



# Exceptional Team.

# Empowering Individuals.

*Partnering with individuals,  
families and communities to  
solve complex behavioral  
health, wellness and human  
developmental challenges*

*"I am so grateful for  
the services you have  
provided for our child.  
It helped our family  
stay together in a time  
of crisis. Thank you for  
your compassion and  
continuing care."*

— GRAFTON PARENT





# Exceptional Team. Empowering Individuals.

The environment in behavioral healthcare this past year has been dynamic, to say the least. Though we are not immune to the fluctuations of the industry, Grafton navigated this turbulent time quite successfully. Our organizational performance in 2017 was strong. We continued to demonstrate our effectiveness and maintain efficient, high quality operations. Much of our progress in 2017 came down to our exceptional team, as it always does. It is an honor to work with a group of people who go above and beyond every day to empower our clients.

Having the level of skill, talent and experience of our team makes Grafton uniquely positioned to help address the pressing challenges facing behavioral healthcare and special education today. The lessons we have learned by serving children, adolescents and adults with complex challenges for nearly 60 years will be enormously valuable as the industry continues to evolve.

The past year has proven, once again, that Grafton is a strong organization able to not only withstand the winds of change, but harness them to create and deliver better services for those we serve and to improve workforce relations for every employee. We are, truly, an exceptional team, empowering individuals every day.



A handwritten signature in black ink, appearing to read 'James Stewart'.

JAMES STEWART  
President and CEO



A handwritten signature in black ink, appearing to read 'Janice Lebel'.

JANICE LEBEL, PhD  
Chairperson, Board of Directors

# In 2017, Grafton

Served **1,263** clients

**647**



Infants/  
toddlers

**515**



Children

**101**



Adults

Was the

**3rd**  
largest

nonprofit in the  
Winchester  
metropolitan area

Employed

**975**

people with a payroll  
exceeding

**\$43,000,000**

Generated over

**\$59M**

in revenues which were  
reinvested in the  
communities it serves



Served **84**  
localities throughout  
Maryland, Virginia,  
Washington,  
Pennsylvania, DC &  
West Virginia



Hosted **4**  
Ukeru webinars



Published **3**  
Ukeru infographics



Launched a  
new website



Exhibited and/or sponsored  
**20** conferences &  
community events



Wrote and published  
**23** blog posts





## Presented at conferences

- 2017 CWLA National Conference, Advancing Excellence in Practice & Policy: Highlighting Successful Strategies to Address the Needs of Children, Youth, and Families
- 49th Annual Autism Society National Conference
- The Pennsylvania Department of Human Services Dual Diagnosis Conference 2017
- Conference on Autism & Related Disabilities
- 6th Annual Commonwealth of Virginia CSA Conference

