



**THE GUILD**  
FOR HUMAN SERVICES

# trans • for • ma • tion

**a thorough or dramatic change**

Transforming Lives, Realizing Potential • Annual Report 2017-2018

# Inside

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## Our Approach

The Guild utilizes the collaborative efforts of leading professionals, best-practice approaches, tailored curricula and unmatched care to treat individuals diagnosed with mild to severe intellectual disabilities, autism and behavioral/mental health challenges at a private, special education school serving 85 students ages 6-22; eight group homes for 65 youth; and 11 residential homes for 55 adults.

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# Dear Friends,

This has been a time of great transformation at The Guild. Just two years ago, The Guild moved its school and headquarters from a rented strip-mall space in Waltham to a new 60,000-square-foot building in Concord, Massachusetts. We also moved three houses to increase space for our residents. We purchased two more houses for adult residents in the last year. We've invested in a new website, playground and artistic wayfinding system.

We certainly appear different, but is The Guild different in form? Yes and no.

The Guild's transformation is grounded in our mission to educate, encourage and empower individuals with intellectual disabilities so they may achieve their full potential to lead high-quality lives and participate meaningfully in society. We continue to rely on our dedicated staff to support the personal vision of individuals with disabilities. We are the same caring community started in 1952, yet in 2018 we added to that vision.

We've hired a new management team to bring a transformational leadership approach to the organization. We've worked to inspire, promote and advocate for new, emerging and existing leaders throughout The Guild. We've asked tough questions about our work and raised the bar with the answers. Most importantly, we've had the good fortune of learning from and practicing leadership with the adults and youth we serve. We could not ask for better teachers.

In the pages that follow, you'll learn about people and ideas that have inspired The Guild's success in 2017-18. With your support, we'll continue the transformation into 2019!

Sincerely,

Amy C. Sousa, CEO and The Guild Senior Management Team

## Guild leaders from within and the lessons they have taught:

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**ALLISON SMITH, Adult Services, Clinical Coordinator:** Understand the long-term goal, but keep the steps clear and simple, whether it's a behavior plan or a website design.

**REGGIE SURPRIS, Youth Services, House Manager:** De-escalating a difficult situation isn't about finding the right words or making the right moves, it's about understanding the feelings.



**CHRIS KISEMBO, Youth Services, Assistant Overnight Supervisor:** Mistakes should not define us, they should inspire us to do better.

**BRINLEY SULLIVAN, Occupational Therapy Supervisor:** Staff supervision should be tangible and in the moment; supporting staff should not wait.



# A year of accomplishments

The Guild for Human Services launched a series of initiatives in Fiscal Year 2018 that will have a positive impact on students at The Guild School and residents at the adult homes for many years to come.

“We are motivated every day to provide even better services for the 140 students and adults in our care,” Guild Chief Executive Officer Amy C. Sousa says. “We are determined to fulfill our mission of providing opportunity, encouragement and skill-building.”

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## Impaired-vision projects

The Guild undertook four different projects to assist students with impaired vision:

- Started construction of a playground at The Guild School, which is expected to be completed in fall 2018.



*A rendering of the new Guild School playground*

- Entered into a partnership with Artists For Humanity to develop wayfinding murals and other art designed to make it easier to navigate the school.



- Started the development of a new Guild website, scheduled for completion in 2019, that will lead the way in helping users with low vision access Guild content with a Web Content Accessibility Guidelines' AAA rating.
- Purchased additional assistive technologies to improve the functional capabilities of students with low vision.



*This newly purchased home in Norfolk is one of 11 adult residences.*

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## Extending the school day

Students benefitted from an extended school day that was lengthened by one hour and a reorganized education department.

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## Adult Services winning grade

In an audit, the state's Department of Developmental Services gave The Guild's adult services program a grade of 99 percent, the best in Massachusetts.

