



ANNUAL REPORT

2020



WCI'S mission is to empower and support Individuals with intellectual and developmental disabilities to achieve rich and meaningful lives at home, at work and in their communities.

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Message From The Chief Executive Officer



HOW THE PANDEMIC HAS CHALLENGED WCI

This year has been one of change, the unknown and nothing that we have ever dealt with before. The Coronavirus pandemic, which began in mid-March, 2020, turned everyone's world, and the world of our staff and those that we support, upside down.

WCI began the pandemic closing its Day programs on March 17, 2020. Many of the people that we supported in our Day programs lived in our Residential homes. They were now forced to live at home 24 hours/day, 7 days a week to be safe. Our goal was to keep people safe and healthy to the best of our ability. We learned about wearing masks and the use of PPE, 6-foot distancing, cleaning and disinfecting high touch items, to clean and disinfect before and after use of any space, and most importantly washing our hands frequently, not to touch our face and to use Purell as much as possible. We instituted Screening Checklists at our Main Office, all of our homes and the Day Programs to identify someone with a fever and other symptoms, anyone who may have traveled outside the country or state in order to ensure we were all safe and healthy to be around other people, if necessary. If someone had symptoms and was sick, they needed to stay home and not come to work for a 14-day quarantine period or until they received a negative COVID test. We learned about isolation, if one of the Individuals tested positive, and the use of additional PPE, KN95 masks, gowns, gloves, disinfecting, etc.

At the same time, we developed new activities while everyone was remaining at home. Our Day program Supervisors and Art Coordinator created various craft and art activities for all of the Individuals in the homes prior to the Day Program Reopening in August. Technology allowed people to have remote connections with their Day Programs, family and friends.

Cases of COVID 19 – March to June, 2020

From Mid-March to June, 2020, WCI had 10 homes that had staff and/or individuals with COVID-19; however, most of our Individuals had mild symptoms or none at all during the first 3 ½ months. Several individuals went home to live with their parents for a period of time. However, unfortunately, we had two deaths. One man had been with WCI for so many years, had underlying conditions, but was residing in a respite situation at the time given his need for an accessible home. He had been with WCI for 28 years, was extremely independent, lived in his own apartment, drove a car, held several competitive jobs and enjoyed his life and his friends. Another man came to us from a Nursing Home in April and passed away within a very short time. These two deaths were extremely difficult at the beginning of the pandemic for our staff, the Individuals that we support and their family members. We definitely miss both of them. We made it successfully through the summer without any positive staff or Individuals.

In September, we began to see some additional positive cases, two of whom had COVID-19 earlier in the pandemic, but tested positive again after being admitted to a hospital due to other medical conditions. They had mild or no symptoms and went through their quarantine period. In October and November, we saw a surge of cases in 5, 24 Hour homes. One home had all staff and Individuals test positive, while others had 1 or 2 staff and 1 or 2 Individuals testing positive.

Unfortunately, one woman, at age 80, who had been with WCI for 20 years, passed away along with one of our long time Direct Support Staff, who had been working at WCI at our Common Street Community Employment program and one of our 24 Hour homes at Lincoln Street for 16 years and passed away at age 35. This was extremely sad for all staff and individuals who knew them, working so closely with them for many years. They were such a special part of the WCI family.

Dedicated DSPs

We had extremely dedicated, hard-working, committed direct support staff who did unprecedented tasks and worked unimaginable hours during the pandemic. Some of our staff worked 24 hours a day, 7 days a week for 14 days during a quarantine period. Our Funding Sources, DDS and MCB, provided additional funding from Mid-March through June 30, 2020 in order to be able to pay our staff a general incentive bonus and an additional incentive bonus for working in COVID – 19 positive homes. Funding also provided us with PPE and Cleaning/Disinfecting services and supplies through June 30, 2020.

Day Program Opening

During the summer, as we had no new cases and began to realize that the pandemic might be close to over, WCI and other agencies opened their Day programs. About one-third of the Individuals returned to WCI Day Programs on August 17th, 2020. All of the individuals were so excited to be back and be able to see their friends.

However, in September and especially October and November, WCI saw a rise in the number of cases and homes affected by the virus. When two Individuals tested positive, and attended the Day Program, we actually had to quarantine and close the Day Habilitation program for a two week period. However, no one else tested positive at the Day program.



Message From The Chief Executive Officer cont.

Family Visitation

In the Summer, outdoor visitation began as long as we instituted a Screening process, implemented 6 - foot distancing and had everyone wear masks. This worked out well for many family members. Eventually, family members could take their family members home for a day or the weekend with conditions. Once the cases rose again in late September, October and then especially November, testing became extremely important. Before the individual left for a Thanksgiving visit, they had to be tested and have a negative test result in order to visit their family on the holiday. Then, the family needed to test the person, receiving a negative result, before they returned to their home from the Thanksgiving holiday. We strongly encouraged small family gatherings to prevent potential infection. Of course, the individuals could not have visitors or leave their home if the home was identified as COVID-19 positive. This was extremely difficult for family members and individuals, but it had to be enforced, unless a family member took the individual home for a 2 week quarantine and returned with a negative test. All families were extremely understanding of these guidelines and standards that had to be established.

Testing

In August and September, we began testing our staff given State guidelines on an every, two-week basis. Then, it changed to ½ of our staff being tested every two weeks on a rotating basis as long as we were in a low transmission area (by County) under 5% in 100,000. All of this placed an undue burden on our Administrative, Nursing, Supervisors and Direct Support Staff. We believe that we are in another surge at this time. However, we all are waiting for the much awaited Vaccine which we are hoping will be available soon by the end of 2020 or early 2021.

We want to thank all of our staff for enduring tremendous hardship and continuing to be committed to the Individuals that we support, as they could not continue on without you being there for them. We as an organization could not go on without you as well. So thank you for all that you have done during this unprecedented time.

