



A Special Sense of Belonging



Annual Report 2019-2020

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WELCOME



Dear Guild Community,

Historic times. Challenging times. Unprecedented times. There is no shortage of descriptors for this year. The Guild, the nation, and the world have experienced many shocking events in 2020, none as impactful as the deadly spread of the coronavirus.

The Guild is fortunate that we emerged from this first wave of the COVID-19 pandemic without fatalities, thanks to the 564 Guild staff members who worked night and day to ensure the health and safety of those in our care. That commitment to safety came at a price. For months, COVID-19 precautions meant separation from family and community, reminding us that not too long ago, people with intellectual disabilities were shuttered away from public view for “their own safety and protection.”

As a trauma-informed organization, we know that part of building resiliency through heartache is accepting that things are not as we wish them to be. But, perhaps even more important, The Guild’s flexibility is demonstrated in our ability to reimagine the way forward and to assert our personal and collective power to build that path.

This year, The Guild continued to forge ahead by reinventing community connections and promoting the voices of the people with whom we work and serve. We were reminded that the generosity of our community knows no bounds as food, protective gear, and letters of support filled our houses and hearts. We found that art, music, and dance are meaningful ways to connect even while apart. We learned new strategies to advocate for our needs and give voice to what is missing in our society. We engaged in movements for social justice, including #MeToo, immigrants’ rights, and Black Lives Matter. And, we did all that we could to keep each other safe, healthy, and supported.

In these historic, challenging, and unprecedented times, things are neither as they were nor as we wish them to be. But in the space between, The Guild has demonstrated who we are and what we strive to become. We are a community that embraces all members of every race, creed, gender, identity, and ability. Together, there is no challenge that we cannot surmount.

Be well,

Thomas P. Corcoran,
Chair, Board of Trustees

Amy C. Sousa,
Chief Executive Officer

ABOUT THE GUILD

Headquartered in Concord, Massachusetts, The Guild serves 140 people with intellectual and development disabilities annually through educational, residential, and clinical programming.

Offering flexibility within structure, The Guild bases its collaborative efforts and tailored curricula on evidence-based and promising practices. The Guild promotes the development of academic, social, vocational, and independent living skills through a private, 365-day, special education school serving up to 85 students; eight group homes for 65 youth; as well as 11 residential homes for 55 adults diagnosed with intellectual disability, autism, and other developmental challenges.





The Guild's mission is to educate, encourage, and empower individuals with intellectual disabilities so they may lead high-quality lives and participate meaningfully in society.



The Guild School established a Student Council in November 2019. Representatives from each class were elected by their peers. Pictured above: President Erin (right) and Vice President Doran (left).

CARF ACCREDITATION

In 2020, the Commission on Accreditation for Rehabilitative Facilities (CARF International) announced the three-year accreditation of The Guild for Human Services' adult and youth programs. This decision represents the highest level of accreditation that can be given to an organization and shows The Guild's substantial conformance to the CARF standards.

The Guild demonstrated to a team of four surveyors its commitment to offering programs and services that are measurable, accountable, and of the highest quality. CARF surveyors commended The Guild's Strategic Plan, Diversity Plan, and reduction in staff turnover. For more information about accreditation, visit CARF International's website: www.carf.org.



The Guild for
Human Services



CONGRATULATIONS 2020 GUILD SCHOOL GRADUATES!



Chris K.



Dat N.



Jesse H.



Joseph K.



Kaitlyn T.



Peter A.



Shahzad M.



Wayne P.



Evan L.

ARTFUL PARTNERSHIP

Welcome to The Guild School 2020. The sterile white walls have been replaced by large and evocative murals that greet students, staff, and visitors as they navigate the building. The newly created Ocean, Forest, and Neighborhood areas of the building include renamed break rooms that bear the names of corresponding favorite animals.

Students and staff returning from winter break were met with a warm and artistic embrace, courtesy of a series of compelling murals and signage created by youth from Artists for Humanity (AFH) in collaboration with The Guild.

“Now The Guild School looks like what we are – a joyous place inhabited by a community of people who care deeply for one another,” says Amy Sousa, The Guild’s CEO. “Art is not just about beautifying a space, it’s about identifying that space and the people within its walls.”



When Amy joined The Guild as CEO, the school had recently moved from a cozy but cramped facility in a Waltham strip mall to a 60,000-square-foot building in Concord. The new school featured high ceilings, wide hallways and natural light, but the institutional white walls and lack of student art made it feel more like a hospital than a school.

