

ANNUAL ²⁰²¹ REPORT



BAY COVE
HUMAN SERVICES

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Due to the COVID-19 pandemic, much of the photography and video in this year's Annual Report was shot on cellphones and personal cameras by program staff and/or Bay Cove supporters. Additional professional photography was shot by photographer Aynsley Floyd. Annual Report design by Mirage Design



OUR MISSION

Bay Cove Human Services partners with people to overcome challenges and realize personal potential.

OUR COMMITMENT

To carry out the Bay Cove mission by providing individualized and compassionate services to people with developmental disabilities, mental illness, substance use disorders, aging-related challenges and/or homelessness.



Dear friends,

Following a year that was truly like none other, all of us at Bay Cove entered 2021 with a sense of cautious optimism that the new calendar year would bring with it a light at the end of the tunnel.

The COVID-19 vaccines had a tremendous impact, allowing us to offer a strong measure of protection to our staff and the people we serve. We were able to resume in-person services in the limited number of Bay Cove programs where those services were temporarily suspended in 2020, and to bridge some of the distance that COVID had created.

The emergence of the Delta variant brought a new set of challenges but, as we have done throughout the pandemic, our staff continued to step up and provide services without interruption. They did so because, as you know, the work done at Bay Cove and the need for our services never stops—in fact, the need now is greater than ever. People with intellectual and psychiatric disabilities continue to need someone in their corner—offering the supports needed to live independent and fulfilling lives, while helping them to battle the stigma and prejudice that can come with their challenges. Individuals experiencing homelessness continue to need help accessing the most basic needs—food, shelter and warmth—at a time when resources are scarcer and ever more challenging to obtain safely. And, of course, addiction remains a life-or-death battle for far too many, and Bay Cove continues to work on the frontlines, helping people along every step in their journey to sobriety.

As our staff steadfastly dealt with the continuing challenges of the pandemic, they carried forward the lessons and efficiencies that we learned during 2020. Where needed, remote work and Zoom meetings endured, and telehealth services—which received an accelerated development during the early days of the pandemic—continued to be utilized as a valuable tool, vital to service delivery for some of the most vulnerable people we serve.

And, we were again fortunate and grateful to have you, as members of the Bay Cove community, by our side. The generosity of our supporters—corporate partners, state and private funders, fellow provider organizations, volunteers, and our wonderful constellation of individual donors—helped ensure that we could provide help to the people who needed it.

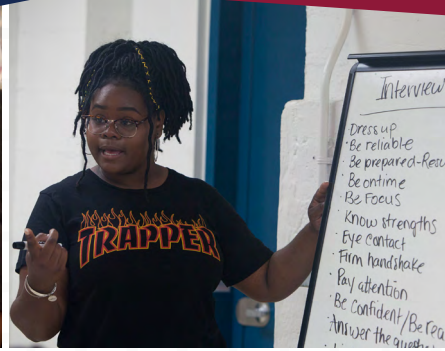
We hope you'll enjoy our digital Annual Report—which covers the fiscal year that ran from July 2020 through June 2021, and once again includes photos, features and videos that tell the story of Bay Cove. You'll hear about our service areas and programs from the exceptional individuals at Bay Cove who lead them. You'll also meet some of the amazing people we serve each day, and hear about how their experiences with Bay Cove have positively impacted their lives.

The uncertainty in all our daily lives continues, without a clear end in sight. What we remain absolutely certain of is Bay Cove's commitment to protecting those in our care—and those who care for them—and to providing the same exceptional level of service that we've set as our agency standard for nearly 50 years. Your partnership in this mission is what makes this possible, and we cannot thank you enough for your caring and loyal support.

Please be well, and stay safe.

BILL SPRAGUE
President and CEO

RUTH FISHBEIN
Chair, Board of Directors



What we do

ADDICTION SERVICES

Our Addiction Services provide a continuum of care that offers effective treatments individually tailored to each person. Wherever an individual is in their battle with substance use disorder, our services are designed to support their developing recovery skills and journey to improved health and life.

Our services include:

- Acute detoxification treatment and clinical stabilization services through our [Andrew House](#) programs in Boston and Stoughton
- Inpatient transitional support services at our [New Hope](#) program in Weymouth
- [Recovery homes](#) for men and women in Somerville and Cambridge, including ones for specialized populations.
- Our [Emergency Services](#) shelters in Cambridge operated by CASPAR (Cambridge and Somerville Programs for Addiction Recovery) for adults experiencing homelessness and struggling with active addiction
- Outpatient medication assisted treatment and counseling for substance use disorder through our [Treatment Center](#) in Boston

EARLY INTERVENTION SERVICES

Early Intervention (EI) Services promote the physical, mental and emotional development of children, and offer parents and family members the supports they need to help their children thrive and succeed as they reach developmental milestones.

Our [Early Intervention](#) (EI) program serves children under three years of age who are developmentally delayed, have a known disabling condition, or who are at risk of developmental delays due to biological or environmental factors. Services are typically provided in the children's homes, in the community and at Bay Cove's EI program site, the Daniel C. Boynton Child Development Center. (Due to COVID-19 restrictions, the CDC remains closed to regular services.)



DEVELOPMENTAL SERVICES

Bay Cove's Developmental Services offers community-based residential, day and employment supports to individuals with intellectual and developmental disabilities, and their families, offering supports that foster each person's independence, wellness, and community integration. As individuals age, our services adapt to address their evolving needs.

Our services include:

- [Family Support Services](#), which help keep families together by assisting them in identifying and addressing the unique challenges that come from caring for a family member with an intellectual or developmental disability in the home.
- [Individual Supports](#), in which Bay Cove staff work with individuals to achieve and sustain independence in their home and community, and address their changing needs over time. Each individual partners with a staff member who assists them with everyday, practical activities such as budgeting, shopping, and taking care of and keeping their apartment.
- Bay Cove [group residences](#) are based in communities in and around Boston, where our staff members support many individuals with specialized medical and behavioral needs. Every home is unique, reflecting the choices, interests, and needs of housemates.
- Our array of [day services](#) includes a medically-intensive day habilitation program that promotes participants' health and socialization, as well as the development of skills geared toward helping individuals achieve greater autonomy; employment training programs; and community-based day supports that offer individuals planned, coordinated and goal-oriented activities designed to develop and improve community integration and independence.

HOMELESS & HOUSING SERVICES

Across our agency, Bay Cove serves many people experiencing homelessness. Our Homeless Services provide vital specialized resources to unsheltered individuals throughout Metro Boston, connecting our most vulnerable neighbors with life-saving resources while helping many secure, and transition into, permanent housing.

Our services include:

- [Day and overnight shelters](#) that serve as key components of Metro Boston's continuum of care for adults experiencing homelessness, including a drop-in Night Center in downtown Boston; our Albany Street Shelter, Cambridge Warming Center and Transition Wellness Center, all located in Cambridge; and our day shelter, the Cardinal Medeiros Center, in Boston's South End.
- Our [First Step](#) street outreach team in Cambridge, which provides material support to unsheltered individuals and serves as a gateway, connecting them with life-saving services.
- [Transitional and permanent supported housing](#), including specialized housing for seniors experiencing homelessness.
- Our [Tenancy Preservation Project](#), designed to intervene and mediate between landlords and individuals with disabilities who are at risk of eviction, before they become homeless.

MENTAL HEALTH SERVICES

Bay Cove provides a comprehensive array of Mental Health (MH) Services designed to help people with serious mental illness build fuller and richer lives. We work with each person to engage them in accessing meaningful connections with others, as well as employment, treatment, crisis services, housing, and rehabilitative opportunities that enhance their stability, wellness and personal recovery.

