





# Partners in Progress

In the last several decades various factors have impacted the behavioral health landscape, leaving vulnerable individuals at even greater risk. Without organizations like Grafton, the individuals we serve — people whose complex behavioral healthcare needs overwhelm their homes and communities — often wind up with no services, ineffective services, or in emergency rooms waiting to be admitted to a hospital that was not designed to support their needs. There are too few resources for them. They deserve better.

Grafton is making every effort to evolve rapidly to address this changing environment. We recognize that attaining our goal of being a center of excellence is only possible through partnerships. In order to meet that objective, we must continue to work closely with the individuals, families and communities we serve.

In 2018, we worked to cultivate those partnerships in several important ways, such as:

**State Legislators.** In FY18 Grafton engaged with our partners in the legislature to represent positions that better allow us to serve our clients. This included pushing for reimbursement rate changes frozen since 2007 and being a voice in private day-education reform. At the same time, Grafton has become recognized as the leader of specialty education in Virginia.

Clinical Model. Throughout 2018, Grafton's clinical leadership collaborated to bring the experiences and knowledge from their respective programs and disciplines together to truly innovate for our clients. The resulting model of care employs the approach of Ruth Birch, Grafton's founder, by focusing on an individual's strengths. We determine how those strengths can be applied to empirically based treatment strategies so that the child can return to their home community as swiftly as possible.

Community Partnership. Grafton was awarded the opportunity to partner with Loudoun County, Virginia to innovate on behalf of the area's most vulnerable youth. This includes the currently operating youth shelter program and a forthcoming group home for adolescents. We work with communities in many other ways, including, for example, on the Community Policy and Management Teams for Loudoun and Clarke counties and on Winchester's Big Brothers program.

With you as our partners, Grafton is well positioned to continue its long history of innovation in behavioral healthcare. As a team, we can meet the needs of vulnerable children and adults. Together, we can make meaningful progress.



JAMES STEWART
President and CEO



Jan

JANICE LEBEL, PhD Chairperson, Board of Directors

# Highlights from 2018

One of the most powerful experiences of the past year was the opportunity to hear from Grafton parents through the Family Engagement initiative. Three families shared their experiences on our YouTube channel:

"(My son) said that Grafton was the most important place in his entire life that he's ever been to. And, I think that's right. I think that Grafton made a huge difference in his life."

– Mother of an 11-year-old

"...we tried it all. It was not until we found Grafton that we found success."

- Rhonda, Mathew's mother

"...they were willing to listen and actually regard our experience and our insight... that was unbelievably encouraging as a parent, to know that we're not being disregarded and left out of the process: we're actually being encouraged and invited into the process."

– Tito, Kaylin's father

Advances in Neurodevelopmental Disorders published a longitudinal study illustrating Grafton's experience establishing an environment of comfort versus control and minimizing the use of coercive behavior management approaches. The article, "Evaluation of a Program Model for Minimizing Restraint and Seclusion," follows our sharp decline in the use of restraint and seclusion from 2004 – 2016.

Grafton recently received a \$3,100 grant from the United Way of Northern Shenandoah Valley. These funds will support the Infant and Toddler Connection of Shenandoah Valley (ITC). This funding will be used to provide specialized training designed to:

- Identify early childhood trauma in infants; and
- Promote greater social and emotional development through a comprehensive system of care

In addition we:

- Published articles authored by Grafton experts
- Hosted webinars on issues affecting behavioral healthcare
- Kept all of our partners informed through our quarterly newsletters
- Created materials to inform families and communities about the services we offer

# Grafton by the Numbers

Served 3,258 clients\*

621

1,00

1,859 778







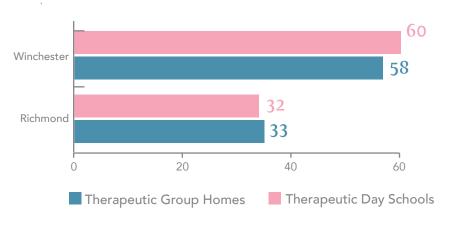
\*Number includes outpatient

Generated over

\$58M
in revenues which were reinvested in the communities we serve

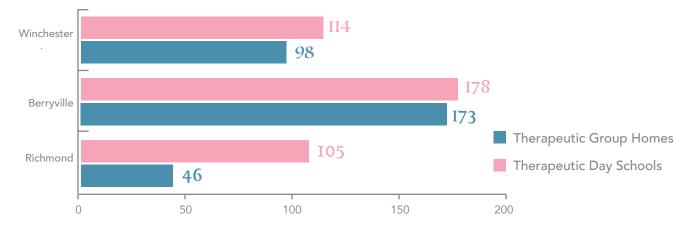


Number of Community Support Service Clients by Location:



Served **5**localities throughout
Maryland, Virginia,
Washington, DC,
Pennsylvania, & West
Virginia

## Number of Children Services Clients by Location:





"We truly look at each client as an individual. We look at their past and what they have been through. And we take that information and we remember it every time we interact with them."

