Our Mission
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.
In 2013, we took on several new projects and expanded work in a number of priority areas:

**District of Columbia Department of Mental Health** - We began working with the District of Columbia’s Department of Mental Health as an independent evaluator for their System of Care expansion grant (funded by the Substance Abuse and Mental Health Services Administration) – as well as a grant from the Administration on Child, Youth, and Families to strengthen Trauma-Informed Child Welfare Practices. We are collaborating with Community Connections of New York State on these important projects, which mark CCSI’s first significant undertaking outside of New York State.

**NYS DOH Navigator Program** - Together with our subcontractors, we began providing in-person assistance to individuals and small businesses in Monroe and Livingston counties seeking insurance coverage through New York State’s health insurance marketplace. During this first open enrollment period, the team worked with 1,800 individuals and families to help them understand their coverage options. Collaboration is central to this project, and we worked with a broad array of community partners to support residents in need, including teaming with St. Joseph’s Neighborhood Center on an “advance team” model that helped individuals to prepare for their enrollment visit. This approach significantly reduced appointment times, allowing the team to see more people and respond to community need.

**Health Homes of Upstate New York (HHUNY)** - Working closely with the New York Care Coordination Program and provider lead agencies, CCSI supported HHUNY implementation in 22 counties across Upstate NY. As of the end of 2013, nearly 12,000 individuals had been enrolled in this program, which provides comprehensive care management for individuals with serious mental health issues or multiple chronic conditions. Driven by the individual’s needs and priorities, health homes support effective communication and coordination across those involved in individuals’ plans of care so that medical, behavioral health and social service needs are met.

**Clinic Technical Assistance Center (CTAC)** - CCSI staff continued working with mental health clinic providers across NYS to improve clinic and business practices. Together with our C-TAC partners (including NYU’s McSilver Institute for Behavioral Health, the Institute for Community Living, and the New York State Association for Psychiatric Rehabilitation Services) CCSI supported the launch of a new practice Improvement network – the Business Effectiveness Assessment Module, which provided tools and consultation to assist mental health clinics across the state in assessing and improving their clinic business models, with an eye toward improving both quality and efficiency.

**Rapid Rehousing Initiative** - We also began work as lead agency for a new community collaborative aimed at providing rapid rehousing services for individuals struggling with homelessness. Funded by the City of Rochester and Monroe County Emergency Solutions Grant Program, this collaborative provides assistance to individuals in locating permanent housing, links them to ongoing supports needed to maintain housing, and works with area landlords to identify affordable housing units in the community.

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**Participant Feedback**

2013 marked the 18th 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. In addition to focusing on this year’s program, several PASS graduates and current mentors participated in the National Leadership Summit on Youth and Recovery. The Summit convened young leaders from across the country to work on policies and practices that promote recovery for youth and young adults. We were extremely proud to have 3 members of the PASS team invited to attend this session. In December, 20 youth from across the state were graduated from PASS. As evidenced by the experience shared by a parent participating in PASS, the program continues to bring about important changes in the lives of youth and families:

“PASS helps parents and their children.”

“Parents gain insight into their own inner lives and also insight into improving communication with their children. Pass provides unique learning experiences that improve self-esteem by building on the strengths of the adolescent. The adolescents are empowered by their new-found confidence to choose more wisely and build on their accomplishments. They find themselves hopeful for a happier, brighter future. No other program is like it and that’s why PASS has been so successful with helping adolescents.”
During 2013, we worked to support the continued growth and development of the CCSI workforce so that we are well positioned to take advantage of important new opportunities and continue to meet increasingly complex customer needs. This included creating opportunities for training and professional development as well as the addition of staff to build strength and depth in critical areas like information technology, care management, and finance. As of December 2013, 149 CCSI employees were working in Monroe County and across the State — with substantial growth planned for 2014.

