



Building the Resources for Renewal



Dr. Kathleen M. Jordan
President & CEO

2023 offered a unique vantage point from which Seven Hills Foundation could pivot: As we reflected on our 70-year history, we were able to reassess our journey and reaffirm the proven pathways to successful programming and services that are truly changing the lives of the people we support. With that 20/20 hindsight, we are positioned toward the future with a renewed commitment to YOU—our individuals, families, staff, partners, and more at the core of our community of care.



Dr. Charles P. Conroy
Board Chair

The strength of that core is the foundation for our renewal. There is no doubt that our staff embodies that strength, and to maintain and sustain it, Seven Hills has implemented enhancements to our infrastructure, retention incentives, education advancement, and a supportive, DEIB-focused work environment.

Seven Hills seeks and strengthens partnerships for ancillary services and wrap-around care tailored to the needs of each individual. Innovation prospers with partnerships, enhancing program opportunities and expanded outreach.

With a solid partner base and a renewed workforce, we pivot to the best possible opportunities and outcomes for our participants. Our expertise is being integrated across affiliates to optimize service plans. Our development team is securing funding for targeted program enhancements. Our participants of all ages and abilities are thriving—and that is the ultimate support we can provide to the families, guardians, and loved ones who entrust us with their care.


Dr. Kathleen Jordan


Dr. Charles P. Conroy

Board of Directors

- Dr. Charles P. Conroy**, Chair
- Dr. Tammy Murray**, Vice Chair
- Dr. David A. Jordan**,
President through 6/30/23
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- Mr. Peter R. Stanton**
- Mr. David K. Woodbury**

Staff + Services: Charting the Course to Success

Family Support Specialists Social Workers OTs Clinicians Nurses HR Generalists Program Directors
Therapists BCBA's Case Managers Accountants Benefits Manager SLPs
Child Care Workers Residence Directors DSPs IT Staff Home Health Aides Technical Training Analysts
Job Coaches SPED Teachers Activities Specialists Recruiters Homemakers Administrative Assistants

Professional Staff

Child & Family Services

Featuring:

- Adoption Services
- Child Care Services
- Early Intervention
- Family Support Centers
- Positive Parent Coaching
- Young Parent Support
- Family Stabilization
- Safe Child Visitation
- Residential/Education Treatment
- Seven Hills Academy at Groton
- Programs for At-Risk Youth

Clinical & Behavioral Health

Featuring:

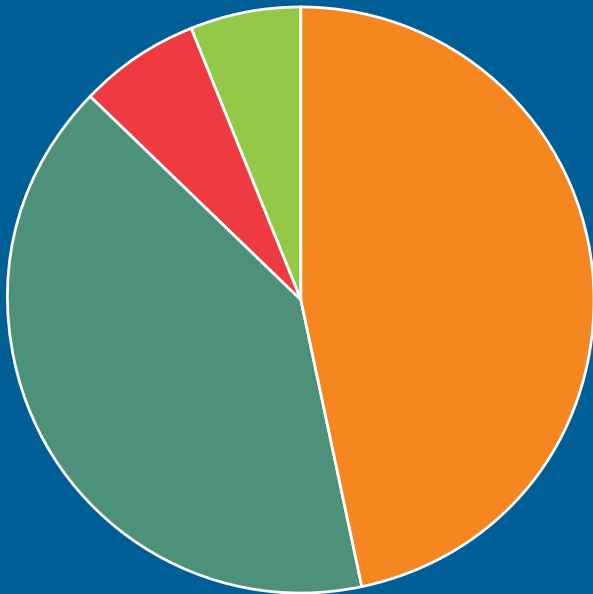
- Behavioral Health Centers
- Brain Injury Supports
- Centralized Referral
- Comprehensive Counseling
- HIV/AIDS/STI Services
- LTSS Care Coordination
- Residential Options for Medically Complex Individuals
- Long-Term Care
- Pediatric Skilled Nursing
- Substance Abuse Supports

Community Supports

Featuring:

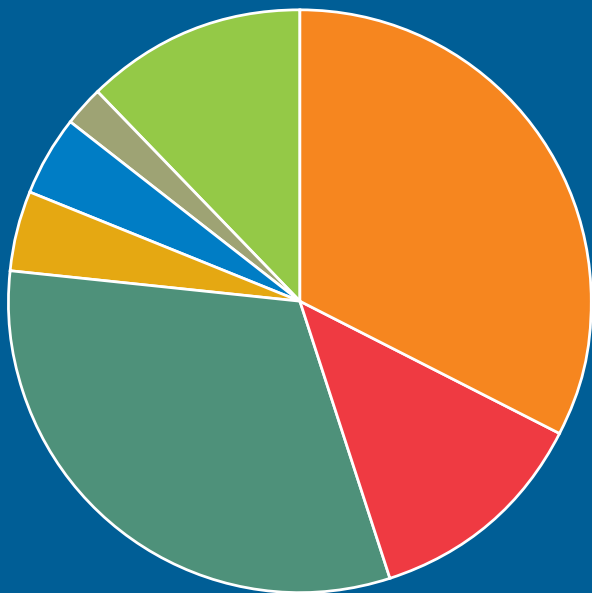
- Adult Day Health
- Adult Family Care & Shared Living
- Agency with Choice
- Community-Based Day Support
- Day Habilitation
- Open Door Galleries
- Respite Support
- RSVP Volunteers
- Senior Companion Program
- Sports, Recreation, & Leisure
- Transition to Adult Services

FINANCIALS | FY23



Expenditures

■ Program	46.84%
■ Personnel	40.56%
■ Occupancy	6.68%
■ General & Administrative	5.92%



Funding Sources

■ MA OCCS	32.77%
■ MA DDS	31.59%
■ MA DMA	12.46%
■ MA DCF	4.46%
■ RI BHDDH	4.38%
■ RI DHHS	2.19%
■ Other	12.15%

ASSETS

Cash	18,381,796
Accounts & pledges receivable	45,969,047
Deposit with trustees	5,449,272
Prepaid expenses	2,735,748

Total Current Assets **72,535,863**

Net property, plant, & equipment	131,816,459
Right-of-use assets	10,713,516
Deposit with trustees	6,182,779
Investments	53,300,044
Other	5,082,174

Total Assets **279,630,835**

LIABILITIES & NET ASSETS

Current Liabilities

Note payable & current portion of LTD	17,054,817
Current maturities of lease liabilities	2,441,401
Accounts payable	16,588,638
Accrued & other liabilities	24,153,520

Total Current Liabilities **60,238,376**

Lease liabilities, net of current maturities	8,438,641
Deferred compensation liability	3,308,095
Net Assets	115,038,894

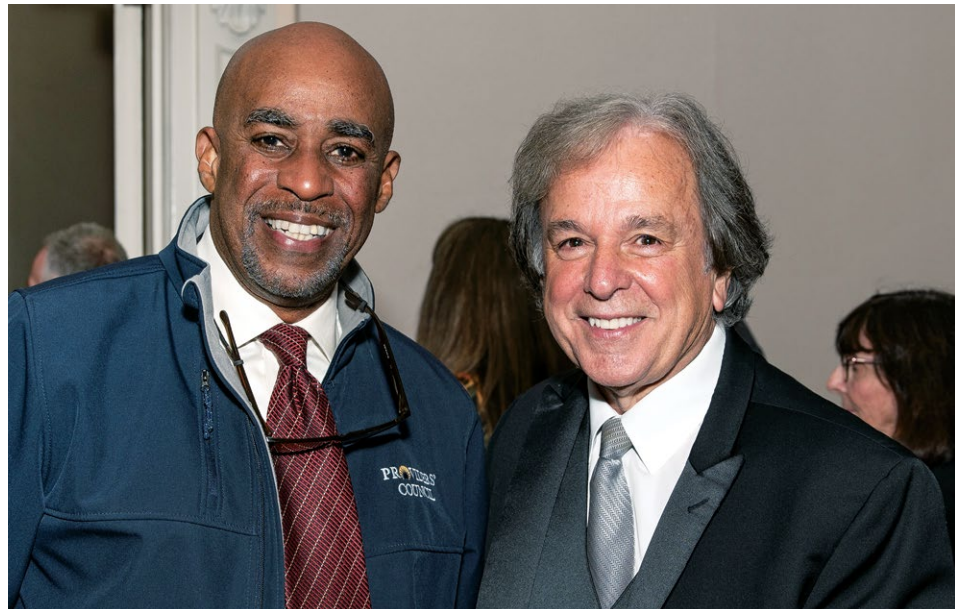
Total Liabilities & Net Assets **\$279,630,835**

