Strengthening Services, Systems, and Communities
ANNUAL REPORT 2018
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With a mission of “inspiring innovation in practice by providing essential business services in partnership with organizations that improve lives and strengthen communities,” work at CCSI is shaped by the needs of individuals and families struggling to overcome exceedingly difficult circumstances – and by those of our provider community. While the challenges are many – and often daunting – we know that we are fortunate to have an incredible array of provider agencies hard at work in communities across our state, and we are frequently reminded of and inspired by the magic that can happen when the collective power of a community’s resources are mobilized effectively.

We see this in the story of a young mother and her four children who are welcomed into a school community in a way that sets the stage for developing the trusting relationships needed to make meaningful connections with the right services and supports (p. 13), or in the case of a woman struggling to recover from a significant illness who not only gets the healthcare coverage she needs, but is also connected with financial supports available within our community that reduce the burden and stress created by the staggering cost of medical care (p. 17). While the stories are different, they have much in common. It starts by making a connection to someone with the patience and empathy needed to establish trust; who is knowledgeable about the resources available within our system – and how to access them; and has the drive to make a difference – every day.

The breadth of our work at CCSI gives us a unique and valuable systems perspective, which drives how we develop our services and hone our expertise. On the front lines, it is essential that those working within the service delivery system have the skills and competencies to create trust and to build the relationships needed to match an individual’s most important needs with the supports that are right for them. It is also important for agencies to have a partner who can help them to recruit the staff they need, support them with the right tools and systems, and implement practical ways to assess the impact and value of their work. Finally, our system is only as strong as our provider community, and with the pace of change and growing complexity of funding and regulatory requirements, the need for specialized, yet practical and affordable consultation in key business areas – particularly among smaller community-based agencies, continues to grow. As you read the stories highlighted in this report, you’ll see examples of how CCSI is partnering with providers across the state – and beyond – to meet customer needs in all of these areas. You’ll also get a preview of how we’re continuing to evolve as we look to the future.

We end this letter by acknowledging our deep gratitude for our CCSI staff, board members and customers. We know that our work relies heavily on the ability to recruit and retain a unique and special workforce and we are incredibly grateful to those who have chosen to make their careers at CCSI. Highly talented, collaborative, innovative, and deeply passionate about their clients, customers, and colleagues, CCSI staff members bring it all. We are also grateful to our Board of Directors who give generously of their time and talent. Finally, we thank each of our customers for the trust they continue to place with CCSI as we work together to strengthen services and systems and to build stronger communities.

Anne L. Wilder
President

Cynthia Gray, MBA
Chair, Board of Directors
During 2018, we were privileged to partner with our customers* who covered more than 31 New York State counties and the District of Columbia, all working to provide the programs, services and supports that are so vital to improving health and building strong communities.

**County Government**

- **Monroe County - Department of Human Services, Office for the Aging, Office of Mental Health, Youth Bureau, Department of Planning and Development, Department of Public Health**

- **Onondaga County - Department of Adult and Long Term Care Services, Department of Children and Family Services, Department of Social Services**


**City Government - City of Rochester**

**State Government - New York State**

- Department of Health, New York State Office of Alcoholism and Substance Abuse Services, New York State Office of Mental Health
- District of Columbia Child and Family Services Agency, District of Columbia Department of Behavioral Health

**Federal Government - Department of Health and Human Services, Substance Abuse and Mental Health Services Administration [SAMHSA], Department of Housing and Urban Development**


**Provider Networks**

- Community Partners of Western New York, Finger Lakes Performing Provider System [FLPPS], Finger Lakes Southern Tier BHCC, Injection Drug Users Health Alliance [IDUHA IPA, LLC], Mohawk Valley BHCC, North Country BHCC, Recovery Health Solutions BHCC, South Central New York BHCC, Value Network BHCC

**Schools** - Enrico Fermi School #17, Genesee Valley BOCES, Syracuse City School District, The Monroe #1 Board of Cooperative Educational Services [BOCES]

**Foundations** - Farash Foundation - Max and Marian Farash Charitable Foundation, Greater Rochester Health Foundation, Rochester Area Community Foundation, Wilson Foundation

**Membership Organizations** - Council of Agency Executives, New York Alliance for Inclusion and Innovation, New York State Conference of Local Mental Hygiene Directors, Inc., New York State United Teachers (NYSUT), Youth Services Quality Council

**Higher Education** - McSilver Institute for Poverty, Policy, & Research, St. John Fisher College

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*We are grateful to have worked with the customers listed here, as well as a growing number of training customers.*
CCSI’s consulting team has a unique combination of deep subject matter expertise in areas critical to providing high-quality services, coupled with a solid appreciation for the fast-paced, complex and ever-changing environments in which our customers operate. In 2018, we were pleased to partner with a wide array of amazing organizations across the state, all working hard to improve health and wellness – and offer hope – to individuals and families in need.

Supporting Collaboration among Law Enforcement, Mental Health Providers and the Community

Led by Dr. Don Kamin, the Institute for Police, Mental Health & Community Collaboration continued to work closely with the New York State Office of Mental Health on the development of Crisis Intervention Team (CIT) programs across the state. Supported with funding from the NYS Senate, the Institute partnered with five localities across New York State to examine and strengthen their crisis response systems. In addition, the Institute provided intensive, week-long training in six jurisdictions to a total of 141 law enforcement professionals to increase their ability to recognize and respond effectively to individuals with mental illness and related disorders.

I just wanted to say thank you for all of the work that you do and presenting on such an important topic. You are both very engaging speakers and I know that we all learned a lot. I am feeling really rejuvenated after today and your presentation helped remind me that all of the work we do each day is to help students. Thank you again for all of your hard work and reminding me of why I went into this profession.

