

# FY20 ANNUAL REPORT

# HEADREST

D A Y A N D N I G H T



## FORUM

### Headrest saved me

I am a current resident of Headrest, which is a drug and alcohol treatment center here in Lebanon. I believe that with the opioid epidemic people should know there is a place right here in the Upper Valley that can help people who suffer with addiction. I want people to know this program can save lives! It's saving mine right now!

I would like people to know that the staff who work here have changed my life. When I first came to Headrest, I was in heart failure due to my ad-

diction. I could not see a future. I did not know how to live life without drugs and couldn't continue living life using drugs. If I didn't stay sober, I would not be able to have surgery for my failing heart. I was broken. I felt so lost and so unloved. I was told by two directors, Lara and Kathy, "Danielle, please let us love you until you can love yourself." Those words changed my life!

The staff here at Headrest stuck by my side through so many trials and tribulations in these last six months. They have taught me a new way of

life. They have showed me love and kindness when I felt like giving up! I was able to have my heart surgery and am now recovering. I have been able not to use drugs through one of the darkest times; just recently I lost the man I thought I would be with forever if only he got sober but unfortunately he lost his battle with addiction on Dec. 4. I never thought I would be able to deal with that without drugs to numb my pain, but because of the love and tools I have been given, here I am getting through it without drugs.

I think people should know there is a place to go if you need help. I know it's not easy but it is so worth it! I know that had I never come to Headrest in the Upper Valley I would be dead but I am so grateful today that I am not. It's hard work but anyone can get clean and sober. I recommend Headrest to any suffering addict out there.

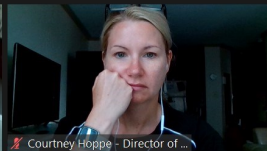
DANIELLE NACY  
Lebanon

### Memories of a doctor's care

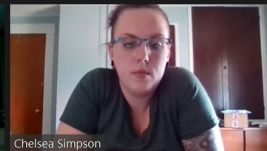
Zoom Meeting



Cameron Ford



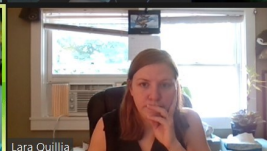
Courtney Hoppe - Director of ...



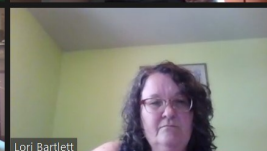
Chelsea Simpson



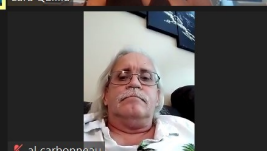
M Kathleen Russo



Lara Quillia



Lori Bartlett



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## **FY20 ANNUAL REPORT**

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# **Mission Statement**

## **(updated January 2020)**

Headrest supports individuals and their families, friends and neighbors affected by substance use, navigating recovery, or in crisis, by providing effective programs and treatment options that support prevention and long-term recovery.

Headrest will never turn anyone away.

## **The Headrest Vision:**

We imagine a world where there is no shame in getting the help you need.



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## A MESSAGE FROM OUR EXECUTIVE DIRECTOR

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Dictionary.com has been entering new words into its lexicon: COVID-19, shelter-in-place, PPE, and “social distance” to name a few. Here is my suggestion-

COVID—noun; A virus that permeates society in such a way that causes pain and suffering and forces society to look at itself, how it treats its people, and make major changes.

Just four short months ago, we were on an economic roll, unemployment was down, and although we had many challenges nationally, statewide, locally, we knew how to get through, fight for what’s right and things would work out. Then, COVID.

We really didn’t know what hit us at first but as news spread of the pandemic, pain and loss was everywhere. We listened, took precautions as directed, and found a new way of doing things. Everything.

And through it all, the staff and board of Headrest have been on a learning spree to look at how we can persevere, once again, in a way that epitomizes the term “agents of change”.

We began last year with a new aggressive budget, continued our strategic plan, and focused on being better, creating new partnerships, and being the best we could be for the people we serve.

