



# Life changing care

2015 ANNUAL REPORT



**NORTHERNRIVERS**

NORTHEAST PARENT & CHILD SOCIETY  
PARSONS CHILD & FAMILY CENTER

*Life changing care*

# Life changing care

“THREE WORDS THAT CONVEY THE IMPACT OUR 1,300-STRONG WORKFORCE BRINGS TO THE 11,000 CHILDREN AND FAMILIES WE SERVE EACH YEAR.”

DEAR FRIENDS & PARTNERS:

It's an exciting time for the Northern Rivers community – and we want to share our gratitude with you.

When reviewing our accomplishments over the past year, a common theme of transformation prevails. The reinvention of our collective brands was one such transformation. This past fall, we revealed one united look connecting Northern Rivers with the tradition, expertise and rich history of member agencies Northeast Parent & Child Society and Parsons Child & Family Center. We also introduced a tagline – **Life changing care** – three words that convey the impact our 1,300-strong workforce brings to the 11,000 children, adults and families we serve each year.

We also sharpened our focus on service delivery to meet the ever-changing needs of our children and families. We continued to shape and implement programs and services that meet the unique and individualized needs of our clients who have experienced trauma,

abuse, and neglect. Some of these services are provided through traditional residential programs – programs that have been around for as long as we have.

In addition to keeping our traditional focus intact, however, we continued to explore the provision of services geared toward managing the overall care of our clients - from residential programming to community-based services. We continued to collaborate with health care providers and community partners throughout the state on finding the most innovative and efficient ways to deliver this individualized care. For the first time in our combined organizational histories, we began caring for adults through the implementation of two new behavioral health services – **OnTrackNY** and **Adult Mobile Crisis**. These accomplishments are truly transformational and tangible evidence that the way we care for our clients continues to evolve.

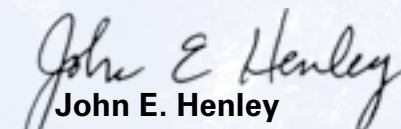
The following pages provide a glimpse into our steadfast commitment to the children,




adults and families we serve. You will see the impact our **Life changing care** makes on the communities we serve throughout New York State. You will view our financial impact that is a result of the delivery of **Life changing care** and support of friends and partners like you. And, most importantly, you will experience the impact of **Life changing care** through examples of the exceptional services our dedicated workforce provides, and the opportunities for transformation they bring to our children, adults and families.

So, thank you for joining us as we celebrate **more than 300 combined years of service**. Thank you for doing your part in empowering our children, adults and families to discover opportunities for success. And thank you for supporting us as we continue our journey toward transforming care. We look forward to sharing our progress with you – and the impact your support makes upon the **Life changing care** we provide each and every day.

Sincerely,

  
**John E. Henley**  
Chief Executive Officer

  
**Kimberleigh A. Phelan**  
Chair, Northern Rivers Board of Directors

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**John E. Henley**  
Chief Executive Officer



**Kimberleigh A. Phelan**  
Chair, Northern Rivers Board of Directors





# At a Glance

**Northern Rivers Family of Services** is the parent organization of **Northeast Parent & Child Society** and **Parsons Child & Family Center**. Together, we are a family of human service agencies who work together to provide **Life changing care** to children, families, and adults. Our quality of care, depth of programs, combined size and passion for the mission give us the strength to make positive change in our communities. Together, our 1,300-strong workforce serves 11,000 children and families throughout 37 counties each year.

For more information, call **518.426.2600** or visit **[northernrivers.org](http://northernrivers.org)**



### CLIENT SERVICES DIVISIONS

A workforce 1,300-strong organized into four divisions aligned to allow our clients to benefit from a full range of more than 60 programs and services across member agencies.

#### BUSINESS

Developing sound business opportunities (**Business Development Services**), providing expert fiscal management (**Finance**), and enabling utilization of 21st century technology in support of service delivery (**Information Technology**).

#### BEHAVIORAL HEALTH

A community-based system of social work and psychiatric services designed to support the diverse range of behavioral health needs for children, adults and families while providing opportunities for awareness, growth, empowerment and healing.

