

THE *Express*

OUR WESTCARE STORIES
FROM AROUND THE WORLD



Welcome from Dick Steinberg

President & CEO

With the holiday season comes one of the hardest times of the year for so many including our staff and those that we serve. From the financial obligations of providing a happy holiday to our loved ones to possible tension with family members to being apart from loved ones during this time - all on top of colder weather – this can be a difficult season for many and for our recovery community, is the highest season for instances of relapse. For the men, women, and children that we serve in residential settings as they are taking the necessary steps to better themselves – the pressure of the season only adds to the stress. I would like to thank all staff who have been working to keep spirits bright for those that we serve and for their fellow staff. To anyone who might be struggling in one way or another, please know that your WestCare Family is here for you.

As this year comes to a close, I'd like to take this moment to reflect on the high points of what has been another unprecedented year for all of us. Amidst the challenges, our organization has continued to grow. Our stateside operations saw new programs begin in **AZ, CA, FL's Gulf Coast, IA, IL, KY, NV, OH, South FL, TN, TX,** and **WI** while our overseas operations saw an expansion of services in **Guam, the Virgin Islands, Puerto Rico,** and the **Republic of Palau!** This growth is all thanks to the hard work and dedication of our wonderful staff! Thank you for all that you do!

Additionally, our **Family Alliance for Veterans of America (FAVA)** program in Iowa celebrated their 10th anniversary while **The Living Room** in California celebrated their 25th! Congratulations to both of these amazing programs and thank you for your many years of service to your respective communities!

In direct response to the COVID-19 pandemic, we continued to see our staff and leadership truly go above and beyond in so many ways that were awe-inspiring. From adapting our services to the CDC's safety guidelines to helping host vaccination events, and confirming vaccination statuses, we have continued to hold the safety of our staff, the individuals that we serve, and our families as our top priority. These were just some of the ways that we continued to work together to find the safest and most effective way to continue the amazing work that we do within our communities across the organization.

While this past year has certainly had its challenges, please know that all of your efforts have truly been taken to heart. Heroes do in fact work here and I am confident that we will continue to rise to the occasion to serve those who entrust us with their care!

Thank you all for doing your part to Uplift the Human Spirit!

Stay safe and take care,

Dick Steinberg



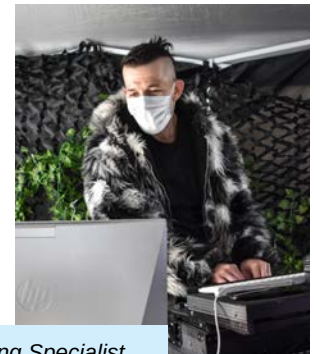
New Look, New Life

By Emily Selby, Case Manager/BHT

The women of Bentley Place Hair Design have done it again! They hosted our annual Day of Beauty for the women of WestCare Arizona's Hildy's House residential program, the Safehouse, and the Diamond House sober living home. The women were all treated to haircuts and manicures by their staff. Owner, Lora Bruno, hosts this event annually and her staff donates their time and expertise to make the women feel just as beautiful as they are! It is a great experience for the clients and gives them a new look for a new life!



WestCare Arizona @westcareaz



Giving Thanks for Friends and Community

By Michael Mygind, Marketing Specialist

Nothing says, "A Place to Belong," more than great company and a home-cooked meal. In November, our team at The Living Room with the help of some amazing volunteers on behalf of MAC Cosmetics prepared and served a warm Thanksgiving meal for their friends and community supporters. Live music was even provided by local DJ, Elijah Medina!

We'd like to thank everyone who joined our team for this special event and to those who volunteered their time to make it as special as it was!



WestCare California @WestCareCA @westcarecalifornia

"As the New Year is approaching, I would like to acknowledge our staff and the partners in the communities that we serve for the notable accomplishments and achievements that we witnessed in 2021. We met every challenge head-on with the mindset that each was an opportunity for success and have proven that there's no limit to what we can achieve when working together. In 2022, we will continue to Uplift the Human Spirit as we empower those that we serve to strive for healing, growth, and change - benefiting themselves, their families, coworkers, and communities. Happy New Year!"



