



**Cultivating hope and inspiring change
to promote mental health recovery.**

2020 ANNUAL REPORT

A Message from our Executive Director

2020 WAS A YEAR LIKE NONE BEFORE! With the amazing support of our community, Vail Place turned incredible challenges into invaluable opportunities. You will find in the following pages what we learned that has made Vail Place stronger, more resilient, and prepared to grow in 2021.

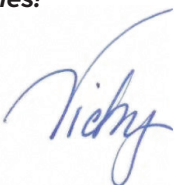
- **In February**, Vail Place launched a thorough review and strategic planning process to anticipate the projected impact of COVID.
- **In March, we were ready and quickly began transforming all our programs** – learning and refining as we went – to effective virtual programming that ensured the continued safety and well-being of our staff and the people we serve.

*“The sense of community, that I’m not alone in this.
What I like most is it helps me to talk to other people
and it’s validating that we’re all in this together.”*

— CLUBHOUSE MEMBER

- **In April**, we addressed the challenge of access to our virtual programs by launching a fundraising campaign to help people connect by providing smart phones with service.
- **By early summer**, we were responding to the much-needed and growing calls to address racial injustice. We engaged the entire agency in frank discussions and evaluations of where we were and where we needed to be in our efforts toward racial justice. We expanded our Diversity Council, committed to agency-wide training and growth by engaging the services of Team Dynamics.
- **During the summer and fall**, we met the challenges of fundraising during the pandemic by turning our events virtual.
 - Our 19th annual Tour de Vail from home in July was our most successful ever.
 - *Gearing Up for Changing Times*, our Dr. Vail Hour virtual musical in October, was a smash hit.
- **By year’s end** – thanks to our community’s remarkable support – we had expanded partnerships, developed new service lines (notably in our housing and Integrated Care programming), and **grown by 20% to meet the increase of referrals to our programs** (while other agencies shuttered programs and furloughed staff).

We turned challenges into opportunities in 2020 and enter 2021 in a position of strength, hope and growing possibilities!



Smartphone Program Helps People Connect

When the COVID-19 pandemic began, Vail Place staff quickly and effectively switched our service delivery from in-person to completely virtual in order to keep both the individuals we serve and staff safe. This pivot highlighted the need for technology among the individuals we serve. Many lacked cell phones, making it incredibly challenging for them to engage with Vail Place staff and receive necessary tele-health care in the fully virtual environment.

Over the course of the year, Vail Place worked to raise funds – private donations and grants – which allowed us to purchase 200 smartphones and cover the cost of service for one year! During that same time, Program staff worked with the Operations team to develop the Smartphone program! We continue to assign out more and more phones each week, and expect to continue raising the funding support needed to meet the need for connection.

RACIAL JUSTICE: WE CANNOT TURN AWAY

Is this moment different? After...

GEORGE FLOYD?

DAUNTE WRIGHT?

With so many still failing to act to address racial injustice even when it is immediately captured in horrifying videos.

What has Vail done? What will we do?

First, we built on our strengths.

- ▶ Our strong culture of collaboration and inclusion.
- ▶ Our Diversity Council, created in 2016, and now expanded and formalized to provide ongoing, safe spaces, processes, and policies so everyone at Vail can learn, share, and be an instrument for change toward greater diversity, equity, and inclusion.

Next, we recognized we needed to do more, to reach out to professionals in the field of DEI who understood us and how to move us forward.

- ▶ We contracted in 2020 with Team Dynamics – a leader in the field of DEI training – to train and coach our leadership, our entire staff, and our board.
- ▶ Everyone at Vail Place has shown a commitment to doing this work and doing all we can to address social and racial injustice.

Vail is learning. Vail is changing. Vail is committed. We can all do something, small or large.



Impact one individual, one situation, and you make a difference.

Our Programs

Vail Place provides community-based, recovery-oriented programs and services for adults who live with serious mental illnesses, including the following programs:

Vail House

A 23-bed group 24/7 residential housing facility in Minneapolis providing transitional housing and support services that address the comprehensive needs of people who are homeless and living with mental illness and chemical dependency. Provides a sober, supportive, and healing environment with a focus on skill-building to find and maintain stable, long-term housing, expand employment and educational opportunities, and successfully integrate with community life.