#### COORDINATED CARE AND COMMUNITY SOLUTIONS

A care management and clinical service system designed to support children in meeting their individual needs, and provide families with skills, resources, and services that increase their ability to support children in their development.

#### SUPPORT

Developing capacity for marketing communications across all audiences (**Communications**), cultivating philanthropic sources (**Development**), and managing facility infrastructures while striving for cost-effective operations and optimum environments for service delivery (**Facilities Management**).

#### EDUCATION

Educational, career development, and clinical services designed for children and young adults with special needs related to social-emotional functioning, academics, and life planning that ensures sustainability and future student success.

#### RESIDENTIAL AND FOSTER CARE SERVICES

A continuum of safe and therapeutic home and facility-based residential environments with comprehensive services for children and the families who support them.

#### QUALITY

Implementing 21st Century continuous quality improvement (**Quality Management**) and ensuring excellence in service provision (**Compliance and Performance Management**) by adopting an outcome driven quality measurement system to prove ability to execute mission and delivery excellence in services.

#### WORKFORCE

Employing a workforce for a new future (**Human Resources**) and providing a learning organization (**SATRI Training & Research**) for the new millennium.

## Life changing care

### CENTRAL SERVICES DEPARTMENTS

The supporting infrastructure for the four Client Services divisions organized in four core areas and nine departments.

### PARENT EFFECTIVENESS & INTERVENTION PROGRAM: EMPOWERING FAMILIES

#### Cultural Competence

Helping families prevent abuse and neglect in the home requires earning their trust and acknowledging the unique challenges they face – tailoring services based on the culture of the region we serve.

In Columbia County, the Parent Effectiveness and Intervention Program (PEIP) team focuses on creating culturally appropriate learning opportunities that help families grow and heal. A day at a local farm gives families a chance to bond and have fun in a supportive environment. A back-to-school haircut event helps families who otherwise might not have the means make sure their children look and feel their best when classes begin.

Clinical work is vital, and experiences matter as well. By guiding the right experiences, the PEIP team helps families apply what they have learned and gives them the opportunity to grow.



Cooking together is a wonderful bonding experience for a parent and child.

# Financial Impact

"Here is a concise fiscal summary of our organization's independently audited financial results from **July 1, 2014 through June 30, 2015**. We have fully complied with all regulatory requirements and are in good standing with our funding sources, tax authorities, and vendors/providers. Our complete audited financial report is available for review on our website. Please feel free to contact me with any questions or further explanations regarding our financial position. Thank you for your continued support."

