

# The **POWER** of *Partnership*

2020



## *Community Report*

Community Crossroads  
GUIDANCE. SUPPORT. ADVOCACY.





Dennis Powers, CEO  
Community Crossroads

## Strategic Planning

Community Crossroads is committed to developing a Strategic Plan that is updated every three years and practiced daily. In the 2019 calendar year, the Strategic Plan was updated to pinpoint what we are seeing today with families we serve, our staff and Board, and within the community.

Some of the recent trends that have been noticed include:

- A rise in children with complex needs such as autism, behavioral health issues, and issues relating to substance abuse within the child's family.
- Families with parents and/or caretakers who are aging.
- Teens who require more support as they enter adulthood.
- Longtime Community Crossroads staff members reaching retirement age.
- A Board of Directors who are transitioning in terms of their leadership.
- Staffing structures internally that have not kept pace with the growth of those served.
- The arrival of "conflict-free" case management.
- Rates of reimbursements that are sometimes insufficient to meet the needs of families.

As an area agency, Community Crossroads strives to use creative and effective strategies to ensure goals are met. We prioritize the partnerships we have fostered in the community as well as with the individuals and families we serve. Our entire agency from our Board of Directors to our leadership team and staff is committed to these goals to improve the lives of the people we serve.

*Dear Friends of Community Crossroads,*

These past few years have brought tremendous growth opportunities to our agency along with increasing complexity and challenges. Even though we have expanded our mission, no longer can any single nonprofit meet the needs of our increasingly complex society alone.

We have responded to this new reality by building on our 40 year history of partnerships. In the early years, these partnerships included a small number of families of children with developmental disabilities as well as pioneering organizations like SARC and the Kimi Nichols Center.

Fast forward to 2020 and we now partner with over 1,600 individuals of all ages and abilities and their families and rely on 28 direct service provider agencies. In addition, we have unique partnerships with CLM, our community mental health center, and local universities like UNH and Franklin Pierce. The one constant throughout the years has been our public/private partnership with the state of New Hampshire Department of Health and Human Services.

This Community Report will highlight some of these partners but certainly not do justice to the many people who make Community Crossroads what it is today. From our dedicated Board of Directors, Family Support Council, and Self-Advocacy Group through our outstanding employees, everyone is laser focused on our mission and values.

Thank you to our friends in the NH legislature, our many donors and sponsors, and members of our local communities. We hope you enjoy our Community Report and look forward to many more years of serving the citizens of New Hampshire.

With warmest regards,

***Dennis Powers***

Learn more about  
our Board . . .

Visit Colby Dudal's Blog  
posts featured on our  
website.

[www.communitycrossroadsnh.org](http://www.communitycrossroadsnh.org)



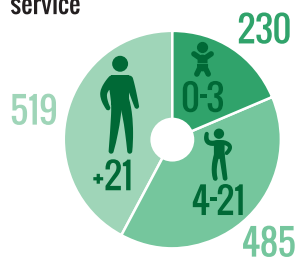
# Community Crossroads

## Bridging Support



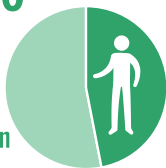
### SERVING

Age breakdown of individuals served through area agency service



**47%**

of staff have served for more than 5 years



average 7% turnover  
(compared to 23% New Hampshire area agency mean)

**40**

Family Council events per year



**90%**

of families/guardians report we make a positive difference

### SUPPORTING

Administrative costs of only

**5%**



Our family support councils provide flexible funds to families for



Camperships



Groceries



Transportation Costs



Recreation



Assistance with Medical Bills



Sponsored Family Support Events



**64**

policy partners graduates

**\$74,874**

in fundraising dollars granted to families in fiscal year 2019



### PARTNERING



consecutive Interagency Collaborative Trainings between **Community Crossroads** and **Center for Life Management**