PPE LOAN

WCI received a PPP Loan on May 6, 2020, initially available for an 8 - week time period, however, it was extended to October, 2020. WCI used these funds to assist us to keep staff on our payroll without laying anyone off. It paid for Salaries, Bonuses, Overtime, Benefits and other expenses. It allowed us to keep operating, providing us with cash flow to pay all of our bills as well without having to use our Line of Credit, which costs us money. Given that our Day programs closed and Individuals were home 24 hours, 7 days a week, WCI could not stay afloat without this PPP Loan. Funding received by the state did not come to us quickly enough to cover all of the new FY'20 expenses.



MEDICAID RELIEF FUND

WCI applied and received funds from the Federal CARES Act in August, 2020. These funds are assisting us in keeping our Day Program open given we cannot operate and cover all of the expenses this fiscal year. We are only able to keep about 35% of the program open. WCI is covering all of the fixed costs and staffing required to run the program. WCI typically has over 100 participants in its four programs, Social Skills/CBDS; Deaf Employment/Day Supports, Community Employment and Life Skills Day Habilitation Program.

SURVEY AND CERTIFICATION

In January, 2020, WCI underwent its DDS Survey & Certification process. It resulted in a 60 Day Follow up Survey regarding about 10 items in Residential Supports, most of which were primarily meeting timelines, hot water temperatures and items to be included in the ISP, along with a few others. Employment had 6 items that needed review which also resulted in a positive outcome, meeting all of the identified items. Everyone should realize that there are hundreds of items that must be implemented. We began working on the identified items immediately, preparing for a March 30th review. However, in Mid-March, the pandemic began and the 60 Day Follow up Survey was cancelled. However, in early August, it was rescheduled. WCI had a positive result and met all of the 10 standards in Residential Supports and 6 standards in Employment/Day Supports. The final result was that WCI has a Two Year Survey and Certification, which is the highest standard possible. Congratulations to all of our Supervisors, Nursing, Clinical Team and Quality Coordinator for all of their hard work to have an extremely positive outcome, while managing through the pandemic.



Message From The Chief Executive Officer cont.

OPENING A NEW ABI HOME IN MAYNARD

We began FY'2020, with a great deal on our plate. WCI decided to begin supporting individuals with Acquired Brain Injury. We found a property in 2017, but weren't sure we wanted to move forward in this direction as an organization. However, in 2019, the Board of Directors and our Executive Leadership Team decided to go forward with this effort. WCI had been supporting individuals with Acquired Brain Injury over the past 25 years. We had supported throughout the years about 7 Individuals in our service network with acquired brain injury and significant medical and behavioral challenges. WCI has a Nursing and Clinical Team that has been established within the organization for many years. The home that was thought to be a great spot was in Maynard, just outside the center of town and would allow the men to be close to and be a part of their community.

In addition, we knew that DDS still had many people who were interested in moving into Residential Services, who had been living in Nursing Homes. As a result of the Hutchinson Lawsuit, there were many people who had the desire to live in the community.

Therefore, WCI entered into an Agreement with the Corporation for Independent Living (CIL) to purchase and renovate the property in Maynard into a fully accessible home. CIL is a non-profit organization that serves communities through its unique capability in real estate development, construction, finance and property reclamation. It took CIL a little over a year for the property to be occupied, given the process was slowed down due to the pandemic. Materials were harder to acquire and several items took much longer than expected to arrive. In addition, the town was working by appointment only at the start of the pandemic.

The home has two ramps to grade, 5 fully accessible bedrooms (3 of which require bed evacuations), two accessible bathrooms, a large great room, kitchen dining room, laundry and Nursing/Medication room on the first floor. It also has a staff office, training room, bathroom and an additional laundry on the second floor. WCI began transitioning 5 men with significant medical and psychiatric needs into the new home in early 2020. However, it made it extremely difficult to do a proper transition when visits were not In-person. Some visits couldn't occur for months, given all 5 men were transitioning from Nursing Homes.

There were obstacles that slowed the process down, but the home finally received its Certificate of Occupancy on August 10, 2020. WCI began paying the lease on the home to CIL and entered into a contract with the DDS Northeast Region to provide supports to the 5 men. There was a staggered start for the men moving into their new home, but four moved in during the first week and one moved in by the end of September. It was initially a challenge, but the men and staff are settling in nicely. One of the men was asked how he felt about his new home and the staff that supported him. He said, "It's my dream home." The home just went through its Pre-Survey with DDS' Quality Enhancement and did very well.

NEW WCI MAIN OFFICE

At the same time, WCI was notified that its lease on its Main Office at 135 Beaver Street, ending in March, 2020 would not be renewed after 25 years. However, we were able to extend the lease for another six months, to September 30, 2020. We toured 5 potential sites, and settled on a Hobbs Brook site in Waltham. We initially were moving to 245 Winter Street, but due to changes in the use of the building, we were offered another site in one of their alternative properties, 610 Lincoln Street in Waltham. We extended our lease on Beaver Street until October 31st, while Hobbs Brook negotiated a temporary, "swing space" at 265 Winter Street for us through January 1, 2021, while they renovated the space on Lincoln Street. We have settled in at 265 Winter St temporarily and are excited about moving into our final destination at 610 Lincoln Street in January, 2021.

DSP RECOGNITION WEEK

Once again, we celebrated DSP Recognition Week at WCI, but in a different way, due to the pandemic. Every year I request the Governor, Charlie Baker, and our two Senators in Congress to proclaim the 2nd week of September, DSP Recognition Week, which they did once again. We weren't able to hold barbecues and large gatherings at our homes and Employment and Day Programs this year. Instead, the Executive Leadership Team distributed gift cards and thoughtful notes to all of our staff letting them know we appreciated all of their hard work and commitment to the individuals that they support, especially during the pandemic.

