



**GRAFTON**  
INTEGRATED HEALTH NETWORK

**2021 ANNUAL REPORT**



# Growth Despite Challenging Times

At Grafton, 2021 can be summed up in two words: growth and resilience. For nearly two years, our team has taken extraordinary measures to care for clients during the COVID-19 pandemic. Thanks to our employees' dedication and hard work, we have come through the crisis financially stable. This has allowed us to pursue exciting opportunities for growth beyond our home state of Virginia.

In many parts of the country, overburdened healthcare systems and ongoing systemic issues have left individuals with nowhere to turn for the behavioral health services they, often times desperately, need. Without organizations like ours, children and adults with complex needs often go untreated, receive ineffective services, or spend days in emergency rooms waiting to be admitted to a hospital that was not designed to support them. We know they deserve better.

To help address this enormous challenge, we are actively pursuing opportunities to bring Grafton's services to under-resourced areas, starting with western Maryland and central Minnesota.

This fall, we began offering our programming through Maryland Salem Children's Trust, a nonprofit in the Appalachian Mountains that has been serving vulnerable children since 1979. With financial, administrative, and strategic assistance from Grafton, Salem was able to update its facilities and reopen its doors to provide housing, education, and therapy to children with intellectual, developmental, and complex mental health challenges.

Grafton also purchased and renovated a psychiatric residential treatment facility in Cold Spring, Minnesota, which is slated to open in early 2022. The new location will offer short-term housing and educational services for up to 30 youth who are challenged by complex disabilities. Supporting this population has always been our mission, and expanding our programming will ensure more individuals have the opportunity to live happier, fuller lives.

With you as our partners, Grafton is well-positioned to continue growing and evolving, regardless of the challenges that come our way. Thank you for working with us to meet the needs of vulnerable children and adults, wherever they may be.



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**  
Board of Directors Chairperson



*Lori Schmidt, Director of Grafton's PRTC in Cold Spring, Minnesota*

## Psychiatric Residential Treatment in Minnesota

Lori Schmidt, Director of Grafton's Psychiatric Residential Treatment Center in Cold Spring, Minnesota, highlights the need in her community:

"I heard from a social worker who works in an emergency room. They recently saw a child with a dual diagnosis brought in from a group home that couldn't handle that child's behaviors. Sadly, there was nowhere else for that child to go because no one would accept them. There are places that accept children with mental health diagnoses or disabilities, but not both. The child ended up sitting in the ER for about three days, until they were finally sent back to the group home. That's not what we want to see. That's what Grafton is going to be here for."

## Grafton & Maryland Salem Children's Trust

At the outset of the pandemic, Grafton became aware of Maryland Salem Children's Trust, a nonprofit that served more than 2,000 abused and neglected children since opening in 1979. After four decades, Salem was closing its doors due to financial hardship. Working together, Grafton and Salem's Board of Directors devised a plan to reopen Salem Children's Trust. With a new management agreement finalized, the facility reopened last September. Using Grafton's programming and model of care, the nonprofit now welcomes children with autism, intellectual disabilities, and complex mental health challenges. With full enrollment, Salem will be able to serve up to 24 residential clients and an additional 26 day students.

"It may take a while, but I'm optimistic that we will reach full residential capacity and have the same number—if not more—staff than we had before," says Connie Meyers, Executive Director of Salem Children's Trust.



*Matthew Eichhorn, Salem Board President; Connie Meyers, Salem Executive Director; Scott Zeiter, Grafton Chief Strategy Officer; and Rob Johnson, Grafton Business Development Administrator*

# Grafton by the Numbers



Localities served



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 utilize empirically based methods