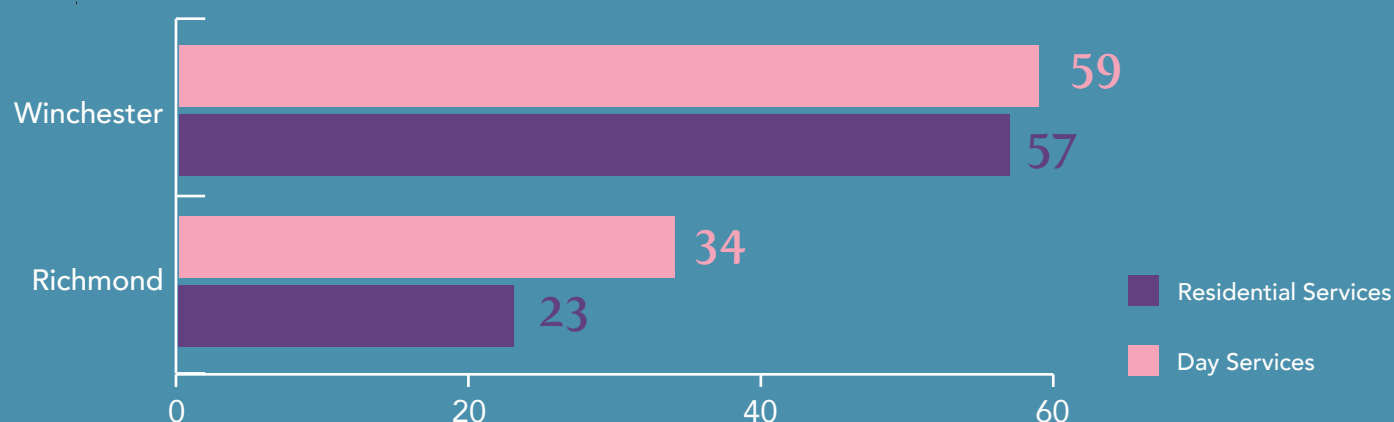
## Published articles

- Huffington Post
- OpenMinds Daily Executive Briefing
- The Hill

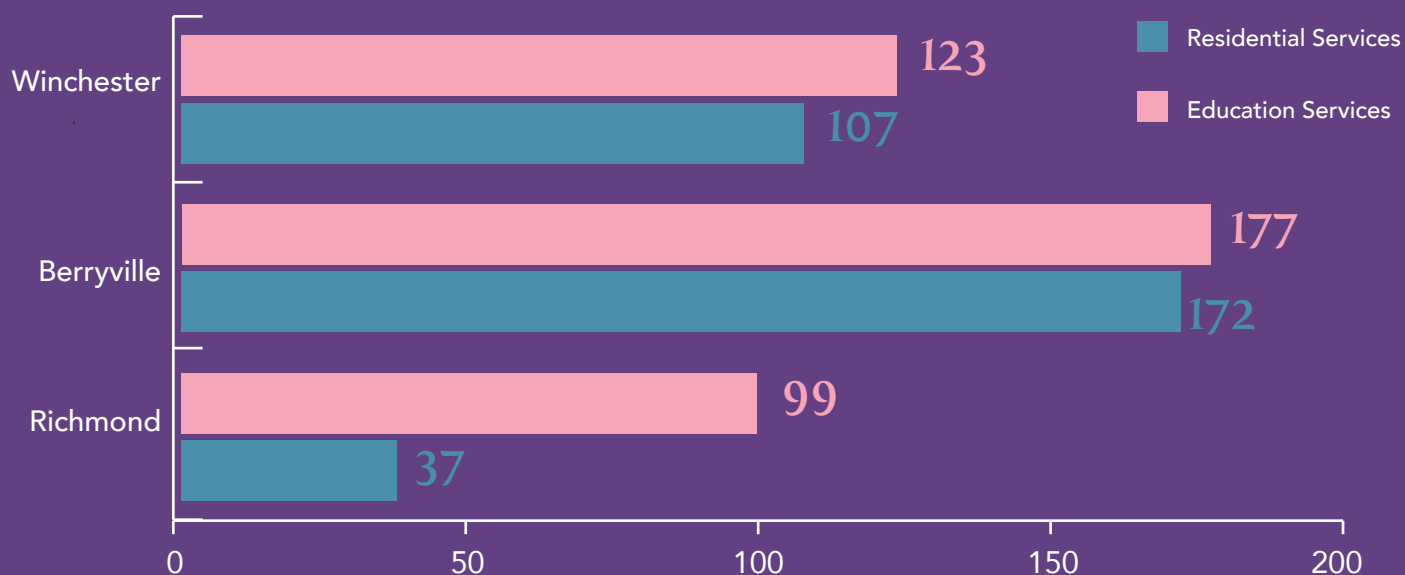
## Launched new programs

- Autism Spectrum Disorder Rapid Stabilization Program
- The Loudoun County Youth Shelter
- The Sexual Trauma and Abuse Recovery (STAR) Program

### Number of Adult Services Clients by Location:



### Number of Children Services Clients by Location:





*"We have clients that have been at every level of care before they came here. But that doesn't count them out from being successful at Grafton; far from it, actually."*

– RACHAEL REEDER  
Director of Loudoun County Youth Shelter



# Cultivating Friendship: A Key Component for Care

John\* is a 14-year-old young man with Autism who has experienced a great deal of trauma in his life. After losing his adoptive mom, he lived with his aunt who struggled to care for him. He exhibited verbally and physically aggressive behaviors and was hospitalized before moving to a residential treatment center. Finally, John arrived at Grafton.

Like John, Mathew\* also has experienced loss; his father recently passed away. Though high functioning, Mathew is nonverbal and communicates through sign language, gestures and simple noises. His behaviors were challenging for his family to maintain at home.

Though the two boys live in different Grafton therapeutic group homes, they are in the same class and became fast friends. And that gave John some ideas when Mathew's 12th birthday rolled around. While Grafton celebrates all birthdays, on that special day, Mathew arrived to his classroom to find that his desk was decorated with balloons and gifts, many of them Star Wars themed. The prior evening, John made a special trip to the store and, using his own money, purchased everything required to make the celebration special.

