



# ANNUAL REPORT

2020

*creative works*

Creating communities of inclusion.

# A LETTER FROM OUR EXECUTIVE DIRECTOR

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The year 2020 has been one without precedent. Each of us has been called upon to summon great strength and internal fortitude to face a pandemic and come together as a global community to keep one another safe and protected from a virus that continues to be unrelenting.

Nowhere has this been more evident than at Creative Works. Our incredibly dedicated DSPs who serve some of the most vulnerable among us became essential frontline workers at the same time many others began working remotely. The courage and dedication shown by our staff during these uncertain times continues to give me great hope in the way communities can come together to nurture, care for and bring joy to those most in need, even in the most troubling of times.

Despite its uncertainty and challenge, 2020 has also been a year of growth, community and resilience. The work we do and the exceptional services we provide to over 650 adults with disabilities in central and southern Maine continues to be not only vital, but paramount. I am reminded of an apt quote by George F. Kennan, which says: "Heroism is endurance for one moment more."

We are surrounded by heroes large and small at Creative Works. People who endeavor to do and give their best each and every day on behalf of the people we serve, regardless of obstacle or setback. We have prevailed because of their perseverance and commitment, and we hold steadfast in our determination as an agency to break down barriers for individuals living with disabilities to lead fully engaged lives.

I couldn't be more proud.



# ABOUT US

At Creative Works, we build communities of inclusion one relationship, one experience, and one person at a time. We believe in creating opportunities for people to contribute to their communities, to pursue their potential and to be treated with dignity and respect.

As a 501(c)3 nonprofit organization that supports individuals with disabilities throughout southern and central Maine, Creative Works is especially proud of our own community of dynamic, richly talented and engaged staff who dedicate their lives to serving others.

Creative Works maintains national accreditation through a rigorous review process conducted by the Commission on Accreditation of Rehabilitative Facilities (CARF) and also undergoes biennial state licensing reviews.

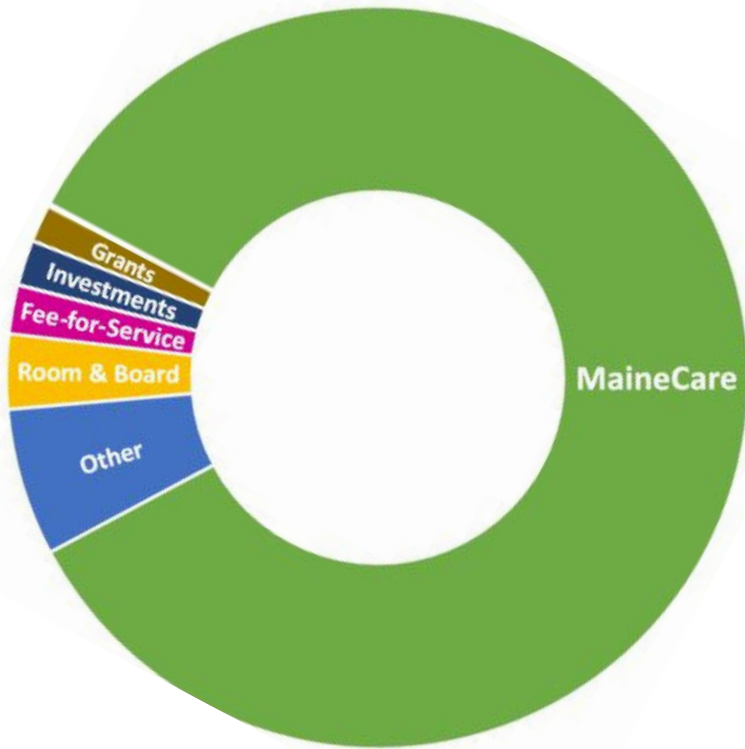
Since 1990, Creative Works has received the highest level of three-year accreditation from CARF, and we deeply value the validation that this accreditation awards and we continually strive to deliver consistently outstanding supports that meet these high standards.

