TO PROVIDE INTEGRATED SOLUTIONS TO HEALTH AND HUMAN SERVICES CUSTOMERS TO FULFILL THEIR MISSIONS, ACHIEVE THEIR GOALS, AND IMPROVE THE LIVES OF THOSE THEY SERVE.
Transformation. Accountability. Collaboration. These terms provided the framework for our work in 2012. At the Federal level, we saw changes associated with the Affordable Care Act (ACA), including an emphasis on the “triple aim” of better care for individuals, better health for populations, and lower per capita costs. At the State level, efforts to transform the Medicaid program continued to build momentum, including a move toward “managed care for all.” In preparation for this shift, we saw the implementation of Behavioral Health Organizations aimed at strengthening inpatient care and supporting more successful outpatient transitions. We began planning for behavioral health homes, which will provide improved coordination of the services needed to support progress toward recovery for individuals with significant behavioral health issues or multiple chronic conditions. Providers are also focused on transforming their services—demonstrating their ability to deliver value and to support progress toward recovery. With the continued shift away from a deficit-funded model of care, they are developing the business strategies needed to ensure financial viability.

While these changes offer exciting opportunities to transform services and improve care, our environment is becoming increasingly complex, requiring expertise across disciplines, populations, and systems. More than ever, we see the importance of supporting effective collaboration among multiple partners—blending competencies and leveraging specialized expertise to achieve the best results.

In this year’s annual report, we highlight accomplishments within our four Areas of Focus: Growth, Workforce, Organizational Capability and Capacity, and Financial Performance. As we reflect on the opportunities we presented, the progress we made, and the challenges that still lie ahead, we are extremely grateful to:

- Our customers, who have given us the opportunity to partner with them to support important programs and services;
- Our Board of Directors, who has generously shared their time and talent to help guide our continued growth and development;
- Our staff, who consistently demonstrate the talent, dedication, and optimism needed to accomplish extraordinary things.

Sincerely,

Anne L. Wilder
President
Edward J. Nowak, Esq
Chair, Board of Directors

Objectives within this area focus on building the infrastructure necessary to achieve established goals. Priorities addressed during 2012 included:

**Technology:**
We completed an assessment of our technical infrastructure and prioritized key enhancements needed to ensure effective and efficient operations. Implementation is underway.

**Information Management:**
We began work to integrate data management and evaluation functions to respond to the increasing need for timely, actionable data to support performance management and drive continuous quality improvement. To lead this effort, we recruited a Director of Quality Improvement who brings additional depth and breadth in outcomes measurement, quality improvement, and healthcare information technology.

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**Customer Feedback Survey Results - 2012**

<table>
<thead>
<tr>
<th>Customer Feedback</th>
<th>Percentage</th>
<th>Agreement</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>The team assigned to my project(s)</td>
<td>23%</td>
<td>Strongly Agree</td>
<td>100%</td>
</tr>
<tr>
<td>Staff listened to / valued my thoughts and opinions</td>
<td>16%</td>
<td>Agree</td>
<td>100%</td>
</tr>
<tr>
<td>The services offered over the past year were of high quality</td>
<td>20%</td>
<td>Agree</td>
<td>98%</td>
</tr>
<tr>
<td>The services I receive are a good value for the cost</td>
<td>25%</td>
<td>Strongly Agree</td>
<td>98%</td>
</tr>
<tr>
<td>I would recommend CCSI to other organizations</td>
<td>20%</td>
<td>Agree</td>
<td>100%</td>
</tr>
</tbody>
</table>

“We would not be able to perform our mission without the many services from CCSI.” – Robert Long, Commissioner, Onondaga County Department of Mental Health

“CCSI helped the county understand and analyze the frequent changes coming through the system. This has helped us allocate our current resources more effectively and understand what may be coming in the future.” – Shrilata Nath, Fiscal Manager, Schenectady County

“The feedback and evaluations provided led us to make some strategic changes in our future plans.” – Moira Szilagyi, MD, PhD, Starlight Pediatrics
During 2012, we took on new projects in several areas:

**Western NY Behavioral Health Organization (WRBHO):**
Together with the New York Care Coordination Program and Beacon Health Strategies, we began working as the BHO for the 19-county region of western New York. Funded by the NYS Office of Mental Health and the Office of Alcoholism and Substance Abuse Services, the BHOs were established to monitor inpatient behavioral health services for individuals in fee-for-service Medicaid, with the goal of reducing unnecessary readmissions; improving linkages to and engagement in services post-discharge; profiling provider performance; and helping ready the system for the move toward full managed care. Work during 2012 included the development of quarterly reports designed to assess provider-level and system performance in important areas, including: person-centered care coordination, linkages to outpatient services (including physical healthcare), and housing status.