Shawn Jenkins

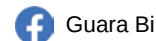
Chief Operating Officer, WestCare Foundation – Western Region



Working Together for HIV and Tuberculosis Prevention in the Dominican Republic

By Yolanda Gonzalez Malave, *Program Assistant & HR Coordinator*

Guara Bi Dominican Republic was invited by the management of **Hospital Municipal Mata Hambre in Santo Domingo** to participate in their plan for HIV and tuberculosis prevention. The objective is to promote a massive social and community mobilization through strategic alliances to implement interventions that will reduce the number of cases of both diseases in vulnerable groups, improve detection, ensure patient adherence to treatment, and achieve the goal of zero deaths from these diseases. We are pleased to be a part of this initiative and help contribute in the efforts to prevent, detect cases, follow up on treatment, and manage clients' active participation in prevention campaigns that will be developed by the hospital to fight HIV and tuberculosis.

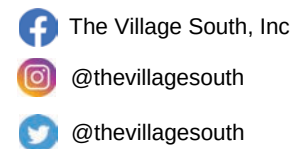


Pembroke Pines Children's Academy's First Thanksgiving

By Collene Brown, *Childcare Services Administrator*

This year was not only the first Thanksgiving of many of our infants but also the **Pembroke Pines Children's Academy's (PPCA)** first of many to come! The students were taught that November means a time for feasts, family, and Thanksgiving fun! It is a time for remembering, giving thanks, and spending time with family. This month's theme was, "We are Thankful." So, each classroom discussed the early settlers, Native Americans, and the first Thanksgiving. Our teachers engaged the children in discussing Thanksgiving traditions as well as what it means to be thankful.

Art that the children made for Thanksgiving were sent home with parents so that they could decorate their homes. Here at our preschool, we are thankful for the community, our staff, and our consumers for allowing us to be a part of their children's lives while attending the PPCA.





“As the year draws to a close, I give thanks for the WestCare Family. We’ve come through another year filled with challenges and successes. Our organization is built on the resilience of our staff and our clients. I’m so honored to embark on a new year with each of you.”

Robert Neri
Senior Vice President & Chief Program/Service Officer



G/CC’s Prevention Program & the Red Ribbon Campaign – “Drug Free Looks Like Me”

By Wilmarie Lopez, MA, Behavioral Health Therapist

The Red Ribbon campaign is the oldest and largest annual drug prevention program in the nation reaching millions of young people during **Red Ribbon Week** from October 23 - October 31. The mission is to present a unified and visible commitment towards the creation of a drug free America. The **Guidance/Care Center’s (G/CC) Prevention Program** hosted several activities during Red Ribbon Week at **Coral Shores High School** in Tavernier, FL. These activities were made possible with a collaboration between G/CC staff, the **Monroe County Coalition**, and Coral Shores High School.

The activities kicked off with a surprise flash mob dance by the **Coral Shores Canettes** and the **PBIS Club (Positive Behavioral Interventions and Support)**. During the lunch periods, music started in the school courtyard and dancers emerged from the crowd wearing bright red t-shirts provided by the G/CC. They put on sunglasses and joined in a dance that ended in the formation of a double loop ribbon. The sunglasses were honoring this year’s theme, *“Drug Free Looks Like Me,”* a reminder that every day, Americans across the country make significant daily contributions to their communities by being the best they can be because they live drug free!

Throughout the week, the students participated in different activities to show their support. There was a *“wear red day,”* a *“wear a hat day”* (to put a *“Cap”* on drugs), and a *“wear funny socks”* day (to put a *“Sock”* on drugs). Students also had the opportunity to experience the Fatal Vision impairment goggles. These were supplied to Coral Shores High School by the Monroe County Coalition and delivered memorable lessons on topics like impaired driving, underage drinking, and other substance abuse issues. Participants performed simple activities or sobriety tests with and without the goggles on. Performing the activities twice lets participants experience their capabilities while unimpaired and then impaired. The goggles cause the wearer to display impaired behaviors that are typical at various BAC levels. It was an effective educational experience. The Monroe County Coalition also provided red ribbon giveaways to remind students of the event and what they learned.

The flash mob activity and other events were so spectacular that they took the front page in the Upper Keys Weekly newspaper increasing awareness in the Florida Keys about G/CC’s prevention programs!



Guidance/Care Center by WestCare



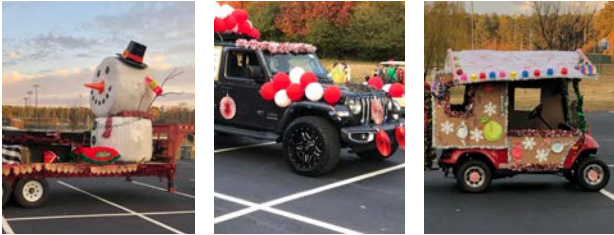
Celebrating Christmas in the City of Barnesville

By Ray Cox, Program Director

The residents and staff of **WestCare Georgia's Guidance Center** participated in the Second Annual Christmas Parade in beautiful downtown Barnesville, Georgia. The event was a grand occasion with spectacular weather and over 40 floats.

