



**HOWARD
CENTER**
Help is here.

FY 2019

OUTCOMES REPORT



About Howard Center

HOW WE HELP

Howard Center has a long and rich history as a trusted provider in our community. With a legacy spanning more than 150 years, Howard Center has been leading the charge for progressive, compassionate, high quality care and treatment for those members of our community in need. Founded in 1865 as an agency serving the children of the destitute, we now offer life-saving professional crisis and counseling services to children and adults; therapeutic interventions and education programs for children with emotional and behavioral issues; supportive services to individuals with autism and intellectual disabilities who need help with education, employment, and life maintenance skills; and counseling and medical services for adults struggling with substance use and/or mental health issues.

Our staff of 1,600+ provides help and support in over 60 locations. More than 16,000* clients and community members turned to us last year for services and support that help them lead more fulfilling lives.

**This number includes individuals classified as clients and an estimate of other community members supported.*



United Way of
Northwest Vermont

HOWARD CENTER OUTCOMES

Thank you for your interest in our work. In the following pages, you will find information based on the Results Based Accountability™ (RBA) model and the subsequent Vermont Bill S.293, “An act relating to reporting on population-level outcomes and indicators and on program level performance measures.” Using the RBA model, data for each program is organized to address the following questions:

HOW MUCH DID WE DO?

Each program page provides information about how many clients and services were provided, types of groups provided, and descriptions of the programs in general. Information in this category provides an overview of the individuals served and the services provided.

HOW WELL DID WE DO IT?

Data that illustrates the quality of programs, such as individual perception of our quality, external ratings of program quality, staff information, and use of evidenced based models are available in each program report.

ARE WE BETTER OFF?

We are often asked how effective our programs are at improving the lives of those we serve. This is a complex question because nearly all people we support are involved in a variety of services. Even so, we strive to make significant contributions to improving the circumstances that bring individuals to Howard Center. Given this, each program page includes information about individual perception of effectiveness, and when available, other ratings that point to the impact of our services.

Letter from the CEO

Dear Clients, Friends, Partners, and Supporters:

I am honored to provide our Outcomes Impact Report for FY19. Those we serve are at the heart of everything we do, helping people to grow, develop, recover, and thrive.

This report exemplifies our commitment to our community and highlights some of our recent initiatives to improve our internal structure and staffing resources to facilitate access, improve experience and outcomes, and move toward a model of improving population health for the many clients and community members we serve.

Regards,



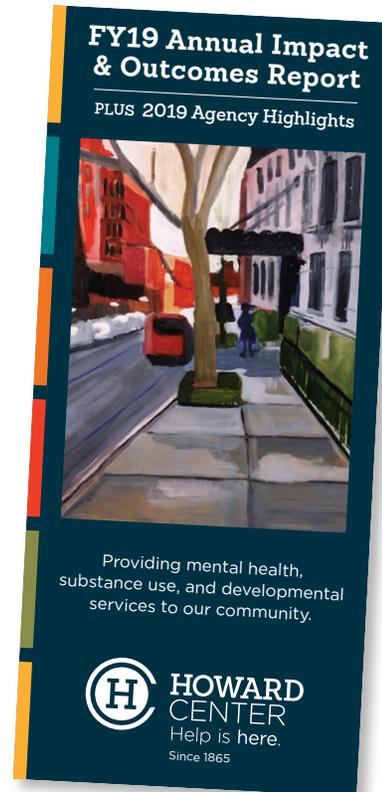
Bob Bick, *Chief Executive Officer*



2019 Outcomes Evaluation Project

Matthew MacNeil, Ed.D., LCMHC,
Director of Evaluation and Outcomes

*Our annual report is
available online at
www.howardcenter.org*



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Sandra Steingard, MD, *Chief Medical Officer*

* This list represents our board for FY19.

ARCh (Accessing Resources for Children)



300 CLIENTS SUPPORTED IN FY19

PROGRAM DESCRIPTION

ARCh is a client services collaboration that provides integrated support services to children 0-22 years of age. Clients can have a developmental disability, mental health diagnosis or combination of both. Every child/family works with a Care Coordinator who helps with connection to resources, routines, support, school meetings and transition to adult services.

PERFORMANCE MEASURES

HOW MUCH

- **300 children** and their families
- 15 clients were supported as they transitioned to Developmental Services waivers upon graduation

HOW WELL

- **88%** felt as if the services were right for me/my family
- **100%** of clients and families felt that staff treated them with respect

BETTER OFF

- **92%** of consumers felt they received the help they needed
- **94%** of consumers felt services made a difference for them and their families
- **80%** felt quality of life improved because of the services they received



“The ARCh Program is extremely helpful. Raising a special needs child as a single parent is challenging. Our ARCh Care Coordinators have been a sounding board for challenges, attending school meeting, been advocates for us, provided opportunities for sports and cultural activities and have just been present consistently.”

— A Parent

PARTNERS: University of Vermont Medical Center, Chittenden County schools and some alternative schools out of county

Community Support Program (CSP)

583 CLIENTS SERVED IN FY19



PROGRAM DESCRIPTION

Community Support Programs serve adults with significant mental health and co-occurring substance use challenges. We provide case management, psychiatry, employment, residential and recovery support. Criteria for the program are set by the Department of Mental Health.

PERFORMANCE MEASURES

HOW MUCH

- CSP enabled 180 clients to maintain stable housing by serving as their Representative Payee
- **25 is the average caseload** for CSP Case Managers

HOW WELL

- **89%** of CSP Clients reported that they received the help they needed
- **91%** of CSP clients reported that staff treated them with respect

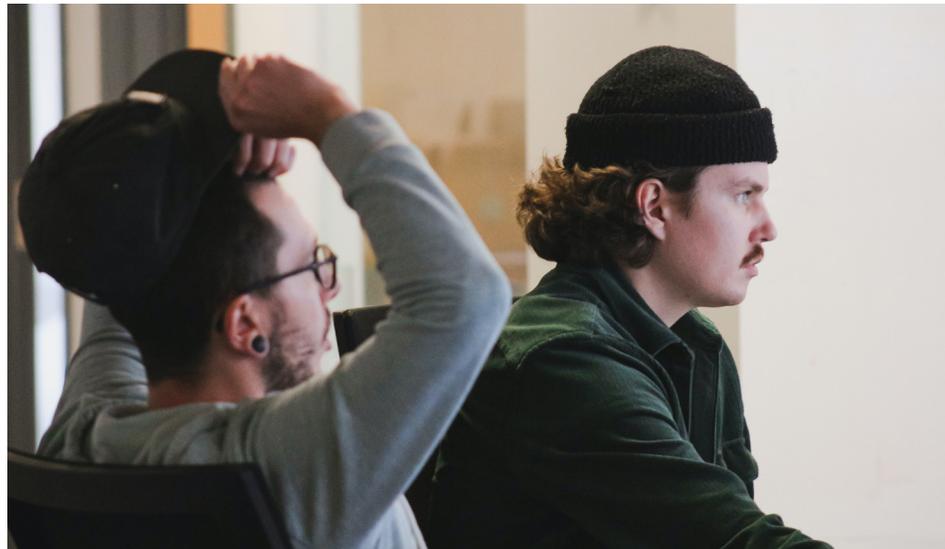
BETTER OFF

- In FY19, consumers in CSP **increased their overall average score** on the Self-Sufficiency Outcome Matrix from 3.55 to 3.6. This would seem to indicate that our services are helping to bolster client's social determinants of health overall.

"I have had one tidal wave after another hit me. I really doubt I would be alive if it were not for all the support, caring and kindness I received from my whole Howard Center team."



100%
of new CSP
clients screened
for depression,
substance use, and
trauma history



PARTNERS: University of Vermont Medical Center, Community Health Centers of Burlington, Champlain Housing Trust, Support and Services at Home, Burlington Housing Authority, and Committee on Temporary Shelter



PROGRAM:

Family and Community Based Services

174 CLIENTS AND THEIR FAMILIES WERE SUPPORTED IN FY19



The program expanded outreach and developed a new collaboration with Sara Holbrook Center to better serve New American families.