**28**

contracted partner organizations for area agency service delivery



**40**

trusted community dental providers to care for our individuals

**453**

people attended the 2019 Family Support Conference



### GROWING



**86**

intakes processed in FY2019



**1,000**

individuals served by our **Choices for Independence Waiver** team, since 2012



**40**

Referral Sources for the Representative Payee

**+900**



followers on Facebook



average monthly website visitors in past 12 months



**+130**

are also receiving ongoing oral health services



## Continuum of Collaborative Care

One partnership that has changed the lives of many of the individuals we serve is with the Center for Life Management, the regional mental health center. A portion of those we serve have a dual diagnosis which makes them eligible for services through both agencies. When Jennifer Chisholm, our Director of Clinical Services and Julie Lago, the Center for Life Management's Director of Collaborative Care, started working together, it was clear they had a shared passion for delivering better support and a more well-rounded life for the individuals the agencies share. Together they have built a model known as the Continuum of Collaborative Care that has become highly respected here in our state. The model prioritizes person-centered needs and looks at the unique needs of each person. This is accomplished because both agencies are dedicated to a partnership where they join forces to identify how to maximize therapeutic and service needs in the clinical or community setting while identifying gaps in care and overcoming obstacles. This comprehensive model has been successful in delivering critical wrap-around services.



Julie Lago and Jennifer Chisholm

## Key Concepts of the Model

- Collaborative joint meetings involving entire support team
- Merged service agreement and treatment plan goals
- Open, frequent, and consistent team communication
- “Bookends Model” style therapy involving support team to ensure skill carryover
- Ongoing training and education to support teams and respective agencies
- Intake screening processes at both the area agency and mental health center to ensure all necessary supports are in place
- Client data tracking to enhance service delivery
- Clinically informed service coordination and behavioral supports

## Successes/Outcomes

- Increased participation from the consumer in meetings and services
- Decreased redundancy of services/meetings
- Improved mutual understanding of consumer support needs, diagnoses, and symptoms
- Cohesive service delivery through merged goals, clinically informed behavior plans, and individualized support teams
- Overall increase in service satisfaction
- Increased involvement of what is important to the person, not just for the person
- Increased competency in dual diagnoses and complex needs within the area agency, mental health center, and service providers

Due to the Continuum of Collaborative Care, individuals now have support through both Community Crossroads and the Center for Life Management. Both Jennifer Chisholm and Julie Lago emphasized the importance in this partnership as it allows individuals to have their needs understood and met.

## Model Focus

- Comprehensive
- Patient and family centered
- Coordinated
- Continuous
- Accessible
- Accountable



Julie Lago and Jennifer Chisholm appear together to promote the Collaborative Care program on local television program “Mental Health Matters”

A goal both women have for this model is to increase the capacity of informing and educating. They are accomplishing some of this through the sharing of the Continuum of Care Model beyond our region of NH. They hope to show others in the state that this is a replicable model. They are honest in saying that much of this is common sense but that there are two keys to success. The first is a collaborative relationship and the second is a supportive leadership team on both sides. They emphasized that understanding “*no one person is the same*” is how their model continues to grow and have a greater reach.

## Fundraising Efforts

Throughout the years, Community Crossroads has remained dedicated to supplementing our efforts by fundraising. Our employees work hard with our partners and dedicated volunteers to host several events each year and collect funds that will greatly help the lives of many individuals. The **Fundraising Grant Committee** awards these funds for activities and items that are not covered by Medicaid or insurance. In 2019, we distributed nearly **\$75,000** to provide support to families and individuals. These grants were used to better the lives of individuals in so many ways, including providing music therapy, equipment repair, community/recreational activities, and in so many other ways.



**Silent Auction - Annually in May**



**Kids' Carnival - Annually in February**



**Golf Tournament - Annually in September**



## Your Donations Enrich Lives

*"My son Noah is 2½ years old. Noah was diagnosed with non-verbal autism right after turning 2. Getting a grant through Community Crossroads for music therapy has made a huge difference in my child's life by allowing him to receive a therapy that he loves! Noah connects with music and because of that he is learning! Music therapy helps with social skills, turn taking, imagination skills, sensory mimicking, pointing, learning different body parts, and fine motor skills. I also feel it's very sensory based as well! I see Noah growing from music therapy thanks to the grant we received from Community Crossroads, it has been amazing!"*