**Health Home Planning:**
We began planning for implementation of behavioral health homes in several upstate New York counties. A key component of the Governor’s plan to fundamentally restructure New York’s Medicaid program and move toward “care management for all,” health homes will provide integrated physical and behavioral services and linkages to other community supports for individuals with significant behavioral health or physical health needs.

**Clinic Technical Assistance Center (CTAC):**
Working with our C-TAC partners, including the McSilver Institute for Poverty Policy and Research (with the NYU Silver School of Social Work), the Institute for Community Living, and the New York Association for Psychiatric Rehabilitation, CCSI staff provided tools, training and consultation to mental health clinics across the state on clinical practices, business and organizational processes aimed at improving productivity, organizational efficiency, financial performance and service effectiveness.

**Expanding Systems of Care:**
Funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), the NYS-SUCCESS is a collaboration of upstate counties and state agencies to support full implementation of System of Care values and practices across all 55 counties in Upstate New York. NYS-SUCCESS aims to improve services to children and families, increase broad stakeholder involvement in community planning and development of service networks, and inform local and state policymaking decisions. Working closely with the Monroe County Office of Mental Health and the Conference of Local Mental Hygiene Directors, CCSI is providing program management support for this important new initiative.

2012 marked the 17th year for the Prevention, Access, Self-Empowerment and Support (PASS) program, an innovative, statewide prevention program for teens who experience challenges in their daily lives, or whose parent has a serious mental illness. PASS focuses on developing a culturally competent, inclusive system of support that fosters self-help, empowerment, advocacy, and education. Youth and adult mentors help PASS participants to apply the strategies from the program to their own life situations. Parent support groups and connections with schools and other community resources complete the circle of support. As evidenced by the experience shared by a recent PASS participant, PASS is helping to bring about important changes in the lives of youth and families:

“My wife and I attended the 2012 parent workshop of the PASS Program believing it was filled with hopes and promises for a troubled family but short on delivery. Here we are a few months later quoting and using the “8 Keys of Excellence” as we incorporate the lessons into our daily lives. When our son refused to attend the final workshop to avoid the anticipated public speaking debut, he was encouraged by the peer mentors with text messages, emails, phone calls, and even personal visits – that’s amazing. Today our family is adopting that type of tenacity into our lives and we are no longer the same. Thanks to the PASS Program, CCSI, Rochester, and the NYS OMH” — Tom Volmer

PASS Parent
Our workforce priorities have focused on recruiting, retaining and developing a staff with the competencies, talent, and experience needed to achieve our goals. As of December 2012, we had 136 CCSI employees working in Monroe County and across the State – with additional growth anticipated in 2013:

Throughout the year, we celebrated staff’s continued growth, development, and success in many areas:

**Promotions:**
- Dianne Bailey – Human Resources Assistant
- Jonathon Benson – Chief Financial Officer
- Tricia Chiavaroli – Program Manager, ARES / CASAC
- Jaclyn Clune – Office Manager
- John R. Cook – Director of Operations, OnCare
- Kristi Eck – Education Program Director, Say Yes
- Erin Glanton – Human Resources Director
- Ernest Kittleberger – Care Coordinator, Youth and Family Partnership
- James Monfort – Manager of Financial Services, Senior Consultant

**Awards and Recognition:**
- Lenora Reid-Rose, Director of Cultural Competence and Diversity Initiatives was named to the New York State Department of Health’s Minority Health Council, which is charged with advising the Commissioner on issues related to the preservation and improvement of minority health.

- Kristi Eck, Program Director for Say Yes to Education was selected as a 2012 “40 Under Forty” award winner for her work with Say Yes to Education Syracuse and as a community volunteer.

**Promoting a Culture of Diversity and Inclusion**
Guided by the Diversity & Inclusion Workgroup (comprised of board members, CCSI staff and community volunteers), we continued working to create a culture of inclusion: hosting learning sessions on important aspects of diversity, working within departments and teams to participate in the YWCA’s Stand Against Racism, and selecting a self-assessment tool to provide us with the means to better understand our individual perceptions and beliefs about diversity. We appreciate the strides we have made – and the importance of continuing our focus in this area.