PROGRAM DESCRIPTION

The Family and Community Based Services program is designed to provide in-home family work to children and their families who may be experiencing significant mental health challenges. Families are matched with a clinician and together, they develop and work on treatment goals. The primary goal of the program is to provide family focused, child centered treatment and support. Living skills specialists provide individualized community support to clients experiencing emotional/behavioral disorders. Staff work closely with families to determine goals/objectives and monitor progress.

PERFORMANCE MEASURES

HOW MUCH

- **7872 hours of service** were provided to children and their families through Family and Community Based Services

HOW WELL

- **89%** of families felt that their quality of life has improved as a result
- **100%** families reported that staff treated them with respect

BETTER OFF

- **100%** of youth served by the FCBS program increased or stabilized personal strengths over the course of the year (per pre and post CANS data comparison)
- **89%** of families felt that services made a difference for their family

PARTNERS: Home and Community Programs at Howard Center, First Call for Chittenden County, Howard Center Access and Intake, schools and school based clinicians, Vermont Department for Children and Families, primary care physicians, Howard Center and private outpatient therapists, Sara Holbrook Center



PROGRAM:

Project Hire

231 PEOPLE SUPPORTED IN FY19

PROGRAM DESCRIPTION

Project Hire assists individuals with an intellectual disability or autism to find and keep meaningful and competitively paid work. Individuals with this diagnosis have been historically underemployed and reliant on public benefits. Securing employment is key to overall satisfaction, emotional well-being, social connection and increasing financial stability.

PERFORMANCE MEASURES

HOW MUCH

- **71 new job placements**, a 11% increase from FY18
- **35 new clients** served, a 40% increase from FY18

HOW WELL

- Successfully **supported 16 students** transitioning from high school into adult services
- Offered **3 different client groups to support:** communication skills, career development and nutrition/wellness as it relates to employment
- **98%** of clients in Project Hire receive 6 or more employment services per quarter

BETTER OFF

- **78%** of individuals in the program successfully employed
- Average rate of **pay increased** by 4% to \$11.72 per hour

Project Hire:

- Began at Howard Center in 1982
- provides services with a positive impact
- supports ongoing skill development
- supports clients to find competitively paid employment

Overall client earnings increased 7.6% compared with FY18.



Client earnings resulted in estimated savings to Social Security of \$520,664 in FY19

PARTNERS: Vermont Department of Vocational Rehabilitation, Chittenden County schools, local employers



PROGRAM:

Safety Connection

97 PARTICIPANTS SUPPORTED IN FY19

PROGRAM DESCRIPTION

Safety Connection is an overnight monitoring program that blends technology and professionally trained staff to deliver person-centered independent living support to people living on their own. The Safety Connection program supports people with intellectual disabilities, mental health diagnoses, and age and health-related challenges.

PERFORMANCE MEASURES

HOW MUCH

- **29** participants were Transition Age Youth (18-26)
- **59** participants were Adults (27-59)
- **9** were Older Adults (60+)

HOW WELL

- In the Changing Needs of Participants (Safety Connection Satisfaction Survey), **87%** of participants reported that **Safety Connection meets their needs**

BETTER OFF

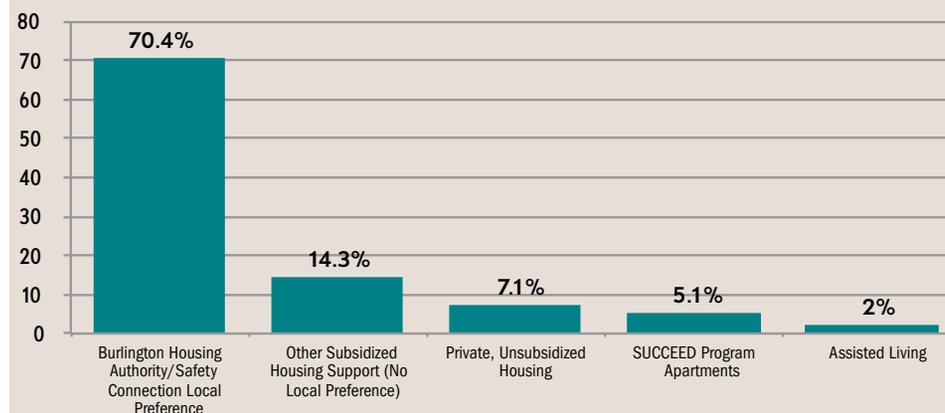
- **Access to housing: 70.4%** of participants accessed Section 8 housing through Burlington Housing Authority/Safety Connection Local Preference
- **Housing stability: 97%** of participants remained housed without risk of eviction during FY19

Safety Connection seeks to provide a support system that is non-intrusive, builds confidence, and encourages community integration.

Safety Connection is an effective housing support and advocate for participants, working with partners to make access easier for individuals who wish to live independently in the community and help participants retain or better their housing.

“Safety Connection is good for me because I find there is someone I can talk to at night if I need them. They are always ready to help me.”

Participant Access To Housing



PARTNERS: Vermont Department of Disabilities, Aging and Independent Living, Lincoln Street Inc., Champlain Community Services, Burlington Housing Authority, Bold Group, Nortek, Inc.



PROGRAM:

Jump On Board for Success / Youth in Transition

123 YOUTH SUPPORTED IN FY19

The focus of the J.O.B.S. Program is to build a relationship with the young adult through supporting him/her with getting and keeping stable, competitive employment. The JOBS Program utilizes a holistic, positive youth development approach, operating under the philosophy that building a trusting relationship is essential in helping clients meet their goals and attain independence. Clinicians work with clients to establish treatment goals and find ways to overcome barriers that get in the way of living successfully in the community. Clinicians meet with clients both on-site and in the community. The program is in collaboration with Spectrum Youth and Family Services and Vocational Rehabilitation.

PROGRAM DESCRIPTION

The Chittenden County Jump on Board for Success Program (JOBS) and the Youth in Transition (YIT) Program serve youth ages 16-22, who have been identified as having an emotional/behavioral disability and are in need of intensive case management services and support in obtaining and maintaining a job.

PERFORMANCE MEASURES

HOW MUCH

- Of the 123 clients served in 2019, **83 became employed**
- **All 123 youth served engaged in developing personal treatment goals** and received mental health assessments

“It was amazing. I went from homeless, unemployed, and really down to employed, in an apartment, and happy with life.”

HOW WELL

- Of the 123 youth served, **100%** of JOBS clients reported they received the help they needed, that the services they received made a difference, and that their quality of life improved



“It’s really awesome. I’ve gotten a lot of help even with legal issues.”

BETTER OFF

- **117 of the 123 demonstrated progress towards personal and treatment goals** as evidenced by increased living skills, stable housing, mental health and substance use treatment, positive social supports, and attaining driver’s license

“Always great, very helpful. I recommend it to everyone I see struggling the same way I was before coming here.”



PARTNERS: JOBS and YIT is a collaboration with Spectrum Youth and Family Services and Vermont Vocational Rehabilitation. Area service providers include Northeastern Family Institute, Vermont Department for Children and Families, Vermont Adult Learning, Vermont Family Network, and ReSource.

PROGRAM:

Intensive Family Based Services (IFBS)



78 FAMILIES SERVED IN FY19

PROGRAM DESCRIPTION

Intensive Family Based Services is funded through a contract with Vermont Department for Children and Families (DCF). IFBS is an intensive, time limited service to support families with reunification and placement prevention. Most referrals come through DCF and the goals are related to the risk and danger factors identified in the DCF case plan and assessment.

PERFORMANCE MEASURES

HOW MUCH

- IFBS provided **3,321 hours of service** to families
- **70 families** were requesting services to prevent out-of-home placement and 8 families sought reunification supports



3,321
hours of service

HOW WELL

- Family Satisfaction survey, **90%** reported they would recommend IFBS to a friend or co-worker
- **88%** agreed “the services were right for us”

BETTER OFF

- Of families referred to IFBS for placement prevention supports, **87%** of children remained in their homes
- **91%** of youth served by the IFBS program increased or stabilized personal strengths over the course of the year



“It felt like our IFBS worker really cared and that I could call her anytime, even to leave a message and it made me feel comfortable knowing that.”

