



**SPAULDING**  
ACADEMY & FAMILY SERVICES

1871 Celebrating 150 Years 2021

# 150 YEARS OF SHAPING POSITIVE FUTURES



**ANNUAL REPORT 2020 - 2021**

# 150 YEARS AND STILL HELPING

## Dear Friends,

For all of us, 2021 has been a year of challenge and change as we have navigated and adapted to events in our world that we could not have imagined. The human spirit is a remarkable thing. At Spaulding Academy & Family Services, we see it every day in the behavior of our kids and the attitudes of our staff. So, it is with a tremendous sense of pride that we reflect on 2021 and look forward with confidence to 2022.

To be sure, the past year has not always been easy, but from the crucible of change we have prospered, as we have learned much and found ways to become better. While the world around us was changing, we changed, too. Not only did we adapt to the needs of our children by expanding our footprint and our programs, but we also supported our staff in a variety of ways to meet their needs.

This annual report provides an opportunity to reflect on the past year and the implemented changes that define it. There were many defining moments during the year, but perhaps none more significant than expanding our services to provide a home to children who just needed a place to live, while continuing to attend public school and participate in school-related activities. For me, my ultimate 2021 moment was when one of our kids exclaimed, "I'm home!" upon arriving at our newly opened Wednesday House. What many of us take for granted is a life-changing event for others.

We were also able to establish an off-site headquarters for our Community Based Program on Shaker Road. These dedicated staff work tirelessly to find foster care and forever homes for kids. For this team in particular, the year was a challenge as family outreach and visits were not possible. And yet, the need for foster care does not lessen despite an ongoing pandemic. Just as we have been doing for 150 years, we found ways to ensure that these kids are safely in homes.

It isn't possible to reflect on 2021 without noting that the Department of Children Youth & Families (DCYF) embarked on a new model for placing children throughout the State of New Hampshire. For them and for all residential care providers, this was a sea change in how residential children are placed. This provided us with a wonderful opportunity to learn and to pivot, with several results that will have a lasting and positive impact upon us and those who we serve.

First, we applied for and were awarded contracts in four distinct programs, including a medically intensive program. Another game changer. We are looking forward to expanding our residential care to include children with certain medical challenges who would otherwise have placements outside of their preferred region. To support these children, as well as those in our other programs, we have significantly added to our health care and support services areas. Finally, in keeping with our own pursuit of excellence and to support the parameters of the state's contracting process, we applied for (and since the close of the fiscal year, secured) accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF), an international organization recognizing providers for their achievement in meeting high standards in a variety of categories, including Child and Youth Services.

We are deeply proud of this and all our accomplishments during 2021. With so much achieved this past year, we look forward to the future, poised for even greater change and success in 2022.

We could not close without thanking our many wonderful and dedicated supporters. We are grateful to all who assist us in our mission to provide for those who most need our help. Your continued and extraordinary generosity allows us to do the work that we do. We offer a heartfelt "Thank You" to each and every one of you!

**Todd C. Emmons, President & CEO / CFO**  
**Michael F. Ventura, Chair, Board of Directors**

**MISSION** Supporting exceptional children and families toward a successful future.

**VISION** Spaulding Academy & Family Services exists to foster life success for young people. As a recognized leader, we will provide superior educational and community-based services, and treatment, as well as professional development opportunities for our employees and other specialists in the field.

*This report is published to present information about Spaulding Academy & Family Services and its programs and services. We encourage you to visit our website at [SpauldingServices.org](https://SpauldingServices.org) or contact our development office at [donate@spauldingservices.org](mailto:donate@spauldingservices.org), 603-286-8901 ext. 107 or on campus at 72 Spaulding Road, Northfield, NH 03276-4608.*

# LEADERSHIP & GOVERNANCE

## Management Team

Spaulding Academy & Family Services is a professionally managed 501(c)(3) nonprofit. Our leadership team and volunteer board share an unwavering commitment to ensure that Spaulding Academy & Family Services fulfills its mission to help children and youth with neurological, emotional, behavioral, learning or developmental challenges - including Autism Spectrum Disorder and those who have experienced significant trauma, abuse or neglect - learn the academic and life skills needed to be successful in their homes, schools and communities.



**Todd C. Emmons, MBA, M.Sc.**  
President & CEO / CFO



**Amanda Champagne, M.S. MBA,** Executive Director of Family Services



**Dennis Galimberti**  
Director of Support Services



**Sandra Marshall**  
Director of Development & Community Relations



**Chandra Miller, MSN, RN, CPNP-PC** Medical Director & Pediatric Nurse Practitioner



**Lys Miller-Drake, SHRM-SCP**  
Director of Human Relations & Employee Engagement



**Pat Seaward-Salvati, M.S.**  
Director of Admissions



**Colleen Sliva, M.S.Ed.**  
Principal & Special Education Director

## Spaulding Academy & Family Services Board of Directors



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# HIGHLIGHTS OF 2020-2021





To stay in the know, like, follow and subscribe for all the latest and greatest updates of happenings on campus, across the state, and beyond.



 To Join Our Enews

 Text **SPAULDINGNH** to **22828** & sign up today!

# STRATEGIC ACCOMPLISHMENTS

## Spaulding Expands its Medical and Psychiatric Support Teams

2021 was a year of significant growth for Spaulding Academy & Family Services. The organization expanded both its medical and psychiatric support teams, elevating the availability of comprehensive on-campus healthcare services, and ensuring another layer of quality, dependable healthcare for the children of Spaulding.

The organization strategically placed two nurse practitioners in key leadership positions with the transition of Carolyn Brown, ARNP, to Primary Care Provider (PCP), and the hiring of Chandra Miller, MSN, RN, CPNP-PC as Medical Director.

