

IMPACTING the World

2014 Annual Report





2014 was a
pivotal year of
**BOLD
ACTION**

LIVES TOUCHED

Grafton is proud to offer a full continuum of services to children, adolescents and adults designed to help individuals overcome challenges, build connections and lead meaningful, productive lives.

Continuum of Services

Psychiatric Residential Treatment

Community Based Group Homes

Education

Outpatient

Early Intervention

Applied Behavior Analysis

256

PSYCHIATRIC RESIDENTIAL TREATMENT

A secure trauma informed treatment center for individuals between the ages of six and 21. We also offer a short-term stabilization program for a shorter duration (30-45 days approximately).

310

COMMUNITY BASED GROUP HOMES

Group homes are available for children and adults to increase functional autonomy and build connections and supports within their local communities

612

EDUCATION

Comprehensive and customized education services are available for individuals ages six to 22.



1268

OUTPATIENT

Mental health professionals provide a wide variety of services to improve health and wellness.

545

EARLY INTERVENTION

Services are provided for children ages birth to age three to increase developmental, social and educational gains for the child and improve functioning of the family.

171

APPLIED BEHAVIOR ANALYSIS

A newly launched program that supports individuals in a variety of settings to teach skills and reduce challenging behaviors that interfere with success.



Can a not-for-profit behavioral healthcare provider also be an innovator? Can the work we do every day become an incubator for best practices? Is it in keeping with our mission to develop thought leadership and help other organizations replicate our results?

These are audacious questions, but that has not stopped us before. FY2014 was a pivotal year of bold action for Grafton, starting with a visit from Andrea Coote, the Parliamentary Secretary for Families and Community Services in Victoria Australia. Secretary Coote travelled over 10,000 miles to see Grafton's model of compassion in action at our Northern Virginia sites. In turn, our pioneering work in trauma-informed approaches and data-driven care took us to Melbourne Australia, as well as to the International Association for the Scientific

Study of Intellectual Disabilities (IASSID) Conference in Tokyo, Japan. Domestically we expanded our Applied Behavioral Analysis program throughout the Shenandoah Valley, Richmond, West Virginia and Bradenton Florida. Locally, we began a groundbreaking partnership with Jefferson County public schools in West Virginia to provide for children with Autism in their home school. We also partnered with the Dominion Center for Behavioral Health Services in South Riding, Virginia to expand our outpatient therapy services.

Clearly, we are advancing as an organization — both in terms of our services and programs, and our consultation and training capacity. We truly hope that the information in this report inspires you to join with us in our work. There is much to be done, and we are not satisfied when sitting still. Your gift to Grafton is an investment in an innovator — together we will change the world one person and one provider at a time!



A handwritten signature in blue ink that reads 'James G. Gaynor, II'.

JAMES G. GAYNOR, II
President and CEO



A handwritten signature in blue ink that reads 'Janice L. Lebel'.

JANICE L. LABEL
Ph.D., Chairman

A close-up photograph of a woman with dark, curly hair smiling warmly and hugging a young child with light brown hair. The woman is wearing a purple top, and the child is wearing a yellow shirt. The scene is intimate and joyful. A green circular graphic with white text is overlaid on the lower-left portion of the image.

**Never doubt that a
small group of thoughtful
committed people
could change the world.
Indeed, it's the only thing
that ever has.**

MARGARET MEAD

GIVING PEOPLE their life back

Grafton's vision of being the preferred provider, partner and employer of choice is intrinsically grounded in our commitment to provide positive and sustainable outcomes for those we serve. As behavioral healthcare providers, we are often preoccupied with the immediate issues and problems facing our clients. At times, this makes it challenging to ensure that we are responding proactively and insightfully to the rapidly changing behavioral healthcare landscape. To this end, we expanded our applied behavior analysis service division that supports individuals and families within school, home and community settings to incorporate skills into everyday life. We also expanded the delivery of outpatient services by partnering with one of the largest multi-disciplinary mental health practices in Virginia.

Our proactive efforts to enhancing our training and consultation division led to defining components of The Grafton Model

including minimizing the use of coercive practices, using data to drive clinical decisions, developing meaningful and marketable skills and raising the bar in trauma informed practices. We continue to receive national and international interest in The Grafton Model and enjoy sharing our lessons learned with others around the world.

