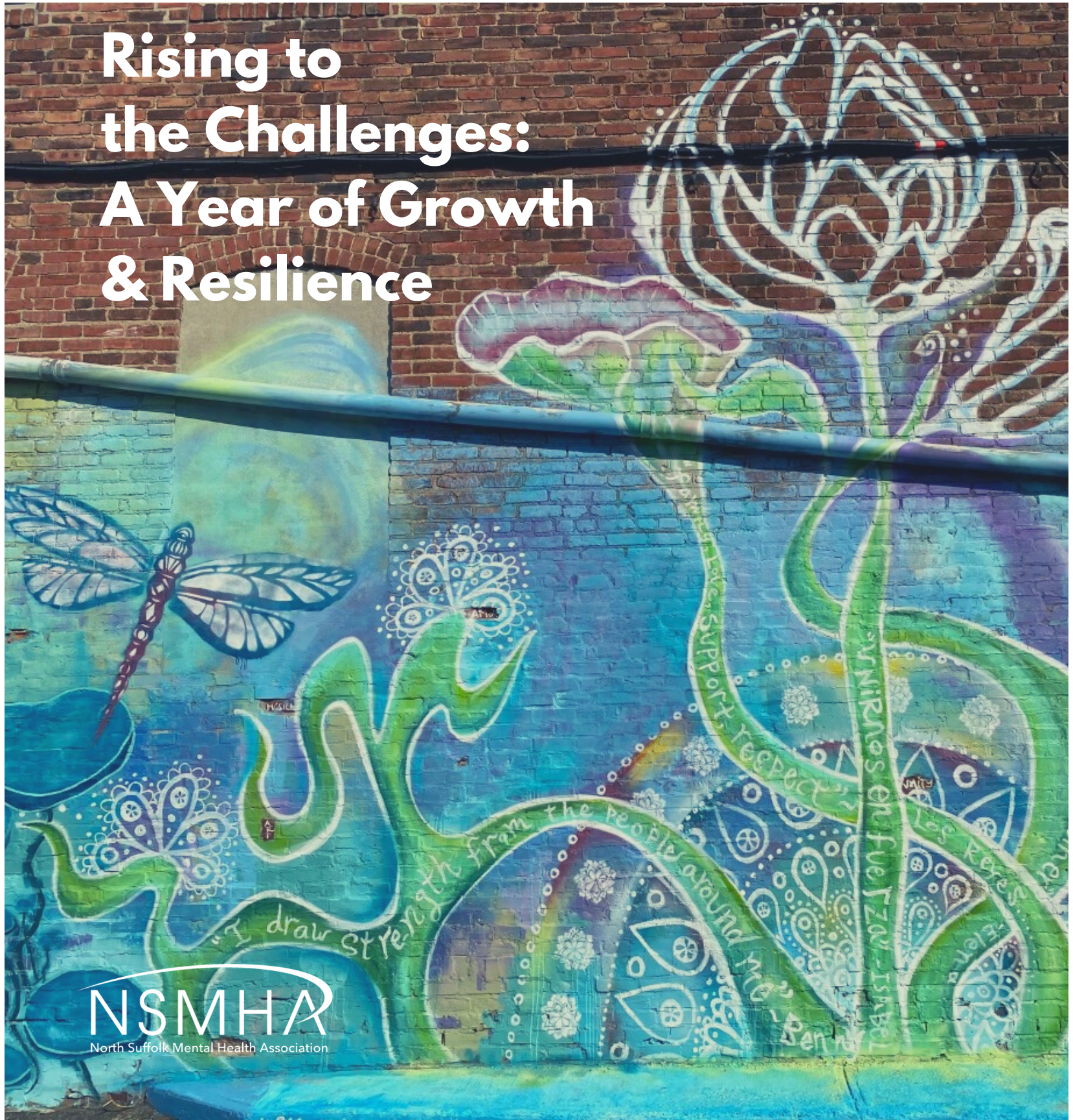


ANNUAL REPORT

NORTH SUFFOLK MENTAL HEALTH ASSOCIATION ~ FY 2021

Rising to the Challenges: A Year of Growth & Resilience



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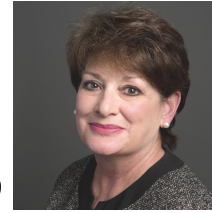
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FINANCES

ON THE COVER

The "Lotus" mural, part of a public arts project in 2020, graces our buildings on Division Street in Chelsea. The lotus flower is a symbol of resilience and new beginnings and the perfect representation of our organization, our programs, our staff, our clients and our community. Thank you to Chelsea Prospers and the Sirens Crew. Read about the mural on Page 7.



Deborah Wayne,
Board Chair



Jackie K. Moore,
CEO

DETERMINED RESOLVE, RENEWED HOPE

As we write an introductory letter to the FY2021 Annual Report, we are more than midway through FY2022. In some ways, the last two years blur together. The COVID-19 pandemic likely has been the most challenging period in our organization's history. Every time we think we are moving in a more positive, healthful direction, we face another surge or another variant to remind us that the path forward will continue to be unpredictable. We know that we are forever changed and we will not be returning to where we were prior to March 2020. How will we welcome a future that is different and that reflects the growth and resilience that result from the lessons we have learned?