To help turn a state-of-the-art building into an inviting school, The Guild forged a partnership with AFH, a Boston-based nonprofit organization that provides under-resourced teens a pathway to self-sufficiency through paid employment in art and design. The project was funded by a Guild grant to support individuals with low vision as well as orientation and mobility challenges.

With the support of AFH senior graphic designer/studio manager Kelsey Arbona, graphic artists "Pineapple," Iris, and others partnered with Guild students and staff to understand the culture of The Guild. Together, they developed art that would be both expressive and functional.

"Groups of youth that are often seen as very different came together to develop this truly amazing project," Amy says. "The collaboration allowed the young artists to capture the essence of The Guild."

While the COVID pandemic put a halt to an open house showcasing the Wayfinding Project for Guild families, friends, and Concord residents,

The Guild continued honoring the importance of creativity through online art projects, dance parties, and music groups. As the pandemic subsides, The Guild looks forward to welcoming the community to enjoy the Wayfinding Project and participate in collaborative art.

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THE GUILD ENCOUNTERS COVID-19 PANDEMIC

For The Guild for Human Services, 2020 was a year unlike any other. COVID-19 forced the 80-student Guild School to shift instruction to the residences, shut down adult day programs in Massachusetts, made physical distancing and mask-wearing standard, and threatened to interrupt support for a population that relies on the continuity, consistency, and familiarity of care.

"We planned for COVID-19 as much as we could, but how do you plan for the unforeseen?" asks Jennifer Smith, The Guild's director of health services. "There was no precedent for what occurred beginning in mid-March."



The Guild quickly re-envisioned how to support 140 individuals with intellectual disabilities to ensure safety and well-being:

- The Guild School’s residential program moved classrooms into group homes, providing direct instruction, occupational and speech therapies, adapted physical education, vocational services, and clinical supports in living rooms and on kitchen tables.
- To offset the closure of off-site day programs, The Guild’s Adult Program created new programming in the residences and purchased materials and equipment to support the undertaking.
- The Guild School developed enrichment programs, remote learning plans, story times, and drive-by parades to support day students.
- In an effort to keep individuals and families connected, The Guild employed social stories, electronic visits, picture updates, phone calls, and online dance parties.
- Staff members lived in residences during quarantine periods, adjusted their work schedules, and reimaged their responsibilities to accommodate The Guild’s increased needs.

“Our staff, the individuals we serve, and our families showed an unparalleled level of resilience in adapting to a ‘new normal.’”
-Jennifer Smith
Director of Health Services

“Our staff, the individuals we serve, and our families showed unparalleled levels of resilience in adapting to a ‘new normal,’ ” Jennifer says.

While 17 residents and nearly five percent of the more than 500 staff members tested positive for Coronavirus at The Guild, there were no

fatalities. Fourteen of The Guild’s houses were quarantined for a total of 288 days. “The Guild came together as never before to support the individuals in our care and their families,” Jennifer says. “I am so proud of how we faced this unprecedented crisis.”

On March 23, 2020, Governor Baker issued an emergency order declaring that Guild staff function as emergency healthcare workers, caring for and quarantining with residents. Residential Assistant Isaac Mukwaya (left) dons medical-grade, protective gear to support a resident in isolation.



COVID-19 CHANGES FAMILY LIFE FOR GUILD RESIDENTS

From sadness, to fear and guilt, to helplessness, Guild families experienced a range of emotions while separated from their loved ones as the COVID-19 pandemic raged through the spring.

Janice Goodwin and her husband, Peter, went 89 days without seeing their daughter, Jessica, an adult resident of Billerica House. They missed Jessica's 23rd birthday and her weekly visits home.

"It was devastating that I could not see my child and was not able to explain to her what was going on," Janice says.

The situation became particularly stressful when the house was quarantined after three of the house's five residents tested positive for the coronavirus. Jessica, who is non-verbal, ran a fever for a few days but never developed any other symptoms.



"We FaceTimed with her every night and she would smile and wave," Janice recalls.

Jessica and the other Billerica House residents benefited from being surrounded by familiar faces. There has been relatively little staff turnover at the house, which is managed by Muyani Kasune. "The staff trained the new staff who came in and helped them learn about the individuals," he reports.

Ann Kailath and George Verghese missed their twice-weekly visits with their daughter Amaya. Prior to the pandemic, the three would often gather for a meal of sushi and ice cream – two of the Norfolk House resident's favorite foods.

"It was quite traumatic for us when we couldn't see her," says George. "There was a hole in our lives."