“Our child had a chance to be out in the community more than she would have without the program.”

PARTNERS: Vermont Department for Children and Families, school districts, and other mental health providers



PROGRAM:

Street Outreach

742 INDIVIDUALS SUPPORTED IN FY19

PROGRAM DESCRIPTION

A street-based program in Burlington, Street Outreach operates seven days a week, connecting people with social services and mental health and addiction resources. The team creates relationships with the community so when there's a crisis, Street Outreach can assist from a place of trust. It also responds with local police to calls involving social service or mental health and addiction needs.

PERFORMANCE MEASURES

HOW MUCH

- **4,615 contacts among 742 unique individuals**
- **800+ referrals** were made to a needed service
- **446 calls** from police to assist individuals

HOW WELL

- **91%** of individuals served agreed, "I received the help I needed from Street Outreach"

BETTER OFF

- **91%** of clients maintaining current level of functioning at end of contact
- **69%** of the time merchants called street Outreach instead of police, reducing stigma, cost, and more intensive resources



"I have heard conversations between members of the Street Outreach Team and am in awe of their ability to keep calm and collected and extend compassion, even in difficult situations."

Presenting Issue



PARTNERS: Committee on Temporary Housing, Burlington Police Department, Church Street Marketplace and merchants, University of Vermont Medical Center, Turning Point Center, Safe Harbor/Community Health Center, Burlington Housing Authority, Champlain Housing Trust, State of Vermont Economic Services Division, Veteran's Affairs, other Howard Center programs

The Street Outreach team initiated 1,189 contacts with Howard Center clients through the year, and had proactive contact with 3,426 non-clients showing that they are proactive in their outreach, and infused within the community in a way that is extending beyond those already connected to services consistent with the vision and mission of the team.

- On the "street" 77% of services are delivered in-person; most often centrally located in the downtown areas
- 42% of total contacts were on Church Street or the Marketplace
- 27% of contacts were in the surrounding downtown area.

"These people go above and beyond to help those that need it and deserve all the respect. If it wasn't for them, I would have had a nervous breakdown."



PROGRAM:

Northern Lights

28 CLIENTS SERVED IN FY19

“Northern Lights opened me up. I didn’t trust people before, didn’t feel comfortable sharing what was going on. The staff there connected with me so I could open up, which helped me change.”

PROGRAM DESCRIPTION

Northern Lights is a 8-12 month supervised residential program to help women successfully transition to independent housing, serving 11 women at a time. Eight beds are reserved for women currently under Vermont Department of Corrections supervision transitioning from incarceration. Each woman is building the foundation necessary for a sober, healthy, and independent life.

PERFORMANCE MEASURES

HOW MUCH

- Conducted **50 therapeutic community meetings** in which all clients participated

HOW WELL

- **6 women successfully graduated**
- **100%** of graduates were supported in moving into their own apartment with Section 8 rental assistance

BETTER OFF

- **100%** of program graduates were granted parole and continue to successfully meet conditions of release in the community



PARTNERS: Vermont Department of Corrections, Burlington Housing Authority, Vermont Works for Women, Mercy Connections

Treatment /Mental Health Court

4,577 CLINICAL SERVICES WERE PROVIDED IN FY19



PROGRAM DESCRIPTION

Treatment court helps high needs and high risk individuals who are involved in the criminal justice system and are living with addiction or serious mental health disorders. We use community oversight, an array of treatment modalities, and increased social connection to generate long term rehabilitation.

PERFORMANCE MEASURES

HOW MUCH

- **4,577 clinical services** were provided to clients by Treatment Court
- Treatment court has graduated **42 participants** in the last 2 years
- **100%** of participants are engaged in the criminal justice system and otherwise would be incarcerated

HOW WELL

- **100%** of participants are engaged in intensive case management, inclusive of targeted bio-psycho-social needs
- Treatment court **services are personalized** and clients are able to engage in a wide range of supports

BETTER OFF

- **100%** of graduates have established sobriety from all non-prescribed substances
- The cost of annual incarceration in Vermont is approximately \$45,000 per individual. The 42 individuals served were diverted from incarceration resulting in approximate **savings of \$1,590,000 annually**

Participants in the program develop relationships with program staff and community members. The program supports participant growth by helping with life skills, employment, and other community-based resources.

“Treatment court is the kind of program that you hate at the beginning...however at the end you feel a sense of hope and belonging.”

PARTNERS: Medical: Community Health Center, University of Vermont Medical Center, Safe Harbor; **Inpatient Treatment Centers:** Valley Vista, Serenity House, Brattleboro Retreat; **Sober Housing:** Phoenix House, ANEW Place, Vermont Foundation of Recovery, Oxford House, Lund; **Community Supports:** Turning Point, Mercy Connections, Pathways, National Alliance on Mental Illness, Support and Services At Home, Planned Parenthood, Salvation Army, Committee on Temporary Shelter, Food Shelf, Winooski and Burlington recreation programs; **State & Government programs:** Community Justice Center, Burlington Police Department, Champlain Valley Office of Economic Opportunity, Steps to End Domestic Violence, Hope Works for Women

ASSIST

300 INDIVIDUALS SERVED IN FY19



PROGRAM DESCRIPTION

The ASSIST program is a 6-bed crisis stabilization and hospital diversion program for adults who are experiencing a mental health crisis. The program is staffed 24 hours a day, with 8 hours of nursing support and prescriber (APRN) management and oversight. We support the philosophy of providing services within the least restrictive environment.

PERFORMANCE MEASURES

HOW MUCH

- ASSIST had **347 admissions** among 300 individuals
- **81.1% reported that their quality of life improved at the time of discharge**

HOW WELL

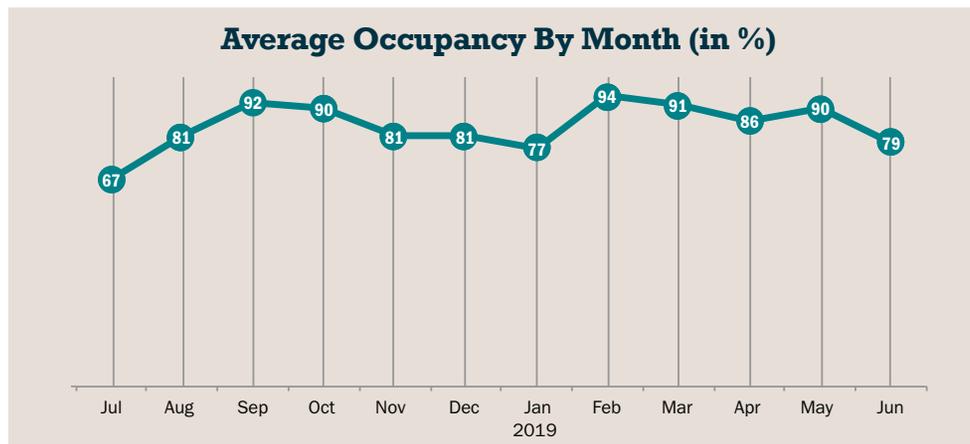
- ASSIST operated at **84% bed day capacity** for the year, reaching 90% monthly average four of those months
- Out of 174 client surveys, **82%** rated their stay as “pleased”, “mostly pleased”, or “couldn’t be better”, and **92% of clients felt they were treated with respect**

BETTER OFF

- Majority (**76%**) of clients successfully complete treatment and are more stable
- **Admissions increased by 24%**

- **ASSIST served 54% more individuals than last year. The percentage of clients staying more than 10 days decreased from 19% to 14%**
- **94% of referrals served**
- **Increased responsiveness in diverting hospitalizations**
- **Increased admissions from First Call for Chittenden County from 25% to 33%**

“The staff here have been incredibly compassionate and kind to me. The level of comfort helped me in a crisis and I am truly grateful for all of you; the kindness, validation, respect, and compassion. I have a long way to go and a lot of work to do, but each one of you has helped me in some way.”