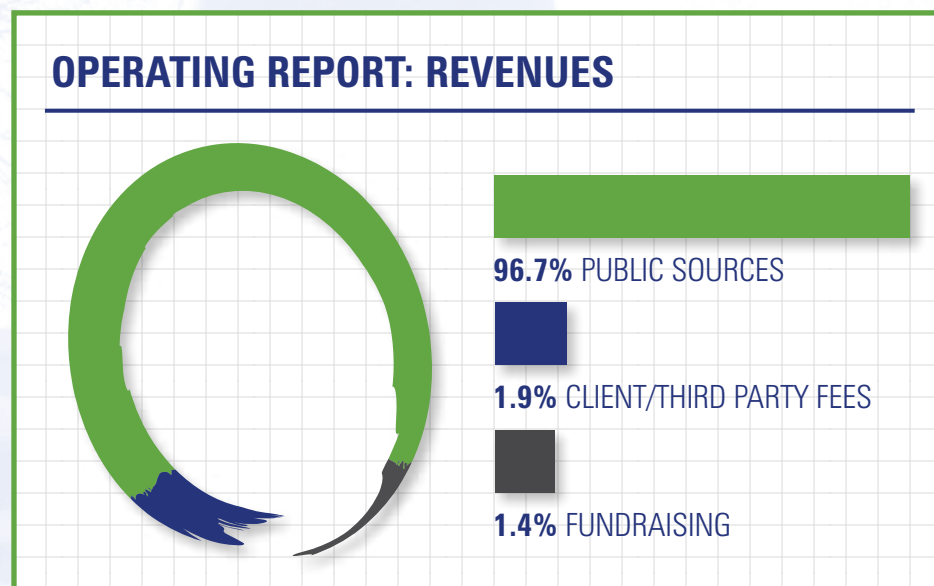


**Richard T. Marini, CPA, CITP**  
Chief Financial Officer

## AUDITED FINANCIAL REPORT 2014-2015

Northern Rivers Family Services, Inc.  
DBA: Northern Rivers Family of Services

Fiscal Year Ended June 30, 2015



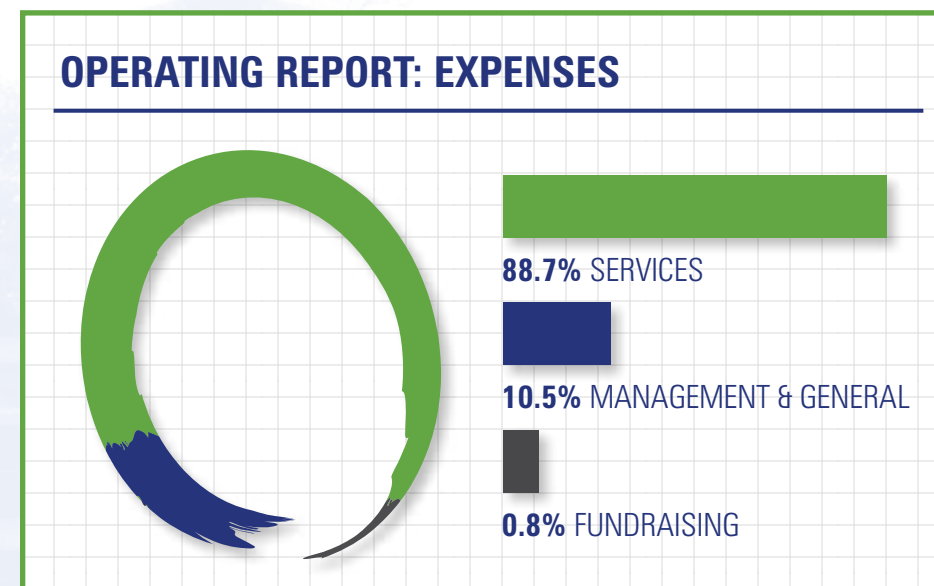
### OPERATING REVENUES

PUBLIC SOURCES	\$76,692,746
CLIENT/THIRD PARTY FEES	\$1,535,580
FUNDRAISING	\$1,148,151
<b>TOTAL OPERATING REVENUES</b>	<b>\$79,376,477</b>

### OPERATING EXPENSES

SERVICES	\$72,656,975
MANAGEMENT & GENERAL	\$8,637,839
FUNDRAISING	\$645,044
<b>TOTAL OPERATING EXPENSES</b>	<b>\$81,939,858</b>

Fiscal Year Ended June 30, 2015



### STATEMENT OF FINANCIAL POSITION

CASH & INVESTMENTS	\$15,031,088
ACCOUNTS RECEIVABLE	\$12,604,315
PROPERTY	\$24,156,839
OTHER	\$669,556
<b>TOTAL ASSETS</b>	<b>\$52,461,798</b>

LIABILITIES	\$36,317,739
NET ASSETS	\$16,144,059
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$52,461,798</b>



With support from her mother and clinician, Stacy found an opportunity that helped her blossom.