CHANGE/CHALLENGES DUE TO COVID:

- Vail House never closed our doors and closely followed the recommendations of the State and County – limiting contact through sheltering in place restrictions which maintained the health of residents with no one catching COVID-19. The resulting isolation has been something of a heartbreak for our residents who were not able to have face to face contact with their friends and family.
- Vail House acquired technology to support virtual connections with loved ones and therapists, and to participate in virtual AA/NA meetings. Additionally, the house expanded programming to include more music, art, and sharing of accomplishments and creativity.

52
total served

173
average length
of service

"We heal by sharing beauty with others."

— VAIL HOUSE RESIDENT, WHILE MAKING STREET/
SIDEWALK MURALS AFTER THE UPRISING AND
RIOT THAT DIRECTLY AFFECTED THE HOUSE
DUE TO ITS LOCATION

"When life gives you lemons, juggle them."

— VAIL HOUSE RESIDENT, OPENING LINE OF
HIS JUGGLING ACT FOR OPEN MIC NIGHT

"The past year has brought challenges and growth to the House and the program. We have seen the strength of the community in coming together to support one another and build relationships with very intentional focus on wellbeing. Some residents left because of the COVID restrictions, while others created spaces for what they needed. At the forefront has always been the safety and wellbeing of the community. With COVID this has been even more crucial; we maintain this together and for one another."

— MELISSA LEIMBACH
VAIL HOUSE STAFF



MEMBER SPOTLIGHT

Personal Notes from a Talented Resident

“Something small can make a real difference in turning your life around.”

— LUKE, VAIL HOUSE RESIDENT



“My first three months at Vail House, I kept to myself. I’d go out during the day and spent most of the rest of my time in my room,” says Luke, a 13-month Vail House resident. “Then we got a keyboard from Vail Place and that was a turning point. I started to play, which opened things up for me. I became more social and got to know the other residents.”

Music and creativity have become a big part of Luke’s recovery journey at Vail House. While staying at the house he learned how creativity was so much a part of the culture at Vail Place — Vail House and the Clubhouse.

The years prior to joining the Vail House community were a very tough time for Luke. “Homelessness, hospitalization, mania, and alcoholism brought me to treatment, then back into chaos for a while then back to treatment again. Then toward the end of 2019, I started to find myself again. I entered an IRTS (Intensive Residential Treatment Services) facility where there was



a broken, out-of-tune piano (what are we but broken instruments right? haha) which was one of the only things besides dinner that got me to leave my room back then.”

Talking with Luke you’re struck by his openness, warmth, bright mind, and outgoing manner. Music has been the “instrument” that made the last nine months or so a “very different experience” for him.

“We’ve hosted house talent shows and have a lot of creative and musical talent within the various residents. Everyone’s contributions are met with genuine, non-judging acceptance.”

“I kept on delaying joining the Clubhouse ... but then the pandemic hit. I was much more reluctant for months to be introduced to groups and people as a stranger in the online environment. But then seeing how well done the Dr. Vail Hour fundraiser was that was created during quarantine, and then joining the talent show and seeing the smooth operation as well as the sincere supportive atmosphere, that was what finally got me to pull the trigger on joining the clubhouse.”

What Luke’s come to appreciate so much in his time with Vail Place is that he’s allowed to be who he is.

“There are rules everyone has to follow, of course, but everyone is encouraged, supported, and given the resources and opportunities to find their individual path.”

“Vail House is a sanctuary,” Luke says. “I often call it sort of a safe haven or between uncontrollable chaos and a return to the ‘real world.’ It allows me the security to find the healing, stability, and confidence to explore the possibilities that lie ahead for me.”

Clubhouse Community Support Program

Based on the internationally-acclaimed Clubhouse Model – designated an Evidenced Based Practice by SAMSHA – the program supports a wide range of needs, including employment, housing, social connect- edness, health, and wellness.

CHANGE/CHALLENGES DUE TO COVID:

- Developed a fully virtual Clubhouse program:
 - Technology access, including Zoom, Facebook, MS Teams.
 - Maintained consistent daily structure that served an average of 70 members/week.
- Revised Clubhouse services model to meet escalating need:
 - Increased stabilization services while maintaining recovery focus and programming.
 - Provided supportive programming around member identified needs in housing, employment, mental health support, and in-person support as needed throughout the pandemic.
- Saw members take the lead or support turning all in-person initiatives and events fully virtual, including:
 - History Theater Program, meetings, book club, communication/ AV, health and wellness, and recreation/socialization.
 - Launching a Radio Broadcast featuring member and staff songs, words of inspiration, and more.
 - Summertime in-person, outdoor, physically-distanced concerts (The Renovators).
 - Launched the Smartphone and used computer redistribution initiatives to support members' learning, acquisition, and safety in a technological world.
- Supported the continued enrollment of new members despite the impacts and limits of the pandemic:
 - 28 members joined the Uptown Clubhouse virtually.
 - 13 members joined the Hopkins Clubhouse virtually and 22 inactive members reconnected.
- Assisted with translating a challenging and uncertain environment around safety while maintaining optimistic strengths-based space recovery focus through weekly COVID-19 support, education, and resource sharing meetings.
- Developed community-based conversation around the equity, diversity and inclusion needs of our members and surrounding community.

776
total members

170
members
employed

72 average daily
attendance

"The zoom calls have made my life manageable. Just knowing that when I am feeling lonely or isolated I can hop on zoom and connect with friends and colleagues has been a tremendous boost. Yea! Vail."

— JEFF HANSEN,
ADVISORY COUNCIL

"The Clubhouse has evolved into a virtual Clubhouse which has been a great help to those with transportation problems. Now truly anyone can join us in the virtual Clubhouse."

— RICHARD WHITMAN,
CLUBHOUSE MEMBER

"There's always something to do throughout the day to keep my mind busy and engaged."

— GERT F.,
CLUBHOUSE MEMBER

"It's the only program that I know of that has staff and members working side by side. The friends I've made, the respect that we have for each [other], we all know we have mental illness, it's something that brings us together."

— TOM O.,
CLUBHOUSE MEMBER

"I like the fact that we stay connected even though our doors are closed."

— JANE D.,
CLUBHOUSE MEMBER

Vail Connect

Offered as part of the Accountable Community for Health project between Vail Place and North Memorial Health (NMH) providing a system of care for adults experiencing behavioral health disorders and co-occurring physical health diseases. Vail Connect reduces re-hospitalization and Emergency Department visits by providing:

- A mobile, short-term service typically lasting no more than four months, with the goal of stabilizing clients, improving their health outcomes, and connecting them to long-term primary and psychiatric care and community supports.
- Rapid Intake to Comprehensive Services that include direct referrals to Vail Place Case Management or Vail Care (depending on needs), thereby avoiding the typical 6-8 week delay in connecting to needed services.
- Weekly drop-in Housing Group assists individuals explore housing options.

CHANGE/CHALLENGES DUE TO COVID:

- In a closing survey an individual summed up the approach in 2020, "Can't really change the global pandemic, but appreciated the opportunities to meet virtually with the Navigator."
- Developed videos for the Housing Group and others in the agency providing information and training on the housing system.
- Zoom group was implemented to expand ability to share information and resources with individuals virtually.
- Increased communication with Community Paramedics (CP) through a NMH Social Worker liaison which helped identify individuals who could benefit from Vail Connect services.

271
total served

140
clients referred for
additional services

77 average length
of service (in days)

"Working with Vail Connect has been a positive experience; they are kind and helpful. They helped me navigate health insurance issues, connected me with case management, and provided housing resources. I always felt like they put their clients first."

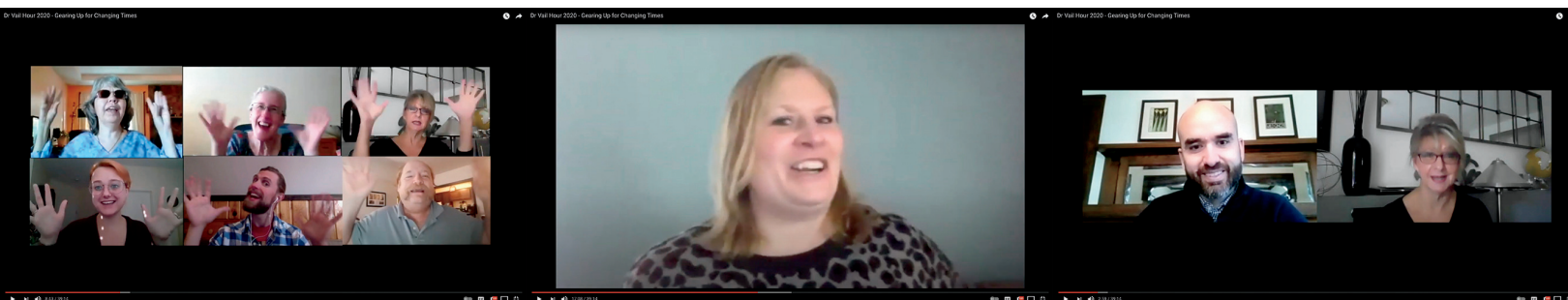
— VAIL CONNECT CLIENT

87% of respondents agreed, "My customers who have received Vail Connect services benefited from this service" and that "Vail Connect services have improved the ability of my customers to attend appointments."