PARTNERS: Vermont Department of Mental Health, all designated agency crisis bed and crisis referral programs, Brattleboro Retreat, Rutland Regional Medical Center, Central Vermont Medical Center, University of Vermont Medical Center, Committee on Temporary Shelter, ANEW Place, Vermont Psychiatric Care Hospital, Pathways Vermont



PROGRAM:

First Call for Chittenden County

2,228 INDIVIDUALS SUPPORTED IN FY19

FCCC has two full-time dedicated crisis assessment clinicians working from the University of Vermont Medical Center Emergency Department.

Call response time: 54% within one hour, and 44% exceed one hour.

PROGRAM DESCRIPTION

First Call for Chittenden County (FCCC) is Howard Center's 24/7/365 crisis hotline and mobile response for people in crisis, regardless of age or diagnosis, with the philosophy that "the caller defines the crisis." Calls may result in phone support, care coordination, referral, face to face intervention, and/or assessment. There is no waiting list for services; calls are triaged based on clinical acuity and available resources.

PERFORMANCE MEASURES

HOW MUCH

- First Call for Chittenden County provided **4,732 face-to-face assessments** for **2,228 unique individuals**

HOW WELL

Face-to-Face:

- **47% responses within one hour** (1,793)

By Phone:

- **67% of calls are picked up immediately with no delay**
- Of those calls requiring a call back, **96% are responded to within 10 minutes**

BETTER OFF

- FCCC staff made **3,121 new service** referrals for individuals following a crisis assessment
- **521 assessments** were for individuals that reported no insurance coverage
- For **1261 individuals**, their assessment with FCCC was their first face-to-face service recorded seeming to indicate that FCCC was the bridge to needed care
- **95%** of individuals receiving a crisis assessment were indicated as having a follow up with their primary care physician



“First Call has been a lifesaver for our family. Beyond supporting our son, First Call has given us parenting support and pointed us in the right direction for services. We are so appreciative.”

PARTNERS: Pathways, Chittenden Regional Correctional Facility, Second Spring, Woodside, Emergency Services Directors, Community Outreach, Street Outreach, law enforcement, University of Vermont Medical Center, colleges, local outpatient clinics, KidSafe, Veterans Administration, primary care providers, Vermont Department of Mental Health, Vermont Department for Children and Families, Adult Protective Services, Vermont Care Partners, schools, courts



PROGRAM:

Baird School

56 STUDENTS SUPPORTED IN FY19

PROGRAM DESCRIPTION

Baird School is a licensed independent special education K-8 school that provides academic, social, emotional, and behavioral programming for students who have significant challenges in these areas, equipping them with the skills and strategies that will allow them to be successful in the least restrictive educational environment. The school has the capacity to serve 52 students; nine of these students receive intensive supports.

PERFORMANCE MEASURES

HOW MUCH

- Baird School served:



HOW WELL

- 100% of Baird School staff is certified in Life Space Crisis Intervention

BETTER OFF

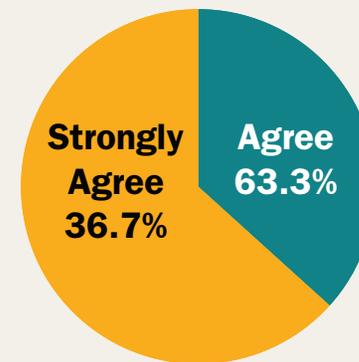
- 32% fewer restrictive interventions occurred in the school this school year
- The three youngest classrooms averaged 9 months of growth in the subject of mathematics

“The Clinical Coordinator has been amazingly supportive since we first started working together 5 years ago!”



“This program was excellent for my child.”

I/We receive(d) the help we need(ed)



PARTNERS: Vermont Agency of Education, Vermont Council of Special Education Administrators, Vermont Department of Mental Health, Council for Independent Schools

INCLUSION



54 STUDENTS AND THEIR FAMILIES SUPPORTED IN FY19

PROGRAM DESCRIPTION

The INCLUSION Program provides school and home-based supports and services to students with emotional disabilities, in order to help them find success in public school placements.

PERFORMANCE MEASURES

HOW MUCH

- INCLUSION Program services provided in **19 schools** in Chittenden County

HOW WELL

- **96%** of families agree or strongly agree they received the help they needed

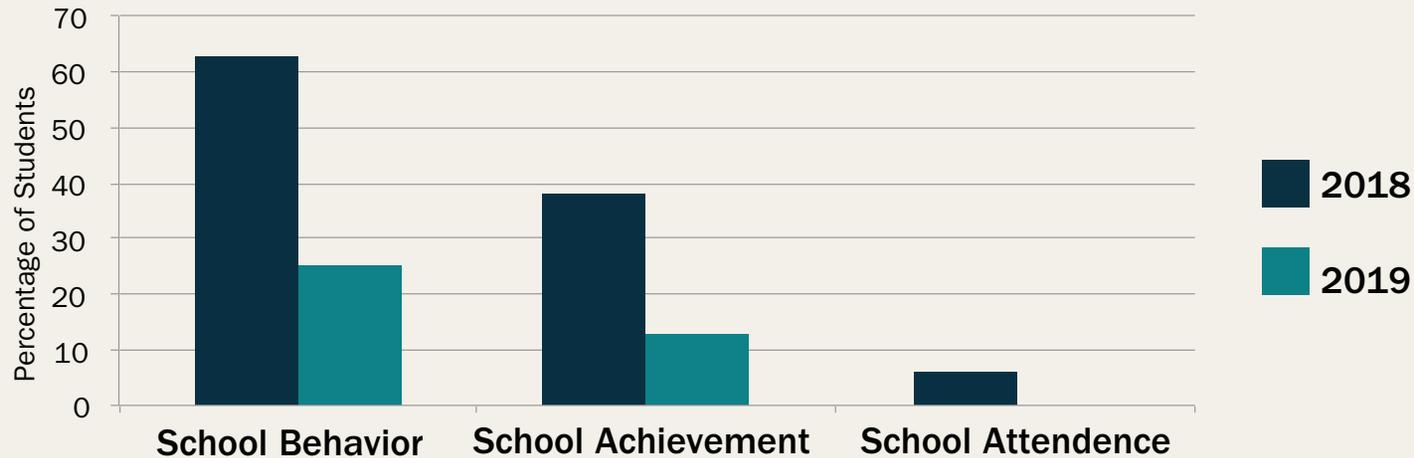
BETTER OFF

- **Eleven students discharged** to in-school regular classrooms with less support (20%)
- **Thirty-one students** remained in services (57%)

“This program is amazing! Thank you for all that you do!”

— Parent

Percent of Students with Actionable Need, School Variables



PARTNERS: Vermont State Behavior Interventionists, Directors Committee, Chittenden County school districts, Vermont Department of Mental Health, the Vermont Council of Special Education Administrators

School Services



819 CLIENTS SERVED IN FY19

PROGRAM DESCRIPTION

School Services collaborates with school teams and families to address the challenges that prevent youth from experiencing healthy development and school success. School Services Clinicians provide intensive youth and family focused mental health, case management and problem solving support. They act as the link between home, school and community. Additionally, they integrate into the school team and offer school wide mental health prevention, intervention and crisis consultation.

PERFORMANCE MEASURES

HOW MUCH

- School Services had **56 Masters Level Clinicians** and **5 Interns** working in **49 Schools** and/or alternative programs across **8 Districts**
- School Services served **1,530 informal clients**

HOW WELL

- **95%** of School Partners said overall their school is better off because of our relationship
- **90%** of students said they received the help they needed
- **91%** of caregivers said that School Services had a positive impact on their relationship with the school

BETTER OFF

- **91%** of School Services client caregivers reported “My student and/or my quality of life improved because of school services.”
- **79%** of School Services Clients improved or sustained in literacy skills and **82%** improved or sustained in math skills

“Where do I start? My daughter has had a very VERY challenging year; from truancy issues to self-harm to more. Our School Services Clinician has been there with her every step of the way. Not just my daughter but also for our family. She never got upset even though sometimes it was very challenging. She was always very thorough explaining things to us and she was great about problem-solving with our daughter. We LOVE our SSC. The communication is amazing also.”

