Life changing care

2015 ANNUAL REPORT
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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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

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.

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.

LIFE CHANGING CARE
Expanding the wonders of the world together creates lasting family memories.

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.

For more information, call 518.426.2600 or visit northernrivers.org

PARENT EFFECTIVENESS & INTERVENTION PROGRAM:
EMPOWERING FAMILIES
Cultural Competence

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

CENTRAL SERVICES DEPARTMENTS
The supporting infrastructure for the four Client Services divisions organized in four core areas and nine departments.
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. Morni, CPA, CITP
Chief Financial Officer

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

AUDITED FINANCIAL REPORT 2014-2015

Fiscal Year Ended June 30, 2015

Operating Report: Revenues

<table>
<thead>
<tr>
<th>Source</th>
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<tbody>
<tr>
<td>Public Sources</td>
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<tr>
<td>Client/Third Party Fees</td>
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<tr>
<td>Fundraising</td>
<td>$1,148,151</td>
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<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>$79,376,477</strong></td>
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Operating Expenses

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<tr>
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<td>Services</td>
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<td>Management &amp; General</td>
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<tr>
<td>Fundraising</td>
<td>$645,044</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$81,939,858</strong></td>
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STATEMENT OF FINANCIAL POSITION

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<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Cash &amp; Investments</td>
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<td>Accounts Receivable</td>
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<td>Property</td>
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<td>Other</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$52,461,798</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
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</tr>
<tr>
<td>Net Assets</td>
<td>$16,144,059</td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>$52,461,798</strong></td>
</tr>
</tbody>
</table>

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

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.

HOME AND COMMUNITY-BASED SERVICES WAIVER PROGRAM: THE RIGHT FIT

Strength-based
Our footprint

37 COUNTIES SERVED
21 OFFICE LOCATIONS IN 12 COUNTIES
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. There are many ways you can continue your support. Visit northernrivers.org/development for more information.

OVERCOMING ADVERSITY

Family & Youth

Drive, safety

Rosa Miller and her family needed help. Her son Max, a high school freshman, was diagnosed with 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 meeting Advanced Regents Diploma. He brought tears to the eyes of everyone in attendance, praising the staff who cared for him and helping him believe.

Max had transformed from a freshman who didn’t understand his family felt the kind of support that gave them hope for the future. Max walked across the Neil Hellman School stage at graduation – on the honor roll and meeting Advanced Regents Diploma. He brought tears to the eyes of everyone in attendance, praising the staff who cared for him and helping him believe. Max had transformed from a freshman who didn’t understand...
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 to 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 to enhance the individualized work they continue 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 who will care about you.”

Core Principles

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

The Bridges to Health program is committed to a set of core principles. The core principles provide a framework for our services to improve the lives of children and their families. Each principle is linked to the real-time examples in the stories throughout this report. They guide every aspect of our work. We look forward to what 2016 will bring!

Audrey Lafrenier, LCSW-R
Chief Operating Officer

The entire Bridges to Health workforce is focused on providing the best possible care to every child, adult and family who uses our services. The Bridges to Health program is committed to a set of core principles that shape the culture of care we provide. In the stories throughout this report, you can see real-time examples of 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!
Ellisha, 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. Ellisha has come a long, long way.

Donna Grande of the Queensbury Bridges to Health (B2H) program first started working with the family when Ellisha was adopted in 2009 at the age of 14. Ellisha 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 Ellisha in school and in the community, overpowering resistance along the way, and day by day, Ellisha found a little more of herself. "I honestly never thought I’d make it this far," Ellisha says. "But this," she continues, pointing at Norman, Rachel, Donna and Erika Pudlo of B2H, "this is my family."