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## Two new homes

The Guild purchased two new homes for adult residents—the first in October 2017 in Norfolk and the second in June 2018 in Woburn. The Woburn residence is The Guild's second in the city and 11th overall.

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## Yale grant enhances training

Thanks to a Yale Medical School grant, awarded by the Massachusetts Department of Mental Health, Guild managers were trained on innovative techniques to improve staff support.

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## Strategic plan

A three-year Guild Strategic Operating Plan was developed, from FY 2019 through FY 2021.

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## New CEO

Amy C. Sousa joined The Guild as CEO in September 2017 following the retirement of Thomas Belski. She had been executive director of Wediko Children's Services, a nonprofit organization based in Boston, for five years. Earlier, she served as executive director of the National Organization for Victim Assistance, interim executive director of the New Hampshire Coalition Against Domestic and Sexual Violence, and public policy manager for the Pennsylvania Coalition Against Domestic Violence.



*Amy C. Sousa joined The Guild in September 2017.*





## STUDENT STORY

# ‘Happy camper’ once again

Jesse H. is happy again.

After Jesse suffered a seizure in 2011 at age 14, his parents, Carole and Dan, witnessed a dramatic change in his temperament. The seizure slowed his brain function, making him frustrated and increasingly aggressive. When he was released from the hospital after a particularly violent episode in 2014, he came directly to The Guild for Human Services as a residential student.

In the ensuing four years, his outbursts have gone from frequent to rare, and he is again the cheerful, outgoing individual they remember. “He has now come back around to being the happy camper that he used to be,” Carole says.

A team of Guild professionals has worked together to help Jesse control his outbursts and develop academically. “The Guild has been skillful in establishing the right atmosphere for Jesse, learning who he is, what pushes his buttons and what makes him happy,” Dan reports.

Of particular help to Jesse has been the Zones of Regulation, which help individuals use colors—blue (sad), green (happy), yellow (frustrated) and red (angry)—to describe their feelings and employ coping strategies.

Jesse’s favorite activities include yoga, music, visiting restaurants, vocational education and sports. He also attends a Jewish youth group every month.

For the last year, Jesse and his speech therapist, Andrea Edmunds, have worked on a “me” binder as part of the social thinking curriculum. The final section will include tips and tricks for working with him. “In Jesse’s case, the gains are so demonstrable that you can talk about them because they are easy to see,” Andrea explains. “Those are the moments that make the work so worthwhile,” Emily recalls.

# Emily helps students find their voice

Emily Calden explains her work at The Guild for Human Services simply: “It’s somewhat of a mission of mine,” she says, “to give a voice to students who don’t have one.”

A teacher who has worked at The Guild for eight years, the last seven as a speech therapy assistant, she is particularly drawn to the non-verbal students she sees. She works in both one-on-one and group settings to help her students communicate their desires, express their feelings and socialize.

The transformative breakthroughs rarely come quickly and may take years to achieve, but the feeling is always the same for teacher and student when they happen: utter joy and immense pride. “It’s just really rewarding work,” she reports. “I can’t think of anything I’d rather be doing in my life.”

She tells of one student who a few years ago had grown so frustrated with his inability to communicate that he would routinely overturn bookshelves. By learning to string together picture symbols in his communication book to form sentences, he can now communicate with others. “His quality of life has increased dramatically since he got here,” she says.

On a recent day, Emily used a social story to explain to one of her students who typically has difficulty accepting change that her weekend visit home had been postponed. Instead, her parents were going to see her sister at college. Emily expected her student would be upset, but she understood immediately and said, “That’s so nice that my parents are going to visit my sister.”

“Those are the moments that make the work so worthwhile,” Emily recalls.



*Emily Calden calls her work with Guild students “rewarding.”*

## STAFF STORY

# Aise's commitment runs deep

She jokes that she's been around longer than the trees. Well, not exactly, but longer than The Guild for Human Services has been naming its Guild School homes for trees rather than street names, a tradition that began several years ago.