“She (the School Services Clinician) helped me through bullies and harassment. She made me feel wanted and made me feel like I belong here.”

School Services serves each school’s most at-risk students (as identified by the School Team).

Most clients experience multiple and significant personal, family, and community stressors: 37% experienced emotional abuse, 25% experienced physical neglect, 22% experienced physical abuse, 45% experienced other known trauma, 51% live in a home with caregiver mental health struggles and 41% live in a home impacted by addiction.

“I love working with the School Services Clinician because they bring a different level of resources to any situation that may come up in our school day. They create relationships quickly with both staff and students. We are lucky to have the SSC in our school and a part of our staff.”

PARTNERS: Eight school districts in Chittenden County, CenterPoint, the Department for Children and Families, University of Vermont Medical Center



PROGRAM:

Child and Family Outpatient Services

2,107 CLIENTS SUPPORTED IN FY19

PROGRAM DESCRIPTION

Howard Center's Outpatient Services offers professional, confidential and goal-directed counseling and psychotherapy groups, psychiatric consultation, clinical consultation and support to individuals, children and families struggling with mental health, substance use, behavioral and/or intellectual disorders. Our goal is to ensure immediate access to mental health treatment and to help our clients by providing a wide range of co-occurring and family oriented treatment options.

PERFORMANCE MEASURES

HOW MUCH

- **33,240 separate clinical services** were provided in FY19



100%

of Outpatient Services clients at 1138 Pine Street agreed the services they received made a difference.

HOW WELL

- **100%** of staff are fully trained in Trauma Informed Care
- Pine Street Counseling offers a walk-in clinic that often results in **no waiting list** for clinical assessments

BETTER OFF

- **71%** of youth displayed a reduction on the Total Problems Scale (Emotional and Behavioral) on the Child Behavior Checklist
- **75%** of adults displayed an increase or stabilization in overall total self-sufficiency score on the Self-Sufficiency Matrix

PARTNERS: Chittenden County schools, United States Probation Office, Reach Up, Support and Services at Home, Age Well, Milton Family Practice, Richford Health Center, Vermont Department for Children and Families, CommonSpirit Health Insurance/Blueprint, University of Vermont Medical Center, Milton Family Community Center, Vermont Department of Mental Health, OneCare, State Probation and Parole, Brattleboro Retreat

“It has been so beneficial to have a Howard Center Outpatient clinician as a part of our team. It has been such a positive experience. I can’t thank them enough for all she has done for our child.”

Howard Center provides outpatient services in 20 Chittenden County Schools as well primary care offices, Support and Services at Home residential buildings, and client homes.



PROGRAM:

Park Street Program & Fay Honey Knopp School

14 YOUTH SERVED IN FY19

A Park Street parent remarked, “they really work with the whole family unit which is amazing and this also encourages change for everyone.”

PROGRAM DESCRIPTION

The Park Street Program is a community-based residential treatment program serving adolescent males ages 12-17 with sexually problematic behavior. Fay Honey Knopp educates students in grades 7-12 who reside at the Park Street Program. The goal is to provide each youth with the skills necessary to safely reintegrate back into their communities.

PERFORMANCE MEASURES

HOW MUCH

- Of the 14 youth receiving services, **12 were in DCF custody**
- **17 months** average length of stay
- **100%** of the youth referred for services were admitted



“Thanks for being a safe haven for me.”

“Your patience to see the caring thoughtful side of our son is a true gift.”

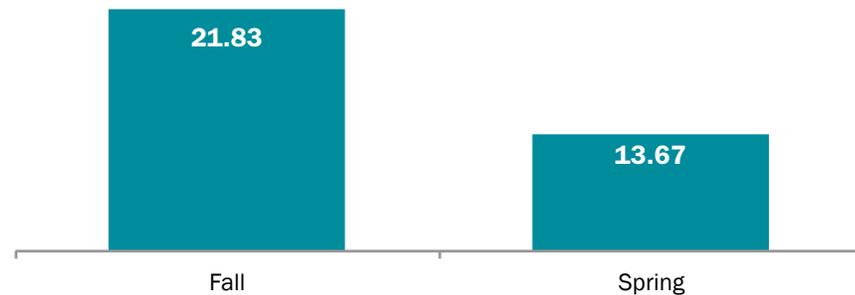
HOW WELL

- **100%** of clients and families report that the program made their quality of life improve
- **100%** of youth discharged reported the services they received were right for them
- **100%** of youth reported they received the help they needed at Park Street

BETTER OFF

- **0% recidivism** for sexual abuse across 5 years post discharge for clients over the age of 18 who were successfully discharged
- **100%** of clients that were discharged to a less restrictive setting maintained the gains made over 6 months
- **100%** of clients and families report that the program made a positive difference in their lives

Individuals at Park Street Program had reduced Total Risks/Needs Evidenced in Child and Adolescent Needs (CANS) Severity scores



PARTNERS: Vermont Department for Children and Families, Vermont Department of Mental Health, local Designated Agencies, Vermont Agency of Education; local school districts, Rutland Community Network of Providers, adoption agencies, foster parents, local colleges, Vermont Department of Labor, youth development programs



PROGRAM:

ACT 1 Substance Use Crisis Program

466 CLIENTS SERVED IN 2019

PROGRAM DESCRIPTION

The ACT 1 program provides a safe environment where individuals who are incapacitated due to alcohol or other drugs are sheltered until they regain sobriety. Individuals assessed to be incapacitated are sheltered in the ACT 1 program or due to safety considerations may be sent to the correctional center in police protective custody, or directed to the hospital for medical attention.

PERFORMANCE MEASURES

HOW MUCH

- There were **805 admissions** to ACT 1 among **466 clients**
- **41%** of admissions were brought to ACT 1 by police

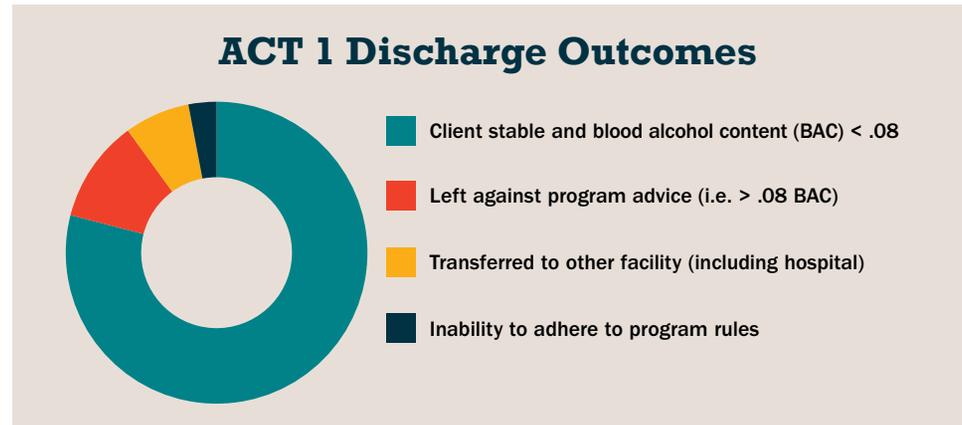
HOW WELL

- **100%** reported the quality of the program to be **excellent** or **good**
- **91%** reported they received **the help they needed**

BETTER OFF

- **93%** felt **safe** during their stay
- **85%** reported that they felt **more stable at discharge** than when they arrived

“ACT 1 is a clean and comfortable place to detox. Staff were compassionate and caring.”