Nancy Silver Hargreaves, President & CEO

“Our Staff 2020”



As a human services agency, WCI is only as good as its employees and we have more than 300. Our workforce is uniquely diverse, coming from an assortment of home countries that include the United States, Nigeria, Uganda, Haiti, the United Kingdom, Cameroon, Liberia, Tanzania, the Ivory Coast, Moldova, Bangladesh and many more. In addition to English and American Sign Language, many of our employees are fluent in French, Haitian Creole, Spanish, Swahili.

WCI employees proudly make a difference in the lives of the people we support. We actively promote self-determination and self-advocacy. We support people through the many stages of their lives. We celebrate when there are successes, respond to crises, compassionately support people when ill, and memorialize those who have passed away. The Individuals we support are an integral part of our lives just as we are in their lives. For more information, contact Pam Laventure.

Professional Development



WCI also supports employees in their pursuit of professional development and encourages all employees to be life-long learners. WCI provides continuing education grants and tuition vouchers for many employees as they further their education. Other employees attend classes to develop and enhance their ASL skills. WCI has sponsored several employees in the Department of Developmental Services (DDS) Direct Support Certificate program as well as the Provider Council's Human Services Management Certificate program. WCI continues to support its employees with a generous benefits package, on-the-job training (including the trademarked HOTSS/DOTSS system) and opportunities for internal promotion.

For more information, contact Pam Laventure, VP of Human Resources at plaventure@wearewci.org.

Committed To Our Individuals

We celebrate our diversity as a group of nearly 200 people with a wide range of individual skills, strengths and challenges. At WCI we are respected and valued for our uniqueness, ideas, dreams, and goals. WCI staff support us to live and work within the communities of our choice, Waltham, Belmont, Watertown, Newton and Maynard with independence and dignity.

WCI staff help us to achieve success by providing us with quality services, and seeking to improve accessibility, accountability, and coordination of these services among professionals, care-givers and across agencies. Staff support us to live as independently as possible on a daily basis. They listen to us, talk to us and read our behavior. They are our eyes and ears for some of us. They are our family, teacher and coaches. These supports range from day to day assistance with reading, cooking, and budgeting to hands-on daily personal care needs. We participate regularly in selecting our goals and evaluating our progress. Specialized services are here for our growth so we might become more skillful in communication, relationships and self-discipline.

Maintaining relationships with those people in our lives who are important to us is just another way WCI staff help us navigate through social systems: groups, organizations, community and society. They help us to cultivate new friendships and get involved in community activities. Many of us go on vacations together, attend adult education classes, sports activities, and participate in cultural events, spiritual services and a variety of other community events. Our lives reflect our preferences, values, desires, lifestyle and goals.

WE ARE WCI!



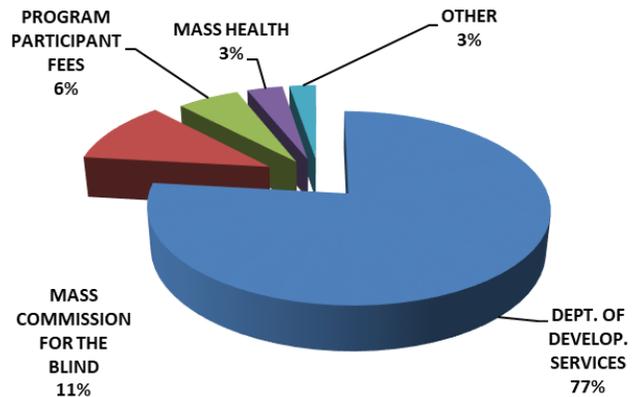
Financial Summary

Year Ending June 30th, 2020

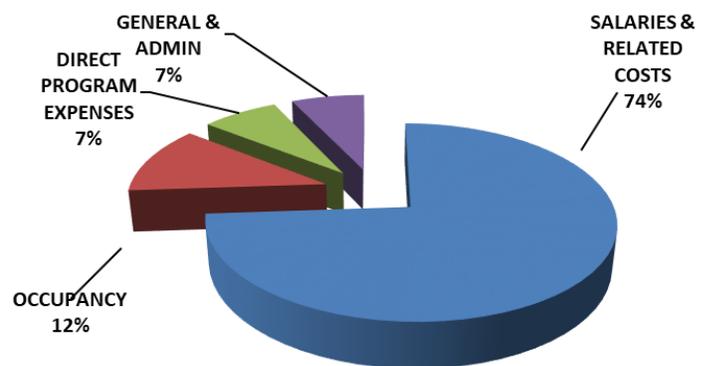
WCI ended fiscal year 2020 with a Surplus of \$147,456. Revenue grew by 4.8% mainly due to enhanced revenue from DDS and MCB to support additional costs associated with the pandemic. The FY2021 Revenue and Expenses are expected to grow 7% in FY2021 as WCI launched its first ABI Home coupled with anticipated rate increases in Residential Programs.

The Commonwealth of Massachusetts continues to be the major funder of WCI's programs, which include the Department of Developmental Services (DDS) \$15,365,135; Massachusetts Commission for the Blind (MCB) \$2,222,361; Program Participant Fees \$1,206,682; Mass Health \$694,189 and All Other Income \$519,632.

