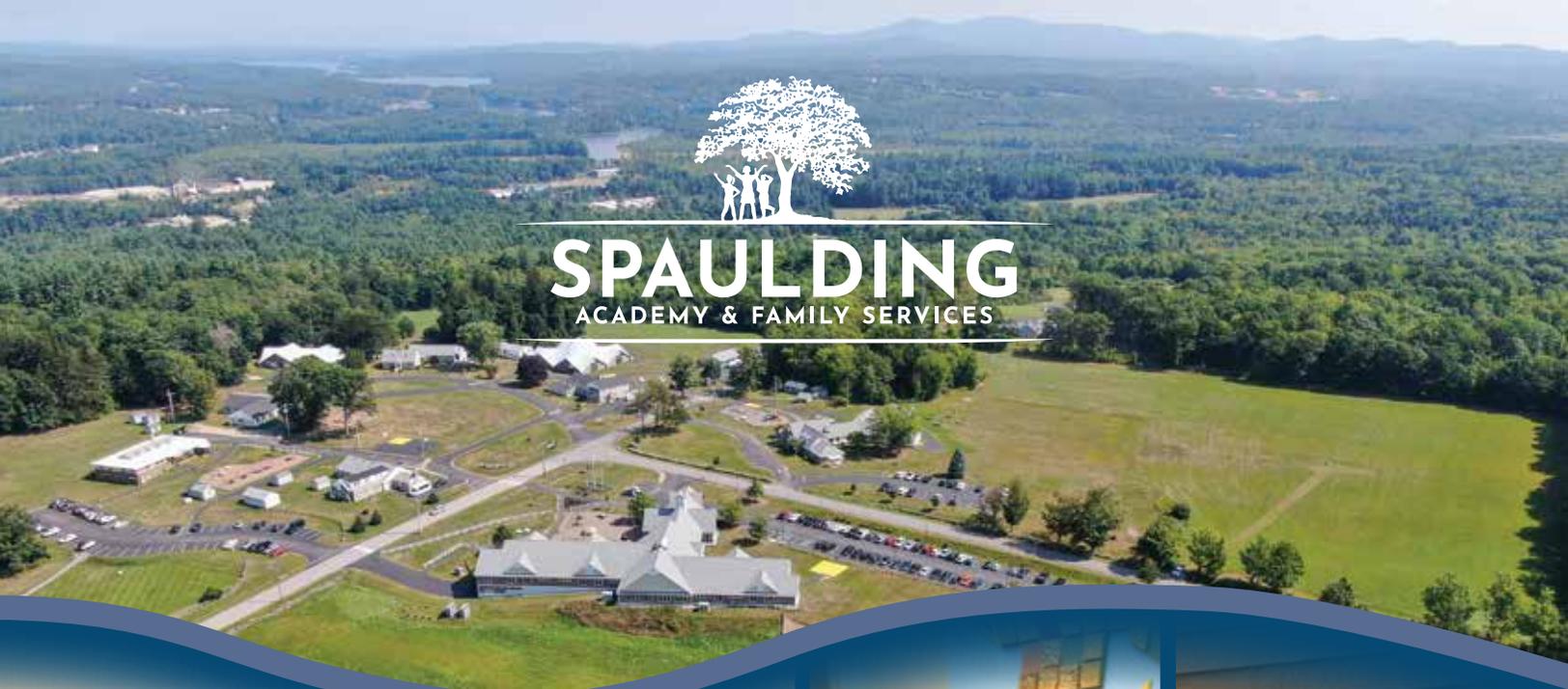




SPAULDING

ACADEMY & FAMILY SERVICES



A Journey of Rejuvenation

ANNUAL REPORT 2021 - 2022

LETTER FROM PRESIDENT & CEO AND BOARD CHAIR

Dear Friends of Spaulding Academy & Family Services,

At some point during Fiscal Year 2022, Spaulding Academy & Family Services tentatively emerged from its COVID-19-mandated seclusion. Like leaving from hibernation, we poked our heads out, sniffed around a little bit, and then declared that it was time to emerge from our insular environment and reengage with the outside world.

The world had changed, and we responded with resiliency, ingenuity, and flexibility. We adapted to the needs of our children by expanding our footprint and our programs – and by supporting our staff in a variety of ways to best meet their needs.

Perhaps nothing was as impactful as the shifting structure of the labor market. Finding and retaining staff was a constant battle throughout the year, a challenge which continues. We counterattacked the labor market by overhauling our salary structure, expanding our benefits programs, reevaluating our training programs, and reengineering our training model. With a resolute commitment to the kids we serve, and in step with the new residential contracts, we aggressively expanded our wraparound services for all our programs, including nursing, speech & language, occupational therapy, physical therapy, and psychiatric services.

2022 was a critical time of renewal and expansion for the organization. Not only did we celebrate our 150th anniversary with a nostalgic look back at where we've been, but we focused aggressively on where we're going.

