



EVERYDAY HEROES



OPEN SKY COMMUNITY SERVICES
ANNUAL REPORT 2019

Message from the President and the Chair of the Board

We are celebrating our first year as Open Sky, and there is much to celebrate. Coming together has brought challenges, but also new opportunities and services which will strengthen our future.

We have key strengths that have positioned us well.

Workforce

Our single greatest asset is the skilled and caring workforce – our everyday heroes – who continue to support individuals in achieving their goals and dreams and living fulfilling lives in the community. We are blessed with 1300 staff members who care, and who make a difference every single day in achieving the mission of Open Sky. In an environment where unemployment is low and jobs abound, we are grateful to the employees who choose Open Sky for their career path.

We are not just focused on ourselves, however. Recognizing that the challenge of recruiting and retaining a skilled workforce in these times is a global issue, we have partnered with peer agencies, colleges and others to develop innovative strategies to help us all. The Career Pipeline Project has been generously funded by Fairlawn Foundation.

Community and Partnerships

Open Sky works in partnership in a number of ways with other organizations and with the community as a whole. Whether seeking opportunities for our individuals to connect to the community, or striving to collaboratively solve community challenges, Open Sky is committed to community engagement and meaningful partnerships.

Innovation

Finally, we are building on the strong legacies of both Alternatives Unlimited and The Bridge of Central Mass by strengthening our core, and pursuing innovative ideas, best practices and opportunities to grow.

We are grateful to all of you for continuing to support Open Sky Community Services. We cannot do this without you.

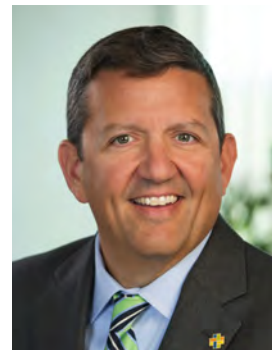
Thank you,

Ken Bates
President and CEO

David Przesiek
Chair of the Board



Ken Bates, President & CEO



David Przesiek, Chair

Our most important priority is the experience of the individuals we serve! Please be sure to read the many stories in the report that demonstrate their successes, and the role our staff often play.



Recruiting & Retaining Caring & Skilled Staff

Innovative strategies
Partnering with peer agencies



Strengthening Our Communities

Partnering with community agencies and organizations



Innovation

Building on the legacies of Alternatives and The Bridge while thinking outside the box

Success and Peer Support Go Hand and Hand

Laura Field and Kaitlin Dimino clearly feel comfortable spending time together

Kaitlin Dimino is a young woman with a lot to be proud of. After years of living in group homes for individuals with mental illness, she was able to move into her own apartment in Southbridge two years ago and is thriving. She has a roommate and a terrific cat named Oreo. Kaitlin's affection for four-legged and fine-feathered companions extends well beyond her beloved feline. In fact, she hopes her life-long interest in animals will soon become a career.

In January, Kaitlin completed her HiSET (high school equivalency) and recently passed an online course to become a Veterinary Assistant. She's now working with a counselor at the Massachusetts Rehabilitation Commission to explore possible job openings in her field. How has Kaitlin accomplished so much? She's had a little "help from her friends" – specifically Laura Field, an Open Sky Certified Peer Specialist and Justin Bieber (more about that later).

Kaitlin knew that passing the Veterinary Assistant course was going to be challenging and that she'd need help studying for the exams. Laura jumped at the chance to work with Kaitlin and together they figured out some pretty non-traditional study methods – like setting some difficult material to the melody of a favorite Bieber song. If Kaitlin's impressive passing score of 94.4% is any indication, perhaps they're on to something.

Why was Laura so enthusiastic about working with Kaitlin? Having met in passing, Laura had always enjoyed chatting with her. As

they got to know each other through Peer Support activities like weekly hikes or movie days, Laura came to realize that having Kaitlin in the van helped make her job easier. Kaitlin's positivity, honesty and willingness to share her own experiences contributed to an environment in which the group members feel comfortable discussing those tough, but important topics.

"As peer support specialists, we serve as role models and encourage other individuals to serve as role models to each other."

Peer Support Specialists, all of whom have had personal experience with the mental health system, have a special role within Open Sky's ACCS (Adult Community Clinical Services) teams and Laura finds the position to be rewarding. She may have gone to college for journalism, but she freely admits to loving her job, enjoying seeing people "come out of their shells and just blossom." As Laura explains, "Peer support is all about creating experiences that individuals served wouldn't otherwise receive in a clinical setting. As peer support specialists, we serve as role models and encourage other individuals to serve as role models to each other." Kaitlin's actions define what being a role model is all about.