We started our DUI school, we expanded our IOP to Claremont, improved our curriculum for treatment for our clients, hired some highly qualified staff on both the front lines and in administration. Our vocational program continued to place people in meaningful work and created relationships with employers. Our Hotline received, for the first time ever, legislated funding to support our Suicide Crisis Line. We achieved and exceeded our contributed support goals because of a giving public who understands the value of helping someone get their life back. We were on a roll. And then, COVID.

So, we change and adapt. We acquire the tools for the technology that will help us to serve clients in the best way possible. We work together to help staff get through this pandemic. And the staff work their tails off. Because that’s who they are. And that’s who Headrest is. We are agents of change.

We don’t know exactly what the world, country, state, or our little corner of the Upper Valley will look like in the coming year but I do know that we plan to be a part of the change. The changes that will be required to be safe post-pandemic, the changes that are finally coming to make our world a more racially harmonious culture, free of hate and inequality. And we commit to being part of that change.

I want to thank the Headrest staff, all heroes in my book, the Board of Directors, and every single person, business, agency, for the donations and support, and the government support we have received this year and going forward. And I especially want to thank every person we have had the opportunity to serve this year in your quest for recovery.

Finally, next year is the 50<sup>th</sup> Anniversary of Headrest’s birth. We will have a newly refurbished building, and a vision for the next 50 years. I hope you will all join us in a year of celebration.

With Warmest Regards for all,



Cameron Ford—*Executive Director*, Headrest



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## A MESSAGE FROM OUR BOARD CHAIR

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During this past year (June 30, 2019 to July 1, 2020) despite COVID, national unrest around race and equity and a general sense that all is not right with the world, Headrest been able to stay focused on its clients. The clear focus on this priority is thanks to the ongoing leadership of Cameron Ford, our Executive Director, his management team and our committed staff. This has given all of us, staff and board alike, the opportunity to reflect upon who we are and where we are going in the future.

In 2017, I said the following as Headrest's very new chair:

*"The future of HR may well be to go beyond what we do currently. It may be that we need to create a community for our clients and others that does not stop as we discharge individuals from 14 Church Street after a 90-day stay."*

Providing services for those suffering from Substance Use Disorder is not about one point in time, it is about creating a community of support all along the way. That support may start with a call to the suicide/crisis hotline and then proceed to Residential, IOP, Outpatient, Vocational help, placement and support. It is about recognizing that people might have made a bad decision, done some bad things but they are not bad people. Headrest recognizes that recovery is a struggle every step of the way for individuals and their families.

This past spring, the board and staff changed our Mission statement to better state what our organization does. It now reads: **Headrest supports individuals and their families, friends and neighbors affected by substance use, navigating recovery, or in crisis, by providing effective programs and treatment options that support prevention and long-term recovery. Headrest will never turn anyone away.**

This is the third and final time, I will call the Annual meeting to order as chair. Cameron and I started this adventure together in the spring of 2017. Since that time we have moved our out-patient councilors and our administrative office over to the APD campus, developed a vocational program, taken the lead in a State wide Work Place Recovery Program, started a DWI program, started an Intensive Outpatient program in Claremont, started a family group that meets at APD, joined APD (Mulit-Specialty Clinic) in a collaborative practice using MAT, created a Professional Advisory Committee, received state funding for the Suicide/Crisis hot line, accepted a (CDFA) construction grant that will renovate 14 Church St. (including the kitchen!!)and became an "official" Hypertherm partner!! This work continued during the COVID spring as our 14 Church St. staff swung into action, implementing recommended protocols that would keep staff and clients safe as our outpatient counselors started to see clients virtually.

During this past year, we have also furthered our work on Board excellence by doing the following:

- Initiated Board meeting evaluations
- Utilized a board skill assessment process as we looked for new board members
- Agreed on a Financial practice/policy manual
- Established term limits for board members
- Accepted our first Tuck Board Fellow
- Attended Financial Resiliency workshops provided by the NH Charitable Foundation
- Committed and completed an organizational self-assessment in preparation for certification by the Commission on Accreditation on Rehab (CARF)
- Continued to evaluate our strategic plan relative to our goals
- Started the challenging conversation around the need for board and staff training on racism and equity
- Recognized the need to re-assess our Development strategies

(continued on next page...)

