



# ANNUAL REPORT

## 2016



**WCI empowers and supports people with disabilities to achieve rich, meaningful lives at home, at work, and in their communities.**

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

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



# Message From The Chief Executive Officer



FY'16 was another busy year for WCI. We added a new Service, Shared Living. In early FY'16, we qualified for this service through the Department of Developmental Services (DDS). DDS is now promoting this service as another option for people. It also is not as costly. It can work for some and may not for others. Service Coordinators are reviewing what this service entails at ISP Meetings to see if people are interested. Shared Living is a person-centered option where people self-determine their home and support. These options are also referred to as supported living, family care and life sharing. It provides a real home and a different type of relationship. Needs are served in the context of relationship rather than a service delivery system. Deeper relationships are built. More individualized attention to provide medical care, behavioral interventions and communication is possible in Shared Living. WCI very much believes that Shared Living is where a family or person lives with one other person. This individualized relationship provides quality and safety. People appear relaxed, look better, seem happier, talk more and want more out of life.



For nine years, WCI had been providing one "Shared Living" type of experience through its Individual Supports Division, where one of our staff has been living in an apartment in Waltham with one Individual. He was in our Individual Supports Division living in his own condo. However, his needs changed and he needed more support. This Shared Living opportunity appeared to be the best solution and option for him. They both share life experiences with one another while the person continues to work on goals of interest, independence and employment. His Shared Living provider supports him about 20 hours a week in a variety of areas, such as money management, shopping, planning social activities, problem solving and self-advocacy to name a few.

Paula Dunn-Meadows, Division Head of Social Supports, had prior experience in this area; and therefore, wanted to see WCI begin this new service. She and Joe Donati, VP of Operations, conducted a presentation on Shared Living to our Strategic Direction, Executive Committee & Board of Directors. WCI also applied for a \$50,000 Incentive Grant through DDS to support our efforts in creating new Shared Living options for people that we serve and new referrals. This was our way of jump starting the service. However, we turned in another direction, Shared Living with families who had a long standing relationship with people at WCI. WCI has a Social Relationship Policy where we promote our staff to spend quality time with people outside of their work time. This translates into holidays, weekends and even vacations with staff's extended family. This is what happened with two people that are now in Shared Living as of July, 2016.

Sam & Ruth Louissant approached Paula after hearing about this new service option and wanted this for Rachael O'Keefe. Jeane & Ginette Penn approached Paula as well and wanted to bring Greg Thurston into their family's home. Both moved on June 30, 2016.



There was a great deal of planning and assessment that had to occur prior to them moving into their new home. There is an application process, many meetings and visits, a home inspection and review with the ISP Team. Rachael & Greg were thrilled about moving in with their new families and into their new respective homes. WCI is currently seeking a Shared Living Coordinator to run the program to market and begin a new Division.

### New Accessible Home

In January, 2016, WCI located and purchased a new home at 66 Kendal Park in Waltham for three women, who once lived in Arlington for many years. Some of them were no longer able to use the stairs as an egress in their home; and therefore, had to move. After six months of renovations to create three accessible bedrooms and two accessible bathrooms in their lovely spacious house, the women finally moved into their beautiful new home. It was ramped in the front and off the newly designed back deck, so exiting is easy for them. They are all enjoying their new home and new neighborhood.

# Message From The Chief Executive Officer cont.



## Family Support Liaison

WCI hired a new Family Support Liaison in January, 2016, Jason Moss. He has become familiar with many of the Individuals and staff as well as many guardians and family members. Jason kicked off our first Family Forum in June where Shannon McDonald presented Positive Behavioral Supports. Each of the family members that attended felt they were more knowledgeable about the subject and enjoyed having a forum for discussion. Jason also coordinates our Referral Meetings where he is introduced to new family members joining WCI, manages our Family Satisfaction Surveys, where we have gotten a much better response than in prior years and is also now the Human Rights Coordinator for WCI. Welcome Jason! Please contact Jason Moss at [jmoss@wearewci.org](mailto:jmoss@wearewci.org).

WCI also had its Family Agency Barbeque on a beautiful summer night in August which was a great success, as we are seeing more and more family members and guardians attend. 2016 had its biggest turn out. We are excited about continuing this event each summer.



## Social Media Coordinator

Erich Shafer is our new Social Media Coordinator. In July of 2015, Erich began part-time to work on our newly designed Website and create a WCI Facebook Page & other Social Media. Erich also began publishing our new E-Newsletter, which is about a twice a month publication. He also publishes the Annual Report, designed a Human Resources Brochure and is working on other public relations materials for WCI. Erich is also our in-house photographer. Welcome Erich!



## IT Department

WCI created an IT Department including Nick Salem, IT Director, and two Part-Time IT Specialists, Erich Shafer and Samuel Cano. Joe Donati, VP of Operations oversees the Department. Under Nick's direction and a new IT Support system, WCI is able to manage its IT needs much better than ever before. Thank you to the leadership of Joe Donati and Nick Salem.

## DSP Recognition Week

The 2nd week of September is now DSP Recognition Week in Massachusetts and across the country with the efforts of ANCOR, a national organization of which WCI is a member. Each year I contact the Governor and our two State Senators to sign onto the DSP Resolution. The US Senate wrote a resolution this year, sponsored by Representative Cardin of Maryland and Senator Collins of Maine. Governor Baker (who wrote his own Proclamation for Massachusetts) and Senator Elizabeth Warren and Senator Edward Markey (who Co-Sponsored the US Resolution) proclaimed the 2nd week of September, 12-16, 2016 as DSP Recognition Week.

