
Annual Report

2021



January 31, 2022

**Connecticut Valley
Addiction Recovery Inc.**

CVAR

Connecticut Valley Addiction Recovery (CVAR) is a non-profit organization whose mission is to provide evaluation and comprehensive treatment for opioid, and other substance use disorders and related conditions. The organization is the successor to Connecticut Valley Recovery Services, Inc, the practice established by Dr. Frederick Lord in 2007. From a single provider practice, CVRSI grew into a single specialty group practice devoted to treatment of opioid, and other substance, use disorders, offering evaluation and diagnosis, medication assisted treatment, counseling and psychotherapy and case management. In 13 years, over 1000 patients have been treated including the current roster of nearly 300 active clients.

A primary goal is to lower the barriers to treatment as much as possible. However, treatment involves more than simply prescribing medication and offering counseling. There are many, substantial barriers both to treatment and to recovery that hamper people in their journey to a better life without drugs. Housing, employment, transportation, childcare, food and economic insecurity, lack of primary medical and dental care and being un- or under insured often delay or prevent people from seeking or getting the help they desperately need or makes it very difficult. While participation in the Vermont Blueprint for Health Hub/Spoke program has provided some resources to address these issues, there is much more that needs to be and can be done.

Connecticut Valley Addiction Recovery was founded in order to expand the mission of the previous treatment program and be able to seek out the resources needed to address these issues. By accessing resources over and above those gleaned from practice related revenue, the hope is that personnel and resources to address the myriad issues facing the individual trying to access recovery from addictive disease can be assembled and sustained



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Susan Berube- Webmaster, Social Media/Marketing Specialist

Chairman of the Board

To hold that the past two years, since February 2020 to date, have been eventful, gives new meaning to the word “understatement”. The seismic shift in the lives of people in every walk of life has been profound, as the COVID pandemic has affected every aspect of daily life. Along with the social, economic, and political upheaval caused by the pandemic and efforts to mitigate its harm, the crisis of use and misuse of opioid drugs, both prescription and “street”, along with other drugs of abuse continues to build. While the coronavirus and its depredations continue to catch the headlines, more and more attention has been given the epidemic of ruined, and ended lives due to opioid use and fatal overdose. In Windsor County, after a brief decline early in 2020, the rate of fatal overdose has increased to where Windsor County has had the third highest incidence in Vermont with 18 deaths (33.1/100,000) in just the first 9 months of 2021. The Vermont Department of Health projects that, when November and December statistics are available, that Vermont will break the record for overdose deaths, set only one year earlier in 2020. Synthetic fentanyl analogues are the principal culprit in these events.

Connecticut Valley Addiction Recovery has been, and continues to be, at the forefront of efforts to mitigate these statistics and provide resources to those seeking help for their substance use disorders. In February, a third provider, with the X-waiver permitting prescription of buprenorphine for office-based treatment of opioid use disorder, was added to expand the availability of medication assisted treatment to the community. Individual and group counseling has been expanded to address not only opioid use disorder but other substances as well. We continue to participate in, and benefit from, the Vermont Blueprint for Health program that provides a counselor and a nurse/case manager to support clients in seeking recovery.

Development, led by Ms. Adrienne Sass and Mr. Earle Rugg, has been successful in obtaining one large, anonymous gift as well as several smaller grants from local foundations. Ongoing development efforts to support clients who are un- or underinsured in accessing treatment and addressing other barriers to treatment and recovery are being made.

In the next year, we plan to add another clinician to not only ease the burden on our current staff but to diversify our counseling offerings to include dialectical behavioral therapy, substance specific, gender specific and family groups. Expanded supports for

paying for treatment and medications, help with employment, housing and food insecurity, and other necessities, as well as referral and access to medical, dental, and mental health care are anticipated.

Access to residential treatment for substance use disorder, particularly for those insured by Medicaid, Medicare, or individuals with large deductibles is a challenge in Vermont and New Hampshire. Those who are able to access this level of care, and even those who simply seek to access treatment on an outpatient basis find themselves trying to distance themselves from their addiction while continuing to live, or go back to, the environment that was a factor in developing their dependence on substances. Petrus Levonus, MD, DFASAM, has been quoted many times as saying, "One cannot remove a rock from a mud puddle, clean, dry and shine it up, then put it back in the puddle and expect it to stay clean."