**Creative Works provided over 967,980 hours of direct care in 2020.**

## PROGRAMS BY SIZE



# FINANCIALS

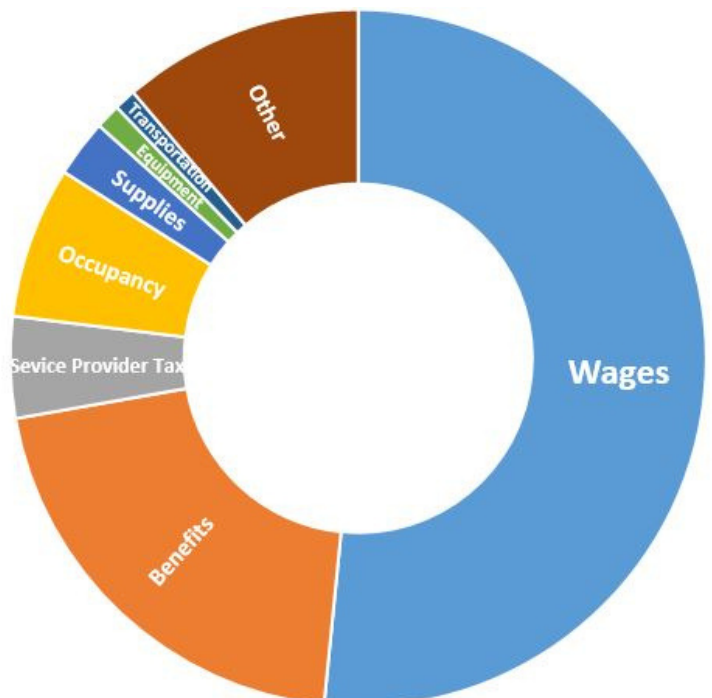


## REVENUE

MaineCare	\$19,635,945	84%
Other	\$1,495,108	6%
Room & Board	\$764,212	3%
Fee-for-Service	\$493,352	2%
Investments	\$458,693	2%
Grants	\$378,370	2%
Donations	\$33,324	0.1%
<b>Total</b>	<b>\$23,259,004</b>	

## EXPENSES

Wages	\$12,061,971	52%
Benefits	\$4,832,314	21%
Other	\$2,617,892	11%
Occupancy	\$1,645,752	7%
Service Provider Tax	\$1,099,971	5%
Supplies	\$622,206	3%
Equipment	\$272,183	1%
Transportation	\$237,059	1%
<b>Total</b>	<b>\$23,389,348</b>	



# CONTACT US



## SACO COMMUNITY SERVICES

### MAINE WOODWORKS

90 Industrial Park Road  
Saco, ME 04072  
207.282.4173  
207.282.8383-F

## YORK

### COMMUNITY SERVICES

13 Lund Road  
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207.795.6722-F

## MAIN ADMINISTRATIVE

### OFFICE

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## CUMBERLAND COMMUNITY SERVICES

2112 Broadway  
South Portland, ME 04106  
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## FIVE COUNTY COMMUNITY SERVICES

29 Hampshire Street  
Auburn, ME 04210  
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207.795.6722-F

## FIVE COUNTY COMMUNITY SERVICES

430 Lisbon Street  
Auburn, ME 04210  
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## AUGUSTA COMMUNITY SERVICES

290 State Street  
Augusta, ME 04330  
207.480.1467  
207.480.1485-F

# IMPACT

## INVESTING IN PARTICIPANTS

In 2020, our primary initiative was to keep both participants and staff safe during the COVID pandemic. When rising cases across the state of Maine necessitated that Creative Works close day programs while others like Case Management and Independent Living went remote, we utilized Telehealth as a means to visually and securely communicate with staff and participants across the agency. This allowed us to continue to foster connections, hold live meetings with staff, families and guardians, and enable participants to continue with their social hours, competitive games and themed days. Spirits were lifted, crucial connections were maintained, and the day-to-day flow of the agency continued successfully and without interruption.

***I continue to be astounded by the commitment and dedication shown by our staff during this unprecedented year. It really speaks to the genuine love they have for our participants.***

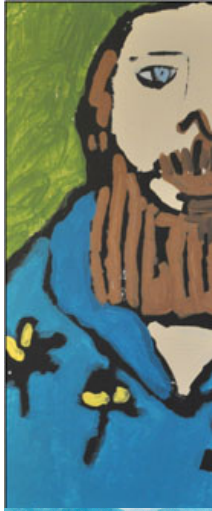
***--Matt Hickey, COO***

## INVESTING IN STAFF

At Creative Works, we know that the quality of our services is directly dependent upon the level of training and professional development we provide to our staff. We want to ensure they have every tool available to feel confident in their skills and the expertise needed to provide the best support to our participants. With the onset of COVID-19 during the spring of 2020, Creative Works successfully brought our extensive training program, including New Employee Orientation, online to accommodate the remote work environment. Our comprehensive trainings are regularly updated so that we can deliver the newest material in the most engaging way, whether in person or online.