WCI held lunches, barbeques and breakfasts in each of our Divisions during DSP week, had raffle drawings as well as gift cards which created a festive event for all. It is important to recognize the work that all of our DSPs do each and every day to support each of the Individuals with whom they work. Our Social Media Coordinator, Erich Shafer took several photographs to commemorate the events which are posted on our Website at [www.wearewci.org](http://www.wearewci.org), Facebook and other Social Media. Congratulations DSPs! You deserve recognition for your hard work and dedication to implement WCI's mission.

## New Board Sub-Committee

This year, WCI began a new Board Sub-Committee, the Strategic Direction Committee, which has reviewed and revised our Strategic Plan and is evaluating new avenues for WCI Business. The first presentation was on Shared Living, the second on ABI and the next presentation is on Autism. We look forward to moving in new directions.

## Nancy Silver Hargreaves, President & CEO

# Board of Directors

## FY'2015



WCI's Board of Directors is an active group of eleven (11) Board Members. They meet about five (5) times a year and also have four running Committees and Sub-Committees. Some committees are Ad-Hoc and meet for a period of time and may start up again and end, such as Human Resources, Governance and others. Currently, the Board has an Executive Finance Committee, Development Committee, Strategic Direction and Housing Sub-Committees. We are seeking new members in the area of Finance, Real Estate and Public Relations. If you know of someone who would like to serve, please contact Nancy Silver Hargreaves, President & CEO at [nshargreaves@wearewci.org](mailto:nshargreaves@wearewci.org) or Ed Skou, Board Chair, at [Edward.Skou@belmontsavings.com](mailto:Edward.Skou@belmontsavings.com). On behalf of myself and 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.

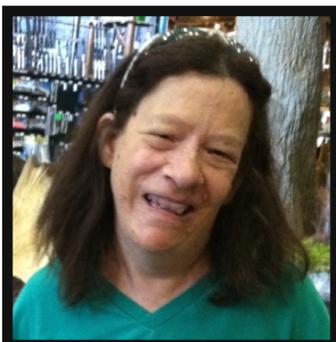
### Board Of Directors Roster

Edward Skou, Chair	Thomas Montanari, Vice Chair	Colt Navins, Treasurer
Matthew Sanders, Clerk	Nicole Starck, Assistant Clerk	Michael Sullivan
Rhonda LeSanto	Kevin Fahey	Chris D'Anna
Sara Goddard		Robert McMullen

### Board Of Trustees Roster

Karen Osbon Shanley	Sue Ann Poitras	Maureen Keegan
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### In Memory



Laura Briefer

11/8/1960—1/22/2016



Charles O'Hara

7/31/1952—11/23/2015



Eric Royal

4/25/1965 – 12/8/2015

# Financial Summary



## FINANCIAL RESULTS - YEAR END JUNE 30, 2016

REVENUE \$17,345,234

EXPENSES \$17,032,348

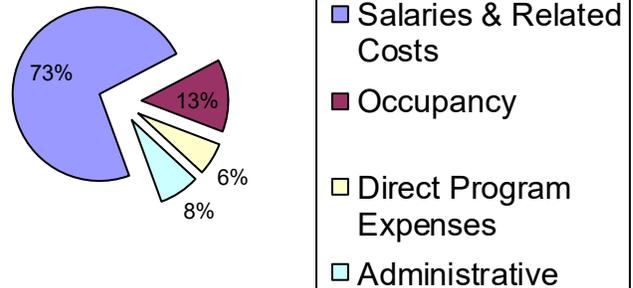
NET RESULTS \$312,886

ALL FIGURES SUBJECT TO FINAL REVIEW BY OUTSIDE AUDITOR

### Highlights:

In FY16 WCI's revenue grew 4.85% and is expected to grow 2 % in FY 17. Transportation and DMH services are the last of WCI still awaiting Chapter 257 pricing. Employment and Day Support Services Division continues to expand and represents approximately 50% of WCI's growth. Deaf and Support Residential Services represents the other 50% of the WCI growth. WCI increased its assets and decreased its dependence on market rents. WCI General Administrative decreased as a percent of the expenses to less than 8%.

## How the funds were spent



### WCI's major sources of revenue were:

- Department of Developmental Services (DDS) 13,466,722: 77.6% of total; Entitlement Income \$1,224,312: 8% of the total
- Mass Commission for the Blind (MCB) \$1,545,106: 8% of the total; and MassHealth (Day Hab) \$644,348: 3.7% of the total.
- Mass Rehabilitation Commission (MRC) \$59,561: .5 % of the total; and Dept of Mental Health (DMH) \$87,512: .5% of the total.
- Waverly Redemption Center and other income was \$380,000: 2% of the total.
- In Fiscal Year 2016, WCI's Fund Raising efforts had a net result of \$47,340

## FY'16 Executive Management Team



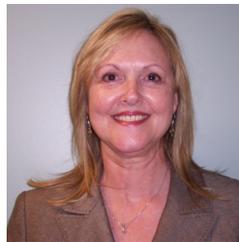
Robert Guinto

Vice President of Finance and Administration & Chief Financial Officer



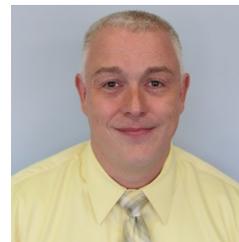
Pam Laventure

Vice President of Human Resources



Nancy Silver Hargreaves

President & CEO



Joseph Donati

Vice President of Operations



Shannon McDonald

Clinical Director

# THANK YOU TO OUR STAFF



## 2016 Awards

### Legislator Of The Year

Senator Michael Barrett

### Employer Of the Year

Union Street Café, Newton

### Helping Hands Award

Jeff & Cindy Mello

### Benefactor of the Year

Waltham Rotary Club

# “Our Staff 2016”



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, Poland, Bangladesh and many more. In addition to English and American Sign Language, many of our employees are fluent in French, Haitian Creole, Spanish, Swahili, Polish and Romanian.