- TIG Participant

Building the Capacity of Educators to Meet the Complex Needs of Students, Families and Community

With leadership and coordination support from CCSI, the Consortium on Trauma, Illness, and Grief in Schools (TIG) provides participating school districts with the comprehensive training and infrastructure needed to respond effectively in times of crisis. Launched more than 15 years ago in Monroe County, TIG supports expanded in 2018 across Upstate New York through new partnerships with the Genesee Valley Educational Partnership, Wayne-Finger Lakes BOCES and the Center for Instruction, Technology and Innovation BOCES. This new work has connected more than 50 additional school districts with the tools they need to support students, improve staff resilience and be prepared with the evidence-based skills needed for effective crisis response. This shared training prepares school districts to transform their policy and practice, enhances collective resources and builds communities of trained partnerships to provide support during times of crisis.

On to Wisconsin – Taking Trauma-Responsive Practice Beyond New York State

2018 marked an exciting expansion of CCSI’s work in this area as a relocation of staff member Amy Scheel-Jones created an opportunity to bring these services to the state of Wisconsin. Developing relationships with partners such as the Scaling Wellness in Milwaukee (SWIM) initiative, SaintA, and REDgen, led to an opportunity to participate in the Healing Trauma, Healthy Communities conference, which included national experts Dr. Bruce Perry, Dr. Robert Anda, L. Song Richardson and Dr. Kenneth Ginsburg, and over 1500 participants. Amy now serves on the Child and Family Impact Council for the Brown County United Way and provides consultation and professional development to Whitnall School District, which has led to trauma-response training for more than 100 staff. We look forward to continued expansion in 2019.
Improving Practice and Strengthening Systems

Improving Health Equity – Policy, Practice, Collaboration – and Getting Uncomfortable

Our Cultural Competence and Health Equity Team continues to provide the education and technical assistance needed to help embed cultural competence and a focus on equity in work taking place at the agency, community and systems levels. Work in 2018 included: partnering with the New York Association of Psychiatric Rehabilitation Services and McSilver Institute for Public Policy on the statewide conference – “Confronting Health Inequity: Let’s Get Comfortable with Being Uncomfortable;” working with the Training, Resources and Coaching Center (a partnership led by the Children’s Institute) to build capacity within the initiative and its child-serving agencies and supporting a multi-year engagement with the Finger Lakes Performing Provider System to build cultural competence and health literacy within 600 partner agencies across its 13-county region.

Preparing Schools and Communities to Respond to Trauma

In partnership with New York State Office of Mental Health, CCSI is launching the NYS Trauma-Informed Network to enhance collaboration and communication and share resources among individuals and agencies working to enhance trauma-responsive practices. Web-based assessment tools developed by CCSI will help organizations and schools assess their organizations’ current practice in this area. TRUST, the Trauma Responsive Understanding Self-Assessment Tool, and TRUST-S, a tool specifically for schools, uses a strengths-based approach to organizational self-assessment, allowing users to aggregate perceptions of current practice from staff at all levels. These data are used to generate a summary report, along with specific recommendations for improving trauma-sensitive practices.

Meeting the Mental Health Needs of Children and Families Coping with Abuse

In 2018, we worked closely with leadership at Bivona Child Advocacy Center to conduct an assessment to determine the extent to which children and families served by the agency have access to the mental health services they need, with a specific focus on access to the evidence-based trauma treatment so important to recovery. The findings quantified some important opportunities to enhance local capacity for and connection to mental health services, which Bivona is actively pursuing in collaboration with its partners.

The Performance Driven Academy: Shifting the Focus to Value and Impact

In partnership with NYU McSilver and with the Managed Care Technical Assistance Center, CCSI kicked off a statewide Performance Driven Academy, a capacity-building initiative involving 150 providers across New York State. Through interactive web-based and in-person learning sessions, provider teams focused on topics critical to making the shift to a value-based payment environment, including: Organization Culture, Collaboration, Human Resources, Effective Measurement Practices, Continuous Quality Improvement Practices, Fiscal Management, Compliance and more.

We knew we required a rigorous assessment of need to provide us with a blueprint for action, and that’s exactly what we got from CCSI. We have taken their observations and recommendations to heart and have pretty methodically pursued a total overhaul of our mental health services based on their document. I have great confidence that one year after CCSI’s report was issued, we will have the basics of a new system in place, and that is due in large part to their highly insightful and actionable assessment. It’s not enough just to know you have a problem; effective solutions depend on really solid measurement of the issue and an informed vision of the future—this is what we hired CCSI for and they certainly delivered.

Briannon O’Connor, PhD
Director of Strategic Analytics and Performance Improvement

Lenora Reid-Rose, MBA
Director, Cultural Competence & Health Equity

Nancy Shelton, MA
Senior Consultant, Cultural Competence & Health Equity

Rebecca O’Connor, PhD
Director of Strategic Analytics and Performance Improvement

Bivona Child Advocacy Center
From ACEs to Assets: Building Resilience in Monroe County

In 2018, together with the Monroe County Office Mental Health, staff in CCSI’s consulting group analyzed and shared data to help us better understand Adverse Childhood Experiences (ACEs). While data from a unique community dataset demonstrates a significant level of exposure to trauma in our region, our analyses show that we can mediate the impact of this exposure by concentrating on interventions that build resilience. By focusing on what all adults can do to build resilience in youth, we minimize risks and help all youth thrive – even in the face of trauma. Simple actions like acknowledging a young person by name, asking questions about their interests, and really listening forms the foundation for building the trusting relationships with adults that are so important to increasing resiliency and reducing risk. While it’s common to think about interventions as the work of professionals, there is a role for every adult in our community to play in increasing the well-being of our young people.