We were delighted to recognize CCSI staff's continued development and success in important areas:

**Promotions:**
- **Laura Commaroto** - Senior Consultant, Manager for Quality Improvement
- **Nick Coulter** - Priority Services Coordinator
- **Kathy Elam** - Housing Placement Facilitator
- **Kate Evans** - Program Associate
- **Jason Kuby** - Chief Finance & Systems Accountability, Monroe County
- **Danielle Kruger** - Senior Accountant
- **Bianca Logan** - Youth Engagement Specialist
- **Keshia Rose** - Information Analyst
- **Cheryl Martin** - Integrated Health Trainer & Clinical Consultant
- **Barb Mitchell** - Children's Behavioral Health Manager
- **Jim Monfort** - Senior Consultant, Manager for Financial Services

**Diversity and Inclusion**
Under the guidance of our Diversity & Inclusion Workgroup, we strive to ensure that the principles of diversity and inclusion are reflected in the way we work. In addition to creating regular opportunities for staff learning and discussion, we implemented a self-assessment tool to help us better understand our own perceptions and beliefs about diversity. This tool is now part of our standard onboarding process. We also spent time collaborating with community partners to plan for a 2014 Stand Against Racism event, which included a powerful presentation by Tim Wise on *Race, Privilege and Poverty: Advancing Equity in Our Community*, open to the community as well as smaller group discussions with agency leaders and with the CCSI staff.

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**Financial Performance**

During 2013, we continued to make solid progress in growth and diversification across CCSI service lines and increased our contribution to net assets. At the same time, we kept a sharp focus on achieving administrative efficiencies, continuing to maintain administrative management and general expenses that fall well below industry benchmarks and ensuring that CCSI customers receive an excellent value.

**Revenue Dollars by Service Area**
Excluding Monroe County OMH Contracts (000$)

<table>
<thead>
<tr>
<th>Year</th>
<th>Consulting</th>
<th>Project Management</th>
<th>Service Contracts</th>
<th>Financial / Contract Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>$1,863</td>
<td>$2,892</td>
<td>$1,204</td>
<td>$4,470</td>
</tr>
<tr>
<td>2010</td>
<td>$1,277</td>
<td>$3,474</td>
<td>$2,647</td>
<td>$5,774</td>
</tr>
<tr>
<td>2011</td>
<td>$1,275</td>
<td>$2,949</td>
<td>$2,342</td>
<td>$6,190</td>
</tr>
<tr>
<td>2012</td>
<td>$1,369</td>
<td>$2,948</td>
<td>$2,968</td>
<td>$6,095</td>
</tr>
<tr>
<td>2013</td>
<td>$1,435</td>
<td>$2,962</td>
<td>$3,294</td>
<td>$6,085</td>
</tr>
</tbody>
</table>

**Growth in Net Assets**
2009 - 2013 (000$)
Customer Feedback

CCSI is focused on ensuring success through partnership. As a result, we have developed enduring long-term customer relationships — many extending for more than a decade. Customer input is essential to ensuring the quality and value of our services and our annual customer feedback survey provides one way to assess how we are doing along key dimensions, such as: customer service, project management, service quality and impact, and overall satisfaction. Highlights from the 2013 feedback survey results include:

<table>
<thead>
<tr>
<th>Customer Feedback Survey Results - 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCSI staff listened to and valued my thoughts and opinions</td>
</tr>
<tr>
<td>The services offered by the CCSI team were of high quality</td>
</tr>
<tr>
<td>The service received from CCSI was good value for the cost</td>
</tr>
<tr>
<td>I would recommend CCSI to other organizations</td>
</tr>
</tbody>
</table>

“Without their help we wouldn’t be able to do our job efficiently nor effectively.”
– Jim Damian, Genesee County, Administrative Officer

“The services are excellent and well worth the cost!”
– Amanda Passaretti, Greene County, Mental Health Fiscal Officer

Preparing for System Transformation: 2013 brought significant change to New York State’s behavioral health system — and to the healthcare system more broadly — so much so that leaders in the field have referred to it as “The Change of a Lifetime.” The state has set forth a vision of a system that provides “fully integrated treatment where both behavioral and physical health are valued equally and individual recovery goals are supported through a comprehensive and accessible service system.” To support this vision, the State has advanced a number of significant reform initiatives, including developing Managed Care Behavioral Health plans that emphasize person centered care management, integration of physical and behavioral health services, and will ultimately tie payment for services to outcomes that matter to individuals. Employment, housing, and peer support will be reimbursable under the Health and Recovery Plan (HARP).

It is an exciting time, and throughout the year, we’ve found ourselves struck by the enormity of the changes, the speed with which they are taking place, and the tremendous opportunity to create a system that supports recovery and wellness. It is an opportunity we cannot afford to waste. To that end, providers, local mental hygiene departments, state agencies, and many others have been working hard to understand and put in place the skills, competencies, and practices required to operate in this new environment. CCSI has been pleased to be part of this process, providing support to our customers as they work to make this shift.