Adult Family Care has given the Klenk family peace of mind

When your family includes a child with a disability, the child's 22nd birthday marks a significant milestone. In Massachusetts, that is the age at which he or she is no longer eligible for services through the public schools. Exploring the options and navigating through the process of applying for adult services can seem daunting. But, the Klenk family already had a team on their side when daughter Kristen turned 22.

Kristen has a degenerative condition that affects her sight, hearing and mobility as well as causing diabetes. When she was 18, the family was enrolled in Alternatives' (now Open Sky's) Adult Family Care (AFC), a program that provides financial support and practical assistance to families caring for a qualifying family member at home. The "member" must be MassHealth eligible and need assistance with one or more activities of daily living such as bathing, eating or dressing. Benefits to the family are immediate: a dedicated case manager, in-home nursing services and financial payment to the member's caregiver.

In Kristen's case, as in many others, that caregiver, her mother Jennifer, was already on "the job," meeting Kristen's needs while

balancing the demands of the family's two younger children and holding down a part-time position as a church secretary. In addition to providing payment for the support Jennifer was already providing, AFC offered monthly visits from a nurse and a case manager knowledgeable about available resources. The services provided had an immediate and positive impact for the family.

"AFC has connected us with so much more than I could have found on my own. It has broadened our world."

As Jennifer explains, "AFC has connected us with so much more than I could have found on my own. It has broadened our world. It's wonderful to know that our caseworker is always just a click away." As she handles the day-to-day demands of a busy family and the ever-changing medical challenges Kristen's condition presents, Jennifer is fortunate to have the peace of mind that comes with knowing that Melissa, her AFC nurse, and Maggie, her case manager, are there whenever she needs them.

Jennifer and Kristen enjoying a little gardening on the deck





Oretha (L.) says Carol brings happiness to her home.

Shared Living helped Carol find a home and a community

If you'd met Carol Gustafson three years ago, you might not recognize her today. That Carol weighed more than 400lbs., took more than 20 medications daily, had no permanent address and was in an out of homeless shelters. Today, Carol is delighted by how far she's come and pleased to be coming up on her 3rd Anniversary living with Oretha Tequah, her Shared Living provider.

With Oretha's encouragement, Carol began eating the right kinds of food and controlling portion size. She joined Oretha's church and became active in church activities, enjoying Friday evening services and a host of special activities. She got to know Oretha's family and even joined a Liberian social organization that does good works in the community. She's begun to volunteer with the group at a local Veteran's Home and will soon be one of the chefs charged with preparing meals for the home's residents.

Her changed eating habits combined with increased exercise and activity level have altered more than Carol's appearance. Yes, she's significantly thinner, but more than that she's significantly happier. She's been able to cut the number of daily medications down from twenty to seven. Remarkable.

She's been able to cut the number of daily medications down from twenty to seven.

All of these changes also helped Carol develop confidence – so much so that two months ago she took a huge and exciting step, beginning work in the kitchen of an assisted living facility.

It's hard to reconcile the Carol who looks great, is healthier, proudly working and volunteering, and decorating her home with handmade crafts with the Carol you might have met in a shelter three years ago. It's easy to see why Carol is happy to tell you that she "loves" living with Oretha. But what has the experience been like for Oretha?

Oretha will tell you that Carol brings happiness into her home. Oretha will express the pride she feels for the impact she's made in Carol's life – that living with Carol "makes life worthwhile."

Shared Living for Carol and Oretha is just that – shared interests, shared accomplishments and shared joy.



Safe Homes is a Safe Space

Safe Homes is a unique program in many ways. It's the only Drop-In Center for LGBTQ+ youth and their allies in Greater Worcester. It's also the only Open Sky program to be funded almost entirely through grants and donations. (The program receives a contract through the Department of Public Health). More importantly, it's a place to come for information, education, free counseling, special support services for homeless youth, and a wide range of fun-filled activities and resources. It's a place to be yourself, to be accepted for who you really are and to form friendships. For many, it's a place to access free food through the program's food pantry or an outfit that "fits" from its transgender clothing closet.

Judi Kirk is one of the original founders of Safe Homes, and along with Peter Bacchicchi, who chairs Worcester Pride, is a leader of the Safe Homes Advisory Board. Judi and Peter are also Board Members of Open Sky.