Over the past year, we have developed partnerships with school systems, behavioral healthcare organizations, educational institutions, universities and others to learn and collaborate on the development of best practices. Collective action depends on shared values as much as the quality of evidence based practices. It is our hope that as we expand and develop our continuum of services, training and consultation model and our thought leadership practices that we are truly impacting the world and giving people their life back.



CHOICES, CHANGES, AND MOMENTS

Cindy's Story

ASSESSING THE CHALLENGE

Cindy* is a seventeen year old young lady referred to the psychiatric residential treatment facility due to a history of suicidal ideation, depression and substance abuse. She has had several hospitalizations and requires 24 hour supervision due to risk of self-harm and a history of sexually acting out behaviors.

Cindy has difficulty seeing the “grays” in situations and is sometimes concrete and black and white in her thinking. This causes difficulties in regulating emotions and as a result pushes her to make unsafe choices.

FOSTERING SKILLS FOR CHANGE

Cindy has many, many gifts that helped her made tremendous progress within the treatment facility. She is artistic, compassionate and very intelligent. She is also able to express her feelings articulately in therapy and is open to feedback and a new way of thinking. Cindy is also able to generalize her coping skills to other environments within the treatment milieu to make healthy and positive choices.

Within the residential treatment program, Cindy learned to understand her symptoms related to her Bipolar disorder and incorporate DBT (dialectical behavior therapy) to tolerate distress, emotionally regulate her thoughts and feelings, and be more mindful. Intensive individual therapy focused on healthier emotional regulation and the development of healthy connections and relationships with others. Social skills groups and other therapeutic sessions focused on decreasing impulsive

high-risk behaviors.

Cindy's multidisciplinary team worked collaboratively to find out about her motivational preferences. Her multidisciplinary team met bi-weekly instead of monthly as this was deemed helpful for Cindy. A structured treatment plan and a strength-based therapeutic model proved to be critical to Cindy's success within the treatment milieu. Cindy excelled academically and her interest in doing well in the classroom served to be a strong motivator in her overall progress.

Substance abuse treatment was incorporated into Cindy's treatment plan as she was able to identify healthy patterns and redirect self-destructive behaviors. Music therapy was another intervention that was very successful with Cindy. Cindy is musically gifted and can play a number of musical instruments including the guitar, ukelule, tuba, clarinet, flute and piano.

A closely monitored medication regimen overseen by the Medical Director ensured that Cindy's medications were adjusted as needed and reached therapeutic levels. Her behaviors improved as she experienced success within the classroom and treatment milieu. Doing well became a powerful motivator for Cindy.

Family therapy, offered twice a week focused on providing Cindy with the same message and healing impaired family relationships. Cindy had a supportive family system that was committed to her progress and worked tirelessly to promote positive pro-social behaviors. As a result of her significant progress with the

**Client's name has been changed to protect her privacy*

psychiatric residential treatment facility, Cindy moved to one of the dorms that provided increased independence and greater access to community outings. Her self-esteem and self-concept improved tremendously as evidenced by a pattern of healthier choices, behaviors and actions.

EMPOWERING PROGRESS

As a result of her strong commitment to the program and her high motivation to succeed and return home, Cindy made significant progress. Behaviorally, she was able to gain insight into her self-destructive behaviors and engage in behaviors that enhanced her self-concept.

Cindy shared, “Medication, music and therapy were very helpful to me. I wanted to take better care of myself and was able

**No matter what
people tell you, words
and ideas can change
the world.**

ROBIN WILLIAMS

to do so with more supports. I worked hard to go back home and be successful.”

Cindy is now living at home and continues to receive in home services. She recently got her driver’s license and now has a job at Starbucks. Cindy is working towards attending Northern Virginia Community College and hopes to attend James Madison University in the near future.

Adam’s Story

ASSESSING THE CHALLENGE

Adam* was diagnosed with autism spectrum disorder at age three after his parents noticed his lack of language and other skill deficits. They were often frustrated or overwhelmed because communicating with Adam was difficult and he was often upset when he could not communicate his thoughts. Sometimes he seemed to be upset for no apparent reason and attempts to talk to him caused him to display anger. At age four, his parents enrolled him in Grafton’s applied behavior analysis program.