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 died. The Individuals we support are an integral part of our lives just as we are in their lives.

WCI 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 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.

## 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, Wavertertown, and Arlington 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.

# Success Stories



## Individual Success Story - Shannon Weyman - Deaf Residential Supports

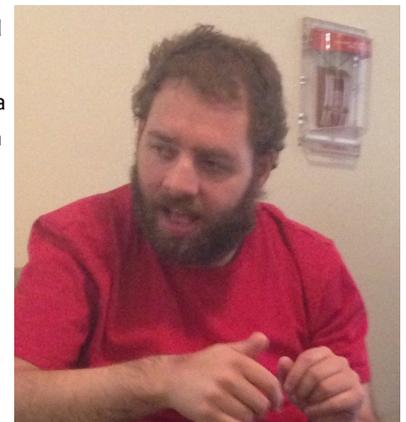


We all have many challenges throughout our lives: sometimes they are health issues, sometimes mental health and/or behavioral difficulties, sometimes problems with our interpersonal relationships, and sometimes bad things just happen to good people. Shannon Weyman is no stranger to any of these issues, and she struggled with much of it throughout her life. But somewhere along the line of life, Shannon decided she wanted to change what she was doing and how she was reacting to life's events, and over the last couple of years – particularly this last year – she has worked hard to effect these changes. She has become a very strong self-advocate! This may sound very easy to many, but that is far from reality. It takes courage to make your voice heard in a manner that will effect change in a positive way. It takes courage to bring issues to the forefront, that may have been there for years. It can be frightening to “make public” issues that you may not be comfortable talking about. But Shannon has done this and she is proud of herself – and we are proud of her Self-Advocacy! Shannon is taking control of the issues that have been there for years in a positive and forward thinking manner. She has chosen to work on the issues and resolve them to the best of her ability, instead of opting out, ignoring them, or avoiding the issues. This is an amazingly positive step to take. She is enlisting the assistance of people she trusts to help her achieve her goals in life. She is moving

forward and telling people what she needs to do this. Shannon has a great deal of potential, and we have no doubt that she will achieve what she sets out to do. Congratulations, Shannon!

## Individual Success Story - Jose Mateo - 24 Hour Supports

Jose has been a member of the Clark Lane #2 family for one year, and what a year it has been! Jose's annual ISP Meeting was held at the Life Skills program at Rumford Avenue. All involved stated over and over how much Jose's health, attitude, and enjoyment in day to day activities have improved! Jose lived for a time in a hospital and then moved to Clark Lane #2 where he did not know anyone. This was a very difficult transition for Jose, and he conveyed to us through his behavior and mood that he was not happy. Jose was introduced to us as someone who was not capable of communicating and who had some significant behavioral challenges. In the course of the past year, through intensive work with Marcio Correia, Assistant Coordinator, Jose began communicating. Marcio is now teaching other Support Specialists strategies to communicate with Jose. Additionally, Jose has not displayed any behavioral issues that he once had. He enjoys his housemates and interacts well with them.



Jose's health is also much improved. His significant seizure disorder is under control and he sleeps through the night. He has not had any significant hospitalizations. Jose has participated in the WCI Awards Banquet, numerous cookouts and birthday parties. He seems to be much happier, laughing and smiling frequently. It is wonderful to see Jose flourish at home and in the community.



## Individual Success Stories - Rachael O'Keefe & Gregory Thurston - Shared Living

WCI began providing Shared Living as a new residential option for people in July, 2016. Two Individuals began this new part of their life journey together with the friends and families of their choice.

**Rachael O'Keefe** has been part of the Social Supports family at WCI for many years. She had shared her home with three other women in Arlington. When the idea of providing the Shared Living option was introduced at WCI, long time staff, Sam and Ruth, and family members, immediately thought of sharing their lives with Rachael. Rachael had already become a part of their extended family over the years. She had already shared holidays and vacations with them. Rachael had watched the kids of the family grow up, and was very pleased when they too became part of the WCI staff family. It seemed to make perfect sense to all that Rachael join their family and move to the home in Lynn. When the idea of moving in with the family was presented to Rachael, she was ecstatic. This was what she had always wanted and living with them would only strengthen the bonds between them. When the idea was presented to Rachael's Aunt and guardian, her response was "Whatever makes Rachael happy." So on June 30, 2016, Rachael moved to her new home in Lynn. She continues to attend the Social Skills Program with all of her friends. She continues to work on her goals to become more independent within her new family relationship. She is getting to know a new community and extending her social network. She attended a wedding in Canada and went on an extended vacation to Florida to meet new family members. To quote Rachael, "I love my home and everyone in it. I'm so happy!"