– Tony Sanders, Director of Operations and Health Care Risk Management



Success Story Kevin's Story

Kevin, a now 22-year-old young man with autism, struggled in the public school system. When he first came to Grafton, his previous academic placements had left him with some trauma. He was on high levels of medication and was very sensitive to changes in his routine.



Over time, Kevin was increasingly able to not only identify his emotions, but also to verbalize things like "I am happy. I am sad" and work with the team to manage those feelings without incident.

Kevin made so much progress that his medication was cut nearly in half; he came off the strongest medication entirely. While at Grafton, his number of incidents went from as many as 10 a day to just one over the course of two years.

In partnership with Grafton, Kevin's family worked very hard to make him a part of everything they did. They provided opportunities and experiences tailored for him, having him come home for visits frequently. His mother worked closely with his group home to make sure there were things in which he could participate. She also became very engaged with Allyson Davis, Winchester principal. "The level of trust I had to give her to hand over my son was enormous," Kevin's mom explained. "I called her when there were problems; I called her when things were wonderful. We became very good friends."

Events such as Kevin's graduation last June became even more special as a result of this close collaboration. They also provided opportunities for his family to meet other families and to share the stories and successes of their child.

"I will never forget how grateful I am for Grafton. I am so grateful for its support and for creating a home for Kevin for the past three years."

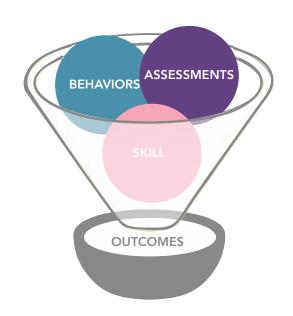
# Goal Mastery™

Grafton demonstrates outcomes by using a three-pronged approach.

**BEHAVIORS** of concern are tracked for frequency and severity at all times.

**ASSESSMENTS** are provided through a battery of well-accepted, standardized instruments administered over time.

**SKILL ACQUISITION** is assessed at every session. The impact of those skills on the frequency of behaviors of concern is assessed using a patented goal mastery process.



## **ASSESSMENTS**

PRE-ADMISSION:

Adverse Childhood Experiences Survey CANS **QUARTERLY:** 

CANS BPI-S ANNUAL OR DISCHARGE:

DP-3 or ABAS-3 ABLLS-R or AFLS

### **ADMISSION:**

Behavior Problems Inventory for Individuals with Intellectual Disabilities (BPI-S)
Developmental Profile-3 (DP-3) or
Adaptive Behavior Assessment System-3
(ABAS-3)

Assessment of Basic Language and Learning Skills-R (ABLLS-R) or Assessment of Functional Living Skills (AFLS)

#### **EVERY 6 MONTHS**

DP-3 or ABAS-3 ABLLS-R or AFLS

## SKILL ACQUISITION

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.

# APPLIED BEHAVIOR ANALYSIS: FAMILY THERAPY: 83% THERAPEUTIC TREATMENT GOALS: SPEECH/LANGUAGE: 74%

OCCUPATIONAL THERAPY:

**EDUCATION:** 

**GRAFTON'S TARGET GOAL RATE** 





# Serving Adults with Autism

Grafton is working in our group homes and out in the community to help adult clients with autism live a life without unnecessary limits. Innovative approaches, such as the Behavior Enrichment & Teaching Home Program, help our clients acquire skills and increase independence. Services like the Adult Day Activities Program Team (ADAPT) work to integrate individuals out in the community.

# Family Engagement

In FY18, Grafton established a family steering committee that meets quarterly. We also implemented weekly family engagement activities for each child in our care. Our concerted effort to engage families goes beyond events such as picnics and holiday celebrations; we seek to partner with our families not only around their own child's care, but also around the development of Grafton's overall approach. All of this is intended to strengthen the circle of support and increase the sense of community between clients, families and staff. Our goal is to move Grafton from a "parent involved" organization to one that is family driven at all levels.

We measure our progress with respect to family engagement by conducting surveys routinely throughout care and at discharge. The results from the past fiscal year indicate that we are on the right track. Here are some highlights:

GOAL	FAMILY RESPONSE
Child's treatment plan is based on the family members' input and goals of the family	96% agree or strongly agree
Family or natural supports identified by my child or family actively participate in treatment	96% agree or strongly agree
Family, community providers and Grafton worked together to set a discharge plan.	89% agree or strongly agree



# Therapeutic Group Homes



Over the years, Grafton's therapeutic group homes have allowed hundreds of children to avoid institutionalized care in state hospitals or acute inpatient services.

Our client population often has medical complications and significant behavioral complexities. Their families have been traumatized by life-long struggles with the service system and the overwhelming needs of their loved ones. To support our clients and their families, we bring to bear the most impactful, multidisciplinary intervention we can in the shortest amount of time.