- Our [Adult Community Clinical Services](#) are comprehensive, clinically focused services anchored by a multi-disciplinary team that provides coverage 24/7/365, including clinical interventions, staff support in Bay Cove's MH group residences, and peer and family support.
- [PACT](#) (a Program for Assertive Community Treatment) offers intensive coordinated services for individuals diagnosed with serious mental health conditions. Services are delivered by an integrated, multidisciplinary team, providing comprehensive community-based treatment and supports for individuals living in the community, and are responsive to the changing needs of individuals served.
- Bay Cove's [Emergency](#) psychiatric evaluations and diversionary services are offered throughout Metro Boston, the Fall River area, and on Cape Cod, and provide 24/7 mental health crisis intervention to individuals of all ages in the community, in hospital emergency departments and in schools.
- Our [MH clubhouses](#)—Center Club and Transitions of Boston—are dedicated to the principles of self-help, peer support and empowerment. Clubhouses offer a safe and supportive environment in which members can work at their own pace towards rewarding employment, education, decent and affordable housing, a social life, overall well-being and full community integration.
- Our [peer led recovery supports](#) feature trained Certified Peer Specialists—individuals with lived experience providing a wide range of direct supports to those we serve.

HOMELESS SERVICES: Meeting People Where They Are





Mary Jo's Perspective

A QUESTION AND ANSWER SESSION WITH MARY JO COOPER, VICE PRESIDENT OF DEVELOPMENTAL SERVICES

Q: What were the biggest challenges of the last year within Developmental Services?

Mary Jo: Keeping people healthy and safe was the paramount concern, and the biggest challenge. But, it was also very difficult to appropriately convey how grateful we were for all the amazing work staff were doing.

It was a topsy-turvy time. Nobody's job was the same—people weren't doing what they thought they'd be doing, they were doing the jobs that needed to be done. Programs were completely restructured on the fly and changing all the time. We needed to be able to emphasize the right priorities and put aside the stuff that just couldn't matter in the moment.

Q: How was Developmental Services able to successfully adapt to the challenges?

Mary Jo: It's interesting, every service model and program within each model had its own way of adapting within a bigger structure. I think the commitment of staff to those we serve, regular communication and incredible flexibility was the key. We stayed in very close communication with our stakeholders, partner organizations, and communities so we could resource and support with some efficiency.

Our staff were just phenomenally creative and flexible about changing shifts and job responsibilities. Our Family Support team would deliver food and supplies to the homes of families we work with. Our frontline workers were amazingly resourceful, and our nurses stepped up into a position of leadership and accessibility. We added more than 100 new protocols for care, which is a tremendous amount. And our department ran a distribution center out of our Bradston Street program to streamline the distribution of PPE throughout Bay Cove programs.

Q: What notable programmatic achievements have come about during the last year?

Mary Jo: Somehow, in the midst of everything going on, we were actually able to open some new programs. One is a four-bed residential program for younger autistic men. We also opened our Parkside ABI (Acquired Brain Injury) program, which is a highly specialized, super intensive residential program in Charlestown.

We just recently created a Haitian Family Support Program. The program director has been going out to meet the families, doing a lot of outreach and sharing with them the full range of services we're able to provide to families who have a member with a disability.

And in October, we opened a stabilization program for people with significant health problems, as well as major psychiatric and developmental issues, called Meraki House. Meraki is meant to be a short-term program that focuses on individual needs, goals and vision, and at its core promotes self-esteem, self-monitoring and self-regulation. It's different from anything else we, or anyone in the region really, are doing. It's very exciting.

Q: One thing that distinguishes Developmental Services from Bay Cove's other service areas is that your service area frequently works with individuals for a prolonged period of time—often through different stages of their lives. How does that inform the way you and your team approach your work?

Mary Jo: For me, it's a real privilege to be able to say that we partner with people for life. There are people in our service area who were with Bay Cove as children receiving Early Intervention Services or our school age programs and are now receiving Employment, Residential, or Individual Support Services. It is such a privilege to have that kind of history with someone. You get to be part of watching people identify and fulfil their goals and dreams. You get to see the fruits of your labor and theirs.

Bay Cove has always been about meeting people where they're at, and providing the services they need at that time. But what's so cool about what we do is that we have the ability to change our services to meet their needs as they change over time. For example, our residential programs are not about transitional homes—we provide permanent places for people to call home. But, if we have a home where the residents are aging, we will train our staff accordingly, bring in new technology, and retrofit and renovate our homes to make sure they are still effective and comfortable and fitting people's needs.

What we do in all of our programs is work to maximize independence, maximize community

contribution, and integrate people into their community. They may always need some level of support, but one of the privileges in working with people this way is that we get to know people really well for a long time, which makes us ever better attuned to how to help them. We also get to see the little changes, which lead to bigger changes, as they adapt to new skills and abilities.

Q: Where do you see the future of Developmental Services going in the years to come?

Mary Jo: Well, I certainly think the future is a much more progressive one. The focus is on what people can do, not their limitations.

Assistive technology is having a huge impact, and is changing access for people with disabilities. It's exciting, all the different ways people can use technology and it's changing how people are able to find their fit within the world. It's a big equalizer. There are people we were serving as recently as 5 years ago that may not even need those level of services now, simply because technology has progressed enough to help people become more independent.

The generational aspect of the people we serve is fascinating and makes for a robust service system that is adaptive and proactive. We have real trailblazers in our programs who have lived through institutionalization and deinstitutionalization, who've lived through being housed in communities that didn't want them. But now they've made homes, worked in jobs they love, and are ready to retire. On the other hand, we have younger clients who were never institutionalized, and grew up with technology as part of their entire lives that's allowed them to have a much more integrated life.

Society is moving past the old beliefs that people with intellectual disabilities shouldn't be expected to be able to work, to care for themselves, and to be responsible for their behavior and actions. We've been able to push the expectations we have for people we serve, and for the communities that they live in. And I think that's going to continue.

Bay Cove is part of this movement, and we're always trying to push it forward. We believe in "work with, not for. Do with, not for."

Finding Their Voices

INDIVIDUALS IN BAY COVE'S DEVELOPMENTAL SERVICES RESIDENTIAL PROGRAMS HONE THEIR PUBLIC SPEAKING SKILLS DURING THE PANDEMIC.



Jenn (pictured below) never imagined herself as a public speaker. "I'm a shy person by nature, and I tend to be nervous around new people," she says.

What motivated Jenn was a desire to help other people with disabilities do what she had done: become a self-advocate for their own medical care. Last year, Jenn achieved a Level 4 designation, which allows her to be fully responsible for self-administering the medications she takes. "But some people can't do that—they need too much assistance," she says. "I wanted to be able to help other people learn what it takes to have that kind of independence for themselves."

Jenn says that the public speaking course taught her valuable skills ("Look people in the eye when you talk to them, and speak loudly and clearly.") that gave her increased confidence. "I didn't think that I could do it... but I surprised myself."

Heidi (pictured left), who's lived at her Bay Cove residence for four years, enjoyed the course not just for the new skill she was learning, but for how she could put it to use helping others. "I can be a little shy, but I'm mostly outgoing, and this class helped me get better at communicating with people and expressing myself," she says. "And I'm looking forward to helping with training the new staff, to help them get a sense of what Bay Cove is like."

Amid the challenges presented by the pandemic, a group of men and women who receive Developmental Services from Bay Cove were completing a special course designed to enhance public speaking skills and build confidence in becoming self-advocates. The multi-week course culminated in an online presentation where the seven individuals—with agency program staff offering feedback and encouragement—presented brief talks on a variety of different topics of their choice.

The men and women who participated in the course learned techniques to help them become more at ease as speakers, developing such proficiency that Bay Cove's Mary Jo Cooper was inspired to develop a new staff orientation program that some of the Public Speaking students are involved with. "Members of the class are becoming involved in interviewing new agency staff, becoming part of a new Bay Cove advisory committee and advocacy program, and these folks will also be helping facilitate Core trainings for new staff," says MaryJo. "These are paid opportunities. It was mutually beneficial for clients to talk to staff about what it means to provide and receive services in a respectful way—you learn it better when you hear it firsthand. It's a great professional development opportunity for folks on both sides."

For the presentation that concluded the public speaking course, Heidi spoke about a subject near and dear to her heart: swimming. A longtime participant in the Special Olympics, and the recipient of over 100 medals, Heidi found it easy to use her new skills to discuss her favorite pastime. "I do a lot of swimming. It's great exercise and it takes practice—it's not easy at all. It felt good to be able to talk about something I know a lot about, and I hope it helped some people who might want to learn how."

