



**The  
POWER  
of all of us  
working  
for YOU.**

inspired to make a difference.  
equipped to get it done.

2019 Annual Report

**Eliot** 

## MISSION STATEMENT

**Guided by compassion and respect,  
Eliot's mission is accomplished by —**

- Responding to the needs and diversity of the individuals we serve;
- Providing comprehensive services that are individualized, accessible, educational, and strength-based;
- Delivering high-quality, evidence-based programming;
- Valuing, enriching, and partnering with our staff, our clients, and our communities.

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### Eliot Board of Directors

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Former Senior Manager -  
Human Resources (retired)  
Raytheon

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Former President (retired)  
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Head of North American Private Equity  
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# Eliot

**Since 1958,**

**Eliot Community Human Services has provided community-based services to children, youth, and adults throughout Massachusetts. We are proud to be leaders in social welfare and behavioral healthcare, and caretakers for some of the Commonwealth's most vulnerable residents.**

**Today, using a person-centered, family-driven approach, Eliot believes strongly in partnering with the communities we serve. Our programs collaborate with one another, utilizing expertise within our agency to provide the highest standard of quality and evidence-based services to persons served and their families.**

**We are grateful for the kindness and assistance of those who share our vision and support our efforts, enabling our clinicians, peer mentors, home visitors, homeless outreach workers, and the more than 2,000 Eliot staff members to work tirelessly and unceasingly towards Eliot's enduring goal of making a difference and bringing hope to those we serve.**

Jennifer Miller  
Chief Business Sustainability Officer  
Sappi North America

Terrence L. Parker, Esq.  
Principal and Founder  
Parker Law Offices

Reverend Steve A. Robinson  
Pastor  
Mattapan Baptist Church

Charles V. Senatore  
Senior Advisor  
Devonshire Investors

# Helping the most vulnerable throughout Massachusetts.

## Dear friends,

As we embark on this new decade, we are proud to offer this look into how Eliot has evolved and flourished over the past 20 years. In 2000, Eliot operated 25 programs with a total budget of less than \$20M. Today, our revenue exceeds \$130M and we offer more than 100 services throughout the Commonwealth.

This past year, Eliot served more than 50,000 individuals and families. Through growth, mergers, expertise, and lots of hard work, Eliot has expanded its scope to include people throughout the lifespan and interventions across all social service and behavioral health sectors.

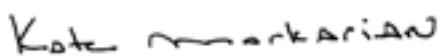
The organization not only adapted its mission and approach but led the way in the behavioral health and care coordination domains, delivering holistic and comprehensive treatment options to our clients. Eliot is known for its versatility, tenacity, and commitment to excellence and, through all of the changes encountered over the past decades, quality care has been the guiding force.

Eliot embraced and pioneered the new paradigm for service delivery. Historically, the system of care was reactive, focused on deficits and built around relationships that disproportionately valued expert input above client voice and choice; treatment was imposed not chosen. We now operate in a framework that puts the person served at the center of all we do, and carefully weaves together interventions and supports that are designed for each individual and family.

By creating a comprehensive plan that anticipates needs and respects wants and wishes, our care practice demands partnering with our clients to build upon their strengths. Relying on teamwork and care coordination, we are further strengthened by our community partners and ready to lead the industry with our vision and capacity to change and excel.

Our commitment to deliver exceptional care to the people we serve remains unwavering. This is possible only through the dedication and competence of our workforce. Eliot's strength and leadership in the behavioral health arena rests with our employees. We are proud of and eternally grateful to the people who represent Eliot across Massachusetts.

It is with pride that we issue our fiscal year 2019 Annual Report. Eliot enters this next decade still fueled by the inspiration to make a difference, and more than ever, equipped to get the job done.



Kate Markarian  
President and CEO



Barry Collamore  
Chair  
Board of Directors

## Behavioral Health Community Partner

In 2018, Massachusetts implemented a new system of care to support MassHealth members with complex care needs. By leveraging the expertise and capabilities of existing community-based organizations serving populations with medical, behavioral, mental health, and substance use challenges, members receive help to navigate the Commonwealth's complex healthcare system and access the care they need.

Eliot is proud to have been selected as a Behavioral Health Community Partner (BHCP) and in July 2018, launched its BHCP program, which currently serves more than 1,450 individuals as they strive to reach goals for improved health and overall wellness.