PARTNERS: Local police departments, Vermont State Police, Vermont Department of Corrections, University of Vermont Medical Center, University of Vermont, United Way, Vermont Department of Health Division of Alcohol and Drug Abuse programs

Located in downtown Burlington, people often walk up to the program and thank us for the work we have done, check in or report how they are doing in their sobriety, or attend community meetings on-site to maintain sobriety (Alcoholics Anonymous/Narcotics Anonymous).

For many who have limited options or are marginalized, this is a safe, humble, and respectful place to sober. Many of the staff at ACT 1 have lived experience or have struggled at some point in their life with substance use and are able to empathize and build relationships using these experiences with individuals admitted to the program, further enhancing the therapeutic outcome.

Bridge

311 CLIENTS SERVED IN FY19



PROGRAM DESCRIPTION

The Bridge program is a 6 bed residential alcohol/drug non-medical detox program. Over a 5-day period, the program offers 24 hour support, withdrawal management, and referrals to aftercare supports for community members ready to break the cycle of substance use.

PERFORMANCE MEASURES

HOW MUCH

- **439 admissions** among **311 individuals**
- **83%** of admissions were for alcohol detox; **13%** Opiate; **2%** cocaine, and **2%** other substances

HOW WELL

- **90%** reported that **they received the help they needed**

BETTER OFF

- **94%** reported that **the services they received made a difference**
- **88%** reported that their quality of **life improved** as a result of the services they received

Using the principles of **Motivational Interviewing and recovery oriented care**, Bridge staff meet the individual where they are at and provide options to break the cycle of substance use. They also utilize American Society of Addiction Medicine criteria to further assess and identify areas of concern as a whole-person approach to care, facilitating referrals to behavioral health, housing, or other social service needs in addition to substance-specific treatment follow-up.

The rate of Opioid detox admissions has decreased, now accounting for only 13% of overall admissions. The increased availability of medication-assisted treatment services has drastically reduced the number of individuals choosing to withdraw from opiates, consistent with best treatment practices.

“The staff respectfully presents options while leaving your recovery up to you.”

Bridge Discharge Outcomes



PARTNERS: University of Vermont Medical Center Emergency Department, Community Health Center/Safe Harbor, Burlington 12-step community, Turning Point Centers, Valley Vista, Serenity House, Pine Street and Day One Intensive Outpatient program, warming shelters



PROGRAM:

Chittenden Clinic

1,282 CLIENTS SUPPORTED IN FY19

88% of clients tested negative for illegal opioids after 90 days treatment in FY19.

PROGRAM DESCRIPTION

The Chittenden Clinic provides medication assisted treatment to people with Opioid Use Disorder and other co-occurring mental health, medical, and social problems.

PERFORMANCE MEASURES

HOW MUCH

- **995** average monthly census
- **450** average daily census
- **70% have a mental health diagnosis** in addition to opioid dependence

HOW WELL

- **93%** of those served were retained 90 days or more.
- **86%** strongly agreed that they were receiving services that were right for them

BETTER OFF

- **55%** of those served were able to utilize take home medication (a proxy for stability in treatment)



The Chittenden Clinic did not have a waitlist in FY19.

The Chittenden Clinic has continued to provide same-day access to treatment throughout the last year. Clinic clients begin induction — the process of introducing medication and bringing people to the proper dose — on the day they enroll.

PARTNERS: Vermont Department of Corrections, LUND, University of Vermont Medical Center, Turning Point Center, Chittenden County Opioid Alliance, Human Trafficking Task Force, Vermont Department for Children and Families, Community Health Centers of Burlington

Franklin and Grand Isle Outpatient Clinic

5,097 UNIQUE SERVICES PROVIDED IN FY19



PROGRAM DESCRIPTION

The FGI clinic is an alcohol and drug abuse program contracted outpatient facility that serves a wide geographic catchment in northwestern Vermont. The clinic serves adults over 18 who present with substance use and co-occurring mental health disorders with individual, group and Intensive Outpatient level care. We also house the local Substance Use Crisis Program.

PERFORMANCE MEASURES

HOW MUCH

- **Staff completed 5,097 unique services**
- Of those, **402 were intake assessments/reassessments** with recommendations about their substance use and mental health

HOW WELL

- The average time from first contact to treatment was **20.5 days**
- **100%** reported that they “received the help that they needed”

BETTER OFF

- **51%** were “improved at time of discharge”
- **83%** reported that the “services made a difference”

“I’m able to play, hike, and run around with my daughter. I have a couple of close friends that are great influences, and am no longer in the circle I was before. Others in that circle of friends will not support your recovery. Their addiction will control them, and while in recovery, you should not put yourself in that position. I have no reason to avoid my life, and am able to have that life I could only wish for before.”

— FGI client

PARTNERS: Northwestern Medical Center, Northern Tier Center for Health, Vermont Department for Children and Families, Probation and Parole, Vermont Division of Alcohol and Drug Abuse programs, local primary care offices, BAART, Carter Inc., Franklin Grand Isle Restorative Justice Center, Aspentri, Dominion, LUND, Reach UP, Richford Health Center, Turning Point Center, Valley Vista, Serenity House

Person Centered Thinking



A HOWARD CENTER STAFF TRAINING PROGRAM

PROGRAM DESCRIPTION

As part of Howard Center’s Local System of Care Plan for Developmental Services for FY 2018-2020 we identified the goal to move beyond the current community support options to develop a continuum of person-centered support options.

PERFORMANCE MEASURES

HOW MUCH

- **Trained 251 out of 485 staff** on Person Centered Thinking (PCT)
- **Trained 115 Howard Center staff** on supported decision making, additional training scheduled for 2020
- **Developed community support staffing model** and an adult learning initiative

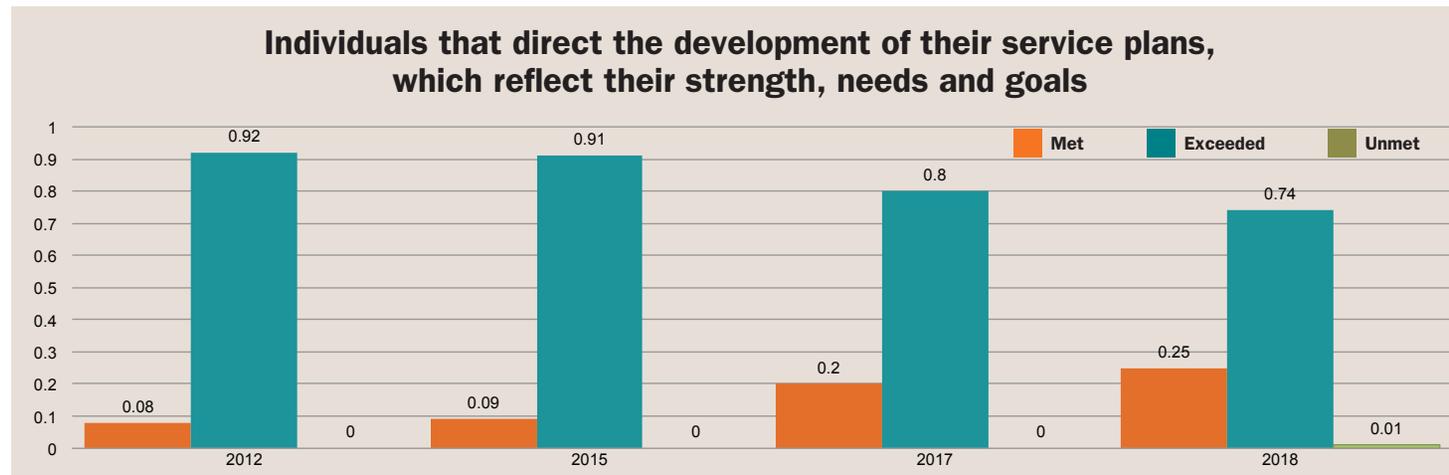
HOW WELL

- **Quality Service Review PCT data measure** - individuals that direct the development of their service plans which reflect their strength, needs and goals – shows continued progress in person centered planning
- Individuals that direct the development of their service plans which reflect their strength, needs and goals

BETTER OFF

- **Increased social connection** through shared interest activities leading to decreased social isolation
- Clients and staff are educated on **supported decision making** vs guardianship

Person-centered thinking is a philosophy behind service provision that supports positive control and self-direction of people’s own lives.



