





Message from the President

As I write this, gratitude comes to mind. Reflecting back over the past year, I think of my brother, Dick, who passed away in September of 2021 at nearly 80 years old. I was Dick's guardian for a number of years with the help and support of Northern Human Services. I now realize how much I learned from my brother and will be forever grateful for the care, advocacy and support from Northern's staff. Thank you for all the years of caring, communication and compassion. I truly miss my brother and the collaboration with his staff.

Northern has experienced a couple of changes in leadership this past year. We had a strong, knowledgeable group consisting of Board members and staff on the CEO search committee and after several months of reviewing resumes and interviewing candidates, we chose Suzanne Gaetjens-Oleson. Suzanne had huge shoes to fill, and she has done an exceptional job working long hours and bringing new perspectives and energy to the team. We also hired a new CFO, Shawn Bromley, and we look forward to working with her and the staff of the accounting department. We have also welcomed several new board members who are incredibly talented and involved in many different fields. I look forward to working with such a talented group.

I have been amazed by Management and the employees for adapting to so many changes in the last two years. They have stepped up to provide services by working long hours, advocating, collaborating, educating and communicating on behalf of our clients. A huge thank you to each and every one at Northern Human Services and, once again, I am grateful, humbled and proud to be a part of this group of dedicated professionals.

Madelene Costello, President

Agency Philosophy

The activities of the board, management and staff shall be consistent with the Agency's Vision and Mission Statements. The Board of Directors of Northern Human Services intends that the services and supports provided by the Agency shall promote dignity and independence. Services shall be effectively and efficiently delivered by staff who are cognizant and respectful of the cultural diversity of individuals served, with no more services than are essential being provided.

Board of Directors

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Madelene Costello, Conway

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Annette Carbonneau, Franconia
Paul Smith, Littleton
Troy Merner, Lancaster

Mission

To assist and advocate for people affected by mental illness, developmental disabilities and related disorders in living meaningful lives.

Vision

Everyone who truly needs our services can receive them, as we strive to meet ever-changing needs through advocacy, innovation, collaboration and skill.



Message from the CEO

This is the first Annual Report I have the privilege writing as the new CEO of Northern Human Services. I have worked here for approximately twenty-seven years in many roles before becoming CEO in December of 2021. I am honored to be in this position and have the opportunity to guide the Agency during these times of incredible change. During the past few years, Northern has been navigating a global pandemic and now faces an unprecedented workforce shortage. The environment is daunting but the idea of not being here, working hand in hand with an amazing team, is inconceivable.

During the pandemic, we have learned to overcome adversity by working together quickly to find solutions in order to minimize the impact to service delivery. The one silver lining of the pandemic is that it has broadened our way of thinking about what is possible because it has to be. It has inspired us to offer additional staff flexibility and increase overall work satisfaction so that we can retain staff while doing all we can to recruit more.

We developed a committee, Joy at Work, that focuses on giving staff a voice about what they would like to happen in terms of flexibility, work environment and improving workflow. The group consists of employees from both mental health and developmental services. It has been a great honor working with them, getting to know them and hearing about what is taking place and what the needs are at each location. With the support of our Board of Directors, we have been able to acknowledge our staff in a number of positive ways so far.

Northern Human Services has been acutely impacted by the increased need for mental health services since the start of the pandemic and all services, including developmental, have been affected by the isolation, anxiety and fear that are the hallmarks of the pandemic. Our unbeliev-



"If you do not treat people with the respect they deserve, do not expect any kind of commitment to your productivity goals and target."

— Ian Fuhr

ably dedicated staff have also been affected; shouldering the extremely heavy burden of trying to do a lot with very little. Many have expressed sadness and frustration that they can't do more, and it amazes me that they remain focused on what they can do for others and what others need. As the CEO, I want to do everything I can to ensure the stabilization of our workforce. We are committed to serving the people in our community, and I would like to take this opportunity to recognize our employees who keep the gears turning so that we can accomplish our goals and reiterate my commitment to them. Every member of our team is a vital part in helping to fulfill our mission.

I truly do not believe there is a higher calling than the work we do. We must focus on solutions rather than become mired in the reasons why things might not work, and I am blessed to be associated with people who feel the same. Northern Human Services has an unbelievably supportive and dedicated Board of Directors and a tenacious group of employees who will come out of these tough times having learned so much. We will apply these lessons to our work and renew our dedication to our mission one step at a time.

Suzanne Gaetjens-Oleson, CEO



“It’s not more services families need, it’s more intervention.”

Young children learn by using new skills over and over in natural and meaningful ways. The time between early intervention visits is optimal learning time for children because they can have lots of opportunities to practice new skills in the context of what happens in their day to day life. Imagine that you were trying to learn a new skill—say learning a new language. For example, attending language classes without practicing between sessions likely would not make the kind of progress you could if you had practiced between classes.