— VAIL CONNECT/
NMH PROVIDER

"Any help customers receive is greatly appreciated, such as helping clients apply for disability services, insurance, housing, or other resources available... especially for those who are in the gap of service eligibility. The help they get and the resources they are able to give them has been great."

— VAIL CONNECT/
NMH PROVIDER



Targeted Case Management

Adult mental health targeted case management services at Vail Place are provided with a trauma informed and person-centered focus. Case managers help individuals navigate the complexities of the social service, mental health, and health care systems.

- **Working to set and achieve goals**, including: assistance finding a doctor or therapist; moving out of homelessness; finding affordable housing; acquiring employment; applying for benefits; going back to school; volunteering; stabilizing symptoms to stay out of the hospital; and developing a support system.
- **Often working with people during a crisis, during and after hospitalizations**, and helping navigate and follow court-ordered treatment requirements.
- **Working to overcome language and cultural barriers**—case managers bilingual in Somali, Spanish, Amharic, Oromo, and Hmong.
- **Including a vocational specialist and nurse on case management teams** to assist individuals who have difficulty meeting health and vocational needs.
- **Including housing specialists** who help provide needed housing assistance, information, and resources.

CHANGE/CHALLENGES DUE TO COVID:

- Case Management teams:
 - Reacted quickly to the public health emergency triaging needs for in-person services with health safety.
 - Advanced their skills in engaging individuals in a virtual capacity, building trust with individuals and connecting with services through interactive video technology and over the phone.
 - 20% growth in services and staff to meet increased need and referrals.
- Commitment to Diversity, Equity, and Inclusion:
 - Weekly discussions to advance knowledge and skills to provide culturally competent services.
 - Set goal to employ staff who reflect the community and people being served. 29% are people of color. 39% have been with Vail more than three years, increasing quality of care provided with increased expertise. Hired seven staff in 2020 with 100% retention.

911
total served

89%
avoided
hospitalization

87%
clients with
stable living

78%
clients completing
goals

"I will be lost without [a case management] connection. I have no one else I can rely on to help me navigate the avenues that [case management] open(s) for me. Your accessibility, your timely responses, your assistance, your encouraging optimism, and willingness to help wherever needed, without judgment, or hint of rejection, is a lifeline to me. I cannot afford to lose [case management] service(s), and I specifically cannot afford to lose my caseworker, because the trust and familiarity we have built is a major and significant lifeline to me at this time. [My case manager is] frontline to me."

— TCM CLIENT



Housing Program and Services

The Vail Place housing program continues to grow and expand our reach:

- Services through six different housing programs.
- Differing enrollment criteria, target population, and referral sources among programs, but support provided and pursuit of successful tenancy remains consistent.

423
total served

GOAL – Successful, long-term housing retention:

- Staff focus on providing thorough services that lead to safe, stable, and affordable living environments in the community.
- Staff don't simply "place" renters in housing, but work alongside each person to educate them and develop individualized goal plans that identify settings to properly meet needs, as well as maintaining support well after move-in.
- Existing community partnerships that include Housing Link, PPL, Homes For All, local housing and redevelopment authorities, county housing coalitions, Opportunity Starts at Home, and MHFA allow us to promote synergy and coordinate services effectively

CHANGE/CHALLENGES DUE TO COVID:

- Adjusting approach to services to provide a combination of virtual/in-person support – continued to remain effective, securing new move-ins for members at our typical rate.
- Combating in-person restrictions at leasing offices by performing virtual showings and coordinating paperwork electronically or passing under tenant's door.
- Coordinating with housing authorities and providers to conduct program intakes, recertifications, and inspections safely in order to avoid disruption to benefits or subsidies.

See the blue box at right for more information regarding Housing Program and Services.

"The Vail Place housing program has been a life saver! I live in an apartment that I can afford and feel set up for more stability in the future."