*"I didn't think I could do that...
but I surprised myself" ~Jenn*





Lydie's Perspective

A QUESTION AND ANSWER SESSION WITH LYDIE ULTIMO-PROPHIL, VICE PRESIDENT OF ADDICTION SERVICES



Q: How does the work done within Addiction Services reflect or carry forward the Bay Cove mission?

Lydie: Bay Cove's first program in 1974 was Andrew House detox, and I feel that the work we do today is carrying the torch for that original service. We have built upon that flagship program and have, within Addiction Services, branched into 14 sites treating people all along the recovery continuum.

Bay Cove is committed to collaboration, and my team works with all of Bay Cove's service areas to support people with co-occurring conditions. We also team with our various partner organizations to make sure that everyone who needs help gets it.

Q: What has been the impact of the pandemic on people with addiction issues?

Lydie: The pandemic has been hard on everyone, but it's been truly brutal on individuals with substance use disorder. Imagine that you have those struggles to begin with—and now imagine that you've spent the last year-plus in various degrees of lockdown. Imagine the effect that's had on the routines that are so crucial to people in recovery. Add in the stressors of job loss, relationship losses/distance from those you care about, anxiety about contracting COVID...

This is what we consider trauma on top of trauma, and we are seeing people who aren't currently using being more apt to use, and people who are using, using more. The opioid epidemic was already here—we've been living through it. Now, we have a pandemic in the middle of an epidemic. The fact that overdoses are spiking locally and nationally is, sadly, not surprising.

Q: What were the biggest lessons learned from the pandemic, and how will those takeaways continue to impact and influence the delivery of services going forward?

Lydie: We have always needed to be innovative and creative in how we deliver services, but COVID brought it to an entirely new level. We learned how to be creative with our program

space—the need to reduce capacity and to have quarantine space set up forced us to figure out ways to organize our programs more effectively.

We also found ways to streamline and improve our communication, within our service area, and as it pertained to the rest of the agency. We revved up our capability to do data collections, and made a lot of progress on learning how to get information out more quickly to partner organizations and to clients.

Once that happens, though, we are looking to expand and strengthen the offerings through our Treatment Center. We're looking to begin offering buprenorphine and naltrexone in addition to methadone, and we've recently received a State Opioid Response Grant from the Department of Public Health to partner with correctional facilities to connect with citizens returning from incarceration prior to their release. The goal is to give people in need of maintenance and recovery assistance a place to go right on Day One.

"I had tried to get better on my own, but I needed help" ~Felicia

The pandemic allowed us to accelerate the move toward telehealth. Pre-COVID, it was something mostly in the conceptual stages, but we figured out how to serve clients by doing self-help groups over Zoom. Telehealth was hugely helpful at our Treatment Center: a practitioner there could be doing an intake with someone at the Center, then quickly jump onto an appointment with someone at our New Hope program, or even conduct the support groups that were normally in-person. It made it much quicker and safer to get people into treatment and to expedite access to services.

Q: What new initiatives or programs are on the horizon for Addiction Services?

Lydie: After a very difficult year, our biggest priority is the stabilization of our existing services. We've dealt with reduced capacity even as the need for services has increased. Bay Cove—along with other agencies across the state—is really focused on regaining the ability to serve as many people as we can.





New Day

THE RESIDENTIAL PROGRAM FOR MOTHERS IN RECOVERY OFFERS A SAFE PLACE TO CALL HOME THAT HAS BEEN SUPPORTED BY ITS COMMUNITY

Located in Somerville, CASPAR's [New Day](#) is a residential treatment program specifically designed for pregnant and parenting women in early recovery from substance use disorders and their newborns. At New Day, residents learn to parent positively in a setting that instills guidance on child development, nurturing, and behavior management. Women receive prenatal, OB/GYN and pediatric care as they learn to live and parent alcohol and drug-free.

In addition to being a safe and stable living environment, New Day offers a supportive treatment experience that includes on-site individual and group counseling, support groups, psychoeducational groups, legal assistance, and specialized services for at-risk infants, as well as referrals to additional support groups and social and medical services.

New Day residents have an extended stay (from 12-20 months) so that mothers can practice healthy lifestyles after delivering their babies, and solidify their recovery before moving on to independent living in the community. We assist residents in developing support systems in the community so they will have a well-established recovery-oriented network. In many cases, mothers are able to reunite with their other children because of their participation in the New Day program.

Felicia came to New Day straight from the hospital after having her daughter, Sheila. She had been through detox several times before, but this was her first time trying a residential treatment program. "This time, I had what I call the 'gift of desperation,'" she says. "I had tried to get better on my own, but I really needed help. Every day was just a struggle, and I knew there had to be something better."

She found that at New Day, where she credits the support system, the encouragement and the structure as being key to getting on the road to recovery.

Katie, another mother living at New Day with her newborn son, has had a similarly positive experience. "When I came here, I had never been in a program before. I was nervous about the judgments people might make, and about getting along with the housemates. But everyone's been very welcoming, and I have a safe place to be with my baby and get the help I need."

In the spring and summer of 2021, the residents at New Day were the recipients of some amazing generosity from a coalition of neighbors, who devoted their time, money and elbow grease to a truly transformative volunteer project—reshaping and renovating the program's backyard.

The seeds for the project were planted pre-COVID by CASPAR supporter **Heidi Pickett**, President of **The Verrill Foundation**, who generously provided the initial donations. Then, following an introduction to our organization through our friends at the **Cambridge Chamber of Commerce**, the talented team at **[RE] Architect** came aboard. The firm raised additional funding for the project through CASPAR's #FinallyHOME crowdsourcing campaign to make this project a reality, and from there, [RE] Architect went to work designing, planning and executing a new vision for New Day's outdoor space.

With help from volunteers from **Formlabs**, **Life Science Cares** and **SK & Associates**, [RE] Architect demolished New Day's old existing fence and installed a new vinyl fence they purchased, built a new garbage shed, built new planters and benches to help even out the backyard slope, planted flowers and tomato plants, installed a patio area behind the shed, assembled a new grill (donated by SK&A Lighting), and put down new grass seed.

To complete the backyard, our friends at **BioMed Realty** donated some gently used patio furniture, which volunteers from BioMed and **Forma Therapeutics** then refinished and painted to make good as new!

"The backyard has been transformed," says Liz Layton, a staff member at New Day, "and the impact of having a space like this is so huge for the ladies who live here. Especially after COVID—imagine that you live in the city, you've spent the whole winter stuck in your house more than ever, dealing with some very difficult challenges. Having an outdoor space that the women can be comfortable in, and bring their babies out to enjoy, has actual physical and emotional benefits. And it's a place where they can express themselves—they can decide what to plant in the gardens—and take ownership of."

Liz believes the psychological benefits of having the community come together to show support for New Day are also significant. "I think the ladies were really struck by how intensive the labor and scope of this project was," she says. "It was really impactful and touching to them how hard these people, complete strangers, were willing to work to help make their home more attractive and comfortable."

As Felicia puts it, "The way people came and did all this work for us—and all the people who will come by the house and drop off diapers, baby clothes and other things we'll need to be on our own. It makes us feel good that people want to help—they aren't judging us and don't hold our pasts against us. It is really heartwarming."



Nancy's Perspective

A QUESTION AND ANSWER SESSION WITH NANCY MAHAN, SENIOR VICE PRESIDENT OF SERVICES



Q: What has the last year been like for Homeless Services? Talk about the impact of COVID on our programs, our guests, our staff.

Nancy: Well, of course, the central question was how do you keep people well? How do you help people with virtually no resources of their own live through it and stay safe? We were all having to figure out how to deal with a pandemic as it unfolded, but as an organization we certainly were not surprised that poor communities and poor communities of color were hit the hardest by what went on.

Our Homeless Services folks really rose to the occasion—it seems like a cliché, but the challenges really did bring out the best in our staff. Given the nature of this work, there was very little that could be done “remotely,” so our staff—with the exception of the limited number who had to quarantine for a time—just kept coming into work and doing what needed to be done. They worked overtime, extra shifts, filled in for each other. At our Cambridge Warming Center, which is generally

Q: With all the turmoil of the last year, was it possible to see any of the positives that can come out of a crisis like this?