During Aise Calixte's 20 years as a residential assistant at The Guild, the woman affectionately known as "Mamacita" has worked with hundreds of students, tending to each one as if they were her own. "They treat me like I'm their mother," she explains. "I know it's not easy to put a child in this program. If I had a child here, I would want them to be treated well."

Aise, a native of Haiti, recalls one student who was having a difficult time coping with a powerful thunderstorm during her absence. She arrived, greeted the student and he immediately calmed down. "I'm not sure why that happened," Aise says. "I don't know my secret."

She teaches her students the activities of daily life that will permit them to live independently as they get older—cooking meals, cleaning their rooms, doing their laundry and making grocery lists.

Before coming to The Guild in 1998, Aise worked as a visiting nurse, but her career path took a different direction two decades ago. "All of a sudden, I had an urge to work with kids," she explains.

From the day she first arrived at The Guild, she has shown a deep commitment to the students. "Aise has demonstrated her love for our students day in and day out for the past two decades," says Mark Boilard, senior director of residential services. "She is a model staff member."



## STUDENT STORY

# For Jesse, The Guild is another home

Whenever Jesse P. is near a pond or lake, he enjoys tossing in a rock or stick to honor someone close to him. “This one is for Mommy. This one is for Daddy. This one is for Calvin (his younger brother).” As he recites names with each throw, he also includes members of his Guild for Human Services family.

“We sort of feel like it takes a village to raise Jesse, and it has turned out like that,” explains his parents, Kathy and Zach. “He has three homes—Dad’s home, Mom’s home and his Guild home.” The Guild has been the 19-year-old’s home for nine years, since his impulsive, aggressive behavior made him too difficult and dangerous for his parents to manage.

Jesse’s parents have seen enormous growth in their son since he first came to The Guild. He now uses a hall pass to go to the bathroom by himself at school, and washes his hands, clears his dishes and recycles his trash with minimal prompting at home.

“We are hoping that his progress with these types of activities of daily living will continue into adulthood, so that he can transfer these skills into the wider community,” say Jesse’s parents. “Any small steps toward increased independence are a huge accomplishment for Jesse.”

Jesse, who is very outgoing, particularly enjoys recreational activities, community engagement outings and vocational education at The Guild. His vocational endeavors have included recycling, laundry and stocking vending machines.

“For Jesse, vocational education is a way to expend his energy in a productive way,” says Shawn Massak, director of employment services at The Guild. “Jesse earns tokens (for good behavior) for his work, but he’s motivated more by completing the task.”



*Jesse P. enjoys time with his father, Zach, at The Guild's Field Day.*



## STUDENT STORY

# Daniel finds support at Walpole House

Just a year ago, Daniel S. spent much of his time alone in his room, interacting infrequently with other people and often neglecting his own personal care. Not anymore. Since joining The Guild for Human Services' Walpole House, the 23-year-old looks forward to participating in his day habilitation program, has developed a camaraderie with his housemates and staff, and manages his morning and evening care needs.

"I'm so proud of my son and very appreciative of the efforts of the staff at Walpole House who made this happen," says his mother, Alla, citing the work of Gamaliel Amaniampong, the house's program manager, and Estella Ngufor, lead residential assistant.

Daniel suffers from a rare chromosomal epilepsy syndrome. He might have several seizures in a single day or go days without suffering one, but The Guild staff has not allowed his condition to prevent him from leading an active life.

Last year's transition to Walpole House was not easy at first, since he was accustomed to playing video games or watching TV alone in his room at his previous placement. He has grown close to Estella, who has become like a second mother to him, according to Alla. "I've been with him since Day One, and he trusts me," Estella explains.

Daniel has become so comfortable at Walpole House that when one of his fellow residents was having a difficult time recently, he comforted him by saying, "We're here to support you. We're a family."