This year's theme was, "Country Christmas." The residents took the challenge personally and designed, built, and manned the float. Their design was a gingerbread barn decorated with gumdrops, candy canes, and icicles. Our sleigh from last year was used as salvage and the new float arose from the pieces. The residents learned how to work together and accomplish what was perceived as an impossible task.

Our residents and float were accompanied by "Murphy the Wonder Dog," who was a favorite of the spectators and judges. The parade route started at Gordon State College, went through the downtown business district, and ended at the college. Everyone who participated reported having a great time and felt more festive as a result of the experience!



WestCare Georgia



@westcarega



The Charles City Elks Lodge #418 Shares Their Holiday Spirit

By Tami Nelson, Veteran Advocate

Thank you, Harper Levy, HUD-VASH Program Supervisor from the **VA Community Resource and Referral Center** in Des Moines, Iowa, for sharing information with **WestCare Iowa's Family Alliance for Veterans of America (FAVA)** program! We were informed that the **Charles City Elks Lodge #418** had received two grants (*Elks Beacon Grant & Freedom Grant*) from the **Elks National Foundation** to aid homeless Veterans and their families in Cerro Gordo, Chickasaw, Floyd, and Mitchell Counties. The Elks members are taking Veterans shopping this month to purchase items for those who need a winter coat, shoes, other basic clothing, gas, a phone, food, etc., for his/her family or will deliver purchased items directly to them. Our Veterans have expressed sincere appreciation in receiving the help, especially the warm clothing! Thank you, Charles City Elks Lodge #418, the Elks National Foundation, and Jodi Hammond-Milleson of the Elks for allowing our Veterans to join you on this shopping experience! You have definitely made a difference for our Veterans!



FAVA (Family Alliance for Veterans of America)

"The turbulence of 2021 didn't dissuade the men and women of WestCare in reaffirming our enduring commitment to Veterans services! As we look to 2022, the WestCare family will continue to uplift and honor each Vet's patriotism, love of country, and willingness to serve and sacrifice. We will strive to ensure that Vets do not feel forgotten or alone. God bless!"

Craig Knierim

Senior Vice President Veteran Services





The Seven Challenges Group at WestCare Meets Renowned Author

By Carlos G. Rodriguez, Program Director



On a chilly Wednesday morning in November, the **Pathways in Education** program in Chicago welcomed poet, writer, and peacemaker, Luis J. Rodriguez to its campus. Mr. Rodriguez is the award-winning author of the book, *“Always Running - La Vida Loca: Gang Days in L.A.”* To date, he has published 16 books.

what they want out of life. *“I was a gang member, but that’s in the past,”* stated Rodriguez. *“I put myself on permanent community service as my ‘consequence’ for all of the pain that I caused when I was younger.”*

Set in the predominantly Mexican-American Brighton Park neighborhood on the Southwest side of Chicago, Pathways is home to one of the **WestCare Illinois Seven Challenges** groups. Group members, staff, and other students were treated to Mr. Rodriguez’s story of how he struggled with drugs, alcohol, and gang involvement. Mr. Rodriguez talked about the abuse he suffered at the hands of his older brother. He also talked about his father’s sexual abuse of his sister and how these experiences led him to want to numb himself with drugs and alcohol. *“We didn’t have programs like The Seven Challenges back then,”* remarked Mr. Rodriguez. *“I had to stop using, ‘cold turkey.’”*

Mr. Rodriguez closed his presentation to the school with the following:

“Every crisis we face has a measure of death and birth in it— something has to die in order for something to arise. I’m not talking about ‘death’ in the way we usually mean it. But, something that feels like a death inside of each of us also has to happen to allow us to really be born for what we are meant to be - like the idea that taking care of everyone is the best way to ensure each of us is taken care of. Remember these words, ‘We are the weave and the weaver; we are the dream and the dreamer.’”