Nancy: In the midst of a crisis, people can find a sense of purpose, mission and belonging. One thing that I took away from the pandemic was the collective impact of people working hard for a united goal—and the effect that work has on the people we are privileged to serve. So many parts of this experience highlighted the best of humanity. For example, when Cambridge Public Health, Cambridge Health Alliance and Cambridge Fire Department hosted a vaccination clinic at our Emergency Shelter for guests, there was such great excitement and such a palpable sense of joy and shared hope by everyone present.

And I remain in awe of our amazing staff. The people we serve deserve to expect and receive excellence from the staff who are helping them—in order to do the work well, people have to be able to feel the humanity, and have that remarkable commitment and

shelter living into their own apartments. And that was done while everyone was in lockdown.

And the lengths that our staff went to in delivering PPE, meals and emergency supplies to the mostly elderly people in our congregate housing programs. They made such a difference so that nobody went hungry or was without support during a really frightening time.

Q: Given your role within the agency, you had significant involvement this year in the development of Bay Cove's Strategic Plan. How do you approach that work during a time of such unprecedented uncertainty?

Nancy: One thing that I really appreciate is that our Board knows the importance of an intensely focused plan. Really, there's no more critical time for it than during a period of uncertainty—beyond COVID, there are big changes coming to the ways healthcare is delivered, the importance of partnership across healthcare providers, and how we deliver on the promises of the Commonwealth's roadmap for behavioral health reform to strengthen services for everyone. So, I'm glad we have a good, solid sophisticated plan that looks to address what we know, what we don't know, and what we need to strengthen to continue delivering excellent services to people and their families.

The Strategic Plan hits all of Bay Cove's key priorities: growth and expansion, operational effectiveness/efficiency, healthcare and service integration, financial performance, workforce development, and Diversity, Equity & Inclusion. I'm particularly delighted to be shepherding the workforce development component of the plan along with Emma Concepcion, our VP of Human Resources, because our staff is our greatest resource. We're focused on adding more talented people to our agency—staffing is, and will continue to be, such a huge factor in human services.

I found being part of the development of this strategic plan to be an exciting and refreshing process. It was a chance to take a fresh look and deep dive into what the agency needs to do to continue to thrive.

“In the midst of a crisis, people can find a sense of purpose, mission and belonging. One thing that I took away from the pandemic was the collective impact of people working hard for a united goal.”

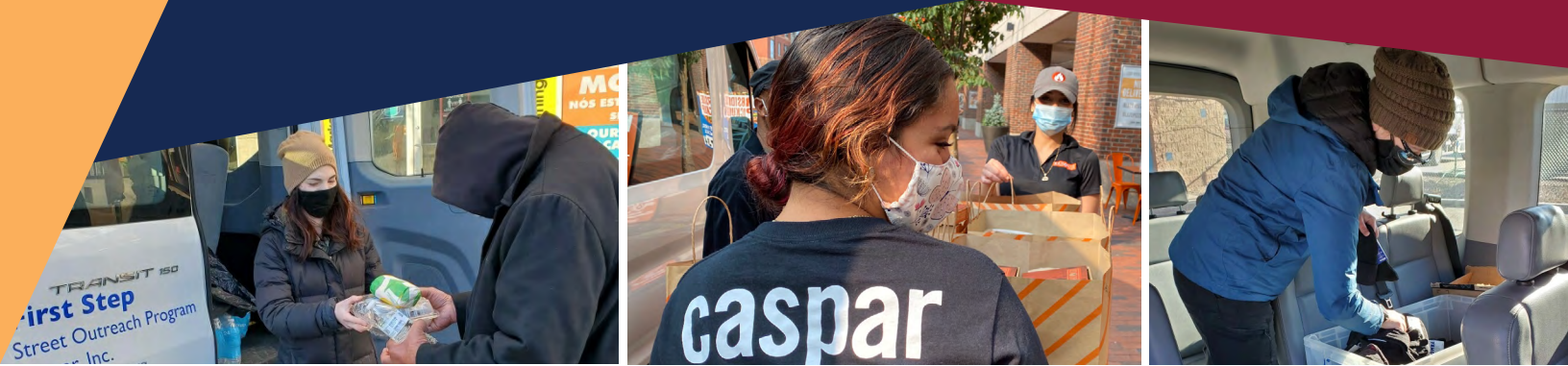
a winter program open in the evenings, we stayed open around the clock for 7 months. We even were able to set up an additional Emergency Temporary Shelter—within just one month—with lots of help and support from City of Cambridge partners. There were a lot of extraordinary things happening.

We learned about both the strengths and vulnerabilities of people—and we never lost sight that the shadow pandemic of behavioral health issues (isolation, depression, substance use disorder) also was seriously impacting everyone's basic survival.

passion for saving lives. And we're lucky to have staff who really get that—we have one man who's worked at our shelter for 30 years, and prior to working there, he was a guest. So, he understands—like the rest of our staff—that we're all in this together, which was more important than ever during this pandemic.

Q: What programmatic achievements were you particularly proud of?

Nancy: I think one of the most notable things was that between June 2020 and June 2021, we helped 46 people move from street or



First Step

OUR CAMBRIDGE STREET OUTREACH TEAM WORKS ON THE FRONTLINES TO HELP PROVIDE UNSHELTERED NEIGHBORS WITH LIFESAVING RESOURCES WHILE BUILDING BRIDGES OF HOPE.

On any given day in the City of Cambridge, there are about 100 unhoused residents who live almost entirely outside. This subset of people experiencing homelessness are sometimes referred to as “unsheltered” and will not access traditional shelters, or go inside anywhere except in the most dire circumstances. They sleep on cardboard near train stations, on park benches, or in tents in wooded areas. The vast majority have severe substance use disorder, and usually also untreated mental illness/history of trauma—including a high rate of domestic violence survivors among women. They are highly vulnerable to extreme weather, street violence, and preventable medical conditions, as well as malnutrition and overdose. All of these factors, and especially the disease of addiction, leads to a high-risk lifestyle that decreases the life expectancy of people experiencing homelessness to just 51 years.

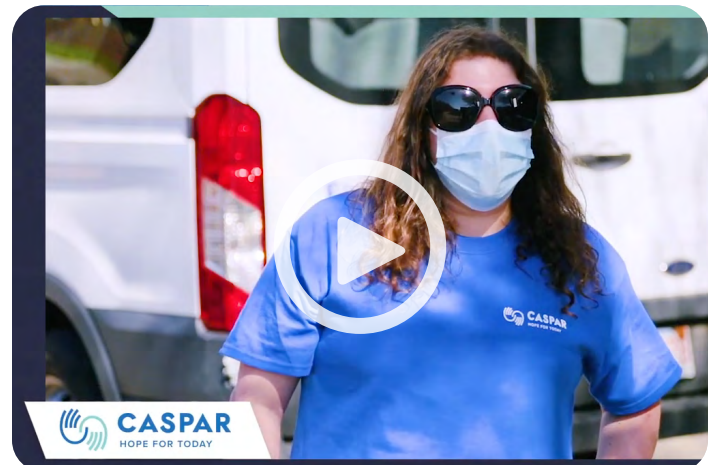
[The CASPAR First Step Street Outreach Team](#) works to mitigate the harms of homelessness and substance use disorder by bringing lifesaving services directly to unsheltered people. While the Street Outreach Team is distributing meals, water, coats, shoes/boots and other vitally important items, they are getting to know each person and their needs. This work to bring about change for the people we serve does not happen quickly—the Street Outreach Team often needs to show up with help every day for weeks or months before they become a trusted presence in the lives of unsheltered people. Only when trust is established can the Street Outreach Team make deeper inquiries about the circumstances of each person’s life, and work to systematically remove barriers to recovery and permanent housing.

In addition to being out on the street every day, one day a week the Street Outreach Team facilitates the Homelessness Resources Outreach shift, which includes homelessness/housing providers like Cambridge Health Care for the Homeless, Home Start, Cambridge Multi Services Center, and the Cambridge Police. These organizations rely on the Street Outreach Team to know who needs help, who will accept what kind of help, who needs urgent attention, and who might be ready for deeper conversations about available services.