PARTNERS: Office of Public Guardian; Vermont Department of Disabilities, Aging and Independent Living; Vermont Disability Law Project



PROGRAM:

Community Outreach Program

543 INDIVIDUALS AND FAMILIES SUPPORTED IN FY19

PROGRAM DESCRIPTION

The Community Outreach Program was created as a collaborative effort between Howard Center and the local law enforcement teams of 6 different towns: **South Burlington, Shelburne, Winooski, Williston, Essex and Colchester** to assist with meeting unmet social service needs, often as a result of mental illness or substance abuse. The team assists adults, children and families in these areas as a social service resource, allowing first responders to respond to emergent needs and criminal behavior.

PERFORMANCE MEASURES

HOW MUCH

- **1,331** contacts among **543 individuals and families**
- **49%** of contacts occurred working alongside law enforcement

HOW WELL

- **1,392 referrals** made to link individuals to ongoing behavioral health, medical/dental and social service resources in the community

BETTER OFF

- **Less than 2% showed an escalation of behaviors during contact**

“From the day [the team] arrived for orientation, everything has been positive. Our team is excited to have them onboard and is already throwing work their way. In fact, I just had a sergeant walk in and say that the team is ‘worth their weight in gold.’”

— Lt. Gregg Jager,
South Burlington Police Department



“Amazing to our family... He completely went out of his way, in more than 10 different ways, with my daughter. She’s struggling right now and she’s 14. He was able to not only talk with her ... he was able to talk with us too.. I’m very glad that I called this number.”

—Community Member

PARTNERS: First Call for Chittenden County, Harbor Place, 2-1-1, University of Vermont Medical Center and Emergency Department, Burlington Housing Authority, Winooski Housing Authority, Champlain Housing Trust, local police departments, Vermont Coalition to End Homelessness, Low-Barrier Shelter (formerly the warming shelter), Economic Services Division, STEPS to End Domestic Violence, Champlain Valley Office of Economic Opportunity, Chittenden County Transportation Authority

Community Outreach proactively engages individuals in the community and diverts from unnecessary utilization of first responder resources.

Less than 12% (100 out of 843) of contacts resulted in an emergency room visit. The majority of contacts were psychiatric crisis referrals and treatment and did not require emergency room or emergent crisis services.

Community Outreach was successful in diverting 29% of the contacts that would have otherwise required police involvement.

PROGRAM:

Jarrett House



125 CLIENTS ADMITTED IN FY19

PROGRAM DESCRIPTION

The Jarrett House is a 6-bed crisis residential program for children ages 5-13 experiencing an acute mental health crisis. The average length of stay is 9.2 days. The goal of the Jarrett House is to stabilize children in crisis and to coordinate a safe transition back to their communities.

PERFORMANCE MEASURES

HOW MUCH

- **156 admissions** among 125 unique clients; 42% were females, 55% males, and 4% other/transgender

HOW WELL

- **332 unique clients** were served over the past 3 years (FY17, FY18, and FY19); with only 27% (88/332) admitted more than once in that period

BETTER OFF

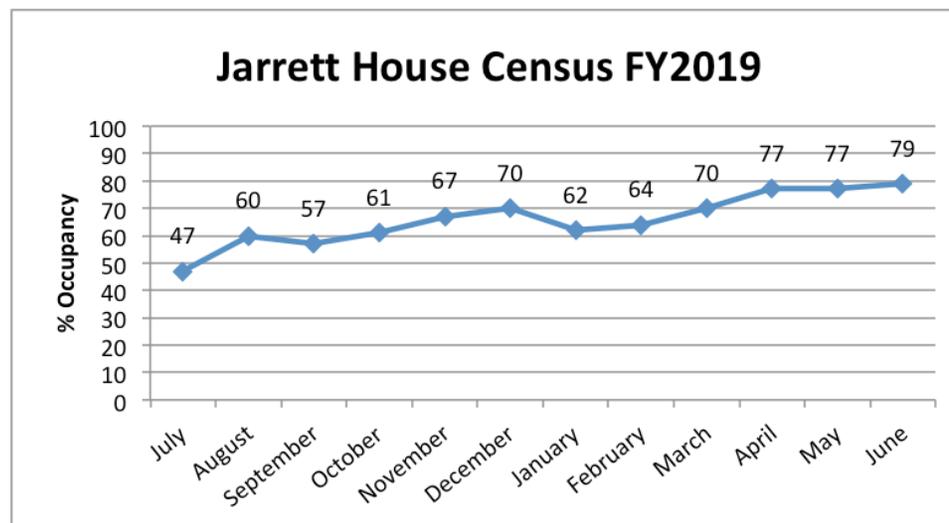
- **92%** of overall admissions discharged due to the client stabilizing
- **97%** of clients discharged to a lower level of care

“I love Jarrett House! It’s like a Camp all about feelings!”

“Thank you to the whole Jarrett House team for helping my son be more open to talking about what he’s feeling.”



The program served clients from 10 counties throughout Vermont.



PARTNERS: Vermont designated agencies (especially crisis teams), Vermont Department for Children and Families, schools, community mental health providers, Brattleboro Retreat, Vermont Department of Mental Health



PROGRAM:

Project SEARCH

8 INTERNS SUPPORTED IN FY19

PROGRAM DESCRIPTION

Project SEARCH is a business-led collaboration that enables young adults with disabilities to gain and maintain employment through training and career exploration. Interns gain employability skills through a combination of classroom instruction and participation in three internships within a business for a full academic year.

PERFORMANCE MEASURES

HOW MUCH

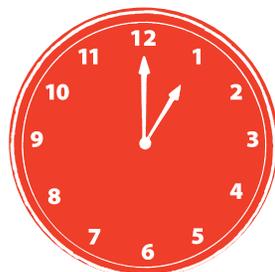
- **23.5%** of referrals to PCIT came from pediatricians and other medical providers

HOW WELL

- Developed **new business partnership** with the University of Vermont Medical Center

BETTER OFF

- **97%** of interns served from FY16-FY 19 have secured employment



Average number of hours worked per week:
19



PARTNERS: South Burlington school district, University of Vermont Medical Center, Vocational Rehabilitation, Vermont Department for Children and Families

100% of interns accepted into the program have completed the program since Project Search's inception 4 years ago.

Parent-Child Interaction Therapy



66 FAMILIES SERVED IN FY19

PROGRAM DESCRIPTION

Parent-Child Interaction Therapy (PCIT) is a dyadic behavioral intervention for children (ages 2-7 years) and their parents or caregivers, that focuses on decreasing externalizing child behavior problems including defiance and aggression; increasing child social skills and cooperation; and improving the parent-child relationship. PCIT, an evidenced based model, has had excellent outcomes internationally.

PERFORMANCE MEASURES

HOW MUCH

- Pediatricians and other medical providers were largest referral at **23.5%**



“Love the earbud two way mirror approach to therapy. The weekly routine, rotating between parents with the child, the homework to keep us accountable and constant support. Never felt alone!”

HOW WELL

- **20%** of the referrals this year were by families who heard about PCIT from previous PCIT family participants

BETTER OFF

- **95.39%** said services that they received “made a positive difference” in their family

Eyberg Child Behavior Inventory Intensity Scale

- **Average of 39% decrease in frequency of their child’s challenging behaviors**
- **Average of 55.5% decrease in the parent perception of their child’s behaviors as a problem**

The Intensity Scale is the frequency of problematic behavior

PCIT International currently identifies 11 trained and certified PCIT therapists in Vermont.

In FY 2019, Howard Center’s PCIT program retained 5 of these clinicians, including 2 Level 1 Trainers.

Families from Chittenden County and beyond sought this service at Howard Center.