In this Annual Report, we highlight accomplishments within our four Areas of Focus: Growth, Workforce, Organizational Capability and Capacity, and Financial Performance. As we consider the opportunities 2013 presented, the progress we made, and the challenges that remain, we are extremely grateful to:

Our customers, with whom we partner to provide the programs and services needed to support individuals in their journeys toward recovery and wellness,

Our Board of Directors, who generously offers their valuable time, talents, and insights to shape our continued development; and

Our staff, who continue to amaze us with their commitment, enthusiasm, and creativity they bring to their work, enabling us to accomplish together what none of us could achieve on our own.

Sincerely,

Anne L. Wilder
President

Edward J. Nowak, Esq
Chair, Board of Directors

Capability & Capacity

During 2013, we worked to develop the infrastructure needed to support both current projects and new initiatives, including:

**Strengthening Data Analytic Capacity** – We enhanced data management and analytic functions to respond to our customers’ needs for timely, actionable data to support performance management and drive quality improvement at the provider and systems levels. Under the leadership of CCSI’s Director of Quality Improvement, we implemented new approaches to continuous quality improvement, as well as a new software package to support more seamless data integration and reporting.

**Improving Internal Infrastructure** - We made improvements to our infrastructure to enhance efficiency and effectiveness, including the deployment of a new phone system, automating selected office management practices, and developing new financial reports to provide better visibility over project performance.

**Maintaining a Strong Company Culture** - We value the environment we have created at CCSI, and know that ensuring alignment in principles, vision, and values is central to maintaining a strong company culture. During 2013, we focused on articulating and communicating our guiding principles so that they are consistently reflected in the work that we do.
2013 Financials

<table>
<thead>
<tr>
<th>Statement of Activities</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Support and Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support and Revenue</td>
<td>$44,362,459</td>
<td>$43,697,715</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$19,517</td>
<td>$46,124</td>
</tr>
<tr>
<td>Total Support and Revenue</td>
<td>$44,381,976</td>
<td>$43,743,839</td>
</tr>
<tr>
<td>Program Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Expenses</td>
<td>$5,910,557</td>
<td>$5,527,503</td>
</tr>
<tr>
<td>Pass-Through Expenses</td>
<td>$38,218,434</td>
<td>$38,031,898</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$44,128,991</td>
<td>$43,559,401</td>
</tr>
<tr>
<td>Net Surplus (Deficit) from Programs</td>
<td>$252,985</td>
<td>$184,438</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$302,529</td>
<td>$201,702</td>
</tr>
<tr>
<td>Depreciation</td>
<td>($112,852)</td>
<td>($127,743)</td>
</tr>
<tr>
<td>Change in Net Assets</td>
<td>$442,662</td>
<td>$258,397</td>
</tr>
<tr>
<td>Net Assets - Beginning of Year</td>
<td>$2,085,316</td>
<td>$1,826,919</td>
</tr>
<tr>
<td>Net Assets - End of Year</td>
<td>$2,527,978</td>
<td>$2,085,316</td>
</tr>
</tbody>
</table>

CCSI 2013 Customers

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

Monroe County Department of Public Health -
Division of Maternal and Child Health

Beacon Health Strategies, LLC
Broome County
Capital District YMCA
Carver Community Center of Schenectady
Chautauqua County
Children's Mental Health Coalition of WNY
Children's Technical Assistance Center
City of Rochester
Columbia County
Community Services Society of New York
Council of Agency Executives
Erie County
Franklin County
Genesee County
Genesee County Mental Health Association
Genesee County Regional Action Phone (Olmstead Center for Sight)
Goodwill Industries - Association for the Blind and Visually Impaired
Greene County
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
Auburn Drug and Alcohol Treatment Court
Auburn Behavioral Health Court
Rochester Drug Treatment Court
Onondaga County
Orange County
Orleans County
Rensselaer County
Rochester Area Community Foundation
Rochester City School District
Schenectady County
Schuyler County
Sullivan County
TRI Group
Ulster County
University of Rochester - Family Institute
Veterans Outreach Center, Inc.
Wayne County
Westchester County
Wyoming County
Youth Services Quality Council
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.

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Behavioral Health Network

Joseph Varile, MD
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George Weidemer
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Lisa Zelazny
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