

Thank you to our Grafton Heroes!

ROGER BOWMAN,

an overnight RI, has consistently worked additional shifts in order to provide coverage when there are vacancies.

Nurse Manager SANDRA RIFFEE

relocated to Richmond for the COVID-19 crisis to ensure medical support and continuity for clients, while maintaining oversight of the Winchester nursing department remotely.

Nurse Manager HOLLY SPINDLE

is piloting Grafton through the pandemic with calm and deliberation, including personally finding personal protective equipment (PPE) for staff to use.

TONY SANDERS,

Director of Operations and Health Care Risk Management, pulled up all stakes to travel 150 miles from his Winchester home base to manage operations at the Richmond campus in the middle of a pandemic.

JOSEPH WARD,

Program Support Supervisor, works tirelessly and patiently to support all clients and staff with varying needs during difficult times.

Training Support Manager ZACH CRAWFORD

works two jobs. In addition to training, he has jumped right into a manager role at the Berryville Campus, providing compassionate support and guidance.

BRENDA BELFIELD,

Office Manager in Richmond, has been tireless in efforts to secure personal protective equipment (PPE) for Grafton. Her determination as well as her kind nature is appreciated!

Despite not being able to work due to personal complications,

JANICE ALLEN,

an Adult Services substitute in Winchester, has continued to be a vital part of our team and provides homemade masks for clients and staff.

BRITTANY MASON,

BCBA, has taken on additional clients and provides total oversight of their treatment plans to ensure they receive high quality, personalized programming.

CHLOE SORESON and KATIE SOUDERS,

both Behavior Specialists, spearheaded Autism Awareness Month activities, including designing, painting, and transforming a new sensory exploration room.

During the COVID-19 crisis, SUESAN

HUMPHREYS,
Staffing Coordinator, spends weekend time making hundreds of masks for staff. We appreciate you!

JIM STEVENSON,

Quality Assurance Manager, provides organization-wide support and guidance to staff and departments amid the many changes and changing campus needs during the crisis.

CAPUCINE HUMPHREY

volunteered to take over intensive behavioral supports programming for clients in need of 1:1 attention and structure.

Residential DSP BREANNA PARSONS

has smoothly transitioned to another department and provides structure, consistency, and support to students on her additional weekend shift.

Residential DSP MICHELLE YATES

has sought additional Registered Behavior Technician training opportunities to support clients while also volunteering to cover other shifts and dorms.

DANIELLE GRANDISON and JESSICA CALEMINE,

Lead Residential Instructors at Berryville, adjusted their schedules in order to provide coverage when needed.

Overnight RI TINA LEE

truly stepped up to fill program support needs. We are so grateful!

Residential DSP ANDREW VO

has been very flexible and willing to change his schedule repeatedly to meet the needs of the campus as Grafton responds to the COVID-19 crisis.

Overnight Residential Instructor SHAWN TREGO

has been spearheading and leading the Girl Scouts Troop!

Overnight RI PAM MILLER

regularly fills in additional shifts when needed. We are so appreciative!

A Team of Heroes

Like most organizations, Grafton faced unprecedented challenges in 2020 due to Covid-19. When the pandemic was gaining a foothold in our region in March, there was no manual for how behavioral health providers should respond. After strategic deliberation, and with consideration of the medical fragility of many clients in our care, Grafton decided to roll out sweeping safety measures weeks ahead of most other organizations in the country.

Our leadership team moved swiftly to adopt an organization-wide employee mask policy, coupled with daily health checks, and limited outside visitors to protect our residential clients. We formed a Covid-19 monitoring committee which meets daily to respond to any employee or client health-related issues. We kept track of staff who traveled out-of-state, upped our already stringent hygiene practices, and implemented all Centers for Disease Control and Prevention (CDC) recommendations across our programs.

For the first time in our more than six decades, we began serving hundreds of clients virtually instead of face-to-face. Our students and employees had to adapt to distance learning, new schedules, fewer community outings, and rigorous health and safety protocols. While these changes were challenging, Grafton has received repeated praise from local departments of health. Most importantly, we've taken the necessary steps to keep our staff and clients safe.