— RICHARD, HOUSING RESIDENT

"Being a part of the Vail Place housing program has given me more freedom. I've been able to improve my budgeting and find stability. I appreciate the housing staff checking in with me on a regular basis and keeping informed with any new opportunities and resources."

— RENEE, HOUSING RESIDENT

"The program has allowed me to have a more positive outlook and not stress so much about housing. Paying rent is no longer something that keeps me up at night. Thank you!"

— PAUL, HOUSING RESIDENT

CASE MANAGEMENT HOUSING SERVICES

This program assigns a housing specialist to referred individuals receiving case management services who are in need of extra assistance around their housing goals, providing resources and support to overcome barriers to new housing acquisition.

HOUSING STABILIZATION SERVICES

Housing Stabilization Services is our newest program and launched statewide in 2020; intended to support an individual's transition into housing, increase long-term stability in the community, and avoid future periods of homelessness or institutionalization. Eligible individuals are currently homeless, exiting an institution or licensed/registered setting, or at-risk of homelessness.

CLUBHOUSE HOUSING PROGRAM

The Clubhouse provides fundamental tools that individuals need when it comes to housing assistance. Daily call-in housing hours at both clubhouse locations provide direct assistance without the need to schedule an appointment.

ROSS PROGRAM

The Resident Opportunities and Self Sufficiency program was established via grants awarded from the U.S. Department of Housing and Urban Development (HUD) to the Hopkins Housing and Redevelopment Authority and the St. Louis Park Housing Authority. Our Service Coordinators work directly with residents at designated public housing buildings to provide education, consultation, programming, and resources to tenants.

LOUISIANA COURT LONG-TERM HOMELESS PROGRAM

In partnership with PPL, Vail Place has 18 units of affordable housing at the Louisiana Court Apartment complex in St. Louis Park for Long-Term Homeless individuals who have a serious and persistent mental illness. Vacancies are filled through working with Coordinated Entry and tenants pay 30% of their income for rent.

VAIL IN THE PARK

Vail Place owns an 8-unit apartment building in St. Louis Park called Vail in the Park, providing permanent subsidized housing where tenants pay 30% of their income toward rent. All units are filled through Vail Place's internal waiting list and assigned to a housing specialist for support in maintain housing.

Vail Care

A DHS-certified Behavioral Health Home service. Contrary to the name “Home,” this is a mobile, community-based service designed to improve the health of individuals living with mental illness, chronic health conditions, and substance use disorders.

- Person-centered, innovative approach
- Combines care coordination and care management, along with health and wellness coaching
- Vail Care team includes a Registered Nurse, Navigators/Case Managers and Community Health Workers who collaborate to ensure high-quality, comprehensive, and effective care with a focus prevention.

CHANGE/CHALLENGES DUE TO COVID:

- Significant program growth during 2020, adding staff and enrolling clients virtually.
- Greater client needs required more support due to the isolation and lack of contact with their family, community and providers.
- Video meetings and virtual services offered and were creative when situations arose to assist people in the community. For example, helping a client locate a new pharmacy which would deliver medications after his pharmacy was closed during the civil unrest.

218
total served

148
received health & wellness services

172 received comprehensive care management

“Staying connected to the RN and system navigator has helped me to stay accountable and watch my diabetes and weight.”

— VAIL CARE CLIENT

“When I talk to my system navigator, I don’t feel like I am alone in the world.”

— VAIL CARE CLIENT

“Most helpful has been to just have somebody to check on me that is not judgmental and will help me try to figure out a plan. I like how we can simplify things into steps.”

— VAIL CARE CLIENT

“As a social worker, I dreamed of working for a program that provided clients with integrated care because mental health and physical health are so intertwined. I am proud to say that I am now a Systems Navigator for Vail Care! I work on a team with a Community Health Worker and a Registered Nurse. We each contribute different supports and services from our areas of expertise. This team approach provides clients with amazing support to help reach their mental and physical health goals. I love to tell people about Vail Care because I can see what a difference the team approach can make in a client’s life.”

— JULIA, VAIL CARE
SYSTEM NAVIGATOR



Results Focused Model/ Assertive Outreach Services

An integrated care model designed to engage individuals in crisis experiencing mental illness, chronic substance use disorders, and a variety of social and health-related consequences.

GOAL: To stabilize people in the community and subsequently reduce healthcare costs.