For this reason, given the scarcity of such facilities in Windsor and Windham Counties, a committee is exploring the establishment of a Recovery/Sober house, where people out of residential treatment or otherwise early in their recovery journey can find housing, recovery, medical and mental health services and, most importantly, a substance free environment to allow their recovery to strengthen. They will be then better equipped to resume a place as a productive and sober member of society. Such an endeavor will require much work and substantial funding; However, this is in keeping with the mission of this organization and has received the full support of the board.

We are grateful beyond words to our benefactors and the many people who encourage and support us in this work.

Respectfully,



C. Frederick Lord MD, FASAM

Executive Director

The past year has seen the completion of the transition of the practice to a not-for-profit 501 C 3 Corporation. We continue the slow and laborious process of credentialing the practice, and recredentialing of all our providers, with insurance carriers and other third party payers, under umbrella of the new organization. This has taken considerable time and effort. This is nearly completed with a few still pending processing. Our practice and all of our providers participate in all CMS sponsored programs, Medicaid in VT and NH and most major health insurance carriers.

Under the leadership of our Webmaster and Social Media specialist, Susan Berube, CVAR launched its website, www.cvarinc.org, early in the year, updated the Facebook page and initiated an Instagram account, to make communicating with patients, friends and family and the general public easier. Monthly newsletters were started early in the year and regular postings regarding practice activities and topics/resources concerning substance use disorders can be found.

One of the areas of focus of the organization has been to address various barriers to treatment, including social determinants of wellness and disease. These include:


- having no medical insurance, or coverage that leaves patients responsible for significant amounts due to large deductibles, co-insurance or co-pay amounts.
- Housing insecurity- we have a number of clients who are homeless, or have unstable housing. As a result, they often do not have ready access to basic necessities including toiletries, supplies or facilities for personal hygiene and even clothing
- Food insecurity-
- Financial insecurity, caused by lack of employment or lack of resources required to navigate available sources of assistance
- Lack of transportation
- Lack of child care

As part of the State of Vermont Blueprint for Health, CVAR is fortunate to have a Registered Nurse Case Manager who is available to provide assistance to clients experiencing any of these issues and finding resources that can help overcome these barriers. Contacts with economic services, housing authorities, job placement organizations help overcome some of these barriers.

As a more immediate response to these needs, CVAR cooperates with local foodshelves and other community organizations to provide basic needs. To address the homeless population, a homeless outreach program operated by Joseph and Marilyn Perrone of Sunapee NH, has generously provided a number of gender specific "emergency packs", backpacks filled with basic toiletries for men and women, non perishable food items, instant coffee and a coffee cup. The bags are seasonal- winter bags have hats, mittens and hand warmers and blankets. A bible, a word puzzle book (and pen) and other small comfort items are included. These packs are filled with donations and distributed to anyone in need. In addition to these, CVAR has a small stock of clean used clothing, and donated toiletries that are, again, available to anyone in need.

Finally, enabled by generous donations, a small fund to assist with small expenses like medication co pays (generally in the \$2-10 range) is available for use when needed. We welcome any donation of clean clothing, toiletries (toothpaste and toothbrushes seem to be in demand) to support this outreach.

Respectfully,


Barbara L. Welch,
Executive Director

Medical Director

The past year has seen a continuation of the practice's mission to provide evidence based, comprehensive care to individuals with substance use and related disorders. In July 2020, **Leah Beth Siegel PA-C** joined the practice. Leah is a graduate of the Tufts Medical School PA program and found her interest in addiction medicine while rotating at the Dimick Center in Roxbury MA, working with medication assisted treatment patients. Leah is certified by the National PA Registry and has her X waiver to prescribe buprenorphine for office based treatment of opioid use disorder.

February 2021, **Lindsey Loerch RN, APRN**, joined CVAR from Granite Recovery Centers in New Hampshire where she was the director of medical services and provided medication assisted treatment to clients. She received her Associates in Nursing from Nashua Community College in 2010, Bachelor of Nursing from Franklin Pierce University in 2013 and Master of Science in Nursing from St. Joseph College 2018. She is a certified nurse practitioner, licensed in both Vermont and New Hampshire and has her X waiver to prescribe buprenorphine for office based treatment of opioid use disorder. She is currently enrolled in a certification program as a psychiatric nurse practitioner.

Under the leadership of Ms. Siegel, treatment of uncomplicated Hepatitis C infection in our patient population commenced in July. The treatment protocol was researched and finalized by Ms. Siegel. To date, three patients have completed treatment.