We will continue to do our best to keep our employees, clients, patients and communities safe and healthy by promoting education, infection control practices, testing and vaccination. We will address the needs of our communities and respond effectively to the public health crises exacerbated by the pandemic – opioid deaths on the rise, mental health challenges among children and adults, the critical importance of addressing social determinants of health. We are seeing increased attention, focus and resources to address the myriad behavioral health needs in our communities. There is reduced stigma and more open conversation, both of which help improve access to treatment, care and services. The Commonwealth and federal governments support significant initiatives that focus on behavioral health, substance use and disabilities and will significantly improve access to meaningful, timely and effective care.

For over 60 years, this incredible organization has been welcoming people and families with life challenges who trust us to help. We appreciate the individuality of each person we support and are honored to accompany them on parts of their life's journey. We are humbled to witness firsthand the commitment of our staff. Every day, they improve the lives of others by ensuring that individuals are meaningfully engaged in their communities, their goals are recognized and supported, and they are living lives with choice, respect and dignity.

While the pandemic spotlighted inequities and cracks in our society, it also highlighted the extraordinary nature of our staff. Our direct care, emergency, outreach and medical teams have always been remarkable – they show up when others may not have to. They have been here every day taking care of individuals and continuing to provide the treatment and supports that improve lives. Our business, facilities and other support staff kept the operations going without missing a beat. Our clinicians, outreach and community support staff provide virtual options as well as in-person care. Management staff at all levels demonstrated creativity, collaboration and cooperation as we crafted solutions for each new challenge.

We want to express our gratitude to every one of our staff members for their tireless efforts to provide safe, attentive and empathetic care to the people we are privileged to serve, and for their heroic commitment to the health and safety of our co-workers and communities. As we turn our attention to returning, adapting and recovering, we will do so with an altered vision, a determined resolve and renewed HOPE for the days and years ahead. North Suffolk and all of the incredible people who make up this organization will thrive as we finish FY2022 and head into FY2023.

P.S. As I announced a few months ago, I am retiring from North Suffolk. For the last 17 years, I have been privileged to be in the unique situation where my personal life mission aligned perfectly with our work mission. It has been a distinct honor to spend these years with all of you. Anything I might have contributed is miniscule compared to the experience, knowledge, wisdom, grace, love and friendship that have enriched me. I will carry you with me always. With heartfelt thanks and best wishes for all good things... Take care, Jackie

MISSION STATEMENT

North Suffolk Mental Health Association, Inc. (NSMHA) strives to help people achieve independence and fullness of life by providing a wide array of community-based, person-centered treatment, recovery and rehabilitation opportunities; by intervening as early as possible; by promoting prevention, education and hope; and by participating in training and research.

NSMHA is guided by the principles of dignity and respect for all clients, family members, community members, colleagues and co-workers; accessibility; quality outcomes; cultural and linguistic competence; confidentiality; compliance with all applicable laws, standards and regulations; and effective and efficient management.

ON GROWTH

Grants allow for expansion of services, creation of new programs

DIVERSITY, EQUITY & INCLUSION

For Growth & Resilience

During a year of high stress, uncertainty and social upheaval, NSMHA re-established a Diversity, Equity and Inclusion Committee to help shape the agency's way forward. The mission of the committee is to establish a shared language



across the organization and make a public commitment to centralize marginal experiences within our community. The committee's vision is to reframe internal systems so that NSMHA actively works to center marginalized experiences of the LGBTQIA, BIPOC, and disability communities and operates with the framework that community/statewide/national/international issues are not secondary to our work, but rather are inherent to the work we do. The Committee's strategic planning document states "Mental health issues we are treating are less about organic/hereditary illnesses and more about natural responses to systematic oppression, climate crisis and rampant economic inequality." Current strategy areas of focus for the committee are Recruiting and Retaining Staff; Training and Policies; and Shared Language.

COVID-19 created a lot of turmoil. Every area of the agency had to pivot, incorporate new policies and technology, change. But we also experienced growth, taking advantage of new funding opportunities and grants to add new programs. As we work our way out of the pandemic, we are emerging with new resources to help strengthen our communities.

NSMHA received an unprecedented three federal SAMHSA grants in FY '21 in the areas of recovery support and medication-assisted treatment, as well as for expansion of a community mental health center at our Freedom Trail Clinic in downtown Boston.

With this new funding, NSMHA has established a 24/7 Recovery Support Hotline; is expanding the medication-assisted treatment we offer to patients with opioid use disorder in Chelsea and East Boston and our capacity to treat substance use disorders at FTC; and establishing a harm-reduction track for vulnerable and hard-to-reach patients. We are also using it to expand service access at FTC with the goals of improving medical and behavioral health care integration and engagement for patients with co-occurring disorders of serious mental illness and substance use disorders. It will also allow us to increase treatment engagement for clients with SMI experiencing homelessness and expand access for Deaf and Hard of Hearing Clients.