None of this would have been possible without the commitment of our amazing team. For months on end, we saw employees working overtime, helping clients who were struggling to understand the pandemic, and volunteering to change their schedules to keep operations running smoothly. In this report, we have highlighted just some of the team members who went above and beyond during the pandemic – but this is not an exhaustive list! There are many others who continue to act heroically every day. Our clients and our community are lucky to have the tireless support of this outstanding group of people.

Your support has been unwavering, as well. I want to thank our clients, families, customers, partners, and donors for your confidence in our organization during these difficult times. Regardless of what is going on in the world, Grafton is committed to being here, doing what we do best.

"I've been here for twenty-one years, and I can tell you that it's not just a job, it's a career. Especially at less structured times like these, kids need positive relationships with caring adults. I'm proud to be making a difference in clients' lives."

– Anita Butler, Overnight Manager



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 "Jerry Partlow".

JERRY PARTLOW
Chair, Board of
Directors

Grafton by the Numbers



of parents surveyed indicated that they would recommend Grafton services to another family



of therapeutic treatment goals were on progress or mastered



of treatment plan goals and interventions are based upon empirically based methods



of successful discharges to a lower level of care

Served **1,265** clients*

584



Infants/
toddlers

374



Children

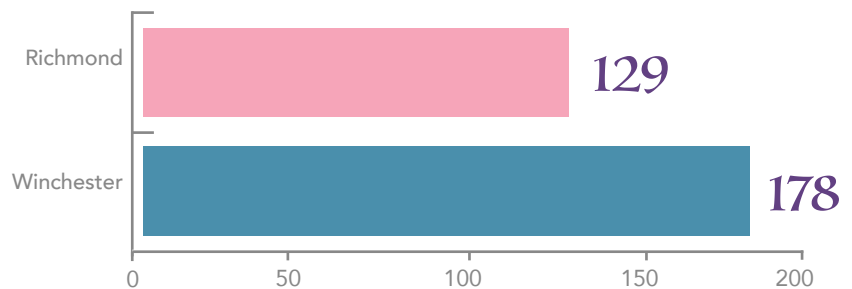
307



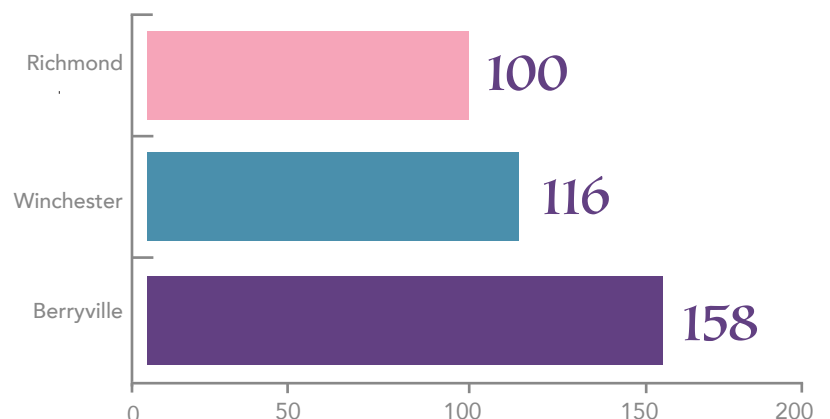
Adults

*Number includes outpatient clients.

Number of Adult Service Clients by Location:



Number of Children Services Clients by Location:



“Grafton is so individualized...The care and attention that they give to each kid is incredible – it makes such a huge difference when kids feel like they’re cared about.”

– Cena, Grafton parent



“Before I went to Grafton, nobody would have guessed that I would own a successful business, have my own home, and get married – but that’s exactly what I’ve done. I truly believe it’s because of Grafton that I am where I am now.”