In cooperation with Mt. Ascutney Hospital's Emergency Department, under the direction of Dr. Richard Marasa, CVAR participates in a Rapid Access to Treatment for opioid use disorder designed to facilitate entry into treatment. Patients in withdrawal from opioids, or who are simply seeking entry into treatment acutely, can present to the emergency room, be evaluated and, if appropriate, receive a first dose of buprenorphine. They are then referred to this office where the treatment intake coordinators have been able to streamline the process. Patients are now seen, evaluated and started in treatment in no more than 48 hours, often within 24. This process is currently being applied to the outpatient detoxification and treatment of alcohol use disorder and is in the early stages of development.

For the last several years, CVAR has served as a preceptor site for students in the Master of Physician Assistant Studies of Franklin Pierce University. The students have

worked with the medical providers and the counseling staff to obtain an in depth experience in the treatment of substance use disorders in a rural area. This January (2022) begins the third year of this affiliation. In October 2021, CVAR also welcomed Addiction Psychiatry fellows from the Geisel School of Medicine Dartmouth for community office based experience in addiction treatment.

CVAR is also participating in a study, funded by a grant to the Vermont Department of Health by the National Institute of Health, on the efficacy of contingency management using a digital monitoring system for individuals whose diagnoses include alcohol use disorder. In association with Dynamicare and under the direction of Dr. David Gastfriend, CVAR has 9 clients enrolled in the study.

Future initiatives include the continued development of counseling and case management services, including offering individual and group counseling to clients not receiving medication assisted treatment or otherwise not a CVAR client. With the expected arrival of commercial cannabis, ongoing education, especially in the schools and advocacy to attempt to limit the exposure of minors and vulnerable populations will be ongoing. The increasing presence of synthetic stimulants, in particular, methamphetamine based on phenyl-2-propanone (many times more potent and toxic than ephedrine based product) will be a focus of attention as well.

Respectfully,



C. Frederick Lord MD, FASAM
Medical Director

Director of Development

As the pandemic continues to affect nearly every facet of life in our society, CT Valley Addiction Recovery has worked to continue to provide state of the art, evidence based, personalized and compassionate care to those individuals who have sought help to recover from the substance use disorders that so severely affect their lives. In 2021 we have seen our patient base grow by almost 30% which is in-line with National data from the CDC reporting an increase in substance use/abuse and fatal overdoses since the beginning of the Covid-19 pandemic.

Fully 20% of our patients are unable to afford treatment. Being un-insured or *underinsured* with large deductibles and co-pay/co-insurance obligations are principal among the many factors that contribute to this significant barrier to treatment. CVAR has recognized this and, with donations from private donors and foundation grants, CVAR has been able to continue to provide services to our patients at significantly reduced rates – often at only 12% or less than the average cost of treatment. In 2021 CVAR provided more than \$53,000 in free services to individuals in need.

We anticipate this need continuing to grow in the New Year and our efforts to secure funding through grants and new private donors will grow with it.

In addition to our commitment to provide care to underserved populations, CVAR has plans for expansion of services including more, varied group therapies, an intensive outpatient program, programs targeted at stimulant and novel psychoactive drug use, as well as continued case management services and the development of recovery housing for sober living. These initiatives will require adding staff, program materials, and facilities. Our development staff is actively pursuing grant opportunities, both private and governmental as well as private gifts to support this critically important work.

We would like to thank all of our donors for their generous support, including the Hypertherm/Hope and Mascoma Foundations. Particular gratitude is due Mr. Pierre Simard, whose timely and generous support, along with the contribution of an anonymous donor, provided critical funds at the beginning of our non-profit status to provide operating capital and fund our efforts to support the under insured.

Respectfully



Adrienne Sass. Director of Development

Rural Community Opioid Response Program Grant

A consortium led by CVAR, including Mt. Ascutney Hospital, the Turning Point Club of Springfield, Turning Point Wilder VT/Second Wind Foundation, and Windsor Fire and Rescue was awarded this grant under the auspices of the Health Services and Resources Administration to further the goals of 1) facilitating the identification of individuals with substance use disorders, especially opioid use (OUD) through enhanced screening, 2) expanding access to medication assisted treatment for OUD by a) increasing the number of providers waived to prescribe buprenorphine, b) provide education to families and friends of affected individuals and the community at large about the recognition of use disorders and the availability of evidence based treatment.

Since the inception of the grant in September 2020, the following are some of the accomplishments and further goals of the project.