Noah Finn



Hailey Waller

*"We applied for and received a grant to repair the van for our daughter. I cannot begin to tell you how grateful we are. We were able to have our van repaired at Reliant Auto over the summer. There is absolutely no way this could have been possible without the fundraising committee. We travel to Children's Hospital Boston constantly. Having a safe and reliable vehicle is a necessity to provide our daughter with all of her needs."*

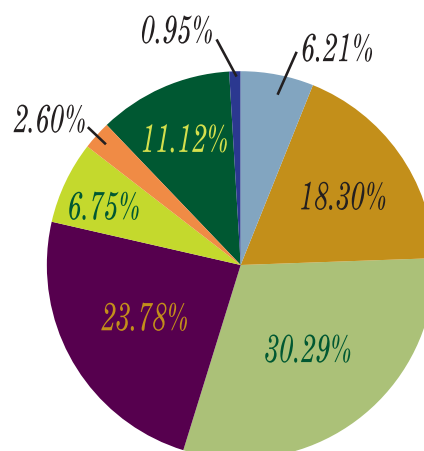
*"Having access to an accessible computer with Bluetooth keyboard will allow Holden to socialize with peers this summer at a virtual Minecraft camp."*



Holden

## Grant Distribution

- Gym/Pool Membership
- Community/Recreation
- Home Repair/Furniture/Clothing
- Therapy
- Camperships
- Education/Conference
- Technology/Adaptive Equipment
- Transportation



## Advocacy

A strong commitment of Community Crossroads is to advocate on behalf of those that we serve, promote responsible policies and ensure both dignity and inclusion in every aspect of one's life. Our Policy Partners program empowers, educates and transforms participants into strong advocates and leaders. Our program began in 2013 and continues to grow each year both in terms of the number of applications submitted and variety of advocacy outcomes.

Throughout its inception, the Policy Partners program has included individuals with disabilities, parents of those with disabilities, those who work in an environment that includes citizens with disabilities and members of the community with a passion for being an advocate.

Policy Partners helps to build a group of skilled and talented leaders who will craft a better future for those who have a disability in not only New Hampshire, but throughout the entire nation.



Year	No. of Mentees
2013-14	10
2014-15	10
2015-16	7
2016-17	9
2017-18	9
2018-19	7
2019-20	12
	64

### Policy Partners teaches:

- The history of activism in New Hampshire
- How to build a trusting and positive relationship with elected representatives in the state
- The ways an individual can share their knowledge and experiences with having a disability
- How to reach a desired outcome by setting and achieving goals



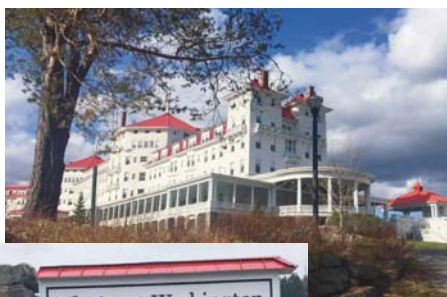
If you are interested in learning more about the Policy Partners program, contact Jennifer Bertrand at [jbertrand@communitycrossroadsnh.org](mailto:jbertrand@communitycrossroadsnh.org)



# Family Support Conference



**NEW HAMPSHIRE**  
**Family Support**  
**Conference**



The Mount Washington Resort, Bretton Woods, NH

The Family Support Conference has brought together families, support professionals, caregivers, friends and human services professionals for over three decades. Throughout this educational weekend at the end of April, attendees participate in educational workshops, share life experiences and gather resources.

Partnerships are crucial when it comes to the success of the Family Support Conference. Due to building strong and trusted relationships throughout the entire state of New Hampshire, our presentations are of the highest quality year after year.

Each year, the conference attracts over 500 families, and includes over 20 workshops for both adults and youth.