At the state level, NSMHA received funding to create a Revere High School Response Team, which has been working in person at RHS throughout FY '21. It emphasizes connecting youth in grades 9-12 with positive, healthy extracurricular activities to further support not only sobriety, but also stability within their community. This team also works with community partners to develop bridges for the students and conducts weekly check-in sessions with the students during out-of-school times.

The agency received a Community-Based Health Initiatives (CBHI) grant from Beth Israel Deaconess Medical Center that allowed us to establish the Latino Community Advance Response Team (Latino CART) – a bilingual clinical intensive case management team that works exclusively with uninsured or underinsured individuals between the ages of 5 and 75, and their families, living in Chelsea.

And the NSMHA-MGH Clozapine Initiative, funded by the Massachusetts League of Community Health Centers Behavioral Health Workforce Initiatives, is a grant totaling \$120,000 over two years. This project aims at increasing access to Clozapine treatment for the Latinx community and other underserved communities in Massachusetts. The collaboration between NSMHA and Massachusetts General Hospital creates a new Clozapine clinic in Chelsea and a teleClozapine clinic to treat schizoaffective disorders like schizophrenia.

These grants alone total nearly \$10 million over the duration of the funding. All of these programs are about expanding access and equity to the high-quality behavioral health care that North Suffolk has provided for more than 60 years, especially among the Hispanic/Latinx populations comprising the majority of our largest service areas, as well services for individuals with the co-occurring disorders of Serious Mental Illness and Substance Use Disorders.

Also of note, FY '21 marked the first full year of implementation for a two-year, \$4 million Certified Community-Based Health Center expansion grant from the Substance Addiction and Mental Health Services Administration (SAMHSA) that has allowed the NSMHA Ambulatory Division to increase its Rapid Access services, offering walk-in screening hours five days a week between the North Harbor clinics located in Chelsea and East Boston. Screenings are available in Spanish four days a week. The clinics experienced an increase in referrals in FY '21, in part due to the effects of the pandemic.

47

Properties

80

Programs

950

Staff

10K

Clients



ADDICTION & RECOVERY SERVICES

Our Growth

In March of 2020, NSMHA opened Recovery on the Harbor (ROH) in East Boston, our second Recovery Support Center after STEPRox. Accessible by public transportation and close to several sober homes and other recovery-related programs in the neighborhood, ROH has grown steadily and had 81 enrolled members by the close of FY '21.

Though it started with virtual events and groups, the peer-led RSC now offers a full slate of regular group meetings, as well as other services such as computer stations and wellness classes. Peer staff and members also regularly participate in community events, such as Eastie Pride Day. ROH will also host training sessions for Recovery Coaches and other peers as part of the Building Communities of Recovery grant from SAMHSA.



In the beginning of COVID when we were told to close our center, the belief was that after a week or so things would return to "normal." However, for five months prior to the shutdown STEPRox was far from normal. We were existing in a space that could hardly accommodate all staff much less our members, although many found their way to us. We did a good job for many months providing some semblance of services. We are a good team.

Then COVID. As with most of the world It took some time to adjust to our new reality. (Our programs are) designed to have peers come to our center. Our outreach is designed to inform the community of who we are and what we do and have them become a part of the center. We had to learn to switch gears ... and we did, slowly but surely.

Our Facebook page became our Center, how we connected to our members, our community. Through much research and hard work our outreach team member developed an app that enabled us to offer our groups virtually. Additionally, we developed "How You Doin'?" and "How You Doin' Now?", brief morning and evening check-ins, respectively, where members/peers could virtually connect online or by phone to talk about whatever happened to be on their mind or maybe just not feel alone.

When there was a shortage of hand sanitizers we became creative and made our own, and then distributed them in hard-hit areas. We went out to areas where there was high substance use and distributed masks and gloves.

ON RESILIENCE

Creating a safe space for recovery support

BY LORETTA LEVERETT

We also connected with our members when we went to an inner-city mall, where we also distributed masks. Our Recovery Coach never stopped coaching. As a matter of fact, she took on more recoverees unable to turn anyone away because there was so much need.

COVID definitely brought the STEPRox team closer together. Here we were, three people trying to figure out this new reality. When we were on the morning and evening check-in calls, we thought we were there just to be available to others. However, we were learning a lot about each other and found we were speaking to others about self-care, but were having difficulty applying it to ourselves. We benefited from our daily chats. They helped us through difficult times ... not just the pandemic. We really are a team ... a close-knit one. Now all we have to do is be open* to letting new team members in. Hopefully, we'll soon have a place to welcome them.

**STEPRox received final permitting from the City of Boston in October 2021 and was in the process of re-opening when this report was published.*



844-NSPEERS

844-677-3377

FREE 24/7 RECOVERY SUPPORT HOTLINE
for anyone affected by addiction

Talk to us



RESIDENTIAL SERVICES

Our Resilience

North Suffolk is committed to the premise that quality of life begins in the home and that providing a safe, comfortable home that promotes dignity and independence, as well as community inclusion, is central to quality of life. This was not changed by the pandemic and residential staff continued to work on-site throughout, integrating telehealth and technology into every-day life and maintaining new hygiene and cleaning routines.