"To see John stop and focus on someone else — to have made that kind of connection — shows a lot of progress," said Pam Kuehl, a Licensed Counselor. "He has had a lot of loss in the past three years. For him to have had the forethought to think about someone else is great to see."

*\*Clients' names have been changed to protect their privacy*

How did a young man so used to being on his own and running away when he was uncomfortable develop a close friendship, even putting someone else's feelings ahead of his own?

The trauma informed approach taken by the Grafton staff was critical. This allowed John to process things at his own speed. In addition, the consistency of the staff has been important for him, allowing him to develop a strong, trusting relationship with his treatment team.

Viewing himself as a mentor to his friend may also help. Mathew often looks to John to engage with him and to do things together. For the treatment team, the relationship provides a very useful goal setting opportunity.

"I am always writing goals for peer engagement, but it's rare to find this kind of connection," said Maggie Hashemzadeh, who supervises Mathew's case. "This situation is ideal for that and so many other reasons."

*"They look at the person holistically: not just looking at one area, but how they can serve in a broad, lifetime scope."*

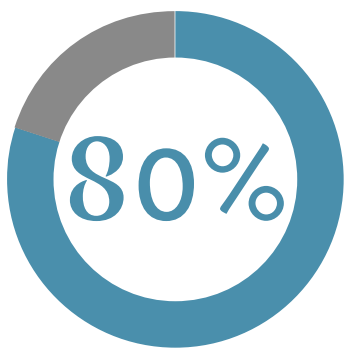
— REFERRAL AGENCY



# Goal Mastery

Grafton's commitment to data based decision-making includes a rigorous process to identify, monitor and evaluate client progress and to embed that information into treatment and instruction planning. This includes: conducting a thorough assessment of each individual's strengths and needs; determining goals that are functional, measurable and specific; and identifying goal mastery rates at all levels within the organization. When goals are not on track, key decision-support factors are analyzed in order to determine the best adjustments to treatment.

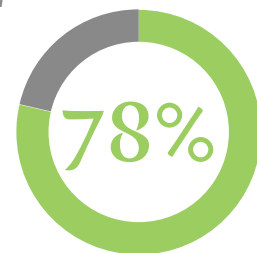
## GRAFTON'S TARGET GOAL RATE



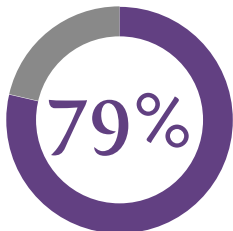
Since putting this process in place well over a decade ago, Grafton has consistently exceeded its average or overall target goal rate of 80% across the organization.

## REFERRAL BEHAVIORS:

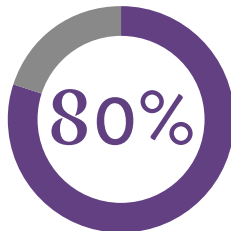
*Such as aggression, disruption, elopement, self-injurious behavior, property destruction & sexualized behavior*



## APPLIED BEHAVIOR ANALYSIS:

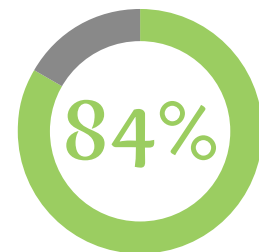


## FAMILY THERAPY:

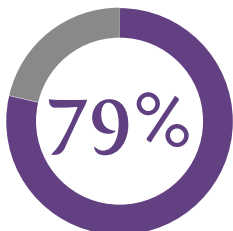


## CO-MORBID BEHAVIORS:

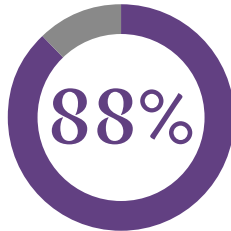
*Such as inappropriate social behavior, stealing & substance abuse*



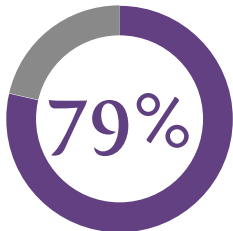
## BEHAVIOR:



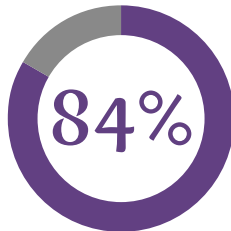
## SPEECH/LANGUAGE:



## EDUCATION:

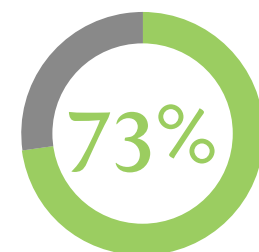


## OCCUPATIONAL THERAPY:



## FUNCTIONAL AUTONOMY:

*Daily living skills such as toileting & remaining on task*



## INNOVATIVE TREATMENTS:

Grafton services include creative and innovative treatment such as:



Music therapy



Art therapy



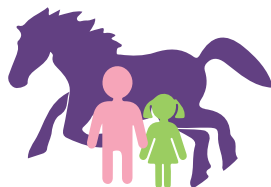
Library services



Horticultural program



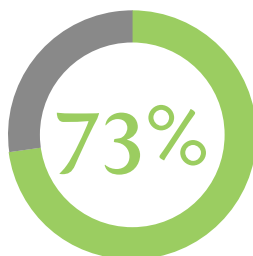
Career and technical education



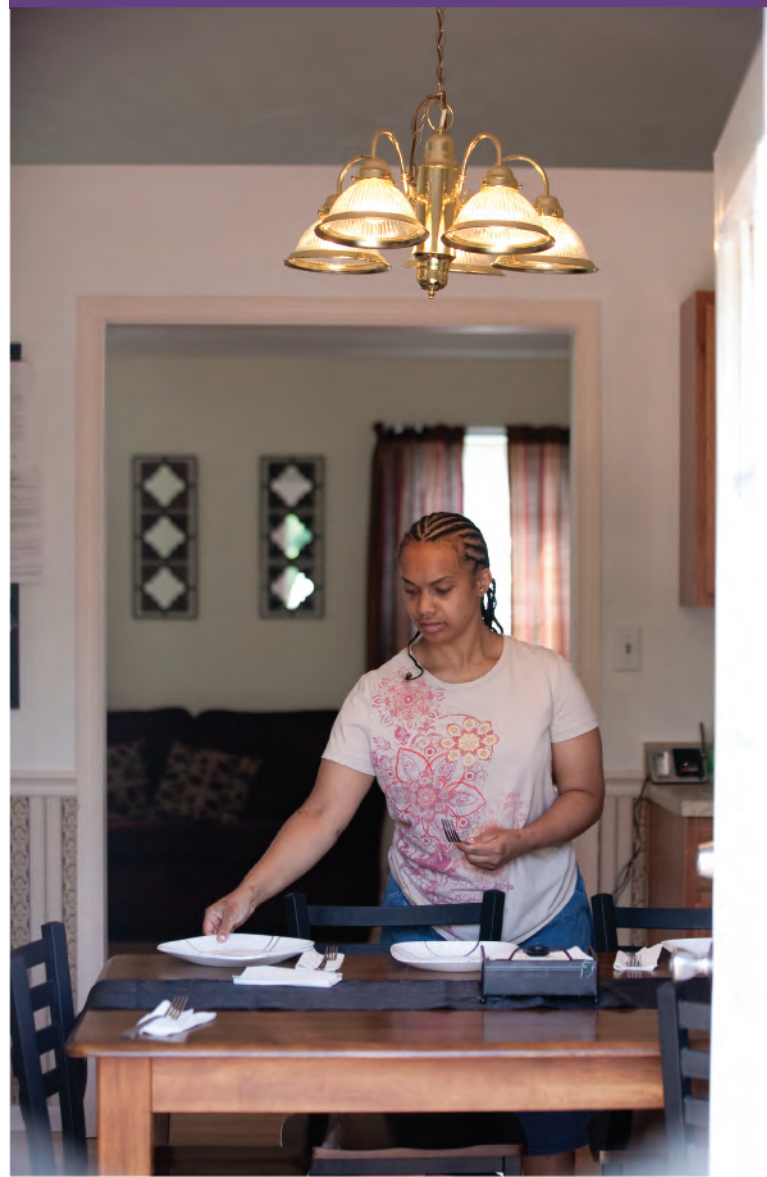
Equestrian therapy



Animal assisted intervention



Grafton strives to meet the needs of the communities in which we reside – the **Loudoun County Youth Shelter** is an example of these efforts from this past year. The Shelter, located in Leesburg, provides respite for youth (ages 12-17) in crisis and transition. As an organization committed to collaborating with communities, families and other health care organizations, Grafton is a natural fit to support Loudoun County in this way. Our philosophy of comfort versus control has already had an impact on that program, integrating it completely with the county's system of care.