We responded to the changing needs of our students and staff with a decision to invest in our infrastructure. We undertook the process of securing tax-exempt bond financing, so that we could significantly expand our school building both in size and scope of services. In addition, we broke ground on what will be one of New England's largest adaptive playgrounds, a place where all kids can play. Buoyed by an extraordinarily generous gift from a former trustee, we also embarked on planning an expansion of our Residential program to support the children in our medically complex program. Our Community-Based foster care programs moved offsite, where they are better able to interact with the critical network of foster parents we support.

We are "Spaulding Strong," and we are just scratching the surface of the opportunities that lie before us. With new leadership in Spaulding Academy and in Residential program areas, we are positioning the organization to meet the needs of the future. We have accomplished so much during these past few years and know the best is yet to come.

We are grateful to all our wonderful and dedicated supporters. Your continued and extraordinary generosity allows us to fulfill our mission of giving every child a childhood.

Thank you.

Todd C. Emmons, President & CEO
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 or contact our development office at donate@spauldingservices.org, 603-286-8901 ext. 107 or on campus at 72 Spaulding Road, Northfield, NH 03276-4608.

LEADERSHIP & GOVERNANCE

Leadership 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, M.Sc., MBA
President & CEO



Garrett Lavallee, M.Ed.
Principal & Director of Special Education



Meaghan Emmons, MBA
Chief Financial Officer



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



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



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



Dennis Galimberti
Director of Support Services



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

Spaulding Board of Directors



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STRATEGIC ACCOMPLISHMENTS

CARF Accreditation Achieved

In August of 2021, Spaulding Academy & Family Services successfully earned accreditation through Commission on Accreditation of Rehabilitation Facilities (CARF) International, an independent, nonprofit organization that carefully evaluates health and human service providers.

Spaulding achieved a three-year accreditation, the highest level of CARF International approval, which demonstrates our commitment to excellent care and elevates Spaulding to a Qualified Residential Treatment Provider (QRTP).

The accreditation process included a two-day virtual survey during the spring of 2021, followed by an on-campus safety review in July.

Thanks to extensive research conducted on CARF International's standards, Spaulding's leadership team had already implemented important changes organization-wide - over two years of preparation - that made these reviews successful. These changes included redefining programs; creating new student, stakeholder, and staff surveys; developing student and parent "Bills of Rights;" ensuring all Residential program staff members completed trainings on restraint and seclusion, emergency response, suicide prevention, treatment services, and gender identity; and instituting regularly scheduled competency-based trainings.

Spaulding is grateful to the accreditors for their positive feedback about the organization's staff, policies, and processes. CARF accreditation standards are being used as Spaulding's guideposts as it evolves.



This distinctive accreditation by CARF International reflects the high quality of educational, residential, and therapeutic services we provide to the children and families we serve every day."

*- Amanda Champagne
Executive Director of Family Services.*

Leadership Team Expands

The Board of Directors of Spaulding Academy & Family Services welcomed two new members to the organization's leadership team during the spring of 2022.

Meaghan Emmons, MBA, was named Spaulding's Chief Financial Officer (CFO). She most recently served as Senior Vice President of Finance at Granite Group Benefits and Alera Group, where she spent the last 19 years of her career. Along with managing Spaulding's business operations and financial requirements, Emmons oversees the Information Technology team. She holds an MBA from Southern New Hampshire University and a Bachelor of Arts degree from Saint Anselm College.

Emmons has volunteered with UpReach Therapeutic Riding Center, working with students and staff during mounted and unmounted therapy programs, for the past decade. She has also served as a planning and event execution volunteer with the New England Parkinson's Ride since 2016.

Garrett Lavallee, MEd, was promoted to Principal and Director of Special Education. He previously served as Assistant Director of Special Education and has been employed with Spaulding since 1999.

Lavallee holds State of New Hampshire licensing in Special Education Administration, Special Education Teaching, and Early Childhood Special Education Teaching; a Master of Education degree in Special Education Administration from Plymouth State University; and a Bachelor of Science degree in Child Development from Colby-Sawyer College.

He is a member of the Boards of Directors of Lakes Region Community Services and 603 United and serves as a Spaulding ambassador to the Child Development education team at Colby-Sawyer College. Lavallee was awarded the 2011 State of New Hampshire Division for Children, Youth and Families and Division of Juvenile Justice Services Exemplary Leadership and Service Award.



Meaghan Emmons



Garrett Lavallee



Choosing Love Campuswide

Spaulding Academy & Family Services implemented the Choose Love Movement curriculum in 2020. This Social and Emotional Learning (SEL) program promotes the intentional change of angry thoughts into ones of love and compassion using the four elements of the Choose Love Formula™: Courage + Gratitude + Forgiveness + Compassion in Action = Choosing Love. The process aims to deliver life skills that lead to happiness and healthy relationships.