Carolyn previously served as Spaulding's medical director since 2018. She will continue to perform routine physicals, administer medical care, and manage the healthcare requirements and medication regimens of residential students, and will provide medical care to community-based and day students as needed.

Chandra Miller oversees the daily operations, regulatory compliance, and quality of Spaulding's medical care and services. Previously the medical director of Student Health Services at Crotoned Mountain Foundation, she has extensive experience working with children and is licensed as an Advanced Practice Registered Nurse (APRN) in Pediatrics through the State of New Hampshire and is a RN in both NH and Massachusetts.

Along with Carolyn's move to PCP and Chandra's hiring, Nicholas (Nick) Lefebvre, RN, was hired as Spaulding's Health Services Director. He manages and supports the nursing staff, provides oversight for medication services and training, handles student medical concerns and acts as a liaison with families for day-to-day medical questions and concerns.

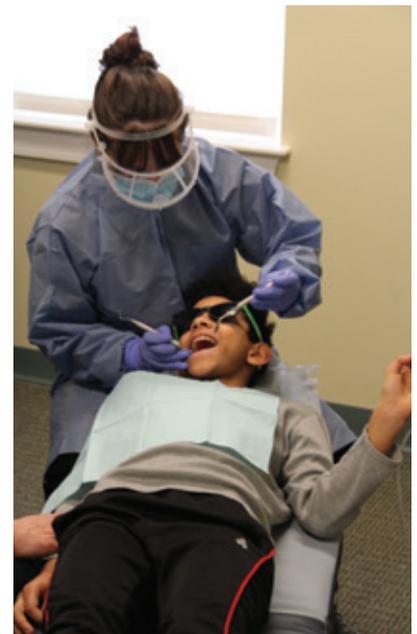
The health services department at Spaulding also includes a team of dedicated nurses and health assistants, who provide a variety of services, including nursing assessments, medical treatments, medication management, immunizations, child psychiatry services, and dental, vision, and hearing evaluations.

### Psychiatric Team Grows

Board-certified Psychiatric Nurse Practitioner Gregg Rogers, MSN, BS, PMHNP-BC, FNP-BC, joined the Psychiatric Support team and works with residential children, Academy students, and community-based children, including preparing children for transitions back home. Eventually, he will also work with community-based children and Academy students.

Theresa McCafferty, Ph.D., LCMHC, DCCMHC was contracted in 2020 to provide weekly professional consultation to clinical and community based staff. Dr. Terrie serves in this integral role as a mentor, providing consulting and brainstorming support, individual supervision for staff working toward licensure, and monthly psychoeducation training for family workers.

The Behavioral Health team – comprised of Board Certified Behavior Analysts and master's level clinicians – are benefiting from the leadership and support provided by these experienced psychiatric professionals.



For more information about Spaulding's medical and psychiatric services, visit [www.SpauldingServices.org/programs-services/health-and-wellness](http://www.SpauldingServices.org/programs-services/health-and-wellness) and [www.SpauldingServices.org/programs-services/clinical-services](http://www.SpauldingServices.org/programs-services/clinical-services)



## Strategic Growth Achieved within Spaulding's Support Services Team

Spaulding Academy & Family Services has a devoted on-campus team of Support Services professionals who manage facilities maintenance and groundskeeping – and even construction projects, including the recent conversion of the Shaker House into office spaces for the Community Based Team (see related article). In 2021, Housekeeping Services transitioned from a contracted to an in-house service and several staff members were promoted within the Support Services Team.

Following the retirement of Roger Bolduc, the organization promoted Dennis Galimberti from Facilities and Grounds Manager to Director of Support Services. He now oversees Facilities, Food Services, Technology, and Housekeeping. He has been employed with Spaulding since 2014 and has led in-house construction and renovation projects that have improved campus buildings and reduced costs.



Dennis Galimberti

Spaulding also named Lisa Huckins as Housekeeping Supervisor. She has enjoyed a long career at Spaulding, starting in 1995 as an overnight residential counselor and most recently as a household coordinator for the residential cottages. Lisa led the hiring process of eight full-time housekeepers to manage the wide variety of cleaning needs campus-wide and oversees the floor care staff as well. The new in-house Housekeeping staff have already proven a great addition to the Support Services Team – they are part of the daily lives of the children, building positive relationships with them and sharing in campus events.



Lisa Huckins

Additional Support Staff promotions include Daniel 'Doc' Jenifer as Facilities Team Lead and Dawn Hinxman as Support Services Office Manager. Daniel joined the Facilities Team in 2014. He was promoted from his role as Senior Facilities Worker and is a past recipient of the Spaulding Spirit Award. Spaulding hired Dawn in 2014 as an administrative assistant in Behavioral Health. She brought years of experience in similar roles within various health care settings, and when an opportunity became available, she transferred to Support Services, where she has remained ever since.



Daniel 'Doc' Jenifer



Dawn Hinxman

## Fun Facts: Facilities and Food Services

- From July 1, 2020 to June 30, 2021, the Spaulding Facilities Team received 2,661 work orders. Only 119 remained open at fiscal year's end, achieving a 96.6% completion rate!
- When COVID-19 started (approximately March 23, 2020), congregate meals in the Dining Facility stopped, and children ate their meals in their residential cottages as well as classrooms to promote social distancing and COVID-19 prevention. Food Services has since prepared and delivered 21,785 breakfasts, 46,145 lunches, and 26,058 dinners – that's approximately 94,000 meals!



# STRATEGIC ACCOMPLISHMENTS

## New Paycor HRIS System Proves a Game Changer

Spaulding Academy & Family Services has implemented a new automated HRIS system that delivers a wide variety of benefits – from automation to data analysis – that deliver value-added time savings and convenience for staff. The Human Resource Information System, known as Paycor, has already made a positive impact on how Spaulding manages its payroll and human resources functions and how employees can access their personal information.