# STAR Program

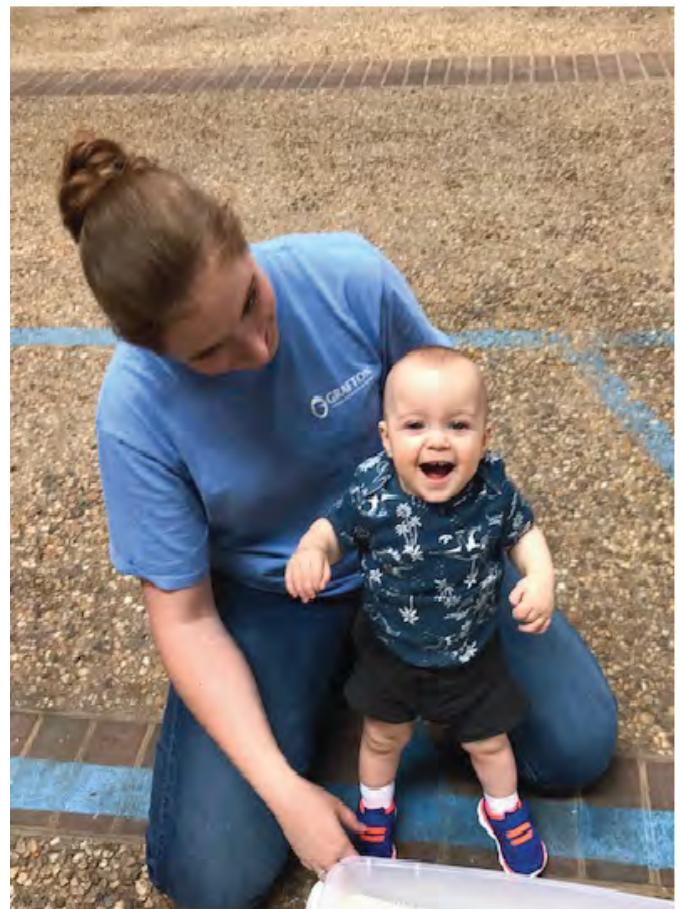
The STAR program, which Grafton rolled out in 2017, is intended to meet a growing, unmet need in the state of Virginia. A trauma-focused recovery program for children of sexual abuse, trauma, exploitation and trafficking who have demonstrated challenges with their behaviors, STAR provides treatment for boys between the ages of six and twelve who may have experienced:

- Exposure to traumatic experiences such as physical, emotional and sexual abuse;
- Exposure to violence in the home;
- Excessive exposure to adult sexual activity or nudity;
- Inadequate rules about modesty or privacy ;
- Inadequate supervision in the home.

## Addressing the Need of Substance Exposed Infants

Virginia's opioid addiction crisis is impacting the state's youngest and most vulnerable population. Three times as many babies have been born in recent years with Neonatal Abstinence Syndrome (NAS) - a treatable condition newborns experience after chronic exposure to certain substances, primarily opioids, while in utero.

Many of the clients referred to Grafton's Infant and Toddler Connection of the Shenandoah Valley are diagnosed with NAS. Grafton's team of early intervention providers is able to offer a range of supports and services including monthly monitoring and guidance on typical child development. Other professional services include physical, occupational and speech therapy to help families address feeding issues, sensory issues, atypical social development, and or motor and language delays. Issues and concerns related to attachment are also an area that early intervention professionals may provide education for and guidance to promote healthy social and emotional development.