Identifying Proven Ways to Impact Child Health

Early childhood is a critical developmental period, in which the foundations for lifelong health and well-being are established. Early experiences and environments affect the developing brain and body, with potentially long-lasting consequences for learning, behavior and health. CCSI partnered with the Greater Rochester Health Foundation (GRHF) to review early care and education in Monroe County in order to identify promising programs and practices, training and coaching needs and policy changes needed to support whole-child health. Working with CCSI helped GRHF rethink its approach to whole-child care, moving from funding a handful of pilot programs to supporting and expanding large-scale, county-wide approaches. As a result of CCSI’s recommendations, GRHF is also considering improving equity throughout its entire funding strategy, shifting its focus from broad health to equity in health and child care.

Community Schools: Improving Student Learning, Supporting Families, and Strengthening Neighborhoods

A community school is a framework for connecting a school and other community resources in which the school becomes the hub of the neighborhood and the access point to services that are tailored specifically to meet child, parent, family and community needs. By seamlessly and strategically integrating strong academics with housing, health and other community supports, student learning improves, families become stronger, and communities become healthier, more desirable places to live and learn. CCSI provides the lead agency support for the community school initiative at Enrico Fermi School #17 in Rochester, NY. Under the strong leadership of school principal Caterina Leone-Manrino, the community school model at School #17 has yielded impressive results: school performance improved in 83% of evaluated metrics and the school emerged from receivership for the 2019-2020 school year. In addition, chronic absences decreased by 33% and the number of serious classroom incidents fell by 44%!

From New Neighbor to Part of the Family

Tamara K. was new to the neighborhood in the summer of 2018 and wandered through the streets of her new home. She immediately felt welcomed and knew there was something different about this school. The three school age girls would be attending in the fall. Little did she know that the connections she made on this day would lead to supporting her and her family through several of their life’s challenges.

As she began to develop trust in her relationships at the school, she was able to ask for help. Her girls asked for help in their own ways. Through the CCSI Community School office, they were able to receive support and services through a variety of community partner agencies. The collaboration of the community school support wrapped around this family. Tamara was able to take advantage of trainings provided by the Monroe County System of Care. Not only do they have stability in their housing, she was able to leave an unhealthy relationship and is now self-sufficient with a full-time job. The school age girls are thriving academically, and Tamara is an active member of the school’s Parent Teacher Organization. Her youngest daughter, Melanie, is the unofficial school mascot. She will be two in June. And every morning she wakes up and gets ready for school, bringing a smile to everyone’s face. Melanie’s village is taking care of her, and the family has made lifelong connections.
Improving Practice and Strengthening Systems

Supporting Excellence in Health Home Care Management
During 2018, CCSI was pleased to support the excellent work of the New York Care Coordination Program/Health Homes of Upstate NY as the agency continued to raise the bar in the provision of high-quality Health Home Care Management services. Not a physical home, health home care management is a Medicaid-funded program focused on engaging individuals with significant physical or behavioral health needs and helping to coordinate an often complex set of services among multiple providers, including navigating the service system to address critical and immediate needs such as housing, food and transportation. Using the person-centered approach that has long been the hallmark of NYCCP/HHUNY, care managers work with individuals to develop and put into motion individualized plans of care. With a strong focus on training and education for care managers, efficient processes for referral and enrollment management, and a strong emphasis on using data to support quality improvement, HHUNY continued to progress in important areas during 2018, including serving a total of 23,000 members across its 22-county region for adults and 54 county region for children and engaging in several pilot programs that successfully demonstrated increased member engagement and improved health outcomes for members.

Behavioral Health Care Collaboratives – Building the Infrastructure Needed to Drive Better Health Outcomes
The Office of Mental Health (OMH), Office of Alcoholism and Substance Abuse Services (OASAS), and Department of Health (DOH) awarded $60 million to 19 Behavioral Health Care Collaboratives (BHCCs) across New York State. CCSI’s Consulting team partnered with seven of the 19 BHCCs in supporting providers working to develop governance, management and information management structures and build the relationships needed to move into a value-based reimbursement environment. A key theme included providing these emerging networks with data to help them understand the population they serve collectively – and where the greatest opportunities exist to improve care quality and outcomes. As part of this work, we partnered with the Finger Lakes and Southern Tier BHCC to obtain funding to launch two pilot projects aimed at strengthening outreach practices, addressing gaps in care and helping member agencies build the internal infrastructure needed to support meaningful data analytics and quality improvement practices.

2018: By the Numbers

- 83% of School 17’s performance metrics improved across multiple categories, pulling them out of receivership for the 2019/2020 school year.
- 50 New school districts were connected by TIG with the tools they need to support students’ holistic needs, improve staff resilience and be prepared with evidence-based skills for crisis response.
- 600 providers across the FLPPS region benefited from the development of CCHL implementation plans to increase health equity within their organizations.
- 150 providers across NYS participated in interactive web-based and in-person learning sessions on topics critical to making the shift to a value-based payment environment.

John D. Lee, MBA
Director, Center for Collaboration in Community Health
Donna’s Story: ABD Program Offers Insurance Assistance – and Peace of Mind

In July 2018, during a hospital stay for a serious health problem, Donna Scheid was stunned to learn that her Medicaid insurance was no longer active. Donna, who is on a fixed income, worried about how to pay her bills, even as she struggled to learn what had happened to her insurance. Fortunately, after searching in vain for solutions, Donna’s sister Debbie connected with Bobbi McGarrity, a Facilitated Enroller with CCSI’s Aged, Blind & Disabled (ABD) team. Bobbi helped them understand their insurance situation and assisted them with the lengthy and complicated process of completing a new Medicaid application. As Donna’s stress about her medical bills grew, Bobbi worked with her to submit documentation to the County and apply for assistance through Rochester Regional’s financial assistance program, while providing an attentive and understanding ear. Thanks to Bobbi’s assistance, Donna is now free of medical bill debt and has full insurance benefits.