Eliot's strong partnerships with eleven Accountable Care Organizations (ACOs) and Managed Care Organizations (MCOs) ensure the ability to improve member outcomes while reducing high medical costs. This is accomplished by providing access to a continuum of care and coordinating with all care providers such as primary care physicians (PCP), psychiatry, and other health system providers. Eliot's nurses, clinical leaders, and care managers offer support during transitions of care following stays in hospital or rehabilitation settings as well as emergency department visits.

In addition, Eliot's BHCP program assists members with resources for housing, food insecurity, training, wellness, and job supports, and provides assistance to maintain MassHealth benefits and access, as appropriate, to other state agency resources.

Since its launch, Eliot has had more than 5,000 referrals for services and anticipates the program will expand over the coming years.

*Chris, right, with Amy, her Peer Support Specialist.*



## ADULTS SERVED

### 3,104

#### Adult Behavioral Health

- Adult Clinical Community Services (ACCS)
- Program for Assertive Community Treatment (PACT)
- Clubhouse Programs
- Adult Day Treatment
- Respite Programs

### 3,759

#### Care Coordination

- Behavioral Health Community Partner (BHCP)

### 12,877

#### Counseling and Psychiatry Services

- Behavioral Health Clinics
- Emergency Services
- Community Crisis Stabilization
- Addiction and Substance Use Recovery
- Intimate Partner Abuse Education

### 171

#### Developmental Disability Services

- Day Services
- Residential Homes
- Independent Supports

### 25

#### Brain Injury Programming

- Day Services
- Residential Homes
- Independent Supports

### 1,780

#### Homeless Services

- Project for Assistance in Transition from Homelessness (PATH)
- Community Support Program for People Experiencing Chronic Homelessness (CSPECH)
- Safe Haven Shelter for Women
- Tenancy Preservation Program

Chris, a member of Eliot's BHCP, grew up on Massachusetts' North Shore, one of seven children in an emotionally and physically abusive home. Her first hospitalization occurred at age 13 and from then on she bounced between residential programs and hospitals, feeling "lost, confused and so alone." Dealing with diagnoses that included Post Traumatic Stress Disorder (PTSD), anxiety, and depression, Chris used self-harm and alcohol to cope with the emotional pain she endured every day.

The turning point came for Chris when she let her wall down and began to accept help. During an inpatient stay, she was referred to Eliot for individual therapy. Through the Adult Community Clinical Services (ACCS), Chris worked with several of Eliot's multi-disciplinary teams, including psychiatrists, social workers, mental health counselors, and other professionals, for a full range of clinical and support services, resulting in a comprehensive collaborative approach to her treatment.

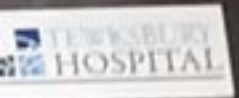
"Working with Eliot has helped me. They've encouraged me to get more help when needed and praised me when I was able to get through difficult times without resorting to old, unhealthy coping skills."

Today Chris says, "I am living the life I was meant to live." She has her own apartment and is employed as a Peer Facilitator at a program for people in recovery from mental health and/or substance abuse issues. Chris's supervisor reports "She is fantastic and I would like to have 8 more employees just like Chris."

## A BHCP Member's Story

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"I wouldn't have come this far without all the support I've gotten over the years but recently my Peer Support Specialist has been an outstanding support to me. She has been there for me through thick and thin and has been a huge help in boosting my self-esteem."





## A Child's Story

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At age 14, Sam, born Lisa, came out as transgendered and begged to begin the medical steps necessary to transition. While his family tried to be supportive, they didn't know how to respond and help him manage the bullying and stigma he was suffering. Depression, anxiety, and talk of suicide resulted in Sam being hospitalized for a second time. He had stopped going to school,

and became difficult to manage at home, striking out at his sister and parents. He rarely left the house. When Sam started injuring himself, his parents knew they could no longer keep him safe, and were desperate to find help for their son.

Sam was referred to Eliot's Children, Youth and Family Center. Services were convened and

coordinated with his new Intensive Care Coordinator. New and more effective medications were prescribed. Sam began attending therapy regularly. When Sam and his family became involved with Eliot's Community Service Agency (CSA), the family met with a therapist who came to the home weekly through Eliot's In-Home Therapy Program. The therapist helped the family understand

In all services, children and caregivers play a strong and active role in determining treatment and support options that highlight the family's strengths.