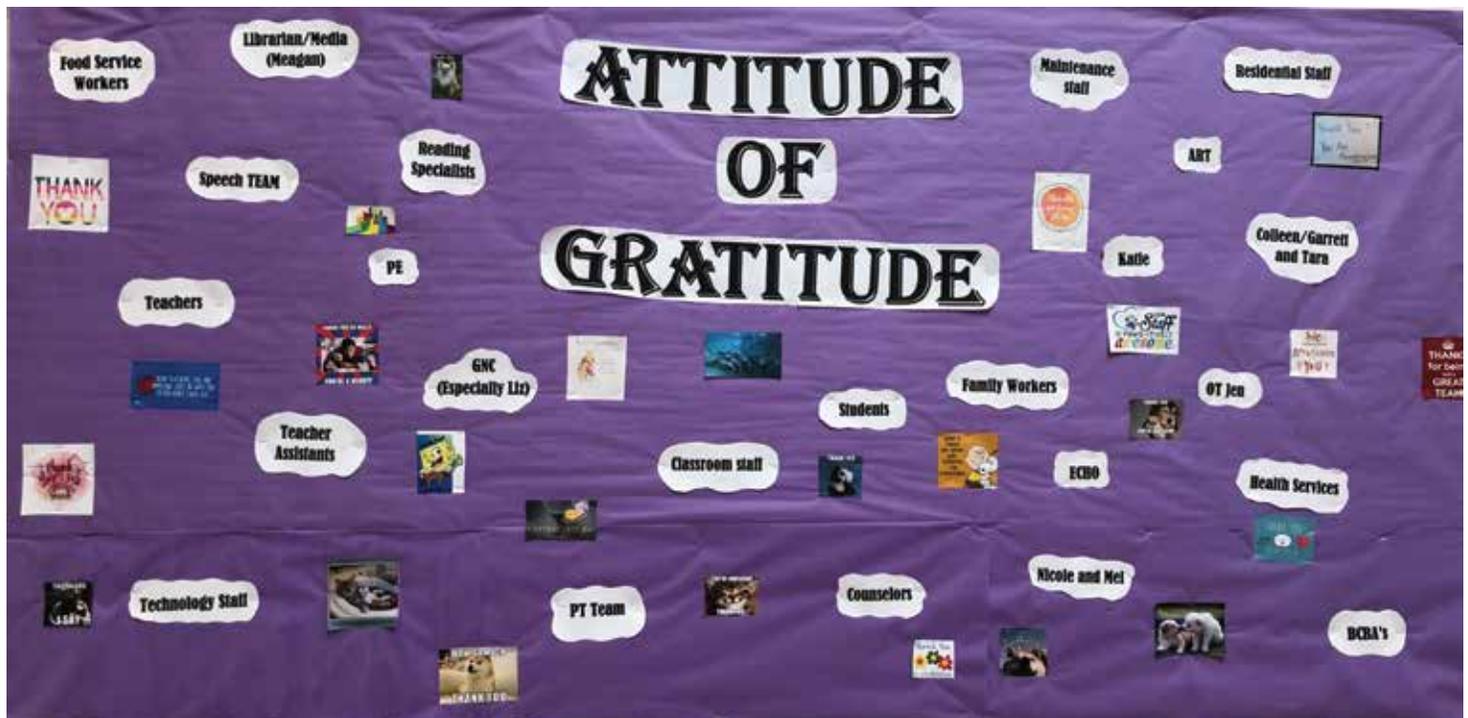
With Garrett Lavalée's appointment as Spaulding Academy Principal and Director of Special Education, the commitment to Choose Love has deepened campuswide. There is now an associated eight-week curriculum for each Choose Love element that emphasizes open discussions, reinforcement through activities, and celebrating successes. The curriculum is specially designed by grade level for all children grades K-12 and families of Spaulding Academy students also receive support to integrate the practices into their home lives.

This means that our residential cottages also embrace the Choose Love Movement to help bring healing, safety, and happiness to every child on campus during any time of day. As a campuswide effort, signage and banners are featured in various campus buildings to reinforce the teachings and even our administrative team has adopted the Choose Love Movement principles.

Spaulding is dedicated to helping each of its children to choose love during their time on campus and beyond, as they grow into compassionate adults.



Inspired by six-year-old Jesse Lewis, a victim of the Sandy Hook Elementary School shooting who saved nine of his classmates, the Choose Love program was launched by his mother, Scarlett Lewis in 2013. The no-cost program - applicable to children and adults - has millions of participants across the globe.



ACADEMIC ACCOMPLISHMENTS

Enhancing Flexibility in the Classroom

The students of Spaulding Academy are enjoying new classroom features that improve their comfort and meet their learning needs. Along with empowering students to select where they sit and do their work, child-friendly furniture has been installed in classrooms. This includes sensory tables, dramatic play materials, and dry erase desks.

Several classrooms also have three new chair options for students that feature engaging, decorative themes, including ocean scenes, which serve to provide a calming experience. Plans are in place to expand these seating choices to all classrooms. In addition, the library now has new tables and chairs to meet the diverse needs of the students who visit.

Teachers share that there has been an immediate improvement in attention span and behavior outcomes since the furniture's arrival. They attribute the difference to the children being more comfortable and having the freedom to select the furniture that fits them best.



Focus on Collaboration

Spaulding Academy & Family Services has intentionally developed collaborative practices between disciplines and across campus departments. This includes having teachers and Academy staff work closely with Spaulding's Occupational Therapy, Physical Therapy, Speech Language Pathology, Health Services, Residential, and Community-Based team members to optimize the student experience.

An example of how these close working partnerships benefit students includes a newly revised admissions process. Service providers and the prospective teacher now begin collaborating to plan individualized learning and treatment support - long before a student even steps foot into the classroom.