Daniel recently won a Special Olympics gold medal in the 100-meter dash with some encouragement from Estella, who ran beside him for part of the race. "At first I was slow, then I started running," Daniel says. "I was so fast."

# Mustapha builds connections

Mustapha Abdulai draws parallels between his work at The Guild for Human Services and research he conducted for his doctoral thesis.

The director of The Guild's 11 adult residences, Mustapha has found that his work is surprisingly relevant to the thesis he completed at the Geneva Graduate School of Governance, which compared human rights in Togo and Ghana. "The bottom line in my thesis and the mission of The Guild is that they both address issues of human rights and opportunities," he says. "Everybody in this world, despite the situation they are born into, has the right to realize their full potential."

A native of Ghana, Mustapha started his career at The Guild in 2011 as a residential assistant at Cedar House, while pursuing a master's degree at Brandeis University. He left The Guild to pursue a second master's at the University of Manitoba, then returned to The Guild in December 2013 as assistant manager at Willow House.

In his current role, he works directly with families and fellow Guild employees to ensure individuals in the adult residences are provided quality, personalized support. "To be effective, you really have to come to understand each individual and always be patient with them," he says. "You build a connection and learn the best way to speak with them."

While manager of the Framingham House in 2014, he forged a special relationship with a young man who frequently bolted from the home. "There were moments when I could speak to him as a fellow adult and other times I had to be firm with him," Mustapha recalls. "In the end, we were able to help him look at the place as his home."



*Mustapha Abdulai with Lukas Krieger at the annual Adult Residential Program Awards Ceremony.*

# Our history

Founded in 1945 as The Protestant Guild for the Blind to provide religious instruction and reading services to youth with visual impairments in the Boston area, The Guild has evolved through the years to reflect its changing mission.

Formally incorporated in 1952, The Guild responded to a growing population of students requiring special education services in the 1970s by opening the Learning Center for the Multiply Handicapped on Belmont Street in Watertown. The Guild headed to a larger facility in 1988 and moved to its current home in Concord two years ago.

In 1993, The Guild changed its name to The Protestant Guild for Human Services to represent better the full range of offerings for students. The word "Protestant" was dropped from the name in 2011 to reflect the agency's non-sectarian status.



*At the outset, The Guild provided services for youth with visual impairments.*

## 1945

A group of churches joins together to form The Protestant Guild for the Blind to provide religious instruction and reading services to youth with visual impairments in the Boston area.

## 1952

The Guild incorporates and establishes offices in Boston; volunteers and staff provide home visits and care for seniors, adults and children with visual impairments.

## 1970s

As it serves more children with mild to severe intellectual disabilities, The Guild opens the Learning Center for the Multiply Handicapped on Belmont Street in Watertown.

## 1988

The Guild moves to Waverly Oaks Road in Waltham, which becomes its headquarters for nearly 30 years.

## 1993

The organization changes its name to the Protestant Guild for Human Services to represent more accurately the range of services offered students.





The year 2018 marked the end of an era in the history of The Guild as Eric H. Rosenberger retired as president of the Board of Trustees, marking the end of his family’s seven decades of distinguished service to the organization.

Eric, who joined the board in 2003 and became president in 2012, was instrumental in The Guild’s move from its longtime home in Waltham to a much larger, more functional space in Concord in 2016. He also helped The Guild broaden its offerings through the addition of a residential

program for adults in 2014. “I was privileged to have had the opportunity to work closely with the professionals who are so dedicated to the families and individuals we serve,” Eric said. “I’ve been very fortunate to have had that experience in my life.”

Eric’s father, the Rev. Andrew G. Rosenberger, joined the Board of Trustees in 1949 and served as its president from 1961 through 2007.

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## 2011

To reflect the agency’s non-sectarian status, the word “Protestant” is dropped from The Guild’s name.



**THE GUILD**  
for Human Services

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## 2014

At the request of the state, The Guild initiates an adult residential program for individuals who have reached their 22nd birthday; the program has grown to 11 homes in Eastern Massachusetts.

