CMS RECIPE FOR SUCCESS:
KNOWLEDGE + EXPERIENCE = INDEPENDENCE
Actually, at Crotched Mountain we all so love a challenge! This past March, the Crotched Mountain Specialty Hospital (CMSH) achieved a critical benchmark in its mission to provide the highest healthcare and rehabilitative services to our patients. CMSH became the first hospital in New Hampshire to achieve ISO 9001 compliance. You may be familiar with this designation as a mark of continuous quality management and improvement in manufacturing and business settings.

We began our journey three years ago when, after much research and reflection, we decided to seek hospital accreditation from DNV Healthcare, Inc. DNV Healthcare, in addition to requiring the full range of hospital standards of care, integrates ISO 9001 quality compliance systems in its survey. Participating hospitals are required to achieve a continuously escalating set of standards and specifically to meet ISO 9001 level compliance within three years of initial accreditation. The program is not only a new option for accreditation it is an entirely new approach to accreditation. DNV focuses not simply on auditing the hospital’s business processes, but on finding better ways to do things in every department.

The continuous quality improvement methodology required a shift in culture for everyone—from clinical to building services staff—to cultivate an awareness of consistent quality standards in every aspect of our work. It was a team effort like no other team effort we have undertaken before, and for which I am very grateful. Staff from all areas of the hospital, administration and building services all came together to look at hundreds of aspects of our work and how we can improve so that quality is measured and tracked toward providing the highest level of care possible. Next, we will apply these same rigorous processes to our school, outpatient, community and residential services.

It has been a fascinating process to understand our work in this way. More than anything else, it gives us all concrete data and feedback as we go about our daily tasks. At Crotched Mountain, we believe information is power—the power to grow, heal and learn in a safe, nurturing and responsive environment.
The State of the Arts at CM

From photography to theater to pottery, dance and music, the arts are central to the learning and healing of the people we serve. The Mid-Winter Arts Festival in February featured a blues concert with artist-in-residence TJ Wheeler and students of Crotched Mountain School, as well as photographs by clients who studied under artist-in-residence Geoff Forester.

“I named my photo series Serenity because no matter what changes in your life—a photo lets you have that one moment forever.”
—Armand, Crotched Mountain Specialty Hospital patient

The residency with TJ Wheeler was sponsored in part by the Arts Alliance of Northern New Hampshire and VSA New Hampshire under a contract with the John F. Kennedy Center for the Performing Arts. Additional support was provided by Raising the Blues, Ltd. Ceramics were supported by the Putnam Foundation. Dance at Crotched Mountain is supported by the New Hampshire State Council on the Arts and the John A. and Carol A. Hubbard Family Foundation. Photography is supported by Crotched Mountain Foundation Board of Trustees.

Above: Ceramics created by Crotched Mountain School art classes.
Left: A Collaborative Dance Recital featured dancers from Active Ingredients, CM’s adaptive dance troupe, and Petit Papillon of the Ballet Theater of New Hampshire.
GRADUATION is a time for planning and reflection. Crotched Mountain School (CMS) graduating students Jaclyn, Matt and Drew have many achievements to be proud of as they take new-found skills and knowledge with them beyond Crotched Mountain. In many ways, these three young people represent the diversity of our student body and the amazing strides our students make at CMS.

I think CMS was the best decision we could have made. There were clear expectations for progress, and Matt's teachers and therapists challenged him to exceed the limits of his prognosis.

Lisa Kouropoulos, Matt's mom

Matthew (Matt) lives with an extremely rare genetic disorder that requires close medical supervision and multiple therapies to keep him healthy and active. Unable to sit up or communicate when he arrived at CMS, he now uses a walker, communicates with sign language and pictures, and participates fully in school life! Matt has well exceeded the expected lifespan and skill development of a person with this disorder.

Best day at CMS The day Matt participated in his first school play.

Accomplishments Matt's strength, stamina and confidence have increased so that he can walk independently with a walker and ride an adaptive bike. In class, he uses the computer for learning and fun. And, he's developed good listening skills, which he employs in group activities.