Facilitating Health Care Enrollment for People with Special Needs

People with impaired vision or other physical or developmental challenges often need assistance selecting and maintaining the coverage needed to ensure access to medical care. CCSI’s Facilitated Enrollment – Aged, Blind & Disabled (FE-ABD) team, funded by the New York State Department of Health as part of a statewide network coordinated by Community Service Society of NY, helped more than 400 individuals apply for or renew their public health insurance in 2018. CCSI’s team had the highest number of renewal applications and the lowest number of errors among all agencies working under the ABD program.

Connecting People to Health Care Coverage

Getting the right health care coverage is a critical first step in improving the health of individuals and families, but for many, the process of making that choice can seem complicated. In 2018, CCSI’s Navigator team provided the individualized assistance needed to help more than 5,500 people in Monroe and Livingston counties choose the best health care coverage option for them and their families. With funding from the New York State Department of Health, CCSI navigators partnered with community organizations and service providers and used social media, transit advertising and other forms of outreach to spread the word and help make sure that individuals and families received the help they needed to stay covered.

Deepening the Community Conversation About Poverty

The high rate of concentrated poverty in the Rochester region has significant consequences for the health, quality of life and long-term financial viability of our community. Reducing the level of poverty requires a well-coordinated and sustained community-wide effort, garnering the talent, resources, and commitment of individuals and organizations. During 2018, CCSI facilitated three poverty simulations or “immersion experiences” designed to deepen awareness of the day-to-day complex challenges faced by those living in poverty and how current biases, systems, policies and practices can create barriers. Survey results from participants suggest the experience contributes to an increased understanding of and empathy for the challenges faced by those living in poverty.

It was a breath of fresh air not only to find someone to help us, but someone so kind and understanding as Bobbi. This type of customer service is so rare these days and we are so grateful for everything that she did.
- Debbie and Donna Scheid

Donna’s Story: ABD Program Offers Insurance Assistance – and Peace of Mind

In July 2018, during a hospital stay for a serious health problem, Donna Scheid was stunned to learn that her Medicaid insurance was no longer active. Donna, who is on a fixed income, worried about how to pay her bills, even as she struggled to learn what had happened to her insurance. Fortunately, after searching in vain for solutions, Donna’s sister Debbie connected with Bobbi McGarrity, a Facilitated Enroller with CCSI’s Aged, Blind & Disabled (ABD) team. Bobbi helped them understand their insurance situation and assisted them with the lengthy and complicated process of completing a new Medicaid application. As Donna’s stress about her medical bills grew, Bobbi worked with her to submit documentation to the County and apply for assistance through Rochester Regional’s financial assistance program, while providing an attentive and understanding ear. Thanks to Bobbi’s assistance, Donna is now free of medical bill debt and has full insurance benefits.
Addressing Social Determinants of Health

Connecting the Homeless to Permanent Housing
As the lead agency for Monroe County’s Coordinated Entry for Homeless Services program, CCSI facilitates the development and implementation of a county-wide system that effectively and efficiently connects people to permanent housing, with the overall goal of ending their homelessness. In 2018, CCSI created a system that ensures that people with the highest needs and longest histories of homelessness get timely, priority access to permanent housing. During this first full year of implementation, 622 individuals found permanent housing through the Monroe County homeless services system, a 33.5% increase over 2017.

Working to End Homelessness for Families
CCSI’s Rapid Re-Housing Program works closely with families and households experiencing homelessness to help with housing searches, placement, and stabilization services. In 2018, CCSI’s Rapid Re-Housing Program served 122 households, including 278 children. Of this group, 68% of households moved into permanent housing within 35 days of being referred to the program. 83 households were permanently housed upon their successful exit from the Rapid Re-Housing Program.

5500 individuals in Monroe and Livingston Counties were assisted by CCSI’s Navigators to obtain health care coverage.

68% of households moved into permanent housing within 35 days of being referred to the Rapid Re-Housing Program.

600 individuals needing extra assistance due to a visual impairment, a physical health or developmental challenge were provided assistance applying for or renewing their public health insurance.

200 individuals participated in three Poverty Simulation Workshops to deepen their understanding of this critical issue.

2018: By the Numbers
Local government holds the responsibility of providing a complex set of services critical to supporting safe and healthy communities, while at the same time responding to significant financial pressures and ever-changing regulatory requirements. During 2018, CCSI continued to be inspired by opportunities to partner with 19 counties across New York State as they worked to develop innovative programs and strategies to improve services and enhance quality of life for those who are most vulnerable, while meeting ambitious efficiency and cost-effectiveness goals.

Partnering to Reduce Homelessness

Working on the issue of homelessness entails much more than finding a physical home. It includes engaging with individuals and helping them to see themselves as members of our community. Thanks to a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA), CCSI is working with the Monroe County Office of Mental Health to bring together stakeholders and service providers in behavioral health, housing, recovery and social services to provide interventions and supports for the homeless. This initiative, the Homeless Partnership in Monroe County, helps homeless individuals succeed in recovery from addiction and mental illness and maintain stable housing. CCSI staff provided training in evidence-based practices and developed processes for outreach, which have allowed the Partnership to ramp up to full operation in 2018.

Using Data to Reduce Hospital Visits

CCSI’s Consulting team was excited to partner with Erie County Department of Mental Health to develop a secure, easy-to-understand, interactive web-based dashboard that draws on acute-service utilization data to inform local planning and decision-making. Through this tool, stakeholders now access reports describing inpatient and emergency department services at the state, regional, county and program levels – and are using this information to develop strategies to improve access to the supports needed to reduce costly behavioral health emergency room visits and repeated hospitalizations and improve care quality and outcomes.