Fiscal priorities during 2012 were focused on achieving administrative efficiencies and ensuring responsible growth and development. We continued to make progress in diversification across service areas, while increasing our contribution to net assets. Our administrative management and general expenses continue to be well below industry benchmarks.

**Revenue Dollars by Service Area**
Excluding Monroe County GMH Contracts (2003)

<table>
<thead>
<tr>
<th>Year</th>
<th>Consulting</th>
<th>Service Contracts</th>
<th>Project Management</th>
<th>Financial / Contract Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$1,350</td>
<td>$1,202</td>
<td>$1,204</td>
<td>$3,400</td>
</tr>
<tr>
<td>2009</td>
<td>$1,606</td>
<td>$1,204</td>
<td>$1,204</td>
<td>$3,400</td>
</tr>
<tr>
<td>2010</td>
<td>$3,474</td>
<td>$3,396</td>
<td>$3,296</td>
<td>$3,499</td>
</tr>
<tr>
<td>2011</td>
<td>$1,205</td>
<td>$1,362</td>
<td>$1,204</td>
<td>$3,400</td>
</tr>
<tr>
<td>2012</td>
<td>$1,254</td>
<td>$1,204</td>
<td>$1,204</td>
<td>$3,400</td>
</tr>
</tbody>
</table>

**Growth in Net Assets**
2008 - 2012 (000s)

![Graph showing growth in net assets from 2008 to 2012]
## 2012 Financials

### Statement of Activities

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Program Support and Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support and Revenue</td>
<td>$43,697,715</td>
<td>$42,612,705</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$46,124</td>
<td>$52,134</td>
</tr>
<tr>
<td><strong>Total Support and Revenue</strong></td>
<td>$43,743,839</td>
<td>$42,664,839</td>
</tr>
<tr>
<td><strong>Program Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>$5,527,503</td>
<td>$5,499,118</td>
</tr>
<tr>
<td>Pass-Through Expenses</td>
<td>$38,031,898</td>
<td>$37,133,340</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$43,559,401</td>
<td>$42,632,458</td>
</tr>
<tr>
<td><strong>Net Surplus (Deficit) from Programs</strong></td>
<td>$184,438</td>
<td>$32,381</td>
</tr>
<tr>
<td><strong>Investment Income</strong></td>
<td>$201,702</td>
<td>$97,560</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>$(127,743)</td>
<td>$(161,900)</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>$258,397</td>
<td>$(31,959)</td>
</tr>
<tr>
<td><strong>Net Assets - Beginning of Year</strong></td>
<td>$1,826,919</td>
<td>$1,858,878</td>
</tr>
<tr>
<td><strong>Net Assets - End of Year</strong></td>
<td>$2,085,316</td>
<td>$1,826,919</td>
</tr>
</tbody>
</table>

## CCSI 2012 Customers

Monroe County Department of Human Services –  
Office of Mental Health, Division of Child and Family Services, Office for the Aging, and Rochester-Monroe County Youth Bureau

Beacon Health Strategies, LLC  
Broome County  
Chautauqua County  
Children's Technical Assistance Center  
City of Rochester  
Columbia County  
Community Services Society of New York  
Council of Agency Executives  
Erie County  
Genesee Council on Alcoholism and Substance Abuse (GCASA)  
Genesee County  
Goodwill Industries - Association for the Blind and Visually Impaired  
Greene County  
Liberty Resources, Inc.  
Livingston County  
Madison County  
Nathan Kline Institute  
New York Care Coordination Program (NYCCP)  
NYS Conference of Local Mental Hygiene Directors  
NYS Department of Health (NYSDOH)  
NYS Office of Mental Health  
New York State Unified Court System - Seventh Judicial District  
Onondaga County  
Ontario County  
Orange County  
Orleans County  
Rensselaer County  
Rochester City School District  
Schenectady County  
Schuyler County  
Sullivan County  
Ulster County  
University of Rochester - Family Institute  
Veterans Outreach Center, Inc.  
Wayne County  
Westchester County  
Westchester Medical Center  
Wyoming County  
YWCA of Rochester and Monroe County
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Community Volunteer

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University of Rochester

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Amy Gallina
Gatehouse Media

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RIT and RGHS Alliance

Doris Green, MPA
Consumer Credit Counseling Service of Rochester

Heidi Schult Gregory
Harris Beach PLLC

Cheri Jones, LMSW
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Joseph Vasile, MD
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George Weidemer
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