## HOME AND COMMUNITY-BASED SERVICES WAIVER PROGRAM: THE RIGHT FIT *Strength-based*

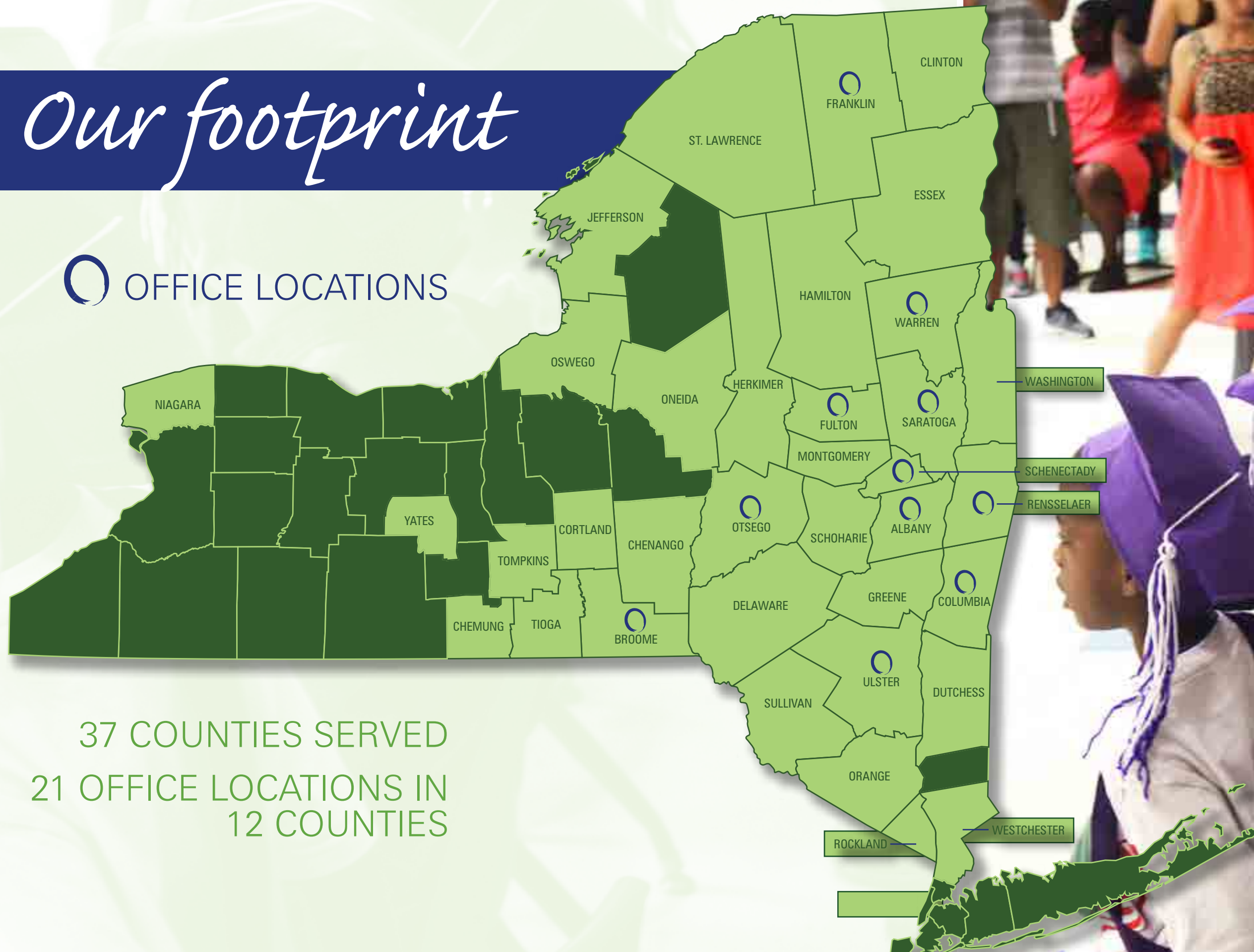
Stacy has always had a passion for helping others. As a client of the Home and Community-Based Services Waiver (HCBSW) program for children in 13 local counties with serious emotional disturbances and complex behavioral health needs, Stacy worked with the HCBSW team on many life skills, including the best way to build on her strengths and passions. Together, they needed to find the right way to channel Stacy's passion.

After exploring various community venues where she could spend her free time, Stacy began volunteering at Niskayuna High School in the library. She began by re-shelving books, but soon wanted to do more, facilitating creative arts projects for others and helping make the library a place where students are eager to learn.

Following the publication of a story on her efforts in the Daily Gazette, Stacy was asked to speak to a group of youth facing behavioral challenges at Ellis Hospital—another example of her desire to use her strength to help others. Growing from a student who used to use the library as a place to hide to a student leader encouraging others to learn, Stacy's strength is inspiring.