As a point of entry program, each contact with each unsheltered person is literally a chance to save a life—contacts like the ones made with Rachel, who had lived in the woods of Alewife for many years.

Alexis Grandberg, director of First Step, had regular contact with Rachel. “She was all about chatting your ear off, and she was also all about wanting help—which was really great, but it was also hard for her to follow through because of her mental health and addiction. So it took a while for her to get to a place where she could follow through.”

But recently, Rachel was offered a housing opportunity through the City of Cambridge, and she took it. Alexis adds, “She knew we would be there [to offer support] when she made the decision because we’ve shown it over a long period of time. There are new responsibilities that go along with maintaining a room or apartment that she never really learned—and because of the trust we’ve built, she’s accepted help creating that structure from our in-reach team. Rachel is now so proud of her space, and she had us over to show us how she’s decorated.”





Carley's Perspective

A QUESTION AND ANSWER SESSION WITH CARLEY LUBARSKY,
VICE PRESIDENT OF MENTAL HEALTH SERVICES



Q: How does the work done in Mental Health Services particularly reflect or carry forward the Bay Cove mission?

Carley: I believe it's our ability to reach people. Our staff is creative, and they are driven to always find that one thing that will help them connect with the people we serve—that relentless pursuit of ways to reach a person and connect with them on a level that will allow them to trust us, and accept help from us. That's something the MH team really excels at in my opinion.

Q: In addition to the challenges of the pandemic, our country continues to struggle with a tremendous amount of unrest, anger and fear related to police brutality and issues of inequality and injustice. What impact did that have on MH Services and the people we serve?

Carley: One thing that's important to note is that a large number of people we serve are members of the urban Boston community—they've experienced economic instability, concern for neighborhood safety, and lack of access to healthcare and education. So, in addition to their mental health challenges, which comes with its own level of stigma, they are also struggling with an oppressed position in their community.

The George Floyd murder impacted our clients and staff so incredibly hard, and it became a huge part of what we had to overcome over the last year. It was critical that we gave staff forums to process the incidents of racism, discrimination and police brutality that were being reported daily in the news and across social media. It became the responsibility of myself, my leadership team, and staff throughout our division to support one another, and look out for each other's mental wellbeing—we were very aware that we, the providers weren't okay, and quite frankly we shouldn't feel okay. So, we supported one another, encouraged each other to prioritize self-care, and kept doing the important work of Bay Cove.

Q: What were the biggest challenges of the pandemic within your division?

Carley: I would say that the ever-changing and evolving information was probably the biggest challenge. New guidance, updates and getting the correct up-to-the-moment relevant information to all the staff was really challenging. There was a sort of constant uncertainty, and there wasn't much you could really plan for—you just had to roll with changes as they came.

The sense that this wasn't going to end took a big toll. Our staff have challenging jobs during the best of times, and their resilience is staggering. Until COVID there was always a sense of a finish line, when we were working through a particularly tough challenge. But there was just no "back to normal" at any point through this, and there still isn't.

And, of course, staff had to deal with the same everyday concerns that so many people did. The majority of our MH staff didn't have the option of working from home, so they had to be concerned about childcare, sick family members. The stress on the workforce can't be overstated.

Q: What do you feel were the biggest lessons learned, or ways that your department was able to tackle the challenges?

Carley: I will say that we learned a LOT about telehealth—especially as it pertains to applications in crisis/emergency services. The viability of remote services had been talked about for years, but all of a sudden, the need was here and NOW, and we figured it out, due to necessity being the mother of invention. We got so far with it—and were able to make such meaningful use of it—that it's now able to be a permanent part of our service offerings. And I couldn't have imagined that before COVID hit.

We also learned just how creative and ingenious our staff are. Whatever challenge was thrown in our way, people thought outside the box. We had staff hustle to find alternative sources of PPE when it was, initially, so hard to come by. We surveyed staff to find out who had the most profound struggles with childcare, and then worked to find ways to be flexible with scheduling to accommodate the people who were in the biggest bind.

We opened up our house at Park Street as a place for staff to stay and work, without endangering any medically-compromised people in our care. And our PACT and BEST programs, which can't be done remotely, never stopped serving people—something that wasn't true of other direct care outreach programs in the city. It's just so ingrained in the culture of our staff that "we still need to find a way to do this, because it's best for the person we serve."

I've always known that Bay Cove is an innovative and responsive agency, but it was encouraging for us to realize in MH that we had the ability to change when we need to—because the upcoming reform and redesign of the behavioral healthcare system is going to demand that organizations be adaptive and receptive to change. And I feel confident that we'll be able to respond to those demands to change because of the curveballs thrown at us by COVID-19.

Q: What were MH's most notable programmatic achievements in the last year?

Carley: The development of our CCBHC (see story, next page) has been a major undertaking, and we're very proud of the program—it's a sign of things to come in the behavioral healthcare system that fills gaps in care for uninsured and underinsured individuals and helps them gain equal access to service.

Q: What goals do you have for MH in the immediate future?

Carley: One thing that's front and center for our division going forward is the commitment to shepherd Bay Cove's Diversity, Equity and Inclusion initiative forward. We've heard from our staff—loudly and clearly—how crucially important these issues are, and we consider it a priority to make sure that our workplace is one that is welcome and inclusive and one that always embraces diversity.

Beyond that, I'm just very excited about continuing to further integrate MH services with the agency's other service areas—the future of behavioral healthcare is about uniting every kind of service provider, and that's what we're so good at within Bay Cove. We're great at collaboration and breaking down barriers to service, and I think we're only going to get better.



The Certified Community Behavioral Health Clinic

OUR NEWEST MENTAL HEALTH SERVICES PROGRAM IS A MODEL OF THE FUTURE OF BEHAVIORAL HEALTHCARE, BRINGING TOGETHER A FULL CONTINUUM OF CARE, WHILE SIMPLIFYING AND INCREASING ACCESS TO VITAL SERVICES.

On June 15, Bay Cove officially opened the agency's new [Certified Community Behavioral Health Clinic](#) (CCBHC), a program designed to increase access to a robust continuum of integrated behavioral and physical health services for vulnerable people in Metro Boston. This innovative service is funded through a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA), and is a collaboration between Bay Cove, Boston Medical Center and Boston Health Care for the Homeless Program.

Focused on serving low-income, uninsured and under-insured adults with serious mental illness, substance use disorders and co-occurring disorders, and children and adolescents with serious emotional disturbance, the CCBHC helps individuals who present to our Boston Emergency Services Team (BEST) receive not just immediate crisis services, but also get connected to the full range of care they may need.

"The CCBHC differs from our existing behavioral health clinics, primarily because of the comprehensive suite of services offered. We're able to fill in the gaps in care that many vulnerable neighbors face," says Diane Santoro, Clinical Director for Bay Cove's Mental Health Services division. "The CCBHC offers nine specific services [see graphic below] that represent the full spectrum of what people are looking for in behavioral healthcare."

The services offered through the CCBHC are provided under a common umbrella, but not all under one roof, Diane explains. "Bay Cove is providing care coordination, recovery navigation, peer services and psychosocial supports, addiction treatment like detox and medication

assisted treatment, and emergency services. These will come via our existing range of programs like BEST, our clubhouses, our Andrew House Detox centers, and others."

The remaining pieces of the nine key services are provided through Bay Cove's CCBHC partners—or Designated Collaborative Organizations (DCOs). "Boston Medical Center is providing outpatient therapy for children and adolescents, as well as psychopharmacology services for children and supplemental services for adults," says Diane. "Meanwhile, Boston Health Care for the Homeless Program is handling the primary care services, by running two clinics per week for CCBHC participants out of the Solomon Carter Fuller building."

Our CCBHC staff is made up of clinicians, who provide urgent behavioral healthcare; care coordinators who, once a client is stabilized, can help connect that person with the full array of ongoing services they may need; recovery navigators that can help people negotiate a more long-ranging continuum of recovery services; and a health and wellness coach. Currently, individuals are being referred into the CCBHC through BEST, but as the program's capacity grows, the intent is for other Bay Cove programs, our DCOs, and area emergency rooms to act as referrers for the clinic's services.