PARTNERS: community pediatricians and family physicians, Vermont Department for Children and Families, family services, early childhood educators, LUND, Children’s Integrated Services, Chittenden County school districts, Vermont Department of Mental Health, PCIT International



PROGRAM:

Impaired Driver Rehabilitation Program

419 NEW INDIVIDUALS ENROLLED IN FY19

PROGRAM DESCRIPTION

In Vermont, unless otherwise accomodated, anyone convicted of impaired driving must successfully complete the state's Impaired Driver Rehabilitation Program before driving privileges can be reinstated. The Impaired Driver Rehabilitation Program provides individuals the opportunity to openly examine facts about alcohol and/or other drug use and discuss the role these substances play in their life.

PERFORMANCE MEASURES

HOW MUCH

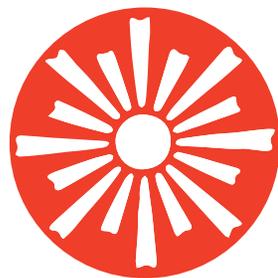
- **454** individuals completed the program's education component

HOW WELL

- Provides an **evidenced-based prevention and intervention curriculum** to educate participants about personal substance use patterns

BETTER OFF

- **Increase independence and engagement** in work, school, parenting and other prosocial activities by increasing access to transportation



10

Impaired Driver Rehabilitation Program participants required interpretive services.



454

Present program participants are working their way to driver reinstatement.

PARTNERS: Vermont Department of Health Alcohol and Drug Abuse Programs

“I have a greater sense of self-awareness and this program has helped provide me with the tools to make safe and responsible choices.”

“Instructors created a non-judgmental atmosphere.”

Dialectical Behavior Therapy (DBT)



42 INDIVIDUALS SERVED IN FY19

PROGRAM DESCRIPTION

Dialectical Behavior Therapy is a skills training program designed to help clients learn skills to regulate emotions, build personal awareness, resolve interpersonal conflicts and tolerate distressing situations.

PERFORMANCE MEASURES

HOW MUCH

- DBT offers **5 groups** serving **42 individuals** (30 clients, 12 support staff)
- The DBT program runs from September to May providing **31 two-hour group sessions**

HOW WELL

- DBT has **continued to grow** from 12 client participants in 2011 to 30 in FY19
- DBT is supported by 9 skills leaders with a combined **45 years of DBT experience**

BETTER OFF

- Majority of survey respondents agreed/strongly agreed that the **services they received affected them positively.** (See chart below)



93% of participants completed the full program.

- **84% of survey respondents agreed/strongly agreed that the services were right for them.**
- **95% of survey respondents agreed/strongly agreed that they received the services they needed.**
- **80% of survey respondents agreed/strongly agreed that their quality of life improved as a result of the services received.**
- **84% of survey respondents agreed/strongly agreed that the services made a difference**

When asked what was most helpful about the group:

“Learning new skills.”

“We all supported one another.”

“Talking with the group if I needed to.”

PARTNERS: DBT learning community support by Vermont Cooperative for Practice Improvement and Innovation



PROGRAM:

Enhanced Family Treatment (EFT)

24 CLIENTS SERVED IN FY19

In January 2019 the EFT program went from being funded through a “waiver” paid for by DMH or DCF to now be funded through the children’s mental health case rate.

PROGRAM DESCRIPTION

EFT is a program that serves families in Chittenden County with wrap around services that include a masters level family clinician, behavioral interventionists, foster care/respite (depending on need) and 24/7 crisis response.

PERFORMANCE MEASURES

HOW MUCH

- **6 Howard Center Therapeutic Foster Homes** provided care in a full time, part time or respite capacity

HOW WELL

- **100%** of staff are trained in trauma informed care
- **75%** of satisfaction survey respondents reported receiving the help they needed

BETTER OFF

- **73%** of the clients discharged by EFT were referred to lower levels of care
- **75%** of satisfaction survey respondents reported that EFT services made a difference



“Our clinician exceeded our expectations and always responded as quickly as possible.”



“EFT has prepared our family for the real world.”

PARTNERS: Vermont Department for Children and Families, Vermont Department of Mental Health, Northeastern Family Institute, Chittenden County schools

Avenue 7



OPERATED AT 100% CAPACITY IN FY19

PROGRAM DESCRIPTION

Avenue 7 offers transitional housing for young adults between the ages of 18 and 28 who have an intellectual disability or autism and receive Home and Community Based Services. The supportive residential community helps individuals gain the skills they need to live independently.

PERFORMANCE MEASURES

HOW MUCH

- In the program's four years of operation, **31 individuals have applied** with an **acceptance rate of 48%**
- Program has a **6 bed capacity**

HOW WELL

- **100%** of clients who participated in the program experienced Medicaid waiver reductions at time of exit
- **91%** of clients reported that services were right for them

BETTER OFF

- **92%** of clients who completed the program transitioned to a more independent living situation, due to an increased skillset
- **75%** of clients who completed the program were employed

"I went to Avenue 7 because I wanted to gain experience so I could live independently.

I liked it because it tested my strengths and I learned to be tough and not give up.

I am grateful I went there because I wanted to be sure I was really ready to live on my own."

PARTNERS: Burlington Housing Authority, Committee on Temporary Shelter

Community Education FY19

FREE AND OPEN TO THE PUBLIC

By the Numbers

HOWARD CENTER presents

COMMUNITY EDUCATION SERIES

FREE AND OPEN TO THE PUBLIC

Goals

- To offer education to the general public about mental health related topics
- To increase participation by 10% each year
- To achieve average Net Promoter Score of 9 or above
- To build our mailing list
- To promote Howard Center

WHAT PEOPLE ARE SAYING:

“Great film and discussion.”

“ I learned so much. The presenters were great and it was really informative.

“Diversity of panel was excellent”

“Very moving and inspiring.”

“I learned a lot as a future educator and as a parent and a person.” (student)

2015-2019 STATS

2,203

total attendees

90

experts in the field presented

92%

reported they learned something from attending

92%

would recommend the presentations to others

71

average attendees per session

31

total sessions

In 2015, Howard Center began offering a free and open to the public, spring and fall community education series as part of our mission and service to the community. The sessions have included presentations, panel discussions, and film screenings with rich conversation followed by Q & A. Presenters and discussants have included subject matter experts, service providers, and community members with lived experience on topics such as the opioid epidemic, trauma, suicide risk and prevention, autism, mental illness and recovery, peer support, and sleep, to name a few.

Our community education series emphasizes our commitment to our community by helping to educate, inform, reduce stigma, and increase awareness about a variety of health related topics. We recognize that through a more complete understanding of health challenges, we can help to shape a more compassionate and engaged community.

Presentations are videotaped and available in an archive at www.howardcenter.org

FY19 SERIES HIGHLIGHTS

6

sessions

FREE

and open to the public

630

attendees

98%

learned something

Featuring a talk by national speaker Sue Klebold

96%

would recommend the presentation to others

Community Education FY19

ANNUAL CONFERENCE 2019



HOWARD CENTER
PRESENTS

OVERCOMING ADVERSITY

Bold Perspectives on Mental Health and Addiction

Charles Blow • Nadia Bolz-Weber
Johann Hari • Andrew Solomon, PhD
Sandra Steingard, MD
Catherine Simonson, Event Host

PLUS

- Howard Center Arts Collective
- Sponsor Exhibition
- Hildegard Trio, Burlington Me2/Orchestra

REGISTER TODAY

June 3, 2019

8:00 am – 4:30 pm

DoubleTree by Hilton Hotel Burlington, Vermont

howardcenter.org
802-488-6912



386
attendees

97%
Would recommend the event to others

96%
Were satisfied with the conference overall

96%
Were satisfied with the conference organization



In 20 years of attending conferences that was the best day of speakers I've ever heard.

Yesterday's conference was by far the best conference my partner and I have ever attended. I don't know how you managed to book those speakers but they were all incredible. The musical interlude was beautiful.

World class authors with forward thinking, compassionate perspectives. I was really moved by what I heard and learned."

I keep hearing words of appreciation from staff and the clients who attended (second hand). The inspiration that the presenters gave was an infusion of hope and meaning, which really buoyed people's spirits.