Safe Homes hosts Greater Worcester PFLAG, a support group for parents, families and members of the LGBTQ+ community and provides free community-based trainings on topics that include anti-bullying, safety in schools and diversity awareness. Many of Safe Homes' trainings and outreach programs are conducted by Peer Leaders, young people who receive extensive trainings and certifications and go on to develop, plan and lead activities and provide crucial peer support for Safe Homes youth and the program's community initiatives.

Adolescence is a time in life when peer relationships hold sway in many ways. For LGBTQ+ youth, those peer interactions can be challenging, especially at school. Bullying is an ever present danger and the challenges of being "different" can make young people vulnerable to risky behaviors. But, the Peer Leaders at Safe Homes are the kind of peers that all teens should have: knowledgeable, relatable and supportive. They may be leaders, but as you can clearly see, Safe Home Peer Leaders also recognize the importance of kicking back and having fun.



Shirley Finds New Life Through **ATARP Program**



Shirley has had some challenging times in her life. She lived in an abusive home, and experienced periods of living on the streets under the influence of alcohol and drugs. Six months ago, she was referred to the Open Sky ATARP (Aggressive Treatment and Relapse Prevention Program) while at the respite program at Community HealthLink.

"On the streets, I felt hopeless and useless," says Shirley.

And then she met Taylor Lacroix, Licensed Addictions Counselor and Assistant Director of Drop In and Homeless programs at Open Sky, and Melissa Ingerson, Housing Specialist for Open Sky's ATARP program.

"I call them my 'bad ass team' because they won't take no for an answer and they never give up on me," says Shirley.

"They are good people, working hard for me."

Today, Shirley has an apartment, with the lease in her name. She has engaged in specialized therapy for trauma and is in her words 'doing alright now.'

"Everything I could have expected has happened, and it all started with the help from the team and that apartment," she says.

"If it were not for this program, I would still be on the street. Or I would be dead. I am so grateful for this opportunity to live," she says.

EVERYDAY HEROES

Open Sky's 1300 dedicated staff are committed to improving the lives of the people we serve each and every day. Here are just a few of our "Everyday Heroes."



Krow Fogg

*Peer Outreach Counselor
Safe Homes*

Krow has become the go to person for many Safe Homes youth seeking informal counseling and advice.



Jeanne Breen

*Peer Services Coordinator
Mann Street*

Jeanne is enthusiastic, person-centered and lights up a room with her positivity – great attributes for a Peer Specialist!



Julianne Kimani

*Program Coordinator
Grafton House*

Julianne loves feeling like she's part of something important, like making sure the people she serves have the chance to take advantage of opportunities for community inclusion.



Eric Daniels

*Direct Care
Pleasant Street*

Eric believes that working with a team is like working with family. No wonder other staff and individuals served enjoy having him around.



Tina Gleason

*Overnight Counselor
Baldwinville Road*

Tina used her green-thumb to make sure that the wheelchair accessible garden planter built for the program grew into a wonderful garden.



Jodie Robinson

*Day Program Coordinator
Hyde Park*

Jodie is THAT staff member – the one everybody loves to work with. She's fun, creative and a great cook!



Moses Osagie

*LADC II
North County Team B*

Moses is a wonderful advocate for the individuals he serves, always keeping the steps they've identified toward recovery in the forefront.



Betty Bragdon

*Family Services Coordinator
CAYAS*

Last minute request to "man" the Open Sky table at Leominster's Johnny Appleseed Festival? No problem if the person you're asking is Betty Bragdon.



Dan Klein
*Outreach Counselor
 Behavioral Health Supports
 Justice Involved-Navigator with
 the BH-JI (NorthStar) Program.*

Dan's compassion and exceptional clinical skills have benefited each of the Open Sky programs lucky enough to have him on their staff.



Kelly Aldrich
*Teaching Assistant
 Center for Personal Achievement*

When Kelly realized that an individual's medical condition made it difficult to find socks that fit, she offered to use her sewing skills and work with the individual to make eight pairs that not only fit perfectly but were pretty as well.



Carolyn Leonard
*Housing Coordinator
 North County Team B*

Not only has Carolyn established relationships with local landlords to help individuals secure housing, she helps them build confidence in their ability to live a life worth living in a home of their own.



Rose Copolla
*Residential Counselor
 Harrison Ave*

Rose does a great job keeping individuals engaged by bringing them out into the community. Their favorite place is the local farmer's market, where they shop for healthy ingredients for their meals.



