



2013 Annual Report

PRVIDERS' COUNCIL

Thank you, 2013 Providers' Council members!

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 PROVIDERS' COUNCIL

About the Providers' Council

The Providers' Council is widely recognized as the official voice of the Massachusetts community-based human services sector.

The Providers' Council is a statewide association composed primarily of nonprofit, community-based, care-giving organizations that provide human services, health, education and employment supports. The Council assists its membership by providing high-quality public policy research, advocacy opportunities, communication and information, education and training, publications, networking opportunities and business partnerships.

Formed in 1975 to support the care-giving sector and influence and direct public policy change, the Council is the state's largest human services membership association. The organization, which receives its primary support from members and business partners, is widely recognized as the official voice of the Massachusetts community-based human services sector.

The Council's mission is *to promote a healthy, productive and diverse human services industry*. A board of directors, representative of member organizations, governs the Council and is committed to its values. In addition, the Council highlights the benefits that the human services sector provides to the local and state economies. The sector, which employs more than 185,000 individuals throughout the state, helps to care for vulnerable populations.

The Council adheres to the following organizational values:

- *We are committed to the delivery of superior, accessible, community-based services that support one in ten Massachusetts residents.*
- *We seek to serve the public and human service providers by identifying opportunities and taking action on issues where provider and public interests are aligned.*
- *We believe that the public, clients and consumers are best served through volunteer-governed and community-based nonprofits that are supported by fair and adequate funding.*
- *We value results, success and transparency.*
- *We are committed to promoting integrity, credibility and responsibility in the human services sector.*
- *We are dedicated to the development and maintenance of a diverse membership, representative of human service providers in Massachusetts.*



Throughout 2013, the Providers' Council and its membership led efforts to build brighter futures for all in the Commonwealth.

From the Chair and President

Dear Members and Friends:



Andy Pond
Board Chair

Throughout 2013, the Providers' Council and its membership led efforts to build brighter futures for all in the Commonwealth.

Council members sent thousands of e-mails, made countless phone calls and visited their legislators, and as a result, we were successful in securing a human services Salary Reserve for a third straight year. We remain committed to comprehensive purchase-of-service reform for the over \$2 billion contracted human services sector and the full and fair implementation of Chapter 257. More than 17,000 individuals utilized our educational programming in 2013, and a record 1,100 human services professionals and stakeholders attended the Council's 38th Annual Convention & Expo in November.



Michael Weekes
President/CEO

The Council also launched innovative programs and collaborative partnerships that will help to shape our sector for years to come. Providers' Benchmarking will allow members to measure their performance over time and compare their operations to similar organizations in the sector. We welcomed two new Endorsed Business Partners, New England Office Supply and Unemployment Tax Management Corporation, which will help our members save time and money. A report done in partnership with Boston College explored models of social innovation and highlighted many Council members.

The Providers' Council and its members will continue to strengthen the human services sector, and while we had many successes in 2013, we are already working to make 2014 even better. We thank you for your continued support and your Council membership. We look forward to collaborating with you in the coming year to continue the important work we do together.

Sincerely,

A handwritten signature in blue ink that reads "Andy Pond". The signature is stylized with a large, looped "P".

Andy Pond
Board Chair

A handwritten signature in blue ink that reads "Michael D. Weekes". The signature is cursive and fluid.

Michael Weekes
President/CEO

April 2014



Forums about ICOs and opportunities to hear from state officials, like Auditor Suzanne Bump, helped organizations stay competitive in the sector.

Public Policy

Building off its prior success, the Providers' Council secured an \$11.5 million Salary Reserve for low-paid workers in 2013.

We advanced our pro-workforce legislative agenda, engaged legislators through The Caring Force, advocated for full and fair implementation of Chapter 257 and hosted numerous forums and events across the state to help members in 2013.

Strong advocacy from the Council, our membership and The Caring Force helped to secure an \$11.5 million Salary Reserve for workers in the FY '14 state budget, adding to the \$30 million received in 2011 and 2012. A broad range of advocates made numerous phone calls, sent letters and e-mails and made visits to lawmakers, resulting in the Conference Committee budget including a Salary Reserve for direct care workers, which was later signed by Governor Deval Patrick. More advocacy from Council members resulted in the Administration announcing a distribution schedule in December.