Not only did Adam struggle with limited language skills, but he avoided interaction with peers, was unable to engage in pretend play or peer play, had difficulties

with any changes in his routine and often engaged in tantrums, aggression towards family members. He also displayed a lack of safety awareness, often attempting to run away in parking lots, shopping malls and other places. Adam was enrolled in daycare at the time of his diagnosis and these issues posed challenges there as well. It was very difficult for Adam to participate in any activities in the community because he was frequently trying to elope and was not interested in age-typical activities.

Adam was obsessed with cars and streetlights, naming each of the major car manufacturers by logo and stalking the streetlights each night. Adam was also incredibly inflexible about food, demanding the same food each day, prepared in ex-

actly the same manner, with no deviation in ingredients, texture or presentation.

FOSTERING SKILLS FOR CHANGE

Adam is extremely intelligent and very receptive to all treatment plans, cooperating with treatment strategies and always willing to work hard. He exhibits great compassion and empathy towards siblings and friends. Adam is a visual learner and taught himself to read. Currently in kindergarten, he reads at an advanced 2nd grade level. Adam has a very involved family who advocate strongly for his needs. From making changes to their home environment to trying new treatment strategies, they have played a huge role in Adam's success.

EMPOWERING PROGRESS

Today, after more than two years of intensive ABA therapy, Adam's skills and behaviors have developed and improved dramatically. He can now ask for what he needs, tell adults what he wants and even shares his own ideas. Adam comes home from school now and shares information about the friends he played with and the problems that he encountered during the day, enabling his parents to discuss these and problem solve for future situations. Rarely does Adam exhibit tantrums any longer. Even though he still gets into squabbles with his sibling, his aggression has ceased. Within the ABA program, Adam received one on one intensive ABA services. His therapists worked with Adam in his home 5 days a week for several hours each day, using play, social stories, visual schedules and situations occurring in his natural environment to learn language and social skills. Adam and his therapists

engaged in board games and other game-like activities to teach social skills. Using Adam's natural interest in reading, they read many stories with Adam to work on various skills like problem-solving, identifying emotions of characters and appropriate responses to the emotions being expressed in those stories.

Today he is receiving only about 3 hours per week simply because he is in school and successful there.

His parents share that today, "When observed with his peers, Adam is no different than any other child. He frequently initiates and sustains conversations, participates in playground games and organized sports, is more able to follow and understand safety rules. In school and at home he is helpful and empathic. His interests are not as narrow, and he is generally willing to try new things". Finally, Adam shows interest in the lives of his family members. ABA Therapy does require commitment. But, as his parents shared, "ABA therapy is well worth the effort because of the amazing progress Adam has made."

From day one, we felt comfortable leaving Caleb in Grafton's trusted hands. Awesome, genuine, trustworthy and compassionate are the words that come to mind when we think of the staff at Grafton. We are eternally grateful for everything that they have done for our family.

DAVID AND EMILY ALDER



We began a groundbreaking partnership with Jefferson County Public Schools in West Virginia to provide for children with autism in their home schools.