Paycor’s payroll software is an easy-to-use, powerful solution for Spaulding’s Payroll Team. It significantly reduces the amount of time spent on payroll processing, improves accuracy, and ensures tax compliance. Proactive alerts and exception reports dramatically reduce errors and makes the organization less dependent on paper forms. Spaulding can also more easily recruit, mitigate compliance risk, and manage labor costs using Paycor.

Employee compensation varies widely at Spaulding based on staff roles, work shifts, overtime rates, and essential worker pay. Paycor provides easier, accurate time tracking that allows staff to punch in and out of their shifts at various on-campus locations. They also enjoy a self-service experience that puts them in control of accessing their information. Employees can efficiently view their schedules, review time off balances, submit requests for days off, and see their pay stubs and timecards. The Paycor app allows staff members to access all this information on their mobile phones or computers – eliminating the need to contact Human Resources for paystub copies or to change a tax status. Spaulding employees have already provided positive feedback on the many benefits of using Paycor.

Spaulding looks forward to leveraging additional Paycor functionalities, including onboarding as well as a module that will allow employees to manage benefits. The Paycor Learning Management System will also be implemented, which delivers training content to employees through the Paycor website or mobile app.

By accessing a library of more than 1,000 courses, and the capability to create original Spaulding content, the organization will soon be able to deliver compliance training electronically for new hires and employee-specific skills training as required.





## Employees Launch Diversity, Equity and Inclusion Initiative

A group of Spaulding Academy & Family Services employees were inspired by the national focus on race relations to positively tackle issues of race and equality on campus. Donnelle Combs, Special Education Teacher; Charley Suter, Digital Learning Specialist; and Clinicians Melissa McEvoy and Doris Theberge discussed the idea of formalizing an on-campus group to combat discrimination and hate speech using education and open dialogue. With support from their supervisors and organizational leadership staff, the group established Spaulding's Committee for Diversity, Equity and Inclusion (DEI).

The group consulted regional experts, including JerriAnne Boggis, Executive Director, Black Heritage Trail of NH, and conducted research on how to approach education, training, and communication about a variety of inclusion areas for both fellow staff members and Spaulding's children. Thanks to their efforts, online DEI learning modules for employees are now available - as are activities for the kids (adjusted for age) that highlight celebrating similarities and differences, and how to handle situations when someone is treated unfairly. DEI concepts and learning is incorporated into hiring, training and cultural initiatives across campus. In many ways, the DEI initiative is strongly influenced by the Choose Love program which was implemented in early 2020 and continues to offer a positive and compassionate framework for interactions throughout campus.

The voluntary committee meets weekly and is open to all employees, rotating shifts to give everyone the opportunity to participate. For more information, visit [www.SpauldingServices.org/DEI](http://www.SpauldingServices.org/DEI)



# ACADEMIC ACHIEVEMENTS

## Concurrent 5-Year Accreditation Achieved

In 2020, Spaulding Academy & Family Services was thrilled to earn its third consecutive 5-year New Hampshire Department of Education accreditation as a Special Education and Non-Public School. This allows the organization to provide special education to the students in its care. Spaulding's special education academic program previously received 5-Year New Hampshire Department of Education approvals in 2015 and 2010.

## Special Events in Abundance

Despite the ongoing COVID-19 pandemic, Spaulding's creative educators and staff made accommodations to allow special annual events to continue, delivering learning and socialization opportunities to the children on-campus.

In November of 2020, the Authors Tea was held virtually to accommodate COVID-19 safety precautions. Students spent weeks brainstorming, writing, revising, illustrating, and producing creative writing projects that aligned with the "Choose Love" theme. The social and emotional learning (SEL) Choose Love Movement curriculum had recently been implemented across campus, and this helped students bring it to life. The celebration gave children the opportunity to share their books with their peers and teachers.

Multicultural Celebration, all 12 classrooms at Spaulding Academy spent weeks studying different cultural celebrations, including Diwali, France's Bastille Day, Hanukkah, Hawaii's Merrie Monarch Festival, Japan's Children's Day, Mexico's Day of the Dead, Scotland's Hogmanay, Thailand's Loi Krathong and Monkey Buffet Festivals, Turkey's Children's Day, and Quebec's Winter Carnival.

February 2021 featured the annual Winter Carnival, an outdoor experiential learning event. The children made their own sleds and decorated them using the 2021 "Heroes" theme. Each classroom tried out their sleds, enjoyed outdoor educational play and promoted positive mental health.

The schoolwide, experiential learning Science Fair encourages students to explore exciting scientific concepts while maintaining a focus on the scientific method. Due to COVID-19 restrictions, the Science Fair was held virtually during the spring of 2021 through a shareable and privacy-protected website designed by Spaulding's Digital Learning staff. Classrooms were able to view each other's projects, which ranged from discovering how arctic animals stay warm and learning about the DNA of a strawberry, to speaking to plants to help them grow and powering handmade cars using balloons.

## Academy Staff Achievements

Spaulding Academy is committed to providing the mentoring, planning, and funding to help its staff achieve professional development - both to enhance the curriculum and meet the evolving needs of its student population.

In 2021, educators pursued continuous learning opportunities through a variety of resources, including the Winnisquam Regional School District, LETRS (Language Essentials for Teachers of Reading and Spelling) and project-based learning training. Several Academy staff members recently completed their teacher credentials and Orton-Gillingham Approach reading certifications.