Like his colleagues throughout The Guild, Norfolk House manager Michael Weunsch ensured that the residents stayed in close contact with their families through FaceTime and Zoom calls.

"Seeing Amaya on FaceTime every day was wonderful," Ann says. "We could see that she was in good spirits and happy. It really helped us stay connected."

"I think the pandemic affected all of us – residents and staff – being in close quarters for so long, but Jessica handled it very well. She was able to see her parents every day on FaceTime, engaged with the staff, and adapted to the new structure of her day."

– **Muyani Kasune, Manager of the Billerica House**



While the families struggled with being physically distanced from their loved ones, they were comforted to know that they were safe at The Guild. "It was hard not being with Jessica," Janice says, "but we knew that The Guild was taking good care of her."

During the surge, Amaya (left) spent hours in the dining room of The Guild's Norfolk House engaged in activities while her off-site, day program was closed.

GUILD STAFF REIMAGINES WORK DURING COVID-19

In confronting unprecedented professional and personal challenges brought on by the Coronavirus, Guild staff drew strength from each other to ensure the health and safety of the individuals served.

“It was a very stressful time not knowing a lot about COVID-19,” says Kellie Seder-Mario, The Guild’s youth health services manager. “No one knew how this was going to play out.”

When the pandemic hit Massachusetts in mid-March, The Guild’s school building closed and teachers worked with students at their residences. Adult day programs were shuttered and residents became 24/7 occupants of The Guild’s group homes. The Guild’s more than 500 employees adapted by reimagining their work and assuming new responsibilities.



For veteran special-needs educator Bob Duane, it meant moving his lessons from the classroom to a group home. The transition was made easier with online lesson plans and remote learning technology.

“It has been the most challenging time in my career, but it has been so rewarding to grow closer to the students and develop a greater sense of camaraderie with my colleagues,” he reports.

Anjani Aineni emerged from her support role as the benefits specialist in the Department of Human Resources to become the point person for The Guild’s efforts to keep staff members healthy and safe. She worked long hours to monitor employee symptoms and arrange for staff to see a physician or get tested if they did not have their own doctor.

“All of a sudden, HR was at the center of The Guild’s operations,” Anjani recalls. “There was an urgency to process the information quickly and accurately.”

Mory Konate, the manager of the Maynard House, contracted COVID-19 himself and had to quarantine for two weeks. It was difficult to be away from both his Maynard family and his own family (wife and four children ages 14 years to 20 months).

“It was a really big challenge,” recalls Mory, who never developed any symptoms of COVID-19. “I couldn’t have direct contact my wife and children, and I couldn’t be with my Maynard guys.”

For day housekeeper Fanny Martinez, among her challenges was not getting to see the students and staff at The Guild School for a couple of months. Fortunately, The Guild family began to come together when some of the pandemic restrictions were lifted in mid-June.

The Guild’s
more than 500
employees adapted by
re-imagining their work
and assuming new
responsibilities.



“I really missed seeing the students and felt very sad,” she says. “I was so happy to see everyone again.”

The Guild moved monthly dinner-dances online thanks to the DJ’s from NuImage Entertainment and funding support from Broadleaf Services.

BLACK LIVES MATTER

For more than a century, the Disability Rights' Movement has been a fixture in American life. Self-advocates and supporters seek to break institutional, physical, and societal barriers that prevent people with disabilities from living high quality lives. The Guild plays a central role, serving as a community-based home and support system for those who once would have been relegated to state institutions. Here, individuals with disabilities are educated, encouraged, and empowered to define quality of life on their own terms.

Yet, it is too often forgotten that the Disability Rights' Movement is comprised of people from all walks of life-every race, religion, gender identity, age, nationality, and ability. There is no singular profile or agenda that defines freedom for those with disabilities; rather, the rights and oppressions of people with disabilities intersect with all others. Thus, The Guild must serve as a critical voice in the Disability Rights' Movement, just as we must advocate for the rights of all people in service of "our people."

Black lives matter at The Guild.



It is hard to talk about racism. But, it is much harder not to talk about racism. Silence does not protect us from the evils that we passively condone. It does not end our obligation to use our power and privilege, when we have it, to seek justice for all of us, nor does it alleviate our suffering when we don't have privilege. Our collective communication is the ultimate power to dismantle oppression.

As we know in our work at The Guild, communication is not easy. There are not always words that can name our suffering. Sometimes our behaviors do the talking. The anger and fear that surround us today speak volumes; so too does the silence that has punctuated our collective consciousness between each act of heinous violence and every act of benign neglect.