Highlights and results

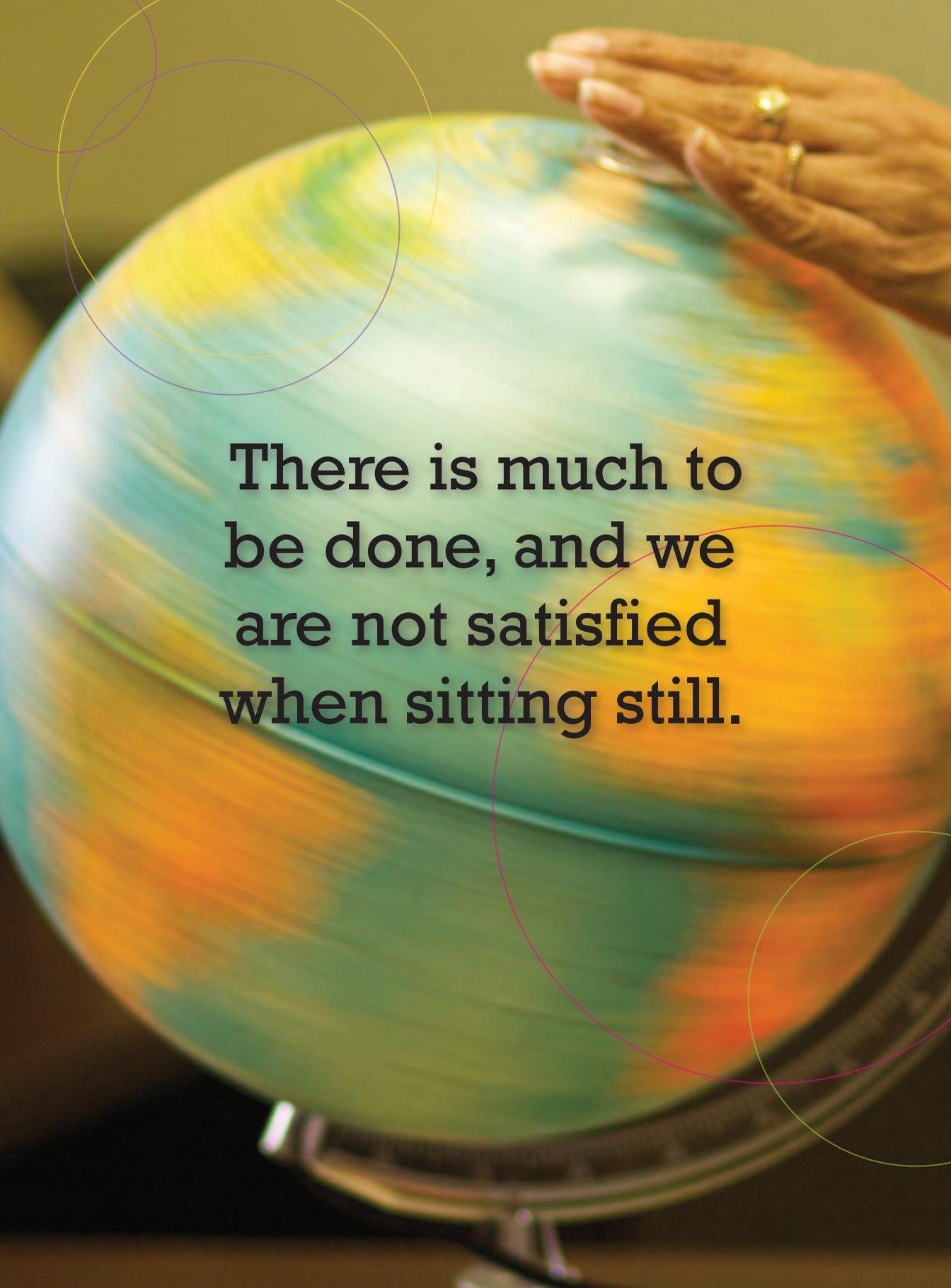
- Andrea Coote, Parliamentary Secretary for Families and Community Services in Victoria, Australia visited Grafton to learn more about clinical best practices across the organization;
- Received contract with Department of Human Services in Victoria, Australia to provide trauma informed training, Ukeru and goal mastery;
- Awarded a three year accreditation by CARF that extends through December 2016;
- Launched company Twitter account to network with customers, partners and stakeholders online
- Launched company blog, Grafton Matters to explore ideas with others who share our passion for improving mental health treatment;
- Presented “Technology Infrastructures for Evidence-Based and Person-Centered Actualization of Sustainable Positive Outcomes” at the International Association for the Scientific Study of Intellectual and Disabilities conference (IASSID) in Tokyo, Japan;
- Partnered with Only About the Music organization that hosted a charity concert for Grafton featuring local and



