

## Message from Executive Director

*Anthony Zambrano*



2011 was a year of celebrations at Downeast Horizons (DEHI). Over the past 38 years, Downeast Horizons – a dream of a few determined individuals to help those with developmental disabilities in Hancock County – has evolved today into a mid-size agency with 150 employees. Even amidst the largest budgetary constraints the agency and the state experienced, Downeast Horizons has expanded. DEHI now serves individuals in Hancock, Penobscot, Waldo, and Piscataquis Counties. At our Annual Dinner, more than 225 people were grateful to be able to reflect upon our founding parents and to honor Rick Sprague and Jeff Cake, two of its previous leaders. Downeast Horizons has become a vibrant, respected, non-profit social service agency that we all can be proud of.

2012 has been a challenging but successful year for DEHI. The biggest challenge remains providing the high quality of services to those we are entrusted to help while simultaneously advocating against devastating state reductions in funding. By keeping our administrative costs low, we have been able to devote more of our resources directly to the programs and program participants. To do so, all of our management team has and continues to be accustomed to doing more with less.

Downeast Horizons continues to evolve into the 21st Century. The use of automated medical records continues to streamline and track the treatment we give. Soon-to-be paperless payroll system will continue to maximize efficiencies.

The state's wait list for services continues to be of grave concern. Individuals who reach the age of 21 and qualify for services automatically go on a wait list. This wait list, which has only been in existence two years, has almost 900 individuals who need care, qualify, but are not provided due to the lack of MaineCare funds.

I truly believe our employees provide the crucial direct care link to the program participants, parents, and guardians. The stability of this link is crucial to quality care, and this consistency is in direct relation to how well we treat our dedicated employees. To do so, DEHI continues to invest almost 70% of its resources directly back into employee wages, benefits, and training.

### Mission Statement

*Downeast Horizons assists and supports individuals with developmental disabilities to live a complete and fulfilling life.*

[www.dehi.org](http://www.dehi.org)

## Downeast Horizons Board of Directors

### 2011 Board of Directors

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Southwest Harbor

**Vice President**  
John Moore  
Ellsworth

**Treasurer**  
Jeff Fernald  
Ellsworth

**Secretary**  
Robyn Lessard  
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Ralph Calderone  
Bar Harbor

Michael Drake  
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Jennie Gray  
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Kristin Ottman  
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**Vice President**  
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Michael Drake  
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Greenville

Jerry Troger  
Ellsworth

Nikki Troger  
Ellsworth



Assisting Adults & Children with Developmental Disabilities



## 2011 ANNUAL REPORT



*Investing in their Future*

### Downeast Horizons Senior Staff

**Anthony Zambrano, Executive Director**

Carolyn Glinko, Director of Human Resources  
Amanda Davis, Business Manager  
Ashley Johnson, Resource Coordinator  
Gary Webber, Planning Coordinator  
Jenny Ashmore, Planning Coordinator  
Wesley McFarlin, Children Administrator

Alicia Holdsworth, Adult Services Director  
Jeff Jones, Adult Services Director  
Cassandra Crabtree, Children Administrator  
Nikki Cutchens, Children Administrator  
Scott Matteson, Children Administrator  
Cassie Bellefleur, Children Administrator

**Administrative Office**  
77 Union Street  
Ellsworth, Maine 04605  
Phone: 207-667-2400  
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**Business Office**  
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[www.dehi.org](http://www.dehi.org)

# Yesterday, Today, and Tomorrow

The following is an outline of recent accomplishments and a discussion of strategic two-year goals in four major areas.

## I. Programs and Services

Downeast Horizons (DEHI) is proud to be serving individuals with developmental disabilities in the community for 38 years!

Although DEHI faced challenging state budget cuts at the beginning of the year, DEHI was able to overcome those challenges

and take initial steps toward a more secure financial future. Like the determined group of parents who took matters into their own hands and changed the lives of so many individuals 38 years ago, DEHI continues to meet these challenges head-on and take control of the future of the organization.

DEHI has been working to expand our Shared Living program to individuals in the Ellsworth and Bangor area. Our Shared Living program meets the needs of adults who require periodic or regular assistance with activities of daily living, but do not require a supported living residential home. DEHI currently oversees Shared Living homes in Ellsworth and Eddington.

The Children's Program currently assists 50 participants with developmental disabilities. Over the past two years, the Children's Program has been working on positive changes in our Social Skills Groups. Both the Bangor and Ellsworth Programs have divided the groups to allow for more age-appropriate lessons and to provide more individualized attention to each participant.

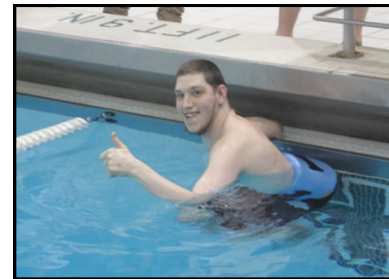
Over the next two years, DEHI will focus on putting a solid foundation in place that can be built upon for years to come.

## II. Facilities

Downeast Horizons' two community support facilities in Bar Harbor and Ellsworth, as well as the nine assisted living homes throughout Hancock County, have been undergoing extensive renovations and maintenance over the past two years.

Renovations have been made to the MDI and Ellsworth facilities by replacing the VCT tiles with porcelain tiles. The porcelain tiles are very low-maintenance and slip-resistant, all made possible by the generous support of our donors. Significant repairs to the homes and facilities have included insulation, siding replacement, re-shingling roofs, as well as new windows and updated heating systems.