So many people think that it is what the providers do that makes a difference but it isn’t. It is really what you do that matters. Our short time with your child isn’t enough to make any change at all. But what you do every day makes all the difference in the world. So, as we start working together on the priorities you have identified, we will talk a lot about identifying and enhancing the natural opportunities for learning that occur in your day to day life.

¹Dr. Robin McWilliam is a professor of early childhood special education at The University of Alabama, where he founded and directs the Evidence-based International Early Intervention Office (EIEIO). He is also the founder and leader of The RAM Group, consisting of experts on the Routines-Based Model from all over the world. The Routines-Based Model disrupts the medical and traditional medical, educational, and rehabilitation approaches to early intervention 0-5, replacing them with practices designed to build the capacity of the child’s natural caregivers and to promote the child’s functioning and engagement. Dr. McWilliam has authored or co-authored 88 peer-reviewed articles and 10 books.

Family Centered Early Supports & Services

How Children Learn

Children learn by watching, listening and experiencing the world around them. This learning starts when a baby is born. Have you ever noticed a baby watching other small children or cooing back at his mother? He is learning. Have you played with a toddler and observed how he explores and pretends? He is learning, and he will continue to learn from his every day experiences throughout his life but the first three years are especially important as they form a foundation for future learning. You are your baby’s teacher and so are his brothers and sisters, grandparents, baby sitters and everyone else who is part of his world.

When we recognize that children learn in the context of everyday routines and activities, it becomes clear that the focus of intervention needs to be supporting families and caregivers in meeting the needs of their child and family. Interventionists see a family maybe only one time a week; yet the family and caregivers are with the child all day every day and therefore have an infinite number of opportunities to facilitate outcome achievement. It is what happens between visits that truly has an impact on outcome achievement (June, 2003) and as ¹McWilliams (2000) stated,

Legislative and Community Outreach

As the Public Policy and Marketing Coordinator, my role is to connect with families, provide timely updates on the legislative process, educate and advocate on behalf of families and individuals who experience developmental disabilities. Since joining Northern Human Services in March, I have attended Family Support Advisory Council meetings to become better acquainted with this dedicated group.

We hosted representatives from the Department of Health and Human Services Bureau of Developmental Services (BDS) this past May for an informational session about potential changes to the Bureau. Legislatively, two major bills were signed into law that serve to have the greatest impact on individuals who experience developmental disabilities: dental coverage for adult Medicaid and the age an individual may stay in school was increased to 21 years of age inclusive.

In June we updated our website and added new features to keep families, stakeholders and community members better informed. Facebook is another place to connect with Northern Human Services. We will continue to share information about our Family Support Advisory Council meetings, events, open positions, news from our partners and collaborators, BDS Systems Work updates, legislative news, staff news and much more.

Michelle St. John



Emily James received the Up Foundation’s Leadership Award.

Family Support Advisory Council

This year has been an incredibly positive one for Northern Human Services’ Family Support Advisory Council. Under the able leadership of Danielle Oakes and Emily James, Co-Chairs, they moved quickly to meet their goals. The Council worked hard to support families with much needed respite. They provided funds to enable children to take advantage of recreational activities, such as horseback riding and gym memberships, and helped modify a van to become wheelchair accessible.

Although the coming years will certainly be challenging, the Family Support Advisory Council hopes that the people who are served by and work for Northern Human Services realize that they want to make a positive difference in the lives of their families. Thank you to the parent volunteer members for their years of outstanding service: Stephen Michaud (Berlin), Willie Cintron (Milan), Susemarie Swenson (Whitefield), Emily James (Wolfeboro), Karen Blake (North Woodstock), Carrie Duran (Wolfeboro), Danielle Oakes (Dalton), Lindsey Secinore (Berlin), Jessie Savage (Berlin), and Stephanie Russell (Berlin).

Lastly, congratulations to Emily James on receiving the Up Foundation’s Leadership Award for her work with the Maya’s Spark Fund. The fund’s mission is to raise money to provide scholarships for programs that support developmentally disabled people and their families live their best quality of life. The Maya’s Spark Fund supported multiple organizations in its first year and is looking forward to supporting many more in the future.



Robert Kellas, Residential Program Coordinator, and Michael Curren enjoy a moment together.

Changing Lives

When asked if I would write something for the Annual Report, I was happy to have the opportunity but wasn't sure what to write about. It then came to mind that the subject near and dear to my heart is the Residential Program in Conway, and my role as Program Coordinator. These past few years have been a struggle to say the least. As I thought more about it, I realized that nothing in my life came easy. Without the determination and dedication that hard work requires, nothing can be accomplished.