Served **1,021** clients\*

628



306

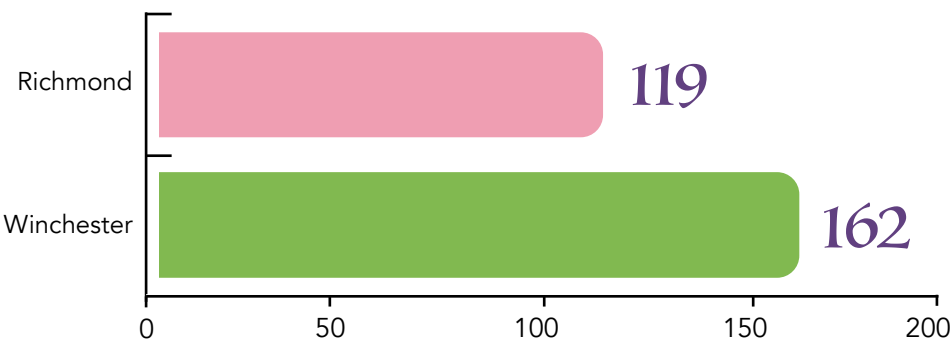


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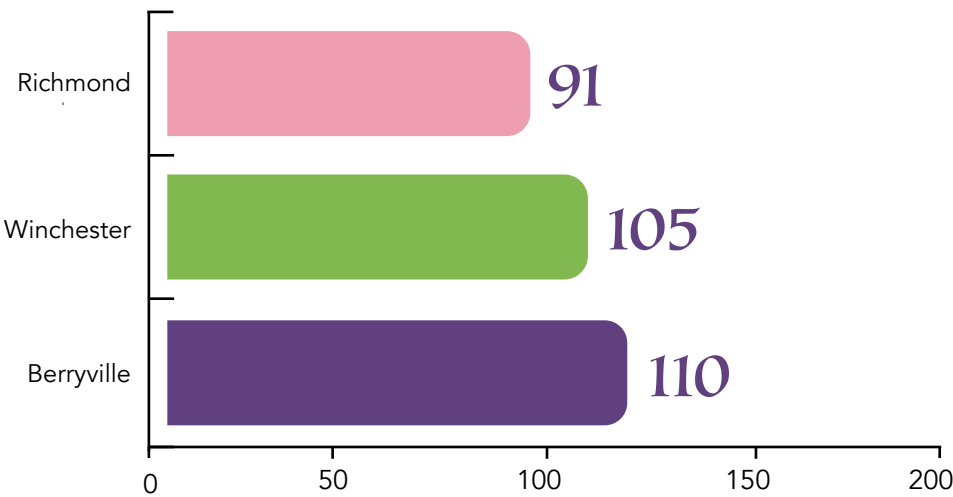


\*Number includes outpatient clients.

Number of Adult Service Clients by Location:



Number of Children Services Clients by Location:



# Financial Statement

## Consolidated Statements of Activities and Changes in Net Assets

	2021	2020
<b>REVENUES</b>		
Program service fees	\$49,672,791	\$52,164,503
Contract program revenue	1,256,727	1,177,026
Contributions and grants	1,288,184	1,252,732
Other revenue	2,786,208	1,277,510
<b>TOTAL REVENUES</b>	<b>\$55,003,910</b>	<b>\$55,871,771</b>
<b>EXPENSES</b>		
Salaries and benefits	\$41,767,359	\$40,890,878
Program operations	11,488,547	11,033,866
Non-operating expenses	3,532,298	3,164,668
<b>TOTAL EXPENSES</b>	<b>\$56,788,204</b>	<b>\$55,089,412</b>
<b>NON-OPERATING GAINS (LOSSES) AND OTHER CHANGES IN NET ASSETS</b>	<b>\$2,405,835</b>	<b>\$409,838</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$621,541</b>	<b>\$1,192,197</b>

## Consolidated Statements of Financial Position

	2021	2020
<b>ASSETS</b>		
Cash	\$12,698,513	\$5,532,392
Accounts receivable	16,441,931	11,453,968
Investments	7,087,255	9,091,012
Other assets	2,035,662	1,943,968
Intangible assets	772,960	760,265
Land, buildings, and equipment	22,800,388	20,588,902
<b>TOTAL ASSETS</b>	<b>\$61,836,709</b>	<b>\$49,371,144</b>
<b>LIABILITIES</b>		
Accrued expenses and other liabilities	\$7,633,148	\$6,271,260
Notes and bond payable	9,139,271	5,878,528
Other liabilities	7,283,683	82,290
<b>TOTAL LIABILITIES</b>	<b>\$24,076,102</b>	<b>\$12,232,078</b>
<b>NET ASSETS</b>		
Total net assets without donor restrictions	\$37,453,417	\$36,851,126
Net assets with donor restrictions	307,190	287,940
<b>TOTAL NET ASSETS</b>	<b>\$37,760,607</b>	<b>\$37,139,066</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$61,836,709</b>	<b>\$49,371,144</b>