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## 2016

The Guild moves to a new home at a campus setting in Concord.



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## 2018

The Guild launches a series of initiatives, including reorganization of the school day; expansion of the adult residential program; and investments in a new website, playground and artistic wayfinding system.

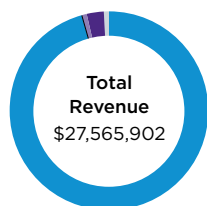


# Financials

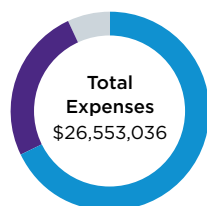
## Statement of Activities

For the year ended June 30, 2018

REVENUE	
Tuition and Services Fees	\$ 26,365,917
Contributions	35,603
Interest & Dividends	215,362
Net realized & unrealized gains	735,382
Other	213,638
<b>Total Revenue</b>	<b>\$ 27,565,902</b>
EXPENSES	
Guild School	\$ 18,043,053
Adult Residential	6,720,509
G&A	1,789,474
<b>Total Expenses</b>	<b>\$ 26,553,036</b>



- Tuition and Service Fees
- Contributions
- Interest and Dividends
- Net Realized & Unrealized Gains
- Other



- Guild School
- Adult Residential
- G&A

## Statements of Financial Position

For the years ended June 30, 2018 and 2017

	2018	2017
ASSETS		
Cash and cash equivalents	\$ 1,659,409	\$ 1,298,742
Accounts receivable	2,182,665	1,663,490
Long-term investments	13,030,927	12,156,265
Prepaid expenses and other assets	220,670	228,074
Property & equipment	23,222,909	22,559,071
Other Assets	1,129,544	1,106,268
<b>Total Assets</b>	<b>\$ 41,446,124</b>	<b>\$ 39,011,910</b>
LIABILITIES & NET ASSETS		
Accounts payable	\$ 357,849	\$ 307,145
Accrued expenses	1,388,341	1,518,613
Deferred revenue	12,801	109,057
Debt	3,292,044	2,556,811
Long-term liabilities	16,761,094	15,899,165
<b>Total Liabilities</b>	<b>\$ 21,812,129</b>	<b>\$ 20,390,791</b>
NET ASSETS		
Unrestricted	\$ 18,504,573	\$ 17,565,659
Temporarily restricted	861,367	787,415
Permanently restricted	268,055	268,055
<b>Total Net Assets</b>	<b>\$19,633,995</b>	<b>18,621,129</b>
<b>Total Net Liabilities and Net Assets</b>	<b>\$ 41,446,124</b>	<b>\$ 39,011,920</b>

## Thank you to our donors

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### Organizations

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North Andover Women's Club  
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# Guild at a Glance

Students from

**48** 

DIFFERENT COMMUNITIES IN MASSACHUSETTS ATTEND THE GUILD SCHOOL



The Guild offers vocational services 

ON SITE AND IN THE COMMUNITY



GUILD STUDENTS AND ADULT RESIDENTS PARTICIPATE IN

**SPECIAL OLYMPICS**   
competitions and other sports programs



THE STATE'S DEPARTMENT OF DEVELOPMENTAL SERVICES GAVE THE GUILD'SS ADULT SERVICES PROGRAM A

**GRADE OF 99%** 

GUILD STUDENTS AND ADULT RESIDENTS ENJOY

**COMMUNITY EXPERIENCES** at area attractions



THE GUILD'S ANNUAL SPECIAL EVENTS INCLUDE

**Field Day, Spring Dance and Student Awards Day** 



## Board of Trustees

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Vice President and Treasurer

Susan L. Connors, Clerk

David A. Lagasse

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**THE GUILD**  
FOR HUMAN SERVICES

521 Virginia Road, Concord, MA 01742 [www.GuildHumanServices.org](http://www.GuildHumanServices.org)