The Council's policy work covered more than just the Salary Reserve in 2013. The Council also filed five bills on Beacon Hill, four of which seek to directly benefit the human services workforce. Two bills would increase educational opportunities for human services workers through expanding the already successful Tuition Remission program and creating a loan repayment program; another two benefit workers and agencies by expanding access to affordable health insurance options. A fifth bill would support the expansion of human services social enterprises in the Commonwealth. Some bills have been reported favorably, and the Council will continue to work on advancing these in 2014 in the second year of the legislative session.

Chapter 257 implementation was another major focus of the Council's policy efforts in 2013. The Council and its members attended hearings across the state, delivering

testimony on Family Transitional Support Services and Placement and Support Services to seek an increase in rates for services that have been underfunded for many years. The Council also participated in the Provider and Consumer Advisory Council meetings to demand fair funding and a timely implementation schedule.

The Council also protected the sector from a number of harmful bills filed in 2013. The Council testified against legislation to force human services agencies to file redundant paperwork, bills that would seek to divert human services funding for services to municipalities via payments in lieu of taxes (PILOTs) and others that have the potential to damage early and school-age education and care programs across Massachusetts.

Another Council initiative, The Caring Force, grew by more than 50 percent to include over 15,000 individuals! Its second annual State House rally drew over 600 people to a standing-room only event at the Great Hall in April. The Caring Force also held its second annual video contest, receiving more great entries from members across the state and showing the three finalists videos at the Annual Convention & Expo in November.



Special events throughout the year strengthened the sector and gave members the most up-to-date information. Forums about ICOs and opportunities to hear from state officials, like Auditor Suzanne Bump, helped organizations stay competitive in the sector.



The Communications & Media Committee planned a well-received panel discussion at *Champions for Change* entitled “Getting the Word Out: From Print Media to Social Media.”

Communications & Media

We increased our followers on Twitter to more than 2,100 and received 2,600 more YouTube views, our most in any one-year period.

The Providers' Council used a blend of traditional print and emerging social media strategies to make its voice heard in 2013, and the Council's Communications & Media Committee executed a successful event that helped members learn more about how to effectively tell their stories.

The Council received mentions in the state's largest media outlets in 2013, including The Boston Globe, Boston Herald, Associated Press and Springfield Republican. The State House News Service and the Boston Business Journal also included the Council in their coverage, as did local daily and weekly newspapers, such as the Cape Cod Times, Sun Chronicle, Berkshire Eagle, MetroWest Daily News, Dorchester Reporter and the Woburn Advocate, to name a few.

The Council made big strides in its social media campaigns throughout 2013. The Council increased its followers on Twitter to more than 2,100, an increase of nearly 16 percent over the previous year, and sent on average about one tweet per day highlighting the organization and its members. The Council's YouTube channels received more views than ever before – 2,600 – and now has nearly 12,000 views overall. Additionally, the Council's Facebook page increased its total “likes” for the year by more than 60 percent.

As a nod to the social media achievements of the Council and its members, the Council's Communications & Media Committee planned a panel discussion at the Council's Annual Convention & Expo on “Getting the Word Out: From Print Media to Social Media.” The session included communications professionals from The Home for

Little Wanderers and Jane Doe, Inc., as well as media professionals from The Boston Globe and the Boston Business Journal. It provided workshop attendees the opportunity to learn effective strategies for delivering their organization's message, ask questions of experts in the field and discover tips and tricks for managing their own organization's social media platforms.

The Council, using its widely respected newspaper, *The Provider*, continued to highlight its members in 2013. The industry's premier human services newspaper had a combined print and e-circulation of more than 5,000 in 2013, informing those in, and around, the vast human services sector. More than 50 members were featured in different sections of the Council's newspaper throughout the year, including the *Provider Profile*, *Saluting The Caring Force* and *Viewpoints from Across the State*. The newspaper also featured columns from representatives and senators on Beacon Hill in the *A View from the Hill* feature.



The Council's weekly newsletters, the Providers' Council e-Digest and Academy of Learning & Exchange (ALEX), continued to be popular features to keep members up-to-date on the latest happenings in the human services sector. Additionally, visits to the Council and Caring Force websites continued to grow in 2013 – the websites, collectively, had nearly 52,000 hits in 2013, a new record, and more than 200,000 page views.



We hosted several forums through the Academy for Learning and Exchange (ALEX) on topics such as *Significant Legal & Compliance Issues when Contracting with ICOs* and *Third-Party Billing & Corporate Compliance*.

Education & Training

We leveraged learning and professional development opportunities to educate more than 17,000 individuals.

Through the Academy for Learning and Exchange (ALEX), the Providers' Council supported its members with another year of diverse, high-quality educational and professional development opportunities. Through Providers' eAcademy®, undergraduate- and graduate-level programs and a variety of forums, trainings and workshops, more than 17,000 individuals utilized the Council's educational programming in 2013.