Revenue – FY2020 \$20,007,999



Expenses – FY2020 \$19,860,543



FY'20 Executive Management Team



Anna Cole

Chief Financial Officer



Pam Laventure

Vice President of Human Resources



Nancy Silver Hargreaves

President & CEO



Joseph Donati

Vice President of Operations



Anne Ndunda

Finance Director

Board of Directors

FY'2020



WCI's Board of Directors is an active group of eleven (11) Board Members. They meet about five (5) times a year and also now have five running Committees and Sub-Committees. Some committees are Ad-Hoc and meet for a period of time and may start up again, such as Strategic Direction, Human Resources, Mission in Action Grants, Governance and others. Currently, the Board has an Executive Committee, Finance Committee, Development Committee, Property and Real Estate and Nominations Committee. We are seeking new members in the area of Finance, Real Estate, Technology, and Public Relations. If you know of someone who would like to serve, please contact Nancy Silver Hargreaves, President & CEO at nshargreaves@wearewci.org, Courtney Buckley, Nominations Chair, or Ed Skou, Board Chair, at Edward.Skou@peoples.com. On behalf of the Executive Team, we wish to thank all of our Board Members for all of the hard work, effort and dedication that they give to WCI throughout the year.

Board Of Directors Roster

Edward Skou, Chairperson		Thomas Montanari, Vice Chair
Michael Sullivan, Treasurer	Sara Goddard, Clerk	Courtney Buckley
Michael Carotenuto	Kevin Fahey	Kenneth Marcou
Shannon McDonald	Robert McMullen	Devorah Smith

Board Of Trustees Roster

Karen Osborn Shanley	Maureen Keegan	Sue Ann Poitras
Ruth Harutunian	Rhonda LeSanto	

Coronavirus Pandemic 2020

We want to acknowledge the hard work, sincere dedication and commitment our Supervisors and especially our DSPs made during the pandemic, from Mid-March to now. They took risks and put their lives and the lives of their family members on the line, as they and the people we support contracted the virus. They learned about PPE (e.g., masks of different types, shields, gowns, 6 foot distancing and cleaning/disinfecting surfaces, touch points and entire spaces regularly). Many of our staff worked for two weeks straight during a quarantine period, 24 hours/day, 7 days a week to provide the support and services that each of the individual's needed. They saw some of the individuals have very mild symptoms to none and others became very sick. Our Individuals and staff went through the end of life process with a few of our Individuals, who were with us for 2 weeks to 28 years; and one of our staff who was with WCI for 16 years. We all miss them dearly as they were a part of the WCI Family. We thank all of our staff very much for all that you have done and are doing during this unprecedented time.

In Memoriam



Ogliw Calixte
9/5/1985 - 11/10/2020

Ogliw Calixte was a lovely woman, who worked for WCI for 16 years in many roles, as a Direct Support Professional, who was greatly loved by the Individuals who reside at Lincoln Street and the staff who work there.

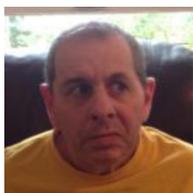
According to her colleagues, she had an excellent work ethic, truly embraced the mission of WCI and was extremely dedicated to the Individuals that she supported to meet their needs and ISP goals. She enjoyed any kind of community outing and always assisted them with their personal shopping. She was very respectful, pleasant, engaging and soft spoken.

Everyone who knew her will truly miss her and were shocked by her passing at this time, at such a young age, 35 years young. WCI is grateful to have had her work with all of us for so many years. Ogliw worked for three (3) human service agencies, one being WCI. Ogliw also worked for years in the Community Employment program supporting Individuals in their various paid and volunteer jobs. She always had a smile on her face and she was a favorite with employers and with Individuals. Through her hard work and reliability, job assignments were always completed to the employers' satisfaction. Ogliw was also funny, patient, and knew how to decorate the work space so it felt festive during holidays. She was a pleasure to work with every day, and we will truly miss her.

It is with a conflicting sense of sadness and joy that we say farewell to a beautiful, elegant and cultured lady who weathered the storms of life and came out triumphant. Sadness in the sense that her death due to the COVID - 19 virus attack which was like a thief sneaking in at the dead of the night as the household slept peacefully. Joy in the knowledge that she lived her last days peacefully, pain-free and happily. She was a pillar of strength, a very strong woman who conquered all the pains, tribulations and health challenges that were thrown at her by life. Juanita was with WCI for 20 years, and at Hardy Pond Road where she lived her last days, she was strong, calm and compassionate, a mother to both individuals and staff. She left behind two lovely children, a great loving and caring sister, nephews, nieces and friends. May her soul rest in perfect peace.



Juanita Doanes
9/10/1940 - 11/4/2020



Kenneth Doucette
3/22/1957 - 10/27/2019

Ken Doucette had been a part of the WCI family for a very long having joined in 10/2/81. He lived in several of our residences over the almost 30 years with us. Ken had a great sense of humor and loved to laugh! He enjoyed his game shows on TV and spending time with his sisters Lisa and Lisa. Ken would have the most wonderful birthday parties where he thoroughly enjoyed his special chocolate birthday cake. He is missed by his housemates and staff.

Robert MacDonald was an extremely independent person throughout his time with WCI, advocated to secure his own apartment, was very proud of owning and driving his own car and loved working on cars for many years. He was employed in various Auto Shops working on and detailing cars throughout his work life. He was a caring, connected person with many friends and family. He was a long time member of the WCI family in the Individual Supports Division, with us for 28 years. He is truly missed.



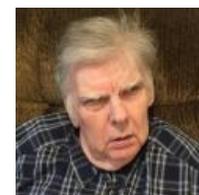
Robert MacDonald
05/30/1956 - 3/28/2020



Robert Williams
2/1/1939 - 5/1/2020

Robert Williams passed away peacefully after a heroic struggle with lung cancer. Bob had lived and worked at Fernald Developmental Center for many years. For the past thirty years he lived independently in several different apartments in Waltham. Bob made life long friends with members of St Jude's parish and throughout Waltham. Bob was always a part of the morning coffee group of men at the McDonald's on Main Street. Bob was buried at Mt. Feske Cemetery and many of his friends from the church, community and WCI were in attendance.