- Addition of CVAR to the Windsor County Substance Use Disorder Collaborative-facilitating cooperation, mutual support and avoidance of duplication of efforts and services among multiple stakeholders in addressing drug and alcohol use and the associated issues and problems.
- Collaboration with the Supportive Outreach Initiative-
 - providing financial support for recovery coach training and availability to individuals in crisis and/or early recovery
 - Engaging recovery coaches in group therapy, office based consultation for clients and referral of clients to coaching to support recovery
 - Working with local emergency responders including EMS and police to engage overdose victims and offer initial contact with a recovery coach
- Expanding and facilitating distribution of Narcan in the community including providing “rescue kits” containing Narcan, literature to assist in educating about prevention and management of overdose, personal protective items and information about accessing treatment

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- Educating health care personnel and community members. Presentations given in 2021:
 - Mt. Ascutney Hospital Rehabilitation Unit Nursing staff
 - Windsor County Mentors volunteers
 - Supporting drug take back efforts- providing mailers to allow the disposal of unused drugs
 - Promoting screening for SUD and referral to treatment
 - Expanding and facilitating access to treatment
 - Through the RAM initiative in cooperation with MAHHC Emergency Dept
 - Facilitating referral to treatment of individuals released to community supervision by Dept. of Corrections to continue MAT started while incarcerated

Future initiatives include:

- Continuing to provide community education
- Expanding counseling offerings including Dialectical Behavioral Therapy groups, 12 Step Facilitated groups, and groups grounded in other support methods
- Continued education of providers to expand the availability of MAT and addiction treatment in rural VT.
- Training providers and billing/coding personnel in proper coding and billing for screening and treatment services to maximize reimbursement

Staff notes:

Dr. C. Frederick Lord has been appointed Clinical Assistant Professor of Psychiatry (Addiction) at Geisel School of Medicine of Dartmouth College, in recognition of his mentorship of Addiction Psychiatry Fellows at CVAR and the Comprehensive Treatment Center/Opioid Treatment Program in West Lebanon NH.

In December he was named President-Elect of the Northern New England Society of Addiction Medicine.

Lindsey Loerch MSN, APRN has been accepted to the Post- Master's Certificate Program in Psychiatric Advanced Nursing Practice at the University of New Hampshire. She was accepted to the clinical preceptor program at Dartmouth Hitchcock Medical Center.

Megan Gaudette MS has enrolled in a program at the University of New England to pursue her Master of Social Work degree and her Licensed Alcohol and Drug Counselor credential

Sharon Stone RN has achieved certification in Nursing Case Management through the American Nurses Association. She is also a Certified Addiction Registered Nurse (CARN).

Tamra Shafner BSN, RN oversaw the successful re-certification of CVAR's drug testing laboratory through COLA. Tamra was also instrumental in organizing the referral process for the RAM initiative for accessing medication assisted treatment for patients seen and started on treatment through the emergency department.

Board Notes:

Lawrence Jenkyn MD was elected President of the Board of Directors of the New Hampshire Providers' Health Program.

Richard Marasa MD, FASAM, FACEP has passed the certification examination of the American Board of Preventive Medicine, subspecialty Addiction Medicine and became a Fellow of the American Society of Addiction Medicine.

Current Services

Connecticut Valley Addiction Recovery offers the following:

- Evaluation diagnosis and treatment of substance use and related disorders
 - Medication based treatment of opioid and substance use disorders
 - Drug testing in-house through a COLA certified laboratory
 - Individual counseling
 - Smoking cessation
 - Group counselling.
 - 12 step facilitated group- utilizing concepts and materials based on 12 Step principles
 - Gender specific groups- Currently a men's group and two women's groups meet weekly
- Case management- In association with the Vermont Blueprint for health, case management services are provided by Sharon Stone RN- Sharon is a Certified Addiction RN, and a Certified Nurse Case Manager. She helps clients address social determinants of health and disease and barriers to care including
 - Housing
 - Employment
 - Financial insecurity
 - Food insecurity
 - Childcare
 - Transportation
 - Insurance issues
- Payment Match Program- un-/under insured clients who incur charges for which they are responsible and have difficulty honoring can have whatever payments they are able to make 'matched' by a fund created for that purpose and have a potentially substantial portion of their bill forgiven.
- Clothes and Sundries shelf- through donations, a shelf with sundries (mainly toiletries- toothpaste, toothbrushes, deodorant, soap etc.), non-perishable food items (Cup 'o' Soup) is available for clients in need to access needed supplies. Clients and friends have also donated various clean, used clothing items that are available at no charge.