North Suffolk operates 35 residential programs serving clients with mental health challenges; developmental disabilities; acquired brain injuries; or who are deaf, hard of hearing, or deaf/blind. This division is the largest employer within North Suffolk, with some 650 staff, full- and part-time and relief, who are trained in mindful care giving, signed English, and total communication. The goal of these programs is for clients to live with varying degrees of independence in the community and options include semi-independent apartments and 24-hour supported homes. In all, 250 people were living in North Suffolk group living environments in FY '21. Residential mental health services are funded by the Department of Mental Health and developmental disability services are funded by the Department of Developmental Disabilities.

654

Staff

35

Residences

250

Clients

In early 2021, NSMHA cemented its partnership with Genoa Healthcare, opening our own pharmacy on-site at 301 Broadway in Chelsea. The full-service Genoa Pharmacy provides prescriptions for clients throughout the organization, vaccinations and medication information and consultation. Located directly across from our Chelsea Clinic and downstairs from Central Administration, the pharmacy is convenient for both outpatient clients, allowing them to fill prescriptions at the time of their appointments, and for residential staff picking up prescriptions for individuals in our group living environments. All services are available for clients, patients, employees and their families.

The knowledgeable and personalized service is establishing trust within the NSMHA client community and helps people stay on track with maintain their medication as scheduled.

In the first half of 2021, pharmacy staff in collaboration with NSMHA staff, were key to successfully obtaining, storing and administering COVID-19 vaccinations to NSMHA employees. In addition to the dozens of clinics offered in January,

ON GROWTH

Opening of on-site pharmacy adds value, ease for all

GENOA PHARMACY

February and March, this collaboration successfully envisioned and implemented mobile vaccination clinics for groups of individuals in NSMHA residential programs, as well as outpatient clinics that provided easy to access COVID-19 boosters and seasonal flu vaccinations for all.

Genoa also continues to offer COVID vaccinations on a weekly basis for new staff to comply with company policy and other employees as they choose to be vaccinated.

The pharmacy is open Monday through Friday from 8:30 a.m. to 5 p.m. Call 617-379-3435 to learn more about pharmacy services.



ADULT CLINICAL COMMUNITY SERVICES

Our Resilience

North Suffolk has four Adult Community Clinical Services (ACCS) teams that work with 426 individuals, mostly living in Boston, Chelsea and Revere, who are diagnosed with severe mental illness and are in need support for their recovery efforts. All of the persons served are referred by the Department of Mental Health. The 85 team staff and hundreds of residential staff provide linguistically and culturally competent care for individuals

in the Deaf community and those who are of Chinese, Vietnamese and Cambodian descent. They may live independently, in a group home or at a NSMHA property. One of the program's goals is to help people move to an appropriate level of housing that affords as much independence as possible. Between July 2020 and June 2021, ACCS had moved 32 persons into housing. Many of them were previously homeless, living in shelters or on the streets. ACCS team staff work with residents of 13 group homes providing rehabilitative interventions based on the needs and

goals of the residents. ACCS also serves 45 residents in intensive and specialized group homes for persons that require significant clinical or medical supports.

During the past year, essential services were provided to our more than 400 persons served, including medication administration services, representative payee services and clinical interventions. Offices remained open and staff took appropriate precautions to see persons in the community, as well as meet the needs of residential clients.

ACCS's use of interventions via telehealth increased greatly and was refined using a combination of videoconferencing and phone calls. Many persons were taught to use smart devices and communicated with staff in this manner. ACCS will continue to use telehealth as an adjunct to face-to-face interventions going forward, providing another useful tool to support individuals.

Prior to the pandemic, every NSMHA career started in the Training Center with a two-day, in-person orientation session. Every other week, new employees from across all departments and divisions were introduced to each other, the agency and its policies and practices; completed paperwork, and more.

With the onset of COVID-19 and the continuing limitations, onboarding and orientation went virtual and it provided time for staff to refresh the space and re-envision what the Training Center is to employees.

The space, located on the second floor

at 37 Hawthorn St. in Chelsea, got fresh paint, new signage, and an electronic messaging board. Artwork lines the walls. The Wi-Fi was upgraded and three semi-private computer work stations were established, available by appointment to any employee agency-wide, such as community-based clinicians or nurses who don't want to complete forms and files in their cars or direct support professionals who need a computer for online trainings and testing for certifications.