What we do here at Northern is not a one person concern. As a team, it takes all of us to wade through the stress and obstacles to achieve the safe place that we can all feel proud of and is the thing that has made our team so successful. It is the combination of hard work and absolute determination to keep the individuals in our care safe and free from harm. The determination to see their lives as fulfilled as much as possible in spite of the struggles we have been faced with. It is my sincere belief that in these times you have to pour it on and work with a fierce determination. But that determination must come from the whole and not from just one person left to go it alone and push the boulder uphill. When Covid-19 first came about, before I started writing weekly letters to staff, I remembered the following quote from Vince Lombardi: "Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work." It really hit home, and I realized that it is the

key; the magic combination. Hard work, determination and a team dedicated to do their utmost.

With that said, I already knew our Residential Advisors are hard-working and that they have a passion and determination to care for individuals. In my first letter, I wanted to get the point across that we had to work hard and have determination as a team. To become seamless in our actions and act as one cohesive unit. In that first letter, like any team captain, I asked them for their help. The first paragraph read: "Now, more than ever, we need you. We need your strength, your patience, your cooperation and sometimes your forgiveness. All of this is new, and our objective every week is to get through the best possible way we can from week to week. Not to complain, not to dwell on the negative but to adapt and overcome obstacles. To be proactive, not reactive. To act ahead of the curve and to be flexible. I am determined, as I imagine all of you are, to keep the houses running as smoothly as possible during these challenging times. There is nothing that can out work our team, not even Covid-19; no matter how powerful it may think it is."

I realize that I have been referring to Conway's residential team but this is truly about our entire organization. It is about the whole; from top to bottom. Every person at Northern is working to make our communities a better place. It is the foundation of who we are as individuals and as a team. That is what

makes our organization something spectacular. We are all pushing and pulling in the same direction to achieve a goal that is honorable and good. There is a popular saying that "when the going gets tough, the tough gets going" but the truth is the tough get going only if we work in concert.

Our collective determination and hard work to care for the vulnerable individuals in our communities is what makes us shine as an organization. We're in this together, no matter what our position is, and we are a force for good in our communities. As I see it, and as I imagine many of you do, our ultimate goal each day is to do as much good as we possibly can. We need each other, and we need everyone to work hard and contribute all that they can. In the end we will all be stronger and able to carry out the Mission of Northern Human Services: "To assist and advocate for people affected by mental illness, developmental disabilities and related disorders in living meaningful lives." We at Northern do change lives and if we keep up the hard work, we will be changing lives for many years to come.

Robert Kellas, Residential Program Coordinator, New Horizons

Supported Housing

The shortage of housing in the current market has led to an increased need for affordable housing that has impacted the people we serve. Each Community Mental Health Center in New Hampshire

received additional funding to support the expansion of supported housing in their region by adding six additional beds for adults with severe mental illness. The North Country has its own unique crisis which has heavily impacted adults with mental illness and the additional



beds is a start to support those in need of housing. The large geographic area that Northern Human Services covers, over forty percent (40%), coupled with the lack of public transportation prompted the creation of a unique plan for additional beds across our region.

Northern developed two apartments, both in Grafton County, for semi-independent living with support; a one-bedroom and two-bedroom unit. Clients will receive regular assistance with tasks that they might struggle with while living in these apartments. The goal is to help them obtain the skills needed for fully independent housing.

There is a plan to create another three supported beds within the program by engaging the community in Coos and Carroll Counties. This plan is reliant upon the community's home owners who are willing and able to open their homes to mentally ill adults and mentor them. Home providers will help them with many activities of daily living as well as supporting their continued engagement in mental health services. The goal of the mental health provider homes is to prepare clients for transition into semi-independent or complete independent living.

Northern Human Services' staff have worked together over the last several months to create these supported beds from idea to realization. We are confident these beds can create a solid foundation for clients to transition into long-term independent housing.

Rapid Response/Mobile Crisis

In January 2022, as part of a comprehensive system of crisis response and care, Northern Human Services' Rapid Response/Mobile Crisis Team was born. Over the past six months, in collaboration with the Access Point Crisis Line, Northern's Mobile Crisis Teams have provided help, hope and healing twenty-four hours a day, seven days a week to individuals experiencing a psychiatric or substance abuse emergency.

The Mobile Crisis model is designed to optimize clinical interventions by meeting clients in the home, community or school settings where they are most comfortable, strengths and cultural differences are more apparent, and caregivers are more available. Research suggests community-based crisis interventions provide a highly effective alternative for de-escalation and resolution of a crisis event. It allows individuals and families to bypass the stigma of hospital settings as well as the trauma and disruption of a law enforcement intervention. These interventions also reduce the volume of emergency behavioral health services provided in hospital emergency departments and promotes resolution of crisis in the least restrictive setting and in the least intrusive manner (Alei and Pierotti 2016).