# RESIDENTIAL ACHIEVEMENTS

## Spaulding's Children Conduct Autism Awareness

In recognition of National Autism Acceptance Month in April, the children and staff of Spaulding Academy & Family Service visited several local organizations to increase knowledge and understanding of autism. They met with the Belknap Mill Quilters Group, the Tilton and Northfield Police Departments, and Tilton-Northfield Fire and EMS.

Using the theme "Lead with Kindness, Learn with Kindness," the children promoted strategies for everyone to successfully communicate and build relationships with individuals with autism. This was accomplished in participation with the Autism Society's "Celebrate Differences" campaign.

The group presented each organization with appreciation banners signed by the children, artwork created on campus, and homemade baked goods.



## Wednesday House Offers New Opportunities

Spaulding Academy & Family Services achieved a major milestone in February 2021 with the opening of Wednesday House, a transitional housing option for children in its care. The first of its kind for the organization, Wednesday House provides children the opportunity to live in a home-like environment while awaiting foster care placement or returning to their families.

Wednesday House has the capacity of ten children ages 4 to 21, in a home and in-law apartment that Spaulding purchased and renovated with the on-campus talent of the Support Services Team. Residents learn independent living skills, including laundry and cooking, under the supervision of the 24-hour on-site residential staff. All Wednesday House residents attend school within the community. Currently, children attend schools located in Concord, Manchester, Franklin, Winnisquam, Belmont and Laconia school districts.

Wednesday House is located adjacent to the Spaulding main campus on nearly 13 acres of land, which is connected by walking trails. Children and youth have access to Spaulding's clinicians, family workers, board certified behavior analysts (BCBA), and nurses.

*"We're grateful to Spaulding for developing this new program, which will allow young people the opportunity to stay connected with their home schools and communities, while DCYF continues to work toward finding permanency for the children living in Wednesday House," said Joseph Ribsam, director of the Division of Children, Youth and Families (DCYF) at the New Hampshire Department of Health and Human Services.*

*"DCYF is always looking for more foster parents, particularly those willing to serve adolescents, sibling groups, and children with special needs."*



## Road Sign Contest Provides Fun to Residential Children

To help residential children get into the community and have fun, Spaulding's residential staff developed a New Hampshire Roadside Attractions Contest. The residents and staff of each cottage were tasked with taking a group photo in front of 13 specified New Hampshire destinations, along with two special sites they selected. Through the process, they learned about historical New Hampshire sites, including the State Capitol in Concord, the Wright Museum in Wolfeboro, and the Redstone Rocket in Warren.

As a reward, the first three houses to complete the task received a celebration of their choosing. The first-place winner of the NH Roadside Attractions Contest was Young House.

The goal of the activity was to encourage friendly competition while leveraging cooperation, peer relations, and sportsmanship. The children thoroughly enjoyed themselves and learned how to positively process different - and even undesired - outcomes.



# COMMUNITY-BASED ACHIEVEMENTS

## Shaker House Opens

The 14-member Community Based program staff now has a dedicated office space – just two miles from campus – at Spaulding’s newly renovated Shaker House. The team consists of a foster care licensing worker, masters level clinicians, case managers, and family aides who partner to provide Individual Service Option (ISO) Foster Care, In-Home Services, and Child Health Support to children and families. When not on the road visiting the families they support, the staff is able to host supervised visits in Shaker House’s private, home-like family meeting room.

In addition, the onsite two-car garage was renovated to additional office space for six employees. All construction and renovation work on both buildings – except for the electrical and flooring – was completed by the Spaulding Facilities team.

“This expansion of our office and meeting spaces is significant. Now our Community Based Programs staff have their own private offices to check in and out of as they travel, and the families we work with in the greater community can enjoy a welcoming and home-like place to meet,” said Todd Emmons, CEO & President, Spaulding Academy & Family Services. “Thanks to the addition of the Shaker House, we also have newly available space on our main campus for our Health Center, complete with an examination and lab draw room.”

## Fast Forward Support Continues

Spaulding’s Community Based Program recently renewed its contract with North Family Institute (NFI) to continue providing FAST (Families and Systems Together) Forward services, which delivers a range of community-based services and supports for children, youth, and their families with (or at risk for) mental health challenges.

Fast Forward is a program of the New Hampshire Division for Children, Youth and Families (DCYF) that gives struggling families the opportunity to proactively receive necessary support before their situation deteriorates. Families either come forward for assistance or are referred to providers like Spaulding’s Community Based Program. NFI refers families directly to Spaulding for assistance.

This program is intended to prevent child placement outside of the home and to connect families with required resources. Spaulding is proud to support New Hampshire families in its service region with this critical outreach.

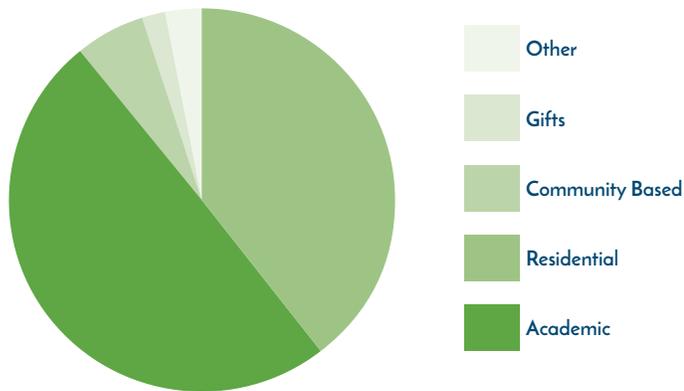


# STATEMENT OF REVENUES & EXPENSES

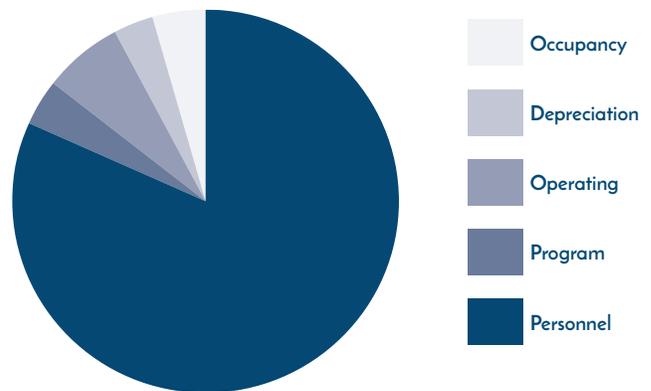
Fiscal year 2021 operating budget as of June 30, 2021