**Gregory Thurston** has also been part of the Social Supports family at WCI for many years. He had shared his home with two other men in an apartment in Waltham for a number of years. Over the years, Greg became very close to one of the staff that worked with him. They did all kinds of things together – like going to the gym 4 times per week, grocery shopping, visiting other people and going to parties. They also spent time with the staff member's family on the staff's time off. Greg would attend cook outs and birthday parties for the children. It was during these times that Greg developed a close relationship with the other family members, including the staff member's husband and their two children. When the option of providing Shared Living Supports with WCI became a possibility, this family approached us and asked if Greg could be considered to live with them. Knowing there was a process, Greg took the first step and announced at his ISP that he wanted to move in with Jean, Ginette and their children. They did major renovations to create another bedroom for Greg. He continued to do activities with them. At every visit to the family home, the

youngest child would ask, "When is Greg moving in? I can't wait!" On June 30, 2016 Greg officially moved in. He continues to participate in any of the activities he enjoys and chooses. He goes to work every day to earn his paycheck at WRC and met his goal to move in with his new family. He is meeting new people and is thoroughly enjoying his expanded social network. The family is planning to vacation in New York and Canada, where other family members can't wait to meet him. People are noticing a change in Greg. He smiles a lot, is relaxed and chats easily about all of the things he has been doing. He looks and states that he is happy. He is home.



# Success Stories



## Individual Success Story - Robert MacDonald - Individual Supports

Bob has moved into a new apartment at Gardencrest in Waltham, where he really enjoys living and has many meaningful ties. This apartment is in much better shape than anywhere he has lived in recent memory. Bob also lives alone, which he greatly prefers. He also has a reserved parking space for his car, which is important to him. He also had a housewarming which was very much a success. Bob also has been attending many medical appointments to improve his health. He has had Lasik eye surgery in both eyes, and is now able to see and drive so much better! He has not had any significant hospitalizations. While Bob does still smoke to a degree (outside his apartment), he now has access to Oxygen at home and his breathing and asthma has improved significantly. Bob has reconnected with Work Opportunities Job Coach, Danielle, who he likes very much! Danielle and Bob are currently searching for both volunteer and paid positions, possibly working with cats! Bob meets Danielle for coffee routinely and has benefited from this relationship. Bob sees his preferred staff, Leah Andrews, Director, and Sally Roach, Division Head, several times per week whom he feels he has a great relationship. He has frequently stated that they listen to his needs and help him to problem solve. He also likes to reach out to the Maintenance Crew and IT Support, and benefits from their help as well. In his personal life, Bob has reconnected with his daughter and son in New Hampshire, speaking to them on the phone regularly, and making plans to visit them.



## Individual Success Story - Marci Simmons - Life Skills

Marci attended GWARC for 17 years participating in sheltered employment from 1997 until GWARC changed to a different model. At this point, she communicated a desire to work in a setting in which she got paid. On July 6th, 2015, Marci transitioned to WCI's Life Skills Program.

Marci now has the opportunity to get paid as an active team member of the Clerical Crew at the WCI office. She receives minimum wage for the work she performs. She states that she enjoys stapling, collating, and three-hole punching. Marci says, "I would like to continue working to earn money to support my lifestyle and activities."

Marci uses her cane when ambulating in a familiar environment, and uses proper sighted guide techniques during emergencies, all community travel and in unfamiliar settings. Being curious and interested to try new things, and to gain increased independence, Marci has been working with an O&M instructor at the WCI Main Office to learn a route from the small office to the snack room so she can use the vending machine to purchase a snack. Well done Marci! We are all very proud of the progress you have made and are still making since transferring to WCI.



## Individual Success Story - Nancy Gallant - Deaf Employment Supports



Nancy joined the Deaf Employment Program in June 2014 and over the past 2 years, Nancy has flourished into a hard working lady with a drive to do her best at the jobs she finds. Nancy spent the first year exploring various jobs that we had to offer as well as developing her skills with working in a community based environment since she had worked for many years doing piece work in a sheltered workshop. Nancy adapted well to her new employment program and has grown into a capable worker. Nancy had a productive year and a half, where she took on the job of working at Bear Spot Farm cleaning out horse stalls 1-2 days a week. Nancy also worked as a bell ringer for the Salvation Army during the holiday season as well as a greeter for Liberty Tax during the tax season. While working at Liberty Tax, Nancy was able to show her ability to do the job correctly without job coaching supports and worked independently 3 days a week as their Greeter. Nancy put her best effort into every job she obtained while she still had a goal of working at a food store. After numerous applications to various food stores, she landed a job with PeaPod at Stop and Shop in August, which she was thrilled about. Nancy started her first day of training on August 24<sup>th</sup> and has been doing well ever since. Everyone is proud of her hard work and dedication in finding a job of her choice. Great job, Nancy! Keep up the good work!

# Sheryll J. Meets Paul McCartney



By Dawn Gardner, Support Coordinator, Social Supports

Sheryll has been a big Beatles fan since the tender age of 10. Sheryll and I have had many conversations regarding the Beatles and she has commented many times that she would like to see them live. I did some research and found out that Sir Paul McCartney would be having a concert on July 17th, 2016 at Fenway Park in Boston. Sheryll has commented many times about her brother, Jeff, who works for Apple Records, which is owned by Sir Paul McCartney as well as Ringo Starr. I reached out to Jeff without her knowledge to see if he could help Sheryll achieve her dream of seeing him in concert. Jeff replied to my email and said that he could get us a pair of tickets for the show. On July 5th, Jeff notified me that he had obtained not only concert tickets, but backstage passes for Sheryll and myself. I asked him that he please not tell her so that she would be surprised. Jeff agreed to keep this under wraps.