Favorite subjects Books and music, especially singing during morning circle time.

Teacher Judy Beckman’s favorite memory Matt smiling and singing as he walks down the hall.

What’s next? Matt will live at home and take part in an individualized day program.

Matt in one sentence He’ll do anything for a song!
Jaclyn is diagnosed with autism. Before enrolling at CMS, she frequently exhibited behaviors that were harmful to herself and the people around her, leading to inpatient psychiatric care. Since arriving at CMS in 2012, Jaclyn has learned to regulate her emotions and choose responses that enable her to learn and be independent. And, best of all, she’s discovered countless ways to have fun!

**Best day at CMS** Jaclyn and her sister turned Jaclyn’s bedroom into a disco and danced their hearts out!

**Accomplishments** Jaclyn has learned to express herself with words rather than actions. This has enabled her to spend time in the community working at a hair salon and collecting the mail at the local post office. She loves to play the piano and easily learns new tunes just by listening.

**Favorite subjects** Music and gym and anything involving use of an iPad.

**Teacher Jess Granger’s favorite memory** Watching Jaclyn play the piano. She is amazing!

**What’s next?** Jaclyn will move to a group-living setting close to her parents’ home. As part of her daily activities, she will likely continue to volunteer in the community and pursue her interest in music.

**Jaclyn in one sentence** She exudes happiness.

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**Andrew (Drew)** Drew is diagnosed with ADHD and a learning disability. Interpersonal relationships were difficult for him and, academically, he was a reluctant student who resisted traditional classroom instruction. Since connecting with vocational activities that integrate math and other subjects, and with supportive counseling, Drew has blossomed socially and academically.

**Best day at CMS** Landing a paid position at one of his vocational training sites.

**Accomplishments** Drew has grown as a student and a person. When he is frustrated, he has learned skills to help him refocus on the task at hand. He is polite, kind and inviting to everyone. He acts as a role model for the younger students.

**Favorite subjects** Drew loves school, especially when he can work with his hands in Farm School and at his vocational job sites.

**Teacher Alyssa Collyer’s favorite memory** Drew made delicious eggrolls in his Farm School class using vegetables he and other students grew themselves. He was proud to follow this project from start to finish.

**What’s next?** Drew will work with a team at Easter Seals to explore vocational options near his home including automotive repair and a Job Corps position.

**Drew in one word** Inspiring!

Before CMS, Drew was quick to anger and had a hard time focusing. He’s changed and matured so much. He comes home from school upbeat and happy.

Lisa Waterman, Drew’s mom

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We have witnessed the most amazing changes in Jaclyn. She’s funny and smart and loved by many. Best of all, she knows that people here believe in her!

Cindy Goldstein, Jaclyn’s mom
Phil, Mario and Joseph DeCarolis recall their brother Rocco’s (Rocky) enthusiasm for Crotched Mountain in the late 1950s when the center was gaining a reputation as the preeminent provider of services to children with disabilities. An avid outdoorsman, Rocky loved to organize hunting and fishing trips for family and friends. As Phil says, “Rocky connected his passion for helping children with his love of the outdoors. Once a year, he gathered us together for a game-food buffet to raise funds for Crotched Mountain. We became Rocky’s Rangers.” At these events, Rocky enjoyed raising funds using a “Kangaroo Court” whereby attendees were charged with infractions of hunting and fishing “rules.” After some good-natured ribbing, the accused were invariably found guilty and issued small $10 to $25 fines with all “court” proceeds benefiting CM.

Tragedy struck during a group fishing trip to Moosehead Lake in Maine in 1964. A sudden storm capsized the fishing boat carrying Rocky, his wife Mary, and her parents, Sam and Dorothy McLaughlin. Though Mary survived, Rocky, Sam and Dorothy perished. But support for Crotched Mountain didn’t stop. In fact, friends and family members continue Rocky’s traditions to this day. “It was very hard at first, but we kept the hunting and fishing trips going, and for the last fifty years, Rocky’s Rangers have continued their annual banquet.” With the passing of time, the next generation has stepped up with events now led by Mario’s son, Richard. As Phil says, “It’s great the tradition continues. We have fun and feel good about supporting a cause that was near and dear to Rocky.” And, by adding a little extra to their fines, the Rangers have boosted total giving to approximately $50,000.