– Mike McCauley, who attended Grafton in the late 1970s



Executive Team

JAMES STEWART

President and CEO

KENT HOUCHINS

Executive Vice President/Chief
Operating Officer, Clinical Operations

KIM SANDERS

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

SCOTT ZEITER

Executive Vice President/
Chief Operating Officer, Strategic
Business Development

LINDA BLYTHE

Vice President of Human Resources

JUDY IANUALE

Chief Financial Officer

BILL DAVIS

Chief Information Officer

VANESSA LANE

Vice President of Revenue Cycle
Management and Data Analytics

Board of Directors

JERRY PARTLOW

Board Chair, CEO, Partlow Insurance Company, Inc.

DENNIS P. MORRISON, Ph.D.

Vice Chair

BRIAN HESTER

Treasurer, Business Service Officer, BB&T

MARC JACCARD

Executive Director, Henry and William Evans Home
for Children

BERNADINE DYKES, Ph.D.

Associate Professor of Management, Shenandoah
University

JAMES GAYNOR II

Former Chief Executive Officer, Grafton Integrated
Health Network

SUE JONES

Trustee at Shenandoah University, Vice Chair of the
Clarke County Education Fund, Chair of Our Health

HARRY S. SMITH

Senior Vice President/Winchester Market Executive,
Union First Market Bank

BRIAN S. PARTLOW

Vice President, Partlow Insurance Agency, Inc.

Dr. JANICE LEBEL, Ph.D.

Director of System Transformation, MA Department
of Health

DEMETRIUS CARMICHAEL, CPA

Assistant Vice President for Budgeting & Planning,
Bradley University

Dr. OSBORNE ABBEY

Secretary



2020 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

Bank of America Charitable Foundation
Corina Higginson Trust
Higginson Trust
The Newton B. Shingleton Trust

CORPORATIONS

Amazon Smiles
Costco
Frontstream
Little Caesars
Network for Good
N/L Entertainment, LLC
Parallax Health Sciences, Inc.
Rappahannock Cellars - Allen Delmare
Truist
Ultimate Software
United Way

INDIVIDUALS

Anonymous
Kim Biancheri
Lora Blair

Cheryl Brame
Christy L. Brooks
Tamara Bush
David Byun
Linda Cliborne
Raymond Crosen
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Sandra Riffée
Giselle Berger Ruppel
Tony Sanders
Holly Spindle
James Stewart
Cynthia Szymonik
Debbie Thomas
Pamela White
William Wilson
Tolerance Woodward
John S. Zeiter
Gena Zydalis

OTHER

Christ Episcopal Church
Shawnee Ruritan Club
Virginia Department of Agriculture



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 Foundation of Care 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

www.grafton.org/donate

Financial Statement

Combined Statements of Activities

	2020	2019
REVENUES		
Program service fees	\$52,164,503	\$54,723,467
Contract program revenue	1,177,026	1,485,849
Contributions and grants	1,252,732	1,062,823
Other revenue	1,277,510	1,313,186
TOTAL REVENUES	\$55,871,771	\$58,585,325
EXPENSES		
Salaries and benefits	\$40,890,878	\$42,674,495
Program operations	11,033,866	10,760,435
Non-operating expenses	3,164,668	3,007,799
TOTAL EXPENSES	\$55,089,412	\$56,479,364
NON-OPERATING GAINS (LOSSES) AND OTHER CHANGES IN NET ASSETS	\$409,838	\$2,050,665
CHANGE IN NET ASSETS	\$1,192,197	\$4,156,626

Combined Statements of Financial Position

	2020	2019
ASSETS		
Cash	\$5,532,392	\$3,232,585
Accounts receivable	11,453,968	10,441,558
Investments	9,091,012	8,114,691
Other assets	1,943,968	1,462,572
Intangible assets	7,60,265	743,936
Land, buildings, and equipment	20,588,902	20,908,857
TOTAL ASSETS	\$49,371,144	\$44,904,199
LIABILITIES		
Accrued expenses and other liabilities	\$6,271,260	\$6,549,358
Notes and bond payable	5,878,528	2,243,393
Other liabilities	82,290	164,579
TOTAL LIABILITIES	\$12,232,078	\$8,957,330
NET ASSETS		
Total net assets without donor restrictions	\$36,851,126	\$35,691,713
Net assets with donor restrictions	287,940	255,156
TOTAL NET ASSETS	\$37,139,066	\$35,946,869
TOTAL LIABILITIES AND NET ASSETS	\$49,371,144	\$44,904,199

Grafton Heroes Continued

Without hesitation,
Program Support
Supervisor
JUSTIN BLOOMER
relocated from
Grafton's
Winchester campus to
Berryville to fill a
much-needed program
support roll.