Eric Thompson
*Clubhouse Coordinator
 Crystal House*

Eric helps create a fun learning environment at the Club and members really respond to his energy. He's described as "dependable and flexible to a fault." That's no fault in our book.



Patricia Rae
*Transportation Coordinator
 Transportation*

Patty is always willing to go the extra "mile," including taking trainings on the road to staff locations, which is perfect for someone in the Transportation Department!



Property Services Team
Karl Bergeron, Nicholas Allaire, Roseanna Lamontagne, Ron Hayes, Ken White, Edwin Gomez, Alex Acevedo, Oscar Goris, Leo Saucier

What do the members of the Property Services Team enjoy most? Seeing the smiles when they finish a project for a program and knowing that their work makes the lives of the people we serve a little better.

The Crystal House Clubhouse community is fortunate that “busy fingers, healthy minds” is Michael Cappucci’s motto

Michael Cappucci is a lot of things: father, grandfather, former paper company employee and realtor, recovering alcoholic and long-time active member of Open Sky’s Crystal House clubhouse.

Crystal House is a community dedicated to the rehabilitation of adults recovering from mental illness. The program provides advocacy and support to members who take an active role in the operation of the club. Few members can claim to be more active than Michael, who Program Director Tamela Deveikis describes as being so involved that he’s often mistaken for a member of the staff. Michael facilitates daily unit meetings, participates on the committee that’s working towards achieving Clubhouse International Accreditation for the program and sells coffee, bagels and fruit at the Snack Stop.

He is proud of the progress he had made and is grateful for the opportunity to pay it forward.

Mental illness and problems with alcohol have certainly had an impact on Michael’s life, but he’s proud of the progress he’s made and grateful for the opportunity to pay it forward. After having lived in a group home, Michael was able to move into his own apartment more than 20 years ago. Although it is an ongoing struggle he is currently in recovery from alcoholism and working hard to maintain his sobriety.

Michael’s enthusiasm and ability to contribute have been recognized in many ways. He was selected to attend a Clubhouse training conference in Hawaii, attended a seminar on mental health recovery sponsored by the Shine Initiative and recently joined the Central Community Health Partnership’s Consumer Advisory Board.

On a more personal level, Michael is truly a resource for those at the club who don’t have cars. He’s always ready to transport fellow members to doctors’ appointments or take them grocery shopping. Michael may view these efforts as small, but for those without access to transportation his kindness makes a big difference.

How does Michael do so much? Well, as he often explains, “busy fingers, healthy minds.” It’s an adage he describes as a “one size fits all statement” and one that has helped both Michael and those whose lives he’s touched.



Autism Support Case Manager Sasha Taylor
catching up with Justin Sudyka

Justin earned a degree and left his mark at Quinsigamond Community College

More than 50,000 of individuals diagnosed with autism are turning 22 years old in the coming year, and access to services will become more challenging when they leave school. Open Sky provides Autism support services for these young adults who are aging out of school but who need continued assistance, as well as older individuals who have been unsuccessful in navigating their environment.

Justin left a legacy at QCC; during his time there, he helped found and lead a campus Disabilities Group, which welcomed students with any kind of disability who wanted to make friends and socialize.

At age 23, Justin Sudyka has many dreams for the life ahead of him, but he has just successfully completed a milestone goal: an Associates degree in Business Administration from Quinsigamond Community College. In the five years it took him to complete his degree, Justin worked part-time at a local grocery store, and was part of Open Sky's Autism Support Program, where he connected with Sasha, a staff member who guided Justin in managing his homework assignments and planning his activities.

Justin left a legacy at QCC; during his time there, he helped found and lead a campus Disabilities Group, which welcomed students with any kind of disability who wanted to make friends and socialize. Justin organized events such as going to the movies, traveling to Boston, and going to the APEX Center. Even though Justin graduated this past Spring, the group is continuing, and will be serving the needs of disabled students on campus for years to come.

Now that Justin has graduated from QCC, he continues his support from Open Sky, and employment at the grocery store. Recently, Justin traveled solo by bus to Philadelphia to attend a Red Sox-Phillies game. "I know everyone in Massachusetts is in love with the quirks of Fenway, but I like the newer stadiums," he says. He hopes to travel more in the coming years, as he has a great desire to see the western part of the United States. Justin's advice for others? "Be flexible".

Open Sky's Autism Support Program offers key services for individuals 18 and over diagnosed with Autism: social skills educational/employment supports, peer supports, engagement in social and recreational activities, and treatment for co-occurring mental health and/or substance abuse issues, if needed.