Mr. Rodriguez encouraged students to own their lives, learn to ask for support, nurture their own art, and follow through with their decisions about

Mr. Rodriguez autographed copies of his book that were provided by the school. The Seven Challenges group members were able to meet with him one-on-one. *“Your life reminds me of my own,”* remarked one group member. *“I feel like your story makes me feel that I am important.”*



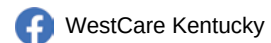
Giving Thanks

By Jeremie Delauder, MAT Research Assistant

For most, Thanksgiving marks the beginning of the holiday season. For the majority of **WestCare Kentucky’s** clients, the holiday season brings with it the sadness of being away from home and the desire to be with family, friends, and loved ones.

Residents gave statements of thanks and shared experiences in groups. In the afternoon, clients were greeted with a family-style dinner with turkey, desserts, candies, and all the fixin’s. One of our directors even presented their program with a piano that was given to her by a local resident. Residents topped off the evening listening to holiday music and decorating their respective facilities.

This year, our facilities were truly blessed with many donations from local individuals, businesses, religious organizations, and emergency service providers to make sure that Thanksgiving was enjoyed by all those clients residing at our **Perry Cline Emergency Shelter** in Pikeville and both of our Substance Use Disorder Treatment (SUDT) facilities in **Lookout** and **Ashcamp**.





Project Homeless Connect

By Amanda Henderson, *Director of Accreditation*



Project Homeless Connect is an annual mobile resource fair that connects community members in need to immediate services such as housing assistance, medical care, behavioral health care, employment support, hygiene care (*clothing, showers, haircuts, etc.*), meals, and resource navigation support. As a mobile event, Project Homeless Connect reduces barriers by bringing critical services and immediate aid to areas of high need and links homeless and other low-income community members to help that would otherwise not be easily accessible.

Our Clinical Director, Todd Edwards, served as the event's Mobile Crisis Intervention Chair and organized teams of clinicians from across WestCare's programs to provide on-site clinical services in both English and Spanish. WestCare had the opportunity to provide access to our full continuum of services in an outreach setting to underserved populations that might not otherwise be able to access care. These mobile crisis services directly correlate with some of the exciting new clinical projects that we are working on to enhance access to care and develop mobile crisis response teams across Clark County. These teams will provide greater access to WestCare's services and serve as a diversion to lighten the burden on already stressed community resources.



This year, **WestCare Nevada**, provided an overlay of clinical services to the event including mobile crisis response teams and on-site triage and assessment.



WestCare Nevada



@westcarenevada



@westcarenevada



Celebrating the Holidays

By Abby Hofrichter, *Communications & Social Media Coordinator*, Hofrichter Creative LLC

For many of **East End Community Services'** programs, the focus around the holiday is two-fold: to make sure that our clients have what they need to be comfortable and celebrate, and to provide them with an opportunity to experience the joy and togetherness of the season!

In early November, our prevention team partnered with **Catholic Social Services (CSS)** and local news station, **WDTN**, to provide coats for clients in need. Our prevention team gathered names of families and individuals within the program so CSS and WDTN could set a collection goal. The coats were distributed before the Thanksgiving holiday so that clients could be ready for the impending winter weather. Our **Pathways HUB** program has also been collecting baby items to gift our new and expecting mothers in the program!

When it comes to holiday parties, some have already happened and others are just around the corner! This holiday season, our **Aging Mastery Program** participants are celebrating in tandem with our **Youth Champions** (*grades 6 - 12*) for some intergenerational holiday cheer! The two groups got together for Thanksgiving and will gather again on December 20 at Golden Corral for an evening of games, crafts, and, if we're lucky, a talent show featuring both our seniors and youth! It's this sort of community connection and togetherness that fills our hearts with the holiday spirit this time of year!



East End Community Services



@eastendcommunityservices



SSVF – ‘Tis the Season for Holiday Cheer and Compassion

By Ciera Tamayo, Outreach Specialist

Happy Holidays from the Pacific Islands familia!

The holidays are filled with family gatherings, festive décor, and an abundance of laughter. While we envision the holidays to be merry and bright, this time of the year may be difficult for many of our Veterans. This holiday season, help spread cheer and support to those in need.

We hope that we can inspire others to lend a hand. Within us, we have the powerful ability to show compassion to those who selflessly served. The holidays provide endless opportunities to show small acts of kindness. To the right are some ways we can spark warmth in others.

Our WestCare family tirelessly serves the most vulnerable groups in our communities. However you celebrate the holidays, we hope that you let your giving nature and compassionate heart lead the way.