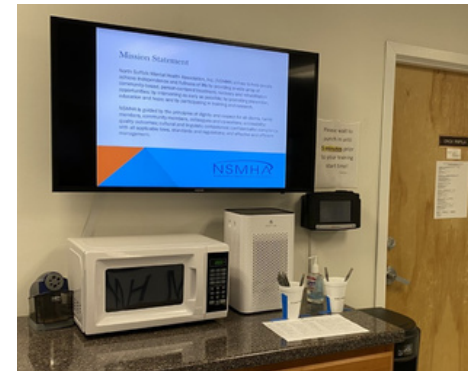
The Training Center is also outfitted with tablets that can be utilized for larger group trainings and a booking/reservation system was created by Training Director Jaime

Jimenez. There is meeting space for groups and committees, and among Jimenez's goals is to offer both professional and personal development

ON GROWTH

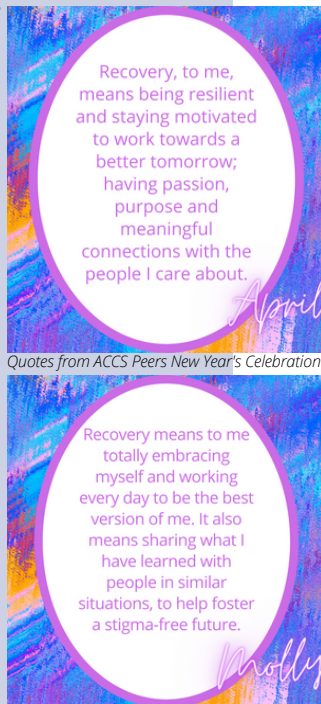
Updating space to offer improved resources for staff

THE TRAINING CENTER



opportunities for employees, such as computer skills training and personal finance seminars. Longer-term vision for the center includes hosting community groups and trainings offered by outside agencies for NSMHA staff and community partners.

As the pandemic subsides and NSMHA returns to in-person orientation or a hybrid model of onboarding, every employee will again start their NSMHA career at the Training Center. But going forward, there are and will continue to be more and more reasons for staff to come back and see what's new.



OUTPATIENT SERVICES

Our Growth

NSMHA has three primary outpatient clinics, the North Harbor clinics located in Chelsea and East Boston, and the Freedom Trail Clinic in Downtown Boston. About 35 staff worked both on-site and remotely in FY '21. Most people were fully remote through until Spring 2021, and by the start of the fiscal year in July 2020 clinicians were averaging 2 days per week on-site and continued to utilize telehealth, integrating phone and video sessions with in-person appointments. Front desk staff are on-site 5 days per week.

Approximately 2,630 individuals were served in FY '21. The clinics saw referrals increase, in large part due to the effects of the ongoing pandemic.

Fiscal Year 2021 marked the second year of implementation of the two-year, \$2 million per year Certified Community-Based Health Center grant from the Substance Addiction and Mental Health Services Administration (SAMHSA) for expansion of services in the North Harbor clinics.

The federal grant funds were used to increase staffing for Rapid Access services and expand the hours during which Rapid Access intake is available. Prior to receiving the grant, the number of individuals who could be seen on a walk-in basis for mental health assessments and services was limited and more than one-third were turned away or left prior to intake.

Expanding Rapid Access has allowed more people in our community to receive services more quickly.

Chelsea Counseling Center
301 Broadway
Chelsea, MA 02150

East Boston Counseling Center
14 Porter St.
East Boston MA 02128

Freedom Trail Clinic
25 Staniford St., 2nd Floor
Boston MA 02114

As the stresses of COVID-19 and the racial and political tensions grew throughout FY'21, demands for services and the severity of cases increased as well, taking a toll on the behavioral health professionals providing services. Clinicians were struggling to cope personally with events even while working to help their clients and patients manage the anxiety, grief, fear, and other feelings they were experiencing.

At NSMHA, one of the organizational responses for staff was the creation of a forum for clinicians to connect outside the structure of group supervision. Facilitated by NSMHA's Clinical Manager of Workforce Development Frances Mathieu, the biweekly sessions are an "affinity space" where the clinicians come together to talk freely on different topics, sharing their experiences. Currently made up of outpatient clinicians, it is a pilot program that can be expanded and applied to other affinity groups within the organization to help them recognize and feel their value.

The first series of sessions were co-facilitated with managers throughout the agency on different themes such as coping skills, psychiatric safety and retention rates. The "series" format – as opposed to a "meeting" format – gives participants a clear understanding of

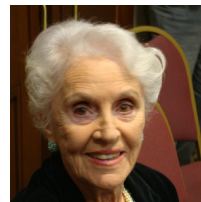
ON RESILIENCE

Support group for clinicians provides a safe space

SUPPORT GROUP PILOT

what is being addressed during the time frame of the session. It works on the model of double-loop learning, allowing participants to think more deeply about their own assumptions and beliefs as they process the experiences of their colleagues.

What makes the group unique compared to other group supervision sessions within the agency is that it is a safe space for the clinicians to explore and process how they feel about the work they're doing, as well as learn from their colleagues. This group has remained sustainable because of the engagement and feedback from the clinicians. The group enjoys a great diversity, including age and tenure at NSMHA, and participants look forward to the time and leave feeling empowered, Mathieu said.