The rural makeup of Northern Human Services' catchment area posed a unique challenge to create a team that could respond quickly and efficiently. Thankfully we were not starting from ground zero. Northern's Emergency Services Team, including dedicated and compassionate clinicians like Jaime-Rose Kelly, Leonard Jewell, John Dunn, Gemini Leach, Laurianne Payne and Lisa Eastwood, was well established; providing 24/7 evaluation services for the seven hospitals in the northern region via telehealth for a number of years.

This team would become the foundation of the new Rapid Response/Mobile Crisis Team. By merging the current emergency services team with clinicians like Jessica Bregler, James Cabanel, and Michelle Greenwood and adding on-call peer specialists Suzanne Borsody, Lauren Swift, Hannah Demers, Joe Bates, Chad Boxall, Eric Moran, Ryan Yeaton, Shannon Bates, and Cait Hilliard, a 24/7 mobile crisis clinician/peer specialist team was established. They not only provide clinical evaluations but rapid response and clinical assessment in the community for clients experiencing an acute mental health crisis.

Over the past six months, Northern Human Services' Mobile Crisis teams have provided 593 hospital evaluations, 163 community deployments and, with the help of local clinicians in the five community mental health centers, 214 follow-up or walk-in appointments. The Rapid Response/Mobile Crisis Team will continue to expand and grow as it strives to reach its ultimate goal of reducing the number of emergency room admissions by providing the communities of the North Country with



Richard Melillo, Rapid Response/Mobile Crisis Director, and Jaime-Rose Kelly, Clinical Supervisor, Mobile Crisis

trained professional teams offering crisis intervention and stabilization services any time of the day or night in the community the person in crisis resides.

In conclusion, I would like to thank all of the Mobile Crisis Clinicians and Peer Specialists for their commitment and dedication to this unique and monumental task. The world, and especially the North Country, is a better place with them in it. I would also like to thank Jaime-Rose Kelly for her commitment to excellence, a desire to make a difference, and her tireless work effort. This program would not have happened without her.

Richard Melillo M.A.
Rapid Response/Mobile Crisis Director
Northern Human Services

Critical Time Intervention

Critical Time Intervention (CTI) is an evidence based practice that is a time limited, phase-based model of care coordination that assists in stabilizing vulnerable people during periods of significant transition. The first nine months of the transition are considered "critical time" and during this period, workers maintain continuity of care while simultaneously passing responsibility on to community resources that remain in place after the end of the intervention. The focus on the importance of addressing key survival needs in a time-sensitive way is also consistent with the growing emphasis on improving general health outcomes by addressing so-called social determinants of health at the individual level. The practice has been proven to significantly reduce the risk of recurrent homelessness and re-hospitalization among the mentally ill. CTI was designed to be flexible and can be applied to various populations including adults, families, youth, and persons facing a variety of challenging transitions.

The Coach links clients with community resources to ensure the client receives continuity of care, stability and social integration. The goal is to connect clients with resources that will assist them in coping with new demands as well as anticipate and respond to crises. The program consists of four phases. Pre-CTI happens before the transition begins which can be prior to discharge from an inpatient psychiatric hospital. Phase 1 is labor intensive focusing on engagement, assessment and connecting to community resources. During Phase 2 the coach steps back to monitor resource connections and works with the client to adjust as appropriate. In Phase 3 the coach continues to step back, taking on a monitoring role to assure resource connections are strong.

Another key role in the program is that of the Supervisor. The supervisor's role is to conduct weekly team meetings, require regular case presentations, ensure continuity between fieldwork and meetings, review the entire caseload regularly, promote model fidelity, monitor quality of documentation, update resource lists, monitor phase dates and manage the weighted caseload.

As part of increasing evidence-based practices that focus on decreasing psychiatric hospitalizations and increasing successful, long-term community connections, New Hampshire's Community Mental Health Centers have worked to build and implement CTI Teams as of July. Northern has had a fully operational program with Coach Lucille

Burdick and Supervisor, Nicole Demers, LCMHC. In less than two months, this team has met with larger state teams that have been in operation since

The practice has been proven to significantly reduce the risk of recurrent homelessness and re-hospitalization among the mentally ill.

January, as well as several of the state's inpatient psychiatric hospitals to build relationships, resource connections and elicit referrals. Resource knowledge and connections will be a challenge for our team due to the geography of the catchment area which includes over thirty communities. Northern's team is excited about this challenge and started building a robust resource folder.



Nicole Demers, LCMHC, Region 1 CTI Supervisor, and Lucille Burdick, Region 1 CTI Coach

Wishes Fulfilled

This is the story of an extremely proud, hardworking man who lived his life with self-determination. This is also a story of teamwork and dignity of risk and commitment. "William" grew up poor in the community of Whitefield and suffered all that poverty often engenders. At times he was feared by people for his unpredictable responses; however, he was a truly kind soul once you got to know and understand him. He moved to Colebrook many years ago and became a familiar face in his new home town. William prided himself on working hard and paying his bills on time each month. He was a true Colebrook local, considered a regular and one of the guys at a popular gathering spot where he was well received by all. No one ever witnessed William being treated differently than any of the other patrons who frequented the establishment.