REVENUE			EXPENSES		
Residential	7,538,860	39.7%	Personnel	15,434,450	81.7%
Academic	9,396,205	49.5%	Program	779,231	4.1%
Community Based	1,132,849	6.0%	Operating	1,256,442	6.6%
Gifts	364,059	1.9%	Depreciation	621,158	3.3%
Other	553,495	2.9%	Occupancy	806,789	4.3%
<b>TOTAL REVENUE</b>	<b>18,985,468</b>		<b>TOTAL EXPENSES</b>	<b>18,898,070</b>	
<b>NET</b>				<b>87,398</b>	

Revenue



Expenses



# The Laconia Daily Sun

TUESDAY

TUESDAY, MARCH 16, 2021

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LACONIA, N.H.

527-9299

FREE



The campus of Spaulding Academy and Family Services in Northfield, which started as an orphanage in 1871. Today it provides services for young people from 4 to 21. (Courtesy photo)

## Spaulding still saving lives after 150 years

By ROBERTA BAKER  
THE LACONIA DAILY SUN

NORTHFIELD — The children dictated or printed messages on placemats they made for staff appreciation week at Spaulding Academy and Family Services — a residence and school for young people ages 4 to 21 with neurological handicaps or heart-breaking histories of trauma, or both.

“Thank you for all that you have done and for letting me live here.” “Thank you always being there for me and understanding me when nobody would.” “Thank you for taking care of me and taking me swimming and other stuff.”

Their hand-lettered drawings,

encased in plastic, are a feast of gratitude for years spent with more companionship, playtime, guidance and safety than many had ever experienced.

“You saved my life,” Pat Goulet of Manchester told Garrett Lavallee, his favorite mentor and teacher at Spaulding, when he came back to visit. At age 13, Goulet was expelled from public school in Manchester for constant fighting and was referred to what was then Spaulding Youth Center by the juvenile justice system.

“I was always bigger than everybody. I was always getting into trouble. I was a punk, if you will,” said Goulet. Now

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**SPAULDING**  
ACADEMY & FAMILY SERVICES

Spaulding Academy & Family Services  
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### SPAULDING from page 1

almost 30, he has a career in manufacturing, a hobby racing cars, and a son about to turn seven, who helps Goulet tinker on the '87 Chevy Monte Carlo he races at New England Dragway. “I trust Garrett with my life,” Goulet said.

Another Spaulding graduate, Ty, drove from Claremont to Northfield to hug Lavallee on the day his father died. For two years Ty's dad had driven him to Spaulding every weekday, including in snow, because Ty, who is on the autism spectrum, was afraid to take school transportation.

When Ty was in seventh grade, Lavallee paired him with a nonverbal third grader, whom he mentored for a year — an experience that made him feel that he had something to give and prompted his desire to become a nurse. On Lavallee's windowsill sits a brightly-colored baseball Ty bought for Lavallee when he visited the Rock and Roll Hall of Fame in Ohio with his dad.

### Developing relationships

Thanks isn't always a word. Sometimes it comes in the form of eye contact or an extra-seconds-long hug, said Lavallee, who has worked at Spaulding for 20 years, and now coordinates special education services.

“Our goal is to have our children feel whole, to be positive and productive members of their communities and be safe. The relationships we have with them are everything.” Going for ice cream, grilling on the beach, taking a break to be silly outside — the small events of childhood make a quilt of memories and a positive map forward.

“It's secret handshakes and nicknames. It's all those little things they remember that show you care. Every child deserves a childhood. That relationship, love and care doesn't stop when they leave,” Lavallee said.

This year, the 500-acre, hilltop residential school and treatment center that began as an orphans' home in 1871 is celebrating its own milestone: 150 years of helping youngsters across New Hampshire. The school helps kids with serious neurological disorders and, increasingly, children in crisis without safe and stable homes. Since 2003, Spaulding has placed 50 to 60 children with emotional and behavior issues stemming for trauma in foster families, and roughly 20 have been adopted by their foster parents, who are trained by Spaulding in how to provide structure and wraparound care.

As a result of the opioid epidemic, a larger number of Spaulding's day students and full-time residents have come from homes with drug-addicted parents, which resulted in their abuse and neglect, and prompted a lack of trust. Others arrive from homes where mentally ill parents are not able to

function fully, or provide stability, guidance or regular meals. One 15-year-old boy arrived in diapers, according to Linda Pletch, Spaulding's behavioral programming manager.

“We have a large population that have been severely abused and neglected, and that is growing. It's horrifying and it's heartbreaking to read some of their files. No child should have to live like that,” said Pletch. And children are coming at younger ages.

“We have little kids five years old in residential treatment who have had so much trauma at this point their survival skills aren't what society expects,” said Carol Sanborn, who has worked at Spaulding for 36 years and now serves as quality assurance coordinator. Some little ones compulsively steal, hide soiled bedding or clothes, and hoard food because they never knew when their next meal would be. “Some know more swear words than you thought were ever possible because of what they were exposed to. Everything is a learning lesson for these poor kids. You think, ‘How could that kid get up another day with the experiences they were having?’”