## Children, Youth and Families: CBHI

Massachusetts' Children's Behavioral Health Initiative (CBHI) began as an interagency initiative to assist children and youth, enrolled in MassHealth, with serious mental health challenges.

In response, Eliot's Children, Youth and Family Services division implemented its first Community Service Agency (CSA) to provide programs that include:

- Intensive Care Coordination
- Family Support and Training
- In-Home Therapy
- Mobile Crisis Intervention
- Therapeutic Mentoring
- Outpatient Therapy
- Psychiatry

Eliot's Children, Youth and Family Services are based on the following principles:

The Wraparound Approach provides the most effective outcomes for children and their families.

Individualized and Strength-Based Plans are essential and focus on the unique assets and needs of each child and his/her/their family.

Parents and caregivers are the experts on their children and participate fully in all aspects of planning for the care of their child.

Culturally Competent Programming is an essential element of effective treatment, thus Eliot's approach is sensitive to a family's particular ethnic and religious background and values.

**Sam's transition and developed strategies for school attendance. A Family Partner worked with Sam's mom to assist her in creating a structure and routine that would make going to school easier. His caseworker from Eliot's CSA helped him enroll in the Gay Straight Alliance Club at school, where he made friends and found support. Sam and his family were connected with Boston GLASS, to give Sam a social network and increase his family's understanding of the struggles endured in the LGBTQ+ community.**

**Today, Sam goes to school early every day and excels academically as he explores college courses for next year. He is a leader in the Gay Straight Alliance Club at school and has created his own YouTube channel to mentor young people struggling with gender identity. Sam says, "I am proud of who I am." He never dreamed he'd be looking forward to a future as a transgender young man.**

## CHILDREN, YOUTH & FAMILIES SERVED

### 5,540

#### Caregiving and Pregnancy Support

- Early Intervention
- Family Resource Center
- Foster and Adoption Services
- Healthy Families™
- Parent Education and Social Support

### 1,954

#### Children, Youth, and Families Behavioral Health

- Family Support and Training (FST)
- In-Home Therapy (IHT)
- Intensive Care Coordination
- Mental Health Consultation
- Mobile Crisis Intervention
- Outpatient Therapy
- Therapeutic Mentoring
- Survivor Services

### 663

#### Residential Programs

- Juvenile Justice Residences
- STARR and Group Homes

### 6,000

#### Suicide Prevention

- The NAN Project

### 12,400

#### Foster Care Services\*

\* Foster Care Services: Client service hours

For more information on Eliot's Children, Youth and Family Services, please email [cyf@eliotchs.org](mailto:cyf@eliotchs.org).



Suicide Prevention:

The NAN Project was created in 2015, in memory of a young woman who took her life at age 24. The goal of the organization is suicide prevention and raising awareness of mental health challenges faced by young people. Working with communities and schools, The NAN Project employs a peer-to-peer model to create and share information and supports that allow young people to ask for help and to reach out to one another for support. The NAN Project delivers a message of hope to those who are struggling and a path to healing for those who are grieving.

**FOR MORE INFORMATION**

Please visit our website at [www.thenanproject.org](http://www.thenanproject.org) or contact: Jake Cavanaugh, Executive Director at 978-810-1455 or [jcavanaugh@thenanproject.org](mailto:jcavanaugh@thenanproject.org).

## A Young Woman's Story

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**Ziona is a Peer Mentor with The NAN Project who strives to promote hope and change for people with or without a mental health diagnosis. Growing up, Ziona felt out of place and couldn't understand why. Around 6th grade, she began to miss school for what she thought were severe allergies.**

**Looking back, there was always the feeling of a dark cloud over her head. At age eleven, Ziona was diagnosed with insomnia. She began experimenting with drugs, thinking drugs would 'fix' her...or kill her.**

**The insomnia impacted her life tremendously. She couldn't fall asleep or stay asleep. She struggled to get up in the morning, making it difficult to attend school. Her lack of sleep caused her to begin having suicidal thoughts.**