William always had an overwhelming fear of going to the doctor's office and would



Left to right: Michele Bolton, Program Team Leader, Vershire Center; Theresa Marchand, Program Team Leader, Vershire Center; Tommi Meckley, Adult Case Manager, Colebrook & Groveton MHCs; and Julie Ladd, Administrative Assistant, MHC, Colebrook

often refuse to do so. At the onset of his illness, he downplayed his symptoms and, because of his strong work ethic, continued to focus on work even when he wasn't feeling his best. One of his greatest concerns was that he would be told he couldn't go to work. William worked for Senior Meals and knew what was required of him and valued the service he provided to others who needed a daily meal.

At one of his weakest moments, William finally agreed to go to the hospital for treatment and was given the devastating news that he had terminal cancer. Although scared, he accepted the news in the best way he knew how, and his only wish was to be able to return home for the duration of his illness. This decision required many members of his support team, including both mental health and developmental services,

in collaboration with his medical team, service coordinator, home health aide, hospice worker, previous employer and natural supports to work together to ensure this happened with as much safety as possible. What a group effort it was. Within four days of his diagnosis, William returned home. Numerous members from his team collaborated frequently, made daily visits and provided food and necessary equipment. They ensured that the most precious thing to him, his pets, were cared for. Everyone pitched in when they could and where it was needed during traditional and nontraditional hours. Although William's illness progressed quickly, he passed within three weeks, his dying

wish was fulfilled by an incredible team that went above and beyond. Thinking out of the box, they believed in the dignity of risk, went the extra mile and believed in self-determination.

After William's passing, our great staff continued to be amazing. Not only did the Colebrook team demonstrate great kindness and deliver admirable service to William but their peers reached out to them and expressed how proud they were of the work that took place. An employee from Conway stated how humbled she was by the teamwork she observed. The CEO shared an email with staff that conveyed the amount of support and compassion his team provided and how remarkable, kind and thoughtful

they were. William's psychiatrist made a point to visit him during his last day. He sent a special thank you to the staff of Colebrook for coming together and providing years of service that helped improve his life.

When William passed, it was truly evident how important he was; not only to his family at Northern Human Services but to the community as a whole. William truly did achieve what most of us desire; to be loved and respected for our wishes.

Ann Champagne
Vershire Center Program Coordinator

Lynn Johnson
Director of Developmental Services
Berlin and Colebrook

A personal note ...

William was a pretty special guy, and it was amazing how his life greatly improved after moving to Colebrook. He was one of my first case management clients and will always hold a special place in my heart. When I first met William,



he was at Androscoggin Valley Hospital and homeless; unable to return to the 'rustic' home he previously shared with his parents. We spent a lot of time on the road looking at potential placements and ended up bonding over an old C.W. McCall cassette tape that I had (clearly this was a long time ago) and, frankly, I don't think I'll ever hear the song "Convoy" without thinking of him. I'm glad that we eventually found him placement in Colebrook with a family. I was so impressed years later when I heard that William actually moved into his own place. Clearly he had an amazing team of dedicated and caring people while living in Colebrook; yet another example of the truly wonderful work done by the staff of Northern Human Services each and every day.

Leann Despina, Director of QI & Compliance

Supported Employment Program Success Stories

Craig Eichler had been looking for employment since losing his job at the beginning of COVID. This was a particularly tough placement since Craig underwent surgery on his foot this past year and had not been able to stand for prolonged periods of time. There were a couple of job opportunities that would have been a great match but the length of the shifts prevented him from pursuing them. Craig and his family became discouraged with the idea that they were not able to find a job that he would succeed at, including the changes to his services throughout COVID.

An opportunity came up after speaking with the manager at a local Subway for a meal prepper and dishwasher three days a week, two hours per day. Craig was excited about this possibility and because of the shortened days, his family believed it was a good fit. I helped Craig with the interview process, and he ended up getting the job. Craig was given his uniform and immediately put it on. During the drive home, Craig showed a great sense of pride stating that he could not wait to gather his family and announce that he got the job. Arriving home, he burst into tears of joy while giving them all a big hug. He was so excited that he didn't remember to say goodbye before running in to tell his sister. Craig's stepfather greeted me and thanked me with a sincere look in his eyes.



Craig Eichler proudly wears his uniform.

It is moments like this that make supporting individuals in all aspects of their lives, including employment, worth it in the end and makes me proud to work for an organization such as Northern Human Services. Craig has been doing a great job since he became employed and is a valuable member of Subway's team.