Remembering two who helped us grow

The last year saw the passing of two people who helped shape the NSMHA community. On Oct. 21, 2020, Dr. Raquel Eidelman Cohen passed away at the age of 98. Dr. Cohen was the first psychiatrist hired by North Suffolk in the 1950s and stayed connected to the agency through the years, most recently for NSMHA's Founders Event in 2012. She was a pioneer in many respects – one of the first 12 women admitted to Harvard Medical School in 1945 and the last surviving member of the first group of women to graduate from HMS in 1949; a lifelong advocate for women and people of color in medicine; a leader in Greater Boston's mental health field; an international expert in defining approaches to counseling disaster survivors; and so much more.

Said NSMHA CEO Jackie K. Moore, Ph.D., "Those of us who had the opportunity to meet her and hear her speak at our event will remember her intelligence, her grace, her charm and her passion for mental health."

NSMHA also marked the passing of former Board of Directors member Nicholas R. Puopolo, 88, of Winthrop and East Boston. Mr. Puopolo spent 15 years on the Board during a time of great growth for the agency, and served as President from 1987-1989.

We appreciate his commitment to our mission of serving persons with intellectual and developmental disabilities and meeting the behavioral health needs of our communities.

BEST: BOSTON EMERGENCY SERVICES TEAM

Growth Requires Resilience

The Boston Emergency Services Team (BEST), under the leadership of Boston Medical Center and with the support and partnership of Bay Cove Human Services and the Massachusetts Behavioral Health Partnership, provides a comprehensive, highly integrated system of crisis evaluation and treatment services to children, adolescents, and adults in Greater Boston. The BEST Team provided 24-hour services to individuals in crisis due to mental illness, substance use disorders, or both and has locations: in Downtown Boston and Jamaica Plain.

In FY '21, the 64 employees provided to individuals in crisis due to mental illness, substance use disorders, or both from two locations: Downtown Boston and Jamaica Plain. They had 5,586 encounters with persons experiencing a behavioral health crisis; a number that does not include evaluations for clients awaiting psychiatric placements. The team not only experienced a rising number of crisis calls due in part to the pandemic, but also saw firsthand the increasing acuity of the cases to which they were responding.

All BEST responses to emergency calls are in person, and remote work is not an option for this team.

BEST clients experienced longer waits for bed placements, and have also struggled with the isolation and depression as a direct result of the pandemic. BEST team clinicians noticed that clients also were out of care (not able to see regular medical/psychiatric providers) for some time due to those providers only being available via telehealth or not working at all.

BEST has continued to work in person with all clients in homes, hospitals, and anywhere that they are in need of services and team members found that BEST was helping many other providers who were unable to “lay eyes” on clients due to the pandemic, such as outpatient providers, in-home teams, schools and the Department of Children and Families, just to name a few. BEST has remained a lifeline for clients who need the in-person services that they had not been able to access from other providers.

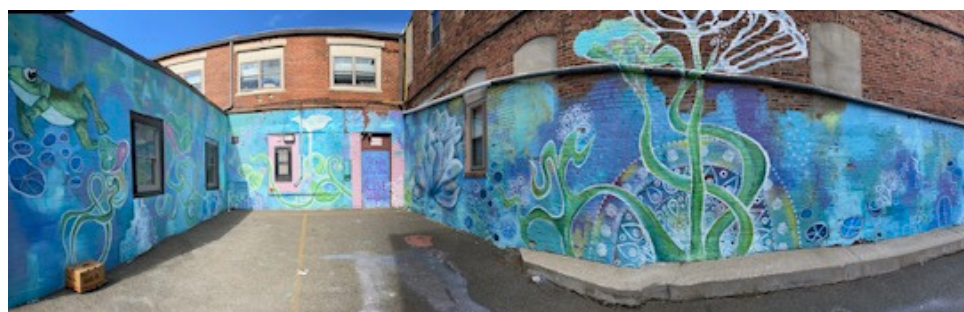
In the summer of 2020, NSMHA was excited to be a part of the large public arts project facilitated by the nonprofit Chelsea Prospers. More than a dozen murals were painted throughout Downtown Chelsea, including “Lotus,” which was painted on the Division Street side of our properties. “Lotus” was created by the Sirens Crew, a collection of female identified artists who create socially-engaged public art. In addition to being artists, the six-member crew are also expressive art therapists, educators and activists.

They used the metaphor of the lotus flower (new beginnings) to explore the strength and resilience of the Chelsea community and the people served by NSMHA. Woven throughout the images are the responses from NSMHA clients to the question “What strengths can we draw upon to RISE to this moment?”

ON RESILIENCE

Artists weave clients' messages of hope into art project

THE MURAL PROJECT



COMMUNITY BASED SERVICES

Our Growth

Community-Based Services at North Suffolk comprise several programs for adults, youth, and families that are administered at home, in the clinic, in the community, or in school. **Two new programs were created in this division in FY'21 -- Latino CART in Chelsea and Revere High School Response Team** – each serving at least 20 new clients annually via a Grant Manager and a Community Navigator and School Navigator, respectively.

Latino CART (Community Advance Response Team) is funded through a two-year grant from Beth Israel Deaconess Medical Center. A bilingual clinical intensive case management team works exclusively with uninsured or underinsured individuals between the ages of 5 and 75, and their families. Chelsea is home to a large immigrant population, many of whom arrive in Chelsea with overwhelming amounts of unaddressed trauma. The Latino CART clinicians work in the community or in people's homes to provide direct clinical support and intensive case management. They teach coping and response strategies that help them thrive in the community.

