clients who are in transition from one living arrangement to another, sometimes coming directly from a hospital, or from a community inpatient unit. Located in Worcester.
Supportive Housing: Community-based programs for individuals with psychiatric disabilities. Staff provide outreach and direct contact with clients to address a wide range of needs such as access to health care; access to government benefits; and daily living skills and money management, all with the goal of helping clients maintain stable living situations.

Transitional Housing: Housing programs for chronically-homeless adults who generally suffer from hard-to-treat mental illness or substance abuse issues.

Westwinds Clubhouse: A model of rehabilitation that provides services to adults who suffer from a mental illness. Westwinds offers a broad spectrum of services including employment, education, life skills, health and wellness, housing supports, and access to community resources so they can participate fully in the community.

Adult Community Based Services
Community Support Program/MyLink: Short-term, intensive outreach and care management services to support individuals at risk of repeated psychiatric hospitalizations. Based in Worcester and Leominster.

Homeless Outreach and Advocacy Project: Primary medical care (as a Federally Qualified Health Center), behavioral health care, office based opioid treatment, housing, and case management services for homeless individuals. Includes a Tenancy Preservation Program to help identify and resolve eviction cases involving tenants whose tenancy problems are related to mental disabilities. Located in Worcester.

Programs for Assertive Community Treatment (PACT): Helps seriously mentally ill adults who need intensive treatment by reducing hospitalizations and assisting them in finding jobs and housing. Based in Worcester and Leominster.

Adult Inpatient Substance Abuse Treatment Services
Detox: An acute, inpatient program for adult clients that are detoxing from drugs and/or alcohol. Located in Worcester.


Transitional Support Services: A post-detox program, the program provides stabilization services that enables clients to consolidate and build upon the gains they have already made towards their recovery. Located in Worcester.

Services for Young Children
Early Intervention: Services for infants and toddlers with developmental delays. Based in Leominster.


Children’s Behavioral Health Initiative
Families and Communities Together: Provides Intensive Care Coordination and Family Partners to coordinate multiple services and provide support for youth with Serious Emotional Disturbance and their families. Located in Worcester and Leominster.
In-Home Therapy and Therapeutic Mentoring: Ensures that families and their children with significant behavioral, emotional, and mental health needs obtain the services necessary for success in home, school, and community. Based in Worcester and Leominster.

Youth Mobile Crisis Intervention: Helps youth and their families during a crisis by providing assessment, intervention, stabilization, and links to community resources. Based in Worcester and Leominster.

Children’s Residential Services
Burncoat Family Center: Acute residential treatment for youth that provides a safe, secure, short-term alternative to hospital treatment. Located in Worcester.


Highland Grace House: A 90-day residential program for girls between 13 and 17 years of age who seek long-term recovery from their addiction to drugs and/or alcohol. Located in Worcester.

Children’s Outpatient and Community Services
Youth & Family Services Outpatient Clinic: Outpatient mental health services for families and children include diagnostic evaluation and assessment; individual, couple, group, and family counseling; psychiatry services and medication monitoring; collateral contact and consultation; crisis management; and psychological testing. Located in Worcester.

Lipton Center Outpatient Clinic: Outpatient mental health services for families and children include diagnostic evaluation and assessment; individual, couple, group, and family counseling; psychiatry services and medication monitoring; collateral contact and consultation; crisis management; and psychological testing. Located in Leominster.

Victim Services: Provides advocacy, crisis intervention, individual, family, and group therapy, bereavement groups, and support groups to family members and loved ones of homicide and vehicular homicide; children and non-offending family members who have witnessed or are victims of domestic violence and/or community violence; and adolescent victims of dating violence, sexual assault, or gang violence.

School-Based Counseling: Provides mental health services to students in need, along with consultation, training, and support to school staff and parents. Provides services in schools throughout Worcester County.

Individual and Family Flexible Supports: Family Systems Intervention, Individual Youth Support, Youth Support Groups, and case management for families with children who have a serious emotional disturbance. Because these services and resources are creatively and flexibly implemented to meet client and family needs, they may include, but are not limited to, resources such as camperships, scholarships, respite, short-term placement, and direct assistance.

Juvenile Court Clinic: Provides services to the Worcester Juvenile Court that include evaluating the mental health needs of juveniles and families who have come in contact with the court for the purposes of assessing service needs and consulting on mental health issues for the purposes of disposition planning.
### Fiscal Year 2016 (ending 9/30/16)

<table>
<thead>
<tr>
<th>Revenue Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Medicaid (MassHealth)</td>
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<td>Government Contracts</td>
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<td>Medicare</td>
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<td>Private Insurance</td>
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<tr>
<td>Other Revenue</td>
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<td>Foundations/Corporations</td>
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<td><strong>TOTAL FY16 REVENUE</strong></td>
<td><strong>$70,752,000</strong></td>
</tr>
</tbody>
</table>
Our Fast Facts...