## Each year the donations received and funds raised:

- Contribute to the programs offered over the weekend
- Purchase items to be incorporated into our silent auction and raffle items
- Provide scholarships for qualified individuals to attend the conference
- Provide fun and adaptive recreation activities for children of various ages

## Some of the ways the Family Support Conference has grown since 2017 include:

- Recruitment of a variety of representative leaders in the community with direct connections to all families from around the state served by Long Term Supports and Services to serve as the Conference Advisory Team
- Engaged new community partnerships as a way to expand fundraising efforts
- Doubled our social media followers
- Expanded quality workshops for children who attend the conference
- Recruited families from around the state to participate on the Workshop Selection Team, charged to review workshop proposals and select conference workshops for the event



*Despite the fact that the Family Support Conference was unable to take place in 2020, we look forward to seeing you in 2021 for our next gathering.*

## Early Supports & Services

The partnership between Community Crossroads and our families may start at a very early age with our family-centered Early Supports & Services (ESS) program. Early supports are provided for children birth to three years of age, which are important stages in a child's growth and development. The experience and exposure children receive during these early years forms the foundation for their development.

Referrals for eligibility determination can be made by anyone who is concerned about an infant or toddler's development. Our intake coordinator will contact the family to schedule a home visit to review the process and gather information about the child. A formal multi-disciplinary team of at least two disciplines (i.e.: Speech and Language Pathologist; Educator; Occupational Therapist; etc.) will conduct the evaluation. We have had a longstanding partnership with our dedicated providers for many years. Those providers include The Children's Pyramid of Nashua and Easterseals of Salem. The evaluation can be conducted in a home or community setting and will assess the child's overall development. Children are found eligible for services if they are at risk, have an established condition or have a delay of 33% or greater in at least one area of development. If a child is found eligible for services, the team will write an Individual Family Support plan which will outline the goals and how often services will be provided. Through all these partnerships we are all committed to helping families through these early stages of life.



**ESS Coordinator Tammy Dudal  
with some new friends**

## Employment

Community Crossroads supports those we serve to find and maintain employment. We believe that those who wish to be employed should be guided and supported in finding valued roles within their communities.

Partnerships are immensely important when it comes to employment, whether it is the bond with the vendor or the employers. Our vendors help people to develop job skills, become volunteers and maintain employment.

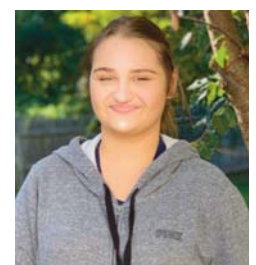
Community Crossroads believes there is a place of employment for anyone. It is about finding the right place to work for each person.



**Corey D.**



**Cory M.**



**Samantha B.**

## Representative Payee Services

Community Crossroads has provided Representative Payee Services to families and individuals we serve for over 20 years. Six years ago, we opened the service up to anyone who could benefit from our assistance. We are currently helping over 300 NH citizens better manage their money, understand the importance of saving, and facilitate bills getting paid on time. Thanks to strong partnerships we consistently receive referrals from a wide range of providers and government entities we have developed strong, trusting partnerships with. This connection allows us to better assist those in need and have trusting conversations.

The primary objective of this program is to ensure people get their most crucial needs met regardless of their income status. Once these essential needs are met, people can live as comfortably as possible within their means.

## Choices for Independence (CFI) Services

In 2012, Community Crossroads made the decision to broaden our mission to support a variety of people to remain in their chosen homes. This was accomplished when Independent Case Management Services began under the *Choices for Independence (CFI) Waiver*. This program serves individuals with chronic long-term health conditions and/or disability. Our CFI Program has grown year-to-year and currently serves approximately 350 people in 7 of the 10 New Hampshire counties. CFI has served close to 1000 people overall since the agency began as a provider of this valuable Medicaid waived service.

### *How does it work?*

- Individuals who qualify for the CFI Waiver may choose Community Crossroads for their case management
- Case Managers are responsible for establishing services, meet regularly with each person and advocate for their medical care needs, and support them in their desire to remain in their homes and out of nursing care facilities
- Typical services may include but are not limited to Personal Care Support; Home Health Aides; Homemakers; Nursing; Meals on Wheels; Adult Medical Day Services; Emergency Alert and Response services



Our CFI program is a partnership with the NH Bureau of Elderly and Adult Services (BEAS); numerous Home Health Agencies; long-term care facilities; adult daycare settings; other case management companies; and, most importantly, the people served and their caregivers.