# Our footprint

## OFFICE LOCATIONS



37 COUNTIES SERVED  
21 OFFICE LOCATIONS IN  
12 COUNTIES

### COUNTIES SERVED

Albany	Niagara
Broome	Oneida
Chemung	Orange
Chenango	Otsego
Clinton	Oswego
Columbia	Rensselaer
Cortland	Rockland
Delaware	Saratoga
Dutchess	Schenectady
Essex	Schoharie
Franklin	St. Lawrence
Fulton	Suffolk
Greene	Sullivan
Hamilton	Tioga
Herkimer	Ulster
Jefferson	Warren
Madison	Washington
Montgomery	Westchester
New York	

### TERRITORIES SERVED

St. Regis – Akwesasne  
(Mohawk Reservation)

### OFFICE LOCATION COUNTIES

Albany	Otsego
Broome	Rensselaer
Columbia	Saratoga
Franklin	Schenectady
Fulton	Ulster
Greene	Warren



# Community Partners

JULY 1, 2014 - JUNE 30, 2015

**\$75,000+**  
The American Honda Foundation

**\$50,000+**  
GE Family  
United Way of the Greater  
Capital Region  
The Wright Family Foundation, Inc.

**\$20,000+**  
American Clothing  
CDPHP  
First Niagara Bank  
First Niagara Bank Foundation  
Key Private Bank  
KeyBank  
KeyBank Foundation  
Rose & Kiernan, Inc.  
The Schenectady Foundation  
William Gundry Broughton  
Charitable Private Foundation, Inc.

**\$15,000+**  
The Arthur & Marie  
Hegarty Foundation  
Berkshire Bank  
Berkshire Bank Foundation  
Cresa Albany  
The Florio Foundation  
Hudson River Bank  
& Trust Co. Foundation

**\$10,000+**  
BBL Construction Services, LLC  
Coca-Cola  
Hannay Reels  
Henry M. Butzel Family  
Foundation, Inc.  
Milliman  
National Grid  
Stewart's Shops

**\$5,000+**  
Bank of America  
Bank of America  
Charitable Foundation  
Charles R. Wood Foundation  
Cohoes Savings Foundation  
CSArch  
Fenimore Asset Management  
& FAM Funds

Frederick McDonald Trust  
Glennpeter Jewelers, Inc.  
Halliday Financial  
Hannaford Supermarkets  
Iberdrola USA Foundation, Inc.  
J.M. McDonald Foundation, Inc.  
M&T Bank  
The M&T Charitable Foundation  
Marvin and Company, PC  
Mazzone Hospitality  
NBT Bank  
Pioneer Bank  
Review Foundation of  
The Community Foundation for  
the Greater Capital Region  
Southwest Airlines®  
Tri-City Rentals/Massry  
Realty Partners  
WB Mason Co., Inc.  
YouthBuild USA

**\$2,000+**  
ADP  
Barclay Damon LLP  
Bond, Schoeneck & King, PLLC  
Bryant Asset Management, Inc.  
Cherri Stoddard Memorial  
Foundation  
Dave Thomas Foundation  
For Adoption  
Eastern Heating & Cooling Inc.  
Excel Systems Inc.  
FirstLight Fiber  
Gannett Foundation  
IBM Corporation  
Manning and Napier Advisors, Inc.  
Martin, Harding & Mazzotti, LLP  
Miller Printing and Litho, Inc.  
New York Business  
Development Corporation  
Northway Toyota  
NYSEG  
The Pike Company  
Price Chopper's Golub Foundation  
Rotary Club of Albany Foundation  
Royal Care Pharmacy Services  
an Omnicare Company  
Target Corporation  
Toyota Dealer Match Program  
WGY Christmas Wish

**\$1,000+**  
Aflac New York  
Albany Punishers  
Arthur J. Gallagher Risk  
Management Services  
The AYCO Company, LP  
Capital Bank  
Delta Dental  
Frank Adams Jewelers  
Ginsberg's Foods Inc.  
Greater Capital Association  
of REALTORS, Inc.  
Hoosick Valley Contractors, Inc.  
KOHl's  
Lia Auto Group  
Marini Homes, LLC  
O'Connell and Aronowitz, P.C.  
School Systems Federal  
Credit Union  
Siena College  
University at Albany  
Usherwood Office Technology