- CHL serves 22,000 children and adults each year.

- Over 14,000 of CHL’s clients are MassHealth members—9,500 adults and 4,500 youth under 21 years of age.

- Approximately 22% of CHL’s clients are non-White, including 13% Latino, 6% Black, 1% Asian, and 2% other.

- CHL has annual revenue of over $70 million, including over $35 million from various Mass Health products.

- CHL annually provides:
  - nearly 100,000 outpatient visits
  - over 8,000 crisis evaluations
  - over 3,500 inpatient substance abuse treatment admissions

- CHL operates or supports over 350 units of scattered site and congregate housing for:
  - Formerly homeless individuals
  - DMH clients with serious and persistent mental illness
  - Families and individuals in recovery from addiction

- CHL provides primary care for 4,000 patients each year, many of whom have serious mental illness and/or are homeless.

- CHL employs nearly 1,200 people though 80 different programs in 40 locations in Central Massachusetts.

- CHL is accredited by the Commission of Accreditation of Rehabilitation Facilities (CARF).

- CHL is an NCQA-certified Patient Centered Medical Home (level 2).

- CHL has embedded primary care clinics in three of our outpatient behavioral health clinics, two in Worcester and one in Leominster.
Our Leadership...

UMassMemorial Community Healthlink

President
Nicole Gagne

Chief Medical Officer
Marie Hobart, MD

Chief of Staff
Tamara Durr

Vice President, Gordon Benson

Vice President, Jennifer Fielding

Chief Financial Officer, John Lito

Vice President, Human Resources, Joseph Lavin

Vice President, Operations, Michael Rezkalla

Vice President, Quality Management, Daniel Melle

Vice President, Carolyn Droser

Vice President, Karen Duby

Vice President, Human Resources, Joseph Lavin

Director of Nursing, Audrey Hunter

Director of Comm. & Resource Dev., Sarah Loy

Director of Housing and Licensing, Christine O’Connell

Director of Compliance, Katrin Sanford

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Emergency Services
Crisis Stabilization Unit
Youth Mobile Crisis Intervention
Community Support Program/MyLink
Families and Communities Together
Children’s Residential Services
Services for Young Children
Outpatient, Victim, and School-Based Services

Programs for Assertive Community Treatment
Primary Care Services
Homeless Services
Detoxification
PASSages
Transitional Stabilization Services

CBFS Group Home Services
Residential Recovery Services
Respite Program
Supportive Housing
Transitional Housing
Westwinds Clubhouse

Fitchburg Counseling Center
Leominster Counseling Center
Worcester Outpatient Clinic
Substance Abuse Outpatient
BUDD Day Treatment
Developmental Disabilities Unit
Geriatric Team
MISSION DIRECT VET
1970 The Worcester Area Drug Coalition is created by concerned citizens to address the substance abuse problem in the city.

1976 The Worcester Area Drug Coalition creates the Worcester Area Community Mental Health Center (WACMHC) to plan services and seek support.

1978 WACMHC is approved for federal funding by the U.S. Department of Mental Health.

1979 Worcester Area Drug Coalition terminates and transfers its fund balance to WACMHC.

1984 WACMHC receives its first United Way support.

1985 WACMHC establishes HOAP, the Homeless Outreach and Advocacy Project.

1991 WACMHC affiliates with the University of Massachusetts Medical School Department of Psychiatry.

1992 Worcester Area Community Mental Health Center becomes Community Healthlink, Inc.

1996 CHL merges with Faith House, a substance abuse treatment facility for women.

1997 CHL merges with Worcester Youth Guidance Center, expanding services for children and adolescents.

1997 CHL affiliates with the Lipton Center and expands services to Northern Worcester County area.

1998 CHL affiliates with UMMHC through the UMMBHS-UMass Behavioral Health System.

1999 CHL’s merger with the Lipton Center is complete.

2004 CHL’s Worcester Youth Guidance Center formally adopts a new name and is now called “Youth and Family Services” to better reflect the services provided each year.

2007 CHL receives funding from the Bureau of Substance Abuse Services to begin Motivating Youth Recovery (MYR), an inpatient detoxification and stabilization program for adolescents.

2010 CHL receives its first Primary and Behavioral Health Care Integration grant from the federal government, and opens a primary care clinic embedded in CHL’s Worcester adult outpatient clinic.

2014 CHL receives its second PBHCI grant and embeds a primary care clinic in its Leominster Counseling Center.

2014 CHL receives accreditation by the Commission for Accreditation of Rehabilitation Facilities (CARF).

2015 CHL becomes a NCQA-certified Patient Centered Medical Home (level 2).