Student and Staff-Centered

The leadership and staff of Spaulding Academy have implemented a renewed focus on student and staff support. They actively encourage open and honest self-reflection, along with ensuring self-care. This effort ties in with the Choose Love curriculum and the school's Social Emotional Learning work and has already proven to open doors for healing and growth for every member of the school community.



RESIDENTIAL ACCOMPLISHMENTS

Certifications Earned

In November 2021, three Family Services team members became certified as Child and Adolescent Needs and Strengths (CANS) instructors. CANS is an assessment tool that is used across the United States to support level of care and service planning for children and adolescents in child welfare, mental health, and early intervention situations.

These certifications allow Spaulding staff to train professionals on campus and at locations across New Hampshire to effectively conduct CANS assessments.



Activities in the Community

The Residential children have been busy enjoying special events, lessons, and service opportunities in the community. Some of the exciting outings have included: Fisher Cats Minor League baseball games in Manchester, "Healing with Horses" riding lessons at Lakes Region Riding Academy in Gilford, and a skill building opportunity at the Franklin Animal Shelter doing landscaping work.



Some students participated in Boy Scouts, Girl Scouts, gymnastics classes at Lakes Region Dance Academy, and piano lessons. Younger students took part in three seven-week sessions at an UpReach Therapeutic Riding Center satellite location in Boscaawen. The children brushed, walked and engaged with miniature horses to help work through trauma.



There have been several opportunities for Spaulding's Residential children to give back to the community over the past year. They participated in a fundraising event for the Franklin Animal Shelter in honor of Autism Awareness month, donating animal beds, food, toys, and \$300 in raised funds.

In addition, three students involved with the New Hampshire Division for Children, Youth & Families (DCYF) voluntarily participated in monthly Choose Love statewide virtual meetings.



Two Residential adolescent children working with DCYF also volunteered to serve on the organization's Youth Advisory Board to advocate for rights for children in care. This six-month commitment helped to plan the annual DCYF Youth Summit held in August 2022.

The Residential team is so proud of its children for their eager participation in advocacy, charity, and fun!

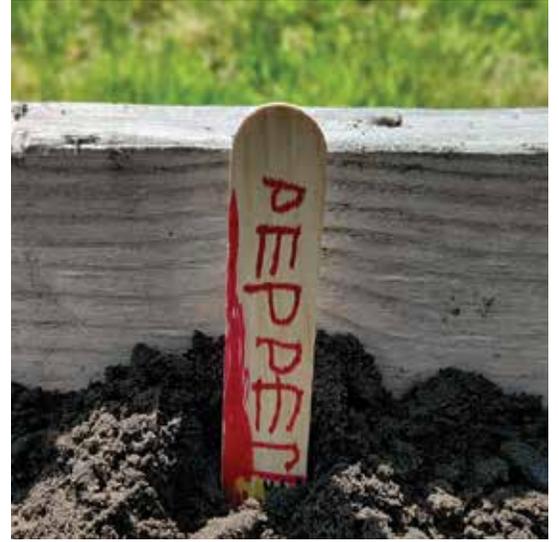
COMMUNITY-BASED ACCOMPLISHMENTS

Celebrating Foster Care Families

In honor of National Foster Care Month in May of 2022, the Spaulding Academy & Family Services Community Based team held a Foster Family Appreciation event. A group of foster families and their foster children, including some who have been adopted, celebrated with one another.

They shared a garden planting activity, games (including a giant Connect Four and an oversized ring toss), food, and companionship.

"The children liked meeting other kids in the same circumstances," said Nicole Babineau, MS, Community Based Programs Director. "I heard a child who was recently adopted tell another child still in foster care, 'There's a family out there for you. I know you'll find your family.'"



SUPPORTING OUR STAFF

Investing in our Spaulding Family

Spaulding Academy & Family Services proactively works toward developing a culture of growth and learning that helps its employees – who are considered family members – expand their skill sets, increase their knowledge, and advance their careers.

Some of the strategic investments the organization has recently made include making mentoring opportunities available, creating a training cohort, and facilitating “Train the Trainer” learning modules so Spaulding’s trainers have specific expertise in required skills to optimize behavioral health support campuswide. In addition, Spaulding Academy now has a dedicated trainer, Brion Schaffnit, who serves as the school training supervisor. In addition, Spaulding has established a Family Services Training Team supporting the Residential staff.



Along with training opportunities, Spaulding is committed to helping its employees to further their careers within the organization through education and practical support. The Spaulding Tuition Reimbursement program offers each staff member the opportunity to apply for up to \$5,000 annually toward degree program courses. There is no requirement for the degree program to be in the employee’s current field of work, but many do remain in the same area – behavioral health, residential, or clinical, for example – to open new doors for them within Spaulding. Employees enrolled in these programs are provided with flexible schedules to support their success.

Each department at Spaulding also has funding available to support job-related continuing education and learning hours required for licensing. Teams also meet regularly to discuss matters related to specific children and their needs, or issues, and staff members are encouraged to learn more about issues related to autism, learning disabilities, trauma, and abuse.