The Forensic Intervention Team (FIT) Partners With Law Enforcement to Connect Individuals in Crisis to Treatment and Supports to Decrease Their Utilization of Law Enforcement

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The Forensic Intervention Team (FIT) Partners With Law Enforcement to Connect Individuals in Crisis to Treatment and Supports to Decrease Their Utilization of Law Enforcement

In 2018, CCSI worked with Broome County (NY) to create data collection processes and assess program outcomes in mental health and social services using measures that matter – that is, outcomes that make a difference for individuals and families. Using a framework of continuous quality improvement, the CCSI team provided technical assistance to contract agencies in order to maximize the impact of public dollars. The team also assisted with community activities to promote supportive, healthy, drug-free activities for youth and families. The Drug Free Communities Initiative sponsored three Fun Nights in the Park, reaching 500-600 people, where the park is transformed into a fun night for youth and families.

Onondaga County ACCESS – Providing Centralized Support for Families

As the Children’s Single Point of Access (C-SPOA), PINS Diversion and School Based Initiatives Child Welfare Response Team for Onondaga County, ACCESS serves as a central location for families to receive support, planning and service connection when their child is experiencing social, emotional and/or behavioral challenges that may impact their ability to be successful in their home, school or community. The ACCESS Team expanded to include a Child Welfare Response Team that partners with Families, School Districts, Community Agencies and Government Units to identify challenges that may impact student functioning and provide assessment, solution building and best-fit service connection that supports achievement and well-being. In 2018, the ACCESS Team responded to referrals for more than 2000 children and youth in their community.
Driving Innovation and Efficiency in Local Government

Working to Prevent Suicide in Wyoming County
CCSI works with the Wyoming County (NY) Suicide Prevention Coalition to remove the stigma around suicide by providing prevention education, promoting crisis resources and fostering community partnerships. Using county data on suicide statistics to inform their work, in 2018 the Coalition held a suicide prevention walk and distributed information to seniors, a particularly vulnerable population in Wyoming County. They promoted healthy connections between neighbors by sending out more than 200 “Good Neighbor Packets” to seniors through the Office for the Aging.

Chautauqua Tapestry – Strengthening Systems of Care for Children and Youth
Chautauqua County was awarded a Federal Cooperative Agreement from the Substance Abuse and Mental Health Services Administration (SAMHSA) to assist them in continuing to build on their system of care for children and youth with emotional and behavioral challenges. Chautauqua Tapestry is currently in year 4 of the Tapestry 2.0 Expansion Initiative, and CCSI has provided staff support to Chautauqua Tapestry from its inception. In 2018, they were awarded the ECCO (Excellence in Communications and Community Outreach) Silver Award from SAMHSA for their work in partnership with Raynor Memorial Golf Tournament for suicide awareness and prevention outreach.

Helping Counties Across NYS Maximize the Impact of State Funding
CCSI’s Financial Services team partnered with fiscal staff at 19 counties across Upstate New York in 2018 to provide the technical assistance needed to manage state funding requirements effectively and efficiently. From support with the development of budgets and reports to training and guidance on new rules and requirements, CCSI helped counties retain and maximize the use of their State Aid funding to support critical local programs and services totaling $15.9 million in 2018.

2018: By the Numbers

- 1200 individuals in crisis worked with the Forensic Intervention Team (FIT) to get connected with treatment and services, resulting in a decrease in the number of emergency department presentations as well as days in inpatient psychiatric care and in jail.
- 2000+ youth in Onondaga County received support, planning and service connection from the ACCESS team so they can be more successful in their homes, schools and communities.
- 600 individuals from Broome County enjoyed supportive, healthy, drug-free activities at Drug Free Communities’ three Fun Nights in the Park.
- 200+ seniors in Wyoming County received “Good Neighbor Packets” from Office for the Aging to promote healthy connections between neighbors.
- 2000+ individuals in crisis worked with the Forensic Intervention Team (FIT) to get connected with treatment and services, resulting in a decrease in the number of emergency department presentations as well as days in inpatient psychiatric care and in jail.
- $15.9 million in state aid retained to support local programs and services across 19 counties in Upstate NY.
Many of the organizations we work with require dedicated, on-site staff with the specialized skills and expertise needed to support a specific program or priority area. In these cases, we work hand-in-hand with our customers to provide the staffing and support needed to get programs launched and to keep them operating efficiently and effectively.

Supporting Collaboration and Capacity-Building Among Rochester-Area Not-for-Profits
For several years, CCSI has provided specialized staffing and fiduciary support to Rochester’s Council of Agency Executives, a membership organization whose mission is to “inform, inspire and support nonprofit executives who strive to lead with excellence.” Driven by this mission, the COAE supports collaboration, sharing best practices, promoting efficient use of community resources, and informing policy and funding priorities, and working together to address critical community needs.

Investing in Our Infrastructure
Wealth of Health Employer of the Year!
Employee wellness – across all dimensions – is a priority for CCSI and we’ve worked hard to develop a comprehensive wellness program that supports our staff with the things that matter most to them. In 2018 we were excited to receive the Excellus BlueCross BlueShield/Rochester Business Journal 2018 Wealth of Health Employer of the Year award for companies with 150-399 employees. Nominees were judged on the creativity of their wellness initiatives, active participation among staff, the ability to affect measurable improvements, sustainability, and program outcomes. Other advances in 2018 included continued participation in a purchasing collaborative that is helping to curtail the rise in health insurance premiums (while allowing us to offer CCSI staff and their families a range of coverage options) as well as the phased launch of a workspace wellness initiative that began to provide staff with opportunities to modify their workspace with options designed to create a healthier environment, such as standing desks, yoga ball chairs, and ergonomic foot rests.