At the beginning of the pandemic, we transitioned someone from an assisted living into one of our 24 Hour homes in Deaf Supports. It was so sad that within the first week in his new home, Bernard W went to the hospital where he was diagnosed with COVID-19 and unfortunately passed away within a very short time. Everyone was happy to meet Bernard and enjoyed his company. He was a sweet man who was Deaf Blind and would have gained so much from residing with us at WCI.



Bernard Weisenberger
12/17/1947 - 4/20/2020

2020 Awards



Legislator Of The Year: Representative David Rogers of Belmont

Representative David Rogers is our State Representative from Belmont. WCI has three, 24 Hour homes in Belmont for people with intellectual and developmental disabilities and also one of which is a home for people who are Deaf and Hard of Hearing. Representative Rogers has supported many Bills at the State House for people with intellectual disabilities, such as:

- 1889 Hospital Training
- H3835 Workforce
- H1875 Operation House Call
- H2139 Autism Police Training
- H164 Loan Repayment for DSPs
- H1250 Accessory Housing
- H87 ABA Mass Health for Adults
- H154 Cueing and Supervision
- H1916 Dental Health
- H11219 Higher Education Bill
- H141 Katie's Law
- H172 Supported Decision Making
- H1117 Measures to Enhance Respect/Protection of persons with IDD



As you can see Representative Rogers is an amazing supporter of people with disabilities! Thank you Representative Rogers!!!

Employer Of the Year: Home Depot - Waltham, MA

Home Depot is honored this year for supporting WCI Individuals in our Employment programs in various jobs. Their understanding that many people need different levels of support in order to be successful in their job has led to positive employment experiences for at least six (6) Individuals over the past two years. During these years, Individuals were employed in seasonal garden jobs as well as regular jobs that continued during the COVID pandemic. Currently, one Individual works at this location. He has worked there last year and again this year since May 2020.

Volunteer Organization of the Year: Cradles to Crayons, Newton

This volunteer organization has allowed our Individuals to give back and volunteer over the past two years. In the past year, we have been sending groups from our Life Skills Day Habilitation Program and our Deaf Employment Program to bundle school items. When the COVID pandemic closed the on-site opportunities, they have been open to having the Individuals pack items at the program sites. This continuation of volunteering has provided purpose and diversity to our daily schedules during this unprecedented time.



Benefactor of the Year: Robert A. Clancy

Robert A. Clancy is an owner of five properties in Waltham which he leases to people with Intellectual disabilities through WCI. Bob has been a strong supporter of WCI for years and is at the top of our list as a contributor to our Annual Appeal. This year he is our highest Benefactor. Thank you Bob!!!

Benefactor of the Year: Donald Wilfong

Donald is a parent and a contributor to WCI. He is our second highest contributor this year! Thank you Don for your contribution and support of WCI!!!

Congratulations to ANCOR's Massachusetts DSP of the Year!



The American Network of Community Options and Resources (ANCOR) recently selected Julian Cadavid as the recipient of its Massachusetts Direct Support Professional (DSP) of the Year Award. This prestigious award is given annually to one outstanding individual who works to support people with intellectual, developmental and other significant disabilities to live and thrive in the community. Mr. Cadavid is currently employed by WCI – Work, Community, Independence. He is a leader among peers for his work supporting people with disabilities, helping them to live meaningful and productive lives as part of their communities.

Julian works as a Support Coordinator in a community based Deaf Employment Program at WCI. Julian's role is to support the Individuals in making successful connections through volunteer and paid employment opportunities. For example, Julian supported one Deaf Individual in totally integrating to work at PeaPod through use of technology. Julian taught the Individual how to use FaceTime, how to text, and how to use the phone to track her work hours and work breaks. After learning these important skills, the Individual was able to do her work more independently and was able to communicate her needs with her employers.

Julian is knowledgeable about our Individuals with significant challenges and their Behavior Support Plans. He demonstrates to staff how best to implement different strategies in the most challenging situations. His calm demeanor and his respect for the Individuals communicates to staff and to others in the community that everyone deserves to be treated with dignity. His staff and peers trust and respect his abilities to support their needs and the needs of Individuals in the program and in the community.

We hope you will join us in recognizing Mr. Cadavid for this significant achievement, and for the incredible difference this Direct Support Professional makes in the lives of others every day.



Director of Nursing – Cindy Cote, RN, MBA



On September 21, 2020, we hired a new Director of Nursing, Cindy Cote, RN, MBA, for WCI who we are so lucky to have found. She jumped right into the position, learning everything that she could from the Nursing needs of our Individuals to admissions and discharges, MAP requirements, training, protocols, and Surveillance Testing to name a few. Cindy took over the Surveillance testing when she first arrived, working with Loyce Kayombo, RN, CEO of Mindful, Nurse Consultant, who worked with us from June to December, 2020, as we lost two Nurses, Elizabeth Barrett, who moved away) and John Bradley (Retired) in April of this year.

Cindy currently supervises Tiffany Malachowski, RN, who stepped down as Nursing Director to an RN position, who has worked for WCI for many years, in the Waltham area. Cindy, Tiffany and Loyce worked together to make up our Nursing Team through the pandemic. We are working on hiring another full-time Nurse to replace Elizabeth in Waltham and a Nurse who will be assigned to our new ABI home in Maynard. We definitely want to thank Loyce Kayambo for her hard work, flexibility, commitment and availability to support WCI's nursing needs.

Cindy came to us with over 40 years of nursing experience with 25 of those years in a supervisory position. Cindy has previously worked at Holden Rehabilitation, Cambridge Health Alliance, MGH, UMASS Memorial Health Care System, BU Medical Group, Boston Medical Center, Youville Hospital, Winchester Hospital Breast Cancer Center and Emerson Hospital.