Spaulding is proud of its investment in its staff and its growing reputation as an employer of choice in New Hampshire.



Career Advancements

It’s common for Spaulding staff members stay with the organization for years – and sometimes even decades. Spaulding is proud of those members of the Spaulding Family who have attained solid career paths within their teams.

Between July 1, 2021, and June 30, 2022, 31 employees earned promotions at Spaulding. This included two staff members advancing to director level positions and two moving into roles as clinicians based on completing their educations.

Other well-deserved promotions included Residential staff being promoted to Residential Shift Leader, Residential Counselor, Residential Overnight Supervisor, Residential Support Supervisor, or Residential House Manager. At Spaulding Academy, advancements included promotions to Paraeducator II, Teaching Associate, or School Training Supervisor or Special Education Teacher.

Spaulding congratulates these and all of our employees for their dedication and hard work, and values the contributions they make on campus every day, whatever their role.

HIGHLIGHTS OF 2021-2022

Creative Author's Tea

The 2021 Spaulding Academy Author's Tea was a great success! Students were proud to showcase the culmination of weeks of their work: brainstorming, writing, revising, and illustrating to produce published books. Each student shared their book with guests and staff members during the event while enjoying cookies and tea.

Most classrooms featured student-led topics for each book, including one class which focused their books on a Lego theme. Copies of every book were made for the library for students to enjoy as free reading choices.



Fantastic Fall Fest

Spaulding's residential children enjoyed an afternoon of food, fun, and crafting at the organization's 5th annual Fall Fest in October of 2021. Performance Food Group (PFG) of Essex, Vermont generously donated pumpkins for the students to carve and decorate.



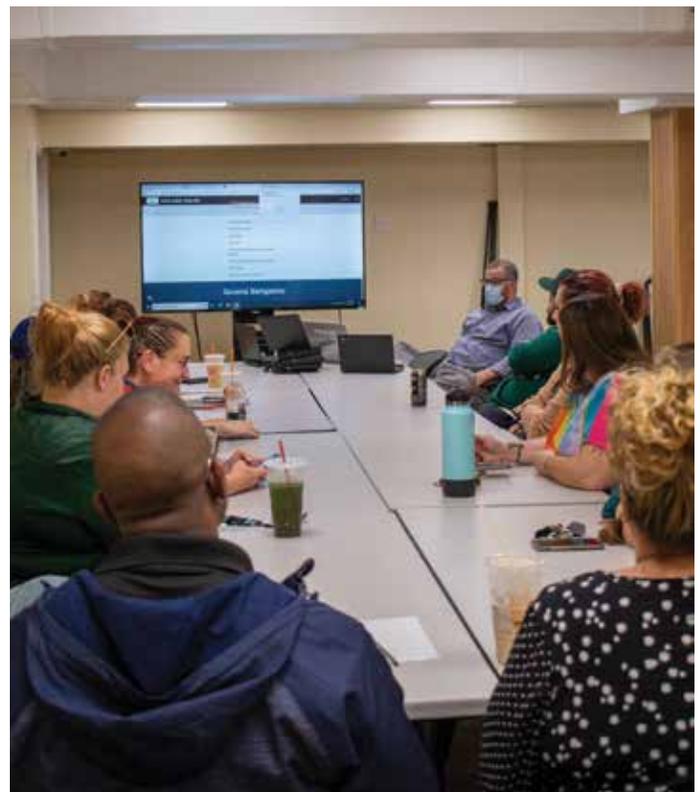
Laying the Groundwork for EchoVantage

For two years, Spaulding's leadership team evaluated behavioral health record management systems to better centralize data about each child in the organization's care. The goal of the initiative is to improve teamwork, provide real-time reviews on treatment and student progress, and allow for information to be available despite staff changes.

After reviewing approximately 35 systems, the team selected EchoVantage. This highly integrated and intuitive system will combine all admissions, clinical medical, academic, billing, incident reporting, IEP, and treatment data for each child and make it accessible on a single platform.

Due to Spaulding's unique nature, the system requires customization to eliminate the need for the three separate databases currently used for documentation. Team members are working on writing databases and building reports that will work in EchoVantage to meet Spaulding's specific reporting requirements.

The system will eventually be used across all of Spaulding's programs, including Residential, Academic, Community-Based, and ISO Foster Care.





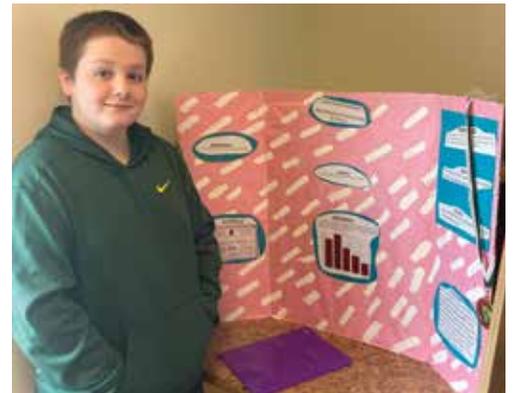
In-Person Science Fair

The children, staff, and leadership of Spaulding Academy were thrilled to host the first in-person Science Fair in more than two years due to the COVID-19 pandemic. The 2022 Science Fair welcomed student family members and friends, along with guest judges from the community, including New Hampshire Department of Education Commissioner Frank Edelblut; Ron Magoon, President and CEO of Franklin Savings Bank; Dan Kaplan, Director of Information Technology, Associated Grocers of New England; and Tilton-Northfield Fire Department Firefighters Timothy Ames, Tyler Bannister, Travis Gosine, and Theodore Partingt.