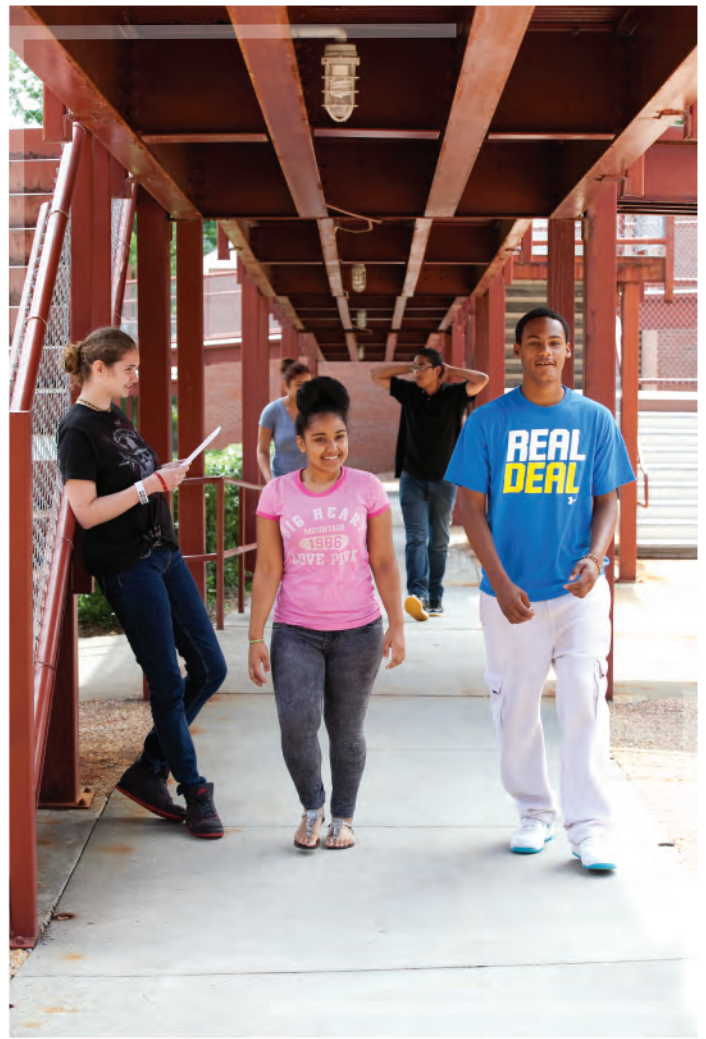




In 2017, Grafton implemented a new and specialized service line within our residential treatment program designed to help bridge a resource gap. After just two months, Grafton's new **Autism Spectrum Disorder Rapid Stabilization Program** has allowed several clients to experience extraordinary success; one has graduated and four are transitioning to a step-down community-based program. As a whole, this service has outpaced expectations and national stakeholders are taking notice of what we are doing. We look forward to serving greater numbers of clients going forward.



This past year, Grafton was proud to receive a Community Engagement grant from the Virginia Department of Behavioral Health and Developmental Services allowing us to convert an adult day support site into a truly community integrated setting. With this grant, the **ADAPT program** enables clients to get out into the community through social, recreational, volunteer and skill development opportunities. Currently, out of the 60 ADAPT clients, approximately 40 are participating in community outreach: volunteering time at churches, food banks and recreational facilities. Others are honing their skills at community businesses and have a very real chance of eventually securing employment. But the most important thing is that our clients have been embraced by the local community; they feel — and are — appreciated and productive.



# Partners

Grafton has formed strong partnerships with organizations throughout the communities in which we work:

AdvancED  
Agile Edge Technologies  
AudioEye  
BB&T  
Berryville Farmer's Market  
Chamber of Commerce  
Commission on Accreditation of Rehabilitation Facilities (CARF)  
Chevy Chase Trust  
Infant & Toddler Connection of Shenandoah Valley (Early Intervention Grant)  
JASON Learning  
La Frontera Center  
Lord Fairfax Community College  
Loudoun County Public Schools  
Mental Health Corporations of America  
Moms in Motion  
Open Minds Shenandoah Valley  
Alliance for Children Youth and Families  
Northwestern Community Services Board  
Partlow Insurance  
Project Horse  
Shenandoah University  
Shepherd University  
Statewide Autistic Services, Inc.  
Teens, Inc.  
USDA Grant Valley Medical Center  
VARC Virginia Commonwealth University  
Virginia Coalition of Private Provider Associations  
Virginia Department of Agriculture Commodities  
Virginia Department of Rail and Public Transportation  
Virginia Network of Private Providers  
Wells Fargo  
Yount, Hyde, & Barbour  
3 Wins