ALEX held more than 65 professional development trainings and workshops for human services employees, offering both new and tried-and-tested subjects. New training topics included *Respectful Communication and Code of Conduct Violations*, *Workplace Violence Prevention* and *Sexual Orientation in the Workplace*. By the end of 2013, more than 400 supervisors had completed the Providers' Council's popular *Certificate in Supervision Series*, which offered continuing education units through the National Association of Social Workers. The series was held in Boston, Framingham and Worcester, with the Boston series again selling out.

In addition to a wide range of supervisory training opportunities, the Providers' Council offered several forums for executives and senior staff on topics such as *Significant Legal & Compliance Issues when Contracting with ICOs* and *Third-Party Billing & Corporate Compliance*. These forums provided opportunities for discussion and supported providers in responding to the changing human services sector.

The Council's *Tuition Remission* program enabled nearly 200 human services employees to take more than 650 classes at state colleges and universities throughout Massachusetts tuition-free. More than 90 agencies offered this unique benefit to their staff in 2013, providing an opportunity for staff to complete a degree or increase their education with limited costs to the individual or the agency.

The graduate-level *Certificate in Nonprofit Human Service Management* program, offered in partnership with Suffolk and Clark universities, continued its success. The Suffolk program sold out for a second straight year. Since 2002, almost 400 future leaders of the sector have graduated from this highly respected program and many have continued on to complete master's degrees.



Providers' eAcademy®, the Council's online learning management system, offered more than 650 online courses, designed specifically for health and human service providers, to more than 16,500 users in 2013. Providers' eAcademy® supported member agencies in maintaining compliance with training requirements and gaining a competitive edge.

Annual Convention & Expo

A record 1,100 human services professionals and stakeholders attended the 38th Annual Convention & Expo on November 6.

Our 38th Annual Convention & Expo: *Champions for Change* was the most successful convention yet. Nearly 1,100 human service professionals and stakeholders attended at the Marriott Copley Place Hotel on Nov. 6 to celebrate the sector, gain knowledge from the inspirational keynote and excellent workshops, and network with peers and nearly 80 exhibitors. The convention was filled to capacity and, for the first time ever, it sold out; in addition, the expo also sold out for the eighth year in a row. The theme, *Champions for Change*, celebrated the positive difference that every individual can make regardless of their circumstances or level of ability.

Keynote speaker Dick Hoyt of Team Hoyt brought his message of “Yes you can” to Convention attendees. Dick has lived his mantra through his astounding dedication, pushing his son Rick’s wheelchair in 31 Boston Marathons and 1,100 athletic events overall. Dick received a standing ovation before he even began speaking, and again at the end of his presentation.



Champions for Change marked the second year of The Caring Force’s annual video contest, “Broadcast Your Love of Human Services.” After a round of voting prior to the convention, the top three videos were shared and voted on at lunch. The Association for Community Living’s Whole Children program was announced as the winner for its creative entry.



The 38th Annual Convention offered 32 workshops on a broad range of topics relevant to the human services sector. The most popular workshop topics in 2013 included communication, safety, measuring the effectiveness of an agency’s services and treating non-suicidal self-injury.

Agencies and individuals alike were honored at the convention’s two awards ceremonies. Jonathan Elias, a news anchor for WBZ-TV, presented the Peer Provider Awards to four distinguished agencies. The Council also presented 12 Awards of Excellence to peer-nominated individuals throughout the sector. Awardees are listed on the facing page.

For the 10th straight year, the Joan Newton Memorial Scholarship provided opportunities to attend the convention for those who might not have been able to participate otherwise. We thank all our generous sponsors and exhibitors who help make the convention a success year after year.

Awardees & Honorees

2013 Awards of Excellence recipients include:

Gerry Wright Direct Service Employee of the Year

- Markus Henrichs, *Advocates, Inc.*
- Glandoor Solomon, *Family Service of Greater Boston*

Richard J. Bond Executive Director of the Year

- Dafna Krouk-Gordon, *TILL, Inc.*

Richard J. Bond Supervisor of the Year

- Alice Murphy, *Seven Hills Foundation*

Volunteer of the Year

- Olga Maldonado Romero, *New North Citizens' Council*

Ruth M. Batson Advocate of the Year

- Michael Vance, *Action for Boston Community Development*

Innovator of the Year

- *Communities for People*

State Employee of the Year

- Dana Roszkiewicz, *Dept. of Developmental Services*

Legislators of the Year

- Senator James Welch
- Representative James Dwyer

Municipal Official of the Year

- Elizabeth Doyle, *City of Boston*

Business Partnership Award

- James V. Ellard, *New England BioLabs*

Our 2012 Peer Provider Awards recipients include:

- Friendship Home, Inc.
- HMEA
- South End Community Center
- YMCA of Greater Boston

The 2013 Chair's Award for Leadership was given posthumously to **Bill Taylor** from **Advocates, Inc.** for his historic leadership and efforts in the human services sector.