## A MESSAGE FROM OUR BOARD CHAIR (cont.)

### Goals for 20/21 —

1. Prepare for a “site “visit from CARF
2. Develop policies and Board/Staff education focused on race and equity
3. Execute the Community Development Finance Authority construction project (CDFA)
4. Revisit our strategic plan
5. Implement a revitalized Development program
6. Assess the possibility of sober living options
7. And give Headrest a very Happy 50<sup>th</sup> Birthday Celebration!

Stay Healthy and remember your social distance,

Laurie L. Harding



Laurie Harding—*Board Chair*, Headrest

# DONATIONS APPRECIATED!

[Donate online at headrest.org/donation](https://headrest.org/donation)

**Checks can be mailed to:**

**Headrest  
14 Church Street  
Lebanon NH 03766**

**Headrest, Inc is a 501(c)(3) | TAX ID #: 23-7256865**

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## COMMITTEE REPORT: FINANCE

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The fiscal year 2019 – 2020, We have exceeded several contributed support goals which will go a long way to provide support to our Community. During this time of uncertainty with COVID -19, we have been able to continue providing services due to the generosity of our donors. As we look towards the fiscal year 2020-2021, we anticipate COVID-19 will have an impact on Headrest and uncertain as to what financial impact it could have.

Our main source of income is through grants, contributed support and through services provided. Cameron Ford and his team have worked hard to find additional grant money to help fund our various programs. This year we received a \$200,000.00 grant from the state to help fund our Hot Line.

The Finance Committee includes Board Chair, Laurie Harding, Board Vice Chair, Matt McKenney, John Ferney, Andy Daubenspeck, Carol Olwert, Kathleen Russo, Chelsea Simpson, Laura Couisneau and Director, Cameron Ford.

Our year to date totals as of May 31<sup>st</sup>:

Total Contributed Support:	\$ 716,085.26
Total Earned Revenue:	\$ 911,865.40
Total Expenses:	\$1,324,104.59
Total Net Income:	\$ 303,846.07

Respectfully Submitted,



Perry Eaton—*Board Treasurer*, Headrest

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## COMMITTEE REPORT: GOVERNANCE

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The Governance Committee consists of John Ferney, Angie Leduc, Laura Cousineau and Andy Daubenspeck (chair), and includes Matt McKenney as a consultant. Board Chair Laurie Harding frequently joins our meetings, which are held on the first Tuesday of the month at 8.15am in a virtual Teams meeting on Office 365 as of April 2020. In addition, Cameron Ford usually joins us when his schedule permits. The committee met every month except October in FY20.

The Governance committee works closely with the Nominating, Personnel and other committees to ensure that policy creation, implementation and review are attended to as prescribed by Bylaws and Board policies. John Ferney led the evaluation of the Strategic Plan reviews required by our policies and the Strategic Plan progress report is a separate document in this Annual Report.

### Major accomplishments in FY20 —

- We implemented a board confidentiality policy and process to be done annually at the first board meeting of the new FY.
- We revised the Mission and Vision statements to better reflect Headrest's role in the continuum of care.
- We (Angie) conducted an analysis of board strengths and needs.
- We consulted with the Nominating committee and the whole board about initiating term limits for board members. In addition, we established terms of service for the board officers. We developed a policy addressing these issues that was incorporated into the Bylaws in January 2020. Board members are expected to serve for 3-year terms and may renew these up to two times. Officers are expected to serve 2-year terms, which are renewable once; the Treasurer position is not limited to a single renewal.
- We established policies for risk management for the board and administration, for cultural competencies and diversity, for scheduled policy reviews, and for donation fund raising.
- We reviewed all Governance committee policies and requested similar reviews from other board committees to assure relevance and adherence to established policies. Several governance policies were revised.