- international artists for autism;
- Opened the Jazz Café at the Berryville campus that presented opportunities for clients to experience and appreciate different genres of music in a close and intimate setting;
- Opened Community Behavioral Resource Center in Bradenton, Florida to provide Applied Behavior Analysis services to individuals throughout Florida;
- Partnered with Jefferson County Public Schools to provide services for children with autism in local public schools;
- Recognized by the National Council as winner of the 2013 Impact Award for Excellence in Behavioral Healthcare;
- Celebrated one year anniversary of Grafton Leo Club whose charge is to provide youth volunteer opportunities and a forum to grow, learn and contribute to the local, national and international community;
- Developed and posted three videos on web site that highlighted Grafton’s best practices and products;
- Partnered with Dominion Center for Behavioral Health Services to provide a full spectrum of care including psychological testing, neuropsychological services, therapy and medication management;

Grafton is proud that more than 1,005 individuals generating \$31,658,581 in salaries choose us as their employer. Total salaries and benefits equal:

\$39,374,113
million

A close-up photograph of a hand with a gold ring resting on a globe. The globe is tilted and shows various colors representing continents and oceans. Several thin, overlapping circles in yellow, purple, and pink are overlaid on the image. The text is centered in the middle of the globe.

**There is much to
be done, and we
are not satisfied
when sitting still.**

Financial results

REVENUE

Program service fees	\$50,835,874
Contributions and grants	1,375,427
Other revenue	476,141
TOTAL REVENUES	\$52,687,442

EXPENDITURES

Program expenses	\$48,647,787
Management and general expenses	\$2,861,921
Fundraising expenses	\$56,763
TOTAL EXPENSES	\$51,566,471
Change in net assets	\$1,120,971

BALANCE SHEET

ASSETS

Cash and cash equivalents	7,967,764
Accounts receivable	\$9,119,273
Prepaid expenses	\$535,083
Investments	\$272,116
Other assets	\$ 162,628
Land, buildings, and equipment	23,642,046
TOTAL ASSETS	\$41,698,910

LIABILITIES

Accounts payable	\$895,337
Accrued expenses and other liabilities	\$6,270,435
Notes and bond payable	\$7,148,440
Post employment benefits	\$392,658
Swap agreement, fair market value	\$130,341
TOTAL LIABILITIES	\$14,837,211

NET ASSET TYPE

Unrestricted	\$26,354,335
Temporarily restricted	\$404,270
Permanently restricted	\$103,094
TOTAL NET ASSETS	\$26,861,699
TOTAL LIABILITIES AND NET ASSETS	\$41,698,910



To request a copy of the audited financial statements, please call 888-955-5205 ext 6415.

Grafton is the Northern
Shenandoah Valley region's

16th largest employer



Partnering together

We recognize that one of our greatest organizational strengths resides in the value-added relationships enjoyed between Grafton and its strategic partnerships.

Current strategic partnerships exist between Grafton and the following organizations:

Agile Edge Technologies
AudioEye
Berryville Farmer's Market
Chamber of Commerce
Commission on Accreditation of
Rehabilitation Facilities (CARF)
Dominion Center for Behavioral Health
George Mason University
Jason Learning
Jefferson County Schools
Judge Elizabeth Kellas
La Frontera Center
Lord Fairfax
Loudoun County Public Schools
Moms in Motion

Northern Shenandoah Valley Alliance
for Children, Youth and Families
Northwest Community Services Board
Project Horse
Shenandoah University
Shepherd University
Statewide Autistic Services, Inc.
Teens, Inc.
Valley Medical Center
VARC
Virginia Commonwealth University
West Virginia University
Winchester City

Our clients say thanks

As Grafton continues to expand our continuum of services, we gratefully acknowledge the generous support of individuals, corporations, foundations, civic groups and others who join us in touching lives, creating opportunities and changing futures. Please consider joining our efforts by making a donation to Grafton. Gifts may be designated to any program in which you have a personal interest. Undesignated gifts will be used in the area of greatest need to enhance services and programs.

If you would like to receive more information about donating to Grafton, please contact communications@grafton.org or visit our web site www.grafton.org.



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IN-KIND

Costco

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Colleen Zoller

CORPORATIONS

Grand Home Furnishings

Target

OTHER

V. Mitchell Estate

Mary McFarland

Independent Project Analysis, Inc.

United Way

Only About the Music

Winchester Lions/Lioness Club

Anne Buettner

(Junior Century Club)

Grafton's economic impact goes beyond its people, supporting the local economy.

Grafton spends a total of

\$12.2

million in operating expenses and capital improvements

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