Your generous contribution of non-perishable items or hot meals can make a Veteran family’s dinner together more joyous. You can share your home-cooked spread through pre-packaged plates or connect with a local Veterans organization that’s hosting a food drive.

Grab a family member or friend and give the gift of time by volunteering. Not sure where to get started? Reach out to your local Veterans organizations to know what events they’re hosting. A Christmas carol, bell ringing, or your local soup kitchen can always use the extra hands.

Opening a gift filled with necessities can bring much needed cheer. A care package for the Veteran and their family is one of the many ways your present can go beyond the season. Want to add a personal touch? A homemade festive card will surely brighten their day.



WestCare Pacific Islands



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We are committed to staying safe. Thank you for wearing your face mask.



Thankful & Giving Thursday

By Elizabeth Roldan, *Administrative Assistant*

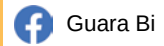
On Thankful Thursday, students from the barbershop and styling course at **NUC University** came to **Guara Bi** to give haircuts to our clients and trim beards. This motivated each participant to raise their self-esteem and feel confident in themselves. The students expressed that it was a wonderful and enriching experience for them. According to research data, people say that they feel much better when they are comfortable with their hair and the hairstyle that they wear. Well-groomed hair is not only a good presentation of oneself, but it has a direct effect on our self-esteem.



Also during the event, Mr. Rúben Cruz, Coordinator of Guara Bi, expressed his thanks to all his employees, contractors, interns, and volunteers for their support. It was a very emotional moment in which, with tears in their eyes, everyone expressed their thanks and respects to their co-workers and WestCare for the opportunity to serve and help the ones in need.



Follow the journey online



"Season's greetings to the WestCare family and friends! On behalf of the development team, I would like to thank each of you for your dedication and professionalism during these very difficult and challenging times. We appreciate your ongoing support as we continue to ramp up the private development program for all of the regions under the WestCare umbrella. We are finishing strong in 2021 and are looking forward to working with you to achieve unparalleled results in 2022. Thanks again for all that you do to Uplift the Human Spirit!"

Scott Faulkenberry

Senior Vice President/Chief Development Officer, WestCare Foundation



International Day for the Elimination of Violence Against Women

By Yolanda Gonzalez Malave, *Program Assistant & HR Coordinator*

As part of the celebration of the **International Day of Non-Violence Against Women** and at a time when the island of Puerto Rico is in a state of emergency due to gender violence and a worrying record of femicides. The staff of the **Guara Bi Manaya** program, which serves victims of crime and domestic violence, carried out an activity to show support, empathy, and solidarity to all participants in this situation. The staff and participants dressed in violet, held group therapy, and designed posters in which they wrote their determination not to be a victim and shared a message of solidarity with the victims of violence.



Our First Ever Jail Cohort Education Program

By Shandi Hill, *Project Director*

WestCare Tennessee's staff worked hand-in-hand with the local **Cocke County Tennessee Sheriff's Office** to help facilitate evidence-based programs such as Moral Reconciliation Therapy (MRT), Breaking the Chains of Trauma, Botvin LifeSkills Training Parent program, and a host of job readiness classes. All eight participants successfully completed their sessions and graduated from the program on October 31, 2021. This was the first **Jail Cohort** program of its kind in the state of Tennessee. It was an honor to be asked to be part of this remarkable journey with these gentlemen. WestCare Tennessee started the next cohort on November 15, 2021.

The Key Brings Faith, Food, and Fellowship to the Second Chance Recovery House

By Renee Salyers, *Regional Administrator*

Todd Adkins and other members of the **Avenue Church** and their **Key Jail Outreach** volunteer group brought a Thanksgiving meal to the **Second Chance Recovery House** along with worship leaders. The Key's outreach is geared towards reaching inmates and their families on a voluntary basis with the love and hope of Jesus.

Matthew 16:19 - *"I will give you the keys of the kingdom of heaven; whatever you bind on earth will be bound in heaven, and whatever you loose on earth will be loosed in heaven."*

Commenting on their service to their community, Adkins said, *"We are a diverse team of people that all have a past. We are not perfect, but we are overcomers that carry the culture of Jesus. We have been given authority to bind strongholds, addictions, and generational curses with the key. The Key is Jesus and He is the One that will loose freedom in the lives of many we encounter."*

It was great fun, food and fellowship.