**During her sophomore year in high school, Ziona struggled with trauma from an experience when she was lured into an abandoned building by a group of boys who tried to sexually assault her. While she was able to call 911 and get help, the incident would lead to flashbacks and post-traumatic stress.**

**After multiple suicide attempts, Ziona sought help. She told a school counselor that she didn't want to live anymore.**

**She admits that telling someone about her thoughts and feelings was scary, not knowing what to expect, and she worried about what other students would think. However, once she disclosed her struggle Ziona felt relieved.**

**Over the next several years, Ziona spent more days in hospitals than in school. At first, she was in denial about having mental health issues. Finding the right treatment was a daily battle.**

**A turning point in her recovery was writing her first book and performing poetry at open mics. Writing helped her through the hardest times in her recovery.**

**She found the most support from her peer community, meeting people living with a mental health diagnosis who had overcome life's worst trials. With this support and that of family and friends, Ziona felt free to be herself and wanted to share her story with other youth. She understood that young people with mental health challenges struggle to feel accepted, forced to hide their diagnosis, and sometimes talents, because of the stigma.**

**In 2017, Ziona joined The NAN Project as a Peer Mentor, working to help young people gain confidence and seek help when needed. In her words, "the bravest thing you can ever do is ask for help."**



## Stronger Together



In 2016, Eliot Community Human Services and the Massachusetts Society for the Prevention of Cruelty to Children (MSPCC) joined forces to create a comprehensive system of care to better address the needs of children and families struggling with mental health issues, domestic and community violence, abuse and neglect, and poverty.

As we enter our fourth year, we remain focused on creating a meaningful partnership driven by both agencies' commitment to making a real difference in the lives of children and families. The changing landscape in healthcare and child welfare demands that nonprofit organizations collaborate and strategize to maximize and sustain the impact of state and charitable funding. Combining these two agencies capitalizes on our individual strengths and provides economies of scale to create a solid platform for growth. **Together, Eliot and MSPCC form a strong, leading agency with the experience, depth of resources, and financial strength to respond to the rapidly changing behavioral health and social service sectors.**

In taking this strategic step, the Eliot and MSPCC Boards of Directors recognized that the two agencies share a deep commitment to a community-based system of care that supports and promotes the well-being of children and adults. Eliot has a strong track record of working with state and community leaders to address the needs of the state's most vulnerable citizens. For more than 140 years, MSPCC has not only provided services for children and families, but has been at the forefront of social change, playing a major role in defining and shaping child welfare policy in both the Commonwealth and the nation.

**Integration of services and staff is complete.** MSPCC's prevention and clinical services joined Eliot's Children, Youth and Families Division, maintaining its brand, name, and continuing to build upon its well-earned reputation. The combined agencies offer children and families a comprehensive array of services, including young parent home visiting programs, behavioral health services, residential services, and foster and adoption support services. Recognizing its legacy as a voice for children, MSPCC continues its advocacy for policies, services, and funding to meet the needs of children and families.

## FOR MORE INFORMATION

Please visit our website at [www.mspcc.org](http://www.mspcc.org) or contact: Mary McGeown, Executive Director at 617-587-1511 or [mmcgeown@mspcc.org](mailto:mmcgeown@mspcc.org).



**The combined agencies offer children and families a comprehensive array of services, including young parent home visiting programs, behavioral health services, residential services, and foster and adoption support services.**

# Eliot Financial Statement

## ASSETS

Total Current Assets	\$30,732,851
Net Property and Equipment	11,641,046
Investments	16,327,987
Irrevocable Trusts	3,418,055
Other Assets	11,935,405
<b>Total Assets</b>	<b>\$74,055,344</b>

## LIABILITIES AND NET ASSETS

Total Current Liabilities	\$11,933,897
Long Term Debt and Obligations	16,275,108
Net Assets	57,780,236
<b>Total Liabilities and Net Assets</b>	<b>\$74,055,344</b>

## OPERATIONS

Operating Revenue	\$133,506,787
Operating Expenses	\$131,858,683
Operating Surplus	\$1,648,104