## Corporate Leadership Team

**JAMES STEWART**

*CEO and President*

**KENT HOUCHINS**

*Chief Operating Officer,  
Community-Based Services*

**KIM SANDERS**

*Chief Operating Officer, Staff  
Training, President, Ukeru*

**SCOTT ZEITER**

*Chief Strategy Officer*

**TONY SANDERS**

*Chief Operating Officer,  
Facility-Based Services*

**JUDY IANULE**

*Chief Financial Officer*

**VANESSA LANE**

*Chief Administrative Officer*

## Board of Directors

**CHAIR: JERRY PARTLOW**

The Partlow Insurance Agency, Inc.

**TREASURER: BRIAN HESTER**

BB&T Bank

**DENNIS P. MORRISON, Ph.D.**

Vice Chair

**SECRETARY: MARC PHILLIP JACCARD**

The Henry and William Evans Home

**GEMMA BROOKS**

Blue Ocean Brain

**BERNADINE DYKES, Ph.D.**

Shenandoah University

**BRIAN S. PARTLOW**

The Partlow Insurance Agency, Inc.

**DANIEL L. CARTO**

Business Consultant

**ANNIE MEDINA**

Strategist & Communicator

**DENNIS P. MORRISON, Ph.D.**

Consultant

**HARRY S. SMITH**

United Bank of Winchester

**JAMES GAYNOR II**

Ex Officio

**JOHN A. WILLINGHAM**

Greenfield and Craun Commercial Brokerage



“Teaching at Grafton, you meet new kids every day, and no day is ever the same. Watching them grow is absolutely amazing. Just knowing you’re teaching them things that they are going to take with them is 100% worth it.”

— Virginia Simmons, Special Education Teacher



## In Memoriam: Remembering Gerry McNamara

One of our most beloved employees, Gerry (Geraldine) McNamara, passed away in 2021. Gerry touched all of our lives working as Grafton's receptionist for nearly 30 years, first in the lobby of the Manor House and then at the front desk of the Psychiatric Residential Treatment Center in Berryville.

To many, Gerry was "the face and voice" of Grafton. She was the first to greet people when they walked through the door, the first to answer the phone, and was always warm, kind, and made people feel like she had known them forever. The families we served came to know her as a trustworthy and compassionate person who was a constant source of support. Gerry will be greatly missed by the entire Grafton family.

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## Donors

### Foundations

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Truist Foundation

### Corporations

Costco - Frontstream  
Malloy Toyota - Sam Archer  
Partlow Insurance Agency  
Rappahannock Cellars -  
Allen Delmare  
Trex Company  
United Way

### Other

Amazon Smiles  
Beauty Zone  
Loudoun Medical Group  
Network for Good  
Shawnee Ruritan Club  
Virginia Department of Agriculture  
Virginia Department of Health and  
Human Services  
Virginia Department of Medical  
Assistance Services  
Virginia Farmer's Market

### Individuals

Kim Biancheri  
Gemma Brooks  
T.W. Bruno - McGuire  
Woods  
David Byun  
Chezia Calloway  
Daniel Carto  
Michael Clark / Fox River  
Mills  
Kathy Cresegonia  
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Pamela White  
John S. Zeiter  
Colleen Zoller



# GRAFTON

INTEGRATED HEALTH NETWORK



Infant and Toddler Connection  
of Shenandoah Valley

“One of the proudest moments in my career happened when ... we got a referral for a 3-year-old boy with autism. He had no communication, play, or social skills. After working 15 hours a week with him for about a year, the progress was amazing. He was able to say his grandma’s name, his aunt’s name, and his mom’s name. He was able to ask for certain treats and foods. And he had appropriate play skills and social skills. I’ll never forget seeing the tears of joy in his family members’ eyes when I would point and say, ‘Who is this?’—and he could say their names.”

– Kevin Bako, Case Manager