The Academy-wide, experiential learning event empowered students of all abilities and ages (Kindergarten through grade 12) to explore scientific concepts using the scientific method. Projects included hypotheses, written summaries, posters, and experiment demonstrations and covered various themes including chemical reactions, fossils, heat exchange, and the ocean floor.

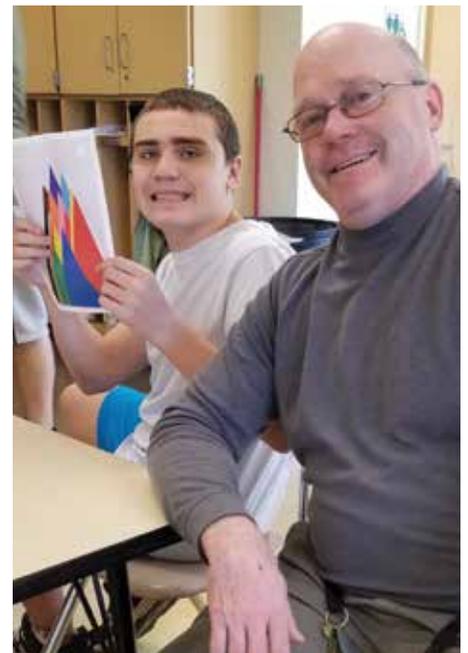
Examples of student projects included examining the best starter for making rock candy, how plants grow based on different substrates, what foods mold the fastest, and "art bot" inventions, which are motor-driven bots that draw art.

The event was covered extensively in the media by the Laconia Daily Sun, Northfield News, Winnisquam Echo, and Lakes 101.5 FM.



A YEAR IN REVIEW





LEAVING A LEGACY: PAT SEAWARD-SALVATI

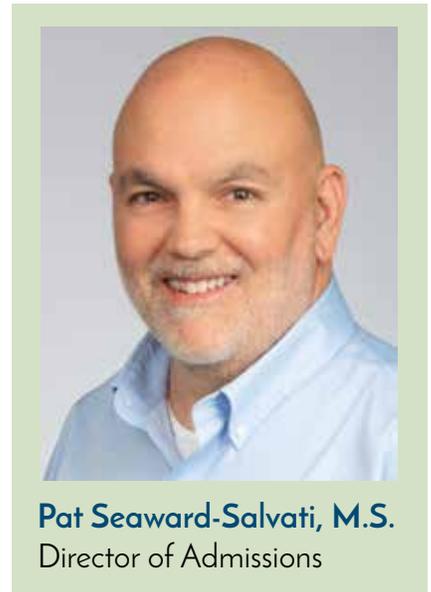
After 20 years of service to Spaulding Academy & Family Services, Pat Seaward-Salvati has announced his retirement.

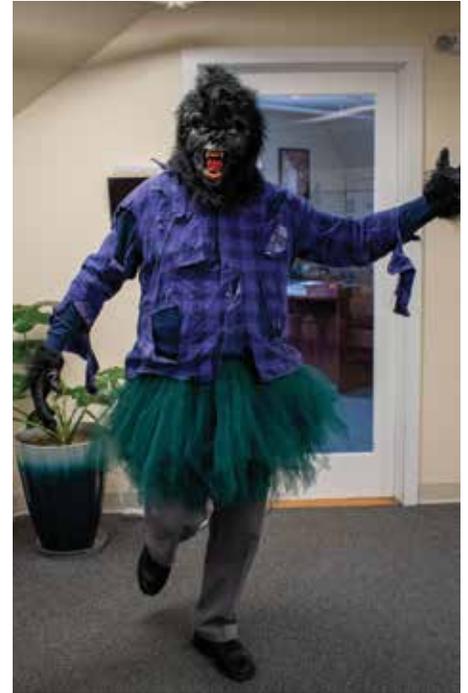
As the organization's Admissions Director, Seaward-Salvati represents the very first touchpoint children and their families had with Spaulding. He has truly served as the face of the organization, managing all inbound referral requests and admissions outreach to School Administrative Unit (SAU) representatives and state agencies. He also managed the discharge process, which brought a sense of success and closure to the experiences of children who received care and services on campus.

Seaward-Salvati also developed and implemented Spaulding's Youth Center Community-Based ISO Foster Care Program, which he then directed until April 2014. This program has become a leader in both training and resources for organizations statewide, while also supporting the needs of children and families in the foster care system.

Seaward-Salvati's compassionate nature and dedication to advocacy work made him a perfect fit for Spaulding. His positive contributions are too innumerable to count, but they have left an impact on the organization that will have ripple effects for years to come. Over the past few years, Pat has also served as a mentor to Nick Silva, preparing him to eventually become the new Spaulding Admissions Director and to support Nick's continued career advancement within Spaulding.