On July 17th I picked up Sheryll at noon. She was unaware as to why I picked her up so early. She and I went to Boston to eat lunch at Uno's in Kenmore Square.

As she turned her head and saw her brother, her face lit up with the biggest smile I have ever seen. She said, "Jeff, what are you doing here?" He said, "Surprise!" She was so excited. Jeff then told Sheryll that we were going to see Paul McCartney. We all went over to Fenway Park and we stood underneath the bleachers. We heard loud sirens coming towards us and saw a line of Black SUV's. It was Paul McCartney's caravan entering underground at Fenway Park. He was hanging out of the window as he passed by us and Sheryll was over taken by emotion. She yelled out, "HELLO PAUL MCCARTNEY! I AM YOUR BIGGEST FAN."



Still at this point Sheryll had no idea that in a few minutes her dream of meeting Paul would be a reality. Paul was rushed onto the stage to do his sound check before the concert. When the sound check was over, I took Sheryll backstage and told her we had to go get our tickets, and then it happened, Sir Paul McCartney walked down the stairs. The look on her face was priceless as she started yelling his name. Jeff asked Paul if he would mind taking a picture with Sheryll. Once again, she was overcome with emotion. She had her picture taken and spoke to Paul as if they were old friends. She told Paul that she had been the biggest Beatle fan since she was born, Paul asked Sheryll how long had she been a fan, in which Sheryll replied, "Since I was born in 1950." Paul laughed and said, "Thank you," but the Beatles weren't formed till 1960. Sheryll said, "I have been a fan since I was 10."



When Sheryll was finished talking and taking pictures with Paul, she also got to meet Sir Paul's wife, Nancy, as well as Linda McCartney's brother, John Eastman, and Bob Weir of the Grateful Dead. Sheryll and I then went backstage to Craft Services where the band and Paul's Security Team was having lunch. We were invited to sit and eat with them. As the time passed, Sheryll got to spend quality time with Jeff, which made her so happy. As the day was passing, it was time for the big event to begin. We were led to the side stage. The lights went off and it was Showtime! Sheryll sang every single song and we danced until the end of the show. When the concert was over, Sheryll turned to me and I noticed that she had tears coming down her face. I thought that she was crying because the concert was over. I said, "Why are you crying?" She hugged me, and said, "Thank you, Dawn, so much. I have never been so happy in my life," in which I replied, "No Sheryll, Thank you! I am so happy your dream came true and was able to witness it."

## 24 Hour Residential Supports

There are 7 homes and 28 Individuals within the 24 Hour Supports Division within the communities of Waltham and Belmont. The majority of the Individuals came to WCI when they were 22 years of age, moving from educational services to adult life, lived at home with their parents, lived in a residential school or at the Fernald Center. They transitioned to community life, learning a variety of skills, including personal care, meal preparation, shopping, home management, money management, exploring hobbies, community integration, problem solving skills and other life experiences. Many of the Individuals have aged and they require more specialized medical services and treatment, medication management and an accessible environment. WCI has responded to these



needs by hiring Health Care Coordinators who are RNs that support staff in arranging and providing preventive and needed health care strategies (e.g., diet, exercise) and recommendations made by their Health Care Providers. Some of the major health conditions that our Individuals face include: Diabetes, Seizure Disorders, Cancer, respiratory problems, Dementia and Alzheimer's Disease, to name a few. Most of the homes have a 2-3:4 DSP to Individual ratio during the peak hours of the day and on weekends, with a 1:4 ratio overnight (either Awake or Asleep, depending on their needs.) Some homes have more intense supports, such as two Awake Overnight Support Specialists. Staff schedules are designed to be flexible in order to best meet the needs of Individuals and are determined with the Individual Support Plan (ISP) Team.

This past year has been a great one for WCI 24 Hour Supports! Our homes have never looked better! Townsend Street has had a major facelift and looks amazing thanks to the Waltham Housing Authority and the decorative touches of Lenause Bouloute and Chloe Caiola! All of the houses were able to make some cosmetic upgrades as we prepared for DDS Survey and Certification in December, 2015. A major emphasis was to examine the items where they could use improvement and come up with a plan to address them. Increased supervision and improved documentation of Goals, Daily Logs and Data were areas where

our Division made major improvements and have seen the results of increased oversight. Ensuring that all staff are comfortable with and proficient in the use of Therap for documentation has resulted in improvement of services for the Individuals. We said a sad farewell to Charlie O'Hara from Sheffield Road, and welcomed Jose Mateo to Clark Lane #2, Sean Powers to Sheffield Road and Robert Stearns to Townsend Street. All three men have settled in nicely to their new homes and have become an active part of the community. Everyone continues to remain very active in the community. Some of their favorite activities include: listening to concerts on the Common, visiting the library and dining in local restaurants. The homes have been having regular get-togethers for cookouts and dinners, a great way for everyone to spend time together. One Individual spent a week in New Hampshire, one house vacationed on the Cape and William McEvoy went on a spectacular Caribbean cruise!



## Individual Residential Supports

WCI's Individual Supports Division provides twenty (20) people the opportunity to live in their own apartments with minimal staff support, between three (3) and (42) hours/week in the Waltham and Watertown areas. They receive assistance reading their mail,



managing their money, shopping, meal planning, problem solving, maintaining their home and planning social activities, events and vacations. Seven (7) Individuals (including one married couple) live in their own apartment within one local apartment complex. They receive 24-hour staff supports based in one apartment, but available to the others if the need or emergency arises. The Individual Supports Division hosts the WCI Individual Supports Self-Advocacy Group that meets monthly and includes a self-run Board of Directors to teach people about their rights, the political process, how to run a group and to have fun!