Racism is not a problem that lives "out there" in government and in policing: It lives in every community. At The Guild, we are neither immune to the effects of racism nor are we innocent of its causes. We will not shy away from our personal responsibility to correct systems of oppression within our walls and outside of them.

Each year, The Guild develops and implements an organization-wide plan to protect and enhance equality, diverse representation, and inclusion. Our FY20 results and the FY21 Diversity and Inclusion Plan are available for you to review on [The Guild's website](#).

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38%

People served identify as people of color

81%

Guild staff members identify as people of color

39%

Guild leaders identify as people of color

Even still, plans and promises alone are not enough. Let our words and behaviors deliver our message. The Guild shall not and will not be silent about human rights. We shall speak out on behalf of all people because there is no "they" in the Disability Rights Movement, only us - all of us.

End the silence.

#ME TOO MOVEMENT

Across the nation and around the world, 2020 was a year in which survivors of sexual violence came forward publicly with stories of abuse and demanded accountability for perpetrators, including people with intellectual disabilities in group homes. At The Guild, we participated in the #MeToo Movement by prioritizing elements of the [Centers for Disease Control's "STOP SV" Technical Package to Prevent Sexual Violence](#).

S - Promote Social Norms that protect against violence: The Guild delivered universal sexual assault awareness training for Guild employees using online modules that emphasized noticing, stopping, and reporting sexual "grooming" behaviors. We offered "Skillful Screening" training to help hiring managers notice the signs of sexual grooming behaviors.



T - Teach skills to prevent sexual violence: The Guild worked with the creators of the Elevatus Sexuality Training to enhance our community's knowledge of and communication about body awareness, sexuality, and healthy relationships. Two Guild adult program managers gained certification as Elevatus educators and trained 82 staff members on the full curriculum, 20 guardians on the parent curriculum, and seven adult residents on the phase one curriculum. All 55 adult residents now have individual support plan (ISP) goals related to sexual health, relationships, reproduction, and/or self-advocacy.

O - Provide Opportunities for empowerment: Eight Guild students graduated from the Self Advocacy Leadership Series (SALS), which they attended during the pandemic. Twenty-nine Guild residents attended the Massachusetts' Advocates Standing Strong annual conference, which The Guild sponsored.

P - Create Protective environments: The Guild implemented a Workplace Safety and Nonviolence Policy to support the safety and accountability of our community.

SV – Support Victims/survivors to lessen harms: The Guild provided professional development across departments on the Justice Resource Institute's ARC Model. "Attachment, Regulation, and Competency"

On February 13, 2020, Governor Charlie Baker officially signed Nicky's Law, which empowers the state to maintain a registry of people who have substantiated civil cases of abusing a vulnerable adult. This enables The Guild to screen out job candidates who have a history as abusers.

(ARC) is an intervention framework to support those who have experienced trauma and prolonged traumatic stress.



(Left to right) Korey and Ben show off their certificates for completing SALS.

CAREER ADVANCEMENT FOR ENGLISH LANGUAGE LEARNERS

In the high-turnover field of human services, The Guild has invested extraordinary resources in recruiting and retaining direct care staff members, including raising base wages, adding retirement benefits, and providing premium healthcare benefits. The result has been the stabilization of The Guild's workforce and a remarkable advantage of diversifying the team with recent immigrants who represent at least 24 nationalities of origin.

These successes lay the foundation for The Guild's partnership with the [International Institute of New England \(IINE\)](#), a service and advocacy organization with a century-long history of working with immigrant and refugee communities in Massachusetts.



Together, The Guild and IINE created a train-the-trainer program to prepare intermediate-level English language learners to take the state's [Medication Administration Program \(MAP\)](#) exam, which is required for residential work in disabilities. The resulting curriculum and training strategy supplement the existing state-certified MAP course. The training is now in its second round of pilots and demonstrating initial success in preparing workers for the MAP exam and full-time employment in the field of intellectual disabilities.



Johanne Lundi-Tezil



Miriam Kilgoe

Miriam Kilgoe, a bilingual staff member from Wa, Ghana, participated in the first pilot of the enhanced MAP training program. "Anybody who is willing [to participate in the class] can get it as long as they take the time to learn," she says. Miriam passed the state MAP exam in February 2020 and now works at The Guild's Norfolk House. "So many people try to just memorize the book," which doesn't work when learning in a second language. "But, taking the time and talking with the teachers helps you to add the information to your story and use it beyond the test."