Our staff are at the forefront of everything we do and are of paramount importance to the people we serve. In a year that has demanded so much from our employees, Creative Works made it our mission to provide additional support to all, but most especially those who work on the frontlines with such stamina and dedication each day. Through enhanced pay, childcare and employee support stipends, extended FMLA benefits and an Essential Employee Appreciation Bonus that was active over several months, we invested in the health and well-being of our employees to help ease the tremendous stress brought about by the global pandemic.

Staff across the agency rallied as well, delivering groceries to every Creative Works residential home so that no participants or staff would be exposed; sewing over 500 cloth masks to offer protection to participants at a time when they were unavailable for purchase; and, making homemade pizzas in our industrial kitchen for delivery to all residences.



# 2020

## INVESTING IN OPERATIONAL INFRASTRUCTURE

Whether it's outfitting one of our homes with an auto-start generator, new water filtration system or an updated kitchen, Creative Works actively maintains and invests in each of our 35 residences throughout central and southern Maine. Our Residential program continues to expand with the recent purchase of a spacious and modern residence on Maple Avenue in Scarborough.

Our IT Department engaged in several critical initiatives in 2020. Our residential programs manual documentation process has been updated with a new, customized EHR system that allows for more efficient documentation and reporting on qualified support hours, which allows the agency to more effectively bill the state and procure reimbursements. With an additional layer of security built in, this new system has significantly reduced errors and admin time for DSPs.

IT infrastructure is also being updated at each of our residences to allow for both a greater level of security as well as the ability to support and connect to all devices remotely. This has proved invaluable during the pandemic, as it allows our IT department to address a myriad of issues without needing to be onsite. It also allows us to provide more secure WIFI, empowering residents to use tablets for Telehealth and attend Creative Works programs remotely.



## INVESTING IN THE FUTURE

Just Call Us Creative Works!

Creative Work Systems became Creative Works in the winter of 2020, and launched our name change with the unveiling of a new brand, tagline and website. We believe this evolution is emblematic not only of our comprehensive services and our growing reach throughout the state of Maine, but is also a fitting tribute to the extraordinary people we serve.

Our social enterprise Maine Woodworks also took a major step forward in 2020 with the evolution of its business model from wholesale to include direct-to-consumer. With the successful launch of an eCommerce website and the implementation of a new CRM program, Maine Woodworks continues to grow its business making bench crafted, cottage-style furniture using sustainable materials and finishes while employing an integrated workforce.



## LEADERSHIP & COMMITTEES

### Senior Management

**Heidi Howard**

Executive Director

**Matt Hickey**

Chief Operating Officer

**Jay Flaker**

Chief Financial Officer

**Stephen Hawkes**

Senior Director of Human Resources

**Jeff McFarren**

Director of Community Support & Employment Services

**Chris Monagle**

Director of Brain Injury Services

**Patricia Krohn**

Director of Community Case Management & Planning

**Deb Drinkwater**

Regional Director of Residential Services, Five County

**Jamie Whitehouse**

Regional Director of Residential Services, Cumberland & York

**Dave Gallati**

Director of Operations, Maine Woodworks

**Steve Fortier**

Director of Facilities & Safety

**Charlie Rowe**

Director of Information Technology

**Margaret Logan**

Director of Marketing & Communications

### Board of Directors

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Krista Delcourt

Jill Doiron

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Eve Gregory

Caroline Hackett

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Heidi Howard

Julie Huckevej

Raymond Jean

Connie Jones

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## THANK YOU

Creative Works is grateful to the many individuals, businesses and foundations supporting our organization and its mission. Below are charitable contributions made between July 1, 2019 and June, 30, 2020.

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CELEBRATING YOU,  
CELBRATING US.