Our goal has been to provide the services that each Individual or family member may want for their son, daughter or relative. As a result, we provide support to one Individual who lives with his mother at home.

Those Individuals that are a part of the Individual Supports Division are a strong group that pride themselves in their independence and living a full and meaningful life in the community. Where 2015 was a year of changes, this year has been one of stability and growth. As Leah Andrews, Director, has become familiar with the Individuals, she and her Support Coordinators, Proscovia Kase-miire, Holly Doman and Serge Maignan, have become amazing advocates for the Individuals with whom they work.

A common thread has been how we best meet the Individual's changing medical needs as they age and want to be as independent as possible. One of the Individuals with severe breathing complications who had been living in a 3<sup>rd</sup> floor apartment moved to a 1st floor apartment. This person has already seen a major positive impact on his health. Another Individual moved from his condominium where he was somewhat isolated by himself to an assisted living apartment, where he is surrounded by new friends and some old friends. Another Individual's diabetic needs increased, where she now uses insulin and staff support her with this major transition in her health. Still another now enjoys living alone and decorating her new apartment.

We began to work with two new Individuals that live in their own condominium. This year we are becoming much more familiar with their needs related to their health, building a relationship, and other supports to help them live independently. One other new Individual who lives on his own now receives hours of support to meet his needs. Many of them have been very active this past year traveling and participating in a variety of community events. One Individual visited her family in Tennessee, another in Canada, others to Florida and Cape Cod. One Individual works out regularly at his local karate club and another will never miss a weekly bingo game! Many are active members of various religious organizations. All like to have fun!



# Our Programs



## Social Supports

WCI's Social Supports Division provides supports for Individuals who have a history of, or are currently experiencing, behavioral and/or psychiatric challenges to live successfully and happily in their community. Social Supports has become a Division of ten (10) homes and two (2) less than 24 hour apartments, providing supports to forty-five (45) Individuals supported by eighty (80) staff in the communities of Waltham, Arlington and Lynn. Supports are provided in homes with 24-hour and less than 24 hour staffing, dependent upon the needs of the people. The staffing ratio from home to home varies as well. While Individual goals are as diverse as the people we support, the health and safety of each person is our highest priority. Toward that end, each person strives to increase daily living skills, social skills, community integration, relationship building and good health, including diet, nutrition and exercise, money management, shopping and self-advocacy. Although the work of this Division can be challenging, when goals are reached, the benefits are often extremely rewarding. Individuals and staff receive clinical supports and training from WCI's Clinical Supports Team. WCI provides and promotes an environment that enables and supports Individuals to set and reach their widely diverse and individualized goals. Life continues to be fun and interesting! In addition, Social Supports expanded to start providing Shared Living to two (2) Individuals and the families with whom they now share their lives.

Remaining active and involved in the community continues to be a large part of their lives. People continue to volunteer at local community events and food pantries, are members of sports teams – basketball, volleyball, soccer, and swimming of which they excel. Attending the Special Olympics has yielded so many medals to list! We are very proud of all of the effort and energy that each person puts into their chosen sport. People continue in their quest for healthier lifestyles. Many homes have adopted menu plans that are low in sugar, salt, fat and processed foods. Many people have lost weight. Some are determined to get there. Aditya Kadambi enrolled in the Independence College. He has attended faithfully with staff support, completed all assignments and learned to give presentations. He has enjoyed his experience and encourages others to do something out of their comfort zone. He will graduate at the end of September. Congratulations Aditya!



In July, the women who had lived at Norcross Street in Arlington moved into a newly renovated home on Kendall Park in Waltham. This move was one of the smoothest transitions with the help of our fantastic Maintenance crew. The ladies, support staff, Jennifer Lopes and Ruth Louissaint, did a phenomenal job getting ready for the big move day. The house is absolutely beautiful and the women are enjoying their new home! We are always up for a party! The annual 4th of July cookout, Thanksgiving Feast, Christmas and New Year's Eve Gala were a great success. We also continue to attend events anywhere and everywhere. People have enjoyed dances and events, Belmont SPORTS, birthday parties, bowling, concerts on the Common, fairs and festivals around the state, Six Flags and day trips to Foxwoods, Maine and Nantucket. People have attended concerts, such as Paul McCartney (and actually met him!) and multicultural events with others from across the state. Many have gone on vacations to places such as Florida, the Big Apple, Foxwoods, and Canada. Many have gone camping over the summer, where they reconnect with friends they don't get to see very often. Overall, it has been a very successful year.