The next phase of The Guild-IINE collaboration is the development of an advanced workforce education initiative for English language learners seeking leadership positions at The Guild.

"I am very grateful as an immigrant to occupy a managing position at The Guild," says Johanne Lundi-Tezil, who emigrated from Haiti and was recently promoted to residential manager of The Guild's Dogwood House. "The Guild doesn't discriminate whether you speak English [as a first language] or not. They always find a way to help staff to learn more."

Mebõá w'abaáso, Miriam!

Felisite, Johanne!

Lebanon, Ghana,
Haiti, Venezuela,
Cameroon, and Uganda
are just a few of the
countries from which The
Guild's employees hail.
The world is literally at
our doorstep!

GUILD DIRECTORS SELECTED FOR LEADERSHIP ACADEMY

The Guild for Human Services' directors Mustapha Abdulai and Matthew Carmichael have been selected to participate in the ANCOR Foundation's Leadership Academy, a two-year program to support their growth as leaders at The Guild, in the state, and the national intellectual and developmental disabilities community.

Mustapha, director of residential services since 2017, and Matthew, who was appointed director of human resources in 2015, have worked at The Guild for a combined 21 years. They were chosen for the Leadership Academy's Class of 2022 earlier this year and began their orientation in April.

"The Guild is proud that 'Mus' and 'Matt' were named to participate in this prestigious, national career-development program," says Maureen Costello-Shea, The Guild's chief program officer. "The

Leadership Academy will help to enhance the services we provide to individuals at The Guild and contribute to national advocacy efforts."



During his time at the Leadership Academy, Mustapha will focus his attention on developing a comprehensive plan to create career paths for Guild direct-care staff so they will choose to remain in the field. Matthew will direct his energies to establishing a culture of coaching at The Guild so staff can better support and learn from each other.



Mustapha Abdulai

Matthew Carmichael

“The Leadership Academy is a great opportunity for me to learn from peers around the country about what they are doing to overcome the challenge of employee turnover,” says Mustapha, who joined The Guild in 2011 as a direct-care staff member.

“For me, this will be like going back to school,” says Matthew, who joined The Guild in 2008 as an employment service coordinator. “I want to discover from other participants how they created a culture of coaching at their organizations.”

The Leadership Academy, which was launched in 2017, helps mid-career professionals to build on their areas of expertise and develop into thought leaders in the national intellectual and developmental disabilities community. Instruction and support are offered to participants through webinars, discussions with academy coaches, peer groups, and mentoring circles.

ANCOR (American Network of Community Options and Resources) is a national, nonprofit trade association that represents more than 1,600 private community providers of services to people with disabilities. ANCOR advocates for private providers before Congress and federal agencies.

“The ANCOR Leadership Academy will position ‘Mus’ and ‘Matt’ to enhance services at The Guild ... and contribute to national advocacy efforts.”

Maureen Costello-Shea,
Chief Program Officer



LEADERSHIP

Truly Selfless!

"The Guild staff are truly selfless! We appreciate EVERY. SINGLE. ONE of you!"

-Cindy Q., Mother of Youth Resident



The Guild promoted 27 staff members in FY20, including James Ssegwanyi (above) and Ebenger "Bengy" Mendard (below) who were elevated to the post of Assistant Residential Manager.



SENIOR LEADERSHIP

Amy C. Sousa, PhD
Chief Executive Officer

Michael J. Clontz, LICSW
Chief Operating Officer

Maureen Costello-Shea, MEd
Chief Program Officer

Jennifer Magnuson, BCBA
Chief Clinical Officer

Ivette Rodriguez, MS
Chief Financial Officer

Annie Willis, MS
Chief Education Officer

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This year, The Guild welcomed Valerie Frissora to the Board of Trustees. Valerie is Vice President of Human Resources at Keurig Dr. Pepper.

Amazing!

"The Guild for Human Services has the most caring, dedicated, compassionate staff. As a parent, I do not have a strong enough word to thank you."