She earned her Master's degree in Business Administration with a concentration in Health Care Management from Boston University and a Bachelors' Degree in Nursing from Fitchburg State University.

Please join us in welcoming Cindy Cote to WCI!

24 Hour Residential Supports

24 Hour Supports is composed of eight (8) homes supporting 31 Individuals with Intellectual Disabilities, Autism and Acquired Brain Injury (ABI), including physical and medical needs. Staff support people with personal care, household chores, cooking, shopping, community and leisure activities, planning vacations and other skills.

It cannot be said enough of how challenging a year 2020 was. Unfortunately, the first case of COVID-19 in WCI was in 24 hour Supports. The staff involved at that location immediately showed all of us exactly why they were there. They showed that they cared about the people we are privileged to support and they showed determination. What was so impressive about this situation is that when there were additional cases that happened in 24 Hour Supports, the same thing happened. The Staff were the key to being able to make it through this pandemic (that we are still battling).

This Division too was out in front to be recognized for their participation in the challenges that were done. They were out in their neighborhoods. They stayed active in their homes. Some were still fortunate to be able to stay in contact with their families. Similar to other divisions, the use of technology kept everyone connected. Telehealth was used regularly. Video conferencing, iPads, laptops, cell phones, basically everything we could get our hands on we used it to stay connected.

There were some changes. One change that happened was the swap of homes. The gentlemen living at Ellison Park and the gentlemen that were living at Townsend Street traded houses and through that provided people with better living situations to meet people's needs. Another change was a change in leadership. Leah Andrews was one of the Directors in this Division and she was one of the key people that helped to make the ABI Home Dream a reality. She unfortunately was offered an opportunity for her professional growth that she could not pass up. It was WCI's great fortune to have a new Director, Virginia Green, hired before Leah left and was able to learn from a master.



ABI Supports



2020 was a year to remember. This was the year that WCI was able to get its first home designed to work with adults with Acquired Brain Injury open to 5 gentlemen living in Maynard. It was a long process working with DDS, working with contractors, suppliers and community agencies, but it was all worth it. We participated in the referral process with DDS to identify potential Individuals to move in to program, dealt with struggles of COVID restrictions when meeting Individuals and developing a relationship with them and families and still was able to get it all done. The beautiful, ACCESSIBLE home is located on Summer Street and it opened August of 2020.

This opening was only made possible by tremendous efforts to hire and train new staff to work with increased medical and clinical needs of Individuals with ABI. The team worked with families that were new to the 24 Hour Residential Supports/community home model, DDS, MAP and DPH regulations and how they apply to daily living in the home. As everyone is aware, this was the year of the pandemic and staff were expected to take the front lines in this charge. Staff needed to follow COVID-19 guidelines for PPE as well as keeping the house clean and sanitized and safe for the Individuals and staff with one of the Individuals and several staff having testing positive for COVID-19. We have developed new relationships with physicians and psychiatrists in the community to maintain optimal physical and mental health and we are eagerly looking to see how this area can grow here at WCI.

Individual Supports

This group is made up of 12 Individuals who live in 10 apartments with one Individual supported in his parent's home and a married couple. Each person receives less than 24 hours of supports throughout the week and has demonstrated significant independence and skills at home and in the community. Staff Support people in the areas of housekeeping, cooking, shopping, money management, arranging for and follow up of medical treatment, emergency skills, self-medication, self-advocacy, planning social activities and vacations, reading mail, problem solving and many more.

With that in mind, it is clear how much of a challenge the start of the pandemic in Mid-March was for the Individuals when they all stopped working. This meant that staff needed to be there to provide the extra assistance where needed as the natural community supports changed. It was a time where many felt great isolation and had a challenging time accessing the community. However, they did not give up. They too did the activities provided by Day Programs with and without staff assistance. Lots of walking in the community and some got to try new adventures like going to a farm, because the usual activities were just not available.

Staff here definitely put in the extra effort to help prevent feelings of isolation in their apartments and supports were increased as needed. Staff and Individuals alike learned of the importance of PPE and the needs for handwashing, sanitizing and the many things needed to stop the spread of COVID. Healthy lifestyles were still a desire, but the challenges to access the community did lead to more take out and meal delivery services. Again, we do not give up and we continue to work to keep people motivated to eat healthier and help gain new skills. As stated many times already, 2020 was a long hard year. Individual Supports looks forward to greater possibilities in the coming year.

Robert Williams passed away peacefully after a heroic struggle with lung cancer. Bob had lived and worked at Fernald School for many years. For the past thirty years he lived independently in several different apartments in Waltham. Bob made life long friends with members of St Jude's parish and throughout Waltham. Bob was always a part of the morning coffee group of men at the McDonald's on Main Street. Bob was buried at Mt. Feske Cemetery and many of his friends from the church, community and WCI were in attendance.

We will remember Robert MacDonald who passed away at the end of March. Bob was extremely independent, was excited when he finally had his own apartment, drove a car, loved all types of cars and held many competitive jobs in Auto Body and Repair shops. He was extremely sweet and cared about everyone. Robert W who passed away in May, 2020. He was someone who had been very independent and proud of it. He lived in his own apartment and had many long-time friends in the community as well as his WCI family who will miss him deeply.



Shared Living

Shared Living Supports continues to do well at WCI. We currently support four (4) Individuals in Provider homes. Prior to COVID shutting down the world, people were happy and doing very well. Individuals went on vacations and went away for long weekends with their Providers. Some Individuals enjoyed weeks at camp in the summer and on holiday weekends. Everyone enjoyed spending time with family (Individual's families and Provider families) and friends. We had a fun holiday gathering and training night. It sounds a little different, but it is a great time as we all get together, have dinner, exchange presents, and play Human Rights Bingo as well as other needed training. WCI has a great group of Providers and it is always a pleasure to spend time with them.