WestCare Tennessee



@WestCareTN



"As the year comes to a close, it is a time for reflection – a time to reflect upon our successes as well as the hurdles we faced over the year. No matter what has happened in the past year, the New Year brings fresh beginnings as well as new opportunities and challenges. Nonetheless and most importantly, this is the time to be thankful for our family, friends, and co-workers who help make all our success possible."

Stephen Wright

Senior Vice President of Appalachia Operations

“As I look back on 2021, it is a year that has been remarkable in many ways across our organization. Knowing that we have all faced personal and professional challenges throughout this past year yet have never strayed from our common goal of Uplifting the Human Spirit, directly speaks to the amazing human beings that we have in our WestCare family. I am honored and proud to be working alongside our team members, community partners, volunteers, and supporters in the communities we serve knowing that we are making an impact to those who are in our care.”



Savannah Jones

Senior Vice President of Human Resources



World AIDS Day CARE-a-Van

By Jessica Cerda

WestCare Texas San Antonio put the “Care” in Caravan by serving the community’s most vulnerable in observance of **World AIDS Day**. On Saturday, December 4, a coalition of organizations including **AmeriCorps Public Allies**, **BEAT AIDS**, the **University of the Incarnate Word (UIW) Nursing Cardinal Wellness Center**, **Street Medicine**, **Women Veterans of San Antonio**, **Delta Sigma Theta Sorority**, **S.A. Hope Center**, **Young Women’s Christian Association (YWCA)**, and **KHS Consulting** joined the WestCare team for a “CARE-a-Van” of services and resources.

The BEAT AIDS mobile unit led the “CARE-a-Van” to three locations including SAMMinistries, located downtown, as well as homeless encampments near VIA Centro Bus Station in San Antonio’s Westside and Hays Street Bridge on the Eastside. They offered HIV and hepatitis testing with gift card incentives, awareness t-shirts, and other goods. UIW administered a total of 40 vaccines in the field including flu shots and Covid vaccines. A total of 21 people were completely vaccinated for COVID and qualified for \$50 grocery gift cards from the YWCA.

“It was a very thoughtful, innovative, and creative community partnership that allows us to begin to understand the issue of homelessness within our community. It opened our eyes on how we need to accept and help people where they are,” said UIW Assistant Nursing Professor Dr. Linda Hook. *“I felt as if there were moments that I took away and learned a lot about the people by going to them instead of them coming to us.”*

The social workers at S.A. Hope Center were able to connect with numerous people about housing assistance sharing the next steps and where to go. Clothing, hot meals, bottled water, personal hygiene, and safe sex kits were distributed at each location. WestCare Texas’ Lead Prevention Navigator, Xavier Graves organized and led the event. *“I was thinking of underserved groups that needed more assistance and the best way to serve them. The Care-a-Van idea emerged from these two ideas”* said Graves.



WestCare Texas



National Hunger & Homeless Awareness Month

By Shelisa Allen, *Administrative Assistant*

On Thursday, November 18, **Virgin Islands Partners in Recovery (VIPIR)** decided to give back to our community by creating a care package for those individuals consisting of a home-cooked meal, cold drinks, and personal hygiene items. As a team, we prepared a meal to 80 homeless persons in our community.

There has been a recent rise in homeless pandemic in our local community. The Virgin Islands local continuum of Care on Homelessness (COC) provided data that revealed approximately 200 people in our territory that have defined themselves as homeless.

We are eager to collaborate with other organizations in the future to continue to provide support to our community and reach more individuals. Making our voice known. We are here! We are proud to continuously extend a helping hand to those in need. The Village seeks to make a difference in the U.S. Virgin Islands and continues to embody what it means to uplift the human spirit.



The Village - VI Partners in Recovery Inc / WestCare

The Power of Gratitude: Counting Our Blessings Instead of Sheep

By Donald Lachman, *Special Projects Coordinator*, and Andrea Talmadge, *Regional Coordinator*



We now know that when Bing Crosby crooned the song, "Count Your Blessings Instead of Sheep," in the famous holiday movie, "White Christmas," he was offering very powerful self-care advice. Multiple studies now confirm what many people already believed - that counting one's blessing and having gratitude is a powerful influencer contributing to better overall health. We think this is particularly important for members of the WestCare family because of the professional burnout associated with service organizations assisting people - many of whom are presenting complex individual health, social, and justice issues.