An 18-month pilot started Fall 2019 with HealthPartners, then was extended until the end of 2021. The program was expanded in 2021 to include a 2-year pilot with Blue Cross Blue Shield. Additionally, North Memorial Health has added AO services to the array of services provided through the Vail Connect program.

CHANGE/CHALLENGES DUE TO COVID:

- Adapted quickly by shifting from services primarily provided in-person to a hybrid of in-person and virtual. Team members met with clients outdoors during warmed weather whenever possible.
- Team members helped clients access resources such as contact-free delivery of food from the food shelf, and the Vail Place Phone Program to help them connect with family and providers.
- For the many individuals who experience substance use disorders (SUD), the team worked closely with the client and treatment providers to ensure good communication and coordination. Collaboration during discharge planning has been essential when the client transitions to a new setting.

61
total served

68%
engagement rate

"What I appreciated most about this program, is that my team did a lot of behind the scenes work which really helped me stay on track with my goals."

— RFM/AO CLIENT

"The Assertive Outreach Program is unique and groundbreaking. It mitigates the barriers of lengthy intake processes and standard engagement quotas in high-risk populations, allowing members to engage in life-changing services that would otherwise be unavailable to them due to multiple situational circumstances and the constraints of other programs. The program is results focused and provides impactful and lasting outcomes for its members through the use of highly versatile interdisciplinary teamwork."

— NURSE MANAGER,
RFM/AO PROGRAM

"I have a member that has struggled quite a bit with recurrent relapse and E.D. visits and is not responsive to my outreach. The AO staff have been able to provide good support and education for member and his family and gotten member into treatment. I was unable to reach member by phone. AO staff obtained new phone number and coordinated with several members of care team for whom I did not have releases or contact information. Very Helpful!"

— RFM/AO PROVIDER



Financial Recap

HOW THE FISCAL YEAR BEGAN:

- Positive financial outlook
- Budgeting for 8% growth in net revenue
- Six new hires
- Expansion of Integrated Care and Housing programs

THE PANDEMIC HIT:

- Stay at home order, allowing only essential services to remain open
- Vail Place designated an essential service

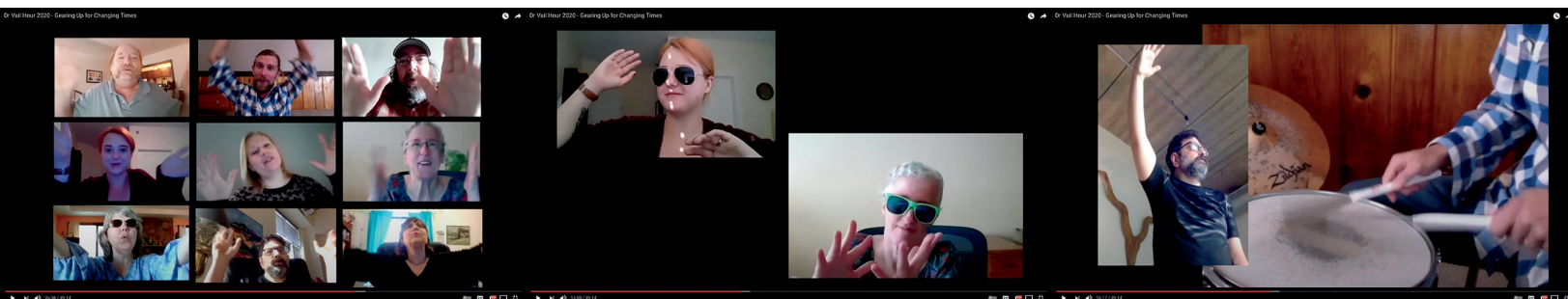
QUICK PIVOT AND RESPONSE:

- First, reevaluated our business continuity strategy, focusing on managing working capital and analyzing possible operational disruptions related to COVID-19.
- Immediately applied for and received the CARES Act Paycheck Protection Program Loan (“PPP”), a forgivable loan that delivered funds that minimized potential workforce disruption and provided us with greater flexibility.
- Q2 – through Q3:
 - The Vail Place Phone Program was introduced to help provide the necessary technology to access services in a virtual environment that many of our members and clients lacked. Funding was acquired through a successful fundraising campaign.
 - Three separate CARES Act emergency grants, totaling over \$60,000, were approved that supported the continued need for PPE, additional equipment for remote work, and technology to help members and clients connect through our virtual program services.