# Oral Health Program

This program aims to reduce or eliminate the development or progression of oral disease. Under the leadership of our Director of Oral Health Services Angela Boyle, we've developed sound relationships with our community of dental professionals. We work with providers in private practice as well as clinic based settings.

## Main Areas of Focus

1. Access
2. Education
3. Prevention

We implement care coordination, dental case management, and financial triage and analysis to support the needs of each individual who is referred to this program. We work with each person's support team made up of a wide variety of interdisciplinary professionals in order for oral health to be integrated into their overall health and wellness. General dentists are included in the majority of provider utilization and oral surgeon specialists are utilized for non-restorable and emergent needs.



Currently utilizing approximately 40 dental providers in our communities

Serving approximately 140 people in our region

Between 2017-2019, 111 people per year have accessed dental care in private settings



A number of those we serve have received some type of oral health service, education, prevention, care coordination or dental case management. Some individuals receive all of the above. Most services are ongoing throughout the year and require regular monitoring by Angela.



Angela and DJ

## Dedication

Our “Power of Partnership” theme would not be complete without a mention of our frontline support team. They are the compassionate people who provide day-to-day care even in the midst of the current challenges. Their dedication is essential to the people we serve. We honor each and every parent, family member and caregiver. We also recognize the powerful partnerships of our Direct Support Professionals who choose careers that support people of all abilities with dignity, and provide critical community access and inclusion.



*For these reasons, and so many more, we dedicate our 2020 Community Report to all of you.*

## Agency Financials

Community Crossroads has a long history of financial stability and putting every available dollar toward the support of the people we serve. Our Board of Directors takes their fiduciary responsibilities very seriously and their strong family focus has allowed us to use our public and private dollars wisely.

From our fundraising efforts where 100% of donations go directly to the people we serve, to our low general management rate of 5%, we work to be good stewards of the funds entrusted to us.

As with everything we do, our financial stability is based on partnerships with our various funding sources including the NH Department of Health and Human Services as well as our many sponsors and donors. We are also grateful for our contracted provider agency partners who provide high quality, cost effective services which allows us to stretch our dollars even further.

### Financial Highlights by Fiscal Year

	FY 2019 (ending June 30, 2019)	FY 2018 (ending June 30, 2018)
Total Revenue	\$ 29,526,393.00	\$ 27,542,235.00
Total Expenses	\$ 27,818,792.00	\$ 25,643,138.00
Increase in Net Assets	\$ 101,759.00	\$ 310,702.00
General Management Expense	\$ 1,538,332.00	\$ 1,336,910.00
General Management Rate %	5.5%	5.2%

## The Most Essential of Partnerships

Just over 21 years ago, Kelly and Dave Camell welcomed their son Joshua into the world. Born at just 25 weeks old, it took Josh months to grow to be even four pounds. Today, Josh is a joyful young man who enjoys being social with others, participating in Special Olympics sports, and volunteering in the community.

Josh has a diagnosis of cerebral palsy and is legally blind.

The Camell's close and trusting relationship with Community Crossroads has made it possible for the family to remain in their home by providing grants that helped fund an accessible bathroom, an elevator, and a lift chair. These improvements are critical to Josh's well-being and home access, as well his ability to navigate his surrounding with greater independence.

Josh's service coordinator Cathy Wahl assisted the Camell's and Josh during his transition to adult services. Kelly found our guardianship training helpful learning about the process of becoming Josh's legal guardian. With the support of Tom Call, Leah Lynch, Bill Dillon, and many other agency personnel, the transition process was made much smoother.



Josh and mom Kelly sharing a moment

*The Camell's emphasized the bond they have with us by stating we are "only a phone call away...."*

The Camell's emphasized the bond they have with us by stating we are "only a phone call away" and that "as soon as we had a trusted case manager, it made life easier." Dave mentioned that he shows his gratitude by rounding up friends and colleagues to participate each year in the annual Golf Tournament. Kelly and Josh can often be found volunteering at the tournament each year, typically greeting the golfers at the putting contest. The Golf Tournament Committee acknowledges that the Camell family's contributions are critical to the Tournament's success each year.