EXPENDITURES

Program	94.08%
Personnel	46.84%
Occupancy	6.68%
General & Administrative	5.92%

FUNDING SOURCES

MA Office of Child Care Services (OCCS)	32.77%
MA Dept. of Developmental Services (DDS)	31.59%
MA Dept. of Medical Assistance (DMA)	12.46%
MA Dept. of Children and Families (DCF)	4.46%
RI Dept. of Behavioral Health, Developmental Disabilities & Hospitals (BHDDH)	4.38%
RI Dept. of Health and Human Services (DHHS)	2.19%
Other	12.15%



We Reflect on Our 70 Years of Success

TIMELINE
Expansion of Care

- 1953** | Worcester Area Association of Retarded Citizens
- 1995** | Seven Hills Foundation
- 2001** | Seven Hills Community Services
- 2003** | Seven Hills Family Services
- 2005** | Seven Hills Pediatric Center
- 2007** | Seven Hills Behavioral Health
- 2008** | Children's Aid & Family Service
- 2009** | Seven Hills Rhode Island
- 2010** | Seven Hills Global Outreach
- 2013** | Stetson School
- 2014** | Seven Hills ASPIRE!
Seven Hills NeuroCare
Open Door Arts
- 2017** | Children's Friend
- 2020** | Family Services of Central Massachusetts
YOU, Inc.
- 2022** | Seven Hills New Hampshire

Since its inception as the Worcester Area Association of Retarded Citizens (WAARC) in 1953, Seven Hills Foundation has blazed a proven path for the abilities of us all. From a kitchen table in a Worcester neighborhood to 235 locations throughout Massachusetts, New Hampshire, Rhode Island, and eight developing nations around the globe, Seven Hills has shifted the focus for people with special needs from living with disabilities to celebrating achievement.


During the evening of June 23, 2023, members of the greater Worcester community gathered at Mechanics Hall to celebrate Seven Hills' 70 years of success Building Communities of Care. James T. Brett, president & CEO of The New England Council, officiated as the event's Master of Ceremonies, which paid special tribute to Dr. David A. Jordan, who was retiring as president of Seven Hills on June 30, 2023.

During the 28 years of his outstanding leadership, Dr. Jordan's vision was groundbreaking. He established new affiliates as he acquired existing agencies to champion the rights of people with disabilities and nurture their burgeoning interests and quest for independence.

Karen Reynolds has witnessed Dr. David Jordan's phenomenal progress firsthand. A staff member for 43 years and current assistant vice president of Seven Hills Community Services, Reynolds noted, "When I started, we had two residences, two respite houses, and a sheltered workshop. Watching the unprecedented growth of Seven Hills both in size and in the quality of the opportunities we provide to people makes me incredibly proud of my choice to make Seven Hills my life's work,"

Reynolds chose a career in Health and Human Services with a steadfast conviction to make a difference. "I realized the untapped potential of people with intellectual disabilities due to low expectations. I recognized my shared perspective with Seven Hills to see past a disability and support people to the best of their abilities."

Advancing this perspective, Dr. David A. Jordan and his leadership team recognized the benefits of integrating expertise across Seven Hills affiliates, enabling expansion in behavioral health, child and family services, senior supports, and more—truly continuing to Build Communities of Care that reflect the social, health, and economic challenges of our neighbors in need.



“My love of Seven Hills and our work comes from the people I have the privilege to support and the incredible colleagues I have worked with over the years.”
—Karen Reynolds



We Reaffirm Our Mission and Vision

MISSION

To promote and encourage the empowerment of people with significant challenges so that each may pursue their highest possible degree of personal well-being and independence.

VISION

To be a preeminent leader and resource in the identification of unmet community needs; in the promotion of professional and compassionate models of service; and as an advocate of emerging public policy which exemplifies the dignity of all persons regardless of physical, social, or emotional condition.