Please join us in thanking him for his commitment, hard work, and heart for the children he welcomed to Spaulding over the past two decades and our sincere congratulations on a well-deserved retirement.





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.

Members

Anonymous
Victoria F. Blodgett
William A. Bradley, M.D. and Gail S. Bradley
Susan S. Calegari
Mr. George A. Carr, Ph.D.
Joseph E. "Jef" Fellows
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Spaulding Sunshine Society

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.

Bea and Woolsey Conover
Todd and Margaret Emmons
Ronald and Lori Magoon
David and Barbara Roby
Robert and Carol Snelling
George and Sharon Tyler
Mike and Tracy Ventura
John F. Weeks, Jr.
Peter C. White Family
Jack and Marci Williams Endowment
for Wednesday's Child

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.

These acknowledgments represent all contributions between July 1, 2021 and June 30, 2022. 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. We deeply appreciate your generosity and are dedicated to providing proper recognition of your support.





Gold Leaders

The Dearborn Family Charitable Fund
John A. Hubbard Revocable Trust
New Hampshire Charitable Foundation
Jack and Marci Williams Endowment for
Wednesday's Child

Leaders

Richard and Janet Cocchiaro
Hali Dearborn and James Caldwell
Greater Lakes Region Children's Auction
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Kathryn Miller
Lys Miller-Drake and Peter Drake
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Cynthia D. Morgan

We also benefit from donors who anonymously donate through Facebook, Amazon and other social media outlets.

Levels of Giving

Annual Giving Club

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Leader: \$5,000 - \$9,999
Steward: \$2,500 - \$4,999
Benefactor: \$1,000 - \$2,499
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Elizabeth A. Taylor
Sherm and Pat White

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

Joyce Cornelia
Kathleen and Mark Orshak

In Memory of Roland Benoit

Ron and Chrisy Benoit

In Memory of Robert J. Cricenti

Anonymous

In Memory of Jeffrey M. Donahue

Jane Donahue

In Memory of Charles and Peggy James

Jonathan D. James

In Memory of Neal & Ray Martin

Marie Kulacz

In Memory of Warren C. Nighswander

Mary H. Leonard

In Memory of Christopher S. Richter

Sterling and Marci Hardy
Stuart and Robin Richter

In Memory of Noel Shaw

Melody and David Camire

In Memory of Shirley Strauch

Walter Strauch

In Memory of Carolyn E. Sutcliffe

Kathryn Miller
Nancy M Moore

In Memory of Gilbert Taylor

Elizabeth A. Taylor

In Memory of Cornelia Walker M.D.

Samuel R. Walker II





Tribute Gifts

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

Those honored are shown in italics.

Jen Benjamin

Boothby Therapy Services, LLC

Erica Goodyear

Lori Goodyear

Mike and Tracy Ventura

Boothby Therapy Services, LLC

Earle Wason

David Witham

Jonathan White

David and Susan White
Sherm and Pat White

In-Kind Gifts and Services

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

Adopt NH

Anonymous Donors
Belknap-Merrimack Community Action

Alisa Berthold

Linda Bordeau

Borislow Insurance

June Champagne

Sherry Didsbury

Rhoda Forrester

Betsy and Bill Frago

Franklin Savings Bank

Micci Freyhagan

Friends of Forgotten Children

Greater Lakes Region Children's Auction

Interact Club of Meredith Interlakes High School - Interlakes Interact Club

Laurie Mayhew Esthetics

Charles and Linda Pauwels

Amanda Pollicelli

PSU, Community Service Learning Center, Angel Tree Project

Rocky Coast Print Works

Sant Bani School

Aaron and Rebekah Stout

Doris Theberge

Jessica Tocco

Tower of Toys

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 2022.

Belknap Mill Quilters' Guild

Granite State College Education & Training Partnerships

Northfield Police Department

Northfield Town Offices

Tilton Police Department

Tilton Town Offices

Tilton-Northfield Fire and EMS

WFTN Mix 94.1

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

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



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 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 New Hampshire school districts, Bureau of Children's Behavioral Health (BCBH), 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
47,000
exceptional children and family
members toward a successful future.

Regional Economic Engine:
One of the area's largest employers
with over 285 staff, Spaulding has a
\$26.5 million annual operating budget.

Since inception, Spaulding Academy & Family Services has supported more than 47,000 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, special needs diets and a Registered Dietician

STUDENTS & FAMILIES SERVED	FY 2022	NUMBER OF EMPLOYEES	FY 2022
Avg. Residential	46	Academic	78
Avg. Academic	74	Health Services	18
Avg. Community Based	20	Clinical, Behavioral Health & Case Managers	22
Total Unique Students Served	170	Residential Program	92
Unique Family Members Served	425	Community Residential Program	17
		Community Based Program & ISO	16
		Facilities, Housekeeping & Food Services	25
		Executive & Administrative Staff	17
		Total Full Time Employees	285

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/SpauldingNH](https://www.linkedin.com/school/SpauldingNH)



Twitter: [@SpauldingNH](#)



Instagram: [@SpauldingServices](#)



[YouTube.com/@SpauldingNH](https://www.youtube.com/@SpauldingNH)