- Vail received Medicaid emergency waivers from DHS that covered the cost of telehealth services in our Targeted Case Management and Behavior Home Health programs.
- Our Clubhouse programs launched virtual programming, Vail House was fully stocked with PPE equipment and supplies, staff were equipped with technology to work from home, and a safe space was created at our admin/finance office. We had adapted.

AS 2020 ENDED:

- The finance team focused on facilities management, organized a deep clean of all buildings, and an air quality analysis at the admin/finance office.
- The PPP loan was forgiven.
- PPP and CARES ACT funding, and generous donor support, allowed us to pivot and excel:
 - Retain staff and avoid the cost of retraining and reskilling.
 - Pay off a mortgage, further reducing debt.
 - Continue rebuilding our operating reserves at a rate of \$5,000 per week.
- **Closed 2020 with our strongest cash position in years, This put us in a good position as we head into 2021 and continue to adapt to yet another new normal.**



ASSETS

Current Assets	\$ 1,530,476
Fixed Assets (net)	2,093,797
Other Assets	298,755
Total Assets	\$ 3,923,028

LIABILITIES

Current	\$ 299,814
Long-term	784,822
Total Liabilities	\$ 1,084,635
Total Net Assets	\$ 2,838,393

REVENUE

Private Revenue	\$ 537,435
Public Revenue	5,824,667
Other Revenue	898,177
Total Revenue*	\$ 7,260,278

EXPENSES

Personal Expenses	\$ 5,127,712
Program & Occupancy Expenses	846,835
Operating & Other Expenses	240,001
Total Operating Expenses	\$ 6,214,547

INCOME

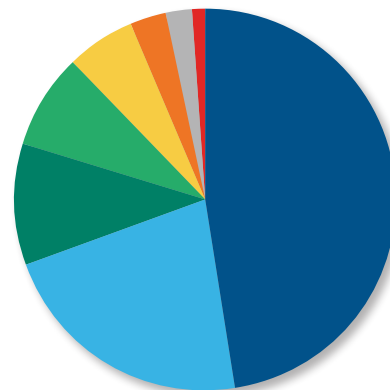
Operating Income Before Depreciation	\$ 1,045,731
Depreciation	233,602
Net Income	\$ 812,129

USE OF FUNDS

Program Expenses (89%)	\$ 5,202,155
Fundraising Expenses (4%)	\$ 234,403
Management/General Expenses (7%)	\$ 439,270
Total	\$ 5,875,828

* Included Temp restricted funds
Numbers are unaudited.

HOW WE MEET NEEDS



Case Management	\$ 3,065,057
Clubhouse Community Support Program	1,416,665
Vail House	668,112
Vail Care	510,786
Site-Based Housing Services	391,064
Vail Connect	183,867
Results Focused	154,749
Mental Health Connect	57,851
Total	\$ 6,448,149

A Top 150 Workplace

WHOLE-PERSON WELLNESS is a critical part of the recovery journey for individuals Vail serves. It's also a critical component of our approach to caring for our most vital asset – our employees! In response to our 2019 Employee Engagement survey, the HR Team went into 2020 with Employee Wellness as one of our top priorities. This initiative was set to roll out in April, and then our entire world was turned on its head by COVID-19. Just weeks later, our worlds were shaken again by the murder of George Floyd and the public outcry for justice.

Suddenly, we were faced with a new challenge:

How do we help employees care for themselves, their families and the people we serve in a rapidly evolving world?

How do we ensure employees balance the demands of work with the demands of their personal lives?

We didn't have answers, but knew we could use our strengths – **resilience, hope, innovation, and collaboration** – to focus on opportunities and learning. Our concept of wellness adapted. Mental and physical health remained in the forefront, but with heavy emphasis on self-care, work-life balance, communication, and productivity strategies. In practice:

- **Providing Educational Opportunities:** Our evolving virtual work platforms allowed us to offer training sessions on topics ranging from self-care strategies to effective use of technology.

“Vail Place is the most supportive place I’ve ever worked.”

▪ Upgrading Paid Time Off:

- Monitoring time off balances and promoting use of our generous paid time off policies.
- Encouraging employees to adapt their hours to accommodate their families’ needs.
- Instituting a PTO Donation policy for employees to support their colleagues facing particularly tough circumstances.
- Recognizing Juneteenth as an additional paid holiday.