Craig Hebert
Employment Coordinator
Berlin/Colebrook



Cookies & Crème

Another Supported Employment Program success story is one about Meghan. She has been involved with the program since August of 2020. During that time, she accepted a year round job while working toward her long-term goal of owning her own cookie business. Meghan was able to see her hard work and dream become a reality working with Vocational Rehabilitation in their self-employment program. Meghan developed a business plan and received the support and some funding for a tricycle to transport her product. She also obtained a grant from North Country Investment Corporation (NCIC) for the balance to purchase the tricycle for her business. The staff of Northern Human Services' Supported Employment Program was there through the entire process and was able to celebrate with Meghan during White Mountain Mental Health's Staff Appreciation Day and enjoy her delicious cookies.



Kim, seated in the middle of The Chimney Drop, son Mackenzie to her right, and friends anticipate the experience of how Santa feels when he drops down the chimney.

Family Support hosted a family fun day at Santa's Village

Employees of New Horizons' Family Support hosted a family fun day in July at the Christmas-themed amusement park in Jefferson for the families of the program. Approximately thirty people attended the special occasion and welcomed the opportunity to meet other families while they experienced the excitement the park has to offer. New Horizons' Family Support Coordinator, Amanda Emery, and Transition Coordinator, Courtney Eastman, organized the event with the assistance of the Family Support Advisory Council who helped to purchase admission tickets. Exploring Santa's Village, family members enjoyed many featured attractions such as the Village Volunteers Fire Department, Elf University and the Reindeer Rendezvous where Courtney



Bonnie and Connor on the Himalaya ride.

met Santa's reindeer, and Blitzen nuzzled her hand. Jennifer, Laura, and Bella rode The Skyway Sleigh, and Gabby took Janelle for a spin in one of the Antique Cars. It was a wonderful day, and everyone appreciated spending time together while creating happy memories.



Gabby decorated her own gingerbread cookie at the Sugar n' Spice Bake Shop.

Our Service Locations

Mental Health Services

The Mental Health Center
3 Twelfth Street, Berlin

The Mental Health Center
55 Colby Street, Colebrook

The Mental Health Center
25 W. Main Street, Conway

The Mental Health Center
69 Brooklyn Street, Groveton

The Mental Health Center
70 Bay Street, Wolfeboro

White Mountain Mental Health
29 Maple Street, Littleton

White Mountain Mental Health
250 Swiftwater Road, Woodsville

Developmental Services

Common Ground
32 Main Street, Littleton

Common Ground
24 Lancaster Road, Whitefield

Common Ground
250 Swiftwater Road, Woodsville

Community Services Center
69 Willard Street, Berlin

New Horizons
626 Eastman Road, Center Conway

New Horizons
680 White Mountain Highway,
Tamworth

Vershire Center
24 Depot Street, Colebrook

Management

Chief Executive Officer
Suzanne Gaetjens-Oleson, MACP

Chief Financial Officer
Shawn Bromley, MBA, CCA

Chief Human Resource Officer
Claire Lapsley, BA, SPHR, SHRM-SCP

Chief of Operations, MH
Kassie Eafрати, MA

Chief of Operations, DS
Liz Charles, BS

Chief Information Officer
Michael Kasson

Medical Director
Melissa Myers, MD

Directors of Mental Health:

Donald Bazzell, MSW, LNHA
The Mental Health Center, Berlin

Stacey Smith, BA, MSW
The Mental Health Center,
Colebrook & Groveton

Valeda Cerasale, MHA, MBA
The Mental Health Center,
Conway & Wolfeboro

Amy Finkle, BA
White Mountain Mental Health,
Littleton

Directors of Developmental Services:

Lynn Johnson, BS
Community Services Center, Berlin
Vershire Center, Colebrook

Shanon Mason, BS
New Horizons, Conway & Tamworth

Mark Vincent, MS
Common Ground, Whitefield,
Littleton, and Woodsville

With Appreciation to Our Dedicated Employees

Thirty-five Years

Victoria Harlow
Scott Ryder

Twenty-five Years

Craig Bedard
Shelley Crossley
Cindy Marcou

Twenty Years

Suzanne Beauchesne
Donna Cassidy-Botting
Ryan Marchetti

Fifteen Years

Jennifer Adair
Anna Clement
Roselyn Mead

Ten Years

Phillip Allard
David Bousquet
Kristin Cyr

Kassie Eafрати
Theresa Gallagher
Raymond Gorman

Donna Hatch
April Larochelle
Allison Lavertu

Sara Martin
Thomas Mays
Kathleen Melanson

Cassandra Mitchell
Marion Owen
Michael Robinson

Raina Shackford
Courtney Theriault

Self-reflection

A Friday Thought to Staff

This week I have been thinking a lot about the importance of honest self-reflection; the kind that creates pathways for growth. At the end of every day I have a habit of thinking about all my interactions and actions; my goal is always to find what I could do differently to make them better the next time. Self-reflection is not always comfortable but I find that when I allow it to happen, I learn a lot and often am inspired to turn sails and create a new path.