- Sue T., Mother of Adult Resident

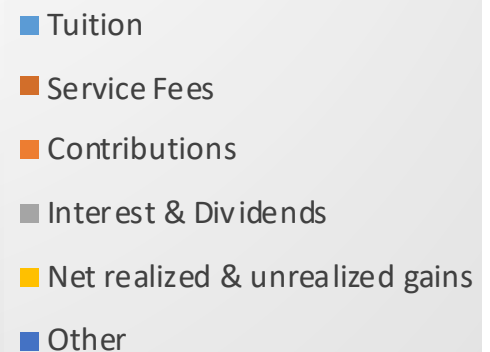
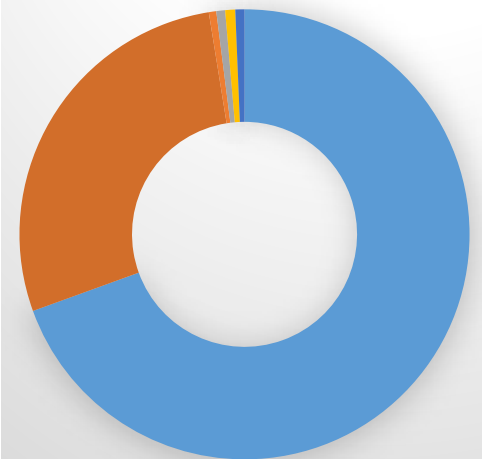
Statement of Financial Position

ASSETS	2020	2019
Cash	\$1,742,818	\$1,667,358
Accounts Receivables	3,002,016	1,547,307
Investments	14,322,531	14,222,815
Prepaid Expenses	43,377	204,827
Property & Equipment	22,393,233	23,169,160
Other Assets	41,973	676,862
Total Assets	41,545,948	41,488,329

LIABILITIES & NET ASSETS	2020	2019
Accounts Payables	\$231,342	\$362,835
Accrued Expenses	1,960,306	1,659,414
Deferred Revenue	5,239	2,354
Debt	3,621,619	3,499,761
Long Term Liabilities	16,044,040	16,413,607
Total Liabilities	21,862,546	21,937,971

NET ASSETS	2020	2019
Without Donor Restrictions	\$19,780,103	\$18,904,063
With Donor Restrictions	483,694	646,295
Total Net Assets	20,263,797	19,550,358
Total Net Liabilities & Net Assets	42,126,343	41,488,329

TOTAL REVENUE \$33,289,225

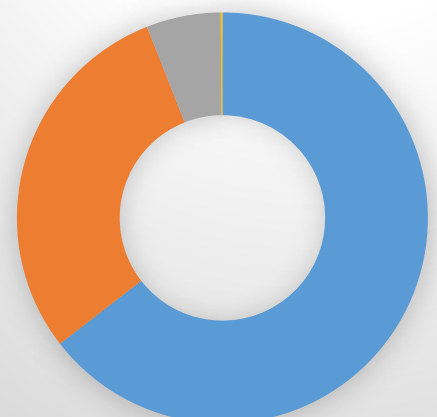


Statement of Activities

EXPENSES	2020	2019
Guild School	\$21,013,685	\$19,371,097
Adult Residential	9,613,416	8,541,240
G&A	1,905,856	1,665,718
Fundraising	42,829	93,193
Total Expenses	32,575,786	29,671,248

REVENUE	2020	2019
Tuition	\$23,125,975	\$20,427,670
Service Fees	9,316,910	8,123,246
Contributions	177,868	106,648
Interest & Dividends	210,431	225,752
Net Realized & Unrealized Gains	239,521	484,450
Other	218,520	219,845
Total Revenue	33,289,225	29,587,611

TOTAL EXPENSES \$32,575,786

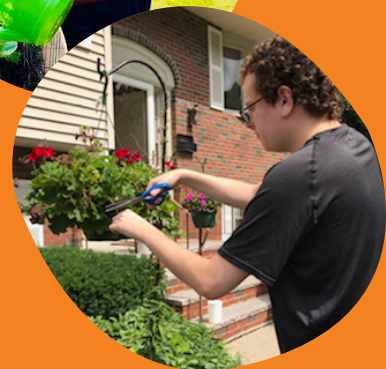


THANK YOU TO OUR DONORS AND...

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William Wemer
Luan D. White
Christina Whitehead
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Patricia and John York
Jennifer Young
Susan Connors and Andrew Zimmerman



Thank you to Scotts' Miracle Gro Foundation and the Lettuce Grow Grant Program for supporting The Guild's gardens!

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Kids Gardening - Leonard, Mulherin & Greene
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Foundation - Peoples United Bank Charitable Foundation
Prime Buchholz, LLC - Rotary Club of Concord
Scotts Miracle-Gro Foundation - Super Flash T-Shirts
The Doug Flutie Foundation for Autism

"Thank you teachers
for helping our family
during this difficult time. The
online Google classroom is very
helpful. Akshaya is able to use
online classroom and FaceTime
during the day.
Stay safe. Save lives."





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