# Executive Team

**JAMES STEWART**  
*President and CEO*

**KENT HOUCHINS**  
*Chief Administrative Officer*

**KIM SANDERS**  
*President, Ukeru Systems*

**SCOTT ZEITER**  
*Chief Operating Officer*

# Board of Directors

**JANICE L LEBEL, Ph.D.**  
Chair, Director of System Transformation, Massachusetts Department of Mental Health

**JERRY PARTLOW**  
Vice Chair, CEO, Partlow Insurance Company, Inc.

**DEMETRIUS CARMICHAEL, CPA**  
Finance Chair, Director of Finance, University of Louisville

**OSBORNE F. ABBEY Jr., Ph.D.**  
Secretary, Consultant, Center for Holistic & Integrative Education

**JAMES GAYNOR, II**  
CEO, ProEventa

**BRIAN HESTER**  
Business Service Officer, BB & T

**JOHN MARKWOOD, Ph.D.**  
Vice President Association Services, Partlow Insurance Company, Inc.

**MARC JACCARD**  
Executive Director, Evans Home

**DENNIS MORRISON, Ph.D.**  
Chief Clinical Officer, Netsmart Technologies

**SUSAN JONES**  
Retired Registered Nurse

**HARRY SMITH**  
Market President, United Bank



# 2017 Donors

We gratefully acknowledge the generous support of individuals, corporations, foundations, civic groups and others who join us in empowering individuals to live their best lives every day.

## FOUNDATIONS

Higginson Trust

## CORPORATIONS

Amazon  
Amazon Smile  
Assuredpartners of IN  
Costco  
Dazzling Diva  
Kohls  
Over The Edge  
Partlow Insurance  
Pay Pal  
United Way  
Yount, Hyde and Barbour

## IN-KIND

Christine Hawkins  
Michelle Hoffmaster  
Lisa Marshall  
Angel Norwood

## INDIVIDUALS

Lesley Abashian  
David Adcock  
Lisa Auwarter  
Allen Baldwin  
Melissa Bauer  
John Beilenson  
Diane Blythe  
Linda Blythe  
John Borders  
Mary Braun  
Angela Brown  
Chris Cain  
Pat Carter  
Emily Catron  
Carol Causa  
Mary Champ  
Eric Chelovitz  
Laura Clements  
Kim Cochrane  
Teresa Compher  
Jason Craig  
Pauline Craig  
Shane Craig  
Kathy Cresegonia  
Josh & Becky Cribbs  
Karen Cribbs  
Raymond Crosen  
Rachel Crump  
Doug Cumbia  
Dan Cunningham  
Erin Cuppett

Brandon Darnall  
Allyson Davis  
Bethany Deitz  
Kellie Deitz  
Sandy Deitz  
Monica Duprey  
Nancy Eilen  
Liz England  
Bryan Fairbanks  
Steffany Fedor  
Christopher Feltner  
Holly Foley  
Sharon Foltz  
Darlene Friedman  
Jeremy Gorman  
John Gorman  
Pat Gorman  
Will & Monica Grein  
Michelle Gustafson  
Joyce Hammond  
Danielle Harbour  
Dennis & LaWanda Hash  
Russell Hatim  
Mark Heckman  
Matthew Heckman  
Mike & Stephanie Hess  
Nicole Hiles  
Michelle Hoffmaster  
Melissa Hogan  
Kent Houchins  
Vern Houchins  
Judith Ianuale  
Jean Isner  
Gio Iuculano  
Ron Jamieson  
Josh Jones  
Sue Jones  
Julie King  
Mike Knarzer  
Paul Kreisher  
Stacie Labrozzi  
Tina Landis  
Patricia Lassberg  
George Lauck  
Benjamin Lauder  
Barbara Laukaitis  
Patti Lawson  
Don Lee  
William Leigh  
Rachael Llewellyn  
Mark Long  
Missy Luttrell  
Denise Luttrell

Sam Marcus  
David Marsey  
Ed & Judi Marsey  
Michele Mathews  
Patricia Maxwell  
Jennifer McClellan  
David Melby  
Suyen Michlowitz  
Crystal Moles  
Patti Morrison  
Katie Nagy  
Robert Nichols  
Jackie & Robert North  
Jewel North  
Patrick North  
Rose North  
Steve & Rhonda North  
Tracy North  
Lisabeth Occhialino  
Wilma Orndoff  
Mary Ann Otey  
Joshua Otey  
Jerry Partlow  
Terri Pearce  
Rhonda Richardson  
John Ricketts

Shawn Rider  
Sandra Riffie  
Jenny Roland  
James Sanders  
Kim Sanders  
Mary Scherer  
Melanie Scherer  
Scott Scherer  
Scott & Syretta Scherer  
William Scherer  
Sumita Segura  
Rosslyn Selzer  
Tim Shamblin  
Sherlyn Shaughnessy  
Elizabeth Shipp  
Steve & Connie Shipp  
John & Erin Sidlowski  
Jayne Sieh-Gaynor  
Sid Sirota  
Lynne Smith  
Kristen Smulovitz  
Frank and Brenda Stefan  
James Stewart  
Steve & Suzi Stohl  
Yasimine Stoner  
Alex Sylvester  
Cindy Thomas