Frank Dubois is just one of the guys, and that's a very good thing

When Tom DiPlacido of DiPlacido Development was looking to add a reliable laborer to his staff, he knew just where to look. As a landlord for a number of Open Sky programs and long-time supporter of the organization, Tom has hired a number of individuals served by Open Sky's Employment Services in the past with good results. This time would prove no different.

Frank Dubois became part of the team last spring. He's charged with washing all of the vehicles, sweeping up the garage and picking up trash at the firm's construction sites. As Frank explains, "wherever they need me I go." Asked how he enjoys the work, he breaks into a big smile and admits he "loves it." Frank's colleagues are equally happy to have him. Co-worker Scott Giannetti is pleased to be working with someone who is "helpful to all and willing to do anything we ask."

Tom uses words like dependable, reliable and conscientious in describing Frank's work ethic. The obvious pride that Frank takes in his work, coupled with a great attitude, have combined to make Frank a "perfect fit" at DiPlacido Development. Frank is enjoying the satisfaction that comes from earning a paycheck while being valued for his contribution to the company. Tom's only regret? That for the moment Frank's transportation issues mean he can only work three days a week. But a five day week may soon be in the cards for Frank. He's working towards getting his own vehicle and with Frank's determination, it's a pretty safe bet he will succeed.

"wherever they need me, I go"

Frank Dubois

Frank Dubois fits right in, flanked by company owner
Tom DiPlacido and co-worker Scott Giannetti



Services and Locations

Behavioral Health Services

Adult Community Clinical Services (ACCS)

Serving adults with mental illness referred by the Department of Mental Health (DMH).

*Worcester County, Northern Worcester County,
Southern Worcester County*

Respite Services

Site-based and mobile programs serving adults with severe and persistent mental health challenges.

Gardner and Southbridge

Crystal House Clubhouse

A community dedicated to the rehabilitation of adults with mental illness.

Gardner

Competitive Integrated Employment Services

Assists people referred by the Massachusetts Rehabilitation Commission (MRC) to find employment.

Worcester, South County, North County

North Star/Behavioral Health Justice Involved

Serving MassHealth members who are incarcerated, or on parole or probation and in need of mental health or addiction services.

Worcester and South County

Outpatient Counseling

The Bridge Counseling Center

Outpatient Behavioral Health Services

Worcester

CAYAS

(Child, Adolescent and Young Adult Services)

Serving youth with serious behavioral health challenges and their families.

Individual and Flexible Family Support

Central Massachusetts

Residential

Northborough, Worcester

Worcester Continuum of Care (Home-Based)

Worcester County

Drop-In Services

Safe Homes

Serving LGBTQ+ Youth ages 14-23.

www.safehomesma.org

Central Massachusetts

ZIA

Access Center for young adults with mental health challenges ages 16-22. Operated at Open Sky and at the KIVA Center.

Worcester

Developmental Disability/Rehab Services

Serving adults with developmental and intellectual disabilities or brain injury who are referred by the Department of Developmental Services (DDS).

Autism Support Services

Serves adults 22 years and older with Autism Spectrum Disorder who are being served by the Department of Developmental Services (DDS).

Worcester and North County

Brain Injury

Serving adults with acquired brain injury who are referred by the Massachusetts Rehabilitation Commission (MRC) or DDS.

Outreach: Worcester and North Central

Residential: Fitchburg, Lunenburg, Gardner

Day Habilitation Services

Serving adults 21 years and older offering socialization, skill teaching and community membership along with a variety of interdisciplinary therapies.

Blackstone Valley, Wrentham, Worcester

Employment Services

Serving adults with varying developmental or intellectual disabilities who participate in a range of paid employment, volunteer, and community-based day supports.

Blackstone Valley and South Norfolk area

Residential Services

Serving adults with developmental disabilities across Massachusetts. *Central Massachusetts, Hyde Park, Metro West, Blackstone Valley, and South Norfolk area.*

Continued on next page

Services and Locations Continued

Developmental Disability/Rehab Services Continued

AFC & Shared Living

Adult Family Care (AFC)

AFC is a program that provides both financial support and practical assistance to families who are caring for a family member at home.

Central Massachusetts

Shared Living

Allows adults with disabilities to become part of a host family, with all of the benefits and responsibilities that sharing a life and a household entail.

Statewide

Care Management & Coordination

Central Community Health Partnership (CCHP)

A partnership of Open Sky Community Services, LUK, Inc., Venture Community Services, AdCare, Elder Services of Worcester and Center for Living and Working. Providing care management and care coordination for MassHealth-insured individuals with behavioral health challenges or intellectual/developmental disabilities.