New Space for our Expanding Syracuse-based Staff!
In August 2018, CCSI staff members moved in to the “Rockwest” offices at 1003 West Fayette Street in Syracuse. This new space (over 8,000 square feet) was completely remodeled and now houses approximately 60 staff across multiple Child and Family Services teams for Onondaga County and serves as a home base for additional staff involved in school-based initiatives. This new space is allowing CCSI to better meet the needs of our growing Syracuse-based team and to increase our presence in the Syracuse community. This new space is also home to other local partners, including Onondaga County and staff from the Syracuse City School district, allowing for both collaboration and synergy.

We’re excited about the continuing opportunities to support Onondaga County and our Syracuse-based customers, and to celebrate the success of the CCSI staff, which is recognized across the community. During his first State of the County address earlier this year, Onondaga County Executive Ryan McMahon highlighted the importance of having mental health support in the schools, and how this support has contributed to the progress the County has seen in critical areas such as graduation rates. He recognized CCSI staff member Jenny Redmond and commended the impact that her work is having on the students in the school where she is based.

Promoting Positive Mental, Emotional and Behavioral (MEB) Health in New York State Schools
The New York State Office of Alcoholism and Substance Abuse Services (NYS OASAS) and New York State Education Department (NYSED) have been engaged in an innovative multi-year collaborative project entitled “Promoting Positive Mental, Emotional and Behavioral (MEB) Health,” focused on building the capacity of school and community infrastructures to improve health and academic outcomes through prevention education related to tobacco, alcohol and other drugs. With the support of CCSI resources, participating school districts have implemented an Evidence-Based Program (EBP) such as PAX Good Behavior Game and Positive Action, and the programming has achieved favorable changes in student behavior, discipline events and academic performance. Overall, these types of behavioral outcomes have the potential to increase time for instruction and learning. This engagement in school also protects against substance use disorder (SUD) and equips students with prosocial skills. The success of this pilot program has been a trail blazer for other advances in 2018 included continued participation in a purchasing collaborative that is helping to curtail the rise in health insurance premiums (while allowing us to offer CCSI staff and their families a range of coverage options) as well as the phased launch of a workspace wellness initiative that began to provide staff with opportunities to modify their workspace with options designed to create a healthier environment, such as standing desks, yoga ball chairs, and ergonomic foot rests.

Laura R. Ficarra, MS Sp Ed, PhD
Prevention Planning and Education Coordinator
Division of Prevention Services

Excellus
BlueCross BlueShield
Rochester Business Journal 2018 Wealth of Health Employer of the Year!
Diversity and Inclusion

CCSI has a longstanding commitment to diversity, equity and inclusion and has worked with organizations across New York State and beyond to improve understanding and strengthen policies and practices in this important area. However, to continue to progress in this work, we knew we needed to add capacity internally, so in 2018 we created the new position of Chief Diversity Officer, and were delighted to have Kesha Carter join CCSI to lead our work in this area. Kesha works hand-in-hand with our Human Resources group and is supported by the Diversity and Inclusion Workgroup, which includes representation from employees across locations as well as CCSI’s Board of Directors. Here are a few of Kesha’s reflections on her first year at CCSI:

Why CCSI?
The opportunity to lead Diversity & Inclusion efforts at CCSI was (and still is) appealing to me because it’s about affecting the lives of more than the employees of the organization. The nature of the work CCSI employees do impacts all of the communities we serve. Every day, I am moved to work hard on behalf of our employees because their engagement and happiness at work impacts the work they do, how they show up for their families, and continues to ripple out into the community.

In thinking about your first year, what stands out as a highlight?
It’s very hard to choose one highlight because there have been so many wonderful things put into motion. The thing that stands out to me the most is probably one of the simplest. CCSI was able to put a statement in every job posting that shows the organizational commitment to diversity, equity, inclusion and helping to dismantle structural racism. This is so important because potential applicants get a sense of who we are and what we stand for with that very first touchpoint.

What are you looking toward in 2019?
In 2019, I am looking forward to offering additional learning and development opportunities for all employees to continue making this work part of the fabric and culture of CCSI. Additionally, I am excited to work closely with HR to enhance diversity recruitment practices and develop career progression practices to fit the individualized idea of success for employees. In addition to strengthening our internal culture of diversity and deepening our collective understanding of structural racism and how it has created inequities through policies and practice, CCSI is participating in the Race, Equity and Justice Initiative (REJI) a collaborative of nearly 30 area agencies focused on racial equity and justice.

Supporting Intellectual Wellness
In the fall of 2018, CCSI launched Pryor Learning Solutions, an online training platform which gives employees access to 4,500 courses. Course topics include accounting, communication, workplace safety, customer service, HR, IT, leadership, project and time management and more.

Talent and Culture
Talented, creative and incredibly committed to the work they do, CCSI staff represent the very best there is. We celebrate our staff who received promotions, reached significant career milestones, or were actively giving back to the community during 2018.

835 training courses were completed by employees in Pryor Learning Solutions

I feel surrounded by highly competent individuals. I learn from others and I am proud to be a part of this group.

I love the work I do and the support from CCSI. They try hard to do whatever they can to make the experience a good one.

I enjoy my coworkers and feel important to my team. I have been recognized for my work in multiple ways and feel proud to say I work at CCSI.

Data Source: Employee Pulse Survey

One of the most impressive things for me is the support of work life balance and wellness at work.

