



*Celebrating*  
**100**  
YEARS  
*1917 - 2017*



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 **JUDGE BAKER  
CHILDREN'S CENTER**



**HARVARD MEDICAL SCHOOL  
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## OUR MISSION

**Judge Baker Children's Center promotes the best possible mental health of children and families through the integration of research, intervention, training and advocacy.**

- Through research we identify best practices.
- Through intervention we bring those practices to children and families of diverse communities.
- Through training we disseminate skills in research and quality care.
- Through advocacy we use scientific knowledge to expand public awareness and inform public policy.



## EXECUTIVE SUMMARY

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Judge Baker Children's Center is a multi-service agency that serves children with behavioral health challenges and special education needs. As we reflect back over the past two years, we continue to progress toward our goal of promoting the best possible outcomes for the children and families we serve. We also approach the celebration of our centennial anniversary— a hundred years of serving children and providing leadership in children's mental health. Our legacy as a leader in children's mental health is evidenced by the lasting impact of our programs and the hundreds of professionals we have trained who now provide leadership across the nation bringing the very best care to children in a wide range of settings. For the past century, we have worked to ensure the highest quality care for the families we serve.

Over the past two years, we have continued to grow our direct service programs to reach a wide range of children and families and train professionals in cutting edge models of care. Our Manville School expanded its services and trained school and clinical staff in an evidence-based, trauma-informed model of care. We also added classroom and common space to meet the needs of our students and families. The Center for Effective Child Therapy (CECT) now offers three evidence-based practices for children from early childhood through young adulthood including: The Modular Approach to Therapy for Children with Anxiety, Depression, Trauma or Conduct Problems (MATCH), Trauma-focused Cognitive Behavioral Therapy (TF-CBT), and Parent Child Interaction Therapy (PCIT). These treatments represent the very best knowledge about what works best for children and adolescents. Our other specialty direct service programs, NEXT STEP: College Success and Independent Living and the Summer Enrichment Institute continue to grow and thrive. These programs help us serve children and families with highly effective treatments to address an array of behavioral health needs.

Other key programs include the after-hours Child-at-Risk Hotline that we host for the Massachusetts Department of Children and Families, providing vital triage and referral for vulnerable children and families at risk, and the New England Association of Child Welfare Commissioners and Directors (NEACWCD) which provides dynamic networking, training, and technical assistance to child welfare agencies across New England.

Judge Baker's Quality Care Initiative has witnessed the greatest growth. Through this initiative, we work with agencies locally and nationally to provide training, technical assistance, and quality improvement to improve the standard of behavioral health care for children and families. The Quality Care Initiative has been instrumental in helping us achieve our mission of bridging the gap between research and practice and helping to ensure that every child has increased access to the highest quality of care.

We celebrate our accomplishments of the past and look forward to another hundred years of ensuring that children and families in need have access to the very best care that they need and deserve.

Judge Baker Children's Center  
Improving care. Changing lives.

Robert P. Franks, Ph.D.  
*President and CEO*

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## LETTER FROM OUR BOARD CHAIR

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Dear Friends,

With a century of proven leadership in children's mental health, Judge Baker Children's Center has helped countless children and families chart their own best course for developmental, emotional, and intellectual well-being. In this biennial report for 2015 and 2016, I hope you will share in our collective pride and sense of celebration, while we look ahead with optimism and renewed dedication to improving the quality of care for the next hundred years.

Throughout my tenure on the Board, I have seen firsthand the excellent services, proven outcomes, and outstanding training and research that are synonymous with Judge Baker. The staff provides quality direct services that have measurable impact on families across diverse communities, and the evidence-based practices and standards established and advanced by our professionals have given the community valuable insight into the best ways to help children grow and thrive.

Over the years, Judge Baker has also become a strong voice in the mental health policy arena, hosting forums and leading conversations on ways in which we can improve the lives and care of all children. Moving forward, Judge Baker hopes to be a further catalyst in this conversation, continuing to promote cross-agency collaboration and evidence-based approaches to quality care.

In this centennial year, we honor you and all our loyal supporters who have helped us to achieve our goals. Please join me in both celebrating our past one hundred years of service to children and families across Massachusetts, as well as looking ahead to the next hundred years, during which we will continue to strive to support the hopes and dreams of all children and families.

On behalf of the Board of Trustees, thank you for your support.