"Traditionally, the mental health system has always been one of silos," says Diane. "This program is really an attempt to do something about it, and take a more holistic view of behavioral healthcare. It's all about breaking down walls, integrating care, and streamlining each person's path to receiving complete, comprehensive services."

NINE COMPONENT SERVICES OF THE CCBHC

- Crisis mental health services, including 24-hour mobile crisis teams, emergency crisis intervention and crisis stabilization
- Screening, assessment and diagnosis
- Patient-centered treatment planning
- Outpatient mental health and substance use disorder services
- Primary care screening and monitoring
- Targeted case management
- Psychiatric rehabilitation services
- Peer support services and family support services
- Services for members of the armed services and veterans

The Certified Community Behavioral Health Clinic *continued*

Aaron had been dealing with housing insecurity for some time, temporarily living with a family member while trying to find his own apartment, when he received a referral to Bay Cove. “I’d been working with a housing coordinator, and they pointed out to me that I would probably benefit from some counseling.”

Aaron agreed, saying, “I knew I had anger issues stemming from trauma in my early years. And I knew that if I didn’t work on myself, and my issues, it wouldn’t matter if I got a new apartment. I would lose it quickly enough.”

connect him with the full range of services offered across Bay Cove has allowed him to receive housing search assistance, even as he’s undergone the counseling he feels has benefited him.

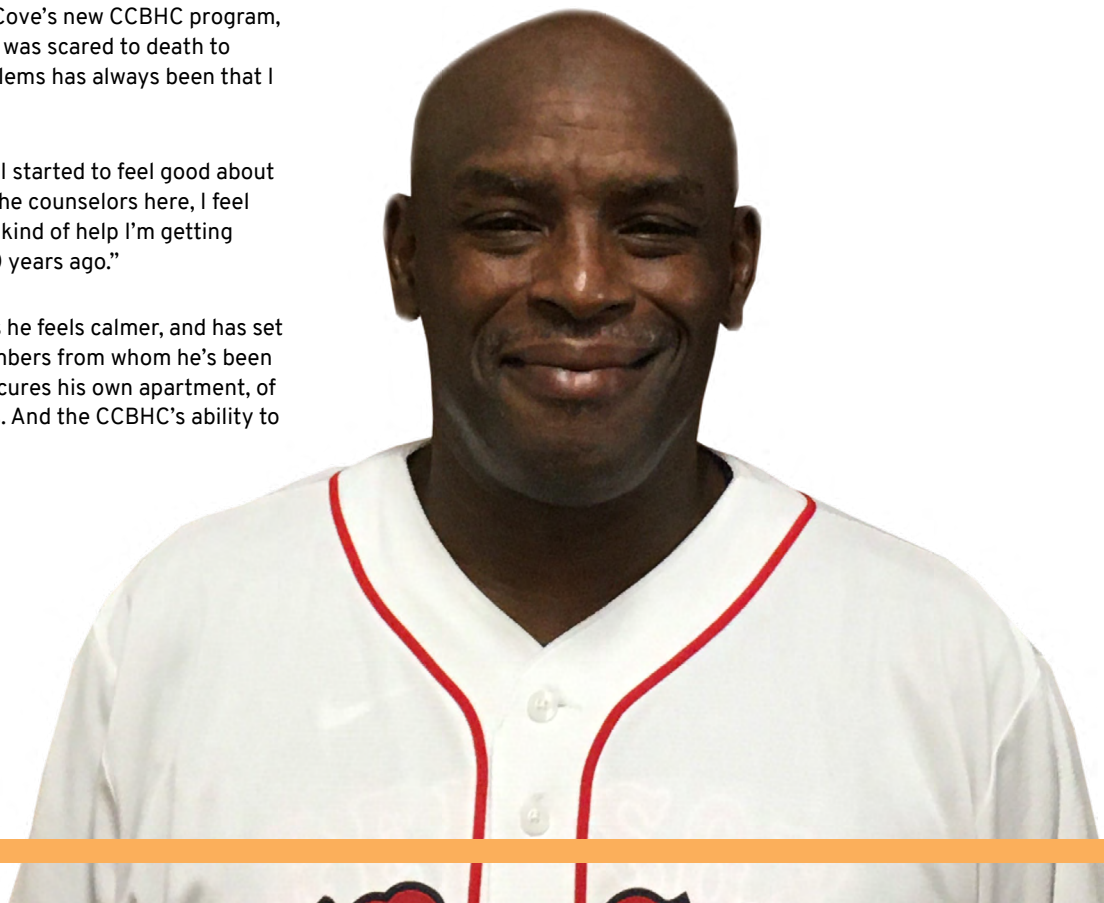
“They’re about getting results here, which I like,” he says. “I’ve been through a lot over the years, but coming here has made me feel complete. I hope it’s someplace I can keep coming to for a long time.”

“I knew I had anger issues stemming from trauma in my early years. And I knew that if I didn’t work on myself, and my issues, it wouldn’t matter if I got a new apartment. I would lose it quickly enough.” ~Aaron

In July 2021, Aaron was referred to Bay Cove’s new CCBHC program, which was a daunting prospect at first. “I was scared to death to come in, initially—one of my biggest problems has always been that I don’t like asking for help,” he says.

“But once I stepped through those doors, I started to feel good about myself. Every time I come in and talk to the counselors here, I feel like I’m getting something done. And the kind of help I’m getting here, I honestly wish I could’ve gotten 20 years ago.”

Today, Aaron is making progress—he says he feels calmer, and has set the goal of reconnecting with family members from whom he’s been estranged. He has the dream, once he secures his own apartment, of hosting relatives for holiday celebrations. And the CCBHC’s ability to





Growthways

BAY COVE ENTERS INTO STRATEGIC PARTNERSHIP WITH GROWTHWAYS, INC., AN ESTABLISHED PROVIDER OF DEVELOPMENTAL SERVICES IN SOUTHEASTERN MASSACHUSETTS.

On July 1, 2020, Bay Cove Human Services entered into a partnership with [Growthways Inc.](#) of Brockton, a non-profit organization whose mission is to provide community integrated programs for adults with intellectual and developmental disabilities. Growthways provides education, training, advocacy, and support services to adults with intellectual disabilities in the Greater Brockton area.

Agency leadership from Bay Cove and Growthways have worked together as valued colleagues for over three decades, and the two agencies share a similar approach of seeing and treating each person as an individual, and tailoring services that will assist them in having the best quality of life.

The agencies will work together to improve on their already exemplary service delivery, while strengthening systems and improving operational efficiency. Growthways' longstanding commitment to, and outstanding reputation in, Southeast Massachusetts will enable the continuing growth of Bay Cove's presence in this area of the state, while the resources and capacity that Bay Cove's size brings to the partnership will enhance Growthways' ability to expand services in the region.

Growthways has always been committed to providing high quality progressive supports in a home environment. The organization places a priority on educating and assisting not only individuals and their families, but also the surrounding community, so that the people we serve can live as independently as possible and be valued members of their community.

Programs offered by Growthways include **Residential and Independent Living Programs**, which support individuals in their homes, helping them to reach their full potential in the areas of skill development, community membership, relationships, health and self-advocacy; and **Individual Support**, which offers assistance with appointments, shopping, cooking, cleaning, social and recreational activities to people who live in their own homes, but who need support to remain independent.

We are excited about the opportunities afforded by this partnership, and are pleased to introduce Growthways to the Bay Cove community.

Special Events

Each year, Bay Cove hosts special events to raise critical funds in support of our programs and services. Following a year in which the COVID-19 pandemic forced the cancellation of most of our special events, Bay Cove was grateful for the opportunity to bring these crucially important events back, and once again have opportunities (albeit with some fundamental changes) to join members of the Bay Cove community in celebrating the work we do everyday, the people we serve, and the generous supporters who are so invaluable to the success of Bay Cove's mission.

We extend our heartfelt thanks to all who sponsored, attended, participated in and contributed to the following Special Events in support of our agency.