This not intended to compete with or replace local food shelves, but to provide immediate access to needed items in very small quantities to fill gaps.

Future initiatives:

- *Expand counseling services:* to individuals with SUDs who are patients of local medical or mental health providers whether they are medication clients at CVAR.
- *Expand group counseling offerings* including:
 - Substance specific (e.g., stimulant use)
 - Dialectical Behavioral Therapy
 - Life skills group
- *Offer extended group therapy;* (2-3 hours several times a week) to provide a more intense counseling experience for individuals who may need such a level of care
- *Complimentary services-*
 - Meditation
 - Yoga
 - Exercise
- ***Sober Housing-*** to provide a safe, substance free living situation for clients early in recovery while gaining employment, coping skills and other necessary life skills.

Current Cooperative Associations:

- *Rapid Access to Medication Based Treatment* for opioid use disorder- in cooperation with Mt. Ascutney Hospital Emergency Dept, clients who desire treatment are seen and evaluated, when appropriate given a first dose of buprenorphine and referred to this office where they are seen w/in 48 hours.
- *Rapid Treatment Access to Alcohol use disorder-* Drs. Marasa and Lord are participating in a Vermont Dept of Health Program, along with Springfield Hospital to provide screening, evaluation and, as appropriate, referral to either inpatient or medically managed outpatient detoxification and treatment for alcohol use disorders. The protocols are in preparation and Dr. Marasa and Dr. Lord will be providing education and training for hospital staff.
- *Recovery Coaching-* in cooperation with Turing Point Clubs of Springfield and Wilder VT, a certified recovery coach is now in the office one day a week to interact with clients on an individual and group basis, providing peer support.

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- *Drug take back*- envelopes are available to either mail unused drugs to a state disposal site or use a commercial activated charcoal container to inactivate unused drug to be disposed of safely.

Donors

CVAR wishes to recognize and thank the following generous contributors.

Corporate/Foundations

Anonymous

Mascoma Foundation

Hyperthern Corporation Hope Foundation

Individual

Pierre Simard

C. Frederick Lord MD, FASAM

Funding for the printing of this report was provided by C. Frederick Lord MD, FASAM and other members of the Board of Trustees.

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01/10/22

Accrual Basis

Connecticut Valley Addiction Recovery, Inc
Statement of Financial Income and Expense
 January through December 2021

	Unclassified	TOTAL
Ordinary Income/Expense		
Income		
43300 · Direct Public Grants		
43330 · Foundation and Trust Grants	15,000.00	15,000.00
43300 · Direct Public Grants - Other	984.36	984.36
Total 43300 · Direct Public Grants	15,984.36	15,984.36
43400 · Direct Public Support		
43450 · Individ, Business Contributions	12,922.41	12,922.41
Total 43400 · Direct Public Support	12,922.41	12,922.41
44500 · Government Grants		
44520 · Federal Grants	318,953.40	318,953.40
Total 44500 · Government Grants	318,953.40	318,953.40
45000 · Investments		
45030 · Interest-Savings, Short-term CD	18.07	18.07
Total 45000 · Investments	18.07	18.07
46400 · Other Types of Income		
46430 · Miscellaneous Revenue	0.20	0.20
Total 46400 · Other Types of Income	0.20	0.20
47200 · Program Income		
47240 · Program Service Fees	644,716.23	644,716.23
47200 · Program Income - Other	500.00	500.00
Total 47200 · Program Income	645,216.23	645,216.23
Total Income	993,094.67	993,094.67
Gross Profit	993,094.67	993,094.67
Expense		
60300 · Awards and Grants		
60310 · Benefits Paid To or For Members	45,062.85	45,062.85
60340 · Specific Assist to Individuals	72.86	72.86
Total 60300 · Awards and Grants	45,135.71	45,135.71
60900 · Business Expenses		
60914 · Refund to Medicare	69.17	69.17
60915 · refund to Cigna	46.91	46.91
60916 · refund to UnitedHealthcare	1,518.43	1,518.43
60917 · Refund to MVP	108.79	108.79
60918 · Refund to Patient	200.00	200.00
60960 · Bank service fees	401.90	401.90
60970 · Taxes- Payroll Federal	165,614.44	165,614.44
60990 · VT State Withholding Tax	20,238.80	20,238.80
Total 60900 · Business Expenses	188,198.44	188,198.44
62100 · Contract Services		
62110 · Accounting Fees	4,852.95	4,852.95
62150 · Outside Contract Services	65,846.39	65,846.39
62180 · Lab Support License	490.40	490.40
62100 · Contract Services - Other	55,011.56	55,011.56
Total 62100 · Contract Services	126,201.30	126,201.30
62800 · Facilities and Equipment		
62810 · Depr and Amort - Allowable	833.03	833.03