CCSI’s continual growth as an organization assures me there is always room for personal growth as well!
Celebrating Milestone Anniversaries

5 Years

Sashanna J. Mitchell - Consulting
Rachel Titus-Cox - Onondaga County
Perry Brown - Monroe County
Nancy Kuss - Onondaga County
Jennifer Redmond - Onondaga County
Cathy Sztanczyszyn - Onondaga County
Dianne Neufville - New York Care Coordination Program (NYCCP)/Health Homes of Upstate New York (HHUNY)
Marilyn Woyciesjes - Onondaga County
Joe Scripa - Onondaga County
Amy Scheel-Jones - Consulting
John Robbins - Monroe County
Ardena Harvey - Onondaga County
James Felicita - Monroe County
Carmen Orengo - Monroe County

10 Years

Shirl Clark - Monroe County
Laura Commaroto - Essential Business Services
Todd Liddell - Monroe County
Erin Pataye - Wyoming County

15 Years

Rebecca Maynard - Monroe County
Beth Seeley - Consulting
Deb Hodgeman - Monroe County
Linda Scott-Baldwin - Monroe County

20 Years

James Monfort - Business Management Services

25 Years

Donna Peri - Business Management Services

Celebrating Our 2018 Retirements

2018 brought retirements for several longtime members of our CCSI family. These milestones, always so bittersweet, serve to remind us that our organization is indelibly shaped by those who have chosen to make CCSI an important part of their careers. We are exceedingly grateful.

Katie Cusano Young retired from her CCSI position as Behavioral Health Administrator at the Broome County Mental Health Department, marking 3 years in that role, but more significantly a history in serving the Broome County community for more than 45 years! Her contributions, too many to list in this report, include serving as Deputy Commissioner of Mental Health for the Broome County Office of Mental Health, where she was incredibly effective in partnering with area organizations to bring funding to the community through a range of state and federal grants.

Erin Glanton retired at the end of 2018 after 16 years of serving as the heartbeat of CCSI Human Resources team. Erin began her work with CCSI through a part-time “shared services” arrangement with the Al Sigl Center when CCSI was home to a staff of fewer than 50. Erin was instrumental in supporting significant growth – and in advancing our partnership with Onondaga County. As Erin stepped down from her role as CCSI’s Human Resources Director in 2018, the CCSI workforce was approaching 400. We are grateful for Erin’s many contributions and her constant focus on the “human” in Human Resources.

Adele Gorges, Executive Director – New York Care Coordination Program/Health Homes of Upstate NY: As Adele retired in 2018, she left a legacy spanning more than 15 years of leadership of this multi-stakeholder collaboration. Adele was instrumental in building what began in early 2000s as the 6-county Western New York Care Coordination program into what today exists as NYCCP/HHUNY, supporting high quality, innovative, compassionate, health home care management services in 22 counties across upstate NY, working with 172 care management agencies – and providing administrative support for Children’s Health Homes of Upstate NY (CHHUNY), which includes more than 100 child and family agencies across 54 counties. As we said goodbye to Adele, we were delighted to welcome incoming Executive Director Deborah Salgueiro, who brings the leadership and vision needed to continue this important work.
Celebrating Our 2018 Retirements

John D. Lee The end of 2018 brought a change for longtime CCSI staff member John Lee as he planned for a move out of state. John first joined CCSI in the late 1990s as Operations Director and played a critical role in developing CCSI’s infrastructure, shaping our culture, and establishing a plan for growth. John served as CCSI’s President from 2003 – 2006, returning to the organization several years ago to lead CCSI’s Center for Collaboration in Community Health. All who have worked with John appreciate his deep understanding of the behavioral health system, his ability to lead complex multi-stakeholder collaboratives, and his deep commitment to meeting the needs of individuals and families.

Emede “Ray” Ozuna, Senior Facilitator, FACT: Ray retires after more than a decade with the Family Access and Connection Team, which works to understand the complex needs of young people and their families experiencing challenges across multiple systems and, building on their strengths, connect them with the resources they need. Ray started with the FACT program and demonstrated integrity and dedication to our kids and families on a daily basis and was a mentor and role model to all. He set very high standards by which we still conduct our work.

Linda Spas, a program manager with Health Homes of Upstate New York (HHUNY) retired after 3 years with NYCCP/HHUNY and more than 25 of years of working with provider agencies across our community to improve systems to support effective delivery of behavioral health services.

Kim Wynn, Navigator Program Manager: In October of 2018, Kim Wynn stepped down from her longtime role as head of CCSI’s Navigator program due to a significant health condition. At a reception that included so many CCSI staff and community partners (past and present) and members of Kim’s family, we had the chance to acknowledge and to celebrate the significance of Kim’s work at CCSI and to our community. Under Kim’s leadership, the team has helped more than 80,000 individuals and families across Monroe and Livingston counties get the healthcare coverage they need. Those who have had the chance to meet with Kim at our CCSI offices or out in the community, came to appreciate her warm smile and calm presence, coupled with a steady dedication to ensuring that everyone got the help they needed.

Taking on New Roles

Rochester

Ruth Colon
Manager of Business Services
Essential Business Services

Rodney Corry
Vice President, Program Management Services

James Felicita
Senior RED and Service Access Coordinator
Project Director - Homeless Partnership in Monroe County
Monroe County Office of Mental Health

Chelsea Graham
Training Supervisor
Health Homes of Upstate New York (HHUNY)

Linh Ho
Operations Manager
Consulting Services

Kathy King
Training Coordinator
Consulting Services

Kim Martin
Program Supervisor
Rapid Rehousing

Maria O’Brien
Health IT Coordinator
Health Homes of Upstate New York (HHUNY)

Gwendolyn Olton
Associate Director
Consulting Services

Chris Reape
Business Services Analyst
Essential Business Services

Derek Ross
Data Team Lead
Health Homes of Upstate New York (HHUNY)

Bonnie Smith
Senior Manager, Planning
Monroe County Office of Mental Health

Kristy Talbot
Policy and Procedure Implementation and Quality Assurance Manager
Health Homes of Upstate New York (HHUNY)

Syracuse

Joseph Akins
School Liaison
ACCESS

Meg Burns
PREA Compliance Administrator
Juvenile Justice

Sarah Callard
Supervisor
Promise Zone

Colleen Carter
School Liaison
ACCESS

Lindsey Colello
Crisis Team Manager
ACCESS

Lisa Earle
Program Manager
Family Support for Student Success (FSSS)

Jennifer Holland
Supervisor
Family Support for Student Success (FSSS)

Courtney Mckeever
School Liaison Supervisor
ACCESS

Tiffany Pacheco
School Liaison
ACCESS

Education Benefit

$85,200 approved for CCSI employees through our Education Benefits Program

In 2018 alone, CCSI has approved or awarded $85,200 in Education Benefits for employees pursuing degree programs, certifications, licensure, and external trainings. It’s been exciting to see such a strong commitment to learning, which we know is a life-long process!