25TH ANNUAL GEORGE C. CUTLER MEMORIAL GOLF TOURNAMENT

September 22, 2020 // Myopia Hunt Club in South Hamilton

Our annual golf tournament benefiting Bay Cove's Center House programs for individuals with psychiatric and/or developmental disabilities was a safe, socially-distanced affair that offered golfers a chance to get out on the links and enjoy a day of golf. The event was a much-needed respite from the challenges of the year, which also raised just over \$70,000 to support innovative, effective and structured programs that facilitate independence, dignity, self-determination, and community integration for their members.

Special thanks to our Platinum Sponsor, Riemer & Braunstein LLC; Gold Sponsor, USI Insurance Services; and all of our Silver Sponsors for making the event possible and such a success!



A highpoint of our Strengthening Our Community event was a special video made by Andrea, a graduate of CASPAR's addiction programs. [Click here to hear her success story.](#)

STRENGTHENING OUR COMMUNITY

April 29, 2021 // Virtual Event

Nearly 200 friends and neighbors of our CASPAR services—along with Cambridge elected officials and civic leaders, and generous sponsors from throughout the business community—attended “Strengthening Our Community,” the annual spring fundraiser for our Cambridge- and Somerville-based homelessness and addiction programs.

The event—CASPAR's first-ever virtual fundraiser—was our most successful fundraiser to date, raising more than \$314,000 to support our continuum of services. The program featured a spirited live auction; a reading of the stirring poem “Taking the Homeless Census” by CASPAR's Alexis Grandberg; an inspiring first-hand story of perseverance and success from Andrea Campanini, who graduated from CASPAR's programs in 2017; and the presentation of the Carl F. Barron Catalyst for Change Award to a pair of CASPAR's “COVID Heroes”—The City of Cambridge COVID Response Team and Pfizer Kendall Square.



Carolyn

Club Member

Please help:
www.baycovehumanservices.org/galadonation



Attendees at our Saving Lives Virtual Gala heard stories of how our Center Club members and staff supported each other throughout the pandemic. Click here to see the inspiring video.

SAVING LIVES GALA

May 6, 2021 // Virtual Event

On May 6, members of the Bay Cove community reunited via Zoom for the agency's 2021 Saving Lives Virtual Gala fundraiser—a hugely successful night that raised more than \$225,000 to support Bay Cove services and programs.

The event was co-hosted by a pair of Boston broadcasting legends—our longtime friend Susan Wornick and the inimitable Bob Lobel—and featured stories of the outstanding work done throughout the agency by staff during the pandemic; musical performances by vocalist Mara Bonde and pianist Brian Moll; and an interview, conducted by Susan and Bob, with our special guest, Major League Baseball Hall-of-Fame pitcher and Red Sox Legend Dennis Eckersley.

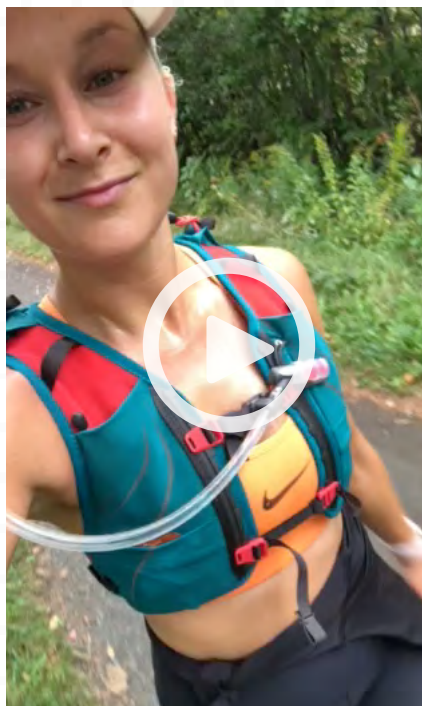
It was an inspirational evening that celebrated the remarkable resilience of the people Bay Cove serves, and the dedication of our amazing staff who serve them. We offer our profound thanks to all the sponsors, donors and guests that made the Gala such a success!

TEAM BAY COVE AT THE BOSTON MARATHON®

October 11, 2021 // 26.2 miles between Hopkinton and Boston's Back Bay

For the 14th straight year, Bay Cove was awarded bib numbers for the world's most famous and acclaimed marathon by our friends at the John Hancock Marathon Non-Profit Program. Team Bay Cove members **Julie Champagne** (pictured, right), Hannah Mecaskey Conley, Lauren Easton, Ibbey Hausman, Joseph Kirnon II, and Andrea Schussler put in months of grueling training and raised more than \$50,000 to support Bay Cove's services and programs.

We're tremendously proud of Team Bay Cove, and grateful for their amazingly strong commitment to our organization!



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Tackling the challenges of homelessness and addiction is not for the faint of heart. It takes courage to fight for what is right, compassion for your fellow man, conviction in your mission, optimism and perseverance in the face of adversity. These values are important to me and I am proud to share them with the team at CASPAR. The team is small but mighty. They are creative and efficient in getting the most out of every resource that they have at their disposal, and day in and day out they fight to help their clients get back on their feet. I am awed at the impact that CASPAR has in our community and am proud to play a small part in helping the team carry out its mission. ~JEFF LOCKWOOD, HEAD, NEWSROOM AND CHANNEL MANAGEMENT, NOVARTIS.

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Sarah Gallop of MIT discusses the university's longstanding support of our homeless services in Cambridge.

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To get through the last couple of extremely challenging years, every one of us has needed to rely on our personal support networks. And Bay Cove Human Services is the support network for thousands of people with a staggering range of needs: whether it's shelter, food, and clothing, or behavioral healthcare services, or a lifeline to treatment, support and sobriety for people struggling with addiction, Bay Cove is there to help people take on their greatest challenges. I've been honored to run two Boston Marathons (and train for a third) as a member of Team Bay Cove, and supporting this agency and the life-changing work they do is something I'll always be proud of. ~ANDREA SCHUSSLER

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I started volunteering at CASPAR because I was looking for a way to be of service in the community. My original task was to sort a large clothing donation that the staff had no time to handle, but desperately needed for shelter guests and those living on the streets. That led to me becoming the Clothing Volunteer, going weekly to the Shelter to maintain the clothing room. The staff are welcoming, warm, amazing individuals, and they've always made me feel I was making a difference in the lives of the homeless in Cambridge and Somerville. What they may not realize is the lasting reward of inner satisfaction that I get from my service to them. Even in these COVID times, the staff and management have worked to keep me both safe and busy helping out with deliveries, assembling gift packages, tracking inventory, and so forth. They make volunteers feel like members of the family, and I am so happy for the opportunity to lend a helping hand. ~LISA CAMACHO

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CASPAR is a shining example of a mission-aligned foundation partner for Innovive Health. Central to their growth as an organization has been the commitment to non-judgmental community support for the most vulnerable population in Massachusetts; our philosophies in the ongoing treatment and support for this population makes CASPAR the perfect community partner for us to continue to propel our missions together. Given this alignment and tireless work that CASPAR staff put into their programs each day, we are humbled and honored to continue to support the Cookin' with CASPAR program. ~NICHOLAS D'ADDABBO, VP OF STRATEGY FOR INNOVIVE HEALTH

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The Blue Cross Blue Shield of Massachusetts Foundation is proud to support Bay Cove Human Services' Cape Cod Behavioral Health Urgent Care (BHUC) program's effort to support individuals with urgent crises before they become emergencies. The Cape Cod BHUC program partnered with community organizations and community members to deliver a service that meets their needs, resulting in a significant drop in emergency department visits for behavioral health crises and inpatient hospitalizations. A strengthened community and improved health care utilization are the types of impact that we as a funding partner always hope to see.

~AUDREY SHELTO, PRESIDENT AND CEO, BCBSMA FOUNDATION

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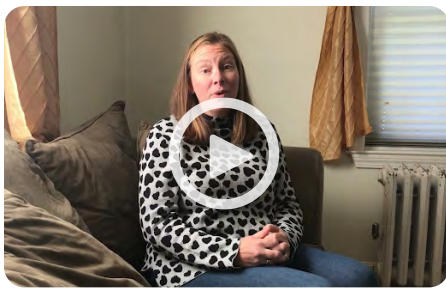
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Sarah MacDonald, Executive Director of Life Science Cares, talks about the partnership between her organization and ours.