## Deaf Residential and Individual Supports

WCI's Deaf Residential Supports Division assists Individuals with intellectual and developmental disabilities, who are Deaf, Hard of Hearing and Deaf-Blind. The individuals have a wide range of skills, needs and abilities. They are independent in many areas with some being able to live in their own apartment or condo with minimal supports to Individuals that need 24 hour supports and those with medical, psychiatric and behavioral health needs. WCI's Clinical Supports Team provides crisis responding, Behavior Plan Management and coordinating treatment with Psychiatrists and Therapists. Residential, Employment and Community-Based Day Deaf Supports are tailored to Individuals' needs and circumstances. In 1986, we began serving four people with sensory challenges. Since then, this Division has grown tremendously, now serving 41 people who are Deaf, Hard of Hearing or Deaf-Blind. They live in 12 homes or apartments and 26 of them are involved in our Deaf Employment/Day Supports Program at Rumford Avenue. Four others live in their own apartments with less than 24 Hour Supports. Our mission is to promote the hiring of Deaf staff or staff who are trained in American Sign Language (ASL) so that Individuals have people who can both communicate and support them. Individuals and staff have access to technology (e.g., video phones, wireless systems, flashing light systems for the fire alarm, doorbell and telephone, vibrating alarms) that supports their independence. WCI educates its Individuals and staff in Deaf culture and provides full and part-time staff interpreters as well as contracted interpreters through the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH) for trainings and meetings.

Within Deaf Supports, Individuals have varying needs for support. One home where people are Deaf and Blind, the Individuals require a 1:1 or 1:2 staff to Individual ratio due to needing sighted guidance and physical assistance for most tasks and two overnight staff (one awake and one asleep), given their medical needs and need for physical intervention to evacuate. We also support two Deaf women who have owned their condominium since 1994. At one point in time, these women received 24-hour staffing; however, over time, as their independence and skills greatly increased, they were able to gradually decrease supports. These are just a few examples of the wide spectrum of supports offered. Most of the Individuals live with one to four housemates and have 1-2:4 or 1:3 staff to Individual ratios.

One major goal of the Deaf Division continues to be community integration and being involved in Deaf Culture. Deaf Supports enjoys many community activities and participates in Deaf Culture activities in and around the Boston area. One new Individual who is Deaf-Blind came to WCI in May 2015 and throughout the past year has made tremendous progress. In addition, there has been a major change in the oversight of this Division. The Division Head left WCI but we had the great fortune to have two Residential Division Heads overseeing other areas in the agency that were willing to help. Both offered to assist temporarily through the licensing process but it was made clear during this time that the Division was going to do well and actually improved under this new streamlined design. It was decided that each of the two existing Residential Division Heads supervise one Director each or half the Division, sharing the responsibility to ensure that there is a continued sense of Deaf community. WCI looks forward to further successes in this Division.



## Employment/Day Supports

WCI Employment/Day Supports Division continued to expand and improve during the past year. Three new Individuals joined our Division; two at Social Skills, and one in Life Skills. We currently support eighty-six, 86, people in the Employment and Day Supports Division. In addition to accepting new Individuals to our programs, we continued to expand our services. This year, new employment and volunteer opportunities were identified, new community connections made, and new staff joined our team.

This year, The Life Skills Day Habilitation Program, Deaf Employment Program, and the Social Skills Program were awarded Mission in Action Grants through our Development Committee of the Board of Directors. These grants allowed the programs to develop gardens at Waltham Community Gardens on Beaver Street and at Central Street. In addition, the Nature Connection Grant from last year, continued to support the program, which provided total sensory exploration for the Individuals in our Life Skills Day Habilitation Program. The Life Skills Program also hosted Cultural Lunches, where 6 different cultures were celebrated through music, food, and fun facts. The Deaf Employment Program hosted a Silent Lunch, exposing and connecting hearing WCI employees with Deaf employees and Individuals in a fun atmosphere with games, learning, and food. Lastly, all programs were able to participate in a bi-weekly Yoga class. The Yoga Instructor conducted 45 minute sessions, designed and modified to fit the needs of the Individuals.



Our vision continued to focus on providing person centered programming that is innovative, community based, and responsive to the changing needs of our Individuals, their families, our funding sources, and the community which we utilize. Thanks to the dedication and hard work of our Employment and Support Specialists, our Support Coordinators and our Directors, we are able to grow and improve our programs.

The **Social Skills Program** offered programming and supports to 24 Individuals during the past year. The Individuals continued to receive supports in paid jobs, volunteer opportunities, and skill building groups which took place at the Rumford Ave. location as well as in the local community. Paid opportunities included Somerville/ Cambridge Elder Services, Re-Stream, PCS Newspaper delivery, Waverly Redemption Center, and Marshalls, where Jennifer A. worked part time during the holiday season. Volunteer work, which offered the Individuals community exposure, job skills, and sense of accomplishment, included the Leland Home, Cat Connection of Waltham, Waltham and Arlington Meals on Wheels, and Can Recycling at four community locations. Can Recycling provided funding for such activities as trips to local museums, birthday celebrations, as well as holiday parties. In addition to the benefits of learning valuable job skills, volunteer opportunities provide the Individuals a connection to the Waltham Community. The Individuals have made friends at the Waltham Senior Services and the Leland Home where they are sought out by the seniors for whom they deliver food.

**Deaf Employment Supports** is also based out of Rumford Avenue. This specialized program offers a fluent ASL environment and supported 20 Individuals in the past year plus an Individual that works full time with the WCI Maintenance Department. Six of the Individuals in the program also receive Part Time Day Habilitation. The goal of the program continued to focus on providing the Individuals with meaningful work and skill building opportunities in the community. During the past year, Individuals had the opportunity to earn a paycheck through paid jobs that included Landscaping at WCI homes, Sand Delivery for various WCI homes, picking up items from Bed Bath and Beyond stores through the Gifts in Kind Program, and PhoneBook Delivery for Verizon throughout the Waltham and Newton communities. In addition to these enclaves, the program continued to support Individuals in community jobs. These jobs included working at the Bear Spot Farm in Acton, the Boys and Girls Club in Newton, Liberty Tax in Waltham, Salvation Army during the holiday season, DCR at the Walden Pond, and Cross Fit in Watertown.