Directly on the heels of our 70th anniversary celebration, Seven Hills welcomed Dr. Kathleen M. Jordan as its new president and CEO on July 1, 2023. With more than 20 years' experience in varying leadership roles at Seven Hills, Dr. Kathee Jordan made a seamless transition to steer Seven Hills on its continued course for success in the Health and Human Services sector.

This major milestone in leadership transition created the ideal opportunity to assess and adjust our operational plan. With the data evaluated and new benchmarks set, Seven Hills confidently reaffirmed its mission and vision, positioned to continue its unwavering quality of care under its hallmark Core Values of Respect & Kindness, Integrity, Teamwork, Innovation, and Service to Others.

Reflecting on our progress to this point—the expectations that have been exceeded and the countless lives that have been positively impacted—there is always more work to be done. Dr. Kathee Jordan and Seven Hills' senior leadership is tracking sector and demographic trends to solidify our service strategies for the near and extended future.

The Seven Hills mission and vision continue to be the cornerstones of the Foundation, ingrained in the philosophy of our staff to ensure we are Building Communities of Care that are comprehensive and sustainable.

“Our mission and vision encompass the ‘total picture’ of our communities. Take a random snapshot in any neighborhood and we’ve got you covered: children, adolescents, adults, and seniors. Every community member deserves the correct balance of mental and physical health. Seven Hills’ integration of care through our core continuum of supports and our partners in care ensure that you achieve your optimum level of health and well-being.” —Dr. Kathee Jordan

Sustainability hinges on preparedness to adjust to the ever-changing landscape and panoramic scope of community needs. Seven Hills has been a go-to resource for the triage services involved in welcoming newcomers into the fold. Reaffirming our mission and vision secures a firm grip to navigate the curves of the future in Health and Human Services throughout New England.

*"Being an employee at Seven Hills has given me the opportunity to expand my true giving self, and make my heart full with compassion. I enjoy making new friends and being a voice for the residents."
—Alicia Gonzalez*



Senior Leadership

Front row, from left:
Tim Johnson, Sharon
Goldberg, Kathee
Jordan, Kate Myshrall,
Jim Regan, Sophie
Santaella, Anne Fine.

Back row, from left:
Bob Leonard, Marilyn
Lopez-Haddad, Mike
Matthews, Joe Allred,
Marissa Ruff, Bill Stock.



We Renew Our Commitment to YOU

SENIOR LEADERSHIP

Dr. David A. Jordan,

President, to June 30, 2023

Dr. Kathleen M. Jordan,

President & CEO, effective July 1, 2023

Sophie Santaella, MBA,

EVP/Chief of Operations

Michael P. Matthews, CPA,

SVP Business & Finance

Joseph A. Allred, JD, MS,

VP Children's Congregate Care

Cynthia Andrews, MSN,

VP Seven Hills Pediatric Center

Leslie Courtney, MPA, LEND,

VP Seven Hills Family Services

Anne Fine, LICSW,

VP Seven Hills Behavioral Health

Sharon Goldberg, MHA, CBIS,

VP Seven Hills Community Services &
Seven Hills NeuroCare

Timothy Johnson, MBA, VP Seven Hills ASPIRE!

Robert Leonard,

VP Information Technology & Data Governance

Marilyn Lopez-Haddad, JD, SPHR, SHRM-SCP,

VP Human Resources

Kathleen A. Myshrall, VP Advancement

James Regan, VP Family Services of Central
Massachusetts, Children's Aid & Family Service,
Children's Friend

Marissa Ruff, MS, VP Seven Hills Rhode Island

William C. Stock,

VP Government & Community Relations

Having reflected on our 70 years of experience and reaffirmed our Mission and Vision, Seven Hills is fully prepared to renew our commitment to YOU, our participants and families.

With 235 *Buildings of Care* in our Communities throughout New England, our doors are always accessible and open for you to Be Well.

2023 was a year of defining moments upon which we will build our trajectory for the next generation of Health and Human Services. As new technologies emerge, mobility of care advances, treatments are developed, and cures are discovered, we are excited to incorporate this collective brilliance into healing therapies that lead to a healthier you.

We renew our commitment to the most fragile members of our community, the newly born and the very young. Early Intervention works to correct deficiencies in developmental milestones from birth to age 3. We support families facing economic challenges with child care options and the subsidies to afford them.