“From day one, you have to establish yourself as a positive person in that kid's life, so when you walk through the door, the kids are excited to see you enter,” Pletch said.

With increasing pressures in society resulting in fallout or tragedies for children, Spaulding has an expanding mission — a healing purpose that hinges on establishing a sincere connection, a conduit of love and trust. That especially holds true for young people with neurological deficits that make it difficult for them to leave home. Some dedicated parents, after years of trying, send their severely handicapped children to Spaulding for training and support they can't provide, and the result can be life-changing.

### Lasting bonds

At age 26, Robbie Parker is still mostly non-verbal.

But before COVID temporarily closed his venues for social interaction, his life was a tapestry of art, music and theater, dances and dinners, and working as a volunteer, cleaning a church — a schedule his family hopes will resume.

Despite his neurological disabilities from Syngap-1, a genetic mutation that causes autism, Parker lives in Derry in his own home, with another disabled adult male and three support workers who take day and night shifts helping them with daily living. Parker also receives physical and occupational therapy.

Every other weekend, he visits his mother in Hampton Beach, where they walk beside the surf and reminisce

see next page

about their vacations at Disney World, including a trip with Kerrin Gullison, his favorite staff member from Spaulding. Whenever he sees the lights of Bernie's, a tiki bar that reminds him of Florida, Parker shouts, "Steve! Nate! Pete!" – the names of the three "stick men" who walked on stilts in the Downtown Disney town square.

"It couldn't be better. I'm so blessed. I'm so fortunate that he can be happy," said his mother Susan, who remembers scary incidents when her son was a child at home. "After he went to Spaulding he only hit me once."

Before he started attending Spaulding at age 16, the notion of going to school brought outbursts, bouts of kicking furniture and toppling the television. The school bus driver routinely walked him from his front door to the bus at the foot of the driveway.

Thanks to five years of training in emotional control, classes tailored to his cognitive abilities, and outdoor activities that helped him release stress and build camaraderie with other people, Parker is not the volatile, aggressive or unyielding teenager who entered Spaulding as a teen. And Susan has learned how to redirect repetitive thoughts that still make him agitated as an adult.

But more than any one class or activity group, it is his lasting bond with Kerrin Gullison that changed Parker's emotional life. Parker has a memory for everything meaningful, including people.

Photos show Parker at Kerrin's wedding, kissing the glowing bride. This past summer, Kerrin went on a whale watch with Parker and his mom. It's a relationship that continues, enriching the lives of both. "She's part of the family," Susan said. "They're best friends."

## Learning to cope

Young children and teens come to Spaulding with varying levels of autism or other neurological disabilities. Some are non-verbal with limited social and self-care skills. Others are highly communicative and have slight nuances of behavior that hamper their acceptance by peers, and are rigid in their thinking – which requires training in flexibility. Most have short attention spans, low tolerances for frustration and aggressive behavior, and some injure themselves, Pletch said.

At Spaulding they learn coping skills and relaxation techniques such as deep breathing, visualization and taking a walk outside, or sitting on a bean bag and listening to music. Some put their heads down on their desks. Others have weighted blankets. They learn to recognize triggers, such as noisy, chaotic places, so they can avoid them or remove themselves from the situation.

"Their sensory systems are unique," said Pletch. "Simple noises will escalate them, and they're not able to recognize it or what to do to calm themselves."

Many act out because they need to eat or drink or use the bathroom, discomforts they can't easily convey. Some learn to use LAMP, a tablet with visual icons that releases a spoken statement when pressed like keys on a screen.

"A lot of kids don't know how to say, 'I need a sandwich.' They become aggressive because they don't feel well and don't know how to communicate that," said Pletch. Communication increases with steady, secure relationships; these relationships are "absolutely critical. The kids do best with certain staff, with certain personality types. They want to have someone who's going to value them and have fun with them."

## A range of abilities

That's also true for higher-functioning children who come to Spaulding.

Kyle Harcrow, 17, now lives with his mother in Goffstown, after living at Spaulding in 2013 and 2014. He started there at age nine when he was referred by



Robbie Parker, a former student at Spaulding Academy, and Kerrin Gullison, his favorite staff member, enjoy time on the water in this undated photo. (Courtesy photo)



Kyle Harcrow, 17, is photographed with some of the things he built for his family at Spaulding Academy and Family Services in Northfield (Courtesy photo)

the court system for aggressive behavior. He went back as a day student from 2015 to 2017.

"I was aggressive and physical. At first I was sad and didn't want to leave my mom and my sister. I started to warm up and feel like it was a second family there," he said.

Today he is a junior at Goffstown High School, studying carpentry at Manchester School of Technology. He is proud of what he has been able to accomplish during his first year in the vocational-technical program: A bird feeder for his mother, a shelf for her night stand, and a corn hole set for his sister – projects that developed construction skills he hopes eventually to use as a house framer.

"I was happy and excited to see their reaction," Kyle said.

When he thinks about Spaulding, he remembers the staff who built him up when he saw little value in himself.

"Nick and Charlie and Garrett. When I went there, I felt I had no one supporting me. They made me feel wanted. They were like brothers. They welcomed me with open arms. They helped with me with my homework. They helped me tie my shoes. They helped me learn new coping skills. When I was down, they made me smile with a joke or something." They also played basketball and board games and watched movies together.

"They would gently harass him in a brotherly way, and say things like, 'Are you going to brush your hair today, or are you going to go out looking like a mop?' That made it feel like things were normal," said his mother, Kim Wade. "They were always there to talk when he was having a hard time."

At Spaulding Kyle met kids with similar behavioral issues and sensory deficits who he could relate to as peers. "I feel like it changed me," he said. "It made me more open-minded to different people."