And then, COVID-19 hit and everything changed. That is, everything changed with the exception of the dedication and caring of our Providers. It was a very different experience for everyone, but quite possibly even more so for the people in Shared Living. People were at home 24 hours/day, 7 days a week for a very long time, with very small groups of people, and no one coming in or out – not even other staff, because in Shared Living there is no shift staff. It is Individuals, and families, and one Shared Living Coordinator; Welcome Myriam Exama! What we saw was Providers trying very hard to make life as enjoyable as possible for the Individuals they supported, while keeping them healthy and safe. In addition, we saw Individuals trying hard to make things as pleasant as possible for the people who shared their lives with them. What has emerged is a Shared Living system at WCI that truly lives its mission, and we are truly proud of all of them.

Our Programs



Social Residential Supports

The Social Residential Supports Division is comprised of ten (10) homes which provide 24 Hour Supports and one Individual Supports apartment in a duplex that provides less than 24 Hour Supports. Forty-Five (45) Individuals receive supports of all kinds – from assistance with personal care, medical and behavioral supports to learning about money and how to manage it, cooking, general food management, day to day household management skills and self-advocacy. Community and how to be a good neighbor continue to be areas for us to grow in and get better at, mostly because we like to play, socialize, go out and have a good time. As always, health, safety and happiness are our main goals.

It has been an amazingly different year.

We started the year in typical Social Supports fashion. Individuals went to parties and dances, cookouts at friends' homes, on vacations, and out to dinner and other activities in their communities. They visited families and friends and enjoyed holidays and special events with them. Individuals worked with staff on maintaining or developing healthy eating habits and exercising regularly.

People celebrated their achievements:



- Kim S. at Crestview Road had been working hard on her community skills and now successfully walks her neighborhood independently;
- Brian H. at Townsend Street successfully utilized his community time to visit friends and community businesses and has significantly increased the time he spends out on his own;
- Jeff Mc at Prospect Hill Road continues to work towards becoming independent with his medication and has made significant progress.
- Many others have worked hard on various ISP goals and met them. They should be very proud of themselves, as we are of them. We had a number of moves this year as well; JP moved to Prospect Hill Road and is doing great. Garcelle J turned 22 and moved to Lincoln Street. She has transitioned very well; and it is no easy task to move from Children's Services to Adult Services. We also had all of the gentlemen who lived at Ellison Park move to Townsend St. Their new house is much bigger, with much more common space, which they appreciate.

Life was pretty good in Social Supports and then came COVID-19...

With everything in lock down mode, our staff and the Individuals kicked it into high gear and got very creative. In addition to keeping everyday life intact, and trying to keep everyone healthy, people became involved in many different activities. Arts and crafts have become a staple of everyday life in most homes. Our great Day Programs helped to keep everyone busy and engaged by delivering different projects for people to complete. People worked on their cooking and baking skills. A lot of people hit the streets taking daily walks and enjoying what nature had to offer. There were dance parties, and while we had always known that we have some very talented dancers, the parties got everyone involved. Thanks to one of our guardians, one home even had karaoke parties. We all became proficient at using technology. As the weather got nicer, people moved the activity outside and some homes planted gardens – both flower and veggies. The homes looked great and they got to eat healthier with their own produce!

And the staff were amazing! They not only did their jobs; they went above and beyond daily. They worked as needed, they kept the homes as clean and sanitary as possible, they worked with the Individuals on how to keep themselves as healthy as possible, by working on handwashing skills, utilizing hand sanitizer, wearing masks, and 6 foot social-distancing – all difficult concepts to help people understand and learn. They worked to keep people safe, and they worked when people were infected with the virus. They are amazing and we are grateful.

We, in Social Supports, know things will eventually get better. Things will become more “normal” again, even if different. We will enjoy our families and friends freely again and we will be ready to fully participate in our communities once again, as well.

Employment/Day Supports

Despite the unexpected nature of the COVID-19 pandemic, the Employment and Day Supports Division continued to offer its participants meaningful opportunities for employment, skill development, and educational enrichment. For the first seven (7) months of the fiscal year, WCI supported approximately 110 Individuals in four (4) different programs (full or part-time):

- Community Employment at Common Street;
- Social Skills/CBDS at Rumford Avenue, 2nd Floor;
- Deaf Employment/Day Supports at Rumford Avenue, 2nd Floor; and the
- Life Skills Day Habilitation program at Rumford Avenue, 1st Floor.

Individuals across the three Employment/CBDS programs continued to participate in 27 different paid job opportunities and 36 different volunteer opportunities last year and during the first eight and a half (8 ½ months).

Six (6) Individuals maintained their Individual Competitive Employment jobs at Stop and Shop, Market Basket, Home Depot and the Waltham YMCA, to name a few; and ten (10) Individuals participated in Group Employment jobs at such sites as, Plato's Closet, Newton Boy and Girls Club, or Re-Stream Corporation. In addition, the Social Skills Program and Deaf Employment Programs continued their partnerships with Waltham and Arlington Senior Services, delivering meals through the Meals on Wheels Program. Once again, the Deaf Employment Program hosted students from Northeastern University as part of their Atypical Speakers program. The Life Skills Day Habilitation Program continued its partnership with The Perkins Center, and Cradles to Crayons programs, volunteering at their sites every week.



The Life Skills Day Habilitation program continued to focus on Art as an integral part of the program not only for the first 8 ½ months of the fiscal year, but throughout the year. Furniture refinishing, plantings, weaving of scarves and gloves and, of course, paintings. The Art program showed off and sold their goods at the WCI Wine Tasting and Silent Auction in October, 2019 as well as at the Women's Action Alliance Crafts Fair in December, 2019. All of the items were extremely popular.