Belda Ngoy has worked in Monroe County’s Restoration of Self Sufficiency Program as a Facilitator for three years, and has taken part in CCSI’s Education Benefits Program. She received funds to offset the costs of her Master of Public Administration (MPA) degree, and earned her MPA in December. As a result of her evolving skills and new degree, she was the best fit for her new position as a Health Care Coordinator with the Health Homes of Upstate New York (HHUNY). Congratulations, Belda!
CCSI employees accomplish great things at work and in the community. Here are just a few highlights from 2018:

**Employee Spotlights**

- **Cory Sullivan**, Youth Engagement Specialist with Monroe County Office of Mental Health received a Community Asset Partner Network Youth Work award. The award was for positive work in helping youth discover and form their own unique and positive identity from the 40 Developmental Assets.

- **Ryan McIntosh**, Homeless Services Manager, Rapid Rehousing and Coordinated Entry Programs, is CCSI’s most recent graduate from Leadership Rochester.

- **Kesha Carter**, Chief Diversity Officer was awarded the Society Champion Award from the United Way of Greater Rochester for her work on their African American Leadership Society.

- **Tashia Thomas Neal**, Esq., Project Director, OnCare, received the Frank Morris Racial Justice, Civil and Human Rights Award “For her outstanding advocacy on behalf of the victims of Civil Rights Era Racial Violence and their families, and for her commitment to equality and justice for all communities” from the Cold Case Justice Initiative from the Syracuse University College of Law.

- **Sashanna Mitchell**, Program Associate – Special Projects, graduated from United Way of Greater Rochester’s African American Leadership Development Program (AALDP). AALDP is a unique development program that identifies, trains and promotes the placement of African Americans in policy-making positions at community organizations.

**New VTO Day Benefit**

CCSI offers a paid volunteer day off for employees to provide volunteer service in their communities. A new benefit offered in 2018, staff have provided 157 paid volunteer days in their communities!

157 paid days CCSI employees volunteered in our community.

**Financial Summary**

<table>
<thead>
<tr>
<th>Program Support and Revenue</th>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td>Net Operating Revenue</td>
<td>$32,502,089</td>
<td>$29,277,435</td>
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<tr>
<td>Expenses</td>
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<tr>
<td>Direct Expenses</td>
<td>$32,256,714</td>
<td>$28,766,847</td>
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<tr>
<td>Net Surplus (Deficit)</td>
<td>$245,375</td>
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<tr>
<td>Investment Income</td>
<td>$(92,513)</td>
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<td>Depreciation</td>
<td>$(280,195)</td>
<td>$(267,771)</td>
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<tr>
<td>Change in Net Assets</td>
<td>$(127,333)</td>
<td>$(548,677)</td>
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<tr>
<td>Net Assets Beginning of Year</td>
<td>$3,935,706</td>
<td>$3,387,029</td>
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<tr>
<td>Net Assets End of Year</td>
<td>$3,808,373</td>
<td>$3,935,706</td>
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**Revenue by Service Area**

Excluding Monroe County OMH Provider Contracts

- Management Services
- Consulting

**Growth in Net Assets**

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<tr>
<th>Millions</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
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<tr>
<td>$0</td>
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Growth in Net Assets
Looking Ahead

Our work in 2018 was focused on delivering high quality programs and services, coupled with the specialized technical assistance needed to support provider agencies in improving important fiscal and quality outcomes. However, we also engaged in the longer-term planning critical to ensuring that CCSI stays well positioned to meet the complex and evolving needs of our customers.

Shaped by input from our customers, participation in numerous local, state and national forums, insights from our staff and board members, and a critical examination of our capacity and infrastructure, we sharpened our focus on where we can add the most value, established our priorities for the coming two years, and outlined the strategies to accomplish them.

We are excited by the new opportunities that 2019 has already brought and look forward to what lies ahead.

Board of Directors*

<table>
<thead>
<tr>
<th>Cynthia Gray, MBA</th>
<th>Cheri Jones, LMSW</th>
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<tr>
<td>Chair</td>
<td>Community Volunteer</td>
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<td>RIT and Rochester Regional Health Alliance</td>
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<tr>
<th>Heidi Gregory, Esq.</th>
<th>Jeremy E. Klemanski, MBA</th>
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<tr>
<td>Vice Chair</td>
<td>Syracuse Behavioral Healthcare</td>
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<td>Harris Beach, PLLC</td>
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<tr>
<th>James M. Whalen, CPA</th>
<th>Carly Layton</th>
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<tr>
<td>Treasurer</td>
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<th>Amy Gallano</th>
<th>Dorothy Marion, LCSW-R</th>
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<td>Secretary</td>
<td>Boike Counseling Practice</td>
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<tr>
<th>Elizabeth Amato Fleck</th>
<th>Ellery Reaves, MFA</th>
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<th>Margaret Russell</th>
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<th>Thomas Way, MBA</th>
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<th>LeKayahah Wilson, MD</th>
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<th>Joel DiMartino</th>
<th>Mary Winter</th>
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<tr>
<td>Wilmington Trust</td>
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| Community Volunteer |

*We are pleased to acknowledge all members serving on the CCSI Board at any point in the 2018 calendar year.*