This year, Rocky’s Rangers honor the 50th anniversary of the passing of their founder. Their steadfast support of Crotched Mountain throughout the decades symbolizes the powerful impact created by sustained giving. Even a small gift, made regularly over time, adds up. These gifts help create life-changing successes for this region’s most vulnerable children and adults. We thank you, Rocky, and all of your Rangers!

For more information on sustained giving and other ways to make a gift, contact Kevin Harte, Charitable Gift Advisor, kevin.harte@crotchedmountain.org or call 603.547.1489.

To better understand the value of your gifts to Crotched Mountain, Susan Sassano, mother of CMS student Jason, shares details of his successes in a short video: crotchedmountain.org/sassano/
**TREE FARM OF THE YEAR**
Hillsborough County Conservation District recently named CM the 2013 Hillsborough County Tree Farm of the Year. A certified tree farm for 27 years, it includes a total of 1,247 woodland acres located on Crotched Mountain with portions within Greenfield, Francestown and Bennington. CM received the award for its commitment to provide outdoor recreation opportunities while maintaining natural beauty and maximizing diversity. “We are pleased to be recognized and acknowledge the hard work of forester Bob Todd, CM VP of administration and facilities Mike Terrian, and others committed to maintaining the land to build community and enrich lives,” said Michael Redmond, CM Senior VP and COO.

**SUSTAINABLE ACCESSIBLE TRAILS**
*What You Need to Know*
Register for these two upcoming Crotched Mountain conferences presented by master trailbuilder Peter Jensen of Peter Jensen Assoc.

**Sustainable Trails for All** Learn about federal trail accessibility guidelines and trail planning June 25–26 (check for October dates).

**Trail Construction for Universal Access Workshop** Design and build a section of accessible trail June 27–28 (check for October dates) crotchmountain.org/sustainabletrails

**BRUINS GAME RAISES $27,000**
On Sunday, February 9 the Crotched Mountain Wild, a team of employees and friends of CM, took to the ice against the Boston Bruins Alumni before a crowd of more than 650 fans in the fourth annual Bruins Alumni Classic. Nearly $27,000 was raised in support of the CMARS program.

“We are honored to support the CMARS program, which provides hundreds of sports experiences each year to children and adults with disabilities,” said Rick Middleton, Bruins Alumni captain. “Every time we’ve played the Crotched Mountain Wild it has been a great day on the ice for a great cause!”

**STUDENT ART LIGHTS IT UP**
CMS art classes lit up the student art gallery with sculptures and paintings of lighthouses. The colorful drawings, paintings and sculptures depict an array of lighthouses of varying function and design. “The lighthouse is a subject that addresses history, architecture and a commonality among many countries and cultures. Students also learned about the development and function of lighthouses,” explained CMS art teacher Eric Peterson.

**SPRING SHOPPING!**
The CMS store is open with a wide array of inventory ranging from helium balloons to office supplies to colorful Crotched Mountain sweatshirts, tee shirts and fleece vests. Stop by anytime during the school day to browse and buy. CMS students will be happy to help you!
The Twelfth Annual Crotched Mountain Golf Classic is a must-do special event for golf enthusiasts with a philanthropic heart. Join us for great golf along with terrific prizes and contests at the Crotched Mountain Golf Club followed by a delicious buffet, auction and raffle at end of play.

Since its inception in 2002, the Crotched Mountain Golf Classic has raised over $430,000 for Crotched Mountain’s special education programs. This year the Golf Classic benefits will reach even further to support the full scope of services provided by the school, hospital, residential programs and the Greenfield campus for our full complement of students, patients and residents.

Date and Time
Monday, June 30. Shotgun start at 9AM

Where
Crotched Mountain Golf Club, Route 47
Franconia, New Hampshire

Register
Online at crotchedmountain.org/golf or call 603.547.1486 to register by phone or to learn about sponsorship opportunities.

This is a popular event so register early!