## WHERE ELIOT FUNDS COME FROM

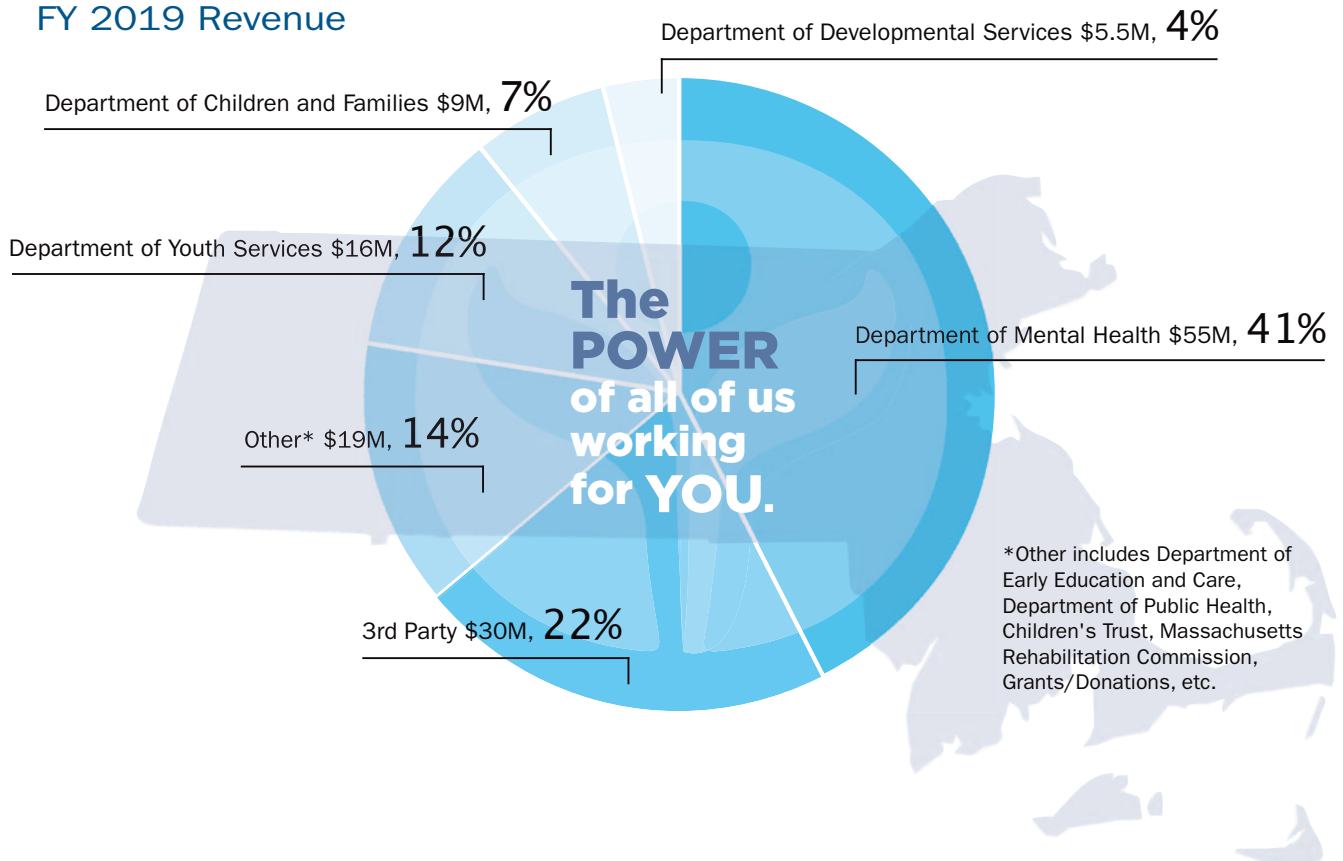
Contracts & Grants	73%
Net Patient Service Revenue	23%
Residential Client Fees	2%
Contributions	2%
<b>Total</b>	<b>\$133,506,787</b>

## WHERE ELIOT'S FUNDS GO

Program Services	89%
Administration	11%
Fundraising	<.5%
<b>Total</b>	<b>\$131,858,683</b>

For complete audited financial statements, please contact Wendy Parker, Chief Financial Officer, at [wparker@eliotchs.org](mailto:wparker@eliotchs.org).

## FY 2019 Revenue



**Eliot provides community-based services to more than 50,000 individuals and families throughout Massachusetts each year, delivering state of the art, evidence-based programming since 1958.**



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