Volunteering at the Golf Tournament

During the day, Josh is with a Direct Support Professional who supports him full time. The Camell's first became acquainted with Kim Kiersteav while she was working with Josh at Pinkerton Academy. The two of them go out each day in the community and volunteer at a variety of locations. They seek out opportunities and places where Josh can be social and "high-five" people. Josh especially enjoys using Facetime with family and friends. He often Facetimes his grandparents who live in Myrtle Beach while they are running errands or cleaning their home.



Kelly noted many people in Myrtle Beach know Josh and tell his grandparents when they see them to say “hi” to Josh for them. Josh is more social and talkative virtually on Facetime than he is in person. His parents say the reason Josh enjoys the activity is because he can feel as though he has been transported to these other places.

Josh has a long history participating in Challenger Baseball each spring. Community Crossroads has long been a financial supporter for Challenger Baseball through our fundraising grant committee. This activity has brought many families together in their communities, and Kelly credits it with helping Josh and the whole family build lasting connections.

## Fostering a Relationship

Through their relationship with Community Crossroads, the Camell’s learned about Dr. Jim Dickerson’s dental practice, Pediatric Dentistry of Salem. Dr. Dickerson serves on the agency’s Board of Directors and is credited with spearheading our commitment to oral health. Josh enjoys seeing Dr. Dickerson and his staff when he has oral health visits. They are incredibly professional and committed to making dental visits as smooth and comfortable as possible for their patients.



Dr. Jim Dickerson

Josh also has a younger sister Alyssa who he has a close and loving bond with. She helps him when it comes to preparing his food and sometimes acts as his “LNA” on the weekends. Alyssa plays basketball and Josh enjoys cheering her on. At each of her games, he gets a high-five from the entire team.

Josh’s parents attribute the close connection they have to Community Crossroads as a reason they are so comfortable asking any question and reaching out for help at any time. The partnership between the Camell family and our agency relies on communication and trust. We are grateful to provide guidance and support so that Josh can live his best life.



The Camell Family  
Kelly, Josh, Dave, and Alyssa

## Our Mission

Our mission is to provide people in need of long-term supports, either through age or disability, with the information, guidance, support, and advocacy they need to remain in their chosen homes and live full, independent lives.



## Family Support Council (FSC)

The FSC is an advisory board to the agency that helps support, educate and empower families. Comprised of those with a disability or their family members, this volunteer group facilitates a variety of activities.

- Provides funds for over 100 camperships, assists with uncovered medical expenses, supports community activities and urgent needs
- Participates in the agency's Strategic Planning
- Co-sponsors family movie nights with Partners in Health
- Hosts craft fairs, ice cream social, Texas Roadhouse fundraiser and oldies night

Partnerships are important to the Family Support Council as they allow them to host events and trainings which help educate families and raise much needed funds.

## Acquired Brain Disorders

The agency is committed to supporting those with an Acquired Brain Disorder (ABD). We currently support over 50 people under the ABD Medicaid waiver. We offer:

- Service Coordination, help accessing needed services, transportation, residential and day services, etc.
- Hosting for monthly support group meetings for survivors of brain injury, family members and caregivers in cooperation with the Brain Injury Association of New Hampshire (BIANH)
- Advocacy for the rights of those who have an Acquired Brain Disorder

Community Crossroads partners with the BIANH for fundraisers and demonstrations, such as the annual *Walk by the Sea & Picnic*, to help raise awareness of this silent epidemic.

## Partners in Health Program (PIH)

This program works with families of children and youth from birth to age 21 who have a chronic illness. The program is overseen by the Bureau of Family Centered Services and is housed at our agency.

Funds are allocated to families to help meet the needs of the child. Some ways to use funds include payment of fuel bills, recreation, camperships, medical bills and equipment. PIH works in partnership with our Family Support Council to host events such as movies, ice cream socials, parent trainings and other things.

Last December, Partners in Health and Community Crossroads rented out a local Chunky's Theater so those we serve could enjoy the "The Polar Express", complete with popcorn, Santa Clause, and of course, hot chocolate.