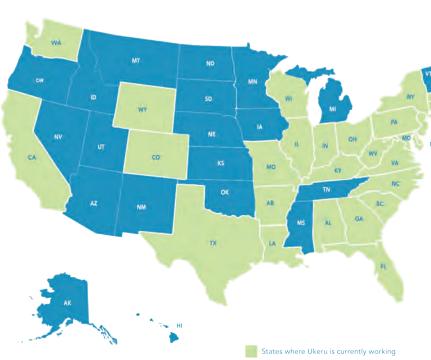


# **Ukeru**®

Grafton's mission is to help push the industry towards truly trauma-informed and strengths-based services. We made great progress toward that goal in 2018. Our Ukeru Systems division, which trains other organizations on our trauma-informed crisis management technique, is now working in 27 states and as far afield as Australia. It is also in more than 130 private day and residential programs, private and public schools, psychiatric hospitals and forensic units. We have worked with organizations as large as the California Department of Developmental Services, and as small as individual schools. In addition, we have procured design patents for several of Ukeru's custom-made, soft, cushioned blocking pads — the Flex Shield, Arm Shield, Curved Shield and the Body Shelf. We have also secured a patent for Ukeru's specific system and method of receiving and blocking blows to prevent injuries to clients and staff during crisis situations.

"When I began to use Ukeru, I found that I needed to build a better, more personalized relationship with students. If I trusted them and they trusted me, that was what worked... you're able to intervene without ever resorting to something physical. De-escalating verbally – that's what we do the most at Grafton."

Chad Lesman,
 Career & Technical Education Teacher







## **Partners**

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

AdvancED

Agile Edge Technologies

AudioEye

**BDO** 

Berryville Farmer's Market

Blue and Co., LLC

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

Moms in Motion

Open Minds

Alliance for Children, Youth and Families

Mental Health Corporations of America

Northwestern Community Services Board

Project Horse

Shenandoah University

Shepherd University

Statewide Autistic Services, Inc.

Teens, Inc.

**USDA** Grant

VARC Virginia Commonwealth University

Virginia Coalition of Private Provider Associations

Virginia Department of Agriculture Commodities

Virginia Department of Rail and Public

Transportation

Valley Health

Virginia Network of Private Providers

Welligent

Wells Fargo

West Virginia University

Winchester City

Yount, Hyde & Barbour, P.C.

## **Executive Team**

JAMES STEWART

President and CEO

#### **KENT HOUCHINS**

Executive Vice President/
Chief Administrative Officer, Clinical Operations

#### KIM SANDERS

Executive Vice President/ Chief Operating Officer, Staffing & Training President, Ukeru Systems

#### SCOTT ZEITER

Executive Vice President/
Chief Operating Officer, Development

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## 2018 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**

Corina Higginson Trust
Foundation for Children with Intellectual and Developmental Disabilities
Higginson Trust

#### **CORPORATIONS**

ALC Recycling LLC
Amazon Smile
Costco
Insurance Center
Loudoun Med Group
Malloy Ford
Network for Good
Parallax
Trafalgar Communications
United Way
Wells Fargo WM NC-Philanthropic East

#### **INDIVIDUALS**

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#### **OTHER**

Adapt
Loudoun County
The Treasure Box of Christ Episcopal Church
Virginia Department of Agriculture
Virginia 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

	2018	2017	
REVENUES			
Program service fees	\$54,909,680	\$56,051,951	
Contract program revenue	1,486,258	_	
Contributions and grants	1,325,350	1,089,568	
Other revenue	640,965	837,529	
	\$58,362,253	\$57,979,048	
TOTAL REVENUES			
EXPENSES			
Salaries and benefits	\$43,983,954	\$43,559,368	
Program operations	11,094,000	11,083,986	
Non-operating expenses	544,080	778,943	
Bad debt expense	1,109,286	840,771	
TOTAL EXPENSES	\$56,731,320	\$56,263,068	
OTHER CHANGES IN NET ASSETS AND ACCUMULATED DEFICIT	\$642,556	\$300,173	
Change in net assets and accumulated deficit	\$2,273,489	\$2,016,153	

# Combined Statements of Financial Position

ASSETS		2018	2017
Cash		\$4,119,660	\$4,911,009
Accounts receivable		11,196,964	9,155,170
Investments		9,304,138	8,678,175
Other assets		1,328,080	1,013,926
Intangible assets		738,455	719,078
Land, buildings and equip	ment	15,289,428	15,568,369
TOTAL LIABILITIES	REVENUES	\$41,976,725	\$40,045,727
Accrued expenses and oth	er liabilities	\$6,525,681	\$5,576,876
Notes and bond payable		3,413,932	4,618,315
Other liabilities		246,869	333,782
TOTAL L	IABILITIES	\$10,186,482	\$10,528,973
NET ASSETS AND ACC (DEFICIT)	CUMULATED		
Unrestricted		\$34,250,560	\$31,844,088
Temporarily restricted		143,751	92,136
Permanently restricted		103,094	103,094
TOTAL	NET ASSETS	\$34,497,405	\$32,039,318
Accumulated (deficit)		\$(2,707,162)	\$(2,522,564)
Net ass accumul	ets and ated (deficit)	\$31,790,243	\$29,516,754
	oilities, net assets mulated (deficit)	\$41,976,725	\$40,045,727



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