Central Massachusetts

For more information visit
www.openskycs.org or email info@openskycs.org
or call 508-755-0333

Additional Services

Homeless Outreach Services

Serving homeless individuals and families. Participants may have co-occurring mental health diagnoses or substance use disorders.

ATARP (Aggressive Treatment and Relapse Prevention)

Worcester

Homeless Initiative Program (HIP)

Worcester

SCHAP (South County Homeless Assistance Program)

South County

The Bridge Training Institute

Offers continuing education workshops and personalized consultation services that focus on evidence-based and best practice treatment models.

www.thebridgetraininginstitute.org

Central Massachusetts

Trauma Response Services

Providing psychological first aid for those who have experienced a traumatic event.

Central Massachusetts

ValleyCAST

Fosters a creative community in the Blackstone Valley that is inclusive and supportive of all of its members with and without disabilities.

Blackstone Valley

Our Mission

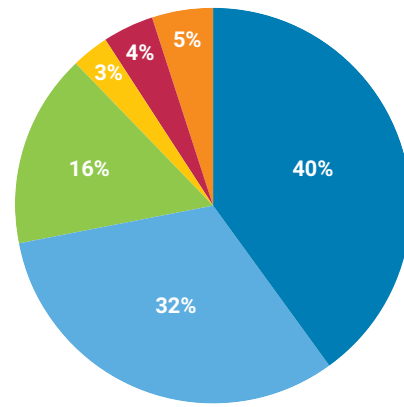
Blending best practices with the power of community, we partner with individuals and families to see beyond and live beyond perceived limitations to pursue fulfilling lives.



Financials

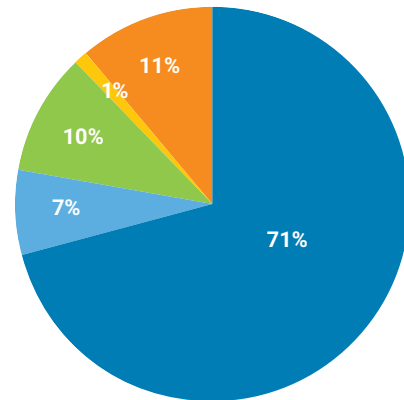
Revenues

Mental Health	40%	30,820,509
Developmental Services	32%	25,125,662
Medicare / Medicaid / MassHealth	16%	12,910,996
Children and Families	3%	2,507,853
Client Fees & Rent Subsidies	4%	2,957,619
Other	5%	4,058,609
Total	100%	\$78,381,248



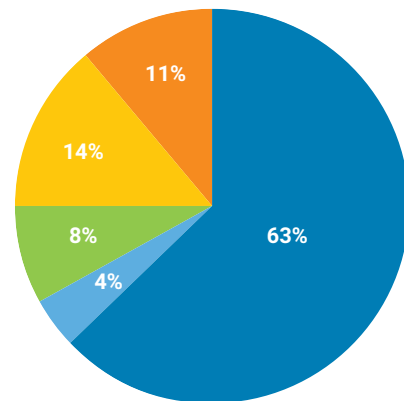
Operating Expenses

Community, Residential & Support Svcs	71%	55,133,884
Vocational & Day Hab Services	7%	5,881,323
Other Program Services	10%	7,553,323
Property	1%	553,242
General & Administrative	11%	8,494,862
Total	100%	\$77,616,634



Expenses by Function

Personnel	63%	49,139,000
Program Support	4%	3,294,035
Occupancy	8%	6,243,125
Direct Program Expenses	14%	10,445,612
General & Administrative	11%	8,494,862
Total	100%	\$77,616,634



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United Way of Central Mass
 Fairlawn Foundation
 Greater Worcester Community Foundation
 EMC ARTS
 The Shop at Whitinsville
 Gertrude S. Ellstrom Family Trust
 Fallon Health
 Four Oaks Corporation
 Reliant Foundation
 Arbor Associates
 MSG Staffing
 Carpenter Foundation

State/ Federal and Public Funders

MA Department of Mental Health
 MA Department of Developmental Services
 Mass Rehab Commission
 MA Dept of Public Health
 Executive Office of Health and Human Svs
 MassHealth
 MA Department of Children and Families
 City of Worcester ESG Program
 Mass Development
 Department of Housing and Urban Development
 Central Mass Housing Alliance



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The Bridge of Central Mass., Inc.
dba Open Sky Community Services*

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