Sincerely,

A handwritten signature in black ink that reads "Richard P. Breed, III". The signature is written in a cursive style with a small flourish at the end.

Richard P. Breed, III  
*Chair of the Board of Trustees*



# PROGRAM INFORMATION

**We provide a range of comprehensive services and supports to children, families, and providers in order to improve and sustain the quality of mental health care. Our programs help support a continuum of care that works at the policy, systems, and practice levels to promote healthy development in children. Our key programs are briefly described below. To learn more, please visit [jbcc.harvard.edu](http://jbcc.harvard.edu).**

## Center for Effective Child Therapy

An outpatient clinic that provides evidence-based mental health treatments for children ages 2-19, and their families, who are dealing with common problems related to anxiety, depression, trauma, disruptive behavior, and parenting issues.

## Quality Care Initiative

We utilize a range of strategies aimed at bridging the gap between science and practice in children's behavioral health. The strategies are collaborative, evidence informed, and targeted to improve the quality of care.

## Child-at-Risk Hotline

An after-hours emergency response system for the Massachusetts Department of Children and Families (DCF), fielding over 175,000 calls each year.

## Manville School

A therapeutic day school for children ages 5-16 with emotional, behavioral and learning disorders. Manville uses cutting-edge curriculum, instructional and clinical practices to achieve exceptional educational outcomes. Youth come from approximately forty cities and towns from across Massachusetts.

## New England Association of Child Welfare Commissioners and Directors

A consortium of child welfare agency leaders and staff from the six New England states working together to develop and implement policies that promote competent child welfare practices.

## Next Step: College Success and Independent Living

A program focused on fostering skills of independent living in a college environment for students with social communication deficits. Designed for students, grades 9-12, with Asperger's Syndrome, Autism Spectrum Disorders, non-verbal learning disabilities, or related learning differences, who are serious about attending college after high school.

## Summer Enrichment Institute

A therapeutic summer camp-like program for children, ages 6-12, with ADHD and related disruptive behavior disorders, serving families in the greater Boston area and beyond.

## Research

A cutting-edge research portfolio, funded by federal and state agencies and private foundations, focused on child mental health treatment and prevention strategies.





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# FINANCIALS

This is a time of investment in the future of Judge Baker, building the capacity to prepare for and support growth and new areas of work.

## INCOME

	Fiscal Year 2015	Fiscal Year 2016
Tuition	8,541,420	9,070,435
Contract Income	2,255,161	2,419,107
Federal Research & Foundation Grants	1,755,730	561,500
Contributions, Trusts, Bequests & Special Events	251,859	382,540
Other	610,435	624,735
<b>Total Income</b>	<b>\$13,414,605</b>	<b>\$13,058,317</b>

## EXPENSES

### PROGRAM SERVICES

School Based Programs	7,629,921	8,192,430
Research & Training Programs	2,702,239	1,456,393
Community Based Programs	1,627,624	1,657,649
Commissioner's Association	294,978	278,123
<b>Total Program Services</b>	<b>\$12,254,762</b>	<b>\$11,584,595</b>

### SUPPORTING SERVICES

Administrative & General	1,859,358	2,134,456
Fundraising	241,606	369,540
<b>Total Supporting Services</b>	<b>\$2,100,964</b>	<b>\$2,503,996</b>

### TOTAL EXPENSES

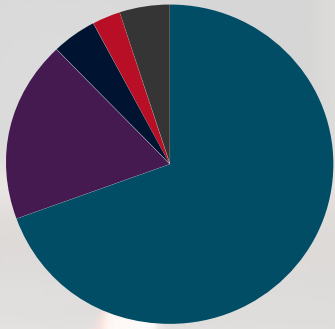
<b>TOTAL EXPENSES</b>	<b>\$14,355,726</b>	<b>\$14,088,591</b>
Change in Net Assets from Operations before Spending Rule	\$(941,121)	\$(1,030,274)
Board Approved Spending Rule	345,584	540,944
Change in Net Assets from Operations after Spending Rule	\$(595,537)	\$(489,330)