Lavallee said that whatever hardships or obstacles a child has experienced, it's important to build compassion and patience. When he analyzes his mentoring relationships, and focuses on what catalyzes change for the broadest range of youngsters, one ingredient rises to the top.

Relationships are enhanced by playing together, but trust is primarily built through listening, and trust forges love. "If a kid's sitting there and they start to open up and I say, 'I know what you mean,' that's not true. I was never abused. I never experienced homelessness or neglect," Lavallee said. "But what I can do is listen and spend time with them. Over time, they start sharing more."

•••

*The Sunshine Project is underwritten by grants from the Endowment for Health, New Hampshire's largest health foundation, and the New Hampshire Charitable Foundation. Roberta Baker can be reached by email at Roberta@laconiadailysun.com*

# THANK YOU TO OUR GENEROUS DONORS

## Daniel Webster Legacy Society

We are pleased to acknowledge the following individuals who have included Spaulding Youth Center Foundation in their bequests and/or estate plans. Legacy membership is open to all who want to ensure a promising future for deserving children, youth and their families.

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We are pleased to honor the following benefactors for their inspired giving of \$1,000 or more per year for five consecutive years to the Annual Fund, including the current fiscal year.

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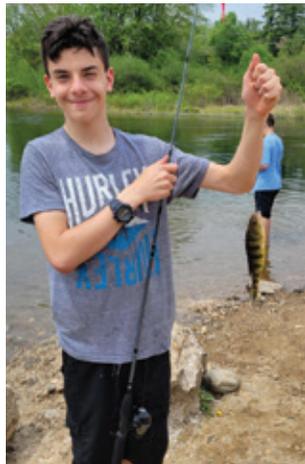
## Giving

We are pleased to acknowledge our generous friends who have given to the Annual Fund, restricted funds, the New School Campaign and/or the Susan S. Calegari Endowment Fund. We are most grateful to the individuals, businesses, civic organizations, faith groups and foundations for their gifts and grants that truly enrich the lives of children, youth and their families.

## Gold Leaders

The Dearborn Family Charitable Fund  
Jack and Marci Williams Endowment  
for Wednesday's Child  
The Kennelly Charity Lead Unitrust  
The Van Otterloo Family Foundation

*These acknowledgments represent all contributions between July 1, 2020 and June 30, 2021. It is our intent to acknowledge all Spaulding Academy & Family Services benefactors. If you notice any omission or error, please contact the development office at 603-286-8901 ext. 107 or [Donate@SpauldingServices.org](mailto:Donate@SpauldingServices.org). We deeply appreciate your generosity and are dedicated to providing proper recognition of your support.*





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*We also benefit from donors  
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## Levels of Giving

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Gold Leader: \$10,000+

Leader: \$5,000 - \$9,999

Steward: \$2,500 - \$4,999

Benefactor: \$1,000 - \$2,499

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Associate: \$250 - \$499

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## Memorial Gifts

We are honored to recognize gifts given in memory of a loved one.

*Those memorialized are shown in italics.*

### *In Memory of Virginia Allison*

Bradford Allison  
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Meredith Area Chamber of Commerce  
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Jennifer and Robert Scianna  
Lisa Tarbell  
Earle Wason

### *In Memory of Roland Benoit*

Ron and Chrissy Benoit

### *In Memory of David Carr*

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### *In Memory of Tyler R. Carter*

Anne Smith

### *In Memory of Robert J. Cricenti*

Rabitah H. Cricenti

### *In Memory of Jeffrey M. Donahue*

Jane Donahue

### *In Memory of Frank L. and Peter A.*

### *Levandowski Endowment Trust*

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### *In Memory of Frank T. Gutmann*

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### *In Memory of Charles J. James*

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*Spaulding Academy & Family Services  
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extent allowed by law.*



***In Memory of Dianne E. Milligan***

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Mary H. Leonard

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**Tribute Gifts**

We are honored to acknowledge gifts given in honor or in celebration of loved ones.

*Those honored are shown in italics.*

***Jessica Harper***

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Jim and Bev Clements

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David and Susan White

***Peter C. White and Jill Syphus***

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**In-Kind Gifts and Services**

We are pleased to recognize all who have donated items and expertise to enrich the students' lives.

Ami and Brian D'Amelio

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Tower of Toys

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**Volunteers and Community Service Partners**

Due to the ongoing COVID-19 pandemic precautions, Spaulding volunteers and community service partners did not participate in any on-campus efforts in 2021.

Many donate time and talent all year through to benefit the children and our programs and we thank them.



# FACTS AND FIGURES

**Spaulding Academy & Family Services** is a leading provider of educational, residential, therapeutic and community based programs and services for families, and children and youth with neurological, emotional, behavioral, learning or developmental challenges, including Autism Spectrum Disorder and those who have experienced significant trauma, abuse or neglect. Established in 1871, Spaulding Academy & Family Services is a tax-exempt 501(c)(3) nonprofit that was formerly known as Spaulding Youth Center since 1958. Our scenic hilltop campus is located on over 500 acres in Northfield, NH and welcomes boys and girls from ages 4 to 21 from around the state of New Hampshire and beyond. In addition to programs provided on our Northfield campus, Spaulding's community based programs include foster family licensing, Individual Service Option (ISO) foster care, ISO in-home services, child health support services, and more for children ages 0 to 21 and their family.