The RHS Response Team, which has been working in person at RHS throughout FY '21, emphasizes connecting youth in grades 9-12 with healthy extracurricular activities to support not only sobriety, but also stability within their community. The concept of engagement as recognized by NSMHA, goes beyond the time the students are present with the team, but also during times when they are not with the student. The team ensures after-school/out-of-school times are filled with rich, positive experiences for the students, including helping a student make connections for their first job or connecting a student with a STEM program.

The premise of community-based services, such as In-Home Therapy, school-based clinicians, the afterschool program, is providing support and care in person, face-to-face. The same is true of Early Childhood Services (ECS), which features hands-on teaching and therapy for both the children and their families. For much of Fiscal Year 2021 (July 1, 2020 through June 30, 2021) face-to-face meant meeting via videoconferencing, making it necessary for NSMHA staff to find new ways to connect with and support clients and their families, as well as each other.

Throughout the agency, divisions found new and creative ways to stay connected. In the Community-Based Services division, which includes a broad range of services and holds contracts with state agencies, municipalities, schools and other providers, they built in extra meeting time across programs to focus solely on team building and training. For example, the Community Service Agency and In-Home Therapy programs added an extra 30-minute weekly Zoom meeting to solely focus on team building. No discussions about work take place during that time. Monthly all-staff meetings are used as a time to bring the entire Community Behavioral Health Initiative (CBHI) together to focus on training and team building, and staff of the Children's After School Program joined this group. CBHI consumers were offered Zoom meetings and/or community visits. CBHI did a great job with transition. Families chose to remain connected with CBHI providers via zoom. Towards the end of FY '21, a large portion of the CBHI team began to conduct visits in-person again.

The Community Support Program team uses one of its bi-weekly meetings to focus on team building. As with CSA/IHT, no discussions about work take place during that time. And since a large

ON RESILIENCE

Staying connected
to persons served
and each other

CREATIVITY & TEAM BUILDING

number of CSP consumers (individuals with mental health issues that need support ...) were not comfortable with in-person meetings, staff stayed connected primarily via telephone. The monthly team staff meetings for the MINDeaze programs in Chelsea and Winthrop brought the two teams together for team building.

The ECS teams used Small Group meeting time to practice self-care together at least once a month, uniting for activities like meditation, yoga/stretching or rock painting. They also used Small Groups to talk about the challenges created by the pandemic, and different ways to handle those challenges. To continue providing services via telehealth, many staff were creative with using whiteboard on Zoom, sharing screens and using Boom Cards to engage children, as well as utilizing video books and video songs for shared activities. Remote playgroups had monthly themes, and a staff person drove to each enrolled child's home weekly to drop off activity packets to be used at group time.

When restrictions finally started to ease, outdoor visits provided an infusion of hope, joy and positivity for staff and clients in all of these programs.

EARLY CHILDHOOD SERVICES

Our Resilience

The active census for Harbor Area Early Childhood Services averages 550 with active treatment plans, and 750 total receiving services at a given point in time. HAECs received nearly 1,000 referrals during FY '21.

The Early Intervention program provides developmental screening and evaluation; a range of direct therapies to children showing developmental delays; and family support to

primary caregivers through home-based, in-person visits, center-based child/parent groups, and in community settings. For most of the fiscal year, ECS staff was pivoting to meet the needs of their families served. Staff provided a hybrid model of service delivery and care, combining the use of video, phone, and in-person meetings to deliver services.

One of the greatest challenges was that much of the diverse population served did not have access to any electronic devices (or Internet access), making it hard for them. Service coordinators found ways to manage so that children were still able to receive services and staff was very flexible, using telephones if families could not

access Zoom. Particularly notable was the work of Service Coordinators, who persisted to service their families even after a no-show or cancellation. HAECs has had a service rate of about 70% of families referred for Early Intervention programming – a significant achievement for a large urban program. Notably, the EI team, a 100 percent female direct care workforce, managed full caseloads and the return to some in-person services via the hybrid model while also having their own children at home, learning remotely.

Some staff were trained on the new DPH EI Client System for billing and the agency also began collaboration with MGH Health Chelsea on a new electronic referral system.