2013 Convention Sponsors:

- Advocates, Inc.
- Bay Cove Human Services
- Blue Cross Blue Shield of Massachusetts
- Bridgewell
- Bristol Elder Services
- Casner & Edwards
- Centro Las Americas
- Cerebral Palsy of Mass.
- Citizens Bank
- Citizens Bank Foundation
- Communities for People
- Delta Dental of Mass.
- Eliot Community Human Services
- Gardiner Howland Shaw Foundation
- HMEA
- Justice Resource Institute
- The Key Program
- Kirkland, Albrecht & Fredrickson, LLC
- Krokidas & Bluestein
- Marriott Copley Place
- Mass. Behavioral Health Partnership
- The May Institute and National Autism Center
- The Mentor Network
- Northeast Arc
- Old Colony Elder Services
- Oppenheimer & Co.
- Pathways to Wellness
- Philadelphia Insurance Cos.
- Public Consulting Group
- ServiceNet, Inc.
- Seven Hills Foundation
- The Association For Community Living
- United Way of Pioneer Valley
- USI Insurance Services
- Vinfen
- Wayside Youth & Family Support Network
- Michael Weekes





At the Council's *Innovation Forward* seminar, keynote speaker Travis McCready, vice president of program at The Boston Foundation, and a panel of experts discussed innovation in the human services sector.

Innovation and Social Enterprise

We sharpened our focus and worked on 'Leading the Way' nationally.

We continued our efforts to support innovation and social enterprise in Massachusetts human services by sharpening our focus. Our Annual Meeting Seminar, entitled *Innovation Forward*, featured keynote speaker Travis McCready, vice president of program at The Boston Foundation, and a panel of experts in human services social innovation from member organizations.

In partnership with Boston College's Center for Innovation, the Council released the report *Leading The Way: Social Innovation in Massachusetts Human Services*, which explored models of social innovation, the life cycle of innovation and lessons learned about how successful innovations are developed in the human services sector. More than 40 people from human services, the private sector and academia attended a forum on the report that stated the Council membership is "Leading the Way" nationally.

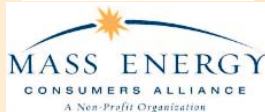
Our third annual *What A Great Idea!* Contest helped member organizations bring their innovative ideas to fruition by connecting winners with graduate student consulting services. 2013's winner was Road to Responsibility for its Cobblestone Farm and Enrichment Center project. The organization has been paired with a graduate student team from Clark University to assist with putting this novel idea into action.

We expanded our Innovator Directory on our website to showcase members' innovative programs and added a new downloadable Social Enterprise Directory of our members' social enterprises, which help to create jobs in the sector and diversify agencies' revenue streams. Further, we continue to provide leadership to the Social Enterprise Alliance Massachusetts Chapter.

Group Purchasing Benefits

Two new Endorsed Business Partners helped to provide incredible value.

Our Endorsed Business Partners program had another great year in 2013. The Council welcomed two new partners, Unemployment Tax Management Corporation (UTMC) and New England Office Supply (NEOS). UTMC provides a wide array of supports and services to help nonprofits manage their unemployment expenses. NEOS, a Supplier Diversity Office certified vendor, offers office and break room supplies. As with all Endorsed Business Partnerships, the Council has leveraged the collective buying power of its membership to negotiate great value and high quality services for its members. Our partners now include:



Two-thirds of our members participate in Delta Dental and are currently enjoying a three-year rate hold. We keep members informed on potential savings, new programs and special promotions to help agencies save time and money.



The Caring Force started the year strong with its first-ever statewide meeting and a standing-room-only State House rally and lobby day that was praised by local leaders.

The Caring Force

Members sent nearly 6,000 emails to electeds during the budget process.

The Caring Force had another impressive year of growth and results for grassroots advocacy on behalf of human service programs and workers. We're excited to report that The Caring Force ended the year with more than 15,000 members across Massachusetts!