**\$500+**  
Albany Medical Center  
American Mobile Dental  
B. Nur Cheyenne Memorial Fund  
of The Community Foundation  
for the Greater Capital Region  
Bank of America  
United Way Campaign  
BNY Mellon Wealth Management  
Bosman & Associates, PLLC  
Bunzl USA, Inc.  
Capital Alliance of Young  
Professionals, Inc.  
Church of the Immaculate  
Conception  
The College of Saint Rose  
Cool Insuring Agency, Inc.  
Fagan Associates  
Frank Santoro and Sons, Inc.  
Fredericka V. Slingerland  
Family Foundation  
Hershey Family Fund of The  
Community Foundation for the  
Greater Capital Region  
Northeast & Seton Health  
Foundations  
Q.U.I.L.T.S. of Schenectady

Raymour & Flanigan  
Richard Tenenini Fund for  
Mental Health Recovery of The  
Community Foundation for the  
Greater Capital Region  
RollGiving  
The Rosenblum Companies  
Trudeau Architects PLLC  
Upstate Respite Services

**\$250+**  
15-LOVE  
1st National Bank of Scotia  
Adirondack Wood Floors  
Albany City Rocks  
Bechtel Plant Machinery, Inc.  
Bouche Financial Group, Ltd.  
The Capital Team of Realty USA  
CarpetMaster Carpet  
One Floor & Home  
Cerone Development Co.  
CT Male Associates, PC  
Four Winds Saratoga  
Galesi Group  
Gap Foundation  
Goldman Sachs  
InfoEd Global  
Manatt, Phelps & Phillips, LLP  
MVP Health Care  
New York Long Term  
Care Brokers, LTD  
Nigro Companies  
Omni Development Company, Inc.  
Pierro, Schaeffer & Connor, LLC  
Pinnacle Human Resources, LLC  
Renaissance Charitable  
Foundation  
Repeat Business Systems  
Rotary Club of Schenectady  
Rotterdam Eagles #3610  
Rueckert Advertising  
& Public Relations Inc.  
SEFCU Insurance Agency  
Sneeringer Monahan Provost  
Redgrave Title Agency, Inc.  
The Swyer Companies  
Verizon Foundation  
Wojeski & Co.

# Thank you

Thank you to more than **170 community organizations** who supported the **Life changing care** we provided over the past year.

From **July 1, 2014** to **June 30, 2015**, more than **1,250** individual, in-kind and corporate donors supported our endeavors. View the full list at [northernrivers.org/donors](http://northernrivers.org/donors).

There are many ways you can continue your support. Visit [northernrivers.org/development](http://northernrivers.org/development) for more information.



With his mother Rose proudly looking on, Max triumphantly accepted his high school diploma.

## OVERCOMING ADVERSITY

### Family & Youth Driven, Safety

Rose Miller and her family needed help. Her son Max, a high school freshman, with diagnoses of autism and depression, struggled in school and displayed angry behavior - even beginning to talk of suicide. Hopes that Max would one day earn a high school diploma were replaced by fear for his safety.

And then the Miller family found hope in the Neil Hellman School and the Day Treatment Program. The team got to know the family, developed shared goals and consistent strategies between school and home, and showed Max kindness and care. Max and his family felt the kind of support that gave them hope for the future.

Three years later, Max walked across the Neil Hellman School stage at graduation – on the honor roll and receiving an Advanced Regents Diploma. He brought tears to the eyes of everyone in attendance, praising the staff who cared for him and helped him believe. Max had transformed from a freshman who didn't trust anyone into a senior who helped motivate his classmates through their own struggles – with the support of the staff and his family by his side.

## BRIDGES TO HEALTH: ABOVE & BEYOND

### *Trauma Informed*

The Bridges to Health (B2H) program provides case management and supportive services to children in need throughout New York State. Traditionally working one-on-one with the children, the Albany B2H team (located on South Pearl Street) wanted to create another way for clients to find success. They explored the idea of developing supplemental peer groups that would allow children learn from their peers in a group setting and increase their feeling of support.