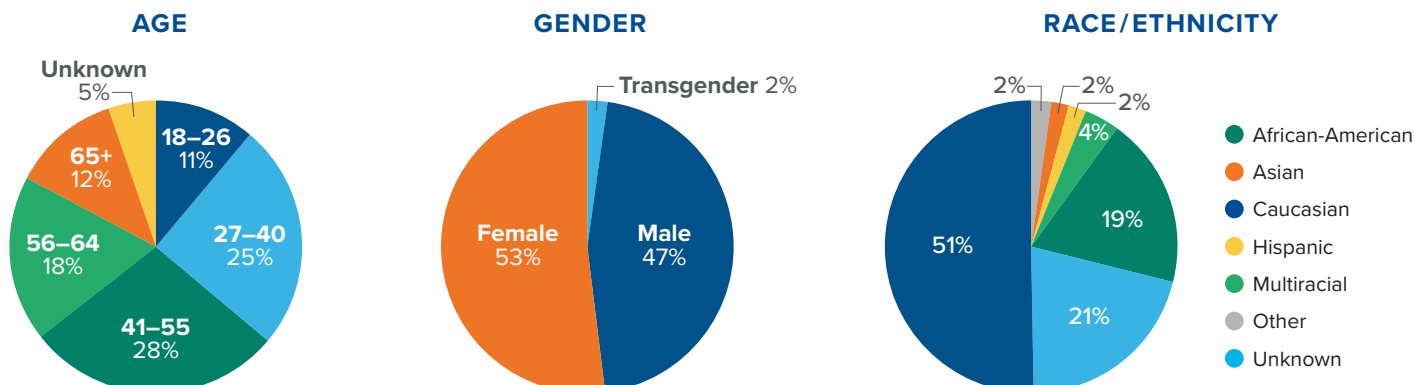
▪ Finding Joy and Inspiration Together:

- Discovering opportunities to inject laughter, appreciation and encouragement into our day-to-day
- Pausing in meetings for moments of gratitude and achievement
- Supporting channels to share photos and stories about our kids and pets

We are proud to have been voted a Top 150 Workplace by our employees for the second year in a row! “Collaborative,” “Supportive,” “Respectful,” and “Passionate” were often used to describe our work culture. We’re proud of quotes like these: “The people are wonderful!” and “I believe in the mission and think Vail Place is aligned with my beliefs.” **We’re grateful for the dedication and loyalty of our employees, and proud of the way each person showed up to help us meet our mission in 2020!**



VAIL PLACE DEMOGRAPHICS



The Dr. Vail Hour is Vail's signature event. *NOT your typical fundraiser.*

We capture our people, our work and our impact in a performance. Every year it's an original script written collaboratively and performed by Vail staff, members, and volunteers. *Gearing Up for Changing Times* was a smash hit musical turned totally virtual – a mini-movie fashioned for an online presentation – in 2020. Included throughout this Annual Report are photos from the virtual presentation and included on the back cover is a song from the musical. We're doing an original musical again in 2021... keeping it virtual, and adding a live, in-person breakfast performance. Don't miss it! October 20, 2021!



Key Staff Members

Vicky Couillard
Executive Director

Chad Bolstrom
Program Director

Jen Boulton
Director of Operations

Jamie Fann
Program Director

Sandy Hicks
Finance Director

Jolene Peterson
Director of Clinical Services

Shelly Zuzek
Director of Integrated Care

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Consultant

Angie Dahl
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Schatz Real Estate Group

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*Oh, the virus outside is frightful
And the masks are not delightful
And since we're all stuck in our room
Let us zoom, let us zoom, let us zoom*

*If we didn't have Zoom rooms to joke in
Or the internet [GULP!] was broken
It would be our everlasting doom
Let us zoom, let us zoom, let us zoom*

*When we finally can come out
'Cause we all got shot in the arm
Well we'll dance and we'll laugh and we'll shout [Hooray!]
And realize we all have our charms*

*But for now we're stuck inside
Slightly petrified
So I sing to you from this tomb
Let us zoom, let us zoom, let us zoom*

*When we finally can come out
'Cause we all got shot in the arm
Well we'll dance and we'll laugh and we'll shout [Hooray!]
And realize we all have our charms*

*So we won't always be pale faced
Yes someday we'll be at Vail Place
But in this pandemic gloom
Let us zoom, let us zoom, let us zoom*

— MEMBERS OF THE HOPKINS
CLUBHOUSE THEATRE GROUP
<https://youtu.be/9ERVMQSPgj4>



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