Over the next two years, the administration and staff will continue to focus on long term energy efficiency and property maintenance as well as property safety for program participants.



## III. Staff Training and Retention

Downeast Horizons currently employs 150 individuals. Our staff has done a great job helping set the tone for the organization within the community and ensure that DEHI is seen in a positive light. In the past year we have implemented more extensive staff training and increase focus on professionalism in an effort to make sure our staff are the best service providers they can be in the field of developmental care.

Currently, staff are being trained on a new automated payroll system. This system furthers Downeast Horizons transition into the digital age and will be a valuable management tool for our management team.

Over the next two years, DEHI will focus on finding ways to conduct staff trainings in a more time-effective manner and will explore how Internet-based resources can be used.

## IV. Development and Public Relations

With state budget cuts becoming a more common and constant threat, Downeast Horizons created a foundation to oversee and administer the Giving Tree Endowment Fund.

The Endowment Fund gives donors a secure, high-impact investment in the long-term future of our clients and the organization.

Over the next two years, DEHI plans to work on writing grants, fundraising, and communication with local media as well as increasing community involvement.

These along with other public relations efforts that DEHI has made, have significantly improved the public's awareness of DEHI, and we look forward to continued success in this area.

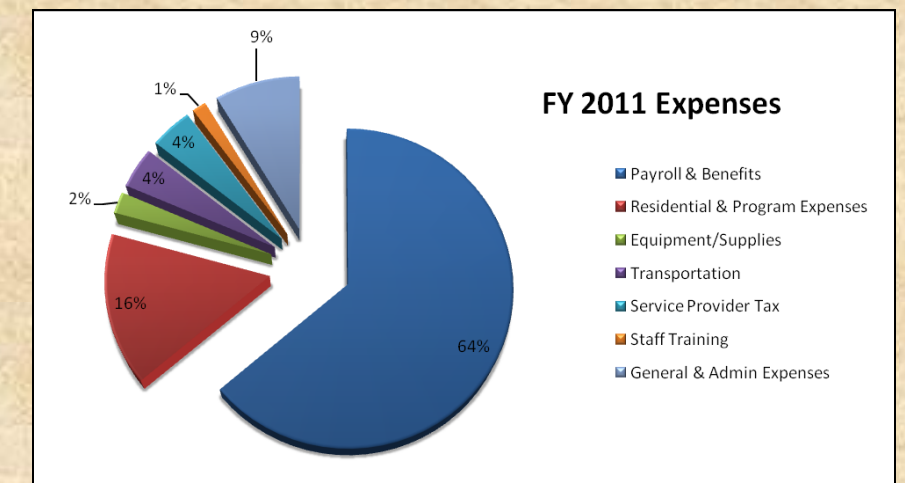
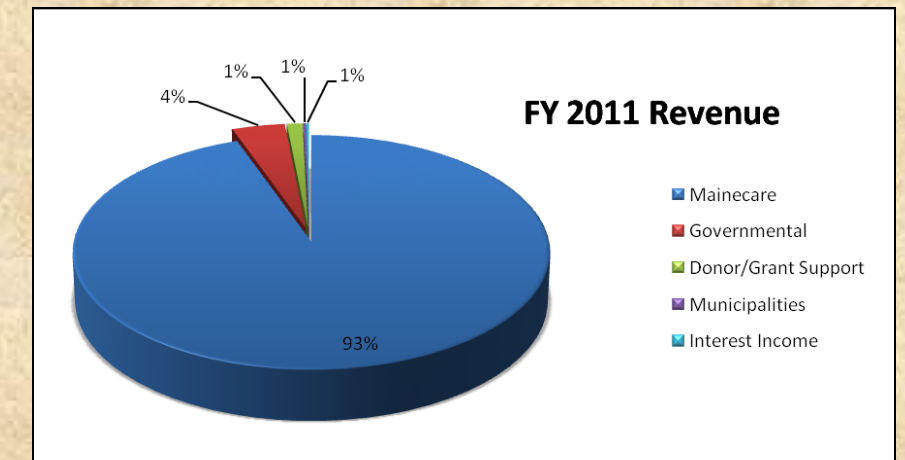


## FINANCIAL INFORMATION

FY 2011

(July 1, 2010 - June 30, 2011)

Statistics are based on a \$ 4,758,866 budget



## DOWNEAST HORIZONS SERVICES

### Adult Services

*Residential, Day & Evening Programs, Work Supports, and Shared Living*

Direct support is provided to adults with the goal of increasing and maintaining social and community participation as well as maintaining and developing skills that support their health and well-being. Services may be provided in a group or on an individual basis. All supports are scheduled in accordance with the individual's treatment plan. Personal development activities may address self-care and self-management skills; physical fitness; behavior management; sensory, motor, and psychological needs; interpersonal skills to cultivate supportive personal, family, work, and community relationships; and opportunities for participation in activities to promote social and community engagement.

### Children Services

Direct support is provided to children up to age 21 with cognitive impairments. These services can be delivered in a home or community setting with the goal of increasing the child's level of function and skill development along with a decrease in maladaptive behaviors. A treatment plan is developed based on the strengths and needs of the individual. Downeast Horizons provides a Children's Behavioral Health Professional (BHP) to provide one-on-one supportive services in the home and community. The BHP's focus is to teach necessary skills to improve the individual's independence with activities of daily living, community integration, and behavior management as identified in the program participant's treatment plan.

*Both Adult and Children's services are carefully designed to be fun and rewarding while focusing on assisting with each individual's personal needs or challenges.*