Starting with one group two years ago, today the team runs eight different peer groups, focused on topics ranging from arts and crafts to coping with loss and bereavement. Guided by B2H staff going above and beyond the call of duty, these groups provide children with a place to learn teamwork, social responsibility and problem-solving skills, and enhance the individualized work the team continues with the clients.

"In these groups, kids learn they're not alone, either in B2H or in life," said Greyson Burns, a B2H supervisor. "They make natural connections, form friendships beyond the groups and learn that there are people out there that will be your friend."



*The Albany B2H team took the initiative to develop a way for youth in their program to develop supportive peer relationships.*

*"The entire Northern Rivers Workforce is committed to a set of core principles that shapes the culture of care we provide. In the stories throughout this report, you can see real-time examples in how we live these core principles each and every day. The art of building a culture of **Life changing care** is in all of our hands...and never done. We look forward to what 2016 will bring!"*



**Audrey LaFrenier, LCSW-R**  
Chief Operating Officer

# Core Principles

CULTURAL COMPETENCE  
FAMILY & YOUTH DRIVEN  
SAFETY  
STRENGTH-BASED  
TRAUMA INFORMED

## IMPACT BY THE NUMBERS

- **11,000** children, adults & families served
- More than **60** programs & services
- More than **400** community volunteers & interns
- **40** school districts served
- More than **\$80 million** invested
- **1,300**-strong workforce
- **21** locations serving **37** counties
- **75** Government & Education funding sources
- More than **1,250** individual, corporate & community donors



*Life changing care*

# Life changing care



*Elisha's family and treatment team  
[photo credit: Elisha Boyea]*

## ELLISHA'S FAMILY

### *Family & Youth Driven*

Elisha, 20 years old, is currently attending Adirondack Community College, studying media arts and hoping to be a photographer. She has held steady part-time jobs for the past few years, and has risen to the rank of Master Sergeant and Cadet Commander in the Civil Air Patrol. She and her parents, Norman and Rachel, share the easy, lively banter of a family that has laughed, cried and survived together. Elisha has come a long, long way.

Donna Grande of the Queensbury Bridges to Health (B2H) program first started working with the family when Elisha was adopted in 2009 at the age of 14. Elisha had bounced from program to program since the age of 18 months, and had continuously struggled with reading, writing and forming relationships. After her adoption, she had strength from loving parents and professional support from Donna and the B2H team, united in their fierce commitment to fight for her future.

Donna worked with Norman and Rachel in their home to identify challenges, develop skills and connect them to other supports. The couple tirelessly advocated for Elisha in school and in

the community, overpowering resistance along the way, and day by day, Elisha found a little more of herself.

"I honestly never thought I'd make it this far," Elisha says. "But this," she continues, pointing at Norman, Rachel, Donna and Erika Pudlo of B2H, "this is my family."



*Each camper has the clinical and emotional support of our incredible volunteers*

## CAMP TO BELONG

### *The Right to Reunite*

When siblings enter into foster care, they can sometimes be separated in order to get the individualized care and attention they need. The Camp to Belong program has helped reunite more than 200 siblings since founded in 2011.

For one week every summer, dozens of siblings served by agencies throughout the state reunite at Camp Chingachgook in the Adirondacks for an old-fashioned summer camp experience. In addition to enjoying summer activities like swimming, hiking or playing games, campers experience the chance to make memories with their siblings - to create family bonds that last.

Workforce from throughout the organization volunteer their time for to run Camp to Belong because they believe that children have the right to enjoy a safe space with their siblings. "Camp gives the staff a chance to take a break from the goal oriented, specific and focused daily work with kids and families and allows them to participate in the joy and excitement of simply having fun with kids," says Marylyne Brady-Johnson, Chief Training Officer. From the first tentative wave on arrival day to that one last hug before going home, volunteers get to watch love grow and lives change.

*Gifts from siblings mean that camp memories last the whole year*







# NORTHERNRIVERS

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PARSONS CHILD & FAMILY CENTER



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518.426.2600 | [northernrivers.org](http://northernrivers.org)

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