Robin & Barry Thomas  
Jesse Tseronis  
David Uehlinger  
Jeremy Ulderich  
Jeff Warner  
Renee Watson  
Rose Werner  
Michelle Willingham  
Patricia Wimer  
John Winsett  
Casey Wood  
Danny Wood  
Vickie Wood  
Kevin & Penny Wortman  
Donna Zeiter  
Fredda Zeiter  
J. Donald Zeiter  
Scott Zeiter  
Beth Zeiter-Chan  
Mary Zirkle

## IN MEMORIAM

Robert Chapman in memory  
of Lorraine Chapman

## OTHER

Virginia Department of  
Agriculture  
VA Department of Rail and  
Public Transportation

## Join us in our efforts

In the current environment, Grafton relies more than ever on the generous contributions of our donors. A gift to our organization helps enhance the services and programs we provide to our clients each day. Your donation helps to:

- Fund creative and innovative services that would otherwise not be affordable such as music and art therapy, equestrian therapy, library services and animal assisted intervention
- Develop best practices and thought leadership such as our Ukeru and Goal Mastery initiatives
- Offset expenses for educational services that would otherwise go unfunded
- Sponsor continuing education of current staff to improve qualifications
- Cultivate expertise and develop community resources to combat the epidemic of autism
- Offset expenses for dental services that would otherwise go unfunded

## Combined Statements of Activities

	2017	2016
<b>REVENUES</b>		
Program service fees	\$56,892,722	\$54,963,360
Contributions and grants	1,120,737	939,584
Loss on sale of intangible assets / property	(464,846)	(1,348,581)
Unrealized and realized gain (loss) on investments and swap agreement	664,918	—
Other revenue	886,764	1,265,686
<b>TOTAL REVENUES</b>	<b>\$59,100,295</b>	<b>\$55,820,049</b>
<b>EXPENSES</b>		
Salaries and benefits	\$43,559,368	\$42,076,770
Program operations	9,407,835	10,006,356
Non-operating expenses	3,295,865	2,718,268
Bad debt expense	840,771	946,677
<b>TOTAL EXPENSES</b>	<b>\$57,103,839</b>	<b>\$55,748,071</b>
<b>OTHER CHANGES IN NET ASSETS AND ACCUMULATED DEFICIT</b>	<b>\$19,697</b>	<b>\$(26,984)</b>
<b>Change in net assets and accumulated deficit</b>	<b>\$2,016,153</b>	<b>\$44,994</b>

## Combined Statements of Financial Position

	2017	2016
<b>ASSETS</b>		
Cash	\$4,911,009	\$11,060,046
Accounts receivable	9,155,170	10,582,890
Investments	8,678,175	287,680
Other assets	1,013,926	892,531
Intangible assets	719,078	1,167,409
Land, buildings and equipment	15,568,369	15,475,016
<b>TOTAL REVENUES</b>	<b>\$40,045,727</b>	<b>\$39,465,572</b>
<b>LIABILITIES</b>		
Accrued expenses and other liabilities	\$5,576,876	\$5,668,869
Notes and bond payable	4,618,315	5,816,358
Other liabilities	333,782	479,744
<b>TOTAL LIABILITIES</b>	<b>\$10,528,973</b>	<b>\$11,964,971</b>
<b>NET ASSETS AND ACCUMULATED (DEFICIT)</b>		
Unrestricted	\$31,844,088	\$28,937,343
Temporarily restricted	92,136	87,595
Permanently restricted	103,094	103,094
<b>TOTAL NET ASSETS</b>	<b>\$32,039,318</b>	<b>\$29,128,032</b>
<b>Accumulated (deficit)</b>	<b>\$(2,522,564)</b>	<b>\$(1,627,431)</b>
<b>Net assets and accumulated (deficit)</b>	<b>\$29,516,754</b>	<b>\$27,500,601</b>
<b>Total liabilities, net assets and accumulated (deficit)</b>	<b>\$40,045,727</b>	<b>\$39,465,572</b>

*"Grafton is always looking to become a better version of itself. Honestly, it's pretty impressive. The organization is always asking, 'What's the next thing we can do in behavioral healthcare?'"*

- GRETCHEN WARD  
Occupational Therapist



120 Bellview Avenue  
Winchester, VA 22601  
Toll Free: 888-955-5205

[www.grafton.org](http://www.grafton.org)