### Governance issues in the works for FY21 —

- We are continuing to develop a policy on board officer job descriptions; this will be complete by the first board meeting of FY21.
- We will have ongoing discussions about establishing a Friends of Headrest auxiliary to serve under the guidance of the Development committee.
- We are developing a governance committee schedule to indicate required actions throughout the year; we plan to assemble similar calendars for all committees.
- We will establish a policy for exit interviews of retiring board members.
- We will establish a schedule for risk analysis and management involving the administration and all relevant board committees.

Respectfully Submitted,

Andrew Daubenspeck – *Chair of Governance Committee*, Headrest Board of Directors





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## COMMITTEE REPORT: DEVELOPMENT

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At the beginning of the fiscal year, Headrest had a goal of \$515,464 for contributed support, reflecting the increased need for funding of our services.

With a month left in the year, this goal has been achieved thanks to the generous and consistent support from individual donors, businesses, foundations and local governments that brought in more than \$530,000.

Adding to our strength in Development, Headrest recruited a director, Courtney Hoppe, to manage the operations. Courtney's expertise includes marketing/sales and fundraising. Under her leadership, we have seen strong increases in the results from our Spring and Fall appeals, foundations and government grants. She has also boosted our stewardship efforts by increasing donor communication with board members and agency leadership.

Our key fundraising event has been the Rail Trail Ramble, held on Labor Day each year. This year, because of the pandemic, we will be holding a virtual Ramble. Details will be available through email and Facebook. We are hoping to exceed the 225 participants from last year so please join in!

In addition, 2021 is the 50<sup>th</sup> Anniversary of the founding of Headrest at Dartmouth College. We will be announcing special events to commemorate the occasion as well as ways to gain increased support. Our goal for the anniversary year is \$606,010.

Thanks to the New Hampshire Charitable Foundation, Headrest has been the beneficiary of a consulting program by FMA to review and improve fiscal management, including the development efforts in the agency. These recommendations will be implemented in the coming fiscal year.

As part of the FMA report, we will be looking for community members who are not on the Headrest board to serve on the Development Committee. We urge anyone who is interested or knows someone to email Carol Olwert, Development Committee Chair, at [carol.olwert@headrest.org](mailto:carol.olwert@headrest.org).

Respectfully Submitted,



Laura Cousineau and Carol Olwert—*Co-Chairs of Development Committee*,

Headrest Board of Directors



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## COMMITTEE REPORT: PERSONNEL

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This past year continued a process that was initiated several years ago that focuses on personnel process and structure for the organization. These include a series of policies and documents were developed and approved by the Board that give clarity to employee roles and responsibilities as well as compliance with our contract with the State of New Hampshire.

These include —

- Employee Handbook – Board approved and updated in December and April
- Operations Handbook – Updated and approved by Personnel Committee in November and April
- Staff Job descriptions – Additions and updates approved by Committee
- Executive Director annual review – Completed with Board Chair

The following policies were reviewed, Any changes were approved by the Board —

- Annual job description review – consolidated Business Manager and Assistant Director
- Annual employee reviews
- Annual pay scale reviews – will be done later in 2020 when results of NHCNP survey completed
- Compliance with policies, handbooks and state, local and contract regulations
- Semi annual review of Employee and Operations Handbooks – Changed annual in April
- Employee Discipline
- Salary Reviews

The Committee also worked with the staff to complete the compliance review of the Employee Handbook and the Operations Handbook for the fourth year.

The Committee continues to meet on a regular basis with the Executive Director and key staff as appropriate. I would like to thank members of the Committee, Andy Daubenspeck, John Creagh, Matt Mckenney and Joan Vogel. Laurie Harding served as an ad hoc member. Cameron Ford also attended on a regular basis

Respectfully Submitted,

John Ferney — *Chair of Personnel Committee*, Headrest Board of Directors



**THANK YOU**  
for your continued support



**Looking forward to  
celebrating our 50th  
anniversary with you!**