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Accrual Basis

Connecticut Valley Addiction Recovery, Inc
Statement of Financial Income and Expense
 January through December 2021

	Unclassified	TOTAL
62840 · Equip Rental and Maintenance		
62845 · Equip Extended Warranty	73.20	73.20
62840 · Equip Rental and Maintenance - Other	4,057.24	4,057.24
Total 62840 · Equip Rental and Maintenance	4,130.44	4,130.44
62890 · Rent, Parking, Utilities	67,343.77	67,343.77
62800 · Facilities and Equipment - Other	384.89	384.89
Total 62800 · Facilities and Equipment	72,692.13	72,692.13
65000 · Operations		
65010 · Books, Subscriptions, Reference	324.14	324.14
65020 · Postage, Mailing Service	897.70	897.70
65040 · Supplies		
65045 · Office Supplies	3,574.94	3,574.94
65060 · Lab Supplies	26,169.94	26,169.94
65040 · Supplies - Other	2,057.48	2,057.48
Total 65040 · Supplies	31,802.36	31,802.36
65046 · Group Supplies	204.48	204.48
65050 · Telephone, Telecommunications		
65051 · IT Support	5,998.19	5,998.19
65050 · Telephone, Telecommunications - Other	15,256.43	15,256.43
Total 65050 · Telephone, Telecommunications	21,254.62	21,254.62
65000 · Operations - Other	233.77	233.77
Total 65000 · Operations	54,717.07	54,717.07
65053 · Office Software	168.99	168.99
65100 · Other Types of Expenses		
65110 · Advertising/Promotion Expenses	772.63	772.63
65120 · Insurance - Liability, D and O	6,340.43	6,340.43
65125 · Insurance - Workers' Comp	2,508.00	2,508.00
65150 · Memberships and Dues	129.00	129.00
65160 · Other Costs		
65161 · Reimbursement	11,554.93	11,554.93
Total 65160 · Other Costs	11,554.93	11,554.93
65170 · Staff Development		
65171 · Training	849.00	849.00
Total 65170 · Staff Development	849.00	849.00
65180 · Casual Labor	50.00	50.00
65181 · Computer repairs & maintenance	230.00	230.00
Total 65100 · Other Types of Expenses	22,433.99	22,433.99
66000 · Payroll Expenses		
66100 · Grant Payroll Expense	71,184.74	71,184.74
66000 · Payroll Expenses - Other	669,026.58	669,026.58
Total 66000 · Payroll Expenses	740,211.32	740,211.32
68300 · Travel and Meetings		
68310 · Conference, Convention, Meeting	420.69	420.69
68300 · Travel and Meetings - Other	36.87	36.87
Total 68300 · Travel and Meetings	457.56	457.56
Total Expense	1,250,216.51	1,250,216.51
Net Ordinary Income	-257,121.84	-257,121.84
Net Income	-257,121.84	-257,121.84

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01/10/22

Connecticut Valley Addiction Recovery, Inc
Statement of Cash Flows
January through December 2021

	<u>Jan - Dec 21</u>
OPERATING ACTIVITIES	
Net Income	-256,888.07
Adjustments to reconcile Net Income to net cash provided by operations:	
13100 · Overpayment Adjustment	275.32
13515 · Refund-Credit	216.04
13700 · Petty Cash	1,431.60
20100 · Grants Payable	14,261.85
23000 · Due to/from CVRSI	0.20
24000 · Payroll Liabilities	207,252.64
Net cash provided by Operating Activities	-33,450.42
INVESTING ACTIVITIES	
15000 · Furniture and Equipment	-740.60
18400 · Loans Receivable	2,500.00
Net cash provided by Investing Activities	1,759.40
Net cash increase for period	-31,691.02
Cash at beginning of period	61,272.77
Cash at end of period	<u><u>29,581.75</u></u>

If someone wishes for **good health**,
one must first ask oneself
if he is ready to do away
with the reasons for his illness.
Only then is it possible to help him.

– Hippocrates



Barney, our therapy dog