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



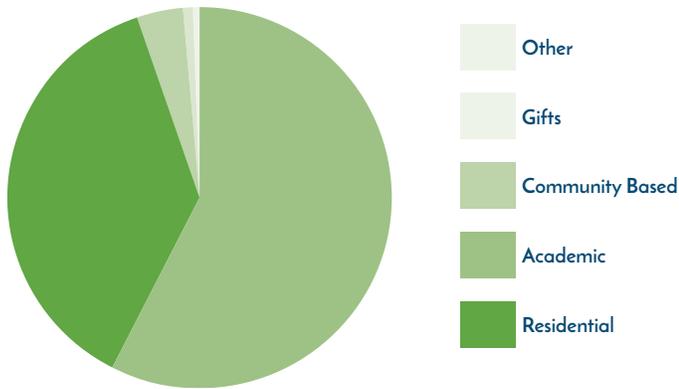
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STATEMENT OF REVENUES & EXPENSES

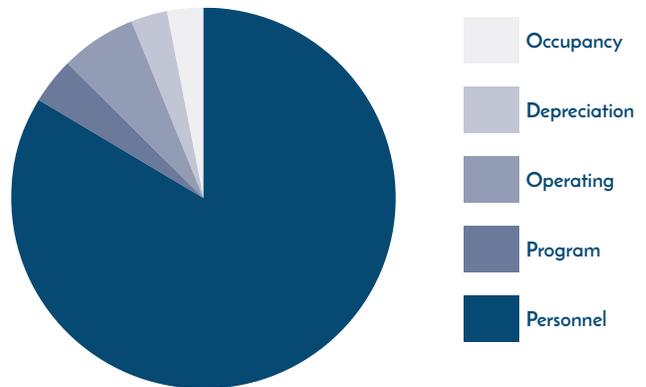
Fiscal Year 2022 Operating Budget as of June 30, 2022

REVENUE			EXPENSES		
Residential	14,280,734	57.6%	Personnel	18,033,656	83.8%
Academic	9,212,840	37.2%	Program	800,639	3.7%
Community Based	960,458	3.9%	Operating	1,388,160	6.5%
Gifts	255,847	1.0%	Depreciation	647,007	3.0%
Other	69,104	0.3%	Occupancy	650,700	3.0%
TOTAL REVENUE	24,778,983		TOTAL EXPENSES	21,520,162	
			NET	3,258,821	

Revenue



Expenses



'LET'S PLAY!' MEANS MORE ON OUR CAMPUS

We are developing one of New England's largest adaptive playgrounds.

Children of all abilities deserve the freedom to be included and experience the therapeutic impacts from outdoor play time. The new Spaulding Academy & Family Services adaptive playground will engage children of all abilities while also enhancing their development through carefully selected state-of-the-art, sensory-friendly equipment.

A Few of Spaulding's Adaptive Playground Components:

- 1 Momentum Corridor** - Designed at wheelchair transfer height, this horizontal table features overhead bars for kids to pull themselves along gentle rollers for an enjoyable tactile experience.
- 2 Bongo Bridge Climber** - Kids can cross this bridge made of large individual bongo-shaped steps, promoting balance and coordination as they move from one section of play equipment to another.
- 3 Inclusive Whirl** - This multi-person spinner is flush to provide direct-from-ground accessibility and includes the capacity for two wheelchairs and a seat for caregivers or other children.
- 4 Physics New Moon** - Many kids can climb, play, sit, and rest at the same time on this frame net climber that provides a variety of challenge levels, develops motor skills, and supports sensory awareness.
- 5 Interactivity Panels** - These three accessible panels encourage creative group play to listen to pre-selected songs or unique, child-led creations, play sensory-friendly, captivating chimes, or even play a fun game of tic-tac-toe.
- 6 Alta Glide Inclusive Glider** - This wheelchair-accessible glider provides up to 10 children the opportunity to enjoy sensory movement on a moving platform that includes two benches and safety walls.
- 7 Accelerator Swing** - Featuring a large disc seat mounted on a frame, this swing allows multiple children to share the fun and freedom of a group ride through the air.
- 8 Safety Surfacing and Shades** - The adaptive playground will feature wheelchair-friendly poured rubber surfacing, and sun protection shades provide strategic coverage for light and heat sensitivities.
- 9 Balance Time** - Kids can become balancing and coordination pros in the balance area which includes a curved balance beam, stump steppers, bumble bridge and fish tail.
- 10 Wheelchair Swings** - Everyone can swing now! These inclusive swings make it possible for all children to enjoy the thrill of the swing while benefiting from safety adaptations.

If you would like to sponsor one of our adaptive components, please contact Todd Emmons, President & CEO, at TEmmons@SpauldingServices.org or 603-286-8901 ext. 106.

Thank you for joining us on this journey to bring everyone to the playground!





SPAULDING

ACADEMY & FAMILY SERVICES

Spaulding Academy & Family Services • 72 Spaulding Rd • Northfield, NH 03276
Phone: 603-286-8901 • Fax: 603-286-7511 • SpauldingServices.org

Spaulding Academy & Family Services

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To Join
Our Enews



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