## Spaulding Academy & Family Services

- Managed by a President/CEO/CFO and Executive Leadership Team with governance provided by a Board of Directors.
- Our legacy began in 1871 as the New Hampshire Orphans Home and School for Industry, which later was renamed as the Daniel Webster Home. In 1958, this organization merged with the Golden Rule Farm (Est. 1914) to become Spaulding Youth Center. To best represent the evolution of available programs and services, the organization became Spaulding Academy & Family Services in 2020.
- Funding primarily provided from referring school districts, Division for Children, Youth and Families (DCYF), Dept. of Education (DOE) and counterpart agencies from other states.
- The Spaulding Youth Center Foundation Endowment was founded in 1986 to raise funds to support the programs, values and goals of Spaulding Academy & Family Services, its sole beneficiary.
- Private donations and grants from individuals, foundations and community organizations help fund activities, projects and programs that directly benefit the children in our care, which are not afforded through public funding.



Since 1871, we have supported over  
**46,000**  
exceptional children and family  
members toward a successful future.



**Regional Economic Engine:**  
One of the area's largest employers  
with over 260 staff, Spaulding has a  
\$20.1 million annual operating budget.

**Since inception**, Spaulding Academy & Family Services has supported more than 46,000 exceptional children and family members toward successful futures – and continues to have a deep and recognizable societal impact. Its commitment to ensuring every child has a childhood has ripple effects evident in the successful, well-adjusted prior students who live active, independent, and positive lives – despite the challenges they experienced prior to their time at Spaulding Academy & Family Services. Thank you for supporting our belief that every child deserves a childhood.

## Certification & Licensing

- Child Care Program License from State of New Hampshire per RSA 170-E
- Special Education Accreditation from New Hampshire Dept. of Education
- Child Placing Agency License from New Hampshire Dept. of Health and Human Services
- Certification for Payment from New Hampshire Division for Children, Youth and Families and Bureau of Children's Behavioral Health
- Commission on Accreditation of Rehabilitation Facilities (CARF) accredited

## Services & Programs

- Spaulding Academy, providing special education for grades K-12
- Experiential Challenge Outdoors (EChO), providing adaptive adventure-based learning
- Wide-Ranging Clinical and Behavioral Services, supporting our therapeutically-intensive programs
- Community Based Program, supporting foster and adoptive families
- Music and Arts Program, including visiting artists and special events
- Residential Program, providing a safe and nurturing home away from home
- Food Services, offering diverse options and special needs diets

STUDENTS & FAMILIES SERVED	FY 2021	NUMBER OF EMPLOYEES	FY 2021
Avg. Residential	43	Academic	84
Avg. Academic	84	Health Services	14
Avg. Community Based	23	Clinical & Behavioral Health	18
Total Unique Students Served	169	Residential Program	96
Unique Family Members Served	422	ISO & Community Based	14
		Support & Administrative Staff	40
		Total Employees	266

Supporting exceptional children and families toward a successful future

## Like, Follow and Share Spaulding Academy & Family Services Online!

Our social media platforms include the latest updates about campus happenings, video tours of campus, employee recognitions and industry trends. Please use the information below to engage with us on your favorite social media platforms and help us to make new virtual connections.



Facebook: [@SpauldingNH](#)



[Linkedin.com/school/spaulding-academy](https://www.linkedin.com/school/spaulding-academy)



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[YouTube.com/user/autismyouthcenter](https://www.youtube.com/user/autismyouthcenter)



## We Never Sleep:

Spaulding Academy & Family Services operates 24 hours a day, 7 days a week, 365 days a year.

## Serving

Children & Youth  
From 90  
Communities  
Around  
New England

Rural  
but not  
Remote

Northfield



Concord



Manchester



Spaulding Academy & Family Services is a 501(c)(3) organization. Charitable donations are tax deductible to the extent allowed by law.

# REFLECTING ON 150 YEARS

## 1871

Incorporated in 1871, the New Hampshire Orphans Home and School for Industry was a home for destitute and homeless orphans. Eventually it was renamed to Daniel Webster Home for Children.



## 1998

Spaulding completed construction of the Cutter-Wiggins Trauma Unit.



## 2004

Spaulding became a Child Placing Agency for foster care, expanding our service to local youth.



## 2010

Spaulding received a coveted five-year program approval for its year-round, comprehensive educational services.



## 2021

*Spaulding celebrated 150 years of serving children and families. Our future continues to look bright! We continue to adapt and enhance not only what we provide but how we provide support to provide deep and meaningful change in the lives of our children and families.*



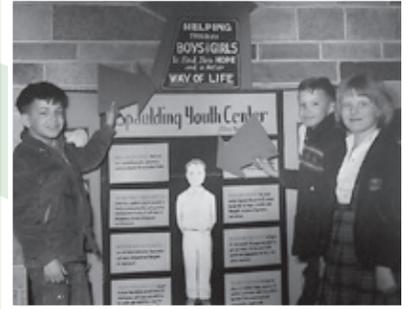
# 1914

Incorporated in 1914, the Golden Rule Farm was "New England's Own Boystown" serving boys from inadequate homes.



# 1958

Spaulding Youth Center was founded with the merger of the Daniel Webster Home and the Golden Rule Farm.



# 1986

Spaulding created the Spaulding Youth Center Foundation, to support financial goals.



# 1970

Spaulding adopted behavior management as the primary treatment protocol for children with emotional problems.

# 2012

Spaulding opened a new, high-performance school in response to increasing demand for its programs and services for children and youth.



# 2015

Spaulding received a second consecutive five-year program approval.



# 2020

Banner year! Spaulding received its third consecutive five-year academic program approval, opened new cottage Wednesday House, and completed a year-long rebrand to become Spaulding Academy & Family Services.



# 2017

Spaulding Youth Center and Spaulding Youth Center Foundation merged to create a modernized, efficient nonprofit.





# SPAULDING

ACADEMY & FAMILY SERVICES

1871 Celebrating 150 Years 2021