The current research demonstrates that feeling grateful has wide-ranging positive effects on people. These effects can include increased personal well-being (Watkins 2004; McCullough et al. 2004) and lowered stress as well as a

reduction of negative states such as depression and social anxiety (Kashdan and Breen 2007). The positive effects of gratitude may also include physical well-being such as better sleep quality (Emmons and McCullough 2003; Digidon and Koble 2011). Grateful thoughts before falling asleep are associated with higher individual quality of sleep and with improved functioning the following day (Wood et al. 2009b). Similarly, research suggests that feelings of gratitude are associated with other positive outcomes such as emotional and social functioning (Wood et al. 2010).

At WestCare Washington, our small but mighty team have many blessings for which we are grateful. Among the most significant in our lives is being a member of the WestCare family. As we have cautiously navigated the COVID-19 pandemic, the guidance and support regularly

provided by WestCare's leadership and staff emerged as an essential and trusted lifeline. Like a lighthouse shining through a turbulent storm, we had confidence that WestCare's leadership was the beacon to help us successfully navigate our first and hopefully the last pandemic. This assistance ranged from program development and guidance to detailed attention to our individual safety as well as the clients we serve. Our trust has been well placed and we are very grateful. We encourage all of our colleagues to regularly take time for gratitude and to count their blessings. It will likely contribute to a happier and healthier you! Wishing you a safe and happy holiday season.



Grants & Resource Development



Indirect Cost

By Lisa Jackson, *Interim VP of Grants*

You have probably heard the term, “*indirect cost*,” and you might have wondered what exactly it is and what does it pay for in a grant. Indirect costs are agency-wide (or region-wide) general management costs (i.e., *activities for the direction and control of your region or agency as a whole*). General management costs consist of administrative activities necessary for the general operation of the regional agency.

In general terms, an indirect cost rate is the percentage of an organization’s administrative costs to its direct costs. General management costs are necessary for any program to exist. By using an indirect cost rate, WestCare has a standardized and efficient way to recover a share of general management costs from individual grant programs.

Conversely, direct costs are costs that provide measurable and direct benefits to our programs and clients/participants. For WestCare, these include costs that relate directly to program services and support costs that relate to the peripheral services necessary to maintain the programs. Examples of direct costs include salaries and benefits of counselors and case managers, payments for curriculum, office supply purchases, and client costs (e.g., *client transportation*).

The indirect rate should not be confused with your WestCare Foundation management cost. The indirect rate collected on a grant may be used to pay for these costs, but it is also used to cover the program’s management. Look around at the administrative or business offices and know that not all of those individuals who help your program run smoothly are paid for out of direct cost in a grant. Many of these positions are supported with funds gained through your indirect rate. It’s an important revenue source for the region as well as Foundation to ensure that there is good management, reporting, and the other infrastructure needed to provide quality services.

Information Technology



Staying Secure While Working Remotely

Advancements in technology have ensured that our work is more portable than ever. Smartphones, laptops, tablets... these types of devices enable us to transport data, share information, and stay connected from just about anywhere. It's important to realize, however, that taking your work to go has inherent risks. When you leave the relatively secure confines of your office space, your devices and data are more exposed. To ensure that you stay safe when working outside the office, consider these rules of thumb.

Be Very Cautious with Public WiFi

The open nature of public WiFi hotspots is both a convenience and a concern. Because anyone can connect at any time, the network is highly visible. Unless you take security measures, anyone using the same WiFi can eavesdrop on your browsing. Free WiFi networks are particularly vulnerable and are a favorite target of hackers. There are ways to use public WiFi safely, though. Consider these tips before connecting:

- **Confirm the network is legitimate.** Scammers create "rouge networks" that look like legitimate connection points. Make sure are not connecting to a scammer's network.
- **Use a VPN if you can.** If your company offers virtual private network (VPN) access, connect and operate through that VPN to add a layer of security to business-related activities.
- **Only enter personal information on secure sites.** If you must access password-protected sites, only do that if the site offers an https:// option.
- **Avoid financial transactions** – It's never a good idea to handle financial matters over public WiFi.
- **Don't do anything personal on a public computer** – Shared computers, like those found in public libraries or hotel business centers, can never be considered secure.

Another point to consider: public WiFi isn't confined to public places. If a home network has open access (*i.e., no password and no security measures*) it is essentially a public WiFi hotspot. Is your own home network secured? If not, you should change that immediately.