In addition to the paid work opportunities, the Individuals volunteered shopping for the elderly through the Springwell Organization, delivered meals to the elderly through the Meals on Wheels program in Arlington, provided cleaning at the Buddy Dogs society in Sudbury, bagged lunches at Community Servings in Boston, Perkins food program, and recycled at Newton Wellesley Hospital. The Deaf Employment Program continued to run the Gifts in Kind Store, sorting donations and supporting anyone who came to shop. The store offers the Individuals the opportunity to learn how to keep the store neat and organized as well as tracking what is taken out and stocking new items on a weekly basis.

# Our Programs



The **Community Employment Program**, located at 3 Common Street, offered supports and services to 12 Individuals in the past year. Ten Individuals received a 1:2 or 1:3 ratio in support at community jobs and at various volunteer opportunities, in which they are giving back to the community. Two Individuals work independently in the community with natural supports and receive support once a week or as needed.

On occasions when Individuals are in between jobs they receive Job Development supports which includes job seeking through the internet, filling out applications, updating resumes and attending interviews. One person has been employed for Yagermester Catering for over 15 years. Another Individual has been working at Market Basket in Waltham for two years. A number of enclave paid job opportunities in the community are an integral part of the program's day to day work schedule. Community jobs over the past year included, - Union Street Restaurant & Bar, Re-Stream, Sand Delivery, and PCF Newspaper distribution. Current volunteer commitments include: - The Watertown Free Public Library delivering books to the elderly as part of their "Homebound Book Delivery Program, bulk mailing for Downtown Waltham Partnership, Watertown Community Housing, WATCH, Company One, food distribution through the food pantry at the American Red Cross, feeding feral cats through the Cat Connection, and flyer distribution on behalf of Belmont World Film. The volunteer opportunities provide Individuals with new skills, enhance their resume, gain work experience, and build self-esteem and self-confidence. The volunteer placements also provide Individuals with the opportunity to further explore vocational interests. The Individuals at the program also participate in a recycling program with a number of local business's collecting recyclable cans and bottles.



The **Life Skills Day Habilitation Program**, located at 45 Rumford Avenue, continued to offer therapeutic, goal based services to its 45 members. The curriculum of the Life Skills Day Habilitation Program continued to focus on such areas as Communication Development, Sensory Development, Health, Independent Living Skills and Self Advocacy. The Individuals were supported and assisted in working towards their goals both, at the site and in the Waltham community. The on site activities, which change every day, range from Occupational Therapy Groups, Physical Therapy Groups, Communication Groups, and Functional Fine Motor activities such as beading or sorting. In addition the program offers Human Rights Groups, Relaxation Groups, Art Groups, and Music Therapy, which occurs once per week. The Individuals have choices of groups throughout the day and their schedule is reflective of their personal goals. Skills teaching occurs through an observable and product oriented approach. The program also continued to utilize its community and local resources for ongoing skill building. Every week a group of Individuals and a staff member go to the Perkins School for the Blind and volunteer along side Therapists in creating adaptive equipment. The program continued to utilize its extensive Recycling program which consists of picking up cans in local communities, washing the cans, sorting the cans, packaging them and taking the cleaned and sorted cans to be redeemed. The funds from the Recycling program fund the Individuals' other skill building activities, such as community outings to DeCordova Museum, or making purchases at a local café.

The **Art initiative Program** continued to be very successful in the past year. The program continued to offer therapeutic activities which included painting, weaving, knitting, and jewelry making to the Individuals. Once again, the program has successful sales at the Annual Wine Tasting at the Gore Estate, and at its 7th Annual Art Show, which took place at the Lincoln Arts Project in Waltham. In addition, the Art Program continued its presence at Waltham Chamber events, and at JRI, the program's most successful retailer. The Employment and Day Division continued to grow and evolve over the past year. Its successes are directly attributed to the dedicated Employment and Support Staff, Directors, Support Coordinators, Art Coordinator, Health Care Supervisor, and Job Developer who work tirelessly to ensure that each day is safe, meaningful, and fun for every Individual that we support.



The **Waverley Redemption Center (WRC)** which has been recycling bottles and cans from area consumers for nearly two decades is currently located in convenient, downtown Waltham. WCI entered into a business partnership with WRC in 2011 to begin by relocating the site which is now located at 23 Summer Avenue. WRC accepts any quantity of MA redeemable cans, plastic or glass. It is easily accessible and assistance is available for any size order. Expanding further with the recycling mission, the WRC supports a cleaner, greener and healthier environment by reusing aluminum, wood and paper to produce a variety of products for sale. WRC partners with various businesses through donations and can drives for local charities. WRC's customers come from a wide area, including Watertown, Belmont, Lexington, Arlington, Lincoln, Newton and Weston. The WRC is a self-sustaining business.

The WRC currently recycles about 3.5 million containers a year; provides competitive employment and benefits to more than 15 employees with disabilities (three of whom reside at WCI and have been working for more than 12 years at WCI); accepts all major brands; pays the full MA bottle deposit; partners with more than a dozen non-profit organizations on targeted donation programs and provides assistance with Can Drive Fundraisers for schools, clubs and local civic organizations. A goal for WRC in the coming year is to provide competitive opportunities to its employees in the local community.

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July 1, 2015—June 30, 2016



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