Services for our youth are renewed to be proactive against the challenges facing this vulnerable age group. Educational supports are focused on achieving first-generation secondary education. Youth with disabilities begin transition training in middle school, allowing parents and caregivers the time to digest the wealth of information and opportunities available.

Adults of all abilities are fostering independence along with skills and interests in workforce training, expressive arts, community connections, and lifelong learning. Families work with Parent Coaches to restore and preserve household harmony.

Seniors are aging in place as an alternative to nursing and long-term care facilities. Opportunities abound to prevent loneliness and stay active through volunteering, visiting companions, and in-home caregiving.

Our services are as diverse as the people who need them and the professional staff who provide them. Our 2023 renewal offers a fresh perspective that resets the stage for the groundbreaking advancements that are yet to come.

“At Seven Hills, teamwork starts at the top. Leadership at every level is hands-on, supportive, and the biggest cheerleaders for staff and participants alike.”





Gratitude to our Generous Funders

Founder's Club

\$10,000 to \$1,000,000

Amelia Peabody Foundation
Bank of America Charitable Foundation, Inc.
BPS Arts Expansion Fund at EdVestors
City of Worcester
Cogswell Benevolent Trust
Community Foundation of North Central Massachusetts Corporation for National and Community Service
DCU for Kids
Deborah Munroe Noonan Memorial Fund, Bank of America, N.A., Trustee
Genesis Inspiration Foundation
Greater Worcester Community Foundation
Kingsbury Foundation
Liberty Mutual Foundation
Linde Family Foundation
MA Commission for the Blind
MA Cultural Council
MA Dept. of Children & Families
MA Dept. of Developmental Services
MA Dept. of Early Education and Care
MA Dept. of Mental Health
MA Dept. of Public Health
MA Dept. of Youth Services
MA Executive Office of Economic Development
MA Executive Office of Health and Human Services
MA Executive Office of Labor and Workforce Development

MA Executive Office of the Trial Court
MA Office for Public Collaboration of UMASS Boston
MassAbility
MassHealth
National Endowment for the Arts
National Grid Foundation
Nellie Mae Education Foundation
NH Dept. of Children, Youth & Families
NH Dept. of Education
Quabbin Regional School District
Reliant Foundation
RI Behavioral Healthcare, Developmental Disabilities & Hospitals
RI Dept. of Children, Youth & Families
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The Health Foundation of Central Massachusetts
The Hestia Fund
The Kennedy Center
The Lloyd G. Balfour Foundation, Bank of America, N.A., Trustee
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The Ruth H. & Warren A. Ellsworth Foundation
The Stoddard Charitable Trust

U.S. Dept. of Education
UMass Memorial Health Care, Inc.
United Way of Central Massachusetts
United Way of South Central MA
Wellington Management Foundation
Women's Initiative of the United Way of Central Massachusetts

Diocese of Worcester
First Citizens Charitable Foundation Inc.
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Kimberley Lane Godard Memorial Fund of GWCF
Klarman Family Foundation
Lionel M. and Cynthia E. Lamoureux Fund of GWCF
OmniCare, a CVS Health Company
Polly and Dick Traina Fund for YOU. Inc.
Polly C. & Joseph R. Carter Fund of GWCF
The Blue Cross Blue Shield of Massachusetts Foundation
The Schwartz Charitable Foundation
UniBank
Worcester Arts Council
Wyman-Gordon Foundation

Stewards

\$5,000 to \$9,999

Berkshire Bank Foundation
Bristol County Savings Charitable Foundation
Clarfeld Citizens Private Wealth
Greater Lowell Community Foundation
Hoche-Scofield Foundation, Bank of America, N.A., Co-Trustee
Navigant Credit Union
Rhode Island Foundation
Rhode Island State Council on the Arts
The John E. Fogarty Foundation
Town of Lincoln
Webster Five Foundation

President's Club

\$500 to \$999

Moran-Ventre Charitable Foundation
Paul J. and Dorothy Kervick Fund at the GWCF

Chairman's Club

\$1,000 to \$4,999

BankFive
BayCoast Bank
Boston Cultural Council
David L. & Elizabeth O. Dean Fund of GWCF