Members of The Caring Force started the year strong with their first-ever statewide meeting to lay out advocacy strategy for the year and followed it up with a *standing-room-only* State House rally and lobby day. In addition to mobilizing in person, members of The Caring Force generated nearly 6,000 emails to elected officials during the budget process.

The results of The Caring Force's ongoing advocacy became apparent when the House of Representatives included a Salary Reserve in their final budget proposal for the first time ever, setting the stage for an \$11.5 million Salary Reserve in the final state budget. The Caring Force mobilized again in December and sent more than 1,500 emails to the Administration over six days to get a timeline for salary reserve distribution released.

The Caring Force also honored the great work of direct care professionals through digital campaigns to bring attention to their stories and a successful second annual video contest, which featured nine great entries.



Benchmarking

A new initiative will help members accelerate data into knowledge.



The Council launched its new and industry leading Providers' Benchmarking program. This state-of-the-art program allows organizations to measure their performance and provides the critical context that transforms data into meaningful information to help make data-driven improvements. Providers' Benchmarking is specially tailored to the unique needs of human services and behavioral health providers in Massachusetts and is offered to Providers' Council members in collaboration with Netsmart Technologies.

Through Providers' Benchmarking, Council members have the opportunity to participate in benchmarking in four service areas: Addiction Services, Children and Families, Intellectual and Developmental Disabilities and Mental Health. Each survey includes a variety of financial, administrative, operational and clinical metrics on which agencies can choose to report. In addition, participants will have monthly peer learning opportunities for discussing solutions through benchmarking and analytics.



We are committed to the delivery of superior, accessible, community-based services that support one in ten Massachusetts residents. We value results, success and transparency.

Independent Auditor's Report

Massachusetts Council of Human Service Providers, Inc. and Human Services Providers Charitable Foundation, Inc.

Council's Major Convention Sponsors



INSURANCE SERVICES



Reaching People. Changing Lives.



Consolidated Summary of Revenue and Expenses

Year Ending December 31, 2013

REVENUE

Operating Revenue	\$1,416,363
Grant & Education Revenue	\$447,547
TOTAL REVENUE	\$1,863,910

TOTAL EXPENSES

TOTAL EXPENSES	\$1,698,260
Change in unrestricted net assets from operations	\$165,650
Total unrestricted non-operating activity	\$182,881
Change in temporarily restricted net assets	(\$8,657)
Total Change in Net Assets	\$339,874

The financial information above has been obtained from the Consolidated Audited Financial Statements of the Massachusetts Council of Human Service Providers, Inc. and the Human Service Providers Charitable Foundation, Inc. as of and for the year ending December 31, 2013, as audited by Kirkland Albrecht & Fredrickson, LLC. Original financial statements are on file in the business office.

Board of Directors

- **Mia Alvarado**
Roxbury Youthworks
- **Bruce Bird**
Vinfen Corporation
- **James Cassetta**
WORK Inc.
- **Lyndia Downie**
Pine Street Inn
- **Juan Gomez**
Centro Las Americas
- **James Goodwin**
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Seven Hills Foundation
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- **Andy Pond**
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Community Work Services
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- **Randal Rucker**
Family Service of Greater Boston
- **Kenneth Singer**
Berkshire County Arc
- **Lauren Solotar**
The May Institute
- **Paul Spooner**
Metrowest Center for Independent Living
- **Bill Sprague**
Bay Cove Human Services
- **Robert Stearns**
Bridgewell
- **Susan Stubbs**
ServiceNet, Inc.
- **Bill Taylor**
Advocates, Inc.
- **Joan Wallace-Benjamin**
The Home for Little Wanderers
- **Christopher White**
Road to Responsibility
- **Gerry Wright**
Community Care Center

Providers' Council Staff

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Public Policy & Communications Associate
- **Meg Helming**
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Fiscal Manager
- **Rachel Melikan**
Manager of Education and Partnerships
- **Michelle McKenzie**
Editor, The Provider
- **Lore Stevens**
Education & Research Membership Associate
- **Michael Weekes**
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- **Bill Yelenak**
Director of Public Policy & Communications

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- **Robert E. Cowden, III**
Legal Counsel
- **Pat Dal Ponte**
Graphic Designer
- **Jill Moran**
Convention Manager
- **Michael Ripple**
Cartoonist
- **Lisa Simonetti**
Legislative Consultant

Providers' Council and Human Services Providers Charitable Foundation, Inc.

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Thanks to the following member organizations for submitting photos to be used in this report:

- *Morgan Memorial Goodwill Industries*
- *Seven Hills Foundation*