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We at Alnylam Pharmaceuticals are proud to support CASPAR both financially and through employee volunteerism. We chose to work with the organization because of how hard they are working to address the social determinants of health such as homelessness and mental health, and we know these efforts will advance health equity. We stand with organizations like CASPAR who are rolling up their sleeves and working everyday to serve the most vulnerable in our community. ~ARUN SKARIA, DIRECTOR, CORPORATE SOCIAL RESPONSIBILITY, ALNYLAM PHARMACEUTICALS

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3EDGE Asset Management
 3MJ Associates, LLC
 ** 4imprint
 ** 5OKitchen
 AbbVie, Inc.
 Abundant Real Estate Group
 Adams & Rafferty Law
 Alarmex, Inc.
 Allied World Insurance Company
 American Tower
 Amica Companies Foundation
 Apex New England Construction
 The Arc of Massachusetts
 ** Association of Black Citizens of Lexington
 ** Audley Travel
 ** Beacon Hill Civic Association
 ** Bob Baker Company, Inc.
 Bonny's Landscape Service, Inc.
 Boston Capital Foundation
 Bright Funds Foundation
 Bristol Myers Squibb

Cambia Health Solutions
 Cambridge Rug Company
 ** The Children's Place
 The Cowles Group
 Draper Laboratory, Inc.
 The Engine
 Family Estate Planning Law Group
 ** Fifty Families
 ** First Dental
 Flimp Communications
 FLIR Systems
 Foghorn Therapeutics
 ** Forma Therapeutics
 FormLabs
 ** Friday Night Supper Program
 ** The Furniture Trust
 ** Gentle Dental
 ** Great Hill Dental
 ** The Hand That Gives
 Harvard Law School Criminal Justice Institute
 Hearst Television
 HubSpot
 ** Hydrow, Inc.
 ** I Support the Girls
 Ideal Residences of New England
 Intellectual Bank of Japan, Inc.
 Interior Resources USA LLC
 IP Digital Inc.
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 Johnson & Johnson Innovation Center

Johnson & Johnson Matching Gifts Program
 ** Kendall Square Association
 Kronos
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 ** The Massachusetts Bail Fund
 Massachusetts Early Intervention Consortium, Inc.
 McHale and Company
 Microsoft Corporation
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 MOAR
 Mustard Seed Investments, Inc
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 O'Don Construction
 Oliver Welding & Fabricating, Inc.
 ** Pfizer
 Pfizer Foundation Matching Grants
 ** Plant the Seed Foundation
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** Smiles by Rosie
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 TAGS Hardware
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 TPx Communications
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 VMware Foundation
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HONOR & MEMORIAL

*Indicates a gift in memory of
 Gabby Aguilar
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 *Patricia Vautrin
 Cheryl Vossmer
 Josh Wardrop and all of the staff at Bay Cove
 Katherine Watkins
 Janie Whiteside
 *Patrick Daniel Ziegler

All gifts are greatly appreciated, and we make every effort to list our donors' names accurately. If we made a mistake in your listing, please let us know by contacting development@baycove.org.



Get Involved!

The work that all of us at Bay Cove do each day to help ensure full, rich lives for those with the greatest challenges is supported in so many ways by our generous individual, corporate and institutional supporters. If the services described, and the personal stories shared, within the pages of this report have inspired you to become a member of the Bay Cove community, there are a number of ways that you can Get Involved with the work we do.

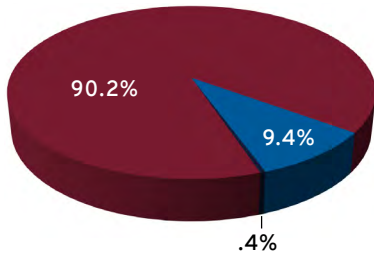
Your [donations](#) make a tremendous difference. It is private donations—your contributions, and those from others who share your commitment to Bay Cove—that give us the resources and flexibility we need to provide the kind of individualized support that helps each person we serve achieve their personal goals. In addition to financial contributions, the donation of [material items](#) of great need can make a huge difference in the lives of the men and women we serve.

Bay Cove has long welcomed [volunteers](#) to share their time, interests, abilities and skills in the service of the people with whom we partner each day. The COVID-19 pandemic has limited some of our regular volunteer opportunities, but we are always eager to speak with individuals, community groups and corporate teams to discover ways that volunteers can safely make a positive impact on those we serve.

You don't have to be an employee of Bay Cove to work on behalf of the people we serve. You can play an integral role in our mission and act as an advocate for our most vulnerable neighbors by volunteering your time and talents on one of our [boards or committees](#). These dedicated groups are open to all individuals who are interested in giving back and spreading the word about Bay Cove and our mission.

However you decide to Get Involved, we are profoundly grateful for the role you play in helping us make a difference in the lives of the people we're privileged to serve! To learn more about how you can support Bay Cove, please contact our Development Office at 617-619-5930 or development@baycove.org.

Financial Report



FY 2021

- Program Service Expenses
- Administrative Expenses
- Fundraising Expenses

CONSOLIDATED BALANCE SHEET

	Audited 6-30-21	Audited 6-30-20
Assets		
Cash and Cash Equivalents	\$ 27,687,576	\$ 15,140,850
Net Accounts Receivable, Program Services	16,944,674	15,981,229
Contributions Receivable	232,900	214,789
Prepaid Expenses	518,525	396,486
Other Accounts Receivable	400,712	199,244
Short-Term Investments	3,076,077	1,035,321
Net Land, Buildings and Equipment*	37,037,748	32,170,215
Long-Term Investments	2,203,547	1,739,354
Other Assets	8,556,379	7,567,662
Total Assets	\$ 96,658,138	\$ 74,445,150
Liabilities		
Accounts Payable	\$ 4,204,359	\$ 3,035,020
Accrued Expenses	15,198,389	11,718,417
Current Portion of Long-Term Debt	4,125,073	3,624,595
Other Current Liabilities	56,791	13,841
Long-Term Notes & Mortgage Payable	24,697,432	23,706,698
Other Liabilities	1,323,988	1,472,563
Total Liabilities	\$ 49,606,032	\$ 43,571,134
Net Assets	\$ 47,052,106	\$ 30,874,016
Total Liabilities and Net Assets	\$ 96,658,138	\$ 74,445,150

CONSOLIDATED INCOME STATEMENT

	Audited FY 2021	Audited FY 2020
Revenue		
Contributions, Gifts, Legacies, Bequests & Special Events	\$ 1,794,448	\$ 2,218,600
In-Kind Contributions	549,309	552,492
Grants	2,196,711	1,345,877
Program Service Fees	137,243,792	128,302,974
Investment Revenue	872,423	373,386
Other	741,292	924,895
Total Revenue	\$143,397,975	\$ 133,718,224
Expenses		
Employee Compensation & Related Expenses	\$ 103,927,725	\$ 98,640,534
Occupancy Expenses	14,784,229	13,405,017
Other Program / Operating Expense	13,939,921	12,836,897
Subcontract Expense	832,535	1,440,392
Direct Administrative Expenses	4,014,550	3,504,980
Other Expenses	31,292	24,662
Depreciation of Building and Equipment	2,127,805	2,091,227
Total Expenses	\$ 139,658,057	\$ 131,943,709
Operating Income	\$ 3,739,918	\$ 1,774,515
Other Non-Operating Income/(Expense)	\$ 278,450	(514,584)
Growthways PPP Loan Forgiveness	1,052,500	
Consolidation of assets from Growthways, Inc.	11,107,222	
Total Changes in Net Assets	\$ 16,178,090	\$ 1,259,931

Bay Cove is an Equal Opportunity/ Affirmative Action Employer. We consider applications for all positions without regard to age, race, color, religious creed, national origin, sex, sexual orientation, handicap/disability, gender-related identity, or any other legally protected status pursuant to the Massachusetts Fair Employment Practices Act.

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Kerry Ollen
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and Senior Vice President
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Lydie Ultimo-Prophil
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