Advocate

\$250 to \$499

Louise R. and John F. Reynders Fund of GWCF
Paul and Fay Rossley Fund of GWCF



Founder's Club

\$10,000 to \$1,000,000

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Mr. & Mrs. Richard Eiermann
First United Methodist Church
Fletcher Tilton PC Attorneys at law
Focus Dream Center Inc.
Mr. & Mrs. Mark Fuller
General Mechanical Contractors, Inc.
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Mr. & Mrs. Gerald Kramer
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Phoenix Communications
R.P. Masiello, Inc.
Risk Strategies

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Mr. & Mrs. David Roman
Nancy & Grover Sherlin
Estate of Patrick Sullivan
The Energy Monster
The George F. and Sybil H. Fuller Foundation
The Nunziato Fusaro Trust

Stewards

\$5,000 to \$9,999

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Clean Harbors Environmental Services
Consigli Construction Co., Inc.

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E. Fjeld Company
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Mr. Raymond L. Quinlan & Ms. Jane B. Morgan
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CareGivers who make a Difference



CareGivers *who make a* Difference

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\$1,000 to \$4,999

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Atlas Distributing Corp.
Avidia Bank
Lisa Banks
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Benoit Tree & Landscape
Berkshire Bank Foundation
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Chaffin Realty Co., LLC
The Ciociolo Family
Citizens Bank
Clark University
Coghlin Companies, Inc.,
Columbia Tech
Marjorie & David Cohen
Mr. & Mrs. James Collins
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CoreCivic of Tennessee
Country Bank for Savings
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E.L. Harvey & Sons Inc.
eHana
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Fidelity Bank
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Mr. & Mrs. Warner Fletcher, Esq.
Focus Technology
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For Health Consulting at UMass
Chan Medical School
Franklin Realty Advisors LLC
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Lumen
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Mr. Michael Mangaudis
Mercury Wire Charitable Foundation
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Mr. & Mrs. Thomas Myshrrall
National Grid Foundation
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New England Enrollment
Strategies Colonial Life
North Shore Bank
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Polar Beverages
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Mr. & Mrs. William Stock
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Sustainable Comfort
Symetra
The Bassick Family Foundation
The Hanover Insurance Group
T-Mobile
Mr. George Tonna
Transamerica Retirement Solutions
Twins Retail, LLC/47 Brand
UMass Chan Medical School
Union Congregational Church of
North Reading, Inc.
Wachusett Mountain
Mr. Charles Washburn &
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Waste Management
Watkins Investigations
Webster Five Foundation
Wegmans Food Markets, Inc.
William James College
Willy's Steakhouse Grill & Sushi Bar
Mr. & Mrs. David K. Woodbury
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President's Club

\$500 to \$999

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Ms. Brooke Shultz
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Mr. Eric Stein
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Mr. & Mrs. Chuck Wilkins
Mr. & Mrs. Donald Zereski

Advocate

\$250 to \$499

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A.A. Transportation
AbbVie Matching Gifts
Ms. Sarah Louise Adamczyk
Mr. Johnson Aja
Amazon Smile Foundation
Ms. Bernice Appiah
The Ash Family
Allegra Asplundh
Mr. & Mrs. Anthony Athy



CareGivers *who make a* Difference

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Beate Blakset
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Mr. Alan Vilian
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Ms. Linda Wolfe
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Patron \$100 to \$249

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Mr. Mark Bettke & Ms. Faith Lavalley
Mrs. Maureen Binienda
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Be a CareGiver & Make a Difference:



CHILDREN

Children can achieve developmental milestones, thrive in early child care, benefit from behavioral health counseling, and heal with skilled nursing.



AT-RISK YOUTH

At-risk youth benefit from residential treatment, education & vocation services, behavioral health & substance use counseling, and young parent support.



FAMILIES

Families achieve a work/life balance with child care subsidies, benefit from grief counseling, access Family Resource/Support Centers, and secure respite.



ADULTS WITH DISABILITIES

Adults with disabilities thrive in the workforce, socialize in day habilitation, engage in activities, and foster independence through residential options.



SENIORS

Seniors age in place with Home Care & Adult Family Care, enjoy Senior Companion visits, engage through volunteering, and socialize in Adult Day Health.



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