Restrict Access to Your Work Devices

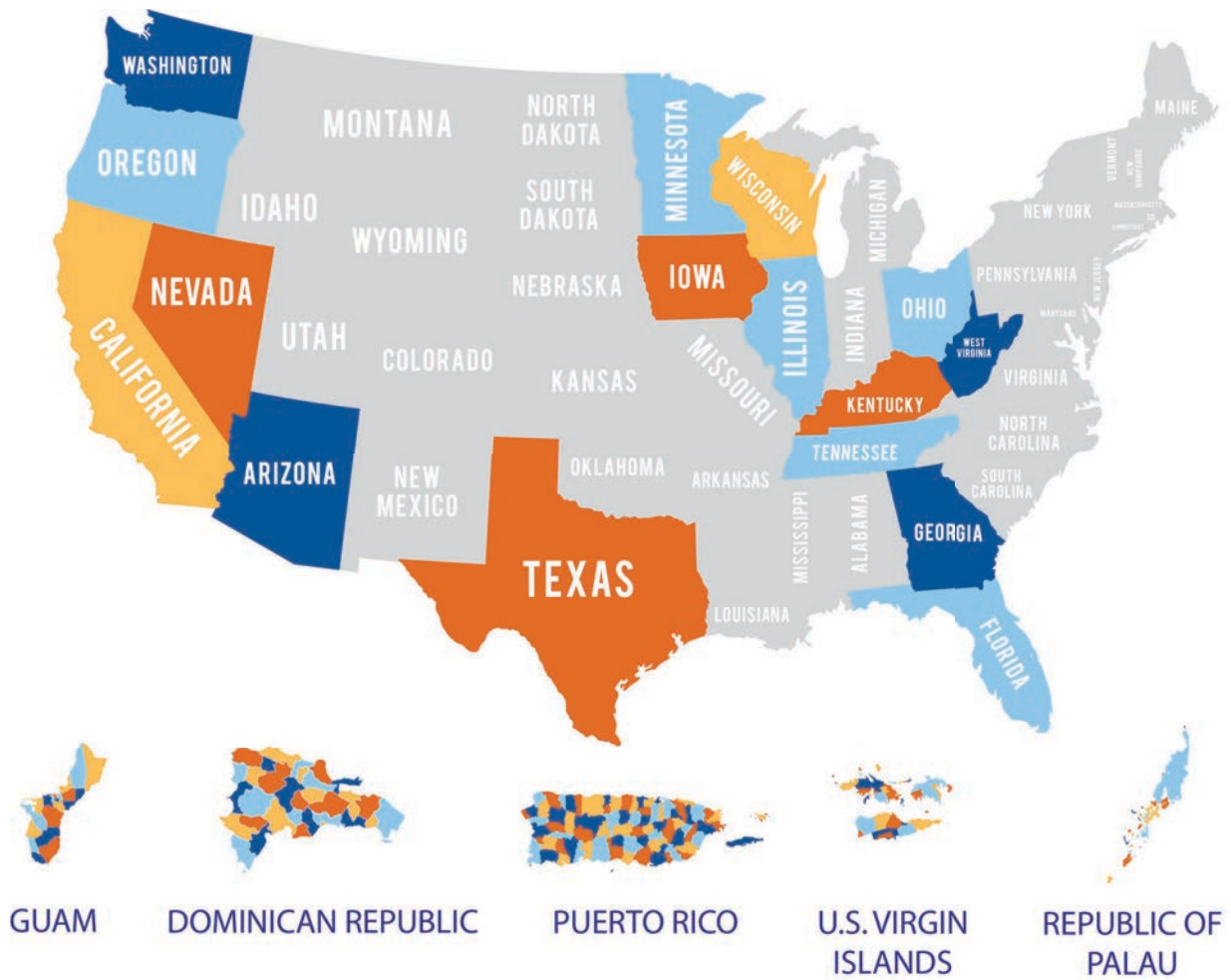
Though WestCare owns your work devices, you are responsible for keeping them safe and secure. That becomes significantly more challenging outside the office environment. But here are a few tips that can make this easier:

- **Lock it when you leave it.** Running to the bathroom or getting a cup of coffee? Leaving your devices in a conference room while you take a break from a meeting? Stepping away from your devices at home while your kids are around? These are all prime examples of times you should lock your laptop, tablet, or mobile phone.
- **Don't leave your devices unattended in public places.** When traveling or outside the office for any reason, you must keep your devices with you. Airports, restaurants, and conference centers are no place to leave your devices unattended. Your car is not a safe storage option - not even the trunk.

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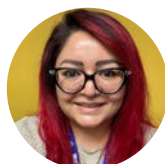


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