ELLIE BUSTILLO,
an overnight RI, adjusted
her regular schedule and
now comes in early to
provide additional awake
hours support in the
dorm.

Admissions Case Manager
DONNIE LEMON
consistently lends a hand
at the Berryville Campus
when additional staff is
needed to support clients
and coworkers.

GILDA KNIGHT
and
SUESAN HUMPHRIES
implemented a new
bingo game at Berryville
with fantastic prizes
that has become
beloved by clients

Grafton teacher
GLORIA BRANNON
consistently works
evenings and
weekends
to fill shifts that need
additional support.

Adult Services Case
Manager
MELISSA HOGAN
ensures our "store" at
ADAPT is fully stocked
for clients & she makes
deliveries to group
homes to keep everyone
healthy & safe!

Board Certified Behavior
Analyst
AMANDA MENKE
has been in one of our
group homes nearly every
day since the COVID-19
restrictions began. Amanda
lends a hand with any task,
for clients, parents, and
staff.

Early Intervention
Program Records
Administrator
MARY KELLY
makes sure client
information is entered
correctly into our
health records system.
Thank you for your
thoughtfulness!

Our
IT TEAM
responded quickly to
provide distance learning
and telehealth services,
all while continuing to
meet the everyday IT
needs of Grafton,
including driving
to Richmond each week.

**NATHANIEL "NAN"
JOHNSON**,
a Teacher at the Sexual
Trauma and Abuse
Recovery (STAR) program
has an impressive way of
keeping students engaged
and on task. The boys
adore Mr. Nan!

Even after the academic
day, teacher
**ELIZABETH
DAPPER**
consistently provides
additional support in the
dorms to fill shifts.

Vocational Coordinator
PAT LEGEER
makes our Berryville
campus beautiful by
tending to the greenhouse,
surrounding areas, and
flower barrels. She also
gives clients meaningful
experiences while
participating in these
projects.

Program Support
Supervisor
KEYANA STOKES
goes above and beyond
in her job
responsibilities.
She is always willing to
help out with anything
that's needed.

House Manager
LAURI HESS
coordinates weekly Zoom
meetings across our 11
adult service group homes,
which help boost morale by
providing real-time support to
staff and allowing clients to see
the familiar faces of their
management team.

Program Support
Specialist
**JEREMIAH
SENSENEY**
frequently steps in to
help serve clients. We
appreciate you!

Grafton teacher
DIANE WALKER
consistently works
additional shifts and is
relied upon every
Saturday to fill
vacancies.

DONNA GATTON,
an overnight RI, has
consistently worked
additional shifts in order
to provide coverage when
there are vacancies.

Residential DSP
KELSI WINTER
has worked with the
residential team to change
her schedule when asked
to work academic shifts
that needed support. We
are so grateful!

Residential DSP
DESTINI HARTMAN
has adjusted her schedule
to come in to assist and
support the academic
program needs.

Even after the academic
day, teacher
LIAN CONNOR
consistently provides
additional support in the
dorms to fill shifts.



— a division of —
Grafton Integrated Health Network



GRAFTON
Infant & Toddler Connection
of Shenandoah Valley

“We don’t want to diminish the hardships the families we support have experienced. Our hope is that it gives you some measure of peace to know that Grafton is weathering this daunting time well. Most importantly, we are continuing to serve our clients with the same level of comfort and care we do at all times.”

— James Stewart, Grafton President and CEO

www.grafton.org

www.ukerusystems.com
www.itcshenvalley.org