The Day Programs closed their on-site services on March 17, 2020 and transitioned to offering Remote Supports. These supports evolved from weekly schedules which outlined interactive activities as well as hands on projects. The Individuals were challenged weekly to demonstrate their creations and were rewarded with lunches and Ice Cream parties for their participation successes. The Art Coordinator has been developing new hands-on projects for all the Individuals supported by WCI's Employment/Day Programs as well as those living in WCI homes throughout the COVID pandemic. These projects included making vases, decorating frames, creating sensory dolls, as well as painting and decorating wind chimes, to name a few. These Remote Supports also included wellness checks completed by the Life Skills Day Habilitation Program Nurse, Program Directors, Support Coordinators, and Clinical Team to ensure that Individuals' mental and physical health needs were being addressed. It was a total Team approach to create a safe and rewarding experience for all of those who are a part of our Employment and Day Supports Division.

Our Programs



Deaf Residential and Individual Supports

Deaf Supports is divided into two (2) clusters. One cluster, overseen by Sally Roach, Division head and Jessica Rich, Director, includes five (5), 24 Hour Residential homes for 18 individuals and two (2) Individual Support Apartments for four (4) Individuals along with (4) Individuals living in their own apartments in an apartment complex. The other cluster overseen by Paula Dunnmeadows, Division Head, and Bernadette Cewulka, Director, includes 22 Individuals living in seven (7), 24 Hour Support homes. Typically, staff support people in increasing their communication skills, especially in ASL, object, picture and gestural expression, participating and learning personal care skills, cooking, shopping, housekeeping, money management, self-medication, travel and mobility skills, community participation and leisure skills, self-advocacy, and many more.

It had been a very busy year in Deaf Supports. People were working very hard on goals that were important to them. Money was an important area this year, as people worked hard to make better paychecks, learn budgeting skills, and learn how to manage and use debit cards. Some people worked hard to spend their money, enjoyed shopping and redoing their bedrooms; and dining out. There were birthday parties and cook outs, and just general good times and get-togethers. Some people enjoyed vacations and time with family and friends. Some people just enjoyed their community and what it has to offer, given it's close proximity to Boston.

Deaf Supports was very similar to all of the Divisions of WCI that had to work their way through the challenging pandemic in Mid-March, 2020. The onset of COVID-19 changed life dramatically, but it didn't change peoples' desires to enjoy life. They too had to work through the cleaning, the PPE, the sanitizing and the isolation. This did not bring us down, however. The Individuals connected more with their communities walking in their neighborhoods. They kept active doing day programming activities remotely at home. They learned how to use technology even more to be able to continue to stay connected with families, friends and coworkers. This was done with iPads, FaceTime, texting, and emails. This Division was a strong participant in the Activity Challenges that were done in Residential Supports, where all locations were asked to show their creativity and excitement in doing activities that helped to make the days more meaningful. This Division was a leader in this area.



Hatherly Road was a stand out with creativity. The ladies and staff there did everything from daily walks in their neighborhood to a sock puppet show and culturally diverse fashion show (thanks to all the staff who participated in their native garb. They also had birthday parties that were amazing in the dress of the women, along with outstanding decorations throughout the house. This home outdid themselves with a lovely garden, with flowers and veggies throughout the summer. They were one of the winners of the Activity Challenge! The other homes were no slouches either with daily exercising, walking in the neighborhoods. Some homes got very crafty, and their art work was quite impressive too.

Deaf Supports Individuals also were active participants in remote programming from the Day Programs. This included video conferencing in groups, arts and crafts, cooking activities and many more examples. Telehealth was the new normal this year and finding ways to make it accessible for everyone. Overall, it was a long year, but it was one that we made the best of and look forward to a better 2021.

At the beginning of the pandemic, we transitioned someone from an assisted living into one of our 24 Hour homes in Deaf Supports. It was so sad that within the first week in his new home, Bernard W went to the hospital where he was diagnosed with COVID-19 and unfortunately passed away within a very short time. Everyone was happy to meet Bernard and enjoyed his company. He was a sweet man who was Deaf Blind and would have gained so much from residing with us at WCI.

The work of the staff in Deaf Supports during a very difficult time was admirable. People were amazingly flexible and dedicated, and it is greatly appreciated.

“Thank You” Donor/Corporate Members—Fiscal Year 2020

July 1, 2019—June 30, 2020



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“Thank You” Donor/Corporate Members—Fiscal Year 2020



July 1, 2019—June 30, 2020

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2019 WINETASTING AND SILENT AUCTION

Typically, every October, we hold a Wine and Beer Tasting and Silent Auction at the Payne Estate in Waltham. In 2019, the Wine & Beer Tasting kicked off to a great start, earning \$22,420, \$13,375 of which was from our AD/Program Book. We sell advertisements to local business throughout the Waltham and Boston area, such as Citizens Bank, Enterprise, Robert A. Clancy, Frank Vanaria, USI, AAF, Don's Auto Body, and many others. Silent Auction Items included Sporting Events Tickets, a Bruins Hockey Puck, many restaurant gift cards, especially a local Waltham favorite, Charcoal Guidos, as well as Legal Seafood, Ruth Chris, electronics, Blondie's Salon and Spa and hotel stays.

We also want to thank **Rick Gordon, of Gordon's Fine Wines** and Liquors for the variety of red and white wines from different countries around the world and **Chris Osborn, Better Life Food** for the outstanding, tasty appetizers, sandwiches and desserts. The event also includes a Treasure Chest at a chance to win an unknown amount of cash and Lottery Tree Raffles.

We were unable to hold our Wine & Beer Tasting in 2020, but we hope to see everyone next year when we can all get together and enjoy the evening once again and support WCI!

Thank you to all of our Donors through the Silent Auction Items, AD Program Book and Ticket Sales in 2019!

WE ARE WCI