### NON-OPERATING INCOME (EXPENSE)

Utilization of Board Approved Spending Rule	\$(345,584)	\$(540,944)
Investment & Interest Income	194,407	159,021
Investment Expenses	(42,525)	(42,435)
Net Unrealized Gains/(Losses) on Investments	(222,523)	(465,493)
Net Realized Gains/(Losses) on Investments	(129,863)	60,262
(Loss) Gain on Disposal of Fixed Assets	200	(13,807)
<b>Total Non-Operating Income (Expense)</b>	<b>(545,888)</b>	<b>(843,396)</b>
Change in Net Assets	\$(1,141,425)	\$(1,332,726)
Net Assets at Beginning of Year	\$30,356,605	\$29,215,180
Net Assets at End of Year	\$29,215,180	\$27,882,454

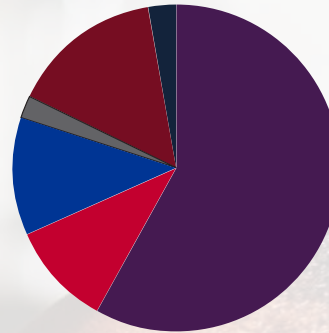


# 2016 FINANCIALS AT A GLANCE



## INCOME

- 69% TUITION
- 19% CONTRACT INCOME
- 4% FEDERAL RESEARCH & FOUNDATION GRANTS
- 3% CONTRIBUTIONS, TRUSTS, BEQUESTS & SPECIAL EVENTS
- 5% OTHER



## EXPENSES

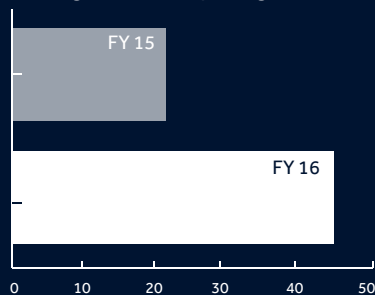
### PROGRAM EXPENSES

- 58% SCHOOL BASED PROGRAMS
- 10% RESEARCH & TRAINING PROGRAMS
- 12% COMMUNITY BASED PROGRAMS
- 2% COMMISSIONER'S ASSOCIATION

### SUPPORTING SERVICES

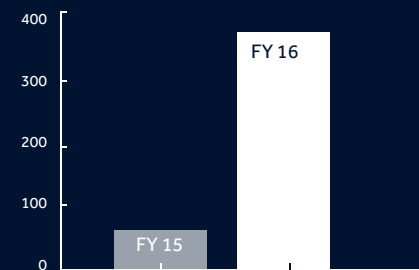
- 15% ADMINISTRATIVE & GENERAL
- 3% FUNDRAISING

Increase in People Reached through Next Step Program



**84%**

of all expenses were program expenses in both FY 15 & FY 16



Increase in Communities Reached through Quality Care Initiative



# JUDGE BAKER CHILDREN'S CENTER DONORS

**Fiscal Years 2015 and 2016**  
**July 1, 2014 - June 30, 2016**

The following is a listing of all donors who made a gift to Judge Baker Children's Center between the dates of July 1, 2014 and June 30, 2016. This compilation reflects the names of all those who supported the Annual Fund, the Rodman Ride for Kids, the annual Golf Tournament, and includes foundation support for our programs. Judge Baker Children's Center wishes to thank all the donors for their very generous support.

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# Judge Baker: A History of Excellence

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Founded in 1917, Judge Baker Children's Center is a Harvard Medical School affiliate with proven leadership in children's mental health. We have a long history of excellence resulting from the integration of research, training, and direct service. Judge Baker is committed to enhancing the quality of mental health care for children and families through the dissemination, implementation and provision of evidence-based practices.

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- JBCC has provided mental health services, training, and consultation to the greater Boston area for a century.
- We have developed expertise in the most cutting-edge, effective evidence-based mental health treatments for children.
- Our Quality Care Initiative works to create lasting improvements in the quality of mental health care and other services for all children and families, by working collaboratively with families, service providers, schools, state agencies, academic institutions, and funding organizations to help ensure that all children and families have access to the highest quality care.
- We provide evidence-based direct services for anxiety, depression, trauma and/or behavior problems through our Center for Effective Child Therapy and for ADHD and related behaviors through our Summer Enrichment Institute.
- Our Manville School is a nationally recognized educational institution that provides best practices curriculum and instruction to children with developmental and mental health needs.
- The Next Step: College Success & Independent Living Program fosters skills for independent living in a college environment for students with social communication deficits.
- We have a significant research portfolio, funded by federal and state agencies and private foundations, focused on child mental health treatment and prevention strategies.
- We provide training and ongoing consultation in evidence-based mental health treatments.





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