In our line of work, the most important thing to know is that we will never know all there is to know about anything. We should always seek new insight and new ways of looking at things because not doing so leads to stunted growth and missed opportunities; not only for us but for those we interact with.

Hearing from you always makes my day and gives me great nuggets of insight to improve my own process and to share with the team in these emails. This week, I would love to hear from you about your processes for self-reflection. What skills do you use to increase your growth and understanding of yourselves and the people around you?

Thank you for all you do.

Suzanne Gaetjens-Oleson, CEO

We gratefully acknowledge the public support received from:

Albany	Errol	Ossipee
Bartlett	Franconia	Piermont
Bath	Freedom	Pittsburg
Benton	Gorham	Randolph
Berlin	Jackson	Sandwich
Brookfield	Jefferson	Shelburne
Carroll	Lancaster	Stark
Chatham	Landaff	Stewartstown
Clarksville	Lincoln	Stratford
Colebrook	Lisbon	Sugar Hill
Columbia	Lyman	Tuftonboro
Dalton	Madison	Wakefield
Dummer	Milan	Warren
Easton	Monroe	Wolfeboro
Eaton	Moultonborough	Woodstock
Effingham	Northumberland/ Groveton	



*Invest in
Mental Health
and
Developmental Services*

For over forty years, Northern Human Services has provided northern New Hampshire with quality care. Whether it's comprehensive mental health care, individualized services for person with a developmental disability or substance use disorder treatment, Northern Human Services offers timely and professional service. When you need help, we're here. Northern Human Services is a non-profit agency, and we need the support of the community to continue to provide help to everyone in need.

We would also like to acknowledge:

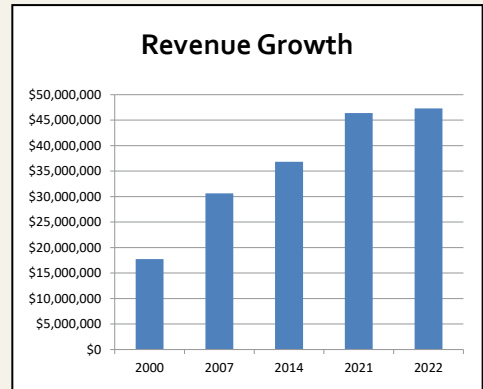
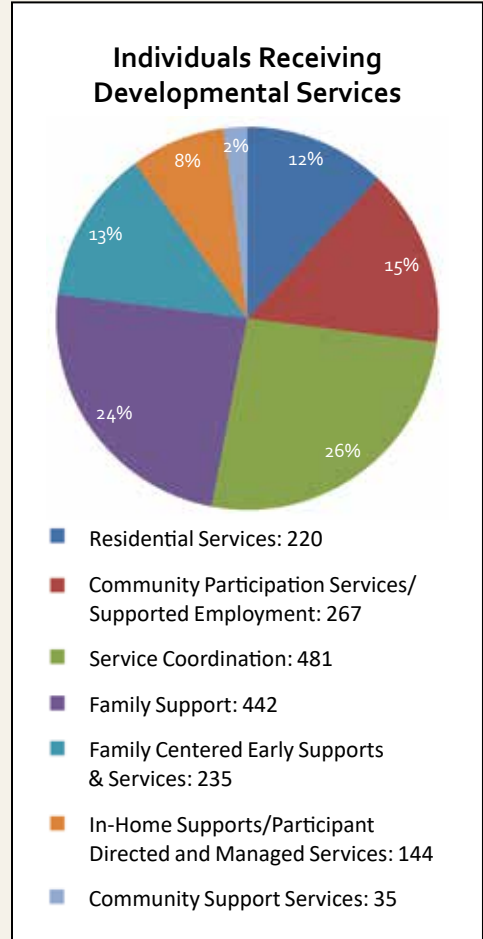
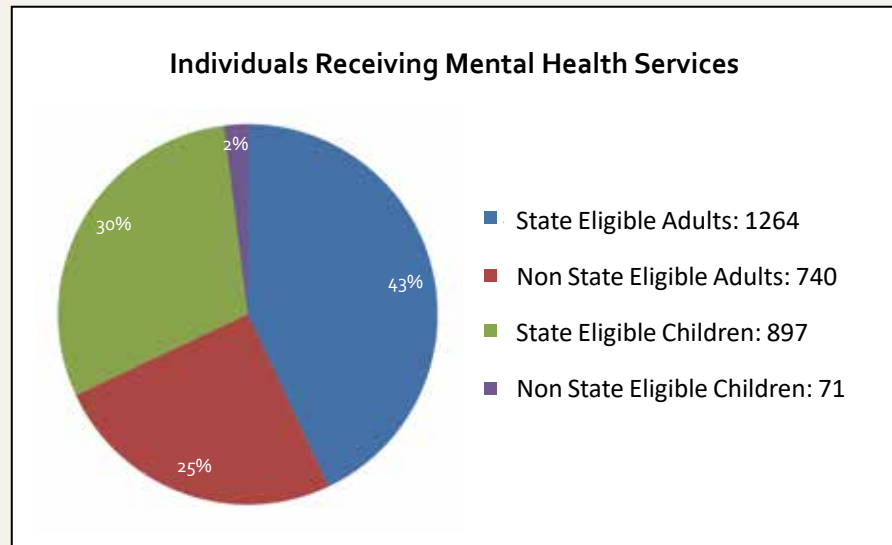
- NH Department of Health & Human Services (Healthcare System Relief Fund)
- NH Bureau of Developmental Services (Tuition Assistance)
- North Country Health Consortium (Tuition Assistance)
- US Department of Homeland Security (Personal Protective Equipment)