FINANCES

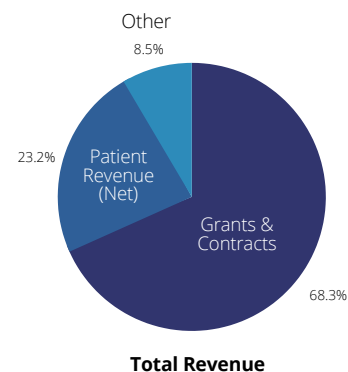
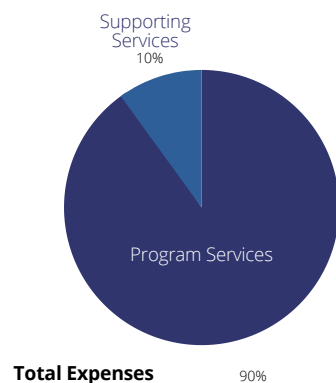
Consolidated Statement of Financial Position North Suffolk Mental Health Association

	Audited 6/30/2021	Audited 6/30/2020	Audited 6/30/2019
Assets			
Cash & Cash Equivalents	\$ 11,694,685.00	\$ 5,232,254.00	\$ 4,499,462.00
Net Accounts Receivable - Contracts, grants and other	\$ 5,319,427.00	\$ 5,503,456.00	\$ 4,269,859.00
Net Accounts Receivable - Patient Accounts	\$ 1,656,150.00	\$ 1,265,284.00	\$ 1,079,449.00
Short Term Investments	\$ 2,199,633.00	\$ 1,652,200.00	\$ 1,362,520.00
Prepaid Expense	\$ 1,049,067.00	\$ 1,057,155.00	\$ 1,032,230.00
Net Land, Buildings, and Equipment	\$ 12,252,281.00	\$ 12,530,498.00	\$ 12,637,601.00
Other Assets	\$ 2,276,386.00	\$ 2,260,524.00	\$ 2,380,272.00
Total Assets	\$ 36,447,629.00	\$ 29,501,371.00	\$ 27,261,393.00
Liabilities			
Accounts Payable	\$ 605,553.00	\$ 799,836.00	\$ 998,736.00
Accrued Expenses	\$ 3,461,659.00	\$ 3,311,834.00	\$ 1,994,420.00
Current Portion of Long Term Debt	\$ 175,852.00	\$ 167,182.00	\$ 158,324.00
Other Liabilities	\$ 13,526,161.00	\$ 7,317,711.00	\$ 6,991,467.00
Total Liabilities	\$ 17,769,225.00	\$ 11,596,563.00	\$ 10,142,947.00
Capital Advances and Contingent Debt	\$ 4,726,991.00	\$ 4,726,991.00	\$ 4,726,991.00
*Total Liabilities	\$ 22,496,216.00	\$ 16,323,554.00	\$ 14,869,938.00
*Net Assets	\$ 13,951,413.00	\$ 13,177,817.00	\$ 12,391,455.00
Total Liabilities and Net Assets	\$ 36,447,629.00	\$ 29,501,371.00	\$ 27,261,393.00

North Suffolk Mental Health Association

	Audited 6/30/2021	Audited 6/30/2020	Audited 6/30/2019
Revenue			
Grants and Contracts	\$ 40,635,498.00	\$ 37,937,490.00	\$ 33,250,708.00
Patient Revenue - Net	\$ 13,744,495.00	\$ 14,618,913.00	\$ 14,181,150.00
Other Revenue	\$ 5,064,612.00	\$ 4,458,812.00	\$ 4,298,440.00
Total Revenue	\$ 59,444,605.00	\$ 57,015,215.00	\$ 51,730,298.00
Expenses			
Program Services	\$ 52,364,119.00	\$ 50,364,851.00	\$ 45,728,027.00
Supporting Services	\$ 5,992,578.00	\$ 5,868,794.00	\$ 5,372,911.00
Total Expense	\$ 58,356,697.00	\$ 56,233,645.00	\$ 51,100,938.00
Other Revenue (Expense)	\$ (334,345.00)	\$ (106,055.00)	\$ (106,215.00)
Net Assets With Donor Restriction	\$ 20,033.00	\$ 110,847.00	\$ (47,647.00)
*Operating Income	\$ 773,596.00	\$ 786,362.00	\$ 475,498.00

* Foots to Audited Financial Statement - Draft





LOCATIONS

ADMINISTRATIVE SERVICES

Central Administration
301 Broadway
Chelsea, MA 02150

Quality Management
265 Beach St.
Revere, MA 02151

EARLY CHILDHOOD SERVICES
Harbor Area Early Childhood
Services (HA ECS)
530 Border St.
East Boston, MA 02128

NSMHA TRAINING CENTER
37 Hawthorne St.
Chelsea, MA 02150

OUTPATIENT CLINICS

Chelsea Counseling Center
301 Broadway
Chelsea, MA 02150

East Boston Counseling Center
14 Porter St.
East Boston, MA 02128

Freedom Trail Clinic
25 Staniford St.
Boston, MA 02114

EMERGENCY SERVICES
Call: 800-981-4357 (HELP)
BEST-Boston
25 Staniford St.
Boston, MA 02114

BEST-Jamaica Plain
140B South St.
Jamaica Plain, MA 02130

RECOVERY SUPPORT CENTERS

Recovery On The Harbor
983 Bennington St.
East Boston, MA 02128

STEPRox
153 Blue Hill Ave.
Roxbury, MA 02119

OTHER PROGRAMS Conexions Day Treatment & SOAP

14 Porter St.
East Boston, MA 02128

Deaf Services
25 Staniford St.
Boston, MA 02114

Southeast Asian Services
265 Beach St.
Revere, MA 02151

www.northsuffolk.org