Financial Statement

Financial Statement Audited as of June 30, 2021

Revenue		
Program Service Fees	\$42,144,980	89.09%
State and Federal Grants	\$2,897,159	6.12%
Other	\$370,636	0.78%
Production Income	\$275,842	0.58%
Other Public Support	\$967,136	2.04%
Local and County Support	\$635,427	1.34%
Donations	\$13,262	0.03%
Total Revenue	\$47,304,442	100.00%
Expenses		
Mental Health Program Services	\$11,535,421	25.84%
Developmental Program Services	\$25,138,884	56.32%
Administration	\$6,763,823	15.15%
Occupancy	\$1,199,490	2.69%
Total Expenses	\$44,637,618	100.00%



Thank You to Our Donors

The following donations were received during fiscal year July 1, 2021 to June 30, 2022. Every effort is made to recognize all donors accurately, and we apologize for any errors. If your name or the name of your company was inadvertently omitted or misspelled, please accept our sincere apology and contact us at 603.447.8018.

In Memory of

Theresa Lepine

Henry Frechette
Judith Ann Hodge
Anne Newton
Kyle Ondricek

Rita G. Croteau

St. Kieran Community Center

Elissa A. Rannisto

Marion Forte
Albert & Kathleen Lacroix
Patricia Heath
Sandra Audet
Susan Sedita

Travis Smith

Eleanor C. Stokes,
Rev. Family Trust
Dale & Jean Hamilton

Amber Aquaro

Richard & Margaret Pietrowski

Helen

Maureen Hanlon

Organizations

AHEAD

Cottage Hospital
Fidler Technologies
First Congregational Church,
Wolfeboro

Great American Dining

Jackson Community Church

Leone, McDonnell & Roberts

McAdams Charitable Foundation

New Hampshire Catholic Charities

NH Charitable Foundation's

Roorbach Charitable Fund

North Country Health Consortium

Randolph Church Benevolence

Association

Tillotson North Country Foundation

Union Congregational Women's

Fellowship

Individuals

Robert Carlin

Shawn Colby

Steve & Lucille Michaud

James Salmon

*"There is no
better exercise for
your heart than
reaching down
and helping to lift
someone up."*

Bernard Meltzer

In-Kind Donations

Berlin Foursquare Church

Borislow Insurance

Clifton Boudle, Jr.

Deb & Tom Burgess

Crystal Sawyer – Carroll County

Adult Education

Chocorua Community Church

Cigna

Cranmore Mountain

Delta Dental

Dwayne Grout

Fast Taxi

Gorham Congregational Church

James Parker

Jing Fong Chinese Restaurant

Robert & Ingrid Kellas and family

Knights of Columbus

Liberty Mutual

Littleton Bike & Fitness

Mother Earth's Creations

Our Lady of the Mountains

Catholic Church

Sage Wealth Partners – Tim Dabrieo

Shaw's Supermarket

St. Stephen's Episcopal Church

The Laura Foundation

Trinity United Methodist Church

UNH Cooperative Extension

Carroll County

Vaughn Food Pantry

Walmart

Ken & Lynn Wenzel, Sr.

Event Sponsors

Androscoggin Valley Hospital

Littleton Food Co-op

Grass Roots Donation

This past January, David Robinson contacted White Mountain Mental Health to let them know about a grass roots donation campaign spearheaded by him in order to fund local, non-profit social services agencies that, unfortunately, did not receive town funding essential to better serve and support area communities. Facilitated by David, White Mountain Mental Health received \$1,000.00 from an anonymous donor.





Northern
Human Services
Changing Lives

87 Washington Street • Conway, NH 03818 • 603-447-3347 • northernhs.org